

Environmental Planning and Conservation

Climate Change and Adaptation

- Promote management strategies such as the Four Forests Restoration Initiative to increase the resiliency of our ecosystems to the effects of climate change, including thinning and other restoration techniques for our ponderosa pine forests to reduce their vulnerability to catastrophic wildfire and insect pest outbreaks while maintaining natural diversity of plants and animals.

Ecosystem Health

- Promote and contribute to widespread environmental education efforts through the public schools and beyond to build awareness of local ecological settings and issues, including how to adapt to life in a fire adapted ecosystem.
- Promote forest restoration efforts on non-federally administered lands to complement ongoing restoration efforts on the national forests of the region, while participating in the Four Forest Restoration Initiative collaborative process.
- Promote responsible recreation, tourism ventures and other uses of national forest system lands which are sustainable and of value to the local community.

Noxious Weeds

- Develop a list of noxious and invasive weeds present in the Flagstaff region and prioritize threat level and management approach, i.e. eradicate, control, or manage.
- Develop criteria for evaluating weed management plans associated with development projects.
- Develop a set of “best practices” for capital improvement projects and private development projects.
- Continue operations of County burn tank in support of weed control operations.
- Coordinate interagency weed control operations to promote synergistic efforts, i.e. publish schedules of operations.
- Continue active participation by the City and County in the San Francisco Peaks Weed Management Area.
- Consider adoption of a weed abatement ordinance by the City and County.
- encourage the use of integrated weed management and organic practices to manage with the least possible hazard to the environment.
- **To support Policy E&C.5.1:** The City and County will cooperate with the San Francisco Peaks Weed Management Area (SFPWMA) to inventory, eradicate, and control invasive non-native weeds, including those required for compliance with federal and state regulations; prevent establishment of new infestations through public awareness and education; and restore disturbed areas with native species.

Wildlife

- Update maps of wildlife movement corridors and species and habitat distributions included in this plan on an ongoing basis as new research data become available from sources such as federal, state and local agencies, Northern Arizona University's GRAIL laboratory, and local biologists. (CAC Minutes 11-18-10 & Tish Bogan-Ozmun email dated 4-02-12)
- Encourage developers to avoid or minimize impacts to Gunnison's prairie dog colonies whenever possible and encourage the humane relocation of prairie dogs to suitable habitat when necessary. Promote public awareness of the positive "keystone" role of prairie dogs in grassland ecosystems

and consider the development of a mitigation policy to obtain suitable habitat for prairie dog translocation with financial support from project developers. (CAC Minutes 11-18-10 & Tish Bogan-Ozmun email dated 4-02-12)

Water Quality

- Identify and implement best management practices with respect to road maintenance and snow removal that eliminates, or minimizes to the extent possible, the potential for illicit discharge of contaminants into waterways, and provides appropriate mitigation measures when discharges cannot be entirely avoided.
- Educate agricultural users in practices that eliminate or reduce the potential for contaminant migration.
- Need to add strategies that detail types of watershed and aquifer management.

Open Space

Policy OS 1.1

- a. Use the guiding documents of the Greater Flagstaff Area Open Spaces and Greenways Plan, the City of Flagstaff Urban Open Spaces Plan, and the City's Long Range Master Plan for Parks, Recreation and Open Space, and County Area Plans which have Open Space Objectives as the framework for the inter-agency group.
- b. Form the inter-agency institutional framework group.
- c. Use Inter-agency planning and acquisition for collaborative buying power. Ownership, operation and maintenance should center in a single entity.

Policy OS 1.2

- a. The inventory, criteria and objectives should be used as part of an open spaces management program to acquire, protect, and manage properties and their resources and values.
- b. Map proposed open space 'connections', 'priority open lands' and 'Neighborwoods'.
- c. Priority open lands to consider as collaborative efforts for preservation will include Picture Canyon and Walnut Canyon.
- d. The FUTS Masterplan is one means of connection by open space and trails.
- e. Identify tools and clearly articulate legal means to acquire and maintain connections, priority open lands and neighborwoods.
- f. All subdivision applications be assessed for open space and recreational amenities (parks, open space and trails) within walking distance of project; either provided within subdivision or already in close proximity.
- g. Permit recreational use of regional open space lands where it is consistent with the Land Use Plan and other policies.

