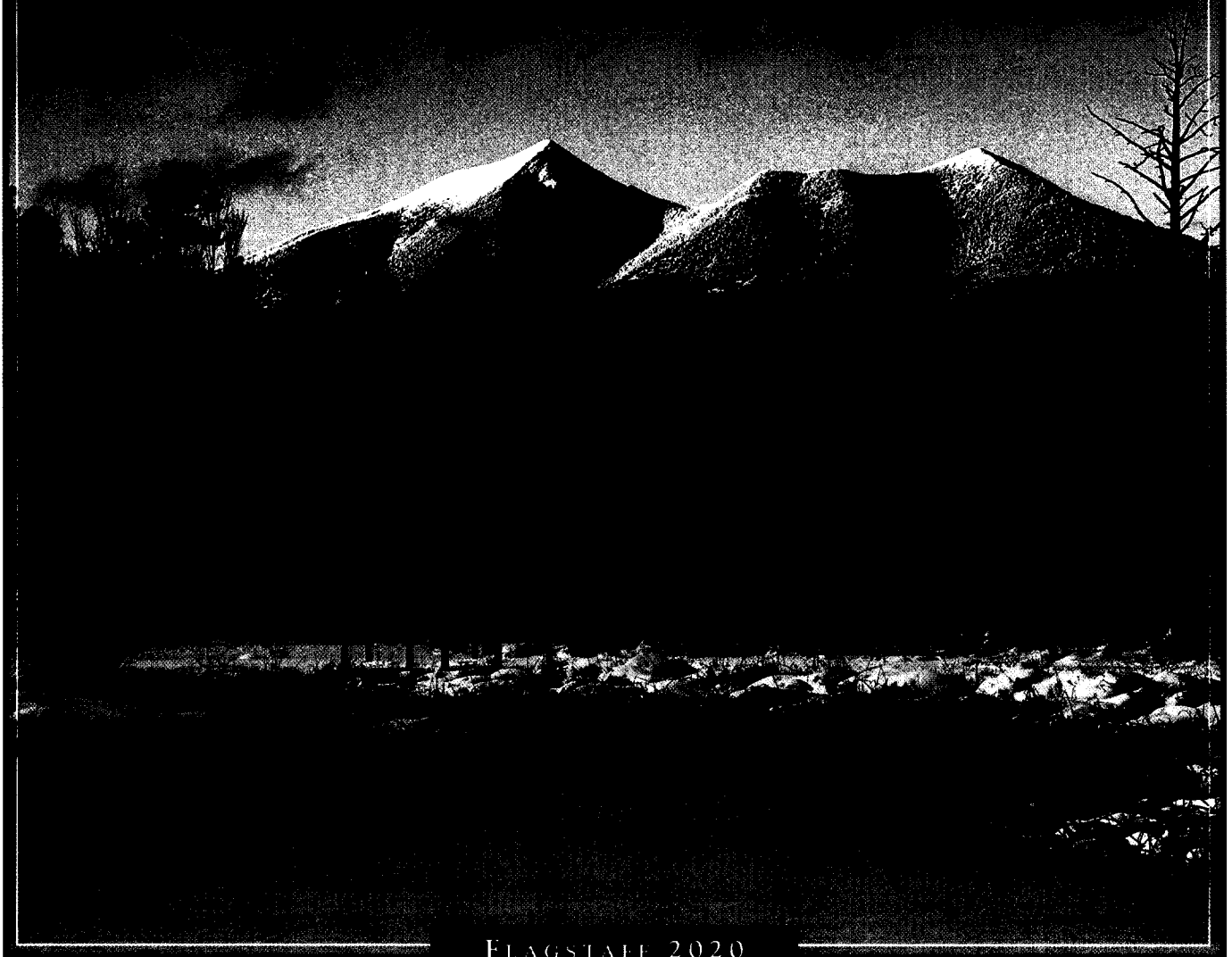


# A VISION *for our* COMMUNITY



FLAGSTAFF 2020



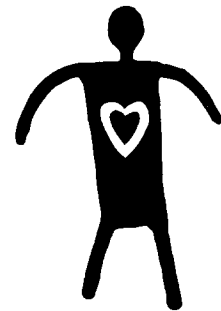
# A VISION *for our* COMMUNITY





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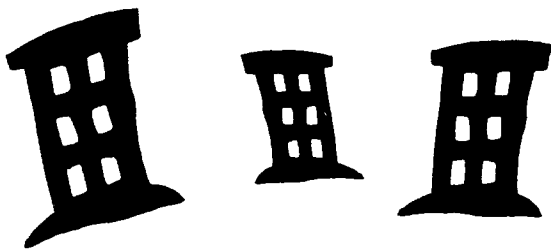


# CHAPTER ONE

## Introduction: Overview, Goals and Objectives of Flagstaff 2020

### Introduction

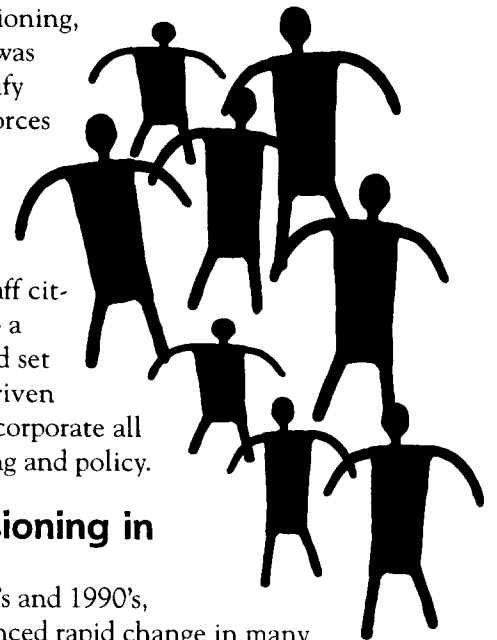
Beginning in January 1996 and extending through June 1997, the community of greater Flagstaff undertook a broad-based visioning and action planning project known as *Flagstaff 2020*. Under the guidance and sponsorship of a diverse public-private partnership, *Flagstaff 2020* was the process through which the greater Flagstaff community created a vision, goals, and action plans to balance social well-being, economic health and environmental quality in the ongoing growth and development of the community.



### What is Visioning?

Visioning is a process that a community can use to envision the future it desires and plan how to achieve it. *Flagstaff 2020* brought citizens together from across greater Flagstaff to develop a shared image of what citizens want their community to become. The resulting 2020 Vision is based on the values, commitments and aspirations of a wide cross-section of Flagstaff residents. It provides a foundation for action, and indeed includes plans that will move greater Flagstaff towards its shared goals.

Through visioning, the community was able to: 1) identify the trends and forces that are shaping the community; 2) better understand the values of greater Flagstaff citizens; 3) develop a shared vision and set of community-driven goals; and, 4) incorporate all this into planning and policy.



### Why Do Visioning in Flagstaff?

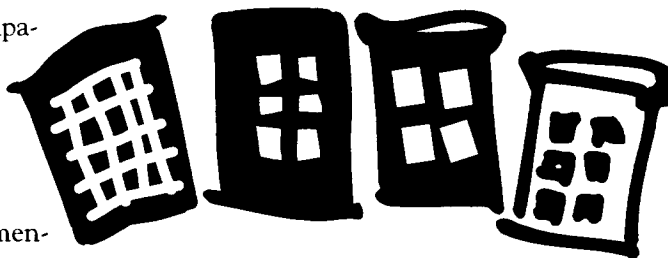
During the 1980's and 1990's, Flagstaff experienced rapid change in many areas, including its economy, demographics, land use, development, and social and cultural systems and values. Given the scale and pace of change, the governing bodies, the private sector and the general citizenry were spending a good deal of time simply reacting to change. In order to be more proactive, community leaders agreed that shared vision and long-range planning were needed.

*Flagstaff 2020* was developed on the belief that a community vision built around shared purpose and goals among greater Flagstaff's citizenry would be critical to community health and stability as the community moved into the future. Shared vision would provide direction about what Flagstaff aspires to be as a community, and the vision and goals that were developed would become the foundation for a variety of community decisions and actions, in both the public and private sectors.

## **Purpose, Goal and Philosophy of Flagstaff 2020**

In the latter part of 1995, a public-private partnership was formed for the purpose of design and implementation of *Flagstaff 2020*. The purpose was to engage the greater Flagstaff<sup>1</sup> community and its multiple jurisdictions in creating the vision, goals, and implementation plans.

The project goal was to develop a participatory community process that would result in a vision of greater Flagstaff's desired future in the year 2020. The process was also designed to develop specific goals and measures of progress towards the vision in key areas, discuss and determine plans for implementation, and create a method to monitor progress towards the goals over time.



### **Objectives of Flagstaff 2020**

The following objectives guided the project:

1. Develop a detailed current and historical profile of greater Flagstaff;
2. Develop a likely future scenario for the community in the year 2020, based on and assuming continuation of current trends;
3. Design and implement an array of diverse public involvement processes to assess community values and to develop a shared vision for greater Flagstaff's future;
4. Build action teams in key areas of the community vision (i.e. economy, public health, education, etc.) to develop specific goals in each sector, implementation plans, and measures of progress towards the goals;
5. Publish and widely distribute the vision statement and the action plans;
6. Establish a mechanism to measure progress towards achievement of goals over time.

<sup>1</sup> Flagstaff 2020 used the definition of greater Flagstaff developed by the Open Space and Greenways Committee, which takes in the City of Flagstaff and the adjacent communities and populations in Coconino County.

## CHAPTER TWO

### Involving the Community: The Process

#### The Guiding Questions

*Flagstaff 2020* was a community-based, participatory process, driven by four relatively simple questions:

1. **Where are we now?** *Flagstaff 2020* developed a profile<sup>2</sup> of the community as it existed in 1996: economically, demographically, socially, and environmentally, describing its background, assessing strengths and weaknesses, defining current issues, including land use and growth, and assessing shared community values. This information provided an objective foundation of information for the visioning and goal-setting process.
2. **Where are we going?** Trend analysis determined where the community was headed. Relevant demographic, economic, environmental, land use and social trends were identified, and emerging issues that would likely confront the community were postulated. A “probable” scenario was developed showing what the community might look like in the future if it continues on its current course; this picture of the future provided a baseline for development of the community’s vision.
3. **Where do we want to be?** This was the core of the visioning process. *Flagstaff 2020* involved the entire community in developing and articulating a vision of what it wished to become in the future. A variety of techniques, including public meetings, creation of a Vision Task Force, a Vision Fest, and a school-based visioning program, among others, were used to create a “preferred” scenario. This scenario was the basis of a formal vision statement, which was refined, embellished and illustrated over time.
4. **How do we get there?** After completion of the vision, seven action teams were formed to identify strategies and actions that move the community in the direction of its longterm vision. Action plans were developed which included responsible parties, collaborators, resources needed, timetables and measurable outcomes.

#### The Flagstaff 2020 Process

*Flagstaff 2020* was officially launched in January of 1996. By the time the final vision document was published in June of 1997, more than 5,000 citizens had taken part in meetings, surveys, focus groups, or other means of providing input to the visioning process.

Community visioning is not new, but the partnership established to guide 2020 was unique. Five public sector entities, the City of Flagstaff, Coconino County, Northern Arizona University, Coconino Community College and Flagstaff Unified School District, four private sector entities, Flagstaff Chamber of Commerce, Grand Canyon Trust, Northern Arizona Home Builders, and Friends of Flagstaff’s Future, and a private citizen made up a *Management Committee* that met monthly and made all policy decisions about the visioning process.



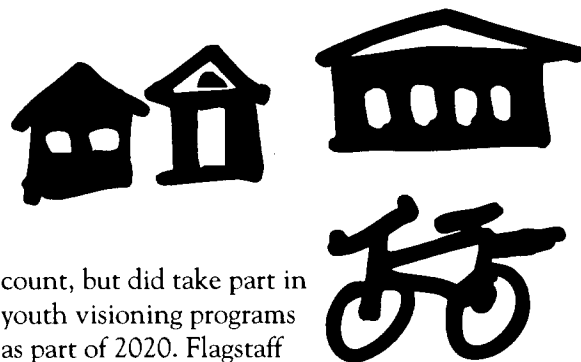
<sup>2</sup> For more information on the profile, and other 2020 publications and documents, see *Flagstaff 2020 Bookstore*, chapter 6.

In addition, a *Project Management Team* comprised of representatives of the City, County, Chamber and Grand Canyon Trust met on a more regular basis to provide the day-to-day oversight and management of the process. A Project Coordinator was hired for eighteen months to provide daily guidance to the project. Finally, a technical consultant with extensive expertise in community visioning was retained throughout the project: Steven Ames of Steven Ames Planning, Portland, Oregon. Steve provided regular advice and support, spending an average of two days in Flagstaff each month to lead meetings or work with the Management Committee and Project Management Team.

Two primary citizens' groups were established for the major phases of the visioning process. A *Vision Task Force*, comprised of 37 citizens representing a cross-section of greater Flagstaff, met regularly for nearly five months to evaluate, consolidate and make sense of thousands of ideas and comments received from numerous public visioning meetings, a Visionfest, community attitude surveys, a youth visioning program and other means of input. The Vision Task Force was charged with writing the vision statement which was first produced in draft form in February 1997. Public reaction was gathered at more than fifty meetings attended by 1,200 citizens before the Vision Task Force met a final time to "refine" the vision for its final release in June 1997.

The second citizens' group formed under *Flagstaff 2020* was a series of seven "action teams," which met from March to May of 1997. Their job was to take the goals and strategies in the vision statement and develop a series of action steps, designed to provide early implementation of some of the key goals in the vision. The action plans outline ideas that can be implemented within five years of the conclusion of the planning effort, including a number of "early successes" within the first twelve months.

City and County planning officials said that they have never seen a more participatory planning process than *Flagstaff 2020*. Although official counts of attendance at public meetings, survey participants, letters and other means of input indicate that 5,000 citizens took part directly in *Flagstaff 2020*, the numbers, in fact, could be higher. Hundreds of students in the public and private schools were not included in the



count, but did take part in youth visioning programs as part of 2020. *Flagstaff 2020* committees, such as the Vision Task Force and action teams, were also not included in the official count, yet they were the main collaborators on the project.

Further, *Flagstaff 2020* published three tabloid-style newspaper inserts with during different phases of the process which provided the opportunity for the entire community to be aware and informed of the *Flagstaff 2020* process and its products. These inserts were each distributed to over 23,000 households in greater Flagstaff.

***In short, Flagstaff 2020 effectively involved and engaged the entire community and built a community consensus on the future of greater Flagstaff.***

To generate additional community interest in the visioning process, a *Flagstaff 2020 Mystery Game* was also developed. Game participants read 20 serialized stories, each written by a different local author, about Zorg, a Plutonian visiting Flagstaff in the distant future. Clues were provided in each story about Flagstaff landmarks and participants had to identify each landmark to be eligible for prizes at the end of the contest. The top prize was a new house donated by a number of Flagstaff contractors and other businesses. Other prizes included items such as a river rafting trip, a free semester at NAU, a cultural package, and more. The new home was awarded to a lucky Flagstaff resident on July 4, 1997, following a special July 4th parade to recognize the completion of the visioning process and celebrate community cultures and diversity.

## CHAPTER THREE

### The Vision for Greater Flagstaff, Year 2020

#### A Vision for Greater Flagstaff

IN THE YEAR 2020, the people of greater Flagstaff have much to celebrate: Their quality of life is a reality that many communities only dream of: the downtown is thriving; the economy is healthy; and the sense of community is solid and strong. Family life is supported in myriad ways – from health care to education to recreation. Individuals are appreciated for who they are and can find opportunities throughout their lives to learn, grow and achieve their dreams.

Flagstaff has a strong, diverse economy, providing the foundation for a high quality of life. The basic needs of all residents are well met through a blend of good jobs, affordable housing, a balanced transportation system, accessible health care and special help for disadvantaged citizens. People of different ages, races and cultures are valued and appreciated for their unique qualities and contributions.

While Flagstaff has grown, it still exudes the charm and friendliness of a small town. People care for and respect one another, and take pleasure in working and playing together. They are blessed with a rich assortment of art, culture and science offerings, community events and festivals, and neighborhood gatherings. They can easily reach activities and destinations by walking, bicycling or public transit. In more placid moments, they enjoy the community's parks and open spaces as places for quiet contemplation and the appreciation of nature.

Flagstaff has managed to preserve and enhance its essence – the characteristics that make it unique and special. Growth is carefully controlled and directed through local and regional planning to enhance the community's livability. The air and water are clean because residents are committed to keeping them that way. Business and government operate in ways that are environmentally friendly, and citizens are attuned in their lifestyles to caring for the environment. They conserve water; limit automobile use; reduce, reuse and recycle waste; minimize noise and visual pollution; and preserve the darkness of the region's night skies.

Flagstaff takes pride in its natural beauty, history and rich cultural heritage. It has also become a model of progressive urban design. Development and redevelopment have been accomplished so thoughtfully and with so much flair that growth has actually made

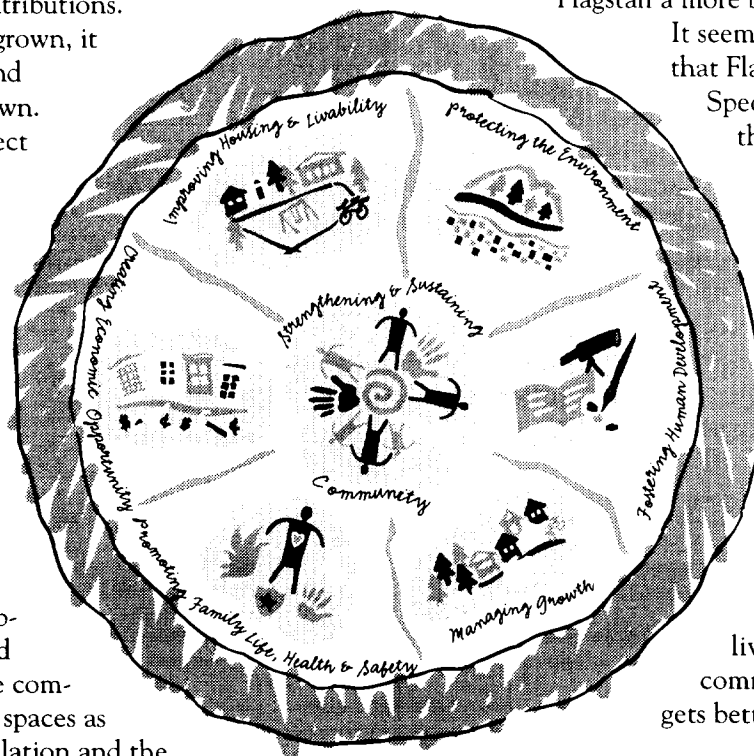
Flagstaff a more beautiful place to live.

It seems to those who live here that Flagstaff “has it all.”

Spectacular views provide the backdrop for a community that shines.

Residents think of it as their “mountain home” – a clean, safe, healthy and vibrant place for raising families, enjoying friends, participating in community life and reveling in nature. They have struck a balance

between growth and livability that makes their community one that only gets better over time.



## STRENGTHENING & SUSTAINING COMMUNITY

*IN 2020, not only is greater Flagstaff a community – it feels like one. It is close-knit without being closed off. People who live here enjoy connecting and interacting with their fellow community members – whether at community centers, public parks and plazas, neighborhood activities or community festivals. Human kindness flourishes in myriad ways – from programs reaching out to help families and youth, to citizens aiding the poor, to members of one generation helping members of another. People care about each other. They work together to sustain and enhance community values, such as strong families, safe neighborhoods, responsible citizenship, participatory government and cultural diversity. Volunteerism is supported by businesses and citizens alike, and encouraged by community leaders. The community benefits from a strong sense of identity and profound pride in its past, present and future.*

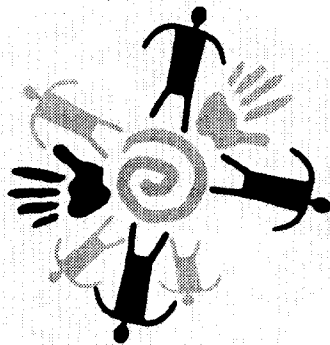
### Community Pride

**Flagstaff residents take great pride in their families, neighborhoods and community. They take advantage of many opportunities to demonstrate that pride.**

A strong sense of community identity springs from Flagstaff’s major assets – its spectacular geographic and physical setting, clean air and water, arts and sciences, educational resources, the community’s rich cultural diversity, unique history and sense of place. These elements provide the basis for community pride and progress.

Flagstaff knows what it is, where it’s going and what it wants to be. The community holds true to its **core values and shared vision** for the future. Community members have developed the consensus and confidence to reject proposals or developments that are clearly incompatible with their values and vision. They embrace development and businesses that enhance Flagstaff’s uniqueness and identity.

Because people in Flagstaff care about their community, they are willing to volunteer time to help



improve it. Volunteer community activities, such as city clean-up projects and plant-a-tree campaigns, are promoted through a **volunteer coordinating council** involving citizens, government and community groups. Local businesses strongly support community volunteerism, with some providing incentives for their employees to volunteer. Special emphasis is placed on youth involvement in volunteer activities through a Flagstaff youth volunteer board. The public and private sectors work with the media to honor and recognize exceptional community volunteer efforts.

### Strong Families, Strong Citizens

**In Flagstaff, families are viewed as a cornerstone of community life. Activities, services and support are provided to foster and reinforce strong, healthy, active families and individual citizens.**

Families and individuals can easily find help and support from the community in facing their problems and challenges. **Family mentoring programs** and parent support groups help families learn from each other. **Youth mentoring programs** encourage young people to be involved in constructive projects and activities. Interaction between generations and between families and singles strengthens and enriches both family and community life. Community leaders, spiritual leaders and civic organizations are actively involved in programs to support families and individuals. Families and individuals also receive backup support through child care, hotlines and other assistance.

### Access to Basic Services

**In Flagstaff, the right to basic services is clearly defined and addressed by government and community institutions. Community members devote particular attention to helping citizens less fortunate than themselves.**

Flagstaff residents work to make sure that disadvantaged members of the community have basic services. The community openly discusses issues related to poverty, and works together to address them. The community has taken action to address homelessness. Sufficient funding is available for indigent services. A **community help center** provides assistance to the destitute to get back on their own feet. In addition, a **community information network** has been established, providing multi-lingual services to all residents through a variety of media. Resources have also been mobilized to provide services to and foster self-reliance among low and moderate income households on the “borderline.”

## Neighborhood Identity

Flagstaff's neighborhoods are the building blocks of a strong community. They are healthy, bustling centers of citizen activity and involvement.

Neighborhood centers for community activities and events are located in every Flagstaff neighborhood. These centers are staffed by both professionals and volunteers. In addition to activities, they provide health and legal counseling, mediation and conflict resolution services. They also provide a site for community outreach services, such as home health and mental health.

Neighborhood events and activities such as block parties, barbecues and community gardening are common. Neighborhood history and identity are recognized and celebrated. All neighborhoods are treated equitably in terms of zoning, government programs and services, technical assistance, resources and community amenities.

## Activity Centers

People in Flagstaff are likely to bump into friends, neighbors and acquaintances often. The community offers a variety of places for people to congregate for community activities, social interaction and entertainment.

Public squares provide community focal points and gathering places for community events and activities. The city has purchased undeveloped land to create new parks, libraries and community centers. A "hands-on" children's museum has been developed, and the old freight depot has become a community center for useful and fun activities. Cooperative community gardens have been established, bringing people together and closer to the earth. A community outdoor amphitheater has been developed.

Intergenerational activities are designed to involve people from different generations. Young people can take advantage of a wide variety of organized activities through parks and other organizations. Accessible recreation facilities serve the entire community. Indoor recreation is provided at various locations during winter months.

## Community Events

Flagstaff knows how to have fun. A variety of events and festivals give residents a chance to celebrate the qualities that make their community special.

Flagstaff Festival of the Arts, Winterfest, Flagstaff Festival of Science and other celebrations

continue to flourish and bring pride to the community. These established events are complemented by a growing number of community events and weekend festivals throughout the year. The City of Flagstaff and specific neighborhoods sponsor cultural and ethnic celebrations that draw large and diverse participation. Every celebration reflects some aspect of the history and character of Flagstaff and its people. Many events, such as cultural and civic activities and business conventions, are held at a new **Flagstaff Multi-Use Center**.

## Multiculturalism

A diverse mix of people gives Flagstaff added strength and distinction. The community openly embraces its cultural diversity.

Cultural diversity is acknowledged as a strong element of Flagstaff's heritage. Special efforts have been made to help all residents appreciate the history and contributions of the community's various cultures. These efforts go beyond mere tolerance: race and cultural relations issues are openly acknowledged and addressed in order to achieve true understanding and respect.

Diversity training is provided for public officials and law enforcement personnel. It is also required as part of the curricula in public schools. In addition, strong international programs have been developed for citizens to learn about other places, peoples and cultures.

Flagstaff's cultural history and its many races and cultures are described and honored through exhibits, displays, programs and classes at a new **Multicultural Center**. The Museum of Northern Arizona has also expanded its programs recognizing the art and cultures of indigenous peoples. The general Flagstaff community is aware and respectful of the history and value of Native American sacred areas.

Flagstaff recognizes that unique cultural perspectives can contribute to creative planning and problem-solving. The community has increased cooperation with leaders in the Native American community. These local leaders have also become more involved in community decisions, such as developing a tourism plan that incorporates Native American perspectives.

The Flagstaff community does not tolerate either overt or covert discrimination. Multicultural educational programs promote cross-cultural understanding and provide skills in conflict resolution.

## Civic Responsibility

**Good citizens are the riches of a community. Flagstaff actively encourages and supports good citizenship and civic responsibility.**

Individuals, groups, schools, government, the media, businesses and corporations recognize and promote **good citizenship**. Citizens stay informed, encourage one another to be involved in community affairs, and hold their elected officials accountable. The community maintains a consistently high level of voter registration and turnout in local elections.

Young people and students are encouraged to become involved in public activities. Schools provide opportunities for students to learn about and participate in **community service programs** as part of their education. In turn, adult community members actively participate in the schools and education. Groups and individuals that provide exceptional community service are honored and rewarded for their dedication.

## Government

**The people of Flagstaff recognize that they have both the authority and responsibility to decide what their community will be. Cooperation and collaboration have resulted in a truly integrated community where decision-making is shared and power is widely distributed.**

Government in Flagstaff is small and efficient and has a well-defined role. It is conducted on a **non-partisan** basis, free of domination by special interests, and for the benefit of the community at large. Strong emphasis is placed on being responsible and accountable to the will of the people. **Government accountability** has been enhanced through a number of measures that bring together citizens, neighborhoods, elected representatives and government officials. Every effort is made to attract the best possible candidates to serve on City Council. The City has also investigated electing councilors by district.

**Citizen involvement** in public policy discussions and government decisions is strong and proactive. The City Council and Board of Supervisors facilitate this involvement by holding **regular town-hall community meetings**. Professional facilitators are often used at public meetings to promote open, honest dialogue. Government and commission meetings are regularly broadcast on Channel 4 TV. **Mediation programs** help resolve public disputes among and between governmental bodies, public agencies, businesses, neighborhoods and citizens.

Flagstaff's neighborhoods have a collective voice in government deliberations and decisions through **strong, active neighborhood associations**. Every neighborhood association selects representatives to serve on a citywide **Flagstaff Neighborhood Council**. City Council is also advised by a representative citizen advisory group, not unlike the Flagstaff 2020 Vision Task Force.

Government has become a key area of **collaboration and partnerships**. For example, a Growth Management Alliance (GMA) addresses issues on a regional level and encourages interjurisdictional cooperation between government agencies and public institutions. In addition, government helps facilitate public/private partnerships and promotes a thriving business climate.



## CREATING ECONOMIC OPPORTUNITY

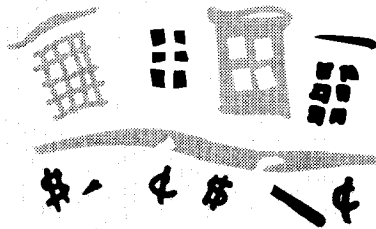
*IN 2020, greater Flagstaff enjoys a healthy, thriving economy. It recognizes that economic vitality is the foundation for continued community progress and livability. The community has justifiably developed a reputation as a highly desirable place to work and do business because of its well-educated workforce and high quality of life. The community is selective in targeting companies that offer good employment prospects, draw from the local labor pool and are good corporate citizens. It is equally concerned with supporting and nurturing homegrown companies and small businesses. A balance of large and small companies as well as a diverse industrial base give community members a healthy mix of job opportunities from which to choose. Residents have many options to earn livable wages and enjoy rewarding work.*

### Quality Employment

**A good job is the means to a productive, satisfying life. People in Flagstaff have ample access to good jobs with good wages in good companies.**

Flagstaff has a **highly diversified economy** and is not dependent on any one sector for employment opportunities. In recent years, the community has succeeded in attracting **new “basic sector” jobs**, including medical firms, high technology, and other clean, environmentally-friendly industries. Basic wages have risen, making it easier for working people and families to keep pace with the cost of living, achieve a decent standard of living, and enjoy a better quality of life.

The community’s strong economic base not only offers quality employment with good salaries and benefits, but also many opportunities for career development and advancement. Employees for newly created jobs are drawn largely from the **local labor pool**, including graduates of local schools and institutions of higher education. Cultural diversity training has helped create new economic opportunities for minority populations.



Vocational education plays a key role in preparing local residents for new jobs. Self-motivated people without formal education can find satisfying job opportunities.

### Quality Employers

**Flagstaff is blessed with high quality employers who treat their employees well and make positive contributions to the community and the economy. The presence of good companies is no accident: the community attracts and actively seeks them out.**

Governments work in unison with the Greater Flagstaff Economic Council, Flagstaff Chamber of Commerce, and other business partnerships to support appropriate economic development and business recruitment efforts. **Economic development guidelines** ensure that new businesses contribute to the region’s quality of life. The community aggressively pursues industries and employers that offer good wages, benefits and quality work environments for their employees. Economic development and business recruitment plans are clearly communicated to the public.

Flagstaff employers contribute to a healthy economy and environment. They have been able to strike an appropriate and acceptable balance between job creation and environmental quality. Businesses, local government, environmental groups, entrepreneurs and citizens work closely to find **“win/win” solutions** to issues involving the economy and the environment.

**Master-planned industrial development zones** at Pulliam Airport and Bellemont have resulted in fully serviced infrastructure for new businesses, including roads, utilities and emergency services. Many of the region’s new industries have located in these zones, based on active promotion and economic incentive programs, such as fee waivers and tax incentives for new job creation.

### Small and Locally-Owned Businesses

**The spirit of entrepreneurship is alive and well in Flagstaff. Small and locally-owned businesses flourish here, supporting the local economy and providing good employment.**

Local entrepreneurs find the assistance they need to turn creative ideas into thriving enterprises and good jobs. A **Flagstaff Business Incubator** has been established to provide expanded support for local entrepreneurs and small, locally-owned businesses.

Significant growth has occurred among **small and locally-owned retail businesses**. These businesses offer an attractive alternative to large discount

outlets and chain stores, drawing both local patrons and visitors from outside the community. Flagstaff has strengthened its position as the regional shopping district for northern Arizona.

