



COBRE VALLEY CHEER

5-4-3 FRAMEWORK

GLOBE - MIAMI & SAN CARLOS APACHE, AZ

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TABLE OF CONTENTS

ACKNOWLEDGMENT	01
EXECUTIVE SUMMARY	02
INTRODUCTION	03
OVERVIEW	04
• Project Location	
• Overview of Planning Process	
HISTORY	06
EXISTING CONDITIONS	09
• Demographics	
• Workforce & Employment Industries	
• Housing	
• Stakeholders	
• Public Health	
• Environment	
CASE STUDIES	40
• Bisbee, AZ	
• Prescott, AZ	
• Flagstaff, AZ	
• Durango, CO	
PUBLIC ENGAGEMENT	45

PRINCIPLES	48
RECOMMENDATIONS	51
SITES	55
• Gateway to Miami	
• Link to Downtown Globe	
• San Carlos Apache Reservation	
IMPLEMENTATION	74
AFTERWORD	81
REFERENCES & APPENDIX	82

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EXECUTIVE SUMMARY

Located just outside of the western side of the San Carlos Reservation, both the Globe-Miami area as well as a small portion of the San Carlos Reservation were selected for the macro scope of this project. After meeting with stakeholders in the area, surveying potential sites and conducting substantial research, our team developed what we call the 5-4-3 Cobre Valley Framework Plan. This framework is centered around 5 principles, 4 recommendations and 3 chosen sites. The 5 principles were developed into what we call the “CHEER” principles. “CHEER” stands for Community Engagement, Healthy Communities, Environmental Stewardship, Economic Growth and Regional Connectivity.

The “CHEER” principles were designed to guide the overall direction of the project and were held as key standards and considerations as we moved forward into drafting recommendations and choosing sites. Our 4 recommendations that we developed include the following: 1) Trails and Walkability, 2) Infill Development, 3) Events and Activation and 4) Signage and Identity. These four recommendations helped us shape ideas and implementation strategies for the 3 chosen sites. We have chosen a site in Downtown Miami, a site near Downtown Globe and a site further east, in the San Carlos Apache Region.

Throughout the planning process, our team had the pleasure of meeting with stakeholders, getting public input during the midst of the process and working closely with a team of Landscape Architects from the University of Arizona. We proudly present the final product that we have developed.

INTRODUCTION

This report is the product of the final capstone project by six graduate students in the Master of Science in Planning at the University of Arizona. From January through May 2019, the student team worked to develop a framework for Cobre Valley, Arizona, with the guidance of professors and community partners. Cobre Valley comprises a section of Gila County that includes the City of Globe and the Town of Miami. It is in proximity to the San Carlos Apache Indian Reservation, which the team incorporated in the project.

With a rich mining history and beautiful landscapes, Cobre Valley is a great place for people to live, work, and visit. Thus, the vision for the Cobre Valley CHEER 5-4-3 Framework was “to foster healthy communities with sustainable economic growth through an environmental lens”.

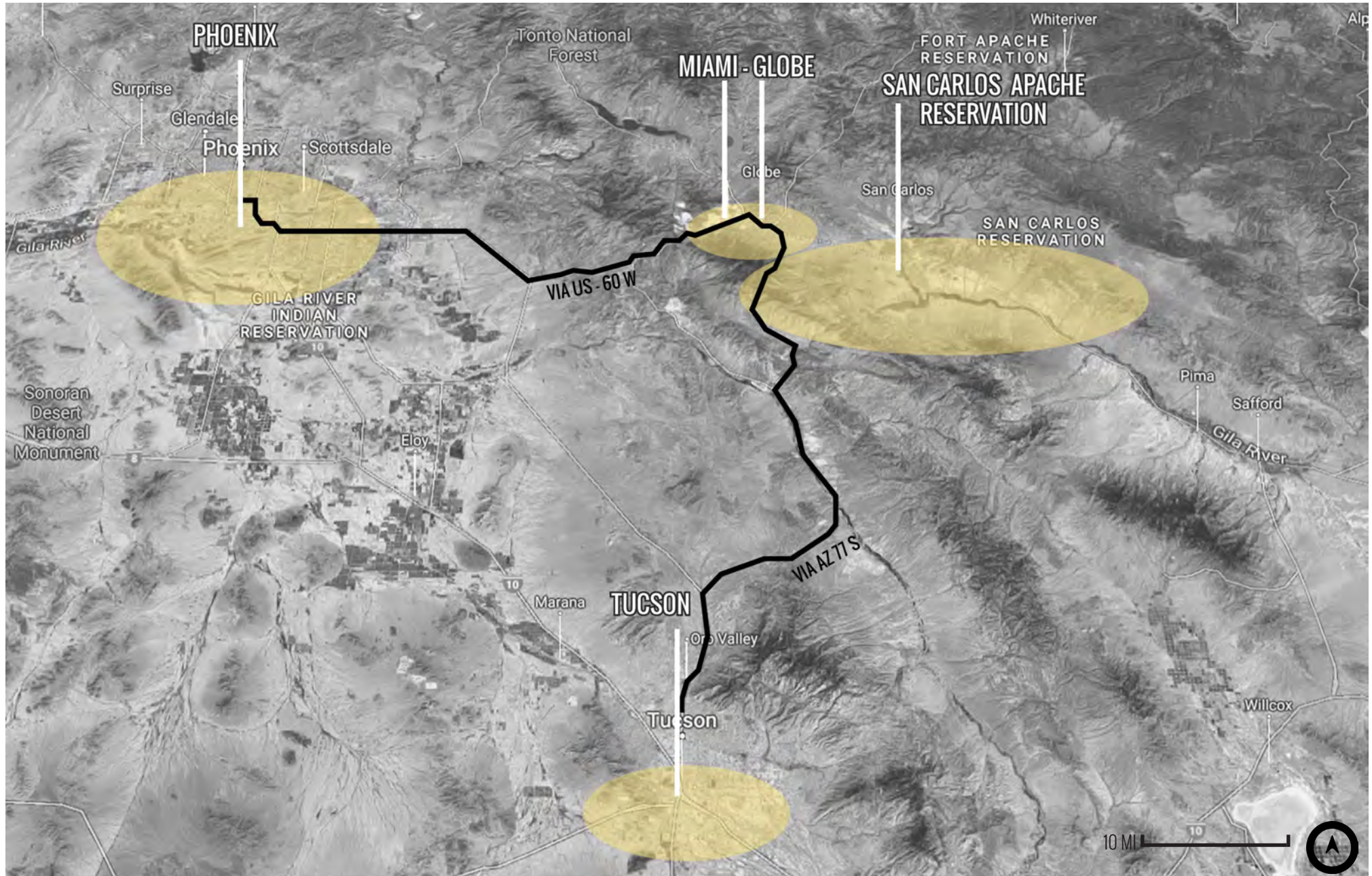
The Cobre Valley CHEER 5-4-3 Framework aims to provide a guide for the improvement of the area through a three-pronged approach:

1. Understanding the existing challenges and opportunities
2. Proposing social, physical, and economic connections
3. Prioritizing an implementation process.



01 OVERVIEW

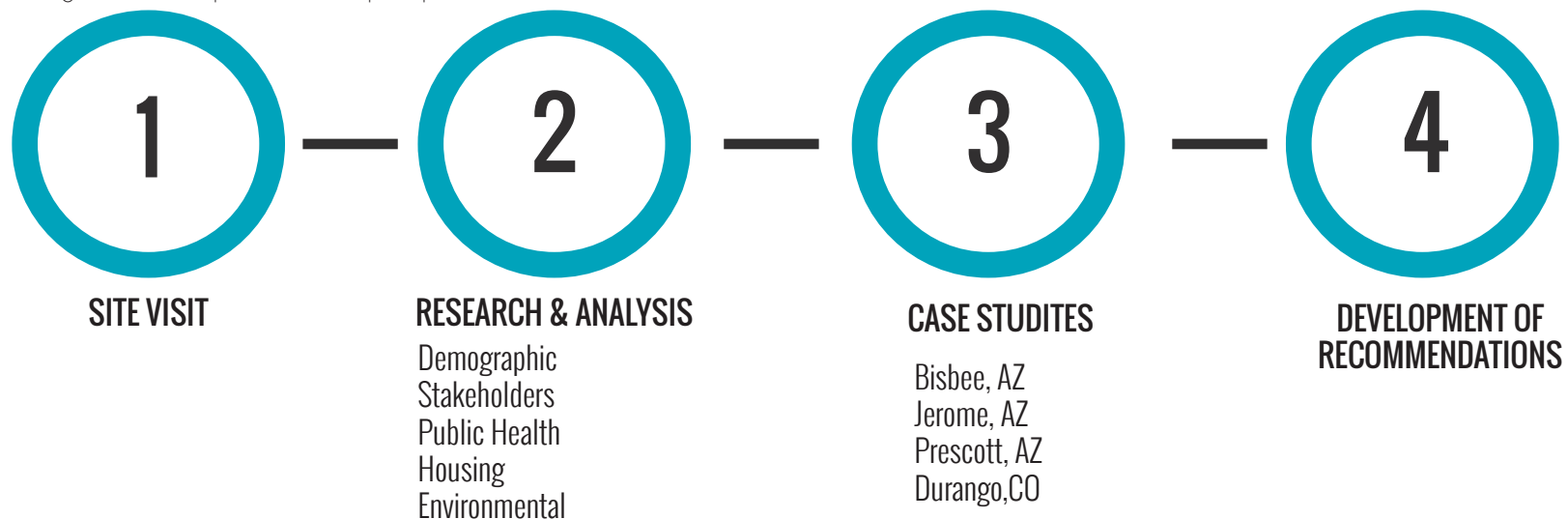
PROJECT LOCATION



OVERVIEW OF PLANNING PROCESS

Our planning process began with an initial site visit to the Globe Miami area. This day-long site visit gave our group an understanding of the local community on a variety of different levels. After meeting with different members of the community and taking a walk around both Globe and Miami, we were able to identify initial thoughts and ideas for our project. We knew that we wanted to structure the entire project on a framework and through discussion and further research we came up with our 5-4-3 framework. Otherwise known as Cobre Valley CHEER. Our 5 principles allowed us to make sure that the work we put into this project had purpose on a multitude of different levels and would allow for maximum positive impact on the Globe-Miami area. Following our 5 principles, we moved forward with a deeply detailed analysis of research compiled in regard to demographics, stakeholders, public health, housing, economics and environmental aspects. As we compiled our research, we began to discuss different ideas that we had for the future of the area and began to define a scope for our recommendations.

We also took the time to discover case studies that we felt could potentially be used for ideas and examples for our project. These case studies were Bisbee, Arizona/ Jerome, Arizona/ Prescott, Arizona/ and Durango, Colorado. Each of these case studies provided our group with different ideas and opened the door for a bit of innovation moving forward. As our project took shape, our team began to develop a series of recommendations. The recommendations we developed consisted of the following 4: Trails & Walkability, Infill Development, Events & Activation, Signage & Identity. Our team applied the 5 principles, and the 4 recommendations to 3 sites in the area. Those three sites have allowed us to showcase what is potentially possible as well as express some of the ideas that our team came up with over the course of the life of the project. We sincerely hope that you discover something that sparks your interest in the project as our team has genuinely enjoyed this planning process. We also hope that some of ideas have impacts in the future on the area in a positive way.





02 HISTORY

HISTORY

Cobre Valley has been inhabited since 700 BC, when the Hohokam population came from the Phoenix Basin and settled by the Salt River in the Tonto Basin. The Hohokam were known for their “distinct cultural identity, an extensive trading network, and a sophisticated system of irrigation agriculture” (National Park Service, 2018). Other human cultures living in the Tonto

Basin during those times were the Mogollon and Ancestral Puebloan people. These two groups had their own particular architecture and pottery design, as well as habits and customs. By the 10th and 11th century, the different populations residing in the Tonto Basin mixed and developed their own way of life known as the Salado culture (National Park Service, 2018). The Salado people resided in the Globe-Miami area and the Tonto Basin until the 15th century. One mile south of Globe is located Besh-Ba-Gowah, one of their pueblos. Besh-Ba-Gowah is still standing today and showcases the Salado masonry architecture.

GLOBE, ARIZONA

Globe is located between the Pinal and Apache mountains, west of the San Carlos Indian Reservation. This area became part of the United States in 1848, after the Treaty of Guadalupe was ratified. The treaty opened the area for settlement, with mineral explorers being some of its first inhabitants (Globe General Plan, 2014).

The townsite of Globe City, now Globe, was established in 1875 as a mining camp. Prospecting expeditions had already taken place in the area during the mid 19th century, resulting in multiple mining claims and the formation of the Globe Mining District (Machula, 2012). The area was appealing to prospectors because of its mineral deposits, water availability, and proximity to Phoenix and Tucson.

In 1881, Gila County was founded from the merging of parts from Maricopa and Pinal County. Globe City became the county seat of Gila County and was incorporated as a permanent community in 1907, after two lapsed attempts at incorporation (Vinson, 2012). A stagecoach transportation network connected the new county seat of Gila County with Silver City, New Mexico. This service provided transportation services to travelers and mining shipments alike (Globe General Plan, 2014).



Photo: City of Globe between the 1905 and 1930s.
Credits: Arizona State University library.

MIAMI, ARIZONA

By the end of the 19th century, the Inspiration Copper Company and the Miami Copper Company had operating mines in the area west and north of what is now Miami, Arizona. The foundation of the town of Miami in 1907 allowed miners and their families to live near their work (Sain, 1990). By 1909, there were multiple retail and consumer services, including grocery stores, hotels, restaurants, saloons, and a barber shop. The town's growth was parallel to the copper mines' growth in the area.

Miami had a decade of rapid expansion between 1911 and 1920. Residences, businesses, schools, and churches were established. Afterwards, the decade from 1920 to 1930 brought basic services to Miami, including water, gas, electricity, and roads (Sain, 1990). Likewise, two daily newspapers provided information to the Miami community: the Arizona Silver Belt and the Miami Evening Bulletin.



Photo: Copper Smelter in Miami, AZ 1952
Credits: Western Mining History

SAN CARLOS - APACHE

The Apaches arrived to Southeastern Arizona on the 10th century from the Southwest United States (Inter Tribal Council of Arizona, 2019). Apaches were originally nomad people who hunted and gathered for livelihood. By 1700, certain Apache bands were sedentary, farming and trading with other villages. An important economic and military activity in Apache culture was warfare, in the form of raiding, for livestock, provisions, and captives.

However, armed conflict and hostility occurred on a larger scale with American troops when the United States tried to control the Apaches and their territory in an event known as the Apache Wars between 1849 and 1886. Eventually, the Apaches were defeated, disbanded, and relocated to reservations (Britannica, 2019). The San Carlos Apache Tribe Reservation was established by the executive order of President Ulysses S. Grant in November 9, 1871. The reservation housed multiple Apache bands removed from their homelands in Arizona and New Mexico (Inter Tribal Council of Arizona, 2019).



Photo: San Carlos-Apache Reservation Area.
Credits: San Carlos-Apache Tribe website.



Photo: Miami, AZ 1920s
Credits: Copper Mining History of Miami



Photo: Globe, AZ 1920s
Credits: GJ Andrews



Photo: Miami, AZ 1920s - 1950s
Credits: Unknown.



Photo: Globe, AZ 1920s - 1950s
Credits: Unknown.

03

EXISTING CONDITONS



EXISTING CONDITIONS



DEMOGRAPHICS



WORKFORCE &
EMPLOYMENT INDUSTRIES



HOUSING



STAKEHOLDERS



PUBLIC HEALTH



ENVIRONMENT

DEMOGRAPHICS



EXISTING CONDITIONS

To properly understand Cobre Valley it is necessary to take into account its existing conditions. Therefore, this section will study variety of subjects that shape both the community and the area as a whole. These subjects include demographics, housing, commercial activities, public health, and mobility.

DEMOGRAPHIC ANALYSIS

Globe and Miami are two municipalities share the Cobre Valley however each municipality faces unique challenges and opportunities. Although Globe and Miami did not immediately feel the recession, however the municipalities showed impacts (e.g. population decline, and median income decrease) after a lag time. Whether the municipalities have been able to recover is the goal for this section. This section will provide an overview of both communities in terms of population, diversity, employment, and other related information. This analysis concentrated solely on Globe and Miami, as complete datasets for San Carlos Apache Reservation were not available in the 2017 ACS 5-Year Estimates. The planning team referenced and utilized the data in the Demographic Analysis of the San Carlos Apache Tribe - Using 2010 Census and 2010 American Community Survey Estimates.

POPULATION

According to the Globe 2035 General Plan (Feb 2014), Globe is expected to increase in over the next three decades: 7,578 (2020); 7,977 (2030); and 8,092 (2040).

The population estimates were provided by the Central Arizona Government and then “derived from the populations contained in the 2012 Cobre Valley Planning Assistance for Rural Areas and the 2006 Gila County Small Area Transportation Study (SATS).”

The Globe 2035 General Plan did not include the Town of Miami or potential impacts from the Recession. To assess if there would be any impact to Globe meeting the CAG population projection, both municipalities were assessed from 2010 to 2017 then utilized the cohort-survival method to project to 2022. Section B: Age will provide more background on the justification for utilizing the cohort-survival method.

Overall, both municipalities are projected to grow, with more population variability in Miami. The population projection for Globe may not reach the CAG projection, but it is potentially a good indication that the City will recover from the continued 2012-2017 population decline. The population projections do not include employees that work in both municipalities that live outside the region. Additionally, these projections do not include individuals work in both municipalities and live in nearby locations (e.g. San Carlos Apache Reservation or Claypool, an unincorporated community).

As a disclaimer, any population projections may be affected by mining activity or any other industry (e.g. medical) changes within the region. Further research is needed to assess if change in mining activity affected Miami when the Town experienced a 12.87% population decrease in 2011 and then a 14.88% increase the following year.

POPULATION PROJECTION

Table 1: Miami and Globe Population Projections

Miami (Town)	2010	2011	2012	2013	2014	2015	2016	2017	2022*
Population	2,114	1,842	2,116	2,034	1,979	2,052	2,153	2,238	2,603
Population Growth		-12.87	14.88	-3.88	-2.70	3.69	4.92	3.95	16.31
Globe (City)	2010	2011	2012	2013	2014	2015	2016	2017	2022*
Population	7,557	7,543	7,544	7,500	7,463	7,430	7,369	7,341	7,389
Population Growth		-0.19	0.01	-0.58	-0.49	-0.44	-0.82	-0.38	0.65
<i>Source: 2013-2017 American Community Survey 5-Year Estimates</i>									
* = Population projection utilizing cohort-survival method									

Chart 1: Town of Miami, Arizona Population Projections (2010-2022)

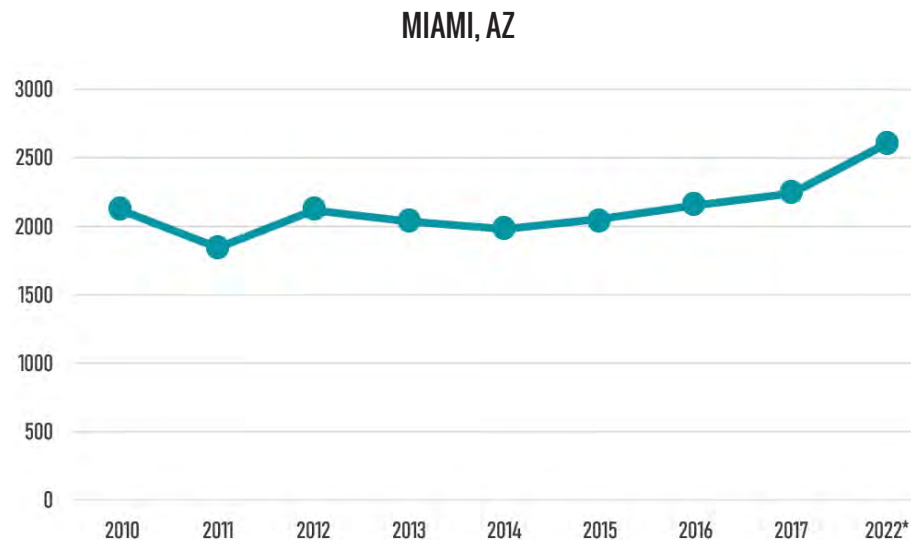
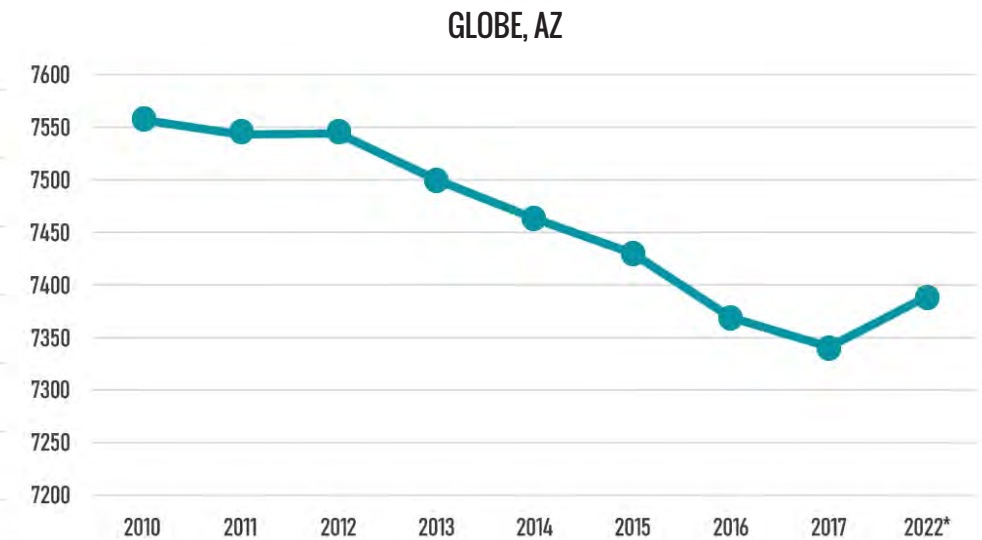


Chart 2: City of Globe, Arizona Population Projections (2010-2022)



AGE

The Globe 2035 General Plan stated that “the population of Globe has aged overall from 2000 to 2010” and that has not changed. The median age has increased from 42.4 in 2010 to 43.8 in 2017 (ACS). The General Plan also stated that this trend of an “aging population seems consistent with Gila County as a whole.” In contrast, Miami’s median age decreased from 40.8 in 2010 to 33.9 in 2017 (ACS).

Although the cohort-survival method only projects up to 5 years, it does provide insight by disaggregating the local population by gender and age cohorts. Utilizing the National Vital Statistics Reports for Births (Final Data for 2017 – Volume 67, Number 8) and Deaths (Final Data for 2016 – Volume 67, Number 5), an estimation was conducted on the number of residents in each cohort will survive the next five years to advance to the next cohort. Additionally, this method factored in fertility rates across the child-bearing female population. This method’s main limitation is not factoring migration which can vary depending upon local economic activity.

Miami seems to be the exception, not only for having a younger population, but also having a projected high growth in the next 5 years. In 2017, the local population is 51% females and 49% males with majority of local population being under the age of 35. The age cohorts with the highest growth rates are ages 20-24 (144%), 25-29 (183%), and 45-49 (88%). The one age cohort with the projected highest population loss was ages 60-64 (-74%). The caveat with a younger population is whether they will stay in Miami and that depends upon other factors (e.g. housing stock and employment). As stated, prior, Globe has an aging population with both male and female ratio almost 1:1. The male population is slightly higher than the female population. The age cohorts with the highest growth rates are ages 15-19 (119%), 30-34 (85%), and 50-54 (55%). The one age cohort with the projected highest population loss was ages 55-59 (-55%).



Chart 3: Miami, Arizona Population Pyramid for Year 2017

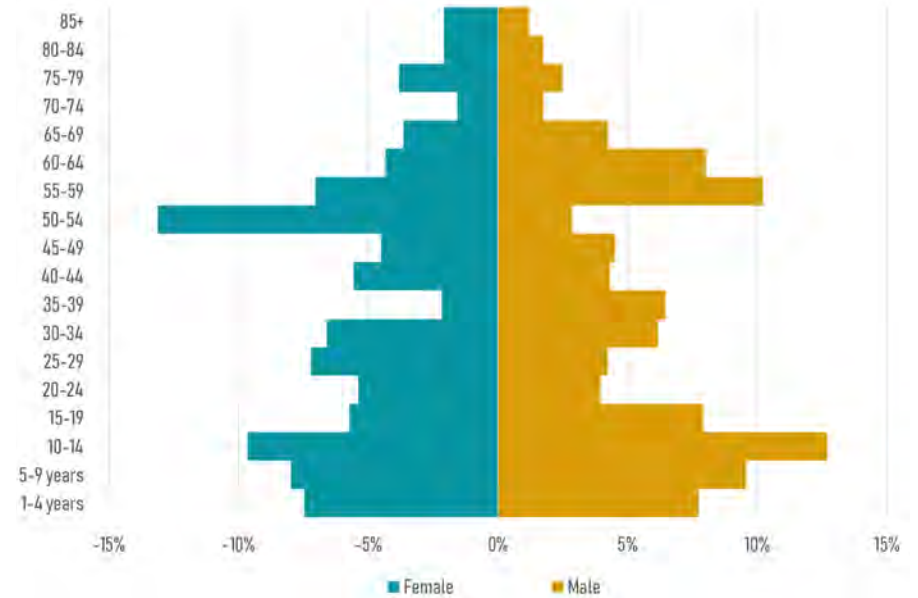


Chart 4: Miami, Arizona Population Pyramid for Year 2022

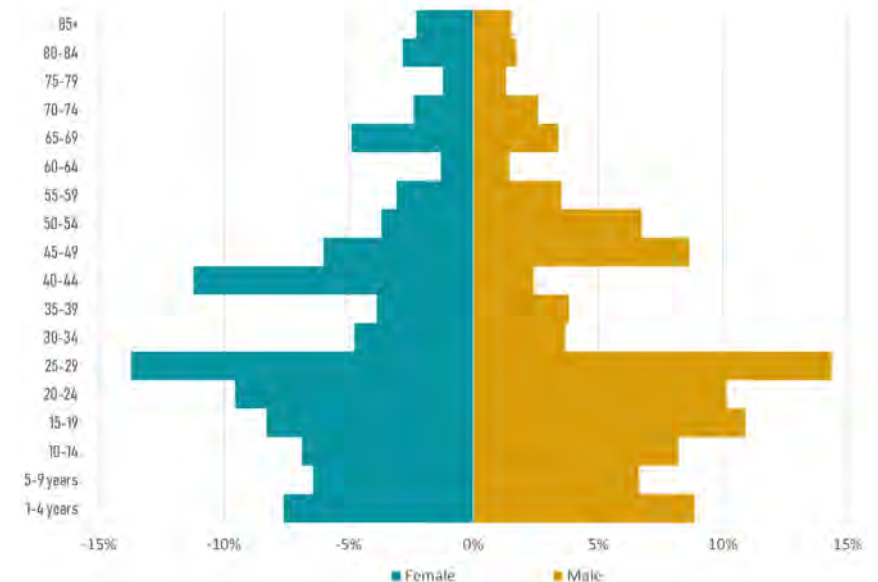
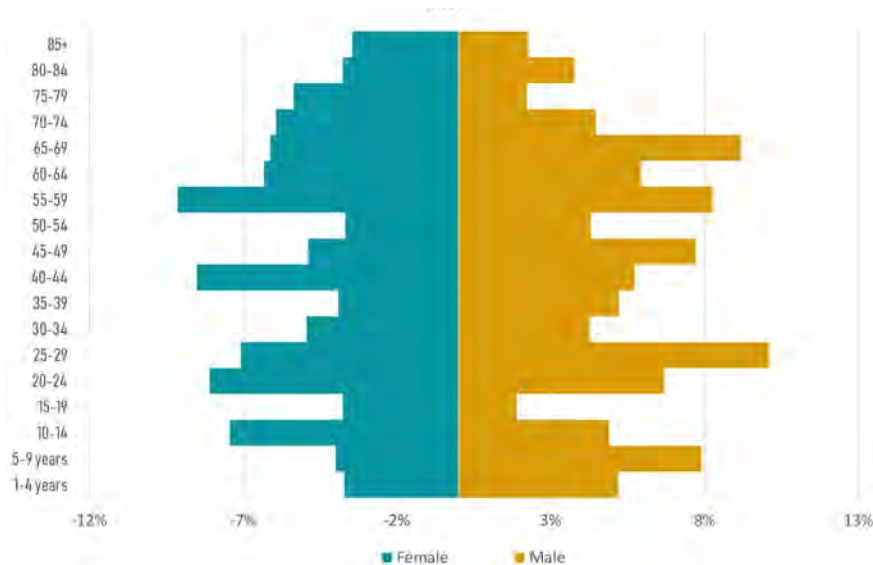




Chart 5: Globe, Arizona Population Pyramid for Year 2017



DIVERSITY

Both Miami and Globe are predominantly white. In 2010, the percentage of white residents in Globe was 58.74% and increased to 63.71%. However, the Globe population that identified as Hispanic or Latino increased from 26.32% in 2010 to 28.19% in 2017. In Miami, the percentage of white residents rose slightly from 47.93% (2010) to 51.59% in 2017 while residents identifying as Hispanic or Latino slightly increasing from 35.23% (2010) to 36.86% in 2017. Miami's next highest racial identification category is 'other' (not including Black or African American, American Indian or Alaskan Native, Asian, or Pacific Islander) with 8.43% of the local population.

