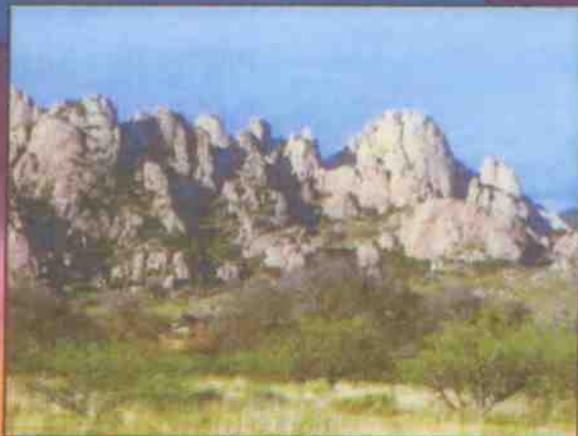
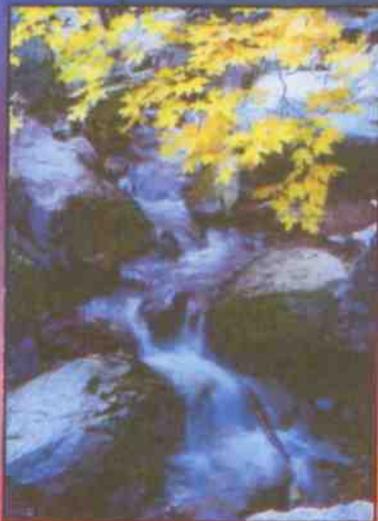


ENVISIONING 2020
LAND USE PLANNING
IN
COCHISE COUNTY, ARIZONA



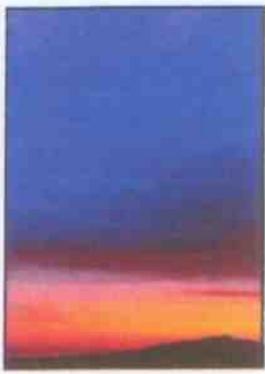


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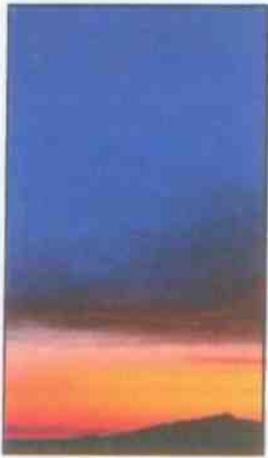
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ACKNOWLEDGEMENTS

ENVISIONING 2020
LAND USE PLANNING
IN
COCHISE COUNTY, ARIZONA

SEPTEMBER 2008



ENVISIONING 2020

LAND USE PLANNING IN COCHISE COUNTY, ARIZONA

If you don't much care where you're going, it doesn't matter which way you go. You're sure to get somewhere if you keep at it long enough. - The Cheshire Cat in Alice's Adventure in Wonderland by Lewis Carroll.

ENVISIONING 2020 – LAND USE PLANNING IN COCHISE COUNTY represents a proactive and collaborative vision for the future. What is a Vision? A Vision is a mental image that empowers individuals and communities by giving them foresight to make events happen and projects possible. Envisioning 2020 was an effort shaped by the people of Cochise County to help distinguish the scope and face of current and future growth in Cochise County over a 10-year horizon. The Cochise County Planning Department is pleased to present this report to Cochise County stakeholders, the Board of Supervisors, the Planning and Zoning Commission, the Boards of Adjustment and County Staff.

Project Description

Over the last decade, the west has been the fastest growing region in the nation, experiencing a rapid influx of people seeking better employment opportunities, higher standards of living and wide open spaces. Taken further, over that time, Arizona has vied with Nevada as the nation's fastest growing state, and although much of that growth has occurred in the urban centers of Phoenix and Tucson, growth has occurred to a lesser degree in other, more rural areas of the Arizona, including Cochise County. Although growth is not an inevitability, demographic projections suggest that there is the *likelihood* that Cochise County will experience increasing population over time as more people, particularly retirees, discover the beauty, tranquility and high quality of rural life that Cochise County offers. Consequently, as our population grows there is a compelling need to carefully plan - to "grow smarter."

Arizona's *Growing Smarter Legislation* directs communities to update their respective Comprehensive Plans at 10-year intervals. One of the purposes of this legislation is to more effectively plan for the impacts of population growth by creating a more meaningful and predictable land planning process through increased citizen involvement in the process.



COCHISE COUNTY ENVISIONING 2020

Thus, the core philosophy of *Envisioning 2020* is that in order to create an environment that is livable and desirable, residents must participate and buy into a plan for the future. The overarching approach of the project was to provide forums encouraging citizens to participate in the development of a Vision for their communities and the County as a whole (within the context of anticipated population growth). This process seeks to engage residents from a variety of backgrounds, interests and demographics in an organized effort designed to educate workshop participants about the planning process.

Perhaps more importantly, *Envisioning 2020* intends to establish citizen direction and priorities in shaping a preferred 2020 future and to conceive a long-term Vision and policy framework designed to achieve this Vision over time. To achieve that mission, community involvement inclusive of a cross-section of residents was sought; this was accomplished through a statistically valid random sample phone survey of Cochise County residents conducted by FMR Associates, Inc. of Tucson, as well as 13 widely publicized public workshops hosted throughout the County beginning in October 2007 and running through March 2008. Several sessions yielded only a few participants (*a low of seven*), while others attracted numerous participants (*a high of 108*). In all, *Envisioning 2020* attracted 448 self-selected participants, an average of 34 participants per workshop. In addition, *Envisioning 2020* aspires to:

- ◆ Democratize the process of growth management
- ◆ Generate new ideas and direction
- ◆ Safeguard Cochise County's quality of life
- ◆ Provide citizen input to policy makers
- ◆ Create ownership of the community development process
- ◆ Determine community values translatable into policies or standards

The methodology for *Envisioning 2020* was developed in the spring of 2007 and during this time an Outreach and Development Committee comprised of residents with diverse backgrounds was created to help Planning Staff coordinate workshops and oversee and steward process development. In addition, an independently contracted facilitator was hired to help in process development, to ensure that workshop participants remained focused, that the goals and objectives for each workshop were met, as well as to direct each *Envisioning 2020* workshop and summarize stakeholder comments. The phone survey is intended to complement the findings of the *Envisioning 2020* workshops, to offer additional insight about residents' values, as well as what residents feel are Cochise County's strengths and weaknesses. The survey consists of a 406-person, randomly-selected, statistically-grounded sample of 18 years and older male and female heads of household.



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The sample size of 406 respondents gives the survey a confidence level of 95% and a margin of error of just under 5%. This means that 95% of the time the results of the survey will not vary by more than 5 percentage points ($\pm 4.9\%$) from what would have been obtained by interviewing the total population of Cochise County. The survey provided a framework in helping to understand Cochise County's residents'/stakeholders' values today, as well as emerging trends that may influence our future. The results of the survey were posted to the Envisioning 2020 website in August 2007 prior to the kickoff workshop at the Huachuca City Elementary School in October 2007. Prominent themes that emerged from the phone survey include:

- ◆ Health care availability
- ◆ Living wage employment
- ◆ Property rights
- ◆ Providing clear conditions for managed growth
- ◆ Water conservation

A Vision for the communities in Cochise County will not be articulated overnight, however, the Envisioning 2020 process helped to identify common concerns and values. The Vision will take shape as communities plan, design and implement projects and activities that provide a glimpse of the future and that will incrementally help each community in achieving a Vision.

Publicity

The Envisioning 2020 publicity campaign was likely the most extensive for a County event, and included public service announcements and newspaper articles prior to each meeting. Cochise County provided an Envisioning 2020 website as a repository of information about meeting dates, times and locations, as well as a forum for reading Envisioning 2020 meeting notes and individual comments. We also used the following mediums to reach different segments of our County:

- ◆ Fliers in public and private buildings and mailed to key community members
- ◆ Fliers distributed to local schools
- ◆ Articles in local newspapers
- ◆ Development committee
- ◆ Email blasts to community representatives, organizations, and Envisioning 2020 Committee Members
- ◆ Word-of-mouth; word spread as the Envisioning 2020 effort evolved



Community Workshop Agenda

Each Envisioning 2020 workshop began with the facilitator explaining the ground rules for the workshop and what was described as "*Purpose and Givens*". This was an opportunity to explain the Envisioning 2020 project objectives, which is to identify important community assets, engage in discussions about hopes and fears regarding possible growth and identifying more specific preferred types of development. The facilitator solicited open "brain-storming" and comments within the context of "*Givens*" which are essentially the rules governing the planning process in Cochise County. In other words, the Envisioning 2020 workshops were not intended as a means of invoking direct changes to land use regulations, Comprehensive Plan Designations and/or zoning classifications. Rather, participants were made aware that any proposed changes to zoning classifications, for example, would require formal applications and additional public processes. Also, the facilitator emphasized that the Envisioning 2020 workshops were not a forum to discuss individual projects, rezoning requests, Special Use applications, or other specific proposals, so as to ensure that participants remained focused on the overall "Purpose", again, that being a discussion on conservation and growth at the macro scale. However, Staff was made available at each workshop at a separate location to address specific individual questions related to zoning, enforcement, permits, etc.



Planning Staff followed the facilitator's introduction by offering a brief background presentation, which provided general definitions of land use planning, the overall intent of planning and how the planning process functions in Cochise County. Statistics showing current population figures and future projections provided a reference point and perspective on growth in Arizona and Cochise County. A segment illustrating various rural development scenarios offered participants a means of visualizing land use concepts such as "lot-splitting" and "clustered development." Finally, a slide show and audio presentation narrated by ranch owner John Riggs discussed some of the land use issues many ranchers face in the current economic climate. Mr. Riggs described his Vision for his family's sprawling ranch located south of Dos Cabezas. It's a Vision that is a departure from the more typical, oft-termed "cookie cutter" development; rather, an alternative development scenario was presented, one that incorporates mixed uses and sustainable design concepts regarding water conservation, open space preservation and efficient transportation schemes. The visual and audio elements of the presentation were also intended to clarify the development options available in the rural areas of the County that may be incorporated into residential and mixed-use developments.



During the Envisioning 2020 sessions, the same four questions were posed to workshop participants. Participants were divided into separate smaller groups to foster communication, encourage brainstorming and discussion, and were asked to be as specific as possible. To encourage free discussion and diversity within each group, participants were "counted off" and the like numbered participants constituted one group. The groups were asked to comment freely amongst themselves, but to report to the larger group only those comments and ideas that consensus was reached. Consensus usually involves collaboration, rather than compromise. Instead of one opinion being adopted by a plurality, participants or stakeholders are brought together until a convergent decision is developed. Acting according to consensus guidelines enables a group to take advantage of all participants' ideas. Furthermore, people are more likely to implement decisions they accept, and consensus makes acceptance more likely. This approach provided a greater challenge and a more meaningful outcome, as each group strived to attain a consensus of ideas and articulated values.

Many areas of Cochise County have a unique community flavor, with the citizens of each community reflecting unique goals, desires and concerns, so those participants living outside the area of influence - *those representing a more Countywide perspective* - were stationed at separate tables. The four questions were crafted in a fashion to elicit clear, direct and impassioned responses about land uses by incorporating terms such as *changes, hope, fear and grow*. Also, the questions were designed to work in conjunction with provided maps and handouts in order to help facilitate organic visions for desired futures. The four questions/conversations include:

Workshop Question 1:

What changes are expected to impact the area?

The purpose of this activity was to help workshop participants to broaden their thinking about the forces that will affect their communities and Cochise County in the coming years. Participants were asked to brainstorm local, regional, national and global trends that they saw occurring that might influence their County, their community and the Vision that they wish to create. This question set the stage for discussions on how to best manage the identified changes expected.

Workshop Question 2:

What characteristics of the area should not be changed?

This question was intended as a means to identify their respective valued community or County assets - distinctions Cochise County residents are proud of, whether tangible, such as water resources or mountain vistas, or more obscure qualities, such as "rural character" or "small town feel." These are characteristics of the community that deserve protection, preservation and/or management.



Workshop Question 3:

“What do we fear or hope for as the community changes or grows?”

This question was intended to tap into the hopes, dreams and fears of stakeholders for their communities and Cochise County and to encourage them to discuss those hopes and fears with fellow participants. This question was intended to elicit passionate response - *What are you fearful of as your community/County grows? What do you hope for as your community/County grows?*

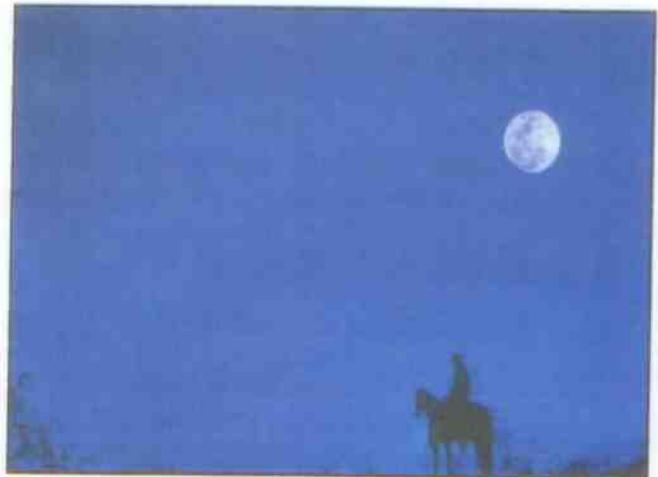
Workshop Question 4:

“What are your ideas for how the community should change or grow?”

If growth does come to our area, what form should it take? To what scale should we grow? Should we even grow at all?

Envisioning 2020 Workshop Summaries by Question

The following section of the Envisioning 2020 Report summarizes more specific or distinct responses to the four questions posed to participants at each workshop. Note that these comments reflect the consensus, ideas, opinions and values expressed by participants through the small group work sessions and reported to all participants. Ideas or comments expressed by participants of the small working groups that did not achieve consensus were encouraged to be submitted individually to Planning Staff via email or letter. Those individual comments are included in Appendix A and posted on the Envisioning 2020 website (http://cochise.az.gov/cochise_planning_zoning.aspx?id=1212)





Workshop 1— October 6, 2007: Huachuca City and Whetstone

(15 Participants)

Workshop Question 1:

What changes are expected to impact the area?

Changes expected that could have significant impact upon the Huachuca City and Whetstone areas are the possible development of the expansive Sands Ranch and the impact and pressure that more intense rezonings, if approved, would have on traffic, infrastructure, water, services and the overall quality of life.

Workshop Question 2:

What characteristics of the area should not be changed?

Participants indicated the importance of maintaining the rural character and lifestyle enjoyed by many residents, including maintaining large lots, open spaces, uncompromised vistas, dark night skies and the continuation of ranching activities. Also mentioned was the scenic quality of State Highway 82 west of State Highway 90, a community asset that is deserving of more recognition and protection. Several participants mentioned habitat and water conservation. There is concern that our water resources are unsustainable and that water taxation is close to becoming a reality. Also important is the continued support for Fort Huachuca to secure its future as the major economic engine in Cochise County.

Workshop Question 3:

What do we hope or fear as the community changes or grows?

As mentioned previously, participants are hopeful that water resources will remain available and sustainable and are hopeful for continued support for Fort Huachuca. Participants hope that more road improvements will be funded via a larger share of state road tax money. Some mentioned more intense zoning enforcement in order to ensure separation of incompatible land uses and limiting commercial uses to the Highway 90 corridor. The greatest fears relate to the negative impacts of unregulated or unmanaged growth on infrastructure, the effects of agriculture on water resources, reduced services and compromised quality of life. Unsustainable water resources, water taxation, and the impacts on Fort Huachuca were also mentioned.

Workshop Question 4:

What are your ideas for how the community should change or grow?

An array of ideas were suggested, such as the creation of a town center in the vicinity of the Highways 82 and 90 intersection, separating incompatible uses, limiting commercial uses to the Highway 90 corridor and more intense zoning enforcement.



Workshop 2—October 17, 2007: Pirtleville

(24 Participants)

Workshop Question 1:

What changes are expected to impact the area?

The most pronounced concern mentioned is regarding the impacts that a new Department of Homeland Security port-of-entry will have on the quality of life, such as noise and air pollution, as well as crime.

Workshop Question 2:

What characteristics of the area should not be changed?

In Cochise County, Pirtleville and Douglas reflect a strong Hispanic culture and flavor. Residents recognize this unique character and expressed a strong desire to maintain it. Therefore, there is a commitment to support and preserve existing neighborhood businesses, historic homes and structures. Open space preservation is important to at least several participants.

Workshop Question 3:

What do we hope or fear as the community changes or grows?

The new port-of-entry is expected to help stimulate the local economy and spur new business growth. Furthermore, area residents anticipate that the Douglas area will be a focal point for job development and infrastructure improvements, especially in light of the area's proximity to the international border. Several participants indicated that a measure of economic growth is welcomed, including a light industrial park along Highway 191 between Oak Rd. and W. Denham Rd. Residents also expressed a desire for a community or recreation center. Several participants mentioned hope for officially sanctioned beautification efforts, open space preservation and an overall clean environment. Fears mentioned during the workshop include increased crime and traffic, lax zoning enforcement, development-induced flooding, and illegal or 'wildcat' dumping, as well as an increase in free-running or stray dogs.

Workshop Question 4:

What are your ideas for how the community should change or grow?

As mentioned previously, evidence surfaced during the workshop discussions that a measure of economic growth is desired in the Pirtleville area. Respondents' ideas for how the area should change or grow include restricting commercial development near to Highways 191 and 80, away from residential uses. As noted previously, a community or recreation center was mentioned as a desired element for the community.