With the rapid improvements in telecommunications and “information highway” infrastructure, Flagstaff has developed a solid base of **self-employed consultants and entrepreneurs** who work from home or small offices and “telecommute” electronically via computer, modem and Internet. These people have chosen to bring their work to Flagstaff because of its small-town atmosphere, educational and scientific amenities, and high quality of life.

### Keeping Dollars in the Community

Flagstaff wants the benefits of a strong economy to flow to the local community. A key focus of economic development activity is **developing and retaining local businesses that help keep dollars circulating in the local economy.**

The City of Flagstaff helps support local business where it can. For example, it has invested in the **redevelopment of Sunnyside neighborhood**, focusing on Fourth Street as a “mixed-use” commercial corridor. Investments in other neighborhoods has helped spark economic revitalization. The City has also strengthened cooperative relationships with outlying communities to bolster greater Flagstaff’s position as the economic hub of northern Arizona.

Community leaders and government demonstrate understanding and concern for local business owners. They are proactive in helping businesses succeed. Local businesses have partnered with Northern Arizona University to conduct **research and development on products** that can be produced in the community. A **venture capital pool** has been established to make

loans available for new business start-ups and to create local investment opportunities. A growing number of local vendors successfully compete on local bids for products and services.

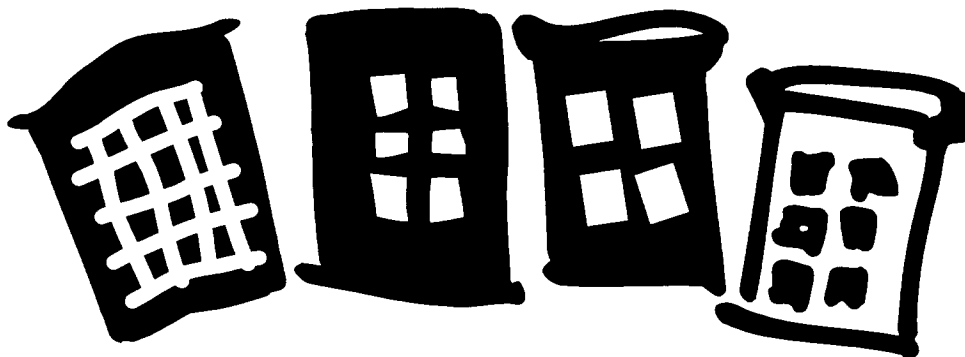
### Developing Local Resources

Flagstaff has a wealth of **natural assets for economic development, including recreational, natural and cultural attributes. It takes strategic advantage of these strengths to attract and develop businesses that support community values.**

Flagstaff is increasingly promoted as a **visitor destination in itself** – not just a place to pass through on the way to somewhere else. Major new visitor attractions, improved convention and meeting facilities, and one-of-a-kind arts and cultural activities and events have helped **upgrade the quality of tourism** and increased the volume of dollars spent locally. More visitors come to Flagstaff to learn, expand their horizons and enrich their lives.

“**Eco-tourism**” – tourist trade that both respects and draws upon the natural environment – is strongly promoted in greater Flagstaff and surrounding areas. Back country hiking tours, nature interpretation classes, and environmental awareness and enhancement experiences attract as many people as traditional forms of outdoor recreation.

The region’s forest industry has undergone an economic transformation based on sustainable forest management, including selective harvesting practices. Flagstaff has become a **center for research and development** on new forest products based on sustainable management. This has attracted new investment and business start-ups, resulting in new jobs for the community. At the same time, negative environmental impacts and fire hazards related to forestry in the region have been dramatically reduced.



Flagstaff has a new **Multi-Use Center** and an expanded variety of meeting facilities and arts centers. These facilities have given a boost to the thriving destination tourist industry. The attraction of more trade shows and business expositions has reinforced Flagstaff's status as a visitor destination, pumping dollars into the local economy and bolstering Bed, Board and Booze (BBB) revenues.

### **Opportunities for Youth**

**When it comes to investing in its youth, Flagstaff has its eye on the future. The community provides its young people with the education and training they need to compete in a changing economy.**

Young people are given opportunities to apply their education and move into productive employment through expanded **school-to-work programs** at Flagstaff Unified School District, Coconino Community College, and Northern Arizona University. All three institutions provide **youth internships and work study programs**. In addition, a **community-supported vocational program** has been established.

### **Regional Airport**

**Flagstaff sees its airport as a vital link in the economic development of the community, supporting the passenger and air freight needs of local businesses, residents and visitors.**

Airport usage has increased, partly due to airport promotion and local tourism initiatives. **Expanded airline service, new routes and connections** to additional regional air hubs have provided people traveling to and from Flagstaff with more travel options. Affordable airline tickets have made air travel a more attractive alternative. The **airport industrial development zone** is thriving. It is supported by city, county and state government initiatives and local business partnerships.

## PROTECTING THE ENVIRONMENT

*IN 2020, greater Flagstaff residents share a common bond in their love of the environment. The natural beauty that surrounds and encompasses the community is more than just a backdrop; it is its soul and the essence of its values. Nature is precious to people who live here and they devote considerable energy and attention to enjoying, protecting and enhancing it. Local citizens consider the spectacular scenery and landforms surrounding them to be irreplaceable gifts that must be preserved for future generations. From keeping water clean and abundant to protecting the darkness of the night skies, residents are dedicated to maintaining the magic and charm of their very special part of the world.*

### Open Spaces and Greenways

People in Flagstaff believe that the community's open spaces are too precious to be lost or traded away. They have ensured that an abundance of open space in and around the community is preserved even as the region grows.

A Greater Flagstaff Open

Spaces and Greenways

Coalition is overseeing the implementation of the region's Open Spaces and Greenways Plan.

As a result, designated open spaces and greenways are permanently protected.

All land within the Regional Urban Growth Boundary (RUGB) has been clearly designated for future development or protection as open space. The Growth Management Alliance (GMA) has developed guidelines based on planning and zoning ordinances on where and when new development will occur. As new development occurs, areas are set aside as open space.

Open spaces are designed to provide bicycle and pedestrian access. Opportunities for trail access for people with disabilities are provided. Bicycle and pedestrian paths connect neighborhoods and commercial areas to open spaces. Public access to open spaces and greenway areas is well-maintained and clearly identified. Most community residents live no more than a 15-minute walk from these access points.



Selected U.S. Forest Service and state lands have been zoned as open space and are no longer available for development. The Forest Land Management Plan reflects this change in status. Community input is actively sought in making decisions on the sale and removal of public land from public ownership.

The **Rio de Flag** provides a nearly continuous public corridor through the community where natural vegetation has been restored.

### Scenic Views

For Flagstaff residents, seeing the area's beautiful natural surroundings is an integral part of the community's quality of life. Exceptional scenic views of the natural landscape continue to exist from most locations in the city.

"View corridors" have been identified, and zones have been established to protect key scenic views, including views of the **San Francisco Peaks**. Broad scenic corridors have been created along John Wesley Powell Blvd. and a Fourth Street extension, adding attractive gateways to the community. Design review guidelines protect scenic views. Design ordinances guide the height of buildings and clusters taller buildings in certain areas to protect views. Billboards no longer intrude on city vistas.

A **community sign ordinance** provides businesses with an opportunity to identify themselves in an aesthetic and unobtrusive manner.

Natural scenic beauty in Flagstaff is also protected through other means. Citizens participate in clean-up projects. Natural clusters of rock, plant and tree populations, including oaks, have been preserved. Landscaping designs incorporate "dry channels" to drain storm water run-off.

### Healthy Forests

Keeping forests healthy is an important part of caring for the environment. Flagstaff's surrounding forests are managed in ways that are wise and sustainable, with flourishing grasslands, age-diverse timber stands, and healthy wildlife habitat.

The Flagstaff community understands and supports the role of good forest management in maintaining healthy forests and reducing the threat of catastrophic fires. **Selective logging practices** in forest lands have opened up tree spacing and brought back natural grasslands. Appropriate **fire management practices** and

**education of residents** living in forested areas have also helped keep trees healthy and fire-resistant. Such practices contribute to the continued scenic beauty of Flagstaff and citizen safety.

Alternative uses for **forest industry by-products** have been developed. New value-added businesses have been developed that make use of the small trees and forest by-products. Local forest product industries are supported by research, development and business start-up incentives.

## Wildlife

**People in Flagstaff understand the delicate interface between urban areas and wildlife habitats, and support measures to protect and manage wildlife.**

A **healthy, diverse wildlife population** continues to exist in Flagstaff and surrounding areas. There is excellent cooperation between the U.S. Forest Service, Arizona Game and Fish Department, local ranchers and forest product industries on wildlife management issues. Education is provided to residents living in areas with significant wildlife populations to **reduce human/wildlife conflicts**.

## Historic and Cultural Resources

**Flagstaff's present and future is integrally tied to its past through its many historic, archaeological and cultural resources. These resources are vigorously protected.**

The public places a high value on **learning about the community's heritage**. Educational programs help community members and young people understand and appreciate local and regional history, architecture and culture. **Historic, archaeological and cultural sites** are carefully stewarded and protected to ensure that nothing of value is lost, stolen or degraded. Artifact hunters and glyph defacers are consistently prosecuted under strictly enforced federal laws.

## Air Quality

**Flagstaff prizes its air – among the cleanest of any city in the nation. The community aggressively safeguards its airshed for the sake of its health, its quality of life, and its future.**

Flagstaff takes a proactive approach to air quality, working to eliminate pollution before it is created. **Preventive air quality measures** taken include auto emissions testing, “no burn” days, stronger wood stove regulation, forest harvesting in

conjunction with controlled burning, and promotion of alternative forms of transportation. In addition, **paved roads** are now universal in all developed urban areas, reducing the dust and fine particulates from dirt roads.

**Clean, energy-efficient public transit** in greater Flagstaff contributes to continued excellent air quality. Transit has been expanded to include more frequent service to more places. Weekend transit service exists along major transit corridors. Pedestrian-friendly streetscapes in major commercial areas and in neighborhoods encourage more people to leave their cars at home and walk or bicycle instead. The use of **pedestrian and bicycle paths** is encouraged. School children are encouraged to walk or bicycle to school when their personal safety is not compromised.

## Water Resources

**Water is a precious commodity in semi-arid Flagstaff, and is treated with utmost respect. As a result, the community continues to assure itself adequate quantities of high quality water.**

Flagstaff residents use their water supply wisely, and are committed to aggressive water conservation and reuse. Water conservation in the community is promoted and achieved through comprehensive **conservation programs and incentives**. Citizens are educated about water conservation, water-thrifty landscaping, and efficient watering practices.

Homes, businesses and parks are encouraged to use water-conserving native plants for their landscaping. **“Xeriscaping”** – the practice of highly water-conserving landscaping – is used in major new developments. Efficient landscape watering techniques, such as “drip irrigation” systems, are in place where automated landscape watering is required.

Regulations guide business development and commercial use of water. **Commercial water recycling** is promoted for motels and hotels, Northern Arizona University, businesses and industry, government and other major water users.

Citizens understand that not all available water is economically accessible. Availability of water supplies and sustainability of reservoirs in Flagstaff is determined on a regional basis. Local jurisdictions and government agencies work cooperatively for **regional water basin management**. Quality as well as quantity of available water is taken into consideration in planning to accommodate future regional growth. Water is

neither given away nor sold to other cities.

A regional water management system has been developed to manage regional water sources.

**Wetlands** are selectively used for environmentally sound wastewater treatment, water quality improvement and aquifer recharging programs. Controls are in place to reduce Lake Mary water pollution by boaters, livestock and run-off.

A **storm water master plan** has been developed and adopted to guide the management of storm water in the region. Storm water is diverted to recharge ponds, lakes and reservoirs. Current technologies are used to recycle rather than discharge storm water. Parking lots are planned with water infiltration technologies that benefit landscaping. **Storm and “gray water” (minimally used waste water) are recycled** via different lines for different uses. Additional uses have been found for gray water and effluent.

## **Solid Waste Management**

**Flagstaff residents know that a “throwaway society” is a dangerous myth. The community has dramatically reduced its volume of solid waste it generates, recycles more of its waste, and efficiently and safely disposes of what is left.**

**Waste reduction and recycling** has become an integral part of daily life and work in Flagstaff. The community has established and achieved successive goals for recycling a significant percentage of the waste stream. All residences and businesses recycle. **Residential curbside recycling and commercial recycling programs** are fully developed and implemented. Local restaurants, hotels and motels and tourism-related facilities and attractions actively promote **recycling by visitors and tourists**. Community members receive local refunds on beverage bottles and cans. A program and facility for **yard debris recycling** have been established. Yard debris is composted rather than buried in landfills. Recycled yard debris is used for community landscaping and gardening programs.

## **Noise Pollution**

**Quiet is a vital aspect of the quality of life in Flagstaff. As a result of aggressive community measures to minimize and reduce noise pollution, Flagstaff enjoys acceptably low levels of noise.**

Tree plantings have been used to create **noise buffer zones** along major arterials. Use of horns by Santa Fe trains and truck “jake-brakes” has been

reduced. Locomotives and aircraft have been required to reduce noise levels. **Noise abatement measures** have been implemented at the airport.

## **Night Skies**

**Greater Flagstaff’s residents have long enjoyed and benefited from the beauty of its night skies. The community’s night skies remain naturally dark, enhancing aesthetics and sustaining astronomical activities.**

Flagstaff has maintained its progressive stance regarding **regulation of outdoor lighting**. A citizen’s committee, including representatives of local observatories, works with businesses, institutions and developers to ensure that night sky views are protected. Outdoor lighting sources, including street lights, commercial buildings, shopping centers, parking lots and gas stations, are regulated. Lighted business signs are also controlled through a community sign ordinance. Residents are encouraged to use **low-wattage light bulbs** in all outside lighting fixtures and to reduce nighttime lighting. With an overall reduction of crime in the community, businesses and residents are less interested in excessive nighttime security lighting.

## **Environmental Urban Design**

**Flagstaff’s citizens know that the question is not whether their community will grow but how. As the region has grown, quality urban design has helped shape development and redevelopment in a way that preserves community integrity, character and livability.**

**Residential development densities** – the number of housing units per built acre – are a key tool in promoting good urban design and growth management. Different densities are promoted for different types of developments in different parts of the community. The community has come to appreciate the advantages and benefits of clustered residential development.

In general, residential development is concentrated in or near the core of the city. Such development is enhanced by dedicated greenways and is strategically located near community focal points, including parks and public transit stops. Schools, shopping, recreation and other services are within walking and bicycling distance of neighborhoods. **Concentrated development** conserves land, minimizes sprawl, supports public transit, mitigates pollution, and reduces the cost of housing and urban services.

Quality urban design is actively promoted among local businesses. Developers and builders are assisted

in meeting design guidelines. Incentives are also provided for **environmentally-friendly construction** that conserves resources and minimizes negative environmental impacts.

Landscaping in public parks, planting strips and other places takes into consideration color, texture and variety. Major streets have **aesthetic streetscapes**, including special plantings and signage controls. The community's sign ordinance guards against visual blight. Disturbed areas are reclaimed with ground cover and trees.

## **Environmentally-Friendly Industry**

**Companies that care for and respect the environment find a sympathetic home in Flagstaff. The community actively attracts those businesses that have demonstrated they operate in ways that are friendly to the environment.**

Working with citizens, government, business and environmental groups, Flagstaff has established **standards and guidelines** that clearly define "environmentally friendly" and "green" industry. These standards and guidelines are used when recruiting new industry and businesses, as well as to provide information to existing businesses.

**Environmental education and training programs** are available to consumers, existing business owners and employees on care and respect for the environment, as well as state-of-the-art environmental business practices. The community sponsors an annual **Environmental Business Fair** to keep Flagstaff in the forefront of environmental business practices. More businesses willingly incorporate environmental protection into business practices. Consumers understand and accept that the cost of environmentally sound practices must be shared.

The Greater Flagstaff Economic Council, Flagstaff Chamber of Commerce, regional government recruiting agencies and environmental groups and other business development interests target **environmentally-friendly businesses** for possible recruitment to the region. In turn, new businesses and visitors to Flagstaff are strongly attracted by the community's environmental ethic and standards.

## **Environmentally-Sensitive Lifestyles**

**To live in Flagstaff is to be in touch with the natural environment. Phrases like "reduce-reuse-recycle" are not mere slogans. Community members actively practice environmentally-sensitive lifestyles.**

Flagstaff residents have many opportunities to **learn about and adopt environmental lifestyles**. Community classes, government programs and incentives, and public events and activities facilitate strong environmental awareness and promote energy and water conservation, waste reduction and recycling, pollution prevention and environmental ethics. New community residents are informed about resource conservation values and policies in Flagstaff. Children are educated on environmental lifestyles through the schools.

**Community gardens** that employ water-conserving, organic gardening techniques are strongly promoted and supported. Compost and mulch are available for these gardens through a community yard debris recycling program.

Incentives are provided for energy efficient buildings and solar energy. Affordable solar, electric and wind technologies are widely available. Building codes and zoning regulations allow for **new approaches to environmental building**, including straw bale construction, "earthship" homes, and composting toilets. A **market pricing system** supports conservation goals. Residents pay for what they use without subsidies. For example, water pricing is based on real cost.

**"Adopt-a-tree" programs** encourage everyone to care for existing trees and to replace those that have died. Animals and plants are considered when development occurs.

## **Low-impact Recreation**

**Recreation that harms the environment is incompatible with the values of Flagstaff citizens. The community provides an abundance of low-impact recreational opportunities in and around Flagstaff that offer a better alternative.**

Flagstaff residents understand the environmental impacts of some traditional recreational activities. Through environmental education, more community members have embraced **low-impact, environmentally-friendly recreation**. For example, area hikers adopt a "leave-no-trace" approach: they stick to designated trails; avoid cutting across wild terrain; do not disturb native flora and fauna; and never leave litter or other signs of human use.

The Flagstaff area has a **system of roads and trails** in place to accommodate a variety of recreational needs in an environmentally sensitive manner. Mechanized and motorized modes of recreation are well-managed. ATV, snowmobile and four-wheel-drive vehicle uses are managed and their impacts controlled.

## MANAGING GROWTH

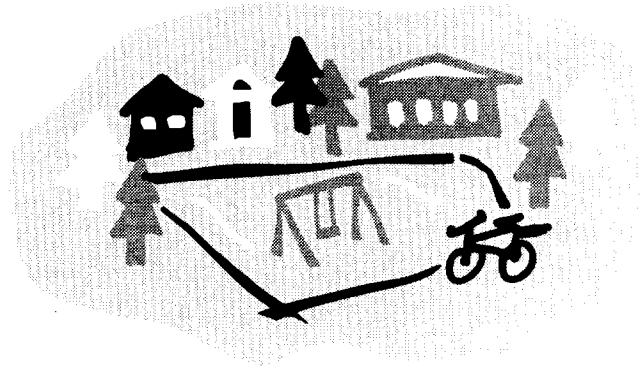
IN 2020, people in greater Flagstaff have learned to manage growth in ways that maintain their community's enviable quality of life. Growth in the region is contained and well-planned. Flagstaff's thriving, people-oriented downtown is surrounded by livable neighborhoods, attractive business development and protected open spaces. Ample parks and open spaces within the urbanized area complement the spectacular natural beauty surrounding the community. Particular emphasis is placed on locating development close to public transit and providing access for pedestrians and bicyclists, so people spend less time in their cars. When driving is necessary, it occurs on a sound, well-maintained road system with good traffic flow. Because Flagstaff is such a special place to live, its residents guard their quality of life zealously. Citizens and government work together to make good use of growth management tools that help greater Flagstaff shape its future, ensuring a livable community for all its residents for generations to come.

### Growth

Flagstaff recognizes that growth is inevitable, but has carefully shaped growth in ways that preserve the community's environment, historical identity and livability.

Rather than being controlled by growth, Flagstaff strategically manages growth through wise planning and the use of progressive tools for growth management. A **Regional Urban Growth Boundary (RUGB)** for greater Flagstaff has been developed and put into place. The RUGB includes the City and surrounding urbanized or developable areas; it is distinct from Flagstaff's Urban Services Boundary. Land within this boundary may be developed for urban uses, while land outside the boundary is protected from development or preserved for other uses. **Urban sprawl has been greatly reduced** through use of the RUGB. Growth has been maintained at a rate that complements the local economy, but does not inflate the cost of living.

Within the RUGB, the practice of **land trades between the Forest Service and land developers** has been significantly reduced. As a result of changes in state law, State Trust Land sales and management in the RUGB are also compatible with the Flagstaff 2020 vision.



Citizens take an active interest in growth management. **Public involvement in growth decisions** is strong. Citizens living within the RUGB can vote on development issues within this boundary.

### Planning

Flagstaff understands that the key to effective growth management is sound planning backed by interjurisdictional cooperation. Local and regional planning in greater Flagstaff have taken on a stronger, more comprehensive role.

Growth-related planning in greater Flagstaff is conducted on a regional basis, as well as by individual jurisdictions. A **Growth Management Alliance (GMA)** has been established to guide regional growth and address other regional issues such as land-use and transportation. GMA includes local citizens as well as representatives from the City of Flagstaff, Coconino County, State of Arizona and federal government agencies including the U.S. Forest Service. GMA is responsible for establishing and maintaining the Regional Urban Growth Boundary (RUGB).

GMA has developed a **Master Plan** that defines community assets and reflects the community's shared vision. It includes a variety of tools and techniques, such as consistent zoning within the RUGB. **Community infrastructure** – such as roads, utilities and urban services – is used strategically to guide development, discourage urban sprawl, and prevent “leapfrog” development. The City has “**landbanked**” property for future development as parks, libraries and community centers.

The community has given top priority to preserving and protecting open space, both within the city and in surrounding areas. An **Open Spaces and Greenways Plan** has been adopted and fully implemented. Commercial and residential developments

now include aesthetic and recreational greenways. Clustered residential development is balanced with parks, wilderness and gardens. The **San Francisco Peaks, Buffalo Park and Walnut Canyon** have been carefully preserved and protected from encroachment by new development.

## Transportation

How people “get there” dramatically shapes every aspect of a community. Flagstaff has rethought and restructured its transportation system to reflect a broader, more balanced set of goals and priorities.

Greater Flagstaff now relies on an integrated **regional multi-modal transportation system**, which includes pedestrians, biking, public transit, private carpooling and automobiles. A balanced traffic circulation system accommodates all of these modes of transportation.

In planning for transportation, consideration is given to **pedestrians first**, bicycles and public transportation second, and automobiles third. Shuttle buses carry passengers to downtown and other high-use areas. **Bicycle paths** are located throughout the community and within walking distance of homes and commercial districts. Flagstaff’s **Urban Trails System** has been fully funded and developed.

The Growth Management Alliance (GMA) guides **long-range transportation planning** within the Regional Urban Growth Boundary (RUGB). Citizen involvement in transportation planning means that responsibility for decision-making is shared by the community, government and private developers. The resulting transportation system contributes not only to improved mobility, but also environmental quality, historic preservation and the community’s sense of place. The community encourages, finances, develops and markets **public transit**, including shuttle buses. **Alternative sources of funding for public transit** have been pursued.

**Flagstaff’s road system and traffic flow** has been greatly improved to relieve traffic congestion and improve safety. **North/south arterial roads** have been redesigned. Traffic patterns

are continually monitored and problem areas addressed. **Narrower streets** that accommodate adequate emergency services are allowed in some residential areas. “**Traffic calming**” techniques help slow traffic and increase pedestrian safety in many neighborhoods.



## Development Standards and Design

Flagstaff is a special place to live and do business. The community has established and adheres to strong **development standards designed to direct growth skillfully and ensure the community’s continued livability.**

The GMA has established a simplified **uniform development code** that has been adopted by the City and County for lands within the Regional Urban Growth Boundary (RUGB).

Within the RUGB, developers pay **development impact fees**. These fees help cover the cost of basic services needed for new developments, including roads and utilities. New residential developments set aside land and/or funds for future neighborhood amenities, including schools and parks. New developments also provide **walkways, bicycle paths, transit stops** and allow for other close-by amenities.

Design professionals and experts help define regional development standards. Developers have incentives for “**mixed-use**” **residential/commercial development**. These mixed-use areas are designed to discourage construction of unnecessary roadways and deter regional sprawl. **Housing above businesses** is allowed and encouraged.

Affordable housing is encouraged through **concentrated housing developments**. Such developments provide a sense of neighborhood without consuming acres of land. Development standards also help protect views of the natural environment. Lighting standards meet safety needs but also preserve Flagstaff’s night skies.



A **design review process** implements design guidelines within the RUGB. It assures that new commercial and multi-family residential development meets architectural and aesthetic standards. Design review prevents national chain stores from imposing ugly, generic store designs on the community and protects the landscape from being dominated by parking lots. Strip-malls are no longer built. **South Milton Road has been beautified** and its status as a key gateway to the city has been emphasized.

New commercial development is **pedestrian-friendly**, with provisions for pedestrians and transit stops in front and parking in the rear. **Building heights** are carefully limited to preserve mountain views. “Intimacy” in design is encouraged to promote interaction between people, neighborhoods and the entire community. Design that revives historic American neighborhood qualities – front porches, sidewalks and street trees – is also encouraged.

New development in Flagstaff complements existing development, especially in historic areas. Architecture reflects the local environment, history and culture. **Native stone** is often used in masonry and walkways, while **indigenous trees, plants and shrubs** are used in landscaping.

## **Downtown**

**Downtown Flagstaff is the heart of the community and the economic, cultural and governmental hub of the region. The community has invested significant time, energy and resources to ensure downtown lives up to these roles.**

Downtown is a lively, festive place to be. Good planning has helped make it a center of activity. The downtown district is easily accessible from all parts of the city. Although downtown is accessible by automobile, it is oriented to pedestrians and persons with disabilities. **Perimeter parking facilities** at the edges of downtown promote pedestrian access while relieving traffic congestion. There is a **dedicated pedestrian plaza**. A public transit “mall” limits access by other motorized vehicles. **Public spaces and transit stops** are people-oriented and aesthetically pleasing. **Shuttle buses** connect downtown with Northern Arizona University and Snowbowl.

**A downtown community square** contributes to a sense of place. New development reflects the district’s **historical architecture** and small-town character. **Southside** is no longer in a flood plain and is better integrated with downtown because the **Rio de Flag** has been re-routed and redeveloped into a genuine community amenity.

## IMPROVING HOUSING AND LIVABILITY

*IN 2020, greater Flagstaff residents feel connected to the community through their homes and neighborhoods. An adequate supply of affordable housing makes it possible for community residents to put down roots and build a life here. Friendly, active neighborhoods add to a local sense of belonging. Residents find it easy to get from their homes to local schools, parks and shopping by walking, biking or taking public transit. These measures, along with better designed roads, have greatly reduced traffic congestion. They also provide freedom of movement, healthier lifestyles and a realistic alternative to automobiles. They also give people more contact with their neighborhoods, their community and nature – three of the most satisfying aspects of living in Flagstaff.*



### Affordable Housing

For Flagstaff residents, the American Dream of owning a home is still a reality. The community has an adequate supply of affordable housing in settings that offer a high quality of life.

Flagstaff promotes affordable housing in a variety of ways, including residential development that makes better use of available land. **New concentrated residential developments** incorporate common areas, greenways and dedicated open space. Public transit, services and amenities are all located within short walking or bicycling distance of such developments. **Small-scale “accessory” apartments** and **“infill” development** help increase housing availability in existing residential areas and older neighborhoods. Residential traffic is coordinated with a traffic master plan to minimize congestion. Affordable housing also includes residences above businesses, attractive and well-designed manufactured housing, and other alternatives.

**Housing development patterns** enhance environmental quality by helping citizens conserve energy, land and natural resources, and offer residents greater convenience by reducing their reliance on automobiles for daily shopping and recreation. Well-planned roads, public transit, pedestrian walkways and bicycle paths improve local access and reduce congestion.

Designated open spaces and greenways complement and balance development, making for a more vital, interactive and exciting community. Neighbors in these areas tend to connect more frequently and look out for one another. They show great pride in maintaining their common areas.

First-time homeowners and low-income community members are able to find housing they can afford in Flagstaff. **Building codes and zoning regulations** have been revised to promote affordability without compromising quality. **Affordable housing incentives** also encourage developers to build more homes that are within the financial means of average households.

Affordable housing is sometimes built through **public/private partnerships**, where government and builders cooperate to share certain costs.

Northern Arizona University and

Coconino Community

College have worked with the public and private sectors to relieve some of the pressure on affordable housing. Private sector developers have built additional **housing for students and their families** on University-owned land.

**Flagstaff’s neighborhoods** provide more affordable housing opportunities through planning and redevelopment. Neighborhoods have become attractive, thriving, cohesive **pedestrian/bicycle-oriented communities** that are well-served by public transit. Residential areas have been successfully integrated with **neighborhood-friendly businesses and services**.

**Southside** has been redeveloped so that the interface with NAU preserves the unique character of this historical neighborhood. Special programs help low-income neighborhoods with rehabilitation and infrastructure improvements. Older buildings in some areas have been rehabilitated into **low-cost efficiency housing units** for low-income residents and co-op apartments.

### People-Oriented Neighborhoods

Flagstaff’s neighborhoods are safe, active, friendly places. They bring people together on a personal and local level, creating a “close-to-home” sense of community.

Flagstaff's neighborhoods are oriented to pedestrians and bicycles. Throughout the community, new and existing neighborhoods have sidewalks. The creation of more **pedestrian and bicycle paths** has reduced traffic, lessened air pollution and increased safety. **Linear parks** along streets and transit corridors provide access for pedestrians and bicyclists. Flagstaff's **Urban Trails System** has been expanded in all directions. Many pedestrian and bicycle paths are paved and maintained year-round.

Open spaces and greenways in greater Flagstaff enhance the quality of life for every neighborhood. Residential areas are no more than a 15-to-20 minute walk from a park, open space or natural wildland area. Every neighborhood has access to a **neighborhood park**, or to parks and open spaces in other parts of the community through the pedestrian and bike trail system.

Flagstaff's **neighborhoods are open and accessible to all**. Decreased crime rates have eliminated the need for closed, gated residential developments. Neighborhoods include various types and costs of housing. **Assisted care housing and group homes** for the elderly and people with disabilities are more readily accepted by local neighborhoods. These homes provide opportunities for a more socially integrated community.

**Mixed-use neighborhoods** comprised of housing and businesses that serve local residents have become more common in some areas. Businesses in these neighborhoods take extra care in complying with special zoning and code restrictions. This preserves neighborhood aesthetics and safety while minimizing noise and traffic impacts.

People in Flagstaff feel great neighborhood pride and ownership. Neighbors work together to change their communities for the better. The neighborhood watch concept has been broadened to become **neighborhood care**; it embraces a range of neighborhood-oriented activities and programs including public safety, recreation, celebrations, environmental protection, and mediation of neighborhood disputes. Neighborhood centers and local schools are increasingly used for neighborhood events and activities.



## Alternate Modes of Transportation

To prevent urban sprawl and promote livability, Flagstaff increasingly relies on alternative modes of transportation, including walking, bicycling and public transit. The community has developed the infrastructure to make these choices convenient, accessible and affordable.