Chart 6: Globe, Arizona Population Pyramid for Year 2022

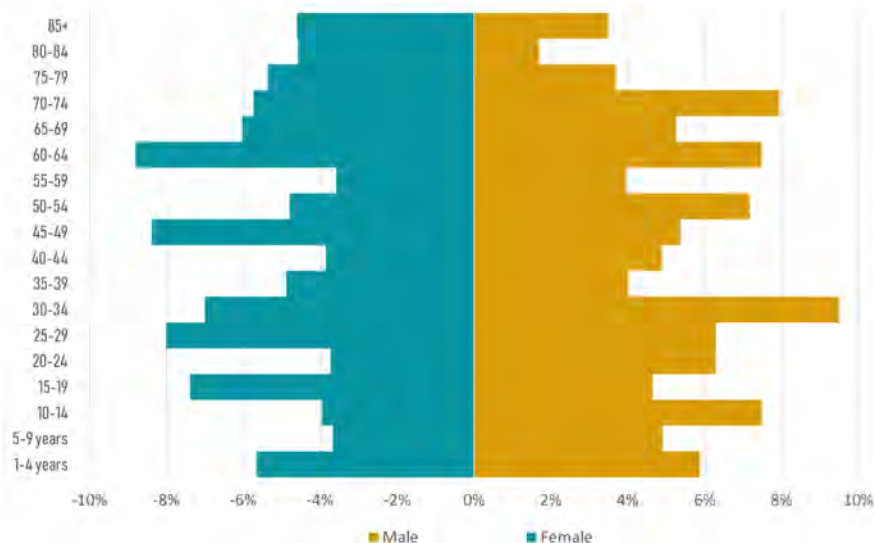


Chart 7: Globe, Arizona Race and Ethnicity (2010-2017)

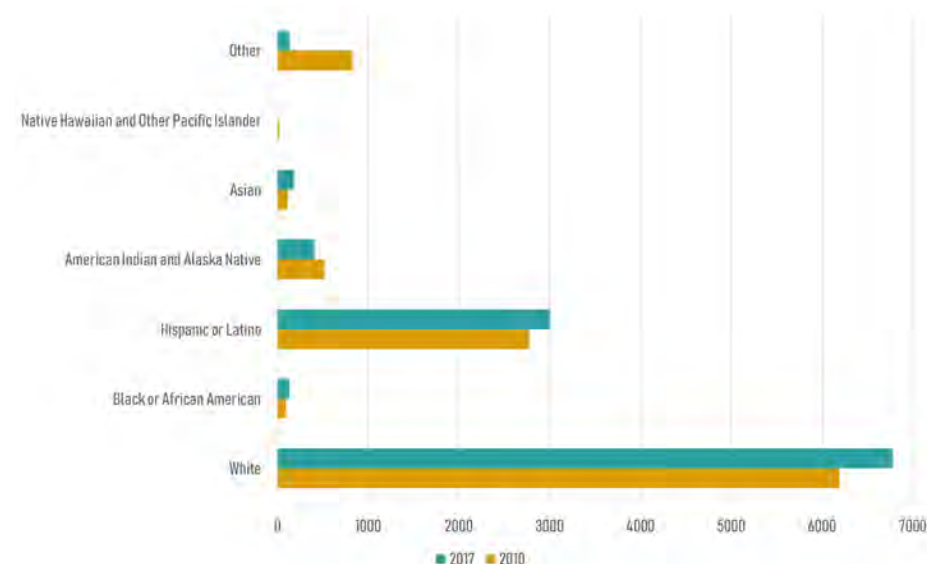
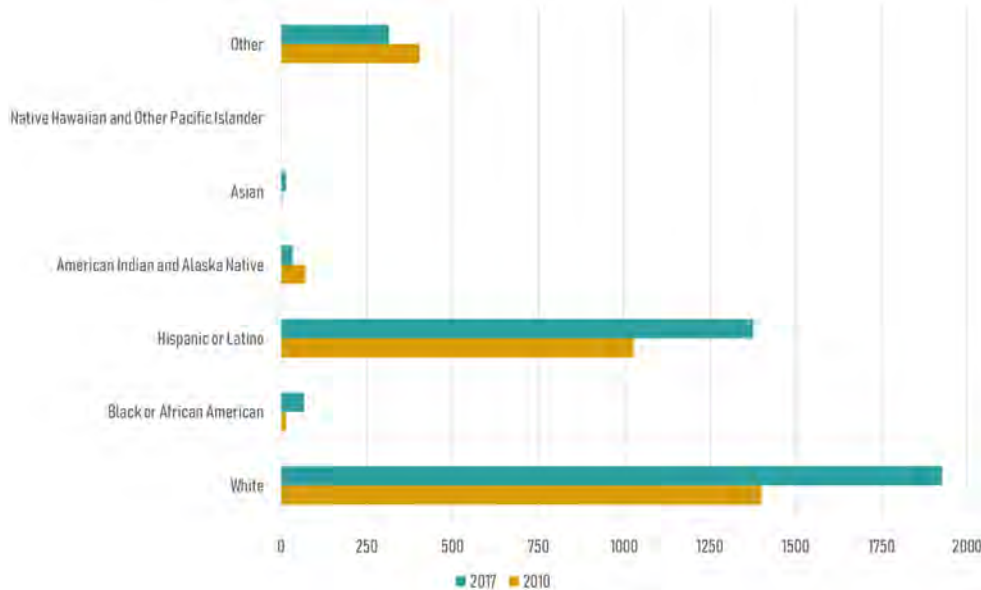


Chart 8: Miami, Arizona Race and Ethnicity (2010-2017)



household size of 2.44 and average family size of 3.04. Miami had a number of 749 households with the average household size of 2.45 and average family size of 3.07.

Tables 6 and 7 show the estimation and percentage of families that are considered poverty level with a household income under \$45,000. The US Census (2018) “uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If a family’s total income is less than the family’s threshold, then that family and every individual in it is considered in poverty.” Globe seems to be on a steady upward inclination in median household income but the unemployment rate has also risen. There is a lot of variability with Miami that may relate to a range of factors (e.g. mining activity and post-recession impacts).

EDUCATION

According to the 2013-2017 American Community Survey 5-Year Estimates, the educational attainment percentages were 82.6% in Globe and 66.8% in Miami. This percentage represented the percent of local population that is a high school graduate or higher. Table 2 will provide an overview of the educational attainment by local population ages 18 to 24 years and 25+.

INCOME

Both Globe and Miami are well below the 2017 national median household average: \$61,372. Tables 4 and 5 summarize the employment, unemployment rate, and local median household income. According to the 2010 US Census Demographic Profile Data, Globe had a number of 2,908 households with the average

CRIME

Safety is a major issue for both Globe and Miami. According to Areavibes, an online demographic website that measures livability and other residential needs (including crime), “Globe, AZ overall crime rate is 170% higher than in comparison to the Arizona average; and is also 237% higher than compared to the national average. Specifically, regarding violent crimes in Globe, AZ, the rate is 238% higher than compared to the Arizona average, and 348% higher than when paralleled to the national average. When comparing property crime, Globe, AZ comes in at 159% higher than to the average seen in Arizona, and 219% higher than the overall national average.” The map provided on the website shows a larger area for Globe that includes parts of Claypool, north of the city limits, and parts of the San Carlos Apache Reservation, so that may skew the results of this online tool.



Areavibes determined that Miami overall crime rate is 153% higher than the US Average and 103% higher than the Arizona average. Additionally, the chance of being a victim in Miami is 1 in 15 chances, which is 153% higher than the US average. While Areavibes and other similar tools have their limitations, people do utilize them and these numbers may affect their decision making on whether to relocate to the Globe-Miami area.

DEMOGRAPHIC TABLES

Table 4: Globe Income Summary

Globe	2010	2011	2012	2013	2014	2015	2016	2017
Employment —16 and over	6,184	6,267	6,035	6,088	6,024	5,974	6,068	6,076
Unemployment Rate	2.6%	4.0%	4.3%	5.5%	8.2%	8.9%	8.1%	9.3%
Median Household Income	\$37,698	\$34,957	\$36,992	\$44,695	\$42,639	\$42,405	\$42,557	\$44,821

Table 6: Poverty Allocation in Globe, Arizona (2017)

Household Income	Estimate	Percent
Less than \$10,000	97	5.0%
\$10,000 to \$14,999	139	7.2%
\$15,000 to \$24,999	199	10.4%
\$25,000 to \$34,999	192	10.0%
\$35,000 to \$44,999	365	19.0%
Number of Families with household income under \$45,000 and poverty status	992	51.6%
Total number of families with poverty status	1,922	

Table 2: Globe Educational Attainment Summary (2017)

Globe	Less than High School Graduate	High School Graduate	Some College or Associate's Degree	Bachelor's Degree or higher
18 to 24 Years	110	218	269	0
25 and Over	916	1508	1997	829

Source: 2013-2017 American Community Survey 5-Year Estimates

Table 3: Miami Educational Attainment Summary (2017)

Miami	Less than High School Graduate	High School Graduate	Some College or Associate's Degree	Bachelor's Degree or higher
18 to 24 Years	45	62	30	13
25 and Over	453	427	356	130

Source: 2013-2017 American Community Survey 5-Year Estimates

Table 5: Miami Income Summary

Miami	2010	2011	2012	2013	2014	2015	2016	2017
Employment —16 and over	1,559	1,455	1,625	1,590	1,611	1,611	1,644	1,573
Unemployment Rate	6.9%	7.5%	3.5%	9.6%	7.6%	10.0%	10.4%	13.3%
Median Household Income	\$29,777	\$33,906	\$38,534	\$40,286	\$45,268	\$40,602	\$36,298	\$28,984

Table 7: Poverty Allocation in Miami, Arizona (2017)

Household Income	Estimate	Percent
Less than \$10,000	40	7.7%
\$10,000 to \$14,999	38	7.3%
\$15,000 to \$24,999	108	20.8%
\$25,000 to \$34,999	88	17.0%
\$35,000 to \$44,999	56	10.8%
Number of Families with household income under \$45,000 and poverty status	330	63.7%
Total number of families with poverty status	518	

WORKFORCE AND EMPLOYMENT INDUSTRIES



When addressing a community’s built environment for improvement opportunities, it is important to analyze what is driving the market to gain an understanding of how the money moves in the community and attempt to find any missing pieces in the local economy puzzle. The data focused on for this section is based on employment statistics for the area as well as an analysis of what makes up the local workforce. By addressing data on employment as well as employers, it is often easier to see where certain industries could have opportunities to take advantage of in an area. It also helps paint a clear picture of which industries are thriving and which are struggling.

Diving into the data, pulled from 2016 and 2017 ACS data, Globe and Miami both come in quite high in unemployment rates, low educational attainment rates and low median household incomes. At first glance, this data gives a window into the general economic demographics of the area. Potential future investors and employers interested in the Cobre Valley area will be taking these statistics into consideration as they make possible decisions to invest in the area. The following chart outlines said data.

Table 1: General Employment Statistics

Location	Median Household Income	Unemployment Rate	Number of employed individuals	% of population with a bachelor's degree or higher
Globe	\$42,557	9.3%	3,239	15.8%
Miami	\$36,298	13.3%	823	6.3%

Sources: (2016/2017 ACS 5 Year Estimate Data)

The Globe-Miami area has long been known as a mining driven town and it is likely that assumptions could be made in regards to the mining industry holding a massive portion of the employment sector. However, data shows that the mining industry, while still a large portion, is not as dominating in regards to employment as many would assume. This is likely due to the large amount of individuals who work in the area but do not live in the area. Researching data that shows figures of those that work here but live elsewhere has not yielded any verified data on this. For the most part, it is well known throughout the community, whether it be stakeholders or everyday citizens, that many of the employees in the area commute from other places in the state. This further proves that housing availability is an issue as it relates to employees in the cities.

Some of the most underrepresented industries include Arts & Entertainment, as well as Scientific and Technology related fields. These industries employ drastically low numbers of individuals in the area and could be a highlight into key areas of economic development for the cities of Globe and Miami to focus on. Many cities in the greater Phoenix metropolitan area, such as Tempe and Scottsdale, have a thriving economy of Scientific and Technology related fields. It is evident by simply reading through the economic development missions of said cities and understanding the employers the cities want to bring in. These fields often yield much higher pay than other fields, as well as require higher educational standards.



To keep the comparison a bit more even, and give the Globe-Miami area a starting point, a great example to look at is Bisbee, Arizona. (<https://datausa.io/profile/geo/bisbee-az/>) In Bisbee, the scientific and technology fields fall around 5% of employment for the area, while in Globe-Miami the percentage caps out at 1.6%. Arts & Entertainment in Bisbee sat at around 2.7% of the labor force while the same industry was at 2.5% in Globe but under 1% in Miami. These comparisons suggest that there may be a lack of opportunities in certain professions which could indicate areas of improvement for future economic development. Both Globe and Miami need to consider that with such a low percentage of residents having college degrees, there is likely to be an initial struggle attracting Scientific and Technological related industry employers.

As mentioned previously, serious consideration must be given to the sheer scale of individuals that do in fact work in the Globe-Miami area but live elsewhere. By understanding this metric, the cities can better understand the need for different types of housing, the need for infrastructure improvements, quality of life implementations and so on. By addressing the overall livability of the area, employers would be more likely to choose setting up shop in this area as it would provide current employees and future employees the quality of life they desire. This was part of the overall consideration when discussing recommendations and proposals.

Chart 1: Employment by Industries - Globe, AZ

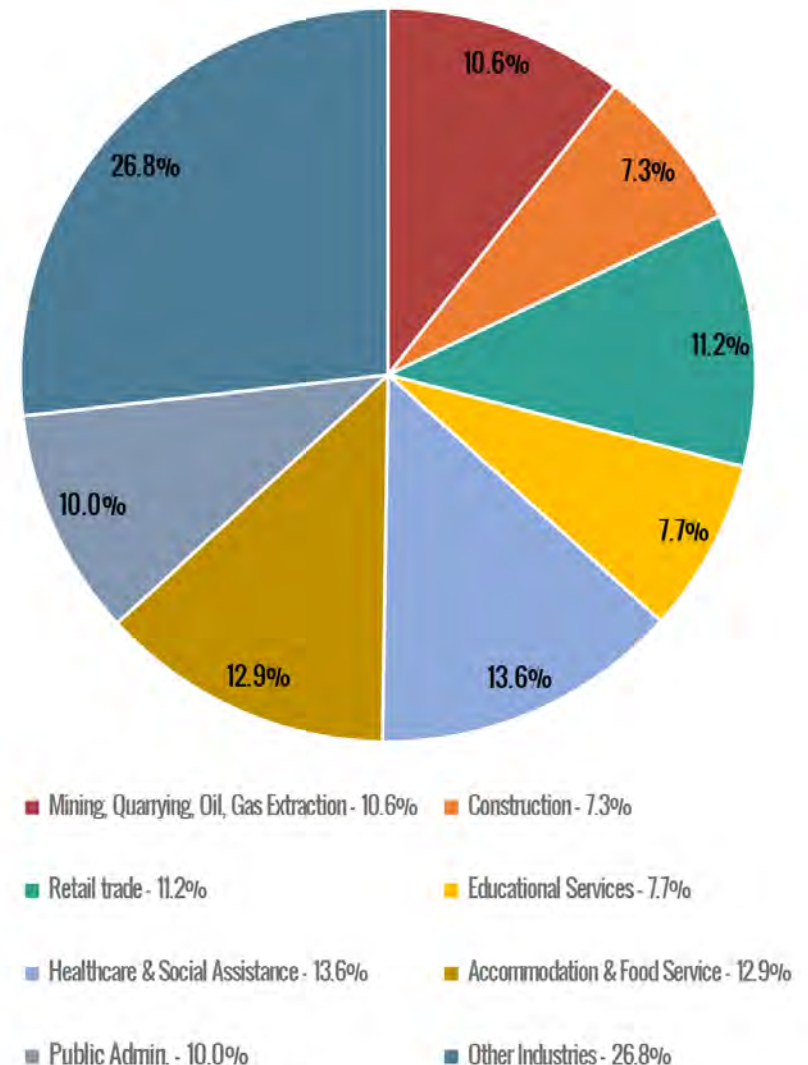
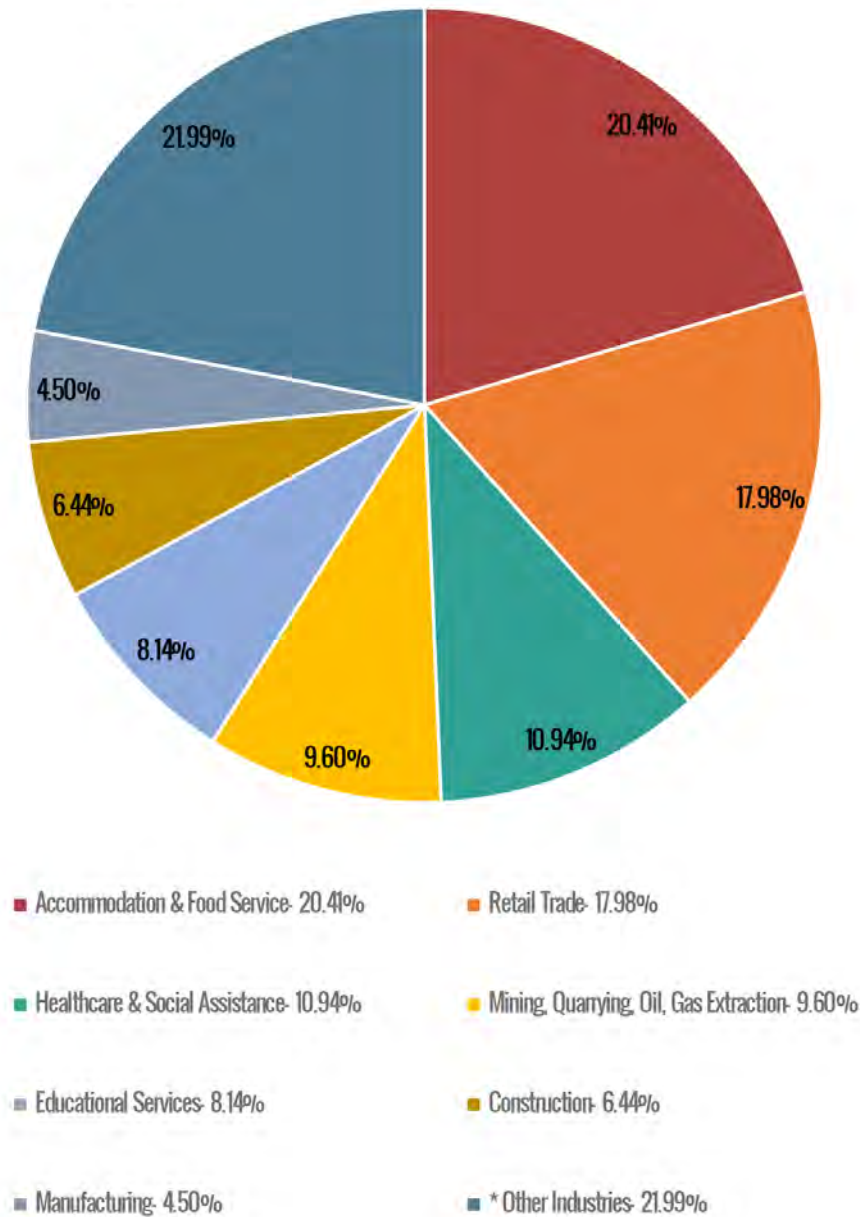




Chart 2: Employment by Industries - Miami, AZ



Taking into account that certain industries require certain factors to be present in the area is important. Trying to attract big technology companies is likely not the route to take, due to a lack of nearby universities and higher education institutions. However, doubling down on the historical aspect and environmental presence of the area is something that many other places in the county are not able to do. This is where the Globe-Miami area could thrive in regards to future employment industries. There is clearly not much going in as it relates to Art and Entertainment and one could take into account what makes the area unique and attribute it to historical relevance to the state as well as the beautiful environment that surrounds the Cobre Valley.

HOUSING



With little to no projected change in population within the Globe-Miami area, the region finds itself in a difficult position regarding housing. The housing stock is relatively stagnant, with many dilapidated structures, a difficult topography to build, and few newly constructed homes. The purpose of this section is to give a general overview of the Globe-Miami region's housing situation.

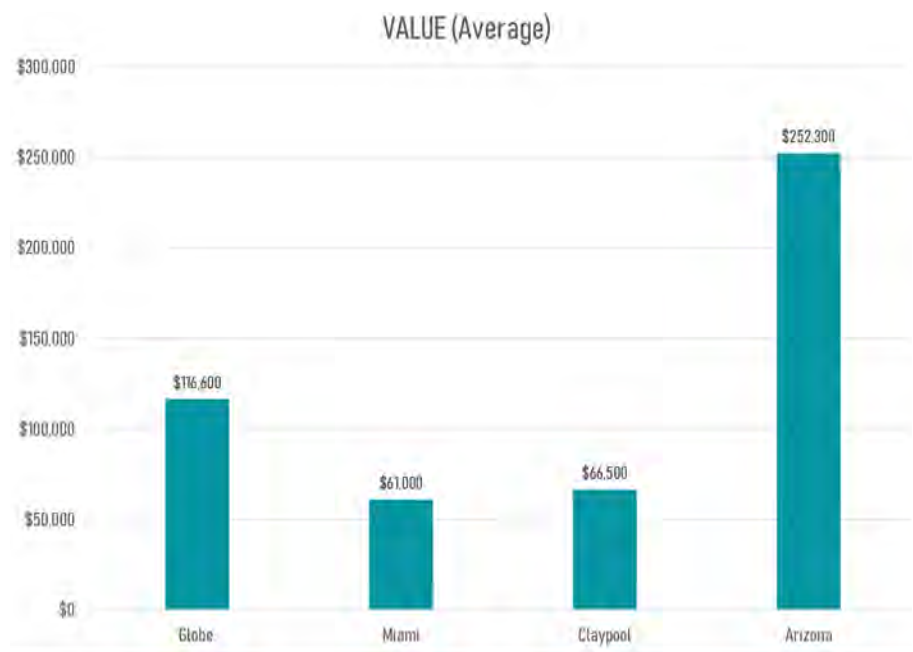
Residential Valuation

The Cobre Valley's home valuation is significantly below the Arizona average. This is due in part to the number of abandoned and unlivable homes within the area. Many of these homes are a remnant of the historic nature of the mining industry. These types of homes are in need of either repair or demolition, to provide buildable land for new constructions. Globe's housing stock is nearly double the average value of homes in Miami and Claypool. This is also telling of economic differences within the region. Miami and Claypool have a higher number of unlivable homes within their neighborhoods. These homes have a significant effect on how neighborhoods are valued. Vacant homes bring safety hazards, crime and a lack of curb appeal. Potential buyers will be less inclined to consider neighborhoods with a substantial number of abandoned homes.

Realtors from the Cobre Valley stated that many for sale properties within the region, and specifically in Globe, have inflated prices due to the lack of adequate housing.

The homes that are habitable are at a premium with few new constructions and a scarcity of selection. This further complicates the housing market of the region as potential buyers are limited in their selection, as well as a relatively expensive market for the quality of product. With only 9.8% of homes built after 2000, the housing stock is relatively older.

Chart 1: Average Home Values

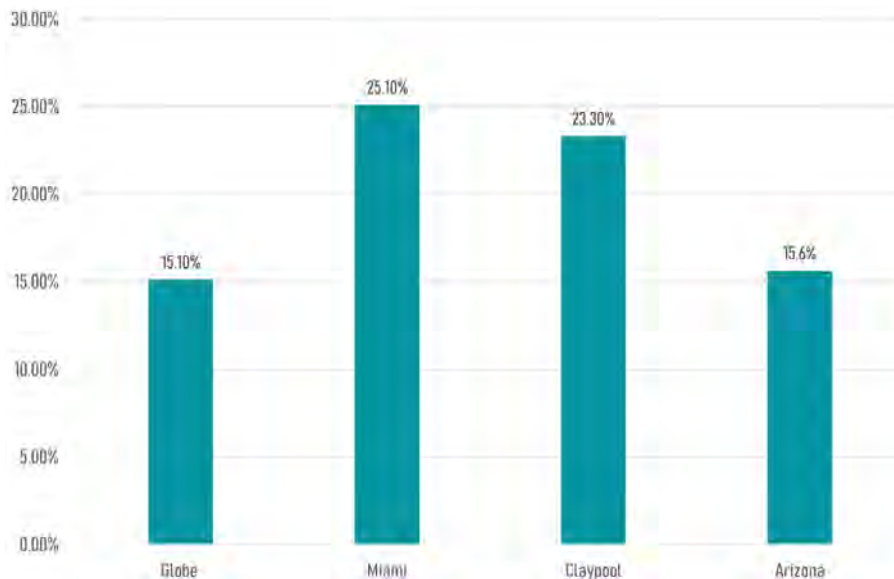


Occupancy Rates

In conjunction with home value, vacancy rates are pivotal at showing how the housing market is performing currently. The vacancy rates are an early indicator of how well home sales are performing in conjunction with rentals. If there is a high vacancy rate, then there will be a lower market rate for the homes that are up for sale. With the higher than average (Arizona being the average) vacancy rates in Miami and Claypool, their housing market is weakened, leading to a lower economic score for the areas.

The high vacancy rate in conjunction with low residential values of Miami and Claypool show that their housing situation is in need of reform. As noted above, the area is experiencing inflation for adequate homes and a deflation for many of the abandoned homes. The Cobre Valley would do well by removing, redeveloping, or repurposing many of these abandoned homes within the region.

Chart 2: Vacancy Rates



Rental Properties

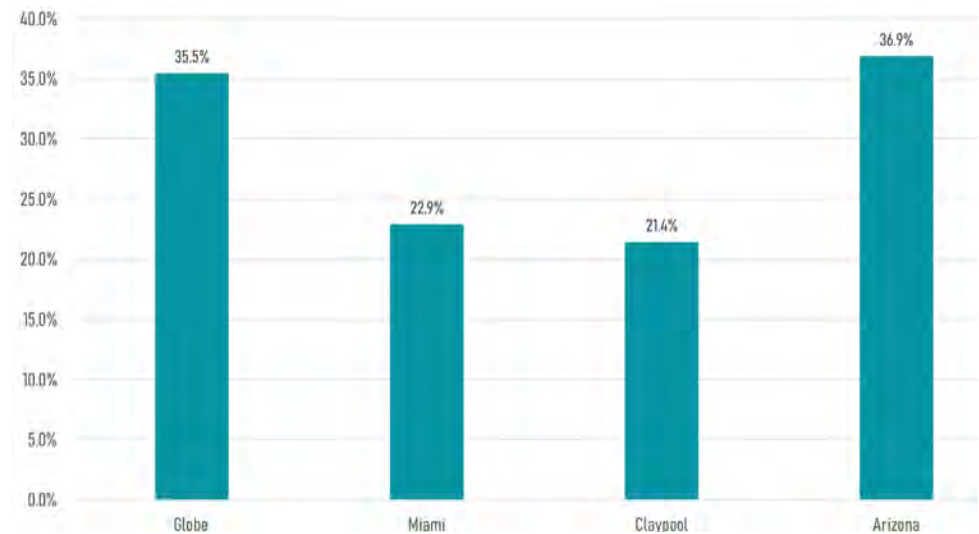
HOUSING



Arizona is performing at the same rate the nation as a whole is regarding rental to owner occupied housing (36.1% rental for the country as a whole). Globe is consistent with that trend as well. National trends show that the higher the rental percentage, the faster an area is growing. Miami and Claypool have a lower rental rate, showing that they are growing at a slower rate than Globe.

