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# CITY OF COOLIDGE General Plan Update



**ADOPTED**

November 10, 2003



# The City of Coolidge, Arizona

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### 1. INTRODUCTION

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The Greater Phoenix area has experienced an unprecedented amount of growth in recent years and this expansion is beginning to ripple outward to encompass formerly quiet rural communities. The City of Coolidge is beginning to feel the effects of this expansion with a great deal of interest from developers, investors, brokers and builders over recent months. Recent studies such as the "Southeast Maricopa/Northern Pinal County Area Transportation Study" conducted by the Maricopa Association of Governments and an article about growth in Pinal County in the March 2, 2003 edition of the Arizona Republic are evidence of the growing development pressure. All indications are that Coolidge is going to experience an explosive and sustained period of growth over the next twenty years.

Coolidge is ideally situated to accommodate growth. It is 15 minutes from Interstate 10, 25 minutes (via State Route 87) from Chandler, and only 15 minutes from the new master planned community of Johnson Ranch. The City retains a traditional town center, including a recently designated Historic District, which holds great potential for sensitive redevelopment. Coolidge is also home to the Casa Grande Ruins National Monument, an enigmatic structure built by the ancestors of the Pima and Papago peoples who settled in this area over 1,000 years ago, leaving behind a legacy of irrigation canals and an extensive archaeological heritage with new finds that are continually being discovered to this day.

It is important to the citizens of our community to ensure that, when growth comes to Coolidge, that it is managed sensibly and that our rural heritage is preserved. With this in mind, we have prepared the General Plan as a blueprint for Coolidge's future.

The preparation of this plan began in January 2000 with a full day public meeting to inform City Staff and the public of the new Growing Smarter Legislation. This was followed in February with a two-day charrette involving local officials, developers, special interest groups and citizens. Comments received during this exercise were used to draft new goals and objectives for the plan. These were subsequently incorporated by graduate students from the University of Arizona's Drachman Institute into a draft revision of the general plan.

In July 2001, Stantec Consulting was hired to reassess the land use and circulation elements originally developed by the University of Arizona. Further input was incorporated into the draft plan following an APS Focused Future workshop.

In April 2003, a series of public meetings were held to provide a further opportunity for Coolidge residents to comment on the plan. As the review process for the plan got underway, the City has held another series of workshops. The formal 60-day review of the draft plan was held from August 6 through October 6, 2003; with formal adoption of the updated General Plan taking place in October, 2003.



### **2. PUBLIC PARTICIPATION PLAN**

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A public participation plan is the keystone to ensuring a broad base of public involvement in the general plan and other community development projects. To meet this goal, Coolidge established a multi-faceted approach to public participation. This section of the general plan outlines the steps that the City of Coolidge took to ensure the maximum feasible public participation.

The public participation plan included a range of procedural means of informing the public of meetings, of issues being addressed in public meetings, and of outcomes reached in public meetings. It was the intent of the public participation plan to include means to maximize involvement of the public based on geographic, ethnic, and economic representation in the development or amending of plans.

#### **Public Notification**

The following techniques were used to notify the public of the planning process and of upcoming meetings.

The following media were utilized to publicize meeting notices, provide information, and solicit public participation:

- Quarterly newsletter sent to every residence and business in Coolidge
- Bulletins on the public access channel
- Announcements posted in local businesses
- Separate direct mailings to residences and businesses
- Newspaper inserts
- City staff soliciting stakeholders to participate.

The following stakeholders were identified in the public participation planning process. Individuals from each stakeholder entity were contacted to provide representation from each group to participate in planning workshops. This list was expanded to accommodate additional stakeholder groups that were identified throughout the process.

- Federal
  - ✓ National Park Service
  - ✓ National Parks and Conservation Association
- State
  - ✓ State Historic Preservation Office
  - ✓ Arizona State University, Department of Anthropology
  - ✓ Arizona State Museum
  - ✓ Arizona Department of Commerce
  - ✓ Arizona Department of Transportation
  - ✓ Arizona State Land Department
  - ✓ Archaeological Conservancy
  - ✓ Department of Economic Security
- Native American Communities
  - ✓ Ak-chin Him Dak
  - ✓ Gila River Indian Community
- Regional



- ✓ Pinal County Visitor Center
- ✓ Department of Corrections
- ✓ Three Irrigation Districts
- ✓ Pinal County Tourism Department
- ✓ Union Pacific Railroad
- ✓ Electric Utilities
- ✓ County Supervisor
- ✓ Casa Grande Regional Hospital
- ✓ Casa Grande Greater Economic Association
- ✓ Farm Bureau
- ✓ Representatives from Eloy
  
- Local
  - ✓ Social Clubs
  - ✓ Friends of the Library
  - ✓ Mobile Home Park Owners
  - ✓ Developers
  - ✓ Eastern Star
  - ✓ Family Resource Center
  - ✓ Chamber of Commerce
  - ✓ Newspaper
  - ✓ Hispanic Council
  - ✓ Head Start
  - ✓ Project PPEP
  - ✓ CAHRA
  - ✓ Food Bank
  - ✓ Little League Association
  - ✓ Fire Fighters Association
  - ✓ Emergency Services
  - ✓ Coolidge Historic Preservation
  - ✓ Rotary Club
  - ✓ City Council
  - ✓ Mayor
  - ✓ Police Department
  - ✓ PTA
  - ✓ Principals of schools within CUSD
  - ✓ Superintendent of CUSD
  - ✓ Lions
  - ✓ Masons
  - ✓ American Legion
  - ✓ VFW
  - ✓ Ministerial Alliance
  - ✓ Individual Churches
  - ✓ Senior Center
  - ✓ Home Schooling participants
  - ✓ Focus Future Taskforce
  - ✓ Planning and Zoning
  - ✓ Central Arizona College
  - ✓ Parks and Recreation
  - ✓ Members of the Public



Representation of the identified stakeholders is important at all meetings to ensure that the groups they represent are kept informed and able to participate in discussions addressing their interests and concerns. Communication between the different stakeholders is important to maintain coordination of any projects and planning processes.

### **Planning Process**

A day-and-a-half workshop was held on February 26 – 27, 2000 as part of the general plan update process. Representatives of the various stakeholder groups, staff members, and the public met to identify goals and objectives of the different General Plan elements as well as discuss issues pertaining to Coolidge and the surrounding area.

The preliminary goals and objectives were distributed to the public on April 27, 2000 to provide an opportunity to make comments on the process. After the goals and objectives are reviewed, the planning team created a draft plan that includes strategies for meeting the community's goals and objectives.

Another workshop was held on April 20, 2002, to discuss and establish current and future planning issues. This meeting consisted of professional planners, city council members and residents of Coolidge. The meeting focused on the needs and demands of the city's population, and how to prepare for future development. Although conducted as part of the APS Focused Future process, a meeting on September 21, 2002 elicited comments that were relevant to the general plan update and they were incorporated accordingly.

A final round of public meetings was held on April 10, 17 and 24, 2003 with a total of 70 people attending. Pending City proposals for annexations along Val Vista Road toward Central Arizona College and along Bartlett Road towards the Coolidge Airport gathered the most attention, with very little feedback being received regarding the proposed land use plan. However, the annexations along with five articles in the Coolidge Examiner from March 19 through May 28, 2003, did raise awareness of the General Plan Update, prompting individuals to contact Coolidge staff independently with comments regarding the land use designations for specific parcels.

The Public Review Draft of the City of Coolidge General Plan was made available for review by the public on August 6, 2003, and comments were received at two public workshops. Upon incorporation of the comments received, formal hearings were held with both the Planning Commission and the City Council. The Public Review Draft General Plan was submitted for informational purposes to the following:

- Pinal County Planning and Development;
- Town of Florence and City of Casa Grande;
- Central Arizona Association of Governments;
- Gila River Indian Community
- State Department of Commerce, and;
- Any person or entity that requested in writing to receive a review copy of the draft proposed for adoption.



### **3. COMMUNITY CHARACTERISTICS**

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#### **Community Setting**

Coolidge is located in central Pinal County between the metropolitan areas of Phoenix and Tucson. It is part of the rapidly developing corridor that runs between Tucson and Phoenix along Interstate Highway 10 (I-10). State Route 87 (SR 87) provides the north-south connection of Coolidge to I-10 through Eloy. Coolidge is also linked to I-10 by SR 287, which runs between Coolidge and Casa Grande.

#### **Community History**

Archeologists date human occupation of the Coolidge area as early as 300 A.D. beginning with the Hohokams who lived in Central Arizona for hundreds of years. In the Pioneer Period (200-700 A.D.), the Hohokams established farming communities that included irrigation canals. This extensive irrigation system diverted water from the Gila and Salt Rivers for agricultural purposes throughout the Gila River Valley. From 550-950 A.D., the Colonial Period, the Hohokams expanded their settlement into the tributaries of the Salt and Gila Rivers. By the Classic Period, 1200-1450 A.D., the Hohokams had built walled villages, including the Casa Grande Ruins, during the 1300s. Around 1450 A.D., the Hohokams villages, including the Casa Grande Ruins, were abandoned.

The Hohokams ruins were discovered by Europeans during the 1600s but were left undisturbed until the 1900s when active settlement of the area began. At the time of European discovery, the Pima, thought to be descendants of the Hohokams, were living in the area. In 1694 A.D., Father Eusebio Francisco Kino, a Jesuit Missionary, discovered and named the Casa Grande Ruins, which translated means "Big House" or "Great House".

In 1884 A.D., a petition was submitted to protect the ancient ruins of Casa Grande. By this time weathering and the removal of artifacts had already damaged the ruins. However, it was not until 1918 that the Casa Grande Ruins were officially proclaimed a National Monument and the country's first archaeological preserve.

In 1924 the San Carlos Irrigation Canal was completed and the area around Coolidge became a major agricultural area. By 1925 the Southern Pacific Railroad was completed through the community and the City of Coolidge was founded. Richard J. Jones platted the original 80-acre town site that was later named after President Calvin Coolidge who dedicated the Coolidge Dam on the Gila River in 1930. Also in the 1920s the Coolidge-Picacho link of the Tucson-Phoenix highway was completed.

Coolidge's economic base continued to be based on farming through the 1950s. The City grew as the commercial center of Arizona's cotton industry until the late 1940s when the mechanization of cotton production slowed the population growth of the area. Retail shifted during the 1950s from servicing the needs of cotton farmers into manufacturing and mining. Also during this time, interest in the Casa Grande Ruins increased and greater emphasis began to be placed on the tourism industry. Coolidge maintained its importance as a regional trade and service center until the shift to discount retailing, which was established in Casa Grande during the 1980s.

The Coolidge Municipal Airport, located southeast of the City, is a general aviation airport serving Coolidge and Florence. The railroad continues to run through Coolidge,



but no longer stops. Economic development of the area has shifted to serve surrounding recreational facilities that include the Picacho Reservoir, and support of the prison facilities built along SR 87.



#### **4. ENVIRONMENTAL CHARACTERISTICS**

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Environmental Characteristics describe the natural and man-made physical characteristics in Coolidge and surrounding areas, which is presented in the seven following sub-sections:

- Topography and Slope
- Drainageways/Floodplains
- Vegetation and Wildlife
- Air and Noise Quality

##### **Topography and Slope**

The Study Area geographically falls within the basin and range province of Southern Arizona, consisting of broad, expansive valleys interrupted by rugged mountain terrain. Typically, the valleys consist of a deep alluvium fill, due to erosion of nearby mountains. General topographic fall ranges from an elevation of 2,282 feet in the northwestern corner of the Study Area near Signal Peak to 1,429 feet north of the City of Coolidge near the Gila River.

Topography within the area is gently sloping to the north to the Gila River and to the southwest to the Casa Grande Valley. Slopes range from less than one percent over most of the study area to and greater than 25 percent on mountain hillsides. Hillsides comprise areas adjacent to the Picacho Mountains in the southeast corner of the Study Area, Black Butte in the northwest corner (east of I-10) and Walker Butte to the north of the Gila River. Average elevation within the City of Coolidge is 1,450 feet above sea level, and generally slopes north to the Gila River.

##### **Drainageways and Floodplains**

The Gila River and washes in the southeast part of the Study Area comprise the major drainageways and floodplains in the region. The Picacho Reservoir, located within the 100-year floodplain, drains an area of approximately 200 square miles along the western slopes of the Picacho Mountains. Drainage is generally east to west, ending at the Picacho Reservoir and the Florence-Casa Grande Canal. Runoff from the Reservoir passes through the Central Arizona Project Salt - Gila Aqueduct embankment, which temporarily detains runoff, and reduces the 100-year storm discharge. The Picacho Reservoir emergency spillway has historically overflowed onto land located west of the reservoir and east of the Southern Pacific railroad tracks. The Casa Grande and Florence-Casa Grande Canal Extensions have also overflowed. There are no plans to improve the reservoir to provide flood protection to downstream properties; therefore these areas will be subject to overflows.

The Gila River and adjacent areas in the northern portion of the Study Area are also located within the 100-year floodplain. Runoff from buttes to the southeast and mountain ranges to the north flows into the river. Agricultural activities, roadways and canals have modified the natural drainage pattern. Drainage systems have been constructed to intercept runoff, however they are currently inadequate.

##### **Vegetation and Wildlife**

Native vegetation of the Gila River Valley, found only on undeveloped or non-farmed land, is generally composed of Lower Sonoran Desert plant species. The Lower Sonoran



Desert is composed of three distinct plant communities based on elevation above sea level. The Desert Saltbush Community occurs in elevations between 1,000 and 1,500 feet above sea level and was once found in areas now under agricultural use. The Creosote Bush Community occurs in areas with elevations ranging from 1,500 to 2,000 feet. The Palo Verde-Saguaro Community occurs where elevations range from 2,000 to 3,000 feet, which in the Study Area is primarily around Signal Peak to the northwest and the Picacho Mountains to the southeast.

As most of the surrounding areas are located within the Desert Saltbush Community some wildlife species associated with the Sonoran Desert may exist. However, since much of the area has been developed for agriculture, any native wildlife would most likely be found in foothill areas or in the area generally east of the Central Arizona Project Salt-Gila Aqueduct. In the foothills area located near the Picacho Mountains, Walker Butte, and Black Butte, known as the Creosote Bush Community, larger mammals exist. The Picacho Reservoir, a major water body southeast of Coolidge, includes a number of waterfowl and other aquatic birds. The area surrounding the reservoir provides fishing opportunities and dove and quail habitats. Pinal County is considering Picacho Reservoir for development as a regional recreation facility. As urban development continues, the creation of linked open spaces can provide for the renewal of wildlife habitats and corridors for wildlife migration from surrounding areas.

### **Air and Noise Quality**

The main air pollutant in the southern and western deserts is particulates. Sources of particulate matter vary widely in Arizona from region to region and season to season. Particulate pollution consisting of particles in the air, accounts for a great portion of the visible air pollution seen and presents a human health hazard. Farming activity and vehicular traffic on unpaved roads suspends large quantities of dust, representing the majority of the particulate problem in Coolidge. Participants in the General Plan Workshop voiced their concerns about the dust. Other significant dust sources include construction and windblown dust from disturbed and undisturbed desert.

Noise is generally defined as any unwanted sound that disturbs working, recreational or other activities. Sources of noise can range widely with the level and frequency of the source. The most common noise sources are related to transportation. Based on this observation, potential noise sources within the Coolidge Study Area are the Coolidge Municipal Airport, I-10, and Southern Pacific Railroad tracks.

The Coolidge Municipal Airport, located approximately two and one-half miles southeast of the Coolidge city limits, is a general aviation airport that serves the City of Coolidge and the Town of Florence. Williams Air Force Base prepared an Air Installation Compatible Use Zone (AICUZ) study in October 1985 for the Coolidge Municipal Airport.

The U.S. Air Force developed the Air Installation Compatible Use Zone (AICUZ) concept in cooperation with federal and local agencies to guide land development near its airfields, protecting adjacent communities from the noise and safety hazards, while preserving the operational integrity of its airfields.



**5. SOCIOECONOMIC AND HOUSING CHARACTERISTICS**

This section provides an overview of the economic vitality of the State of Arizona, Pinal County and City of Coolidge and discusses trends regarding population, housing, employment, industrial and commercial development. It should be noted that projections, especially in regards to population, are based on a continuation of previous trends and do not reflect major changes in circumstances, such as the significant decline of the national economy that began to be evident in early 2002, or the changes in political climate that have made Pinal County more attractive to the development community.

**Economic Conditions**

As shown in Table 5.1, the four largest of the twenty-one employment sectors within Arizona in 2001 were *Office and Administrative Support, Sales and Related Occupations, Food Preparation and Serving Related Occupations,* and *Construction and Extraction Occupations.* Together these four sectors employ 44% of all workers in Arizona.

**TABLE 5.1: ARIZONA OCCUPATIONAL EMPLOYMENT AND ANNUAL WAGE ESTIMATES, 2001**

OCCUPATIONAL TITLE	ROUNDED EMPLOYMENT	MEAN ANNUAL WAGE
Management	126,760	\$66,300
Business and Financial Operations	78,410	\$25,130
Computer and Mathematical	50,090	\$58,270
Architecture and Engineering	59,010	\$55,180
Life, Physical and Social Science	13,560	\$45,700
Community and Social Services	22,720	\$31,200
Legal	14,260	\$65,880
Education, Training and Library	124,140	\$33,980
Arts, Design, Entertainment, Sports, and Media	22,970	\$36,420
Healthcare Practitioners and Technical	90,840	\$50,640
Healthcare Support	52,030	\$21,030
Protective Services	66,470	\$31,720
Food Preparation and Serving-Related	187,570	\$15,410
Building and Grounds Cleaning and Maintenance	80,540	\$18,440
Personal Care and Service	47,380	\$21,800
Sales and Related	232,600	\$28,340
Office and Administrative Support	408,370	\$25,930
Farming, Fishing and Forestry	14,930	\$15,840
Construction and Extraction	164,670	\$30,220
Installation, Maintenance and Repair	98,280	\$33,570
Production	132,090	\$26,250
Transportation and Material Moving	142,920	\$26,020
<b>Total of All Occupations</b>	<b>2,230,550</b>	<b>\$32,240</b>

Source: Arizona Department of Economic Security



Table 5.1 also shows that the mean annual wage for Office and Administrative Support Occupations was \$25,930, while Sales and Related Occupations was \$28,340. The Food Preparation and Serving Related Occupations industry provided the lowest annual wage at an average of \$15,410. Next lowest were the Farming, Fishing and Forestry Occupations with a mean annual wage of \$15,840.

**TABLE 5.2: PINAL COUNTY, ARIZONA OCCUPATIONAL EMPLOYMENT AND ANNUAL WAGE ESTIMATES, 2001**

OCCUPATIONAL TITLE	ROUNDED EMPLOYMENT	MEAN ANNUAL WAGE
Management	1,980	\$56,412
Business and Financial Operations	1,030	\$38,748
Computer and Mathematical	240	\$42,686
Architecture and Engineering	320	\$48,006
Life, Physical and Social Science	220	\$40,523
Community and Social Services	740	\$30,951
Legal	260	\$56,525
Education, Training and Library	4,670	\$28,931
Arts, Design, Entertainment, Sports, and Media		\$41,498
Healthcare Practitioners and Technical	1,280	\$45,142
Healthcare Support	1,010	\$19,117
Protective Services	550	\$34,262
Food Preparation and Serving-Related	3,550	\$16,320
Building and Grounds Cleaning and Maintenance	1,250	\$19,574
Personal Care and Service	560	\$18,871
Sales and Related	2,300	\$22,809
Office and Administrative Support	6,060	\$24,937
Farming, Fishing and Forestry	1,080	\$19,079
Construction and Extraction	3,060	\$34,383
Installation, Maintenance and Repair	1,560	\$28,776
Production	1,960	\$27,091
Transportation and Material Moving	3,930	\$20,791
Total of All Occupations	41,550	\$28,564

Source: Arizona Department of Economic Security

At the County level, Table 5.2, above, shows that two of the four largest employment sectors, *Office and Administrative Support Occupations* and *Food Preparation and Serving-Related Occupations*, are the same as the State level. However, the other two largest sectors are *Education, Training and Library Occupations* and *Transportation and Material Moving Occupations*. The total of these four sectors also comprises 44% of the total employment in Pinal County, similarly to the State. The mean annual wages for these top four employment sectors are less than that at the State level with the exception of Food Preparation and Serving-Related Occupations, and all four are less than the livable wage established for an Arizona family of three.



Between today and 2003, 40 percent of all jobs created in Arizona are expected to pay less than half of the livable wage. For Arizona, the National Priorities Project (NPP) set livable wages for 2003 at approximately \$34,133 for a three-person family. This figure for 2003 is inflation-adjusted data from the 1999 NPP report, *Working Hard, Earning Less* (<http://www.nationalpriorities.org/grassrootsfactbook/jobgrowth/pdf/az.pdf>), which established the livable wage in Arizona at \$29,900 for a family of three.

