



GENERAL PLAN Policy Plan



Town of Snowflake General Plan Policy Plan



Prepared for:

Town of Snowflake
Mayor and Council
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Prepared by:



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General Plan Project Team



Acknowledgements

The Snowflake General Plan was updated through a thoughtful effort by the General Plan Stakeholder Group, input provided by its citizens, the Planning and Zoning Commission, Town Council and Town Staff.

The General Plan was officially adopted by Council on February 1, 2022

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Council Member Bob Flake
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Council Member Greg Brimhall

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Introduction

The Town of Snowflake General Plan (General Plan) serves as the foundation to direct growth within the Town's planning boundary in a manner consistent with the community's vision that is sustainable and comprehensive to all departments and workings in the Town. The purpose is for the General Plan to be utilized often by not only Town Council but also by Town staff in their daily workings to guide future decisions about growth and annexation while balancing economic development and Town resources. The General Plan provides the basis for future development, redevelopment and preservation while supporting the future vision desired by the community. The plan includes the vision, goals and policy ideals identified during the public participation process and supported by the analysis of opportunities and constraints in the Background and Existing Conditions Report. Under State law many actions on private land development, such as: rezoning, subdivisions, master plans, public agency projects and other decisions must be consistent with the General Plan. The goals and policies set forth in this General Plan shall be applied in a manner to ensure their conformance and enact the Community long term vision of the Town of Snowflake.

The Town of Snowflake began the General Plan Update process in April 2021. Public involvement in the planning process is fundamental to the Town of Snowflake. ARS § 9-461.06 requires municipalities to adopt written public engagement procedures that provide early and continuous public participation in the development and major amendment of general plans from all geographic, ethnic and economic areas of the municipality. The procedures shall provide for:

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

ARS §9-461.06 also requires municipalities to consult with, advise and provide an opportunity for official comment by public officials and agencies, the county, school districts, associations of governments, public land management agencies, other appropriate government jurisdictions, public utility companies, civic, educational, professional and other organizations, property owners and citizens to secure maximum coordination of plans and to indicate properly located sites for all public purposes on the General Plan.

In compliance with ARS §9-461.06, the Town of Snowflake General Plan Public Participation Plan (PPP) was adopted on May 4, 2021. The Town has engaged to the General Plan Process update in a variety of ways to engage residents, visitors and employees or the Town regarding the General Plan update and receive public comment through public events, online surveys, public meetings, and interactive worksheets in order to get the best participation from the people of Snowflake.

The Town of Snowflake Background and Current Conditions Report summarizes the challenges impacting development within the Town of Snowflake and the new General Plan Study Area. This report also assessed demographic and socio-economic trends.

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



1. **The Public Participation Plan** adopted by the Mayor and Council at early stages of the General Plan process, outlined the community engagement efforts in compliance with the ARS §461.06.
2. **The Community Vision Report** summarizes the input received at the various community meetings, workshops and visioning efforts.
3. **The Background and Existing Conditions Report** contains all existing information about the current status of the Town and background information. This report assesses the current state of conditions in the Town and identifies the physical, regulatory, demographic, infrastructure and fiscal realities impacting development within the Town.
4. **The General Plan** is the policy document guiding growth and development within the Town of Snowflake. Each chapter element includes goals, policies and implementation strategies. This document also includes an administrative and implementation chapter to direct how to implement, monitor and amend the General Plan. According to ARS § 461.05, The General Plan for the Town of Snowflake, with a population under 50,000, must include: a statement of community goals and policies, a land use element, a circulation element, an open space element, an environmental planning element, a cost of development element and a water resources element.
5. **General Plan Maps** include all the maps prepared during the general plan process as part of the Background and Existing Conditions Report and the General Plan chapter elements.

The General Plan is comprised of the vision statement, goals, policies and implementation strategies and is the foundation that will guide and support the Town's decision-making in all aspects related to growth and development. The General Plan sets the foundation from which all other studies, policies, guides and documents should orient from and revert back to for support. The main items within the General Plan are comprised of the following:

- **Elements:** the chapters of the General Plan per the Arizona Revised Statutes requirements.
- **Community Vision:** a concise statement of the desired future Town supported by element goals.
- **Goals:** general statements expressing the desired objectives of the community of Snowflake in order to help achieve their community vision of the Town which are listed for every Element.
- **Policies:** action statements supporting a goal, providing an ideal for decision making and guiding Town programs and strategies in the implementation strategies to get to the Town vision.
- **Implementation Strategies:** specific tasks to carry out the policies of the General Plan to achieve or implement its goals located at the end of each element and details responsible parties.

The Town of Snowflake Community Vision was developed in 2007 and still holds solid and true to the Town Vision today. It was based community members comments, ideas and suggestions during the public visioning process and encompasses a vision of preservation and thoughtful growth.

Snowflake should maintain our pioneer heritage, preserving historic assets amidst a clean, modern town. We place highest priority on maintaining family values in an attractive setting of tree-lined streets, parks and green areas that encourages community activities as well as healthful recreation.

Planning goals stress a balance of land uses -- residential neighborhoods, education, health care, and industrial/commercial areas. New development, particularly stores and restaurants that generate revenue for the Town and provide convenient shopping and jobs for residents, will help to pay for solid municipal infrastructure.

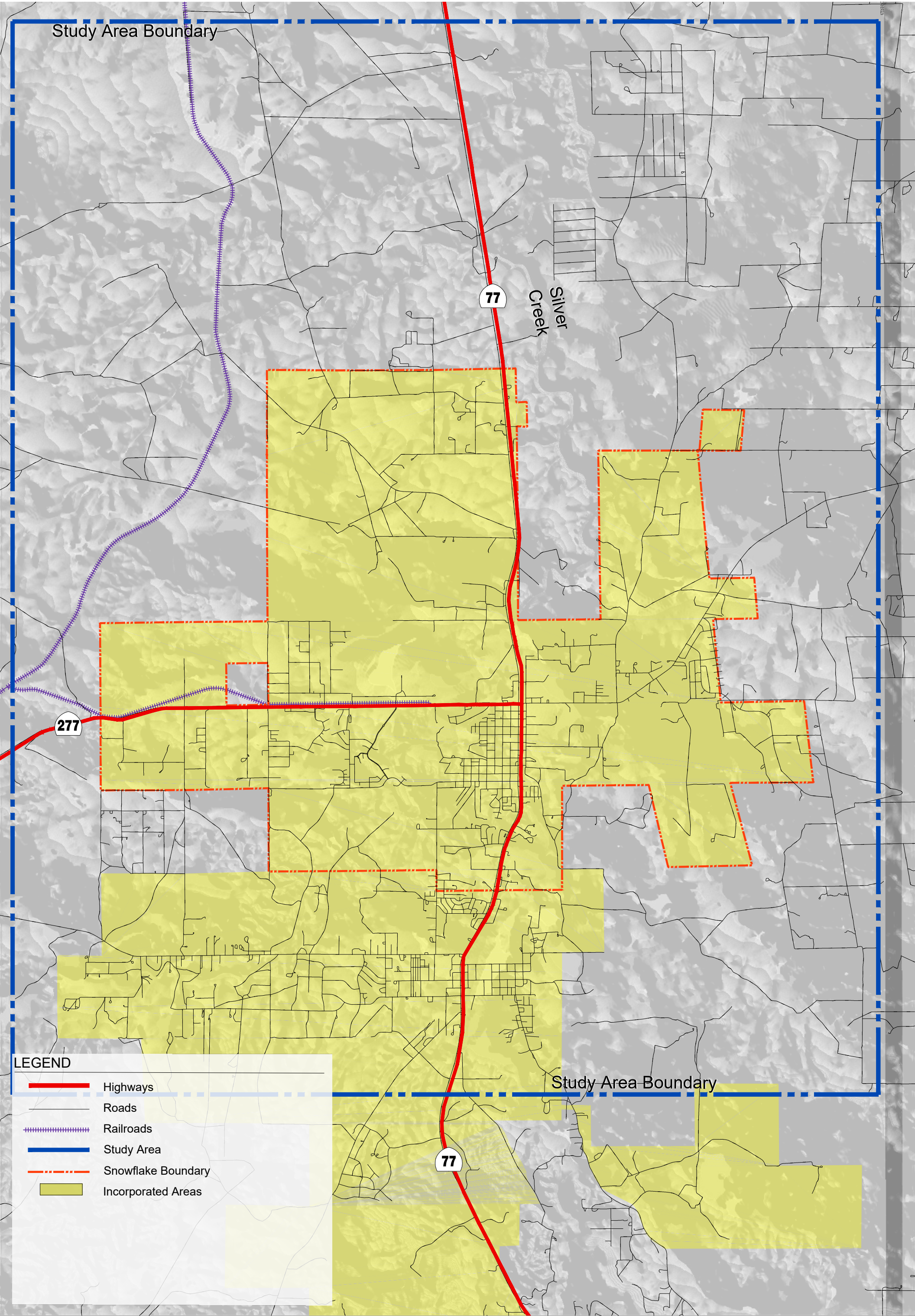
Townpeople of all ages wish to steward Snowflake's natural environmental assets by promoting quality growth that will make positive contributions to our home town character.



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

1. Land Use
2. Growth Areas
3. Circulation
4. Open Space
5. Water Resources
6. Environmental Planning
7. Cost of Development
8. Economic Development
9. Historic Preservation
10. Administration and Implementation







Land Use Element

The Land Use Element provides the land use categories for a balance of land uses for the future long-range development of the Town of Snowflake. This element works with all of the other General Plan Elements to place land use designations on the site which help to implement an economic balance of sustainable land uses placed strategically within the community in which residents can be assured of the Town's future direction and businesses and employers can see the Town's commitment to their growth and success.

The future land use map of this chapter element places future land uses along future roadway and open space corridors that are most appropriate for the long-term potential of the Town. Future land uses take advantage of future road way circulation plans, rail access and open space and trail connections.

This Element supports growing the economic base of Snowflake through providing diverse housing types for a variety of incomes and demographics, expanding retail, office and employment opportunities, encouraging more entertainment uses and preserving and expanding the existing open space, recreation and conservation areas.

Snowflake's historical development pattern is arranged along the Main Street/ SR 277. Northern, eastern and western outlying areas are in largely rural, low-density uses or are vacant desert/ ranchland. The southern edge of Town, abutting Taylor, is more developed with a mix of commercial, public, residential and some employment uses. Several larger-acreage parcels fronting on Main Street remain as rural residential, agriculture or pasturage.

The most recent 2020 Census counted a total population of 6,104 persons in the Town of Snowflake. According to the US Census Bureau July 2019 study, there were approximately 1,562 households in Snowflake with an average of 3.68 persons per household. Within those house holds approximately 74.3% of those were owner occupied housing units.

Historically, residential homes in Town have consisted of modest older single-family dwellings and manufactured homes. Additionally, there are many historic Victorian style homes located throughout Snowflake which are much larger and prominent.

More recently, residential master planned developments, subdivisions and apartment complexes such as Sundance Springs, Cimmaron and Fairway Manor have been developed to offer a range of home ownership and rental opportunities. Larger lots have also been developed around the Snowflake municipal golf course and the Snowflake Temple which have provided for larger estate homes opportunities.



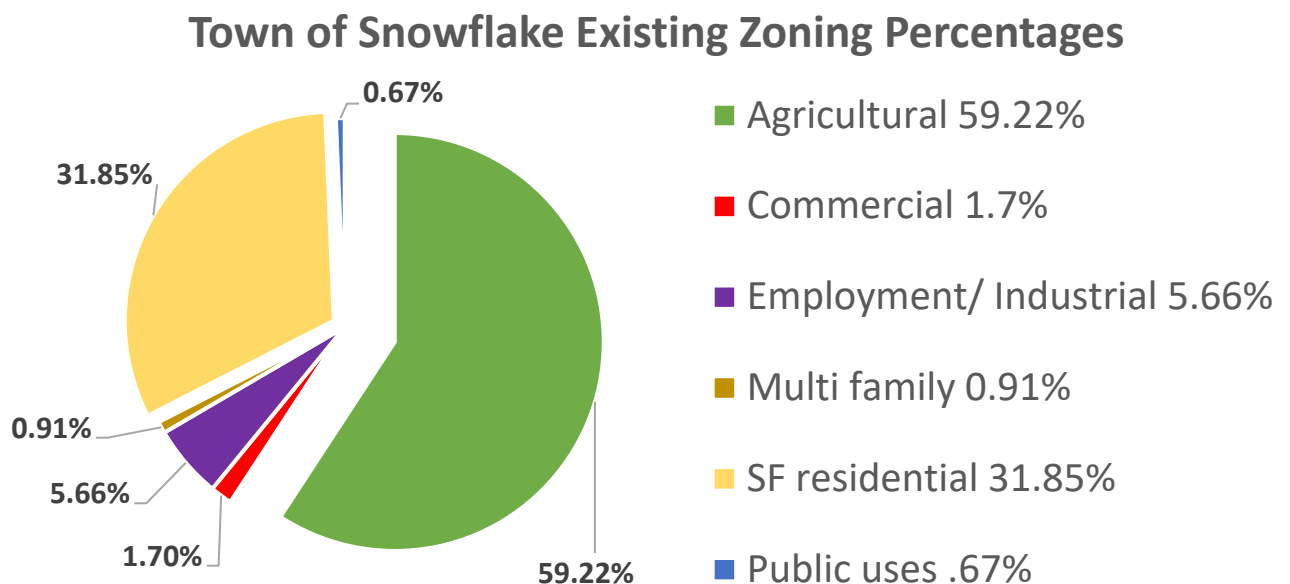
Commercial land use serves as a key component in the Town's economy. Most businesses are located along Highway 77/ Main Street; where there is a more obvious clustering of commercial and employment uses with retail stores, restaurants and offices. This area should be encouraged and incentives encouraged to further grow this commercial area and economic base drawing in visitors to the Town.

Employment land uses are located throughout Snowflake and primarily consist of: schools, public facilities, manufacturing, warehousing and associated agriculture businesses. The planned concentration for employment areas is focused along the major roadway corridors. The existing prime focus of this land use type is located along State Route 277 and 77. Operations include hydroponic crop production, building materials fabrication and warehousing, bio-chem operations, mining and sand and gravel operations. Sand and gravel extraction is necessary for all construction and reconstruction activities and will continue to be a viable and beneficially recognized land use within the Town. The Town recognizes that it is important to avoid land use conflicts adjacent to these uses and has designated these areas as Employment/ Industrial land uses and has best been accommodated with buffer land uses to help mitigate any potentially negative impacts to adjacent land uses. These lands may be available for re-planning and development in the future when they reach their sunset phase as appropriate.

The Rural Agricultural land use is utilized widely throughout the periphery and in key locations of Town on the future land use map, mostly around the municipal periphery, in order to maintain the rural agricultural heritage and open space which was a key component of resident survey feedback. While it is recognized that not all agricultural areas may be kept, there are a few areas that would benefit the Town as entry focal points and potential future open space and parks locations with ample space for future development while it remains utilized is a more passive state until needed.

The inventory of available land, presently unused, is both privately-owned and publicly managed. Vacant properties include individual lots in platted subdivisions as well as family farms and rangeland holdings that could be used for a variety of purposes.

A breakdown of the current land uses within the Town by zoning district use is shown in the chart below.



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Arizona State Trust lands, comprising nearly 10,000 acres in the Snowflake-Taylor area are intended for "highest and best use" development - which have the opportunity for future residential, commercial and employment opportunities if and when they are sold at auction or leased for interim uses. State Trust lands are still required to go through the planning process within the Town for development and are depicted on the future land use plan for such possible uses.



BLM land, on the other hand, consists of large acreage in northern Snowflake as well as other holdings which by Federal law may only be used for public open space recreational purposes. To manage public lands, BLM prepares land-use plans, also known as Resource Management Plans to keep the land healthy and productive.

Several master planned residential communities have been proposed and developed within the Town of Snowflake. The future land use map provides ample space and areas in which similar communities could develop and grow while creating a cohesive land use pattern in which there are appropriate land use transitions and commercial and employment opportunities for residents to work and open space and trails nearby to recreate.

Several areas in Town are prime for residential master planned communities along 7th St/ Tharp Road, Centennial Boulevard, Old Woodruff Road and along Highway 77 north of Town. The General Plan Update Town survey results provided insight into a need for a variety of housing types in Snowflake. This land use plan hopes to provide further direction as to the various locations within Town where a variety of housing types (particularly affordable "starter" homes and rental units) should be encouraged.

