

City of Holbrook General Plan



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The Holbrook General Plan was prepared through a diligent effort by the Technical Advisory Committee, input provided by residents at workshops, the Planning and Zoning Commission, the City Council and City staff. The General Plan was officially adopted by Council on August 9, 2005.

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INTRODUCTION

The City of Holbrook General Plan acknowledges community aspirations, progress and needs in response to renewed citizen vision. Plans adopted in 1994 and 1997 have provided sound direction; however, planning goals require adjustment to lead the efforts of residents and business people for Holbrook's improvement. Goals, objectives and policies are intended to respect the City's past, consider its existing conditions and set high standards for future development.

The General Plan Update brings the City of Holbrook into compliance with the State of Arizona "Growing Smarter" and "Growing Smarter Plus" mandates. These statutory requirements added five new Elements -- Environmental Planning, Open Space, Water Resources, Cost of Development and Growth Areas -- to Land Use and Circulation (Transportation) as basic subject areas to be covered in municipal plans. Holbrook has selected several other planning initiatives, ranging from Economic Development to Community Design, to address local priorities in a comprehensive manner.

A. CITIZEN PARTICIPATION PROCESS

This is a citizen-driven General Plan. Public involvement served as an essential component in determining the future directions Holbrook should take. Persons of all ages and interests participated in identifying the aspects of community that are most important to preserve, improve or establish.

A Technical Advisory Committee (TAC) met with consultants on a regular basis. The Steering Committee group, represented the City Council, the Planning and Zoning Commission, City staff, businesses, the National Park Service and residents to maintain balanced oversight during the Plan's reshaping. Preparations for public meetings, draft documents, future development plan alternative graphics and other materials were previewed by the TAC before presentation.

Open house meetings were conducted at various stages of the process. Interested citizens contributed input through discussions, feedback questionnaires and hands-on mapping exercises. Three public meetings, held in City Council chambers, served as General Plan Update checkpoints:

- Holbrook Vision -- Focus on General Plan Update (February 24, 2005)
- Future Development Plan Alternatives (April 28, 2005)
- General Plan Preview (June 15, 2005; Planning Commission)

Members of the TAC and the general public took part in public hearings conducted by the Planning Commission in special session (August 9, 2005), followed by the City Council (August 9, 2005).

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B. HOW TO USE THIS PLAN

Holbrook's General Plan expresses broad policy, covering a comprehensive array of interrelated subjects pertaining to preservation and growth of community assets. It is a resource -- expressing civic intent.

Plans should serve as guidebooks, references to be used on a regular basis by City decision-makers, advisory bodies and staff. Prospective developers and landowners, also, should consult the General Plan for advice regarding appropriate types and intensities of use on their properties. The Future Development Plan graphic is not a zoning map; however, it suggests likely development activity that may be requested by applicants and evaluated by the City on a case-by-case basis.

The General Plan is organized in three parts: *Introduction*; *Plan Elements*; and *Implementation Program*. As a basic reference to municipal development policy, the document first offers an overview for users of the General Plan that states where the City is headed and how members of the community can help to achieve its aims. Then the principal subject components, or Elements, are summarized in terms of existing conditions as well as desired goals and objectives. Implementation actions suggest a step-by-step process through which the General Plan can accomplish the visions established by Holbrook citizens.

Arizona statutes require that rezonings are consistent with the General Plan. Applicants should refer to the document as a whole, not just select, excerpted statements, to support a zone change request. Several Elements may pertain to a single, suggested development or improvement: land use, cost, public facilities, circulation, community design and others. The Elements -- taken into consideration with implementation strategies -- supply a checklist for evaluating any proposed actions' consistency with the General Plan.

This document is not meant to be read from cover-to-cover in a single sitting. However, a user, whether a citizen appearing at a public hearing for the first time or a long-term City official, should become familiar with the Plan's content. A comprehensive planning perspective enables the user to evaluate change in a broader view, directing progress for the good of the community rather than special interests.

C. PLAN ADMINISTRATION

Under the Arizona Revised Statutes (9-461.06-K), the adopted City of Holbrook General Plan will be effective for up to ten years. It may be updated more frequently, at City Council's direction, as conditions change with demographic trends, new economic directions or planning area expansions.

The process for General Plan adoption or updating, as well as for Major Plan Amendment (discussed below), requires four basic steps. First, there should be active public participation to assure open exchange of ideas to shape City policy.

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Second, a 60-day statutory review period must be observed to allow for commentary from other agencies and jurisdictions, such as the State, County, Northern Arizona Council of Governments and others. The Planning and Zoning Commission takes charge of the third step, conducting a public hearing with citizen input to forward a recommendation to City Council which may include proposed Plan revisions or refinements. Finally, the Holbrook City Council holds a final hearing for additional public comment and consideration of General Plan adoption.

City departments should be sure to coordinate functional masterplanning efforts, such as drainage or parks/recreation plans, with the General Plan. Capital improvement programming, too, ought to consider ways that Plan implementation may be promoted. Outside agencies (e.g., ADOT, Navajo County) are, likewise, encouraged to observe Holbrook's planning priorities.

Annual reporting on the status and continuing effectiveness of the City management would, ideally, prepare an overview Plan evaluation on an Element-by-Element and department-by-department basis for review by the Planning and Zoning Commission. Relayed to City Council, this comprehensive analysis would be especially helpful to the annual municipal budget deliberations.

Amendments to the General Plan are expected. To keep the document current even between scheduled, full-scale updates, adjustments will be necessary. Major amendments should be considered once each year. Minor amendments may be made more often, but it is good practice to acknowledge those that have occurred as part of the annual amending process.

The City establishes its own criteria to define what constitutes a Major Amendment. Inasmuch as the Future Development Plan Map does not specify land uses (indicating, rather, general sites as Growth Areas or opportunity locations), and related density or intensity of development.

The permitted, conditional or special use and accessory uses contemplated for properties within the incorporated municipality shall apply for purposes of determining whether a Major Amendment is required. Two exceptions to this standard are established:

- 1) masterplanned, mixed-use developments within general locations designated as "Growth Areas" may be considered as minor amendments; and
- 2) extraterritorial areas within three miles of the municipal limits and less than 160 acres in area would not require notice of General Plan Amendment impact to Navajo County officials if such lands are to be developed in predominantly agricultural, open space or single-family residential uses (at net densities not greater than four dwelling units per acre).

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Otherwise, Major General Plan Amendment is required when proposed zoning use or uses would constitute "a substantial alteration of the municipality's land use mixture" (A.R.S. 9-461.06-H). Substantial alterations include the following:

- A change in the zoning designation on 80 or more acres within the municipal boundaries or a development proposal elsewhere in the Planning Area that exceeds the limits of the exception (2), noted above; or
- An increase or decrease in density of dwelling units of 50 percent or more, measured in units per acre; or
- An increase or decrease of 20 acres or more in commercial or industrial (e.g., industrial, office, retail, resort) zoning; or
- An increase of 40 acres or more or a decrease of 20 acres or more for open space uses (e.g., agricultural, commercial recreation); or
- Any change to uses specified in an approved, mixed-use masterplan that affects an area of not less than 20 acres and/or that changes the number of dwelling units by 25% or more.

A rezoning application initiated by the property owner that results in a decrease in land use intensity will not be considered to be a Major Amendment.

Minor amendments, those not constituting "substantial alteration" as herein defined, may be acknowledged and appropriately identified on City zoning maps not later than the next subsequent General Plan Amendment hearing that is held sixty days or more following the minor amendment change.

GENERAL PLAN ELEMENTS

Elements act as a General Plan's foundation, covering broad subject areas that contribute to a municipality's physical layout and unique character. A variety of land uses, transportation and utility systems, natural resources and activity areas blend to form the City and its greater planning area.

The following Plan subsections address the two Elements that have been considered the backbone of Arizona's municipal planning for decades: Land Use and Circulation (Transportation); as well as those required by "Growing Smarter/Plus": Environmental Planning, Open Space, Water Resources, Cost of Development and Growth Areas. In addition, Holbrook has chosen to provide greater dimension to its General Plan by including: Economic Development, Public Facilities/Services, Safety, Housing, Natural Resource Conservation, Community Design, Cultural and Historic Resources as well as the related, procedural subjects of Impact Fee Schedule and Implementation.

All sixteen basic components are arranged in similar format for ease of comparison. Each opens with a Vision Statement, enclosed in a box for emphasis, that describes the subject's overriding purpose. The topic is then introduced with background information that outlines current conditions. Issue identification follows with synopses pertaining to identified concerns or priorities. Sets of Goals, Objectives and Policies indicate citizen aims and intentions for improvements in the particular subject areas. Finally, key planning principles -- with recommendations -- are stated.

Together, the Elements (including Impact Fee and Implementation Assessments) constitute Holbrook's planning policy framework. Cross-references and shared objectives link the Elements. Although some may affect Holbrook's future development more extensively (e.g., Land Use, Economic Development, Growth Areas), the more tactical, refining subjects (e.g., Cultural/Historic Resources, Community Design) can have a profound impact on community character.

General Plan Elements establish targets for improved living quality. Vision, goals, principles and recommendations are aligned in a consistent direction so that Implementation action steps, in the Plan's concluding section, relate back to citizens' fundamental preferences that were expressed during the General Plan public involvement process.

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LAND USE

Land Use is the framework for Holbrook's General Plan. All other Elements, from Circulation to Housing, are affected by the designation of activities that may be conducted at various locations in the Planning Area. Existing and future development must consider Plan goals, neighborhood compatibility, existing ownership patterns, and impact on public facilities and services.

"The City of Holbrook wants to create a healthy, vibrant, well-enforced and prideful community that is planned for orderly, compatible development with updated zoning and other regulations that help to protect citizens' investment in their place to live, work, and play. Attention should be particularly directed to revitalization of neighborhoods, maintaining support for community heritage, creating new jobs and housing opportunities."

Holbrook's traditional location as a center for transportation and distribution, Native American and governmental center and a focal point for Historic Route 66 should be a basis for these issues.

INTRODUCTION

Land Use considers Holbrook's greater Planning Area, more than 33 square miles, with particular emphasis on the nearly 15 square miles within the City limits. This Element also lays the foundation for zoning, subdivision regulations and other development standards established by the City.

It is important to recognize the difference between the General Plan and the Zoning Ordinance. The General Plan is a policy guide. The Land Use Element is intended to provide flexible, adaptable, guidance for deciding land use issues.

Land Use patterns are subject to change, often requiring an amendment to Zoning Ordinance regulations which permit certain uses and establish standards for developing, operating and maintaining these ordinances.

The City is taking aggressive steps to diversify the local economy. A stronger public/private partnership is being promoted through development standards and incentives that have resulted in new attitudes and perception toward growth and development.

ISSUE IDENTIFICATION

Many land use priorities established in earlier General Plan versions still require attention. Future development in basic use types supports other Elements, such as: Economic Development, Growth Areas and Implementation.

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Residential Issues

Holbrook has extensive potential for high-quality housing development. Each school year, new teachers move into the area searching for available housing which creates a demand for rental and purchased homes. Additional emphasis is needed on entry-level housing.

The City is developing a strategy to facilitate new forms of housing renovation within and near the downtown area. The renovation of the downtown area will be enhanced by considering additional community-oriented land use improvements for this area, i.e. parks, bicycle paths, shopping and entertainment.

Holbrook has many older neighborhoods, but they are not designated “historic districts.” Specific guidelines for design standards and development specifications should be considered with new developments, rehabilitation, or redevelopment. A major interest is to provide more housing so that residents can commute to work elsewhere rather than living elsewhere and commuting to work in Holbrook.

Land use in the central core of the City, particularly, in and around Navajo County Historical Museum, and restored Courthouse, the historic Santa Fe train station and the establishment of a historic district in the area should revitalize Bucket of Blood and the Hennings Block. In addition, the use of Arizona Department of Commerce Main Street funds will help to protect and preserve the historical and cultural appearance and attraction of Historic Route 66 (Hopi Drive and Navajo Boulevard).

The rehabilitation and/or new construction of low-to-moderate income housing are desirable. Community Development Block Grants and other available State, Federal and private sources of funding should be tapped whenever feasible to assist in the provision of affordable housing for all citizens.

Many small, undeveloped parcels in the downtown area of the City are zoned for residential development. The City is researching possible incentives to promote accelerated housing in-fill within this area. The completion of the Little Colorado Levee (1995) and lifting of the floodplain restriction has had a favorable impact in the downtown area, allowing for housing improvement and building construction.

Commercial Issues

Holbrook’s commercial development trend since the completion of I-40 (circa 1980) needs to be revived to re-establish shopping and services catering to the region. Multiple-establishment commercial plazas, convenient for both residents and tourists, are especially preferred. The ideal location should be in close proximity to medium and high-density residential areas. The needs of surrounding areas will be addressed by designing area access and circulation systems so that residents can walk and drive to stores without congestion, establishing proper buffers to mitigate building mass, noise, and increased neighborhood traffic and applying reasonable architectural controls to enhance neighborhood quality.

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Professional office buildings and complexes can be located along the City's major thoroughfares, and adjacent to commercial or industrial areas where office development would function as a logical extension of more intense land uses as well as provide a land buffer or transition to residential areas.

Employment Issues

Diversification of employment remains a key objective of the City's Economic Development Plan. The City's policy of supporting the development of concentrated industry (light and heavy industrial business parks) as well as dispersed office employment areas have been encouraged. Given the amount of available land currently designated for industry, the City should focus on directing new industry to established industrial areas.