Policy OS 1.3

- a. Open Space buffers can be used to protect the character of major corridors.
- b. Open Space buffers can be used to separate disparate uses such as residential areas, commercial areas and highways.
- c. Identify and give examples of 'scenic views' and 'scenic roadways' to protect, such as Fort Valley Corridor's views, ridgelines, and 'green' setbacks.

Policy OS 1.4

- a. Municipal and county owned open space parcels should be inventoried and classified as to specific natural quality they exhibit.
- b. Development of municipal and county owned undeveloped parcels must consider preservation of its natural qualities.
- c. Open spaces preserved in the process of the development of undeveloped lands should consider preservation of its special natural qualities as listed in the Open Space Goal statement.

Policy OS 1.5

- a. Clearly map and articulate the ‘green infrastructure’ as a means to establish a Conservation Land System.
- b. Use the (inter-agency) Open Space Stakeholders Group to inventory and prioritize all open spaces, including Federal lands, public and privately held, in the planning area. The Stakeholders Group will ascertain the values to prioritize, along with scientific data, and provide a comprehensive implementation tool kit.
- c. Utilize implementation tools through local, state and federal jurisdictions.

Water Resources**WR.1:**

- Integrate and apply the latest global best practices for water conservation technologies and reclaim water use into the ‘sustainable water budget’.
- Use an assertive public education campaign to push residential and commercial water conservation.

WR.2:

- Maintenance and upgrades to water reclaim and wastewater facilities will incorporate new technologies as feasible, with efficiency, water and energy conservation of utmost concern.

WR.3:

- Use Regional water resource planning consortium to scientifically define ‘regional human and environmental water needs’.
- Regional Economic Development consortiums work with Industrial Development Authority to promote and maintain economic growth with commercial low-water ‘users’, promoting and assisting commercial establishments to incorporate water-harvesting, water-conservation and gray-water systems into business plans, establishing fiscal and environmental sustainability.
- Development and remodeling of all public facilities set the public example by installing water-harvesting, water-conservation and gray-water systems.
- Develop an impactful public education campaign on what are ‘Water Harvesting’ and ‘Water Conservation’ by continuing existing Low-Impact Design campaign.

- Locally capture any federal incentive funds to develop water-harvesting, water-conservation, gray-water systems, and water meters; in turn making incentives available to local residents and businesses to incorporate these building technologies.
- Water Conservation Ordinance?
- Publish and make widely known the actual costs of producing and supplying water to residential and commercial users, as well as the actual cost to each user if not subsidized.
- Water management program?
- Adequate funding source?

WR.4:

- Promote compact development through:
 - Concentrating growth with using or tying into existing infrastructure.
 - Infill Incentive Districts must address utility upgrades by cost-share and/or public investments.
 - Public infrastructure, public/private financing and minimum density standards directed at Regional Plan identified Activity Centers.
 - Focus on Redevelopment, particularly for commercial centers with minimum densities promoting appropriate height and walkability, using existing utilities.

Energy

Community Indicators (or measures & progress) – how will we know if we are successful?

Ex: Increase Energy Efficiency by ____% by 2020; define what this means (energy use per capita) & how it is measured (APS)

Ex: Increase Public Transit ridership by ____% by 2020; (NAIPTA)

Ex: ____% increase of consumer change from traditional vehicles to hybrid or electric vehicles. (ADOT)

Community Indicators (or measures & progress) – how will we know if we are successful?

Ex: A biomass energy production facility has been successfully built in the region by 2020.

Ex: Individual green energy purchase has increased from ____%(currently) to ____% by 2020.

Proposed Strategies

1. Build upon our energy efficient retrofit program and develop an extensive efficiency upgrade program for existing buildings and the widest possible audience.
2. Promote the publication of energy costs for all structures on MLS listings.¹
3. Reward innovative land use and energy efficient planning techniques.
 - a. Development clustering, building orientation, multiple use facilities, and appropriate building material for construction.
 - b. Provide economic incentives to shift to higher efficiencies. – What does it take to cause a market shift? Development and innovation is a partnership and a balancing act. Relationship to Economic Development.

¹ Site another community example of this

Promote Fuel efficient vehicles:

- a. Promote the installation of hybrid vehicle re-fueling stations in convenient and accessible locations.
- b. Encourage the installation of hybrid vehicle re-fueling stations in cooperative arrangements with other Arizona municipalities.
- c. Promote the installation of super-compact parking spaces in the highest value locations.

Strategy for Goal E.1: Reduce total and per capita non-renewable energy use through efficiency and conservation:

Education

- Increase awareness of the substantial energy involved in water production, delivery and treatment, and opportunities to reduce consumption.