The Cobre Valley is currently dealing with a variety of issues in regard to housing. There are many highly technical and well-paying jobs in the area within the mining, healthcare and administrative fields. While the jobs are there, the housing selection does not accommodate or cater to the needs of many of these professionals and their families. That leads to many professionals commuting longer distances from communities with a housing abundance.

Chart 3: Rental Occupancy Rates





Well-paid professionals are living in communities on the periphery or in the Phoenix metropolitan area. As the commuters leave the city each day, so does their income that could be spent within the Cobre Valley. The region is losing sales taxes, property taxes, and support for local businesses as professionals chose to live elsewhere.

Chart 4: Owner Occupancy Rates

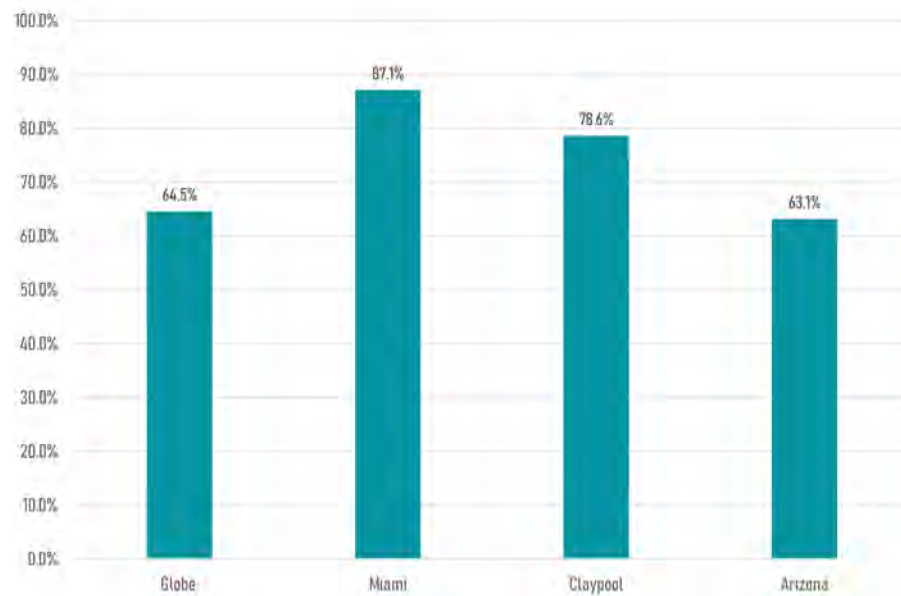


Photo: Housing Miami, AZ
Credits: Realtor.com



Photo: Housing Globe, AZ
Credits: Realtor.com

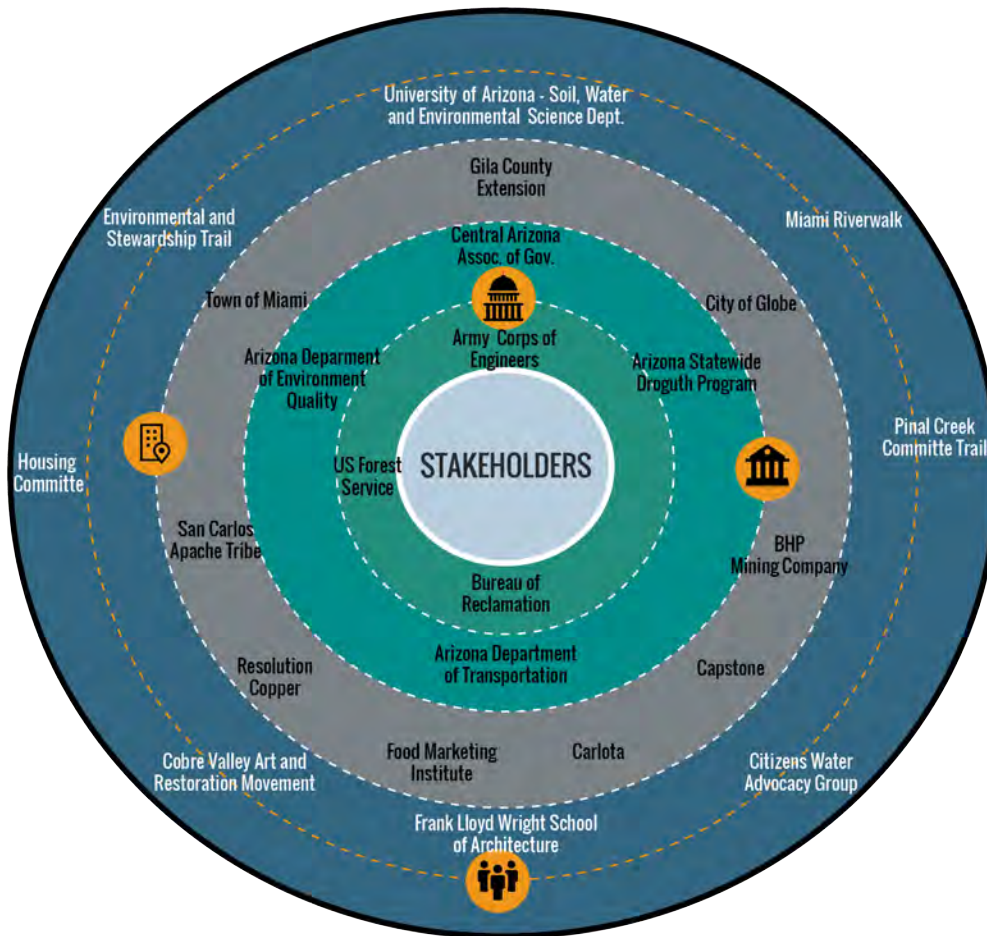
STAKEHOLDERS



The Stakeholder Analysis main objective is to identify key stakeholder as a way to facilitate improvements on the Cobre Valley Economic Improvement Plan. Cobre Valley (Globe-Miami) have identified more than 16 stakeholder groups that are involved in the community. The stakeholder groups are classified as Federal, State, Local, Academic, and Non-profit.

After the meeting held on January 30th, 2019 with different group of stakeholders helped to identify the scope of the project and approach for the plan. Moreover, the discussions were used to identify the challenges that the community was facing as whole and to recognize the opportunities of growth in the economic level. The purpose of these meetings were to determine areas of improvement in the community.

The stakeholders mapping includes a broad categories as national, regional and local levels. The objective of the map is to demonstrate how each of the group interrelated as external and internal levels. The circles classify each of the groups from Federal, State, Local, Academic, and Non-profit. Further, it provides stakeholders type, and the importance of key groups or institutions that my influences the Cobre Valley Economic Improvement Plan. The results of this analysis is to observe the positive impacts for the community of Globe-Miami. By identifying our key stakeholders in an early stage of the project we can ensure that our goals and recommendations are align with the community. Additionally, to support the local stakeholders in the research and development of decision making in areas that ought to be improved. Appendix XX shows table no. xx Cobre Valley Stakeholders Groups functionality and key people in each of the groups.



FEDERAL



LOCAL



STATE



COMMUNITY

STAKEHOLDERS



Photos Credit: Arlie Adkins



PUBLIC HEALTH



The connection between the built environment and public health has been thoroughly researched across multiple disciplines. Studies have shown that land-use mix, development density, adequate amenities, provision of green space, and connectivity of destinations can impact physical activity levels and overall health outcomes (Aytur, 2007; Elwell Bostrom et al., 2017; Broach & Bigazzi, 2017; Adkins et al. 2017; Hunt, 2018). Since the mid-20th century, American cities and transportation systems have been designed with the automobile as the primary mode of travel. As a result, most cities have limited infrastructure for alternative modes of transportation that promote better health statistics. Walking, cycling, and public transit use have positive associations not only with personal health, but also air quality and environmental protection (James et al., 2017; Marshall et al., 2009; Topalovic et al., 2012; Rahman et al., 2018). Today's planners have become increasingly aware of land use impacts on community health and wellbeing. Additionally, land use regulations that encourage healthy communities are recognized as best planning practices for social equity, the environment, and thriving economies. Healthy community planning initiatives include promoting non-automobile transportation through adequate pedestrian and cyclist infrastructure, increased land-use mixes in urban areas, and urban design that prioritizes connectivity of key destinations. These planning principles will help shape the recommendations presented in this report in an effort to address public health concerns in the Cobre Valley and greater Gila County.

The analysis of public health conditions in Gila County informs current conditions and guides recommendations that will have the most influence on improved health outcomes.

This section will begin with a description of current health statistics, services, and facilities in Gila County, followed by a discussion of community safety, environmental concerns, and access to healthy foods. These topics will include comparisons of average health statistics at the state level (Appendix A) to provide context of the health outcomes in Gila County. The recommendations provided in this report's proposals aim to improve health in the Cobre Valley through increased walkability, connectivity, and safety while encouraging the provision of services and amenities that support healthy communities.

Current Health Statistics

According to the County Health Rankings & Roadmaps website, Gila County ranks 13th in the state of Arizona (of 15 total counties) in terms of overall health outcomes. Many health metrics fare worse in Gila County than state averages, including low birth weights, child mortality rate, diabetes prevalence, drug overdose deaths, and motor vehicle crash deaths. In 2018, Gila County reported almost double the amount of premature deaths as the state average (See Appendix A).

The Gila County Division of Health and Emergency Management (GCDHEM) and Cobre Valley Regional Medical Center (CVRMC) produced a Community Health Assessment (CHA) in 2015 and a Community Health Improvement Plan (CHIP) for 2016-2020. These reports were created through a collaborative effort with multiple regional and local organizations and agencies. They identify current health conditions, community strengths, and potential changes that could impact health outcomes.



A “shared ownership” approach is proposed to improve community health statistics, with multiple agencies, task groups, and organizations coming together to provide conditions for improved health in the Cobre Valley.

The CHA report states that average life expectancy is 72 years for males and 79 years for females. While Gila County has better health statistics than the state average in terms of sexually-transmitted infections, alcohol-impaired driving deaths, and access to exercise opportunities, there is a strong opportunity to examine potential improvements in the built environment that might influence health outcomes.

One possible improvement is to increase opportunities for physical activity. In association with GCDHEM and Pinnacle Prevention, the Globe Active Living Focus Group produced a September 2018 report outlining the community’s current physical activity levels as well as opportunities that could impact health. Comments from Globe and Miami residents indicate a desire for improved multimodal transportation infrastructure and urban design that promotes safety and security. Design principles that could be included in site-specific recommendations will be discussed in the Safety portion of this section.

Health Services and Facilities

The Gila County Health Department offers the following community health services:

- Communicable Disease Investigation & Reporting
- Immunizations
- Vital Records
- HIV Care and Services
- Nursing Services

- Blood pressure checks
- Head lice inspections
- Sexually transmitted disease (STI) testing and treatment
- Pregnancy testing
- Tuberculosis control
- Reproductive health/family planning
- School health clinics
- Special Clinics

Additionally, the Gila County Health Department runs multiple local, state, and federal programs aimed at preventative care and addressing community health related issues. These programs include:

- Maternal and Child Health
 - Bullying Prevention Program
 - Teen Safe Driving Program
- Prescription Drug Abuse Prevention Program
- School Health Liaison Program
- SNAP-Ed Program
- Teen Pregnancy Prevention Program
- Tobacco-Free Environments Program
- Women, Infants, and Children (WIC) Programs
 - Breastfeeding Support
 - Commodity Supplemental Food Program (CSFP)
 - Farmer’s Market Nutrition Program (FMNP)
 - Folic Acid Distribution Program

The health facilities serving the Globe-Miami and San Carlos Apache Reservation area include twelve clinics and healthcare centers as well as the Cobre Valley Regional Medical Center. The CVRMC is a full service hospital with twenty-five beds and critical care capabilities. The hospital employs thirty-two physicians and physician assistants.



The Gila County Health Department, which houses the GCDHEM as well as other health divisions, operates out of two regional offices; one in Prescott and one in Globe.

Safety

Community safety can be evaluated based on multiple factors. This analysis will specifically reference crime statistics provided in the demographic analysis as well as current trends regarding automobile accidents and deaths, which contribute significantly to health outcomes. The proposals take into account the influence of community safety on overall health and present options that may positively influence current statistics.

As stated in the Demographic Analysis portion of this report, crime is a serious issue in both Globe and Miami. The averages for overall crime, violent crime, and property crime are significantly higher than both state and national averages. One method that communities take to improve areas of high crime is the use of Crime Prevention Through Environmental Design principles. The theory of using environmental design principles to prevent crime are based on the following guiding principles: natural access control, natural surveillance, territoriality, and maintenance. One example of using these principles in practice is a 2011-2013 tax-increment financed revitalization project of Tucson, Arizona's Ronstadt Transit Center. The goal of reducing crime was addressed through design improvements including lighting and paving, the construction of a new transit island, repainting of the facility, and an improved entryway. Site-specific design guidelines that promote safety will be included in our proposals in an effort to address crime statistics in the Globe/Miami area.

Driving safety has improved nationwide since the 1960s, mainly due to better road maintenance, more safety features on vehicles, and policies to reduce the causes of accidents (Lopez, 2012). In 2017, there were only four reported fatal car accidents in Globe, occurring along the city's two major thoroughfares. Vehicle crash data collected between 1975 and 2017 indicates that the number of fatal car accidents in Globe falls well below the state average. Likely due to the city's small land area and population, it appears that fatalities caused by vehicle accidents do not disproportionately impact health statistics in the Globe-Miami area. That being said, proposals for improved access to alternate modes of transportation and increased connectivity could further decrease the number of vehicle-related fatalities while improving healthy transportation options.

Environmental Concerns

The Cobre Valley has historically been a prime location for mining operations, with four copper mines still in operation today. The City of Globe's Visitor Information webpage cites 20% employment in both Globe and Miami related to mining and copper production. Although mining activities contribute significantly to the economy in the Cobre Valley, they can have negative impacts on natural ecosystems and community health. A literature review conducted by the International Institute for Environment and Development associated four major health concerns with mining industries: respiratory impacts, injuries, cancers, and mental health issues. With malignant neoplasms (cancers) being the leading cause of premature deaths in the Globe, Miami area, it is important for public health professionals to determine whether the locational proximity to mines is directly impacting community health.



Site-specific proposals and recommendations in this report will consider environmental concerns related to mining and copper production

Healthy Food Access

The 2015 Community Health Needs Assessment stated that over 32% of adults in Gila County are obese and 4 out of 5 adults do not consume recommended daily servings of fruits and vegetables. It also identified improved access to healthy foods as one of the top community desires and priorities. AZ Health Zone's 2017 summary of community health statistics in Globe and Miami found that of the overall population, 19% experienced hunger and food insecurity, 31% of that figure being children. These statistics are worse than AZ state averages for food security, indicating a need for improvements. There are two major grocery stores in the Globe-Miami area, one neighborhood market, multiple convenience stores, and a variety of restaurants. The number of fast food restaurants and convenience stores in the area is far greater than the number of grocery stores, indicating higher access to less healthy food options. While there are farmer's markets in the Globe-Miami area, none accept SNAP food assistance, limiting healthy food access for low-income residents.

One community farmer's market serves the Globe-Miami area between the months of June and September, held on Saturday mornings at the Gila County Historical Museum. The farmer's market provides residents with fresh fruits and vegetables as well as locally homemade jams and baked goods. The market is a vital community asset, but doesn't provide consistent access to fresh healthy foods for the population due to its seasonality. Improved access to healthy food options could be achieved through year-round and more frequent farmer's markets as well as local food stands or neighborhood grocery stores.



Photo: Miami Downtown

Credits: Western Mining History website

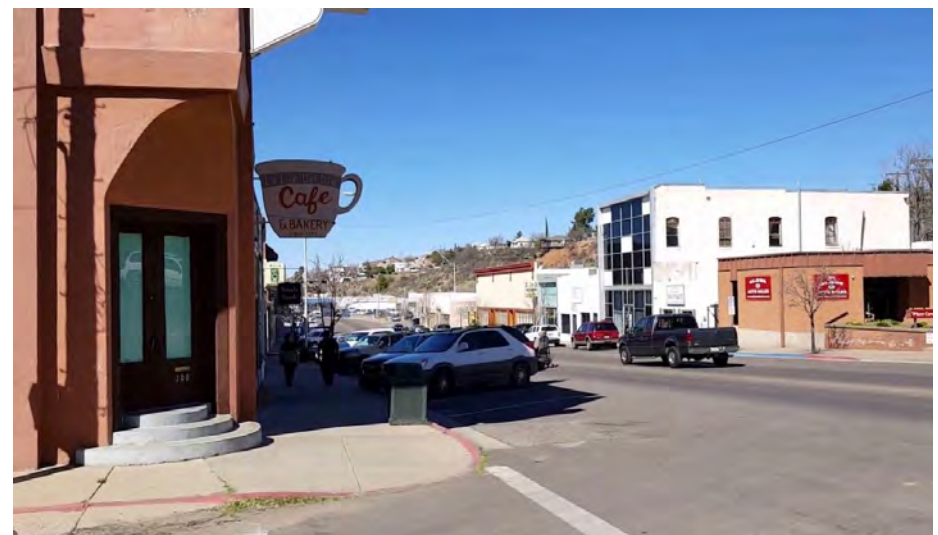


Photo: Old West Town - Globe, AZ

Credits: Youtube

ENVIRONMENT



Environmental Stewardship, according to members of the Cobre Valley community, is “responsible preservation, conservation, and use of natural resources by all stakeholders (individuals, groups, organizations, and other species) through active and balanced amount of the interests of society, future generations, and other species (flora and fauna), as well as private need (Beck, C. & Carella, V., 2018)” Their belief that stewardship should be a basis in every project and be present throughout the development process and post-implementation. This guided the general analysis on current environmental stewardship by focusing on current land-use and recreation, including parks.

The Globe-Miami region is situated at a crossroads connecting many different ecosystems and access to other resources, such as Tonto National Forest and the San Carlos Apache Reservation. This section will provide an overview of outdoor resources in surrounding jurisdictions, land-use and zoning, and recreational analysis. The justification for this focus lies in how the community is utilizing the land and what opportunities are there for the community to interact with the natural environment.

The Globe-Miami region has year-round recreational opportunities that can be seen in the Recreational Opportunities with the Region table provided by the Chamber of Commerce. The amount of recreational opportunities is pretty impressive as there are a wide variety of activities like cycling, camping, and boating. The importance of environmental stewardship lies in building the relationship and connection between the community and their natural resources. That connection strengthens the bond that will promote increased conservation and preservation minded practices.

Equity in having the opportunity for this relationship will need to be assessed within the various stakeholder groups, as the table shows that there is only one recreational facility that is ADA Accessible.

Table No.1: Recreational opportunities within the region

	Fee Area	ADA Accessibility	Restrooms	Potable Water	Picnic Tables	Primitive Camping	Developed Camping	Hiking	Cycling	Mtn. Biking	Dirt Roads	Scenic Drive	OHV Roads	Equestrian	Wildlife/Birding	Boating	Fishing	Group Area	Cultural/Historic
Pinel Mountains																			
Pioneer Pass		*			*	*		*		*	*	*		*	*			*	
Upper Pinal		*			*	*		*		*	*	*		*	*			*	
Kellner	*				*	*		*		*	*	*		*	*			*	
Globe-Miami Downtowns		*	*	*	*			*	*						*			*	*
Round Mountain			*	*	*			*							*			*	*
Old Dominion Mine Park			*		*			*		*					*			*	*
Pipeline				*	*			*	*	*		*			*			*	*
Comm. Center/ Besh			*	*	*			*		*					*			*	*
Roosevelt Lake Area																			
Diversion Dam			*		*	*		*		*	*	*	*	*	*		*	*	*
Grapevine	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*
Schoolhouse Point	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*
Oak Flat			*		*	*		*		*	*				*			*	*
Sierra Anchas																			
Workman Creek			*		*	*	*	*		*	*	*	*	*	*	*	*	*	*
Reynolds Creek			*		*	*	*	*		*	*	*	*	*	*	*	*	*	*
Edward Abbey Trail					*	*		*		*	*	*	*	*	*	*	*	*	*
San Carlos Lake	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Timber Camp	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Globe Ranger (928) 402-6200; Roosevelt Ranger (928) 467-3200; Pleasant Valley Ranger (928) 462-4300; City of Globe (928) 425-7146; San Carlos (928) 475-2343

Source: Globe-Miami Chamber of Commerce.



Surrounding Jurisdictions - Description of Resources

Tonto National Forest

Tonto National Forest practically encompasses the Globe-Miami region. Tonto N.F. is the largest of the six national forests in Arizona with 2,873,200 acres. The Forest has a wide range of ecosystems spanning from the Sonoran Desert, chaparral, to pine forests, and mixed-conifer forests. This ecosystem diversity along with lakes, rivers, and reservoirs draws 5,922,000 visitors annually for recreational use (Tonto NS Facts & Statistics). The Tonto N.F. is released a preliminary proposed plan in 2017 that states under the desired conditions that “strong connections between the Forest and the neighboring communities [to] exist (Tonto Preliminary Proposed Plan, 2017).

Better partnerships with the Forest to leverage marketing opportunities would greatly benefit Globe. This could be an improved online presence with a regional map of recreational opportunities or improved wayfinding signage to trailheads (e.g. Icehouse Canyon) and picnic areas (Tonto Preliminary Proposed Plan, 2017). The Parks and Recreation Analysis will provide a detailed overview of the trails and parks within the Globe-Miami region. An online search using ‘Globe AZ Outdoor Shop’ brings only two related items: Hibbett Sports and Dominion Firearms, LLC. While hunting brings in large amounts of tourism, there is relatively no infrastructure for equipment, training, and guiding for hiking, camping, or any other outdoor recreation sector.

San Carlos Apache Tribe

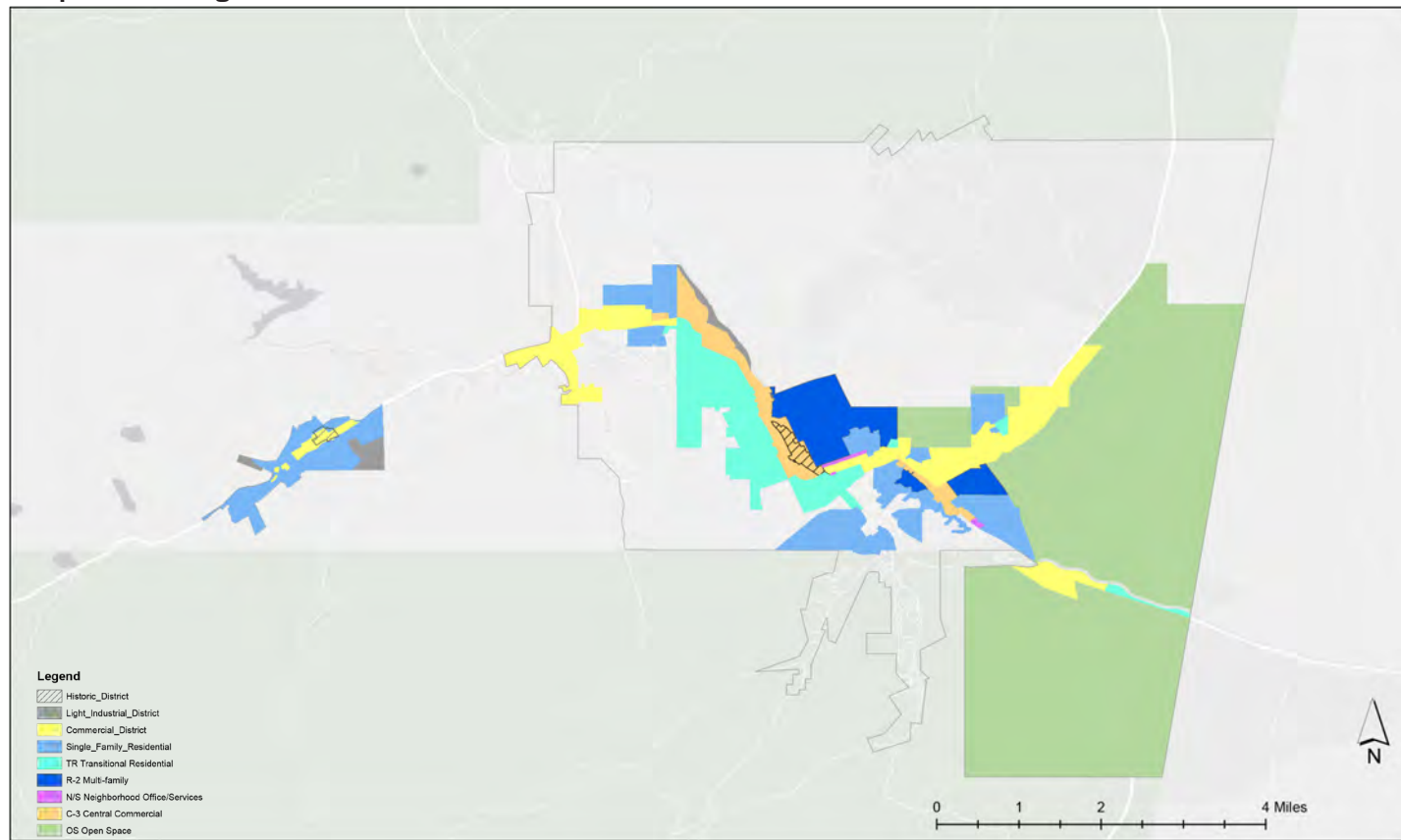
The San Carlos Apache Tribe encompasses 1.8 million access that spans several different terrains and ecosystems. The tribe’s outlook toward natural resources management is embedded in their traditional culture that incorporates environmental stewardship. This outlook has served the tribe well as the reservation lands feature some of the best hunting opportunities with world class elk and Coues-White Tailed Deer.

This close proximity to the tribe offers a unique opportunity for partnership, especially for trail development. Some considerations for this potential opportunity has a strong need for engagement as there are cultural sites and traditional values that needs to be integrated into planning.

Combining Globe and Miami zoning maps required a reclassification by grouping similar land-uses, like single family residential. Each jurisdiction had their own approach that can be seen on the table below that includes excerpts from the Municipality Code defining the purpose of their zoning districts. For this project’s purposes, we utilized these definitions to guide reclassification of the following districts:

Map No.1 : Existing Land Use

ENVIRONMENT



- OS: Open Space – intended to provide open spaces of land that is undeveloped and accessible to the public with the intent of providing natural services (e.g. flood control, soil bearing capacity, and aesthetics) in addition to serving as a buffer between incompatible land uses to protect the health, safety, and welfare of residents; and
- Historic Preservation Overlay – intended to serve as a mechanism to protect archaeological and historically significant structures that require additional review and oversight; and
- C-1: Commercial - intended to permit most types of commercial activities oriented to a larger segment of population than the average neighborhood and includes the sale of commodities or performance of services. This district is designed for application on highways and major streets to serve that traffic; and
- C-2: Heavy Commercial - intended to provide for the full range of sales, services and office uses necessary to maintain a vital downtown district and permits those uses which are oriented toward serving the entire community and economic development; and



- Industrial — Although this groups both light and heavy industrial uses, the zoning is intended to accommodate certain industrial structures and uses, including large-scale or very specialized industrial operations, having external physical effects which may be offensive or hazardous to some degree to any adjoining district. This district should be "buffered" and adjoining uses protected by interspacing an Open Space (OS) District or other positive, protective means; and
- Transitional Residential - is intended to serve as a buffer between residential districts and commercial or industrial districts. The district permits mixed-used development oriented to provide a low scale residential character to protect and enhance adjacent residential districts; and
- N/S Neighborhood Office and Services - is intended to provide for well-designed and attractive small-scale office and service facilities which will complement and blend with neighboring residential uses; and
- R-1: Single Family Residential — is intended to have a dominant land use of single-family dwellings units that includes mobile homes, manufactured homes, recreational vehicles, and modular homes; and
- R-2: Multiple Family Residential - is intended to provide for development of multiple-family residential.