Because of population growth in greater Flagstaff, more federal funds have become available for alternative modes of transportation and their use is encouraged. Incentives are provided for households to have fewer automobile registrations. **Carpooling** is planned for and promoted. Automobile use is discouraged downtown through a variety of mechanisms. **Park-and-ride lots** in a number of regional locations provide a place for people to park outside the downtown core and other business centers and to take shuttle buses to those areas. **Shuttle buses** run from downtown to Southside and Northern Arizona University along Beaver and San Francisco streets.

**Convenient, user-friendly public transit** is available throughout greater Flagstaff. Public transit schedules and fares have been coordinated with the Flagstaff Unified School District's bus system for greater efficiency and cost savings.

Pedestrians are given priority treatment in many parts of town, including downtown Flagstaff. **Pedestrian walkways** pass over or under the railroad connecting downtown and NAU. **Pedestrian access for school children** has been addressed in ways that allow safe transit between homes and schools. In every area of the community it is possible to walk to a grocery store, local park or public transit stop. Needs of the disabled are also accommodated.

**Bicycle routes** are located throughout the region and are incorporated into neighborhoods. More employees are encouraged to bicycle to work through **employer-provided bicycle parking** and showers. Some bicycle paths are separated from streets. Bike routes connect NAU with downtown.

### **Neighborhood Parks**

**Neighborhood parks, with their beauty and recreational opportunities, add another dimension to the quality of life in Flagstaff. They help give neighborhoods a sense of place and contribute to a strong, healthy community.**

Every Flagstaff neighborhood is within a short walking distance of a neighborhood park. These parks bring open space, aesthetics and interaction with nature within the reach of every community resident. Flagstaff's neighborhood parks offer comprehensive **recreational programs and activities**, enhancing livability at the local level. Most parks include **playgrounds, activity areas, and pedestrian and bicycle paths**. Some offer winter play areas, skating and sledding opportunities. A **community pool system** has also been developed in conjunction with Flagstaff's neighborhood park system.

As new residential developments have been built in the greater Flagstaff area, developers have worked with the community to create **new neighborhood parks** that are accessible and well-designed. New neighborhood parks are increasingly designed to reflect local geography, topography and natural landscape.

A **Rio de Flag park system** has been fully developed and now provides north and south bicycle routes, as well as pedestrian walkways. This linear park has helped address historical flooding problems through park and open spaces zoning and scenic easements.

## PROMOTING FAMILY LIFE, HEALTH & SAFETY

*IN 2020, greater Flagstaff is a healthy community with healthy people. The fact that its residents are active, vigorous and in good mental and physical health contributes to community vitality and stability. Flagstaff residents take personal responsibility for their health and well-being. At the same time, community agencies and employers provide programs and support services to help people lead balanced lives. From flextime for working parents to special programs for teenagers and elders, the importance of each member of the community is valued and supported. Special emphasis is placed on helping families and children, ensuring that Flagstaff is a safe and enjoyable place for a child to grow up in – and for families to thrive.*

### Supporting Families

**Families are a central part of Flagstaff's community life. Families come in many forms – and all find connections and assistance within the community.**

The concept of “family” is broadly defined to include a variety of household compositions. Families are respected by the entire community, and receive mentoring and support to help maintain family integrity. Single people have many opportunities to interact with families, participate in family activities and find support in family settings.

Many employers in Flagstaff support families by providing **flexible work schedules** for their employees and offer programs to help employees address family and child care issues. Parents and parents-to-be have access to **family and parenting classes**. Young people also learn about the demands and realities of family life through classes offered at local schools. Schools also support families by promoting carpooling and home safety.

Families have access to **family counseling and mediation services**. Families also have opportunities to get to know their local law enforcement officials through **community policing** programs and activities.

### Care for Children

**The Flagstaff community cares deeply about the physical and mental health, safety, education and overall well-being of its children. It supports a variety of programs to protect and nurture children.**

Services and developmental activities for preschoolers are accessible. Some schools offer **extended day programs** before and after regular school hours, where younger children can go to find safe, convenient after-school care. Low-income parents are eligible for financial assistance for day care. Some day care facilities cater to both seniors and young children, where people of various ages help one another. Safe, nurturing **children's group homes** are also available when a “home away from home” is imperative. A community “tool bank” gives parents access to loaned equipment such as child car seats and bicycle helmets. Mandatory use of seat belts for children is strictly enforced.

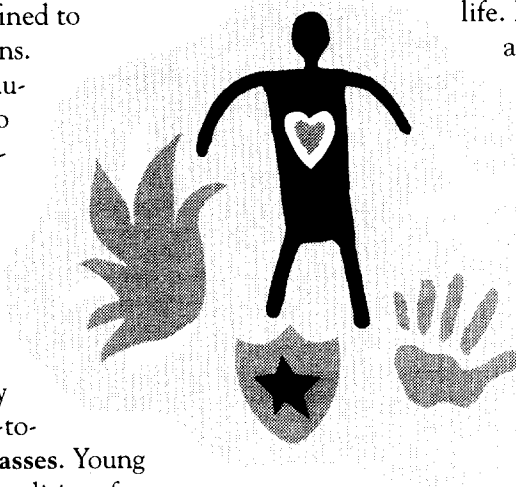
### Teenagers as Partners

**Flagstaff sees its teenagers as the budding future generation of citizens, business people and decision-makers, and offers teens both respect and responsibility.**

Teenagers are treated as partners in community development and life. Programs for teens are aimed at helping them realize their full potential as individuals and community members. A special effort is made to provide opportunities for teens to participate in community activities and events. The community has expanded its efforts to **mentor teenagers through community service,**

with scholarships and academic credit offered as incentives. Special efforts are made to include those normally disenfranchised in these projects.

The Greater Flagstaff Youth Commission works with law enforcement officials. When a teenage arrest is made, law enforcement and community health officials show sensitivity and discretion. Special emphasis is placed on the involvement of young people in **teen volunteer activities**, with a variety of opportunities to contribute to their community through, for example, environmental preservation, health services, child or elder care, cultural activity or animal care.



Community and neighborhood centers offer **supervised evening and weekend opportunities** for fun and responsible social interaction.

## Care of Seniors

Elders hold an honored and respected place in Flagstaff. The community takes good care of its senior citizens, and provides them opportunities to remain actively involved.

Flagstaff's **Adult Center** has expanded its senior services and has branches throughout the community. It works collaboratively with a number of other senior citizen organizations and advocacy groups to help address the needs of seniors.

Seniors have access to diverse, affordable **retirement and assisted care housing**. Expanded senior **transit services** are available seven days a week, providing seniors with transportation to community events, shopping and personal appointments. Assistance with retirement budgeting and financial planning, and medical services is also available. The community sponsors **adult companion programs** to provide seniors with companionship. **Elder day care programs** are also available for seniors who need them.

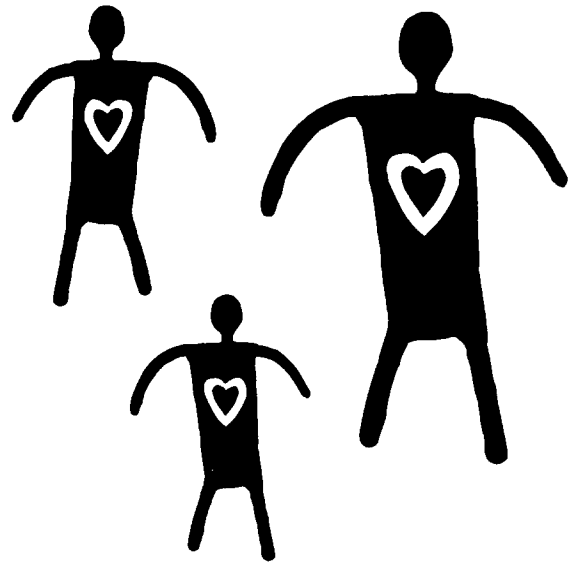
The enormous knowledge, skills and experience of Flagstaff's senior citizens are put to good use by **volunteer and mentoring programs**. SCORE (Service Core of Retired Executives) has been expanded to provide more opportunities for seniors to contribute to the business community.

## Health and Mental Health

Flagstaff residents know that nothing is more fundamental to quality of life than one's physical and mental health. The community provides programs and services to help residents with all of their health needs. **Mental and physical health screening – with follow-up – begins in infancy and is available throughout the life span.**

Universal health care is in place and available to people of all income levels in Flagstaff. The community places a strong emphasis on total physical and mental health, including preventive care for all ages and groups. Many Flagstaff health providers have long since achieved the integration of traditional Western medicine and holistic alternatives.

Flagstaff's North Country Community Health Center has evolved into a **network of neighborhood health care centers** that are easily accessible by walking or public transit. Social service agencies and other



groups serving physical and mental health needs have expanded and improved their services, coordinating their efforts through organizations such as the Coalition for Children and Youth. Primary care health centers located in Flagstaff schools have been expanded to cover all schools. Flagstaff Medical Center continues to function as a non-profit regional medical facility providing comprehensive, high-quality patient services.

Tools and assisted living are provided for **special-needs populations**, including those with physical and mental disabilities. Public buildings, facilities and transportation are free of physical barriers and physically accessible to everyone.

**Family planning counseling and education** are readily available. **Pre-natal care** is emphasized and pre-natal education is offered to all pregnant women. **Birth centers** provide midwives and doctors who are available and affordable. **Teenage mothers** receive help and education through a variety of programs. Many employers provide **family leave**, and some provide on-site or nearby infant and child care.

Classes and seminars on **prevention, wellness and alternative health care** are provided at clinics and community centers, as well as schools. Preventive programs have dramatically reduced the incidence of alcoholism and substance abuse in the community, and skilled treatment is available when needed. Health and mental health professionals also receive training in effective and empathetic interpersonal skills so they are able to relate to the people they serve.

## **Fitness and Wellness**

**Flagstaff residents know that physical and mental health are closely linked to healthy lifestyles, exercise and outdoor activities. They place high priority on providing such opportunities for the entire community.**

Residents have access to a variety of affordable health and fitness facilities, such as the YMCA and YWCA. **Community-supported fitness centers** have been created and financed by revenues such as Bed, Board and Booze (BBB) funds. Such facilities offer health, wellness and fitness programs that appeal to all age groups. Private health and fitness clubs are affordable and appealing to youth as well as adults. They offer a growing number of year-round **family and youth activities**. Many employers provide on-site workout facilities and locker rooms for their employees.

## **Community Safety**

**In Flagstaff, citizens interact with one another freely because they feel safe doing so. Flagstaff's streets, neighborhoods, parks and public places are safe and secure places to be.**

The community's streets and parks are safe to walk any time – day or night. Its neighborhoods have reduced crime through Neighborhood Watch and community policing programs. The volunteer **Community Patrol** program has further cut down on crime. **Traffic safety programs and improvements** and stricter law enforcement have reduced traffic-related injuries. Bar owners are encouraged and supported in taking steps to eliminate drunk driving.

**Job training and employment opportunities** have helped steer potential offenders away from crime. Youth group activities and programs help keep kids off the street and out of gangs. In addition, **youth mentoring programs** help juvenile offenders.

Flagstaff maintains a **“zero tolerance” policy regarding domestic abuse and family violence**. **Public safety and family education programs** have significantly curbed family violence by promoting better communication. Every neighborhood has **designated “safe houses”** for adults and children. These places provide a safe haven in an emergency and a refuge for children threatened by family violence.

As Flagstaff has grown, **fire protection and emergency services** – both equipment and personnel – have been expanded accordingly. These services have been designed to ensure that all residences and neighborhoods fall within acceptable guidelines for emergency response times and are equally served.

## FOSTERING HUMAN DEVELOPMENT

*IN 2020, life in greater Flagstaff is enriched and enlivened by arts, sciences, education and cultural offerings. The presence and influence of these activities is felt throughout the community. Art is as prominent in public places and plazas as it is in museums and workshops. Music fills the streets as well as concert halls. Education is a lifelong pursuit, with plentiful opportunities for people of all ages, backgrounds and cultures to develop their full potential. Science plays a prominent role with astronomy and a host of scientific activities that distinguish Flagstaff from other communities of its size. Whether on a large or small scale, the scientific, educational and cultural attributes of Flagstaff foster a rich, satisfying and rewarding life for people who live here.*

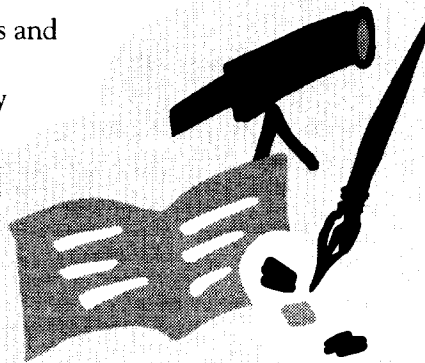
### Opportunity

**Flagstaff residents know that much of the character and soul of their community comes from education, arts and sciences. The community vigorously encourages, recognizes and supports these activities.**

All aspects of the arts and sciences are promoted in Flagstaff. The community has assessed its needs and resources in each of these areas, and has increased its commitment and funding accordingly. Arts and sciences in the community benefit from substantial grants and corporate underwriting.

Arts and sciences are particularly emphasized in all of **Flagstaff's schools**, where they are seen as making a major difference in the lives of children. Arts and performing arts – including music, drama and dance – are a strong component of **early childhood education programs** and curricula.

Facilities for arts are plentiful in Flagstaff. A **Flagstaff Multi-Use Center** has been developed, providing a major new public facility, community-wide resource and economic asset. The Center attracts people of all ages and provides space for education and hands-on activities.



The community also provides opportunities for citizens of all ages to participate in performing arts groups, including a theater group, youth orchestra, artists' league and more. In addition, Flagstaff offers an abundance of **artist co-ops, galleries and public spaces** for displaying artwork and fostering art appreciation.

Flagstaff is nationally recognized as a **leading scientific center**. This reputation is supported by the activities of such long-standing community institutions as Lowell Observatory, U.S. Geological Survey, U.S. Forest Service, Northern Arizona University and the Museum of Northern Arizona, as well as newer science-related groups and organizations. Scientists from around the world come to Flagstaff to research, study, lecture and teach. Flagstaff schools take advantage of these exceptional resources to involve youth in science. Flagstaff's **Festival of the Sciences** has been greatly expanded with the help of local and national funding. This event attracts participants and visitors from near and far.

### Accessibility

**People in Flagstaff do not have to seek out cultural enrichment; often, it comes to them.**

**Opportunities abound throughout the community for appreciating and learning about arts, science and culture.**

**Flagstaff's libraries** – including the Flagstaff City/Coconino County Public Library, libraries in local schools, Northern Arizona University and Coconino Community College libraries, and the libraries of local museums, scientific and cultural institutions – have been expanded, upgraded and interconnected to meet the information demands in the 21st century.

These collections provide unparalleled access to knowledge for all of Flagstaff's citizens.

An extensive, state-of-the-art **community computer network** is accessible to all groups and individuals through libraries, schools and neighborhood community centers. The use of technology fosters access to and provides an array of educational programs to the community.

**Traveling exhibits** make their way through the community, providing people an opportunity to learn and experience art, science and culture at the local level. Community members have access to **working arts and crafts facilities** where they can develop and improve their artistic skills. Numerous

galleries, performance areas and affordable studio spaces are available. Young people have many opportunities to participate in **art, dance and neighborhood celebrations**.

Flagstaff churches, religious and spiritual organizations are actively involved in supporting human development activities. They cooperate in providing facilities and programs for arts and cultural education.

## Affordability

**In Flagstaff, all citizens have an opportunity to advance their education and become more productive, successful members of the community. Everyone has equal access to education – regardless of cost.**

Community members of all ages have broad access to a variety of **educational scholarships and grants**, many of them generated from within the community. Both Northern Arizona University and Coconino Community College promote accessible and affordable education for all community residents.

Private businesses play an important role in promoting education opportunities. Students participate in **degree/work exchange programs** sponsored by local businesses. These programs enable college students to receive academic credit for real-world work experiences or internships. This encourages local businesses to help their employees to continue to complete their college education. Skills and knowledge are also shared through a **community mentoring program**. To encourage involvement in the arts and sciences, local businesses and community organizations also sponsor free tickets to events.

All Flagstaff schools have been assured **adequate, stable funding** through initiative measures developed and adopted at the community level, business support, and state legislative reforms. Funding is accessible to public and private schools, as well as institutions of higher learning. Coconino Community College has raised sufficient funding to expand its services. Funding for local **library programs and facilities** has increased.

## Cultural Sensitivity

**Different cultural backgrounds provide a rich population mix in Flagstaff. The community's respect for its cultural diversity and pride in harmony across cultures is an integral part of local educational and cultural experiences.**

Schools foster tolerance and understanding by instilling in students an appreciation and **respect for cultural diversity**. Schools have been successful in eliminating racial/ethnic stereotyping and helping people from different cultures find common ground.

Textbooks are inclusive and contain histories of various cultures and races. Students are also educated on the scientific and technological contributions of all cultures. Schools pay special attention to high-risk students in order to help them stay in school and succeed.

**Cultural diversity training and education** bring parents, teachers and families together. Public recognition is given to the contributions of all minorities and cultural groups. Native Americans, as well as other ethnic groups, are among the owners of galleries displaying regional art. Local merchants are sensitive to unauthorized commercialization of tribal culture and religion.

Throughout the community, knowledge of elders is honored and celebrated through **oral history programs and historical archives**. There are many opportunities for **intergenerational learning**, where youth and elders come together to share knowledge, crafts and stories.

## Academic Innovation

**Academic programs in Flagstaff recognize that different people learn in different ways. Learning is encouraged at all ages and levels, and is accomplished through both traditional and innovative approaches to education.**

**Innovative school programs** provide alternatives to the traditional classroom experience and promote greater choice in how students learn. Students have access to a variety of teaching approaches for individual learning styles. **Small class sizes** are maintained at every grade level from kindergarten through college. The range of **alternative educational opportunities** has grown to include areas of specialization. Schools allow for alternative programs in the arts and sciences, career exploration and student sabbaticals. Parents are actively involved in monitoring and contributing to their children's education progress.

Reading in Flagstaff is a fundamental part of the learning experience. The community is committed to and strives for 100 percent literacy. **Literacy programs and classes** throughout the community help people of all ages learn to read and apply their reading skills in daily work and life.

## Lifelong Learning

Learning in Flagstaff is considered a lifelong adventure, beginning with early childhood, extending through youth, adolescence and adulthood, and continuing into old age. Whatever their age, people in Flagstaff continue to learn through numerous lifelong learning opportunities.

Formal education in Flagstaff is delivered through a seamless educational delivery system from primary to post-secondary levels. Traditional K-12 schooling integrates smoothly with the community's higher education institutions. Streamlined transfer linkages – the ability to move from school to school whether public or private – help Flagstaff students progress from K-12 to vocational technological programs or higher educational institutions.

Education is provided by the community as much as schools. Students learn about citizenship through **community service experiences**. An **arts and sciences mentorship program** links apprentices with practicing artists and scientists. Hands-on training is also provided through **vocational education programs**. Academic and technological education are integrated, to provide “reality-based” learning. All age groups have access to **environmental classes** in the region's forests and natural areas.

**Community schools** have expanded into a variety of adult evening and special interest courses, including traditional skills and crafts. Coconino Community College offers an array of classes and seminars on topics of community interest. Programs for adults and non-traditional students are geared to their specific needs. **Family life classes** are available to help individuals and families experiencing major life transitions.

Major Flagstaff employers actively participate in the education of their employees by supporting a variety of lifelong learning and higher education opportunities and experiences. **Workplace education** supports citizenship, literacy and language skills. Workers are acknowledged and rewarded for their life experience. Many employers promote periodical learning sabbaticals for their employees.

The community recognizes and puts the unique knowledge and skills of its citizens to good use. Those who demonstrate the principles and spirit of lifelong learning are upheld as examples for others in the community. **Community elders** regularly share their knowledge and skills.

## Higher Education

Flagstaff is rich in higher education resources and opportunities. Community members advance their careers and life goals by taking advantage of local higher education programs tailored to their needs and resources.

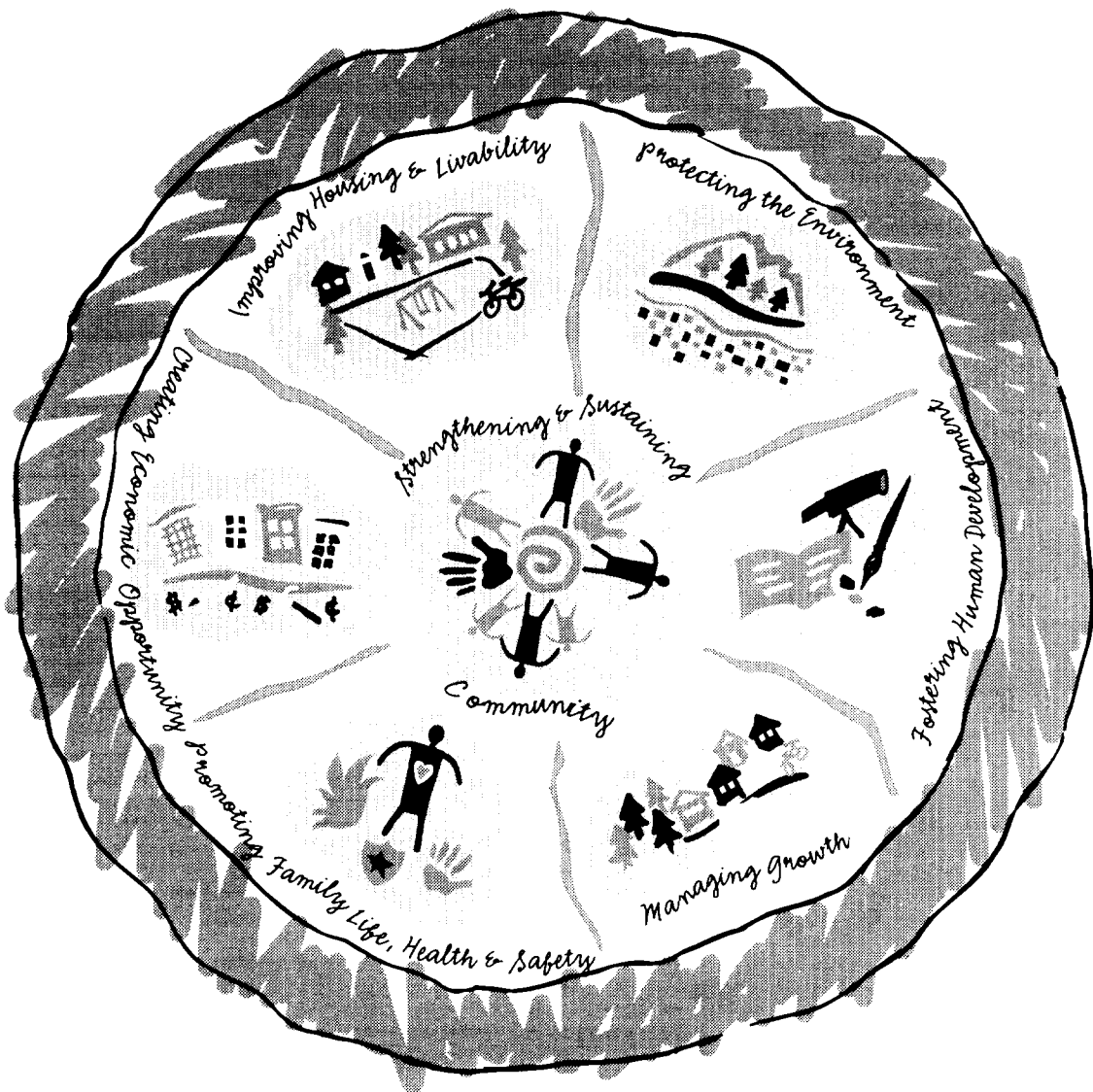
Higher education institutions in Flagstaff, including **Northern Arizona University** and **Coconino Community College**, provide learning opportunities for students of all ages. Programs at both institutions address the workforce needs of local businesses. A **Flagstaff Center for Lifelong Learning**, is established and dedicated to furthering adult and community-wide education. Vocational and technological opportunities have been expanded for non-degree students.

NAU and CCC continue to be recognized as vitally important educational, cultural and economic assets in greater Flagstaff and beyond. While NAU remains a relatively small state institution with smaller class sizes, it has extended its reach in Arizona through its “**distance learning**” programs and services. NAU and CCC support their faculty and students in actively contributing to Flagstaff through community service.



# CHAPTER FOUR

## Getting There: Seven Action Plans



# Creating Economic Opportunity

## GOAL: EXPAND SCHOOL-TO-WORK PROGRAMS

### Rationale

The action plan recognizes the growing importance of linking education to the work force and to strengthen the new, but promising “school-to-work” program being developed and implemented in the County. A key recommendation is to create a task force that will provide a variety of assistance to the “school-to-work” program. Action steps are suggested to maintain awareness of what skills employers need when they hire new employees, and to ensure that all populations are reached with this program.

# GOAL 1

## EXPAND SCHOOL TO WORK PROGRAMS

STRATEGY: Develop more internship and work study programs

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b> Create School-to-Work task force	School-to-Work Coordinator & FUSD	Limited \$\$\$ In-kind copies & mailings-FUSD	Vocational-tech advisory board Chamber	6 mos.
<b>ACTION #2</b> Create a "take a teacher to work" program	School-to-work task force, plus FUSD & the education community (other public & private schools)	School-to-Work budget	Chamber of Commerce GFEC The education community	12-18 months
<b>ACTION #3</b> Begin a systematic, comprehensive School-to-Work program for K-12	School-to-Work task force	School-to-Work budget	Site councils at public schools Charter schools	3-5 yrs

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# GOAL 1

## EXPAND SCHOOL TO WORK PROGRAMS

STRATEGY: Involve/market School-to-Work programs to the business commu

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELI</b> <i>How long? Ta</i>
<b>ACTION #1</b>				
Support marketing efforts of School-to-Work	Marketing staff of School-to-Work program & new School-to-Work task force	Part of existing budget	Task force Chamber Education Committee	Immedi

# GOAL 1

## EXPAND SCHOOL TO WORK PROGRAMS

STRATEGY: Conduct needs assessment of employers (local and national)

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Update 1996 Chamber survey of local businesses	Chamber	\$500	School-to-Work task force	6-12 mo
<b>ACTION #2</b>				
Obtain appropriate state & national studies	School-to-Work (get SCANS report) School-to-Work office GFEC	N/A	GFEC Chamber	6-12 mo
<b>ACTION #3</b>				
Interpret surveys & disseminate information	School-to-Work task force	Printing costs, use of School-to-Work staff	GFEC Chamber	12-18 mo

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# GOAL 1

## EXPAND SCHOOL TO WORK PROGRAMS

**STRATEGY:** Ensure School-to-Work programs create opportunity for the diverse economic populations of Flagstaff

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Train task force to look at businesses that employ diverse populations & at-risk individuals	School-to-Work staff Outside facilitators	School-to-Work budget NAU - in-kind use of facilitators	Businesses Cultural groups	1 yr.
<b>ACTION #2</b>				
Develop out-reach programs to groups that represent diverse cultures	School-to-Work task force	Grant funds Volunteer time	NAU NACA/other ethnic groups DES Churches Block watch program	On-going program initially 3-5 years measure success

**GOAL: DEVELOP AND IMPLEMENT A COMPREHENSIVE WORK FORCE DEVELOPM**

**Rationale**

This goal differs from the school-based, school-to-work program in the first goal in that it strengthen training programs for employees of all ages. The early action steps call for the gat to better formulate effective training programs locally. The action steps build on programs way, but need to be better coordinated to be most effective.

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# GOAL 2

## DEVELOP AND IMPLEMENT A COMPREHENSIVE WORKFORCE DEV

**STRATEGY** Gather data/information on existing successful work force development nationally and in-state

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Obtain appropriate state & national studies	GFEC CCC	Staff time	Arizona Dept. of Commerce NACOG	6-12 months
<b>ACTION #2</b>				
Obtain academic studies	GFEC CCC NAU	Staff time	None	6-12 months
<b>ACTION #3</b>				
Analyze studies & prepare report	Persons or group assigned to gather studies	Staff time	None	12-18 months

# GOAL 2

## DEVELOP AND IMPLEMENT A COMPREHENSIVE WORKFORCE DEV

STRATEGY Link mentoring/paid internship programs with local employers

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Catalog existing programs	NAHRA	Staff time	Career Center DES CCC Student Services	6-12 mo
<b>ACTION #2</b>				
Establish a central clearing -house for programs	City/County	\$\$\$ - cost to be defined (note: possible funding from welfare reform \$\$\$)	Private Industry Council	3-5 yrs. for full c program; interi gram begun e
<b>ACTION #3</b>				
Publicize to employers	City/County Chamber of Commerce	Cost of publicity	CCC	On-going Publicize existi grams no
<b>ACTION #4</b>				
Publicize to public populations	City-County	Cost of publicity	Churches Schools Businesses Media	On-going
<b>ACTION #5</b>				
Coordinate NAU intern programs	NAU	Staff time	Businesses	1-2 yrs.

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# GOAL 2

## DEVELOP AND IMPLEMENT A COMPREHENSIVE WORKFORCE DEVELOPMENT STRATEGY

Link workforce training programs to economic development efforts

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b> Expand & formalize "Flagstaff Industrial Training Partners"	CCC GFEC	Staff time	City County NAU Business community	October 1997
<b>ACTION #2</b> Catalog existing training programs & resources	CCC GFEC (Training sub-committee of BR&E committee)	Staff time Volunteer time Student interns	Public & private sector training providers; firms with in-house training resources	December 1997 compilation; continuous updates
<b>ACTION #3</b> Assess aid guidelines to determine specific training needs	CCC Flagstaff Industrial Training Partners	Staff time Volunteer time	Agencies responsible for economic development guidelines	3 months after economic development guidelines are finalized
<b>ACTION #4</b> Design & deliver training programs based on assessment	Flagstaff Industrial Training Partners Local training providers	Funding from Department of Commerce Workforce Development program; City training funds; private grants	Arizona Department of Commerce City County Business community	Targeted training programs within 6-12 months after completion of assessment (act on assessment)

# GOAL 2

## DEVELOP AND IMPLEMENT A COMPREHENSIVE WORKFORCE DEVELOPMENT PLAN

**STRATEGY:** Establish public/private partnerships for workforce development (including sharing training resources)

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Route training needs through clearing-house	NAHRA	Staff time	CCC NAU City/County	6-12 months
<b>ACTION #2</b>				
Build on existing programs with CCC & GFEC	CCC GFEC	\$\$\$ - grants available through REDI program	City County Chamber	Immediate



# GOAL 2

## DEVELOP AND IMPLEMENT A COMPREHENSIVE WORKFORCE DEVELOPMENT PLAN

STRATEGY: Track the people who complete workforce training programs

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target?</i>
<b>ACTION #1</b>				
Centralize tracking of training programs	Centralized office (to be determined)	Staff Surveys Mail	GFEC CCC NAU Chamber	On-going

**GOAL: IN ORDER TO ESTABLISH THE CRITERIA FOR GOOD EMPLOYEES  
ECONOMIC DEVELOPMENT GUIDELINES MUST BE CREATED**

**Rationale**

Flagstaff 2020 has resulted in a community consensus on general guidelines, but the Great Council must now take the lead and refine this information into guidelines that are fully accepted. The action steps outlined lead to an “early success,” with the adoption of formal guidelines of 1998.