Workshop 3—October 30, 2007: Willcox

(41 Participants)

Workshop Question 1:

What changes are expected to impact the area?

Willcox workshop participants offered responses one might expect from this very rural portion of Cochise County that is steeped in agricultural and ranching history. A number of participants consistently mentioned that property rights and rural identity rank supreme and offered a host of descriptors of rural life that are expected to be affected by possible growth, such as large lots, open spaces, dark night skies, clean air, uncompromised viewsheds and low traffic volumes.



Some workshop participants expect the agricultural employment base and water availability to decline as the profile of the community changes with possible residential development.

Workshop Question 2:

What characteristics of the area should not be changed?

The overwhelming sentiment is that the rural and agricultural lifestyle of the Willcox area should be nurtured and safeguarded. Property rights should not be compromised and the agricultural and ranching history and lifestyle need to be respected and fostered.

Workshop Question 3:

What do we hope or fear as the community changes or grows?

Participants hope that if growth arrives in Willcox, it will be managed in a way that is conscious of the area's landscape, culture and history, and that newcomers assimilate or adapt, rather than attempt to change the complexion or character of the community. There is strong concern about the overall lack of employment and employment diversity, erosion of property rights, rural identity and the agricultural lifestyle, as well as the impacts of possible growth on agriculture. In addition, participants are hopeful that more options to preserve open space are made available, such as the acquisition of development rights, fee simple acquisition, conservation easements and the creation of local land trusts to help facilitate open land acquisitions.



Workshop 3—Willcox (cont.)

Willcox residents hope for more affordable housing and a high standard for education with more cultural and youth programs, as well as more and better health care facilities. Also mentioned was the hope that more funding is made available for wind and solar energy development. Again, participants fear that property rights will erode, as well as respect for individuality. There is concern that Willcox will develop like Tucson, become a bedroom community or even a "ghost town." Furthermore, there is fear of controls on water use, despite the anticipated decline in the overall health of the local watershed.

Workshop Question 4:

What are your ideas for how the community should change or grow?

In terms of economic or commercial development, participants indicated that more agriculture-related businesses should be encouraged to locate in the Willcox area and foster more vertical integration of the local agricultural industry. Regarding residential growth, participants indicated that it is important to separate incompatible uses, and prefer planned development that integrates creative elements into design, such as flexible lot sizes, conservation and buffer areas that offer transition, as well as encouraging infill or growth in or near areas with existing infrastructure.



Workshop 4— November 7, 2007: Portal

(33 Participants)

Workshop Question 1:

What changes are expected to impact the area?

The Portal area is renowned for its natural splendor, ecotourism, biodiversity, dark night skies, clean air and water and low traffic volumes. Participants are adamant about maintaining these characteristics by opposing high-density development and unmanaged growth.

Workshop Question 2:

What characteristics of the area should not be changed?

Like many Cochise County residents, Portal workshop participants voiced their love for the rural life. Following are several "things that should not be changed" responses indicative of a strong desire to preserve the rural lifestyle:

- ◆ Beautiful viewscapes
- ◆ Dark night skies
- ◆ Quietness
- ◆ Clean air & water
- ◆ Low traffic volume
- ◆ Lack of commercialization
- ◆ Biodiversity
- ◆ No high density development



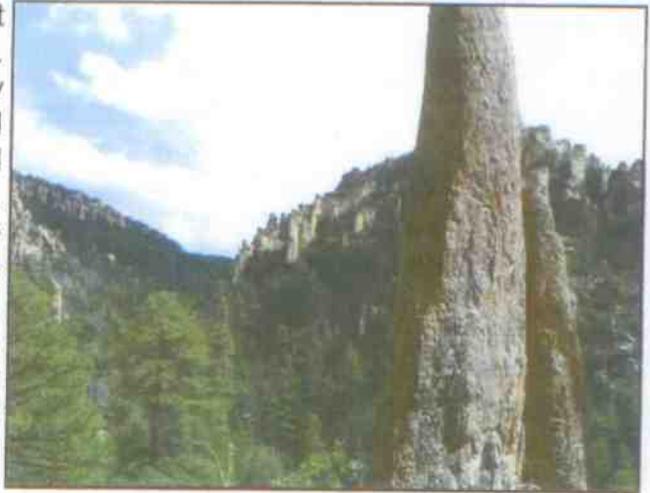


Workshop 4— Portal (cont.)

Workshop Question 3:

What do we hope or fear as the community changes or grows?

Participants are hopeful that if growth occurs, it remains limited and of the low-density variety. Also, participants are expectant that any newcomers are respectful of local culture and values. More services, infrastructure and amenities are desired, including medical, fire, and law enforcement services. Workshop participants also expressed hope that more restrictions be placed upon low-flying aircraft, more employment opportunities become available in clean, safe businesses, and that access to surrounding open space is maintained. Every effort should be made to safeguard the local groundwater supply, including implementing state regulatory action. It was also suggested that the open range law be amended in order to better protect area residents. Fears include higher taxes, an improved Foothills Rd., more regulation, polluting industries, newcomers disrespecting local values, uncontrolled growth and the range of impacts associated with unmanaged growth such as habitat loss, increased traffic and less groundwater, among others.



Workshop Question 4:

What are your ideas for how the community should change or grow?

Workshop participants offered a number of unique suggestions to safeguard their quality of life, the ecotourism base, spectacular viewsheds and diverse habitats, including downzoning to 40-acre minimum lots near Portal, 200-foot minimum setbacks along paved roads, the creation of buffer zones around National Forest boundaries to enhance transition, viewshed protections, and prohibiting Special Use Permits and Variances in and near Portal. More clustered development that places an emphasis on open space preservation was also mentioned.



Workshop 5—November 17, 2007: Benson

(108 Participants)

Workshop Question 1:

What changes are expected to impact the area?

Benson's location is often defined by its proximity to Interstate 10 which facilitates heavy local, interregional, and regional traffic. Benson workshop participants hold diverse opinions as to how the community should look and feel. A number of Benson-area residents expect noticeable economic changes to occur and that some measure of development and outside investment are to be expected as a result of Benson's proximity to Interstate 10 and Tucson to the west. However, there is strong concern from a number of participants that development will seriously compromise water sustainability, air quality, dark night skies, wildlife habitats, as well as the rural lifestyle cherished by many, as well as create burdens for infrastructure. Also mentioned were the effects of what some feel is a lack of zoning enforcement, illegal immigration, 'wildcat' subdivisions and less available land for alternative energy facilities.

Workshop Question 2:

What characteristics of the area should not be changed?

Many Benson-area residents are keen on preserving the area's rural character, sense of community and natural beauty and integrity, including the San Pedro River corridor, Kartchner Caverns and other local habitats, and a number of participants feel that protections should remain in place for open spaces, dark night skies, native vegetation, water resources and historic and archaeological sites. Several participants voiced continued support for locally owned businesses and working ranches and continued access to nearby public lands. Also, property and water rights should remain. As well, zoning and code enforcement should be encouraged.

Workshop Question 3:

What do we hope or fear as the community changes or grows?

Participants are hopeful that commercial and residential development in the Benson area is managed and reflects consideration for existing infrastructure, groundwater sustainability, viewsheds and the overall environment. A strong communication link should be encouraged between developers, the community and local governments. Infill development, development impact fees and improved services were mentioned as well. Several participants mentioned a desire for a frontage road from J-6/Mescal to Benson. And there is hope that respect for property rights continues.



Workshop 5—Benson (cont.)

Workshop Question 4:

What are your ideas for how the community should change or grow?

Many ideas for how the Benson area should change or grow emerged from the workshop. Here are just a few suggestions offered by Benson workshop participants:

- ◆ Recruit high tech jobs using high speed fiber optic
- ◆ Consolidate industrial areas
- ◆ Commercial and Industrial near existing airport
- ◆ Light industry off of I-10, east of Benson
- ◆ Industrial/commercial development north of 4th St.
- ◆ Tax incentives for commercial buildings
- ◆ Control leap frog development
- ◆ Keep higher density near municipalities
- ◆ Low density in unincorporated and County areas
- ◆ Keep J6 community closed--no bypass
- ◆ Allow bypass J6 to 90
- ◆ Sections (640 acres) designed as mixed use "nodes"
- ◆ Rails to trails along San Pedro River
- ◆ Encourage alternative energy sources
- ◆ Cluster development; conservation subdivisions

Perhaps as a result of the number of diverse opinions, the results of the Benson workshop suggested that more work is needed in order to craft a clear Vision for the unincorporated areas around Benson. As at least one stakeholder indicated, there is hope that Benson will reflect a positive community atmosphere, one that fosters communication and cohesiveness. Many divergent opinions emerged regarding the type and to what degree growth should occur and what policies, regulations and protections need to be enhanced or crafted to ensure managed, thoughtful, and balanced growth.



Workshop 6—November 28, 2007: Palominas

(50 Participants)

Workshop Question 1:

What changes are expected to impact the area?

Palominas workshop participants offered a number of answers which perhaps are reflective of the community's location near to the international border, the San Pedro River and to a lesser degree, incorporated Sierra Vista - there are concerns about development pressure from Sierra Vista, illegal immigration and the health of the San Pedro River and groundwater supply.

Workshop Question 2:

What characteristics of the area should NOT be changed?

Participants indicated that they want to maintain their rural character and discourage more intense rezonings and incorporation by neighboring Sierra Vista. Workshop participants' hopes and fears reflect a strong desire to maintain the rural character of Palominas, the integrity of the watershed and ensure the continued sustainability of Fort Huachuca.

Workshop Question 3:

What do we fear or hope for as the community changes or grows?

There is hope that future development is more sustainable, and that the planning and the development process is more inclusive and considerate of community values and culture. There is strong support for environmental protection and water conservation and it is hoped that legislation will be enacted to manage growth based upon water sustainability to reduce or eliminate groundwater overdraft.

Other hopes mentioned include continued access to public lands, more public transportation, protection of property rights, affordable housing options, support for local businesses, and conversion of abandoned rails to trails. Participants fear unresponsive government, the closure of Fort Huachuca, the demise of the San Pedro River, increased taxes, and an overall decline in the quality of rural life from spillover development from Sierra Vista.



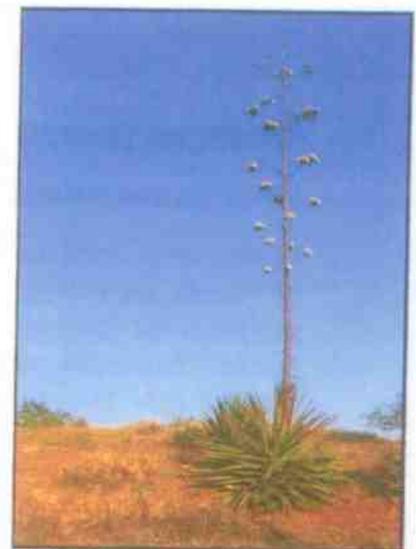
Workshop 6—Palominas (cont.)

Workshop Question 4:

What are your ideas for how the community should change or grow?

Here are a few suggestions from Palominas workshop participants:

- ◆ Commercial development north of Hereford Road and Hwy. 92
- ◆ Small community businesses at Ramsey and Hwy. 92
- ◆ Small community businesses on Hwy. 92 near Palominas Road
- ◆ No more commercial/industrial development in Palominas
- ◆ Keep housing developments close to existing development
- ◆ Prohibit rezonings to less than RU- 4 (minimum lot size of four acres).
- ◆ Maintain rural zoning near the San Pedro river
- ◆ Incentives for open space protection
- ◆ No development on State Trust land
- ◆ Adhere to the policies of the Southern San Pedro Valley Area Plan
- ◆ Acquire State land near Kings Ranch road for a County park
- ◆ Have a County lot split review process
- ◆ More family/children recreation





COCHISE COUNTY ENVISIONING 2020

Workshop 7—December 5, 2007: Hereford

(20 Participants)

Workshop Question 1:

What changes are expected to impact the area?

Hereford workshop participants share similar concerns with those from Palominas, again, perhaps reflecting the community's location between the international border and Sierra Vista. Development pressure, illegal immigration and the health of the San Pedro River and groundwater supply are expected to generate impacts and compromise rural life. Mention was made that technological advances should enable or encourage more sustainable development scenarios.



Workshop Question 2:

What characteristics of the area should NOT be changed?

Participants indicated that they want to maintain their property rights and the rural character in Hereford. There is concern about changing demographics and the potential for "culture clash." Other characteristics that should not be changed are the current business climate, water rights, access to public land and environmental protections. Hereford workshop participants want to preserve clean air and water, as well as ensure that Fort Huachuca remains a strong presence in Cochise County.



Workshop 7— Hereford (cont.)

Workshop Question 3:

What do we fear or hope for as the community changes or grows?

Several distinctive hopes voiced by Hereford workshop participants include allowing the State Legislature to define "sustainability", affordable housing, underground utilities, sufficient impact fees that cover costs, and that Tombstone obtains their water from local mines and not the Huachuca Mountains. Fears mentioned include reduction in our groundwater resources, tax increases, increased and unmanaged growth, uniform lot sizes, creation of a water district, crime, loss of property rights, and insufficient resources for Cochise County to keep pace with growth.

Workshop Question 4:

What are your ideas for how the community should change or grow?

Participants feel that commercial uses should be restricted to the Highway 92 corridor. Other suggestions include County purchase of conservation easements between Three Canyons Rd. and Hereford Rd., and the acquisition of State Trust land off of Hereford Rd. for a community center and/or a public park.

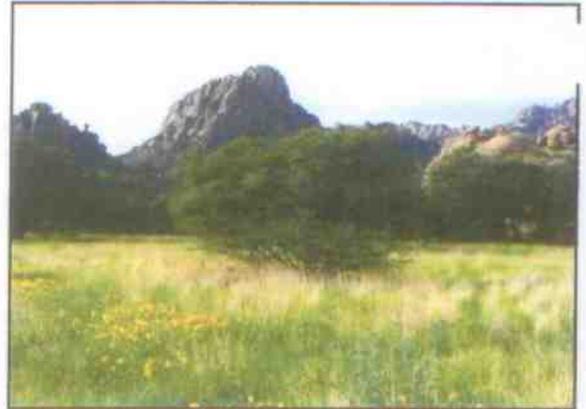




Workshop 8—December 15, 2007:

Tombstone

(9 Participants)



Workshop Question 1:

What changes are expected to impact the area?

According to Tombstone workshop participants, expected changes include the accelerated deterioration of the Tombstone water pipeline from the Huachuca Mountains; participants cited continued building over the pipeline as the primary force accelerating the decline.

Workshop Question 2:

What characteristics of the area should NOT be changed?

Tombstone has a very distinct and obvious character and lifestyle that attracts thousands of tourists annually. Therefore, participants feel strongly about preserving this unique flavor and supporting and encouraging tourism and historic preservation.

Workshop Question 3:

What do we fear or hope for as the community changes or grows?

There is hope that new and more diverse employment opportunities and more affordable housing options are made available, so as to keep and attract young families. The overarching fear is that the aforementioned hopes won't come to fruition.

Workshop Question 4:

What are your ideas for how the community should change or grow?

That State land holdings within incorporated Tombstone are sold for development in order to generate additional revenue. Participants indicated that no development should occur near to the San Pedro River and, where deemed suitable, indicated a preference for denser, more widely spaced development along with better building code enforcement. There was consensus among participants who feel that Gleason Rd. should be improved.



Workshop 9—January 16, 2008: Pomerene

(56 Participants)

Workshop Question 1:

What changes are expected to impact the area?

Pomerene workshop participants are concerned that population growth will have serious repercussions and compromise the overall quality of life in the Pomerene area. Also expected are more regulations and higher taxes.

Workshop Question 2:

What characteristics of the area should NOT be changed?

There are strong feelings about nurturing the community identity by maintaining the post office, the Pomerene School and discouraging annexation. The integrity of the San Pedro Valley and local archaeological sites should be preserved through prohibiting a truck bypass through the San Pedro Valley. Also, continued community participation and interface with public officials should be encouraged. Some participants do not want to see Cascabel Rd. improved and to have it designated as a local only roadway.

Workshop Question 3:

What do we fear or hope for as the community changes or grows?

Several participants hope for a measure of economic growth, especially in "clean" industry in order to encourage young people to stay in the area. Also, more and better medical facilities, affordable housing, and better schools were mentioned. Fears include high-density development, more trailer parks, higher taxes and permit fees, higher housing costs, changes in State land use policies in the area, and an overall decline in the quality of life, with increasing crime, dust and noise pollution. Some participants are fearful of special interest groups shaping the future for the masses, of too much regulation, and of a general "no growth" attitude.

Workshop Question 4:

What are your ideas for how the community should change or grow?

Participants seek to encourage small, locally sustainable businesses and more intense commercial development near to I-10 and the railroad. They do not want a golf course in Pomerene. Mentioned earlier, some feel Cascabel Rd. should be improved while others want it to remain natural surface and for local use only. Development impact fees should be adopted that cover the full cost of development, and in terms of environmental protections, participants want the Hot Springs area maintained as a wildlife corridor. Also, more progressive or creative policies for reclaiming water.



Workshop 10—January 24, 2008: Sunsites

(37 Participants)

Workshop Question 1:

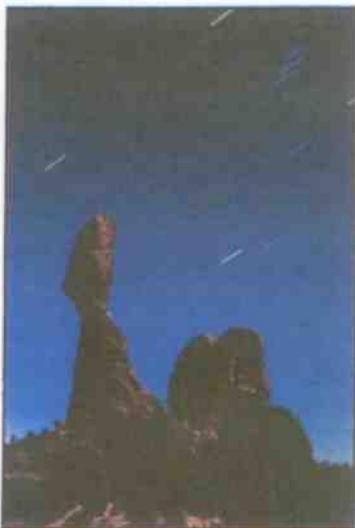
What changes are expected to impact the area?