Various commercial, mixed-use and employment land uses are also depicted on the future land use map to help create a more sustainable land use mix which can be supported by local residents to strengthen the economic and consumer base in the Town. These areas are designed to provide convenient shopping, services and employment within Town to support the residents. Growth areas identified the Growth Area Element provide specific areas of Town which are encouraged to provide the necessary growth for the Town and may provide further economic benefits to the Town or developers in which to provide new developments or locations in which increased density and intensity is most warranted.

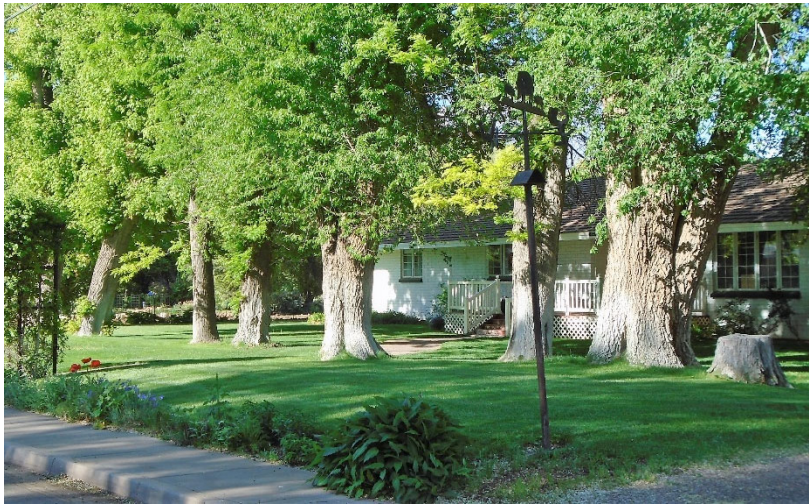
Land use categories included in the Future Land Use Map are defined herein. Each land use category further defines the vision formulated during the public outreach process, supports the goals and policies of the General Plan and takes into consideration the land ownership and physical opportunities and challenges impacting the different areas within the Town.

The Rural Ranch land use category includes areas that are a minimum lot size of approximately 5-acres or more and provide a rural agricultural use with large open space areas with up to one residential dwelling unit. Rural Agriculture supports the following uses: agriculture, grazing, and very low density single-family residential development that maintains a rural character typified by 5-acre or larger lots, ranches and custom homes. Rural commercial, hospitality/lodging, and service uses that support local food production are also allowed. *Zoning Districts may include but are not limited to: AG and R-2.*

The Low Density Residential (1-2 du/acre) land use category includes residential areas that allow up to 2 dwelling units per acre of land density. The intent is to provide a rural lifestyle with transition to nearby suburban development as density increases from the rural communities to the more intense development communities and land uses. This land category allows low density residential development with transitional elements that protect the character of lower-density established residential areas. *Zoning Districts may include but are not limited to: AG, R-1, R-21, R-2 and PAD.*



The Medium Density Residential (2-8 du/acre) land use category supports a variety of housing options for different income ranges and life stages. The Medium Density Residential land category is most typical for suburban residential communities and masterplan communities. This land use density requires more amenities and connections such as sidewalks, improved roadways, amenities and landscaping and utility connections. Additionally small neighborhood commercial areas under are expected where residents can enjoy safe, convenient access to goods and services, including but not limited to: grocery stores, schools, small local businesses, parks and open space. *Zoning Districts may include but are not limited to: R-21, R-8, R-10, R-45, RT and PAD.*



The Medium High Residential (8.0 + du/acre) land use category allows medium and higher density residential development with transitional elements that protect the character of nearby established residential areas while and supporting connectivity and active lifestyles with close access to employment and commercial areas. This land use provides areas for townhomes, condominiums and attached single family products, as well as apartments and mixed-use developments which include a mix of commercial and employment activities in close relationship to the residential uses. A full range of urban services and infrastructure is required, including an adequate street network. ex: condos, apartments, townhomes, cluster homes, etc. *Zoning Districts may include but are not limited to: MF, RT and PAD*



The Commercial land use category provides locations for preferred commercial activities including, neighborhood, community and regional commercial centers as well as retail service, repair, tourism and office commercial uses as further detailed in the Town of Snowflake Zoning Ordinance. *Zoning Districts may include but are not limited to: GC and PAD.*



The Industrial/ Employment land use category supports areas for industrial and employment developments including but not limited to: manufacturing, warehousing and distribution, business park, office and similar uses. Additionally, this land use supports industrial mining operations and sand and gravel extraction sites pursuant to ARS 9-461.05, C.1.g which may be zoned appropriately to the Code by Town Council for such uses. This district is sought to help provide economic development opportunities in the Town for job growth and expansion. *Districts may include but are not limited to: LI, HI, PSP and PAD.*



The Open Space/ Conservation/ Recreation land use category includes local community parks and spaces throughout the Town of Snowflake which may provide valuable natural features that are supported by the community for open space, recreation and preservation. Neighborhood and pocket parks will be incorporated as neighborhoods develop and are not required to be designated within this land use category. Town and Regional parks are encouraged to be integrated into the existing Cottonwood Wash and Silver Creek for nearby hiking areas and regional trails. Private land or State Trust land is entitled to have a maximum residential density of 1 du/acre if located within this category.

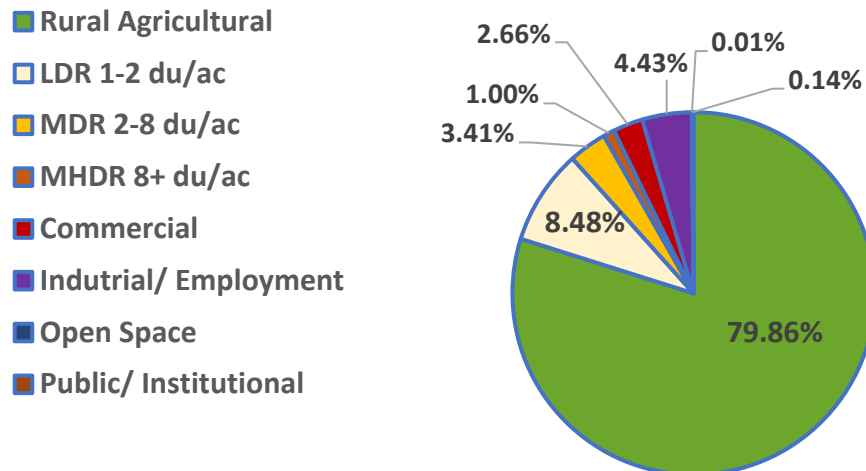
This land use designation includes large public and quasi-public buildings and facilities that require significant space such as: public buildings, municipal airports, landfills, solid waste transfer stations, wastewater facilities, water campuses, and other public buildings. Future public buildings and facilities are permitted in all land uses and therefore are not delineated in the future land use map. This designation *Districts may include but are not limited to: PSP*

Land under federal, state or other jurisdictions such as: Arizona State Land, BLM or similar.



The future land uses categories identified in this General Plan include 79.9% Rural Agricultural, 12.89% Residential, 2.6% Commercial, 4.43% Employment/ Industrial, .01% Open Space/ Recreational and 0.15% Public/ Institutional uses. There is such a high number of rural agriculture shown in the area as it is encompassed within the Town Planning Area and also is located outside the existing Town limits. Much of this land is State Trust Land and BLM land as depicted on the land use map as shown by the overlay.

Proposed Planning Area Land Use Percentages



Goal 1: Plan for infrastructure demand before development to entice development in specific locations.

Policy 1: Annually review and update the Capital Improvement Program (CIP) to determine Town needs for future growth and maintenance.

Policy 2: Update the Town Zoning Ordinance and development fee schedule to encourage desired development types and quality.

Goal 2: Promote master planning and comprehensive development submittals for all Town departments to review and comment for future impacts of the project to the community by addressing water, sewer, traffic, hydrology, and site planning.

Policy 1: Provide adequate buffers, density/intensity transitions, and landscaping between conflicting land uses.

Policy 2: Work with applicant and developers to place appropriate density and transitions shown on the land use map to better focus density and intensity where appropriate and to better plan for infrastructure improvements.

Goal 1: Provide a balance of land uses necessary to achieve a high quality of life for residents and successful long-term viability of the Town.

Policy 1: Provide land uses within each growth and planning area that support economic development goals and efficient use of infrastructure and services to achieve long-term economic viability.

Policy 2: Support retail, restaurants, and entertainment uses that attract locals and visitors to help strengthen the local economic base and grow entertainment areas.

Policy 3: Encourage all new development within the Medium and Medium-High Density categories on the General Plan Land Use Map to encourage connectivity to open space, trails and close proximity to arterial roadways.

Goal 2: Establish character areas for specific areas of the Town in order to maintain a specific appearance and community theme.

Policy 1: Create design criteria, applying only to only non-residential uses should be developed by the Town to ensure a common appearance and design quality for the Town.

Policy 2: Strengthen the Historic District image and adopt design theming for buildings, signage, landscaping and hardscape elements to unify the area.

Goal 3: Establish design guidelines for residential development within the Town in order to maintain a high quality and character for the Town.

Policy 1: Utilize the PAD as an implementation tool that supports flexibility, creativity, quality development and ensures land use compatibility.

Goal 4: Improve the aesthetic quality of neighborhoods through beautification programs and code enforcement.

Policy 1: Enforce zoning violations to prevent further deterioration of housing stock.

Policy 2: Create and encourage a Town Beautification Program.

Goal 1: Adopt a compatible mix of land uses that support the specific needs of each growth and planning area.

Policy 1: Focus on maintaining a healthy jobs to housing ratio as rezoning and development cases are evaluated.

Policy 2: Provide a diversity of quality housing types for a variety of demographics and income levels to support the growing population.

Policy 3: Provide a variety of commercial and employment opportunities for local and regional residents.

Policy 4: Ensure that new residential development includes a mix of housing types to support the local public employees such as: Police, fire, teachers and Town employees so they may live in the community they work.

Goal 1: Encourage revenue producing businesses with well-paying jobs by partnering with the local College to increase employee skill base and attracting high wage jobs.

Policy 1: Allow agriculture, local food production, grazing, recreation and very low density single-family residential development typified by acre lots, ranches and custom homes on areas designated Rural Agriculture on the Future Land Use Map.

Policy 2: Protect aggregate resources and industrial employment facilities through land use transition to mitigate incompatible uses.

Goal 2: Expand Economic Development Department reach to bring in new and quality developments.

Policy 1: Form a public-private consortium (i.e., Town government, financial institutions, civic groups) to establish a framework for assisting local business and attracting outside investment.

Goal 3: Review public facilities' future expansion needs with land use availability, resident needs and development impacts to develop a long-range public facilities plan.

Policy 1: Allocate land for the relocation of outdated public facilities to open opportunities for creating community complexes.

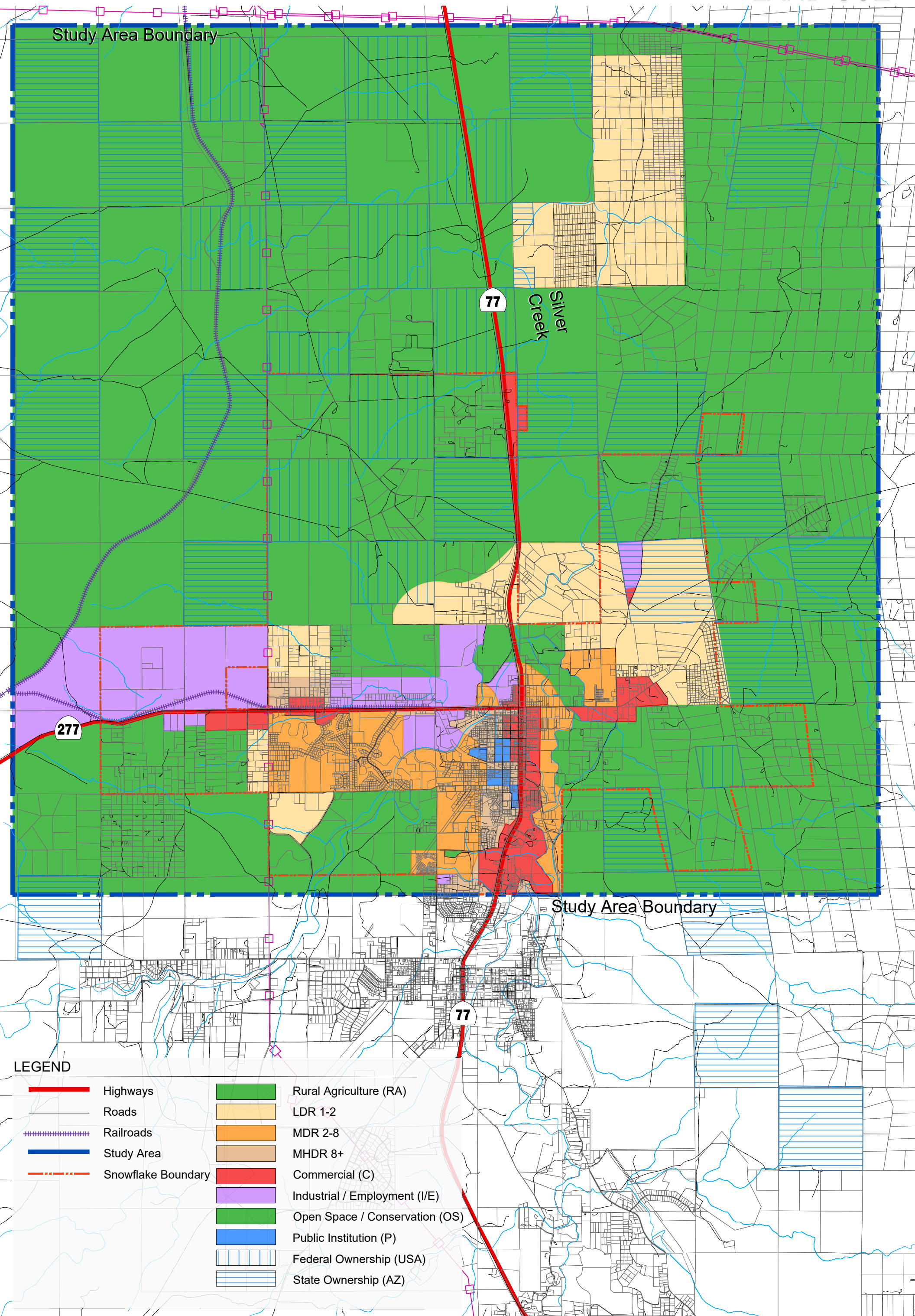
Policy 2: Require new development to allocate land to support the recreation and park needs of its residents or to provide in lieu fees for such purpose.