Strategies for Goal E.2: Expand production and use of renewable energy.

Policy E.2.4. Develop city and County renewable energy pilot programs to showcase and educate the public and development community about the feasibility and benefits of renewable energy.

- Promote education in both the public and private sector so that renewable energy production and use is incorporated into everyday learning.
- Support workforce training for renewable energy innovation, development, installation and maintenance.

Recreation

Rec.1.1

- Meet or exceed the need for additional active and passive recreational areas and programs as growth occurs as identified in the City and County Parks, Recreation and Open Space Masterplans.

Rec.1.2

- Continue to maximize recreational partnerships by coordinating FUSD playgrounds and playing fields to be available to the public during non-school hours.
- Continue to maximize recreational partnerships by coordinating public and private snow-play facilities for far-reaching planning, shared resources and infrastructure needs.

Rec.1.3

- Incorporate usable public recreation or ‘green space’ with all public facilities.
- Consider shared public recreation resources for all public facility projects.

Rec.1.4

- Use reclaim water for all irrigation needs at parks and recreation facilities.
- Sustainable building practices, such as using long-lasting building practices, contextual and recycled materials, siting the building for natural solar gain, incorporating photo voltaic systems, wind turbines, water reclamation and greywater systems, will all

contribute to a high-quality parks and recreation system, help maintain the unique community character and set an example for the rest of our building community.

- All playground, park amenities and recreation facilities will

Housing

1. City and county shall seek opportunities to address substandard units, including rentals.
2. With city/county land disposition, consideration will be given for the purposes of furthering affordable housing.

Community Character

Community Design/ CC.1:

Suggested Strategies:

- Enhanced public realm design to set the example and improve overall community character
- Public buildings to be centrally located, highly visible, and of quality design, permanence, community identity and sensitive to local climate.
- Promote using local materials and/ or materials sensitive to this climate and context
- Regulate / prohibit 'temporary' buildings and porta-potties to promote a positive image.
- Quality Streetscape Design with street furniture, dark-sky compliant lighting, low-water landscaping as the standard
- Respect existing neighborhood character and context for new or infill development as identified in neighborhood / area plans
- Give examples of quality design within community; examples of how to SCREEN DUMPSTERS; examples of positive landscaping and signage.
- Define 'compatible'
- Define 'contextual'
- Develop a streetscape design plan
- Zoning Code and Engineering Standards refine and define Streetscape Design Plan.
- The public sector must comply with standards and set the example.
- Set annual goal of how many 'complete streets' grace the region.
- All new development shall adopt complete street design standards
- Develop Coordinated Corridor Plans for major arterials.
- Develop coordinated Corridor Plans, including right-of-way, land use, transit and economic planning, for Milton Road, Route 66, Fort Valley Road and Highway 89A.
- Develop a 'Community Utilities Plan' which will identify and coordinate all existing and potential future needs for utilities. Prioritize undergrounding of existing infrastructure for improved appearance of neighborhood and communities' viewsheds and increased reliability of electric, phone and cable systems during inclement weather. The undergrounding and/or screening of utilities could be in combination with streetscape improvements, FUTS infrastructure, and other road connections.
- Using community priorities and various funding mechanisms, the City shall plan to relocate and/or underground utility boxes and lines.
- All utilities will be located within site plan development, to coordinate all utilities and services in an aesthetically pleasing manner; in which both utility efficiency and community character play equal roles.

Scenic Resources, CC.2:**Policy CC.2.1**

- Inventory views to see and where to see them from – use identified landmarks from Vision 2020
- Develop ‘viewsheds to maintain’ map
- Zoning Code to maintain this
- Hillside / ridgeline ordinances

Policy CC.2.2

- Develop ‘Environmental Features to protect’ map
- Regulatory (Zoning Code) to establish criteria (i.e. setbacks, slopes, etc.)
- Open Space Plan (County & City) to incorporate RP map
- Conservation Land System– see ‘Open Space Element’ for details
- Conservation Easements – see ‘Open Space Element’ for details of funding and tax incentives

Policy CC.2.3

- Establish gateways into the community with landscape and design elements.
- Coordinate gateways and corridor designs with inter-agencies (ADOT)
- Develop landscape standards and examples to frame gateway viewsheds.

Policy CC.2.4

- Subdivision development will utilize cluster development, shared open space and the preservation or development of neighborwoods. Site planning to follow viewshed identification.