# GOAL 3

## IN ORDER TO ESTABLISH THE CRITERIA FOR GOOD EMPLOYERS, ECONOMIC DEVELOPMENT GUIDELINES

**STRATEGY:** Using generalities developed for 2020 process, draft specific guidelines that address local economic and demographic conditions. Involve broad-based segments of the community.

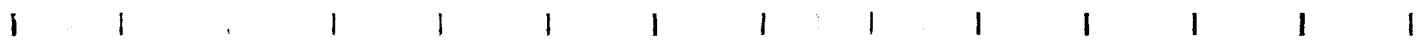
	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Compile & analyze current economic data	GFEC	Staff time Minor \$\$\$ for obtaining research	Chamber	3-4 mo.
<b>ACTION #2</b>				
Compile & synthesize 2020, BR&E & focus group findings	GFEC	Staff time	City County	3-4 mo.
<b>ACTION #3</b>				
Gather information from cities like Flagstaff	GFEC	Staff time	None	3-4 mo.
<b>ACTION #4</b>				
Revisit community groups & share study information	GFEC	Staff time	City County	4-6 mo.

# GOAL 3

## IN ORDER TO ESTABLISH THE CRITERIA FOR GOOD EMPLOYERS, ECONOMIC DEVELOPMENT GUIDELINES

**STRATEGY:** Seek endorsement of guidelines from public bodies

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b> City & County accepts guidelines	GFEC	N/A	Public (through public hearings) Other public bodies	6-9 mos.



## GOAL: UPGRADE THE QUALITY OF TOURISM IN FLAGSTAFF

### Rationale

Many aspects of this goal suggest that Flagstaff is already undertaking a number of programs that best utilize the tourism base of our economy that already exists. However, a variety of initiatives are recommended for long-term development of year-round tourism opportunities. The goal is to support work that has begun to research the feasibility of building a convention center in Flagstaff which the visitor experience can be enhanced in the future.

# GOAL 4

## UPGRADE THE QUALITY OF TOURISM IN FLAGSTAFF

**STRATEGY:** Promote Flagstaff as a visitor destination in and of itself

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Continue public relations efforts	CVB	Staff support	Local hotels Attractions	On-going
<b>ACTION #2</b>				
Increase paid advertising to promote Flagstaff	CVB	Double current advertising efforts (increase to \$500,000)	N/A	2-3 yrs.
<b>ACTION #3</b>				
Enhance Internet presence	Chamber CVB	Minimal costs	Local Internet providers	On-going

# GOAL 4

## UPGRADE THE QUALITY OF TOURISM IN FLAGSTAFF

**STRATEGY:** Promote "eco-tourism" and value-added experiences in greater Flagstaff area

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b> Recruit local attractions & businesses that relate to eco-tourism	CVB	Staff time	NAU CCC State Eco-Tourism Council	3-6 mos
<b>ACTION #2</b> Encourage class projects on eco-tourism	School-to-Work program	Staff time	CVB	1 yr.
<b>ACTION #3</b> Develop eco-tourism program	CVB	Staff time	N/A	1 yr.
<b>ACTION #4</b> Eco-tourism program folded into previous strategy to promote Flagstaff as a visitor destination	CVB	Staff time	N/A	1 yr.

# GOAL 4

## UPGRADE THE QUALITY OF TOURISM IN FLAGSTAFF

**STRATEGY:** Emphasize unique and marketable tourism opportunities

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b> Encourage the return of a Native American cultural festival (Pow Wow)	Special task force	Uncertain	Museum of N. Arizona NAU Navajo/Hopi Nations NACA	Summer 19
<b>ACTION #2</b> Emphasize arts, culture & science	Existing arts & science organizations	Co-op promotional funds from City, County, State	CVB, Chamber, City, NAU, CCC, AOT, AZ Commission on the Arts	3-5 yrs for full develop
<b>ACTION #3</b> Create winter snow play area	CVB	City, County, federal & private funds; uncertain \$	City Parks & Recreation County Parks & Rec. U.S. Forest Service	3-5 yrs.
<b>ACTION #4</b> Restore Flagstaff historical buildings	CVB	State, federal & private funds	City Planning Department Main Street Foundation Historical Society Private sector	5-10 yrs
<b>ACTION #5</b> Build second public golf course	City County	Uncertain	U.S. Forest Service Private sector	3-5 yrs.

# GOAL 4

## UPGRADE THE QUALITY OF TOURISM IN FLAGSTAFF

**STRATEGY:** Develop a variety of new convention and meeting facilities, including a Flagstaff Center for the Performing Arts

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Study feasibility of need for new facilities	Chamber	Staff time Consultant study may be necessary	NAU City County (possibly)	6 mos. for report on fe
<b>ACTION #2</b>				
Build new convention center	Unknown at this time	Uncertain	NAU City County (possibly) Private sector	3-5 yrs.

# GOAL 4

## UPGRADE THE QUALITY OF TOURISM IN FLAGSTAFF

**STRATEGY:** Facilitate visitor access to accommodations and attractions

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b> Provide better packaging of lodging & attractions	CVB	Staff time Budgeted marketing dollars	Flagstaff hospitality industry	6-12 mo
<b>ACTION #2</b> Improve signage for attractions	City	Cost of signs	County Main Street Foundation ADOT	On-going
<b>ACTION #3</b> Intelligent transportation system on Interstate system	ADOT City	Cost of system	Chamber Visitor Center	1-3 yrs.
<b>ACTION #4</b> Enhance Internet web-site	Chamber	Minimal costs, depending on system	CVB Internet providers	On-going
<b>ACTION #5</b> Investigate feasibility of Visitor Center at I-17/I-40 interchange	City	Uncertain	CVB Chamber NAU	5 yrs.

**GOAL: PROMOTE COOPERATION BETWEEN LOCAL GOVERNMENTAL AGENCIES, GFEC A  
WITH THE GOAL OF ATTRACTING AND RETAINING QUALITY EMPLOY**

#### Rationale

This goal outlines a simple, yet effective means of establishing a one-stop center for business with local government at the city and county levels. Greater cooperation between business is achieved with regular reports on economic development activities, beginning with the economic guidelines established in goal three.

# GOAL 5

PROMOTE COOPERATION BETWEEN LOCAL GOVERNMENTAL AGENCIES, GFEC AND LOCAL BUSIENSS WITH THE GOAL OF ATTR

**STRATEGY:** Develop one-stop service center for businesses to deal with

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Survey local companies about issues that affect their growth & profitability	GFEC Chamber	Staff time Minor funding from existing budgets	City County Business community	On-going
<b>ACTION #2</b>				
Compare local governmental process to our competitors	GFEC Chamber	Staff time	City County Business community	On-going
<b>ACTION #3</b>				
Formulate & deliver policy & process changes to local government	GFEC Chamber	Staff time	City County Business community	6-8 mos
<b>ACTION #4</b>				
Based on policy & process changes, establish one-stop center for business to deal with government	City County GFEC Chamber	Unspecified at present time; may result in overall cost savings	Business community Community at large	12-18 mo

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# GOAL 5

PROMOTE COOPERATION BETWEEN LOCAL GOVERNMENTAL AGENCIES, GFEC AND LOCAL BUSIENSS WITH THE GOAL OF ATT

**STRATEGY:** Improve communication links between agencies, governme

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELI</b> <i>How long? Tai</i>
<b>ACTION #1</b>				
Provide quarterly economic development updates to City & County	GFEC Chamber	Staff time Time on City/County agendas	City County	Begin July
<b>ACTION #2</b>				
Conduct quarterly economic development roundtables	GFEC Chamber	Staff time Commitment from elected officials	City County Business community Community at large	Begin Octobe
<b>ACTION #3</b>				
Develop & commit to a multi-year economic development plan	GFEC Chamber (based on finding of Flagstaff 2020)	Staff time	City County Business community Community at large	Early 19
<b>ACTION #4</b>				
Establish community relations plan to create awareness of ongoing plans	GFEC	Staff time Possible costs, depending on plan that is developed	Chamber City County Business community	Begin Octobe

**GOAL: ATTRACT CLEAN, ENVIRONMENTALLY-FRIENDLY INDUSTRIES, SUCH AS  
AND APPROPRIATE HIGH-TECHNOLOGY COMPANIES**

**Rationale**

This goal further defines the economic development guidelines developed in goal three and c community in certain aspects of targeted economic development efforts. A current weakness ( communication technologies) is addressed in an early action step. The Greater Flagstaff I provide the primary leadership for this goal.

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# GOAL 6

## ATTRACT CLEAN, ENVIRONMENTALLY-FRIENDLY INDUSTRIES, SUCH AS MEDICAL AND APPROPRIATE

**STRATEGY:** Identify and target businesses that are consistent with economic development guidelines and infrastructure needs

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Complete target industries analysis consistent with community resources & values	GFEC	Staff time up to \$20,000, depending on analysis	Chamber City County Community at large	Mid 199.
<b>ACTION #2</b>				
Develop marketing plan consistent with target industry analysis	GFEC	Staff time up to \$25,000 to implement marketing plan	Chamber City County	Third quarter
<b>ACTION #3</b>				
Encourage communications companies to deploy advanced technology & services in Flagstaff	NAU or Alliance for Second Century	Staff time Meetings & seminars (up to \$2,000 possible)	NAU CCC GFEC City County	6 mos.

# GOAL 6

**ATTRACT CLEAN, ENVIRONMENTALLY-FRIENDLY INDUSTRIES, SUCH AS MEDICAL AND APPROPRIATE**

**STRATEGY: Establish criteria for "clean" businesses**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Develop community consensus on recruitment criteria	GFEC Chamber	Staff time	City County Business community Community at large	3-6 months
<b>ACTION #2</b>				
Get endorsement of criteria by local government & community	GFEC Chamber	Staff time	City County Business community Community at large	January 1



# Housing and Livability

GOAL: CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY OF INCOME LEVELS

Rationale

Each of us needs a place to call home, a place that inspires community and a sense of respect. The greater Flagstaff area to be home to a varied population with a broad range of income levels. We need to provide for quality housing that is affordable to those earning less than the average income.

Currently, the gap between the average cost of a home in Flagstaff and the area median income of the population can not afford to purchase that home. This results in a community in which many live in rental units as compared to the nation as a whole in which 65% of the dwellings are owned. If there were affordable houses on the market, the rental rates are such that a majority of renters pay more than 50% of their income for housing, making it impossible for residents to save for the need to purchase a home.

Low incomes are not the only reason for the scarcity of affordable housing. Land costs and government policies contribute significantly to the spiraling prices. Partnerships linking capable private, public and non-profit organizations are needed to find innovative means of addressing the shortage of affordable housing. The community must come together to support more efficient use of our land so that concentrated development is encouraged and preserved open spaces. If the Flagstaff of the future is to include a high quality of life for all residents, extraordinary efforts are needed now to create affordable housing.



# GOAL 1 CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY

STRATEGY: Develop non-profit resources

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Assess services provided by non-profits dealing with housing issues	City Non-profits dealing with housing issues	CDBG funds currently available	City Non-profits Consultant Association of Realtors NAHB County	8 mos.
<b>ACTION #2</b>				
To address strategic plan to follow up with service assessment	City Non-profits	CDBG funds	Existing & proposed non-profits City Consultant	12 mos
<b>ACTION #3</b>				
Identify financial resources to implement strategic plan to each agency	City Non-profits County State Federal	CDBG funds Non-profits County State Federal	Consultant	24 mos.
<b>ACTION #4</b>				
Conduct an assessment of housing needs for special needs population	City	CDBG	County Service providers	12 mos. 24 mos.
<b>ACTION #5</b>				
Enhance & continue the Homebuyer's education program	Non-profits County	Grants for education program Budget - County & City funds	Volunteer from private sector Realtors	3-5 yrs.

# GOAL 1

## CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY OF TYPES

**STRATEGY:** Encourage increased densities to promote the retention of open space and affordability

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Encourage the application of cluster housing	City/County Planning Departments P&Z Boards of governing bodies	Staff	Developers Homebuilders Designers Neighborhood groups General public	24 mos.
<b>ACTION #2</b>				
Establish minimum density requirements for residential development	City/County Planning Departments P&Z Boards of governing bodies	Staff	Developers Homebuilders Designers Neighborhood groups General public	24 mos.
<b>ACTION #3</b>				
Promote infill in existing neighborhoods	City/County Private developers Non-profits	CDBG funds City general fund HUD grants Private donations	Developers Homebuilders Designers Neighborhood groups General public Schools	24 mos.   36 mos.

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# GOAL 1

## CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY OF

**STRATEGY:** Reduce the cost of building and development

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b> Identify locations for affordable housing developments	City-County Affordable Housing Coalition Housing Authority Flagstaff Housing Corp.	City-County Planning Departments	Public Realtors Developers Neighborhood groups	24 mos.
<b>ACTION #2</b> Acquiring or land banking future housing sites	City-County government Non-Profits Housing Authority	Grants Private foundations Private financing	Public Realtors Developers Neighborhood groups	ongoing up to
<b>ACTION #3</b> Change existing land use designations for compatibility with affordable housing goals	City-County P&Z Public input Non-profits	City-County Planning Departments	Realtors Land owners Citizens groups Neighborhood groups Homebuilders	24 mos.
<b>ACTIONS #4</b> Utilize & modify LDC for housing design to accommodate owner/occupied affordable housing	City-County P&Z Public input Non-profits	City-county Planning Departments	Realtors Land owners Citizens groups neighborhood groups Homebuilders	24 mos.

# GOAL 1

## CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY OF TYPES

STRATEGY: Reduce the cost of building and development

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #5</b>				
Investigate & promote alternative construction features that enhance affordable construction	Non-profits Homebuilders Manufactured housing industry City-County	Grants City-County budgets Private donations	Architects/Engineers Producers of alternative construction materials NAHB NAMBA Straw Bale Journal NAU College of Engineering Home Alternatives N. AZ Sustainable Building Network HUD Appraisers	2 yrs. 3 yrs. 5 yrs.
<b>ACTION #6</b>				
Review subdivision development process for reducing costs	City-County	City-County	Developers/Engineers NAHB/Realtors/Non-profits/Private parties	2 yrs.
<b>ACTION #7</b>				
Investigate fee reductions for city and county to promote further affordability	City-County	City-County	Developers/Engineers NAHB/Realtors/Non-profits/Private parties	5 yrs.
<b>ACTION #8</b>				
Provide for minimum residency, owner-occupancy & recapture restrictions for affordable housing	City-County Non-profits	City	Developers/Engineers NAHB/Realtors/Non-profits/Private parties/ State	2 yrs.

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# GOAL 1

## CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY OF TYPES

**STRATEGY:** Reduce the cost of building and development

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #9</b>				
Provide for minimum residency restrictions for affordable rental projects	City-County Non-profits	City	Developers/Engineers NAHB/Realtors/Non-profits/Private parties/ State	2 yrs.
<b>ACTION #10</b>				
Make development regulations more accessible & user friendly	City-County	City	Developers/Engineers NAHB/Realtors/Non-profits/Private parties/ State	2 yrs.

# GOAL 1

## CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY C

STRATEGY: Provide an environment that is conducive to production of affo

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Targ</i>
<b>ACTION #1</b>				
Increase & integrate zoning for manufactured housing	City-County	City Planning Department	Manufactured housing producers/NAHB/Non-profits	2 yrs.
<b>ACTION #2</b>				
Clarify residential developer requirements with respect to affordable housing contributions	City-County	City Planning Department	NAHB/Non-profits/Developers	1 yr.
<b>ACTION #3</b>				
Clarify residential developer requirements for provision of public amenities	City-County	City Planning Department	NAHB/Non-profits/Developers	2 yrs.
<b>ACTION #4</b>				
Provide for financial partnering between governments & profit developers to produce affordable housing	City-County Profit developers	Low income tax credits Grant funding	Non-profits NAHB	2 yrs.
<b>ACTION #5</b>				
Develop financial resources to enhance low & moderate income prospective homebuyers' ability to obtain a private mortgage	City-County Legal aid Landlords Lenders NAMBA	Grants CRA based programs	NAMBA Realtors NAHB	5 yrs.

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# GOAL 1

## CREATE AND PROMOTE AFFORDABLE HOUSING FOR A VARIETY OF

**STRATEGY:** Provide an environment that is conducive to production of affordable housing

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #6</b>				
Promote education to eliminate discriminatory lending & leasing practices & insure equal housing choice to all citizens	City-County Legal aid Landlords Lenders NAMBA	Government grants Private funds Media NAU Local Schools	Realtors Non-profits NAHB	3 yrs.
<b>ACTION #7</b>				
Develop educational programs to clarify the stigmas related to low-moderate income housing	City-County Non-profits	Media NAU Local Schools Foundation funds Private donations	Neighborhood groups NAMBA NAHB Realtors	2-3 yrs.

## GOAL: FACILITATE PEOPLE ORIENTED NEIGHBORHOODS

### Rationale

Neighborhoods are more than clusters of housing in a specific geographical area. Residents and their surroundings are needed to create a sense of responsibility and belonging. Facilitating meaningful grass roots involvement in planning and defining of our neighborhoods is a role play.

The inclusion of a variety of small businesses and living arrangements adds texture and neighborhoods and creates places where people can learn about one another as well as provide employment. By accommodating the basic living needs of transportation and recreation in members of the community can interact readily with each area. This creates cohesion and Flagstaff while preserving the uniqueness of specific neighborhoods.

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# GOAL 2

## FACILITATE PEOPLE ORIENTED NEIGHBORHOODS

STRATEGY: Develop neighborhood based planning, care, and service mechanisms

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Assist in the resident assessment of neighborhood problems and needs	City County Residents	Staff time	NAU City (Research Assistants)	2 yrs.
<b>ACTION #2</b>				
Expand existing neighborhood watch to include neighborhood care	Police Dept./City/County Existing neighborhood watch groups & homeowner's associations	Staff time In-kind contributions Community meeting places Information distribution places	County Health Dept. Parks & Recreation Schools Citizens	2 yrs.
<b>ACTION #3</b>				
Educate Flagstaff citizens about the benefits of resident involvement in urban planning such as neighborhood associations in existing areas, & co-housing in new developments	City County Flagstaff 2020 Monitoring Committee	Staff time Publicity Meeting space In-kind contributions Grant money	NAU/Affordable Housing Coalition/NAHB/Architects/Planners/N.AZ Sustainable Building Network(NASBN)/Flagstaff Co-Housing/Media/Schools/Church & Community Groups	1.5 yrs.
<b>ACTION #4</b>				
Promote & support the development of individual neighborhood plans & the preservation of existing assets	City & County Planning Departments	Staff time Publicity Meeting space	Citizens/Media/Neighborhood Groups	3 yrs.
<b>ACTION #5</b>				
Develop mechanisms to retain affordable rentals & home ownership in gentrifying & developing areas	Affordable Housing Coalition/NAMBA/Habitat for Humanity/City/County	Grant money Legal Aid Volunteer time Staff time	Lawyers Media Banks/Mortgage Companies/NAHB	2 yrs.

# GOAL 2

## FACILITATE PEOPLE ORIENTED NEIGHBORHOODS

**STRATEGY:** Promote mixed-use neighborhoods that blend housing, appropriate business, open-space, recreation and transportation

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Educate Flagstaff citizens about innovative patterns of urban design, like mixed-use development, higher density, cluster housing, utilization of open space, community gardens, pedestrian orientations & New Urbanism.	City County Flagstaff 2020 Monitoring Committee	Staff time Publicly Meeting space In-kind contributions Grant money	NAU/Affordable Housing Coalition/NAHB/Architects/Planners/NASBN/Flagstaff Co-housing/Media/School/Church & Community Groups	1.5 yrs.
<b>ACTION #2</b>				
Review & revise development regulations to accommodate new models for neighborhood development, such as New Urbanism, clustering, infill, etc.	City & County Planning Growth Management Alliance (GMA)	Staff time	Citizens/Architects/Planners/Engineers/Developers/NAHB/Affordable Housing Coalition/Neighborhood Associations	3 yrs. 5 yrs.
<b>ACTION #3</b>				
Identify & encourage the preservation of architectural & historical features to maintain the character of existing neighborhoods	Architects/Planners/Landscape architects/Historians/Builders/Historica preservation groups	Grant money Researchers Media Volunteers/Staff time Main Street Foundation	Realtors Appraisers City County	3 yrs.
<b>ACTION #4</b>				
Incorporate new & make use of existing neighborhood facilities such as schools, churches & fire stations to accommodate services, activities & recreation to enhance quality of life	City County Neighborhood groups Parks & Recreation	Staff time Existing facilities Bonds City funds	Fire Departments Churches School Board County Human Services	1 yr.

## GOAL: DEVELOP CONVENIENT, USER FRIENDLY TRANSPORTATION SYSTEMS THROUGHOUT THE COMMUNITY

### Rationale

In the Flagstaff of the future, the notion that “a greater priority is given to the needs of the needs of people” will be reversed. The family automobile will be just one of many means of effective transportation. To accomplish this requires a rethinking on the part of the community of alternative systems. Both of these strategies are necessary and must be carried out simultaneously to accomplish the goal.

Many sectors of the community will need to be involved to overcome the perception that public transit is not a viable alternative. Prohibitive cost factors can be mitigated with coordinated and integrated existing transit systems. Alternative routes and schedules accompanied by merchant and employer incentives will result in increased ridership.

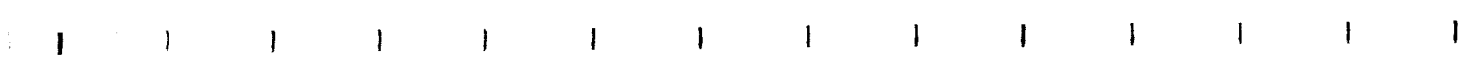
Car pooling, bicycling, and shuttles can be links to other systems as well as act as effective alternatives. Meeting the needs of the regions in transportation planning, road congestion can be minimized. Routes and need to be routed so that other forms of transportation are not in conflict with the roads. Public transit in the downtown area needs to be increased in such a way that it does not detract from the vitality of the area by individuals of this vital center of our community.

# GOAL 3

## DEVELOP CONVENIENT, USER FRIENDLY TRANSPORTATION SYSTEMS THROUGH

**STRATEGY:** Undertake education campaigns to encourage use of alternative

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Create education campaign	City	Printed materials	Bus Companies	2 yrs.
	County TPO Staff	Radio/Television Public meetings	Employers	5 yrs.



# GOAL 3

## DEVELOP CONVENIENT, USER FRIENDLY TRANSPORTATION SYSTEMS TH

STRATEGY: Expand and improve the existing bus system

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Coordinate with other existing, local bus systems, such as NAU, Pine County, & Flagstaff Unified School District (FUSD)	Community bus operator (City or County) Transportation Planning Organizations (TPO)	Personnel Staff time	Private & public bus owners NAU/FUSD/Major employers	2 yrs. 3 yrs. 4 yrs.
<b>ACTION #2</b>				
Educate community about bus system & identify underserved areas	Community bus operator	Printed materials Media Public meetings	Citizens	2 yrs.  3 yrs.
<b>ACTION #3</b>				
Neighborhood/Community group involvement to facilitate shuttles & carpooling	Community & neighborhood groups with information person	Staff time Printed materials	None	3 yrs.
<b>ACTION #4</b>				
Develop user incentive through employers	TPO	Staff time Agency & employer resources	City/County Neighborhood groups	2 yrs.
<b>ACTION #5</b>				
Identify & create transportation transfer areas (e.g. car/bus, bike/bus) along bus routes	TPO	Wide variety of demands, depending on particular site	City Business	1 yr.
<b>ACTION #6</b>				
Provide shelters for bus stops throughout the system	Bus system providers (with help from private sector)	TPO & private sector cooperation	Business	2 yrs.  3-5 yrs

# GOAL 3

## DEVELOP CONVENIENT, USER FRIENDLY TRANSPORTATION SYSTEMS THAT ACCOMMODATE BICYCLISTS, PEDESTRIANS AND HORSEBACK RIDERS

**STRATEGY:** Promote and develop comprehensive and multiple use trail systems for bicyclists, pedestrians and horseback riders

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Include horses in the Regional Trail Plan	Trail system planners	Staff time	Other trail users & groups	2 yrs.
<b>ACTION #2</b>				
Promote & expand the FUTS (Flagstaff Urban Trail Systems)	City County	Grants for promotion campaigns	Major employers School district	6 mos.
<b>ACTION #3</b>				
Incorporate FUTS into regional trail system & coordinate with Open Space & Greenways Plan	City Planning County Planning National Forest Planning	Staff time	Trail users NAU Open Space & Greenways Committee	2-3 yrs.
<b>ACTION #4</b>				
Incorporate bicycle usage in regional transportation planning	ADOT TPO City County	Staff time HUR Funds Bonds Grant money	Bicyclists Law enforcement Health department	2 yrs.  3-5 yrs.

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# GOAL 1

## EXPAND SCHOOL TO WORK PROGRAMS

STRATEGY: Expand and improve the existing street system

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Improve & increase parking facilities in downtown areas	Business & property owners Major employers Main Street Foundation Chamber of Commerce	Land & improvements Parking fees	People who park downtown NAU	3-5 yrs.
<b>ACTION #2</b>				
Improve & increase railroad crossings	City County Railroad companies ADOT	Bonds HUR Funds Taxes	Public	3-5 yrs.

**GOAL: ENHANCE OUR COMMUNITY THROUGH PROVIDING PARKS  
RECREATIONAL OPPORTUNITIES, PROGRAMS AND OPEN SPACE**

**Rationale**

The natural setting in which Flagstaff is located encourages people to be outside. Opportunities in our neighborhoods, at regional parks as well as the nearby forests is what makes living in Flagstaff unique. Efforts to maintain that link with nature are needed especially in areas of concentrated development. In addition, readily available recreational opportunities that benefit all residents are needed in all neighborhoods.

The Rio de Flag park system demonstrates how a natural feature can provide a focus for community development. In addition to flood control, water recycling and conservation, and wildlife habitat preservation, the park system provides a focus for the community along this complex ecosystem. Educational, recreational, ecological and economic benefits are intertwined in this project that interconnects all aspects of our community and enhances it.



# GOAL 4

## ENHANCE OUR COMMUNITY THROUGH PROVIDING PARK, RECREATIONAL OPPORTUNITIES, PROGRAMS AND SERVICES

### STRATEGY: Create open space (OS) and Recreational Opportunities in Existing Parks

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Identify sites & develop strategies for acquiring land	County Parks/City Parks	Grants/Public Partnerships/Land Exchange/Special assessment/Public/Private participation; Bonds; Special tax (OS Tax)/Donations/Trusts	Land owners	Year 1
	Homeowners Assn.		Sports organizations	Year 2
	Public/private groups Citizens		Philanthropists	Year 3
<b>ACTION #2</b>				
Implement City Parks & Recreations Plans	City Parks	Bond/BBB/Public partnership/special tax (OS tax)/public/private participation	Sports organizations Schools Citizen input	See City Parks Master Plan
<b>ACTION #3</b>				
Agency-wide adoption & implementation of the FOS & GC Plan	City/Citizens/County/Forest Service/Game & Fish/State Land Dept.	Staff time	Sports organizations Special interest groups/ resident representatives	See City Parks Master Plan
<b>ACTION #4</b>				
Encourage a no-shooting buffer zone on public lands within close proximity of populated areas	Forest Service/County Game & Fish/Sheriff Dept./City Police	Media announcements Boy Scout instruction Citizenship classes Parents/PTA groups Leaflets or brochures	Resident-watch TV spots Hunt/Arms stores Youth organizations	5 yrs.
<b>ACTION #5</b>				
Select & promote tree/scenic buffers on main auto & RR arteries	City & county Park Plans State Land Department through Arizona Conservation Act	Dedication OS Tax	Arboretum Southwest Forest Alliance Sierra Club	1.5 yrs.  3 yrs.

# GOAL 4

## ENHANCE OUR COMMUNITY THROUGH PROVIDING PARK, RECREATIONAL OPPORTUNITIES, PROGRAMS

### STRATEGY: Create open space (OS) and Recreational Opportunities in Existing

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #6</b>				
Member selection for Task Force for OS planning in new subdivisions	City Departments Banks NAHB	Available time Flexible thought Knowledge of Agency/Department workings	HOA representatives Realty representatives Developer representatives 2020 representative	1 yr. 2 yrs.
<b>ACTION #7</b>				
Wildlife & Native Plants Plan:		City/County Park Plans	Nature Conservancy	City/County Plan
A) Designate our ponderosas as part of U.S.'s National Treasury--the last contiguous stand from Canadian to Mexican borders	City/County Parks Forestry Service State Land Conservation Act State Land Trust amendment by both State houses	Staff time Staff time	Citizen letters Letters to the Editors	
B) Include water-efficient recirculating ponds, "drippers," and drip irrigation for support of urban wildlife & dependent migratory species in OS & subdivisions	City/County/Parks Forestry Service/Game & Fish		National Wildlife Federation  Audubon Society-Flagstaff Chapter	1.5 yrs.
C) Incorporate part of parks & sub-divisions as meadows with appropriate native plans (but non-foxtail-type grasses unhealthy to pets) for urban & summering wildlife. More use of drought-resistant blooming groundcover & river rock--not arid gravel	City/County Parks Game & Fish		Advice from appropriate merchants  National Wildlife Federation  Audubon Society  Arboretum	2 yrs.

# GOAL 4

ENHANCE OUR COMMUNITY THROUGH PROVIDING PARK, RECREATIONAL OPPORTUNITIES, PROGRAMS AND SERVICES

STRATEGY: Create open space (OS) and Recreational Opportunities in Existing and New Parks

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
D) Encourage builder/architect incorporation of nest-supporting materials, i.e., boards under roof eaves, nest boxes	Developers/Builders/NAHB/HOA's City/County Planning of facilities	Advertising material	Merchant supplies i.e., "Wild Bird Crossing"  Realtor flyers	

# GOAL 4

ENHANCE OUR COMMUNITY THROUGH PROVIDING PARK, RECREATIONAL OPPORTUNITIES, PROGRAMS

STRATEGY: Support Development of Rio de Flag Park System

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Support for a wastewater percolation/wildlife habitate effort (for future city growth) to be incorporated within the Rio de Flag Park system	Game & Fish Special interests City Planning Congressional Delegates Public lobbying Recreation groups Environmental groups	Funds as stated in City Parks Master Plan  Butler/Enterprise property (City)  Soliere/Country Club property (Earl Holding's) lease or buy	Water reclamation plant  Water district of Eureka, CA project  Nature Conservancy USGS NAU student project	5 yrs.
<b>ACTION #2</b>				
Incorporating lighted public meeting places along the systems-- downtown & near neighborhoods	City Planning (when funding allocated)	BBB monies for energy-efficient lighting, benches & refuse cans  Grants	Media PTA Special interest & volunteer groups	Year 1  Year 2  Year 3
<b>ACTION #3</b>				
Educate the public to lobby for creation & funding of the Rio de Flag	Special interest groups Political groups	Individuals' time & effort		

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Promoting Family, Life, Health & S

**GOAL: TO PROVIDE MENTORING AND SUPPORT TO STRENGTHEN FAM**

**Rationale**

Because families are central to our community, we should invest both time and money to h  
successful.