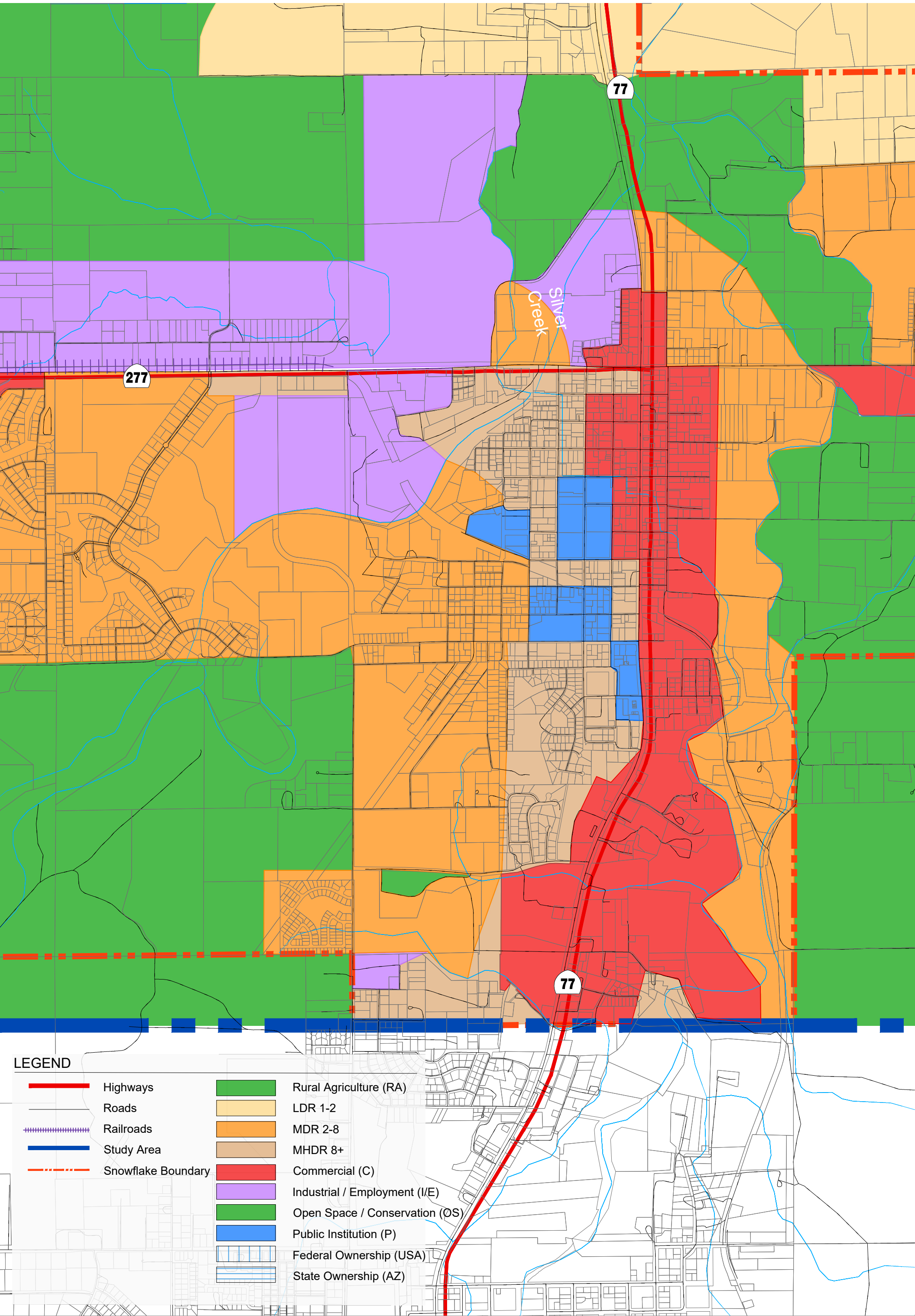
Policy 3: Inventory public buildings and facilities in need of upgrade, expansion or relocation to ensure sufficient lands and funding for the provision of public services.

Policy 4: Encourage the construction of developer financed public parks in conjunction with high density residential developments by providing infrastructure, and/or joint development agreements.



Land Use Implementation Strategies		
Goal	Strategy	Responsibility
Strategic Organized Growth	Review and update the CIP and place plan priority	Public Works and Town Manager
Strategic Organized Growth	Require comprehensive department reviews for all project submittals	Planning Department
Maintain High Quality of Life	Update zoning standards to support a mix of land use densities and types to support a range of demographics and lifestyles.	Planning Department
Maintain High Quality of Life	Establish Character areas around Town with design themes	Planning Department
Maintain High Quality of Life	Update residential design guidelines for new developments	Planning Department
Maintain High Quality of Life	Create and implement a beautification program with code enforcement	Code Enforcement and Public Works
Diverse Land Use Mix	Ensure there is a mix of housing stock types to support housing for various levels of life stage and family type.	Planning Department
Economic Base	Protect agricultural and industrial mining and similar operations which support the Town economic base.	Planning Department and Town Council
Economic Base	Form a public-private consortium to establish a framework for assisting local businesses with outside investment.	Town Manager and Town Council
Economic Base	Allocate land for the relocation or expansion of outdate public facilities buildings to create community complexes.	Town Manager and Town Council





LEGEND

- Highways
- Roads
- Railroads
- Study Area
- Snowflake Boundary
- Rural Agriculture (RA)
- LDR 1-2
- MDR 2-8
- MHDR 8+
- Commercial (C)
- Industrial / Employment (I/E)
- Open Space / Conservation (OS)
- Public Institution (P)
- Federal Ownership (USA)
- State Ownership (AZ)



Growth Areas Element

The Growth Area Element is an essential element because it acknowledges areas that are best fitting for new development and expansion for the Town. Having a plan for growth is necessary in that it provides a healthy and vibrant community that can bring countless opportunities to the Town of Snowflake and guides Town staff and decision makers. Growth areas focus on pinpointing appropriate areas for infrastructure expansion and or improvements as well as annexations and expansion of high intensity land uses to help recognize the Town's needs and long-term possibilities.

The intent is to integrate new development seamlessly while focusing growth or revitalization within selected Town locations to stimulate new economic activity, enhance sales tax generation and support healthy growth and employment opportunities. While the Growth Areas Element defines specific targeted planning areas for growth and redevelopment, the Land Use Element provides the specific policy direction for the land use development within those defined growth areas.

Growth Areas are not intended to be restrictive, and development may be proposed and approved regardless of being within or not within a growth area designation. Additionally, a growth area designation should not be the sole determinant in land use decision making, but rather intended to inform and balance the general plan elements against other economic and community factors.

Until recently, the Town of Snowflake has developed the majority of its growth in the area focusing along Main Street. This area encompasses a 20-block area which consists of both commercial and residential buildings. However recently in the past 10 years, more developed has focused outside of this area along the western portions of Town where there is more land available and greater room for growth.

As the Town of Snowflake continues to grow, the need to plan and focus on the development of growth areas is crucial. Four (4) distinct growth areas are recognized within the Town of Snowflake to assist the Town's managed growth in a thoughtful, comprehensive and fiscally responsible manner. These planning areas are divided into two growth types: Growth Planning Areas and Redevelopment/ Infill Planning Areas. These areas are defined below and identified in the Growth Areas map included in this element.

1. **Growth Planning Areas:**

- a. **Northwest Employment Growth Area:** Includes developable land outside of the Town of Snowflake corporate boundary located at along State Route 77 and the Apache Railroad line, this area is prime for employment industrial and economic growth with wide open spaces, high powered utility lines and easy access to Hwy 277.
- b. **Southwest Highway 277 Growth Area:** The area is also located along HWY 277 and is poised to offer more support services to the high intensity employment and industrial uses poised to the north along the railroad and utility corridors. This growth area may encompass new residential and more local office and commercial development to provide services and employees to the new industrial and warehouse developments incoming to Snowflake.

2. **Redevelopment/ Infill Planning Areas:** Areas of the built environment in need of revitalization or infill development.

- a. **Town Center Revitalization Area:** With several properties listed in the National Registry of Historic places and many more others recognized by the Town, this area is the heart of Snowflake with its historic homes, proximity to schools and commercial uses. Being located along Highway 77, this area offers opportunities for historic preservation and the establishment of a revenue-generating mixed-use that includes retail, hospitality/ bed and breakfasts, food service, and residential development. Most properties within this area are privately-owned and reinvestment into properties and this area is highly encouraged and infill and redevelopment Town incentives are proposed as potential opportunities.
- b. **Town Core Revitalization Area:** Includes developable land just inside the Town of Snowflake corporate boundary located in the southern part of Town along Highway 77 just north of the Town of Taylor. This area has direct Highway access and has high visibility along this roadway between the two Towns. With the addition of more internal circulation off of the Highway, this area can become a unique and fun attractive Town Core with high economic development possibilities to develop with office and entertainment uses and some mixed use with high density housing or apartments. This is envisioned as a hotspot of activity which further spurs surrounding development, redevelopment and investment in the Town.

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Goal 1: Adopt an annexation strategy that supports the Town's growth and infrastructure needs.

Policy 1: Adopt and periodically update the Town's annexation policy that prioritizes the annexation of land in growth areas with all applicable Arizona Revised Statutes.

Policy 2: Ensure the General Plan is engaged throughout the review processes within the works with the Town's Public Works, Parks and Recreation, Planning and Zoning and other similar departments.

Policy 3: Make it a Town priority to pursue and process annexations that such annexations:

- a. Provide strategic expansion of the Town for infrastructure for circulation and water resources;
- b. Encourage the economic growth of the Town to expand beneficial business and housing opportunities.
- c. Support the future fiscal viability of the Town of Snowflake.

Goal 2: Direct development into identified growths areas

Policy 1: Offer incentives for new and redevelopment projects in the Growth Areas.

Policy 2: Promote the development of a high intensity employment along State Route 277.

Policy 3: Provide a blend of land uses appropriate to each growth area which involve diverse housing types and densities, employment opportunities and access to retail and the commercial center.

Goal 3: Manage growth with coordinated infrastructure to achieve efficient and orderly growth.

Policy 1: Support the improvements to properties where infrastructure is close by and will further optimize existing Town facilities.

Policy 2: Coordinate public and private investments within growth areas through the establishment of public/private partnerships and/ or development agreements.

Goal 4: Manage growth to achieve an efficient, organized and sustainable community.

- Policy 1: Encourage master planned communities to reduce automobile trips by encouraging walking, biking and other alternatives ways of transportation.
- Policy 2: Promote development within Growth Areas where resources and infrastructure are already in place or can be reasonably extended.
- Policy 3: Require public right-of-way dedication for every new development to the maximum proposed right-of-way.
- Policy 4: Require developers to either fully improve the sites infrastructure or deposit cash-in-lieu to the Town's infrastructure Capital Improvement Program (CIP) fund.
- Policy 5: Require public right-of-way dedication for every new development to the maximum proposed right-of-way.
- Policy 6: Update the development fee schedule and adjust to provide fee incentives to growth and infill areas.

Sense of Place

Goal 1: Support development that reflects the community history and identity of Snowflake through theming and design.

- Policy 1: Development and redevelopment within designated growth and redevelopment planning areas must:
 - a. Reflect the scale of the respective area;
 - b. Reflect Snowflake's character and sense of place;
 - c. Provide a unifying design theme for the community as be in line with the surrounding developments.
- Policy 2: Adopt new ordinances which promote open space and community facilities (eg. trails, open space) to provide a destination for new growth areas.

Infill and Redevelopment

Goal 1: Improve the quality of life of Snowflake's residents through revitalization efforts.

- Policy 1: Ensure that infill development:
 - a. Strengthens existing neighborhoods;
 - b. Fills a need of housing types;
 - c. Supports higher-densities/intensities compatible with adjacent development.
- Policy 2: Support efforts to identify and secure funding for redevelopment and revitalization for existing home and business owners to keep people in Snowflake.

Policy 3: Support repurposing vacant, abandoned or under-utilized properties and buildings to spur private owner improvements.

Policy 4: Identify areas or financial programs to encourage affordable revitalization and redevelopment for residents through Town programs.

Policy 5: Encourage public parks, plazas and shaded areas where communities connect to provide places for increased community activity and interaction.

Goal 2: Develop and adopt effective infill, redevelopment and revitalization strategies.

Policy 1: Support the public-private partnerships needed to accelerate redevelopment and revitalization efforts.

Policy 2: Encourage the placement of affordable housing in mixed-use development areas for better integration and to avoid defined areas of blight.

Growth Areas

Goal 1: Create a masterplan for State Route 277 as an economic development corridor for new opportunities for job growth, housing, commerce and services.

Policy 1: Encourage a mix of compatible land uses along the 277 Corridor that:

- a. Includes employment, services, local businesses, commercial, and hospitality;
- b. Support a transportation network that connects to the existing Town Center;
- c. Encourages new and larger employment opportunities for the Town.

Policy 2: Provides a unified theme which provides a sense of arrival into the Town that emphasis economic prosperity and support for businesses.

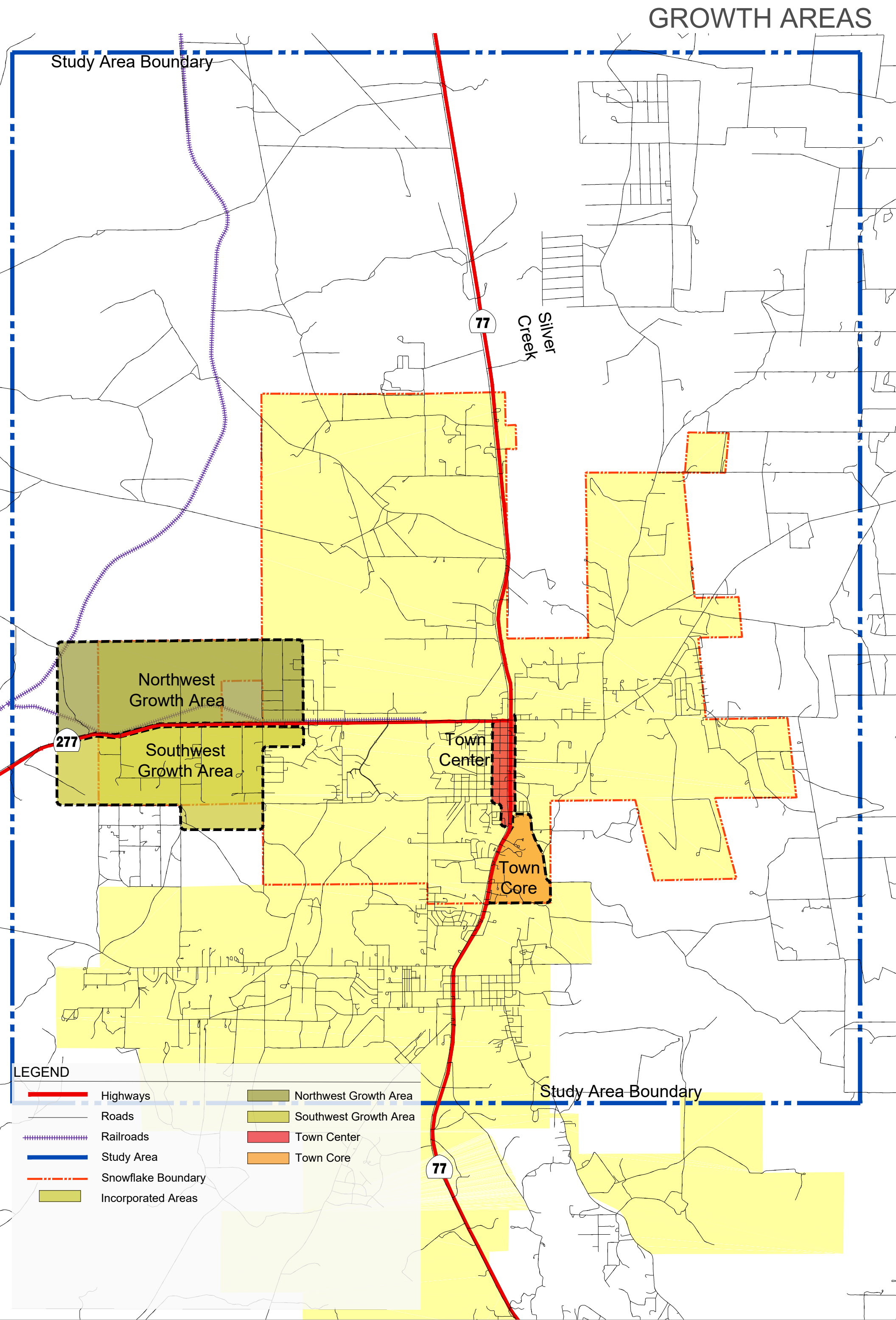
Goal 2: Determine long term potential circulation patterns which encourage new growth and ensure transportation routes are able to serve new and redeveloping areas of Town.

Policy 1: Prepare a transportation study for the future potential arterial and collectors.