Policy CC.2.5

- Develop visual examples of successful cluster development with shared open space, agricultural space and recreational space to encourage future subdivision (suburban or rural) design.

Art, Science, Education - CC.3**Policy CC.3.1**

- Develop Area Plan for ‘Cultural Hub’ of Fort Valley Road.
The community has identified the need to improve the much-loved Coconino Center for the Arts, possibly developing a ‘cultural center’ along Fort Valley Road connecting the center with the Pioneer Museum, Museum of Northern Arizona and Flagstaff Arts and Leadership Academy (FALA). An area plan would help design those connections and shared spaces.
- Develop an ‘Arts District’ within the downtown area - Create an Art Space program to encourage artists to use and conserve existing buildings
- Develop event space / festival area within proximity of downtown
- Shared venues –
 - The Community has identified the need for an arts incubator program to support artists and galleries in developing business plans, successful business models and efficient marketing programs. Explore opportunities for a shared studio and retail gallery space for use alongside an incubator program.

- Explore opportunities to accommodate current or emerging cultural arts programs within existing and new facilities by working with community groups for sharing of performance and exhibit space and considering the potential for new facilities.
- Support existing and encourage more cultural events, festivals, and activities in the City. The City shall encourage and support bringing more art and cultural events, festivals, activities, and performances to the City.
- Map all educational facilities (see public facilities element)
- Invest in first class educational facilities.

Policy CC.3.2

- Ensure appropriate land for expansion, access to transit and FUTS, opportunities for shared facilities, and integration culturally into the community.

Policy CC.3.3

- Understand that public art is also part of the architecture, landscape and design; it does not have to be a statue.
- Percent for art for public art
- Coordinate public and private spaces with innovative design
- Promote art and cultural curriculum within educational opportunities- Students who have access to quality opportunities to participate in the arts demonstrate improved performance in math, science, and technology – thus better equipping them to compete in a global workforce.

Policy CC.3.4

- Sidewalk completion plan and program
- Measure increased # of school kids and college kids walking and biking to school

Policy CC.3.5

- Protect dark skies
- Protect and enhance science research land uses and ‘clusters’ (USGS/ Science Park; Lowell Observatory Mesa; etc.) (This possibly under Economic Development Element)

Heritage Preservation, CC.4:

- establishment of an archeological sensitivity map (a portion of which is underway);
- the establishment of additional local historic district(s);
- updating historic resource inventories;
- a public education component in understanding the value of heritage preservation and training in preservation technology; and,
- collaboration and cooperation in valuing historic resources as important as private property rights

Policy CC.4.1

- Complete archeological sensitivity map
- This item is federally mandated, but importance is underscored by remaining a policy

Policy CC.4.2

- Publicize the benefits of existing National and Historic Districts and adaptive re-use of historic buildings

- Public Education campaign on heritage preservation value
- Public Education campaign involving preservation technologies and resources

Neighborhood Preservation

CC.5

Policy CC.5.1—

- Create Neighborhood Plans and Area Plans;
- Support Neighborhood and Area Plans with regulatory techniques.
- Assist neighborhood organizations with resources and collaborative enhancement efforts.
- General public education: Historic Preservation and home maintenance ‘workshops’.
- Collaborate with residents to stabilize, protect and improve historic districts and neighborhoods while maintaining affordable options. Involve residents in the process of planning and obtaining financial and technical assistance for the protection, stabilization, affordability and viability of their neighborhoods.

Policy CC.5.2

- Create Historic Overlay District, when appropriate, to protect historical urban fabric;
- Infill and /or redevelopment projects must be contextual of the surrounding neighborhood and landscape.
- Implement a general public education campaign for basic preservation achievement and appropriate remodeling techniques for the average homeowner.

Policy CC.5.4

- Through transportation planning efforts, ensure new and existing areas are served by an interconnected network of streets, bicycle paths, Flagstaff Urban Trail System (FUTS), pedestrian and transit routes within and between neighborhoods.
- In particular, direct walkway and bikeway routes to schools, parks and community facilities shall be provided.
- Develop urban sidewalk plan to establish a complete pedestrian grid, built and maintained in appropriate phases.
- Secure mechanisms (i.e. redevelopment programs, bonding, infrastructure and streetscape improvements, grants, etc.) to retrofit older neighborhood streets as ‘complete’ with sidewalks, landscaping, and bike lanes, if appropriate.
- Secure mechanisms to retrofit older subdivisions as a connected grid.
- Equestrian neighborhoods should have trails which provide access to the National Forest.