See Appendix A

Planned Area Development (Globe)

Globe is geographically larger than the town of Miami and has more open space that will need to be planned for the future. The area in question for this is largely located on the eastern part of Globe and that area has 3 overlay zones: BIZ: Bonus Intensity Zone, PAD: Planned Area Development, and DMP: Development Master Plan. "The purpose of these overlay districts is to provide for unique developments worthy of flexibility or variation from the specific application of this Ordinance. The intent of the Bonus Intensity Zone (BIZ), Planned Area Development (PAD), and Development Master Plan (DMP) districts is to encourage quality-designed developments in appropriate locations in conformance with the General Plan, Specific Plans, and Council policies (Globe Zoning Code — pg. 14-73)." Below is an overview of the zone descriptions.

See Appendix Table A

Opportunity Zones

The opportunity zone program was established in 2017 by the Tax Cuts and Jobs Act to increase investment into specific low-income communities. Arizona was one of the first states to have its zones officially designated in April 2018.



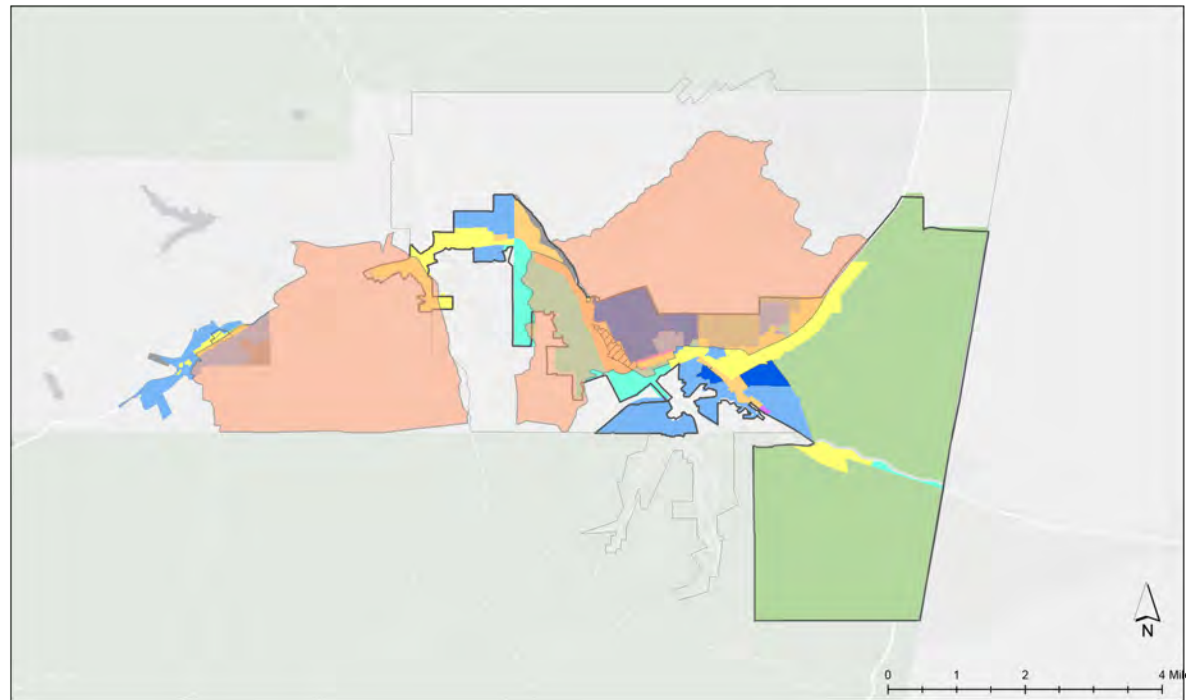
According to the AZ Commerce, “the federal Opportunity Zones program allows each state’s governor to nominate up to 25% of the qualifying low-income Census tracts as opportunity zones.” It would allow “investors who reinvest capital gains monies in Opportunity Zone funds will receive reductions on capital gains taxes to the years of their investment,” which can be either 5, 7 or 10 years (AZ Commerce Authority).

The map shows the two opportunity zones designed for the Globe-Miami area, with the zones being a pink overlay. The Census tracts are: Miami (tract #04007000900) and Globe (tract #04007001100). Globe had two opportunity zones with one zone covering their central commercial district and downtown areas.

Miami, on the other hand, has one zone. It is south of Live Oak Street and the downtown area. This may affect Miami’s economic incentives for development.

In correspondence with the City of Tucson Economic Initiatives Office, Opportunity Zones can only be redesignated every 10 years by the US Treasury and Governor of Arizona. Although the next redesignation will not occur until 2028, this would allow the Town of Miami to plan how to achieve that redesignation and how to integrate other available economic incentives offered by the State, such as Quality Jobs Tax Credit that encourages business investment and creation of high quality employment opportunities (AZ Commerce Authority).

Map No.2 : Opportunity Zones



EXISTING CONDITIONS



Parks and Recreation Recreational Areas in Globe, Arizona

Round Mountain Hiking Park

Round Mountain Hiking Park was founded on May 13, 1997. This 386 acre park is located at the end of South St. from Highway 60 (City of Globe, 2019). There is a Visitor's Center from which some trails begin and end. The park has seven different hiking trails ranging in length and difficulty.

Table No.1 : Trails Description in Globe, AZ

#	Trail	Description	Notes	Length
1	Prospector's Trail	This trail is a short walk from the Visitor's Center to the Picnic Ramada.	NA	0.16 miles
2	Bull's Eye Rock	This trail is a loop that starts and ends at the Lion's Club Ramada.	To reach this trail is it necessary to hike part of the West Trail first.	0.36 miles
3	Box Canyon Trail	Box Canyon Trail begins at the junction of Boulder Canyon Trail near Juniper Ridge.	To reach this trail it is necessary to hike part of the East Trail and Boulder Canyon Trail first.	0.78 miles
4	West Round Mountain Trail	The West Trail starts at the Visitor's Center, passes by the Lion's Club Ramada, and ends at the Rotary Club Ramada.	NA	0.84 miles
5	Ridge Trail	This trail starts from a junction at Boulder Canyon and ends at a junction on Box Canyon.	To reach this trail is it necessary to hike part of the East Trail and Boulder Canyon Trail first.	1.00 miles
6	East Round Mountain Trail	The East Trail starting point is at the Visitor's Center. Its ending point is at the Summit Round Mountain.	NA	1.01 miles
7	Boulder Canyon	This is the longest trail in Round Mountain Hiking Park. It begins after hiking 0.19 miles on the East Trail.	To reach this trail is it necessary to hike part of the East Trail first.	1.47 miles





Old Dominion Mine Park

Old Dominion Mine Park is located on a reclaimed mining site near US Route 60 in Globe, Arizona. Its main entrance is on Murphy Street, while its back entrance is behind the ball fields on Noftsgar Hill (City of Globe, AZ). Walkers, non-motorized bicycles, wheelchairs, and strollers are all welcome on the different trails found in the park.

#	Trail	Description	Notes	Length
1	Wilshire Blvd	Wilshire Blvd is the shortest trail in the park. It has a seating area at the end of the trail.	To reach this trail it is necessary to hike part of the Muleshoe Pass first.	0.16 miles
2	Park Ave to Ventilation Vista	Park Avenue borders a previous park located in the mining site. It also includes Ventilation Vista, which gives a view of remaining mine structures.	To reach this trail it is necessary to hike part of Silver Nugget first.	0.21 miles
3	Silver Spur	Silver Spur is linear trail, it shares a seating area with the Globe Ledge trail.	To reach this trail it is necessary to hike part of Silver Nugget first.	0.37 miles
4	Muleshoe Pass	This trail connects the park's main entrance with the back entrance.	NA	0.42 miles
5	Silver Nugget	Flat trail starting at the park's main entrance. It has multiple historic mining artifacts.	In this trail there are two picnic pavilions, children's playground and a ramada.	0.46 miles
6	Interloper Loop	This trail begins at the park's main entrance and features several hills with scenic views.	NA	0.67 miles
7	Mine Cycle Circle	This trail features signs showing the life cycle of mining at the site.	To reach this trail it is necessary to hike part of Silver Nugget first.	0.74 miles
8	Globe Ledge	Globe Lege is a relatively flat trail with two different seating areas nearby.	To reach this trail it is necessary to hike part of Silver Nugget first.	0.76 miles
9	Buffalo Butte	Highest trail in the park, it features a cement compass that identifies the mountains being viewed.	To reach this trail it is necessary to hike part of Silver Nugget and Mine Cycle Circle first.	NA



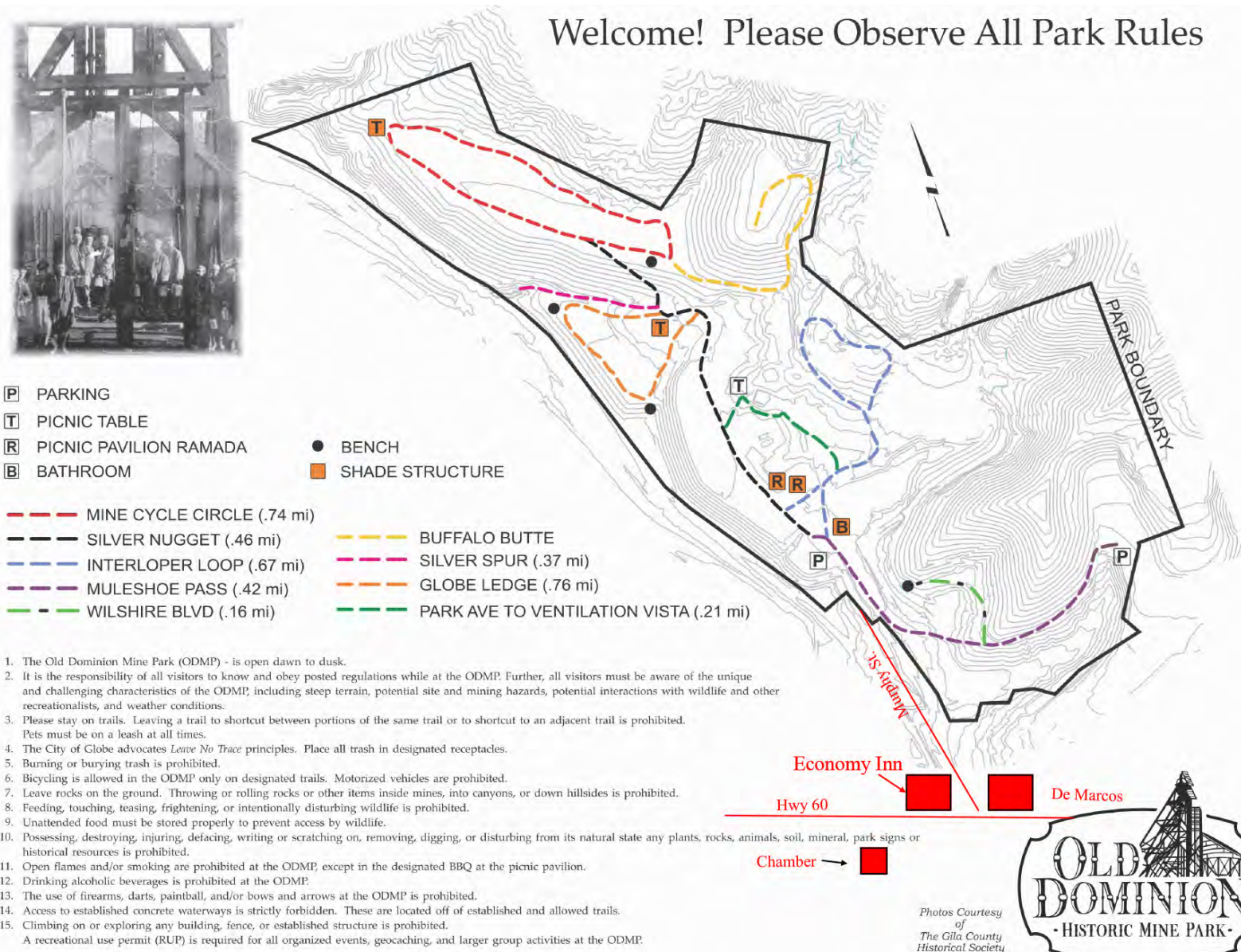
Photo: Old Dominion Welcome Sign
Credits: City of Globe



Photo: Old Dominion Trails
Credits: City of Globe

Map No.3 : Old Dominion Park

ENVIRONMENT



Source: City of Globe



Globe Community Center

Located directly across from the Besh-Ba-Gowah ruins, the Globe Community Center is situated on just under 34 acres of land. It includes multiple opportunities for recreation including sports fields, a skate park, community pool, and picnic areas.

Noftsgert Hill Sports Complex

The Noftsgert Hill Sports Complex includes a regulation-size little league baseball field and the only dog park in Globe. Restrooms, stadium lights, and a concession stand are among the amenities provided.

Giorsetti Park

Built in 1993, the Girosetti Park has picnic areas, barbeque pits, plenty of open space, and a large jungle gym for children. It is one of the larger neighborhood parks in the Globe-Miami area.

Ryan Park

Ryan Park contains picnic and barbeque areas, a jungle gym, slide, and half-court basketball hoop for the community.

Collins Park

The largest and busiest of the area neighborhood parks, Collins park includes plenty of open space, a jungle gym, slide, and a half-court basketball hoop.

Chiono/Euclid Park

Chiono/Euclid Park is the smallest of the neighborhood parks in the Globe/Miami area, but includes a full-sized basketball court, swingset, and slide.

Senior Park

Located in the Globe Senior Center Complex, the Senior Park is made up of multiple shaded picnic and barbeque areas and is open to all visitors.

Veteran's Park

Veteran's Park includes multiple jungle gyms, a swing set, and barbeque pits. The park houses a commemorative plaque and flag pole as well as a historic steam engine from the Southern Pacific Railroad built in 1901. This steam engine is one of only seven in the world still in existence.



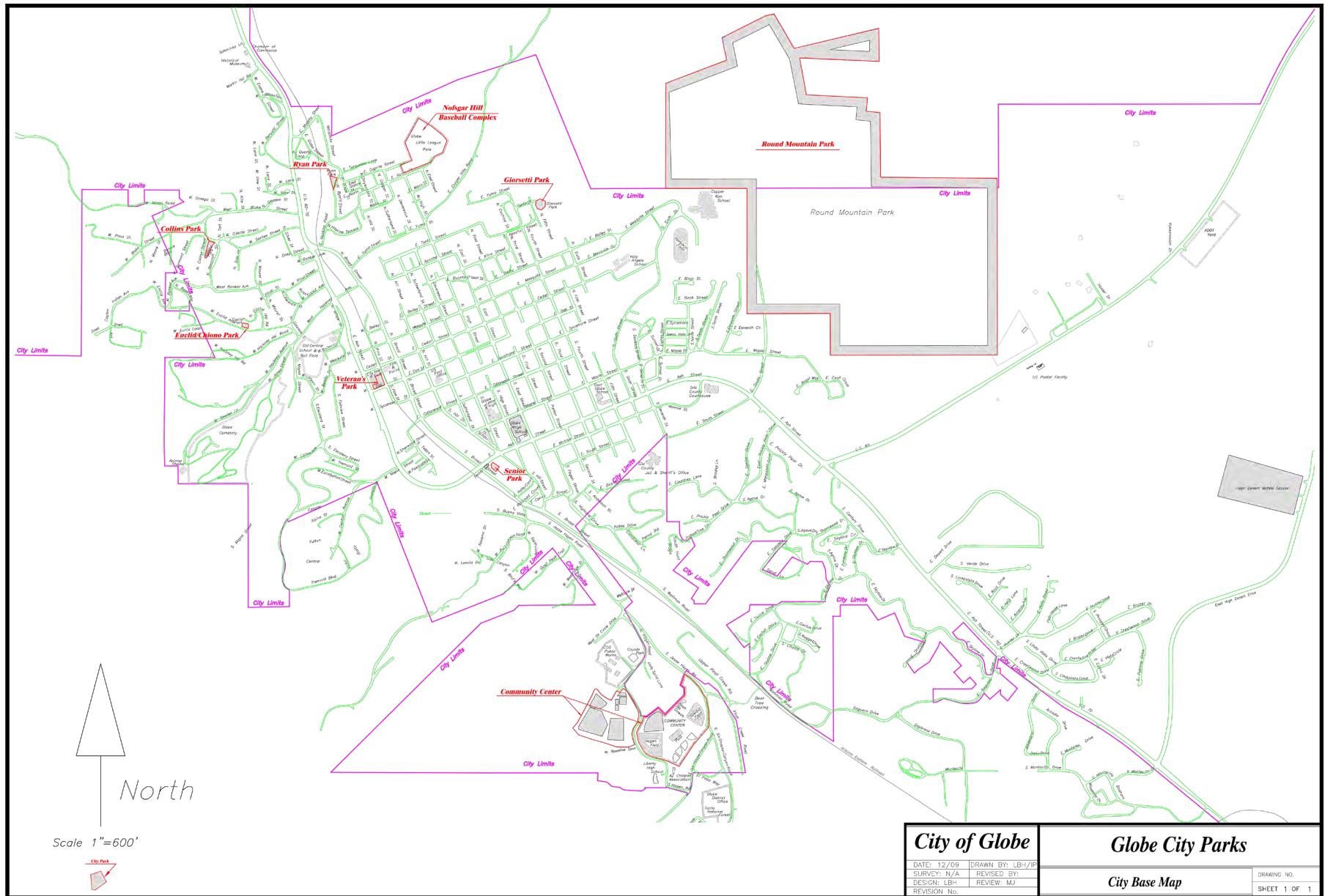
Photo: Collins Park
Credits: City of Globe



Photo: Senior Park
Credits: City of Globe



Map No.4 : Globe City Parks



Source: City of Globe

Mobility Analysis



Mobility in the Globe-Miami area is limited as it relates to public transportation and offers limited options for pedestrians and cyclists alike. A more vehicle oriented development approach has taken place in the Cobre Valley which has been detrimental to the human scale and sense of place throughout the Globe-Miami area. Fostering a new approach to development to create walkable areas that the community can make use of could lead to many benefits in the community. Some of these benefits include a rise in the overall health of individuals, economic stimulus and a rise in community engagement.

Pedestrians

At the human scale, the Globe-Miami area does not offer a wide variety of pedestrian oriented space. The historic area of Miami and the downtown area of Globe offer sidewalks in most of the space, however the sidewalks often end abruptly or lead to nowhere. As shown above, at the corner of S. Sycamore St. and S. Sutherland St., the inconsistency of sidewalks is shown. Some roads throughout the area have sidewalks on both sides, but many are very similar to the photo above and some roads have no sidewalks at all. Physically visiting the area and walking around proved in person that there was a lack of human scale and useable space over all for pedestrians.

Cycling

Similar to the lack of pedestrian infrastructure, there is currently a lack of bicycle oriented development as well. Downtown Globe has many narrow roads, with street side parking creating a dangerous situation for any individual looking to ride a bicycle around the area. Getting from Globe to Miami on a bicycle would prove very challenging as well which highly limits regional connectivity.

Currently, there are no bike lanes throughout the region, no safety signage for bicycles (or pedestrians for that matter).

Driving

Due to the location of the Globe-Miami area, there is a heavy necessity to focus on the freeway that passes through the area and make sure that the entire region is accessible by car. This allows for people to come and go the area much easier. When driving through the area, it would be quite unlikely that someone would be aware of the historical aspects of the area aside from the obvious signs of a mining town. For future development, using the freeway as a means of getting passersbyers to stop in, and creating a destination as opposed to just a place that gets passed by could be a huge key to the future of the area.

Rail

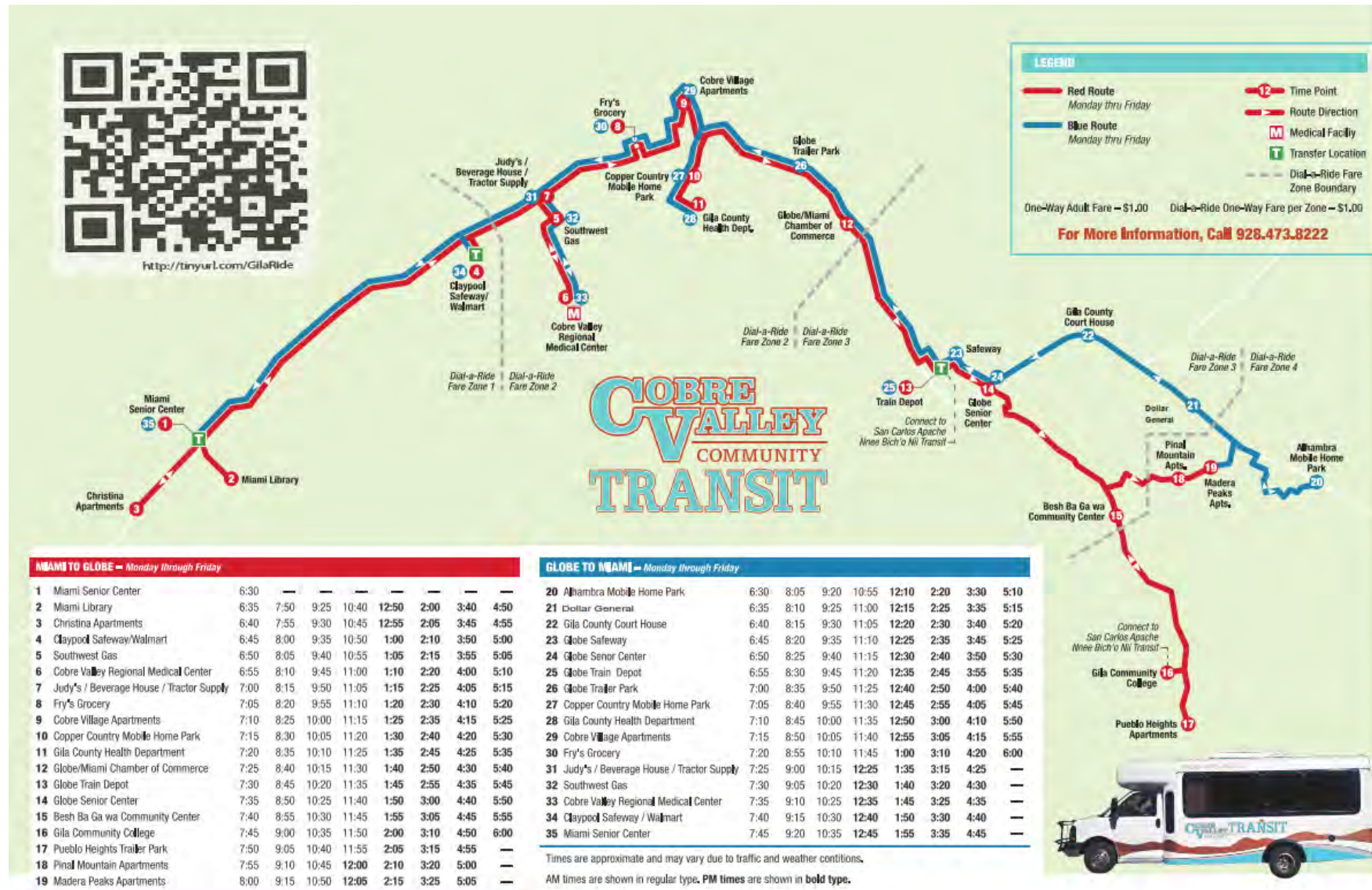
The railroad that goes through the Globe-Miami area currently does not offer public transportation and is strictly for commercial use. Taking advantage of the rail system to possibly add in a transit use could prove highly beneficial for future growth and economic development in the area.

Public Transportation

Public transportation in the area is serviced by the Cobre Valley Community Transit. The red line runs from Miami to Globe, while the blue line runs from Globe to Miami. Both lines function Monday thru Friday from 6:30 am to 6:00 pm. A transfer on the Train Depot stop is available to the San Carlos Apache Indian Reservation through the Nnee Bich'o Nii Transit.



Map No.5: Cobre Valley Community Transit



Source: City of Globe



04 CASE OF STUDIES



CASE STUDIES



Bisbee, AZ

Bisbee is a town located in Cochise County, Arizona. The town used to be an important mining hub in the early 20th century. However, copper mining operations were halted on 1975 and Bisbee had to reinvent itself.

First, Bisbee took advantage of its mining heritage. The town authorities, in collaboration with the mining corporation, developed a mine tour that made use of the existing underground train at Copper Queen Mine. This was the start of heritage tourism in Bisbee. Next, a number of buildings in the downtown area, including the Copper Queen Hotel, were renovated and promoted as authentic architecture of the Southwest. These Art Deco and Victorian-style homes attracted many artists to the town.

By the 1990's Old Bisbee had a thriving cultural scene that is stronger than ever today. Bisbee has succeeded in providing a variety of events and activities for people with all kinds of interests. For athletes and sporty people there is the Annual Bisbee 1000 The Great Stair Climb. Tourists who like to learn about local history can attend various museums and historic sites, including the Bisbee Mining and Historical Museum. Parents with children can take them to the MAKE! Free Youth Arts Festival. For people who enjoy live music there is the Sidepony Express Music Festival, the Bisbee Blues Festival and the Mariachi Festival. Adults who like to dine and wine may be interested in the Vintage Bisbee Wine Tasting or the Bisbee Chocolate Tasting. Artists can appreciate the local art scene found in galleries, as well as the poetry and book readings in coffee shops and bookstores. In sum, there is something for everyone who is visiting Bisbee.



Photo: City of Bisbee, AZ
Sources: Sunset.com



Photo: Bisbee Mariachi Festival
Sources: Arizona Daily Start



PRESCOTT,AZ

The city of Prescott, AZ has an expansive network of over 35 walking and biking trails, both encircling the city and providing thoroughfares in urban areas. The city's Mile-High Trail System includes more than 100 miles of wilderness trails that form a large loop around the Prescott area, divided into the Prescott Circle Trail and the Greenways Trails System. The Prescott Circle Trail provides recreational opportunities in the protected wilderness surrounding the city, while the Greenways Trails System was put in place to increase walking and biking opportunities through downtown Prescott and surrounding developed areas. Many portions of the trails network have been implemented Rails-to-Trails projects, including the former Santa Fe Railroad, Prescott Circle Trail System, the Greenways Trails System, and the Dells trails which encircle two local lakes.

The City of Prescott has funded the majority of their expansive trail projects through the Greater Prescott Outdoors Fund. The fund is overseen by the Arizona Community Foundation, and Yavapai County. It is monitored by a Committee which represents donors and allocates specific funds for trail building and open space preservation. Much of the money raised for the Greater Prescott Outdoors Fund has come from local non-profit organizations and grants for community recreation improvement projects. Donors to the Fund have the opportunity to decide whether their contribution will be toward the overall fund or specific project areas, which include Open Space, Natural Parklands, and Bicycle and Pedestrian projects. Fund categories include Trails, Education, Donor Directed funds, and non-specific open donations. The local non-profits that initiated the Greater Prescott Outdoors Fund include the Yavapai Trails Association, Prescott Alternative Transportation, the Open Space Alliance of Central Yavapai County, Prescott Mountain Bike Alliance, and the Over the Hill Gang.

The multi-use trails that run through Prescott's urbanized areas were built along Granite Creek and Miller Creek, both of which run through the downtown area. There are about 2.5 miles of walking/biking paths that connect important destinations in Prescott and provide multi-modal opportunities in the city. The City of Prescott owns over 10 acres of land in the downtown area, with planned trail construction on the Greenway Trails System to further walking and biking opportunities for residents and visitors. Upon completion, the Greenways Trails System will connect even more important destinations including local schools, colleges, businesses, parks, rodeo grounds, and the hospital.