**TABLE 5.3: 2000-2010 ARIZONA STATEWIDE OCCUPATIONAL PROJECTIONS**

OCCUPATIONAL TITLE	2000 ESTIMATED EMPLOYMENT	2010 PROJECTED EMPLOYMENT	10-YR CHANGE	ANNUAL CHANGE	ANNUAL PERCENT CHANGE
Management	143,651	181,723	38,072	3,807	2.7%
Business and Financial Operations	81,940	103,580	21,640	2,164	2.6%
Computer and Mathematical	53,022	73,163	20,141	2,014	3.8%
Architecture and Engineering	60,385	70,329	9,944	994	1.6%
Life, Physical and Social Science	14,580	18,900	4,320	432	3.0%
Community and Social Service	21,631	30,229	8,598	860	4.0%
Legal	13,286	16,093	2,807	281	2.1%
Education, Training and Library	123,070	173,930	50,860	5,086	4.1%
Arts, Design, Entertainment, Sports and Media	23,260	29,236	5,976	598	2.6%
Healthcare Practitioners and Technical	93,506	131,029	37,523	3,752	4.0%
Healthcare Support	46,801	68,230	21,429	2,143	4.6%
Protective Service	68,542	85,349	16,807	1,681	2.5%
Food Preparation and Serving Related	192,366	247,089	54,723	5,472	2.8%
Building and Grounds Cleaning and Maintenance	79,881	102,033	22,163	2,216	2.8%
Personal Care and Service	42,715	56,220	13,505	1,351	3.2%
Sales and Related	236,895	296,985	60,090	6,009	2.5%
Office and Administrative Support	431,291	527,778	96,487	9,649	2.2%
Farming, Fishing and Forestry	8,712	12,635	3,923	392	4.5%
Construction and Extraction	158,908	185,516	26,608	2,661	1.7%
Installation, Maintenance and Repair	95,635	117,443	21,808	2,181	2.3%
Production	145,996	163,658	17,662	1,766	1.2%
Transportation and Material Moving	152,744	184,318	31,574	3,157	2.1%
<b>TOTAL, ALL OCCUPATIONS</b>	<b>2,288,817</b>	<b>2,875,477</b>	<b>586,660</b>	<b>58,694</b>	<b>2.6%</b>

Source: State of Arizona, Department of Economic Security, Research Administration in cooperation with U.S. Department of Labor, Bureau of Labor Statistics

Looking at Statewide Occupational Projections in Table 5.3, five employment sectors have projected growth rates of 4% or greater. They are Healthcare Support; Farming, Fishing, and Forestry; Education, Training, and Library; Community and Social Services; and Healthcare Practitioners and Technical Occupations. Of these five sectors, only Healthcare Practitioners and Technical Occupations had a statewide mean annual wage equal to or greater than the 2003 livable wage of \$34,133 for a three-person family. These five sectors comprise 14.5% of the 2010 projected employment.



**Economic Trends**

Up until the early 1950’s, Coolidge’s economy was mainly dependent on agriculture, and to a lesser extent, mining. Due to the prominence of the agricultural industry, the City witnessed a steady growth rate until the late 1940s. As mechanization of farming techniques decreased the need for labor, people started moving to areas that could provide jobs. Since the decline of the local agricultural industry, Coolidge and the surrounding area have attempted to diversify their economy. One means in which the area has addressed this matter is by applying for designation as a Federal Enterprise Zone. This program offers various forms of assistance to rural communities in need of economic revitalization through businesses tax incentive programs, technical assistance, and funding opportunities.

Today government agencies such as the Arizona Training Program, Central Arizona College, the Arizona State Prison, and the County Courthouse are the largest employers in the area. Coolidge is also part of a major growth corridor between the cities of Phoenix and Tucson. This corridor serves as a regional trade and service center for agricultural producers by providing equipment, supplies, and personal services for farmers. As illustrated in Table 5.4, Coolidge’s unemployment rate reflects the influences of the national, state and regional economy. Pinal County’s employment data is displayed in Table 5.5.

**TABLE 5.4: COOLIDGE EMPLOYMENT**

	1990*	2000	2001	2002	2003
COOLIDGE CIVILIAN LABOR FORCE	2,567	3,963	4,171	4,350	4,382
Employed	2,328	3,807	3,972	4,039	4,073
Unemployed	239	156	199	311	309
Unemployment Rate	9.3%	3.9%	4.8%	7.1%	7.1%

Sources: Arizona Department of Economic Security and U.S. Census Bureau (\*)

**TABLE 5.5: PINAL COUNTY EMPLOYMENT**

	1990*	2000	2001	2002	2003
PINAL COUNTY CIVILIAN LABOR FORCE	44,401	66,619	72,188	75,271	75,816
Employed	40,326	65,953	68,801	69,961	70,551
Unemployed	4,075	2,666	3,387	5,309	5,265
Unemployment Rate	9.2%	3.9%	4.7%	7.1%	6.9%

Sources: Arizona Department of Economic Security and U.S. Census Bureau (\*)

Three entities currently play an active role in the City’s economic development strategies: the City of Coolidge, the Coolidge Chamber of Commerce, and the Greater Casa Grande Valley Economic Development Foundation (GCGVEDF). The City of Coolidge provides administrative and strategic leadership by coordinating policies and providing staff to implement policies. The Coolidge Chamber of Commerce is dedicated to promoting and sustaining a quality environment conducive to economic growth and



the development of existing and new commerce. The GCGVEDF mission is to market the region.

Coolidge serves as a regional trade and service center for agricultural producers by providing equipment, supplies, and services for farmers (Arizona Department of Commerce, 1996). The development of the Blackwater Industrial Park located within the Gila Indian Reservation may help the manufacturing industry grow. Continued industrial growth along with expansion of additional economic opportunities will impact the rate of the area's population growth and enhance the quality of life in Coolidge.

**Population Trends**

Population projections are rationalized estimations based on past growth trends and an assumption about the future population trends. This section reviews past population growth and presents the projected growth in Coolidge in relation to its surrounding areas as well as Pinal County and the State.

Arizona and Pinal County have been growing at an accelerated pace in the last decade. However, until recently the growth rate in Coolidge has been substantially less than the growth rates of the surrounding communities of Eloy and Florence, as well as Pinal County and the State of Arizona as a whole. Table 5.6 presents the population estimates for Coolidge in comparison to the surrounding area, Pinal County and the State.

**TABLE 5.6: POPULATION ESTIMATES FOR COOLIDGE AND SURROUNDING AREAS**

	1980	1990*	2000*	2001	2002
Eloy*	6,240	7,211	10,375	10,675	10,819
Florence*	3,391	7,510	14,466	17,225 <sup>1</sup>	14,540
<b>Coolidge</b>	<b>6,851</b>	<b>6,927</b>	<b>7,786</b>	<b>8,085</b>	<b>8,160</b>
Pinal County	90,918	116,379	179,727	186,795	192,395
Arizona	2,718,215	3,665,228	5,130,632	5,319,895	5,472,750

<sup>1</sup> Does not reflect adjusted census figure of 14,466 for Florence released after July 1, 2001 population estimates were published.

\* Census figures for Eloy and Florence include the group populations at the Arizona State Prison Complexes.  
Source: US Bureau of Census (\*) and Arizona State Department of Economic Security

The rate of growth for Coolidge since the 2000 Census is estimated at 4.8%, which is greater than that for Florence (0.5%) and Eloy (4.2%), but less than the rates for Pinal County (7.0%) and the State (6.7%). This increased rate of growth reverses the previous trend of fairly flat growth shown by the percent increase between the 1990 and 2000 decennial census counts in Table 5.7.

**TABLE 5.7: POPULATION GROWTH RATES BETWEEN 1990 AND 2000**

	1990*	2000*	Percent Change	Annualized Rate
Eloy*	7,211	10,375	43.9%	4.4%
Florence*	7,510	14,466	92.6%	9.3%
<b>Coolidge</b>	<b>6,927</b>	<b>7,786</b>	<b>12.4%</b>	<b>1.2%</b>
Pinal County	116,379	179,727	54.4%	5.4%
Arizona	3,665,228	5,130,632	40.0%	4.0%

\* Census figures for Eloy and Florence include the group populations at the Arizona State Prison Complexes.  
Source: US Bureau of Census



**Population Projections**

Population projections are an important planning tool, but can be somewhat controversial due to their dependence on historic growth trends. This reliance on past trends fails to account for major changes in the many factors that influence growth, including national and state economic conditions, regulatory changes in competing markets, and prevailing attitudes towards growth. In addition, the timing of population projects can be problematic.

The coordination between the projections prepared by the Arizona Department of Economic Security and the 2000 Census was disrupted due to a delay in the release of the census data. This meant that projections could not be made available to local jurisdictions in a timely fashion for inclusion in the Growing Smarter general plan updates. As can be seen in Table 5.8, the only official population projections that exist for Coolidge show a 2020 population projection of 7,784, which is less than the official 2000 census population.

**TABLE 5.8: POPULATION PROJECTIONS FOR COOLIDGE AND PINAL COUNTY**

	2003	2004	2005	2006	2007	2008	2009	2010	2015	2020
<b>Coolidge</b>	7,359	7,388	7,416	7,445	7,472	7,499	7,525	7,551	7,673	7,784
Pinal County	173,738	177,629	181,487	185,304	189,037	192,662	196,222	199,715	216,215	231,229

Source: Arizona Department of Economic Security

The problem of outdated population projections was addressed for a portion of Pinal County by the "Southeast Maricopa/Northern Pinal County Area Transportation Study" commissioned by the Maricopa Association of Governments (MAG). MAG conducted several area transportation studies in addition to two multi-modal studies during 2002-2003 in order to obtain input for the regional transportation plan. In order to build realistic models of future transportation impacts, reasonable growth scenarios and accompanying population projections were needed.

Population projections were prepared for the years 2020 and 2030 for the communities located within the Southeast Maricopa/Northern Pinal County Study Area and are shown in Table 5.9. These projections assume higher rates of growth for communities located along the Hunt Highway corridor where existing transportation facilities exist. If the transportation enhancements recommended in the study for the Apache Junction/Coolidge Corridor are implemented in the next 10 to 20 years, much of the projected growth would shift towards Coolidge along the Attaway Road alignment.

**TABLE 5.9: DRAFT 2-2020 AND 2030 POPULATION PROJECTIONS FOR SOUTHEAST MARICOPA/NORTHERN PINAL COUNTY STUDY AREA**

MPA	2020 <sup>1</sup>	2030 <sup>1</sup>
Chandler	243,612	246,069
Gilbert	276,790	287,296
Maricopa County	9,071	9,360
Mesa	185,275	197,861
Queen Creek	75,624	93,527
Apache Junction	56,424	62,155
<b>Coolidge</b>	<b>11,512</b>	<b>13,295</b>



Florence*	29,601	34,189
Pinal County - Focus Area <sup>2</sup>	62,587	174,647
Pinal County – Model Area <sup>3</sup>	135,769	232,794
Subtotal Maricopa County	790,372	834,113
Subtotal Pinal County	295,894	518,081
<b>TOTAL STUDY AREA</b>	<b>1,086,266</b>	<b>1,352,194</b>
<b>TOTAL REGION</b>	<b>5,525,548</b>	<b>6,815,583</b>

<sup>1</sup>Population figures do not include seasonal and transient population. MPA totals cover only the portion within the study area.

<sup>2</sup>Covers unincorporated areas within Focus Area.

<sup>3</sup>Cover the portion of the Model Area not included in Focus Area. Includes Casa Grande, Superior and portions of Eloy as well as unincorporated areas.

\*Population projections for Florence include the group populations at the Arizona State Prison Complexes.

Source: Southwest Maricopa/Northern Pinal County Area Transportation Study, Draft Final Report, Parsons Brinckerhoff, June 30, 2003.

**Housing Trends**

Housing prices have increased at a rate greater than income increase. This trend will most likely continue as new growth takes place at higher densities with more expensive infrastructure requirements. The widening gap between income and house prices should highlight the importance of economic development and the attraction of higher wage employment opportunities to Coolidge.

**TABLE 5.10: GROWTH IN HOME PRICES RELATIVE TO INCOME, 1990-1995**

	AVERAGE ANNUAL GROWTH RATE IN MEDIAN HOUSEHOLD INCOME	AVERAGE ANNUAL GROWTH RATE IN HOME SALES PRICE*
Arizona	3.0%	8.3%
Apache County	8.6%	4.4%
Maricopa County	4.4%	8.0%
Pima County	4.3%	8.6%
Pinal County	4.5%	14.0%

\*Figures do not compound growth rates.<sup>2,9</sup>

Sources: Arizona Department of Revenue; U.S. Census Bureau; and U.S. Department of Housing and Urban Development



## 6. COMMUNITY RESOURCES

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### Water Resources

Groundwater is the major source of supply to areas within the Pinal Active Management Area (AMA) as designated by the State of Arizona, and is primarily found in the deep basin fill sediments. These sediments consist of three major alluvial layers, called the Upper Alluvial, Middle Fine-Grained and Lower Conglomerate, which form a single aquifer. Large-scale groundwater withdrawals in the Coolidge area began in the 1930s when numerous wells began to tap the Upper Alluvial layer and transition zone of the Middle Fine-Grained layer. Extensive irrigation pumping since 1940 has resulted in the Upper Alluvial layer becoming dry in most areas. During the period from 1930 to 1960, intensive groundwater development caused the levels to drop by as much as 150 feet. The Middle Fine-Grained layer has experienced much less pumping and still has substantial supplies of water. Few wells have been drilled into the Lower Conglomerate layer since depths in most areas are extreme. Beginning in the mid 1960s, there was a greater reliance on surface water, changes in cropping patterns, and increases in recharge of surface water. These efforts have contributed to a significant recovery of the groundwater table.

The quality of the groundwater in the areas surrounding Coolidge varies greatly with the depth of the aquifer. Water from the Upper Alluvial layer is of good quality, with a lower mineral salt content. Water from the Middle Fine-Grained layer is typically of poor quality with higher concentrations of mineral salts. Water in the Lower Conglomerate layer is of similar quality to the Upper Alluvial layer, however, fluoride concentrations are significantly higher. In areas just west of Coolidge, dairy farms are beginning to relocate from the urban fringe of development south of Phoenix. Waste generated from these farms could be potential sources of groundwater pollution and should be addressed in the near future.

A regional review of water available in storage in the Pinal AMA concluded that assured water supplies, estimated to be 91 million acre feet, are available in local areas. The only way to assure a groundwater supply for municipal growth is to preserve a portion of the supply for future use. An interpretation to the Active Management Areas management goal is to protect and preserve groundwater between 1,000 and 1,200 feet below land surface for future non-irrigation uses. Withdrawals of groundwater within AMA's are limited to holders of groundwater rights. Groundwater is relatively inexpensive in the areas surrounding Coolidge.

Surface water, other than that from the Central Arizona Project, consists of water from the Gila River. Annual amounts vary, but in 1985 approximately 160,000 acre-feet was diverted from the river at Ashurst-Hayden Diversion Dam for irrigation purposes. By the year 2025 surface water diversions are projected to decrease. The water quality of the Gila River is generally good, with only slightly elevated total dissolved solid levels.

Three irrigation districts serve the Coolidge area, and include the San Carlos, Hohokam, and Central Arizona Districts. These irrigation districts have built concrete lined distribution systems equipped with sophisticated measuring devices at each farm turn-out and deliveries of Central Arizona Project water have been made to some farms since 1986. The smaller irrigation districts deliver water from numerous main canals to each farm. Agriculture is the largest water user in the Coolidge Study Area and is projected to



remain the largest. Where a predominately agricultural economy exists, the goal is to allow development of non-irrigation uses, preserve the agricultural economy for as long as feasible, and preserve water supplies for future non-agricultural uses, which are expanding throughout the area.

In 1994, the Pinal County Water Augmentation Authority came into existence. The legislature authorized and tasked the authorities with finding means of replenishing the aquifer. This is consistent with State Law and the Department of Water Resources mission of reducing pumping of groundwater in the Region. An initial concept being considered is working with the Picacho Reservoir for water replenishment, storage, recreation, and preservation of a wetlands habitat. Coolidge has a Central Arizona Project allocation for Municipal and Industrial water managed by the Arizona Water Company. The allocation is 5,000 acre-feet per year.

### **Cultural Resources**

There are many known archaeological resources within the City of Coolidge, of which the majority are contained by the Casa Grande Ruins National Monument and to the north and east of Coolidge along the Gila River as shown in Figure 11.1 and Figure 11.2. Through discussions with archeologists attending the General Plan Charrette, it is anticipated that there are many more sites and artifacts within and surrounding the City of Coolidge than is shown in Figure A. The archeologist and other participants indicated a desire to preserve the archeological richness that abounds along the Gila River and in the Casa Grande Ruins National Monument including those areas immediately surrounding the park.

The State Historic Preservation Office has indicated that the historical resources existing within the City of Coolidge consist of the Coolidge Women's Club, a commercial building on Main Street, and the Vah Ki Inn. All of these buildings have been submitted to the National Register for Historic Places. The Coolidge Women's Club is the only building currently on the register.

Agriculture has been the way of life in the Coolidge area for several hundreds of years as indicated by the archeological sites. During the General Plan Charrette, participants indicated a desire to preserve viable agricultural lands for continued economic development and sustain a rural community image.

### **Visual Image**

Landmarks consist of an object or structure on the land that marks a location and is used as an orientation point. Landmarks can be of unusual historical interest, unique natural features or man-made objects. Based on this definition, there are a number of landmarks within Coolidge and the surrounding area. At a regional scale, the Picacho Mountains and Picacho Peak to the south, Signal Peak to the west, and Cholla Mountain to the north, are natural features that can be seen from a distance. Within the Study Area, there are two landmarks. The most famous landmark, which attracts tourists from around the world, is the Casa Grande Ruins National Monument. A secondary landmark is the Arizona Water Company water tower located on Northern Avenue and North 1<sup>st</sup> Street.



## **7. COMMUNITY FACILITIES AND UTILITIES**

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This section consists of two major elements: social services infrastructure and utility infrastructure that are essential in supporting the growth of Coolidge. The following description provides an account of existing facilities, their usage, and plans for future expansion. Figure 7.1 shows the location of community facilities in Coolidge.

### **Social Infrastructure**

The City of Coolidge provides major public safety facilities while educational and medical facilities are provided by private entities. With the decline of cotton farming over the last several decades, many former agricultural workers have been essentially “stranded” in Coolidge. These individuals lack the resources to relocate in order to seek other employment. Coolidge has become a major social service provider because of the severe need in the community. According to the 2000 Census, 24.7% of its population was below poverty level. This compares to 16.9% for Pinal County and 13.9% for the entire state of Arizona.

### **Educational facilities**

The City of Coolidge lies within the Coolidge Unified School District (CUSD). CUSD administers seven public schools and has a current enrollment of 2,880 students. West of Coolidge is the Central Arizona Community College (CAC) that provides secondary education opportunities for the region.

The schools within CUSD are:

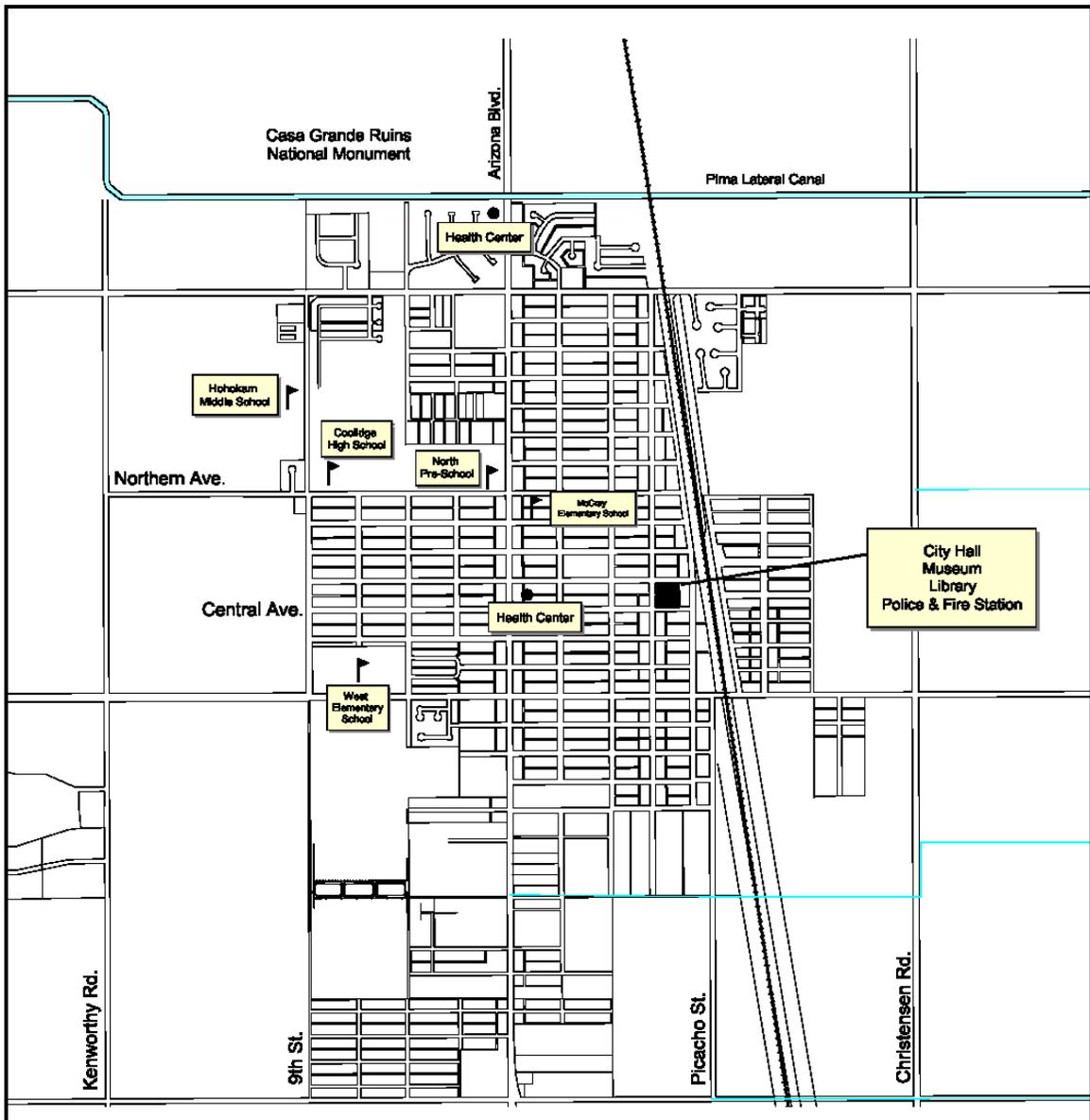
- McCray Elementary School
- North Preschool
- West Elementary School
- San Tan Elementary School
- Hohokam Middle School
- Kenilworth Transition Center
- Coolidge High School

Coolidge Unified School District has a five-year plan to expand its existing facilities to accommodate a projected enrollment of 3,400 students. By the year 2010, CUSD anticipates its enrollment to be approximately 3,800 students (Applied Economics, Coolidge Unified School District, 1999).