CC.6: Neighborhood Preservation

- Downtown Management Plan – as a public/private partnership promotes the following strategies:
 - Appropriate parking management strategies, facilities and structures shall complement and enhance the community character.
 - A designated funding source for enhanced maintenance and management of the downtown area will be established.
- Future development and redevelopment projects should be developed as part of a community design charrette and respect the design traditions of Flagstaff.
- Building and urban design will be guided by the established historic overlay district.

- Define “density” and “intensity”.

CC.7 Redevelopment

Tools available for revitalization / redevelopment efforts:

- Economic Development Plan – Strategic Planning
- Government Property Lease Excise Tax (GPLET)
- Industrial Incentives
- Infill Incentive Districts (ARS >>>)
- Infrastructure Investment & Construction - upgrades / replacement program (Capital Improvement Program)
- Land Acquisition / Land Bank / Preparation
- Neighborhood Economic Development Strategies
- Property Maintenance Ordinance (PMO)
- Public/Private Partnerships
- Special Districts (Taxing or Assessment)
- Transfer of Development Rights / Transfer of Obligation
- Designate Infill Incentive Areas; with regulatory framework and allowed incentives.
- Develop Infill Area Plans in order to promote quality, mixed-use walkable neighborhoods.
- Develop Community-Based Infill Incentive Program: develop neighborhood infill programs that provide residents with the opportunity to gain familiarity with and provide input on urban design, existing development, compatibility, scale, landscaping and land use patterns.
- Develop infill incentives, which can help stabilize and revitalize existing older neighborhoods.
- Develop Detailed Area Plans for Identified Redevelopment Areas, considering infrastructure needs, community-desired goals and marketability.
- Provide diverse incentives to foster reinvestment: regulatory and financial.
- Prepare Design Standards: Adopt compatibility standards to ensure that new development fits within existing neighborhoods in terms of scale, design, etc. Adopt flexible zoning standards to encourage infill and redevelopment.
- Apply Fiscal Impact Considerations: develop partnerships and financing mechanisms to help achieve redevelopment objectives.

Cost of Development

CD.1.1

- Implement appropriate funding mechanisms
- Provide annual analysis of current and possible funding mechanisms to determine effectiveness of programs
- Research and have on hand, the knowledge of all financial mechanisms available for municipal (see Appendix _____)

CD.1.2

- Research and develop public/private partnerships

CD.1.3

- Balance “Development pays for itself” with “incentivizing appropriate and desired development”.

CD.1.4

- Risk-analysis will include a review of all possible funding mechanisms; bonding capacity; the potential for phased development; life-cycle cost analysis and market analysis.

Metrics:

1. Have economic development professionals completed the annual analysis of fiscal incentives?
2. Number and type of collaborations among public, private and non-profit entities.
3. Has an analysis of the fee-schedule been completed for this year?
4. Has every project of scale involved a risk analysis as identified in strategies?

Economic Development

- High-speed internet and telecommunications region-wide
- Develop Airport Business Park and Innovation Mesa with infrastructure
- A Belmont Business Park, located in Coconino County, would need privately funded and maintained infrastructure
- Expand infrastructure for activity centers identified as redevelopment areas
- Increase business incubator resources and incubator space (science, small business and arts)
- Improve transportation systems – system efficiencies, road connections, walkability, transit and complete FUTS
- Improve gateway corridors
- Identify commercial properties for development
- Identify properties and incentives for redevelopment and infill
- These investments will provide the community with the ‘biggest bang for the public buck’ and set the stage for suitable job growth.

ED 1.1:

- Viewsheds protected by design. See Community Character Policy_____
- Walkability See Circulation Policy_____
- Community character. See Community Character Policies_____
- Biodiversity. See Environment and Conservation Policy_____
- Promote and preserve Flagstaff's cultural heritage including its archaeology, architecture, and array of cultural traditions. See Community Character Policy_____
- Promote safe, distinctive, and well-maintained neighborhoods. See Community Character Policy_____
- Improve gateway and gateway corridor aesthetics. See Community Character Policy_____
- Continue to invest in Recreation and Outdoor activities. See Recreation Policy_____

ED 1.4:

- Provide resources for renewable energy development and accessibility. See Energy Policy_____
- Protect natural resources and support recreational amenities to strengthen Flagstaff's quality of life. See Environment and Conservation Policy_____

***Metrics: all need thresholds to be determined; you will see duplicates throughout the policy goals, this simply reflects the connectivity among economic, social, and environmental issues in community development; these metrics are intended to be run on an annual basis.