Cottonwood River Corridor

Growth Areas Implementation Strategies		
Goal	Strategy	Responsibility
Growth Management	Update the Town's Capital Improvement Plan (CIP) to account for proposed growth areas in infrastructure.	Public Works
Growth Management	Encourage regulatory practices that facilitate, encourage, and support Growth while eliminating regulatory barriers that increase the costs of Smart Growth.	Town Manager/ Town Council
Growth Management	Add flexibility to the zoning and development code to encourage creative development and attract new types of development and businesses.	Planning & Building Department
Growth Management	Identify existing barriers and opportunities to attract and sustain public and private investment in the growth areas.	Town Manager
Sense of Place	Create Design Standards for the AZ State Route 277 Highway Corridor which provide business signage opportunities while provide key theming for the Town.	Planning & Building Department
Infill and Redevelopment	Maintain proactive code enforcement in the Town to ensure quality and offer assistance where possible.	Code Enforcement
Infill and Redevelopment	Identify and utilize available targeted federal, state and other non-traditional funding sources for redevelopment, infill and rehabilitation of structures.	Town Manager/ Building Department
Infill and Redevelopment	Facilitate acquisition of underutilized properties in key areas of Town for redevelopment.	Town Manager and Town Council
Infill and Redevelopment	Create opportunities, awareness of and incentives for low-income residents to improve existing structures to maintain quality of life standards.	Building Department
Growth Areas	Actively recruit builders and developers to locate in infill and underutilized areas of Snowflake.	Economic Development/ Town Manager
Growth Areas	Incentivize infill development by streamlining the development review process with reduced processing fees and times.	Building Department/ Town Manager
Growth Areas	Supports incentives targeted at restoring and expanding vibrancy to Snowflakes more urban areas and core historic areas as an engine for job growth and economic vitality.	Planning Department





Circulation Element

The Town of Snowflake desires to provide an efficient, cost-effective, integrated, accessible, environmentally sensitive, and safe countywide multi-modal system that addresses existing and future roadway networks, as well as promotes transit, bikeways, and pedestrian travel. The system must meet the needs of local residents and visitors, as well as regionally generated traffic, which provides a considerable contribution to the daily use on the state routes within the Town of Snowflake.

Efficient transportation and circulation throughout the Town of Snowflake is a vital component to success. It can often be a deciding factor in what makes a Town desirable for residents, visitors and business. This General Plan focuses on strategies to construct a comprehensive transportation network for the efficient movement of people, goods, and services throughout the area. This includes guidance on the planning of infrastructure components such as roads, transit, freight and rail.

Arizona Revised Statutes (ARS §9-461.05.C.2) requires that the General Plan to provide a transportation circulation element consisting of the general location and extent of existing and proposed freeways,

arterials and collector streets, bicycle routes and any other modes of transportation as may be appropriate, all correlated with the land use element of the plan.

The circulation element within the General Plan examines the transportation network within the Town of Snowflake, the southern boundary of the neighboring community of Taylor, and on the northern, eastern and western boundaries within Navajo County. It establishes policies intended to help accomplish local objectives related to transportation. This transportation circulation element provides a conceptual framework to meet the projected transportation needs of the community; and a Street Classification Map that describes existing streets and indicates, in general, future corridors contemplated, including those prepared by Navajo County and Arizona Department of Transportation (ADOT). It also includes a discussion of the key issues facing the community and related goals and objectives within transportation. Related goals and objectives act as guidelines for Town Staff, the Planning and Zoning Commission and City Council when programming transportation improvements.

Regional Connectivity

The Town of Snowflake is connected to the Arizona's Interstate network via two state routes, State Route 77 (SR77) and State Route 277 (SR277) that provide access to residents and visitors. SR 77, known as Main Street within the community, is generally a north-south highway that connects Show Low to Holbrook and Interstate 40 (I40) within the vicinity of the Town of Snowflake. SR277 provides a regional link west from Snowflake to Payson (via State Route 260). SR77 and SR277 are owned, operated, and maintained by Arizona Department of Transportation (ADOT).

The Navajo County roadways provide regional access within the area. Paper Mill Road, Trebil Road and Freeman Hollow Road provide regional access to the western portions of Snowflake, while Concho Highway and Old Woodruff Road provide access to the east and north.

Functional Classification

Functional classification is the process by which streets and highways are grouped into classes or systems according to the character of service they are intended to provide. Most travel involves movement through a network of roads of varying scale and intensity. It becomes necessary then to determine how this travel can be channelized within the network in a logical and efficient manner.

The roles and standards for each type of roadway are established in order to plan an efficient and effective system. Most travel involves movement through a network of roads of varying functional classification. Functional classification denotes the relationship of mobility, access, and trip length. Within the Town of Snowflake, the backbone of the Town's transportation system generally consists of a grid system. Principal arterial, arterial, collector and local streets work together in a hierarchical system to distribute the traffic from the State and County Routes to local businesses, schools, and residences. Roads are classified according to generally accepted design and traffic characteristics. Federal Highway Administration provides a guide to roadway classification. The functional classification system categorizes roads by how they perform in regard to providing mobility and accessibility.

Based on the Federal Highway Administration (FHWA) classification for "Small Urban" areas (5,000+ population,) roadways in Snowflake have been categorized with the following classifications:

Principal Arterials - Provide the highest level of service at the greatest speed for the longest uninterrupted distance; carries the major portion of trips entering and leaving the city; provide routes through the city; has some degree of access control. Principal Arterial streets are the major arteries carrying traffic within and through the city and region. The location of new driveways is often regulated by access management planning so as to ensure smooth, safe traffic flow. SR77 and SR277 are classified as the principal arterials within Snowflake.

Arterials - Serve to accommodate moderate to longer trips within the community; provide routes through the city; and serve to provide access to sub-areas within the city. Arterial streets can provide access management. Arterials are higher capacity roadways that carry traffic between areas of residential, employment, retail and commercial land uses. Arterial streets provide limited direct access to abutting land uses.

Collectors - Provide a less highly developed level of service at a lower speed for moderate distances by collecting traffic from local roads and providing access to major land uses and to arterials. Collector streets are designed to carry moderate traffic volumes for limited distances. Collectors receive traffic from local streets and distribute it to arterials. Such streets provide access to existing major developments, as well as traffic circulation within commercial areas, industrial areas, and residential neighborhoods. Direct access to new residential or commercial lots is discouraged. Instead access from collectors should be channeled to local street systems or shared driveways with internal drive aisles or secondary access routes. Collector streets provide multiple routes to diffuse automobile traffic and provide better accessibility for non-motorized traffic.

Local Streets - Consist of all roads not defined as arterials or collectors; primarily provides direct access to properties; not intended for through traffic. Local streets primarily serve to provide direct access to abutting properties and to provide access to the higher order roadways within the system. Local streets carry low volumes of vehicle traffic traveling at lower speeds. The majority of streets in Snowflake are classified as local streets.

Level of Service

Level of service (LOS) is a qualitative measure of a roadway's effectiveness at handling traffic. LOS ranges from A to F, where LOS A represents free flow conditions and LOS F represents a congested, unstable flow and is defined as overcapacity. The vehicle capacity of a roadway can be defined as "the maximum number of vehicles that can pass a given point during a specified period under prevailing roadway, traffic, and control conditions" (Highway Capacity Manual 2010, Transportation Research Board). The ratio of the volume on a road segment compared to the traffic capacity of the segment is known as the volume to capacity or v/c ratio. The level of service definitions and related v/c ratios are presented. LOS D or better is considered the desirable level of service. However, in certain parts of Snowflake like the Historic District, a lower level of service, LOS C should be provided because of lower speeds and higher pedestrian activity. Table XX presents the LOS definitions and volume to capacity ratio for the roadway LOS.

Table 1 - LOS Definitions and V/C Ratios for Roadway Segments

LOS	Definition	V/C Ratio Range
A	Free flow conditions; virtually no delay	0.0 to 0.50
B	In the range of stable flow, but the presence of other users in the traffic stream begins to be noticeable.	0.51 to 0.60
C	Still in the range of stable flow, but marks the beginning of the range in which the operation of individual users becomes significantly affected by others	0.61 to 0.70
D	High-density but still stable flow. Speed and freedom to maneuver are severely restricted, and the driver or pedestrian experiences a generally poor level of comfort and convenience	0.71 to 0.85
E	Represents operating conditions at or near the capacity level. All speeds are reduced to a low but relatively uniform value	0.86 to 1.00
F	Traffic stream is defined as forced or breakdown flow. This condition exists wherever the amount of traffic approaching a point exceeds the amount which can traverse the point	>1.00

Source: Highway Capacity Manual 2010. Transportation Research Board

As a general guide, the thresholds for level of service based on the average traffic volumes along each classification of roadway are shown in Table 2.

Table 2: General Traffic Volume Thresholds by LOS

Roadway Classification	Design Attributes	General Traffic Volume Thresholds by LOS				
		A	B	C	D	E
Principal Arterial	4 lanes divided	25,200	29,400	33,600	37,800	42,000
Arterial	4 lanes divided	15,840	18,480	21,120	23,760	26,400
	4 lanes	13,200	15,400	17,600	19,800	22,000
	2 lanes divided	5,520	6,440	7,360	8,280	9,200
	2 lanes	4,800	5,600	6,400	7,200	8,000
Collector	2 lanes divided	4,800	5,600	6,400	7,200	8,000
	2 lanes	3,600	4,200	4,800	5,400	6,000
Local	2 lanes	-	-	1,000	-	1,600

Truck Routes

The designation of truck routes is intended to route truck traffic to those streets where they would cause the least amount of neighborhood intrusion and where noise and other impacts would not be considered nuisances. Wide roadways providing access to the state routes are the most likely candidates for truck route designation. The designated truck routes should be identified as the principal arterials and arterials within the community. The designation of truck routes does not prevent trucks from using other roadways or streets to make deliveries and the like.

Transportation Issue Identification

Transportation planning looks toward all transportation modes and takes into consideration quality of life, economic development and the environment. As such the transportation planning process is a cycle that involves several steps.

1. Identifying problems and issues
2. Performing technical analyses
3. Developing a multimodal plan
4. Monitoring the traffic conditions
5. Updating the plan

Therefore, as the first step, the following general key issues related to transportation in Snowflake, which are instrumental to developing the goals and objectives are summarized below:

- Improve the existing street network while maintaining the existing rural lifestyle
- Pave roads as is necessary
- Provide more regional connectivity
- Reduce traffic congestion on the State Highways
- Improve alternative transportation infrastructure
- Increase pedestrian and bicycle safety through non-motorized circulation including walking paths

Goal 1: Establish a future circulation plan that provides for future roadway expansions and improvements to accommodate existing and future Town growth and development needs for motorized and non-motorized modes of transportation.

Policy1: Regularly review levels of service on the roadways using traffic counts and capacity values as the measure to ensure traffic volumes are appropriate and do not deter or interfere with commutes to or within the Town.

Policy 2: Define and recommend right of way needs by functionally classified roadways.

Policy 3: Work to provide multiple roadway corridors (arterials) to get around Town in addition to SR 77 and SR 277 that will improve connectivity and circulation.

Policy 4: Review the potential for bus routes between Snowflake and Taylor to improve cross commuting and increase ridership and accessibility for workers and residents.

Policy 5: Plan for a North/ South corridor to connect SR 277 to Paper Mill Road.

Goal 2: Establish more areas along SR 77 for accessible parking for visitors and tourists.

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Policy 1: Work with property owners to establish parking areas for those who may be able to park and also utilize the pedestrian trails.

Goal 3: Support Road extensions to provide uninterrupted and consistent routes to improve connectivity within the Town and its designated growth areas.

Policy 1: Require traffic impact studies as part of the development approval process at the discretion of the City Engineer,

Policy 2: Restrict development that would block the continuous extension of north/south or east/west arterial roadways as proposed on the circulation map.

Policy 3: Support right of way acquisition along identified arterial and collector roadways.

Policy 4: Require new development and redevelopment to reserve right of way for future street extensions and connectivity to multiuse trails

Goal 1: Develop a Master Street and Circulation Plan that provides design standards, projected phasing and Level of Service (LOS) circulation goals for the Town of Snowflake future growth.

Policy1: Manage growth to support the efficient and logical expansion of roadway infrastructure by direct development to identified growth and planning areas where infrastructure is planned or in place to promote efficient growth.

Policy 2: Coordinate public and private investments in infrastructure and services within growth and planning areas through efficient use of land and the establishment of public/private funding partnerships.

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

Policy 1: Tie General Plan directives to the Town's Capital Improvements Program and to Public Works, Parks and Recreation, and other public service providers efforts.

Goal 1: Provide full street improvements with adequate sidewalks and pedestrian crossings along the downtown core area, arterials, and along school routes.

Policy1: Develop a consistent and well-defined hierarchy of roads based on functional classification to improve mobility.

Policy 2: Identify, evaluate, and prioritize roadways that could be improved to enhance safety.

Town of Snowflake General Plan

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Policy 3: Review areas which may benefit from traffic calming measures without the Town to reduce speed levels and increase visibility for pedestrian interaction.

Policy 4: Coordinate regional transportation planning efforts with ADOT, NACOG, Navajo County and the Town of Taylor.

Goal 2: Maintain the Town of Snowflake roadway system in a state of good repair.

Policy 1: Prioritize roadway maintenance and consider improvements that are based on ongoing evaluation of roadway conditions.

Policy 2: Complete paving of unpaved streets within the Town.

Goal 3: Improve traffic safety and reduce crashes on Town roads.

Policy 1: Prioritize roadway safety projects based on ongoing evaluation of the crash statistics.

Policy 2: Manage roadway access points to improve safety and accessibility for all users.

Policy 3: Support additional efforts to enforce traffic laws to improve traffic safety and reduce crashes.

Policy 4: Identify high crash areas in need of signalization.

Goal 1: Establish a bicycle and pedestrian network that provides for the safe, convenient, and efficient movement of people throughout the Town of Snowflake.

Policy 1: Create a plan for a pedestrian network of trails and pathways which connect people to recreational and downtown areas of interest without having to utilize motorized vehicles.

Policy 2: Provide pedestrian level lighting along walking paths and sidewalks to ensure pedestrian safety.

Policy 32: Review safe routes to schools and public facilities such as the recreation center and the library to ensure families are able to get there safely.

Policy 4: Define downtown Snowflake as a bicycle and pedestrian friendly destination.

Circulation Element Strategies		
Goal	Strategy	Responsibility
Mobility and Connectivity	Establish a future circulation plan to be updated and reviewed every few years	Public Works/ Planning Departments
Mobility and Connectivity	Require future ROW reservations as new development comes in.	Public Works/ Planning Departments
Mobility & Connectivity	Acquire properties to establish parking for trail heads and trail connections for users.	Public Works/ Planning Departments
Mobility and Connectivity	Work on coordinated bus routes between Taylor and Snowflake	Public Works
Mobility and Connectivity	Plan for a North/ South corridor to connect SR 277 to Paper Mill Road.	Public Works
Growth Management	Support the transportation choice, mobility, and access to and from work, home, school, and services.	Planning Department/ Town Council
Growth Management	Develop a Master Street Plan	Public Works
Safe Routes	Identify roadways to be prioritized and improved	Public Works
Safe Routes	Complete paving of unpaved streets in Town	Public Works
Safe Routes	Identify areas for traffic calming measured within the Town to reduce speed and increase pedestrian visibility.	Public Works
Pedestrian Network	Develop a pedestrian pathway system for bikes, pedestrians and other non-vehicular modes for connecting residential areas to schools and recreation.	Public Works/ Planning Departments





Open Space Element

The Open Space Element is meant to highlight and encourage recreation programming and open space areas seen throughout the Town. As Town growth occurs, vacant or underutilized land becomes denser and intensifies the land use for more beneficial uses which in turn reduce the natural open space. The Open Space Element addresses the need to include open space and parks in those new development plans as individual projects local open space and regional recreation plans. Outdoor recreation areas should be planned and located throughout the Town. These would address both active (e.g., playing fields, trails) and passive (e.g., scenic viewsheds and picnic grounds) recreational needs. Scenic areas, as well as view corridors, counteract an overcrowded appearance of a downtown or high-density area.

Scenic vistas along the Silver Creek and Cottonwood Wash corridors, preserve a natural look for the Town as you travel along the roadways and transition to new sections of the Town. Utilizing natural barriers and encouraging views into the watersheds from new developments further engages the residents to utilize these areas and protect them and creates specific identities within the Town which create a unique sense of place which attracts residents and visitors.

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As the Town continues to grow, outdoor recreational opportunities should be spread out to serve residents, employees and visitors. A Parks and Recreation Plan should be updated and a needs analyses based on public input would represent a logical first step on areas to target within the Town to be most impactful. The plan should consider various open space types such as: additional playing fields, a community recreational center, larger and smaller community parks/ playgrounds, bike paths, sport courts, passive viewsheds at community entry points and hiking/ equestrian trails are among desirable future acquisitions. Additionally, a program for funding and ranking the most impactful additions to best accommodate the priority for these open space and recreational areas should be created.