Public and Quasi Public: Issues

Areas dedicated for public uses such as schools, government facilities, police and fire stations should be effectively located to meet the needs of the neighborhood and the community as a whole. Particular attention is directed to improving health care services and facilities.

GOALS, OBJECTIVES AND POLICIES

Land Use aims address each of the major development classifications:

GOAL: To enhance the existing residential sections of Holbrook and to foster and maintain a variety of housing opportunities for all income levels and ages.

Objective: Provide incentives for residential development in conjunction with the Housing Element.

Policy: Review City zoning/subdivision regulation and amend as necessary to reflect current and desired future residential growth trends.

Policy: Encourage the development of masterplanned neighborhoods, especially for multi-family and active retirees.

Objective: Target a variety of housing types to increase residents' choice in living accommodations.

Policy: Encourage construction of affordable housing including multi-family, planned unit development, and special-needs housing.

Policy: Develop guidelines for the design and placement of manufactured housing parks, to ensure that sufficient amenities, recreation areas and landscaping are included in order to contribute to a high quality of life for the residents of the community.

Objective: Work with homeowners and developers to raise neighborhood quality standards through efficient design, capital improvement programming and developer contributions to public costs.

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Policy: Coordinate public facility needs (parks, schools) for existing and new residential areas.

Policy: Ensure the development of curbs, gutters, sidewalks, adequate street lighting in all areas and upgrade existing neighborhoods to be consistent with the City Codes.

GOAL: To preserve Holbrook's dual character as a historic rural community with important commercial, retail, professional and government elements while accommodating reasonable growth.

Objective: Foster land use compatibility with the City's physical resources and cultural character.

Policy: Implement appropriate zoning measures, protecting existing land values from incompatible intrusions. Ensure that variances meet the intent of building and zoning regulation.

Policy: Create a sound policy of annexation when such action would be beneficial to the City and the inhabitants of areas to be annexed.

Objective: To actively promote Holbrook as an important commercial and trading center in Northern Arizona.

Policy: Maintain an on-going program of public awareness of City activities and incentives program.

Policy: Promote positive community attitudes toward growth, economic development, and preparing for the future.

Policy: The City, Chamber of Commerce, civic and charitable organizations and individuals will develop a partnership to promote Holbrook as a transportation and distribution hub.

Policy: Encourage the development of more retail stores, including factory outlets.

GOAL: To increase local employment opportunities, particularly targeting well-paying jobs with career prospects.

Objective: Encourage the development of business retention and expansion programs.

Policy: Continue to develop Industrial Parks infrastructure within the City.

Policy: Promote agribusiness, warehousing, and transportation-related activities. Encourage strong economic ties with the nearby Navajo, Hopi and Apache Indian reservations.

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Objective: Take the lead in the revitalization of the Downtown business district. Property with street frontage should be encouraged to landscape with low water-use plants.

Policy: Recapture and enhance the historical visual character in new and existing commercial development in the historical Downtown area (MAINSTREET).

Policy: Emphasize tourist attractions, day-trip opportunities, community events and the City's historic downtown.

GOAL: To obtain maximum productivity from existing community land-use assets to enhance local institutions' contribution to locational excellence and quality of life.

Objective: Expand potential employment base.

Policy: Continue to support public schools, churches, social services and recreation to retain and attract workers.

Policy: Utilize Northland Pioneer College as a training center for employees.

Objective: To offer growth area opportunities with appropriate mixes of land use with attention to compatibility standards.

Policy: Include the Holbrook Airport prominently in all Holbrook economic development plans.

Policy: Encourage commercial development on the north side of Interstate 40 and along the other state highways. All developments shall be constructed with attention to preserving Holbrook's scenic vistas.

LAND USE PRINCIPLES

This Element addresses highest and best use of properties located in the City and its surrounding Planning Area. It is intended, first, to take advantage of existing infrastructure and to enhance the value of the developed community's homes, businesses and institutions. Second, prospective new development and/or annexation should be promoted where there is evidence of positive cost-benefits from municipal expansion.

Categories of Land Use indicated on the Future Development Map (summarized as follows) are not intended to serve a specific zoning designations. Rather, the City development codes should reflect the desired type and intensity of activities that are generalized in the Plan.

Residential, Low Density

0-3 dwelling units per acre. This category is typified by detached, single-family homes on lots generally ranging from one to five acres. Land use might include accessory buildings such as barns, stables, fenced corrals, sheds and other related dwellings. Suitability of residential developments is determined by location, topography, street access, existing land use, availability of utilities, patterns and natural or man made

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features. The dominant use is single-family homes away from major arterial streets. Adequate open space in the form of a regional park or neighborhood park should be provided.

Residential, Medium Density

3-6 dwelling units per acre. This category can be single-family homes on smaller lots, or patio homes, duplexes, and townhomes. Landscaping is an integral part of the medium density neighborhood character. Recreational amenities such as parks, swimming pools, and clubhouses, should be included in developments. Land situated near or around schools and parks should be considered for medium-density detached housing so that families could be within walking distance of these facilities.

Residential, High Density

6-12 dwelling units per acre. This category is intended to accommodate higher density multi-family apartment, condominium, resort, or townhome developments. Single-family homes are also acceptable. Special emphasis should be placed on the quality of design to avoid negative impacts often associated with higher density. High-density residential areas can, at times, act as a buffer between lower density residential and commercial areas. Quality, orientation, landscaping and other amenities will be a part of any new design or multi-family project.

Manufactured Housing

Manufactured housing should be located in planned parks or subdivisions adjacent to a public street. A decorative wall or fence buffer should be installed along the perimeter of the park of any new mobile home park.

Tourists' recreational vehicles should be located in a park-like setting adjacent to collector or arterial streets. Each recreational vehicle should be provided with its own pad and utility hookups. A decorative buffer wall should be provided along the perimeter of the park.

Commercial

Businesses are to be located according to the intensity of use, attraction of traffic and compatibility with adjacent uses. Typically, retail, restaurant and hospitality establishments would be most appropriate on major thoroughfares with good access and ample parking. Neighborhood-serving businesses (including offices and services) could locate on arterial or collector street locations convenient to nearby residences. Businesses in the downtown historic district should conform to those standards of appearance.

Heavier commercial uses, such as those involving outdoor storage or activities, preferably locate away from housing -- on traffic corridors or adjacent to industrial uses.

Employment

Places of employment, ranging from general administrative offices to manufacturing or assembly, need special attention to accessibility and mitigation of potential environmental impacts.

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Industrial operations require siting on ample acreage, well-buffered from single-family homes. Transitional uses, such as commercial, offices or higher density residential may help to separate intense employment activities from neighborhoods.

Institutional

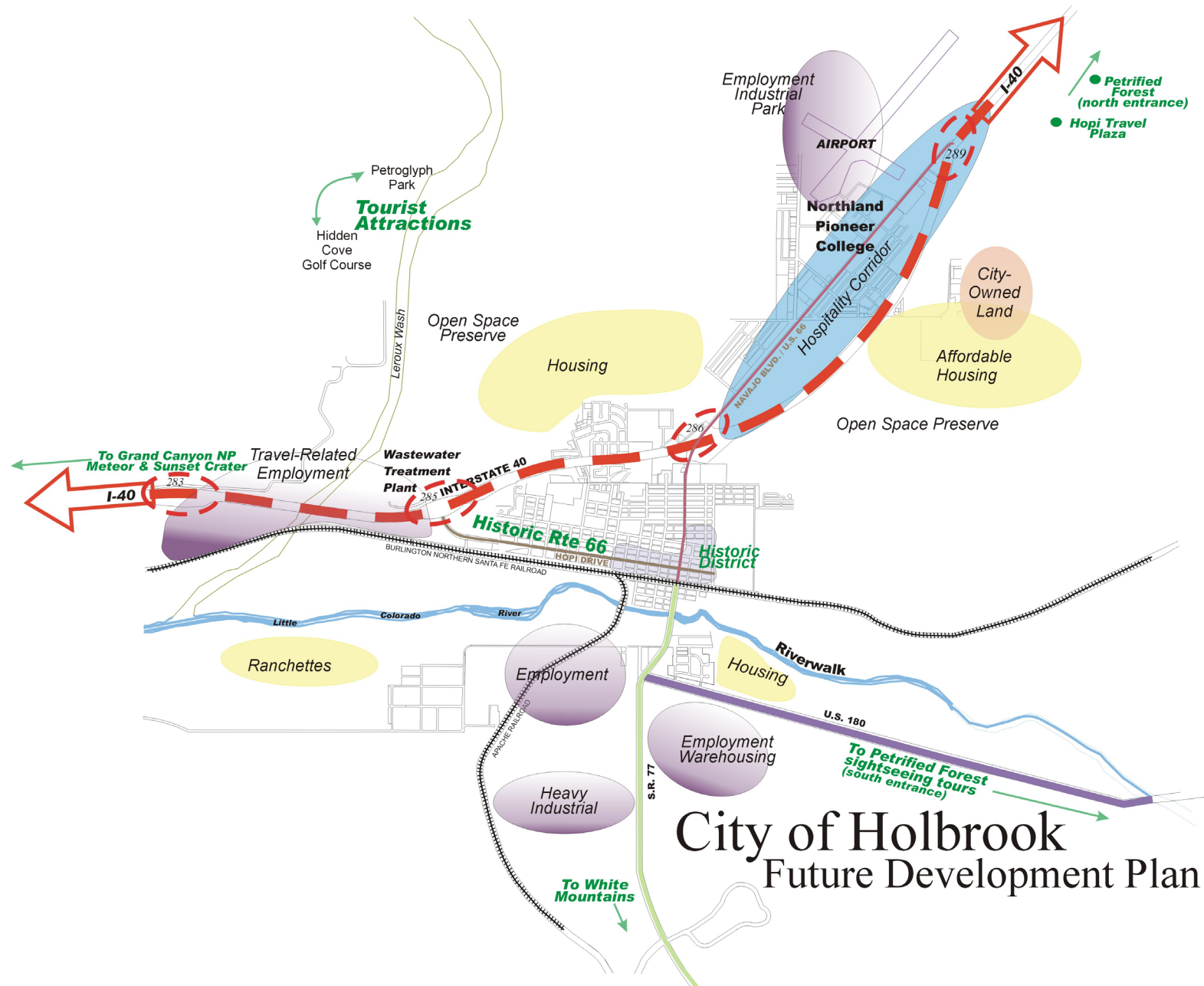
Schools, churches, health and social service facilities may be integrated into neighborhoods, depending on their scale. Holbrook's educational district, for example, fits with existing neighborhoods. Larger institutions, (e.g., Northland Pioneer College) are better located where major street accessibility exists.

Land Use Recommendations include several key Implementation actions. First, ordinances and design guidelines should provide clear statements of Holbrook's development expectations. Second, criteria for zoning properties to coincide with General Plan land use designations, as well as determining procedures for General Plan Amendments, are essential directions to property owners and prospective developers.

Masterplanned developments ought to be encouraged, both by improved ordinance provisions and by creation of incentives for desired types of development. Quality standards will be of particular importance in the Downtown Historic District, requiring leadership participation by the Historic Preservation Commission.

Designated Growth Areas may be employed to invite large-scale residential or mixed-use developments. The City may wish to consider techniques (incentives or requirements) for assuring affordable housing construction.

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CIRCULATION

Transportation facilities affect virtually all General Plan components. Maintaining the City's transportation advantages assists Economic Development, Growth Areas, Housing and many other Elements' goals. Land use intensities directly impact the nature and number of automobile trips along the City's principal routes. It would benefit the City to ensure that traffic generated by new developments does not exceed existing roadway capacity.

"Holbrook will develop a transportation plan to be reviewed annually by Council that addresses street conditions and maintenance, sidewalks, railroad crossings, promotes use of the airport and other modes of transportation."

INTRODUCTION

Holbrook is accessible by air, rail, or road. The community is bisected east-west by Interstate 40 and north-south by State Route 77, with adjoining highway U.S. 180 and S.R. 377. Interstate 40 functions as a major east-west truck and car route for much of the southwestern United States. As a result, the midtown area is adversely impacted by the heavy traffic volumes generated by entering and exiting Interstate traffic. The City has entered into an intergovernmental agreement with ADOT to provide lighting, signage and signalization projects at the four interchanges serving the City.

The City of Holbrook presently maintains approximately 40 miles of City streets. Current local street system conditions include: poor paving bases and surfaces, some horizontal sight distance limitations and acute drainage problems.

No commuter or long distance rail service exists in Holbrook. The Apache Railway maintains active freight service in Holbrook with Burlington Northern Santa Fe service currently unavailable, although its main line runs through the City. Taxi and bus services are available in the area as well.

ISSUE IDENTIFICATION

Holbrook officials and residents recognize numerous transportation issues -- they range from problems requiring attention to opportunities for attracting new residents and businesses.

Roadway Standards begin with identification of the surface transportation system by delineating major state and federal highways, arterial, collector, residential or special purpose (e.g., industrial park) streets. Arterial streets (Navajo Boulevard and Hopi Drive) carry the highest volumes of traffic, serving long distance commuters and enabling traffic to enter and exit the area. Collector streets connect to the arterial streets, providing for moderate length trips with lower level travel. Current and future collector streets are Hermosa, Seventh Street, NE and NW Central Avenues, Eighth Avenue, East and West Florida Street, Romero, and McLaws Road. Lower classification streets provide access to specific destinations, distributing trips from the bordering arterial/collector system.