The Signal Peak Campus of Central Arizona College is located on the western side of Coolidge. This campus is considered one of CAC’s largest and most comprehensive. It is connected with the other campuses through the district’s distance-learning network and offers upper-division coursework through Northern Arizona University. Signal Peak is the only campus of CAC that offers a full service residence life opportunity for students with its new resident halls opened in fall 1999.



FIGURE 7.1: COMMUNITY FACILITIES





**Parks, Recreation and Cultural Facilities**

Coolidge currently has approximately 88 acres of existing parks (see Table 7.1). This is just above the National Recreation and Parks Association suggested standard of 10 acres/1,000 people (based on a 1989 population of 7,145). Although the amount of parkland satisfies a national standard the distribution of parks throughout the community, the amenities provided within the parks and the size of individual parks may not adequately serve all residents in the community. Provided in Table 7.2 are suggested standards established by the National Recreation and Parks Association for the development of a hierarchical park and recreation system to efficiently serve the recreational needs of the community.

**TABLE 7.1: EXISTING PARKS, RECREATION AND CULTURAL FACILITIES**

<b>NAME</b>	<b>SQUARE FOOTAGE</b>	<b>ACRES</b>	<b>AMENITIES</b>
<b>Casa Grande Ruins National Monument</b>	20,908,800	480	Picnic Area, Archeological Museum and Interpretive Center
<b>Community Center</b>	9,553	-	Gym, Computer Room, Game Room, Office for Community Organizations
<b>Coolidge Adult Center</b>	6,337	2.1	Adult Center, Shuffle Board, Horseshoes, Volleyball, Picnic Tables and Grills
<b>Coolidge Regional Park with Storage and Concession</b>	3,053,556	70.1	Racquet Ball, Tennis, Basketball, Volleyball, Softball, Soccer, Ramadas and Restrooms
<b>Coolidge Youth Center</b>	10,652	1.25	Gymnasium, classrooms, computer lab
<b>East Park</b>	87120	2.0	Baseball, Basketball and Playground
<b>Historical Museum</b> (Leased to Coolidge Historical Society)	1,078	-	
<b>Hohokam Park</b>	174,240	4.0	Interpretive Trail and Ramadas
<b>Landmark Ranch Park</b>	152,460	3.5	
<b>Library</b>	6,700	-	13 Public Access Computer Terminals, 1 Children's Computer with educational software, 28,000 volume circulating collection
<b>Main Street Park</b>	43,560	1.0	Basketball, Playground, Picnic Area and 10'x 20' Shelter
<b>North Park with Storage</b>	91,476	2.1	Basketball and Playground
<b>Nutt Park</b>	13,068	0.3	Ramadas and Playground
<b>Old Pool Bathhouse</b>	1,300	-	
<b>Palo Verde Park</b>	-	0.4	Basketball, Playground and Picnic Shelter
<b>San Carlos Park</b>	196,020	4.5	Horseshoe Pits, Gazebo and Restrooms, Playground
<b>Swimming Pool</b>	2,610	-	
<b>Walker Park</b>	87,120	2.0	Playground, Jogging Path, Volleyball and Basketball Court, Ramada, Picnic Tables and Restrooms
<b>West Park</b>	39,204	0.9	Playground and Ramadas

Source: City of Coolidge Parks and Recreation Department, 2000.



**TABLE 7.2: PARKS AND RECREATION FACILITIES STANDARDS**

<b>CLASSIFICATION</b>	<b>GENERAL DESCRIPTION</b>	<b>LOCATION CRITERIA</b>	<b>SIZE CRITERIA</b>
<b>Mini-Park</b>	Used to address limited, isolated, or unique recreational needs.	Less than a 1/4-mile distance in residential setting.	Between 2,500 sq.ft. and 1 acre.
<b>Neighborhood Park</b>	Neighborhood park remains the basic unit of the park system and serves as the recreational and social focus of the neighborhood. Focus is on informal active and passive recreation.	1/4-to 1/2-mile distance and uninterrupted by nonresidential roads or other physical barriers.	5 acres is considered minimum size. 5 to 10 acres is optimal
<b>School Park</b>	Depending on circumstances, combining parks with school sites can fulfill the space requirements for other classes of parks, such as neighborhood, community, sports complex, and special use.	Determined by location of school district property.	Variable depends on function.
<b>Community Park</b>	Serves broader purpose than neighborhood park. Focus is on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces	Determined by the quality and suitability of the site. Usually serves two or more neighborhoods and 1/2-to 3-mile distance.	As needed to accommodate desired uses. Usually between 30 to 50 acres.
<b>Large Urban Park</b>	Large urban parks serve a broader purpose than community parks and are used when community and neighborhood parks are not adequate to serve the needs of the community. Focus is on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces.	Determined by the quality and suitability of the site. Usually serves the entire community.	As needed to accommodate desired uses. Usually a minimum of 50 acres, 75 or more acres being optimal.
<b>Natural Resource Areas</b>	Lands set aside for preservation of significant natural resources, remnant landscapes, open space, and visual aesthetics and buffering.	Resource availability and opportunity.	Variable.
<b>Greenways</b>	Effectively tie park system components together to form a continuous park environment.	Resource availability and opportunity.	Variable.
<b>Sports Complex</b>	Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites strategically located throughout the community.	Strategically located community-wide facilities.	Determined by projected demand. Usually a minimum of 25 acres, 40 to 80 acres being optimal.
<b>Special Use</b>	Covers a broad range of parks and recreation facilities oriented toward single-purpose use.	Variable depends on specific use.	Variable.
<b>Private Park/Recreation Facility</b>	Parks and recreation facilities that are privately owned yet contribute to the public park and recreation system.	Variable depends on specific use.	Variable.



**TABLE 7.2 (CONT.): PARKS AND RECREATION FACILITIES STANDARDS**

<b>CLASSIFICATION</b>	<b>GENERAL DESCRIPTION</b>	<b>LOCATION CRITERIA</b>	<b>SIZE CRITERIA</b>
<b>Park Trail</b>	Multipurpose trails located within greenways, parks, and natural resource areas. Focus is on recreational value and harmony with natural environment.	Type I: Separate or single-purpose, hard-surfaced trails for pedestrians or bicyclists and in-line skaters. Type II: Multipurpose hard-surfaced trails for pedestrians, bicyclists, and in-line skaters. Type III: Nature trails for pedestrians. May be hard or soft surfaced.	Not Applicable.
<b>Connector Trails</b>	Multipurpose trails that emphasize safe travel for pedestrians to and from parks and around the community. Focus is as much on transportation as it is on recreation.	Type I: Separately or single-purpose, hard-surfaced trails for pedestrians or bicyclists and in-line skaters located in independent rights-of-ways. Type II: Separately or single-purpose, hard-surfaced trails for pedestrians or bicyclists and in-line skaters <i>typically located within road rights-of-ways.</i>	Not Applicable.
<b>On-Street Bikeways</b>	Paved segments of roadways that serve as a means to safely separate bicyclists from vehicular traffic.	Bike Route: Designated portions of the roadway for the preferential or exclusive use of bicyclists. Bike Lane: shared portions of the roadway that provide separation between motor vehicles and bicyclists, such as paved shoulders.	Not Applicable.
<b>All-Terrain Bike Trail</b>	Off-road trail for all-terrain (mountain) bikes.	Single-purpose loop trails usually located in larger parks and natural resource areas.	Not Applicable.
<b>Equestrian Trail</b>	Trails developed for horseback riding.	Looped trails usually located in larger parks and natural resource areas. Sometimes developed as multipurpose with hiking and all-terrain biking.	Not Applicable.

Source: Becker, Barbara and Eric Kelly.

To meet the unique needs of Coolidge residents, the national standards should not be used verbatim but tailored. The existing park system as compared to these standards indicates some areas are underserved in regards to park location and size. Small neighborhood and school parks adequately serve the residents east of Arizona Boulevard and north of Coolidge Avenue. Residents living to the west of Arizona Boulevard and north of Coolidge Avenue are adequately served by school parks but not adequately served by mini-parks. The area south of Coolidge Avenue on both sides of Arizona Boulevard is underserved due to the existence of only two mini-parks, with another



under construction. In regards to the provision of recreation amenities, adequacy of service for residential areas can be determined through community response.

Services provided by regional parks, school parks and future open spaces will not benefit the community unless the recreation opportunities are accessible to all residents. The implementation of multi-use local and regional trail system will assist in providing adequate access. Standards for such trails are also provided in Table 7.2.

A park and recreation plan should be developed to provide the residents of Coolidge with accessible, equitable and quality recreational opportunities both locally and regionally. A major component of a plan is service standards, which are based on community's needs and desires. Therefore, the first step in developing a plan should be the implementation of a residential survey. Once the responses have been analyzed and standards established, a responsive plan for the improvement and maintenance of existing recreation facilities along with the provision of future recreational opportunities can be achieved.

### **Public Library**

Libraries are the heart of a community. The Coolidge Public Library serves not only our city residents, but those of Pinal County. The Library currently functions with a staff of 4 and operates 2,446 hours per year serving a patron base of 5,265. The 6,700 square foot space holds a collection of 24,971 print materials, 272 audio and 67 video tapes.

Collection restrictions, ill-repair, and space constraints should be considered along with other city facilities in the future in order to continue meeting the needs for no-cost access to the growing numbers of Coolidge residents.

### **Police Facilities**

While the Coolidge Police Department serves citizens within the city limits, the Pinal County Sheriff's Office provides protection outside the city limits. The Coolidge Police Department began functioning as a separate entity ten years ago when the existing Public Safety Department was split into separate police and fire departments. At present the Police Department has a total strength of 29 police officers and 11 administrative personnel. The Police Department maintains several cells for temporary detention of prisoners until they are transferred to other facilities.

The Police Department is facing a space constraint in the existing location. The quality of the building is also considered to be poor and lacks the required fitness facilities. As a result, the Police Department is moving to new premises to accommodate present and future needs. On June 4, 2003, the City Council voted to accept a bid for construction and services related to the new facility to be located at Arizona Boulevard and Palo Verde Avenue. The new facility was designed by the Tempe firm of Achitekton with construction services being provided by G. R. Walton General Contractors of Phoenix. The new facility is expected to be completed by April, 2004.

The new 19,000 square foot building includes a new City Council Chambers and a tiered training classroom with full multimedia and television broadcast capability, and was planned to accommodate future growth of the Police Department for the next 20 years. The new facility will house an updated communications system including a new 911



System, Cellular 911, Computer Aided Dispatch, a modern records management system, and the City's Emergency Operations Center.

### **Fire Services**

The Fire Department functions with one full-time Chief and a 29-member volunteer team. The City holds a Class 5 ISO rating with an average response time between 4-6 minutes. The Fire Department is equipped with three Class A pumpers, one 75 foot Aerial Quint, and a mini-pumper. An additional Class A pumper is scheduled to be delivered in December of 2003. Regional fire service has been serving the area outside the city limits for past 5-6 years. The City Manager stated that Coolidge is pleased with the service provided by its volunteer team, and does not anticipate any changes for the foreseeable future.

### **Medical Facilities**

Primary care is provided by a health care clinic that has been serving Coolidge for several years and two primary health centers: Sun Life and Coolidge Family Health Center. For any additional medical assistance, patients are referred to the Casa Grande Regional Medical Center which has a 116-bed acute care capacity and 24-hour emergency care. Other medical services are available in metropolitan Phoenix.

### **Administrative Building (Town Hall)**

The Town Hall, located in the downtown, accommodates various city departments. The capacity constraints at this location have resulted in the Growth Management Department moving around the corner to a building on Main Street. As the community continues to grow and the demand for municipal services increases, additional space will be required. In the short term, some additional space will become available within Town Hall once the Police Station is completed, and that function vacates the building. However, land ownership and expansion opportunities should be evaluated at the current location in order to be prepared to address this need in the future.

### **Utility Infrastructure**

The City of Coolidge provides sewer, storm water drainage, and garbage collection and disposal. Water supply, electricity and telecommunication are made available through private entities.

### **Water Supply**

Arizona Water Company (AWC) supplies water to Coolidge. The system has five wells with three of them located in Coolidge and two located in Valley Farms. Storage capacity of the system is 1.81 million gallons (MG), including ground storage. Total water supplied during April – June 1999 ranged from 33 million gallons to 43.6 million gallons per month. While information regarding treatment and future expansion of the facility was not available from AWC, it was indicated by AWC officials that future development would dictate the expansion of AWC's existing system in Coolidge. Fortunately, arsenic is not a problem for Coolidge as it is for Casa Grande and surrounding cities.

### **Sewer**

The sanitary sewer system in Coolidge is owned and operated by the City of Coolidge. The system uses gravity as the delivery mode to the treatment plant located in the southwestern section of the City. The treatment plant has a capacity of 1.35 million gallons per day (MGD) and is capable of servicing a population of 15,000, which is



double the present population. Average flow varies from 600,000 to 700,000 gallons per day. The treated effluent is utilized to irrigate agricultural lands of approximately 250 acres.

Existing collector sewer mains within the City of Coolidge limits are generally sufficient to serve the present population. However, with the infill of vacant lots and with the annexation of areas for residential development outside the present City limits the capacity of these mains will be exceeded and the construction of new sewer mains with increased capacities will be required. Additionally, if the population of the City increases as expected, the wastewater treatment plant may reach capacity and will also need to be expanded. These increases in capacity are expensive and sources of financing should be explored as early as possible before the need develops. Providing sewer service to the east side of the City limits presents a major challenge. Two options should be considered with the first being the construction of larger sewer mains that would connect to the present treatment plant or the construction of a new package treatment plant on the east side of the City. The latter option would more readily permit expansion to the east side of the city in the future.

### **Storm Water**

Due to the flat topography in the City of Coolidge and the surrounding areas, natural drainage channels to carry storm water runoff through and or around the City are literally nonexistent. Thus, the streets are used as the primary drainage conveyance during the infrequent rainstorms. Only Arizona Boulevard from Pima Avenue to Lincoln Avenue, Coolidge Avenue from Pacific Street to 9th Street, and Elm Avenue/Palo Verde Avenue east of Arizona Boulevard have underground storm drainage systems. The primary flow of storm water runoff from both surface and subsurface systems is to the west with the ultimate disposal into retention ponds or low areas outside the City limits.

The existing underground drainage system is inadequate to handle heavy rainfall occurring over a short period of time. The existing storm water drainage systems are adequate to handle normal rainfall; however, the high intensity rains of short duration usually occurring during the Monsoon season cause an overload of these systems. This results in numerous streets being flooded and in some cases flooding of residences along these streets also occurs.

The City does have five storm water retention ponds along 9th Street, two south of Vah Ki Inn Road and three south of Coolidge Avenue. The development of additional retention ponds would help decrease the flooding and funding should be explored to construct these ponds. The incorporation of on-site retention for each new subdivision design is essential to help alleviate existing and to prevent future flooding problems. The development of an overall storm water management plan for the City is needed within the next five years to insure the anticipated growth does not compound flooding and other drainage problems.

### **Solid Waste**

The City of Coolidge Public Works Department is responsible for the collection of residential and commercial solid waste within the City limits and the transport of the collected solid waste to an approved disposal facility. The present disposal facility is the privately owned Johnson Utilities Transfer Station located approximately 12 miles northeast of Coolidge. Solid waste disposal is a City service that includes the pick up of



trash/garbage in 90 and 300-gallon containers and the removal of uncontained bulk trash and tree trimmings from alleys and curbs. Approximately 2,280 residential customers receive refuse collection services two times a week and approximately 240 commercial customers receive two day or five day a week refuse service. Bulk trash is collected on a continuous basis with the entire City receiving service approximately six times per year. Recycling bins for paper and tin cans are located at five locations and the bins are emptied once per week.

Garbage collection service using two trucks is adequate for the current population. With the expected increase in population additional garbage trucks with the respective increase in personnel to operate the trucks will be required. The accumulation and removal of bulk trash from the City has been a persistent problem and more efficient/less costly methods of disposal, such as incineration, must be developed along with more code enforcement and limitations on what the City will pick up. Tipping fees are expected to continue to increase so the volume of solid waste taken to the transfer station must be reduced through recycling and other methods.

### **Electricity**

Three different electrical providers serve the Coolidge area. Of the two providers that provide services within the city limits, Arizona Public Service (APS) and Bureau of Indian Affairs (BIA), APS is the major provider to the city. BIA, which is also called San-Carlos Irrigation Project, serves small areas on northwest part of the City. Electrical District 2 (ED2) is the third provider and provides service outside the city limits, as well as the KLC Ranch located within the city limits.

### **Telecommunications**

Qwest provides the telecommunication services for Coolidge. The service has been adequate to date. It was indicated by the Qwest officials that their services would also grow with the needs of the City. It was mentioned that the focus of growth of Qwest has recently been on Pinal County.



## **8. GOALS, OBJECTIVES AND STRATEGIES**

The following are generalized definitions, which should be referred to when reading this section of the Coolidge Master Plan.

- **GOAL:** A desired end or condition which, if pursued over a long-term will ultimately result in the attainment of a desired living, working or recreational environment.
- **OBJECTIVE:** A desired level of achievement or measurable step which, if pursued and accomplished in conjunction with other objectives, will ultimately result in the attainment of the Goal to which it relates.
- **STRATEGY:** A more specific prescribed step applied to attain the established goals. Strategies prescribe, or represent, a course of action.

The goals, objectives and strategies are intended to set the stage for public and private investment; to provide guidance as to orderly planned growth and revitalization within the City of Coolidge and surrounding area; to insure efficient and effective vehicular and non-vehicular circulation systems; to insure adequate provision of public facilities and services; to enhance the economic viability and to promote quality housing and neighborhood development.

It is not the intent of these goals, objectives and strategies to restrain new development, but rather to provide a method for more efficient, economical provision of long-range service needs. The underlying purpose of this document is to set out statements, which could viably affect the appearance and functions of the City of Coolidge through the year 2010.

According to Arizona Revised Statutes 9-461.05 at the time of this update, the City of Coolidge is only required to include land use and circulation elements in its General Plan. However, on April 20, 2002, a more comprehensive list of goals were established and prioritized by significance by the planners, stakeholders and citizens involved in the establishment of this General Plan. These goals, objectives and strategies are listed in their entirety below.

### **Land Use**

#### **GOAL A: PROVIDE A BALANCE OF LAND USES THAT WILL PRESERVE AND ENHANCE NEIGHBORHOODS, PROMOTE ECONOMIC DEVELOPMENT AND ENCOURAGE APPROPRIATE REDEVELOPMENT**

Objective 1: Manage and control development to facilitate orderly growth and an efficient urban form.



*Strategies:*

- Promote planned developments where resources and facilities are in place to facilitate a high quality, attractive and efficient urban development pattern.
- Establish and monitor an orderly plan to phase the extension of public utilities and streets within the City limits to stimulate quality economic and neighborhood development.

Objective 2: Create high-quality residential environments that provide for safe and convenient vehicular circulation, open space and recreational opportunities, access to public schools and services and protection from incompatible land uses.

*Strategies:*

- Require new residential developments to provide pedestrian linkages to parks, schools and other appropriate public facilities.
- Encourage infill residential development that takes advantage of existing municipal services, utilities, transportation facilities, and shopping areas.

**GOAL B: PROVIDE A RANGE OF RESIDENTIAL DENSITIES AND HOUSING TYPES IN THE CITY OF COOLIDGE**

Objective: Establish a series of residential land use categories that depict a reasonable range of densities for different housing products to be developed.

*Strategies:*

- Institute a uniform method to determine the density for residential land uses as shown on the Land Use Plan. The following method shall be used to calculate residential density:

$$D = DU / (A - ROW)$$

Where D = Residential density, A = Total site area in acres, ROW = Arterial street rights-of-way in area, and DU = Number of dwelling units.

- All new residential development shall conform to the residential density range as specified on the Land Use Plan. The maximum density of the development shall not exceed the target density as specified, except where a density bonus for the provision of exceptional design amenities may be allowed.
- Projects considered for density bonuses shall be evaluated on an individual basis, considering such factors as adjacent land use compatibility, available services, infrastructure impacts, traffic impacts, provision of affordable housing opportunities, enhanced urban design standards, provision of significant open space, on-site historic, natural or cultural resource preservation, and similar issues that may arise during specific proposals. Specific requirements are presented in the City's PAD Ordinance and as outlined in the General Plan.



- A Very Low Density Single-Family Residential (VLSFR) Land Use category shall be established on the Land Use Plan. The density standard for this category shall not exceed 1.0 dwelling unit/acre (DU/AC), with a target density of 0.5 DU/AC. The residential product shall be characterized by one or two-story single family detached homes on large lots. Appropriate locations for VLSFR uses shall generally include areas adjacent to low density areas, in agricultural or environmentally sensitive areas, in areas where equestrian uses are allowed or where a rural character is desired. Homes in VLSFR areas can be clustered on smaller lots in certain circumstances if the goal of such projects is to preserve open space, natural features, steep slopes or other features.
- A Low Density Single-Family Residential (LSFR) Land Use category shall be established on the Land Use Plan. The density standard for this category shall range from 1.0 DU/AC to 4.0 DU/AC, with a target density of 2.5 DU/AC. The maximum density shall not exceed 4.0 DU/AC. The LSFR residential housing product shall be characterized by one or two-story, single family detached homes on large to medium-sized lots. Residential lots in this category may also be clustered as in the VLSFR category. Appropriate locations for LSFR uses include those areas of the community where there is existing capacity of public services and facilities, and areas where services and infrastructure can be extended in a systematic progression from existing facilities.
- A Medium Density Single-Family Residential (MSFR) Land Use category shall be established on the Land Use Plan. The density standard for this category shall range from 4.0 DU/AC to 8.0 DU/AC, with a target density of 6.0 DU/AC. The MSFR residential product type shall be characterized by one or two-story single family detached homes and town homes on small to medium-sized lots. Appropriate locations of MDR uses include those areas of the community adjacent to arterial or collector roadways and areas that buffer VLSFR and LSFR residential areas from multi-family, commercial or employment uses.
- A Low Density Multi-Family Residential (LMFR) Land Use category shall be established on the Land Use Plan. The density standard for this category shall range from 8.0 DU/AC to 15.0 DU/AC, with a target density of 11.5 DU/AC. The LMFR product shall be characterized as condominiums, town homes, or garden apartments with integrated park and/or open space. Appropriate locations of LMFR uses include where there are planned community facilities (i.e. schools, open space, parks, and recreation facilities), accessible major vehicular circulation systems, appropriately-sized utilities, supportive commercial services and employment uses that are easily accessible and where adjacent development is compatible.
- A Medium Density Multi-Family Residential (MMFR) Land Use category shall be established on the Land Use Plan. The density standard for this category shall range from 15.0 DU/AC to 20.0 DU/AC, with a target density of 17.5 DU/AC. Appropriate locations of MMFR include areas adjacent to intense commercial and employment uses, as well as areas of



high traffic volume, such as freeways or major arterials. Locations for MMFR development may also include the downtown area and commercial core.