Reserving locations for active or passive open space must be undertaken before homebuilding or other construction absorbs most, if not all, developable lands. Arizona State Trust Land at the community's edges is not regarded as potential open space. By law, ASLD parcels must be leased or sold to benefit Arizona's public schools and other trustees. BLM, as mentioned, requires property acquired from its managed holdings to stay in open, recreational uses. Private property may be acquired by purchase, dedication or donation.

Partnerships formed by local businesses, institutions, builders as well as community leadership and staff would be responsible for planning, fund-raising and maintenance. The Town of Snowflake cannot reasonably be expected to pay for substantial open space improvements, however, municipal incentives, seed money contributions and applications for available grant money would help to expedite acquiring open space.

Existing Open Space

The Town of Snowflake has several existing parks, trails and open space areas already. They vary from athletic and recreational to more passive open space areas. Existing open space areas are as follows in the table below:

Open Space / Recreation Sites				
	Address	Amenities	Acreage	Owned/ Maintained By
Snowflake High School	W. 1 st St. N-3 rd to 4 th	Baseball, Softball, Football, Soccer	16 acres	School District
Intermediate School	62 W. 2 nd St.	Soccer	5 acres	School District
Junior High School	1380 S. Main St.	Football, Baseball, Softball, Soccer	23 acres	School District
Rodeo Grounds	Rodeo Rd.	Bike Park	21 acres	Town of Snowflake
Swimming Pool	1 st South/ 3 rd West	Swimming	2 acres	
Tri-plex Ballfields	South Centennial	Softball	60 acres	Joint-use Agreement with Church
TOTAL			127 acres	

Existing public parks and recreational facilities in the Town's open space inventory are shown in the table below:

Town Parks				
	Address	Amenities	Acreage	Owned/ Maintained By
Pioneer Park	SR 277 / 5 th N	Racquetball, Sand Volleyball, Basketball, Playground and Picnic Facilities	5 acres	Town of Snowflake
Fredrickson Park	2 nd W/ 7 th St.	Picnic Facilities, Playground, Softball, Tennis	3 acres	Town of Snowflake
Little League Ball Field	2 nd W/ 6 th St.	Baseball, T-Ball and Soccer	2 acres	Town of Snowflake
Snowflake Municipal Golf Course	Cottonwood Wash/ SR 277	Golf	300 acres	Town of Snowflake
TOTAL			310 acres	

Future Parks

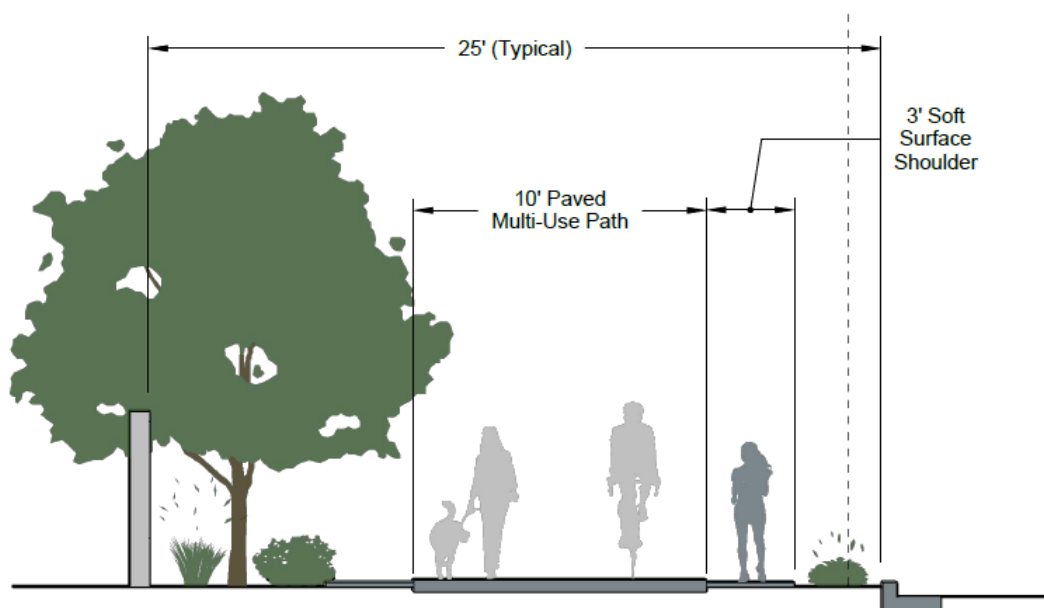
Parks for family and group activities needs to be added as the population grows. Using the National Recreation and Park Association 2020 standard, there should be 1 park for every 1,300 residents or twelve (12) acres per one thousand population. Currently Snowflake maintains 437 acres of parkland, however, 300 of those acres are within a municipal golf course of which not the entire population may utilize. The target 2021 acreage for parks and open spaces for the Town 2020 Censes population of 6,104 equates to a total suggested park total of 56.34 acres for parks and open space in 2021.

Future Trails

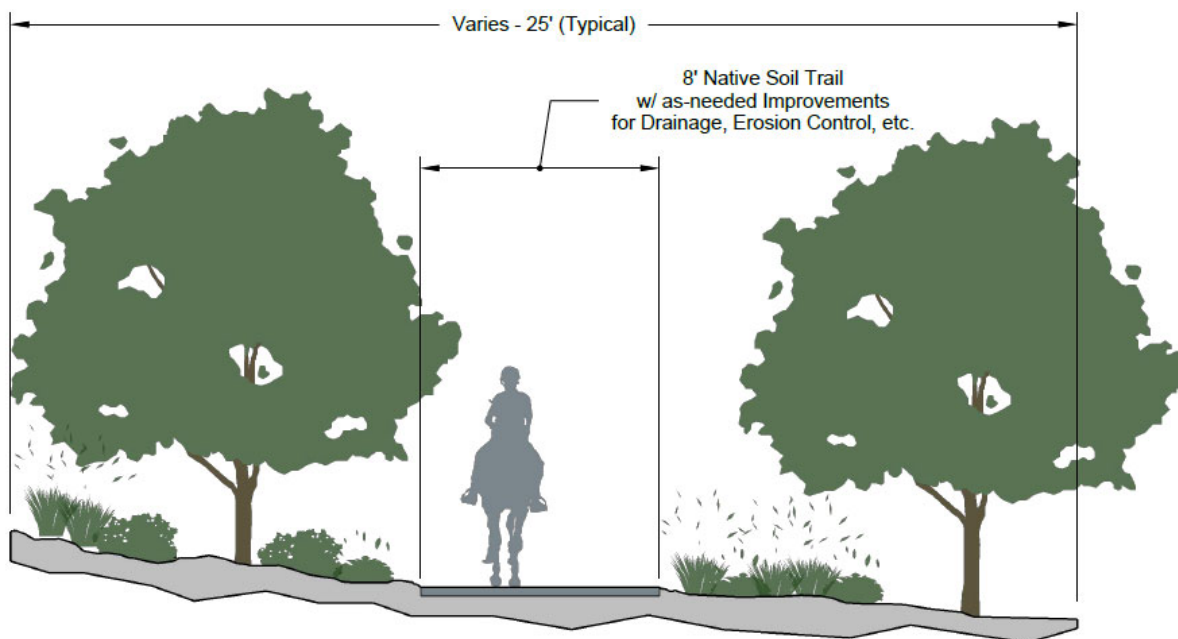
The average miles of trails for communities such as Snowflake with populations under 20,000 is for 11 miles of trails. Currently, the Town maintains trails scattered throughout the area which residents enjoy.



Below are draft trail cross sections to help determine future trail width requirements along the Future Open Space and Trails Map.



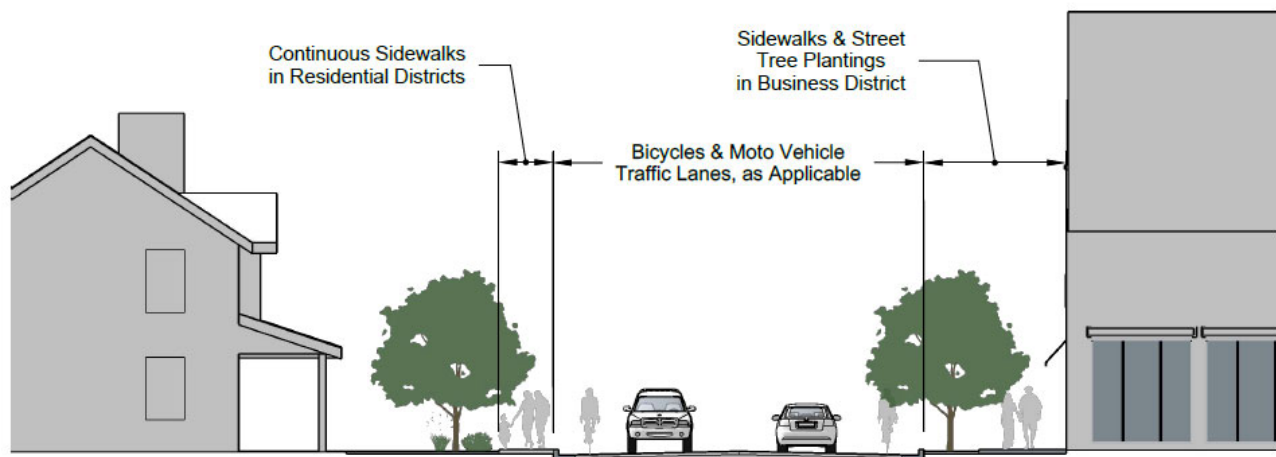
LOCAL TRAIL
Typical Cross-Section



RURAL / UNPAVED COMMUNITY TRAIL
Typical Cross-Section



WASH TRAIL
Typical Cross-Section



DOWNTOWN SEGMENT
Typical Cross-Section

Survey Responses

During the online public General Plan Survey, the Town respondents had an overwhelming response to the need for more open space and recreation areas. With 91% of the respondents saying they already utilized the open space and recreation areas of the Town, 72% felt that there was not currently enough public recreation available in the Town. 68% of the respondents felt that saving open space areas needed to be a priority and 62% overall stated they were willing to pay more in fees or taxes to acquire more Town owned open space and provide more recreational opportunities.

The current situation of the and uses in Town are limited for entertainment activities. As seen during this past pandemic, outdoor recreation becomes vital and important to residents when there are not many areas in Town to get entertainment. Trail riding, biking, fishing, hiking and more become very important to the residents and fill the void when entertainment may not be available in Town through restaurants, shows, or etc. Below is a graphic representing the types of outdoor recreational activities requested by residents in the survey.

Family indoor Bike paths place kids Mountain biking walking
 Batting cages large pool hiking fields rec center
 walking trails parks hiking trails trails Swimming pool
 biking big areas skate park sports Frisbee golf Swimming
 volleyball courts pickle ball courts paths Better courts S

BLM Land

BLM has some properties located within the Town Planning Area which have opportunities for development and recreation. BLM lands, the 120-acre site in particular, could be designed for camping, a small fishing lake and hiking trail/exercise trail as a large community park -- or, possibly, a regional park. The property is located on Old Woodruff Road in the Town's northeast quadrant. Application may be made to acquire BLM holdings from the Federal government. However, there is a restriction that the land may only be used for recreational purposes. Here, that condition would not be a problem. The large tract could support camping, equestrian and numerous other activities.

Cottonwood Wash

Areas along the Cottonwood Wash offer an opportunity for the establishment of an integrated parks, recreation, regional trail and open space system that supports trail linkages along its upper banks. While the area is prone to flooding, special thoughtful open space and parks which require minimal investment into the landscape could be utilized to reclaim those areas when not running during storms such as: picnic areas disc golf, archery ranges and riparian wildlife habitat educational areas. Trail heads nearby could be further enhanced to encourage activity and provide the additional recreational opportunities mentioned during many residents during the General Plan Survey responses. Turning unused watershed space into outdoor assets has been advocated by Snowflake residents in the past and continues to be in 2021.

Future Development

Town of Snowflake General Plan Policy Plan

Larger-scale new residential developments should provide ample recreational facilities to meet their future residents' needs and part of their requirement development plans. Open space features should also be designed into future commercial/employment sites and amenities for patrons and workers.

This open space element and the results of the General Plan survey demonstrate the need to further encourage the preservation and creation of open space and recreational opportunities for residents



Goal 1: : Balance Town growth with more parks and open space.

Policy1: Update the Parks and Recreation Master Plan.

Policy 2: Establish criteria the Town could utilize during development review to require open space requirements and types to be associated with projected future land uses development or redevelopments.

Policy 3: Utilize development agreements, in connection with open space requirements, to require new local neighborhood parks and community connections to be developed and funded by developers' "payments in lieu", impact fees or grants for new residential communities.

Watershed Recreation and Open Space

Goal 2: Plan for utilization of Town watershed areas around Cottonwood Wash and Silver Creek.

Policy 1: Utilize joint-use flood control planning to encourage recreational uses in and above the flood channel during dry periods.

Goal 3: Utilize Silver Creek and the Cottonwood Wash as a visual and recreational community asset.

Policy 1: Find funding mechanisms for the purchase of recreational sites or obtaining of easements along the upper Silver Creek and Cottonwood Wash to be utilized for open

space or recreational opportunities for public activities and enjoyment.

Policy 2: Develop low impactful uses along the watershed that be utilized for public enjoyment of upper Silver Creek and Cottonwood Wash such as picnic areas, an amphitheater, disc -golf and hiking trails.

Connect Open Spaces

Goal 4: Develop a Town-wide multi-purpose pathway plan.

Policy 1: A Town-wide system of multi-purpose pathway links should be created, utilizing currently-available rights-of-way where possible and future proposed connections to surrounding areas.

Policy 2: Utilize the Open Space and Land Use Map to obtain trail alignment corridors on new developments during the right-of-way dedications.

Goal 5: Encourage greenbelts in developed areas; require in new neighborhoods.

Policy 1: Create Greenbelt guidelines, code requirements and trade-off incentives should be articulated by the Town and considered for adoption. The Town may seek grants to assist in acquiring, improving and maintaining greenbelt tracts

Policy 2: Retrofitting greenbelts into older neighborhoods may be facilitated by acquiring easements from property owners (who would benefit by being adjacent to the amenity) or through use of excess public right-of-way width.

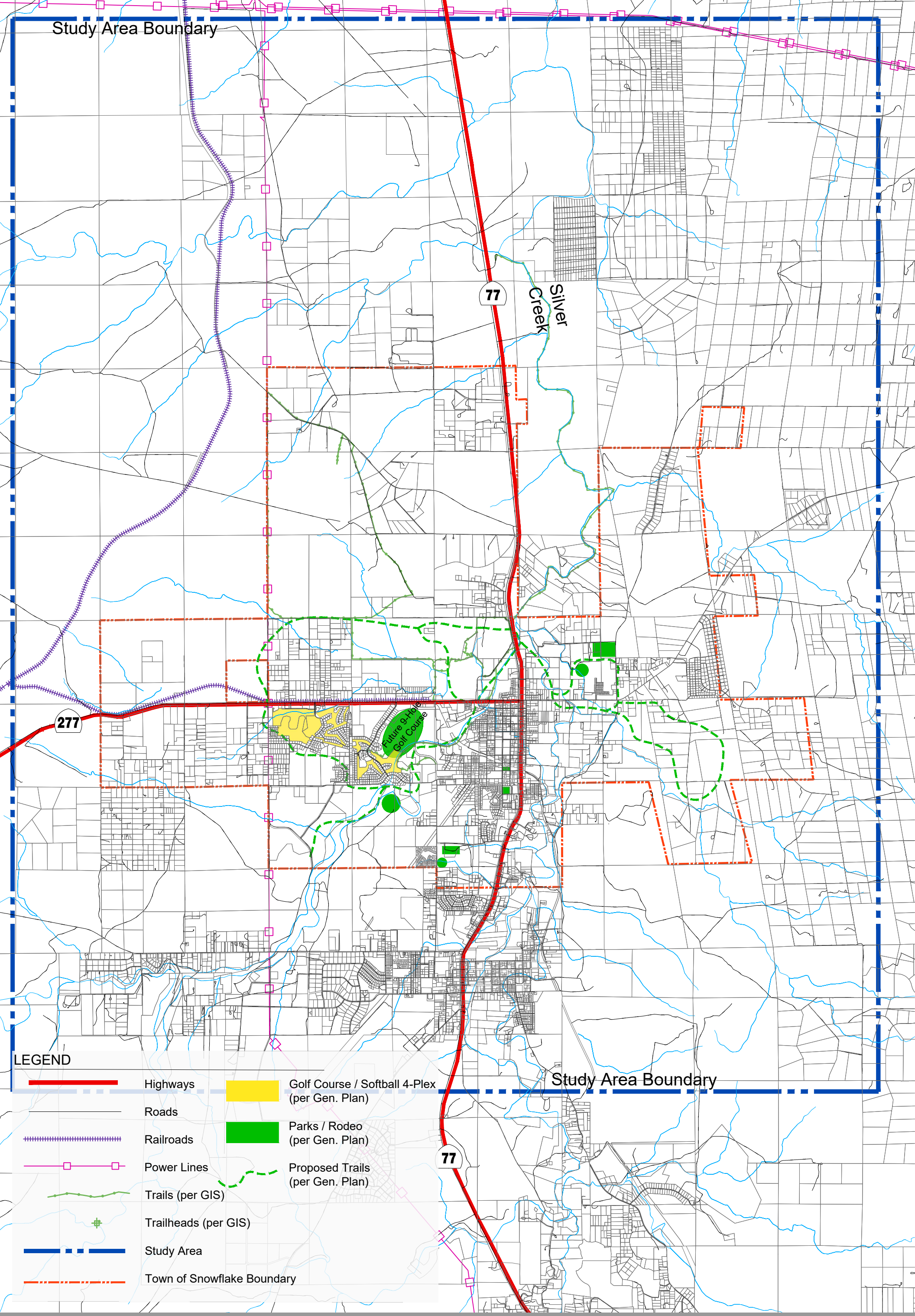
Policy 3: Installation of street furniture along HWY 77 should encourage increased Historic District pedestrian activity.