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Citizen input showed strong support for a comprehensive street development and maintenance program. Water, sewer line replacement and drainage were recognized as part of the “street problem.”

Street Naming and Housing Numbering designations are critical to efficient community circulation. The issue, in fact, is raised as a statutory planning requirement by the State of Arizona for all municipalities. Addresses (street names and numbers) are assigned by the Planning and Zoning Department to facilitate orderly development; and, especially, to reduce public safety emergency response times. Out of sequence numbering, duplicate zero-zero points, and inconsistent block numbering are recognized as current problems.

Aviation Opportunities consist of the city-owned and maintained Holbrook Municipal Airport – located north on the mesa in the northerly portion of the City, and easily accessible from Navajo Boulevard. Fuel and other aviation services are available 24 hours a day. The airport can accommodate propeller-driven and small jet aircraft.

It is managed under lease agreement with a fixed-base operator. Continuing improvements are required to develop the airport into a commercial and industrial gateway to the City. The City follows an Airport Master Plan that was completed in 2000.

Railroad Operations include the main line of the Burlington Northern Santa Fe Railroad with two tracks through Holbrook and the Apache Railway, which runs south for thirty miles from its junction with Santa Fe in Holbrook. Land along both railroads’ rights-of way is zoned for future industrial development and more spurs are possible. Rail-served industry is seen as possible incentive for BNSF to reestablish regular service in Holbrook.

Bicycle and Pedestrian Amenities are especially important for individuals who do not drive, including young people and the elderly. Convenient linkages for walking or bicycling can play a significant role in Holbrook’s transportation system. Future bicycle routes and multi-purpose pathways should be planned.

GOALS, OBJECTIVES AND POLICIES

Goal: To maximize Holbrook’s location on Interstate 40, U.S 180, State Route 77 and 377, and the BNSF and Apache Railways that serve as major factors in the local economy.

Objective: Support transportation-related industries, trucking, distribution and warehousing.

Policy: Continue to work toward making the midtown interchange and railroad grade crossing safer.

Policy: Investigate rail service opportunities.

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Objective: Encourage a regional transportation system to the Petrified Forest and other tourist destinations.

Policy: Emphasize Holbrook as a regional hub and logical place for tourists to stay and return once visiting other areas.

Policy: Improve vehicular access to local tourism destinations.

Goal: Continue to expand and improve the airport by aggressively seeking grants and working with ADOT's Aviation five-year plan.

Objective: Support community economic development through aviation enhancement.

Policy: Provide on-airport upgrades for aviation services/pilot convenience.

Policy: Attract commercial users with direct, through-the-fence taxiway access, if feasible.

Objective: Update the Master Plan for the Holbrook Municipal Airport.

Policy: Emphasize adjacent industrial/employment development.

Policy: Coordinate with General Plan and zoning provisions to protect airspace from land use incursions.

Goal: To improve the local street system to serve both local and regional traffic.

Objective: Update a Street Improvement Master Plan for Capital Improvement Plan project participation.

Policy: Develop a comprehensive drainage management program.

Policy: Update the long-range street paving and maintenance program, with priorities for proper design and maintenance.

Objective: Work with ADOT, NACOG and Navajo County on transportation items of mutual interest.

Policy: Coordinate interagency emergency response planning.

Policy: Partner with ADOT and property owners to improve the streetscape on Hopi Drive.

Objective: Establish standards pertaining to traffic generation, ingress/egress, parking and maneuvering areas in non-residential developments.

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Policy: Access to all community commercial centers will be from arterial streets specifically designed to handle commercial traffic.

Policy: Locate neighborhood commercial businesses on collector or arterial streets.

Policy: Commercial development serving immediate neighborhoods shall not cause additional traffic into residential neighborhoods.

Policy: Assure that parking layouts and space requirements for new commercial development conforms with current City ordinances.

CIRCULATION PRINCIPLES

Holbrook adheres to accepted traffic engineering and transportation design standards. Comprehensive surface transportation planning must coordinate with Safety Element concerns as well as fulfilling ingress/egress needs of new development. The City's street classification system manages vehicular flow to utilize the capacities of major streets while keeping residential streets free from congestion and commercial traffic.

Planned pedestrian and bicycle improvements help to reduce vehicle trips as well as serve citizens who do not drive.

Aviation, rail and trucking facilities should be coordinated so as to continue Holbrook's role as a regional hub with multi-model transportation choices.

Transportation and circulation recommendations begin with street system upgrades, master drainage planning and airport improvements being included among phased CIP priorities. Long-range transportation plans to aid community economic development should be undertaken in consultation with ADOT, the BNSF Railroad, tourism destination representatives (e.g., Petrified Forest, Chamber of Commerce and Rock Art Ranch) and others.

A consistent street address system should maintain the practice of having even numbered addresses on the north and west sides of streets with odd numbers on the south and east sides; and adopting a single zero-zero point of origin. Attention to streetscape design should be addressed at the plan review stage.

ENVIRONMENTAL PLANNING

Environmental planning is one of Arizona's "Growing Smarter" Elements. In conjunction with the City's Open Space and Natural Resources considerations, as well as others, this Element focuses on maintaining healthful, safe conditions for human enjoyment of Holbrook and its surrounding region.

"Maintaining high quality water, land and air resources shall be achieved through appropriate location and monitoring of development."

INTRODUCTION

Clean air, water and land resources are influential in attracting future growth. Likewise, proposed development should be carefully screened to discourage degradation of the local environment.

Prevailing conditions of weather and climate present a generally positive living environment. The City enjoys four seasons without the extreme heat or cold experienced in other Arizona locations. Residents' preference for outdoor activities can be promoted through environmental planning.

ISSUE IDENTIFICATION

General Plan discussions revealed several environmental issue mentions:

Hazard/Emergency Planning conducted by the City over the years may be revisited and updated to strengthen local environmental protection policies. Changes in technology may need to be acknowledged in Holbrook's strategic response plans.

Pollution Reduction practices comply with City, County, State and Federal requirements to maintain high standards of air, water, soil quality and noise control. New developments covered by recent EPA stormwater runoff criteria should be reviewed for compliance with negotiation guidelines.

Environmental Energy generation could transform one of the area's few negative weather impacts -- frequent, strong winds -- into a positive. Windmill-generated power should be evaluated to determine its environment-friendly potential in Holbrook.

GOALS, OBJECTIVES AND POLICIES

Health and safety may benefit from Holbrook's commitment.

Goal: To maintain Holbrook's preparedness for environmental hazards or emergencies.

Objective: Update City response plans and programs.

Policy: Maintain City Staff/Citizen oversight of emergency response.

Policy: Revise adopted documents, such as Hazardous Materials planning.

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Objective: Review and monitor potentially dangerous natural conditions.

Policy: Evaluate occurrences of soil subsidence in and near the community.

Policy: Continue solutions for excessive stormwater flooding.

Policy: Participate in “traveler advisory” improvements.

Goal: To promote the region’s environmental assets.

Objective: Publicize the existence/availability of quality air, water and land.

Policy: Investigate possibilities for wind and solar power.

Policy: Protect and identify scenic views for visitors.

Policy: Practice recycling and other conservation programs in coordination with the Water Resources Element.

Objective: Encourage ecotourism in conjunction with Economic Development.

Policy: Support academic and avocational studies of High Desert environment.

Policy: Coordinate activities for Petrified Forest visitors.

ENVIRONMENTAL PLANNING PRINCIPLES

Stewardship of natural surroundings represents Environmental Planning’s foundation. Living with the land, respecting it, has been a fundamental precept of living among many generations of the region’s Native American population; and is applied, as appropriate, by City residents.

Holbrook should continue to take remedial or preventative action to mitigate negative environmental impacts of all types. Man-made hazards or nuisances (e.g., noxious emissions, soil contaminations, noise, glare, view obstruction), especially, ought to be curtailed. Protection of public health, safety and welfare is specifically delegated to the municipality by the State of Arizona; therefore, environmental planning (with zoning and other regulations for implementation) is a fundamental City responsibility.

Environmental recommendations range from updating environmental protection plans to advertising the region’s many natural advantages. Sensitive areas (flood, plain, unusable soils) that are not useful for development might be designated for other, advantageous purposes such as recreation, river walk, and wildlife habitat.

Renewable energy sources are also recommended for soliciting utility company investment in the region.

OPEN SPACE, PARKS AND RECREATION

Open Space planning is another of Arizona's "Growing Smarter" initiatives. The City is working toward providing parks and open spaces that meet the needs of residents and visitors. The parks and open spaces should offer a variety of locations and facilities, easily accessible and convenient.

"The City needs to improve and maintain the aesthetics, as well as the livability, of the community by increasing the recreational opportunities for all ages. This Element focuses on the current uses of open space within the City limits, with consideration of future projects depending on funding."

INTRODUCTION

Residents of Holbrook have historically been very sports-oriented. Over the years, the community has been actively involved in organized sports for youth as well as adults. During recent years, the increase in participation has placed a heavy demand on existing resources.

ISSUE IDENTIFICATION

As the community continues to grow, the City is planning additional regional, neighborhood, and pocket parks. Current facilities are:

Hunt Park is a 21-acre site that provides a variety of recreational opportunities for the community. The park features softball and baseball fields, a football field (that is also used as a soccer field), tennis courts, basketball courts, sand volleyball, picnic tables, playground equipment and the county fairgrounds. The park is bordered by East Florida Street to the north, Seventh Street to the east, Third Street to the West, and Park Elementary School to the south.

Lewis Park is a 3.7 acre park located south of the Little Colorado River, addressing the recreational requirements for the Lewis subdivision area. Several barbeque grills, multi-purpose basketball courts, picnic tables, soccer field, play area and a picnic ramada area.

Lisitzky Park is a 4.6 acre park serving as the primary recreation area for the north side of the city. This park contains several barbeque grills, a multi-purpose court, basketball courts, picnic areas, and baseball and softball fields.

City Hall is located on a 1-acre complex that contains the City Offices, Library, playground area, and a ramada area for picnics.

Historic Courthouse is located at 100 E. Arizona in the City's downtown area. This historic building contains a tourist information center, county museum, Chamber of Commerce, County Health Department, and several other County offices. The area is the location of the Native American dances during the summer months and includes a picnic

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area, benches, and a large gazebo and grass area. Plenty of parking is available on the property.

Barrow Field is a baseball field located on the East Side of Holbrook. Situated between the City Cemetery and a medical center, this park has been utilized primarily for Little League. The ballfield contains all of the necessary features for a Little League field including bleachers, dugouts, concessions building and parking areas.

Ron Heward Westend Park is a 1.5 acre park completed in the spring of 1992, and is designed for tourists and visitors to the City. The park functions as a roadside rest area with ramadas, picnic tables, and grass areas. Future plans include an information board, map of the City and restrooms.

Hidden Cove Municipal Golf Course is a 9-hole golf course that serves both residents and visitors year round. Hidden Cove is located at the West End of the City and features a driving range, pro shop, locker rooms, eating facilities, and a putting green. The fairways and the well-groomed greens, utilizing recycled water, have made Hidden Cove a desired course for golfers of all ages. Expansion to an 18-hole course is under consideration.

GOALS, OBJECTIVES AND POLICIES

Goal: To plan for long term open space preservation and the sensitive use of areas which should not be developed because of: unique geological formations, slope, flooding potential or archaeological significance. Preserved lands may provide multi-purpose trails connections and natural buffering between different land uses.

Objective: Maintain natural, undeveloped areas that provide recreational opportunities for the public while preserving environmentally-sensitive areas.

Policy: Use flood zones/drainage ways as parks, open space and greenbelts.

Policy: Encourage development of bicycle, hiking and equestrian trail systems as linear open space connections.

Policy: Develop recreational areas along the levees and trails to Cholla Lake.

Objective: Preserve sensitive lands for natural assets in support of Natural Resource Conservation Goals.

Policy: Encourage ecological, cultural and related scientific studies by students from local institutions and visiting naturalists or persons with avocational interests.

Policy: Restrict activities to nature trails and view points to limit disturbance of protected terrain, vegetation and habitat.

Policy: Preserve natural habitat areas, archaeological and historical sites.

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Goal: To provide safe, cost-effective recreational opportunities for Holbrook residents and visitors of all ages.

Objective: Develop, in cooperation with schools and the community college, a year round recreation program with commensurate staffing to organize and supervise activities for all; including seniors, teenagers and the physically challenged.

Policy: Seek opportunities to sponsor regional and State-wide athletic competitions.

Policy: Share maintenance and staffing responsibilities on joint-use facilities.

Policy: Provide for NPC– and Holbrook Unified School District–sponsored educational uses in Open Space areas.

Policy: Consider expansion or development of gymnasium, golf course, auditorium/convention center facilities as community recreation improvements.

Objective: Continue strategic improvements in municipal park facilities.

Policy: Provide neighborhood and pocket parks to enhance recreational opportunities in residential areas throughout the community (e.g., Spurlock Hill, McLaws Road, Finley property).

Policy: Plan safe bicycle and pedestrian paths to link recreation areas, open spaces and other in-town destinations with neighborhoods.

Policy: Provide restrooms, parking and other conveniences at City Parks.

OPEN SPACE PRINCIPLES

New directions for Holbrook open space are focussed on designating areas that are either sensitive or undevelopable and dedicating them for public purposes. Securing key areas, such as along the Little Colorado and Leroux Wash, from inappropriate use should be accomplished by acquiring public ownership or easements. Appropriate, limited activities on these lands may be arranged for agricultural or educational purposes by private owners/lessees, local institutions or recreational organizations.

