



FLAGSTAFF
REGIONAL
PLAN 2012

Citizen Advisory Committee

August 6, 2009

Community Plan Vision Statement Work

Items in blue are CAC comments

Public Process to date:

- 2/18/09 – CAC Retreat
- 3/2009 – (3) Open Houses – General vision and ‘top issues’
- 5/2009 – (2) Open Houses – Land Use, Growth Areas, Circulation
- 6/11/09 – Focus Group – Land Use, Growth Areas, Circulation
- 7/02/09 – CAC meeting – began looking at ‘Vision Statement’
- 7/2009 – Vision Statement Task Force produced draft

This is what we are working on today

Public Process to date:

- **2/18/09 – CAC Retreat Top Issues**
 - Affordable housing & housing choices
 - Economic Development: income level, retention & diversity
 - Environment: protection, harmonious w/ built environment & quality
 - Healthier community (healthy people, economy & environment)
 - Community Pride: quality of life, design & social equity
 - Water resource planning
 - Smart Growth
 - Transportation
 - Youth & education opportunities

This is what we are working on today

Public Process to date:

- **3/2009 –Open Houses – vision & ‘top issues’**
 - Land Use: eco-friendly development with open space
 - Walkable & accessible neighborhoods with parks, commercial opportunities, schools,
 - Greater use of infill and redevelopment
 - Urban agriculture
 - Preserve open/green space (large contingency from Ponderosa Trails)
 - Respect / preserve Walnut Canyon
 - Citizen input in developments – community design charrettes
 - Protect scenic transit corridors, wildlife corridors, & viewsheds
 - Discourage high density development in rural or next to USFS
 - Better circulation connections: *a) NAU and neighborhoods b) North/South traffic*
 - Bicycle safety, promote public transit, less congestion

Public Process to date:

- **5/2009 – Open Houses – Land Use, Growth Areas, Circulation**
 - **Protect:** Mars Hill, Walnut Canyon, Open space around airport, historic neighborhoods, wildlife linkages, water, quiet, air quality, Picture Canyon, watersheds, McMillan Mesa, Turkey Hill, connections to USFS, green space buffers, parks
 - **Direct Growth:** Infill & redevelopment, Fourth Street, older neighborhoods (with appropriate infill),
 - More bikes, less cars; FUTS, bike lanes, transit, buses, access
 - RR over/under passes
 - “Make where I want to go closer”
 - Pedestrian friendly – all ADOT roads are very anti-pedestrian
 - Connect neighborhoods

Public Process to date:

- 6/11/09 – Focus Group – Land Use, Growth Areas, Circulation

LAND USE & GROWTH AREAS – SWOT Analysis Results	
Strengths	Opportunities
Infill and redevelopment in areas with existing infrastructure. Example: Sawmill	Planning Reserve Areas (PRA's) – appropriate development with variety of housing and preserved resources
Protecting the natural & cultural resources and physical location. Example: international dark sky city	Choice of densities – choice of housing types. 'Variety with common sense' = <ul style="list-style-type: none"> • Less dense at the edges • Variety of architecture • Affordable options
Diversity of employment/jobs	Transfer of Development Rights
Diversity of housing types are available	Land exchanges between federal and state land agencies
	Cluster development for more shared open space – appropriate location and density of cluster.
Weaknesses	Threats
Inappropriate character of new buildings. Example: Fed Ex building.	NAU exempt from community 'vision,' (exempt from zoning and building regs)
Inability of City to 'hold the line' (or 'stick to the Regional Plan') during development negotiations.	Planning Reserve Areas (PRA's) – high density contiguous to National Forest is INAPPROPRIATE
Cost of living	Inappropriate location of residential.
	Unavailability of land = \$\$\$
	Businesses taking over historic homes = loss of Flagstaff 'character'
	Increased densities on West Route 66 threaten dark sky requirements for two observatories.

Public Process to date:

- 6/11/09 – Focus Group – Land Use, Growth Areas, Circulation

CIRCULATION & BICYCLES – SWOT Analysis Results	
Strengths	Opportunities
Flagstaff Urban Trail System (FUTS)	Bicycle improvements: corridors and arterials
Bicycle System – lanes, trails, maps	Incentives for reduction of car use. Examples could be (staff provided examples): <i>bus eco-passes (employees, jurors, etc.); well-connected trails & transit; retail 'discounts' for bike commuting; etc.</i>
Bicycle Friendly – attitude and support	Maintain Flagstaff uniqueness
Mountain Line transit system	Preserve wildlife corridors with all circulation decisions
Newer Neighborhoods are better designed – keep this up! Example: Inclusion of trails, bike lanes, transit stops and sidewalks.	Re-use, remodel and redevelop existing vacant business structures before building new business structures.
Short commute relative to other areas	Use available Federal \$\$
	Increase citizen involvement in transportation decisions
Weaknesses	Threats
Milton congestion overall	Wildlife preservation
Lacking Freeway & Railroad overpasses	Losing recreation corridors to new roads
Lack of Milton & Fourth Street bikeways	Road standards that encourage high speeds
Roads are not designed or maintained for their intended purpose. Example: Milton was intended as regional highway but has become a “main street”.	
Communication – awareness of the Regional Transportation Planning process.	