Open Space Implementation Strategies		
Goal	Strategy	Responsibility
Improved Open Space and Recreational Opportunities	Update Parks and Recreation Plan	Parks Department
Improved Open Space and Recreational Opportunities	Update Town Code open space requirements for residential, commercial and industrial developments.	Planning Department
Improved Open Space and Recreational Opportunities	Work with developers to develop park spaces as part of their development and development agreements	Town Manager/ Public Works
Watershed Recreation and Open Space	Create a Joint-Use Flood Control Plan for potential recreational areas along the Silver Creek and Cottonwood Wash.	Planning and Parks Departments
Watershed Recreation and Open Space	Find funding mechanisms to obtain open space land for future conservation and amenities	Town Manager/

Town of Snowflake General Plan Policy Plan

		Parks Department
Connect Open Spaces	Create a Town-wide multi-purpose pathway plan	Parks Department
Connect Open Spaces	Obtain right-of-way for trails through new developments where proposed trails are shown on the Open Space Plan.	Planning and Public Works Departments
Connect Open Spaces	Create a downtown pedestrian beautification project to encourage street furniture, flower boxes and enhancements to encourage pedestrians in the downtown and historic areas of Town.	Parks Department and Town Council
Connect Open Spaces	Create greenbelt guidelines for the creation and improvement of greenbelts and trail connections within the Town.	Parks Department







Water Resources Element

The Water Resources Element is an important element for the future growth of Snowflake as it helps guide the availability of how the Town is able to provide this vital resource and help guide its use in the future. The intent is to integrate new development seamlessly to allow growth and expansion into the water system while maintaining or being able to improve the existing systems in place.

Town is been designated by Arizona Department of Water Resources (ADWR) as having a Dedicated Hundred-Year Adequate Water Supply. Not only access to water, but, also, constructing the facilities to treat, transport -- and possibly recycle -- must be provided. Wastewater treatment solutions would complete the Town's wet utilities planning.

Silver Creek and major washes (e.g., Cottonwood Wash) attest to the area's substantial groundwater resources. The Town needs to plan carefully to use them wisely, economically and keep ahead of the increasing demand from new residential, commercial and employment development.

Drainage issues which are related municipal responsibilities, integrate with Snowflake's water resources

Town of Snowflake General Plan Policy Plan

initiatives. Master stormwater runoff planning may contribute to the Town's water resources in several ways: aquifer recharge, surface water storage, irrigation supply and, possibly, visual/recreational amenities with constructed wetlands.

Enjoying easily-accessible, plentiful water supply is very positive. However, issues of quality and cost affect local growth prospects. Groundwater must be protected from natural as well as man-made contamination to preserve its potability. Infrastructure, provided ahead of development, requires investment in treatment, delivery and related municipal systems.

Currently the Town is undergoing an update to the short- and long-term sewer improvements for the west side of Town. This includes gravity sewers, specific lift stations, and force main recommended sizes. A study report will be made available to demonstrate both existing and proposed buildouts for the sewer capacities.



Goal 1: Balance Town growth and development with the existing users to provide sustainable water planning policies and standards to protect future generations.

Policy1: Development proposals should be reviewed by the Town to ensure there are no potential adverse impacts to the Town's water supply associated with the development.

Policy 2: New communities and subdivisions should provide adequate water resources in the development plans submitted to the Town to support the project populations and have the ability to transfer water rights when available.

Policy 2: Establish requirements and incentives that result in development that uses less water.

Policy 3: The Town should actively seek additional water resources as water demand increases and Town boundaries expand.

Goal 2: Protect the Town water supply and quality within the Town.

Policy 1: The Town should engage in the Navajo County water monitoring program to track water supply levels and track trends.

Policy 2: Continue to engage in preventing transbasin transfers of groundwater.

Policy 3: Continue wellhead protection regulations within the Town.

Policy 4: Create a Remediation Plan for when water level indicators show a future reduced supply to preemptively engage users to prepare and adjust their usage and plan for the shortage.

Goal 1: Ensure Town infrastructure is up to date and supplies quality water service to the community

Policy 1: Create an infrastructure expansion and modernization plan with targeted areas of priority for growth.

Policy 2: Support public private partnerships and work with developers where appropriate to plan and partner with expansions and upgrades to the Town system.

Goal 1: Dedicate the Town as a steward to lead by being a leader in water conservation.

Policy 1: Provide public classes or information to educate about water conservation and stewardship through drought tolerant landscaping and design.

Policy 2: Discourage the use of manmade water features such as lakes and fountains as design enhancements for communities.

Policy 3: Encourage the use of low water use fixtures in new development and Town facilities.

Water Element Implementation Strategies		
Goal	Strategy	Responsibility
Protect Water Resources	Create Town Policies linking development applications to water demand and resources to show availability	Town Manager/ City Council
Protect Water Resources	Update Town Ordinances and applications to be required to address the proposed water usage of the use and water availability of the site	Town Council/ City Manager
Protect Water Resources	Participate in the Navajo County Water Monitoring Program and provide updates	Public Works
Protect Water Resources	Create Water Remediation Plan	Public Works
First Rate Facilities	Create Infrastructure expansion and modernization Plan for growth	Public Works
Fist Rate Facilities	Create Policy for Public Private Partnerships	Town Manager/ City Council/ Public Works
Water Conservation	Create Water Conservation Classes for Utilities	Building Safety
Water Conservation	Create Water Conservation Classes for Landscaping	Planning & Development



Environmental Planning Element

Currently, The Town of Snowflake has a high quality of life, with quality clean air, local water resources and lots of open agricultural land and viewsheds. Preserving the Town's high quality in air, water and land assets begins with preparedness planning. The Environmental Planning Element focuses to maintain those assets by setting in place goals and policies for staff and elected officials to ensure future development within the Town honors those natural assets and guidelines and/ or codes are put in place to ensure they are preserved.

The Town, stakeholder and the public commented that the previous Environmental Chapter provided a comprehensive document of which many of those ideas can be continued into this update. Several of the environmental suggestions came from citizen participants in the General Plan process in 2008 and still apply today. For example, enacting well head protection measures, working with extractive industry to reclaim mined lands, reducing vehicular emissions and combating erosion.

Considerations pertaining to Environmental Planning that Arizona Statutes require intend to protect air

and water quality as well as natural resources as the community grows. Snowflake plans a comprehensive approach to maintaining the environment which addresses these and other aspects of preserving small town values in a spacious, healthful context.

Clean air and water have been recognized assets since the Town was founded. Preserving the natural surroundings from degradation by excessive urbanization, traffic and infringements on property enjoyment motivates residents to guard against unorganized community growth that have harmed many municipalities. Lessons learned from other places can assist with prevention/preparedness planning.

Existing Environment

The high plateau ecosystems of southern Navajo County feature relatively low annual precipitation, moderate temperatures, occasional high winds and periodic, substantial stormwater runoff events. Vegetation is primarily desert scrub (e.g., juniper, pinon, sage). Silver Creek adds riparian habitat for local wildlife which includes antelope, coyotes, foxes, rabbits and migratory fowl.

Principles stated in related General Plan Elements support Environmental Planning Goals and Policies. Land Use, for example, addresses the need for managing stormwater runoff. Circulation proposes means to mitigate air pollutants. Water Resources, Open Space and Growth Areas discussions highlight the advantages in stewardship of land, air and water resources for strategic growth. These Goals and Policies seek to maintain currently sound environmental conditions and prepare to protect them for the future.

Future Environmental Enhancements

Erosion from flooding constitutes the main natural problem at this time. Controlling stormwater runoff may be accomplished, in part, without resorting to expensive engineering solutions. The joint use plan for Cottonwood Wash that is advocated in the Open Space Element can work to help address this issue. Over 70% of survey respondents were in favor of open space preservation and over 60% said they would be willing to see a tax or fee increase in order to protect it.

Other environment-friendly techniques suggested in the General Plan include: 1) traffic calming measures (Circulation); 2) well protection (Water); 3) pathways for alternative trips (Circulation); and 4) code protection for solar access (Energy).

Public awareness ensures commitment to the Town's "green planning". Throughout the General Plan process, survey respondents said that they are in favor of introducing educational programs -- for the general public and in schools.

Water. Drainage master planning not only can aid in reducing flooding threats, but also provide opportunities to provide recreational amenities in open space areas. Earthen dams, ponding areas, riprap low flow channels contain or slow water flow and, at the same time, contribute to recreational use and wildlife habitat which can be utilized along trails, wash corridors and waterfront park spaces.

Air. Paving dirt roads reduces particulate air pollutants. Together with traffic management improvements, steady CIP investment progress would be expected to maintain -- or better, current air quality excellence.

Land. Attention should be directed to preserve opportunities to maintain viewsheds and high value open space areas. Additionally, careful review should be done to prohibit storage, disposal or leakage of hazardous materials in the Town that could reach into the soil and provide contaminants above and below the soil. Well-protection regulations, especially, can coincide with DWR's Statewide mission preventing water contamination.

Energy. Conserving energy shows responsibility to the environment as well. Developers and the Town can plan ahead for economy and efficiency in energy use by providing opportunities to utilize alternative energy sources as appropriate to each location such as but not limited to: 1) solar power 2) wind energy, 3) forest product fuels, 4) hydroelectric and 5) wind energy.

Environmental goals in Snowflake are focused on preventing potential negative impacts by educating citizens landowners and developers. Recommendations incorporate ideas that can help retain the community's environmental excellence as it faces an influx of future residents and tourists.

Goal 1: Educate the public about water conservation, pollution and alternative landscaping.

Policy1: Encourage and the development of a Town sponsored environmental education awareness program which can demonstrate at schools, businesses and Town events to inform residents and business owners what they can do.

Policy 2: Promote Community Environmental Excellence Awards for businesses and residents in the community who embody the vision and goals of environmental stewardship.

Goal 1: Promote clean air programs and maintaining high air quality standards in the Town.

Policy1: Encourage the use of environmentally safe dust-free surfaces, dust control measures on unpaved maintained roadways or permeable paving of roads where attainable.

Policy 2: Maintain clean air by attempting to mitigate sources of pollution through improved design standards, improved roadway circulation and code enforcement (e.g. traffic congestion LOS, open burning and heavily travelled unpaved roads).

Goal 1: Encourage projects which maintain balance between the natural, historical, cultural and built environments.

Policy1: Encourage developers to provide environmental and archaeological studies or letters with their development plans to address issues ahead of time.

Policy 2: Ensure the development of pathways for nature trails, nurturing riparian wildlife habitat/corridors and, possibly, aquifer recharge.

Policy 3: Encourage the protection and land conservation for Farmland preservation.

Policy 4: Update the lighting ordinance to follow the continued dark sky and light ordinance to protect the Town from harsh glare and provide new guideline standards which also ensure safety.

Goal 1: Educate the public about water conservation, pollution and alternative landscaping.

Policy1: Provide new design guidelines and landscaping standards which allow for water harvesting through stormwater management and watercourse design with the use of right of way landscaping to allow water to flow where needed.

Policy 2: Promote the reduction of water on residential properties through educational programs about water harvesting, low water use appliances and efficient irrigation and xeriscape

Policy 3: Encourage developments to provide native landscaping, gray water irrigation systems, and drip irrigation.

Goal 2: Protect the Cottonwood Wash and Riparian areas with thoughtful land planning and conservation efforts.

Policy1: Prepare a policy document to guide development, design, and impacts along waterways in the Town.

Goal 1: Protect the native species to the area and riparian areas.

Policy1: Encourage projects and design which support the native wildlife to help maintain the beauty of the Cottonwood Wash and riparian areas.

Policy 2: Encourage land use strategies that conserve important wildlife habitat and environmentally sensitive lands.

Policy 3: Design and Promote wildlife protection corridors and spaces.

Goal 1: Maintain the clean picturesque small-town community feel by reducing trash in the community.

Policy 1: Provide opportunities for residents, HOAs, and businesses to rent a roll off Container at a cost-effective rate to encourage clearing out of properties and during remodels.

Policy 2: Support recycling programs and on-going education programs through schools and other local resident programs.

Policy 3: Encourage trash and recycling receptacles every $\frac{1}{4}$ mile along highly pedestrian traveled roadways and trails



Environmental Planning Implementation Strategies		
Goal	Strategy	Responsibility
Community Education	Create The Snowflake Environmental Awareness Program for water conservation, pollution and alternative landscaping	Town Manager
Community Education	Create Environmental Excellence Awards for businesses and residents in the community.	Town Council
Clean Air Quality	Create an annual quota for paving unsurfaced streets.	Public Works
Natural, Cultural and Built Environment Balance	Encourage the protection and land conservation for Farmland preservation	Planning Department/ Town Manager
Natural, Cultural and Built Environment Balance	Update the Lighting Ordinance to be up to date with the latest technology, lumens and requirements to ensure a dark sky community.	Public Works
Water Quality and Conservation	Create a Masterplan for the Cotton Wood Wash Corridor	Planning Department
Water Quality and Conservation	Update the development code for today's standards on water and wastewater requirements.	Public Works
Water Quality and Conservation	Coordinate a joint-use Watershed Master Plan in conceptual form and then details should be provided to prepare an environmentally conscious flood management program	Public Works
Wildlife Protection	Create designated wildlife protection corridors to ensure developments do not impede wildlife from migrating or passing through their natural territories.	Planning and Zoning
Wildlife Protection	Encourage developments to use the Open Space and Sustainable Development Option for open space corridors and wildlife corridors.	Planning and Zoning
Natural, Cultural and Built Environment Balance	Update the Lighting Ordinance to be up to date with the latest technology, lumens and requirements to ensure a dark sky community.	Public Works
Reuse and Recycling Programs	Provide programs for homeowners and businesses to utilize the Town Trash and Recycling Cleanup.	Property Maintenance



Cost of Development Element

The Cost of Development Element is an important element which addresses the future strain and growth pressures a Town faces as it grows and continues to develop. As this growth occurs, whether slowly over time or quickly through only a few large developments, it is important that the Town and/ or new development be able to pay for the costs associated with any improvements or new infrastructure required to service those developments and the new demand. For this reason it is important for the Town of Snowflake to have policies and guidelines in place for Town officials and staff to follow to ensure that those improvements can be made and the residents are not the main burden holder of those new costs.

As we know, the long-term costs of providing water and wastewater services, building and maintaining roadways and providing public safety services to the Town can be quite sizeable, especially when done proactively and can also become excessively high when responding to critical failures in those systems. The goal is to create a system for the Town in order to be prepared and proactive to provide quality services and quality of living to the residents and business within the Town so they may thrive and prosper and to bring new growth and opportunities into the Town.