A target of 10 acres per 1,000 population should be met or exceeded for recreational area requirements. The hierarchy of parks -- neighborhood, community, regional -- should observe accessibility guidelines (e.g., walking/bicycle access for smaller, residential area facilities; handicapped access at all parks; ample parking at larger facilities).

Recreation, Park, and Open Space recommendations include: 1) establishing open space preserves; 2) planning trails/riverwalk systems; 3) investigating joint-use facility arrangements; and 4) considering municipal park improvements.

WATER RESOURCES

Holbrook's water availability provides an asset for growth and sustainability that few Southwest communities can rival. Recent improvements to the municipal "wet utilities" systems -- water and wastewater facilities -- positions the City to meet future service demands.

"The City's future needs for water must be addressed by monitoring the Coconino Aquifer, applying sound conservation practices, using renewable energy sources to pump water from wells, and seeking grants for comprehensive water supply and distribution systems."

INTRODUCTION

Water and sewage treatment services are among Holbrook's most important municipal functions. They must be self-sustaining with creative planning for needed capital improvements. Arizona's "Growing Smarter" legislation mandates special attention to Water Resources -- a planning principle that the City has clearly followed. This Element exemplifies City commitment to improvement that is called for regarding other functions reported in the Public Facilities and Services Element.

The City of Holbrook municipal water system receives its water from the Coconino aquifer. The Coconino aquifer underlies all of southern Navajo County and is the deepest source of water that has been developed in the region. The aquifer groundwater movement is northward from the Mogollon Rim towards the Little Colorado River where Holbrook's main wells are located. The aquifer is of large size and capacity and will provide the City of Holbrook and the surrounding areas with a water resource for years to come. The City of Holbrook currently serves over 1,800 household and businesses within its service area, which requires approximately 385,000,000 gallons of water per year.

The City of Holbrook currently has four wells supplying the water system, two additional wells provide standby service. Backup power generators are provided at the active wells. There are currently three storage tanks for the water system which provide over 2.25 million gallons of reserve storage for emergency and extraordinary demand conditions.

Wastewater treatment is provided for customers in and around the City limits. The City recently constructed a cost-efficient and environmentally-sound wastewater treatment facility, east of the Leroux Wash that is flexible enough to accommodate changes during the year. The new wastewater treatment facility treats an average of .5 million gallons per day. Total capacity is 1.0 million gallons per day. The plant is capable of treating a one-day peak of 1.5 mgd.

HOLBROOK GENERAL PLAN

ISSUE IDENTIFICATION

The community has considered various ways to make full use of its water resource advantage. Growth, conservation and amenities can result from creative water use strategies.

Expanding Water Acquisition and Distribution remains a high City planning priority. The City is considering potential well sites to secure future water resources and replacing aging infrastructure for the water system. In addition to the acquisition of land for future well sites, the City is planning on the additional water transmission line crossing the Little Colorado River. This second line will improve the reliability of service by providing an alternative route from the water supply should anything happen to the existing line. The water department recently installed a computer telemetry system to link existing and future wells to the water tanks and booster station.

Recharge and Recycling of water resources prevent lowering of ground water levels in the aquifer. By reducing pumping and replenishing through percolation of retained stormwater runoff (or excess effluent from the wastewater treatment plant), the need to sink deeper wells could be diminished.

Utilization of Recycled/Retained Water can provide added benefits to the community. Expanded re-use programs may support an enlarged municipal golf course and extended agricultural operations in western portions of the City. Riverwalk plans and a "greenbelt" (See: Economic Development Element) to boost tourism could also benefit from planned water features supplied with excess surface water.

GOALS, OBJECTIVES AND POLICIES

Water stewardship constitutes a key component of Holbrook's long-term planning. Goal packages, with sets of objectives and policies, are intended to build on the City's water resource strengths.

Goal: To conserve and protect our water supply while providing citizens with effective and efficient operation of the water, wastewater and sanitation facilities.

Objective: Develop industrial performance control standards to minimize the possibility of groundwater contamination.

Policy: Develop an effective well-head protection program.

Policy: Maintain and follow a one- and five-year Department Management Plan and Capital Improvement Program.

Policy: Assess equipment requirements and upgrade as necessary.

Objective: Expand the municipal service area in a planned and cost-effective manner.

Policy: Continue to monitor the use of the effluent at the reuse facility.

Policy: Prepare to serve new customers for economies of scale and return on municipal system investment.

HOLBROOK GENERAL PLAN

Goal: Plan for comprehensive use and re-use of available water.

Objective: Apply renewable energy sources, such as wind power, to pump water.

Policy: Reduce dependence on electricity, especially at peak demands.

Policy: Pump back water to maintain flowing water features (e.g., riverwalks).

Objective: Maximize stormwater and snow melt catchment for regional benefits.

Policy: Develop effective aquifer recharge methods.

Policy: Promote surface water storage sites.

Policy: Investigate “wetlands” approaches for nature preserves, horticulture.

Objective: Explore ways, both direct and indirect, to receive economic benefits from available water.

Policy: Utilize recycled water for extended turf and agricultural irrigation applications.

Policy: Solicit innovative designs/technologies for visual and recreational amenities celebrating water features in the high desert environment.

WATER RESOURCE PLANNING PRINCIPLES

Guiding themes for this element focus on conservation and utilization of the City's available water. A recent hydrological study, by HydroSystems Inc. (2005), concluded that the City's available water supply is assured for many years to come. The overriding principle is to reduce waste of this valuable resource. The study calls for improved monitoring of municipal water distribution. One basic premise calls for balanced water allocation with flexibility to divert water from other uses when domestic/industrial use increases. That is, treatment and storage facilities should be designed to accommodate projected community growth as well as demand peaks. Agricultural, recreational and visual amenity applications would be maximized to make good use of recycling output.

Investment in distribution and storage facilities, including renewable energy pumping, will help keep the system's long-term capabilities affordable, with reduced water loss and ability to meet increased demand.

The City needs to resolve issues with allocation of tribal water rights along the Little Colorado River.

Water Resource recommendations include: broadening CIP projects; investigating possibilities for increased recycling use; drafting water quality protection standards; implementing hydrology study recommendations; and exploring recharge/surface storage options.

COST OF DEVELOPMENT

This Element is State-mandated. The Arizona Legislature intended that municipalities develop an awareness of how sound infrastructure investment can help secure a city's future -- and that poor capital improvement strategy may provide windfalls for individuals at the expense of many citizens.

“City infrastructure must be improved and extended to support prospective community growth. Municipal service systems should be planned with priorities, well-defined policies and accurate determination of costs for replacing, expanding or improving the City's capital assets.”

INTRODUCTION

Sound development funding has to apply across the community. Growing at the edges should not be at the expense of Central City properties. For this reason, Holbrook's planning considers infill, redevelopment and interior neighborhood Growth Areas as well as outward expansion.

ISSUE IDENTIFICATION

Cost of Development factors deal with facts, hypothetical calculations and City Council decisions for effective expenditure of development services funds.

Data and Evaluation requirements must be established. Checklists of information to be provided by prospective developers and City Staff should be established to assess the comparative costs and benefits of proposed infrastructure projects. Cost benefit analysis called for in other Elements (e.g., Housing, Growth Areas) can be derived from these data.

Order-of-Magnitude Cost Estimating has to become part of the City's public facilities planning. That is, identified infrastructure requirements need to be backed up with numbers that indicate how much individual projects will cost in terms of planning/design, land acquisition, materials, labor, financing charges and other foreseeable expenses.

Achieving Economies of Scale can result from encouraging larger developments (planned communities, business parks, shopping centers). They can, also, stem from City decision-makers “thinking big” with comprehensive, multi-purpose projects that improve streets, utilities, drainage amenities in the entire sector of the community.

Strategic-Capital Investment means leveraging City funds to procure growth that will pay long-term dividends. Property owners, especially in designated redevelopment locations such as Downtown or in General Plan Growth Areas, are expected to defray the cost burden of infrastructure expenditures either by paying for the facilities that benefit their land or generating municipal revenues or both.

HOLBROOK GENERAL PLAN

GOALS, OBJECTIVES AND POLICIES

“Growing Smarter,” in large part, is accomplished by spending smarter. Holbrook is seeking a blend of encouragement for new development and fiscal responsibility for the good of all citizens.

Goal: To achieve economies in expenditures necessary to support growth and redevelopment for both the taxpayer and private sector developers.

Objective: Assess cost-benefits of capital projects.

Policy: Establish economical scale, quality and timing in planning infrastructure construction.

Policy: Solicit developer interest in contributing to infrastructure projects at the City’s advantageous costs.

Policy: Encourage private developers to install improvements if they accomplish desired results at lower cost than City-financed projects.

Objective: Utilize financing mechanisms available to municipalities.

Policy: Consider payback and municipal lien arrangements.

Policy: Explore Navajo County IDA bond possibilities.

Objective: Obtain assurances of return on investment.

Policy: Require development timing guarantees that new customers will connect to extended infrastructure systems.

Policy: Share costs of oversized improvements.

Goal: To coordinate system-wide infrastructure improvements among redevelopment areas, older neighborhoods, Growth Areas and cost-effective out-of-city limits (OCL) sectors.

Objective: Reduce operations and maintenance expense through installation of efficient, long-lasting infrastructure.

Policy: Budget, schedule and specify quality materials for projects that will upgrade existing systems.

Policy: Whenever possible, combine street, utility and drainage work in each development area.

Objective: Masterplan for appropriate facility sizing, maintenance schedules.

HOLBROOK GENERAL PLAN

Policy: Install pavement, piping, stormwater runoff structures and other facilities that are designed to accommodate planned future growth.

Policy: Adopt comprehensive, long-range plans for street resurfacing, water/wastewater maintenance, etc. that cover the entire City over a period of years -- which can be adjusted to coordinate with private investment in new developments.

COST OF DEVELOPMENT PRINCIPLES

Economic feasibility is the main test for determining whether to commit public funds to foster desired development. New development should either: 1) pay for itself -- upfront; or 2) demonstrate that its direct benefits to the City (sales taxes, additional municipal service customers) and/or indirect benefits (affordable housing, jobs providing needed services) will contribute to the local economy. The principle of “pay now or pay later” should be applied in ways that encourage profit-making investment in Holbrook, with assurances that the City will share in those profits.

Development Cost recommendations involve: establishing cost-benefit assessment formats for joint use by City departments and developers; requiring “fair share” payment by private sector interests who will profit from infrastructure improvements; and arranging cost-savings incentives that encourage desired types of development in appropriate locations. Whether impact fees are utilized or land write-downs offered, the City can, to an extent, control costs of development. This Element suggests a rationale for prioritizing and influencing where redevelopment or new growth will occur.

GROWTH AREAS

Identification of prospective Growth Areas is mandated by Arizona's "Growing Smarter" legislation. Holbrook citizens have identified several prospects, suitable for various desirable development types, that are depicted on the General Plan's Future Development map, page 13.

"Focus is on Downtown infill and redevelopment to expand clean-up efforts, give attention to the continued completion of the historic district and expansion of the Main Street activities. Masterplanned developments in other locations, such as the City's western gateway and City-owned property, may also be considered."

INTRODUCTION

Population expansion occurs either by housing-driven or employment-driven growth. City leadership understands that a blend of both will be required. Businesses electing to locate or expand in Holbrook need assurance that their workers can find wholesome, affordable living conditions in the community. Homebuilders can only be encouraged to increase local housing stock if there is demand for new residences.

Providing feasible sites for both commerce and housing -- and expediting the development of each to support the other -- sets the stage for balanced growth. "Imported" economic factors, such as increased tourism and retirement housing, may provide a jump start for growth investment in the City as regional hub.

ISSUE IDENTIFICATION

Growth management depends on efficient utilization of land and financial resources. Three central issues must be addressed:

Infrastructure Availability

The most cost-effective growth occurs in locations where municipal services and utilities are already in place. Also, new development that can be accommodated by existing system capacity (e.g., waste water treatment) is particularly efficient because it adds customers for City facilities already paid for by taxpayers.

Where growth areas require extension or expansion of infrastructure, it is necessary that the scaled of planned development is large enough to support the added costs.

Development Demand

Ideally, opportunity sites should be planned for land uses that are not just desirable, but needed. As an example, residential growth will be more successful where pricing of homes or rentals fits the household incomes of local residents or people who might be attracted to live in Holbrook. Likewise, employment growth can be encouraged when local workforce is available and/or workers and their families have affordable housing choices.

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Community Compatibility

Positive growth is achieved when benefits to the City's social and economic well-being can be shown to outweigh any negative impacts, such as increased traffic or demand on public facilities. For example, heavy industrial activities should be located away from residential neighborhoods where they would not detract from living enjoyment and the value of homes.

Some growth areas can support mixed-use development -- jobs, housing, schools, parks. Others could appropriately be dedicated to a particular activity: an industrial park, retirement community, or large-scale commercial development.

GOALS, OBJECTIVES AND POLICIES

Most cities want growth because it ordinarily brings economic prosperity. It is essential, however, that municipal planning to increase population, employment or visitors' spending is realistic in its aims.

An effective approach to inspire growth is to "think big," but proceed carefully, methodically, one step at a time.

GOAL: To provide opportunity sites for desired types of new development.