Sunsites workshop participants feel that conflict between agricultural interests and newcomers and development will increase. Concern about higher energy and transportation costs and how those increased costs will impact Sunsites area residents. A number of participants indicated a greater need for implementing regulatory policies on water use.

Workshop Question 2:

What characteristics of the area should NOT be changed?

The Shadow Mountain golf course in Sunsites. Continuing to encourage the transitional development pattern of concentrating higher densities near to the Sunsites townsite and lower densities in outlying areas. Continued access to State & Federal lands and maintain & enhance historic landmarks. Several Sunsites-area workshop participants mentioned that we must continue to tolerate and accept different people moving to the area. Participants want to maintain the ranching lifestyle and protect open range lands and agricultural activities near Kansas Settlement and north of Sunizona.



Workshop Question 3:

What do we fear or hope for as the community changes or grows?

Participants mentioned improved health care services and more and affordable adult living communities. In addition, wildlife habitats and viewsheds should be offered protection.



Workshop 10—Sunsites (cont.)

Other hopes for the Sunsites area:

- ◆ Tax credits for alternative energy development
- ◆ New fire truck
- ◆ More shopping options
- ◆ That new folks will stay away
- ◆ Additional services—transportation to airport, grocery store, pharmacy, etc.
- ◆ Community suitable for retirement—able to walk to pharmacy, etc.
- ◆ Infrastructure—better roads
- ◆ More cooperation from County government—more Supervisors
- ◆ Encourage growth south of Pearce
- ◆ Encourage astronomy activities/uses near Chiricahua Mountains
- ◆ Encourage growth south of Pearce

Also, several participants indicated that conservation easements should be used as a tool for conserving more open space in the Sulphur Springs Valley, and Pearce should be developed with respect for its “old town” flavor and history.

Workshop Question 4:

What are your ideas for how the community should change or grow?

Some ideas offered include:

- ◆ Siting development along Highway 191 near Sunsites and Sunizona
- ◆ More vineyards
- ◆ Urban development near the Willcox Playa
- ◆ Extend growth area to Birch Rd.
- ◆ 10-acre minimum lot size west of Cochise Stronghold Rd.
- ◆ Maintaining RU-4 zoning north of Sunsites Growth Area “B”, east of the Hwy. 191
- ◆ Encourage growth south of Pearce
- ◆ Encourage astronomy activities/uses near Chiricahua Mountains

Also, stakeholders indicated that conservation easements should be used as a tool for conserving more open space in the Sulphur Springs Valley, and Pearce should be developed with respect for its “old town” flavor and history.



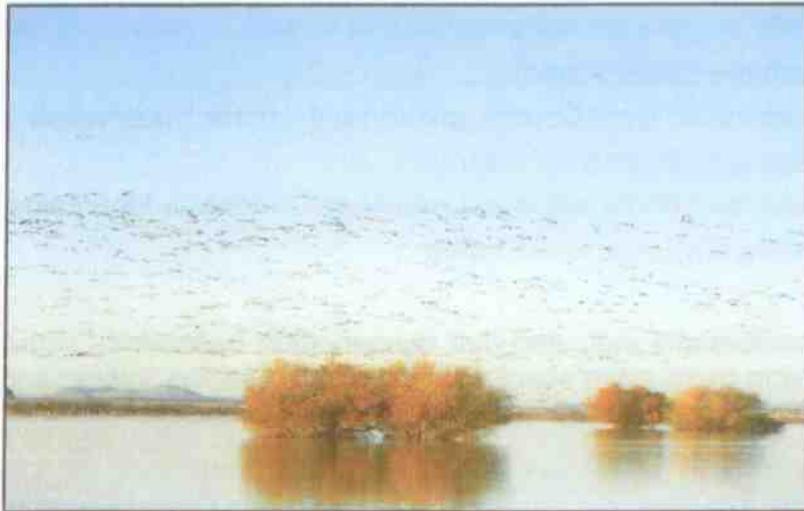
Workshop 11—February 6, 2008: Elfrida

(21 Participants)

Workshop Question 1:

What changes are expected to impact the area?

Elfrida workshop participants feel that the new port-of-entry in Douglas and mining activities in Courtland will have spillover impacts.



Workshop Question 2:

What characteristics of the area should NOT be changed?

Some workshop participants indicated a desire to maintain Elfrida's agricultural heritage and historic structures, as well as supporting small, family-owned businesses. Local recreational areas should remain protected.

Workshop Question 3:

What do we fear or hope for as the community changes or grows?

Residents are hopeful that environmentally-friendly economic development will become established, such as solar and wind energy. There is hope for a greater law enforcement presence. Several participants are eager to see an active water management area established. In addition, there is hope that the existing housing stock will be improved and that no more private airstrips will be developed. Residents are fearful of high-density development making inroads and are also concerned that fees and fines will increase.



Workshop 11—Elfrida (cont.)

Workshop Question 4:

What are your ideas for how the community should change or grow?

Participants indicated that a convenience store/gas station/ATM should be located at Double Adobe Rd. & Central Hwy. Also, it was suggested that a mixed-use corridor (commercial, low-density residential and farming) be established ¼-mile wide on both sides of Highway 191 and/or inside a two square-mile core of Elfrida. It was also suggested that land use restrictions should only apply within areas of clustered development.



Workshop 12—February 20, 2008: San Simon

(7 Participants)

Workshop Question 1:

What changes are expected to impact the area?

San Simon workshop participants expect more large-scale corporate farming to make inroads at the expense of the small, local farmer. In addition, the Bowie Power Plant is anticipated to provide a host of employment opportunities and with that, school expansion and improved infrastructure.

Workshop Question 2:

What characteristics of the area should NOT be changed?

Residents want to maintain distinct Bowie and San Simon school districts and nurture the local agricultural base. No tax increases.

Workshop Question 3:

What do we fear or hope for as the community changes or grows?

Residents are hopeful for more senior and medical services to become available, as well as a community center and a County service center. There is a desire for more varied and better employment opportunities and support for railroad expansion was expressed. Residents fear the erosion of the employment and agricultural base, increasing crime, high-density development, low-income housing and annexation by incorporated Willcox.

Workshop Question 4:

What are your ideas for how the community should change or grow?

Ideas offered include a San Simon regional tourist center, locating all commercial uses on Business I-10 loops, a County Service center and more medical services.



Workshop 13—March 5, 2008: Bisbee

(26 Participants)

Workshop Question 1:

What changes are expected to impact the area?

In light of Bisbee's and Naco's proximity to the international border, it isn't surprising that border issues were points of discussion during the workshop. Population driven changes are expected to affect wildlife habitats and the availability of water resources, pristine viewsheds and agriculture activities. Fewer "living wage" employment opportunities—despite anticipated population increases—are expected as a result of an increasingly aging demographic. Higher taxes and housing costs, as well as more regulation are expected. Renewed interest in mining is expected to generate more environmental damage.

Workshop Question 2:

What characteristics of the area should NOT be changed?

Bisbee/Naco workshop participants feel we should continue to honor our local history through historic preservation efforts. Furthermore, we should continue to nurture the small town feel and unique character of Bisbee by "embracing alternative lifestyles", a "live and let live" philosophy and a sense of individuality. In addition, area residents want to support local small businesses rather than "corporate mega-stores." The Highway 80/Mule Pass corridor should be protected in order to maintain spectacular viewsheds.

Workshop Question 3:

What do we fear or hope for as the community changes or grows?

A number of Bisbee-area participants hope for a vibrant and sustainable economy based on ecotourism and "clean industry". Cochise County should be recognized as a vanguard in sustainable development principles, including solar energy development. In terms of residential development, participants hope that a greater emphasis will be placed on affordability and conservation subdivision design. Other "hopes" mentioned by Bisbee workshop participants include:

- ◆ More hiking and biking trails
- ◆ Better public transportation
- ◆ Common sense regulation
- ◆ More good paying jobs
- ◆ Adequate school funding
- ◆ Resolution of border issues



Workshop 13—Bisbee (cont.)

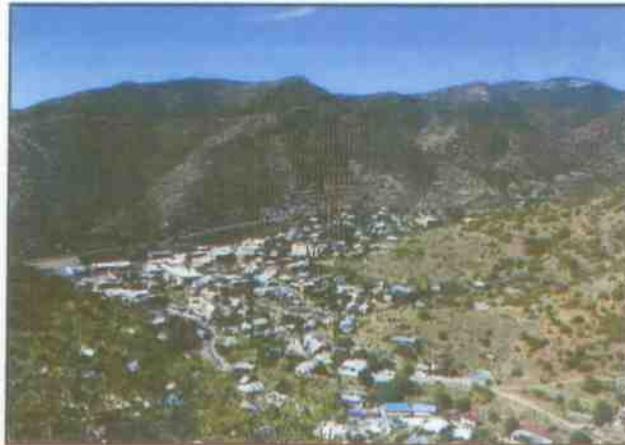
Workshop Question 3: (cont.)

Area residents fear homogenized suburbanization and border-related crime, more golf course development, restricted access to open space and public lands, lack of affordable housing and developers holding sway.

Workshop Question 4:

What are your ideas for how the community should change or grow?

A greater emphasis should be placed upon sustainability through solar and wind power projects and conservation subdivision design, with a minimum of 70% open space preservation proposed for conservation subdivision projects. Other ideas include:



- ◆ An eco-friendly, walkable community near the Bisbee Airport
- ◆ Encourage infill development in San Jose and Warren.
- ◆ New development be within incorporated Bisbee only
- ◆ Light industry in Naco and near Bisbee Airport
- ◆ Create larger commercial/retail area for residents in San Jose area
- ◆ Open space corridor along Hwy 80 between Sierra Vista & Bisbee
- ◆ Save Juniper Flats—no subdivisions
- ◆ Rezone/downzone RU4 to lower density (RU-10 & 36)
- ◆ Well developed public transit system, no need for new roads
- ◆ County-wide trail system Preserve archeology—mammoth kill site
- ◆ International Peace Park to span the border
- ◆ Bring back the railroad
- ◆ Dog park



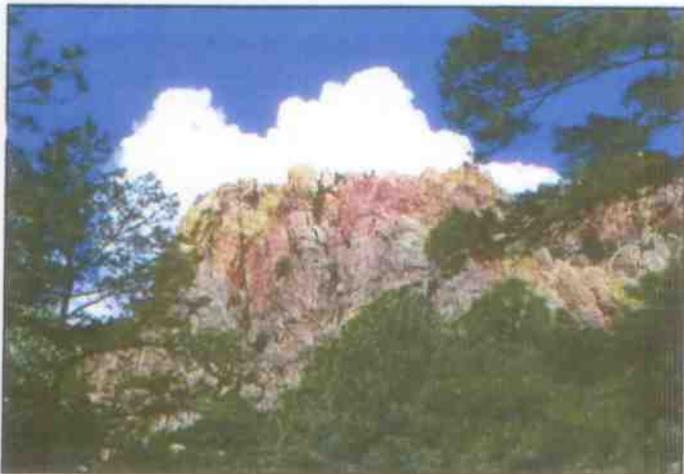
Summary of Individual Comments

As mentioned earlier, individual written comments were also solicited as part of the Envisioning 2020 process allowing stakeholders another venue to provide their thoughts, insights and concerns. The individual comments are included after this section and can be found on the Envisioning 2020 website.



A number of compelling themes were culled from the individual comments submitted, themes that included the need to maintain a level of land and housing affordability, and drafting water policies based on sound science and wise use, not on emotion and fear or via regulatory actions. Maintaining rural character. One stakeholder who submitted comment indicated the need to clearly focus upon alternative energy policy and

development in Cochise County. Also mentioned were fears of higher taxes and more government intervention and control. One stakeholder commented that the methodology used during the workshops – dividing participants into groups - resulted in less attention given toward individual comments, concerns and ideas. Also, as was mentioned at a number of Envisioning workshops, there should be strong support for sustainable, organic-based agricultural practices. Also mentioned: using Arizona's "Growing Smarter Guiding Principles" as a basis or guide in crafting land use policies



as they relate to responsibility and accountability, preservation of community character, environmental stewardship, among others, as well as support for managed and reasonable growth based upon the policies of the County Comprehensive Plan. At least one stakeholder feels a distinction should be made between "private property owner" and "developer/investor/partnership" in the context of property rights because of general differences in project scale, scope and vested interest in the community.





What did we learn?

Despite various opinions, Cochise County must be prepared for the real possibility of experiencing a population incursion over the next decade and beyond. Although we are lacking a diverse employment base, demographic studies suggest that many retirees yearn to escape more urban environments and settle in places that offer a more deliberate pace of life and warm climates. That said, Cochise County represents an ideal retirement destination for many, offering a high quality of life for those seeking a sense of freedom, the splendor of uninterrupted mountain vistas and clean air, etc.



Throughout the Envisioning 2020 workshops, a host of commonalities emerged from each of the four questions posed to workshop participants. Commonalities are themes that reached across communities and represent shared concerns and hopes for the future. For example, regardless of area of residence, many Cochise County residents voiced concern about the long-term viability of our water resources and the preservation of our dark night skies.

Participants offered responses that can be categorized as *tangible assets* or *intangible assets*. *Tangible assets* include, but are not limited to:

- ◆ Historic sites
- ◆ Water resources
- ◆ Wildlife habitats
- ◆ Dark night skies

Intangible assets are found in the form of descriptors frequently used by Envisioning 2020 participants including:

- ◆ Rural character
- ◆ Ranching or agricultural lifestyles
- ◆ Small town atmosphere
- ◆ Property rights

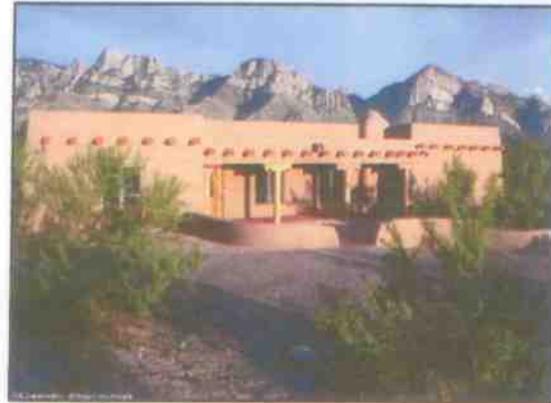




What did we learn? (cont.)

These descriptors may be less quantifiable than mentions of natural features or specific structures within a particular community, for example. Yet they are the end result of the combination of more tangible assets. More importantly, the reappearance of many of these themes during various segments of the Envisioning 2020 workshops and in the survey suggests that the elements currently viewed as strengths or *'things that should not be changed'* – and the intangible ambience produced by them – should continue to be pursued, enhanced and preserved as a strategy for the future. The results of workshop exercises completed by Envisioning 2020 participants can be used to help identify liabilities and threats – perceived or real – facing Cochise County and their respective communities today and in the future. Several topics frequently mentioned include:

- ◆ Population growth
- ◆ Unmanaged growth
- ◆ Unsustainable water resources
- ◆ Loss of property rights



Although the Envisioning 2020 workshops reaffirmed the notion that Cochise County residents have diverse opinions about land use and growth, a number of commonalities emerged and many workshop participants share similar values. Although the process did not provide all the answers, it was not intended to. Rather, Envisioning 2020 provided a forum for residents and stakeholders to communicate their wishes, ideas and concerns about land uses to the Planning Department. It was also an opportunity for the Planning Department to educate residents about the "nuts and bolts" of planning and the nature of the process in Cochise County. That said, the data gathered from this effort help paint a vivid picture of values, needs, desires and concerns about our future in the face of anticipated growth. Indeed, there are topics that warrant continued discussion, including how to continue to strike a balance between the core values associated with "property rights", maintaining rural and agricultural character and identity (concepts that rank supreme in the minds of many workshop participants) and managed growth.



COCHISE COUNTY ENVISIONING 2020

Again, throughout the Envisioning 2020 process, a number of commonalities emerged. The Envisioning 2020 process also revealed that a measure of commercial development is desired in at least several communities. For example, more access to quality health care and more "living wage" employment opportunities were cited as important components of a future livable Cochise County. Nevertheless, participants are very concerned that their County could lose its cherished rural character, water resources, natural beauty and historical roots – distinctions that attracted many current residents. The emphasis on open space preservation and planned development are reflections of this concern. Workshop participants also consistently referenced the importance of maintaining property rights and "rural character", perhaps a rather difficult characteristic to define because it means different things to different people. Cochise County represents an ideal destination for many and offering a high quality of life.



As one workshop participant pointed out, "People want amenities - more services, better roads, stores, movie theatre, transportation and lower taxes....More of everything, except growth. Is this less growth? *Can we have it all?*"

The Envisioning 2020 effort identified shared values, hopes and concerns that can be translated into a County Vision Statement, amendments to the Comprehensive Plan, zoning and other land use regulations and the allocation of County resources. This process will include additional community outreach, participation and workshops to identify and help craft shared visions of the future.





COMMONALITY MATRICES:

The following five pages show tables or matrices dedicated to each of the questions posed to Envisioning 2020 Workshop participants. However, Question 3 was separated into two questions for the sake of clarity—one question dedicated to “*hopes*” and the other question to “*fears*.” The rationale for providing for this format is to complement the information in the narrative, to offer, in essence, an “at a glance” method of distinguishing the common themes that emerged from each respective workshop. *The last row in each matrix reflects the County-wide perspective, comments offered by those participants not from each particular workshop’s area of influence.*



COMMON THEMES: TABLE 1: WHAT CHANGES ARE EXPECTED TO IMPACT THE AREA?