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# GOAL 1 To PROVIDE MENTORING AND SUPPORT TO STRENGTHEN FAMILIES

**STRATEGY:** Provide families access to parent support by increasing outreach to parents to be

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Bring stakeholders together	Parents Anonymous	In-kind	City/County Governments NAU/CCC Civic Organizations Churches Businesses Private Providers/FUSD Volunteers/Social Services Organizations	January 19
<b>ACTION #2</b>				
Develop Plan	Parents Anonymous	In-kind	City/County Governments NAU/CCC Civic Organizations Churches Businesses Private Providers/FUSD Volunteers/Social Services Organizations	January 19
<b>ACTION #3</b>				
Make available family nurturing opportunities, i.e. programs, workshops, community mentoring, in-house family support in every geographic neighborhood	Parents Anonymous	Funding Facilities Volunteers Staff	City/County Governments NAU/CCC Civic Organizations Churches Businesses Private Providers/FUSD Volunteers/Social Services Organizations	5 years to reach neighborhood
<b>ACTION #4</b>				
Publicize activities	Parents Anonymous	In-kind	TV/Radio/Newspaper/Newsletter/Church Bulletins	On-going

**GOAL: TO PROTECT AND NURTURE THE COMMUNITY'S CHILDREN**

**Rationale**

With today's every increasing workforce and the fact that most families have both parents working that our community provide safe, affordable "care" programs before and after school for children through middle school.



# GOAL 2

## TO PROTECT AND NUTURE THE COMMUNITY'S CHILDREN

**STRATEGY:** Expand before and after school programs for children of grade  
middle school ages

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Access current programs	FUSD "The Care Program" CASA After School Program	In-kind	City County Parents Students	August 1, 1
<b>ACTION #2</b>				
Identify unmet needs	FUSD "The Care Program" CASA After School Program	In-kind	Private Schools Private Pre-Schools Churches Parent	August 1, 1
<b>ACTION #3</b>				
Increase multi-dimensional marketing	FUSD "The Care Program" CASA After School Program	In-kind	Private Schools Private Pre-Schools Churches Media	August - Decem
<b>ACTION #4</b>				
Implement new programs	FUSD "The Care Program" CASA After School Program	Additional funds DES City County Parents Grants	Private Schools Private Pre-Schools Churches Media	January - Jun

**GOAL: TO ENCOURAGE TEENAGERS TO REALIZE THEIR FULL POTENTIAL**

**Rationale**

Teenagers are our future and in recognizing this, support their involvement and interaction in the process of investing in themselves and the community.

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# GOAL 3

## To ENCOURAGE TEENAGERS TO REALIZE THEIR FULL POTENTIAL

**STRATEGY:** Develop a variety of programs in neighborhood-based centers for teen development

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Develop collaborative planning group including teen involved existing agencies	Youth Commission Youth in Action	FUSD In-kind Investigate other programs	Existing community centers, schools Juvenile Court Guidance Center CASA	December 1995
<b>ACTION #2</b>				
Develop model for collaborative programming	Youth Commission Youth in Action with lead organization	FUSD In-kind Investigate other programs	Teen clinics Teens Volunteers Existing community centers, schools Juvenile Court Guidance Center CASA	April 1996
<b>ACTION #3</b>				
Market activities to teens	Youth Commission Youth in Action with lead organization		Cable Newspaper Schools/Teens Radio All Media	April 1996 September 1996

**GOAL: TO PROVIDE OPPORTUNITIES FOR SENIORS TO REMAIN INVOLVED IN TH**

**Rationale**

A community learns from its senior citizens. It should provide dignity and respect for their a time address their social needs so they can remain engaged in the community.

# GOAL 4 To PROVIDE OPPORTUNITIES FOR SENIORS TO REMAIN INVOLVED

STRATEGY: Expand senior centers, services, activities - targeting one area

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Form a task force to coordinate efforts toward this goal	Coconino County Community Services	CDBG funds City/County funds		
<b>ACTION #2</b>				
Develop a Community Center in East Flagstaff for multi-generational use	City	Patterned after Adult Center on West Side	City FUSD RSVP/Senior Companions NACOG Seniors Civic Groups	1-3 yrs

**GOAL: TO PROVIDE UNIVERSAL ACCESS TO PHYSICAL AND MENTAL HEALTH**

**Rationale**

It is trite but true to state, “When you’ve got your health, you’ve got it all.” This empl community partners work to provide affordable behavioral, mental and health care to all it

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# GOAL 5

## TO PROVIDE UNIVERSAL ACCESS TO PHYSICAL AND MENTAL HEALTH SERVICES

STRATEGY: Expand and ensure continuance of prenatal, birthing and well-baby care

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Link with Maternal and Child Health Community Advisory Council to implement the Coconino County Health Department Action Plan for Women and Children	Maternal and Child Health Community Advisory Council	Funding Staff	Same as responsibility box	On-going
<b>ACTION #2</b>				
Create citizens-based action group to increase funding for maternal & child health needs	Arizona Community Action Association	Staff	Volunteers	July 1, 1998

# GOAL 5

## TO PROVIDE UNIVERSAL ACCESS TO PHYSICAL AND MENTAL HEALTH SERVICES

**STRATEGY:** Increase collaboration in the prevention and provision of mental health and substance abuse services

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Bring together leaders to agree on collaboration action	Aspen Hill Hospital The Guidance Center Private Providers NARBHA (Northern Arizona Behavioral Health Authority) County	Meeting space	NAU Counseling Services North Country Community Health Center CASA Juvenile Court	July 1, 2010
<b>ACTION #2</b>				
Expand mental health services into clinics in the primary & secondary schools & the juvenile court systems	FUSD The Guidance Center Aspen Hill Hospital County	Staff Funding Physical space	Juvenile Courts Providers Coconino County Health Department North Country Health Center	July 1, 2010
<b>ACTION #3</b>				
Work with State to fund programs	Coconino County Health Department NARBHA The Guidance Center	Funding	State FUSD Providers	July 1, 2010 On-going
<b>ACTION #4</b>				
Establish citizens based advocate group to get more resources	Coconino County Health Department NARBHA The Guidance Center	Funding	State FUSD Providers	January 1, 2010

# GOAL 5

## TO PROVIDE UNIVERSAL ACCESS TO PHYSICAL AND MENTAL HEALTH CARE

**STRATEGY:** Expand and continue preventive health care to children through

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Continue physical health clinics & expand the Sechrist & Knoles primary schools & the junior & high schools	FMC FUSD Coconino County Health Department North Country Community Health Center	Physical space Staff Funding	Volunteers City & County Governments	July 1998
<b>ACTION #2</b>				
Implement dental screening & treatment	Coconino County Health Department Dentists FUSD North Country Community Health Center	Physical space Staff Funding	Volunteers City & County Governments	July 1998
<b>ACTION #3</b>				
Implement mental health clinics in schools	Aspen Hill Hospital The Guidance Center FUSD North Country Community Health Center	Physical space Staff Funding	Volunteers City & County Governments Psychiatrists & psychologists	July 2000

# GOAL 5

## TO PROVIDE UNIVERSAL ACCESS TO PHYSICAL AND MENTAL HEALTH CARE

**STRATEGY:** Ensure and expand the provision of comprehensive primary care services for the working poor or uninsured in our community across the life span

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Continue to secure additional state & federal resources to expand the provision of primary care	North Country Community Health Center	State Federal Local Private foundation Fund raising	CCDHS The Guidance Center NAH Community Health Program	On-going
<b>ACTION #2</b>				
Continue to expand & support the continuum of services related to comprehensive primary care	North Country Community Health Center Ancillary vendors State CHC Network United Way	State Federal Local Private foundation	CCDHS North Country Community Health Center Ancillary vendors State CHC Network United Way	On-going
<b>ACTION #3</b>				
Continue outreach activities oriented toward enhancing access to services & promoting prevention	North County Community Health Center CCDHS The Guidance Center	State Federal Local Private foundation	North Country Community Health Center CCDHS The Guidance Center	On-going
<b>ACTION #4</b>				
Continue training efforts oriented towards recruitment & retention of health professionals to work with the underserved	North County Community Health Center NAU Community Health Program	State Federal Local Private foundation	North Country Community Health Center NAU Community Health Program	On-going



**GOAL: TO ENCOURAGE THE AVAILABILITY AND USE OF A VARIETY  
AFFORDABLE HEALTH FITNESS ACTIVITIES**

**Rationale**

Quality of life is important to all Flagstaff residents. There is a wide variety of recreation community to choose from and enjoy.

# GOAL 6

## TO ENCOURAGE THE AVAILABILITY AND USE OF A VARIETY OF AFFORDABLE HEALTH

**STRATEGY:** Pursue the development of a YWCA/YMCA or other suitable

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Convene a meeting of interested individuals & groups to measure community interest	Government City & County Parks & Recreation	Meeting announcements Meeting room Staff	NAU Rural Rec Citizens Churches Sedona Boys/Girls Club	Quarterly
<b>ACTION #2</b>				
Form a 501(C)(3) to seek & solicit funds for a center	Citizens Committee Mayor's Blue Ribbon Committee	Incorporation \$	Citizens Churches City/County Media	6 mos.
<b>ACTION #3</b>				
ID potential sites	501(C)(3) Board		Realtors City/County Media	3 mos.
<b>ACTION #4</b>				
Seek a cheap lease from the City, if a City owned site is identified	501(C)(3) Board	Determined by land & building design Grants - private	Multi Media Marketers	2 yrs.
<b>ACTION #5</b>				
Multi-dimensional marketing				

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# GOAL 6

## TO ENCOURAGE THE AVAILABILITY AND USE OF A VARIETY OF AFFORDABLE HEALTH

**STRATEGY:** Promote collaboration between City/County Parks and Recreation to assure that citizens in the outlying areas of greater Flagstaff

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Create a special Parks District with greater Flagstaff boundaries	Government		Legislative action Lobbying groups Forest Service City/County Citizens	May 1998
<b>ACTION #2</b>				
City & County Parks & Recreation officials serve on each others planning teams	Government	Staff time	P & R Commissions	Immedia
<b>ACTION #3</b>				
Create joint Parks & Recreation calendars	Government	Staff time Budget savings	Multi marketing resources	Quarter October 1
<b>ACTION #4</b>				
City/County collaborate on identifying new potential park locations	Government	Staff time	Public agencies Schools Citizens	1 yr. July 1998
<b>ACTION #5</b>				
Expand mobile recreation program/services to greater Flagstaff	Government	Staff time Supplies Transportation \$	Citizens NAU Volunteers	1 yr. July 1998

GOAL: TO PROVIDE CITIZENS WITH SAFE AND SECURE STREETS, NEIGHBORHOODS.

Rationale

It is important for individuals and families to feel safe in their community. To this end, we will communicate through information, education, and awareness how this takes place. Services should be provided to more than just the local population. It should also address transient and visitor impact.



# GOAL 6

## To ENCOURAGE THE AVAILABILITY AND USE OF A VARIETY OF AFFORDABLE HEALTH

**STRATEGY:** Promote collaboration between City/County Parks and Recreation to assure that citizens in the outlying areas of greater Flagstaff

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Create a special Parks District with greater Flagstaff boundaries	Government		Legislative action Lobbying groups Forest Service City/County Citizens	May 1999
<b>ACTION #2</b>				
City & County Parks & Recreation officials serve on each others planning teams	Government	Staff time	P & R Commissions	Immediate
<b>ACTION #3</b>				
Create joint Parks & Recreation calendars	Government	Staff time Budget savings	Multi marketing resources	Quarterly October 1999
<b>ACTION #4</b>				
City/County collaborate on identifying new potential park locations	Government	Staff time	Public agencies Schools Citizens	1 yr. July 1999
<b>ACTION #5</b>				
Expand mobile recreation program/services to greater Flagstaff	Government	Staff time Supplies Transportation \$	Citizens NAU Volunteers	1 yr. July 1999

**GOAL: TO PROVIDE CITIZENS WITH SAFE AND SECURE STREETS, NEIGHBORHOODS /**

**Rationale**

It is important for individuals and families to feel safe in their community. To this e communicate through information, education, and awareness how this takes place. Service l than just the local population. It should also address transient and visitor impact.

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# GOAL 6

## TO ENCOURAGE THE AVAILABILITY AND USE OF A VARIETY OF AFFORDABLE HEALTH

**STRATEGY:** Promote collaboration between City/County Parks and Recreation to assure that citizens in the outlying areas of greater Flagstaff

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b> Create a special Parks District with greater Flagstaff boundaries	Government		Legislative action Lobbying groups Forest Service City/County Citizens	May 1998
<b>ACTION #2</b> City & County Parks & Recreation officials serve on each others planning teams	Government	Staff time	P & R Commissions	Immedia
<b>ACTION #3</b> Create joint Parks & Recreation calendars	Government	Staff time Budget savings	Multi marketing resources	Quarter October 1
<b>ACTION #4</b> City/County collaborate on identifying new potential park locations	Government	Staff time	Public agencies Schools Citizens	1 yr. July 1998
<b>ACTION #5</b> Expand mobile recreation program/services to greater Flagstaff	Government	Staff time Supplies Transportation \$	Citizens NAU Volunteers	1 yr. July 1998

**GOAL: TO PROVIDE CITIZENS WITH SAFE AND SECURE STREETS, NEIGHBORHOODS .**

**Rationale**

It is important for individuals and families to feel safe in their community. To this e communicate through information, education, and awareness how this takes place. Service l than just the local population. It should also address transient and visitor impact.

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# GOAL 6

## To ENCOURAGE THE AVAILABILITY AND USE OF A VARIETY OF AFFORDABLE HEALTH

**STRATEGY:** Promote collaboration between City/County Parks and Recreation to assure that citizens in the outlying areas of greater Flagstaff

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Create a special Parks District with greater Flagstaff boundaries	Government		Legislative action Lobbying groups Forest Service City/County Citizens	May 1998
<b>ACTION #2</b>				
City & County Parks & Recreation officials serve on each others planning teams	Government	Staff time	P & R Commissions	Immediate
<b>ACTION #3</b>				
Create joint Parks & Recreation calendars	Government	Staff time Budget savings	Multi marketing resources	Quarterly October 1998
<b>ACTION #4</b>				
City/County collaborate on identifying new potential park locations	Government	Staff time	Public agencies Schools Citizens	1 yr. July 1998
<b>ACTION #5</b>				
Expand mobile recreation program/services to greater Flagstaff	Government	Staff time Supplies Transportation \$	Citizens NAU Volunteers	1 yr. July 1998

GOAL: TO PROVIDE CITIZENS WITH SAFE AND SECURE STREETS, NEIGHBORHOODS,

Rationale

It is important for individuals and families to feel safe in their community. To this end, we will communicate through information, education, and awareness how this takes place. Service is provided to more than just the local population. It should also address transient and visitor impact.

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# GOAL 7

**TO PROVIDE CITIZENS WITH SAFE AND SECURE STREETS, NEIGHBORHOODS AND P**

**STRATEGY: Match police/fire services growth to community and visitor ir**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELIN</b> <i>How long? Targ</i>
<b>ACTION #1</b>				
Develop staffing ratio that includes visitor impact in addition to population	Government	Staff		6 mos.
<b>ACTION #2</b>				
Develop budget resources to accommodate numbers	City/County	General fund grants		New fiscal y

# GOAL 7

## TO PROVIDE CITIZENS WITH SAFE AND SECURE STREETS, NEIGHBORHOODS AND F

**STRATEGY:** Support community policing in greater Flagstaff area

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Develop capacity of neighborhoods to organize/become involved	City & County government, parks & recreation, police	Budgeted employees work hours	Neighborhood residents Businesses Youth	Four neighborhoods by July 1999
<b>ACTION #2</b>				
Change from city-wide planning & external development to neighborhood	City & County government, parks & recreation, police	Budgeted employees work hours	Neighborhood residents Businesses Youth	One budget FY 97-99
<b>ACTION #3</b>				
Motivate/support police officer willingness	City Government Residents	Budgeted employees work hours	Neighborhood residents Businesses Youth	On-going
<b>ACTION #4</b>				
Maintain effort once started	All of the above	Budgeted employees work hours	Neighborhood residents Businesses Youth	On-going



# GOAL 7

## TO PROVIDE CITIZENS WITH SAFE AND SECURE STREETS, NEIGHBORHOODS AND PUBLIC PLACES

**STRATEGY:** Educate and advocate for reduction of family violence in our community

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date</i>
<b>ACTION #1</b>				
Facilitate the collaboration of all stakeholders in City & County	Agencies that have a stake in the particular issue Coconino Council on family violence	Funding/grants	Grass-roots citizens City/County/School Institutions Elected officials Agency leaders Coalitions	July 1998
<b>ACTION #2</b>				
Develop an education program on family violence for public schools	Agencies that have a stake in the particular issue Coconino Council on family violence	Mediator/negotiator Funding/grants Agency budgets	Grass-roots citizens City/County/School Institutions Elected officials Agency leaders Coalitions	July 1998
<b>ACTION #3</b>				
Advocate for changing behaviors & attitudes	Like-minded people in the community	Community action grants Organizers Facilitators Workers	Grass-roots citizens City/County/School Institutions Elected officials Agency leaders Coalitions	On-going
<b>ACTION #4</b>				
Establish clearing house to assure & continue on-going commitment	Like-minded people in the community	Community action grants Organizers Facilitators Workers	Grass-roots citizens City/County/School Institutions Elected officials Agency leaders Coalitions	On-going

# Strengthening and Sustaining Com1

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# GOAL 1

## TO INCREASE THE POSITIVE IMPACT OF PEOPLE WORKING TOGETHER TO ACCOMPLISH

**STRATEGY:** Establish a Volunteer Coordinating Council and facilitate co-ordinating programs for students and adults

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b> Identify roles & responsibilities for Volunteer Coordinating Council	The Alliance for the Second Century	In-kind from the Alliance & users/providers of services	Users & providers of volunteer services	4 mos
<b>ACTION #2</b> Identify potential coordinating entities	The Alliance for the Second Century & interested citizens	In-kind from The Alliance & citizens	The Alliance	2 mos
<b>ACTION #3</b> Implement recommendations in report produced by Action 1	The selected coordinating entity	Grants & in-kind Budget to be determined	Users & providers of volunteer services	On-going
<b>ACTION #4</b> Establish a mechanism to assess success of the strategy toward achieving the goal	The Alliance for the Second Century	In-kind	Selected coordinating entity & users/providers of volunteer services	Annually from creation

# GOAL 1

## TO INCREASE THE POSITIVE IMPACT OF PEOPLE WORKING TOGETHER TO ACCOMPLISH

**STRATEGY:** Define, identify, promote, and recognize good citizenship

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Adopt the definition of citizenship which appears in "Building a Community of Citizens for Arizona"	League of Women Voters, American Legion, or Assistance League	In-kind	Individuals, public officials & government, businesses & corporations, media, schools, spiritual groups & civic organizations, neighborhood/grass roots organizations	1 yr. to establish then on-going
<b>ACTION #2</b>				
Promote good citizenship by encouragement & recognition of individuals	League of Women Voters, American Legion, or Assistance League	In-kind	Individuals, public officials & government, businesses & corporations, media, schools, spiritual groups & civic organizations, neighborhood/grass roots organizations	1 yr. to establish then on-going

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# GOAL 2

## TO STRENGTHEN AND SUSTAIN FAMILIES AND OUR COMMUNITY'S "SENSE OF FAMILY"

**STRATEGY:** Create an effective community-wide youth mentoring program

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINESS</b> <i>How long? Timeline?</i>
<b>ACTION #1</b>				
Build a collaborative network of youth mentoring resources (fill the gaps)	Youth in Action	Financial, expand existing resources	Organizations such as schools, Big Brothers/Sisters, Scouts businesses, community, YWCA, YMCA, Coconino Coalition for Children, & others	18 mos. - 2 years annual evaluation
<b>ACTION #2</b>				
Promote available youth mentoring programs	Youth in Action	In-kind & financial Expansion of existing resources	Schools Chamber of Commerce Local media	18 mos. to establish on-going

# GOAL 2 To STRENGTHEN AND SUSTAIN FAMILIES AND OUR COMMUNITY'

STRATEGY: Improve community accessibility to education and counseling res

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Identify accessibility problems & solutions	Coconino County Community Services	In-kind	Northland Family Help Center, Arizona Department of Economic Security (DES), Guidance Center, Parents Anonymous, Salvation Army, Catholic Social Services, Coalition for Children, Adult Center, Open/Inn Alternative Center for Family-Based Services, & others	1 yr.
<b>ACTION #2</b>				
Promote implementation of recommended solutions	Coconino County Community Services	Financial & in-kind	Northland Family Help Center, Arizona Department of Economic Security (DES), Guidance Center, Parents Anonymous, Salvation Army, Catholic Social Services, Coalition for Children, Adult Center, Open/Inn Alternative Center for Family-Based Services, & others	On-going

# GOAL 2

## TO STRENGTHEN AND SUSTAIN FAMILIES AND OUR COMMUNITY

**STRATEGY:** Develop a community conciliation program that promotes discussion between disputing parties without involving the legal process

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Timeline</i>
<b>ACTION #1</b>				
Sponsor the formation of a group of professional counselors & other skilled individuals to provide pro-bono community conciliation services	Coconino County Attorney	Financial & in-kind	Flagstaff Police Department, Coconino County Sheriff's Office, Coconino County Social Services, Arizona State Attorney General, Neighborhood Councils, & others	18 months

# GOAL 2

## TO STRENGTHEN AND SUSTAIN FAMILIES AND OUR COMMUNITY'

**STRATEGY:** Promote intergenerational activities, promote intercultural activities

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target?</i>
<b>ACTION #1</b>				
Assess existing programs & solicit interested parties to participate	Flagstaff City & Coconino County Parks & Recreation	In-kind	Main Street Foundation, NAU, Adult Center, NAU's Gerontology Center, Flagstaff City Council, Coconino Center for the Arts, Coordinating Council on Mexican American Affairs, NACA, Asian Chamber of Commerce, SCORE, Adopt a Grandparent, Dancing Grannies, Meals-on-Wheels, & others	8 mos.
<b>ACTION #2</b>				
Expand existing intercultural events & intergenerational events; including ethnic food & dance celebrations, talent & fashion shows, a multicultural PowWow type event, arts & crafts fairs, alternative health care, & making NAU's international events community wide	Flagstaff City & Coconino County Parks & Recreation	Financial & in-kind	For intercultural: International Student Association &/or NAU Office of Multicultural Affairs For intergenerational: FUSD, Adult Center	2 yrs.

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# GOAL 1 To STRENGTHEN AND SUSTAIN FAMILIES AND OUR COMMUNITY'S

**STRATEGY:** Stress the importance of balanced and consistent media coverage of community issues and their solutions

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Timeline</i>
<b>ACTION #1</b>				
Increase frequency & exposure of stories that provide positive models for change	Local electronic & print media	In-kind	Coordinating Council on Mexican American Affairs, Main Street Foundation, NAU, NACA, Asian Chamber of Commerce, Flagstaff Police Department, Coconino County Juvenile Justice System, Coalition for Children, NAU, FUSD, Youth in Action, & others	6 mos.

# GOAL 3

TO INCREASE THE LEVEL AND QUALITY OF PERSONAL INVOLVEMENT AND SOCIAL INTERACTION WITHIN THE NEIGHBORHOOD SETTING

**STRATEGY:** Celebrate neighborhood identity

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Compile & publicize histories of Flagstaff's neighborhoods, to include taped oral histories in Flagstaff City - Coconino County Public Library	Flagstaff City - Coconino County Public Library	Financial (grant money) & in-kind	Arizona Historical Society-Pioneer Museum, NAU Special Collections, Museum of Northern Arizona, FUSD, CCC, & other interested individuals or organizations	2-3 yrs. to establish then on-going



# GOAL 3

To INCREASE THE LEVEL AND QUALITY OF PERSONAL INVOLVEMENT AND SOCIAL INTERACTION WITHIN THE NEIGHBORHOOD SETTING

**STRATEGY:** Establish neighborhood councils or associations to increase active citizenship, to improve neighborhood equity in terms of zoning, community resources, programs and equitable services, etc.

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Establish a pilot program to 1) convene representatives from existing citizens associations in the neighborhoods, 2) identify individual capacities & available resources, 3) establish goals for neighborhoods, & 4) bring resources to bear	United Way (they are prepared to facilitate the process for neighborhoods)	In-kind (human resources) & financial	Neighborhood associations & institutions (service providers) like Block Watch, Head Start, etc.	18 months
<b>ACTION #2</b>				
Share techniques with other neighborhoods	Pilot program participants & United Way	In-kind (human resources) & financial	Neighborhood associations & institutions (service providers) like Block Watch, Head Start, etc.	On-going (dependent on completion of Action #1)

# GOAL 4

TO BROADEN PARTICIPATION OF INDIVIDUALS AND ORGANIZATIONS IN COMMUNITY ISSUES TO ENSURE THAT COMMUNITY CITIZENS AND ORGANIZATIONS WORKING WITH AN EFFICIENT, REPRESENTATIVE GOVERNMENT FOR THE BENEFIT OF THE

**STRATEGY:** Build a network (including electronic) to provide information on community issues, programs, and educational opportunities, in order to more fully engage all segments of the community

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Assess existing resources for a local, community information network bank (i.e., a computer network)	Flagstaff City - Coconino County Public Library & The Alliance for the Second Century	Financial	League of Women Voters, Flagstaff Visitor's Bureau, Chamber, FreeNet, Businesses	1 yr.
<b>ACTION #2</b>				
Develop an information delivery system to ensure accessibility to all citizens	The Alliance for the Second Century & Chamber	Financial	Flagstaff City - Coconino County Public Library, Main Street Foundation, & businesses	5 yrs.



# GOAL 4

**TO BROADEN PARTICIPATION OF INDIVIDUALS AND ORGANIZATIONS IN COMMUNITY ISSUES TO ENSURE THAT COMMUNITY CITIZENS AND ORGANIZATIONS WORKING WITH AN EFFICIENT, REPRESENTATIVE GOVERNMENT FOR THE BENEFIT OF THE**

**STRATEGY:** Raise local awareness of multiculturalism in order to have a more informed and involved citizenry. *Raise local awareness of multiculturalism in order to have a more informed and involved citizenry. traits as human beings (that we all share basic human needs and feelings, and that our differ*

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Establish an on-going series of community forums on problems & solutions of race & cultural relations, based on "Teaching Tolerance," by Southern Poverty Law Center	The Alliance for the Second Century	Financial & in-kind (facilities & people)	Coordinated effort among community organizations such as NAACP, Mexican American Coordinating Council, NACA, Asian Chamber of Commerce, & others	12-18 months
<b>ACTION #2</b>				
Conduct a cultural audit/study to review practices of governmental entities identified as barriers to active citizen participation in community issues	The Alliance for the Second Century (to find effective auditors)	Financial	Coordinated effort among community organizations such as NAACP, Mexican American Coordinating Council, NACA, Asian Chamber of Commerce, & others	18-24 months
<b>ACTION #3</b>				
Create a team of volunteers to conduct workshops on cultural diversity training to Federal, City, & County employees, and to businesses & other organizations, using the "Teaching Tolerance" model	The Alliance for the Second Century	Financial & in-kind	Volunteers representing various ethnic groups, NAACP, Mexican American Coordinating Council, NACA, Asian Chamber of Commerce, & others	18-24 months

# Managing Growth

GOAL: GREATER FLAGSTAFF MANAGES AND SHAPES GROWTH IN WAYS THAT PRESERVE  
NATURAL ENVIRONMENT, LIVABILITY AND SENSE OF COMMUNITY

Rationale

To address the concerns of local residents about negative affects of uncontrolled growth and to facilitate greater compatibility between and among existing governmental entities, a Regional Boundary will be established to define the geographic area of intergovernmental cooperation and planning. The establishment of such a boundary must be arrived at through a process of public participation and thoroughly address issues of regional quality of life.

The Growth Management Alliance (GMA) will provide an institutional mechanism to coordinate an integrated, and public-private approach that the 2020 process has started.

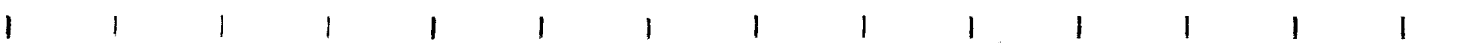
Unless state laws are researched for reference in the area of land use, a task force or commission cannot successfully move forward with urban/rural planning.

# GOAL 1

## GREATER FLAGSTAFF MANAGES & SHAPES GROWTH IN WAYS THAT PRESERVE OUR REGION'S NATURAL ENVIRONMENT

**STRATEGY:** Design and put into place a Regional Urban Growth Boundary for greater Flagstaff to ensure strategically-planned growth on lands within that boundary

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target dates?</i>
<b>ACTION #1</b>				
Form a Regional Urban Growth Boundary Task Force (RUGB)	City/County Joint Planning Group GMA Growth Management Association	In-kind	Flagstaff 2020	July 1997 November 1997
<b>ACTION #2</b>				
Identify Stakeholders in the RUGB planning process & outcome, & facilitate their ongoing participation	RUGB Regional Urban Growth Boundary Task Force GMA Growth Management Alliance	In-kind	Flagstaff 2020 Private sector groups	November 1997 On-going
<b>ACTION #3</b>				
Conduct a legal analysis of options for subsequent inter-governmental management of lands within the RUGB (Regional Urban Growth Boundary)	RUGB Task Force GMA	Unknown	Arizona Association of City & Towns City/County U.S. Forest Service State Lands	November 1997 May 1998
<b>ACTION #4</b>				
Define a preliminary study area	RUGB Task Force Stakeholders	In-kind	NAU/City/County U.S. Forest Service State Lands Stakeholders	November 1997 December 1997
<b>ACTION #5</b>				
Identify land ownership within the regional urban growth boundary preliminary study area	RUGB Task Force GMA	Unknown	County Assessor's Office U.S. Forest Service State Land Trust National Park Service	July 1997 May 1998



# GOAL 1

## GREATER FLAGSTAFF MANAGES & SHAPES GROWTH IN WAYS THAT PRESERVE OUR REGION'S NATURAL ENVIRONMENT

**STRATEGY:** Design and put into place a Regional Urban Growth Boundary for greater Flagstaff to ensure strategically-planned growth on lands within that boundary

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #6</b>				
Conduct an economic analysis of various RUGB (Regional Urban Growth Boundary) planning options & methods	RUGB Task Force		NAU/City/County U.S. Forest Service State Lands National Park Service Fish and Game Diverse Private sector groups	May 1998 July 1998
<b>ACTION #7</b>				
Investigate state & federal land holdings & land-transfer procedures & enhance public participation in those decisions	RUGB Task Force		NAU/City/County U.S. Forest Service State of Arizona National Park Service Fish and Game Diverse Private sector groups	May 1998 August 1998
<b>ACTION #8</b>				
Organize public involvement in the determination of a final specific regional urban growth boundary	RUGB Task Force		Neighborhood organizations Diverse private sector groups Stakeholders U.S. Forest Service State of Arizona National Park Service Fish and Game	August 1998 July 1998
<b>ACTION #9</b>				
Define & publicize RUGB (Rural Urban Growth Boundary) specific boundary options for ultimate adoption as regional planning area	RUGB Task Force		GMA Growth Management Alliance 2020 follow through team Stakeholders	July 1998 July 1998

# GOAL 1

GREATER FLAGSTAFF MANAGES & SHAPES GROWTH IN WAYS THAT PRESERVE OUR REGION'S NATURAL ENVIRONMENT

**STRATEGY:** Establish a Growth Management Alliance, a partnership between citizens & manage growth and land use within and around the Regional Urban Growth

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Form the GMA, ensuring joint public-private participation, with a wide cross-section of interests, & establish a charter & by-laws	City-County Joint Planning Team, in conjunction with Flagstaff Metropolitan Planning Organization (FMPO) & a sub-committee of the 2020 Managing Growth Action Team	No direct financial resources needed. Staff time, political will, support from the 2020 committee & Vision Task Force, & approval by the government bodies of the government sector organizations	General public, diverse private sector & special interest groups, covering the seven target area of interest in the 2020 Vision Statement, neighborhood groups, NAU, FUSD, CCC, U.S. Forest Service & State Land Department	November 15 December 15
<b>ACTION #2</b>				
Assess a variety of growth management tools, such as impact fees, transferable development rights, subdivision regulations, incentives for infill, disincentives for sprawl, & removal of subsidies for growth, etc. & recommend & implement policies that are effective at managing growth & appropriate to the Greater Flagstaff context	GMA/City/County	Staff from the governmental partners to prepare assessments for the GMA may also need funds to commission independent studies & assessments	General public, diverse private sector & special interest groups, covering the seven target areas of interest in the 2020 Vision Statement, neighborhood groups	December 15 December 15
<b>ACTION #3</b>				
Develop a public outreach & education program to explain different planning & growth management tools & methods, & to gain public input on which tools are acceptable & appropriate in the Greater Flagstaff context	GMA in conjunction with the City-County joint planning team	Staff time & funds for materials, community-wide publications, etc.	Diverse public & private sector groups	December 15 December 15

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# GOAL 1

GREATER FLAGSTAFF MANAGES & SHAPES GROWTH IN WAYS THAT PRESERVE OUR REGION'S NATURAL ENVIRONMENT

**STRATEGY:** Establish a Growth Management Alliance, a partnership between citizens to manage growth and land use within and around the Regional Urban Growth Boundary.