Objective: Select properties with excellent access for commerce and employment.

Policy: Promote aviation-related industry in airport business park.

Policy: Intensify use mix -- traveler/trucking services, shopping, warehousing -- at Interstate 40 interchanges and key S.R. 77 locations.

Policy: Establish standards for vehicular ingress-egress, highway visibility and appearance.

Objective: Encourage creative subdivision approaches for planned residential tracts.

Policy: Evaluate development for the Findlay property, and the east bank of Leroux Wash with attention to soils conditions and site grading requirements.

Policy: Set guidelines for appropriate placement of affordable housing, including modular/manufactured homes.

Policy: Implement Housing Study recommendations as they become available.

GOAL: To assure Holbrook growth is cost-beneficial for current residents and businesses.

Objective: Utilize existing infrastructure capacity.

Policy: Emphasize the City's availability of wet utilities.

Policy: Stimulate Downtown infill development.

HOLBROOK GENERAL PLAN

Objective: Maintain “fair share” financing approaches for new development.

Policy: Consider tailoring Impact Fee Schedule payments to growth projects.

Policy: Investigate feasible financing options for developer-provided improvements (e.g., payback mechanisms, municipal liens).

Objective: Phase City capital improvements to open up Growth Areas.

Policy: Adopt flexible scheduling to accommodate developer initiatives.

Policy: Secure financial commitments to back up municipal investment.

GOAL: To demonstrate Holbrook’s capability to accommodate development.

Objective: Publicize City advantages: land, services, incentives and attitude.

Policy: Maintain, disseminate “opportunity inventory”.

Policy: Coordinate, rather than compete, for regional progress.

Objective: Provide streamlined processing for desirable Growth Area projects.

Policy: Coordinate City development services and decision-making.

Policy: Implement “fast track” procedures.

GROWTH AREA PRINCIPLES

City incentives for Growth Area developments can be designed and preferred to landowners, builders and site users with feasible, committed intentions. Holbrook should identify and promote a full inventory of opportunity sites; with the understanding, however, that limited municipal resources would be available only to the best, most beneficial projects. Other development initiatives, with lesser immediate potential, may be encouraged -- but infrastructure investments and the like would be primarily the developer’s responsibility.

Growth Area Element recommendations: range from economic considerations (such as capital improvement programming and practical financial assistance) to City assistance with flexible zoning standards, expediting construction, coordinating placement of municipal services, utilities and amenities. Development codes should be tuned to allow for desired mixes and intensities of use in locations (i.e., zoning overlay districts) where development or redevelopment would be most advantageous.

ECONOMIC DEVELOPMENT

Recruitment of new business and the expansion of current businesses, together with strengthening the local employment base, is critical to the economic future of Holbrook. An expanded and diversified local economy will benefit the community by providing greater stability and a wider variety of jobs, as well as assist in the reduction of unemployment. Community image can have a profound impact on the economic development activities. Tourists and businesses alike are attracted to a community that values its surrounding natural beauty, appreciates its unique cultural heritage and maintains its infrastructure.

“General Plan directions should retain, support and encourage expansion of local business; promote expanded tourism; attract well-paying jobs; address residents’ and visitors’ shopping/convenience needs; and contribute to increased municipal revenues. Increasing employment and retail sales create a multiplier effect on residents’ household incomes.”

INTRODUCTION

Much of Holbrook’s planning success depends on the strength of its economy. Population growth, well-paying jobs, property value appreciation will result from, and, in turn, contribute to Economic Development efforts.

Rather than competing with other communities in the region, the City should capitalize on its own, unique assets. Its “hub” status, exemplified by Navajo County government and Northland Pioneer College main campus, can be enhanced through targeted economic goals.

ISSUE IDENTIFICATION

Public participants in the General Plan Update workshops and presentations raised key issues for Economic Development:

Employment Diversification is both essential and possible. Today, a large share of local jobs (including many commuters from other communities) is in the public sector. Building on that base, private business opportunities should be promoted. Both the expansion of existing enterprises and the attraction of new ones are sought for improving household incomes as well as municipal revenues.

Hospitality Industry assets include a large number and price range of hotel rooms, serving highway travelers’ overnight visits. Holbrook is challenged to maximize the economic impact of these visits: creating an excellent community impression; encouraging dining, entertainment, shopping; promoting longer stays and return visits. Tourism will continue to be important to Holbrook’s economic future.

Downtown Redevelopment, heavily stressed in earlier Plans, is showing signs of success. Continued, heightened attention to the mixed-use and commercial opportunities in the central core is a community priority.

HOLBROOK GENERAL PLAN

GOALS, OBJECTIVES AND POLICIES

Goal: Promote and enhance the special qualities and resources that make the community unique, contributing to Holbrook's attractiveness.

Objective: Publicize attributes (such as recreational amenities, air and water quality), and cultural heritage that strengthen Holbrook's quality of life.

Policy: Support, foster and promote efforts to insure the excellence of education in Holbrook in all areas, including scientific, technical, humanitarian, cultural and the arts.

Policy: Support and encourage efforts to improve the visual attractiveness and maintenance of the community through public, private, and volunteer option.

Policy: Target visually prominent areas of the community, such as the downtown and major activity centers, as focal points that receive particular care and civic attention.

Policy: Participate in the development of streetscapes and visual gateways to create a positive first impression or image of the community.

Objective: To revitalize the City's downtown area.

Policy: Assist efforts to develop the downtown as a major mixed use activity center that includes housing, retail, office, government, arts, cultural and entertainment activities.

Policy: Promote the downtown as the cultural and economic center of the City, and encourage attractive development and infill to enhance its image.

Policy: Provide incentives to existing businesses for downtown area infill and expansion.

Goal: To attract and assist development of a diversified economic/employment base.

Objective: Recognize that small business creation, expansion and survival are critical to Holbrook's success.

Policy: Identify small business opportunities and needs through carefully constructed surveys and networking with the business community.

Policy: Consider economic impacts on small business in policy decisions and proposed regulations.

Objective: Focus recruitment efforts on industries which bring jobs and diversify the existing economic base.

Policy: Participate in the creation of a one-stop center to improve and clarify government requirements and provide business assistance.

HOLBROOK GENERAL PLAN

Policy: Work with a variety of private and public economic development agencies and organizations in the region and State to improve the coordination of efforts to attract businesses to the region.

Policy: Promote business attraction networking, information sharing, and coordination among public agencies and education/job training organizations.

Goal: To recognize the importance of tourism to the City's economy.

Objective: Retain a sense of Holbrook's heritage in the history of the southwest as the primary attraction for visitors to explore and stay in the city.

Policy: Promote Native American arts and cultures of the area.

Policy: Organize adventure trips to historic and scenic assets, especially the Petrified Forest National Park and Painted Desert.

Policy: Pursue continuing restoration and visitation of important sites in Holbrook's past such as Historic Courthouse, Navajo County Museum, Bucket of Blood Saloon, Horsehead Crossing, train depot, Route 66, Rock Art Resort and many others.

Objective: Support improvements to hospitality industry business volume.

Policy: Provide facilities for regional and State-wide conferences, athletic tournaments, hobby meets and competitions.

Policy: Increase and promote the City's "food and fun" establishments.

ECONOMIC DEVELOPMENT PRINCIPLES

A proven recipe for municipal economic development blends building on local strengths with correction -- or, at least, reduction -- of weaknesses. Holbrook's main advantage is locational: hub status, transportation connections, regional tourism attractions. Prospective adjustments for enhancing local economic attraction could focus on: 1) community appearance; 2) activities for visitors; and 3) addressing employers' priorities such as affordable housing, health care and job skill training.

Assets such as available land, multi-modal access, Northland Pioneer College programs, visitor activities and small town living values should be promoted. Public-private partnerships can add inducements such as development site inventories for business or residential uses, expedited construction schedules and positive attitudes for accommodating desired growth.

Economic Development recommendations represent the interrelationships among community character, tourism and job growth. Image improvements begin with site-by-site designing, perhaps assisted by students from Arizona universities, on properties located downtown or at gateway entries. Tourism packages should emphasize the Holbrook Experience, including promotions for food, lodging, day trips, walking tours, Native American arts, and shopping. An industrial opportunity inventory might provide a portfolio of choice properties for business attraction.

PUBLIC FACILITIES AND SERVICES

The City of Holbrook owns and operates municipal systems, buildings, facilities and other properties for the public benefit. Some of these services, such as water/wastewater, parks and public safety, are considered in other Elements. Other public and quasi-public facilities are also noted in this Element.

"Municipal sustainability depends on strategic reinvestment in the City's infrastructure with economical operations and maintenance for benefit of Holbrook residents and businesses, as well as quality expansion for growth attraction. Cost-effective capital improvements contribute to excellence in services to citizens."

INTRODUCTION

City of Holbrook buildings and functions include:

- **City Hall** -- The administrative and business operations of the City are located at 465 First Avenue with offices of the City Manager, Finance Director, City Clerk, Engineering, Economic Development, Building Inspector, Community Development, Planning and Zoning located at City Hall. Also within this facility are the Council Chambers, which are used for City Council meetings as well as various other public meetings and purposes.
- **Library** -- The Holbrook Public Library is located at 451 First Avenue, adjacent to City hall. Several hundred people visit the library each month. There are more than 40,000 books, periodicals and reference volumes in the library. Additional reference books are available, if requested, through Northland Pioneer College. "Friends of the Library," was formed to assist the library financially for items that are not covered by the City budget.
- **Animal Control** -- The Animal Control Facility is located at 105 Airport Road. The animal control department handles approximately 1,500 animals a year, principally dogs and cats. Regular veterinarian visits are scheduled for the animals "well-being." Department employees, on-call 24 hours a day for emergencies, respond to dozens of animal-bite calls a year and 1,100 service calls a year.
- **Cemetery** -- The City-owned cemetery, located in the 1000 block of Navajo Boulevard at the corner of Navajo and Iowa, is maintained by the Parks Department. A Cemetery Committee meets regularly to help plan for the future needs, upkeep and beautification of the Holbrook Cemetery.
- **Public Works** -- The Public Works Yard is located at 58 Airport Road and contains multiple buildings including Fleet, Streets, Water/Wastewater, Facility Maintenance/Public Works and offices for Parks & Recreation, Community Development/Code Enforcement.

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- **Sanitation** -- The Sanitation Department is located at 101 Santiago and handles all of the solid waste generated in the City limits. A Transfer Station is operated at this location together with a major Recycling Facility to meet the needs of current and future populations. The City currently transports the compacted solid waste to a landfill in Joseph City eight miles away.

Additional facilities operated by public entities or other organizations serve Holbrook area citizens:

- **Navajo County** -- As the county seat, Holbrook hosts Navajo County Government functions:
 - Public Welfare Service of Navajo County
 - Navajo County Sheriff Department Substation
 - Health Department of Navajo County
 - Navajo County Juvenile and Adult Probation

The Navajo County complex, located on State Route 77, provides offices and services including:

- Board of Supervisors
- Engineering, Building, Planning and Zoning
- County School Superintendent
- Recorder, Assessor, and Treasurer
- Superior Courts, County Attorney, Public Defenders, Adult and Juvenile Detention, and the Justice of the Peace
- **Historic Courthouse** --Built in 1898, is showcased as a public “Old West Museum,” operated by the Holbrook Chapter of the Navajo County Historical Society. The Holbrook Chamber of Commerce Office is located in the museum and many civic activities are held there.
- **Navajo County Fairgrounds** -- Site of the County Fair, rodeos, and shows of various types; it also contains the offices of the Cooperative Extension Services.
- **Education** -- A broad range of educational opportunities is available to residents of Holbrook and its region:
 - **Northern Arizona University -- Branch Campus**, a nationally accredited university operates extension classes from the Northland Pioneer College's Painted Desert Campus in Holbrook -- providing comprehensive general education, college transfer curriculum, undergraduate degrees in Elementary Education and graduate degrees in Counseling/Human Relations and Educational Leadership.
 - **Northland Pioneer College**, a nationally accredited multi-campus community college operates its main campus, dormitories and district offices in Holbrook -- providing comprehensive general education, college transfer curriculum, and special programs in legal assistant,

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library science, telecommunications for approximately 600 students on the Holbrook campus.

- **Holbrook Unified School District** in Holbrook includes a high school, junior high school, two elementary schools and BIA dorms.
 - **Private Sector Schools** in Holbrook include the Seventh-Day Adventist coed boarding school for elementary and secondary students, with 130 (primarily) Native American students. Holbrook also has two other smaller Christian schools.
 - **Rainbow Foundation**, located at 298 West Carlos provides individualized education for students ages 5-21, with severe disabilities whether they are homebound or transported to the Holbrook location.
 - **First Step Workshop** provides rehabilitation and development programs for handicapped adults.
 - **Head Start Program**, located at 165 West Arizona, offers a variety of social and educational programs and opportunities for preschool children.
- ***Quasi Public Facilities*** -- Holbrook, from its founding in 1881, was without an established church for 32 years until 1913. During those years, several groups banded together and held services in homes; at times some even had visiting clergy. Many denominations are represented in Holbrook, including:

-- Religious Services:

Assembly of God (2)	Episcopal
Bahá'í Faith	Jehovah's Witnesses
Baptist (4)	Lutheran
Catholic	Pentecostal
Calvary Chapel	Seventh-Day Adventist
Church of Christ	United Methodist Church
Church of God in Christ	
Church of Jesus Christ of Latter-Day Saints (4) Wards	

- ***Social Services*** -- The Holbrook Senior Citizen center, located at 216 North East Central, began in the historic Blevins House in the mid-1970's and has expanded to a non-profit organization that provides a variety of services to area residents over 60 years of age. The services available include: transportation; on-site noon meals and home delivered meals; housekeeping and maintenance; social activities; and the 18-bed Extended Care Center located next door.