Photo: City of Prescott,AZ
Sources: City of Prescott



FLAGSTAFF, AZ

By utilizing Arizona's Slum Clearance and Redevelopment Law (ARS 36-1471) in conjunction with efforts to bring economic vitality to underused city land uses, Flagstaff implemented a Redevelopment Area Plan in 1992. The purpose of the plan was to "improve or redevelop areas of (the) municipality containing older, dilapidated and deteriorated housing and commercial structures, old or historic areas of a municipality as well as vacant parcels which negatively impact the health, safety, morals and welfare of its residents." The plan identified strategic areas of the city with existing blighted structures to re energize and uplift. Much of the funding was available through federal grants and loans as well as a "pay-as-you-go" financing mechanism to support the redevelopment process.

ARS 36-1471 defines blighted areas as "an area... where sound municipal growth and the provision of housing accommodations is substantially retarded or arrested." The state will assist in redeveloping these areas along with the city's contributions. Flagstaff assessed its needs in accordance with the state statute and put their efforts toward beautifying and redeveloping parts of its historic downtown, which is part of the historic Route 66. The foresight to choose this location has shown great results with a vibrant downtown full of restaurants, bookstores and bars to accommodate the nearly 30,000 students at Northern Arizona University. The success of this infill redevelopment was utilizing ARS 36-1471 to identify, understand, then redevelop these blighted properties in key areas within the city.



Photo: City of Flagstaff, AZ
Sources: Trip101.com



Photo: City of Flagstaff, AZ
Sources: The Globetrotting Teacher



DURANGO, CO

The city of Durango, Colorado has an extensive signage design guideline that pertains to downtown overlay zones and commercial, including wayfinding. The City organized the 3 levels of signage: Level 1 is oriented towards highways or roadways; Level 2 is wall mounted and can only be seen from one side of the building; and Level 3 is oriented toward pedestrian and helps direct customers to an entrance, etc. These guidelines do not include murals, unless the mural has an advertising component for the business and organization (Durango Commercial Design Guidelines).

The City provides guidelines for businesses and landowners that would not only allow flexibility, but also consistency with the community character. Their intent of coordinating the sign with the building façade will assist orientation of motorists and passing pedestrians. Simplicity in signage design would also assist orientation which highly reflective design materials would impede that and are discouraged. These approaches also have a safety component as motorist and passing pedestrians are not overwhelmed by signage and can be oriented in an aesthetically pleasing manner (Durango Commercial Design Guidelines).



Photo: City of Durango, AZ

Sources: City of Durango Commercial Design Guidelines



05

PUBLIC ENGAGEMENT

PUBLIC ENGAGEMENT



Our group decided early on in the planning process that community input and engagement was going to be an important piece of the puzzle in shaping the usability of our project in the Globe-Miami area. With that in mind, we decided that while the input we received during our initial site visit was helpful, it was not broad enough to help direct our project as a whole. On April 9th, 2019 our team attended the 2nd Cobre Valley Forum On Water. During this event, we were able to actually present our project while it was still in the midst of being developed and decided to take the opportunity to not only present our project but attempt to gain immediate feedback directly from various stakeholders and community members at the forum. With nearly a hundred different individuals in attendance, we could not have chosen a more unique time to gain valuable input and engage with the local community. For this public engagement opportunity, our team developed comment cards which were distributed amongst those in attendance. On the comment cards, we asked for a rating of importance of our five principles. By asking the community to actually rate level of importance in the principles, we hoped the figure out what might be most important to a variety of people. Surprisingly the results showed that all 5 of our principles ranged pretty equally across levels of importance. Some chose economic growth as the most important, some chose healthy communities, and some chose the other three as well. It was very well rounded and helped assure our team that we had in fact chosen five very strong guiding principles for our project.

After rating the 5 principles, participants were asked three separate questions:

1: Is there anything you think we should add to our recommendations?

2: Are bike-specific paths an interest to the community and where should they be located?

3: What are the destinations and attractions that are most important to be connected?

Answers to the 3 follow up questions varied quite a bit although some recurring mentions stood out to us after we collected the comment cards and recorded all of the answers. For the first question, it was brought to our attention that aside from our 4 recommendations we should consider a passenger train, more economic development opportunities, natural history incorporation into trails and ecotourism. We took this input and made sure to discuss the importance of the natural landscape in the area as it relates to trails and ecotourism. For the second question, there was an overwhelming amount of agreement as it related to bike specific paths and it was clear that there was an importance of connectivity with the towns, safety and making use of other trails/paths already in place. We took this recommendation to further develop our Miami site and found it would be ideal to move the bike path that is on the freeway, one street over to allow for higher level of safety to bicyclists as well as motorists while at the same time helping foster movement and activation of sites throughout downtown Miami. Our final question saw a lot of responses that mentioned focusing on connecting historical places and downtown locations. These Responses helped shape our project and we are grateful that the suggestions for the sites we have provided are in line with much of the feedback we received.



Photos Credit: Jhentille Cargill



06 PRINCIPLES



PRINCIPLES



RECOMMENDATIONS



SITES

PRINCIPLES

The five principles of this report are Community Engagement, Healthy Community, Environmental Stewardship, Economic Growth, and Regional Connectivity. These principles were chosen as the key guidelines kept in mind to provide an accessible and beneficial report to stakeholders, the public, and interested parties. While finalizing the principles, consideration was given to what provided the most value to the communities involved. Each of these principles are defined below.

Community Engagement

The priorities of the inhabitants of Cobre Valley will steer the evolution of this plan. Through stakeholder meetings, community groups, and open forums, the needs and interests of the Cobre Valley residents will be documented and converted into suggestions and proposals. The community engagement process will be centered around the lived experiences and the local knowledge of community members. Likewise, the strong community identity of this area will be preserved and celebrated. Some of the characteristics that define Cobre Valley are its history as a mining camp, rich downtown core, diverse neighborhoods, architectural structures, natural landscape, and temperate climate. By locating the important elements of the community's past and present it will be possible to map out its future goals.

Healthy Community

The Healthy Community principle will promote improved health in the Cobre Valley through proposed improvements in connectivity, recreation, and community economy.

The healthy community principle will focus on three important health indicators: safety, physical activity, and disease prevention. Public health statistics as well as services and programs available to the community will be assessed, followed by recommendations for community health improvements. The proposed improvements laid forth in this report will be supported by case studies outlining health impacts of the built environment. Strengths, weaknesses, opportunities and threats will be identified and supported by community health information at the county level.

Environmental Stewardship

Members of the Cobre Valley community have developed their own working definition of environmental stewardship, which will be used in this plan. "Environmental stewardship is the responsible preservation, conservation, and use of natural resources by all stakeholders (individuals, groups, organizations, and other species that could be affected by a project) through an active and balanced account of the interests of society, future generations, and other species (flora and fauna), as well as of private needs. Environmental stewardship is integrated into every project from the concept stage through operations, maintenance, and use. Stewardship is centered on the recognition that natural resources are shared resources and require collaborative solutions. Active stewardship includes standards, specifications, indicator systems and measurement tools. Environmental stewardship recognizes the uniqueness of a project area such as in Cobre Valley which is in the rural southwest arid region. A transparent collaborative process ensures action and accountability to society in order to provide ecosystem services and inherent natural value for all" (Beck, C. & Carella, V., 2018).

Economic Growth

The purpose of this principle is to take full advantage of Cobre Valley's potential for growth, development and employment at a regional level. To do so, this plan will pinpoint business opportunities, commercial strategies, and investment areas. Economic mechanisms that support these actions will be identified. Similarly, the role the public, private, non-profit, and academic sectors play in regional planning efforts will be outlined. Certain elements to be addressed as part of the economic growth process are the housing market, the commercial real estate market, and the transportation network.

Regional Connectivity

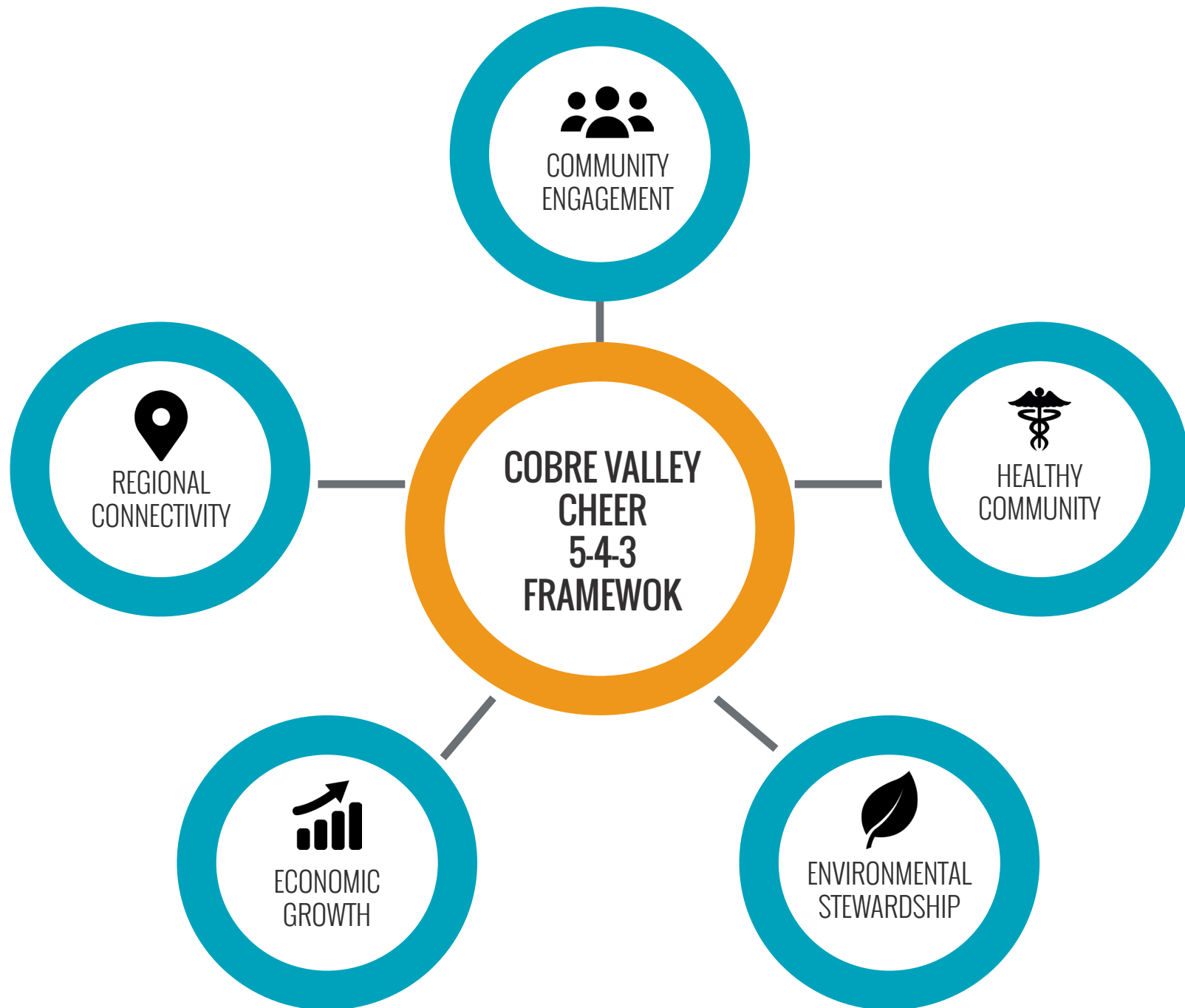
The goal of the Regional Connectivity principle is to provide attractive and convenient transportation links for pedestrians and bicyclists across Cobre Valley. This goal can be achieved by ensuring accessibility to the existing trails, paths, and sidewalks, as well as by proposing greenway connectors and crossings at key locations. Trails allow for connectivity between communities, serve recreational purposes, and provide transportation routes. There are many environmental, economic, and social benefits to obtain from a trail system. Cobre Valley has both the landscape and the infrastructure to make the most of its trails, paths, and corridors.



Photo No.1 - Downtown Miami.



Photo No.2 - Downtown Globe.





07 RECOMMENDATIONS

RECOMMENDATIONS

This section delves into the second portion of the 5-4-3 Framework which is made up of the 4 recommendations proposed for Cobre Valley. The recommendations are: Trails & Walkability, Infill Development, Events & Activation, and Signage & Identity. Each recommendation has its own goal and is correlated with each of the 5 principles from CHEER.

1: TRAILS & WALKABILITY

Goal: The improvement of existing trails and walkable space as well as the implementation of new walkable infrastructure will compliment the principles outlined in the 5-4-3 framework by promoting healthy activity, community linkage and environmental appreciation of the area.

Correlation with Principles:

- **Community Engagement:** By developing regional connectivity through physical infrastructure such as trails, community engagement has an opportunity to increase between members of the community as well as visitors to the area.
- **Healthy Communities:** The creation, implementation, and maintenance of trails in the area will create future opportunities for walkability throughout the area. Through these slight improvements the promotion of other healthy activities such as biking and outdoor exploration with community members and visitors alike will take place.

- **Environmental Stewardship:** By taking into account the plethora of beautiful landscape in the Cobre Valley area of Arizona, trails and walkability improvements for the area can showcase all of the nature perks that surround the area and promote a sense of environmental responsibility.
- **Economic Growth:** Increasing overall walkability and access to trails in the area assists with attracting tourism and thus promotes potential economic activity and local business reach.
- **Regional Connectivity:** Trails have the ability to act as the foundation of connectivity within a region. An example of this in action is the Rails with Trails idea that takes infrastructure already in place and implements a system of trails that connects the immediate region in an already familiar fashion.



Photo: Tonto National Forest.
Credits: Forest Service - USDA.

2: INFILL DEVELOPMENT

Goal: With Infill development, there is an opportunity to improve sites and buildings in the area to increase property values as well as take advantage of what has already been built in the past. Infill development can highlight the historical aspects of the Globe-Miami area while incorporating a sense of community revival and physical refreshment.

Correlation with Principles:

- **Community Engagement:** A sort of combination between economic growth and community engagement, the practice of infill development and reduced costs of implementation would allow for local businesses to have an easier time jumping into the market thus engaging the community with one another on a very local level.
- **Healthy Communities:** When abandoned buildings in a historical area are revitalized, there is an initial improvement to local walkability and influx in visitors to the site. By revitalizing the physical space along the streetscape, there are opportunities for the implementation of various transportation options (Walking, Biking, etc.)
- **Environmental Stewardship:** Instead of developing on the limited open space, by focusing on infill development, there is an opportunity for preserving historical aspects of the cities while avoiding further detrimental effects on the immediate environment and open space.
- **Economic Growth:** Infill development can help reduce the cost of implementing new commercial or residential space in the area. Infrastructure is already limited in the area, so taking into account these costs, there is an initial financial benefit to.
- **Regional Connectivity:** By focusing on highlighting infill opportunities within the region as a whole, historical revitalization can be introduced into the entire region.

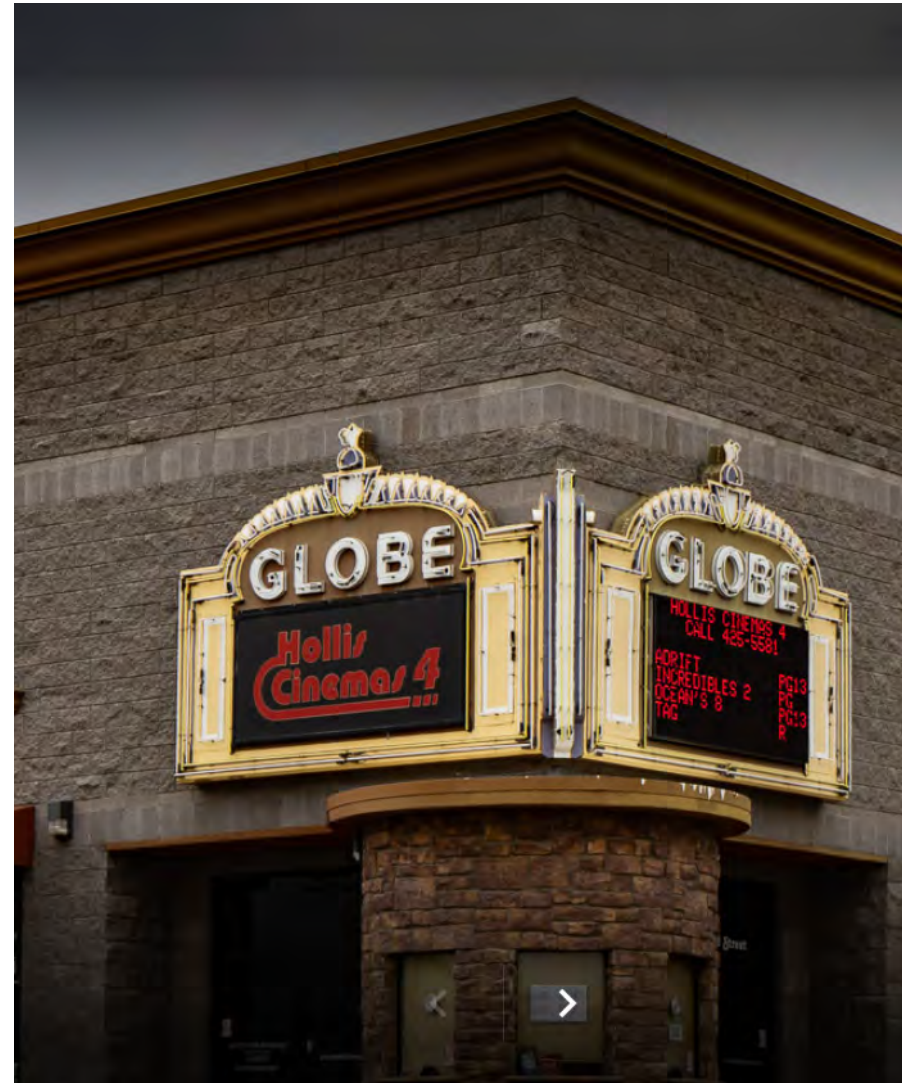


Photo: Hollis Globe Cinema 4
Credits: Archie Tucker.

3: EVENTS & ACTIVATION

Goal: The overall goal is to focus on creating a sense of place by hosting events and activating open space throughout the region. Through this, there is the potential to promote tourism and assist in the development of a growing community.

Correlation with Principles:

- Community Engagement: Similar to Regional Connectivity, events hosted in the area will allow for the local community to come together and share meals, experiences within their locally accessible area.
- Healthy Communities: Reoccurring events such as food truck meet-ups and art festivals would promote walkability and help take advantage of open space throughout the region.
- Environmental Stewardship: There is the opportunity to host events that promote the outdoors as well as take advantage of the landscape around the Globe-Miami area. Whether this be through bicycle events, community walks, races etc. These types of events can help promote environmental stewardship.
- Economic Growth: Events that attract locals as well as non-locals promote immediate economic stimulus to local businesses as well as the vendors, tickets and any related costs.
- Regional Connectivity: Events are bound to attract individuals and families from Globe-Miami area, the San Carlos Apache area as well as cities further away depending on the promotion of said events. Through these events, there is the opportunity for community building and discovery of the area to those unfamiliar with it.



Photo: Apache Drive Theatre
Credits: Anonymous.

4: SIGNAGE & IDENTITY

Goal: With the creation of further signage in the area and implementation of locational identity, the Globe-Miami area will be more accessible to tourists while creating a sense of place and making sure that highlight areas are not easily missed.

Correlation with Principles:

- Community Engagement: Tied into economic growth, signage and identity in the community will allow for both locals and non-locals to easily identify key areas of the community.
- Healthy Communities: Having proper signage in a smaller town such as Globe or Miami will allow for pedestrians to easily traverse the town on foot as opposed to being reliant to personal vehicles and public transportation options.
- Environmental Stewardship: Along trails especially, proper signage and identity will help prevent accidental foot traffic as well as immediate damage to environmental aspects around the area such as plants, cacti etc.
- Economic Growth: If infill development takes place and new businesses move into the area, proper signage and identity of areas is needed so that those passing through the area are aware of what is present off of the beaten path. Signage will allow those not familiar with the area to know that there is infrastructure in Downtown Miami and Downtown Globe that is worth taking a look at.
- Regional Connectivity: Through proper signage, there is an opportunity to define what areas are part of each specific town especially along trails.



Photo: Miami Signage
Credits: Waymark.



Photo: Miami Signage
Credits: Pinalcentral.com

08 SITES



SITES

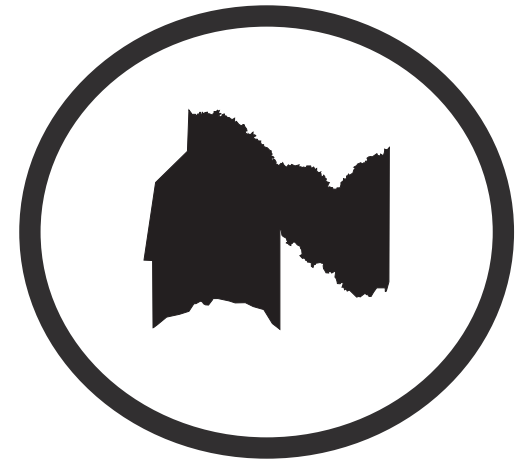
The third part of the 5-4-3 Framework corresponds to the 3 sites selected to implement the 5 principles of CHEER, as well as the 4 recommendations. The 3 sites are called Gateway to Miami, Links to Downtown Globe, and Mixed Use for the San Carlos Apache Indian Reservation. Each site includes its own description, as well as how the recommendations would apply to it.