**GOAL C: ENSURE COMPATIBILITY OF LAND USES THROUGHOUT THE PLANNING AREA**

Objective: Provide a density transition and physical buffer between land uses (i.e. between rural and urban).

*Strategies:*

- Encourage larger lot development along the perimeter of master planned developments to provide a transition.
- Locate open space and trail connections between developments to encourage a smooth transition.
- Require increased buffering and enhanced design techniques (i.e., site design, landscaping, and increased setbacks) to ensure compatibility when transitioning from one land use to another as well as one development to the next.
- Require adequate buffering to protect residential neighborhoods from intrusion by incompatible land uses.

**GOAL D: MANAGE GROWTH THROUGH ANNEXATION POLICY**

Objective: Develop and adopt a strategic annexation policy.

*Strategy:*

- The City will implement the Strategic Annexation Policy that guides decisions based on the following points:
  - Cost/benefit analysis results are acceptable.
  - The annexation generally promotes the Growth Area concept.
  - Existing infrastructure is maximized.
  - Service levels will not be disrupted.

**GOAL E: CREATING ZONING REGULATIONS THAT HELP TO GUIDE FUTURE DEVELOPMENT AND REVITALIZATION EFFORTS**

Objective 1: Revise zoning ordinances to reflect desired land uses within city limits and future growth areas.



*Strategy:*

- Change zoning classifications to correspond with the appropriate land use designations throughout the planning area (i.e. commercial land use needs to be commercial zoning).

Objective 2: Revise subdivision regulations to ensure that future costs to the public are kept to a minimum.

*Strategy:*

- Impact fees can be required by the subdivision regulations to ensure that the subdivision pays for a reasonable share of the costs associated with offsite impacts.

Objective 3: Insure that infrastructure systems are installed properly and accessible for maintenance, and that a vehicular and pedestrian circulation system is coordinated within and between subdivisions.

*Strategy:*

- Implement an ordinance requiring developers to efficiently provide continued access for circulation and infrastructure.

Objective 4: Include subdivision design standards that will set aside land within the subdivision for parks and recreational facilities, fire stations, or school sites if facilities are deemed inadequate in areas of proposed development.

*Strategy:*

- Implement an ordinance regulating the percentage of land designated for open space or public facilities.

Objective 5: Compose standards to guide development in a unifying theme.

*Strategy:*

- Create architectural and landscape standards for residential, commercial and industrial areas.

**ECONOMIC DEVELOPMENT**

**GOAL A: ENHANCE AND DIVERSIFY COOLIDGE'S ECONOMIC DEVELOPMENT PROGRAM**

Objective 1: Prepare the community to successfully locate new manufacturing and businesses that are consistent with the community's vision and create quality jobs for Coolidge.



### *Strategies:*

- Conduct an inventory of existing commercial and industrial space and available infrastructure.
- The City, GCGVEDF, Action Team and the Chamber of Commerce shall complete the development of a regional-based as well as a community-based computerized economic database for the community. The Focus Future Action Team shall be responsible for updating information in "The Book" as well as updating the economic indicators maintained by GCGVEDF.
- Develop a master plan for industrial parks and continually update it as new services become available
- Complete a comprehensive building inventory for new business development.
- Work with Information Technology and government agencies like *GITA* to develop a telecommunications assessment to provide a support for increased bandwidth and accessibility of connectivity.

### Objective 2: Strengthen existing Coolidge businesses.

### *Strategies:*

- Establish and foster businesses that provide complimentary services to existing businesses.
- Working with the SBDC and GCGVEDF, the Chamber shall create a comprehensive local business retention and expansion program. The purpose of the program is to determine local business needs, understand the businesses better, and match resources and programs to local business needs.
- Participate with the GCGVEDF business visitation program, particularly when visiting Coolidge Businesses.

### Objective 3: Provide visitors with a superior experience which will entice them to purchase goods and services, return to the community, and recommend the area to others.

### *Strategies:*

- Coordinate with regional agencies to develop and market the region as a cultural corridor.
- Advertise and market existing tourism opportunities at surrounding hotels, RV parks, visitor centers and freeways.
- Create and maintain a web site or page on the Coolidge web site advertising local attractions and events, and update the site regularly.
- Make available support facilities to Coolidge visitors at tourist attractions, including lodging, restrooms, and public telephones.
- The Focused Future Action Team, working with the Chamber and Gila River Indian Community, shall organize a Tourism Experience Cluster Group (TECG). Additional members may need to be added to cover all areas of expertise deemed necessary.
- The TECG shall develop a comprehensive tourism experience program that is geared to four areas of focus: Eco-tourism, heritage tourism, recreational development, and agricultural heritage. The "experience" promoted should be unique, pleasing, honest, and true to Coolidge.



- The Chamber, working with various local organizations, shall evaluate the many community events to determine if they could be promoted and/or packaged more effectively to draw regional and statewide visitors.
- Work to have the Historical Museum open daily so visitors can take advantage of learning about the history of the area.
- Capitalize on the Casa Grande Ruins and the traffic that passes through each year. Encourage visitors of the Ruins to come into Coolidge.
- Design community trails that create linkages between RV parks and local attractions.

Objective 4: Maximize opportunities for active seniors.

*Strategy:*

- Develop and conduct a survey to determine the needs of seniors and incorporate those needs into the City's General Plan. Develop a promotional package for Senior Living to market Coolidge as a senior living focus.

### **GOAL B: PROVIDE GREATER COMMERCIAL OPPORTUNITIES**

Objective 1: Concentrate new commercial development in the City's historic commercial district.

*Strategies:*

- Create a marketing plan designed to attract new businesses that will locate within the city limits. Assign a city staff person to oversee marketing strategies. Consult with local real estate agencies to receive technical assistance when developing the plan.
- Create pamphlets that market Coolidge. Distribute these pamphlets to area tourist attractions, restaurants, and hotels.
- Inventory the level of existing infrastructure that services the commercial district. Incorporate the findings with marketing strategies to attract new business to the commercial district.
- Improve existing infrastructure per code in an effort to prepare the area for new business. Ensure adequate utility services are available to prospective businesses.
- Coordinate with Central Arizona College and the Coolidge Unified School District to create a work-study program. The program should be designed to offer skill training to the city's available labor force. The training offered should be conducive to the needs of prospective business and industry.

Objective 2: Revitalize the commercial district.

*Strategy:*

- Identify and apply for state programs that offer assistance to cities renovating their commercial district.

Objective 3: Organize a business/landowners association to attract funding and promote the commercial district.



*Strategies:*

- Match the best commercial uses with existing buildings and vacant land within the district as a means to market available buildings.
- As an association, obtain funds for building rehabilitation. Dedicate a city staff person to assist the Association with obtaining grant funds and advertise in local newsletters and pamphlets.

**GOAL C: BALANCE NEIGHBORHOOD COMMERCIAL, COMMUNITY COMMERCIAL, REGIONAL COMMERCIAL AND COMMERCE PARK USES LOCATED IN THE PLANNING AREA TO PROPORTIONATELY SERVE THE NEEDS OF LOCAL RESIDENTS, AREA-WIDE RESIDENTS AND SEASONAL VISITORS**

Objective 1: Encourage the construction of viable commercial centers throughout the planning area in appropriate locations.

*Strategies:*

- Contact developers of commercial centers in the Phoenix metropolitan area and provide them with a current community profile and information about new housing developments.

Objective 2: Determine the appropriate types of commercial land uses throughout the planning area.

*Strategies:*

- Four commercial categories shall be identified on the Land Use Plan: Neighborhood Commercial, Community Commercial, Regional Commercial and Commerce Park.
  - The Neighborhood Commercial (NC) category shall provide areas for small-scale retail businesses on sites ranging from 5 to 20 acres and serving the local and/or immediately surrounding market area.
  - The Community Commercial (CC) uses are intended to be located in nodes, adjacent to major arterial and/or freeway circulation corridors.
  - The Regional Commercial (RC) category shall be aimed at providing services to the regional planning area. These large-scale commercial developments will be located along the major freeways, encompassing an area of 50 to 200 acres.
  - The Commerce Park (CP) land use designation shall be utilized for office park development, and will be primarily located adjacent to industrial parks and freeway development.
  - A Mixed-Use (MU) category shall also be established on the Land Use Plan. This designation will be utilized for small-scale retail and office use, as well as high-density multi-family housing. The mixed-use designation shall be applied primarily to the downtown area.
- Discourage strip commercial development patterns along transportation corridors. Clustering of commercial developments with strategically located access points is desired.
- Encourage neighborhood commercial, including small-scale commercial office uses not indicated on the land use plan, to locate in close proximity to residential development providing the following criteria are met:



- The purpose of the commercial and/or office categories is to support the immediate neighborhood.
- Design, scale and buffering techniques of the neighborhood commercial and/or office developments will make them compatible with the current or proposed neighborhood.
- Traffic generated from the neighborhood commercial and/or offices will not negatively impact the surrounding residential area.
- The neighborhood commercial and/or offices are designed as part of a mixed-use master planned project with good access.
- Neighborhood commercial and/or offices are not intended to be located on all four corners of an intersection.
- Develop appropriate commercial, business park, industrial and mixed-use employment centers within large-scale residential master planned areas.

### **INFRASTRUCTURE AND UTILITIES**

#### **GOAL: PROVIDE ADEQUATE UTILITY FACILITIES FOR EXISTING AND FUTURE NEEDS OF THE CITY**

Objective 1: Require the development community to pay a portion of the infrastructure improvement costs.

*Strategy:*

- Develop and implement an impact fee policy that will reimburse the City for infrastructure improvements due to private development.

Objective 2: Work with Arizona Water Company to maintain an adequate and safe supply of water as growth occurs in Coolidge.

*Strategies:*

- Identify a City staff member to coordinate with Arizona Water Company in providing safe and adequate water supply to existing and future developments.
- The City of Coolidge shall require all master planned communities to have a 100-year water supply before approval.

Objective 3: Provide an effective sewer network with sufficient treatment capacity to support the development expansion.

*Strategies:*

- Plan to increase the capacity of the sewer main on Coolidge Ave. for any additional new subdivision in the eastern part of the City as the existing 8" main will be out of capacity once the vacant properties in the downtown get occupied.
- Determine the additional sewage inflow from each new subdivision, commercial and industrial development, and its impact on the capacity of sewer lines and the treatment plant capacity. By determining the additional capacity use, the developer can be charged an impact fee to cover the development's share of the cost for enlarging sewer lines and increasing treatment plant capacity. Estimates of the development's fair share is done by a per capita fee from the estimated population increase.



- Identify the need for treatment plant expansion in advance by expanding the existing plant or by building an additional plant at a different site.

\*Note-The treatment plant capacity can support double the current population, i.e. 15,000, which extends beyond the end of this plan period. However, if the wastewater flow increases due to new additional commercial and industrial facilities, then additional capacity will be required.

### Objective 4: Provide an adequate storm water drainage system

#### *Strategies:*

- Develop a storm water management plan for the City to adequately convey storm water during heavy rainfalls. Phase the initiation of the plan throughout the city.
- Require developers to provide detention/retention ponds within their developments to alleviate future flooding problems.
- Improve the storm water system by mobilizing funds from potential grants or TEA-21 funds that could also be used for storm water improvement along the roads.

### Objective 5: Encourage a cleaner and healthier community by providing efficient trash removal services.

#### *Strategies:*

- Create a solid waste management plan to improve the collection and disposal of solid waste in Coolidge. As part of the solid waste management plan:
  - Acquire additional larger trucks and expanded crews for making frequent pickups to accommodate existing and anticipated demands.
  - Create a community compost yard to handle the bulk trash from yard waste.
  - Establish a task force comprised of neighborhood representatives to promote waste reduction and recycling at the neighborhood level.

### Objective 6: Facilitate a high level of telecommunication services.

#### *Strategy:*

- Identify a staff member to coordinate with Qwest telecommunications to plan for supporting the commercial and industrial expansion needs.

## **TRANSPORTATION AND CIRCULATION**

### **GOAL A: CREATE SAFE AND EFFICIENT PATTERNS OF CIRCULATION**

#### Objective 1: Assess accident histories and areas with high traffic conflicts to determine future needs for traffic control measures.

#### *Strategies:*

- Obtain traffic accident histories from local, regional and state traffic enforcement agencies, and conduct an analysis to determine whether any intersections meet warrant standards for new traffic signals.
- Require new developments in excess of 40 acres located adjacent to existing arterial streets to submit a traffic analysis to determine whether new traffic control devices will be necessary as a result of the development.



Objective 2: Develop policies for the location of ingress and egress points along major arterials and State Highways.

*Strategy:*

- Review the street alignments for proposed developments to determine compliance with ingress/egress policies.

### **GOAL B: IMPROVE CIRCULATION NETWORK FOR ALL MODES OF TRANSPORTATION**

Objective 1: Enhance mass transit services.

*Strategies:*

- Seek fixed-route services and provide ample advertisements to offer alternative transportation to Central Arizona College and other employment centers.
- Expand the Cotton Express system to provide scheduled transportation along a north-south street to facilitate shopping to new businesses and connect to east-west transit corridors.

Objective 2: Improve street conditions and circulation network.

*Strategies:*

- Determine means to reduce traffic in peak hours by creating ample merging and pullout lanes, especially at schools.
- Utilize a Transportation Plan to set priorities for phased road improvements with documentation and budgets for current and future improvement needs.
- Utilize funding options for improvements in roadway conditions to airport and industrial park areas. Invest in paving improvements, airport signs, and direct routing.

Objective 3: Develop and promote the City of Coolidge as an outstanding pedestrian and bicycle-friendly community.

*Strategies:*

- Pursue Federal Surface Transportation Program, Transportation Enhancement, and other Federal and State funds for the creation of safe and marked bike lanes along an assigned trail network that provides a linkage to local attractions and services.
- Create pedestrian and biking improvements following federal and state safety guidelines on parking designs, lighting, signage, sidewalks, and other elements requested by community surveys.
- Provide and promote safe crossings for pedestrians by utilizing crossings, signs and signals.

Objective 4: Develop a multi-use trail system.

*Strategies:*



- Identify existing canal embankments, utility easements, washes, and railroad rights-of-ways for linking open spaces. Determine the associated usage and compatibility of surfaces.
- Develop a citywide trail system that links cultural and natural amenities, including parks.
- Adopt rules and regulations that require new developments to incorporate open space as part of the overall trails master plan for the city.
- Connect citywide trail system with regional system.

### **GOAL C: SUPPORT MULTI-JURISDICTIONAL PLANNING AMONG MARICOPA COUNTY, PINAL COUNTY, ADOT AND SURROUNDING MUNICIPALITIES TO IMPROVE REGIONAL TRANSPORTATION FACILITIES**

Objective 1: Promote the design and construction of a new freeway along the Apache Junction/Coolidge Corridor (US 60 to I-10) identified in the Southeast Maricopa/Northern Pinal County Area Transportation Study.

*Strategies:*

- Pursue funding for the arterial grid from local, regional, state and federal sources in order to create the feeder system needed to support a regional facility.
- Support the expansion of fixed route transit systems to serve to serve existing and new developments within the region.
- Support the widening of state highways, improvements to existing interchanges, and the construction of new interchanges in order to maintain accessibility to the existing surface transportation system.

### **GOAL D: DEVELOP THE COOLIDGE MUNICIPAL AIRPORT AS AN IMPORTANT TRANSPORTATION LINK AND ECONOMIC GENERATOR.**

Objective 1: Promote improvements to the Coolidge Municipal Airport so that it can serve as an attractive, efficient and safe aviation facility.

*Strategies:*

- Pursue funding for an update of the 1997 Airport Master Plan to identify required infrastructure improvements.
- Develop a capital improvement plan with identified costs and timing of airport enhancements.

Objective 2: Encourage increased general aviation use of the airport.

*Strategies:*

- Identify areas for future commercial general aviation and private general aviation development.
- Identify potential users currently located in space constrained facilities, such as Scottsdale Airport, that might be interested in relocating to Coolidge.

Objective 3: Develop available airport property for aviation-related and non-aviation related industrial/commercial uses.



*Strategies:*

- Identify infrastructure enhancements needed to improve surface access to the airport.
- Develop a capital improvement plan with costs and timing for required infrastructure enhancements.
- Seek alternative financing, including grants, bonds, and development agreements, to accelerate the construction of airport access improvements.

**HOUSING**

**GOAL A: PROVIDE A VARIETY OF HOUSING ALTERNATIVES**

Objective 1: Rehabilitate substandard housing.

*Strategies:*

- Conduct an inventory of homes and/or neighborhoods that are in need of renovation, establish a rehabilitation program for the identified homes and neighborhoods, and prioritize and schedule renovation projects.
- Work with lending institutions to offer low-interest loans for home repairs and upgrades.
- Solicit funding opportunities from public and private organizations such as Habitat for Humanity, local chambers, Lions Club, Rotary Club, U.S. Department of Housing Urban Development (HUD), and Community Development Block Grants.

Objective 2: Support alternative-housing options for special groups, such as renters or the elderly.

*Strategies:*

- Conduct housing analysis to determine what type of housing the community demands (i.e. transitional care needs and assisted living).
- Provide a greater range of rental homes from apartments to duplexes to single family homes.
- City should work with private landowners and developers to encourage alternative housing options in approved areas of the city.

**GOAL B: ENSURE THAT OPPORTUNITIES FOR FAIR HOUSING EXIST IN THE CITY TO PROVIDE RESIDENTS THE OPPORTUNITY FOR DECENT, SAFE, AND AFFORDABLE HOUSING CHOICES**

Objective: Continue to support the development of fair and affordable housing opportunities for very low, low and moderate-income families in the City of Coolidge.

*Strategies:*

- The City of Coolidge shall continue to support and comply with the requirements of Section 504 Regulations of the Department of Housing and Urban



Development regarding nondiscrimination based on handicap in federal assisted programs and activities.

- The City of Coolidge shall continue to support and comply with the requirements of the Americans with Disabilities Act (ADA) in the development of affordable housing units within the City.
- The City of Coolidge shall ensure that residents with special needs (i.e., elderly, physically and mentally challenged, homeless, and at-risk populations) are not discriminated against in the City's housing policies.

### **GOAL C: MAINTAIN AND IMPROVE THE EXISTING AFFORDABLE HOUSING STOCK IN THE CITY OF COOLIDGE AND PRESERVE THE QUALITY AND APPEARANCE OF THE HOUSING STOCK, AND THE OVERALL ENVIRONMENT OF THE COMMUNITY**

Objective: Continue to provide home rehabilitation and improvement programs for owner-occupied properties.

*Strategies:*

- The City shall provide code enforcement activities in conjunction with rehabilitation services as an educational process to remove health and environmental hazards and promote cleanliness and pride of ownership.
- The City of Coolidge shall offer referral services to the various agencies offering assistance in areas of housing, medical, financial hardship, and legal aid, among others.
- The City of Coolidge will ensure that the Housing and Neighborhood Improvement personnel are trained to provide assistance from initial contact through completion of work and loan services.
- The City of Coolidge will ensure that code enforcement personnel are trained to serve as liaisons for all available programs and environmental/beautification programs.
- The City of Coolidge will continue its Voluntary Demolition Program using City equipment and manpower to demolish vacant, abandoned, and dilapidated buildings with the property owner's permission and waiver of liability. This program provides for the removal of slum and blight and allows for redevelopment of land. This also encourages the repair and rehabilitation on any house that is salvageable.
- The City of Coolidge will provide temporary housing for families whose house is under construction through the Rehabilitation Program.
- The City of Coolidge shall support and encourage the implementation of neighborhood improvement programs (i.e. for historic districts) as a way to better the community housing, while maintaining the historic character and architectural variety of the overall community.

### **GOAL D: INCREASE THE SUPPLY OF AFFORDABLE HOUSING FOR LOW AND MODERATE-INCOME FAMILIES IN THE COMMUNITY**

Objective: Utilize a variety of sources and a combination of sources, where possible, to support and finance the development of affordable housing in the community.



### *Strategies:*

- The City of Coolidge shall actively seek funding from a variety of sources including, but not limited to, the Department of Housing and Urban Development (HUD), Community Development Block Grants (CDBG), HOME Investment in Affordable Housing (HOME), Housing Trust Funds, FmHA 504 Grants and Loans, FmHA Housing Preservation Grants (HPG), Community Action Human Resources Agency (CAHRA) and local banks.
- The City of Coolidge will utilize its Capital Improvement Program to improve deficient infrastructure in mature neighborhoods, where possible.
- The City of Coolidge will examine the potential to develop standards for an affordable housing density bonus for large projects.
- The City of Coolidge will support coordination with local non-profits and State and Federal agencies to develop programs and a network of resources for home ownership opportunities.
- The City of Coolidge shall examine ways to provide incentives to developers to reduce the costs of housing development where long-term affordability is assured in large projects.
- The City of Coolidge shall utilize the development of affordable housing in the City as a tool for economic growth and job opportunities for local residents.