THEMES LOCATION	ACRE TRAFFIC	WATER AVAILABILITY	POPULATION GROWTH	NEED IMPROVED INFRA- STRUCTURE	ERODING INFRA- STRUCTURE	HIGHER TAXES	LACK OF GROWTH- JOBS	MORE DEVELOPMENT	MORE CRIM	ENERGY COSTS	ERODING PROPERTY RIGHTS	HABITAT ENVIRONMENTAL DEGRADATION	LOSS OF AG
HUACRUCA CITY	✓	✓	✓		✓								
PITTEVILLE			✓	✓				✓	✓	✓		✓	
WHEEDY	✓	✓	✓		✓	✓	✓				✓		✓
FORAL	✓	✓	✓		✓	✓		✓				✓	
RENSON	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓
PALOMINAS	✓	✓	✓			✓		✓	✓		✓	✓	✓
HEREFORD	✓	✓	✓	✓		✓		✓	✓			✓	✓
TOMSTONE			✓		✓								
POMERENE	✓	✓	✓					✓	✓		✓	✓	✓
SUNSETS		✓	✓				✓	✓		✓		✓	
EFFRIDA	✓	✓				✓		✓					
SAN SIMON		✓			✓			✓					✓
BISBEE	✓	✓	✓			✓					✓	✓	✓
COUNTYWIDE TABLE	2 WORKSHOPS	5 WORKSHOPS	7 WORKSHOPS	1 WORKSHOP	—	—	2 WORK- SHOPS	2 WORKSHOPS	—	2 WORKSHOPS	1 WORKSHOP	5 WORKSHOPS	1 WORK- SHOP



COMMON THEMES; TABLE 2: WHAT CHARACTERISTICS OF THE AREA SHOULD NOT BE CHANGED?

THEMES LOCATION	RURAL CHARACTER	WATER AVAILABILITY	PROPERTY WATER RIGHTS	WILDLIFE HABITATS & SAN PEDRO RIVER	DARK NIGHT SKIES	TRAFFIC VOLUME PATTERNS	VIEWSCAPES	SENSE OF COMMUNITY	FORT HUACHUCA	AIR & WATER QUALITY	HISTORIC ASSETS	LOCAL CULTURE VALUES
HUACHUCA CITY	✓	✓		✓	✓				✓			
PORTERVILLE			✓								✓	✓
WILCOX	✓	✓	✓	✓	✓						✓	✓
PORTAL	✓	✓	✓	✓	✓	✓	✓	✓		✓		
BENSON	✓	✓	✓	✓	✓	✓	✓	✓			✓	
PALOMINAS	✓	✓	✓	✓	✓	✓			✓	✓		
HERFORD	✓	✓		✓			✓		✓	✓		
TOMBSTONE										✓	✓	✓
POMPRENE	✓	✓	✓	✓	✓						✓	
SUNSHINE		✓	✓	✓	✓			✓			✓	
ELLERIDA	✓	✓		✓	✓						✓	
SAN SIMON	✓	✓										✓
BISBEE	✓	✓		✓	✓							✓
COUNTY-WIDE TABLE	1 WORKSHOPS	—	3 WORKSHOPS	5 WORKSHOPS	5 WORK-SHOPS	—	4 WORKSHOPS	3 WORKSHOPS	3 WORKSHOPS	2 WORK-SHOPS	1 WORK-SHOP	1 WORK-SHOP



COMMON THEMES: TABLE 3: WHAT DO WE HOPE FOR AS THE COMMUNITY CHANGES OR GROWS?

THEMES LOCATION	RURAL CHARACTER	WATER AVAILABILITY	ECONOMIC DEVELOPMENT	PROPERTY/ WATER RIGHTS	HABITATS CONSERVATION/ OPEN SPACE	IMPROVED INFRASTRUCTURE/ SERVICES	MANAGED GROWTH	MAINTAIN FOOT HUACHUCA	PUBLIC LANDS ACCESS	MAINTAIN HISTORIC ASSETS	HOUSING COSTS
HUACHUCA CITY	✓	✓			✓	✓	✓	✓			
FERTILEVILLE			✓			✓	✓			✓	
WILCOX	✓	✓	✓	✓	✓	✓	✓				
PORTAL	✓	✓		✓	✓	✓	✓				
BENSON	✓	✓	✓	✓	✓	✓	✓		✓	✓	
PALOMINAS	✓	✓		✓	✓	✓	✓		✓		
HEREFORD	✓	✓	✓		✓	✓	✓	✓			✓
TOMBSTONE			✓			✓	✓			✓	✓
POMERENE	✓	✓	✓	✓	✓	✓	✓				✓
SUNSITE	✓	✓	✓			✓	✓				
ELFRIDA	✓	✓	✓			✓					
SAN SIMON			✓			✓					
RISBIE		✓	✓		✓	✓	✓			✓	✓
COUNTYWIDE TABLE	2 WORKSHOPS	2 WORKSHOPS	4 WORKSHOPS	—	3 WORKSHOPS	2 WORKSHOPS	5 WORKSHOPS	—	1 WORKSHOP	—	2 WORKSHOPS



COMMON THEMES; TABLE 4: WHAT DO WE FEAR AS THE COMMUNITY CHANGES OR GROWS?

THEMES LOCATION	LOVING RURAL CHARACTER	WATER SHORTAGE	FORT HUACHUCA CLOSURE	HIGHER TAXES	CRIME	LACK ZONING ENFORCEMENT	LOSING PROPERTY RIGHTS	UNMANAGED GROWTH	HABITAT LOSS; POLLUTION	MORE TRAFFIC	LACK OF SERVICES	HIGH- DENSITY DEVELOPMENT	INCREASED LIVING COSTS
HUACHUCA CITY	✓	✓	✓	✓	✓	✓		✓	✓				
PIRTLEVILLE										✓			
WILCOX	✓	✓			✓		✓	✓	✓			✓	
PORTAL	✓	✓						✓	✓		✓		
BENSON	✓	✓			✓		✓	✓	✓	✓		✓	
PALOMINAS	✓	✓	✓	✓			✓	✓	✓		✓		
HERFORD		✓	✓	✓	✓		✓	✓					
TOMBSTONE								✓					
POMERENE	✓			✓	✓		✓	✓				✓	✓
SUNSETTS		✓		✓			✓	✓			✓		
ELFRIDA		✓		✓	✓			✓	✓				
SAN SIMON	✓				✓							✓	
BISBEE		✓			✓				✓		✓		
COUNTY-WIDE TABLE	1 WORKSHOP	2 WORK- SHOPS	1 WORKSHOP	3 WORK- SHOPS	4 WORK- SHOPS	—	7 WORKSHOPS	6 WORKSHOPS	5 WORK- SHOPS	—	1 WORK- SHOP	1 WORKSHOP	—



COMMON THEMES: TABLE 5: WHAT ARE YOUR IDEAS FOR HOW THE COMMUNITY SHOULD CHANGE OR GROW?

THEMES LOCATION	MAINTAIN RURAL CHARACTER	MAINTAIN PROPERTY RIGHTS	LOW-DENSITY DEVELOPMENT	CLUSTERED DEVELOPMENT	IMPROVED INFRA- STRUCTURE	ECONOMIC DEVELOPMENT	PLANNED/ MANAGED GROWTH	ENVIRONMENTAL WATER CONSERVATION	SEPARATION INCOMPATIBLE USES	GROWTH NEAR INFRA- STRUCTURE	MORE SERVICES
HUACHUCA CITY	✓	✓			✓		✓	✓	✓		
PIRETTVILLE			✓				✓	✓			✓
WILCOX	✓	✓	✓	✓	✓		✓	✓			
PORTAL	✓	✓		✓	✓		✓	✓			
BENSON	✓	✓	✓	✓	✓		✓	✓		✓	✓
PALOMINAS	✓	✓		✓	✓		✓	✓		✓	
HEREFORD	✓	✓	✓		✓		✓	✓	✓		
TOMBSTONE			✓				✓	✓			✓
POMERENE	✓	✓	✓	✓	✓		✓	✓			
SUNSETTS	✓	✓	✓				✓	✓			
EFFRIDA	✓	✓	✓				✓				
SAN SIMON			✓				✓				
BISBEE		✓	✓		✓		✓	✓			✓
COUNTY-WIDE TABLE	1 WORKSHOP	3 WORKSHOPS	—	3 WORKSHOPS	1 WORKSHOP	—	2 WORKSHOPS	6 WORKSHOPS	1 WORKSHOP	4 WORKSHOPS	1 WORKSHOP



APPENDIX A:

INDIVIDUAL CITIZEN/STAKEHOLDER COMMENTS

The following is a compilation of the individual citizen and stakeholder comments submitted as part of the Envisioning 2020 project:

ENVISIONING/COCHISE COUNTY

WHAT ARE YOUR IDEAS FOR HOW THE COMMUNITY SHOULD CHANGE OR GROW?

Fred Miller

I believe that Cochise County, as a governmental entity, has an historic opportunity to take a leading role in shaping economic development in the county.

Relying on private interests that will seek to develop various businesses according to their own individual needs of capital return is what I call the **chaos** system of economic development. It has little planning about what is actually good for the underlying health and future of the entire county. It is micro development based on a very narrow view of the future. It is short term planning with a few in mind.

Counterposed to that is what I call a **sustainable** system of economic development. The mission is deliberate planning to grow a stable economy that is built on the nature and history of our area, the work force availability, the centrality of education, and an analysis of the needs of the area as well as an industrial sector analysis. It is long term planning with all of us in mind, inclusive.

Any sound planning will have components of the two systems. However the County has the responsibility to project long term for the needs of residents.

With leadership, energy, and commitment from the county there are two sectors that could be built into a thriving economic engine that provides the jobs, capital, stabilization of a rural lifestyle, and future development of our county.

The first sector is growing a sustainable/organic agriculture sector. The second is building a research and industrial solar energy industry.

SULPHUR SPRINGS VALLEY: ORGANIC OASIS

Sulphur Springs Valley is an existing agricultural production area in Eastern part of the County. The major crops continue to be grains, however fruits and vegetables have become important also. Livestock is primarily cattle, roughly 48,000 head, with some sheep and hogs raised. There are a number of functioning organic farms in the valley.

The transportation infrastructure already exists to be able to service a growing agriculture area. The county and state road system is initially adequate to

handle truck traffic. Access to nearby I-10 is literally minutes away from most parts of the valley. Union Pacific runs trains near Wilcox and it would be a simple matter of volume to enable transporting products to Tucson and points North and West. The Bisbee airport is capable of handling light freight planes for more perishable commodities.

A ready local market is available for organic products. Numerous restaurants, supermarkets, and specialty stores could carry products. Exports from the county to the rest of the state and beyond could add millions of dollars of income throughout the county. The tax base for the county would be significantly affected.

Encouraging agriculture production to preserve the existing rural lifestyle is a necessity to prevent the kind of hodge-podge housing so evident in Hereford and Palaminas. The Sulphur Springs area could be a national showcase for how to develop and market regionally produced organic food. In a relatively short time, county residents would have access to locally produced health food.

Within Cochise County there is a trend toward an increase in smaller farms-which favor organic production, and a decrease in large farms. As of the latest 2002 Department of Agriculture 5 year statistics, the amount of land in production has decreased to 970,000 acres while the number of farms has increased to 950. Further analysis of the agricultural situation can be found on page 42 of the Center for Economic Research publication, Bisbee Outlook, 2007 available as a download at this website <http://www.cochise.edu/cer>.

There are economic, health, energy, and environmental reasons to promote organic agricultural.

Economically, sales of organic food, including beef, have grown dramatically over the last decade—soaring from \$3 billion in 1997 to more than \$10 billion in 2003, according to the U.S. Department of Agriculture. Sales of organic food have grown by 20 percent annually and experts predict that the industry's share of the U.S. food market is expected to grow from about 2 percent to roughly 3.5 percent by the end of the decade. Once a net exporter of organic products, the United States now spends more than \$1 billion a year to import organic food, according to the USDA, and the ratio of imported to exported products is now about 8-to-1. There is a huge market for vegetables and meat just waiting to be serviced. It is a wonderful opportunity.

Our health is at risk eating food that has been grown with the aid of agricultural chemicals. In several studies, it has been found that humans have detectable residues of agricultural pesticides in their body. In one 2004 study of 10 infant umbilical cords, detectable levels of more than 200 industrial and agricultural chemicals were found. Some of these chemicals are carcinogenic, mutagenic,

and teratogenic at extremely small doses. It simply is good health policy to minimize the ingestion of these substances.

Energy costs are increasing prices for food. It has been estimated that every American consumes food that has been grown more than 1500 miles from where they live. A recent casual survey of fresh food available at a local supermarket, I found food that has been transported from Italy, Australia, and Chile. There were no local products. The energy costs of food transportation are staggering.

Environmentally, water and air are polluted by agricultural chemicals, top soil is lost due to production methods, and soil health depleted.

Water is available in the Douglas and Wilcox basin. There is some evidence of a depletion in ground water due to draw downs from agriculture and population increase. Obviously there would have to be serious study of the effect of increased agriculture in the area. And close cooperation with the State water authorities would be necessary. However organic farming methods utilize far less water than conventional farming. Additionally, large scale water harvesting could be done which would supplement and add to existing ground water.

Cochise County can utilize many methods to encourage an organic/sustainable food sector to emerge. Utilizing favorable tax incentives for land owners, low cost loans to farms, grants to first time farmers, low-cost land leases, ads to attract organic farmers, as well as combinations of state and federal aid.

The county could encourage existing farmers and ranchers to switch to organic methods, usually a 3 year 'transition' period is necessary to move from conventional pesticide-intensive methods to organic ones. This also pertains to beef cattle as well as pigs, sheep, and lambs.

A casual labor hall-based on traditional union hiring halls, funded by farmers, the county, and the state, could be established to help businesses with seasonal labor demands. Any resident willing to work in the fields would sign up. If not enough county residents signed up to work, Mexican green card workers could be recruited and routed through the labor hall.

A revitalized agriculture sector would also bring other businesses that service the sector with a myriad of services from implements and bookkeeping to restaurants. This would revitalize several small towns.

And illegal migration could impacted in a positive way. As a growing organic agriculture sector in Cochise County became successful, it would attract development capital to expand into Mexico along the County border. Migrant workers bent on looking for work would be absorbed into this agriculture

development, thereby slowing migration to the United States. One of the main ways to halt illegal migration is to develop intensive agriculture and industrial sectors in a 50-100 mile band from the US border into Mexico. Migrant workers would not leave Mexico if there is work.

At the center of this agriculture sector as well as the solar industry sector is Cochise College. A recent bond issue to build more buildings and improve the campuses was defeated because the college did not link the needed facilities to the specific economic growth in the area. A new bond issue directly related to facility need linked to these two new sectors would easily be passed by the voters, once they were convinced that economic growth would benefit all county residents and the college was an integral and propulsive part of this growth.

SOLAR INDUSTRY AND RESEARCH

With the recent announcement of a huge solar plant to be built near Phoenix by a Spanish company and another large plant scheduled to be built in New Mexico, it is clear that the race is on to make use of the abundant free natural resource available in our area; the sun. Cochise County can seize opportunities to attract both research and solar industry to the area. Again with Cochise College as a catalyst providing training and education to provide intellectual and manual workers, a solar sector could flourish here for years to come.

There is an abundance of available research and development money for solar energy. Additionally Representative Giffords in CD8, has made it a priority for her in Congress, to bring solar development and federal money to Arizona and to her district. She will be a valuable ally in developing a solar sector in Cochise County.

There are far more knowledgeable people than I who detail how this could happen, suffice to say that this could be another staple of Cochise County economic development.

One other area of interest is alternative health and body care, another growing market. With many practitioners already in the Bisbee, it could be a prime area for health spas, alternative treatment clinics, and other health/body related activities such as a yoga institute and massage school. The year round clean air, sunshine, and affordable housing all make this an attractive development option.

Fred Miller is the owner of Copper City Inn in Bisbee. He is also the beverage manager of Café Roka in Bisbee.

**39 Hazzard St.
Bisbee, AZ 85603
fmiller100@gmail.com**

Judy,

I fear that my children will never be able to afford a home in Cochise County. I myself, will never be able to afford a 4 acre parcel in this County.

I think it is absolutely critical that more dense development has to be allowed to occur at several locations in this County. Sierra Vista is almost built out. Many of the smaller cities are in similar situations, where they can not expand. Benson seems to be the exception.

I understand wanting to preserve the mountainscapes and the river environment. Somewhere between those two, we need to allow for smaller lots to develop housing areas.

Having now been on the "other side" for several months, I am learning that the costs of building infrastructure is significant to developers, and in order to keep the "per lot" cost down, subdivisions need to have several homes per acre – not acres per home. The only people who can afford to buy homes on four acres are the wealthy.

It is particularly disturbing to me that the mountainscapes are going to be reserved for only the wealthy. If the County wants to restrict development in these areas, then I think all development should be stopped. Only allowing 4 acre developments means only the wealthy get to ruin our views.

I do appreciate the concerns that have been expressed regarding the supply of water. I would like to see the County give ear to sound science - and ignore the emotional complaints that have no solid basis other than fear. If the proposed constraints are placed on development due to water adequacy, we can expect to see most development in this County come to a screeching halt. I guess that is the desire of many County residents – I only wish we had done it thirty-five years ago when I moved here ;-)

Bottom line opinion: County residents are going to have to accept that they are going to have more neighbors in the future.

Sincerely,

Scott Dalrymple, P.E.

Project Manager

Engineering and Environmental Consultants, Inc.

11/13/2007

Dear Judy,

We will unfortunately be on vacation during the visioning meeting in Benson and also for the P & Z meeting in Willcox. These comments can be used for either or both as applicable.