MIAMI

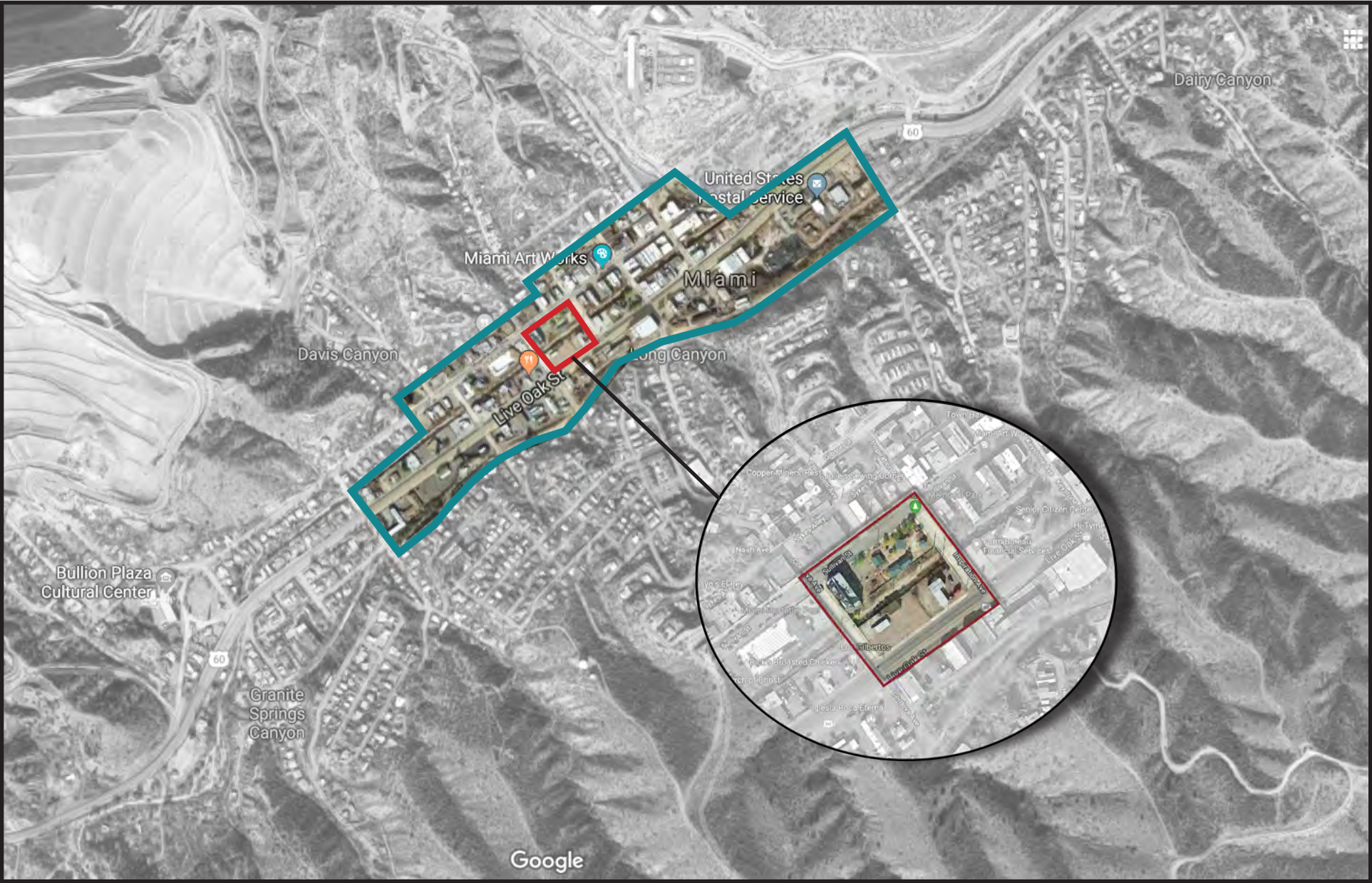


GLOBE



**SAN CARLOS APACHE
RESERVATION**

GATEWAY TO MIAMI, AZ



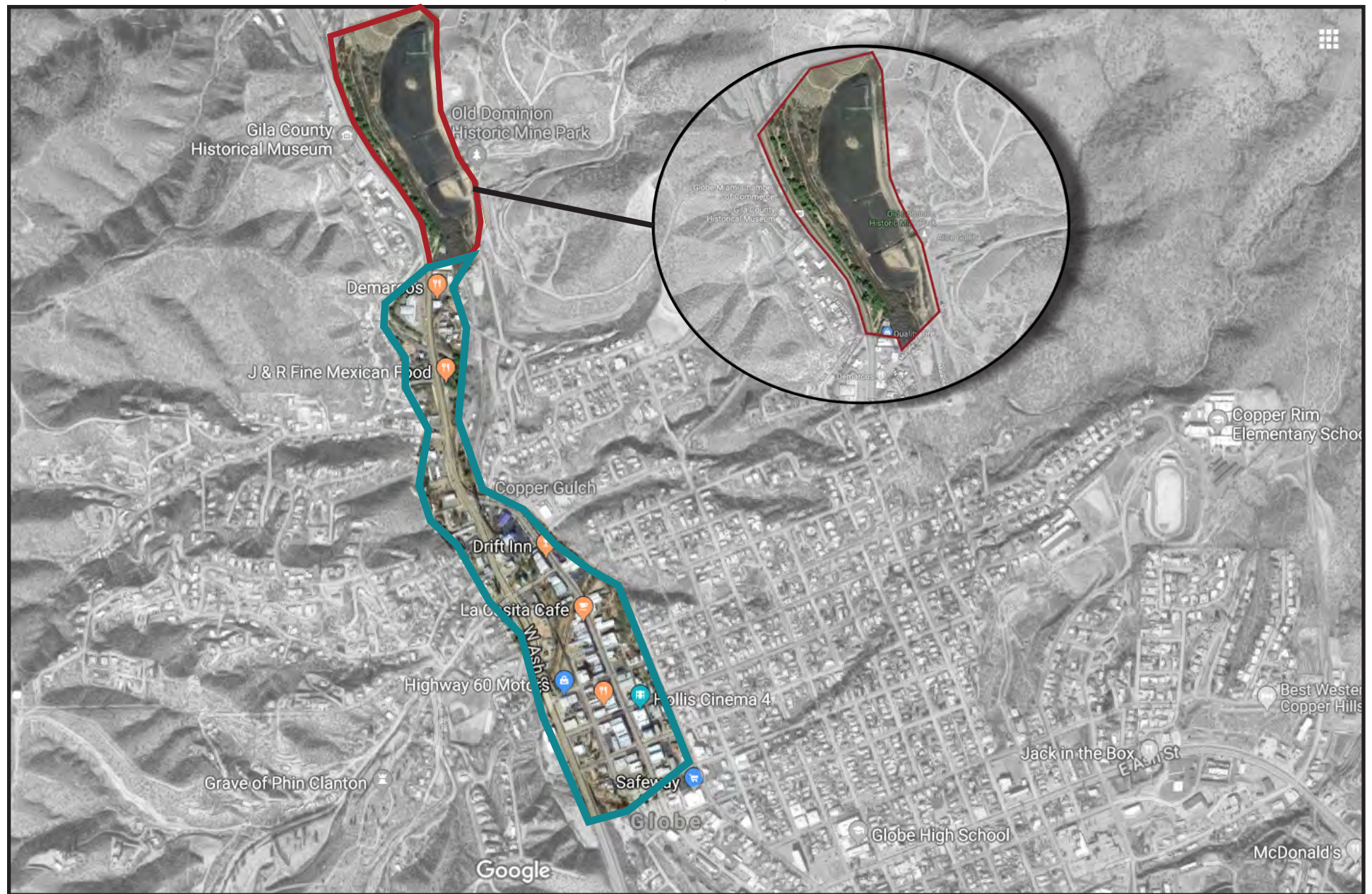
— SPECIFIC PROPOSAL SITE

— COMMERCIAL CORRIDOR AND DOWNTOWN

500 FT



SITE SPECIFIC - LINKS TO DOWNTOWN GLOBE, AZ



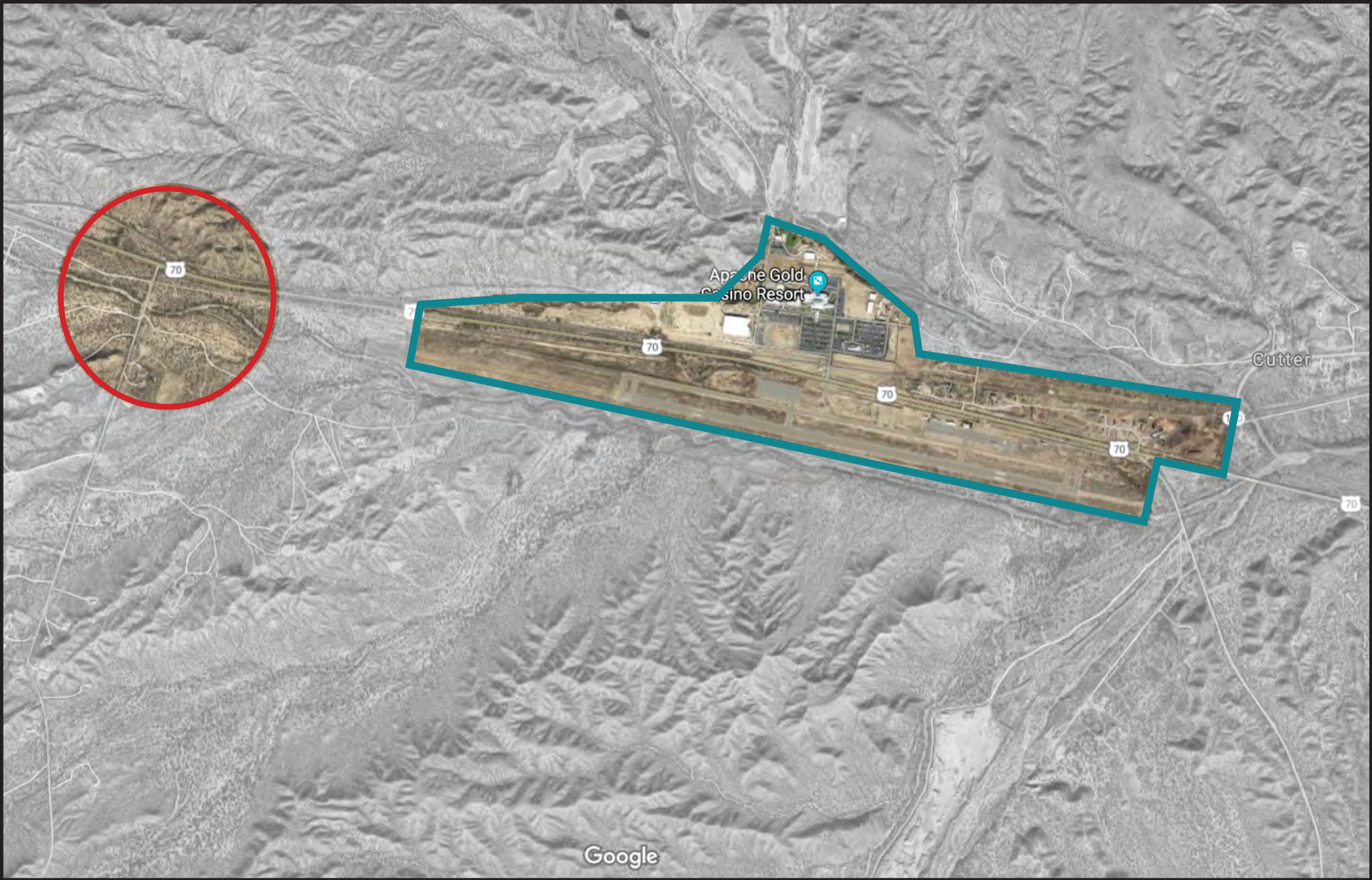
— SPECIFIC PROPOSAL SITE

— COMMERCIAL CORRIDOR AND DOWNTOWN

1000 FT



SAN CARLOS APACHE RESERVATION, AZ



 SPECIFIC PROPOSAL SITE

 APACHE GOLD CASINO RESORT AND AIRPORT

1000 FT 



GATEWAY TO MIAMI, AZ



The Gateway to Miami site was chosen by our team after we recognized an underutilized park in the downtown Miami area while walking around during our initial site visit. When we discovered the park, it was clear that that this entire block had a lot of potential for the future and we knew that we had a perfect site to focus on. Downtown Miami has a rich historical aspect to it and the potential to become a center point of the region is very high. As seen in the photo below, the buildings themselves offer a very unique experience for visitors. Once the site was chosen, we sat down and thought about how we could improve the site and developed a list of pros and cons as it related to our five guiding principles. Taking this thought process into account, we developed site specific recommendations that followed our guiding principles while still hitting all four of our recommendations. During the public input portion of this project, one of the major comments we received was that bike lanes were not wanted on the freeway but instead in a safer location. We decided to suggest moving the current bike lane on the freeway to the other side of our site. This would allow for bicycles to flow through the downtown Miami area thus activating the space a bit more. By taking advantage of the empty lot that borders the freeway, we decided to suggest a small parking/commercial area that would act as a point of entry to the downtown Miami area. These core suggestions will potentially assist in developing a vibrant and unique downtown experience for the Miami, Arizona area that we call, Gateway to Miami.

***Unique to this specific site, we have outlined a variety of recommendations on a site specific scale. This led to three different site specific alternative recommendations. This is the only site of the three that is outlined at this level due to the human scale of the site itself. We believe that being able to showcase the fine details of this specific site will assist in implementation of strategies and recommendations in the future.**

Site Specific Alternatives

There are three different spatial scales that have been focused on for this site: municipality, Commercial Corridor and Downtown “District” with a focus on Live Oak Street, and at the site-specific. The main goal is to slow down traffic to provide a safer pedestrian experience while increasing the opportunity for drivers to stop and enjoy the amenities of downtown Miami. The three alternatives (No Build, Alternative A, and Alternative B) for the District scale will impact the other scales but overall, achieve progress towards the main goal.

Overview of Alternatives

No Build Alternative

- Traffic Calming measures
- Restriping as a low-cost alternative
- Create a buffer between vehicle traffic and pedestrians, including bicyclists

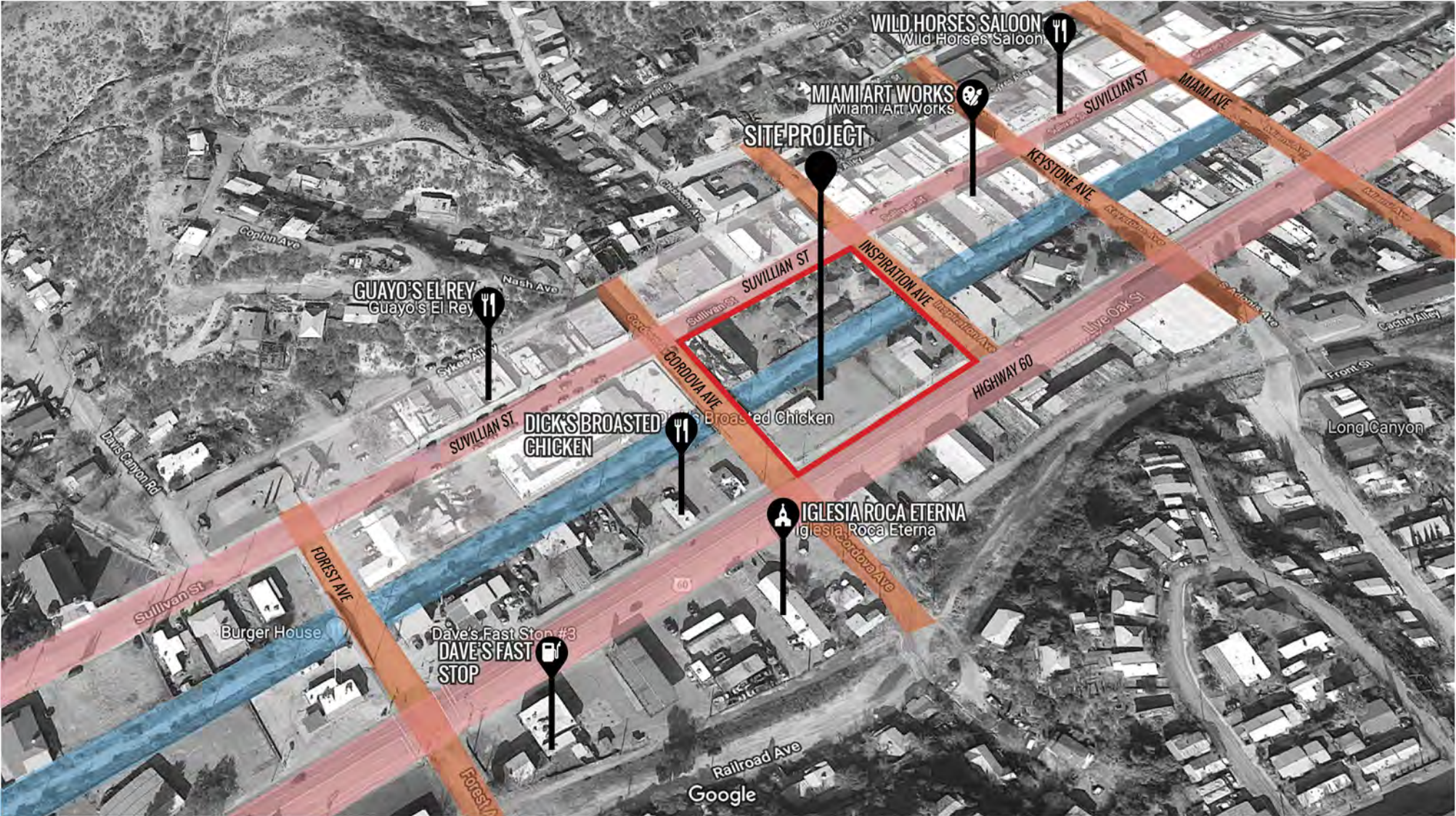
Alternative A

- Build alternative that will widen sidewalks
- Low-impact landscaping and lighting
- Bicycle detour on Sullivan Street

Alternative B

- Angled parking on both sides of Live Oak Street
- Reduce number of lanes to 3 lanes with bicycle traffic sharing the lane with vehicles
- Sidewalk stays the same width

MIAMI SITE ANALYSIS



MIAMI SITE

CHURCH

GAS STATION

PRIMARY STREET

200 FT



RESTAURANT

ART GALLERY

SECONDARY STREET



Scale: Municipality

The three recommendations at the Municipality scale revolve around traffic calming measures. These recommendations are integrated in each Alternative option.

Recommendation: Decrease speed limits to 25 mph on Live Oak Street.

According to the Average Annual Daily Traffic data (ADOT), the traffic count for US 60/Live Oak Street totals to 13,120 vehicles with 6,220 vehicles traveling eastbound and 6,900 vehicles traveling westbound within the Town of Miami limits. The current speed limit is 35 mph and for all alternatives to be successful, the current speed limit will need to be lowered to 25 mph. Boston and several U.S. cities have lowered their traffic speeds to 25 mph and there was a 29.3% decline in the likelihood of speeding vehicles going faster than 35 mph. According to the AAA Foundation for Traffic Safety, "Speeding has been a factor in more than a quarter of U.S. crash deaths for more than 30 years, it noted, and even small increases in vehicle speed can have fatal results. A pedestrian struck by a vehicle at 25 mph has a 25 % risk of sustaining a serious or fatal injury, and the risk jumps to 50 % at 33 mph and 75 % at 41 mph (Mohn, 2018)."

Recommendation: Decrease lane width to 11 feet.

The current lane width on Live Oak Street is 12 feet and the traffic include commercial transportation and large recreational vehicles. According to the National Association of City Transportation Officials (NACTO),

"Narrower streets help promote slower driving speeds which, in turn, reduce the severity of crashes. Narrower streets have other benefits as well, including reduced crossing distances, shorter signal cycles, less stormwater, and less construction material to build."

Actually, the lane width can be reduced to 10 feet however, more information on the types of traffic and frequency of freight vehicles will be needed to make assumptions on street design. NACTO also provided guidance on multi-lane roadways, "For multi-lane roadways where transit or freight vehicles are present and require a wider travel lane, the wider lane should be the outside lane (curbside or next to parking). Inside lanes should continue to be designed at the minimum possible width. Major truck or transit routes through urban areas may require the use of wider lane widths (NACTO)."

Recommendation: Traffic light installation on the intersection of Live Oak Street and Plaza Avenue.

This intersection provides an opportunity for wayfinding signage that can direct travelers towards Sullivan Street and the Downtown area. Additionally, it will provide a safe pedestrian crossing and slow down traffic into Miami and the Commercial Corridor. This is a major expense as the estimated cost of a traffic light installation is \$250,000 to \$500,000 (Washington State DOT). Currently, Live Oak Street has 4 traffic lights so this recommendation will add a fifth traffic signal. Additional information is needed on vehicle crashes that are a result of speeding or slow speed descent in this area to further justify if a traffic light or if another traffic speed decreasing method would suffice.



Scale: District

This section includes recommendations and additional information on the (3) alternatives: No Build Alternative, Alternative A, and Alternative B. The intent of these alternatives is to provide ideas to the Town of Miami on street design alternatives. The municipality can utilize specific aspects of each design to formulate their own design that will suit their community needs.

Recommendation: Pedestrian Walking Signal Installation with a Leading Pedestrian Interval and walkway striping at the intersection of Live Oak Street and Cordova Avenue.

This intersection provides a pedestrian crossing opportunity as the nearest pedestrian crossing opportunities are between 500-750 feet away. This recommendation would provide convenience and pedestrian safety that would improve the walking experience for people with disabilities, elderly, and youth. “Leading Pedestrian Intervals (LPIs) provides pedestrians a 3-7 second head start when entering an intersection with a corresponding green signal in the same direction of travel. LPIs enhance the visibility of pedestrians in the intersection and reinforce their right-of-way over turning vehicles, especially in locations with a history of conflict (NACTO).” Additionally, “LPIs have been shown to reduce pedestrian-vehicle collisions as much as 60% at treated intersections (NACTO).” The walkway striping will identify the walkway for both pedestrians and vehicle traffic.

Recommendation: Wayfinding signage.

The Town of Miami has a rich mining history and has rustic artistic characteristics in the Downtown area on Sullivan Street, however, current conditions of minimum wayfinding signage decrease opportunity for travelers to see this side of Miami. The City of Danville, Kentucky is in the process of adopting their Wayfinding Master Plan and their ‘family of signs’ can serve an example and inspiration for the Town of Miami. Their justification is “Wayfinding can serve as an initial impression” of a city and aid travels in exploration and discovery. They worked with community members to establish criteria, locations, and developed the “family of signs” designed to enhance the sense of place (Carman).

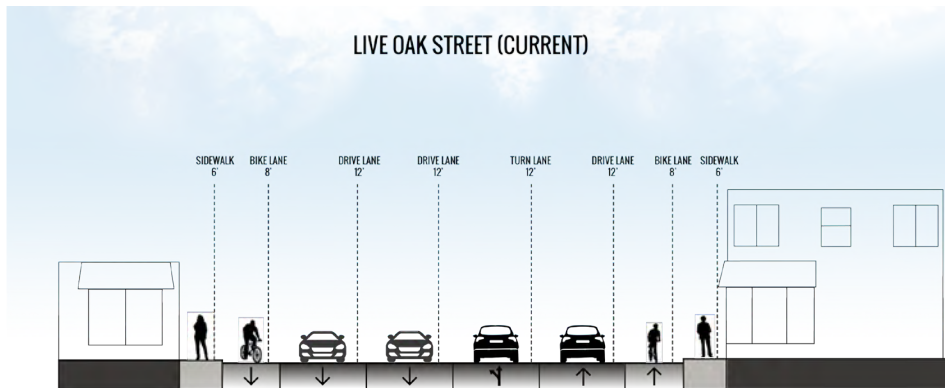
Recommendation: Identify opportunities (e.g. incentives, strategies, and Opportunity Zones) for temporary use, revitalization, and redevelopment of vacant buildings and lots.

There are beautiful historic buildings in downtown Miami, however majority are not in use or utilized as storage. The opportunity zone in Miami unfortunately does not include a tract that includes the downtown area north of Live Oak Street. These tracts are designated every 10 years by the Arizona Governor and U.S. Treasury so it may be of interest to strategize ways on how to designate the area north of Live Oak Street in the future. The recommendations that promote slowing traffic and walkability may gain some interest in the community, but significant investment to update infrastructure (e.g. sewer and water) and placemaking is needed.



No Build Alternative

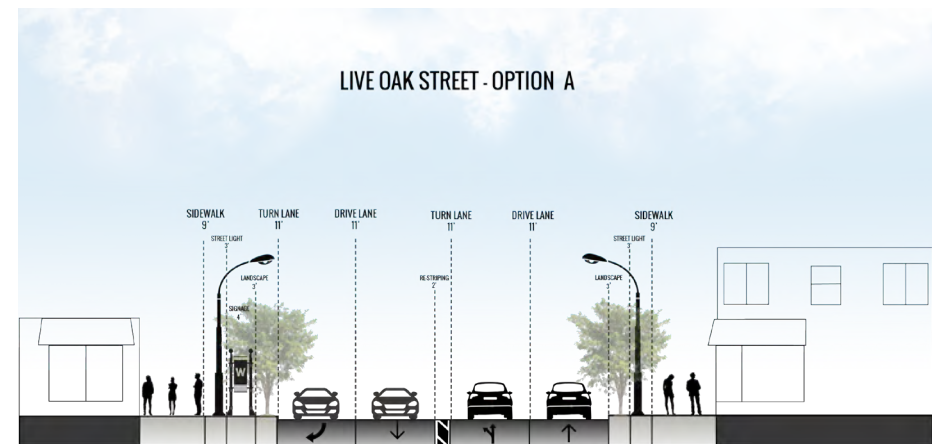
The No Build Alternative would restripe the current infrastructure on Live Oak Street with a buffer between the bicycle lane and sidewalk. This alternative would provide a low-cost solution that is relatively quick to implement. More importantly, the two foot striping buffer can provide a safer environment for pedestrians and bicyclists. The sidewalk and bicycle lane will remain the same size and width. Additionally, there will be another striping buffer between both travel lanes.



Live Oak Street Current Sections

Alternative A

The major recommendations for Alternative A are a bicycle detour on Sullivan Street, widening the sidewalk and incorporating a low-impact landscaping to provide a natural buffer between vehicle traffic. The natural buffer can also provide shade and lower ambient temperatures in an aesthetically pleasing manner that will promote walkability. A striping buffer will separate the travel lanes. The bicycle detour was proposed after the second public participation event when we asked participants for their input. One comment stated, "to take away the bikes on the highway." Another consideration is adding a section on the sidewalk for bicycles as the sidewalk width will be expanded.



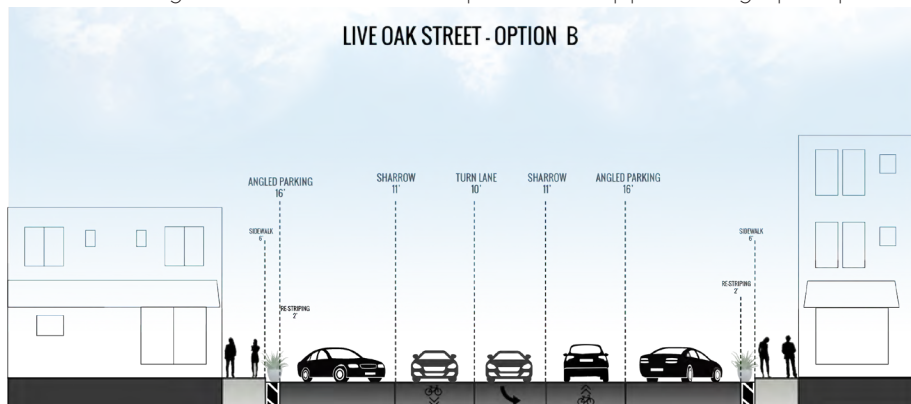
Live Oak Street Current Sections - Option A

Alternative B



Alternative B was inspired by Montezuma Street in Prescott, Arizona. According to the Average Annual Daily Traffic data (ADOT), the traffic count for Montezuma Street north of Carleton Street totals to 13,748 vehicles with 6,738 vehicles traveling northbound and 7,010 vehicles traveling southbound within the City of Prescott limits. With a similar street width size, Montezuma Street has a speed limit of 25 mph, 2 travel lanes with one turning lane, angled parking, abundant wayfinding signage, and still able to maintain traffic flow while promoting pedestrian safety.

The major recommendations for Alternative B are angled parking on both sides of street, reducing number of lanes to 3 lanes, and allowing the bicycles to share a lane with vehicles. If a traveler sees an destination that they would like to see, the angled parking can increase the chances of the traveler stopping. Additionally, the reduction of lanes would slow traffic and provide the traveler more opportunity to see their surroundings. With the slowing of traffic, increased safety for bicyclists sharing a lane with vehicles may be possible. The sidewalk width will remain the same, however there will be a striping buffer between the parking and walking area that could provide opportunity for planters.



Live Oak Street Current Sections - Option B

Scale: Site-specific

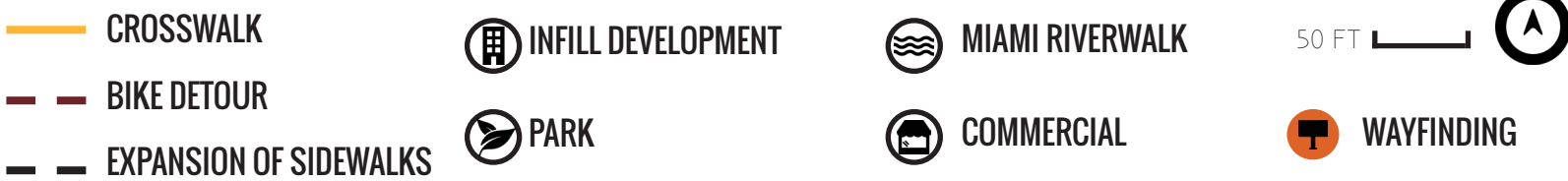
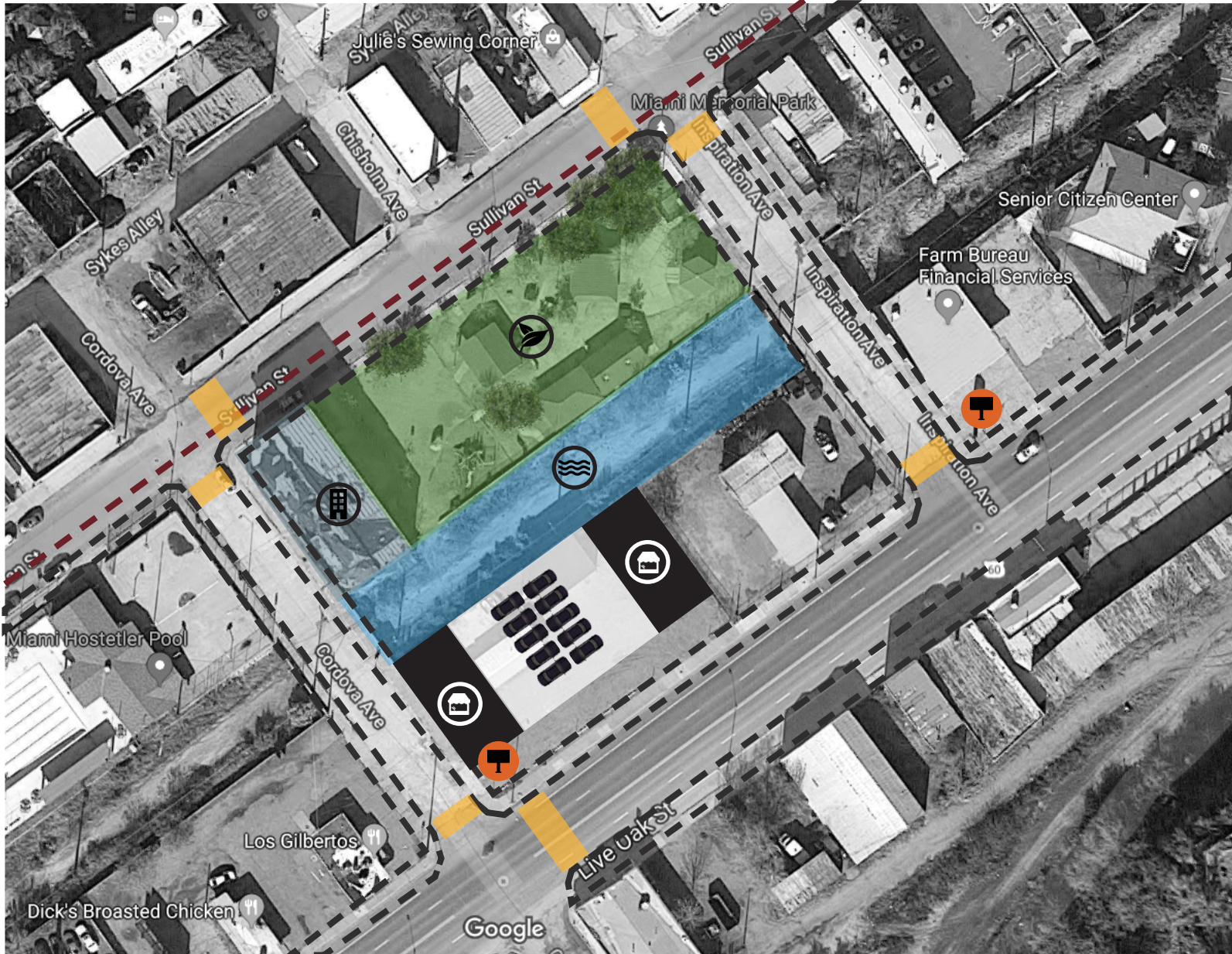
The proposed site is the town block that north of Live Oak Street and south of Sullivan Street in addition to west of Inspiration Avenue and east of Cordova Avenue. This site already has a park/public space and planned riverwalk. The underutilized lot in the southwest area is the main component for site activation and commercial potential.

Recommendation: Phased commercial development of the southwest lot including curbside management strategies and wayfinding signage.

“Long and direct, transit corridor streets are critical venues for high-frequency transit service at the center of regional mobility. But these streets have often been designed as highway-like arterials, with minimal or substandard pedestrian and bicycle facilities and high motor vehicle speeds—a high-risk combination. Prioritizing transit throughput and pedestrian safety on these corridors can support higher transit capacity at a citywide level, while attracting local investment (NACTO).” This lot is situated in an ideal location for commercial development, sightlines to downtown area (including park), pedestrian mobility, and signage to direct travelers toward the downtown area on Sullivan Street.