Public Process to date:

- 7/02/09 – CAC meeting – began looking at ‘Vision Statement’

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What is a ‘Vision Statement’?

Defines **purpose & values** of the community

Defines **WHO** the plan is for

Describes the **desired future outcome** that you wish to work towards

Examples of other Plan Vision Statements:

- Pinal County, AZ
- Coconino County, AZ
- Buffalo, NY



Community Values

We take great pride in our county, which continues to attract people with its quality of life, rural atmosphere, and natural beauty. We have access to an accessible system of national parks, forests, and mountains that complements our local, regional, and state recreation areas. Our diverse mix of residents enjoy a rich array of arts and cultural opportunities, as well as a range of employment, housing, and lifestyle choices. We benefit from livable wages, economic prosperity, and first-class community services, including high-quality health care and educational opportunities. We respect property rights and recognize personal responsibility to the land and our communities. Our relationships with families and friends, which form the foundation of our community, are supported by our service networks.

Conservation & Environmental Quality

We value our distinctive natural landscapes for their beauty, solitude, recreational opportunities, and ecological function. As a result, we work to ensure their long-term health and viability. A sharing system of public and private lands supports diverse plant and animal communities, healthy riparian areas, grasslands, and ponderosa forests. Our air and water quality are excellent. To safeguard the county's scarce water resources for future generations, we conserve and reuse wherever possible. Our public policies support the viability of working ranches, protect priority lands, and help conserve our natural resources and rural character.

Growth & Development

We have accommodated growth responsibly by integrating new development in a way that respects the environment, supports community values, and considers the long-term viability of water sources. To help achieve this goal, we rely on planned communities, integrated conservation design, and infill on vacant parcels, offering incentives to those who develop quality subdivisions, use sustainable building techniques, and build in harmony with the land. As a result, residents can choose from a wide range of housing types. New development follows available and planned infrastructure for utilities and services.

Community Partnerships

We draw upon our strength as a community, embracing our diversity and acknowledging our common goals. Private and public interest work together successfully, recognizing that a cooperative approach is necessary to create strong communities and protect the environment we share. Planning activities occur in tandem successfully because of the high degree of coordination between the County, cities, towns, and unincorporated communities. We support good resource-management practices, a process that we facilitate by interacting with state, federal, and tribal agencies during the development of each other's plans and policies. Building on our successes, we create strategic partnerships to implement plans that enhance the value we cherish.



Vision

Pinal recognizes the importance of the region's strategic location between Phoenix and Tucson and its relationship to the overall well-being of the State of Arizona. What happens in Pinal County does not stay in Pinal County – it will impact the entire state on many levels—business development, mobility, land management, air quality, water, and overall quality of life. People choose Pinal for the diverse opportunities it offers; this diversity is what makes Pinal unique but also represents a challenge as Pinal continues to grow and change.

Pinal is a place where history, culture and heritage are the foundation for its future. Pinal County will be seen as a leader in environmental stewardship and conservation practices by ensuring that the natural environment is preserved, yet still available to be discovered. Pinal provides quality educational and training opportunities placing residents in cutting edge, environmentally-compatible jobs within the County. While communities within Pinal retain and celebrate their unique qualities, governments and agencies share a collaborative spirit to ensure successes across Pinal and remain responsive and accountable to their constituents.

Open Spaces and Places—Residents value the large connected open spaces and unique places of Pinal, not only as part of their quality of life, but as an important resource to sustain the region's immense wildlife habitat and their corridors. From the majestic mountains rising from the desert floor in the west to the high desert and rugged mountain terrain to the east, enjoyment of and respect for the natural surroundings is a big part of why people choose Pinal County to live and visit.

Sense of Community—Pinal is a collection of unique communities, each of which has something special to offer residents and visitors. Ensuring that the threads of Pinal's history, heritage, and culture are woven into its future is what makes Pinal unique from other regions. Ensuring places exist for people to gather and for communities to showcase the diversity of places, people, lifestyles, cultures, and opportunities will help to define Pinal's identity.