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- **Health Facilities** -- Medical services offered by practitioners in Holbrook include: Optometrist, Dentists, Orthodontists, Chiropractors, Ob-Gyn, Physical Therapists, General Practitioners, Pediatrician, Eye Care, and Doctor of Internal Medicine. The **Navajo County Health Department** offers services in the area of nursing, immunizations, nutrition, environmental health and family services. The **Community Counseling Center** in Holbrook, with 18-20 employees, offers therapeutic programs including outpatient mental health/substance abuse services, 24-hour crises intervention, intensive outpatient treatment, intensive in-home counseling and day treatment program. **Emergency Medical Services** (a private, non-profit group) has three ambulances, one rescue vehicle, four paramedics and eighteen additional trained personnel. The **EMS** staff is constantly attending training seminars and continuing education courses to provide the residents of Holbrook with the best service possible. An **Extended Care Facility** is located in the City adjacent to the Senior Center with 18 beds and 8 employees.

ISSUE IDENTIFICATION

City assets – land, buildings, equipment, revenue resources – ought to be deployed in the vision statement's spirit of “municipal sustainability” so as to strengthen the foundation for long-term civic success.

Capital Improvement Program (CIP) planning, noted in several Plan Elements, can be instrumental in directing municipal investment. The City budget should include funding allocations for accommodating growth, reducing service diseconomies and establishing prospective revenue streams. The process requires City Council and staff to set priorities and match necessary expenditures with anticipated revenues.

Service Demand goes beyond traditional roles played by local government. Although Holbrook provides very well with municipal services -- public safety, water/wastewater -- ways need to be found for the City to help the private sector and/or other agencies to meet some of the community's serious shortfalls: healthcare, housing, shopping and employment diversity.

GOALS, OBJECTIVES AND POLICIES

Holbrook designs a long-range “business plan” for municipal asset management:

Goal: To provide municipal services economically in response to changing public demand and preferences.

Objective: Earmark a set percentage of Capital Improvement Program funds for infrastructure and public building enhancements.

Policy: Assign priority to projects offering return on investment (e.g., sales tax generation, user fees, enterprise accounts).

Policy: Solicit private developer financial participation.

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Policy: Develop facilities that will serve Economic Development and tourism goals.

Objective: Promote citizen auxiliary support to enhance public services.

Policy: Emphasize the role of “Friends of the Library”, cemetery committee and other program support groups.

Policy: Seek Volunteer labor, donated materials for public facility upgrades.

Objective: Evaluate, prioritize and plan for necessary expansion or renovation of City buildings and facilities.

Policy: Consider future needs with flexible land acquisition and site planning.

Policy: Implement site selection for such functions as Sanitation Transfer station, fleet service yard and animal control.

Goal: To cooperate with other public entities and organizations in supporting their provision of educational, healthcare, and social services to residents of the Holbrook region.

Objective: Evaluate opportunities for economical joint-use facilities and programs.

Policy: Enter into sharing arrangements (meeting space, recreational amenities, repair/maintenance services) with Navajo County, NPC, schools.

Policy: Consult with prospective funding partners (such as affordable housing programs, County IDA, charitable foundations) for infrastructure investment assistance.

Objective: Continue efforts to attract healthcare providers.

Policy: Explore “fly in” clinic possibilities at Holbrook Airport.

Policy: Promote jointly-funded (Federal, State, County, educational institutions) wellness programs.

Public Facilities and Services recommendations call for foresight with innovation. First, the City should reevaluate and project municipal investment priorities over an extended period of time, adopting a pro-active CIP that would receive fine-tuning adjustment on at least an annual basis. Second, multi-use joint operations partnering opportunities should be entertained with public agencies. Third, the City might emphasize income-producing functions (i.e., airport, golf course, land leasing) together with the possibility for making private citizen volunteers more responsible for operations/maintenance in other programmatic areas (library, cemetery, parks).

Perhaps most important to public facility improvement would be seeking additional, credible financing opportunities. For example, with appropriate financial guarantees from landowners, the City could leverage capital improvement projects as incentives to private sector infrastructure facility investment.

SAFETY

Security ranks high on America's list of criteria for selecting a community and neighborhood in which to live. In combination with Environmental Planning and Public Facilities and Services, this Element seeks to establish proactive measures for maintaining public safety.

"Safety for residents and visitors constitutes a key planning priority as evidenced by adopted plans and policies, such as those dealing with Hazardous Materials and Emergency Response. Secure, hazard-free neighborhoods promote the desired home town image of Holbrook."

INTRODUCTION

Holbrook commits a large share of municipal resources to its public safety functions: police, fire and emergency services. City departments coordinate with County, State and Federal agencies ranging from the County Sheriff to the FBI to assure local access to the latest in public safety technology.

The City is, first, responsible for its citizens' well-being; but also, for highway travelers, tourists and regional residents who visit the community in increasing numbers. Planning for improved safety may include evaluating the cost-benefit of major public works (such as flood control or an additional railroad crossing) which may or may not be economically feasible; but, also, attention to detail that can pay dividends with foresight.

ISSUE IDENTIFICATION

In Holbrook, safe living, working and traveling conditions are largely dependent on people. The City employs a unique 501(c)3 (non-profit status) organization to provide City services. Unlike more populous municipalities, the City cannot afford to expend massive sums on engineering solutions or special facilities. Instead, the community relies on creative responses, hazard prevention and utilization of residents' involvement.

Emergency Preparedness and Response

Life safety is everyone's responsibility. The City's police, fire and EMT personnel are highly trained in life-saving techniques; however, they require citizen support, cooperation -- and in extreme situations -- assistance to treat victims of accident or injury. Planning to deploy community resources effectively entails a variety of programs: neighborhood watch, traffic enforcement, school security, domestic violence counseling, temporary shelter facilities and volunteer mobilization.

Emergency Response Times

Emergency response times are especially critical with Holbrook's lack of hospital facilities. Rapid transport of accident victims and the severely ill requires excellence in communications, triage/life support treatment, accessibility (see: Transportation Element) as well as public training in CPR and other life-saving techniques.

Hazard Prevention

Proactive techniques sponsored by City staff from various departments -- police, public works, building inspections, parks and recreation -- are aimed at minimizing potentially

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hazardous conditions. Vehicular safety may be promoted by reducing or eliminating visual obstructions, improved directional signage and, especially, posting and enforcing speed limits. Fire prevention activities should also be stressed.

Design and maintenance of streets, drainage ways, structures or even landscaping, can help to prevent accidents, criminal activity or unhealthful conditions. Site planning guidelines, advocated in the Land Use Element, ought to include a full complement of building and traffic safety considerations.

Volunteerism

Citizens in Holbrook are actively involved in safety support roles. The Volunteer Fire Department exemplifies effective use of local volunteers. More than 90% of these fire personnel are certified. Police initiatives such as the School Resource Officer program (including D.A.R.E. and gang resistance education), Volunteers In Policing (VIP) and Neighborhood Watch, also provide opportunity for individuals and civic organizations to support public safety.

Public education, in local schools as well as Northland Pioneer College, offers opportunity to train residents (including special classes for non-student adults) in emergency assistance, identifying dangerous conditions, serving as auxiliary police and volunteer fire department support.

GOALS, OBJECTIVES AND POLICIES

General Plan considerations that foster community safety include the following broad goals, objectives and policies:

Goal: To provide public safety service excellence in a manner that is tailored to Holbrook needs and financial resources.

Objective: Maintain staffing levels (full-time, volunteers), facilities and equipment necessary to support safety-related municipal functions.

Policy: Explore joint-use alternatives for proposed capital investment.

Policy: Recruit volunteers with incentives (e.g., training) and recognition such as the VIP and Neighborhood Watch programs.

Objective: Strengthen emergency medical/accident response capabilities.

Policy: Maintain placement of personnel, facilities and equipment to reduce response time.

Policy: Continue to seek expanded emergency medical capabilities.

Goal: To eliminate potentially hazardous factors on public and private property.

Objective: Emphasize safety planning and prevention of dangerous conditions.

Policy: Coordinate with Environmental Planning strategy updates.

Policy: Apply earmarked (e.g., HURF) funds, grants for roadway improvements.

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Policy: Work with local groups for improved street markings and traffic control measures.

Objective: Adopt and enforce appropriate property development and/or maintenance standards.

Policy: Remove unsafe buildings, accumulations of trash and attractive nuisances.

Policy: Insert safety criteria into development design code specifications.

SAFETY PRINCIPLES

Public safety resources should be allocated according to demand for service, potential severity of danger and threat of injury to persons or property. City management ought to provide the mayor or Council a regular review, update and suggested assignment budget adjustments based on number and types of calls for service.

The Holbrook Police Department consists of eighteen (18) officers, five (5) dispatchers, one (1) canine (K-9) unit, and one secretary. The staff carries out its responsibility through several different divisions or functions: the Patrol Division, Criminal Investigation Division, Support Services Division, School Resource Officer program, Navajo County Narcotics Task Force, Animal Control Officers and a Traffic Safety Officer. The Patrol division responded to 8,344 calls for service in 2003 and 8,943 calls in 2004.

The Holbrook Volunteer Fire Department consists of twenty-four (24) firefighters and six (6) auxiliaries, divided into three (3) companies. The department maintains: three (3) fire stations, a state-of-the-art Fire Training facility, five (5) pumpers, one (1) brush truck, one (1) reserve truck, one (1) mobile command vehicle and fifteen (15) self-contained breathing apparatuses. The Department responds to approximately 100 calls for service every year and also conducts annual fire safety programs in the Holbrook School system.

Added demands, resulting from large numbers of visitors, require creative solutions to prevent Holbrook's public safety personnel from becoming overloaded. Expanded police, fire, and emergency services auxiliary support should be encouraged to reduce time-consuming paperwork for sworn, certified and/or specially trained staff.

Homeland Security training has begun and steps are being taken to improve public awareness and emergency response preparedness.

Safety recommendations focus on planning for emergency response/preparedness and incident prevention as a means to keep public safety calls manageable. Instructions and provisions for persons of all ages heightens public awareness and participatory capability. Citizen volunteer involvement may be enhanced through nominal rewards, recognition and other incentives.

Code compliance is an essential ingredient for public safety. Regulations that are affordable and strictly enforced need to be added to City ordinances pertaining to property development operations and maintenance.

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HOUSING

The Housing Element intends to ensure equal housing opportunity regardless of race, religion, color, sex, age, family status, disability, handicap, or health. Holbrook's future progress depends on eliminating substandard housing conditions, and providing adequate, affordable living spaces. Strong, vibrant neighborhoods are critical to the success of our community and to its residents' quality of life.

"A wide range of housing opportunity for all families and individuals is regarded as a basic necessity for maintaining Holbrook's quality of life as well as attracting positive community growth. Providing affordable, decent living conditions for families and individuals at all economic levels requires active programs for rehabilitating or replacing substandard residences and manufactured housing."

INTRODUCTION

Throughout the General Plan Update process, improved housing was stressed as a key determinant in Economic Development, Land Use and other Elements. Growth Areas should accommodate new residential development to attract employment, active retirees and a "move up" market to Holbrook's families.

Neighborhood revitalization can best be accomplished through residential rehabilitation and infill development. Planned housing developments that include a variety of home types, open space amenities and sufficient numbers of dwelling units to achieve economies of scale for infrastructure investment create new neighborhoods to sustain the City's future.

ISSUE IDENTIFICATION

Strong and vibrant residential neighborhoods will strengthen and enhance the City, addressing both economic and social concerns.

Community Pride begins with investment in quality homes. Rehabilitating older residences, as well as designing and constructing new ones, demonstrates -- and rewards -- citizens' commitment to Holbrook's "hometown" character.

Maintaining Property Values depends on a combination of upkeep, efficient municipal services, good schools and parks, security, privacy and mutual respect among neighbors. Preventing slum and blight requires proactive programs to assist homeowners retain structural soundness and positive appearance in their residences as well as effective code enforcement.

Deterring Population Loss can be achieved through offering a variety of housing choice for young, working families; which in turn, provides an employment base for new industry.

Maintaining Tax Base is supported by a healthy residential market with emphasis on home ownership.

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GOALS, OBJECTIVES AND POLICIES

Holbrook's housing goals are founded on a balance of redevelopment and well-designed construction of new dwelling units.

Goal: To encourage sound housing value for neighborhood stability, positive community identity, health and safety.

Objective: Develop a neighborhood partnership between the community and the City to address deterioration, preservation, cleanliness and aesthetic issues.

Policy: Encourage formation of homeowner organizations with a broad range of activities including home repair/improvement assistance to neighborhood, landscape themes, security coordination and seasonal decorations.

Policy: Provide technical assistance to neighborhood groups seeking to organize and/or resolve neighborhood problems.

Policy: Continue to sponsor neighborhood clean-up campaigns on a regular basis.

Policy: Coordinate code inspection programs with organized neighborhood groups.

Objective: Create residential masterplanning incentives for increased homebuilder production.

Policy: Include design guidelines, density and open space trade-offs in revised zoning provisions for planned residential developments.