Recommendation: If Alternative B is not selected, consider initially utilizing this lot as a parking lot to enable travelers an area to park besides the commercial resources.

An abundance of parking spaces is not ideal for a long-term solution for infill development. The main objective is to intrigue travelers enough for them to make a decision to park and walk to a coffee shop, etc.





This objective would increase the economic opportunities each minute that a traveler is out of their vehicle due to being able to fully see the other sites and purchase from local vendors. Providing the parking opportunity is helpful but providing an aesthetically pleasing walking environment is essential. If property values increase, this parking lot can be a potential opportunity for infill development.

Recommendation: Walkway striping for pedestrian crossings.

This is a relatively low-cost recommendation that is quick to implement that will increase pedestrian safety. This recommendation for convention pedestrian crossing with striping is important for the entire municipality, but should be implemented in the downtown area first. Guidance from the National Association of City Transportation Officials says, “Stripe the crosswalk as wide as or wider than the walkway it connects to. This will ensure that when two groups of people meet in the crosswalk, they can comfortably pass one another. Crosswalks should be aligned as closely as possible with the pedestrian through zone. Inconvenient deviations create an unfriendly pedestrian environment.”

LINK TO DOWNTOWN GLOBE, AZ

LINK TO DOWNTOWN GLOBE

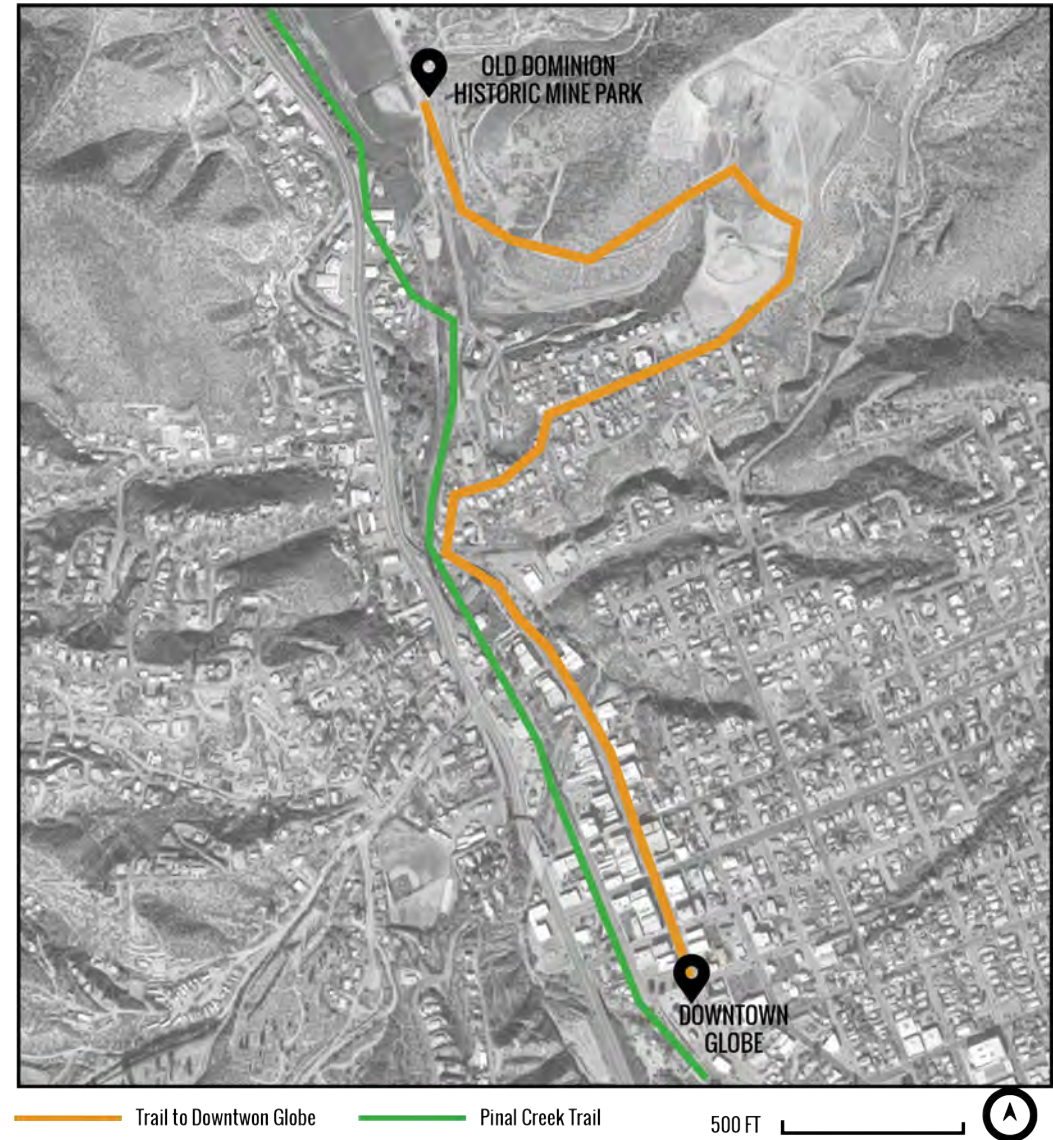


Site Description

The site selected in Globe, AZ includes a 1.6 mile walking path connecting the Old Dominion Historic Mine Park to Downtown Globe. The route traverses through wilderness areas in the Round Mountain Trail System, utilizing the Mule Shoe pass segment of the trail. It continues around existing baseball diamonds and onto North Street, Hill Street, and Haskins Road. These streets take the path through an existing residential area with historic houses. The path continues onto Broad Street, the main thoroughfare through Downtown Globe and ends in a small commercial district rich with history and character.

Trails & Walkability

With the Cobre Valley experiencing high rates of obesity, Globe is in need of facilities that promote healthy recreation and entertainment. This report proposes a boost in health and walkability by creating a trail extension path that connects Globe's downtown to the underutilized Old Dominion Historic Mine Park. The Old Dominion Historic Mine Park was previously a mining site, which through reclamation efforts has been converted to an open space with opportunities for recreational activities. The park is currently vacant with great potential for events and activation. The goals for this trail are threefold: 1) Provide a walking path that will work in conjunction with the Pinal Creek Trail to promote health and recreation, 2) Connect a piece of Globe's history to the downtown, and 3) Create a space for future community events and activities.





Infill Development

Like many small towns, Globe struggles with its high number of vacant properties. The downtown alone has multiple vacant parcels with good locations and access to amenities. Many vacant properties are foreclosed, for sale or the owner has abandoned them altogether. They are generating back taxes that future buyers are not willing to undertake, and have resulted in urban blight in Downtown Globe. A solution to fill these vacancies is a concept called land banking. Land banking is the purchasing of vacant, unlivable or foreclosed lots by the city, with the intent of redeveloping or reusing them. The city will purchase the lots at low cost, relieve the back taxes, obtain a clean title if needed, and have the freedom to do with them what they choose.

This report highlights four parcels ideal for land banking opportunities. Property A is the old Globe Hotel. It is a historic building that has a great deal of redevelopment or adaptive reuse potential. Property B is a vacant lot where a residence could be built. Alternately, the parcel could be adjoined with a neighboring property in order to contribute currently vacant land to city property tax revenue. Property C is another downtown parcel that could be purchased inexpensively and repurposed to incentivize a buyer. Property D was previously the Globe High School building that could be presented NAHT for affordable housing. This building has a great deal of historical value and visual interest, making it an enticing site for redevelopment options.

Events and Activation

Community events and activities are an excellent way to promote the parks and trails mentioned throughout this report. The proposed extension to the Mule Shoe Pass trail will be a prime space for community events. The Old Dominion Historic Mine Park can host events such as food truck roundups, concerts, or farmer's markets with its open space, ample parking, and proximity to downtown Globe. Globe currently has a successful Swap Meet that runs on Thursdays, Fridays and Saturdays. This activity space would not act as a replacement for the current Swap Meet, but rather as another form of community engagement and economic development.

The trail brings great opportunity to promote community events such as Relay for Life, the Globe Library Club Run, biking events and other active recreation. The trail's location alongside Noftsgert Hill Sports Complex creates opportunities for additional public events and activities. These proposed community events would be geared toward the communities inside the Cobre Valley, with the long-term goal of attracting visitors from other cities and towns throughout the state. Through partnerships with Discover Gila County, Inc. and the Globe-Miami Chamber of Commerce, the proposed path could host events that could increase overall tourism in the area.

The purpose of the events and activities within the project area is to bring people from within and outside the community together. Utilizing the beautiful landscape Globe has to offer, the proposed Mule Shoe Pass Trail extension will help bring awareness to the opportunities Globe has to offer.



A



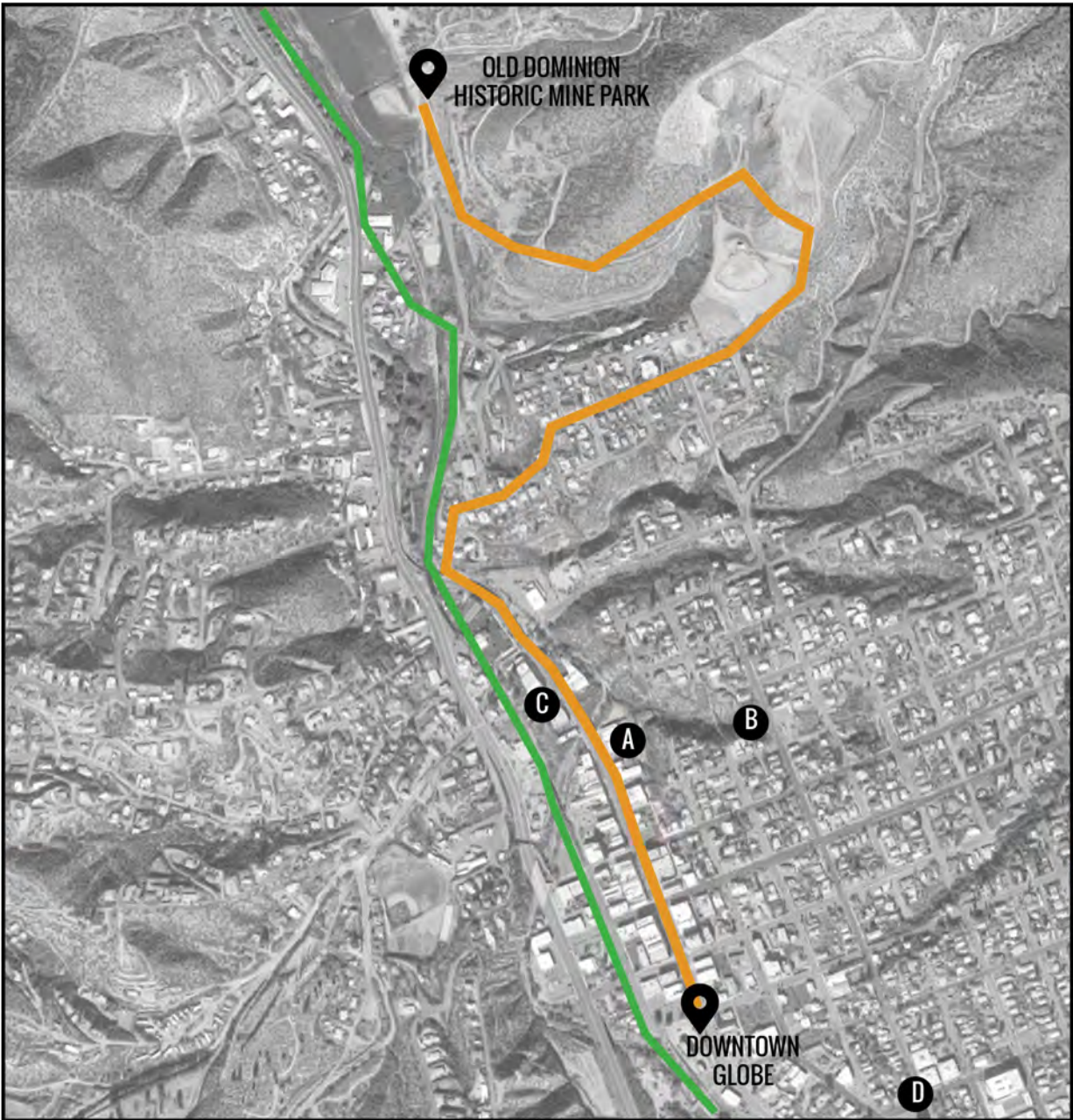
B



C



D



Trail to Downtwon Globe

Pinal Creek Trail

500 FT





Signage and Identity

The proposed path could be highlighted and integrated with the existing fabric of the Globe community through signage that promotes community and regional character. Additionally, themed wayfinding signage along the path indicating the distance and walking time to nearby attractions could direct the user to nearby businesses and tourist destinations.

The path could become an ecotourism attraction with the addition of placards containing historical and wildlife information. These placards could highlight species of the Cobre Valley and Tonto National Forests as well as information about the area's rich mining history and Native American communities. These signs, along with other trail beautification and identity enhancing efforts could be installed during community-led events. For example, an event could be held at the Old Dominion Historic Mine Park during which Globe community members would paint and seal tiles to be used as decorative borders along the sides of the path. Path maintenance and clean-up could be conducted as organized community events, promoting community identity and integration while creating a shared asset.



Photo: Globe Signage
Credits: Inch Organic Gardens

SAN CARLOS APACHE RESERVATION

SAN CARLOS APACHE RESERVATION



Mixed Use for the San Carlos Apache Indian Reservation

Site Description

The site selected for the San Carlos Apache Indian Reservation is found on Old Winkelman Rd and US Route 70. It is in close proximity to the Apache Gold Casino, the Apache Stronghold Golf Club, and the San Carlos Apache Airport P-13. The site and its surroundings are well connected to the San Carlos Apache Indian Reservation through to the Nnee Bich'o Nii Apache Transit, as well as the Globe-Miami area thanks to transfers to the Cobre Valley Community Transit.

This area has been pinpointed by the Economic Management Office of the San Carlos Apache Tribe as the location for a future mixed use development project. There are plans to build a solar farm here in the next few years, which would increase employment opportunities in the area. The mixed use development would provide future employees of the solar farm, as well as current employees of the casino and the golf club, a place to live near their work.

Trails & Walkability

There are multiple ways to introduce walkability into the San Carlos Apache site. First of all, walking and biking tours could be provided to the Apache Gold Casino, the San Carlos Apache Airport, and the Apache Stronghold Golf Club, as well as the site itself. These tours would serve to inform both locals and tourists of the amenities in the area and its emerging projects. Guides could give a summary of the Apache culture, the natural environment, the existing buildings, and the proposed mixed use development.

Second, the Pinal Creek Trail could have a trail branch that leads to this site, as well as the casino and the golf club. This would allow the San Carlos Apache Indian Reservation to have a human-scale connection with Cobre Valley. The regional connectivity between San Carlos Apache and Cobre Valley would be amplified through the non-motorized mobility facilitated by the trail branch.



Photo: Apache Stronghold Golf Club.
Credits: Golf Course Ratings



Photo: San Carlos Airport P-13
Credits: Fltplan.com



Infill Development

Housing and community development is a priority for the San Carlos Apache Indian Reservation. Therefore, the Economic Management Office of the San Carlos Apache Tribe should take advantage of the Indian Housing's Office of Native American Programs (ONAP). ONAP provides resources to ensure Native American families have safe, decent, and affordable housing available.

The Indian Housing Grant Program, the Housing Improvement Program, and the Tribal Green Building are three grants that could be applied to this site with potential for mixed use development. The Indian Housing Grant Program delivers financial aid for Indian tribes for the provision of both affordable housing and housing activities on reservations or Indian areas. The Housing Improvement Program, on the other hand, provides new housing grants, as well as home repair, renovation, replacement grants. Lastly, the Tribal Green Building supplies grants and loans to federal, tribal, and state agencies to support tribal green building.

Events & Activation

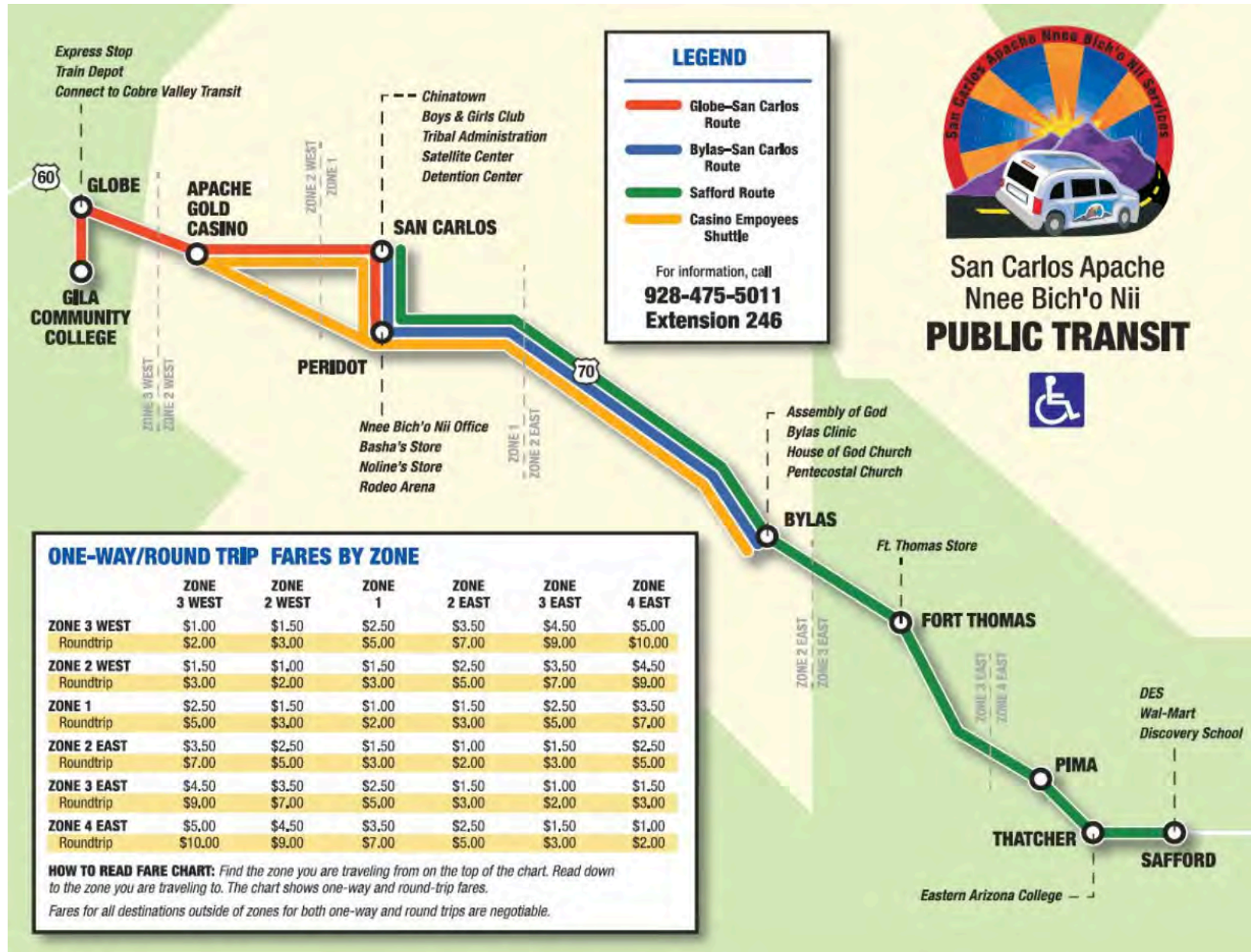
The Apache culture has multiple events and activities: fairs, festivals, dances, and ceremonies. Therefore, the mixed use development site should have an appropriate venue dedicated to these community events. This venue should have a variety of services and amenities, including an industrial kitchen, audio-visual equipment, high quality acoustics, and safety features.

A variety of mobility options could be provided to the venue to facilitate event attendance. Parking space for automobiles, motorcycles, and bicycles needs to be accounted for. Likewise, the San Carlos Apache Nnee Bich'o Nii Transit could function on certain weekends when there are activities and events happening at the site. It could also extend transit hours into the evening during weekdays with events. Coordination with the Cobre Valley Community Transit would also be necessary for events that happen outside the regular transfer hours between the two transit services.

Signage & Identity

Signage will allow this area of the San Carlos Apache Tribe to be easily recognized by locals and foreigners alike. Regionally themed signs that align with those in the Globe-Miami Area, as well as emphasize the Apache culture, would allow people to find their way in an efficient manner.

Regarding identity, the Apache Tribe has a very strong cultural identity among its members. Hence, this could should designate potential spaces to preserve and showcase the Apache Tribe's cultural heritage. To do so, the Tribal Heritage Grants could be utilized. The Tribal Heritage Grants can "assist Indian Tribes, Alaskan Natives, and Native Hawaiian Organizations in protecting and promoting their unique cultural heritage and traditions. From the beginning, the program has been shaped by Indian tribes. It focuses on what they are most concerned with protecting - Native language, oral history, plant and animal species important in tradition, sacred and historic places, and the establishment of tribal historic preservation offices" (National Park Service, 2019).



Source: Nnee Bich'O Nii Public Transit



09

IMPLEMENTATION

IMPLEMENTATION

The following section relates to real world implementation of our ideas and suggestions presented throughout this project. Consideration has been given to what can and can't take place in a real world scenario and the implementation strategies we have outlined give a glimpse into different ways that the 5-4-3 framework could actually come to life in the Cobre Valley. Funding for each recommendation, as well as potential partners guided the analysis as we believe that properly identifying funding opportunities and potential partners is a key to moving forward with any of our recommendations. Keep in mind that these implementation strategies scratch the surface of what is potentially possible. Every recommendation is drastically different in the journey from idea to concept to implementation and with that in mind, the implementation process for each is quite different as well.

Trails & Walkability

Funding

The Arizona State Parks and Trails administers grants for a variety of projects, including trail development, trail maintenance, pedestrian uses (hiking, running, wheelchair use), ADA accessibility, bicycling and equestrian use, and trail etiquette and education (safety, environmental and cultural education). The Pinal Creek Trail Demonstration Loop could qualify for funding dedicated to non-motorized recreational activities.

However, it is important to note that all grant programs operate on a reimbursement basis. "Reimbursements to grantees are made according to the percentage specified in the participant agreement for eligible expenditures included within the project's approved scope of work" (AZ State Parks and Trails, 2019).

Table No.1: Funding for non-motorized projects currently administered by the AZ Parks & Trails.

Funding Source	Type of Funding	Maximum Request Amount	Match Requirement for Funds	Pinal Creek Trail Eligibility
Recreational Trail Program (RTP) from the U.S. Dpt. of Transportation, Federal Highway Administration	Non-Motorized Competitive Grants	\$80,000	5.7%	Currently eligible
	Non-Motorized Non-Competitive Grants for Trail Maintenance	\$30,000	5.7%	Not eligible, grant for existing trails only
	Safety and Educational Education Grants for Non-Motorized and Motorized Projects	\$10,000	5.7%	Not eligible, grant for existing trails only

Application Timeline

The Fall 2019 application for non-motorized projects has not yet been released. However, it is possible to know the approximate timeline process through the dates from the Fall 2018 application.

Table No.2: Application timeline, AZ Parks & Trails, 2018

Date	Description
Oct 2018	Arizona State Parks and Trail Grants Application Announcement
Oct-Dec 2018	Workshops in Phoenix, Tucson, Flagstaff, and Pinetop
Jan 5, 2019	Eligibility determination and type of project is defined after contact with Mickey Rogers, Chief of Grants and Trails
Jan 10, 2019	Pre-application must be submitted, including the application form and proposed budget
March 1, 2019	Grant submission deadline by 5 pm through WebGrants website
March 2019	Park staff review all applications and make recommendations
April 20, 2019	Park staff will present findings to ASCOT, OHVAG, and AORCC for their independent reviews and recommendations before the final review
May 2019	All applicants are notified of the status of their projects

Partners

A variety of stakeholders and project partners are necessary to ensure the success of the funding application of the Pinal Creek Demonstration Loop. First, the project sponsor of the application needs to be defined. Project sponsors can be non-profit organizations, clubs, local, regional, state, federal and tribal governments. Examples of project sponsors for the Pinal Creek Trail include the City of Globe, Town of Miami, Gila County, Pinal Creek Trail Committee, and the Trails and Environment Stewardship Group.

Second, the land managing agency's archeologist needs to be informed of the project. This way, he or she can "determine the effect, if any, a proposed project may have on significant archaeological and/or historical cultural resources" (AZ Parks & Trails, 2018). This process is done to comply with the Cultural Clearance Review as required by the Arizona Department of Transportation, Environmental Planning Group (ADOT-EPG) and the State Historic Preservation Office (SHPO).

Similarly, the project sponsor has to submit documentation to demonstrate the control and tenure of the project site is located. Therefore, the project sponsor has to either reach a deed or lease agreement with the property owners or include the acquisition of the proposed site as part of the project scope.

Next, the project sponsor needs to establish contact with the Grants Programs Staff from the Arizona State Parks and Trails. Mickey Rogers is the Chief of Grants and Trails, and he can be reached by phone at (602) 542-6942 or by email at mrogers@azstateparks.gov. His approval is required to ensure the project is eligible for funds before the application is formally submitted.

Likewise, the project sponsor has to choose one of three state-contracted trail crews responsible of the completion of all trail work. The three state-contracted trail crews are the American Conservation Experience (ACE), the Arizona Conservation Corps, and Cuddy Mountain. The project sponsor has to initiate contact because trail crews are not permitted to solicit work from applicants.

Scoring System

Trail applications submitted through AZ State Parks and Trails are scored on a point system developed from the Arizona Trails 2015 Plan. The total possible points an application can obtain are 108, which are distributed between first level priorities, second level priorities, and bonus points.

Priority Level	Non-Motorized Scope Items	Possible Points
First Level Priorities (36 points)	Renovation and maintenance of existing trails	12
	Protect access to trails / acquire lands for public access	12
	Mitigate and restore damage to areas surrounding trails	12
Second Level Priorities (60 points)	Provide educational programs	10
	Enforce existing rules and regulations	10
	Provide and install trail signs	10
	Develop support facilities	10
	Construct new trails	10
	Provide maps and trail information	10
Bonus (12 points)	Match funds by at least 10%	2
	Youth Corps Involvement	2
	Americans with Disabilities Access (ADA): standards met	2
	All SHPO/NEPA documentation included in application	2
	First time applicant	2
	Diversity of trail use	2
Total Possible Points:		108

Programming

The following table provides a programming schedule for the application process of the Recreational Trail Program (RTP) through the Arizona State Parks and Trails.