## **COMMUNITY IMAGE**

### **GOAL A: PROMOTE AN IMAGE OF COOLIDGE TO ATTRACT RESIDENTS AND TOURISTS**

Objective 1: Develop an architectural and landscape theme as a method to facilitate community image and character in the urban area.

### *Strategies:*

- Solicit ideas from residents for public art displays and landmark designs to begin the process of establishing a community image.
- This image can be promoted by allowing public art to be integrated into designs of signage, bus shelters, banners, murals, and park facilities. Incorporate the ideas when developing landscape and architectural standards.
- Develop architectural standards for façade improvements along Arizona Boulevard, Coolidge Avenue, and within the business historical district.
- Develop landscape and architecture criteria for public spaces and new development. This will include regulating building color, building materials, signage, outdoor lighting, and off-street parking. They can also include regulating street improvements, on-street parking, and vegetation types. Integrate the standards with the subdivision regulations. Require compliance with the standards when commercial businesses expand their facilities by 25% or with any new construction.
- Enforce the standards for major improvements on existing structures and new development.

Objective 2: Develop a unifying streetscape plan along major and minor transportation routes.



*Strategies:*

- Identify and prioritize major transportation routes for streetscape improvements. Improvements to consider are landscaping, sidewalks, streetlights, and banners. Other elements that can contribute to the appearance of the streetscape are trash containers, signage, decorating storefronts, and street parking.
- Determine total width of right-of-ways in order to identify what street segments have available areas for sidewalks and street landscaping. Streets that do not have space available to install sidewalks or ground plantings, may improve lighting, place banners along street lights, or coordinate with businesses to enhance appearance of storefronts.
- Utilize decorative rock and plants to create landscaped areas along roadways. These natural elements will improve the aesthetic quality of the streetscape without needing intensive water use.

Objective 3: Develop signage to direct tourists and visitors to local services and attractions, identifying key attractions and services (i.e. historic sites).

*Strategies:*

- Identify strategic points for signage locations and select signage that is appropriate for Coolidge and its services. Determine what types of signs are best suited for welcoming visitors and providing information, and directions.
- Solicit local art classes to design signs that represent the city's heritage, history and community image.
- Place gateway monuments at all major entrances to Coolidge. Gateways often serve as a welcome sign to visitors entering the city and should represent the city's community image. Such a structure can also serve as an informational monument that notifies visitors of what services and attractions the city offers.

**GOAL B: PRESERVE HISTORICAL, CULTURAL, AND NATURAL RESOURCES THAT ARE VALUED BY COOLIDGE**

Objective 1: Preserve archeological sites to support tourism industry.

*Strategy:*

- Participate in the task force to study the feasibility of designating a "Gila River National Heritage Area" that would incorporate significant archeological sites along the Gila River between Coolidge and Florence as shown on preliminary maps prepared by staff from the Casa Grande Ruins National Monument.

**GOAL C: ENSURE QUALITY AND AESTHETICALLY-DESIGNED DEVELOPMENT IN THE COOLIDGE PLANNING AREA**

Objective: Create design guidelines and revise zoning standards to foster development that recognizes, enhances and preserves the assets, history, and character of Coolidge.

*Strategies:*

Commercial Development



- Cluster commercial uses into complexes by grouping pads to reduce paved surfaces and providing pedestrian walkways and landscaping.
- Wherever a drive-through is necessary, it should be buffered or screened from the perimeter street.
- Provide pedestrian linkages between main buildings, pads, parking areas, and perimeter streets.
- Provide shaded arcades along the perimeter of the buildings.
- Encourage a broken roofline that provides visual variety and attractiveness to large commercial buildings.
- Front parking lots shall be screened from arterial streets by landscaped berms or other City accepted techniques.

### Residential Development

- Perimeter wall treatments should not create a canyon-like, closed-off effect. Break up the expanse of walls by incorporating a variety of materials and landscaping.
- If a gate is part of a development it should be set back from the street with landscaped edges and a landscaped median.
- Promote streetscape diversity by staggering front yard setbacks.
- Ensure housing product diversity by varying façade design, rooflines, lot widths, and building materials.
- Avoid garage dominant architecture by encouraging the focus on the front entrances of homes.
- Break up the number of two-story homes along a street. The second story should be set back to minimize the feeling of height along the street.

## **GOAL D: PRESERVE AREAS AS OPEN SPACE**

Objective: Develop an open space master plan for the City of Coolidge.

### *Strategies:*

- Coordinate efforts with surrounding jurisdictions to develop a regional as well as a local open space system including lands owned by the State and Federal governments. This allows Coolidge to maximize the available open space for tourism.
- Assign a committee to identify natural, historical, and cultural resources to conserve through open space designation.
- Comply with existing regulations to prohibit development within areas vulnerable to natural environmental hazards.
- Border each phased growth area with a greenbelt to provide environmental protection, open space, and recreational opportunities.
- Utilize existing utility easements, drainageways and floodplains to link open spaces to enhance the function of the open space system. Agreements can be made with local providers to maintain their easements and drainage ways in exchange for public use.

## **GOAL E: PROVIDE PARKS AND RECREATION FACILITIES THAT WILL ENHANCE THE RECREATIONAL OPPORTUNITIES OF THE RESIDENTS**



Objective 1: Provide adequate, multi-use recreational opportunities for residents.

*Strategies:*

- Tailor the general parks and recreation facility standards provided in the master plan to reflect the needs and desires of Coolidge residents by conducting a citywide survey and analyzing demographic data provided by the Census 2000.
- Enhance existing parks and recreational facilities and identify areas for additional parks based on the revised parks and recreation facility standards.
- Build upon existing relationship between the City of Coolidge and the school district for joint development and use of school facilities and lands for park and recreational use by the entire community.
- Incorporate State and Federal lands as open space for future recreation use.
- Establish a park acquisition plan.
- Include subdivision design standards under subdivision regulations that will set aside land within the subdivision for parks and recreational facilities, fire stations, police substations or school sites if facilities are deemed inadequate in area of question. Such requirements shall be in accordance with Arizona Revised Statutes regulating the reservation of land for parks, recreational facilities, fire stations, and school sites.

Objective 2: Diversify city-provided recreational opportunities to meet the needs of the residents.

*Strategies:*

- Survey residents to identify desired recreational activities.
- Coordinate park and recreational planning with surrounding jurisdictions to maximize regional opportunities.
- Establish recreational programs that allow residents to uncover the history and culture of the area and develop means to promote their value to the community and importance of preservation.
- Integrate an archeological corridor with recreational and ecological opportunities.
- Coordinate efforts with landowners to utilize existing canals and utility easements, washes, and railroad rights-of-ways for developing a connected multi-use trail system that links local and regional open spaces and parks including cultural and natural amenities.
- Perform feasibility studies for the viability of recreational activities that would draw participants from out of town while providing diverse recreational activities for the residents of Coolidge (i.e. off-highway vehicle trails and obstacle course and a bicycle motor cross course).
- Develop a recreation program at a city park that provides the facilities and equipment for hobby and craft activities such as wood working, automotive renovation and various crafts.

## **SOCIAL/COMMUNITY FACILITIES**

### **GOAL A: PROMOTE HIGH LEVEL OF PUBLIC SAFETY FACILITIES**



Objective: Provide adequate physical infrastructure for public safety facilities to accommodate their functional and expansion needs.

*Strategy:*

- Determine existing and future space needs of the fire department. Develop a plan for expansion, by either enlarging the existing facility or building other buildings to accommodate some of the departments presently in the City Hall.
- Provide some full-time paid fire department staff augmented with existing volunteers to adequately serve the future expansion needs.

### **GOAL B: DEVELOP AND PROVIDE HIGH QUALITY SOCIAL AND COMMUNITY FACILITIES TO EFFECTIVELY SERVE THE RESIDENTS**

Objective 1: Maintain high quality education system in Coolidge by offering a wide range of educational facilities.

*Strategies:*

- Cooperate and coordinate with Coolidge Unified School District in expansion of educational facilities.
- Coordinate with developers and the school district to require the developers to provide additional space for educational facilities made necessary by increased residential development.
- Identify means to provide more accessibility to Central Arizona College in Coolidge. For example, providing more computers to public libraries for taking on-line classes would be helpful.
- Arrange for joint development of recreational and fitness facilities with Coolidge High School in an effort to extend gym hours for adults for after-school fitness training.

Objective 2: Balance new residential development with the capability of the local educational system to keep pace.

*Strategies:*

- The City shall coordinate with local entities (i.e. public, private and charter schools) on the location, timing, and development of new schools.
- Institute a procedure that all new planned area developments must be reviewed by the local school districts to determine implications and request mitigating actions if the development negatively impacts schools.
- City and school districts shall maintain good communication and coordination.

Objective 3: Ensure that all schools are located in close proximity to the neighborhood it serves.

*Strategies:*

- Elementary schools and park facilities should be located within every residentially dominated section of land. Attempt to locate schools on collector roadways instead of adjacent arterial streets.
- Work with the Arizona School Facilities Board and/or local districts to locate future middle school and high school sites in the planning area.



Objective 4: Promote enhanced medical facilities in Coolidge.

*Strategies:*

- Develop a strategic plan for providing enhanced medical facilities in Coolidge.
- Provide life support and urgent care facilities as first phase of creating opportunity to attract regional medical facilities.

**ENVIRONMENTAL PLANNING**

**GOAL: ENHANCE ENVIRONMENTAL QUALITY**

Objective: Maintain existing levels of water quality and enhance air quality through the development of mitigation standards and actions.

*Strategies:*

- Border each phased growth area with a greenbelt to provide environmental protection, open space, and recreational amenities.
- Include trees in streetscape schemes that will assist in filtering the dust out of the air. Consult the agriculture agent of Pinal County for recommendations.
- Work with the county to establish regulations for waste removal from dairies.
- Utilize the wastewater treatment plant as a wetland area to provide the following: aid in regulating storm water runoff; high-quality of groundwater by breaking down and filtering pollutants; areas for wildlife habitats; and bird watching opportunities for residents and tourists.



## 9. LAND USE ELEMENT

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Land use is the physical representation of all of the previous community input in terms of the vision statement, goals and strategies. This element of the General Plan must be handled with extreme care as broad community concepts are refined to become realities with associated consequences. Both the long range benefits to the greater community and potential impacts to private property owners must be taken into consideration.

### Zoning Districts

General Rural (GR) is the single zoning designation within the Study Area that falls outside the Coolidge City Limits. The General Rural Zone is under Pinal County jurisdiction and permits single-family dwellings, commercial agricultural uses and public/semi-public uses with minimum lot sizes of 1.25 acres. This zone is intended as a holding classification pending more intensive development.

Within the City of Coolidge there are fourteen zoning districts:

- AG Agricultural District permits single-family dwellings and public/semi-public uses on minimum lot sizes of one acre. This zone is located primarily at the western and northern boundaries of the City and within areas annexed to the southeast of Vah Ki Inn Road, to the south of Highway 287 and to areas annexed south of the City, since the zoning ordinance was revised.
- R-1 Residential District permits single-family dwellings and public/semi-public uses with minimum lot sizes of 7,000 square feet. This district comprises a majority of the residential uses located west of Arizona Boulevard.
- R-2 Residential District permits the same uses as in the R-1 district including two-family dwellings. Minimum lot size is 5,500 square feet for single-family homes. One area of R-2 zoning is located near Coolidge Avenue and Arizona Boulevard.
- R-3 Residential District permits the same uses as in the R-2 district and includes two-, three-, and four-family dwellings and town homes. The minimum lot size is 3,000 square feet. Most areas under R-3 zoning are located east of Arizona Boulevard.
- R-4 Residential District permits the same uses as in R-2 district and includes multi-family dwellings. Minimum lot size for this zone is 2,000 square feet. R-4 Zones are located in three scattered areas north of Coolidge Avenue and south of Vah Ki Inn Road.
- R-5 Manufactured Home Zone promotes affordable housing development by allowing manufactured home developments at medium densities. An R-5 zone must be a minimum of 10 acres with minimum lot sizes of 4,400 square feet. R-5 zoning is located primarily south of Coolidge Avenue adjacent to Arizona Boulevard and also a large parcel located along Vah Ki Inn Road.
- R-6 Recreational Vehicle/Park Model Zone permits recreational vehicles and park model homes to be located together on sites designated for this particular use.



R-6 Zones must be a minimum of 10 acres with a minimum lot size of not less than 2,000 square feet with a minimum lot width of 40 feet.

- C-1 Neighborhood Business Zone permits business and professional offices, and retail stores and shops intended to serve the surrounding neighborhood. One C-1 district exists at the corner of Florence Avenue and Christensen Road.
- C-2 General Business Zone permits the same uses as the C-1 zone and includes retail and service commercial uses that serve a community market scale. C-2 zoning is located along Central Avenue and parts of Arizona Boulevard and Main Street.
- C-3 General Services Zone permits buffered, land-intensive retail and service operations. C-3 zoning is located along Arizona Boulevard and Coolidge Avenue.
- I-1 Garden Industrial Zone provides for the accommodation of light industrial, offices, and warehousing uses. I-1 zoning exists along Martin Road on the City's western border.
- I-2 General Industrial Zone permits any I-1 use and many C-3 uses. The intention of the zone is to allow for the development of industries which, because of the nature of their operation, appearance, traffic generation, or emission, would not be compatible with land uses in other zoning districts, but which are necessary activities in the City. Additional uses include processing and warehousing facilities, junkyards, facilities handling hazardous chemicals, and public airport facilities. I-2 zoning exists in three locations south of Coolidge Avenue along the railroad right-of-way, adjacent to the regional park, and between Fifth Street and Highway 87 at the south boundary.
- I-3 Mining-Industrial Zone permits those activities related to mineral extraction, such as sand and gravel extraction, and associated land reclamation. There is currently no I-3 zoning designation within the Study Area.
- PAD Planned Area Development Zone provides an alternative to conventional zoning to encourage creative approaches to utilizing land in order to achieve an aesthetically appealing, more desirable and efficient development. This zone allows for one or more principal uses on a parcel or contiguous parcels.

### **Zoning Patterns**

The zoning pattern of the City of Coolidge consists of Agricultural Reserve to the east, north, and south; Low Density Residential to the west; Industrial to the north along the Union Pacific Railroad; and medium to high residential, commercial, and industrial within the City limits. Agricultural Reserve (AG) zoning forms an agricultural buffer around the majority of the City of Coolidge. Residential zoning is located along both sides of the Arizona Boulevard with R-1 zoning located west of Arizona Boulevard and R-3 zoning located to the east. R-4 zoning is generally located north of Coolidge Avenue. R-5 is generally located south of Coolidge Avenue, with the exception of a 140-acre undeveloped parcel located near the intersection of Florence Avenue and Christensen Road. R-6 is a new designation and has yet to be utilized. Commercial zoning (C-1, C-2, C-3) forms strips along Arizona Boulevard, Central Avenue, Main Street and Coolidge



Avenue. Industrial zoning is located along the Southern Pacific Railroad right-of-way, adjacent to the Regional Park south of Coolidge Avenue, and between Fifth Street and Highway 87 at the southern city limits. PAD zoning exists within a square-mile area north of the regional park, fronting Coolidge Avenue. Another PAD development is located at the southwest corner of Arizona Boulevard and Martin Road.

### **Public Land Ownership**

Public land ownership surrounding Coolidge is divided between the federal, state and local governments. The federal government, through the National Park Service (NPS) and the Bureau of Land Management (BLM), is the smallest landowner with approximately two square miles. BLM lands are scattered throughout the area, while NPS lands consist of the Casa Grande Ruins National Monument located within the City. The City of Coolidge owns approximately two square miles consisting of the Coolidge Municipal Airport, which is located southeast of the City. Land owned by the State of Arizona, primarily through the Arizona State Land Department (ASLD), consists of approximately 57 square miles. Most of this land is located east of the Central Arizona Project Salt-Gila Aqueduct. Both City and state lands are scattered south of Kenilworth Road and east of the State Route (SR) 87/287, in addition to lands west of SR 87/287 and north of the Gila River.

### **State Trust Land Plans**

The Growing Smarter Act requires the ASLD to create and administer land use plans coordinated with local general plans for the disposition and/or development of Trust lands within urban areas. In addition to development, certain State Trust parcels are eligible for conservation through the Arizona Preserve Initiative (API). A nomination must be submitted to ASLD to reclassify the lands for conservation purposes. The local jurisdiction then has from three to five years to raise funds for the acquisition or long-term lease of these lands. A matching grant program was established by referendum and is available to reduce the costs of acquisition. The costs are further reduced by changes to the appraisal system for lands with a conservation designation. At this time ASLD does not anticipate preparing a conceptual land use plan for the parcels within the Coolidge Study Area. This is due to staffing priorities which require resources be allocated to higher growth areas within Maricopa County. Further coordination is needed with ASLD to assure consistency between their future conceptual land use plans and the land use plan proposed by the City of Coolidge.

### **Land Use Trends**

The land use pattern for the Study Area is dominated by undeveloped land at the periphery with urbanized lands comprising a very small area in the center. Undeveloped lands comprise 97 percent of the total area with the remaining three percent developed in some other manner. Agriculture is the primary use in the undeveloped area with a few isolated developed areas, such as Valley Farms and Randolph, and the Coolidge Municipal Airport.

The urbanized area is primarily within the Coolidge city limits. Residential uses form the core of the city and are generally centered around Arizona Boulevard between the Pima Lateral Canal on the north, and Martin Road on the south. Recent development has extended westward to Skousen Road between Highway 87 to the north and Coolidge Avenue to the south.



Commercial uses form a spine along Arizona Boulevard between Highway 87 and Palo Verde Avenue. Extending from this spine are additional commercial corridors that extend along Central Avenue, Main Street, and Coolidge Avenue. Residential uses, primarily single-family, fill the remainder of the traditional central core.

Public and Semi-Public uses are scattered throughout the urbanized area. The Casa Grande Ruins National Monument, located north of the Pima Lateral Canal, establishes a large natural desert area, contrasted to agricultural uses, as one enters the urbanized area. A regional park is located along Coolidge Avenue west of Arizona Boulevard.

Industrial uses are generally centered along the Southern Pacific Railroad right-of-way, along Kenworthy Road adjacent to the Regional Park, and north of State Route 87 along Arizona Boulevard.

Photo interpretation was used to determine the approximate areas of existing land use categories (See Figure 9.2). This effort was primarily focused on the urbanized area of Coolidge, which is essentially the area encompassed by the existing city limits. Additional acreage was added from the settlements of Randolph and Valley Farms, as well as the Airport, in order to approximate existing land use for the entire planning area. This planning area has the same boundaries as that used in the formulation of the 1989 Master Plan.

### **City Center Redevelopment Area**

In May 2002, the City Council adopted a resolution approving a Redevelopment Plan for the core business area of the City. The Redevelopment Area will provide a mechanism by which the area can qualify and apply for funding options. The City has recognized the need for aggressive coordinated public/private action to secure this area as the business, governmental, institutional and cultural heart of the area and as a focus of community pride and achievement. The Redevelopment plan provides for the initiation of a comprehensive program of reconstruction and redevelopment of the historic junction area. The Plan establishes a broad framework for the further development and revitalization of the City Center Redevelopment Area defining:

- Project Boundaries
- Basic Revitalization and Improvement Objectives
- A General Land-Use Plan
- A range of actions which may be taken to implement the plan
- A procedure and program for plan implementation.

Copies of the Redevelopment Plan are available from the Growth Management Offices at 141 N. Main Street, Coolidge.