1. Water issues are the first and most important considerations for all communities. We don't have an unlimited supply of water and no one knows what the impact will be on current wells if increased density and water use is approved. Even if the increase use of water is not immediately adjacent to specific wells, we do not know how far reaching the impact may be. It could be miles downstream that it has an impact. We currently have a low producing well and any impact could make it unuseable.

2. Rural density as is currently zoned now is why people moved to the country to begin with. Our RU-4 areas are what the residents of the area came here for. We like the quiet rural lifestyle of open spaces between homes and large parcels of property. I walk every day and don't have to deal with a lot of traffic because of high density. This is one of the enjoyments we get out of being in a rural community.

3. Equestrian activities are high in this area. We enjoy being able to ride without concerns of high volume and speed of traffic. We would like to see more consideration for trails for use by non-motorized activities such as horseback riding, hiking and bicycling. this area is a great place to see wildlife and serene beauty.

4. J-6 Road is currently a 25 MPH roadway. We feel that this is in keeping with the local rural residential atmosphere that most people in the area came here to benefit from. We would like to keep the amount of traffic to a minimum by not increasing density south of I-10 off of J-6 Road.

5. Commercial properties should be confined to areas north of I-10 at Mescal Road and not south of I-10 off of J-6 Road. When we bought our property here over 10 years ago. We specifically made a trip to Bisbee to check on the zoning of the properties adjacent to the one we were considering purchasing and were told that all of them were zoned RU-4, Residential. We were assured that they were not commercial. J-6 Road and the access from I-10 is not a good intersection for businesses to be located south of I-10. We would loose the rural, residential feel of the community if any commercial activity would be allowed in this area.

6. Try to maintain the environmental aspects of the community in regards to wildlife corridors, dark skies and quiet setting. We would like to see noise and dust ordinances established for residential areas to limit the length of time and amount of noise and dust that would disrupt the peace and quiet of neighbors, even if on someone's own property, such as ATV's, dirt bikes, loud music, etc. This is something more than being neighborly.

7. If commercial establishments are build adjacent to residential properties, particularly RU4, Rural, there should be sufficient buffer zones and barriers between any residential areas and the commercial establishments. A 9-10' block wall would not be unrealistic to keep debris and noise from the neighboring residences along

) with a strip of property that could not be build on adjacent to all residences on all sides.

This strip could be from 50' to 150', depending on the size of the parcels in the area. The larger the parcels, the larger the buffer strip.

There are many neighbors in this area who enjoy walking, horseback riding, bicycling and hiking in this community. Also, we enjoy the peaceful, beautiful sunsets from our patios. This is the kind of community we all moved to this area to enjoy and be part of.

These are just some of our comments that we would like considered and brought out for these processes. We thoroughly enjoy living in Cochise County and would like to continue to do so. We are hopeful that there will be more visioning meetings in the Benson area in the future and that the P & Z Regulations that are being discussed will also be brought to more meetings for the public.

Thank you for your consideration of these comments.

Cathy & Bill Omann
3144 W. Williams Rd.
Benson, AZ 85602

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To: ianderson@co.cochise.az.gov
Cc: CBOS1 Pat Call ; CBOS2Paul Newman ; CBOS3 Richard Searle ; dist1c@co.cochise.az.us ;
dist1a@co.cochise.az.us ; dist1b@co.cochise.az.us ; dist2a@co.cochise.az.us ;
dist2b@co.cochise.az.us ; dist2c@co.cochise.az.us ; dist3a@co.cochise.az.us ;
dist3b@co.cochise.az.us ; dist3c@co.cochise.az.us
Sent: Monday, May 19, 2008 11:32 PM
Subject: Benson Envisioning Comments

Dear Judy Anderson,

Per your previous commitment regarding the posting of individual comments relating to the Envisioning 2020 process, I am requesting that this memo, as well as the attached, be posted on the county website at your earliest convenience.

The attached summary is from FMR Associates, Inc. This, as you know, is the firm selected by the county as an uninterested third party to conduct the Envisioning telephone survey to be used as a tool for formulating our county's future.

The information FMR used was exactly what was written on the pages and maps that were presented during the Envisioning meeting at the Cochise College Benson Center including the missing page that had the words "Local Autonomy" not mentioned in the original summary. There are no facial or vocal inflections to subjectively impact or influence this information. These results do not apply to the entire county, but they do accurately reflect what was determined by the people during the Benson meeting, using the criteria that meets the "theme requirements" as provided by the facilitator.

There are some who believe that preserving everything is appropriate in order to protect us from ourselves. In contrast, the majority of us believe in proper stewardship.

There are those who believe that it is necessary to control the use of our private property. It is our inalienable right to own and use it as we see fit.

There appears to be an assumption that the majority of "we the people" are incapable of making wise choices for our future because of apathy or lack of intelligence. The lack of information or willful misinformation is causing discernment among that majority.

Most people don't wish to be forced to live in "pods" nor do they all wish to own 4 acres. They do have a right to live here. Diversity has been and will continue to be the mainstay of our individuality. This is a large county, with many divergent communities. Not all feel a vocal minority has the right to impose their personal wishes upon the masses.

If actually given the opportunity, the "masses", with limited leadership and guidelines, will create our future in a responsible, enduring and prosperous manner, whether it is ranching or economic development, education or creation of remunerative vocations.

If an area has a desire to grow and/or conserve, that decision should be theirs.

Thank you Judy, for your time, effort and true passion applied to the job you have done for Cochise County. You have always put your heart into each project and that has been obvious.

Pamela Harlan



March 24, 2008

Mr. George Scott
Southeast Arizona Economic Development Group
P.O. Box 1312
Benson, AZ 85602

Dear George:

This letter reflects our graphic/quantitative displays, summary of findings and recommendations related to discussion groups conducted as part of a Benson Town Hall meeting held in November 2007.

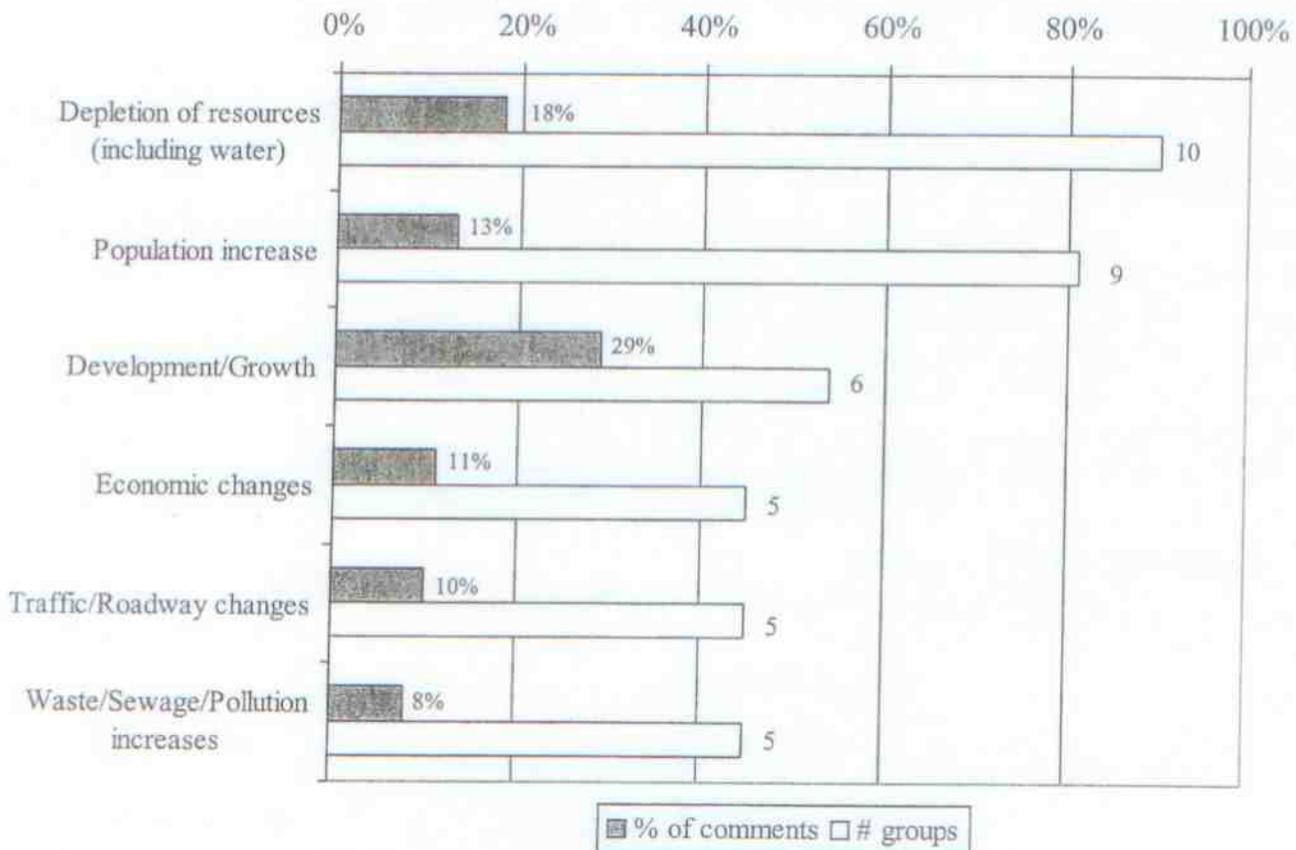
At this meeting, 108 participants in 11 individual discussion groups responded to four agenda discussion items related to future growth/visions for the area surrounding the City of Benson – including Changes Expected, Characteristics *Not* to Be Changed, Hopes & Fears and Desired Growth. Groups were asked to write down their feedback/responses to the four topics on flipcharts and/or maps provided. These responses were provided to FMR Associates to aggregate, quantify, tabulate and analyze.

Summary of Findings

The five Summary Displays included in this letter represent a categorization of responses made during the sessions, broken out in **two different ways**: by *percentage of comments* (number of like responses made overall divided by the total number of comments made regarding the specific discussion item) and *number of groups* (the total number of groups in which a similar comment was made). Each Summary Display below has a corresponding Detailed Display (in the Appendix accompanying this letter) with a tabulation of individual comments made across the 11 discussion groups.

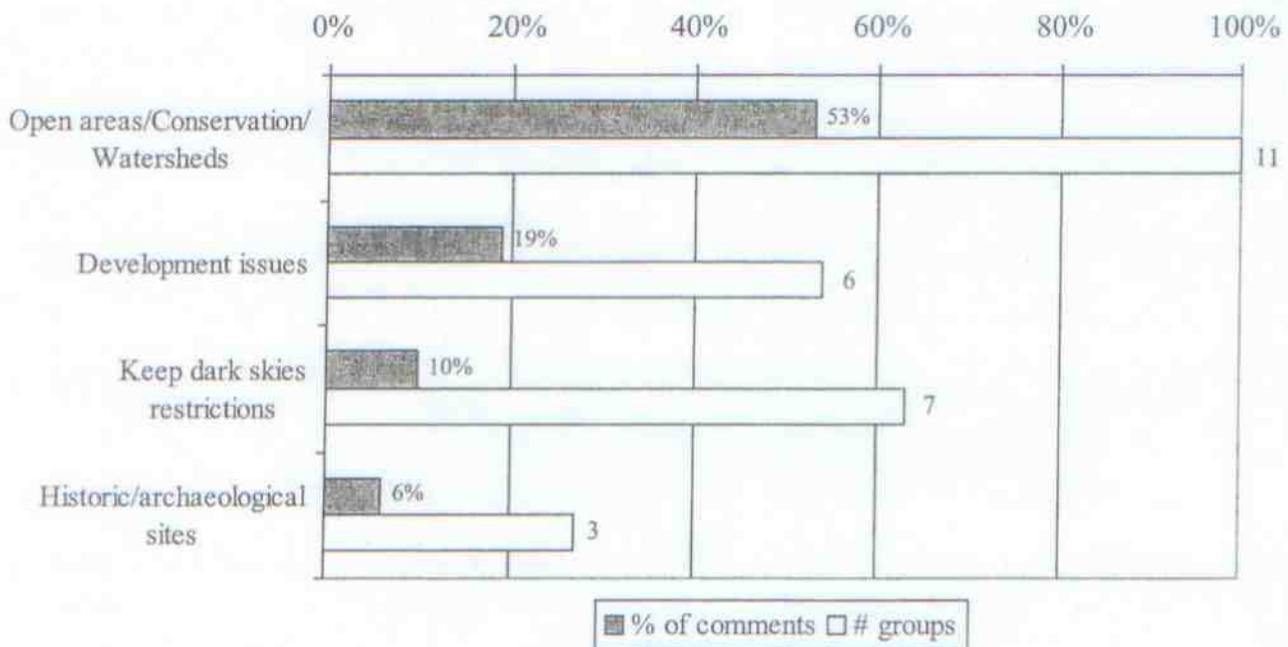
Changes Expected (Summary Display 1) – The primary change expected (mentioned in 10 of 11 discussion groups and among 18% of overall comments) related to the **depletion of natural resources**, chiefly related to future water availability concerns due to increased usage. In six groups, another 29% referenced **development or growth** issues – more often related to unregulated planning or lack of controlled growth. There were also expected changes with respect to **population increases** (9 of 11 groups, 13% overall) and/or **economic changes** (5 of 11 groups, 11% overall). Economic change comments related to the opportunity for economic development and to mitigate increased taxes (including property taxes). About one of ten overall also expected changes related to **traffic/roadways** (5 of 11 groups, 10% overall) and/or **water/sewage/pollution** (5 of 11 groups, 8% overall). Increased traffic was the top traffic/roadway concern expressed, while increased pollution was the most common change with respect to water/sewage/pollution.

Summary Display 1 Changes Expected



Characteristics *Not* to Be Changed (Summary Display 2) – In all eleven groups (representing 53% of overall comments related to this agenda item), there were references to **protecting the natural environment**, with particular emphasis on retaining open areas and properly managing watersheds. Most often this related to keeping open areas for wildlife (including birding and hunting), while others made more general pleas for protecting native vegetation or “natural” desert. There were also comments related to the preservation of the San Pedro River, including protecting sensitive areas, and a desire to maintain open areas for recreation/agribusiness uses. Two of ten overall (in 6 of 11 discussion groups) referred to **development issues**, of these, respect for private rights was the most common theme (4 of 11 groups, 8% overall). One of ten (in 7 of 11 groups) expressed a desire to enforce existing restrictions with respect to **dark skies**. A few others (3 of 11 groups or 6% of total comments) indicated a preference for preserving **historic or archaeological sites**.

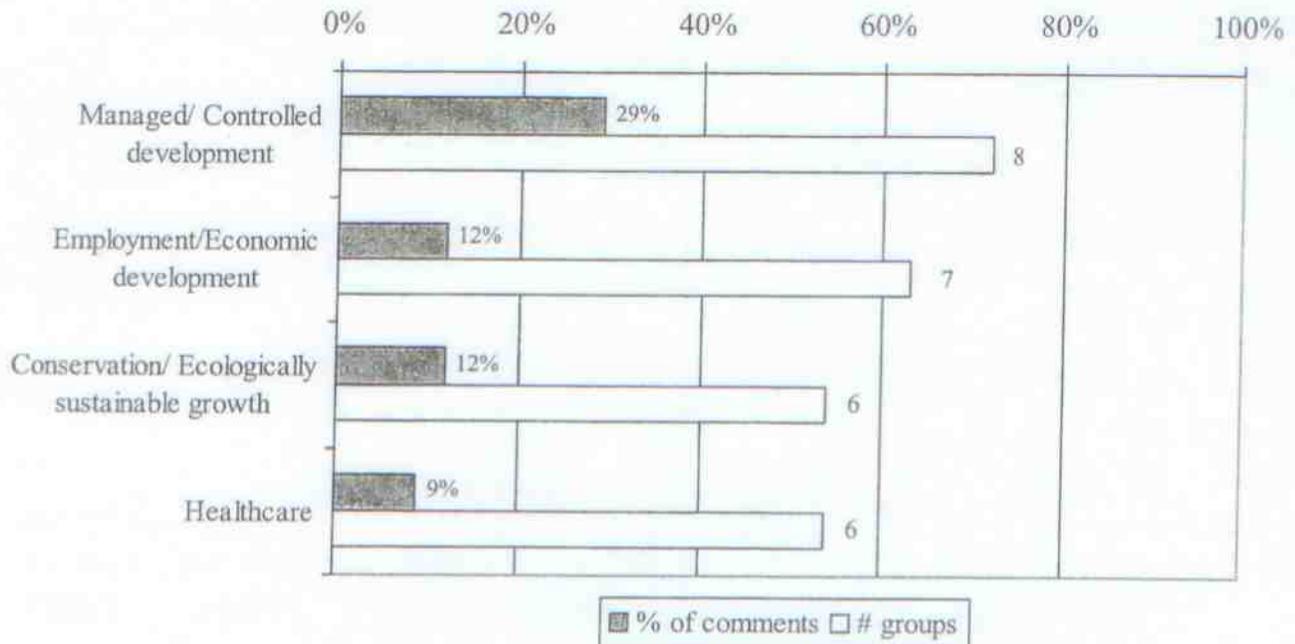
Summary Display 2 Characteristics *Not* to Be Changed



Hopes (Summary Display 3a) – In 8 of 11 groups (29% of all comments), the primary hope related to **managed/controlled development**. This included general pleas for controlled development, with secondary references to infill and maintaining the rural atmosphere around Benson. There were also significant (and similar) hopes expressed with respect to sustainable **employment/economic development** (7 of 11 groups, 12% overall) and/or **conservation/ecologically-minded growth** (6 of 11 groups, 12% overall). In terms of economic development, the hopes often related to jobs, including “clean” industry for job growth. In six groups (9% overall), there were **healthcare** oriented comments – particularly the hope of increased investment in healthcare and related services.