Economic Sustainability—Expanding opportunities for residents to live, work, learn, and play in close proximity promotes long-term economic viability. Pinal desires activity centers that serve the current and future residents' needs offering broad services, businesses and employment opportunities, including high-tech and environmentally-friendly employers who champion Pinal's conservation philosophy. The creation of the full range of quality jobs that allow residents to start their careers, raise a family, and move up instead of out of Pinal for career advancement is essential.

Quality Educational Opportunities - Quality Pre K-12 programs that provide youth with a competitive edge along with a wide variety of post-secondary educational opportunities and technical or specialized workforce training are necessities. Pinal residents seek out life-long opportunities that help to expand their minds and diversify their experiences.

Healthy, Happy Residents—Access to quality healthcare and healthy lifestyle choices is mandatory. Pinal is a healthy, safe place where residents can bike or walk to activity centers and where interaction in Pinal's clean, natural environment is encouraged. Ensuring residents are healthy, safe and happy in their community is a priority for Pinal.

Mobility and Connectivity—Ensuring Pinal has adequate transportation corridors and a variety of multimodal transportation options addressing all populations is essential for moving goods and people throughout the County and State with minimal effect on Pinal's native wildlife. Offering multiple mobility and communication options, to effectively connect communities and activity centers throughout the county, will reduce congestion and improve air quality while enhancing the area's quality of life.



FLAGSTAFF REGIONAL PLAN 2012



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Our Vision for the Future

Vision

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Who did you say the Flagstaff Regional Plan is for?

Items below reflect CAC comments from 7/02/09 CAC meeting:

- Everyone who works, lives and goes to school here, pays taxes & votes
- Decision makers – County Supervisors, City Council, NAU, FUSD, etc.
- Planners & Department Directors
- Implementers – designers, engineers, developers, builders
- Those who cannot participate (wildlife, environmental resources, organic & inorganic)
- Future residents & future generations – those both born here and those who will move here
- Development community – investors & builders – given GOOD DIRECTION
- The Flagstaff area heritage and culture

Who uses the Flagstaff Regional Plan?

- Planners – City & County Staff, other planners
- Developers
- Neighborhoods / Citizen organizations
- Forest Service
- Potential residents – is this the type of community I want to live in?
- Existing residents
- Prospective businesses
- FUSD, NAU & outside government agencies
- GOAL – make this more accessible to more people

What Vision Statement qualities did you discuss last month?

- A vision should be words you do not forget – these words are hard to remember. Needs to be short & distinct
- Use language that will be appropriate for every person not just planners.
- Written at a level for the public of various backgrounds
- The existing vision uses the word ‘growth’ three (multiple) times – what is our vision with or without growth? We need to state goals without so much inevitability of growth.
- Vision should be in present tense, not future tense.
- **“Greater Flagstaff is a sustainable community which is ecologically, culturally, socially and environmentally resilient”**. - *suggested by Eva*
- People live here because they want to live here. Because it is such a wonderful place to live, (access to natural beauty, etc). Make the vision statement accessible.
- Is Vision 2020 still valid?
- Existing vision statement is generic.
- Is current vision is conglomerate of vision and “mission?”

What are Vision Statement qualities:

- **Short** – appropriate level (different for different people); use examples – Coconino Co. is one page; possibly use the plan format to group elements.
- **Interconnected** – elements relate to vision/vision relates to elements
- **No buzz words** – not “political dance”, “mushy” – becomes nothing
- Have MEANING
- **Not utopian**
- **Understandable, rememberable, inspiring, bold and clear**
- **Simple**
- **Dynamic** – getting to constants
- **Vision** – what’s different that we want to move towards (sic); provide clear direction for decisions; not applicable anyplace
- **Values** – what the community wants to hold onto; Summarize values
- **General Vision Statement** at beginning & each element (or categorical/umbrella group) has a short vision

How a Vision Statement could be structured:

- **Short** – example: Don't PHX Flag
- Great simplicity –we all understand what this means, but do not want to be negative like this
- MOTTO? Details (concepts) come in after the Vision Statement
- Coconino County Vision statement – welcoming, warm, pride in their community, do things to sustain the environment – all in simplistic terms

Vision Statement QUALITIES summary:

- **Simple**, clear and easy to understand
- **Meaningful words**
- **Compelling** – bold
- **Accessible** – to people of various backgrounds
- **Visionary** – where we want to be, values to maintain

How a Vision Statement could be **STRUCTURED:**

- MOTTO?
 - Will this add more work? Takes a lot of time to make it succinct and compelling. This could be the icing on the cake.
- Overarching themes – umbrella statements?
 - Easier to clump things in groups. State statute requires to address the elements, but necessarily individually.
 - Identify key values and struggles
- Vision statements for individual statements?
 - 17 individual vision statements seems overwhelming.
 - ‘Desired Condition’ (not vision statement) – what is the ideal you are shooting for? Impossible to look at each element without a basic understanding of this
 - Overall vision statement cannot contain 17 elements

How a Vision Statement could be **STRUCTURED:**

- Overarching Vision Statement
- Each of the 17 elements – brief statement of what direction that element is going (a sentence or two) – tools to test the vision. Do not use these sentences to make up the vision statement, use to test the vision statement (a measuring tool) – guidance to develop the vision statement.