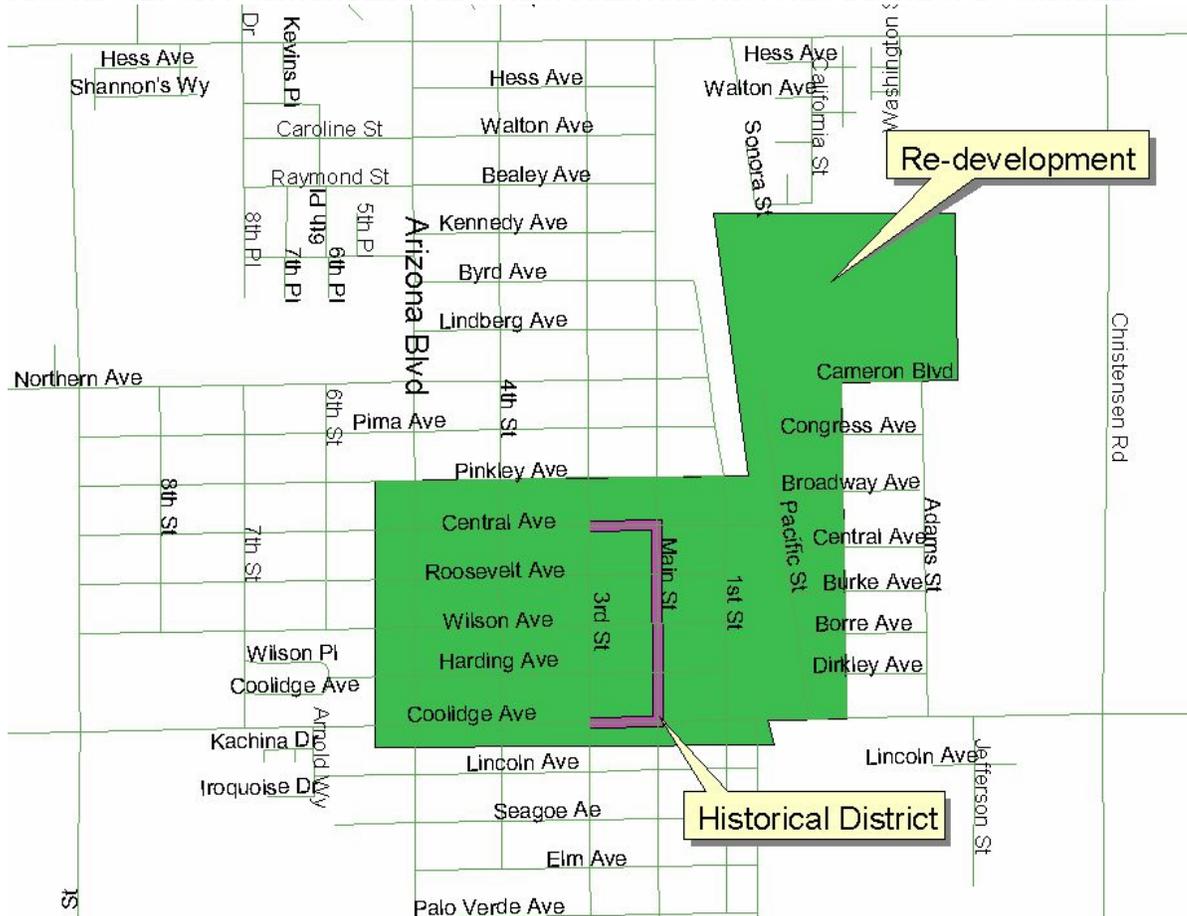
### **Historic District**

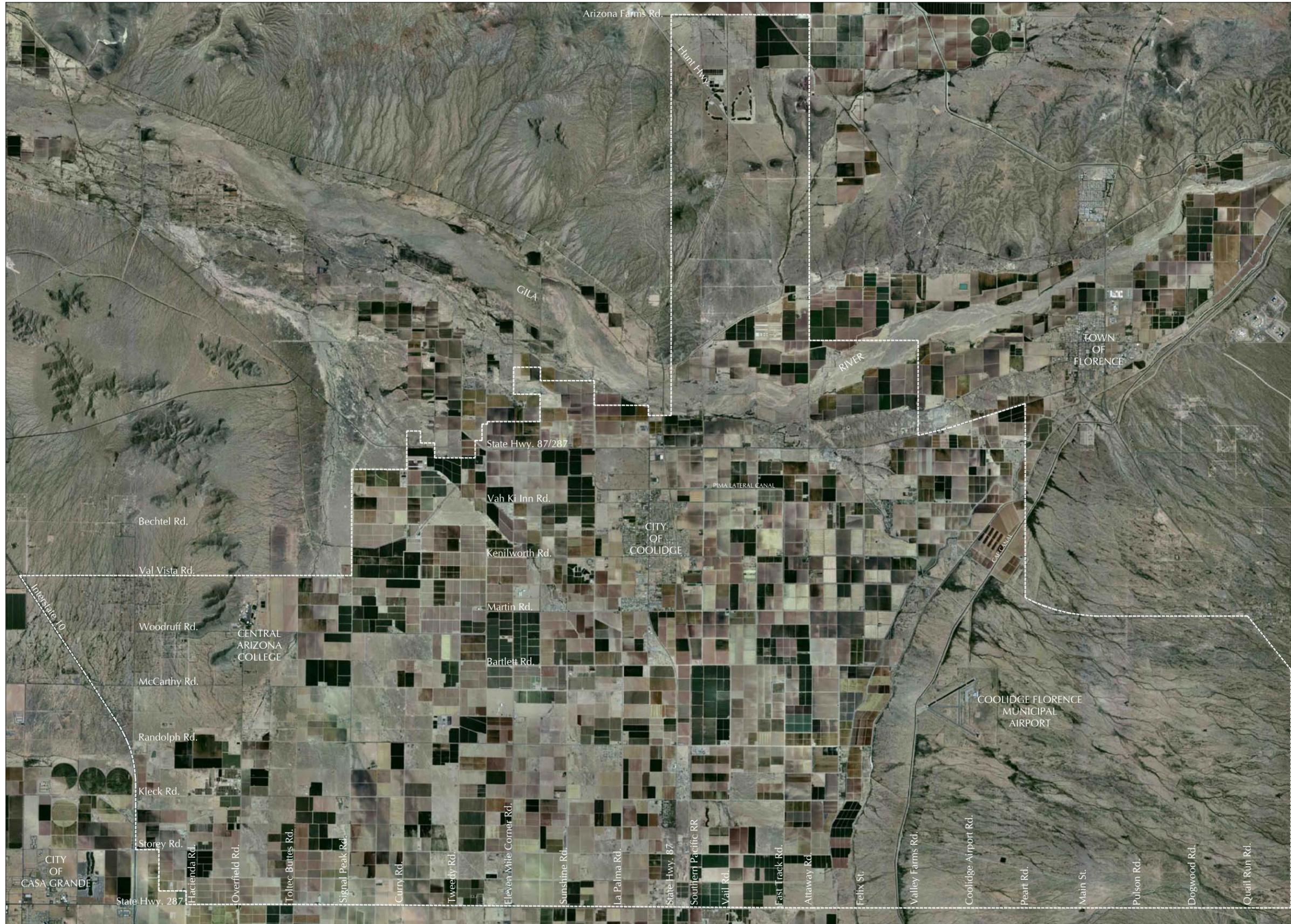
The City's Historic Resource and Landmark Commission first met in December 1999, one of the goals discussed was to pursue a Certified Local Government Designation. In September 2000, the City became a participant in the Certified Local Government Historic Preservation Program. The Historic District runs east along Central Avenue to Main Street, south along Main Street to Coolidge Avenue and west to Third Street. The District, although small, contains a range of building styles reflecting Coolidge's history, from the 1920s to the 1950s. A grant received from the State Historic Preservation



Office enabled the City to hire SWCA Environmental Consultants to undertake an inventory of the 66 buildings in the Historic District and produce preliminary design guidelines. These guidelines will be an important tool in the revitalization and redevelopment of the City's historic core.

**FIGURE 9.1: CITY CENTER REDEVELOPMENT AREA AND HISTORIC DISTRICT BOUNDARIES**





**CITY OF COOLIDGE  
GENERAL PLAN**

**AERIAL MAP**

----- COOLIDGE  
PLANNING  
BOUNDARY



Prepared: July 10, 2003



0 1 2  
SCALE IN MILES



**TABLE 9.1: EXISTING LAND USE**

<b>Land Use Category</b>	<b>Approximate Area (Acres)</b>
<b>URBANIZED AREA</b>	
Low Density Residential (0-2 du/ac)	40
Medium Density Residential (2-6 du/ac)	798
High Density Residential (6-25 du/ac)	60
Public Facilities	70
Commercial	248
Industrial	52
Parks and Open Space*	569
Agriculture	1,283
<i>TOTAL URBANIZED AREA</i>	<i>3,120</i>
<b>OUTSIDE URBANIZED AREA</b>	
Medium Density Residential (2-6 du/ac)	380
Public Facilities	240
Industrial**	1,340
Agricultural	116,170
<i>TOTAL OUTSIDE URBANIZED AREA</i>	<i>119,100</i>
<b>TOTAL STUDY AREA</b>	<b>121,250</b>
*includes Casa Grande Ruins National Monument, 480 acres	
**includes Coolidge Municipal Airport	

**Land Use Definitions**

In order to provide a better understanding of the Coolidge Land Use Plan, it is important that the intent and terminology of land use categories be defined.

The designated land use districts and boundaries between districts have been established to guide land use decisions within the Coolidge Study Area. Whenever possible, the district lines have been located along significant natural and man-made features to aid identification. These features may include washes, canals, roadways, power lines and pipeline corridors.

The above features provide a generalized demarcation line that may not always be critical and may be adjusted if the land use is consistent with the intent of the Coolidge Land Use Plan. The final responsibility for interpreting land use boundaries will rest with City staff and City Council.

The following list of land use definitions has been prepared to indicate the intent of each land use district in the Coolidge Master Plan:

- Very Low Density Single-Family Residential - Denotes areas where very large lot single-family residential development is suitable, based upon location, improved access and existence of man-made and natural features. Gross residential densities will be limited from zero to one dwelling unit/acre (0-1 du/ac), with the desired average density of 0.5 du/ac.



- Low Density Single-Family Residential - Denotes areas where large lot single-family residential development is suitable, based upon location, improved access and available infrastructure. Gross residential densities will be limited from one to four dwelling units/acre (1-4 du/acre), with the desired average density of 2.5 du/ac.
- Medium Density Single-Family Residential - Denotes areas where smaller lot single-family and townhouse development is suitable. These districts are located in proximity to schools, shopping and employment. Gross residential densities will range from four to eight dwelling units/acre (4-8 du/ac), with the desired average density of 6 du/ac.
- Low Density Multi-Family Residential - Denotes areas that are appropriate for apartments, condominiums and townhouses. These districts are located with respect to arterial street access, shopping opportunities and employment and recreation opportunities. Gross residential densities range from eight to fifteen dwelling units/acre (8-15 du/ac), with the desired average density of 11.5 du/ac.
- Medium Density Multi-Family Residential - Denotes areas that are appropriate for apartments, condominiums and townhouses. Gross residential densities range from fifteen to twenty dwelling units/acre (15-20 du/ac), with the desired average density of 17.5 du/ac.
- Mixed Use – Represented by the traditional central business district, and include a mix of retail, office, and higher density residential at more urban densities with an emphasis on pedestrian scale and walkability. In addition to a mix of uses within the district, the integration of at least two uses within individual structures is encouraged.
- Neighborhood Commercial – Designates areas for limited shopping and basic services for the immediate neighborhood, and are generally no larger than five (5) acres. Neighborhood Commercial uses are typically, but not always, located along minor or major arterials. Small scale retail and service uses, under 25,000 square feet per user or stand-alone building, are permitted.
- Community Commercial – Community Commercial areas provide the commercial and service needs of residents in the surrounding area. These parcels are typically located along arterials, range in size between five (5) and twenty (20) acres, and a single user or stand-alone building of no greater than 60,000 s.f. is permitted.
- Regional Commercial - Designates areas for a broad range of high intensity uses, emphasizing retail commercial uses. There is no maximum size for any use. The designation includes uses permitted in all other commercial categories, plus regional shopping centers, hospital/medical centers, and hotels and motels. Regional Commercial serves a broad market area larger than the City. Regional Commercial designations are located at freeway/arterial intersections or at intersections of arterials with Roads of Regional Significance.



- Commerce Park – Designates areas for office and light industrial uses, including high technology and research and development firms. This classification encourages an attractive campus-style environment. Developments within this classification may include employee-oriented, on-site amenities and accessory uses.
- General Office - Designates areas for large scale, single or multi-story medical, professional, general or service-type office uses.
- Industrial - Denotes areas that may include service, office, manufacturing, distribution, wholesale or commercial and utility employment centers. Limited retail is allowed as an accessory use. Industrial land use districts are generally located along the Southern Pacific Railroad or arterial streets along regional transportation routes.
- Public Facility – Public Facility uses are municipal, religious, educational, civic and/or other government uses.
- Parks/Open Space - Denotes areas for parks, golf courses, open spaces or any other type of recreational facility.

### **Land Use Plan**

The land use configurations on the Proposed Land Use Plan, Figure 9.3, were developed as a result of input received over the course of the public participation process, related public comments from the Coolidge Town Hall Forum and APS-sponsored Focused Futures, and the previously stated land use principles and definitions. The major forces dictating future land use patterns in Coolidge include: transportation routes (automobile, rail, and air), the Casa Grande Ruins National Monument, capabilities of extending infrastructure, location of existing residential and commercial development, and preservation of the community character.

Residential development will be located to the east and west of the existing urbanized area. Densities will decrease as development moves away from existing residential support services and existing infrastructure.

Existing commercial uses are indicated along Arizona Boulevard, while new commercial uses are shown in potential activity centers along arterial roads.

Industrial uses are located along the Union Pacific Railroad tracks and surrounding the Coolidge Municipal Airport, except for the existing Sewage Treatment Plant, which is identified as industrial.

Parks and Open Space are distributed throughout the City and a linear parkway that connects the major open spaces. The linear parkway follows canals, pipeline corridors and the railroad tracks where possible. The linear parkway system would also include a link to the Gila River northeast of the Study Area.



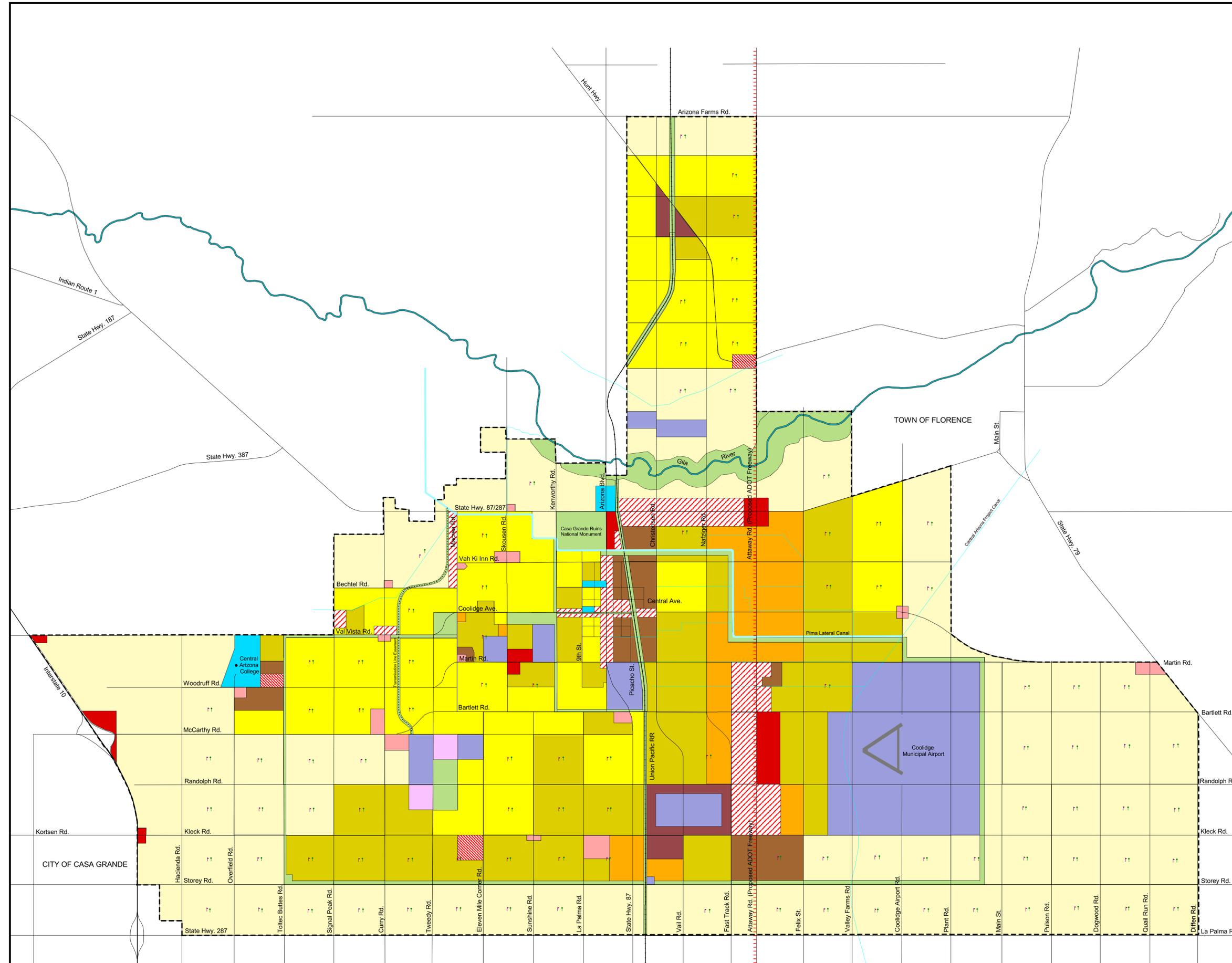
# CITY OF COOLIDGE GENERAL PLAN

## PROPOSED LAND USE PLAN

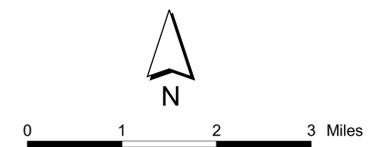
### LEGEND

#### Land Use Designations

- VLSFR Very Low Density Single-Family Residential (0-1 du/ac)
- LSFR Low Density Single-Family Residential (1-4 du/ac)
- MSFR Medium Density Single-Family Residential (4-8 du/ac)
- LMFR Low Density Multi-Family Residential (8-15 du/ac)
- MMFR Medium Density Multi-Family Residential (15-20 du/ac)
- MU Mixed-Use
- NC Neighborhood Commercial
- CC Community Commercial
- RC Regional Commercial
- CP Commerce Park
- GO General Office
- IND Industrial
- PF Public Facility
- P/OS Park / Open Space
- Proposed School
- Proposed Park
- Coolidge Planning Boundary
- Proposed ADOT Freeway
- Existing Canals



Updated:  
November 17, 2003





**TABLE 9.2: JOBS TO HOUSING ANALYSIS**

Proposed Land Use	Approx. Acreage	Target Density	Target Units	Build Out Population	Commercial Square Feet	Probable FAR	Building Area	Employees Per SF	Build Out Employment
Very Low SF Residential	53,495	0.5	26,748	80,243					
Low SF Residential	22,115	2.5	55,288	165,863					
Med SF Residential	19,010	6.0	114,060	342,180					
Low MF Residential	4,985	11.5	57,328	171,983					
Med MF Residential	2,060	17.5	36,050	108,150					
Mixed -Use	2,720				118,483,200	1.00	118,483,200	0.0025	296,208
Neighborhood Commercial	665				28,967,400	0.50	14,483,700	0.0040	57,935
Community Commercial	320				13,939,200	0.50	6,969,600	0.0040	27,878
Regional Commercial	1,085				47,262,600	0.50	23,631,300	0.0040	94,525
Commerce Park	1,110				48,351,600	0.50	24,175,800	0.0025	60,440
General Office	320				13,939,200	0.50	6,969,600	0.0040	27,878
Industrial	8,620				375,487,200	0.20	75,097,440	0.0005	37,549
Public Facility	460				20,037,600	0.50	10,018,800	0.0040	40,075
Parks/Open Space	4,285								
<b>Total Acreage of Study Area</b>	<b>121,250</b>		<b>289,473</b>	<b>868,418</b>	<b>853,122,600</b>				<b>642,488</b>
Jobs to Housing Ratio	2.22								



The analysis of the proposed land uses in terms of build out population and job creation reflects Coolidge’s desire to become an employment center for Pinal County. The job to housing unit ratio is 3.37. The build out population is estimated to be 455,783, and the number of jobs at build out is 512,200. Exactly when the build out horizon will be is difficult to determine because of a number of unknown factors that influence this date. Given the current size of Coolidge in relation to its planning area, it is estimated that the build out horizon is at least 50 years in the future.

**Land Use Implementation Guidelines**

When utilizing the Coolidge Land Use Plan, certain interpretations will occasionally be necessary due to the flexible nature of the plan. Therefore, when implementing the Land Use Plan, the following guidelines will aid in interpreting any discrepancies, extraordinary conditions, or unusual circumstances.

a) Residential Land Use Guidelines

The following guidelines shall aid in governing all land use planning and pertaining to the development of land designated as residential in the Land Use Plan.

▪ Residential Density Calculations

The formula for calculating net residential density shall be:

$$D = \frac{du}{A-(c+i+s+a)}$$

- Where D = Residential
- du = Total number of dwelling units in project
- A = Total site area (acres)
- c = Total commercial land area (acres)
- i = Total industrial land area (acres)
- s = Reserved but undedicated school sites or other public lands (acres)
- a = Arterial right-of-ways (acres)

▪ Allowable Residential Densities

- Single-Family - Very Low Density: 0-1 du/acre
- Single-Family - Low Density: 1-4 du/acre
- Single-Family - Medium Density: 4-8 du/acre
- Multi-Family - Low Density: 8-15 du/acre
- Multi-Family - Medium Density: 15-20 du/acre

▪ Conditions for Varying Residential Use Guidelines

- i. Lower density residential uses will be allowed to locate in areas designated in the Land Use Plan as higher density residential uses providing:



- The lower density residential use is part of a mixed-use planned development
- Utilities/transportation facilities to the site are designed for the use and density designated on the Land Use Plan.
- The lower density development will not create a deterrent or constraint for future higher density development.
- Lower density areas are adequately buffered from adjacent higher density uses, commercial and industrial, and transportation arteries.

If the above conditions are not met, then a Plan Amendment is required to allow their use in a non-designated area.

ii. Higher density residential uses will be allowed to locate in areas designated in the Land Use Plan as lower density residential uses providing:

- The higher density residential use is part of a mixed-use planned development and the average density for the entire development is consistent with the Land Use Plan designation.
- Utilities/transportation facilities are designed to accommodate the higher density use.
- Higher density uses are located adjacent to or very near transportation arteries and intersections.
- Higher density residential uses buffer lower density residential uses from commercial or industrial uses and transportation arteries.
- Higher density residential uses are located in close proximity to public open space such as parks, playgrounds, schools, or other similar uses. If not located in close proximity to public open space, the higher density uses must provide recreational open space within the development.

If the above conditions are not met, then a Plan Amendment is required to allow the use in the non-designated area.

- Conditions Allowing Office, Retail and/or Service Commercial Uses Within Residential Areas

In an effort to create quality neighborhoods in Coolidge, office, retail and commercial uses may be permitted as part of the neighborhood pattern. However, any commercial development must be sited and designed such that the activities present will not detrimentally affect the adjacent residential neighborhood. To this end, the following guidelines will influence the siting of neighborhood commercial uses.



- Commercial uses will be located only at the intersections of arterial streets or where major collector streets intersect an arterial street.
- Professional offices, retail and service commercial uses may be permitted in neighborhood commercial centers, but only at a development scale compatible with residential development.
- When permitting commercial uses in residential areas the commercial area will be sited as much as possible in areas of higher noise generation.