Summary Display 3a

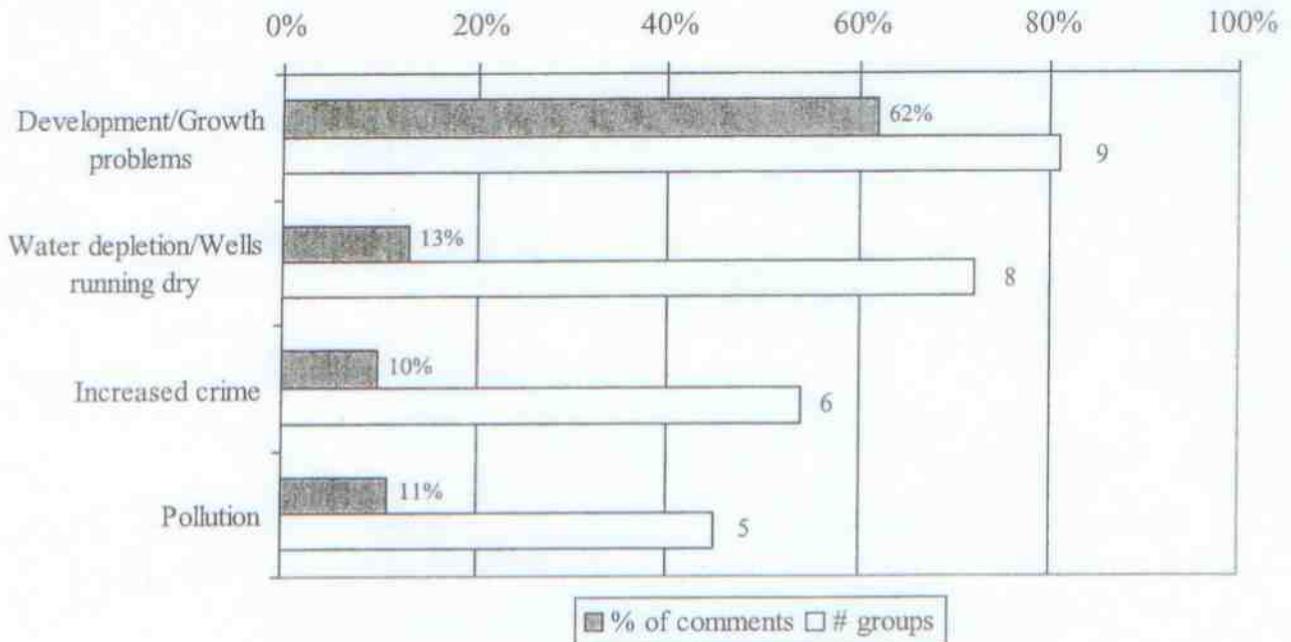
Hopes



Fears (Summary Display 3b) – The two most common fears related to **development/growth problems** (9 of 11 groups, 62% overall) and/or **water depletion/wells running dry** (8 of 11 groups, 13% overall). Of development or growth related fears, the primary concerns (62% of them) related to the loss of individual property rights/outside influences by special interests (8 of 11 groups, 17% overall) or focused on concerns with two development extremes: dense “cookie cutter” subdivisions/unregulated (“lot splits”) “wildcat” subdivisions (7 of 11 groups in total and 16% overall). There were also fears of **pollution** (5 of 11 groups, 11% overall) and/or **increased crime** (6 of 11 groups, 10% overall). Pollution concerns primarily involved air or water pollution, with references to noise/light or mining industry pollution.

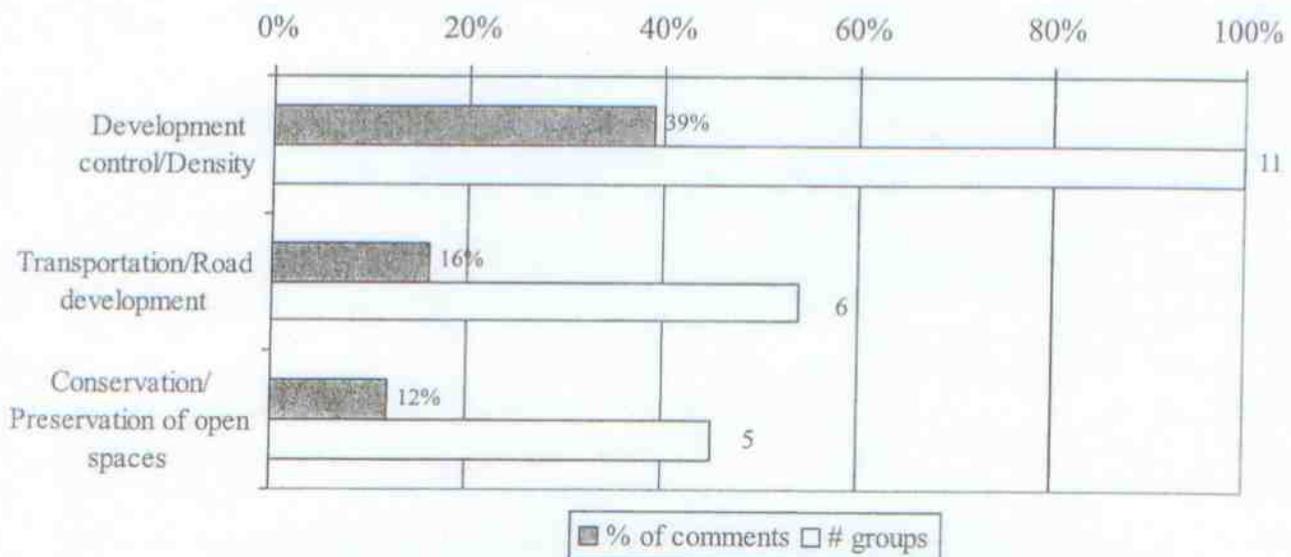
Summary Display 3b

Fears



Desired Growth (Summary Display 4) – This discussion topic generated the most individual comments, 93 in all (refer to Detailed Summary 4 in the Appendix for a complete listing). In all 11 groups (representing 39% of all comments related to this agenda item) there were comments related to **development and density control** with respect to preferred growth. These included a desire for major residential and commercial developments to be at or near the I-10 & Highway 90 corridors; with a preference for the location of commercial “large box store” developments, industrial and higher density residential developments to be at I-10/Highway 90 – and north to the railroad. There was also a desire to keep population densities near municipalities, with a preference for “smart growth” between Benson and St. David. Some added that growth should be on an infill basis where current vacancies and/or infrastructure exists. There were also a variety of comments related to **transportation/road development** (6 of 11 groups, 16% overall) – more often related to a bypass from Highway 80 to Highway 90 (Post Road alignment), as well as references to the addition of specific access roads and/or road improvements. Nearly as many offered a variety of comments related to **conservation/preservation of open spaces** (5 of 11 groups, 12% overall). Relatedly, some made specific comments concerning the San Pedro River (“save the San Pedro,” keep commercial development away) and preserving open spaces in the Cascabel area.

Summary Display 4 Desired Growth



Summary by Question

Based on these findings and analysis, the following summarizes, by question, the recommendations and observations/concerns of these Benson Town Hall Meeting participants:

1. **Expected Changes/Impacts** – The principal expectation is *growth is anticipated in this area*. As a result, there will be *increased demands on natural resources and the environment*, especially related to water availability and *increased stresses on infrastructure*.
2. **Characteristics Not to Be Changed** – Participants in all groups and a majority voiced the need for *conservation of open areas and the protection of watersheds and the natural environment*. Members of most groups also mentioned the need for maintenance of “*dark skies*” and *development issues* – with emphasis on proper planning and zoning while maintaining a balance with private rights.
3. **Hopes** – The most common observation was the desire for *well-managed growth*. Members of most groups indicated the hope for *sustainable employment/economic development/ecological growth*, while some suggested a desire for improvement and expansion of *healthcare services*.
4. **Fears** – The greatest concern was *development or growth problems* related to a variety of issues, but primarily the *loss of landowner rights due to influences from outside forces (such as special interest/environmentalists groups and governmental/non-governmental organizations)*. Others in a majority of groups voiced a “fear” of *water depletion* or *increased crime*. *Increasing volumes of “development extremes”* (“lot spits”/“wildcat subdivisions” vs. “cookie-cutter” subdivisions) were topics also roughly equally mentioned in seven of 11 groups. Pollution was mentioned in five of 11 groups.
5. **Desired Growth** – *Foresighted and active management of this anticipated growth* was the predominate message mentioned by all groups under numerous themes. Specifically, participants indicated the need for keeping high-density residential, commercial box stores and industrial development near the I-10 and Highway 90 intersection. *Transportation/Road development* and *conservation/preservation of open spaces* were also voiced by six groups each.

CONCLUSIONS

This exercise provided a wealth of valuable insight as over 300 individual comments were collected during this meeting. Even if the "countywide perspective" (Group 11) comments are excluded from the summary, the end result is the same: *Growth in this area is expected.*

Indications of the *opportunities for successful management* of this growth are also plentiful in this study, not least of which was the sense of where development should and should not occur. As is typical, some of these opportunities are also in the form of more focused questions. Conclusively determining the answers to these questions would be a logical first-step in determining proper practices.

The obvious main conclusion reached by this exercise is that unless this anticipated growth is *carefully projected, properly planned for and actively managed*, the end result will be worthy of the many valid concerns brought forth.

Growth Management

The summary opinions voiced here advocate that *sustainability (both in terms of economic and ecologic viability), livability, and attractive growth must be emphasized during the advance planning for expected development.* They also lead to the conclusion that in order to leave a worthy heritage for future generations, the basis for these decisions should rise above narrow or immediate interests and seek broader long-term community benefit. As a consequence, considered and preemptive management of this growth will be required to achieve this. If the means for this does not exist, what will need to occur for this to take place?

It appears that some of the concern about "unmanaged growth" could be attributable to exempt development (such as "wildcat" lot splitting). Does the *volume* of this type of development fulfill a market requirement, or is it a result of insensitive regulation/other forces? This type of development typically does not have the internal and external infrastructure (such as collective sewer/water, flood management and roadway improvements) of a non-exempt subdivision. Accordingly, if unintentional increases of this type of development exist, does this unduly and significantly contribute to sprawl/degrade natural resources, add to air/water/ground pollution, aggravate future infrastructure problems and compound public health/safety/welfare issues? Conversely,

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are there mechanisms in place to encourage variety in development and to eliminate or reduce mass-produced appearances?

Along the same lines, as infrastructure has a direct relationship to density and affordability, what are the present and anticipated future development needs in the area? What will be required to meet these needs and are these/can these/will these be met? Additionally, the relatively high incidence of concern over "rights/outside influences" begs the question, "Are these concerns founded?" Regardless of the answer, the perceived lack of local autonomy/voice and similar issues should also be addressed.

The Environment/Natural Resources and Water

The predominate subject matter in this study deals with the "environment", as it not only relates to the natural environment, but also to living, employment, social, economic and other societal-related environments. The responses were fairly evenly split, although they are intricately intertwined, but there is one clear key message: the built environments as well as the natural resource environments within this area should be at least as appealing in the future as they are today. What methods can be employed to assure this mutually beneficial coexistence? Additionally, is appropriate emphasis being placed on some of the other themed issues brought forth, such as the proper management and protection of the night sky, the watershed and native species?

Also of concern was sufficient water for development. Are these concerns founded? Is this an issue for both private and public wells? If there is adequate water for development, should proactive water conservation incentives and practices (such as reclamation and recharge) and/or controls be implemented anyway?

Open Space

Approximately half the discussion groups (in 4% of the gross consensus comments) stated a preference for the creation of open space (ancillary to major watercourses) in the context of promoting both public and ecological health. However, it is unclear if this "open space" references areas within subdivisions and between them, or if it relates to "the wide open spaces" in general. Another logical query is, "If open spaces are to be created, are there current mechanisms encouraging this? If so, do they allow for compensation to ownership for this dedication, along with continuous and proper stewardship by the ultimate beneficiaries?"

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Economic Development

The apparent directive would be to assist in the expansion of a stable, broad and sustainable economic base within this region, while supporting traditional regional economic sectors such as agriculture and local enterprise. Facilitating the right atmosphere and proper infrastructure will enhance the retention and expansion of existing businesses and provide an opportunity for new startup businesses. This will foster additional employment opportunities and increase their diversity, as well as attract jobs with salaries that pay above the county average and potentially infuse the local economy from the outside to a degree. Through cooperation and proper proactive management some other major concerns expressed in this study can be addressed: sales tax revenues could be increased/sales tax rates could be lowered (and/or public services could be enhanced) and the individual property tax burden may also be reduced/buffered as a result.

George, this summarizes our findings and recommendations as they relate to the most frequent and consistent "themes" voiced at the Benson Town Hall conducted in late 2007. I look forward to answering any questions that you or other project team members might have concerning this project.

Best regards,

Bruce Fohr
President

Detailed Display 1

Changes Expected

Less water/Increased water usage/Water availability concerns (10)
Population increase/growth (9)
Increased traffic (5)
Increased taxes and regulation (including property taxes) (4)
Increased pollution (4)
Increased crime (3)
Unregulated planning/lack of controlled growth (3)
More schools (2)
Changes in roadways and traffic movement (2)
More public services (2)
Increased waste/Sewage increase (2)
Health care (2)
Dark skies will no longer exist (2)
Outside investments (realtors/developers)/loss of local control (2)
Commercial development
More houses
Wildcat subdivisions
Changing economy from ranching to other kinds of jobs (other employment)
Increased economic growth
Increased strain on infrastructure
Depleting natural resources
Lack of economic development
Gas prices
Less wildlife
Less space for wind generators
More undocumented immigrants
Growth in Vail
Bedroom communities rather than self-sufficiency economically
Increase in ground heat levels
Lack of County enforcement – rules and regulations
Impractical solutions to simple problems (I-10 frontage)
Larger flood plain
Fire protection
Police

Detailed Display 2

Characteristics *Not* to be Changed

Enforcement of existing restriction/Dark skies (night sky enhancement) (7)
Open areas/corridors for wildlife (birding/hunting) (7)
Keep open spaces/vistas (4)
Preserve natural plants/native vegetation/natural desert (4)
Preservation of quality historic/archaeological sites/areas (3)
Protect current sensitive areas (San Pedro) (3)
Maintain character of/preserve San Pedro (3)
Property rights (3)
Open areas for recreation (2)
Keep RU-4 and conservation subdivisions (not high-density developments) (2)
Maintain "know your neighbors" lifestyle/Small rural communities (2)
Open areas for agriculture
Open space and rural economy
Maintain greenbelts – for open space
Preservation of watersheds (washes, San Pedro, springs)
Water rights
Washes and rivers
Available water
Sustainable water supply
River corridor
Clean environment – air and water
Maintain current conservation policies
Protect Kartchner Caverns
Growth should not equal sprawl
Maintain individual community feel
Don't want to be a "bedroom" community
No skyscrapers
Preserve views
Prevent loss of tax base
Prevent noise pollution
Rural community roads should not become highways
Ranching (preserve working ranches)
Locally owned business
Retaining agricultural rights
Neighborhood traffic patterns (no bypasses)
Don't trash the landscape
Preserve clean air/No more dust pollution
Outdoor non-motorized recreational opportunities on public lands
Continuing mixed-age communities
Positive environment for youth
Affordable housing (not government)
Public access to public property
Ft. Huachuca to remain

Detailed Display 3

Hopes and Fears

Hopes

Managed/controlled/orderly development (5)
Investment in health care/services (6)
Clean industry for job growth (3)
Better communication between government and residents (3)
Economic development/Jobs (3)
Infill (2)
Investment in education (2)
Reduce water wastefulness (2)
Wastewater facilities (2)
Maintain rural atmosphere (2)
Ecologically sustainable growth (2)
Varied living (zoning)
Have sense not to pave over everything
That we won't resemble Tucson, Phoenix, Vegas
Developer works with present community
Citizen review process needs to be strong
Plan for growth with necessary infrastructure
Avoid leapfrog development and sprawl
Controlled commercial box stores
Consider impact to adjacent properties
Improved small business environment
County takes over water control
Use of grey water
Increased recycling opportunities
Conservation subdivision
Source of renewable energy
Cochise County – unique
Tourism development – railroad museum (Benson)
Public transportation
Frontage road from J-6/Mescal to Benson
No new regional freeway through San Pedro river
Broadband phone lines
P.O. in J-6/Mescal
Recreational activities
Cohesive community
Parks
Respect private property rights
Maintain dark skies
Impact fees
Control border
Increase in property values
Shopping
Employment near where we live
Cochise County residents have more control
Improved community amenities – youth
Consideration of neighborhood roads – speed, volume and safety

Fears

Wells going dry/Less water (8)
Increased crime (6)
Increased pollution – air and water (5)
Landowners' rights taken away/loss of individual property rights (3)
At mercy of non-governmental organizations/special interest groups (3)
Environmentalist taking things to an extreme (2)
Cookie cutter subdivisions (2)
Wildcat subdivisions/Misrepresented clusters (2)
High-density development (2)
New highways through open land/I-10 bypass (2)
Will resemble Tucson, Phoenix, Vegas (2)
Increased traffic and decreased safety (2)
Energy costs
Agricultural activities pushed out of area (food costs go up and come from other counties)
Increased taxes
Impact fees too high
No increase in real estate tax
Increased noise/light pollution
Improper road planning
Loss of access to outdoor areas
Continued splitting of acreage
Unplanned growth with inadequate infrastructure
Leapfrog development/sprawl
Speculative development
Lack of consideration for impacts to adjacent properties
Annexation (city)
Tax base loss resulting in higher taxes (non-profit and government acquisitions)
San Pedro will be lost in time and growth
Mining/heavy-polluting industry
Big government intervention
Grandfathered covenants being disbanded
Overpopulated highways
Uncontrolled mobilization of hazardous substances
Losing local character
Losing our voice as the areas grow
Outside-dollar influence