Metrics:

1. The percentage of native species used in a new commercial, industrial, or residential site for landscaping.
2. Is the aesthetic orientation of the construction according to Design Review Guidelines?
3. Ratio of mixed use development project to non-mixed use projects?
4. Ration of infill projects to available land for infill?
5. Ratio of brownfield projects to available brownfield projects?
6. Number of cross-marketed campaigns sponsored by the CVB
7. Sustainability of water efficiency (refer to guidelines for water efficiency)
8. Sustainability of materials and resources (refer to guidelines for materials)
9. Sustainability of energy and atmosphere (refer to guidelines for energy and air)
10. The percentage of native species used in landscaping of the newly constructed retail building.

ED 2.1

- Continue to support emerging technology incubation (NACET)
- Continue to promote incubation of local businesses (economic gardening) with incubator space and business coaching through public/private partnership ventures
- Allow various incubator spaces to develop, in promotion of various sectors (research and development; manufacturing; service; arts & culture; tourism businesses, especially outdoor sports, sports, heritage and cultural tourism).
- Foster / provide multiple opportunities for small business education, growth, job training, technology accessibility and workforce training through community collaboration
- Increase access and awareness of business assistance centers
- Leverage capital expenditures with private investments and grants for necessary infrastructure and communications
- Facilitate co-marketing
- Community coordination and participate in revolving loan funds and microloans
- Consult ALL small businesses to evaluate and streamline government procedures, evaluate policies and regulations, and re-evaluate current tax code
- Maintain business ombudsman at municipal government level, offering advice and clarifications for small businesses, as well as helping to navigate government procedures.
- Encourage the use of and coordination of community resources which allow community members to increase risk-taking, economic gardening and the growth of cottage industries (i.e. zoning to allow; less-than-market rents for start-ups; affordable insurance / health-care; child-care; micro-loans; etc.)

ED 2.2

- Utilize an economic impact analysis of all regional economic sectors including the arts, cultural, science and archeological sectors.

- Promote the development of an ARTS INCUBATOR / ARTS DISTRICT
- Continue to support the coordination and marketing of the arts community
 - See Community Character Policy_____ ARTS
- Understand how AUTHENTICITY promotes the arts / local artists establish authenticity
- Understand the potential impact and plan for future tourism needs – Eco-tourism; Heritage-tourism; Agri-Tourism, and Cultural Tourism, as well as convention and education development. See Community Character Policy_____ Heritage preservation
- Coordinate and support local BRANDING (i.e. “Buy Local”; Shared Events & promos)
- Regional planning and coordination for snowplay – understanding the possibility for shared resources and larger infrastructure and transportation needs

ED 2.4:

- Continue to maintain and enhance the urban environment balanced with Historic Preservation
- Promote destination place-making
- Foster coordination and collaboration between municipal government, small businesses and non-profits to enhance and ease the use of parking, events, and marketing.

ED 3.1:

- Foster the production of exports in the region, nationally and internationally.
- Foster a collaborative network of intellectual property and the transfer of technology in the region to local business ventures.
- Understand and promote available LAND with appropriate land use and zoning categories for growth and expansion purposes (i.e. industrial, light-industrial and business park)
- Utilize all infrastructure development financing mechanisms to ensure desired Activity Centers (industrial, light industrial and Business Park) are supported with adequate infrastructure. See Activity Centers section, p. __
- Maintain a business ombudsman office at municipal government level, offering advice, clarifications, advocacy, support and connect with community resources for all businesses.
- Provide adequate consultation and approachability to maintain and expand **all** employers of the region. This could be in relation to land, labor, or buildings.

ED 3.2

- Establish an annual analysis to determine how needs can be met more pro-actively.

ED 3.3

Metrics:

1. Total number of incubator spaces: total number rented
2. Number of incubator spaces per industry sector
3. Quality of service provided by ombudsman
4. Has a revolving loan fund for entrepreneurial activity been designed?
5. Has an arts incubator been created?
6. Number of CVB events or materials created around the arts.

7. Monies budgeted to CVB ratio to return on investment though BBB tax dollars
(as the number becomes smaller, budget allocations decrease: uses exiting threshold for BBB returns)
8. Quality of service provided by an events liaison.