If financial resources are available, it is most economical for the community to construct the needed infrastructure and facilities ahead of growth. The "build for the future" approach not only avoids cost inflation, but, also, aids in attracting quality development. Rarely, however, can a public body afford to undertake extensive projects in advance of demand. More often, large-scale developers will pay to install off-site improvements to expedite their project's leasing or sales. If the improvements are oversized (so as to provide capacity for other properties' future service), arrangements for payback by the benefited landowner can be made. Similarly, where amenities or added capacities that will serve the entire community are funded by the developer, the municipality may offer credits against impact fees or other required public payments.

Timing, cost, quality control and project specifications may be variables on a project any of which might favor contracting by either a public or private entity. The Town, for instance, might obtain more favorable interest rates. A developer, on the other hand, may negotiate a better price and faster job completion.

The State of Arizona allows several funding options to municipalities to provide opportunities for these facilities to be maintained and developed through a reduced or no cost to the Town. The Town is able to engage and determine which opportunities are right for them to best help when needed. The Town may be able to utilize several of these tools and others simultaneously, when possible, for the best results for the Town.

Bonds: The Town may decide to purchase municipal bonds to fund development project needed within the Town to update public works projects or Town maintenance projects. There are many governmental entities in which the Town may determine are suitable for a financial solution. Many bonds are decided upon by an election prior to engaging in them but not always.

Community Facilities Districts (CFDs): This mechanism allows the Town to work with new developments for consecution of major public facilities improvements, expansions or additions to the systems. These districts are created upon petition by developers and/or property owners and managed by the Town. CFD debt, however, is not a liability of the City, and is assessed against the real property that benefits from the improvements and by those who will directly benefit from it.

Development Agreements: Developers and Homebuilders are often required to provide necessary infrastructure improvements in order to be able to develop and support their projects through development agreements which are negotiated with the Town. These agreements are agreed upon and approved by Town Council which detail the project terms and how repayments would be made through future project development near the site.

Development Assurances: The Town may require that developers provide financial development assurances to the Town for public improvements and infrastructure when developing to provide a guarantee that funds will still be available for the Town to complete the improvements required should the project or homebuilder run out of funds or the project stall.

Development Fees "In Lieu of Fees": Developers may be allowed to pay "in lieu of" fees instead of constructing a portion of a public improvement as part of their development project. The fees are collected by the Town following a calculation determined by the Town Code in association with the estimated cost to construct and held by the Town until such time the entire project is ready to be built.

This is a highly used funding method by municipalities throughout Arizona, however if the public project takes too long to be construction ready, the fees collected are often no longer enough when the project is ready for construction by the municipality.

Financing Authorities: The Town of Snowflake, has the ability to engage with financing authorities to help fund and maintain infrastructure needs. Financing Authorities are designed to provide local governments below market interest rates on loans and lower issuance costs helping pay for high-cost improvements more quickly.

Green Building Incentives: The Town of Snowflake, has the ability is so desired, to utilize green building incentives to incorporate the use of green infrastructure alternatives wherever possible to potentially save money on infrastructure costs. Additionally, the Town can explore offering sustainable development incentives to private developers with reclaimed water and other building options.

Impact Fees: Impact fees are fees imposed upon developers on one-time basis at the time of issuance of building permits for the cost of providing public infrastructure related to the project. Snowflake's development impact fees can provide a meaningful portion of public infrastructure expenditures. Two principles must be observed: 1) the developer's project must benefit commensurate with the financial contribution; and 2) improvements should be installed within a reasonable period of time.

Improvement Districts (IDs): Improvement Districts facilitate the construction of water, sewer, and roadway infrastructure in specific areas of the Town. Property owners are assessed a special assessment lien by the Town for repayment of the improvement bond. In the case of default by property owners, the Town is responsible for any delinquencies and must institute foreclosure proceedings to receive payment.

Improvement Districts (IDs): Improvement Districts facilitate the construction of water, sewer, and roadway infrastructure in specific areas of the Town. Property owners are assessed a special assessment lien by the Town for repayment of the improvement bond. In the case of default by property owners, the Town is responsible for any delinquencies and must institute foreclosure proceedings to receive payment.

Maintenance Improvement Districts (MIDs): Maintenance Improvement Districts can be required in new residential subdivisions to provide quality of development assurance by allowing the Town to add property taxes in order to maintain the landscaping within the rights of way in a residential subdivision in the event that a Homeowners Association (HOA) should fail or have problems with maintenance.

Special Taxing Districts: Special Taxing Districts create a funding stream to pay for the desired or needed services by placing the responsibility on those who benefit from that service. Although these districts have a specific limited purpose, they have the ability to impose and collect taxes, incur governmental debt, make contracts and dispose of property.

In order to properly plan for the future public service needs of the Town, the Town maintains a Capital Improvement Program (CIP). The most recent CIP, adopted in 2008, lists estimated costs and proposed financing for each project that has an anticipated life of five years or more. The CIP is an important component of the Town's annual budget and is an important tool in combination with the General Plan

to help guide decision making on the timing and construction of public improvements. The goals and policies for the Cost of Development Element are intended to ensure new development pays its proportionate share toward the cost of infrastructure and public service needs related to its impacts on the cost of operations and maintenance.

Goal 1: Balance land use and development with required infrastructure.

Policy 1: The Town should promote infill parcels for development and redevelopment of underutilized parcels of land to maximize the benefit of the existing infrastructure.

Policy 2: Require development to pay its proportionate share towards the cost of public infrastructure improvements and maintenance.

Policy 3: Ensure water resources and a suitable water supply are able to be provided for all new developments.

Policy 4: Encourage annexations of land in which the addition or acquisition of infrastructure systems will benefit the Town.

Policy 5: Encourage more activity center areas which focus high intensity like development together to balance services and needs and reduce sprawl and demand on infrastructure over more area.

Policy 6: Ensure fiber optics and telecommunication facilities are up to date and able to be expanded and served in new growth areas.

Goal 2: Provide funding options to more readily have funds available for CIP projects and Town improvements.

Policy 1: Update annually the impact fees required within the Town for development projects.

Policy 2: Allow credits against impact fees when developers install improvements, however the Town should not be required to cover the differential for improvements if any.

Policy 3: Increase Capital Improvement Budgets to properly accommodate growth and proper infrastructure maintenance.

Policy 4: Evaluate financing and funding sources in which the Town can utilize to secure funding for projects and other improvements.

Goal 1: Provide a proper response time for public safety needs within the Town.

Policy 1: Design and maintain roadways to safely and efficiently move public safety responders through the Town quickly.

Policy 2: The Town should pursue annexations of roadways which would benefit the Town to maintain or expand for better circulation and access within the Town.

Goal 1: Provide an attractive environment to developers, business and residents to build in the Town.

Policy1: Provide incentives for developers to build and develop in specific areas of the Town through incentives such as: such as expedited permit approvals, dedicated project managers, permit fee reimbursement, infrastructure assistance, and other forms of inducements to attract desired outcomes in line with the General Plan.

Cost of Development Implementation Strategies		
Goal	Strategy	Responsibility
Growth Management	Update the Town's Capital Improvement Plan (CIP) to further guide the direction of and growth of the Town.	Public Works/ Town Manager
Growth Management	Encourage infill developments and maximizing development on underutilized parcels.	Planning Department
Growth Management	Update the Town's Impact Fees to be in line with the costs of the Town to build and maintain	Public Works/ Town Manager
Growth Management	Review several funding options for the Town to pursue and guide applicants to utilize to make the cost of development more affordable and make those available.	Town Manager/ Public Works
Growth Management	Ensure fiber optics and telecommunication facilities are up to date and able to be expanded and served in new growth areas.	Public Works
Public Safety Standards	Have calculated annexations to increase circulation throughout the Town to ad roadways.	Town Council/ Planning Department
Developer Incentives	Provide incentive options such as: expedited reviews and timelines to developers who need faster turnaround times	Planning Department



Economic Development Element

Economic Development is an important part of the growth and sustained economic balance of a Town. The Economic Development Element provides guidance to Town decision-makers, developers, businesses and the public when considering specific projects and other decisions affecting the community's economic development and fiscal health. Although not required as part for the General Plan Update, this element was added due to the high importance of the chapter to the Town of Snowflake's future and the desire to instill goals and policies for the Town.

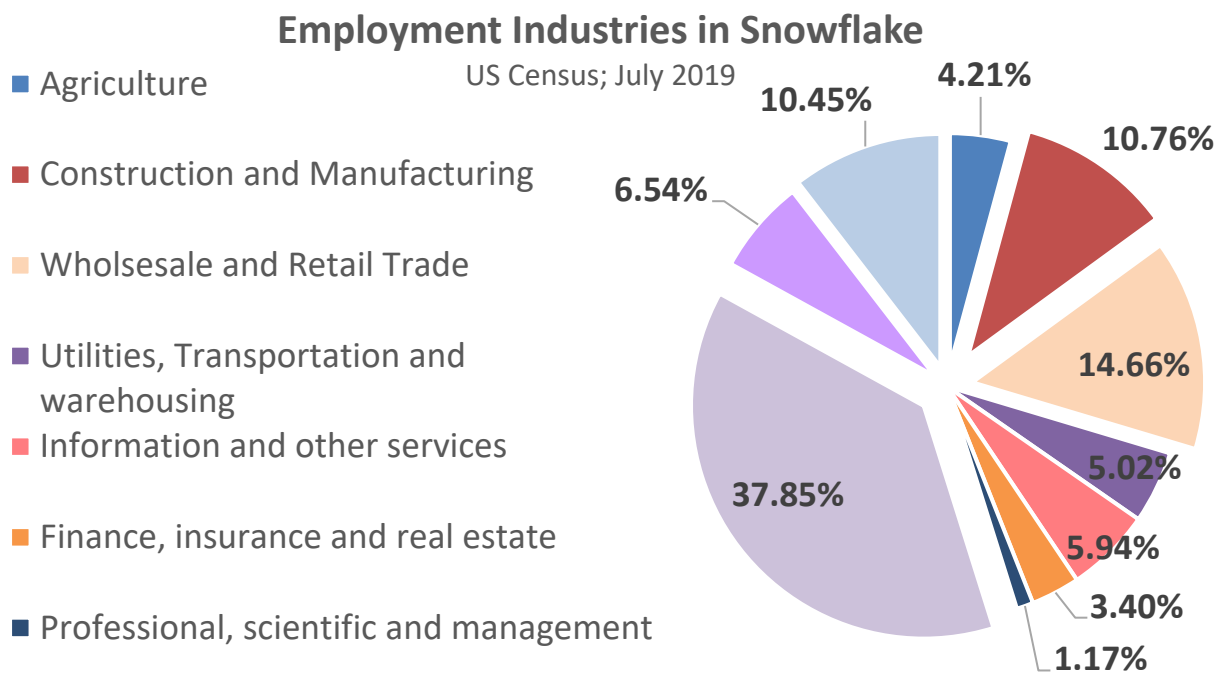
The element is deeply tied to the Land Use, Circulation, Growth Areas and Cost of Development Elements. Community feedback gathered during the public process for this General Plan placed value on growing the community employment base with a variety of job opportunities and having more opportunities for education and advancement.

The Town recognizes the profound existing economic contributions made by existing businesses and facilities already operating in the Town, and seeks to expand upon these economic assets while also diversifying the local consumer and employment opportunities.

Employment

The U.S. Census Bureau compiles a database of business types. The 2019 Census update represented the most up-to-date record of businesses in the Town of Snowflake. The following charts show the distribution of businesses, by category, based on the estimates from the US Census 2019 survey. As you can see from the chart below, a substantial number of businesses within Snowflake are focused on the Educational and Healthcare professions. The Snowflake Unified School District is a major employer in the area as is Pioneer College and Summit Healthcare. Additionally, when you add in Public Administration, the public sector servant sector for the Town of Snowflake nears 50% of its employment for the Town.

From this table below, it can be more clearly be seen the need to further diversify and what industries should be sought out after in order to create a more balanced and diverse employment base for the Town in order to thrive and support the Town in the future and markets and industries change over time.

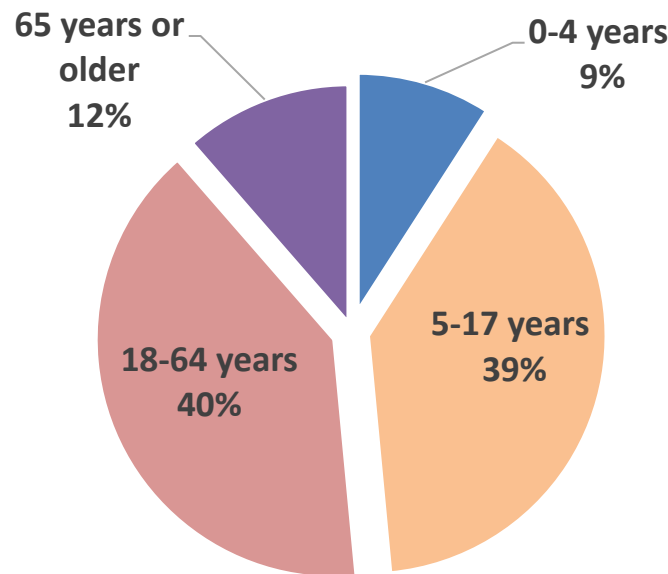


Workforce

The Town of Snowflake has a labor base of approximately 60% of the population for those ages 16 and older in the labor force as of 2019. Recent job growth numbers for 2021 show a higher than the national average job growth rate for Snowflake at 1.9%. With the growing population and increasing workforce education attainment with over 53% of the workforce having some college or associates degree and rising, Snowflake is prime for an economic boom on which it can take advantage of those entering the job market whom also have specialized skills and education. The Town of Snowflakes Age Demographics demonstrate a healthy availability of workforce for the future and to serve new and growing businesses.

Town of Snowflake Age Demographics

U S Census; July 2019



Economic Development Opportunities

The Town of Snowflake has a strong economic base of civil servant jobs focused around education, healthcare and public administration which serve the local residents. In order to continue to grow and provide a stronger revenue stream for the Town to update their own services, Snowflake needs to reach further out to employers and businesses who serve a greater regional area. By knowing what area to focus on and having a targeted plan, the Town can successfully work to attract larger employers and more employment opportunities to the Town for the residents.

Downtown

Making any downtown more vibrant occurs by attracting people to the area and engaging residents and residents from adjacent communities like Taylor to invest in Snowflake. Jobs typically created in the downtown are a mix of retail and restaurant uses, along with some office/employment. Within Snowflake, this area is also heavily supported by the Town offices, police, fire and the Snowflake Unified School District facilities and schools.

The downtown area has several nationally and locally recognized historic buildings, some of which have been rehabilitated and many more which are currently in a state of disrepair and or are being underutilized. Encouraging rehabilitation and reuse of these homes and buildings as offices and businesses will further engage reinvestment in the downtown area surrounding Main Street and will show interest in the downtown area and encourage new businesses to invest in Snowflake.

The Town needs to take an active role in leading and providing redevelopment activities to grow a positive downtown business climate. With such investment and specific guided direction, the Town can greatly impact the type of development and where the new growth occurs. This investment in the design and character of the downtown should be focused in areas depicted on the Growth Area map for further economic benefits to both the Town and businesses.

Industrial and Office

For Snowflake, the recent addition of the grow facility along the north side of the Apache Railroad and SR 277 has proven a huge economic driver that will hopefully continue to attract industrial and large office development in the community. Aside from this addition being an employment asset to the Town, it also shows the Town's willingness to work with groups and companies to find a beneficial solution and that the Town is industry friendly. It is the goal of the Town to continue to develop along this corridor and grow industrial and employment uses along the railroad and SR 277 corridors as noted in the Growth Area Element.



Rail

The Town of Snowflake has a prime railroad opportunity for industrial, manufacturing and bringing in new business along the Apache Railroad Corridor which follows SR 277. Manufacturing, warehousing and aggregate mining remain viable employment options along the rail line. Rail fronting property with spurs is a rare commodity within the area and state and should be utilized and marketed in harmony with the Apache Rail Company. While this rail line parallels a major roadway into Town, it also does not cross it, making it a valuable asset with less crossing conflicts. Such rail heavy uses would be positive additions to this area with large pieces of vacant and underutilized properties just adjacent to the rail line. It is important for the Town and Council to work with landowners along these lines to not only preserve the areas for employment uses but also try to create shovel ready rail-served parcels to better entice new employers with faster openings.