Detailed Display 4

Desired Growth

Keep everything commercial away from San Pedro/Open space near San Pedro/Save the San Pedro (4)
Large box stores/retail services/industrial and commercial development at I-10/Hwy 90 (4)
Bypass from Hwy 80 to Hwy 90 (3)
Encourage small business instead of strip malls/No continuous strip malls along Hwy 90 (2)
Leave Cascabel area alone/open spaces in Cascabel area (2)
Densities to be kept near municipalities (2)
Low density residential/Smart growth Benson to St. David (2)
Fill in blank vacancies in Benson/Infill where infrastructure is available (2)
Commercial development should happen in Benson (clean industry)
Well-planned development
Keep zoning as is – housing and commercial deal with it as is
“Nodes” supporting residential mixed use with high density, medium and low density-commercial centers and industrial centers
Proactive infrastructure – not reactive
Control leapfrog development – St. David
Maintain respect for community “Vision Plan” for St. David
Expand St. David comp. plan westward up to Benson
Intelligent residential and commercial growth along I-10
Limit residential growth around airport
South Hwy 90 on west – low density residential
Overriding cluster development
Low density development near Kartchner Caverns
Combination of lot sizes based upon management area plans
Leave unincorporated St. David
Leave unincorporated J-6/Mescal
High density development - Hwy 90
Enforceable CC&Rs in new communities
Large lot acreage in St. David
Change school district lines
Let growth happen naturally
Maintain baseline for building codes while allowing for alternative materials (straw bale, solar)
Encourage alternative energy sources (solar/wind)
Water conservation encouraged
Conservation subdivisions to preserve rural lifestyles
Preserve wildlife corridors (major washes, San Pedro)
Water conservation education and programs
Residential development sensitive to water and soil
St. David wildlife corridors
No freeway in the San Pedro
Open space
Protect landowners down slope and river
Maintain night skies, friendly, enforce restrictions – Benson
High tech jobs developed using high-speed fiber optic industry
Jobs not just 4th Street
Access road to move traffic that doesn't have to go to town
Rails to trails to SPRNCA

-Detailed Display 4 continued on next page-

Detailed Display 4 (Cont'd)

Water company
Industrial warehouses near railroad NW of Benson
Leave Kipper Springs alone
Casino legalized gambling in Cochise County north on river
More family recreation
County parks
Equestrian center - north of Airport
Use intelligent technology to reclaim most water
Tax incentives for commercial building
Cochise College increase various technical training classes
Sheriff dept. - more employees for better service
Better fire and other emergency services - J-6/Mescal
Local area autonomy
Industry
Agriculture
Ranching
Keep county RU-4
Highway improvement to Hwy 80
Allow Post road to Hwy 80
Pave Post road for use by southern Benson, St. David residents
Clean up vacant lots on Hwy 80
No bypass - keep J6 community closed
Easy access roads J6 Mescal
Consolidate industrial areas of Hwy 90
Annex this land-west of Hwy 90
Mescal south, then east onto Post road toward St. David near river, north to I-10
I-10 access east and west of town
Fairgrounds north of I-10 west
I-10 east - light industry
Access road along I-10 from Benson to J6/Mescal
Railway switching yard NW of I-10
Water runoff control I-10 and Pomerene
Large box stores at Pomerene ramp, Ocotillo ramp or south I-10
Leave Pomerene unincorporated
Road from Benson to 302 exit

Put in Record at Benson
Meeting 11-17-07
S. Kershner

- Green belt from current Benson City Limits along state Route 80 to boundary of the Saint David Plan
- Continuation of limits of development within the St David Plan area
- Do not approve ^(large) high or moderate density developments because water available cannot support the existing activities within the county.

My concern is the
Rentals in our area of
mesquite that are sold
or trash. People don't pick
up their extra appliances
which causes fire —
we use receipt for to
two houses like that.
we live at 3172 West
Citrus road — we want
this area to remain
rural — we moved out
here from Tucson because
of the crime and
pollution — we want a
frontaged down to,
Benson. So we don't
have to get out on
the highway with down road



is a product of the
County GIS



1" = 1000'

MAINTAIN Roads E
Better such
as J-6 &
MESCAL

Regulate Roads
TO conform to
SPEED LIMITS

Recharging
system
for water
WATER

Control Permits
for Swimming
POOLS

More facilities
for youth &
Seniors

Rain
HARVEST

A
POV

MAKE THIS PART OF PUBLIC RECORD

LARRY MURPHY

1520-5869208

←

Legend

- Incorporated Between
- Sections
- County Boundary
- Milepost

This document is a public representation only of best available information. Cochise County assumes no responsibility for any errors.

Incorporate wildlife corridors / Consideration to neighborhood speed, volume, etc

- Access to public lands
- No 4 lane by-passes

Kip's Springs -
Lew Daniels

Neighborhood
neighborhood
neighborhood

General
General

Transfer
Transfer

Save the San Pedro

7



Benson & Environs

This map is a product of the Cochise County GIS



This document is a public expression. Cochise County assumes no responsibility for any errors.

Legend

- Incorporated Benson
- Sections
- County Boundary
- Milepost

Mary McNeal Part of Public Record

11/26/2007

I attended two of the 2020 Visioning meetings, and have some thoughts about the process.

1. The facilitator divides people into groups according to where they live. At both meetings, people from outer areas of the county were put into one group, separated from the "locals." Doing that prevents "outsiders" from learning concerns of particular areas, and vice versa. Why not let people sit wherever they want, especially if you want to promote awareness of each others' concerns?

2. Allowing only items a group agrees on to be presented to the entire audience means that a lot of comments will never be heard. For example, at one meeting, a person at my table said agriculture uses an enormous amount of water, and that he hoped the county would allow housing developments only on former ag land. That idea didn't get support from some others at the table, so his suggestion wasn't reported. By restricting input to what people agree on, you lose "outside the box" ideas.

3. At one meeting, during the wrap-up portion when the facilitator prioritizes comments, a person made an additional comment, different from anything that had been listed previously. The facilitator said only previous comments could be considered. Again, a constructive idea was lost.

4. There's no mechanism for people to offer solutions. At both meetings, people said over and over that they are very concerned about running out of water, and about high density housing developments. But nowhere in the process can someone tell you "Declare a moratorium on building in water basins where there is already an overdraft," or "Don't rezone any more RU-4 land."

Given the opportunity, people will tell you what they really care about, as you saw at the zoning regulation meeting in Elfrida. That was an uncomfortable situation for you and your staff, but if you let people talk, they will.

Helene Jackson

PRESENTED @ HENEFORD

The Upper San Pedro Water District

MORE, MORE, MORE,

More Government, More Taxes, More Government control of personal affairs.

After requesting a copy of House Bill#19__ as noted in the Sierra Vista Herald, I received a copy of the amended Senate Bill House Bill#2300 from the Mayor of Sierra Vista which regards the Upper San Pedro Water District.

After reading the 31 page document I found the following disturbing revelations:

First of all The Upper San Pedro Water District is not truly a water district, (while having a great deal to do with water) it is in reality a TAXING DISTRICT (Pg 6) to be formed under Title 48 of the Arizona State Statutes. Title 48 of the Arizona State Statutes was established for TAXING DISTRICTS.

RULES:

All agencies within the government adopt Rules of Operations (Pg 1, Pg 5 & 6 - chp 4 or 6). Rules of Operation are not the law, however are enforceable as the law, with exception.

It should be noted in the HB/SB (House Bill/Senate Bill) document that these rules will not be established until after this water district is voted into law, if it is voted into law. In other words if voted into law we have bought a grab bag.

However there are some crucial items noted in this HB/SB that must be seriously considered.

Although USPWD (Upper San Pedro Water District) is not provide any water supply they will have control over all water suppliers within the district, both municipal (city) and private water companies. They will be charging those suppliers a tax on all water that is sold, which of course will be passed on to the end used, the public. This tax will of course be in your water bill, not to consider the fact that they will be to add a TAX LEVY on your property tax (transaction tax Pg 11 para B.). Even though the formation of the District and Taxation are addressed separately I have no doubt they will be tied together so if the District is formed, there will be taxes. Otherwise there will be no money to operate, the District must have paid employees etc. in order to function, which means they MUST obtain money from somewhere to operate.

**WATER CONSERVATION
VERSES A WATER (TAX) DISTRICT**

Water conservation is necessary but must be guided in the right direction. These efforts must be directed in the effort of what is best for HUMANS, not a single pollywog or Furthermore pumping water to the river bed and watching it flow away is not conserving water, it is an absolute total and criminal waste of this natural resource.

Some of the intelligent measure would be to :

First: The BLM should remove the EXCESS number of cottonwood trees and brush from along the river banks that suck up horrendous amount of water daily. Furthermore they should clear and re-open the visitor parking areas.

Second: build a dam, but preferably a series of dams along the river similar to that of the Salt River Water Shed, The Colorado, The Columbia, The Snake etc. Once properly established this does not stop the natural flow of the river, but greatly enhances it.

Dams along the river would provide water reserved that could be pumped back to the Sierra Vista and surrounding area for HUMAN consumption, create recreation facilities for HUMANS, greatly enhance wildlife habitat, and promote tourism.

The need for a WATER DISTRICT is highly questionable, and the COUNTY'S involvement in real estate beyond normal authority is unnecessary and uncalled for. The impending WATER DISTRICT is to be formed under Title 48 of Arizona Statutes, Title 48 is for TAX DISTRICTS.

We have sufficient governmental bodies within the Federal, State, and County to control the various aspects for conservation without an additional layer of government with their hands in all departments and doing nothing but COLLECTING TAXES on someone else's product and services.

WATER (TAX) DISTRICT (Title 48- TAXING DISTRICT)

Before any such district should even be considered they need to lay out a definite and concise goal with specific plans of operation, AND MADE AVAILABLE TO THE PUBLIC IN DETAIL. If the rumors of how they plan to operate have any bearing their actual plans, they are totally unacceptable.

Capturing water from the Sierra Vista area and pumping it to the San Pedro River is not the answer. Nor is placing taxes on commodities (water) from the utility companies, and ultimately the end user. This is nothing more than a scheme to create more Government and more Taxes while wasting the resource they are claiming to be protecting.

Capturing water in the Sierra Vista area and pumping it to the San Pedro will not only ROB the natural desert vegetation of it's water supply eventually destroying it, it will further ROB the aquifers of much of it's recharge supply. Furthermore this will deplete the water supply of people depending on private wells.

INAPPROPRIATE CONSERVATION ITEMS BEING CONSIDERED:

Hot Water on demand: need extreme maintenance this equipment usually fails at an early age and is extremely expensive. This equipment requires extensive water filtration usually provided by water softeners or reverse osmosis units.

Water softener uses a lot of water to regenerate. If the regeneration salt is dumped into your septic system it will solidify clogging up the system eventually destroying it. If the regeneration water is dumped on the ground it will poison the soil and eventually nothing will grow there. Some water softening units are regenerated by Potassium Permanganate which is extremely poisonous to people, animals, and plants.

Reverse Osmosis units use an average of 5-gallons of waste water to generate 1-gallon of pure water.

On the subject of SINGLE PASS/ONCE THROUGH evaporative coolers, I haven't seen one in over 50-

years and I doubt the young people opposing them have ever seen one. Although a ONCE THROUGH

SINGLE PASS evaporative cooler should be prohibited, the standard recirculation evaporative cooler

should not be prohibited. The average 6500 cfm cooler uses approximately 740 watts of power per hour, the

average 5-ton air conditioning unit uses an average of 5,250 watts per hour (rule of thumb figures).

Although the evaporative cooler uses water on location the air conditioner uses a considerable amount of water indirectly, at the power plant.

Every time you build a house with air conditioning you add a power demand at the power plant of approximately 7-times of that of a house with a swamp/evaporative cooler. The rational thing is to install piggyback units on new homes and only use air conditioners during peak heat days. IT'S NO WONDER WE HAVE BEEN EXPERIENCING MORE AND MORE BROWN OUTS!

ON THE SUBJECT OF POWER PLANTS:

For those whom opposed the use of improved/adequate coal plant emissions technology that was proposed for the Bowie plant. Since natural gas is the most expensive of coal, oil, and gas don't complain about the cost of your electric bill. Furthermore the Arabs appreciate it since approximately 10% of the natural gas used in this country is now imported, you have now made us un-necessarily more dependent on foreign countries. Although a solar generating power plant would be the green way to go, facilities of that capacity are still in the experimental stages.

COUNTY AND REAL ESTATE

The proposals made in the impending County's interest in real estate normally belonging to the Arizona Real Estate Department IS NOT going to deter growth. It may slow but will not stop population growth in the county. It will only hurt the individual wanting or needing, to reduce or dissolve, their real estate holdings.

While the individual with 20, or 30, or 40 acres wanting to sub-divide and sell it off can easily be blocked, on the other hand large developer such as Castle & Cook can get around restrictions through the exception.

There are many more areas of concern in the Water District (Taxing District) and County proposals of water conservation; however there is not time to cover and evaluate them at this time.

COUNTY OFFICIALS

For various reasons besides county vehicles having been used to transport illegal drugs, which apparently was excused, it appears that we need a complete change in the county leaders. Furthermore with the current county population we should have a minimum 5-member board of supervisors.

Regards

Russell Williams

We would like to enter these ideas into the record for the Envisioning 2020 Meetings. Chuck commented upon this at a Coronado School meeting and Lynn suggested we put it into writing for the record.

It is frequently commented upon at the meetings that there is apparent inconsistency in the response received on the telephone survey about growth and development in the County.

On the one hand, residents believe that "managing new development" is a key concern over the next ten years and that if growth in the county is not managed, the quality of life will diminish. On the other hand, two-thirds agree that "property owners should be able to build on their land with few restrictions." This is put forth as a contradiction of points of view coming from the same people.

We understand these two points of view and interpret the questions and responses this way:

A "property owner" to us means a resident on his individual private property. He lives, or plans to live, there. It seems that the owner should be able to build on his own land with few restrictions except for insuring safe construction methods are used. If that private property owner has a piece of land large enough to allow an additional parcel to be separated off and still be within the zoning regulations for that area - he should be allowed to do so to a limited degree. We would think that perhaps up to 4 parcels could be separated off as long as the original land is large enough to allow that and still be within the zoning regulations. That would allow a property owner to give a piece of land to his children to build upon - or allow a property owner to sell off a piece of land to raise money to live on in old-age. We understand that there could be a concern if one, or all, of these new owners then decide to divide their portion of the property. Perhaps there could be a limit on the number of divisions the original piece of property has subsequent to a specific date. At some point the subdivision regulations should be triggered.

But when a developer/investor/partnership/corporation purchases a piece of land with the sole intent of subdividing it and selling to others - it seems THAT is a commercial venture and not private property. These people don't live there - have never lived there - never plan to live there - and have no investment in the neighborhood other than financial. This is the concern for the need to "manage new development" and the fear that this growth will diminish the quality of life in the county.

We understand that, technically, whomever purchases the property is the "property owner" but we interpret the questions as if asked about a "private property owner". A "private property owner" means to us someone who lives on a property and is concerned about the future of the neighborhood. When a "private property owner" subdivides his land more than five times - he has moved into being a "property developer" and the community impact becomes more important. Then the subdivision regulations need to guide the development of this piece of land. But it does not seem that an investor should be able to buy a large piece of land and then do whatever they want with the land because they own it. The community needs to have a contribution to the decisions that effect their homes and water supply.

We have discussed this with many other folks and we believe our interpretation is a common one.

Chuck & Susan Ostrander
10248 E. Calle Tejas
Palominas, AZ 85615
20-366-0360

January, 2008

Individual Comments

I can now see where all those people at the Pearce School meeting came from. They were certainly not the few Sunsites property owners who had a legal right to vote. That was a crowd of property owners from out in the desert, far enough to be protected from the commercialization the developers will bring. They stand to benefit from a large grocery market & drug store just a couple miles from their property but not right next door! Their acreage will increase in value.

Now that our peace & friendliness is threatened, it seems to be hard to find buyers for homes on the market: all over Sunsites - not just near Treasure Rd.

Growth by attracting more people to move from wetter states to the dry desert increases the load on Apache Station power plant - more A/c, more power to recharge batteries etc etc.

R Jeffries

Pearce - Sunsites

Ferni Gent 2/4/2008

Re: Envisioning 2020

Companies who want to build large-scale solar power production plants are looking for places to do so in the Southwest. They are trying to position themselves to respond to the growing demand for alternative energy production. Cochise County can compete in the race to attract a solar power plant. The solar power companies, some very young, are run by incredibly talented people. Their investors are motivated both by business opportunities and altruistic motives. They would be good neighbors. If an opportunity presents itself, would the county be able to respond? How can we guard against losing opportunities to another region better positioned to compete for this kind of green business?

If it would be appropriate to do so, I would like to share these observations as part of the Envisioning 2020 Project. Specifically, I would like to suggest that we need to allow for the development of large scale solar power production and possibly some wind power in Cochise County.

There is already room at the SWPG Bowie power plant site for solar power production. And as I understand it, all the necessary regulatory approvals are in place and good for another three years or so. But the site may prove to be too small for a full-scale plant, or companies may find a different location in the county better for any number of reasons. I know very little about wind power. But I have heard that the wind power advocates are reconsidering earlier assumptions about the viability of that technology in parts of Arizona, including ours.