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #4</b>				
Participate in revision of <i>Growth Management Guide 2000</i> , the City's general plan. Place particular emphasis on a review of existing zoning within the City in light of 2020. Make suggestions for appropriate changes in zoning & other policies for the purpose of achieving the goals in the 2020 Vision	GMG as a formal cooperator to the City planning process	People's time, participation in meetings, review of materials; produce recommendations	Diverse, lots of public involvement	November 1 December
<b>ACTION #5</b>				
Extend growth management planning outward to include the Greater Flagstaff area and/or the Regional Urban Growth Boundary. Review land use, zoning & growth management planning in those areas of the county that are within Greater Flagstaff, in light of Flagstaff 2020 & the City's updated <i>GMG 2000</i> , to ensure consistency between the City and the County, e.g. on infrastructure development, land development codes, zoning category definitions, subdivision regulations, etc.	GMG with City-County joint planning team	Staff time	Diverse, lots of public involvement	November 1 December

# GOAL 1

## GREATER FLAGSTAFF MANAGES & SHAPES GROWTH IN WAYS THAT PRESERVE OUR REGION'S NATURAL ENVIRONMENT

**STRATEGY:** Design and put into place a Regional Urban Growth Boundary for greater Flagstaff to ensure strategically-planned growth on land within the boundary

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Examine state laws that affect urban/rural growth planning & management	City/County Joint Planning Team City legal counsel County legal counsel	In-kind	2020 Vision Growth Management Action Team CSA (County Supervisors Association) Municipal lobbyists State Land/Forest Service Consultation	September 19 March 19
<b>ACTION #2</b>				
Influence & change where necessary state land policy, especially affecting the disposition of state trust lands	GMA (Growth Management Alliance) RUGB (Regional Urban Growth Boundary) Task Force	In-kind	City/County Planning Group Alliance for the Second Century Arizona League of Cities and Towns Arizona Planning Association U.S. Forest Service Arizona State Land Department Fish and Game Other private sector groups	March 19

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**GOAL: DEVELOP AND IMPLEMENT A COMPREHENSIVE TRANSPORTATION PLAN WITH  
FLAGSTAFF REGION ADDRESSING BOTH SHORT AND LONG-TERM NEEDS, AND EMPHASIZING  
TRANSPORTATION MODES**

**Rationale**

This strategy focuses on methods for implementing a transportation plan emphasizing pedestrian, public transportation second, and automobiles third, as identified in the vision. Reasons for the emphasis on these modes and planning for them on a regional basis include environmental concerns, cost, and mobility. Properly built and maintained non-motorized routes may have a low cost positive impact on reducing motorized congestion. Adoption of new ordinance requirements will reflect a shifting of priorities from autos to alternative modes of transportation. Since the Flagstaff Metropolitan Planning Organization's 1997 Work Program includes the first steps for developing a transportation improvement plan, modal priorities, the action plan developed for this strategy focuses on actual methods for implementation.

Given the reciprocal cause and effect relationship between land use and transportation, coordinated planning developed on a regional level to comprehensively address these issues. This document which addresses and provides for coordination and collaboration is essential to the success of the plan.

Traffic congestion and gridlock are already critical problems affecting mobility in the greater Flagstaff area. This is particularly a problem on north/south corridors due to the at-grade railroad crossing which occurs frequently, resulting in backed up traffic, and also diverting more traffic onto Milton Road.

road that does not have an at-grade crossing. The problem is compounded by the fact that north/south routes through town. In light of the fact that the 2020 vision calls for emphasizing pedestrians first, bicycles and public transportation second, and automobiles third, all new or redesigned routes provide for pedestrian and bicycle transit, and traffic as well.

Note: The Flagstaff Metropolitan Planning Organization (FMPO) has been created and is developing a Comprehensive Long Range Transportation Plan. In light of the fact that the development of the established goal of the FMPO, the 2020 Action Team for Managing Growth did not focus on developing the plan, but instead has identified specific critical elements, which came out of the process and which should be made part of the FMPO'S plan.



# GOAL 2

DEVELOP AND IMPLEMENT A COMPREHENSIVE TRANSPORTATION PLAN WITHIN THE GREATER FLAG

SHORT AND LONG TERM NEEDS, AND EMPHASING ALTERNATIVE TRANSPORTATION MODES

**STRATEGY:** Plan and initiate a regional multi model transportation program

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Timeline?</i>
<b>ACTION #1</b>				
Develop transit-friendly land use plans & development requirements	City, County, GMA	Other communities that have adopted similar ordinances	Need support from business community, Chamber, GFEC, City, County, NAHB	18-24 mos. to complete research & adoption of new ordinance
<b>ACTION #2</b>				
Identify FUTS as integral part of regional transportation system by developing & funding FUTS expansion throughout region	FUTS	Heritage Fund, BBB	County/City Neighborhoods USFS Trail clubs	12 mos. in progress
<b>ACTION #3</b>				
Coordinate FUTS & bike path/bike lane development & planning	City, County, FMPO	City, County	Trail clubs Neighborhoods	12 mos. in progress then ongoing
<b>ACTION #4</b>				
Pave & provide snow removal on certain well-traveled sections of FUTS & bike lanes	FUTS	City, Heritage fund	Trail clubs Neighborhoods	3 yrs.
<b>ACTION #5</b>				
Establish shuttle between high use areas: e.g. Milton Road, Downtown, NAU-off campus housing, Ft. Valley Road	Pine Country Transit City/County Mountain Campus Transit	To be identified by collaborators	Businesses, NAU, Snowbowl, Museum, other private	Year 1 - develop (short range, transit plan prepared by FMPO to start summer 1998) Year 2 - test Year 3 - implement

# GOAL 2

**DEVELOP AND IMPLEMENT A COMPREHENSIVE TRANSPORTATION PLAN WITHIN THE GREATER FLAGSTAD AREA TO MEET SHORT AND LONG TERM NEEDS, AND EMPHASING ALTERNATIVE TRANSPORTATION MODES**  
**STRATEGY: Plan and initiate a regional multi model transportation program**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #6</b>				
Acquire land & develop downtown perimeter parking to encourage pedestrian access	City, Main Street	BBB Funds City/County Businesses downtown after construction-collect parking fees parking district	Downtown businesses City/County Main Street Foundation	2-5 yrs.
<b>ACTION #7</b>				
Develop & adopt new parking requirements (ordinances) for accommodating alternative modes of transportation, i.e. bus stops near entrances, pedestrian & bicycle pathways connecting to FUTS, bike parking, reduce required number of auto parking spaces, set maximum limit on number of spaces	City/County/GMA	Other communities that have adopted similar ordinances	Need support from business community Chamber GFEC City/County	12-18 mos. to go research & adopt new ordinance

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# GOAL 2

**DEVELOP AND IMPLEMENT A COMPREHENSIVE TRANSPORTATION PLAN WITHIN THE GREATER FLAGLER COUNTY AREA, ADDRESSING SHORT AND LONG TERM NEEDS, AND EMPHASIZING ALTERNATIVE TRANSPORTATION MODES**  
**STRATEGY: Coordinate regional land use and transportation plans into a single seamless effort.**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Timeline?</i>
<b>ACTION #1</b>				
Study who's going where & why to help guide plan by identifying priority areas	FMPO	FMPO	ADOT NAU City County	1 yr. plus in c include sea fluctuat
<b>ACTION #2</b>				
Incorporate MPO into Regional Planning & City & County Comprehensive Plans	FMPO GMA City/County	To be identified	FMPO GMA City/County	concurrent wi
<b>ACTION #3</b>				
Coordinate City, County, ADOT, USFS, capital improvement plans for roads	FMPO City/County ADOT USFS GMA	Should not require special funding resources, only agency & staff coordination	FMPO City/County ADOT USFS	Ongoing

# GOAL 2

## DEVELOP AND IMPLEMENT A COMPREHENSIVE TRANSPORTATION PLAN WITHIN THE GREATER FLAGS SHORT AND LONG TERM NEEDS, AND EMPHASING ALTERNATIVE TRANSPORTATION MODES

**STRATEGY:** Re-examine and redesign north/south transportation routes (auto, bicycle, pedestrian) including railroads

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Study to identify traffic patterns	FMPO, GMA	FMPO planning money	NAU	On-going count External traffic proposed for
<b>ACTION #2</b>				
Overpass/underpass feasibility studies 4th Street, Enterprise, Lone Tree, Switzer Canyon, downtown sites, & others	FMPO, City	To be identified	Railroad, ADOT	Include in FMF process
<b>ACTION #3</b>				
Develop bicycle & pedestrian ways (adjacent to Milton Road & Highway 180, San Francisco, Beaver, 4th Street, Enterprise)	ADOT, FUTS, FMPO, City, County, GMA	ISTEA, BBB, Heritage funds	Private property owners, businesses	Ongoing
<b>ACTION #4</b>				
Investigate potential "Commuters route" for west side traffic as alternative to Milton Road, e.g., possibly extend Walnut Street under railroad; connect Clay Avenue to Kaibab Lane to Woodlands Boulevard	FMPO, City	ISTEA, bonds	BNSF Railroad	18 mos. for feasibility study impacts on surrounding neighborhoods Engineering Identify land to

# GOAL 2

## DEVELOP AND IMPLEMENT A COMPREHENSIVE TRANSPORTATION PLAN WITHIN THE GREATER FLAGS SHORT AND LONG TERM NEEDS, AND EMPHASING ALTERNATIVE TRANSPORTATION MODES

**STRATEGY:** Re-examine and redesign north/south transportation routes (auto, bicycle, pedestrian) including rail

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #5</b>				
Reconsider Highway 180 alignment within RUGB - including possible relocation and/or improvement to existing alignment	FMPO, ADOT, GMA	To be identified	City, County, USFS, ADOT, impacted neighborhoods & business owners, community at-large	18mos. for re-eval
<b>ACTION #6</b>				
Pursue other improvements to Milton Road: turn lanes, close driveways, pedestrian safety islands, medians, pedestrian bridges	City, ADOT, FMPO	To be identified	City, ADOT, FMPO, businesses	Ongoing
<b>ACTION #7</b>				
Study effects of north/south corridors on east/west corridors	FMPO, City through Tranplan modeling	FMPO planning money	To be identified by FMPO	Part of long range transportation regional plan effective to 10/98

GOAL: FLAGSTAFF PROMOTES COMMUNITY DESIGN AND EMPLOYS DESIGN STANDARDS  
AND ENHANCE THE COMMUNITY'S UNIQUE HISTORY, CULTURAL, AND  
NATURAL AND BUILT ENVIRONMENTS

Rationale

Flagstaff and surrounding communities have a high degree of attractiveness with its setting in a forest and with its backdrop of numerous mountains. As development has occurred on the periphery along its transportation corridors, the built environment is tending to detract from the natural beauty. Two can be compatible if the corridors and entryways into the city and surrounding communities along Highway 180 and Highway 89N, the Townsend-Winona Road and Lake Mary Road are free of obstructed viewsheds and unattractive signage, or development that is insensitive to its natural setting.

Flagstaff is an automobile-oriented community having been developed along the railroad rights-of-way. With the exception of the historic residential and downtown area, the city is sprawling. For the most part, employment and commercial centers are removed enough from residential areas that motorized transportation is required. Commercial and employment centers could be located within residential neighborhoods to decrease the need to use the automobile or motorized transportation, making it more convenient for residents to service themselves.

Flagstaff's architecture reflects its history as a ranching community, a lumber mill town, an educational center, and a tourist hub. Its architecture is eclectic. But it is also home to some development that is a dissonance with its appeal with its numerous and continuous strip shopping centers and individual buildings that do not fit their setting and surroundings.

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# GOAL 3

## FLAGSTAFF PROMOTES COMMUNITY DESIGN AND EMPLOYS DESIGN STANDARDS THAT THE COMMUNITY'S UNIQUE HISTORY, CULTURAL, AND NATURAL AND BUILT ENVIRONMENT

**STRATEGY: Enhance the appeal of the gateways to the City and the surrounding communities**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Define gateways	City, County, ADOT, FMPO	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses & Property Owners	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses & Property Owners	2/99-12/01 for all actions
<b>ACTION #2</b>				
Designate gateway area	City, County, ADOT, FMPO	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses & Property Owners	
<b>ACTION #3</b>				
Develop Standards for Protection of Viewsheds, & develop "entryway statement" for gateway areas: develop standards & plan, adopt standards & plan, implement plan	City, County, ADOT, FMPO	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses & Property Owners	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses & Property Owners	
<b>ACTION #4</b>				
Landscape & beautify gateway areas	City, County, ADOT, FMPO	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses & Property Owners	Ft. Tuthill, Beautification Commission, Airport Commission, GFEC, Chamber, Forest Service, Snowbowl, Neighborhood Associations, Neighboring Businesses & Property Owners	

# GOAL 3

## FLAGSTAFF PROMOTES COMMUNITY DESIGN AND EMPLOYS DESIGN & ENHANCE S COMMUNITY'S UNIQUE HISTORY, CULTURAL, AND NATURAL AND BUILT ENVIRONMEI

**STRATEGY:** Enhance the appeal of transportation corridors of the City and in the surrounding communities of the

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELIN</b> <i>How long? Tar,</i>
<b>ACTION #1</b>				
Define corridors	City, County, ADOT, Forest Service	City, County, ADOT, Forest Service	Planning & Zoning Commissions, Beautifica- tion Commission, GFEC, Chamber, Forest Service, Neighborhood Associa- tions, Neighboring Businesses & Property Owners	2/99-12/ for all action iter implementa
<b>ACTION #2</b>				
Designate corridors & identify key sensitive areas	City, County, ADOT, Forest Service	City, County, ADOT, Forest Service	Planning & Zoning Commissions, Beautifica- tion Commission, GFEC, Chamber, Forest Service, Neighborhood Associa- tions, Neighboring Businesses & Property Owners	
<b>ACTION #3</b>				
Develop design standards for sensitive areas to enhance viewsheds, create neighborhood identities, & retain local character with respect to geographic surroundings using landscaping & design elements	City, County, ADOT, Forest Service	City, County, ADOT, Forest Service	Planning & Zoning Commissions, Beautifica- tion Commission, GFEC, Chamber, Forest Service, Neighborhood Associa- tions, Neighboring Businesses & Property Owners	

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# GOAL 3

## FLAGSTAFF PROMOTES COMMUNITY DESIGN AND EMPLOYS DESIGN & REFLECT ST. COMMUNITY'S UNIQUE HISTORY, CULTURAL, AND NATURAL AND BUILT ENVIRONMEN

**STRATEGY:** Enhance the appeal of the gateways to the City and the surrounding communities of the greater Flagsta

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #4</b> Review Land Development Code for compatibility with objectives & amend if necessary	City	City	Planning & Zoning Commission	
<b>ACTION #5</b> Review City and County zoning for compatibility with objectives & amend if necessary	City, County	City, County	Planning & Zoning Commissions, City Council, Board of Supervisors	
<b>ACTION #6</b> Review County Small Area Plans for compatibility improvements	County	County	Planning & Zoning Commission Board of Supervisors County Small Area Plan Committees	
<b>ACTION #7</b> Implement corridor improvements	City, County, ADOT, Forest Service	City, County, ADOT, Forest Service, State	Beautification Commission, GFEC, Chamber, Forest Service, Neighborhood Associations, Neighboring Businesses & Property Owners	2000+

# GOAL 3

## FLAGSTAFF PROMOTES COMMUNITY DESIGN AND EMPLOYS DESIGN STANDARDS THAT PRESERVE THE COMMUNITY'S UNIQUE HISTORY, CULTURAL, AND NATURAL AND BUILT ENVIRONMENT

**STRATEGY: Develop, promote and establish mixed use developments within Regional**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Perform visual preference survey to demonstrate design options, identify preferences & gauge public support	City, County	City, County, Foundation grants	Growth Management Alliance, Neighborhood Associations, Homeowners Association, Developers, Architects, Engineers, GFEC, Chamber, NAHB, County Small Area Plan Committees	2/98-5/98 adopt 1/99-3
<b>ACTION #2</b>				
Develop mixed use development standards: Review City Land Development Code and County comprehensive plan & Small Area Plan: Identify standards for mixed use composition, scale, massing, etc. Develop parking regulations to support mixed use development. Develop standards for mixed use design.	City, County	City, County	Growth Management Alliance, Neighborhood Associations, Homeowners Association, Developers, Architects, Engineers, GFEC, Chamber, NAHB, County Small Area Plan Committees	6/98-12/98
<b>ACTION #3</b>				
Review zoning categories to consider allowing mixed use development	City, County	City, County	Growth Management Alliance, Neighborhood Associations, Homeowners Association, Developers, Architects, Engineers, GFEC, Chamber, NAHB, County Small Area Plan Committees	6/98-12/98



# GOAL 3

**FLAGSTAFF PROMOTES COMMUNITY DESIGN AND EMPLOYS DESIGN STANDARDS THAT PRESERVE THE COMMUNITY'S UNIQUE HISTORY, CULTURAL, AND NATURAL AND BUILT ENVIRONMENT**  
**STRATEGY: Develop, promote and establish mixed use developments within regional**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #4</b>				
Create incentives for mixed use development based on findings	City, County	City, County	Growth Management Alliance, Neighborhood Associations, Homeowners Association, Developers, Architects, Engineers, GFEC, Chamber, NAHB, County Small Area Plan Committees	1/99
<b>ACTION #5</b>				
Implement standards	City, County	City, County	Growth Management Alliance, Neighborhood Associations, Homeowners Association, Developers, Architects, Engineers, GFEC, Chamber, NAHB	Summer 19

# GOAL 3

## FLAGSTAFF PROMOTES COMMUNITY DESIGN AND EMPLOYS DESIGN STANDARDS THAT PRESERVE THE COMMUNITY'S UNIQUE HISTORY, CULTURAL, AND NATURAL AND BUILT ENVIRONMENT. STRATEGY: Develop, promote, and establish diverse architectural and aesthetic design standards that reflect the community's unique history, culture, and natural and built environment.

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Perform visual preference survey to demonstrate design options, identify preferences & gauge public support	City, County	City, County	Growth Management Alliance, Neighborhood Associations, Homeowners Association, Developers, Architects, Engineers, GFEC, Chamber, NAHB, County Small Area Plan Committees	2/98-5/98
<b>ACTION #2</b>				
Develop Design Development Guideline Standards: Review & amend if necessary City Land Development Code & County zoning & comprehensive plan & Small Areas plans. Develop standards that are sensitive to historic traditional design. Develop standards that are appropriate for specific area. Develop standards that are sensitive in scale, height, massing, materials, etc., to area & viewsheds. Develop design guidelines that do not allow for generic facade design. Consider neo-traditional design where appropriate.	City, County	City, County	Growth Management Alliance, Neighborhood Associations, Homeowners Association, Developers, Architects, Engineers, GFEC, Chamber, NAHB, County Small Area Plan Committees	6/98-12/98 adopt: 1/99-5/99
<b>ACTION #3</b>				
Implement standards	City, County	City, County	Property owners	Summer 1999

**GOAL: DOWNTOWN IS THE ECONOMIC, CULTURAL AND GOVERNMENTAL HUB OF THE CITY  
PEDESTRIAN-ORIENTED AND EASILY ACCESSIBLE**

**Rationale**

Historically, downtown Flagstaff is two entities in one – the north and south sides. It is intersected by Route 66. Government offices and facilities are on the north side, and the south side, which is also dotted with some industrial uses, along with single-family detached residences. The goal is to encourage new development that is aesthetically and functionally compatible architectural design to maintain downtown's heritage while stressing the ties between the north and south sides.

The streets are narrow and the intensity of uses is highest in the downtown area resulting in a high density of buildings. The buildings were constructed prior to the automobile and therefore parking is limited.

Offices and services of the City, County and State governmental entities and cultural activities are traditional uses in the downtown. They contribute to its economic vitality.

# GOAL 4

## DOWNTOWN IS THE ECONOMIC, CULTURAL, AND GOVERNMENTAL HUB OF THE REGION ORIENTED AND EASILY ACCESSIBLE

**STRATEGY: Develop historical architectural design standards for downtown**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Define historic Certified Local Government district	City Council Historic Preservation Commission Planning & Zoning Commission	City, State SHPO	Business & property owners, Chamber, Main Street Foundation	Ongoing - 10
<b>ACTION #2</b>				
Achieve local support for historic CLG district	HPC Main Street Foundation	City	Property & business owners	Ongoing
<b>ACTION #3</b>				
Develop design standards for CLG	HPC	City	Property & business owners	Ongoing - 10
<b>ACTION #4</b>				
Implement design standards	City HPC	City	Property & business owners	11/97 +

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# GOAL 4

## DOWNTOWN IS THE ECONOMIC, CULTURAL, AND GOVERNMENTAL HUB OF THE REGION ORIENTED AND EASILY ACCESSIBLE

**STRATEGY: Promote the expansion of pedestrian and multi-modal accesses**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target?</i>
<b>ACTION #1</b>				
Provide shuttles: Develop Shuttle plan: define origin & destination points. Determine routes. Determine fees. Identify service provider.	City Private service provider Pine Country Transit NAU	Responsible parties Business owners	Responsible parties	1/99-1/2000
<b>ACTION #2</b>				
Undertake parking study & create parking district	City Main Street Foundation Business & property owners	Responsible parties	Responsible parties	Ongoing 5/97-12/99
<b>ACTION #3</b>				
Identify, expand & construct parking as need determined	Business & property owners Parking district	Responsible parties	Responsible parties	1/98-12/99
<b>ACTION #4</b>				
Provide separated & at-grade pedestrian crossings, where feasible at Route 66 & railroad tracks	City, Army Corps of Engineers	Responsible parties	ADOT, Railway Company, FMPO, Transportation Commission, Bikeways Committee	1998 +
<b>ACTION #5</b>				
Provide bicycle parking facilities in safe & convenient locations	Business & property owners, Main Street Foundation, City	Responsible parties	Responsible parties Transportation Commission Bikeways Committee	1/98-12/99

# GOAL 4

## DOWNTOWN IS THE ECONOMIC, CULTURAL AND GOVERNMENTAL HUB OF THE REGION ORIENTED AND EASILY ACCESSIBLE

**STRATEGY: Promote the expansion of pedestrian and multi-modal accesses**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #6</b>				
Promote development of pedestrian promenades: Identify locations. Develop designs. Implement.	Main Street Foundation City Parking District	Responsible parties	Responsible parties Business & property owners	1/99-1/2000
<b>ACTION #7</b>				
Provide directive signage to facilitate movement throughout downtown	City Parking District	Responsible parties	Responsible parties Business & property owners	1/98-6/99
<b>ACTION #8</b>				
Utilize banks of Rio de Flag as pedestrian & bicycle accessways	City Army Corps of Engineers	Responsible parties	Responsible parties Business & property owners	Dependent on study

# GOAL 4

## DOWNTOWN IS THE ECONOMIC, CULTURAL, AND GOVERNMENTAL HUB OF THE REGION ORIENTED AND EASILY ACCESSIBLE

**STRATEGY: Promote the continued use of downtown for governmental, economic, and cultural purposes.**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Continue to maintain governmental agency offices in downtown area	City, County State Federal Government	Responsible parties	Responsible parties	Ongoing
<b>ACTION #2</b>				
Work with Main Street & Chamber to support & enhance downtown business activity	Main Street Foundation Chamber	Responsible parties	Responsible parties Business & property owners	Ongoing
<b>ACTION #3</b>				
Support downtown cultural & community events	Main Street Foundation Arts Organizations	Responsible parties	Responsible parties Business & property owners	Ongoing
<b>ACTION #4</b>				
Support Convention & Visitors Bureau tourism efforts for downtown	CVB Chamber	Responsible parties BBB	Responsible parties, Business & property owners Main Street Foundation	Ongoing
<b>ACTION #5</b>				
Promote South side redevelopment	Business & property owners, Main Street Foundation, City	Responsible parties	Responsible parties	1998 +
<b>ACTION #6</b>				
Continue & complete Rio de Flag project	City Army Corps of Engineers	Responsible parties	Responsible parties Citizens	Ongoing

# GOAL 4

**DOWNTOWN IS THE ECONOMIC, CULTURAL, AND GOVERNMENTAL HUB OF THE REGION  
ORIENTED AND EASILY ACCESSIBLE**

**STRATEGY: Promote the continued use of downtown for governmental, economic, and cultural purposes.**

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #7</b>				
Continue downtown redevelopment projects	City Developers Property owners	Responsible parties	Main Street Foundation Property & business owners Downtown Area Redevelopment Advisory Committee	Ongoing
<b>ACTION #8</b>				
Integrate NAU as downtown anchor rather than an autonomous entity	NAU	NAU	NAU Business & property owners Main Street Foundation	1998 +



# Protecting the Environment

**GOAL: ENSURE THAT THE OPENSOURCE/GREENWAYS PLAN IS ADOPTED AND IM**

**Rationale**

This plan is an important part of Flagstaff's future in that it provides a means of protecting an lands for the enjoyment of all area residents. By providing strategies and action plans it is fulfilling its objectives.



# GOAL 1

## ENSURE THAT THE OPENSOURCE/GREENWAYS PLAN IS ADOPTED

STRATEGY: Support approval process by the City and County governments

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Enlist Flagstaff 2020 VTF & PMC members to speak in favor of the plan	Flagstaff 2020 Oversight Committee	Personal time	Groups & citizens interested in seeing the plan adopted	October 1997 Commission, Recreation Council & Board November 1997 Council & Board Supervisors Late '97-early '98 Land Dept. & AZ Game 1998-Coconino Land Management amendment
<b>ACTION #2</b>				
Develop an active public information & community participation effort during the review & approval process. Target those groups who are disenfranchised or not easily reached	City, County	Small budget for notices	USFS, NPS, State Land Dept., AZ Fish & Game, Tribal Governments, other entities with established public info networks, media interested citizens	June through December 1997
<b>ACTION #3</b>				
Amend City, County & participating agency "comprehensive plans" to incorporate the OSGW recommendations	City, County, USFS, NPS, State Lands, AZ Fish & Game, etc.	Staff time to prepare the amendments	Interested citizens, forest users, Tribal governments, other agencies	January 1998

# GOAL 1

## ENSURE THAT THE OPENSOURCE/GREENWAYS PLAN IS ADOPTED

STRATEGY: Support approval process by the City and County governments

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #4</b>				
Encourage participating agencies to enter into an MOU detailing commitment to OSGW implementation	Flagstaff 2020 Oversight Committee	Personal time	City, County, USFS, AZ Land Department, AZ Fish & Game, NPS	July 1997 through January 1998

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# GOAL 1

## ENSURE THAT THE OPENSOURCE/GREENWAYS PLAN IS ADOPTED

**STRATEGY:** Form an OSGW Coalition to ensure implementation of OSGW plan

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Timeline</i>
<b>ACTION #1</b>				
Form an inter-agency & citizen group (OSGW Coalition) which will serve as an advisory committee on implementation of the OSGW plan. Members will include federal, state, & local government employees, members of interested groups, public land user groups & other citizens	City, County Flagstaff 2020 Oversight Committee	Staff time, items necessary to staff the committee, such as postage, agendas, minutes, etc.	USFS, NPS, AZ Fish & Game, AZ State Land Department, interested citizens	January 1998 June 1998
<b>ACTION #2</b>				
Enlist the OSGW Coalition in actions necessary to implement OSGW plan (strategy #3)	OSGW Coalition	See strategy #3	See strategy #3	On-going
<b>ACTION #3</b>				
Establish neighborhood associations to assist in planning for stewardship & management	OSGW Coalition	Members time, supplies for organizing volunteers	Citizens, property owners & associations, participating agencies such as USFS, NPS, State Land Department	July 1998 & on

# GOAL 1

## ENSURE THAT THE OPENSOURCE/GREENWAYS PLAN IS ADOPTED

STRATEGY: Acquire and retain the designated open spaces and greenways

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Work with State Land Department to have high priority state sections designated for conservation through the <u>Arizona Preserve Initiative</u> process	OSGW Coalition (see strategy #2), City, County, USFS	None	State land users, lessees, adjacent property owners or land managers, land trusts, environmental groups	1997 through
<b>ACTION #2</b>				
Acquisition of designated high priority state parcels	City, County	Estimated \$3,000/acre or \$2,000/section west of Flagstaff, to \$15,000/acre or \$10,000/section in city	State, USFS, U.S. Congress, advocacy groups, interested citizens	1999 & on-
<b>ACTION #3</b>				
Pursue trail linkages across state & private lands	As above	Costs for purchase across state lands, negotiated as part of development approval across private land, heritage fund grants	USFS, NFS, State Land Department, AZ Trail Association, trail users, Tribal governments, citizens' groups	On-going
<b>ACTION #4</b>				
Retain high priority USFS lands in federal ownership as part of OSGW system	USFS OSGW Coalition	None	City, County, citizens, participating agencies, Flagstaff 2020 Oversight Committee	1997 onw



**GOAL: DEVELOP AND ADOPT AN INTER-JURISDICTIONAL COMMUNITY DESIGN PLAN /  
HOW THE GREATER FLAGSTAFF COMMUNITY WILL GROW TO PROTECT NATURAL BEA**

### Rationale

It is an undeniable fact that our community is growing and will most likely continue to grow. Our environment is priceless and irreplaceable, too precious to be left to chance or haphazard development. If Greater Flagstaff is to grow in harmony with our environment we must grow according to a well-designed plan that keeps us on that course.