Discussion of WORDS:

‘Sustainability’?

- Only if it is defined
- Means many things
- Buzz word? Outdated word in 20 years?
- Context:
- What kind of teeth?

‘Resilience’?

‘Ecological Modernization’?

- This word leaves the realm of ‘all kinds of people’s language.’

Discussion of WORDS:

‘Stewardship’

- resonates

‘Community’

- Keep coming back to this – a matter of community

Safe Neighborhoods — feeling safe – being safe

Existing 2001 Regional Plan Vision Statement

*“The **vision** is that Greater Flagstaff will have a compact land use pattern that shapes growth in a manner that preserves our region’s natural environment, livability, and sense of community. By directing growth to well-defined contiguous areas, growth can be better accommodated without encouraging inefficient land use patterns; open lands and natural resources can be better protected; and public facilities and services can be delivered more effectively. With a finite supply of land, the Regional Plan shall provide for the region’s growth in a manner that balances growth and conservation.”*

Existing 2001 Regional Plan Vision Statement

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Compact growth – planning actively• Addressed a way to plan	<ul style="list-style-type: none">• Not comprehensive enough• Too narrow• Does not inspire emotion• Does not have warmth• Undue emphasis on growth• Times change – now we realize all of the ‘other’ things that make up our growth pattern – broader focus• Too much ‘planner’ language• This vision statement could apply to anywhere

DRAFT 2009 Vision Statement

Flagstaff Community Vision: Our vision is of a Flagstaff that preserves our sense of community while improving our ability to sustain the environment and meet the material, cultural and educational needs and aspirations of residents and visitors.

Community Values: Flagstaff is a unique community situated in a beautiful and fragile natural environment on the Mogollon rim at the foot of the San Francisco Peaks. It is sustained by its scientific and educational institutions, regional medical center, diversified economy, county and federal land management agency headquarters, location on major rail and road corridors, and unrivaled access to the natural environment. Its cultural mix draws from its institutions as well as from Native American communities within and surrounding Flagstaff, other traditional cultures, a domestic and international visitor presence, and a developing artistic community.

DRAFT 2009 Vision Statement

We aspire to further develop these strengths and the potential synergies our diversity provides by:

- Prudently focusing on a denser pattern of urban development while retaining a sense of small town community
- Improving connectivity, public transportation, and alternative transportation to reduce dependence on automotive transportation
- Encouraging an open government process so that the plan is administered in a fair, predictable, efficient, and transparent manner.
- Acknowledging that many Flagstaff residents make an economic sacrifice to remain in the community and emphasizing the need to focus on mitigating the related problems of a high cost of living and the need for more well paying jobs and expanded business opportunities.
- Recognizing that the Flagstaff area's unique natural environment is a treasure of biodiversity deserving of protection
- Building on our Architectural Heritage by fostering both traditional and mixed use neighborhoods, preserving when appropriate specific sites of traditional or historical importance, incorporating design and proportion compatible with built and natural surroundings
- Recognizing that progress in other areas is dependant upon a sense of public safety that can only be provided by effective law enforcement and good judicial administration.

DRAFT 2009 Vision Statement – CAC Comments

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Good Structure – connection between vision and values. These are the mechanisms we will evaluate things based upon our vision.• -	<ul style="list-style-type: none">• Do not see a vision statement as a plan with priorities. In context of public comments)• Values is a geographical description• Define ‘sense of community’• Bullet points are action statements – a value statement will be a base for the actions, which the plan will define

Public Comments of Draft

- Prioritize our natural environment – protection & preservation
- Without this priority we will not have economic prosperity, social equity or public safety
- Needs comment on ‘social equality’ and ensure ‘social justice’ – acknowledge the relevance of diversity and cultural heritage
- Enact the vision by all stakeholders – school districts, citizens, etc.
- High standards, public/private partnerships
- Can only be achieved if it MOTIVATES
- Incorporate language to stakeholders

NEXT STEPS

- Vision Task Force – refined statement – bring to September meeting; CAC can discuss and agree
 - Ben Anderson, Rich Henn,
 - Maury Herman & Nat White at first meeting
- Post to website for public comment
- Present at October Town Hall for further public review & discussion

The end