Goal 1: Encourage partnerships with local schools and institutions to engage students and create a high level of workforce skills.

Policy1: Work to have schools' partner with local businesses and industries to add employment opportunities for after graduation.

Goal 2: Continue to be a forward-looking community for new technologies and innovative companies for new industry opportunities which can foster

Policy 1: Work with companies to provide opportunities and not barriers to new technology and innovation industries to grow partnerships.

Goal 1: Encourage a mix of uses in the Town that provide a more even economic based and not just in a few industries.

Policy1: Track business industries and encourage projects which provide underserved industries.

Goal 1: Achieve a variety of employment opportunities for a variety of education levels and skills.

Policy1: Work to attain businesses which offer a variety of salary and skill job opportunities.

Economic Development Implementation Strategies		
Goal	Strategy	Responsibility
Community Partnerships	Engage the schools to partner with businesses for recruiting and training classes.	Town Manager
Community Partnerships	Provide opportunities for new technology and businesses through for administrative interpretations to avoid pushing out creative opportunities.	Town Manager/ Planning Department
Balanced Economy	Keep track of employment industries ratios and encourage a more even mix of industries to encourage a sustainable employment base.	Town Manager
Employment Opportunities	Seek development and investment in businesses which can provide a variety of salary and skill levels.	Town Manager



Historic Preservation Element

The General Plan's Historic Preservation Element magnifies historic preservation issues in the Town formally and establishes goals and objectives intended to help accomplish these goals. Related goals and objectives act as guidelines for property owners, developers, and businesses, as well as Town Staff and appointed and elected officials when considering development on historically impactful sites within the Town. Although not required by State law, inclusion of the Historic Preservation Element in The Town of Snowflake's General Plan is important to maintaining that unique community identity. It is, therefore, the purpose of this element to assist the community to retain its historic character and sense of place for future generations.

The Historic Preservation Element will guide the protection, restoration and rehabilitation of historical buildings and structures within the Town and just outside of the Town. Although this General Plan does not specifically provide a historic overlay or district boundary map, it is the goal of the Town in the future to be able to determine locations and potentially create a map in the future to better preserve and draw

attention to these locations before they are unable to be saved.

The National Register of Historic Places is the nation's official list of cultural resources worthy of preservation. Currently there are 26 sites located on this National List with the Town of Snowflake. It is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect historical and archaeological resources. The NHPA was amended in 1980 to create the Certified Local Government (CLG) program, administered through the State Historic Preservation Office. This program allows for direct local government participation and integration in a comprehensive statewide historic preservation planning process. Cities and counties with CLG status may compete for preservation funds allocated by Congress and awarded to each state.

Additionally, the local Snowflake Heritage Foundation has identified over several dozen more sites within Snowflake which are not on the National List but are noted as being of local historical significance. The Snowflake Chamber of Commerce also provides information on tours of these sites through the Heritage Foundation. Tours begin at the Stinson Museum, housed in a Hispanic Colonial Adobe home on the corner of 102 N 1st East and First North. The museum displays treasures from Snowflake's prehistoric, Hispanic and Mormon Pioneer past, including the loom used by Lucy Hannah Flake to weave cloth and rag rugs.

Some of the historic properties are as follows:

- **James M. Flake Home**
 - A Victorian Second Empire home built in 1894 using locally made and fired bricks. The house is brimming with hundreds of objects, books, and Flake family memorabilia.
- **John A. Freeman Home**
 - A Gothic Revival home built in 1893, is Snowflake's favorite "Gingerbread House" and contains original antiques, toys, and textiles from the late 1800s.
- **Jesse N. Smith Memorial Home**
 - A Colonial Revival home built in 1906. Four upstairs bedrooms feature rare displays dedicated to four of his five "sister-wives."
- **Locy Rogers Cabin**
 - A Folk Primitive cabin built in 1878. Peek in the windows: pioneer furnishings evoke the past.
- **William Jordan Flake Cabin**
 - A Folk Primitive cabin, circa 1858. This cabin was relocated from Beaver, Utah, by the Flake families.



Identifying and preserving these and other such structures and buildings help tell the story of the Town's past and maintain the community character and theme into the future.

Suggested Treatments for Historic Preservation

Identifying the appropriate treatment for Historic Preservation depends on the existing circumstances and what is being proposed. The federal program for historic preservation identifies four types of treatments for historic preservation: *Preservation, Restoration, Reconstruction and Rehabilitation*.

1. *Preservation*

Preservation focuses on maintenance and repair of existing historic materials and retention of a property's form as it has evolved over time. Limited upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a preservation project

2. *Restoration*

Restoration maintains a property at a particular period of time in its history, while removing evidence of other periods. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a restoration project.

3. *Reconstruction*

Reconstruction is the act or process of depicting, by means of new construction, the form, features, and detailing of a non-surviving site, landscape, building, structure, or object for the purpose of replicating its appearance at a specific period of time and in its historic location.

4. *Rehabilitation*

Rehabilitation allows alteration and/or additions to a historic property to meet the changing uses that are often necessary to allow a viable use while retaining the property's historic character. Rehabilitation encourages the repair of historic buildings but also allows appropriate alterations in response to demands and changing economies. Because rehabilitation focuses on adapting historic buildings for modern uses, it may be considered somewhat more flexible than traditional treatments, however a historic building's materials, features, and spaces still must be preserved

Create a Town Supported Historic Preservation Program

Goal 1: Formalize a historic preservation department within the Town to oversee historic building and structures for preservation and cultural history of the Town.

Policy 1: Document historically meaningful buildings and structures in Town by creating a comprehensive program to locate historic buildings and structures within and outside of the Town as a tool for protecting those structures.

Policy 2: Participate in the development of applications and support nominations for listing individual properties and eligible districts on the National Register of Historic Places and support their preservation.

Policy 3: Establish an ongoing program to identify eligible historic sites and structures and update the Town's historic resource inventory.

Policy 4: Attend state and regional historic preservation conferences, workshops, and programs.

Safeguard the Past

Goal 1: Promote the preservation and adaptive reuse of historical buildings and throughout the Town.

Policy 1: Create Town policies, codes and ordinances to be consistent with the Town historic preservation goals.

Policy 2: Require new construction within historic areas is compatible with the existing character of the area so as to protect the historic context and district standard.

Policy 3: Encourage the preservation and adaptive reuse of historical structures, features and amenities throughout the Town.

Community Pride and Identity

Goal 1: Maintain a sense of Snowflake's unique roots and community character that uses the history of the Town as the backbone for future growth.

Policy 1: Make the history of the Town front and center on the Town website and create unique theming for Town historical locations, events and activities.

Policy 2: Promote the Town through historic preservation in Town marketing efforts, public displays, brochures, historic home tours and more.

Policy 3: Support National Historic Preservation Month activities in May of each year through proclamations, media releases, educational events and historic tours.

Policy 4: Build a partnership with Town Council, boards and commissions, heritage foundation, business associations, school districts, and private owners to promote the Town's history.

Historic Preservation Implementation Strategies		
Goal	Strategy	Responsibility
Create a Town supported Historic Preservation Program	Document historically meaningful buildings and structures in Town by creating a comprehensive program to locate historic buildings and structures within and outside of the Town as a tool for protecting those structures.	Building Department and Historic Group
Create a Town supported Historic Preservation Program	Use financial resources from state, federal and private programs that assist in identification, designation and preservation of historical resources.	Town Manager and Historical Group
Create a Town supported Historic Preservation Program	Pursue a plan to document and preserve historic buildings and structures within and outside of the Town as a tool for protecting those structures.	Building Department and Town Manager
Create a Town supported Historic Preservation Program	Ensure adequate funding is included in the Town budget for the staffing and maintenance of a Historic Preservation Program in compliance with the Arizona State Historic Preservation Office's Certified Local Government program.	Town Manager and Historic Group
Safeguard the Past	Discourage the demolition of historic buildings, both inside and outside the Historic District, by promoting adaptive reuse as a preferable option.	Building Department and Public Works
Safeguard the Past	Create design guidelines that support unique and/or innovative design solutions for any new construction in historic areas to be compatible in scale and character.	Public Works and Building Department and Historic Group
Safeguard the Past	Encourage and support the preservation of cultural resources owned by both private parties and other government agencies.	Town Council and Town Manager
Community Pride and Identity	Promote and encourage the community's cultural roots through educational events, exhibits and events.	Town Council and Historical Group
Community Pride and Identity	Promote and encourage historic preservation as a tool to enhance economic development and tourism.	Town Council and Economic Development



Administration & Implementation

The Town of Snowflake General Plan is a policy document that reflects the Town's vision for the future of Snowflake and provides policies and expectations for new and infill developments. The document guides decision-making about growth and development for the Town as it continues to grow and change over time. For the Plan to stay relevant over time, it should be reviewed and updated periodically on an as-needed basis to respond to changes in economic, physical, environmental, or social conditions. Additionally, it may be amended at the request of an outside party.

Amendments to the General Plan may be initiated in two ways:

- (1) by the Town Council as a comprehensive update, re-adoption of the General Plan or amendment to a portion of the General Plan; or
- (2) by an outside party as an application filed for a General Plan Amendment.

General Plan amendments will be reviewed and processed in accordance with State law and Town ordinances and administrative procedures, and will occur only after careful staff review. Adoption by the Town Council will occur if the findings of fact support the proposed revisions. Three types of modifications to the General Plan may occur: **Major**, **Minor** and **Administrative Technical Revisions**.

General Plan Amendments provide an opportunity to address changing trends, new development styles, inconsistencies in the Plan, or land use-related adjustments which may be needed. Furthermore, plan amendments allow for an opportunity to review how the implementation of the, Land Use Plan, Growth Area Plan and General Plan Elements work together to be supported by development proposals.

Anyone can request an amendment to the Town's General Plan. Minor Amendments can be considered at any time of the year. Major Amendments will be heard once per calendar year.

Major Amendments

Major Amendments are changes to the Snowflake General Plan which meet any of the following:

- Any change from one residential land use classification to another residential classification of 10 acres or more in the downtown infill growth area.
- Any change from one residential land use classification to another residential classification of 60 acres or more.
- Any change from a residential land use classification to a nonresidential land use classification of 10 or more contiguous acres in the downtown infill growth area.
- Any change from a residential land use classification to a nonresidential land use classification of 40 or more contiguous acres.
- Any change in industrial/ employment land use classification of 40 or more contiguous acres to another land use classification.
- Any proposed realignment or deletion of an Arterial or Principal roadway.
- General Plan text changes that conflict with or alter the Plan's goals and Element policies.
- Text changes which add a new chapter element.
- Revisions to the boundaries in the Growth Area Map

Minor Amendments

Minor Amendments are changes to the Snowflake General Plan that meet the following criteria:

- Any change from one residential land use classification to another residential classification between 5-10 acres in the downtown infill growth area.
- Any change from one residential land use classification to another residential classification of 20-60 acres.
- Any change from a residential land use classification to a nonresidential land use classification of 5-10 contiguous acres in the downtown infill growth area.
- Any change from a residential land use classification to a nonresidential land use classification of 10-39 contiguous acres.
- Any change in industrial/ employment land use classifications of 10-39 contiguous acres to another land use classification.
- Changes mandated by any new state laws.
- Text changes, additions or deletions which are more than corrections and less than adding a new element or revising an elements intent.
- Any proposed realignment of a Collector roadway (proposed additions or realignments of roadways with a classification lower than Collector do not require a General Plan Amendments.)

Major and Minor Amendments must address the following amendment approval criteria.

1. The identified site is appropriate for the proposed land use.
2. The amendment must add to the overall vision of the Town per the General Plan.
3. The amendment will not adversely impact a portion of, or the entire Town by:
 - a. Significantly altering existing land use patterns, especially in established neighborhoods
 - b. Significantly reducing the jobs per capita in the Town
 - c. The amendment will not overtax existing infrastructure systems and public services
 - d. The amendment will not negatively impact the existing community character of the immediate area
 - e. The amendment will not increase the exposure of residents to aviation generated noise, and/or flight operations
 - f. The amendment will not diminish the quality of the air, water or cultural resources
 - g. The amendment will not significantly decrease the quantity or quality of recreational amenities such as open space, parks and trails

The burden of proof to demonstrate that the amendment helps implement the Snowflake General Plan Vision and the applicable vision, goals and policies lies with the party requesting the amendment

Minor amendments and rezoning cases may be reviewed together and heard sequentially at the same hearing. Major amendments and rezoning cases can be reviewed together, however, the rezoning case will not be heard by the Planning and Zoning Commission until the referendum period for the Major General Plan is completed.

Administrative Technical Revisions

Administrative Technical Revisions may be made administratively because they are not considered amendments to the General Plan. Revisions may include map changes to reflect developments permitted by General Plan policy, factual changes to the databases/statistics used in preparation of the General Plan and corrections that do not change the meaning of policies and actions as adopted by the Town Council such as text clarifications or corrections to match the existing general plan or zoning code. These revisions will be processed on an ongoing basis.

The General Plan is effective for up to 10 years from the date the plan is initially adopted, until it is readopted or until a new plan is adopted and becomes effective. The following is the process for adoption:

1. Prior to the public hearing conducted by the Planning and Zoning Commission, the General Plan will be distributed for the formal 60-day agency review process.

According to A.R.S. §9-461.06.D, the general plan amendment is noticed, as required by law, and a copy submitted for review and further comment to:

- The Navajo County planning agency
- Each county or municipality that is contiguous to the corporate limits of the municipality or its area of extraterritorial jurisdiction.
- The Arizona Commerce authority or any other state agency that is subsequently designated as the general planning agency for this state.

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- The Department of Water Resources for review and comment on the water resources element
 - If the General Plan amendment is applicable to territory in the vicinity of an airport, military airport or ancillary military facility as defined in A.R.S. §28-8461, the military airport or airport
 - If the General Plan amendment is applicable to property in the high noise or accident potential zone of an airport, military airport or ancillary military facility as defined in section A.R.S. §28-8461, the airport or facility.
 - Any person or entity that requests in writing to receive a review copy of the proposal.
2. State, regional and local agencies as well as stakeholders, landowners, and the general public have the opportunity to review and submit comments.
 3. The Town of Snowflake then reviews all comments and makes recommendations for changes to the draft plan prior to the commencement of the formal review process.
 4. The Director and the appointed Advisory Committee review the draft plan before submitting a recommendation to the Planning and Zoning Commission for the first public hearing.
 5. Commission conducts the public hearing and forwards a recommended plan to the Town Council.
 6. The Town Council conducts another public hearing prior to taking action on the General Plan. The Town Council can adopt the General Plan and subsequently amend or extend the adopted plan.
 7. Prior to the adoption of the General Plan, the Town Council may change or alter any portion of the Plan, but that portion shall be re-referred to the Commission for recommendation.
 8. The Town Council may accept or reject that recommendation.

Although the General Plan is organized into separate elements, no one element stands alone. The document works to interlace chapter elements and tie the together to provide a more cohesive and collaborative document for all Town departments to utilize in determining the Town's direction. The Town Manager should periodically review the Town development code and other regulations and recommend amendments that implement these strategies.

Implementing the General Plan requires a balance between competing goals and there are often trade-offs between community goals, as not all goals can be attained concurrently. Where competition between element goals may result in seemingly incompatible policy direction, Town decision-makers shall determine the priorities of competing needs and act based on that determination.

Zoning Code and Subdivision regulations should be updated to further engage the General Plan implementation strategies and coordinate the compatibility of land uses with each other and available public facilities and services.

Rezoning and development should be compatible with the intended future land use pattern shown in the Plan and be consistent with the vision, goals, policies, and help engage implementation strategies where possible.

It is important to note that the Town of Snowflake General Plan does not change existing zoning or

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subdivision regulations and acts as a policy guiding document for which the Town to use as a resource for guiding development and land use decisions.

The Town Manager is responsible for monitoring the General Plan and the consideration for Town-initiated refinements at least once per year. The Manager shall provide an annual report to the Town Council on the General Plan and its implementation measurements taken and anticipated in the coming year. A comprehensive update to the General Plan should occur at a minimum every 10 years. The update process should re-evaluate the goals, policies and implementation measures. Changes are recommended to ensure that the Plan stays up-to-date and effective with implementing the plan.