# GOAL 2

## DEVELOP AND ADOPT AN INTERJURISDICTIONAL COMMUNITY DESIGN PLAN AND GUIDELINES FOR HOW THE COMMUNITY WILL GROW TO PROTECT NATURAL BEAUTY AND RESOURCES

**STRATEGY:** Develop and gain acceptance by the public and City and County governments of a Community Design Plan that protects the environment

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Form a citizens' & professional committee that will create a portfolio of alternative approaches to community designs	City, County Chamber	Staff time  Existing planning documents from various sources	Friends of Flagstaff's Future Flagstaff 2020 Oversight Committee	9/97 through
<b>ACTION #2</b>				
Invite national speakers to well publicized workshops on benefits of community design	City, County Committee formed above	Travel costs Speakers' fees	Chamber NAZHB Other interested citizens' groups	1/98 through
<b>ACTION #3</b>				
Utilize media as an information source to demonstrate design ideas	As above	NAU Local media Publications	Chamber Citizens' groups	As above
<b>ACTION #4</b>				
Use a Visual Preference Survey to show links between alternative designs & resource/environmental protection	As above	NAU Social Research Laboratory, Global Cities Project, Sonoran Institute, other national experts	Chamber NAU USFS Friends of Flagstaff's Future	As above

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# GOAL 2

## DEVELOP AND ADOPT AN INTERJURISDICTIONAL COMMUNITY DESIGN PLAN AND GUIDELINES FOR HOW THE COMMUNITY WILL GROW TO PROTECT NATURAL BEAUTY AND RESOURCES

**STRATEGY:** Develop and gain acceptance by the public and City and County governments of a Community Design Plan that protects the environment

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #5</b>				
Using the results of strategies #1 & #2 of this goal, above actions & public input, formulate final Community Design Plan (CDP)	As above	Staff time, consultant/writer	NAZHB, Friends of Flagstaff's Future, Flagstaff 2020 Oversight Committee	1/99 through
<b>ACTION #6</b>				
Develop public information campaign for adoption of final plan	As above	NAU Local media Publishing grant from utility companies (e.g. APS)	As above	Mid 200

# GOAL 2

## DEVELOP AND ADOPT AN INTERJURISDICTIONAL COMMUNITY DESIGN PLAN AND GUIDELINES FOR HOW COMMUNITY WILL GROW TO PROTECT NATURAL BEAUTY AND RESOURCES

**STRATEGY:** Compile acceptable non-traditional alternatives for neighborhoods to retain op

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Targ</i>
<b>ACTION #1</b>				
Gather information on examples of existing alternatives, e.g. land trusts, building envelopes, conservation easements & neighborhood associations	City, County Committee established in strategy #1	Staff time Institute for Community Economics Working papers of the city, e.g. Introduction to Urban Design	Community Gardening Board Friends of Flagstaff's Future Openspace/Greenways Committee Trust for Public Land NAU The Nature Conservancy	1/98 through
<b>ACTION #2</b>				
Compare alternatives to existing plans to suggested ideas to be incorporated into the community design plan	As above	As above	As above	As above
<b>ACTION #3</b>				
Present suggested ideas for public input	As above	As above	As above	As above
<b>ACTION #4</b>				
Compile a list of acceptable alternatives	As above	As above	As above	As above



# GOAL 2

## DEVELOP AND ADOPT AN INTERJURISDICTIONAL COMMUNITY DESIGN PLAN AND GUIDELINES FOR HOW COMMUNITY WILL GROW TO PROTECT NATURAL BEAUTY AND RESOURCES

**STRATEGY:** Define and implement RUGB

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Timeline</i>
<b>ACTION #1</b>				
Through a regional planning process, determine what areas are suitable for designation as openspaces & greenways & which are to be developed to accommodate growth (i.e. can be served with municipal services such as police & fire protection, water, sewer & roads)	City, County regional planning board Citizens' committee	\$275,000 (already delineated)	NAHB, Realtors, GFEC, Friends of Flagstaff's Future	7/97 through 1999
<b>ACTION #2</b>				
Ensure that growth within RUGB occurs only where infrastructure is in place	City, County	Cost of preparing capital improvements plan	Developers, utilities, fire districts, Friends of Flagstaff's Future, interested citizens	On-going after 1999
<b>ACTION #3</b>				
Accommodate growth within RUGB by establishing higher density areas where services are already in existence	As above	None	Developers, Realtors, Openspace/Greenways Committee, Friends of Flagstaff's Future, neighborhood groups	As above

**GOAL: IMPLEMENT A COMPREHENSIVE MANAGEMENT PLAN FOR GROUND  
WATER AND RIPARIAN AREAS**

**Rationale**

Water is easily taken for granted. But the effect of our actions in the desert southwest, of which a part can be far reaching, long lasting and even irreversible. As our population grows, these effects become even more pronounced. It is important that we understand this and accept our role as stewards of a limited resource.



# GOAL 3

## IMPLEMENT A COMPREHENSIVE MANAGEMENT PLAN FOR GROUND/SURFACE WATER

**STRATEGY:** Clarify and communicate to the public the quantity of groundwater that is available and available in the Flagstaff region. Include a determination of the affect of groundwater draw

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Create & update a user friendly ground water profile that describes the quality & quantity of water of the region	Citizens' Task Force created for this purpose, comprised of interested citizens, local experts & government employees	NAU Arizona Department of Water Resources USGS	USGS, City, County, NAU, ADEQ, developer, NRCS, local water companies	1997 through
<b>ACTION #2</b>				
Publish profile in several formats & update regularly	As above	NAU Grants for available resources, e.g., goverment, utilities, private foundations	City, County, USGS, NAU, GCT, TNC, NAZHB, Realtors, local water companies	As above
<b>ACTION #3</b>				
Monitor & report on the effects of the region's groundwater use & draw down on areas springs & riparian zones	Task Force, USGS, Arizona Department of Water Resources	USGS, NPS, local water companies, land owners & recreational users, such as hikers, camper, hunters, etc.	As above	1997 & on-g

# GOAL 3

## IMPLEMENT A COMPREHENSIVE MANAGEMENT PLAN FOR GROUND/SURFACE WATER

STRATEGY: Build a sense of stewardship in the community for the water resource

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Identify existing programs & available literature on water stewardship	City of Flagstaff Water Conservation Committee	NAU, ADEQ, USGS, UofA Water Resources (Attn: Barbara Telman) Arizona Department of Water Quality, Rocky Mountain Forest & Range Research Station, USFS, Soil & Water Conservation Society of America, National Resource Conservation Service	City, County, local water companies	9/97 through
<b>ACTION #2</b>				
Identifying missing elements from local programs & develop literature & other educational resources & programs	As above	Global Cities Project, USGS, Arizona Department of Water Resources	As above	1/99

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**GOAL: DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES TO MAXIMIZE  
(REDUCE, REUSE, RECYCLE) OF SOLID WASTE IN HOMES AND BUSINESSES**

#### Rationale

Utilizing the “3R’s” of solid waste management can make good sense economically as well as environmentally. Resources such as landfill space and raw materials for manufacture and construction become more valuable when recycling and reducing the solid waste we generate must become a way of life. To realize these goals, we must build the framework to support these practices.

# GOAL 4

DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES TO MAXIMIZE THE 3R'S (REDUCE, REUSE, RECYCLE) OF SOLID WASTE

STRATEGY: Coordinate rates with a "pay as you throw" system

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Create economic incentives to recycle, e.g. change the billing system to accommodate multilevel rates	City, private collection services	Capital expenses for smaller containers, staff time & training, software/hardware	Staff, public, elected officials, advocacy groups	3-5 yrs. from implementation of current recycling
<b>ACTION #2</b>				
Initiate public information campaign to demonstrate FULL costs of refuse disposal	City, County	Monies from tipping fees Grants	Environmental educators, advocacy groups, elected officials, media	Following current management approach



# GOAL 4

DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES TO MAXIMIZE THE 3R'S (REDUCE, REUSE, RECYCLE) OF SOLID WASTE

**STRATEGY:** Maximize waste diversion at the landfill site

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target?</i>
<b>ACTION #1</b>				
Purchase land from USFS (to increase program flexibility)	City	Tipping fees (account in place)	USFS, public	Implement by 1999 (planning 1993)
<b>ACTION #2</b>				
Extract reusable, recyclable, hazardous waste, compost before scales	Private contract or government agency	Self-sustaining through sale of used materials	Public, haulers, ADEQ, waste generators	Following land purchase 1-2 yrs. to implement
<b>ACTION #3</b>				
Increase & expand scope of public education	Diversion program manager	Tipping fees	Staff at landfill, public, environmental educators	Anytime after title transfer

# GOAL 4

DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES TO MAXIMIZE THE 3R'S (REDUCE, REUSE, RECYCLE) OF SOLID WASTE

STRATEGY: Create a sense of urgency in regional governments about waste management

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target?</i>
<b>ACTION #1</b> Facilitate public interaction with elected officials regarding regional solid waste management planning	Citizen's advocacy group Public	Time, phone calls	Existing action groups, private collection services, transfer stations	Integrated frame county/city solid waste planning by FY
<b>ACTION #2</b> Lobby for creation of well-run diversion programs at landfill modeled after successful programs	Staff, public, citizens' groups	Urban Ore in Berkeley, CA & Santa Rosa, CA City Recycling office	Professional recycling industry groups, Arizona recycling coalition	1997-1998
<b>ACTION #3</b> Expand the scope & increase programs for public education re: limited nature of landfill space & expense of building new landfills, i.e. consider land as a limited resource	Staff citizens' groups, agencies with existing education programs	Landfill Enterprise Fund Recycling income	City, staff, environmental educators, tourism providers, business community	On-going



**GOAL: DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES FOR ENVIRONMENT  
CONSTRUCTION AND RENOVATION OF HOMES AND BUSINESSES**

**Rationale**

The structures in which we live and work can be constructed to enable us to use resources efficiently and lessen our negative effects on the environment. Though these practices seem unusual, the use of publicity and informative outreach to contractors and the public we see them as commonplace in the vision we have for the Flagstaff region.

# GOAL 5

DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES FOR ENVIRONMENTALLY FRIENDLY CONSTRUCTION AND RENOVATION

STRATEGY: Gather and distribute information on current standards and best practices

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b> Review City & County codes for energy, water, light, air emissions	City/County building departments, citizens, NAU, intern	Staff time	NAHB (Northern Arizona Homebuilders) NASBN (Northern Arizona Sustainable Network)	7/98
<b>ACTION #2</b> Research state-of-the-art sustainable building techniques & materials	Citizen's groups (NASBN, etc.)	Citizens'/volunteers' time, supplies	AFS, ADEQ, EPA, RMI, building supply stores	7/98
<b>ACTION #3</b> Research state-of-the-art appliances	As above	As above	Local alternative energy suppliers	7/98
<b>ACTION #4</b> Research alternative financing methods	Citizens' groups	Supplies	NAHB, NASBN	7/98
<b>ACTION #5</b> Compile & distribute booklets providing user-friendly information gathered in previous actions	City and County	AFS	AFS	1/99

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# GOAL 5

## DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES FOR ENVIRONMENTALLY FRIENDLY CONSTRUCTION AND RENOVATION

**STRATEGY:** Encourage building professionals and property owners to use environmentally

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Develop incentives to provide environmentally friendly construction	Citizens' groups City/County building departments	Staff time	NAHB (Northern Arizona Homebuilders) NASBN (Northern Arizona Sustainable Network)	7/98 through
<b>ACTION #2</b>				
Develop & host annual workshops on state-of-the-art methods & materials for local contractors & residents	NAHB NASBN NAU APS	Materials, vendors, part-time coordinator	Material vendors, citizens utility companies building supply stores	1998 & on-g

# GOAL 5

## DEVELOP AND IMPLEMENT POLICIES AND INCENTIVES FOR ENVIRONMENTALLY FRIENDLY CONSTRUCTION AND RENOVATION

**STRATEGY:** Modify construction regulations to promote environmentally friendly construction

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Develop recommendations for codes e.g. building lighting, landscaping, etc. based on information from strategy #1	City/County, interested citizens	Significant staff time Planning & Zoning time	NAHB (Northern Arizona Homebuilders) NASBN (Northern Arizona Sustainable Network) Utility companies	7/99
<b>ACTION #2</b>				
Develop a program within City and County to streamline approval of pilot projects for alternative materials	As above	As above Vendors	As above	As above

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**GOAL: ESTABLISH AND IMPLEMENT GUIDELINES/STANDARDS THAT I  
“ENVIRONMENTALLY-FRIENDLY, GREEN” INDUSTRY, TO BE USED IN REC  
NEW BUSINESSES AND TO ASSIST EXISTING BUSINESSES**

#### **Rationale**

Establishing clear and standardized criteria with which to evaluate prospective businesses what businesses are suitable for our area. Those that meet our needs could be actively pursued not would not have to spend much time before the determination was made. Well though input from both economic and environmental sectors will direct us toward our vision of a beautiful and clean natural setting.

# GOAL 6

## ESTABLISH AND IMPLEMENT GUIDELINES/STANDARDS THAT DEFINE "ENVIRONMENTALLY SOUND" INDUSTRY, TO BE USED IN RECRUITING NEW BUSINESSES AND TO ASSIST EXISTING BUSINESSES

**STRATEGY:** Collect available information on defined standards/guidelines from other communities and use it to develop local standards/guidelines.

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Compile a list of at least 20 progressive communities, organizations & government agencies with established standards	Friends of Flagstaff's Future	Rocky Mountain Institute NAU (Masters of Liberal Studies program & Department of Business), Global Cities Project of San Francisco, GCT's Sustainable Communities Guidebook	City, County, GFEC, Chamber, Flagstaff 2020 Oversight Committee	Mid December
<b>ACTION #2</b>				
Write & mail inquiries to the above	As above	As above	As above	As above
<b>ACTION #3</b>				
Compile information from respondents	As above	As above	As above	As above

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# GOAL 6

## ESTABLISH AND IMPLEMENT GUIDELINES/STANDARDS THAT DEFINE "ENVIRONMENTAL INDUSTRY, TO BE USED IN RECRUITING NEW BUSINESSES AND TO ASSIST EXISTING STRATEGY: Determine acceptable levels of water use and air emissions and acceptable types and levels of solid and

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELI</b> <i>How long? Ta</i>
<b>ACTION #1</b>				
Obtain data on current & maximum levels of the above	Friends of Flagstaff's Future	NAU (Masters of Liberal Studies program & Department of Business), USGS, City of Flagstaff Water, ADEQ, local hazardous waste transport companies, local businesses & institutions	City, County, private industry	8/98
<b>ACTION #2</b>				
Using information obtained from strategy #1, compare info obtained above with EPA, ADEQ & other community standards	As above	See strategy #1	As above	As above
<b>ACTION #3</b>				
Obtain input from interested parties	City and County Friends of Flagstaff's Future	Meeting place Supplies for recording input	Private industry, interested citizens, GFEC, Chamber	5/99
<b>ACTION #4</b>				
Using information obtained, establish acceptable levels	As above	Information obtained throughout strategies #1 & #2	As above	6/99

# GOAL 6

## ESTABLISH AND IMPLEMENT GUIDELINES/STANDARDS THAT DEFINE "ENVIRONMENTALLY SOUND" INDUSTRY, TO BE USED IN RECRUITING NEW BUSINESSES AND TO ASSIST EXISTING BUSINESSES

**STRATEGY:** Establish environmental risks vs. economic benefit ratios in a numerical format that is acceptable to the community

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
By surveying local & prospective businesses, & past records, determine the economic cost to the community in terms of lost job opportunities & cash flow of maintaining the acceptable levels	GFEC Chamber Friends of Flagstaff's Future	Information from strategy #2, local & prospective businesses, city records, NAU Social Research Lab	City, County, interested citizens	12/99
<b>ACTION #2</b>				
Economic & environmental representatives collaborate to determine if these levels are realistic and recommend changes in established levels as needed	As above	Local & prospective business, concerned citizens, environmental groups, business groups such as Realtors, building contractors & others	As above	As above
<b>ACTION #3</b>				
Determine environmental risk of exceeding levels determined in strategy #2 & rank them	As above	Information from strategies #1 & #2, ADEQ, & EPA regulations	As above	12/200
<b>ACTION #4</b>				
Develop a numerical (Likert) scale to evaluate prospective companies based on resource use, emission & waste generation & number & quality of jobs for the community residents proposed	As above	Mediator (e.g., Dan Dagget), NAU Social Research Department	As above	As above

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# Fostering Human Developmen

**GOAL: EMPHASIZE ACADEMIC EXCELLENCE IN THE CLASSROOM AND INNOVATIVE PROGRAMS THROUGHOUT THE COMMUNITY**

**Rationale**

Flagstaff residents continue to hold high academic expectations, standards and desires for their children. These expectations will continue into the year 2020. Providing our youth with strong educational resources for becoming a competitive member of a global society. With Flagstaff's reputation as a leading school district, schools and the community need to ensure access to these resources for the education of its youth. Community members are seen as an integral part of educational excellence.

Alternative assessments of students' accomplishments will provide a truer picture of achievement. Increased uninterrupted instructional time for elementary schools, provides young learners with focus and time. Extra and co-curricular experiences provide developmentally appropriate activities for students to develop skills. Educational programming will focus on all students equally, inclusive programming, for all.

Public education forums will bring the community and schools together as true partners for educational excellence. This partnership will establish expected performance indicators from schools. This partnership will establish performance indicators from schools. Pilot programs between the business community and schools will provide alternative assessments for students seeking to meet graduation requirements. A true Flagstaff buy-in and commitment to youth within our community.



Two-way on-going dialogue between the community and schools will provide for continuous educators and community members with our youth as the focal point. Forums, directory of expertise and other communication tools will be utilized to maintain this two-way dialogue. This true and embrace true educational excellence, utilizing the best of Flagstaff's resources for its youth.

# GOAL 1

## EMPHASIZE ACADEMIC EXCELLENCE IN THE CLASSROOM AND INNOVATIVE EDUCATIONAL PROGRAMS

**STRATEGY:** Emphasize Arts & Sciences education in all schools

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Encourage planning, collaborative programs & shared resources among Parks & Recreation, schools & community organizations	FUSD Charter Public Schools Private Schools Community Organizations	Time Seed money to facilitate collaborators	Parents Students Business Community	Present through
<b>ACTION #2</b>				
Utilize resources of existing arts & science programs more effectively in classrooms	FUSD Charter Public Schools Private Schools Community Organizations	Time for planning	Lowell Observatory Museum of N. Arizona USGS W. L. Gore Flagstaff Symphony	Now!!!
<b>ACTION #3</b>				
Develop alternative programs in the arts & sciences for at-risk youth beginning at the elementary level	FUSD Charter Public Schools Private Schools Community Organizations	Time Funding to support new program	Lowell Observatory Museum of N. Arizona USGS W. L. Gore Flagstaff Symphony	Start in year 20 completion by
<b>ACTION #4</b>				
Develop funding for after-school & summer programs for youth in arts & sciences	FUSD Charter Public Schools Private Schools Community Organizations	Funding to cover costs of after school/summer programs	Lowell Observatory Museum of N. Arizona USGS W. L. Gore Flagstaff Symphony	Start in year 20 completion by

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# GOAL 1

## EMPHASIZE ACADEMIC EXCELLENCE IN THE CLASSROOM AND INNOVATIVE EDUCATIONAL PROGRAMS

**STRATEGY:** Effectively communicate and market successful practices and programs

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Timeline</i>
<b>ACTION #1</b>				
Hold forums & disseminate print media on "what our kids need to learn" & best practices concerning student assessments & achievements	FUSD Charter Public Schools Private Schools County Superintendent of Schools	In-kind, staff, facilities maintenance & operations budget, grants, business partnership	Businesses Parents Chamber School-to-Work Media	Quarterly On-going
<b>ACTION #2</b>				
Develop on-going communication/feedback system with community organizations, service clubs, & religious organizations regarding practices & programs	FUSD Charter Public Schools Private Schools County Superintendent of Schools	People talking	Service clubs Religious organizations Businesses Non-profits Parents Media	Monthly on-going starting in
<b>ACTION #3</b>				
Provide directory & information on existing youth arts & sciences programs	Chamber's Arts, Business & Culture Committee	In-kind staff & facilities Grants Arizona Commission on the Arts	Artists Coalition of Flagstaff Businesses City FUSD Festival of Science Flagstaff Arts Council	Annually starting

# GOAL 1

## EMPHASIZE ACADEMIC EXCELLENCE IN THE CLASSROOM AND INNOVATIVE EDUCATIONAL PROGRAMS

**STRATEGY:** Develop accountability within the community for the quality of our schools and increase community involvement by families in the students' academic and related activities

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Focus on the necessity of community commitment to quality schools	FUSD Charter Public Schools Private Schools Community	Time Seed money to measure commitment to quality of schools	Chamber Business Community	By Year 20
<b>ACTION #2</b>				
Develop new models for community involvement	FUSD Charter Public Schools Private Schools PTO's Site Councils	Time	Chamber Business Community	By Year 20
<b>ACTION #3</b>				
Develop performance indicators to share with community	FUSD Charter Public School Private Schools	Personnel time of responsible parties	Chamber Business Community	Present time to year
<b>ACTION #4</b>				
Develop recognition programs for parents & community members	FUSD Charter Public School Private Schools Community	Time Some seed money	Chamber Business Community PTO's Site Councils	Present time to year
<b>ACTION #5</b>				
Develop tracking system for resources/re-allocation	FUSD Charter Public School Private Schools Community	Software, technology, time, training	Business community CCC NAU	By year 20

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# GOAL 1

## EMPHASIZE ACADEMIC EXCELLENCE IN THE CLASSROOM AND INNOVATIVE EDUCATIONAL PROGRAM

**STRATEGY:** Provide developmentally appropriate activities to enhance basic skills and extra ar

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Assess present/extra co-curricular activities. Inclusive? Exclusive?	FUSD Charter Public Schools Private Schools County Superintendent of Schools Parks & Recreation	Inter-governmental agreement In-kind Grants	Community Associations	On-going Soccer in FUSD 1998-19
<b>ACTION #2</b>				
Family/community forums on appropriate extra/co-curricular activities	FUSD Charter Public Schools Private Schools County Superintendent of Schools Parks & Recreation Parents	In-kind facilities & time	Community Associations	Annual
<b>ACTION #3</b>				
Develop additional extra/co-curricular programs needed	FUSD Charter Public Schools Private Schools County Superintendent of Schools Parks & Recreation	IGA In-kind Grants	NAU Grants i.e. AYSO Community Associations	Soccer in FUSD 1998-19 by year 20
<b>ACTION #4</b>				
Develop new alternative education support programs (contracted services)	FUSD Charter Public School Private Schools County Superintendent of Schools	In-kind Grants School budgets	Contractor NAU JTFA	By year 20

# GOAL 1

## EMPHASIZE ACADEMIC EXCELLENCE IN THE CLASSROOM AND INNOVATIVE EDUCATIONAL PROGRAMS

**STRATEGY:** Provide comprehensive curricula to allow all students regardless of their ethnicity, race, or their future, whether that be college, technical schools, or the work force

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Develop multi-cultural education programs that emphasize inclusive rather than exclusive	Vocational education directors Curriculum specialists Educators	Grants Legislative funding ADE (Arizona Dept. of Education) support Personnel time of responsible agencies	Parents Businesses CCC NAU	By Year 20 on-going with continuous self review
<b>ACTION #2</b>				
Develop Positive Futures Strand through curriculum	FUSD Charter Public Schools Private Schools County Superintendent of Schools	Grants Legislative funding ADE support Personnel time of responsible agencies	Parents Businesses CCC NAU	By Year 20 on-going with continuous self review
<b>ACTION #3</b>				
Develop program alternatives to better meet the needs of all students	FUSD Charter Public Schools Private Schools County Superintendent of Schools	Grants Legislative funding ADE support Personnel time of responsible agencies	Parents Businesses CCC NAU	By Year 20 on-going with continuous self review
<b>ACTION #4</b>				
Review curriculum to ensure it is developmentally appropriate	FUSD Charter Public School Private Schools County Superintendent of Schools	Grants Legislative funding ADE support Personnel time of responsible agencies	Parents Businesses CCC NAU	By year 20 on-going with continuous self review



# GOAL 1

## EMPHASIZE ACADEMIC EXCELLENCE IN THE CLASSROOM AND INNOVATIVE EDUCATIONAL PROGRAM

**STRATEGY:** Provide students with the basic skills needed to rank in the top one-third of Arizona scholastic achievement (reading, writing and mathematics)

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target?</i>
<b>ACTION #1</b>				
Align curriculum to assessment instruments	FUSD Charter Public Schools Private Schools County Superintendent of Schools	Personnel time of responsible agencies Grants Arizona Department of Education	Chamber of Commerce Education Committee Arizona Department of Education State Legislature	By Year 2000
<b>ACTION #2</b>				
Determine alternative assessments necessary to portray an accurate picture of all students' achievements	FUSD Charter Public Schools Private Schools County Superintendent of Schools	Personnel time of responsible agencies Grants Arizona Department of Education	Far West Laboratory National Dissemination & Diffusion Network U.S. Department of Education	Beginning Spring 2000 by year 2001
<b>ACTION #3</b>				
Increase uninterrupted instructional time for elementary students	FUSD Charter Public Schools Private Schools County Superintendent of Schools	Personnel time of responsible agencies Grants Arizona Department of Education	Site Councils	Beginning Spring 2000 by year 2001

GOAL: ASSURE ADEQUATE, STABLE SCHOOL FUNDING FOR ALL OF FLAGSTAFF

Rationale

As alternative ways of education our youth continues to develop, stable equalized funding  
It is necessary to provide all schools with a fixed financial base. The current system relies  
attendance to drive the funding level.

Special student needs frequently present schools with unanticipated costs. A statewide resource  
established for schools to access for recovery of unanticipated costs that cannot be absorbed

The greater Flagstaff community citizens seek to embrace equalized funding for schools. Gaining  
a basic level of understanding about school funding processes, will facilitate conversations with  
legislators for fixed funding. Community-wide collaborative efforts between public, charter, and  
county school superintendent can move our county forward into a fixed financial base for all schools.  
Known for its abilities to collaborate, together with a unified voice, children will have equal  
excellence.

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# GOAL 2

## ASSURE ADEQUATE, STABLE SCHOOL FUNDING FOR ALL OF FLA

**STRATEGY:** Develop strategies to mobilize local community interest to impact local, regional and state policy intent to modify the current state funding process to improve revenue flow to local public, private and charter schools.

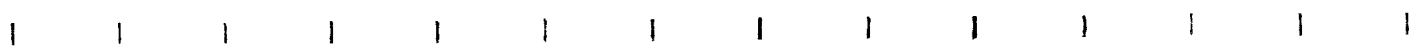
	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Plan to include a dedicated, clear revenue source for school districts so districts don't have to fight for basic support each year	Governing Board Legislators Arizona School Board Association Arizona School Administrators Arizona Education	Funding for lobbyists	Local/State Chambers Local Community Leaders	By year 20
<b>ACTION #2</b>				
Plan to include an allocation system that is straight forward which assures a constant, stable amount of funding each year	Governing Board Legislators Arizona School Board Association Arizona School Administrators Arizona Education	Funding for lobbyists	Local/State Chambers Local Community Leaders	By year 20
<b>ACTION #3</b>				
Plan to include a "safety-net" for unanticipated or catastrophic situations for which districts do not have adequate funding to deal with. There needs to be an appeals process which would allow districts to apply for the needed extra funds.	Governing Board Legislators Arizona School Board Association Arizona School Administrators Arizona Education	Funding for lobbyists	Local/State Chambers Local Community Leaders	By year 20

# GOAL 2

## ASSURE ADEQUATE, STABLE SCHOOL FUNDING FOR ALL OF FLA

**STRATEGY:** Offer local community forums on public school funding to provide support and u

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Communicate with & educate the community regarding school funding issues, both local & state wide	FUSD Charter Public Schools Private Schools Governing Boards Employee organizations	Time	Legislators Chamber Community GFEC	Begin now by year 20
<b>ACTION #2</b>				
Create an environment which builds trust & eliminates negative competition	FUSD Charter Public Schools Private Schools Governing Boards Employee organizations	Time	Site Councils Parent Teacher Organiza- tions	Begin now by year 20



## GOAL: EXPAND AND UPGRADE ALL GREATER FLAGSTAFF COMMUNITY L

### Rationale

Libraries are the true heart of knowledge in an educational community. With an em  
excellence, Flagstaff libraries need to meet the challenges for the next century. Our librari  
providing information from various academic disciplines and accessibility of the informa  
members. Access can be provided through building new branch libraries to offering Intern  
diverse and regionally dispersed population. Electronic transfer of information between  
City/County, Lowell; will facilitate information access for our life-long learning communi

# GOAL 3

## EXPAND AND UPGRADE ALL GREATER FLAGSTAFF COMMUNITY LIBRARIES

**STRATEGY:** Provide library services that are responsive to community needs

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Establish permanent city/county library facility on east side of Flagstaff	Flagstaff City Council Coconino County Board of Supervisors City/County Library staff	\$5 million Flagstaff City Council County Board of Supervisors Private sponsors	Flagstaff Public Library Fund Friends of the Flagstaff Library	By year 19 By year 19
<b>ACTION #2</b>				
Encourage efficient information transfer between all greater Flagstaff community libraries	Flagstaff City/County Library Administration	Grants, private sponsors needed for publishing	Northern Arizona Library Administrators Public/private schools Library specialists Museum of Northern Arizona Lowell Observatory W. L. Gore USGS	By year 19
<b>ACTION #3</b>				
Establish secure funding source for City/County Library	Flagstaff City Council Coconino County Board of Supervisors Flagstaff Public Library Foundation	#2.1 million/year until 2002 with 5% annual growth At least \$1 million increment upon opening branch	Friends of the Library Community Literacy Volunteers	By year 20
<b>ACTION #4</b>				
Establish & maintain state-of-the-art Internet access in greater Flagstaff Community Libraries	Flagstaff City/County Library Administration Flagstaff Library Council (after its formation)	\$100 thousand/year Grants Private sector	Library staff, technically skill volunteers, vendors, NAU Computer Consortium, FUSD technology specialist	By year 20

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**GOAL: BUILD ON AND EXPAND FLAGSTAFF'S REPUTATION AS A LEADING  
FOR RESEARCH AND APPLIED SCIENCE**

**Rationale**

Since the turn of the century Flagstaff has had the reputation as a leading center for astronomical research. This reputation has grown and expanded over time to include other scientific fields. This goal has two main functions. First, to create an identity for Flagstaff as a center of scientific research and as a hub for "tech" companies. This identity can serve as an aid for marketing opportunities for tourism and revenue in Flagstaff and northern Arizona, and to help attract other scientific institutions and researchers to locate here. In the broadest sense the second function of this goal is to increase awareness of and support for scientific activity that forms a large element of the Flagstaff community. This will serve to increase local involvement in the Flagstaff Festival of Science and other public programs produced by local organizations. It will also attract conferences of national and international scientific organizations by promoting Flagstaff as a leading center for research and applied science.

# GOAL 4

## BUILD ON AND EXPAND FLAGSTAFF'S REPUTATION AS A LEADING CENTER FOR RES

**STRATEGY:** Foster community wide awareness of local scientific activity

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Educate public to the benefits of having local science organizations & high tech industries	GFEC City Local science organizations	Regular budgets	Daily Sun, TV & radio Other media	2 yrs.
<b>ACTION #2</b>				
Educate public to the practical requirements for scientific endeavors	City/County Chamber Homeowner	Regular budgets	Daily Sun, TV, radio Other media observations	2 yrs.