Policy: Consider developer credits and/or creative financing methods for private sector infrastructure and amenity investment in new residential areas.

Policy: Identify potential masterplanned community sites (in conjunction with Cost of Development and Growth Area Elements' goals and objectives) based on cost-benefit analysis of infrastructure needs.

Goal: To promote rehabilitation, conservation or demolition of the City's substandard, aging housing units.

Objective: Implement an aggressive abatement policy to eliminate unsafe and unusable housing.

Policy: Work with property owners, where feasible, to explore property re-use opportunities.

Policy: Coordinate with foundations, housing advocacy groups to construct affordable, replacement housing.

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Objective: Ensure the continued economic viability of neighborhoods and adjacent commercial areas by promoting safety and maintenance programs.

Policy: Include projects for older areas in CIP planning.

Policy: Solicit input from City advisory groups (Historic Preservation, Planning and Zoning), civic organizations and business to identify and improve target areas, neighborhoods or blocks.

HOUSING PRINCIPLES

The Housing Element supports fair, affordable housing choice for Holbrook residents. Residential uses represent the largest proportion of the City's developed area; and, therefore, should be able to rely on: priority attention in municipal services -- from public safety to utilities; integrating parks, schools and churches into neighborhoods; and protecting homes from negative impacts caused by incompatible uses.

Housing must be adequately buffered from intense commercial or employment sites. Especially, cut-through traffic generated by trucks, commuters or shoppers should be discouraged. Multi-family dwellings may be properly placed with direct access to arterial or collector roadways, but should be set back and landscaped so as to maintain their residents' quality of life.

Residential Planning recommendations address the City's entire housing stock. Major implementation activities should focus on: 1) provisions for planned residential development; 2) establishing neighborhood housing self-help organizations; and 3) a comprehensive approach to eliminate substandard housing conditions.

A comprehensive Housing Market Study is being undertaken for the City of Holbrook by student interns provided by the Arizona Department of Housing. The work is expected to correct the presumably erroneous conclusion from an earlier study (2003) that found "zero gap" between housing supply and demand in the Holbrook market. Particular attention will be directed to identifying opportunities for residential rehabilitation and increasing housing affordability.

NATURAL RESOURCE CONSERVATION

Conservation initiatives support planning principles recorded in other Elements (Land Use, Open Space, Environmental Planning, Water Resources). Holbrook desires to maintain its unspoiled, high desert setting on the Little Colorado Plateau.

“In conjunction with Land Use, Environmental Planning and other Plan components, attention to the region’s natural resources helps to maintain riparian vegetation, wildlife habitat, effective watercourse management and related, indigenous assets.”

INTRODUCTION

The Little Colorado River, drainage washes, mesas, ridges, rock outcroppings and native vegetation characterize Holbrook’s physical surroundings. Native plant and animal species thrive in and around the City. Local preference is to live with, rather than shut out, the community’s relatively undisturbed geological and biotic attributes.

ISSUE IDENTIFICATION

Maintaining rural character around a thriving City requires citizens’ respect for their natural environment.

Outdoor Living Enjoyment depends, to a great extent, on preserving accessible, open country for hiking, hobby pursuits, family outings and simply “communing with nature.” If properly managed, there is ample space for these pursuits to be retained for future generations. Some enjoyable activities, such as riding off-road vehicles, should be restricted to defined locations to prevent disturbance of sensitive areas and intrusion into wildlife habitats.

Natural Flood Control Methods are preferred, rather than extensive engineered hardscape. Control structures have been built of native rock materials, observing ample widths for stormwater and snowmelt runoff channels. Interim recreational uses in flood prone areas, such as nature preserves or hiking trails allow multi-purpose, public benefits during the majority of time when rivers and washes are dry.

GOALS, OBJECTIVES AND POLICIES

Public agencies, including the City of Holbrook, are committed to natural resource protection programs. Additional objective and policy refinements are offered:

Goal: To practice effective flood control.

Objective: Combine watercourse management with public amenity planning.

Policy: Design and install recreational features (e.g., riverwalk) with continuing flood control facility construction.

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Policy: Encourage “soft edge” treatments along watercourses to allow recreational access and amenities for adjacent development.

Objective: Allow natural conditions to prevail outside low-flow channels.

Policy: Maintain wildlife corridors and habitats.

Policy: Design pathways and other amenities entailing little construction expense on graded shelf areas above portions of riverbed or wash that are typically flooded.

Goal: To preserve high desert scenery, vegetation, wildlife and their habitats.

Objective: Minimize disturbance of soils and vegetation in open spaces.

Policy: Prepare grading and construction guidelines for retaining/replacing native plant material.

Policy: Enforce restrictions on vehicular access as appropriate.

Objective: Maintain view corridors and vistas.

Policy: Limit structures and signage that impede views to and from natural areas.

Policy: Consider structural height restrictions, preventing buildings from projecting above ridge lines.

NATURAL RESOURCE CONSERVATION PRINCIPLES

Holbrook should continue its observance of natural drainage principles. Existing and planned levees utilize materials that blend with the environment, allowing for recreational uses that are compatible with both flood control and adjacent development.

Animals, reptiles, birds and naturally-occurring vegetation contribute to the City’s natural context. Efforts to retain their presence are regarded as positive public policy, in keeping with Holbrook’s traditional character.

Conservation recommendations are: improving flood control protection with adaptive, quality of life planning methods; and utilizing riparian and outlying areas for human equipment and preservation of native species.

COMMUNITY DESIGN

Appearance is one of Holbrook's top priorities. Positive community image is essential to retain residents and businesses as well as to attract new ones. Tourism and other related Economic Development goals depend on maintaining Holbrook character with appealing visual features, both old and new.

"Holbrook character will be maintained through visual enhancements and the establishment of guideline criteria pertaining to structural design, landscaping, public art and historic building preservation."

INTRODUCTION

This Element balances an emphasis on retaining traditional, Old West and Historic Route 66 values with scenic views with prospects for improved quality in siting and constructing new development. There is ample heritage to be preserved. Under the auspices of the Historic Preservation Commission, selective enhancements in highly-visible areas -- the Railroad District, Route 66/Navajo and Hopi Boulevards -- are underway. Recent residential developments illustrate local homebuilders' attention to timeless, quality architecture.

Residents and business people desire to set higher standards for community appearance. Some criteria may be incorporated in updated development regulations. However, Holbrook's main approach to better community design should be to encourage excellence on a voluntary basis. From architectural style to effective landscape treatments, there is a shared interest in raising community property values on all types of land use.

ISSUE IDENTIFICATION

Many factors affect the impression Holbrook presents to visitors, as well as residents' pride in an appealing, well-managed look for their hometown. Primary community design issues include:

Commercial/Industrial Attraction

Whether historic or contemporary in character, places to shop or work should present a clean, inviting appearance to the street. Holbrook should encourage comprehensive site planning so the building, grounds and parking areas of each business present an overall positive face to passersby.

Visual Continuity

Abrupt transitions from orderly, well-maintained properties to "eyesores" need to be eliminated. Themes such as landscaping signage, shared-wall treatments and similar building materials should be encouraged to give evidence of a coordinated City appearance.

Positive Image to Travelers

Properties with high visibility from Interstate 40 and major thoroughfares are key building blocks for community design. Joint public/private initiatives to create strong

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focal points (such as the public art at State Route 77/180) to benefit the entire municipality.

GOALS, OBJECTIVES AND POLICIES

Goals/Objectives/Policies for Community Design highlight incremental improvement possibilities:

Goal: To adopt attainable design standards for enhancing values on individual properties and community-wide.

Objective: Draft site plan and commercial/industrial design guidelines.

Policy: Include expected visual enhancements in residential masterplanning guidelines.

Objective: Encourage design quality in residential construction, remodeling or rehabilitation.

Policy: Consider zoning adjustments for existing neighborhoods.

Objective: Address clutter in signage and streetscape appearance.

Policy: Revisit sign code standards.

Policy: Acknowledge private contributions to landscaping and street furniture.

Goal: To achieve a sense of civic pride through positive visual improvements, large and small in all parts of the city.

Objective: Provide incentives for professionally-designed quality projects.

Policy: Encourage “percent-for-design” in development plans review.

Policy: Evaluate design of proposed public improvements.

Policy: Foster festive, seasonal accents to community design.

Objective: Recognize design excellence of public and private property.

Policy: Announce and publicize creative design accomplishments.

Policy: Encourage local media, civic organizations to comment on visual improvements.

Objective: Charge advisory boards and commissions with recommending innovations in design detail.

Policy: Invite property owners to establish voluntary design district.

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Policy: Obtain suggested retro-historic design criteria.

Policy: Solicit distinctive logos, street furniture/lights and prominently display “Route 66” and other eye-catching design themes.

COMMUNITY DESIGN PRINCIPLES

Sound design considerations contribute to efficient property maintenance as well as improving the look of neighborhoods and the entire City.

Orderly Appearance results from public and private efforts to place buildings and structures with appropriate scale and spacing; screening outdoor storage; preventing sign clutter; installing and maintaining low water use landscape materials.

Compatible Design Themes derive from samples of architecture construction methods and cost-beneficial development design techniques that are affordable as well as attractive.

Streetscape Improvements, particularly on major thoroughfares, can enhance Holbrook’s visual image. For instance, frontage plantings along North Navajo (as at ADOT, NPC) could establish a continuity of appearance among the mix of commercial, industrial, residential and institutional uses. Historic district pedestrian walkway town enhancements already started include street trees and public art.

Community Design recommendations stress citizens’ heightened awareness of the way Holbrook looks to visitors and themselves. First, development ordinance revisions that are proposed in the Land Use Element should include guidelines pertaining to building materials, architectural style, landscaping (and perhaps, other appearance factors) for key locations such as Gateways or the Historic District and for non-residential uses in masterplanned developments. Second, annual awards to recognize various types of community visual improvements (e.g., historic preservation, streetscape, architecture and neighborhood appearance) are suggested.

CULTURAL AND HISTORICAL RESOURCES

The City of Holbrook recognizes that values from its past plays a major role in determining community living quality for generations to come. Municipal officials elected to include Cultural and Historic Resources among the Elements that are covered in this General Plan Update.

“The City’s rich, western heritage, as the hub of Navajo County, should be displayed with pride to recognize Holbrook’s multi-cultural, traditional values. The Historic Preservation Commission’s leadership is instrumental in promoting plans for the historic railroad district, the Route 66 transportation corridor and linkages with the Petrified Forest National Park.”

INTRODUCTION

The City’s colorful past deserves recognition in the adopted Holbrook General Plan. Aspirations for future community improvements should draw upon the multiple cultures that shaped the region’s social and economic evolution. Historic events, places and accomplishments are memorialized in various ways to reflect civic pride for the appreciation of visitors and residents.

ISSUE IDENTIFICATION

The community acknowledges a desire to keep the past alive in its buildings, neighborhoods and events.

Historic Districts should receive particular restoration and maintenance attention. Downtown, the historic Railroad District and Old Route 66 distinctive identities can be further promoted with plaques, murals, public art and signage. Continued business use of premises that reflect nostalgia remembrances of past eras is especially encouraged.

Architectural Preservation activities have retained many structures, including the Historic Court House and railroad depot. Business blocks, homes, public and quasi-public buildup should be identified and preserved.

Cultural Recognition ranges from the region’s Native American heritage to the railroads moving west and the mid-20th Century travel experience of Route 66. Petroglyph Park and Rock Art Ranch have been mentioned for improvement as cultural heritage destinations.

GOALS, OBJECTIVES AND POLICIES

The City may enable and support Cultural/Historic Preservation activities, but prime responsibility belongs to Native American and civic organizations as well as private entrepreneurs.

Goal: To establish the Downtown Historic District as a prime Old West and transportation heritage district and destination.

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Objective: Support Historic Preservation Commission initiatives and projects.

Policy: Encourage historic structure preservation and restoration.

Policy: Adopt design guidelines and special overlay district regulations.

Policy: Maintain examples from various eras.

Objective: Create a Downtown visitors experience.

Policy: Facilitate walking tours, shopping, dining opportunities.

Policy: Promote evening entertainment and specialty shop “open houses.”

Goal: To promote Holbrook’s cultural diversity.

Objective: Celebrate Native American traditions.

Policy: Strive to become a trade center for jewelry, rugs, pottery and other artwork.

Policy: Showcase tribal festivals, dancing and competitions.

Objective: Exhibit the region’s cultural evolution from pre-history to present.

Policy: Seek funding for Petroglyph Park improvements and other heritage projects.

Policy: Encourage displays recalling original settlement, tribal history and railroad development.

CULTURAL AND HISTORICAL PRINCIPLES

Community heritage activities benefit from the broadest possible support base. The Holbrook Historic Preservation Commission may be the catalyst for a consortium of government, tribal, arts/cultural organization, civic group, business and property owner interests. Municipal ordinances and administrative practices may be specially-tailored to protect properties of historical significance.

Cultural/Historic Recommendations suggest that the City facilitate a consortium among cultural interests to select venues and schedule coordinated events. The top municipal priority would be to continue, assertively, to implement the Downtown and Railroad Historical Districts plans with increased advisory responsibility from the Historic Preservation Commission.

IMPACT FEE SCHEDULE

Ancillary to Plan Elements, the City plans to evaluate “fair share” financing options to faster community growth on an equitable basis.

" 'Fair share' payments by developers of new construction projects should be evaluated, based upon the type and scale of development, to determine whether contributions of funds or in-kind improvements would constitute a positive influence for City growth."