Date	Description	Notes
May 2019	-Register for access in the WebGrants website -Develop a budget for the project based on the pre-application budget form	The WebGrants Website link: www.azparkgrants.com
June 2019	-Elaborate criteria responses based on scope items -Define project maps, trail tables, and photos	Project maps and trail tables can be found in the Pinal Creek Trail Conceptual Plan 2012
July 2019	-Contact the land managing agency's archeologist: he/she is required to fill in the Cultural Clearance Review Form and attach a statement of support -Fill in the Nepa Categorical Exclusion Checklist	Nepa Categorical Exclusion Checklist: www.transit.dot.gov/about/regional-offices/region-5/nepa-categorical-exclusion-checklist
August 2019	-Comply with the Disability Act and Compliance Form -Obtain draft resolution certifying authority to apply for Recreational Trail funds in order to be eligible for funding consideration (this applies to non-federal organizations acting as project sponsors) -Complete the Non-Profit Eligibility Form (only if a non-profit organization is acting as project sponsor)	For more information consult the Arizona State Parks & Trails WebGrants Manual: https://d2umhuunwbec1r.cloudfront.net/gallery/0004/0052/341C58BD40AE416CAC8943776F21C4A9/How%20to%20Guide%20for%20Completing%20an%20Application%20in%20WebGrants.pdf
September 2019	-Obtain documents regarding evidence of control or tenure of property where project will take place -Obtain a maximum of five letters of support for the project	
October 2019	-Estimated Grants Application Announcement -Establish initial contact with Mickey Rogers, Chief of Grants and Trail	Mickey Rogers can be reached by phone at (602) 542-6942 or by email at mrogers@azstateparks.gov .
November 2019	-Attend one of the workshops dedicated to non-motorized grant applications	These workshops take place in Phoenix, Tucson, Pinetop, and Flagstaff.
January 2020	-Ensure pre-application has been submitted before the January 1st deadline -Start filling in the twelve application forms required in the WebGrants website.	The twelve application forms are the following: 1. Sponsor Application Information 2. Non-Motorized Criteria Response 3. Project Maps, Trail Tables & Photos 4. Non-Motorized Budget 5. Cultural Clearance Review 6. Categorical Exclusion - CE Checklist (NEPA) 7. Disability Compliance Form 8. Resolution 9. Evidence of Control / Tenure of Property 10. Non-Profit Eligibility Form 11. Additional Documents 12. Certification
February 2020	-Complete the twelve application forms required in the WebGrants website.	
March 2020	-Ensure application has been submitted before the March 1st deadline	

Infill Development

Land Banking

The Globe-Miami region is a unique community where historic mining operations have created towns with rich character and community identity. Many of the remnants of old-fashioned copper mining are visible, which gives the area a distinct charm. The area is very rustic with hundred-year-old homes, schools, and businesses still intact (barely). With these historic communities comes the opportunity, or responsibility, to maintain them over time. Many areas, including downtown Globe and parts of downtown Miami, are still well maintained and have businesses in operation. Other areas are more run-down, with vacant and failing buildings. These vacancies invite fire hazards, vandalism and crime. In addition to these hazards, vacant buildings affect the property values of adjacent lots, as well as the region as a whole. Keeping the area vibrant and attractive will also accrue more of the municipality's time and resources to upkeep these abandoned buildings. While it is a priority to redevelop or restore these historic buildings, they may not be the most effective solutions for every building. Another solution to incentivize development in important economic centers is land banking.

State sanctioned and locally run land banks are nonprofit ventures that allow for municipalities to purchase foreclosed or abandoned properties. The properties are generally purchased with funds from government operations with the idea of investing in the city's future. The municipality saves money that would go to maintaining these properties by purchasing them for cheap. The city would then have the opportunity to use the property however it likes. Adaptive reuse, redevelopment, or even demolition are all possible uses. The city can then sell the land to incentivize economic growth within the area.

An opportunity the region can take advantage of is the Tri-City Regional Sanitary District (TRSD) water treatment update. The new water treatment plan is being worked out currently with the purpose of eradicating the cesspools and septic systems in certain areas. Foreclosed and vacant homes within this area would be excellent candidates for land banking. The city could purchase these lots, update the waste water management, then incentivize economic development within this area.

How does Land Banking Work?

According to HUD, the following process is most commonly used from start to finish:

“Land banks acquire properties through tax foreclosure, intergovernmental transfers, nonprofit transfers, and open market purchases. Tax foreclosures are the most common method of acquisition. They allow state or local taxing authorities to recoup delinquent back taxes by imposing a lien on a property without the owner’s consent. Pursuant to state foreclosure laws, these properties are then sold at a public auction; those properties remaining unsold are deeded to land banks. While land banks have historically functioned to acquire tax foreclosures, the passage of the Housing and Economic Recovery Act (HERA) in 2008 allocates funds to provide communities with the means to acquire mortgage foreclosures. In comparison to tax foreclosures, a bank or mortgage foreclosure is pursued when a homeowner does not fulfill mortgage payment requirements to the lender. The lender is then entitled to foreclose and, subsequently, assume ownership of the property.”

Why Consider Land Banks?

Land Banks have been successful in cities like Philadelphia and St. Louis, where there are a large number of abandoned buildings. They have found that many of these abandoned buildings have delinquent taxes that exceed the worth of the structure. Many of them do not have a clear title as well. By waiving back taxes and clearing the title, the property can be redeveloped or sold more easily. The properties will then be back on the tax roll as a benefit to the city once they have been sold.

If there is no suitor for the land once it has been rehabilitated, parcels can be joined together for other uses. They can be sold to Community Development Corporations to be used for affordable housing, rezoned for commercial use, or whatever use the city deems fit.

Funding Opportunities (Infill Development)

Funding mechanisms that have successfully supplied land banks include Delinquent Tax Assessment Collecting (DTAC) programs, local government investments, and grants from federal, state, and local agencies. Temporary funding opportunities including the U.S. Department of Treasury’s Hardest Hit Fund and Blight Elimination Program (BEP) can provide important funds toward demolition costs for vacant or underutilized parcels. Funding opportunities that contribute to the land bank on a consistent, recurring basis have shown to be the most successful. In Ohio, a DTAC program was approved through legislation that directed 5% of all annually collected delinquent property taxes, interest, and penalties to the county’s land bank funds. This legislation, along with investment from community partners, grant funding, and City operational surplus funds supported ongoing revitalization efforts and land acquisitions using land bank funds.

Potential Partners (Infill Development)

Successful land banks rely on strong and diverse partnerships. Governmental departments, local and regional organizations, and nonprofits can all contribute to funding, operation, and maintenance of land banking efforts. Some potential partners for land banking in the Globe/Miami area may include:

- Land owners and landlords
- Affordable housing developers
- Community foundations
- Real estate professionals
- Municipal services departments (i.e. water, sewer, etc.)
- Human service agencies
- Neighborhood associations
- Anchor institutions (educational institutions, hospitals, etc.)
- Human service agencies and departments
- Historic preservation groups
- Unions
- Urban farming advocates

In successful land bank examples, local foundations have not only provided funding for land banks to be established but have led efforts in leveraging other resources and encouraging community engagement. Low-interest loans can be provided through local foundations, provided the housing market presents enough demand for a return on investment and the ability to repay the loans.

Events & Activation

Funding

Funding Source	Type of Funding	Maximum Request Amount	Match Requirement for Funds	Eligibility
Placemaking Opportunity: AARP Community Challenge Grants	Annual challenge funds projects that build momentum for local change to improve livability for all residents and is intended to help communities make immediate improvements and jump start long term progress.	Grants can range from several hundred dollars for smaller short-term activities to several thousand for larger projects.	Not specified	501(c)(3), 501(c)(4) and 501(c)(6) nonprofits; and Government entities
Polaris TRAILS Grants	Polaris Industries TRAILS (Trail Development; Responsible Riding; Access; Initiatives; Lobbying; Safety) Grant Program is accepting applications to promote safe and responsible riding and preserve access. Funds can be used for trail development and maintenance projects, safety and education initiatives, lobbying, and other projects to increase and maintain land access.	Up to \$10,000	Not Specified	Government and nonprofit organizations with 501(c)(3) or 501(c)(7) status
Community Facilities Direct Loan & Grant Program	This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings. Contact the local Rural Development office for further details.	Varies, depending upon Low interest direct loans, and Grants. A combination of the two above, as well as our loan guarantee program. These may be combined with commercial financing to finance one project if all eligibility and feasibility requirements are met.	Not specified	Rural areas including cities, villages, townships and towns including Federally Recognized Tribal lands with no more than 20,000 residents
Arizona Community Foundation of the Gila Valley	The mission of the Arizona Community Foundation of the Gila Valley is to develop a legacy of giving in our communities to enhance the quality of life in Graham and Greenlee counties.	From \$250 to \$5,000	Matching Funds but not specified	Any Arizona 501(c)(3) organization, government agency, and tribal entity that operates with fiscal accountability and responsibility.

Scoring

Funding Source	Scoring Category	Points
Placemaking Opportunity: AARP Community Challenge Grants	Impact The proposed project addresses a clear need that brings positive change to the community and effectively engages residents. The project also demonstrates the ability to accelerate, grow and/or sustain the community's livability for all, especially those 50 plus	55 Points Maximum
	Execution: Applicants demonstrate capacity to deliver the Community Challenge project on time and within awarded budget.	30 Points Maximum
	Innovation: The project demonstrates creativity, aesthetic beauty, unusual design or engagement elements, and/or the potential to spark additional community change.	15 Points Maximum
Polaris T.R.A.I.L.S. Grants	Two main objectives - promoting safe and responsible riding and preserving access. Funds can be used by organizations for trail development and maintenance projects, safety and education initiatives, lobbying and other projects to increase and maintain land access. In addition, a shapefile of the trail system is required.	No formal points system.

Partnerships

Community partnerships are vital to establishing recurring regional events and activating tourism in the Cobre Valley. Coordination with the Globe/Miami Chamber of Commerce as well as Discover Gila County, Inc. could provide event marketing assistance as well as planning and funding resources. Anchor institutions, including the Gila Community College and the Cobre Valley Regional Medical Center, could contribute resources to promote health, education, and community activation through planned events. Creation of a community taskforce geared at integrating existing community priorities, efforts, and groups with event planning could be helpful as well.

Funding Opportunities

Potential funding opportunities for increasing signage and identity in Cobre Valley Communities could come from grants, non-profit organization contributions, or programs through private national companies. For example, the Bank of America Foundation has a Neighborhood Excellence Initiative and Local Hero Initiative, which recognize non-profits and individuals working on community improvement and revitalization efforts. The initiative can provide up to \$200,000 for community improvement projects, which could include beautification, wayfinding, and character-enhancing projects. Partnerships with non-profits willing to spearhead grant funding efforts would be helpful in securing these funds. Additionally, the Home Depot Foundation Grant program awards up to \$5,000 to 501(c)(3) nonprofit organizations, public schools, and public service agencies that utilize volunteerism to achieve community improvements. The grants from the Home Depot Foundation are awarded in the form of gift cards, which could facilitate the purchase of materials to create regionally cohesive wayfinding signs and community placards.

Potential Partners

There are different organizations that are focused on placemaking as well as signage and identity implementation in small towns such as Globe and Miami. Two examples would be a company called CoSignCincy.org, and another organization called Walkyourcity.org. These two potential partners would be able to assist in sign development, placemaking development and initial implementation strategies.

For example, Walkyourcity.org takes advantage of temporary signs to test out wayfinding ideas in certain areas. Additionally, partnerships with local non-profit organizations and the two anchor institutions in the Cobre Valley (Gila Community College and Cobre Valley Regional Medical Center) could provide important resources for increasing the signage and identity in Cobre Valley communities. Local artists could be commissioned to expand on existing murals and community art, including the beloved cat murals in Miami. Some of the proposed improvement projects in the area, including the Miami Riverwalk and the Sullivan Street Habitat for Humanity project, could bring together students and community organizations to create public art that highlights historic character of the Globe-Miami area.



10

AFTERWORD

AFTERWORD

AFTERWORD

This framework encompasses four months of collaboration between students, community partners, professors, and stakeholders in Cobre Valley, Arizona. The project's principles, recommendations, and suggestions are able to stand on their own. Therefore, implementation can be of either a part or the whole framework, depending on the community's priorities and what works best for them.

Our hope is Cobre Valley residents will adopt this framework as their own, and that it fosters dialogue and collaboration between different groups. Cobre Valley is striving forward to create lasting connections through community development. It has been an honor to be involved in their planning process.

It has been an amazing opportunity to join forces with Cobre Valley for our capstone project. This experience has shown us the importance of public engagement, as well as the value of bringing together multiple perspectives and points of view. We are extremely thankful to the Cobre Valley community for opening their doors to us and helping us every step of the way.



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Appendices

Appendix A: Globe and Miami Zoning Codes and Definitions

Zoning Reclassification	Original Zoning & Jurisdiction	Zoning Description (excerpts from City and Town Codes)
OS – Open Space	OS – Open Space (Globe)	The Open Space District (OS) is intended to provide areas of open space to serve as a buffer between incompatible land uses and to create a sense of identity by promoting the "green belt" concept. OS Districts are also to be utilized to prohibit development in those areas where flood control, topography, soil bearing capacity, or any other physical conditions make such development detrimental to the health, safety of residents.
HP – Historic District Overlay	HP: Historic Preservation Overlay (Globe)	The purpose of the Historic Preservation Overlay Zoning District shall be to insure the harmonious growth and development of the City by encouraging the preservation of archaeologically and historically significant structures and sites by providing a means by which such sites and structures may be designated as archaeologically or historically significant, through the creation of a special zoning classification, and further providing that significant alterations to such sites and structures shall be subject to review and approval. The HP zoning classification shall not alter or modify land uses permitted under existing zoning classifications but shall overlay existing zones within which archaeologically or historically significant sites and/or structures.
C-1 – Light to Medium Commercial	C-2: Intermediate Commercial (Globe)	The Intermediate Commercial (C-2) District is intended to permit most types of commercial activities oriented to a larger segment of population than the average neighborhood and includes the sale of commodities or performance of services. This district is designed for application on highways and major streets to serve that traffic, but should NOT be applied along the continuous length of a highway or major street. Development should be contiguous, grouped or clustered to prevent undesirable "strip" commercial development.
C-2 – Heavy Commercial	C-3: Central Commercial (Globe)	The Central Commercial (C-3) District is intended to provide for the full range of sales, services and office uses necessary to maintain a vital downtown area and permits those uses which are oriented toward serving the entire community. The district is intended to preserve, protect, and enhance the central business district.
	C: Commercial District (Miami)	This district is intended to permit commercial activities designed to serve the community. It includes uses associated with the central business district and shopping facilities which are not ordinarily compatible with residential development, and includes the sale of commodities or services designed for application on major streets and highways.
TR – Transitional Residential	TR: Transitional Residential (Globe)	This Transitional Residential (TR) District is intended to serve as a buffer between residential districts and commercial or industrial districts. The district permits a mixture of uses intended to provide a low scale residential character to protect and enhance adjacent residential districts.
N/S – Neighborhood Office & Services	N-S: Neighborhood Office/Service (Globe)	This Zoning District is intended to provide for well-designed and attractive small-scale office and service facilities which will blend with neighboring residential uses. The General Plan land use classification for this District is Convenience Commercial.
I – Industrial	M-1: Light Industrial (Globe)	The Light Industrial (M-1) District is intended to accommodate industrial storage and other employment uses in a park-like setting. Regulations are designed to permit those industrial uses which can be operated in a relatively clean, quiet, and safe manner compatible with adjoining industrial uses and without serious effect, danger or hazard to adjacent or nearby land uses.
	M-2: General Industrial (Globe)	The General Industrial (M-2) District is intended to accommodate certain industrial structures and uses, including large-scale or very specialized industrial operations, having external physical effects which may be offensive or hazardous to some degree to any adjoining district. This district should be "buffered" and adjoining uses protected by interspersing an Open Space (OS) District or other positive, protective means.
	L-1: Light Industrial (Miami)	This district is intended to provide sufficient space in appropriate locations for light industrial development, wholesale or heavy commercial use. (Ord. No. 192 § 5.9001, 1975)
	H-I: Heavy Industrial (Miami)	This district is intended to provide through special use permits sufficient space in appropriate locations for heavy industrial development, such as, but not limited to automobile graveyards, chemical manufacture, commercial feed lots, foundries, mining, rock crushing, smelting, slaughter of animals or wholesale storage of gasoline.

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Appendix B: Funding Opportunities

Organization	Description	Hyperlink
1 ACF The Arizona Community Foundation	"Grants are made to 501(c)(3) nonprofit organizations, schools, faith-based organizations, Tribal entities and occasionally to government agencies. Grants are made statewide" (Arizona Community Foundation, 2019).	https://www.acf.foundation.org/GrantsLoans/CurrentGrantOpportunities.aspx
2 LSTA Grants to Arizona Libraries for Projects, Programs, & General Support	"Through the Library Services and Technology Act (LSTA), the Institute of Museum and Library Services (IMLS) is able to provide funding to support library services. In Arizona, those funds are administered by the Arizona State Library in the form of statewide initiatives, subgrants, and cooperative agreements" (AZ Library, 2019).	https://azlibrary.gov/libdev/funding/lsta
3 ACF Administration for Native Americans	"The Administration for Native Americans (ANA) provides grant funding to Tribes, Native Hawaiians, and non-profit organizations in all 50 States and Native populations in the Pacific Basin" (Administration for Children and Families, 2019).	https://www.acf.hhs.gov/ana/grants/funding-opportunities
4 HUD Community Development Block Grant Program (CDBG)	"The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at HUD. The CDBG program provides annual grants on a formula basis to 1209 general units of local government and States" (HUD, 2019).	https://www.hud.gov/program_offices/comm_planning/communitydevelopment/programs
5 AZ Arts Arizona Commission on the Arts	"The Arts Commission provides funding opportunities that enable schools, organizations & community groups to carry out projects and to maintain ongoing, high quality public arts programming" (AZ Commission Arts, 2019).	https://azarts.gov/grants/
6 USDA Community Facilities Direct Loan & Grant Program	"This program provides funding to develop essential community facilities in rural areas; facilities providing essential service to the community for the development of the community in a primarily rural area, and does not include private or commercial undertakings" (USDA, 2019).	https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program
7 USDA Farm to School Grant Program	"Grants to assist programs that improve access to local foods in schools, particularly farm to school programs. For example, school gardens, curriculum, field trips, and other activities. Three types of funding available: planning, implementation and support grants" (USDA, 2019).	https://www.fns.usda.gov/farm-to-school/farm-school-grant-program
8 USDA Rural Business Development Grants	"This program is a grant designed to support technical assistance, training and other activities leading to the development or expansion of small private businesses in rural areas which will employ 50 or less new employees and has less than \$1 million in gross revenue. Programmatic activities are separated into enterprise or opportunity type grant activities" (USDA, 2019).	https://www.rd.usda.gov/programs-services/rural-business-development-grants
9 USDA Rural Community Development Initiative Grants	"RCDI grants are awarded to help non-profit housing & community development organizations, low-income rural communities and federally recognized tribes support housing, community facilities and community and economic development projects in rural areas" (USDA, 2019).	https://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants
10 USDA Rural Economic Development Loan & Grant Program	"The program provides funding for rural projects through local utility organizations. USDA provides zero-interest loans to local utilities which they, in turn, pass through to local businesses for projects that will create and retain employment in rural areas. The recipients repay the lending utility. The utility is responsible for repayment to USDA" (USDA, 2019).	https://www.rd.usda.gov/programs-services/rural-economic-development-loan-grant-program
11 EDA Regional Innovation Strategies Program	"Funding is available for capacity-building programs that provide proof-of-concept and commercialization assistance to innovators and entrepreneurs and for operational support for organizations that provide essential early-stage funding to startups." (EDA, 2019).	https://www.eda.gov/ie/is/
12 EDA Economic Development Assistance Programs	"EDA supports development in economically distressed areas of the US by fostering job creation and attracting private investment. Specifically, EDA will make construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance (EAA) Programs" (EDA, 2019).	https://www.eda.gov/funding-opportunities/
13 DOT BUILD Transportation Grants	"The Better Utilizing Investments to Leverage Development, or BUILD Transportation Discretionary Grant program, provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve national objectives" (DOT, 2019).	https://www.transportation.gov/BUILDgrants/about
14 DOI Historic Revitalization Subgrant Program (HRSP)	"The goal of this program is to support the rehabilitation of historic properties listed in or eligible for listing in the National Register of Historic Places. Applicants must make subgrants for physical preservation projects. Project must be in communities defined as "rural" by the US Bureau of the Census" (DOI, 2019).	https://www.nps.gov/orps/1623/historic-revitalization-subgrant-program.htm

Appendix C: Cobre Valley Stakeholder Groups

KEY PLAYERS	NOTES	CONTACT
FEDERAL		
Federal agencies (Bureau of Reclamation, Army Corps of Engineers, US Forest Service)	BOR Mission to "manage, develop and protect water and related resources in an environmentally and economically sound manner in the interest of the American Public"; USFS own and manage much of the land in the area	Jessica Asbill Case
STATE		
State agencies (ADWR, ADEQ, ADOT, Central AZ Assoc. of Governments)	Regulate private utilities, rates, rate changes, surface and groundwater data collection; ADWR Statewide Drought Program; municipal and environmental regulation enforcement	ADWR (Karen Modesto, Brian Conway, Gerry Walker)
LOCAL		
County Extension	Gila Co. Extension is a strong advocate for water capture and reuse, environmental restoration, and green stormwater management	Chris Jones; 4-H agents; public awareness volunteers supported by Extension
Local Municipalities (City of Globe and Town of Miami)	City of Globe and Town of Miami address infrastructure issues, treating and disposing of wastewater, and have interest in improved well-being for residents and visitors	Globe Public works director (Jerry Barnes) Miami Town Manager (Joe Heatherly)
San Carlos Apache Tribe	As the City of Globe and the San Carlos Apache Tribe share water resources, decisions from one group will directly impact the other	Kyla Jackson, Nathan Nash
Industry (FMI, BHP, Capstone, Resolution Copper, Carlota)	Land and water divisions for mining entities are involved in a number of water issues in the region (e.g., remediation of Pinal Creek aquifer, revegetation of tailings piles; re-use of wastewater from Globe and Miami)	Bryce Mares (FMI); Daphne Place-Hoskie, Tim Ralston
Agriculture	Local ranchers and farmers	Donna Griffin (Harrington Ranch in mine owned land in the Apache Peak); Yanny Wheeler (Farm owner)
ACADEMIC		
U of A Soil, Water, and Environmental Science Dept.	Researcher awarded 4 year, \$2.6 million NSF Grant to study local water sources, soil, and food quality for chemical and microbial contamination. One of four sites selected for research is the Globe-Miami community	Mónica Ramírez-Andreotta (Assistant Professor)
Frank Lloyd Wright School of Architecture	Taliesin West involved in a 4-year project to help plan for town revitalization and economic stimulation (2016-2019)	Jason Donofrio (Director of Development)
COMMUNITY		
Housing Committee		Water Company/City of Globe (Freddie Rios); Kachina Real State (Stacey Murray)
Pinal Creek Trail Committee		City of Globe (Michelle Yerkovitch); AJAX Engineering (Brandon Parker); ADOT (Laura Nordan)
Trails and Environmental Stewardship		BHP (Daphne Place-Hoskie); City of Globe (Linda Oddonetto); Gila Community (Solangel Leyva); Cooperative Extension (Chris Jones)
NON-PROFIT		
Miami Riverwalk	Town council economic development sub-committee (to 501-c3 nonprofit) involved in community revitalization projects (i.e., clean ups of Miami Wash and Pinal Creek; building marsh; fenders and planters on bridges; Old Depot and rail line revival; Bloody Tanks river walk); interested in revitalization of Bloody Tanks Wash in Downtown Miami	Miami Genesis Groups: Susan Hansen (Co-chair), Daniel Dailey (Co-chair), Rosemary Castaneda (Co-chair), Kap Calver (Globe Main St. program)
Others	Cobre Valley Arts and Restoration improvement; Citizens Water Advocacy Group; ADWR Rural Watershed Group Initiative Program; Synthesis III; Friends of Pinal Creek; Local drought impact groups (LDRGs)	Multiple contacts being reviewed

Acronym	Meaning
A.R.S.	Arizona Revised Statutes
ACC	Arizona Corporation Commission
ADEQ	Arizona Department of Environmental Quality
ADWR	Arizona Department of Water Resources
AMA	Active Management Area
ANSAC	Arizona Navigable Stream Adjudication Commission
AWC	Arizona Water Company
AWS	Assured Water Supply
BHP	Broken Hill Propriety Company
BLM	Bureau of Land Management
CES	Cooperative Extension Services
CWA	Clean Water Act
DAWS	Designation of Adequate Water Supply
EA	Environmental Assessment
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
EQIP	Environmental Quality Incentives Program
ESA	Endangered Species Act
ESP	Enhancement of Survival Permit
FMI	Food Market Insitute
GSF	Groundwater savings facility
GVID	Gila Valley Irrigation District
GWP	Gila Watershed Partnership of Arizona
HSR	Hydrologic Survey Report
INA	Irrigation Non-expansion area
ITP	Incidental Take Permit
NEPA	National Environmental Policy Act
NOI	Notice of Intent
NRCS	Natural Resources Conservation Service
SPRNCA	San Pedro Riparian National Conservation Area
UA	University of Arizona
USACE	United States Army Cory of Engineers
USDA	United States Department of Agriculture
USF	Underground storage facility
USFS	United States Forest Service
USFWS	United States Fish and Wildlife Service
WIP	Watershed Improvement Program
WOTUS	Waters of the United States
WRRC	Water Resources Research Center

Appendix D. Health Statistics

Concerning Health Metrics: Comparisons of Gila County Statistics to Statewide AZ Averages in 2018 (Source: County Health Rankings & Roadmaps)

Health Metric	Gila County	Arizona
Premature Deaths	12,800	6,800
Percentage of adults reporting fair or poor health	21%	18%
Low Birthweight	8%	7%
Diabetes Prevalence	11%	10%
Child Mortality Rate	80	50
Infant Mortality Rate	8	6
Adult Smokers	18%	13%
Adult Obesity	28%	26%
Physical Inactivity	25%	20%
Alcohol-impaired Driving Deaths	25%	27%
Teen Births	60	33
Food Insecurity	19%	16%
Limited Access to Healthy Foods	16%	8%
Drug Overdose Deaths	38	19
Motor Vehicle Crash Deaths	26	12
Uninsured Population	14%	13%
Ratio of Population to Primary Care Physicians	2,130:1	1,520:1
Ratio of Population to Mental Health Providers	1,850:1	820:1
Air Pollution: Average Daily Density of Fine Particulate Matter (Micrograms per Cubic Meter)	6.4	6.0
Concerning Health Metrics: Comparisons of Gila County Statistics to Statewide AZ Averages in 2018 (Source: County Health Rankings & Roadmaps)		

Leading Causes of Death in Gila County for People Under Age 75	Deaths	Age-Adjusted Rate per 1,000
Malignant Neoplasms	285	99.8
Diseases of Heart	230	92.1
Accidents (unintentional injuries)	126	87
Chronic Lower Respiratory Diseases	86	28.4
Chronic Liver Disease and Cirrhosis	79	47.1
Premature Deaths in Gila County 2018 (Source: CDCP)		

Appendix F. Employment Statistics

The following list outlines the "Other industries" percentage from the "Employment by Industries | Globe, Arizona Chart"

Percentage breakdown of "Other Industries" from the Employment by Industries Chart for Globe, AZ	Percentage %
Agriculture, Forestry, Fishing, Hunting	1.8%
Manufacturing	1.5%
Wholesale Trade	1.9%
Transportation & Warehousing	5.8%
Information	0.2%
Finance & Insurance	2.3%
Real Estate, Rental & Leasing	2.0%
Professional, Scientific, Tech	1.8%
Admin Support, Waste Management Services	2.1%
Arts, Entertainment, Rec	2.5%
Other Services	5.1%

Percentage breakdown of "Other Industries" from the Employment by Industries Chart for Miami, AZ	Percentage %
Agriculture, Forestry, Fishing, Hunting	0.24%
Wholesale trade	1.48%
Transportation & Warehousing	1.82%
Utilities	0.73%
Information	4.74%
Finance & Insurance	0.97%
Real Estate, Rental & Leasing	2.79%
Professional, Scientific, Tech Services	0.73%
Admin., Support, Waste Management Services	1.82%
Arts, Entertainment, Recreation	0.73%
Other services, except public administration	3.28%
Public Administration	2.67%

ADVISORY COMMITTEE



Arlie Adkins is an Assistant Professor with appointments in CAPLA's School of Landscape Architecture and Planning and the Health Promotion Sciences Department within the Mel and Enid Zuckerman College of Public Health. His research focuses on understanding the interconnectedness of transportation equity, affordable housing, and public health.



Ashley Hullinger is a Research Analyst for Water Research and Planning Innovations for Dryland Systems program at the Water Resources Center. Her work with the program has involved scenario planning, research, and stakeholder engagement for Watershed Planning Center in Upper Gila County.



Bethany Cheney is a Healthy Policy Analyst with a demonstrated history of working in the government administration industry. Graduated from Grand Canyon University with a Bachelors of Science in Psychology. Bethany has extensive experience working with Gila County.

PLANNING TEAM



Anthony Aceves. Graduate Student from the Urban Planning program at the University of Arizona. He is from Colorado Springs, Colorado and has focused his studies on Real Estate Development as it relates to Urban Planning.



Holly Barton. Graduate Student from the Urban Planning program at the University of Arizona. She is from Navajo Nation, and has focused her studies on Climate Change and Environmental Stewardship.



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