In reviewing applications for commercial areas within or near to residential areas, the City will also consider the impact of these commercial requests on the future commercial success of areas designated specifically for commercial uses on the Land Use Plan. The City will take precautions to assure that there is a viable market to support the City's designated commercial centers.

### b) Commercial Land Use Guidelines

The following guidelines shall aid in governing all land use planning pertaining to the development of land designated as commercial in the Land Use Plan.

- Allowable Land Uses  
Land use activities in areas designated commercial includes all service, retail, professional office uses and multifamily development.
- Land Devoted to Commercial Usage  
Non-residential activities in the commercial areas will encompass a minimum of 80 percent of the land of the designated area.
- Conditions for Allowing Residential Uses  
High-density residential uses will be allowed to locate in areas designated as commercial areas in the Land Use Plan providing:
  - The higher density residential uses are part of a mixed-use planned development.
  - Higher density residential uses in the commercial areas encompass a maximum of 20 percent of the commercial area.
  - Densities may range up to 30 dwelling units per acre. However, densities greater than 15 du/acre may be allowed only for developments of exceptional or unique design. Qualifications for exceptional design may include:
    - 1) Landscape and architectural design integration with commercial development;
    - 2) Elimination of residential parking from public view;
    - 3) Extensive open space to lessen density appearance;



- 4) Provision of recreational center(s); and
- 5) Provision of internal and external transportation system management techniques and design to maximize traffic efficiency and minimize traffic congestion.

### c) Industrial Land Use Guidelines

The following guidelines shall aid in governing all land use planning pertaining to the development of land designated as Industrial on the Land Use Plan.

- **Allowable Uses**  
Land use activities in areas designated industrial include office uses, light industrial uses, heavy industrial uses, commercial uses and warehousing.
- **Relationship to Arterial Streets**  
Light industrial uses may be located along arterial streets. Heavy industrial uses and warehousing activities will be located away from arterial streets, allowing the garden-type light industrial park uses to buffer the general view of heavy industrial activities.
- **Landscaping**  
All industrial development shall be landscaped utilizing consistent landscaping themes that will tie adjacent projects together. Landscape easements along public right-of-ways using shrubs, trees and earthen berms will be provided and installed at the time of street construction.
- **Master Planning**  
To assure compatibility between industrial activities and adjacent sites, master planning of industrial development may be required.

### d) Additional Land Use Implementation Guidelines

In addition to the previous implementation guidelines pertaining to specific land use designations, the following policies shall also be used when determining land use planning issues.

- **Buffering and Transitional Land Use**  
When any two different land use types are shown on the Land Use Plan Map, or are approved as part of a development master plan, buffering or a transitional land use between the two land uses may be required, particularly if there is substantial reason to believe that the two land uses will be incompatible. Buffering consists of the placement of neutral space between two incompatible uses and will be required of the more intensive use where a less intensive use already exists or where the Land Use Plan Map shows that a less intensive use is intended adjacent to the more intensive use.

Traditional land use planning consists of the placement of a compatible land use between two dissimilar or incompatible land uses.

Situations requiring buffering or transitional land uses may include:



- Large-lot single-family development adjacent to higher density single family or multi-family development;
- Residential uses adjacent to industrial or commercial uses.
  
- Buffering Techniques  
In cases where the above situations exist, the following techniques may be required:
  - Areas consisting of landscaped open space;
  - Arterial and collector streets with landscaping;
  - Major transmission line easements, if landscaped;
  - Block walls, landscaping, earth berms; or
  - Combinations of the above.
  
- Interpretations of Land Use Boundaries  
The land use boundaries, as shown on the Land Use Plan, utilize natural or man-made demarcations where possible. Where boundaries are not readily distinguishable, variations may be allowed, provided the intent of the Land Use Plan is not violated. With proper buffering and site planning techniques, variations of many feet can be allowed without diminishing the intended purpose of the Land Use Plan.

### **Specific Plans**

In lieu of amendments to the Coolidge Master Plan, the City may adopt Specific Plans as provided by State Statutes. A specific plan may be prepared by the City or prepared by private individuals or agencies under the supervision of the City. However, in no case may a Specific Plan substantially increase the overall density of the area incorporated in the Specific Plan nor may it substantially increase the amount of any given land use. The Specific Plan shall be limited to modifying only the overall pattern of land uses and then only when that pattern will not detrimentally affect surrounding existing and/or future land use patterns.

### **Land Use Principals**

These Land Use Principals will be used in the future to promote the development of an orderly and cost-effective land use pattern for the City of Coolidge. These Land Use Principals should be used by the City staff and elected officials to base the disposition of rezoning and development requests:

- Analyze the type, size and location of land uses with respect to existing development, defined activity centers, provision of infrastructure extensions and public facility development.
- Preserve historical, cultural, and natural resources.
- Promote a diversity of housing types throughout the City for all levels of income.
- Locate residential uses in areas that have safe and convenient vehicular circulation, open space and recreation opportunities, access to public schools and are not adversely impacted by non-residential uses.



- Maintain and enhance established residential areas, which are in reasonable condition.
- Encourage revitalization of commercial activity downtown when properly located, and also encourage commercial activity that minimizes adverse impacts on planned or existing surrounding land uses.
- Promote industrial uses that have been identified as target industries. Also, protect adjacent uses from any negative impacts of industrial uses.
- Encourage the inclusion of pedestrian linkages to connect adjacent and nearby recreational opportunities and open space.

### **General Plan Amendments**

Growing Smarter legislation, Arizona Revised Statutes 9-461.06.G, has identified the need for the City to create standards that determine when an amendment to the General Plan is considered to be categorized as major or minor. A major amendment is triggered when a development proposal would substantially alter the planned mixture or balance of land uses identified in the Land Use Plan. Proposals that do not meet the substantial alteration test are considered a minor amendment.

The designation of a “major amendment” on a development proposal essentially affects the processing of the proposal. Only one City Council hearing is designated each year to review and consider the approval of all major amendments filed during that calendar year. These major amendment cases are required to be submitted the same year they are heard, and a two-thirds majority vote of the City Council is necessary for approval. Major amendments may be requested by the City Council, Planning and Zoning Commission, or the property owner. In addition, major amendments will require a public hearing before the Planning and Zoning Commission and may require a community public meeting or an enhanced public participation program as determined by City staff prior to review and consideration at the City Council hearing. A major amendment may not be enacted as an emergency measure by the City.

The City has determined that the following criteria, illustrated in Table 9.3, Major Amendment Standards, are to be used to determine whether a proposed amendment to the Coolidge Land Use Element is considered as major, and thus subject to the procedures identified above. A major amendment is any proposal that meets any one of the standards identified below:



**TABLE 9.3: MAJOR GENERAL PLAN AMENDMENT STANDARDS**

<b>A MAJOR AMENDMENT TO THE GENERAL PLAN IS REQUIRED WHEN:</b>	
1.	A change in residential land use designation exceeds 160 acres (gross) AND: <ul style="list-style-type: none"> <li>▪ A two-step residential land use category increase exists between the development proposal and general plan (i.e. Very Low Density Single-Family Residential to Medium Single-Family Residential), OR</li> <li>▪ A change from residential to an employment land use category has occurred on more than 50% of the development proposal.</li> </ul>
2.	A project proposes a land use plan map change from a residential to an employment land use designation that exceeds 30 acres.
3.	A project proposes a significant alteration, displacement, or diversion from the Circulation Plan including, but not limited to, a change in the functional street classification.
4.	An existing Parks/Open Space general plan land use designation changes to residential and/or employment land use designation(s). (Very Low SF Residential or Public Facility land use designations are exempt.)
5.	A project proposes a residential, employment, and/or supportive land use redesignation that, in aggregate, exceeds 50 acres.
6.	A residential development proposal that generates a minimum of 50% of the total enrollment of a K-8, middle school, and/or high school as determined by the affected public school district.
7.	A text change is proposed which is in conflict with, eliminates, alters and/or misconstrues the intent of any goal or objectives. Changes that affect a policy or strategy may be considered minor amendments if the corresponding goals and objectives are not affected.

All other development proposals that do not meet the standards listed above are considered minor amendments and may be reviewed by City staff, the Planning and Zoning Commission, and the City Council. However, general plan amendments determined as minor will be subject to a 90-day review and consideration process by City staff, Planning and Zoning Commission and City Council. Minor amendments will require one public hearing by the Planning and Zoning Commission and one public hearing by the City Council. A simple majority vote of the Town Council shall prevail.

***General Plan Amendment Decision Criteria –***

In order to be considered for approval, both major and minor general plan amendments shall demonstrate compliance with the following criteria:

- The pattern and distribution of land use categories in the existing General Plan provides an adequate number of optional sites for the type and intensity of land use proposed to be changed by the amendment;
- The amendment would create an overall and long-term improvement of the General Plan for the entire community and will not create a short term benefit for an individual property owner and/or an exclusive class of property owners;
- The amendment will not create an adverse impact on the community, or any part of the community by:
  - Significantly altering existing acceptable land use patterns; OR
  - Requiring increased levels of service for roads, sewer, water and/or other public services than are needed to support the predominant land uses in the immediate



- area, and which may impact the ability or cost of providing services in other areas; OR
- Significantly increased traffic on existing facilities; OR
- Impacting the health, safety and quality of life for existing residents.
- The amendment is consistent with the overall intent of the General Plan and other adopted plans, codes and ordinances.

It shall be the burden of the applicant for the amendment to prove that the proposed change is in compliance with these criteria and results in an overall improvement of the General Plan.



## 10. TRANSPORTATION AND CIRCULATION ELEMENT

The purpose of the Circulation Element of the General Plan is to address the concerns of all modes of transportation. These modes include automobiles, bicycles, aircraft, and pedestrians. The Circulation Element is a crucial component in achieving the necessary infrastructure to ensure for future economic success.

As with any general plan, the circulation plan is general in nature and more detailed planning is needed to create a truly integrated multi-modal transportation strategy. This includes providing specific details regarding the interface of motorized and non-motorized transportation routes.

Given the fairly compact nature of the existing development within Coolidge, the biggest challenge for the future lies in financing future transportation improvements as demand for new residential development moves out from the core. Impact fees are frequently seen as a cure-all, however there are specific conditions set forth in State Statutes that limit the degree to which they can be used. Therefore, creative alternatives must be explored to provide the financing for the expansion of the arterial street network in Coolidge.

Existing transportation studies completed on the Coolidge Area include:

Maricopa Association of Governments, Central Arizona Association of Governments, Arizona Department of Transportation, *Southeast Maricopa/Northern Pinal County Area Transportation Study, Draft Final Report, June 30, 2003.*

City of Coolidge, *Three-Year Transit Plan for the Cotton Express, November 2000.*

*Draft City of Coolidge Three-Year Transit Plan, Technical Memorandum One, December 1999.*

*Coolidge Municipal Airport, Airport Master Plan, June 1997.*

Arizona Department of Transportation, *Tentative Five Year Highway Construction Program*

City of Coolidge, *Transportation Study, 1995*

*Pinal County Transportation Plan, June 1994*

Central Arizona Association of Governments (CAAG) *Transportation Facilities Construction Program FY 2000-2004.*

Pinal County Supervisory District #2-*Pinal County Five Year Transportation Plan FY 1999-2004.*

### Existing and Future Roadway Network and Systems

Coolidge is located in Central Arizona along State Route 87. Access to the City of Coolidge can be obtained via a 20-minute travel distance from Interstate-10. Nearby communities are Florence, to the east; Casa Grande, to the west; and Eloy, to the south. Interstate-10 connects to the major cities of Tucson to the south and Phoenix to the north. The rapid growth of Tucson and Phoenix will place a greater demand on the traffic circulation function of Coolidge.

Past traffic studies divided the Coolidge Study Area into twenty-four Traffic Analysis Zones (TAZs). These Traffic Analysis Zones account for the changes foreseen in segments of Coolidge. New growth on the west side of town and new employment opportunities within Coolidge and surrounding regions will impact the transportation



needs of the area. The Florence Prison expansion is expected to reach a total of 8,500 employees by 2003, which will also require transportation adjustments.

The transportation study also includes trip distribution. Trip distribution is the orientation of trips generated by the Traffic Analysis Zones. Trip generation on the west side of town is expected to increase and affect usage of 9<sup>th</sup> Street for north/south travel. Additional pressure is expected on Martin Road, Coolidge Avenue and Florence Avenue.

The City of Coolidge currently provides the Cotton Express transportation services as shown in Table 10.1 to some of these locations and only within the Coolidge city limits.

**TABLE 10.1: INTER-CITY REGIONAL TRANSPORTATION ROUTES**

SR 87/ Arizona Boulevard-Access to I-10 at Eloy and northwest to Chandler
SR 287/La Palma-Florence Highway, access I-10 and Casa Grande from SR 87, east to Florence
SR 387, providing east-west connections between I-10 and SR 87
US 89/ Pinal Pioneer Parkway, connections through Florence, servicing Phoenix and Tucson
McCartney/Woodruff/Martin Roads, providing east-west connections to I-10 and CAC
Eleven Mile Corner/Skousen Roads, North South Connections for west Coolidge
Cactus Forest/Coolidge/Boree Corner Road, east-west access between US 89 and SR 87/287

Source: 1995 Coolidge Transportation Study

Current pedestrian and biking conditions in the City of Coolidge are acceptable in several regions. However, many areas are lacking precautionary safety structures. Sidewalks are not required and are not found in many neighborhoods. Crosswalks are present in several areas surrounding schools and other major intersections, but improvements and additional pedestrian facilities are needed within the city.

**Public Transit**

Transit services within the City of Coolidge are operated by the City for general public services, and the Coolidge Senior Center and Pinal-Gila Community Child Services to client-specific services. AHCCCS also provides medical transportation services for persons with developmental disabilities.

The Senior Center transportation services bring the elderly on-site for nutrition services, medical appointments and shopping; and also deliver meals to the elderly in their homes. The Coolidge Senior Center provides meal deliver to Coolidge, Valley Farms and Florence. The vehicles used for this service were purchased with Section 16 funds, with the required matching funds provided by the local community.

The City of Coolidge operates the Cotton Express, a general public transit service with a fixed route and hours of operation 7:00am to 5:30pm on Mondays through Fridays. The route is flexible between fixed timepoints, which enables it to meet the needs of the passengers. The City also contract with the Coolidge Unified School District to transport teenage mothers and their children to school and day care programs. Ridership has increased sharply since the inception of this service in 1993. In 1998-99, the Cotton



Express had a ridership of 24,856, traveling 33,944 with an average of 8.2 passengers per hour.

### **Coolidge Municipal Airport**

Coolidge Municipal Airport is located roughly two and one-half miles southeast of the City of Coolidge, encompassing approximately 1,268 acres of land. The airport is bounded by the alignments of Bartlett Road to the north, Randolph Road to the south, Plant Road to the east and Valley Farms Road to the west. Coolidge Airport Road offers access to the airport from the north. At this time, the airport is located outside of the Coolidge city limits.

Coolidge Municipal Airport was originally built as an air transport command base for the U.S. Army in the early 1940's. Although originally constructed with three runways, only two remain. Other built structures servicing the airport include a hangar and aviation-related facilities. The City of Coolidge currently owns and operates the airport, which is now utilized for general aviation purposes only.

The airport is currently surrounded by undeveloped land utilized for agricultural activity. The proposed land use plan shows an industrial land use category surrounding the airport to accommodate and control future development surrounding the airport facility. Land uses compatible with the industrial category include airfield operations, general aviation, commercial/industrial, aviation-related commercial/industrial, and support. The proposed land uses are intended to provide functional support for the airport facility and maximize economic development for the City of Coolidge.

As previously mentioned, property adjacent to Coolidge Municipal Airport is undeveloped. As the population of Coolidge increases, residential (as well as commercial) development will occur on vacant property throughout the Study Area. As this development extends closer to the airport, land uses will be regulated to allow for a compatible combination of residential, office, retail and industrial-related uses to efficiently serve the demands and activities of the airport, as well as the citizens of Coolidge.

### **Transportation Concerns**

According to the 2000 Census, Coolidge has already exceeded the 2010 population projection of 7,551 established by the Population Statistics Unit of the Arizona Department of Economic Security. A more likely, yet still conservative, projection can be found in the [Southeast Maricopa/Northern Pinal County Area Transportation Study](#) recently completed for MAG by Parsons Brinckerhoff.

This study includes a 2020 projection for Coolidge of 11,512. However, this number is also likely to be surpassed in a few years, especially if the recommended Apache Junction/Coolidge Corridor Enhancements are implemented within the next ten years. Current conditions are already requiring enhancements to meet the growing and changing population of the City. Roadway infrastructure must be established in the new residential developments planned in the northern and western portions of the City.

Mass transit needs must generate service routes for residents traveling to economic and educational facilities in the region and new local development centers. Central Arizona College and Casa Grande are likely regional destinations, thus the capacity and safety of



the roadways must be addressed. Cotton Express is close to its operational capacity, and expansion of the system and/or an upgrade of operating procedures must be considered in the near future.

Pedestrian and bicycle travel along city streets must strive to enhance safety standards. These safety standards are needed in high traffic areas located along corridors servicing schools and tourist sites.

The 1995 Coolidge Transportation Study stated expected and current roadway deficiencies. Forecasted deficiencies are shown in Table 10.2. However, transportation trends since 1995 may have significantly altered these and/or added other roadway deficiencies to the agenda.

**TABLE 10.2: FORECAST 2010 ROADWAY DEFICIENCIES**

Roadway	Segment	Level of Service
SR 87	SR 287/RUINS DRIVE	B
SR 87	MARTIN/SR 287	D
SR87	NORTHERN/COOLIDGE AVE	E
SR 87	WEST OF SR 87/287 JUNCTION	F
SR287	EAST OF SR 87/287 JUNCTION	C
MAIN STREET	NORTHERN/COOLIDGE	C
MARTIN ROAD	ARIZONA BLVD/PICACHO ST.	C

Source: 1995 Coolidge Transportation Study

**TABLE 10.3: LEVEL OF SERVICE RATING DEFINITIONS**

- A Free flow
- B Stable flow
- C Stable flow, with maneuverability hampered, ease declined
- D High traffic counts, with speed reduced
- E Road conditions near capacity, maneuverability greatly decreased
- F Stop and go traffic

Source: Institute of Transportation Engineers, Highway Capacity Manual. Washington D.C.: Institute of Transportation Engineers, 1985.

Other traffic enhancements presented are improvements to the existing Hunt Highway. The investment in enhancing this roadway would provide a direct route between the cities of southeast Maricopa County, such as Gilbert, Mesa and Queen Creek to Tucson via Coolidge and Florence.

**Circulation Plan**

The Proposed Circulation Plan, Figure 10.1, shows an orderly surface transportation system with a road hierarchy designed to support the proposed land uses shown in Figure 9.2 on the Proposed Land Use Map. This plan will serve to guide the alignment and design of the future roadway system whether implemented by the City of Coolidge, or future development.

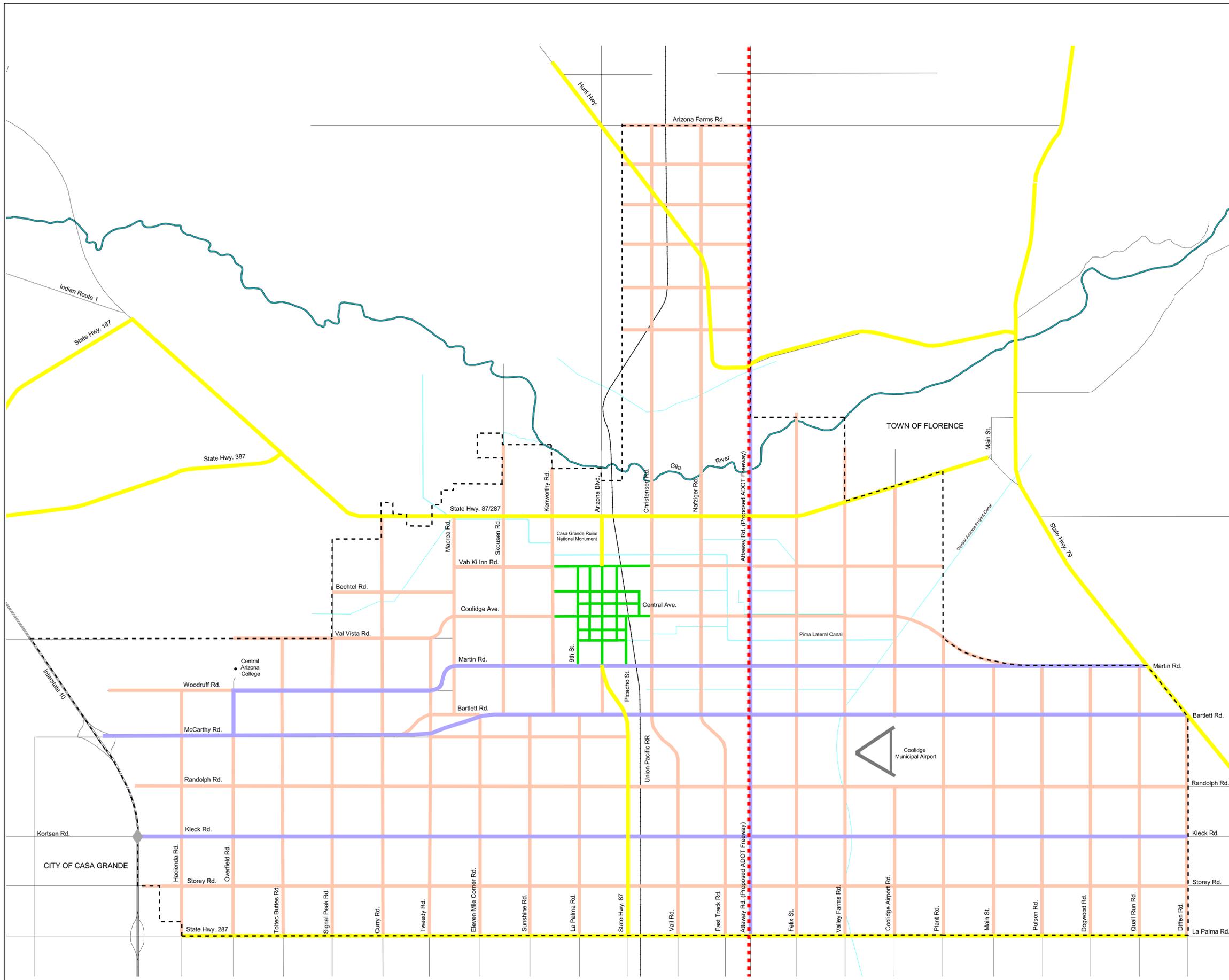


# CITY OF COOLIDGE GENERAL PLAN

## PROPOSED CIRCULATION PLAN

### LEGEND

- Interstate 10 (Existing)
- State Highways
- Major Arterial
- Minor Arterial
- Collector
- Proposed ADOT Freeway
- Proposed Interstate 10 Interchange
- Southern Pacific Railroad
- Coolidge Planning Boundary



Stantec

Updated:  
November 11, 2003



0 1 2 3 Miles



### **Transportation Implementation Actions**

The following actions would help ensure the success of transportation systems for the City of Coolidge. These actions include revisiting and updating current plans plus creating new documents on topics not previously covered. These studies allow for the complete research and documentation of actions. Potential external financing and city budgeting will be facilitated due to the method of preparation and supportive data to be found in these plans.