INTRODUCTION

Development impact fees have been adopted by Arizona municipalities to assist in funding costs of infrastructure and public facilities needed to accommodate rapid growth. These payments are ordinarily charges to developers at the time of building construction, who, in turn, pass the charges along to the homebuyer or non-residential property user.

An impact fee schedule derives from evaluation of the demand for capital improvements that is caused by population and/or business expansion, together with estimated costs to meet the need. A separate fee is assessed for each facility category. Funds are amassed, by category, until such time as sufficient funds have been collected (or demand is so acute) that improvement projects are initiated. Expenditures are required to be made only for the specified purpose and must benefit the owners of property for which fees were expected in proportion to their contribution.

ISSUE IDENTIFICATION

Fundamental criteria for impact fees consider their proportionate costs, management and practical effectiveness. Only cost-beneficial programs should be adopted.

Cost Allocation

Payments are assessed according to a property's projected share of project costs, based on its expected demand for services. A water development fee, for example, may vary between single-family residences and apartments because the latter would be expected to consume less water.

Some fee categories -- e.g., parks, library -- may be determined not to apply to non-residential uses. In other instances, such as demand for sewer, industrial or commercial uses, may generate higher demand on water/wastewater systems; and, therefore, be charged more than residential units. Typically, impact fees are measured in comparison with the demand impact generated by one single-family residence. Commercial, industrial and other uses demands are often expressed in terms of “equivalent dwelling units” (EDUs), so that a 3,000 square foot restaurant might be rated and charged at 3 EDUs, indicating an impact similar to three homes.

Program Administration

Assessment, collection and administration of impact fee funds require careful management by the City. Monies must be kept separately. Frequent re-calibration of fee

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levels and construction costs may be necessary. In some locations, the administrative expense to maintain an Impact Fee program does not warrant imposing fees where there is not a great deal of building activity.

Potential Disincentive

Cumulative impact fees may be so expensive that homebuilders or businesses are discouraged from developing in the municipality. A full fee package can amount to several thousands of dollars in added development costs. Affordable housing choices may be especially deterred.

GOALS, OBJECTIVES AND POLICIES

Holbrook may wish to design a program for impact fees, measuring its positive and negative impacts, so that it may be implemented rapidly when municipal financing conditions require.

GOAL: To establish, as appropriate, an assessment and evaluation of projected infrastructure costs for new development.

Objective: Determine potential categories for fee contributions.

Policy: Define infrastructure needs.

Policy: Consider facility and amenity contributions (e.g., parks, libraries, public buildings).

Policy: Allocate “buy in” shares for existing assets (e.g., wastewater treatment).

Objective: Identify systems/facilities expansion needs with shares to be attributed to new growth.

Policy: Coordinate with City capital improvement program.

Policy: Match benefits to each participating development’s costs for each fee category, plan for timely expenditures.

GOAL: To apply Impact Fees when/if they would be beneficial.

Objective: Prepare Impact Fee schedule.

Policy: Approve conceptual fee program for future application.

Policy: Update schedule annually.

Objective: Establish threshold criteria for projects needing or desiring Impact Fee funding.

Policy: Offer fee program as a financing option for developers.

Policy: Accept “in kind” installation of improvements.

HOLBROOK GENERAL PLAN

IMPACT FEE PRINCIPLES

Impact fees are, at best, a partial solution to municipal capital investment needs. They must be based on “fair share” contributions, understanding that developers may be required to buy into available infrastructure capacity already provided by taxpayers. However, expenditures of collected fees must proportionately benefit properties for which they were exacted; and other landowners should contribute to the extent their sites will be benefited.

Analysis, justification and updating are essential aspects of an impact fee program -- once adopted the fee program becomes a continuing commitment.

Impact Fee Recommendations, at this time, suggest that Holbrook might undertake basic preparedness steps that would position the City for enacting a program when, and if, it becomes warranted. Those actions include conducting needs/capacity analysis, updating system expansion costs in coordination with the capital improvement program and outlining possible fee categories/charges/cumulative fees.

Aggressive movement toward imposing Development Impact Fees is not recommended, at this time. At the present level of development activity, collections would be unlikely to generate significant funds in the short term -- seriously reduced by administrative costs. Moreover, as discussed in General Plan public meetings, the fee would send a negative message to would-be developers.

IMPLEMENTATION PROGRAM

Derived from the Elements Section's many recommendations, the Implementation Program component serves as a bridge to City of Holbrook action. As a free-standing component that summarizes and connects the others, the Implementation Program outlines strategic approaches for methodical application of local resources in achieving citizens' vision. A phased action schedule suggests the timing of key steps to attain General Plan goals. Also, a Plan monitoring system is described as a tool to measure success and make fine-tuning adjustments in Holbrook's planning approach.

A. Action Phases

Early momentum is important to sustained citizen support. Initiating actions that respond to every Element's goals, even small ones, shows Holbrook's resolve to make the General Plan happen -- instead of gathering dust on a shelf as is the case in many other communities.

Short-Term projects call for start-up activities that should begin in this Fiscal Year 2005-06 and continue through, say, 2007. During Mid-Term (2008-20) major objectives may be accomplished as a result of earlier initiatives. A Long-Range view, moving toward the General Plan's requires updating by 2016 or before, would expect to see goals met, with the City ready to set its sights higher.

Each Phase is illustrated with an Action chart, preceded by a brief narrative explanation of coordinated implementation. The tabular format identifies the General Plan Element to which individual project recommendations respond. In many instances, benefits to other Elements' goals/objectives/policies are also cited. Suggested entities, agencies or groups that could take responsibility for each action project are indicated.

Three recommended stages for action are as follows:

Short-Term Action Steps

Every Element has one or more actions listed for immediate attention. Some of these first steps are already in motion. Others have been discussed by citizens at planning meetings, gaining expressions of positive support.

Most projects can begin on the strengths of human resources, requiring little extra funding. Institution of a comprehensive, City-wide Capital Improvement Program (shown below with Public Facilities/Services) will help to focus municipal financial resources available for capital expenditures and make a case for continuing, expanded investment in FY 2006-07.

General Plan monitoring will allow for adjustments in schedules. Positive project results or increased municipal revenues may encourage certain actions to be expedited. Unanticipated costs or other impediments could require deferral or scaling-down until the Mid-Term.

HOLBROOK GENERAL PLAN

SHORT-TERM ACTIONS

Element	Responsibility	Projects
Land Use	City Staff, P&Z City/Business	Ordinance Revisions, Guidelines (ED, CD) General Plan/Zoning Compatibility (GA) Development Incentives (H, ED)
Circulation	City Public Works Planning City	Streets, Airport, Drainage CIP Streetscape Design Standards (CD) Address System
Economic Development	Business Community City	Image Site Designs (CD) Tourism Packages Industrial Inventory (GA) Develop Strategic Master Plan
Open Space, Parks and Recreation	City, Schools City, County, Orgs.	Joint-Use Arrangements Open Space Preserves City Park Improvements
Housing	Planning/P&Z Neighborhoods City	Planned Residential Development Standards Self-Help Projects Eliminate Substandard Housing
Public Facilities/Services	City City, other agencies	CIP (GA, ED, others) Enterprise Functions Multi-use Operations
Safety	City, Police, Fire	Emergency Plans Updates Recognition of Volunteers Code Compliance
Growth Areas	City (P&Z, Staff)	Flexible Zoning Incentives (ED, H) Overlay Districts
Costs of Development	City Staff	Assessment Formats (GA, H) Cost Saving Options
Community Design	Planning, P&Z Civic Organizations	Design Guidelines Visual Improvement Awards
Water Resources	City Departments	Increased Use of Recycled Water Quality Protection Standards Service Extensions (CIP)
Natural Resource Conservation	City, Engineering Planning	Adaptive Flood Control Preservation Areas (OS)
Cultural and Historic Resources	City/Hist. Pres. Comm	Cultural Consortium
Environmental Planning	City Departments	Update Hazard Plans Renewable Energy
Impact Fee	City Staff	Evaluate Fee Categories

() Parentheses indicate related Elements

HOLBROOK GENERAL PLAN

Mid-Term Action Steps

Investment opportunities characterize mid-term projects. Plans or stage-setting incentives completed during the prior Phase would move into construction, installation or application modes. CIP financing becomes an important priority for these continuing action steps. Other funding sources, such as grants or partnering contributions, should also be in place. Again, the scale of these projects will depend on available investment resources.

MID-TERM ACTIONS

Element	Responsibility	Projects
Land Use	City Staff, P&Z	Streamlined Plans Review
Circulation	City Public Works Planning	Continuing Improvements Streetscape Installation
Economic Development		Image Site Designs Tourism Packages Industrial Inventory
Open Space, Parks and Recreation	City, Schools City, County, Orgs.	Capital Investment Partnerships Trails/Riverwalks
Housing	Planning/P&Z Neighborhoods City	Consider Density Increases Expand Neighborhood Programs City-wide Seek Rehabilitation Grants, Target Homes
Public Facilities/Services	City	Airport Business Park Expansion
Safety	City, Police, Fire	Expand Volunteer Programs Pedestrian Safety Improvements (C, CD)
Growth Areas	City (P&Z, Staff) City, County	Affordable Housing (H) Public Land Write-downs (ED)
Costs of Development	City Staff	Incentives/Payback Oversized Improvements
Community Design	Planning, P&Z Civic Organizations	Continue, Expand Awards
Water Resources	City Departments	Recharge/Storage Options
Natural Resource Conservation	City, Engineering Planning	Trail Links Extended (C) Habitat Restoration
Cultural and Historic Resources	City/Hist. Pres. Comm Business	Historic District Plans Implementation Events/Festivals Sponsorships
Environmental Planning	City Departments	Renewable Pilot Project
Impact Fee	City Staff	Consider Adopting Fee Program Assess Impact on Growth

() Parentheses indicate related Elements

HOLBROOK GENERAL PLAN

Long-Range Action Steps

Project completion or extension would be targeted in this Phase, preparing for the next General Plan Update. Accomplishments should include infrastructure improvements, preserved open space, Historic District enhancements and economic development gains.

Additional Action Steps, resulting from changes in conditions, should be considered for expanding project priorities during the latter years of the Implementation Program.

LONG-RANGE ACTIONS

Element	Responsibility	Projects
Land Use	City Staff, P&Z	Develop Detailed Land Use Plan Adopt Specific Area Plans (CD)
Circulation	City Public Works Planning	Continuing Improvements Extend Streetscape into Residential Areas Rail, Highway Tourism Connections (ED)
Economic Development	Business Community	Strengthen Gateway Image (CD)
Open Space, Parks and Recreation	City, Schools City, County, Orgs.	Major Facilities: Gym, Auditorium Educational Opportunities
Housing	Planning/P&Z City	Energy, Water Efficiency (W, PF) Clearance, Redevelopment
Public Facilities/Services	City, other agencies	City Hall, Meeting Space
Safety	City, Police, Fire	Traffic Calming (C)
Growth Areas	City (P&Z, Staff)	Add Growth Area Opportunity (LU, ED)
Costs of Development	City Staff	Accept Alternative Designs, Materials (PF)
Community Design	Planning, P&Z	Target Theme Sectors (LU, ED)
Water Resources	City Departments	Recyclable Water Features (O)
Natural Resource Conservation	City, Engineering Planning	Floodplain Alternative Uses (ED) Complete Continuous Trail System (C)
Cultural and Historic Resources	Business	Arts District Events Venue
Environmental Planning	City Departments	Riparian Environment Enhancements (NR, O, W)
Impact Fee	City Staff	Revise or Reconsider Fees

() Parentheses indicate related Elements

HOLBROOK GENERAL PLAN

B. Plan Monitoring

An effective municipal planning program requires on-going maintenance. It is vital that residents, property owners, City leadership and staff are able to rely on the Plan. Also, regular checkups on General Plan implementation success help to sustain enthusiasm for achieving stated goals and objectives.

Plan oversight is a joint responsibility. City staff provides general document upkeep, noting changes in Element status as well as any problems encountered in interpreting Plan intent. The Planning and Zoning Commission, as principal advisors to Council on planning matters, should review and supervise staff recommendations for change or clarification.

- ***Text and Map Revisions*** should be considered by the Commission on an annual basis or more frequently, as needed.
- ***Record Keeping***, such as staff reports on building permit and CIP project initiation, helps to illustrate development trends which may cause the Commission to recommend adjustments to implementation schedules.

Plan progress assessment may be accomplished by Planning and Zoning Commission applying a simple "grade card" approach to measure performance regarding the adopted goals in every General Plan Element. Scoring on a **1-10** scale (**1** being the lowest rating, reflecting "no attention, seriously deficient"; **10** indicating "ahead of schedule, significant accomplishments"), the Commission would have an evaluation basis for reporting as to where Plan implementation is succeeding or lagging behind expectations. A similar rating system can be applied to project items listed in the current Implementation Phase matrix (Short-Term, Mid-Term, Longer-Range).

The monitoring process ought to be especially sensitive to changes of conditions that affect General Plan performance. Flexibility must be observed in administering the Implementation Program. For instance, large-scale development proposals, a downturn in the local economy, a natural disaster or a special planning grant may require mid-course corrections in project priorities -- even goals and objectives.

As noted previously, an Annual Report recording General Plan progress is recommended. A concise report on recent planning accomplishments, development, public works improvements and the like would be prepared by the Planning Commission, with staff assistance, and forwarded to the City Council.