I was encouraged to learn last week that the Southeast Arizona Economic Development Group (in Benson) is kicking around the idea of putting on a symposium on solar power somewhere in the county. They want the full gamut of technology (from small panels to large-scale production) to be better understood. There is definitely a grass roots effort to promote solar power afoot in Cochise County.

The question we need to be thinking about is whether the county would welcome large-scale power production by alternative means. I hope to put this forward during the Envisioning 2020 discussion. I welcome your advice on the most appropriate way to do so.

Thank you for getting all the folks of Cochise County involved in planning.

March 4, 2008

Mrs. Judy Anderson, Director
Cochise County Planning Department
1415 Melody Lane, Building E
Bisbee, AZ 85603

RE: "Visioning 2020 Land Use Planning in Cochise County"

Dear Judy,

The Southeastern Arizona Contractors Association (SACA) has been monitoring the county efforts at the scheduled meetings which have focused on input from citizens, business owners, employers, etc., regarding future action and direction by the county on growth issues ahead. Since SACA has had an excellent working relationship with the County and your department, we would like to further express our desire that the county and Board of Supervisors continue their efforts to excel at managed growth through all reasonable venues available.

We note that in the county Comprehensive Plan that the county and Board of Supervisors have set reasonable goals for the development and growth within Cochise County. As the County Plan states clearly, your goal is "...to promote the future growth of Cochise County in an orderly, harmonious, environmentally and economically responsible manner. Free enterprise market dynamics shall be allowed to determine land use activity patterns to the maximum extent feasible within the public's legitimate interests of health, safety, welfare, conservation and convenience". This is well stated and supported by SACA to which we fully support managed and reasonable growth within Cochise County.

SACA solicits the county efforts to determine how the growth should be better managed even beyond your Comprehensive Plan for the benefit of all citizens living and working here in Cochise County. SACA's membership is greatly affected by how growth is managed and we support growth in Cochise County as demonstrated in the county Comprehensive Plan quoted above.

SACA encourages you to place our comments into the public record for your "Visioning 2020" meeting tomorrow, Wednesday, March 5, 2008, to be held there at the Board of Supervisors conference room from 6-9 pm.

Sincerely,

Tom Heckendorn
Executive Director
Southeastern Arizona Contractors Association
(520) 458-0488

March 5, 2008

Judy Anderson, Director
Cochise County Planning Department
Building E
1415 Melody Lane
Benson, Arizona 85603

Re: Cochise County Envisioning 2020 Land Use Planning

Dear Ms Anderson,

I am a Cochise County property owner and I wish to share some of my thoughts with the Cochise County governing officials and my fellow Cochise County property owners.

Similar to the current, ongoing Cochise County Envisioning 2020 Land Use Planning process, in 2004, Governor Janet Napolitano requested of the Growing Smarter Oversight Council (Council) to initiate a statewide conversation toward a vision for Arizona, and to develop a set of Guiding Principles to help Arizona not just grow, but reach for the next level in developing quality growth. Hundreds and hundreds of people across the State of Arizona participated in the Listening Sessions which resulted in thousands of valuable ideas. Subsequently in August of 2006 the Council developed the "Arizona Growing Smarter Guiding Principles" (Principles). It is my belief that some of the more important highlights of the Principles are:

- 1) Responsibility and Accountability: Local government officials should embrace the responsibility for guiding local communities towards the "broadest possible community benefit." In Planning, "...some citizens favor greater emphasis on mixed-use development and higher densities." "It is the State's responsibility to protect individual rights." In Governance, "Arizonans would like their elected leaders to...provide vision, but feel that they often fail to exhibit sufficient leadership or courage." Recommendations include: "...balancing land use, providing adequate and timely infrastructure..."
- 2) Preservation of Community Character: "...investments should conserve and maintain each local community's sense of place and promote distinct community identities. Local plans and land use designs should reflect the character, diversity, interests, and expectations of current and ...future residents. Recommendations include: "...planning issues that should be considered during the development of all future local plans, such as...zoning and density choices..."
- 3) Stewardship: "...clean water and clean air are essential..." Mechanisms should be developed and implemented to compensate both public and private landowners for the value of the land that is to be preserved as open space.
- 4) Opportunity: "...assure the availability of a range of choices in housing, employment, education, and other essential services." Public input supports "An array of housing choices, including both affordable and workforce housing, within communities assures that people can live and work in the same community. Variety in housing types helps assure diversity in the residents and in the character of the new...communities...land use planning must balance the trade-off between small and larger lot sizes and ...density, afford-ability, and resource utilization issues. Recommendations: "...provide local residents a range of opportunities in housing, employment, education, and other essential services.

John R. Soper
4215 N. La Linda Rama
Tucson, Arizona 85718

March 11, 2008

Judy Anderson, Director
Cochise County Planning Department
1415 Melody Lane, Building E
Bisbee, Arizona 85603

COCHISE COUNTY

MAR 12 2008

Ms Anderson,

PLANNING

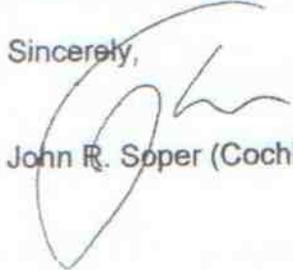
I am writing in response to Cochise County's request for its citizens involvement in the Visioning 2020 Land Use Planning process. I have reviewed the Arizona Governor Janet Napolitano's "Growing Smarter Guiding Principles" and find that I agree with:

1. **Responsibility & Accountability:** Local government officials should embrace the responsibility of guiding local communities towards the "broadest possible community benefit."
2. **Preservation of Community Character:** Local plans and land use designs should reflect and promote distinct community identities, diversity, and zoning, and density choices.
3. **Stewardship:** "Clean air and clean water are essential." Public and private landowners should be compensated for the value of the land that is to be preserved as open space.
4. **Opportunity:** Assure the availability of a range of choices in housing, employment, education, and other essential services. Include affordable and workforce housing such that people can live and work in the same community.
5. **Infrastructure:** Future growth plans should include efficient, effective and reliable transportation for people and products that are essential for economic vitality and the quality of life.
6. **Economic Development:** Economic development and vitality should be an integral goal of future development that accommodates both young families and senior citizens. Local communities should reflect a broad spectrum of business and employment sites and corridors.

When planning for its future growth, I encourage the County of Cochise to follow the Governor's Principles.

Please include this letter in the Public Record.

Sincerely,


John R. Soper (Cochise County Property Owner)

- 5) Infrastructure: "...develop and use community infrastructure and develop methodologies that provide for the cost of this essential infrastructure to be borne equitably by all beneficiaries." Recommendations: "Future local plans should recognize that efficient, effective, and reliable transportation for people and products is essential for economic vitality and quality of life."
- 6) Economic Development: "...promote a broad spectrum of business and employment ...and encourage the personal and financial growth and development of existing residents ...Economic development and vitality should be an integral goal of future local planning..." Public input includes "Communities should plan for and encourage development that accommodates the needs of senior citizens, including access to housing, health care, transportation, and community services. Future local development should encourage the development of employment, housing, and services for younger workers and families. Recommendations include: "...general and comprehensive plans to include appropriate economic development components to reflect the importance of economic opportunities...availability of employment and housing within regional context...local communities reserving land designated for future employment sites and corridors."

Again, the aforementioned is my take on the Governor's Principles. But more important as we all assist in the future planning of Cochise County, I recommend that my fellow Cochise County property owners take this opportunity to review for themselves, the Principles. The Principles may be viewed and copied by internet, type: "Arizona Growing Smarter Guiding Principles." I believe that these Principles and the public comments from the Listening Sessions that support them, is an excellent tool that both the Cochise County officials and my fellow Cochise County property owners will find very useful.

Finally just as I am doing so by reference, I encourage my fellow Cochise County property owners to ask that the Cochise County officials include the State of Arizona Growing Smarter Guiding Principles in their Envisioning 2020 Land Use Planning, and to include these comments in the Public Record.

Thank you Ms Anderson for all of your past and future hard work!

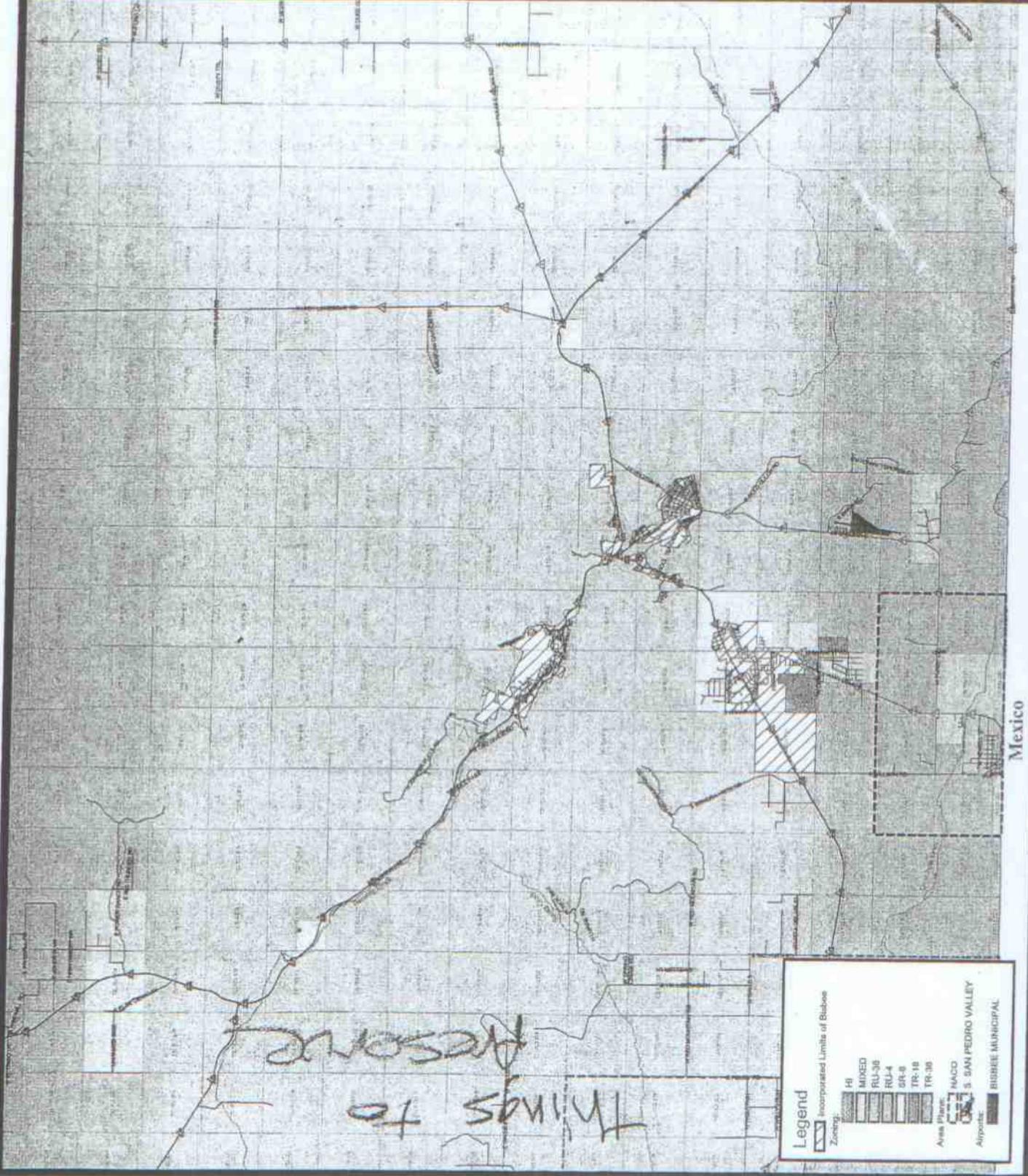
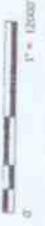
Sincerely,

Howard Myers
Cochise County Property: Parcel 02 124 13 004 B 4
7111 N. Pampa Place
Tucson, AZ. 85704



Bisbee & Environs Including Naco & Double Adobe

This map is a product of the
Cochise County GIS



Legend

Incorporated Limits of Bisbee

Zoning

- HI
- MIXED
- RU-3B
- RU-4
- GR-8
- TR-1B
- TR-3B

Area Plans:

- NAZCO
- S. SAN PEDRO VALLEY

Airports:

- BISBEE MUNICIPAL

Mexico

garcia m... movement

center area

JESUS MORALES NACO RESIDENT



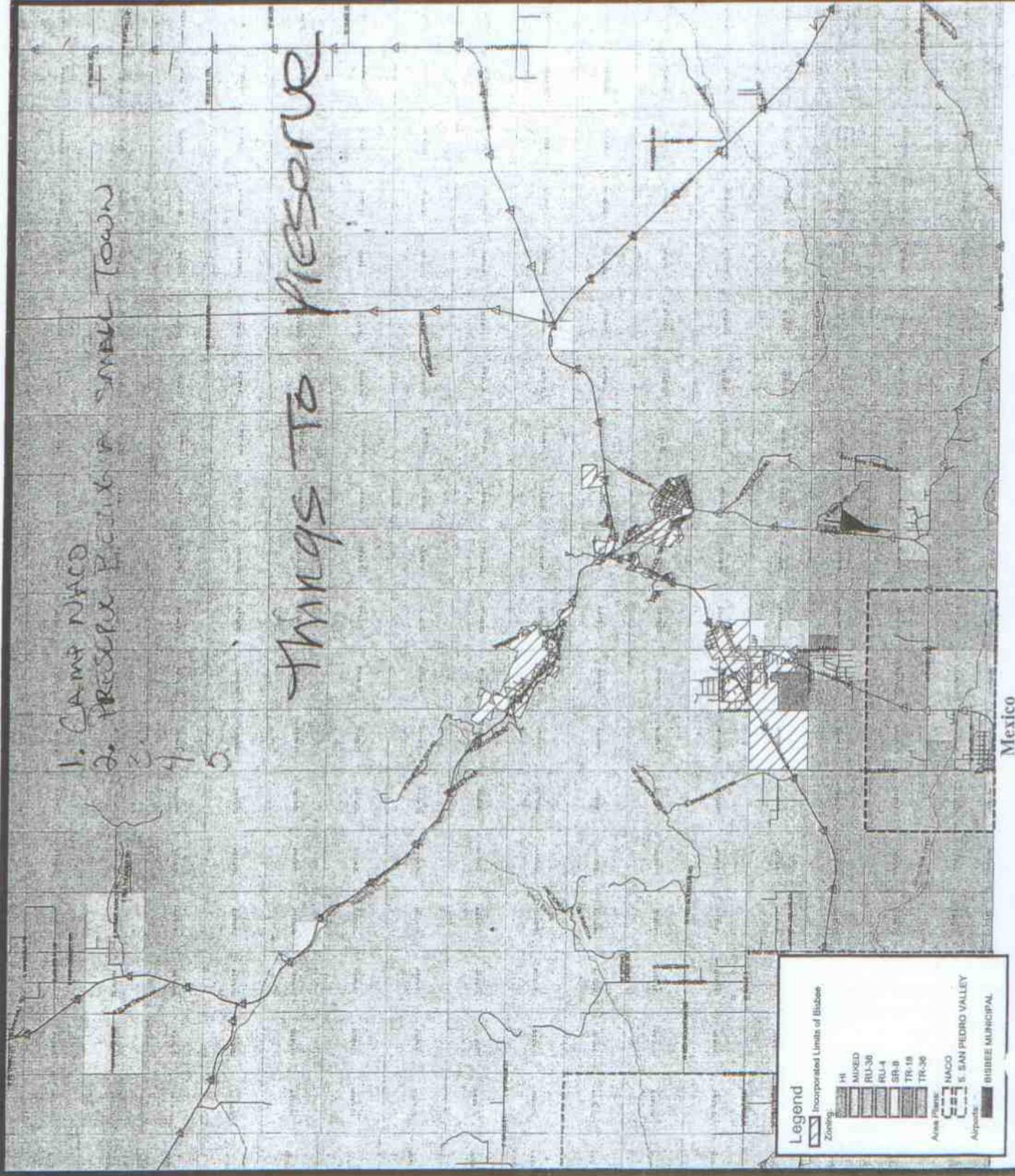
Bisbee & Environs
Including Naco & Double Adobe

This map is a product of the
Cochise County GIS



1. CAMP NACO
2. PRESERVE PLOT IN SMALL TOWN

Things to Preserve



Legend

Incorporated Limits of Bisbee

Zoning

- HI
- MIXED
- RU-30
- RU-14
- SR-B
- TR-15
- TR-30

Area Plots

NACO

S. SAN PEDRO VALLEY

Airports

BISBEE MUNICIPAL

Mexico

• Cochise County has an amazing opportunity to be a model for not just the rest of the state but the rest of the country. A model of intelligent growth that includes alternative energy sources, preservation of quality of air + night skies, smart use of water including conservation + water collection systems, etc. etc. ... The time for planning is now.

Thanks for doing these meetings!

• Also - zoning for co-housing communities + "eco-communities" within the County will add to the smart growth model.



APPENDIX B: ACKNOWLEDGEMENTS

The Cochise County Planning Department wishes to thank the Planning and Zoning Commissioners for their direction and input, as well as the Envisioning 2020 Outreach Committee for their commitment and support throughout the process. Committee members volunteered their time, advice, direction and participated as Workshop "Listeners." We are greatly indebted to each of you.

The Planning Department also thanks the Envisioning Workshop Facilitator for the dedication and professionalism exhibited throughout, and also to the host of people who graciously offered their respective community venues for the Envisioning 2020 workshops.

Thanks go to the many County and Planning Department Staffers who helped make the Envisioning 2020 project a success.

And of course, thank you to the residents of Cochise County who participated in the project and offered comments and suggestions. Envisioning 2020 was an effort for the people and by the people of Cochise County.