#### ***Pedestrian and Bicycle Design Plan***

The creation of a pedestrian and bicycle design plan will establish a planning vision that incorporates community needs. This design plan will enact a policy statement that bicycle and walking facilities be incorporated into all transportation planning. New transportation plans should use the following manual as guidance: "Accommodating Bicycle and Pedestrian Travel: A Recommended Approach" (United States Department of Transportation).

The Pedestrian and Bicycle Design Plan will include three focus areas. These areas are as follows:

- Utilize state and federal design guidelines for all existing and planned street improvements.
- Research potential funding sources including the reauthorized version of the Transportation Efficiency Act (TEA-21).
- Create a local and regional multi-use trail network.

The incorporation of roadway design guidelines would enhance development, if developers were required to comply. Roadway design compensates for the type and magnitude of use of each segment of road. Such modifications include effective signage, lighting, crosswalks, merging lanes and turn lanes.

Phased bicycle and pedestrian enhancements will be created within the planning of new developments. Sidewalk and crosswalks improvements should be especially considered in areas surrounding schools.

Sidewalk standards include a typical four-foot wide to six-foot wide hard surface. Most communities are adopting wider sidewalks to comply with the needs of those with accessibility challenges. When the sidewalk ends at a street curb, a ramp must be provided to conform to the Americans with Disabilities Act (ADA). Other amenities that can be added to sidewalk facilities include shade trees and rest areas. These amenities serve residents and enhance the community's image.

Bike enhancements should be created with any new roadway construction or repair. On-street bike routes typically allow for roadways to be shared safely with bicyclists. These shared on-street bike routes will vary in width depending on the speed limit. The City should evaluate the speed limit and other hazards on each roadway before designating a safe bike lane width. These lanes are clearly labeled with signage and a solid white line.

Areas where bike usage is foreseen should be equipped with ample signage stating "Share the Road" or "Watch for Bikes". In addition to the creation and labeling of bike and pedestrian facilities, the City of Coolidge must also provide maintenance. Debris



should not block or endanger pedestrian and bicycle traffic. Pavement should be checked for rough and broken surfaces.

### ***Enhancement of the Current Transportation Plan***

The expansion and completion of the current transportation plan should incorporate a task force and liaison to coordinate with ADOT. The task force will assist in circulation system research and potential funding sources. In addition to the creation of the task force, additional sections and plans should be included in the updated transportation plan for the City of Coolidge.

### ***Traffic Control Plan***

The creation of a Traffic Control Plan will generate methods to foresee and correct areas with inadequate capacity levels. These areas surround high frequency destinations such as schools, the prison in Florence and other future intersections and roadways. Studies into the strengths and weaknesses of these areas will provide the documentation needed to apply for funding to ensure roadway flow.

### ***Phased Roadway Improvement Plan***

A Phased Roadway Improvement Plan will help to prioritize the urgency of needed roadway improvements in order to successfully budget and obtain funding assistance. The use of a roadway improvement plan will greatly expedite projects by ensuring availability of funding and time-line for city projects.

### ***Design Standards***

New roadway improvements and pedestrian systems should all follow a set forth framework for design for pedestrian and bicycle use. These designs will increase safety, allow for greater flow, increase understanding of signage, and enhance community character. Design standards should be compiled based on current state and/or federal guidelines.

Referenced documents containing design standards include:

Guide for the Development of Bicycle Facilities. American Association of State Highway and Transportation Officials (AASHTO), 1999.

Recommended Practice on the Design and Safety of Pedestrian Facilities. Institute of Transportation Engineers (ITE), 1988.

Arizona Bicycle Facilities Planning and Design Guidelines. Arizona Department of Transportation (ADOT), 1988.

Selecting Roadway Design Treatments to Accommodate Bicycles. Federal Highway Administration, 1994.

Pedestrian and Bicyclist Safety and Accommodation. National Highway Institute, Federal Highway Administration, 1996.

Manual on Uniform Traffic Control Devices. Federal Highway Administration, 1988.

### ***Update The Current Mass Transit Plan***

The 2000 City of Coolidge *Three-Year Transit Plan* should oversee and correct the existing problems apparent in usage of the Cotton Express. Such concerns cover topics of delays and inadequate services to prime regional locations. With new developments and opportunities arising in the Coolidge area, Cotton Express riders will generate the need for revised schedules. With the changing commercial centers, citizens should be surveyed and a new enhanced scheduling created.



The mass transit plan should also designate a position on the city staff for advanced marketing research. This research will aid in providing the best possible schedule to meet the residents needs. Research should also be directed towards the potential investment of a north/south trolley system that connects the markets and tourist center with residents. Funding research should further apply for Federal Section 18 Transit Funding, and LTAF-Local Transportation Assistance Funding.

### ***Update Airport Master Plan***

The *1997 Airport Master Plan for the Coolidge Municipal Airport* needs to be updated to reflect a change in tenants, and develop a detailed plan for both airside and landside facilities. This plan should address alternatives for improving roadway access to the airport, and investigate the potential for any intermodal links to the Union Pacific Railroad. It should also establish development standards to assure that the improvements at the airport have a uniform level of quality and consistent architecture. A significant component of the study should be devoted to providing guidance for negotiating development agreements and leases so that the long-term interests of the City are maximized.



## **11. GROWING SMARTER**

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The Growing Smarter Act has varying requirements for municipalities based on their size and rate of growth. Due to the fact that Coolidge has a population less than 10,000 with an annual growth rate of less than 2%, only a land use and circulation elements are required. These required documents are presented in a separate document. Non-required planning elements are presented below, as developed by the University of Arizona.

### **Growth Areas**

Growing Smarter requires certain local governments to include a growth areas element in their general plan. Phased growth areas are to be identified by local governments that will accommodate future development where infrastructure systems, services and facilities can be provided in the most cost-effective manner and not detract from the economic and social needs of the entire community. The two critical issues for the City of Coolidge to address are where and how development will occur.

### **Open Space**

The Growing Smarter Act also requires the inclusion of an open space element in the general plan. The plan shall provide guidance to develop a regional open space system based on an inventory and evaluation of Coolidge's open space opportunities and needs.

The preservation of open space is valuable to a community by increasing economic, social and environmental vitality. The preservation of natural systems can provide areas for hiking, hunting, fishing, camping and wildlife viewing. Expenditures generated by such activities in the United States totaled \$59 million in 1991 (Fausold and Lilieholm, 1999). Not only can the addition of open space generate tourism dollars, it can provide natural solutions to control flooding, moderate urban climates, decrease air and water pollution and provide areas for ground water recharge. Property values are also benefited by the location of adjacent open space. Various studies have found that, on average, property values that faced onto open space increased in value between 7% and 23% (Fausold and Lilieholm, 1999). Therefore, the coordination and cooperation among surrounding jurisdictions of Coolidge are essential to the successful development of a regional open space system.

### **Parks and Recreation Facilities**

The provision of adequate parks and recreation facilities are essential elements of Coolidge's quality of life. Parks provide places to socialize, exchange ideas, recreate and define a neighborhood.

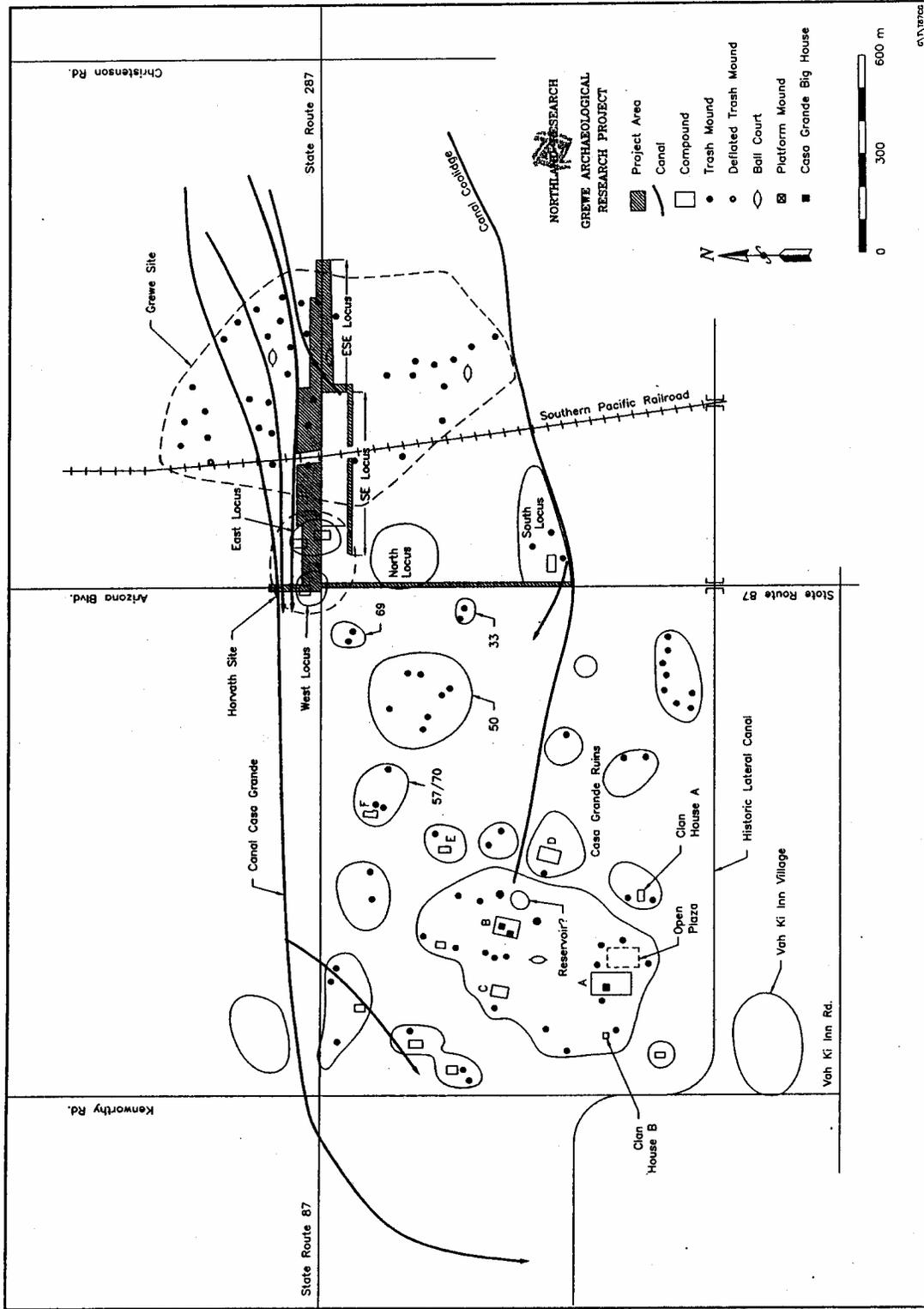
As the community grows, there will be a greater need to accommodate various ages and cultures with desired amenities and activities. The utilization of school grounds along with local and regional open spaces, parks and trails can supplement the public park system with the provision of adequate recreation opportunities for all residents.

Within the City of Coolidge there are 11 municipal parks, including a regional park. The existing parks range in size from one-third of an acre to over 70 acres. All parks provide some kind of outdoor recreation, ranging from shuffleboard to basketball. In addition, the Case Grande National Monument (Figure 11.1), historical museum, library and two community centers also provide educational and recreational opportunities. Table 7.1



provides a listing of the facilities including facility acreage, square footage and on-site amenities.

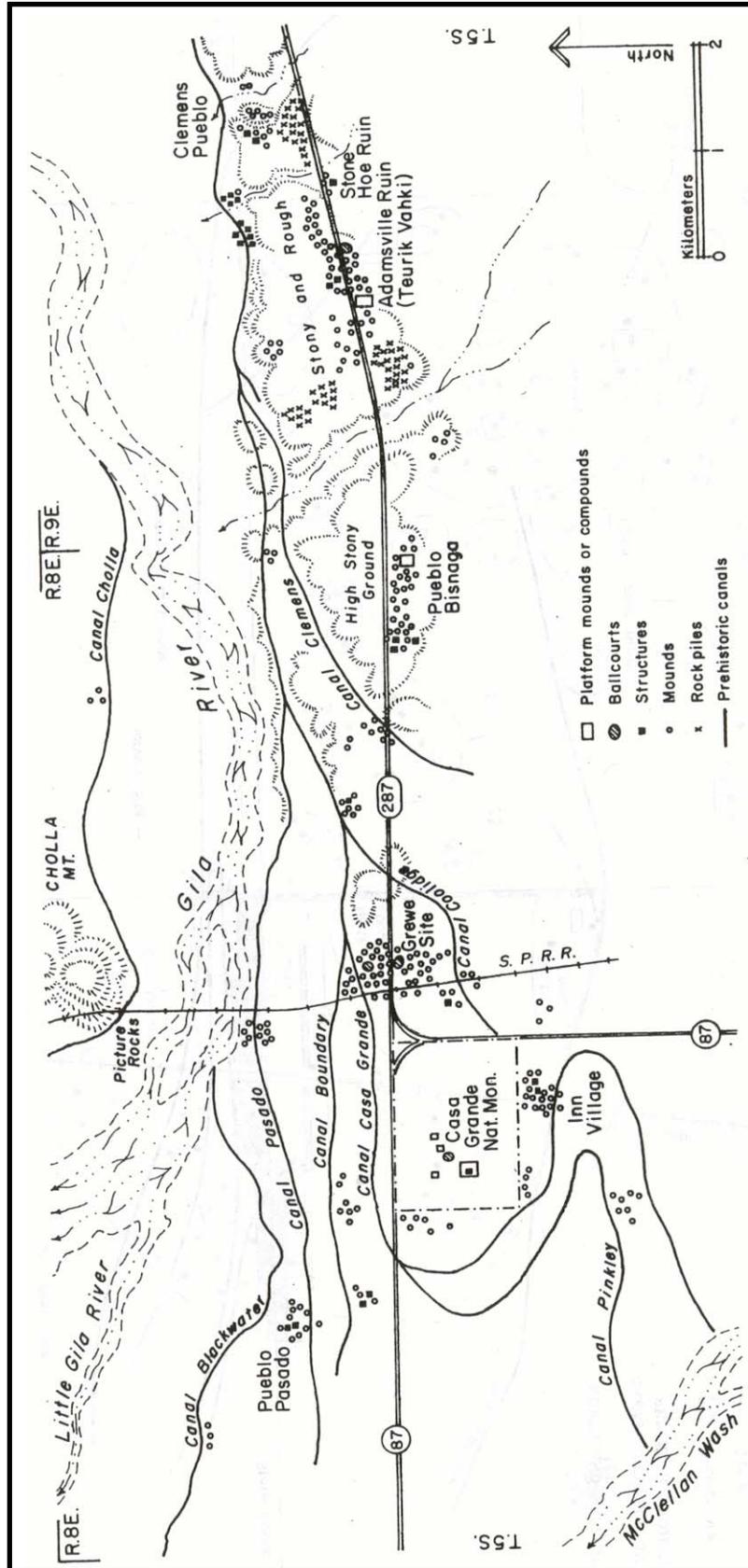
FIGURE 11.1: GREWE-CASA GRANDE NATIONAL MONUMENT SITE COMPLEX



SOURCE: The Arizona State Museum



**FIGURE 11.2: CASA GRANDE NATIONAL MONUMENT-ADAMSVILLE AREA**



SOURCE: The Arizona State Museum



A significant opportunity exists to develop a specialty tourism attraction devoted to the plentiful archeological sites beyond the Casa Grande National Monument. Figure 11.2 gives an indication of the extent and distribution of these sites. It is suggested that a joint study with participation from the Town of Florence, City of Coolidge, Pinal County, Central Arizona College, the Arizona State Historic Preservation Office and the Casa Grande National Monument be initiated to pursue the idea of a archeological corridor along State Route 87/287.

Two other landmarks exist only at night, the Coolidge Regional Park softball field lights and the KCKY radio towers. Unfortunately, major power lines restrict views. A number of major power line corridors exist within the Study Area. As development occurs, new power lines should be placed within these corridors or new corridors compatible to projected land uses should be established.

**Cost of Development**

In addition to managing growth through creating phased growth boundaries, the City must also address how it will accommodate growth by providing public services. This includes planning for the various costs that are associated with growth. As the demand for services increases, utility facilities, social infrastructure, and public services will have to be improved or expanded to meet the desired level of services.

Currently, Coolidge has an adequate supply of utility infrastructure and service facilities to serve its existing population. As Table 11.1 shows, funding for public services comes from a variety of sources. The table provides a simple explanation as to how various services are currently provided for:

**TABLE 11.1: INFRASTRUCTURE FUNDING SOURCES**

	Property taxes	Enterprise Fund	General Fund	Bonds	State/Federal Funding	Impact Fees	Utility Provider	Grants
Water							X	
Sewer		x		x	X	X		x
Electric							X	
Gas							X	
Road Improvements	X			x	X	X		
New Roads				x	X	X		
Police	X		X	x		x		X
Fire	X		X	x		x		x

Source: City of Coolidge Planning Department & Service Providers, 2000.

As households move into new subdivisions, the demand for certain public services such as police, emergency services, and education will increase. New development will require construction of utility and infrastructure within the subdivision or development. Table 11.2 shows the average costs to develop a typical 57-lot single-family subdivision. This estimate does not take into consideration of drainage improvements, consulting fees, or administrative review. Table 11.3 illustrates the impact the same sized subdivision would have on public services.



**TABLE 11.2: ESTIMATED DEVELOPMENT COST OF A 57-UNIT SINGLE-FAMILY RESIDENTIAL DEVELOPMENT, EXCLUDING DRAINAGE IMPROVEMENTS**

Site work:	\$114,120.00
Sewer:	\$112,735.86
Water:	\$100,594.65
Utilities:	\$ 16,150.00
Paving:	\$208,154.68
<b>Total:</b>	<b>\$551,755.19</b>
Cost Per Lot:	\$9,679.92

Source: Rick Engineering Company, Inc., 2000.

**TABLE 11.3: ESTIMATED COSTS OF PUBLIC SERVICES**

	Per Capita Cost (1999)	Cost to Provide Additional Services (per household)*	Cost to Provide Additional Services (per subdivision)**
Fire	\$25.05	\$100.20	\$5,711.40
Police	\$202.00	\$808.00	\$46,056.00

Source: City of Coolidge Service Providers, 2000.

\* Based on a four-person member household.

\*\* Based on 57-lot subdivision.

The City must also recognize that as Coolidge grows, some services will need major improvements in order to supply the increased demand. Specific items that will need to be considered are explained below.

- Sewer Services If growth is encouraged east of the Union Pacific Railroad, the City will need to address how it will provide sewer services. The existing wastewater treatment plant has capacity to serve a population of 15,000 people, almost twice the current population. However, the main trunk line, where eastside development could connect to, is not large enough to support increased usage. One option the city has is to replace the trunk line with larger pipes. A second option is to build a second treatment plant on the eastside of downtown. Both procedures are costly measures.
- As defined in Goal C, the City will first have to determine the amount and intensity of growth that is desired for this area. If future growth will require sewer hook-up, the city can choose to provide sewer expansion as a tool to attract development. By doing this, the costs of developing available land reduces, thereby making Coolidge more attractive for new construction. The City can also provide the improvements, but charge developers impact fees to pay for a portion of the sewer construction.
- If growth continues to expand westward, the topography will limit the extension of a gravity-flow sewage system. As providing the existing services becomes more difficult, lift stations will need to be constructed in order to extend services. Once again, the City has the choice to pass the cost of constructing such a system to the developer or provide lift stations as a means to attract development.
- Police Services Presently the police department is facing space constraints and the quality of their equipment and facilities is decreasing. The City has responded to the



demand for additional police services by planning a new facility and equipment. The completion of the new building is scheduled for April, 2004.

- Fire Services At this time, Coolidge has a 30-member volunteer fire department. When the population reaches a certain level, the City will need to hire some paid fire crew and eventually build a new fire station. To assist with construction costs or hiring firefighters as a response to new development, the city may charge an impact fee to assist with funding the one-time costs.
- City Hall As the City grows, so too do the City departments. The administrative offices have already indicated they are over capacity in their current building. As demand for their services increase, they will need to find additional office space which will be possible by remodeling the space soon to be vacated by the Police Department.
- Since there is a current need for facility and service improvements for the present and the near future, it is recommended that the City develop a Capital Improvements Plan (CIP) to assist with scheduling improvements and allocating funding sources.



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