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# GOAL 4

## BUILD ON AND EXPAND FLAGSTAFF'S REPUTATION AS A LEADING CENTER FOR RESEARCH AND DEVELOPMENT

**STRATEGY:** Emphasize Flagstaff's quality of life as an incentive for attracting new public and private investment

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Emphasize benefits of relocating in Flagstaff. Relying on marketing material created with quality of good life in mind	GFEC Chamber Arizona Department of Commerce	Each entity has in-kind resources	City County	1988 on-going
<b>ACTION #2</b>				
Market Flagstaff's position on edge of Colorado Plateau with all of its geographical & cultural attractions	GFEC Chamber Arizona Department of Tourism Visitor & Convention Bureau Grand Canyon Trust Utility Companies Hospitality Industry Festival of Science NAU All media	Each entity has in-kind resources	Media Cultural Councils	1998 on-going
<b>ACTION #3</b>				
Encourage scientific organizations & high tech business to locate in Flagstaff	GFEC Chamber Existing Flagstaff Science organizations	Regular GFEC & Chamber budgets City/County incentives	Utilities Realtors	5 yrs.

# GOAL 4

## BUILD ON AND EXPAND FLAGSTAFF'S REPUTATION AS A LEADING CENTER FOR RESEARCH AND EDUCATION

**STRATEGY:** Create and implement a plan to market Flagstaff as a Hub for research and education

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Increase publicity for Festival of Science	Festival of Science Board Visitor & Convention Bureau Chamber/GFEC Flagstaff Community Foundation	Each previous entity has resources, Flagstaff Community Foundation, City Arts & Science Commission, corporate sponsors	Scientific organizations, individual scientists, City/County Library, FUSD, charter schools, private schools, home schools	10/98
<b>ACTION #2</b>				
Create displays, marketing materials	Festival of Science Board Visitor & Convention Bureau Chamber/GFEC Advertising agency work for City	Each previous entity has resources, Flagstaff Community Foundation, City Arts & Science Commission, corporate sponsors	Scientific organizations, individual scientists, City/County Library, FUSD, charter schools, private schools, home schools	10/98
<b>ACTION #3</b>				
Develop a plan to create a national image of Flagstaff as a scientific hub	Scientific organizations Advertising agency working with City Festival of Science Board Visitor & Convention Bureau Chamber/GFEC	Each scientific entity responsible for in-kind contributions Submission to their discipline specific publications	Ad agency working with the City prepare plan for each scientific entity	10/98 - 1C

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# GOAL 4

## BUILD ON AND EXPAND FLAGSTAFF'S REPUTATION AS A LEADING CENTER FOR RESEARCH AND EDUCATION

**STRATEGY:** Create and implement a plan to market Flagstaff as a Hub for research and education

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #4</b>				
Continue to educate Flagstaff's public	Mountain Living Daily Sun Flagstaff Live Radio stations	Each previous entity has resources City Arts & Science Commission Corporate sponsors Whistle program PSA's Marquees	Chamber Advertising Committee Festival of Science FUSD Charter schools Private schools Home schools	On-going Month prior to launch Science

# GOAL 4

## BUILD ON AND EXPAND FLAGSTAFF'S REPUTATION AS A LEADING CENTER FOR RES

**STRATEGY:** Encourage scientific meetings to be held in Flagstaff by cooperative sched

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target</i>
<b>ACTION #1</b>				
Cooperatively schedule venues	Scientific organizations NAU	Time for working together	Conference presenters Facility managers Chamber NAU HRM School Little America	1/99 on-going
<b>ACTION #2</b>				
Continue to seek support & cooperation of Visitors & Convention Bureau	Visitor & Convention Bureau Science organizations	Time required for dialogue	Visitor & Convention Bureau Science organizations	10/98 on-going
<b>ACTION #3</b>				
Explore feasibility of developing a multi-use center	Chamber Convention & Visitors Bureau GFEC Flagstaff Science organizations	Time required to do study	Producers & presenters	Currently un- 1/98

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## GOAL: BUILD ON AND EXPAND FLAGSTAFF'S ROLE AS AN EMERGING CENTER FOR A

### Rationale

Flagstaff enjoys a large number of arts, cultural and scientific organizations the breadth of by other cities the size of Flagstaff in rural settings. Citizens of Flagstaff and visitors are great institutions. Like most art, culture and scientific organizations Flagstaff could benefit from recognition and support. The strategies and actions outlined under this goal are largely from the Action Plan for Flagstaff's 21<sup>st</sup> Century. This document is the result of a study sponsored by the Flagstaff Office of Commerce Arts, Business and Culture Committee and the Arizona Commission on the Arts. It is different in scope and focus but all share one common element that of cooperation among arts and science organizations.

# GOAL 5

## BUILD ON AND EXPAND FLAGSTAFF'S ROLE AS AN EMERGING CENTER FOR ARTS AND SCIENCE

**STRATEGY:** Expand collaboration among community arts organizations, schools, NAU, arts and science opportunities

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Create Arts & Science information center	NAU/CCC Arts & Science Departments, Arts & Science organizations, Chamber, Flagstaff Convention & Visitors Bureau	Space Website 1 staff position (see strategy "Authorize & Develop City Staff Position...")	Media	10/98
<b>ACTION #2</b>				
Create an Arts & Science directory of individuals, organizations & resources	Arts & Science Commission Flagstaff Arts Council Artists Coalition of Flagstaff Festival of Science Board	Time Grant from Arts & Science Commission to develop and print directory	Artists & organizations	10/98
<b>ACTION #3</b>				
Create opportunities for NAU & CCC interns to work with local arts & science organizations	NAU/CCC Arts & Science Departments Arts & Science organizations	Time to establish relationships for the purpose of locating & developing internship opportunities Funds to pay interns (from local foundations?)	Flagstaff Arts Council Festival of Science Board Guidance counselors/advisors Arts & science faculty Local foundations	On-going
<b>ACTION #4</b>				
Establish regular arts & cultural affairs columns in local media	Arizona Daily Sun Mountain Living Flagstaff Live! Radio & TV stations Writers	Time Salaries for people responsible	Arts & science organizations Local media	1/98

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# GOAL 5

## BUILD ON AND EXPAND FLAGSTAFF'S ROLE AS AN EMERGING CENTER FOR

**STRATEGY:** Authorize and develop city staff position to provide coordination and Arts and Science organizations

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINESS</b> <i>How long? Target date?</i>
<b>ACTION #1</b>				
Develop a City staff position to assist the Arts & Science Commission as well as serving as a coordinator & liaison with the arts & science organizations	City	Salary for the position drawn from expanded Arts & Science Commission budget	Arts & science organizations Arizona Commission on the Arts	10/98

# GOAL 5

## BUILD ON AND EXPAND FLAGSTAFF'S ROLE AS AN EMERGING CENTER FOR /

**STRATEGY:** Expand Flagstaff's arts facilities to better serve the communi

	<b>RESPONSIBILITY</b> <i>Who will implement?</i>	<b>RESOURCES</b> <i>How many, what kind?</i>	<b>COLLABORATORS</b> <i>Who else is needed?</i>	<b>TIMELINE</b> <i>How long? Target?</i>
<b>ACTION #1</b>				
Provide the opportunity for coordinating the use of NAU & community facilities to maximize their use	NAU CCC Public & private schools Churches	Time for planning	Arts & science organizations Facility managers NAU Facilities Scheduling Committee	On-going at 10/98
<b>ACTION #2</b>				
Research collaborative ventures regarding facility use in other communities	Chamber Arts, Business & Culture Committee Arts & science organizations	Time for doing the study		1/98
<b>ACTION #3</b>				
Conduct feasibility study for new performing arts/meeting space	Chamber Arts, Business & Culture Committee Arts & science organizations	Time for doing the study	Producers & presenters Facility managers	Underway
<b>ACTION #4</b>				
Develop Arts District that provides artists with work & exhibition spaces & a focus for the community	Chamber Arts, Business & Culture Committee Main Street Foundation	Time for feasibility study Financial backing Space (real estate)	GFEC Artists City Realtors Property owners	2002

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## CHAPTER FIVE

### Adoption and Implementation of the Vision: Memorandum of Understanding

The nine entities and groups that began the Flagstaff 2020 visioning project in 1995 recognized the completion of the 2020 process and the legitimacy of the products by signing a memorandum of understanding, agreeing to accept the vision and action plans and use them as a tool to guide their work plans in the years ahead. The text of the memorandum of understanding follows below:

#### MEMORANDUM OF UNDERSTANDING AMONG

City of Flagstaff, Arizona  
County of Coconino, Arizona  
Flagstaff Unified School District  
Northern Arizona University  
Coconino County Community College District  
Flagstaff Chamber Of Commerce  
Friends Of Flagstaff's Future  
Northern Arizona Home Builders Association  
Grand Canyon Trust

#### FOR THE ACCEPTANCE AND IMPLEMENTATION OF THE GREATER FLAGSTAFF 2020 COMMUNITY VISION

This Memorandum of Understanding (MOU) is made and entered into as of the \_\_\_\_\_ day of \_\_\_\_\_, 1997, by and among the City of Flagstaff; County of Coconino; Flagstaff Unified School District; Northern Arizona University; Coconino County Community College District; Flagstaff Chamber of Commerce; Friends of Flagstaff's Future; Northern Arizona Home Builders Association; and Grand Canyon Trust. The aforementioned parties are hereinafter referred to as the PARTICIPANTS.

#### I. PURPOSE

The purpose of this MOU is to recognize that the collaborative public/private effort between the Participants to produce a community-based, long-range vision has been completed; and for the Participants to proceed with acceptance and implementation of the Flagstaff 2020 Vision Statement (Vision) attached as Exhibit "A".

#### II. BACKGROUND

WHEREAS, for more than a year, the Flagstaff 2020 Visioning process has engaged thousands of community members in thinking about where our community is today, where we want it to be in the future, and how we can get there; and

WHEREAS, after months of intensive information gathering through community meetings, survey interviews, focus groups, public forums, and a major community vision workshop, the 2020 Vision Task Force, a 37-member citizens' committee, published a vision statement for the Greater Flagstaff Area through the year 2020. This Vision presents a preferred scenario for our community, addressing seven broad target areas: Strengthening and Sustaining Community, Creating Economic Opportunity, Protecting the Environment, Managing Growth, Improving Housing and Livability, Promoting Family Life, Health and Safety, and Fostering Human Development; and

WHEREAS, seven Action Planning Teams for each target area comprised of 92 citizens have developed "action plans" that will assist and guide the community in achieving strategic elements of the Vision over the next five years, attached as Exhibit "B".

#### III. AGREEMENT

WHEREAS, now that the 2020 Vision has been finalized, it will be used to inform and inspire the community as it moves into the next century. This MOU signed by each of the sponsors of the Flagstaff

2020 process will ensure that the Vision is recognized as a policy guide that has been created and is widely supported by the community at large. Sponsoring organizations and action plan collaborators will be encouraged to reflect the Vision in their own long-range planning, decision-making and civic involvement.

WHEREAS, it is recognized that the Vision Statement is not a static document and is subject to periodic evaluations and updates as appropriate to reflect community values and changes; and

WHEREAS, Participants accept the visioning process and overall key vision ideas; however, if item(s) in the Vision contradict a Participant's mission

or goals, budgetary means and ability, or due to vagueness in or misinterpretation of provisions in the Vision, or other unexpected constraints, the Participant is not obliged to support that specific aspect of the Vision;

NOW, THEREFORE, in consideration of the above, the Participants mutually agree to pursue incorporation of the Vision and associated Action Plans into their respective short- and long-term plans, policies, and annual work programs; continue to meet and work together in the future; and independently pursue the implementation of the Action Plans based on individual Participant missions, mandates, charters, or other managing and governing processes.

#### **IV. AUTHORIZING SIGNATURES**

IN WITNESS WHEREOF, the parties have executed this MOU as of the last written date below.

CITY OF FLAGSTAFF

By: Christopher J. Bavasi

Its: Mayor

FLAGSTAFF UNIFIED SCHOOL DISTRICT

By: Joshua K. Mihesuah

Its: Governing Board President

COCONINO COUNTY COMMUNITY  
COLLEGE

By: V. Philip Tullar

Its: President

FRIENDS OF FLAGSTAFF'S FUTURE

By: Bradley L. Ack

Its: President

COUNTY OF COCONINO

By: Paul J. Babbitt, Jr.

Its: Board of Supervisors Chairperson

GRAND CANYON TRUST

By: Geoffrey S. Barnard

Its: President

FLAGSTAFF CHAMBER OF COMMERCE

By: David C. Maurer

Its: President and Chief Operating Officer

NORTHERN ARIZONA HOME BUILDERS

By: Mike Furr

Its: President

NORTHERN ARIZONA UNIVERSITY

By: Norman C. Hintz

Its: Vice President for Business Affairs

## CHAPTER SIX

### The 2020 Bookstore - Other Publications of the 2020 Process

In addition to the Vision and Action Plans published in this document, the 2020 process resulted in a number of other publications. All of these publications, listed below, are available at the major libraries in Flagstaff, and from the City of Flagstaff and Coconino County.

*Flagstaff 2020 Community Values Assessment Survey*, Social Research Laboratory, Northern Arizona University, August 1996.

*Hands On Flagstaff's Future: The Time to Speak About Your Future Is Now...* Flagstaff 2020, February 1997 (newspaper insert).

*Flagstaff 2020: A Community Profile*, Management Committee, Flagstaff 2020, September 1996

*Hands On Flagstaff's Future: The Community Has Spoken! Here's Its Vision*, Flagstaff 2020, June 1997 (newspaper insert).

*Hands On Flagstaff's Future: Envisioning the Future of Flagstaff*, Flagstaff 2020, September 1996 (newspaper insert).

*Flagstaff 2020 Vision Validation Survey*, Social Research Laboratory, Northern Arizona University, June 1997





## CHAPTER SEVEN

### Key Participants in the 2020 Process

While thousands of citizens from many walks of life participated in *Flagstaff 2020* in a variety of ways, some people must be specially recognized. Members of the Management Committee, the Project Management Team, the Project Coordinator, the Vision Task Force, the Action Teams and the Public Outreach Committee each put a tremendous amount of effort into the project. The individuals associated with each of these groups are recognized below:

#### Management Committee

##### Chamber of Commerce

David Maurer  
Mark Lamberson

##### Citizen at Large

Mary Ellen Crowley

##### City of Flagstaff

David Wilcox  
John Sliva  
Ursula Montaña

##### Coconino Community College

Dr. Phil Tullar  
Michael Lainoff

##### Coconino County

Steve Peru  
Bill Towler  
M. Carol Curtis

##### Flagstaff Unified School District

Dr. Kent Matheson  
Dr. Lowell Shira

##### Friends of Flagstaff's Future

Brown Russell  
Eliza Walbridge

##### Grand Canyon Trust

Brad Ack  
Lara Schmit

##### Northern Arizona Home Builders

Jean Richmond  
Debbie Kelly-Cutlip

##### Northern Arizona University

Dr. Norman Hintz  
Linda Stratton

#### Project Management Team

John Sliva/Ursula Montano - City of Flagstaff  
Bill Towler - Coconino County  
Dave Maurer - Flagstaff Chamber of Commerce  
Brad Ack - Grand Canyon Trust

#### Project Coordinator

Kathy Dunn Turner

#### Project Consultant

Steven Ames

## **Vision Task Force**

Nicole Ack  
Jeffe Aronson  
Robert Bauer  
Ron Boyer  
Elizabeth Brown  
Shari Buhan  
Ward Byrkit  
Mary Ann Davies  
Terri Beeson-Davis  
Jonathan Day  
Karen Delaibau  
Lance Diskan  
James Dorman  
Robert Elliott  
Elsie Eyer  
Grenetta Fink  
Michael Gallegos  
Patricia Garcia  
Julianne Hartzell  
Helen Hudgens  
John Irish  
Florence Karlstrom  
Ed Lambert  
Norman Lowe  
Sharon Metzler  
Robert Ower  
Leszek Pawlowicz  
Victoria Rousher  
Phyllis Schiller  
Charles Schlinger  
Libby Silva  
Susan Slasor  
Barry Stephens  
Sixto Valdivia  
Jerome Williams  
Kathryn Willis  
Martin Zanzucchi

## **Action Teams**

### **Strengthening and Sustaining Community**

Lowell Shira, Team Leader  
John C. Irish, Co-Leader  
James E. Babbitt  
Patricia A. Garcia  
Edward Groenhout  
Mark Guard  
Patricia Wong Hall  
Linda Henden

Joe C. Montoya  
Lisa Rayner  
Victoria J. Ruscher  
Kris Williams

### **Creating Economic Opportunity**

David Maurer, Team Leader  
Brown Russell, Co-Leader  
Grenetta Fink  
Marilee Fowler  
Michael Lainoff  
Matt McGlamery  
Stephanie McKinney  
Bob Ower  
Beth Packard  
Tara Mia Paone  
Eve Ross  
Stephen Schenck  
Lara Schmit

### **Fostering Human Development**

Julianne E. Hartzell, Team Leader  
Alan Petersen, Co-Leader  
Bonni Jo Drye  
Terree Duncan  
Susan Golightly  
Betsy G. Hager  
Beryl Halladay  
Paul Jones  
Kent D. Matheson  
John M. McLaughlin  
Bob Millis  
Sally Russell  
Kathy A. Dunn Turner

### **Protecting the Environment**

Sharon Metzler, Team Leader  
Kim Watson, Co-Leader  
William C. Cordasco  
Benjamin J. Crysler  
Karen Delaibau  
Jan Kerata  
Ron Long  
Norm Lowe  
Rick Moore  
Nina Schmidt  
Ed Smith  
Bill Towler  
Eliza Walbridge

### **Promoting Family Life, Health & Safety**

Shelly Hall, Team Leader  
M. Carol Curtis, Co-Leader  
Beth Brown  
Mary Ellen Crowley  
Margaret Roush-Meier  
Penni Patterson  
Kim Podobnik  
Duane Shimpach  
Dino Thompson  
Lina Wallen  
Bruce Weisensel  
Barbara Wightman

### **Improving Housing and Livability**

Helen Hudgens, Team Leader  
Dave Lembke, Co-Leader  
Jon Baker  
Shari Buhan  
Debbie Kelly Cutlip  
Irina W. Froning  
John Kalinich  
Mark Lamberson  
Paul Wm. Moore  
Andrew Rael  
Katrina Rogers  
Linda Sherman  
Jenny Steffel  
Kathy Willis  
Mark Woodson

### **Managing Growth**

Sue Pratt, Team Leader  
Ursula Montaña, Co-Leader  
Brad Ack  
Bruce Ackley  
Vickie Amabisca  
Ron Boyer  
Jonathan Day  
Jack Dempsey  
Lance Diskan  
Jim Jamison  
Pat Loven  
Ann E. Ralles  
Jean L. Richmond  
Nat White

**2020 Mystery Game -  
Committee/Writers**

Kate Sibley  
Carl Clark  
Jim Jamison  
Helen Hudgens  
Jean Richmond  
Dick Henderson  
Jill Morris  
Dave Lembke  
Phil Tena  
Edith Blackstone  
Janelle Walden  
Jeff Saville  
Martha Brady  
Greg Roybal  
Rose Houk  
Richard Mangum  
M. Anthony de la Garza  
Marilyn Taylor  
J. Leon Keith  
Stewart Aitchison  
Keli Maurer  
John T. Heyl  
Jeff Biggers  
Scott Thybony  
Dave Wegner  
Paul Jones  
Mary Sojourner  
Michael Woolcott  
Ann Weiler Walka  
Kim Holland

**Others**

**Mystery Game Coordinator**  
Kate Sibley

**Grand Award Coordinator**  
Carl Clark

**Youth Visioning Coordinator**  
Julianne Hartzell

**Coordination Assistance**  
Erika Inman  
Treva Nez  
Jennifer Russell  
Michael Hooks  
Stacy Schroeder

**Vision Fest Artists**

Alan Petersen  
Roberta Rogers  
Kathy Greenwald

**Community Focus Groups**

Arizona Department of Commerce  
Community Assistance Division  
Linda Edwards  
John Gibson  
Michael Leyva  
Stephanie Morrell



## CHAPTER EIGHT

### Sponsors and Financial Supporters

#### Sponsors of Flagstaff 2020

Flagstaff 2020 was born out of a series of conversations and meetings between various members of the public and private sectors. The entities involved in the discussion agreed and committed to provide funding, staffing and guidance to ensure that the Flagstaff 2020 process was undertaken and completed. These groups also acted as a steering committee for the overall project. The groups were:

City of Flagstaff  
Coconino Community College  
Coconino County  
Flagstaff Chamber of Commerce  
Flagstaff Unified School District  
Friends of Flagstaff's Future  
Grand Canyon Trust  
Northern Arizona Home Builders  
Northern Arizona University

#### Financial Supporters of Flagstaff 2020

Flagstaff 2020 also represented a community partnership in terms of financing the project. The project budget was slightly less than \$200,000 (\$171,050 in cash and the remainder in goods and services provided in-kind). The City of Flagstaff and Coconino County each contributed \$57,500 and were the largest financial contributors to the project. Northern Arizona University was the largest in-kind contributor, including two scientific surveys conducted by the Social Research Lab.

All partners in the Flagstaff 2020 visioning process contributed in many ways. The Chamber, Grand Canyon Trust and Home Builders were cash and in-kind contributors. Friends of Flagstaff's Future worked out an arrangement for free office space so that *Flagstaff 2020* had a business presence and meeting space. Steven Ames' visits from Portland were the result of other in-kind partners, notably America West Airlines and America West Express for air

travel, and numerous Flagstaff hotels and bed & breakfasts for lodging.

In addition, a number of other organizations and individuals donated considerable amounts of money to the project. The complete list of financial supporters follows.

#### Patron (\$5,000 or more)

City of Flagstaff  
Coconino County  
Flagstaff Chamber of Commerce  
Flagstaff Medical Center  
Grand Canyon Trust  
W. L. Gore

#### Sponsor (\$1,000 - \$4,999)

APS  
AZ Dept. of Commerce  
(REDI Grant)  
Bank of America  
Bank One  
Brown Russell Investments  
Citizens Utilities  
Northern Arizona Homebuilders  
Norwest Bank  
Ralston Purina Co.  
Wells Fargo Bank

#### Donor (\$500 - \$999)

National Bank  
Steves Built Homes  
Willis, Kathryn

#### Supporter (\$200 - \$499)

Babbitt Brothers Trading Co.  
Block-Lite Co.  
Bouw Company  
Boyer Metal Co.  
Ridgeline Design & Construction  
Stockmen's Bank  
Summit Construction & Development Co.

**In-Kind Contributors**

Patron (\$5,000 or more)  
Flagstaff Unified School District  
Northern Arizona University  
TEVA Corporation

**Sponsor (\$1,000 - \$4,999)**

America West Airlines  
Arizona Department of Commerce  
Arizona Daily Sun  
Liebig Marketing  
Mesa Air Group  
NAU Bookstore  
Sullivan Scully Design Group

**Under \$1,000**

Albertson's  
Amerisuites  
AmeriCorps Program  
Budget Car Rental  
Business Consultants Assoc.  
Canyon Shopper  
Coconino Career Center  
Coconino Community College  
Domino's Pizza  
Econolodge - West  
Embassy Suites  
Flagstaff Leadership Program  
Friends of Flagstaff's Future  
Holiday Inn  
The Inn at 410  
Kwik-Kopy  
LaQuinta Inn & Suites  
Lee Holden Consulting  
Little America Hotel  
Mail Boxes Etc.  
Mountain Living, Inc.  
Native Americans for Community Action  
New Perspective  
Pepsi-Cola  
Pony Soldier  
Quality Inn  
Rivera, Dr. Robert  
Signs of Distinction  
Teledigit, Inc.  
Tree House Bed & Breakfast  
VIP Communications  
Woodlands Plaza Hotel

**Meeting Facilities**

Beaver St. Brewery/Whistle Stop Cafe  
Christ's Church  
City of Flagstaff  
Church of the Nazarene  
Coconino Center for the Arts  
Coconino High School  
Cromer Elementary School  
Flagstaff High School  
Flagstaff Middle School  
Flagstaff Missionary Baptist Church  
Kachina Fire Department  
Killip Elementary School  
School of Hotel & Restaurant Management/NAU  
Sinagua High School  
South Beaver Elementary School

**Flagstaff 2020 Mystery Game - Prizes**

Mountain Sports  
Beaver St. Brewery  
Buster's  
Chez Marc/Marc's Cafe Americain  
Cottage Place  
Dara Thai  
Kelly's Christmas Tree  
Arizona Snowbowl  
Museum of Northern Arizona  
Arboretum at Flagstaff  
Flagstaff Symphony Association  
KNAU  
Lowell Observatory  
Theatrikos  
Grand Canyon Music Festival  
Flagstaff Festival of the Arts  
Arizona Raft Adventures  
Grand Canyon Travel  
Coconino Community College  
Northland Graphics  
Aspen Avenue Printing  
Canyon WebWorks  
Northern Arizona University

# CHAPTER NINE

## A Flagstaff 2020 Glossary

The following glossary includes definitions for terms that appear in either the 2020 Vision or 2020 Action Plans.

- **Action Plan.** A short-term (i.e., 1-5 year) plan containing goals, strategies and actions designed to move a community in the direction of its long-term vision.
- **Basic Sector Job.** Employment in basic industries, manufacturing or other sectors that provide wages capable of adequately supporting a family.
- **Birthing Center.** Health care facility specifically designed to provide skilled, supportive natal care for expectant mothers and their families.
- **Business Incubator.** A center for business services designed to promote and support the start-up of small, locally-owned business ventures.
- **Clustered Housing Development.** Housing built on reduced-sized lots and sited closer together, usually in groups or clusters, allowing remaining undeveloped land to be preserved as open space or recreational areas.
- **Concentrated Development.** Development that conserves land and minimizes sprawl, thereby helping support public transit, mitigate air pollution and reduce the cost of housing and urban services.
- **Co-housing.** A resident-developed neighborhood consisting of about 30 private homes surrounding a common open space and common house with shared facilities for an intergenerational, pedestrian-oriented community.
- **Co-op Apartments.** A form of residential ownership in which someone may acquire a proprietary interest akin to ownership in one dwelling unit of a multi-unit building or development.
- **Degree/Work-Exchange Program.** Program in which university students are able to receive academic credit for real-world work experiences or internships, thus facilitating their post-education transition into employment. Similar to high school school-to-work programs.
- **Density.** A ratio of population, residential units or floor area of development to a unit of land area, such as a square mile or acre. Density is a primary planning tool for the analysis of comparative areas and for determining desired population levels.
- **Ecotourism.** Tourism that is based on, draws upon, respects and enhances the natural environment.
- **Environmentally Friendly.** Human activities, enterprises and products that reinforce rather than undermine the integrity of the natural environment.
- **Family Leave.** Approved time-off for an employee to attend to family-related issues such as child-birth, infant or elder care, or illness.
- **Flagstaff schools.** All schools in the greater Flagstaff area, including public, private and charter institutions.
- **Flextime.** An employment arrangement that allows employee hours and schedules to vary in a manner that meets both workers' and employers' needs.
- **Gray water.** Minimally polluted and treated waste water that can be used for secondary uses, such as watering golf courses, planting strips and lawns.
- **Greater Flagstaff.** The City of Flagstaff and surrounding urbanized or developable areas, including Bellemont, Blackbill's Timberline, Cosnino, Doney Park, Forest Highlands, Kachina Village, Mountaineer, San Francisco Peaks, Sunset Crater and Winona.
- **Greater Flagstaff Economic Council (GFEC).** An economic development organization whose mission is to recruit basic sector employers to the greater Flagstaff area, and to work with existing local basic sector employees to help retain and expand their businesses.
- **Growth Management.** Planning for, guiding and controlling the type, location, quality, scale, rate, sequence or timing of development in a manner that reinforces community goals and values, environmental integrity and livability.

- **Growth Management Alliance (GMA).** A partnership between citizens and government to guide and manage growth and land-use within the Regional Urban Growth Boundary and the Greater Flagstaff Area.
- **Infill Development.** Residential or nonresidential development that occurs on vacant sites scattered throughout more intensely developed areas.
- **Information Highway.** The sum total of information technology, such as computers, software and telecommunications, enabling people to access and share information electronically.
- **Infrastructure.** Roads, bridges, utilities, water, sewer and storm water systems, and other physical improvements necessary to support and sustain urbanized standards of development.
- **Intergenerational Learning.** Educational experiences that promote and draw upon the exchange of skills, ideas, knowledge and wisdom between different age groups, especially youth and the elderly.
- **Landbanking.** Setting aside and protecting strategic parcels of land intended for future public use, such as parks, schools or public facilities.
- **Masterplan.** A comprehensive plan for the development of a specific site for residential, commercial, industrial or recreational uses that treats such development in an integrated manner.
- **Mediation.** A dispute resolution process through which opposing parties reach a mutually acceptable agreement guided by a neutral third party.
- **Mentor.** A personal teacher, adviser or role model.
- **Mixed-Use Development.** A mix of land uses, such as residential and small business, are developed in a coordinated and complementary fashion.
- **Neighborhood Care.** Concept embracing a range of neighborhood-oriented activities and programs, including public safety, recreation, celebrations, environmental protection, and mediation of neighborhood disputes.
- **New Urbanism.** New architectural theory advocating traditional neighborhood designs including front porches, parks, pedestrian orientation, and a mix of business and residential uses.
- **Flagstaff Multi-use Center.** Proposed public/private multi-purpose center used for meetings, conventions, civic and cultural events and the performing arts.
- **Regional Urban Growth Boundary (RUGB).** A boundary line demarcating the area within which land-use and development are strategically planned, specified and consistent. (Distinct from the City's legal boundary or its Urban Services Boundary.)
- **Safe Houses.** Authorized residences where children or citizens at risk may take refuge in times of personal danger.
- **School-to-Work.** A business/school partnership that integrates work and learning in new ways for students from kindergarten to post-secondary. May include existing job training programs like Workforce Compact, Co-Op, Tech Prep and Youth Fair Chance, or new programs developed by local partnerships, such as youth apprenticeships, job shadowing, mentoring, career academics and school-sponsored enterprises.
- **Traffic Calming.** Innovative street design techniques, such as curb extensions, traffic circles and speed humps, used to slow and control the flow of traffic and promote public safety.
- **Urban Services Boundary.** The City of Flagstaff's boundary delineating where urban services are to be provided. (Distinct from the City's legal boundary or proposed Regional Urban Growth Boundary.)
- **Value-added.** Business or manufacturing activities that increase the value of local resources, products or services through further processing or development.
- **Values, community.** Shared principles reflecting a community's most deeply held beliefs and ideals.
- **Venture Capital.** Investment dollars available for financing start-up businesses and entrepreneurial activities.
- **Vision, community.** Shared image expressing what a community seeks to be in the future.
- **Xeriscaping.** The practice of drought-resistant, highly water-conserving landscaping.
- **Yard Debris.** Clippings, prunings and other organic matter resulting from regular residential or commercial lawn and garden care.