ED 4.1

- Continue to use <http://FlagstaffProspector.com> ; develop / utilize a more precise tool to comprehend more necessary data (infrastructure, zoning, topography, tax rates, etc.)
- Re-evaluate the use of data sources – use all available and viable.
- Apply existing business attraction “score sheet” for public, private and non-profits to use collaboratively.
- Continue to promote a streamlined development processes
- Encourage affordable, energy-efficient and good-looking rental options for business start-ups (how can a community do this – it is private property issues?)
- Continue to grow and target recruitment efforts and resources on small- to mid-sized corporate headquarters and regional office operations and on knowledge intensive industries. See Responsive Government section, p. ___

ED 4.3

- Governmental protocol and processes will remain flexible to working with contingent and unforeseen circumstances that may arise during the development process.
- Permitting processes will be re-evaluated to determine efficiencies that may be created.

ED 4.4

- Work collaboratively with regional economic development partners.
- Bring workforce development entities and engineering and planning teams together with business attraction teams to create a holistic package.

ED 4.6:

- Create ombudsman office for business owners and developers in navigating the development process
- Once a prospect demonstrates interest, key Economic Development Staff works with City Management/Deputy Manager and Department Directors to prioritize the movement of the project- this step must have the support of the community and demonstrates the Region’s competitiveness in attracting/maintaining jobs and capital investment.
- Foster a culture of positive customer service among government and quasi-government employees to offer alternatives and advise throughout the development process and beyond.
- Address logistical and environmental parameters of development at the inception of the process.

ED 4.7:

- Specific Area Plans will provide an overall plan for future development, redevelopment, right-of-way needs, traffic enhancements, optimal building

footprint potential and infrastructure needs. The plan can address potential costs and funding mechanisms (see Cost of Development sub-section).

- Target, build infrastructure for and market Industrial / Business Parks.
- Analyze the value of municipal / public support for business attraction; do the benefits outweigh the costs.
- 690 acres of industrial zoned land – what are the obstacles for development?

Metrics:

1. Number of businesses attracted per annum that fit the desired characteristics.
2. Number of businesses researched that fit the desired characteristics per annum.
3. Number of internal processes streamlined.
4. Number of internal processes slated for streamlining.
5. Deficiency in dollars per month for a mortgage payment on a single-family home at the median wage of a company.
6. Deficiency in dollars per month for a mortgage payment on a median priced town-home at the median wage of a company.
7. Deficiency in dollars per month for a mortgage payment on a condominium at the median wage of a company.
8. Can this median wage make a mortgage payment on an affordable home?
9. Number and occasion of meetings with local non-profits
10. Was the municipal permit process reviewed and streamlined?
11. Number and quality of complaints received per annum.
12. Total square footage utilized per project: total amount of area remaining within UGB
13. Amount of access points to pedestrian and bicycle routes per commercial or industrial development
14. Sustainability of water efficiency
15. Sustainability of materials and resources
16. Sustainability of energy and atmosphere
17. The percentage of native species used in landscaping of the newly constructed retail building.
18. Has the economic development department consulted the community development department on all projects at the beginning?
19. Has the economic development department brought in the appropriate deputy city managers or city manager to facilitate fiscally and socially profitable project?

ED 5.1

- Advocate for the expansion of state workforce development training funds
- Coordinate the provision of workforce training and education; address the gaps and needs, as well as eliminating duplication; including basic business practices and customer service. See Table ____.
- Promote coordination of the personnel needs of new and existing business with skills training programs to ensure a stable, productive labor force.
- Work in a coordinated effort with the local Workforce Investment Board, community associations, non-profits, educational organizations and economic development groups to advance workforce development program design and implementation together for long-term success.
- Promoting the development of a regional trade school, workforce training center, and/or advancement of community college workforce education.

ED 5.2

- Incentivize excellence in public education
- Support and promote life-long learning in all areas, including reading and literacy, the sciences, math, histories (local, regional, national, ancient civilization), humanities, culture, art, social sciences and creative thinking – within K-12, the community college and at the university level.
- Continue development and expansion of public library services.
- STEM Education

ED 5.4

- Science, technology, engineering and mathematics (STEM) – the workforce of tomorrow. Needed in PK-12, community college and university.

ED 6.1

- Develop a ‘Specific Area Plan’ for each designated Activity Center, which addresses in detail, circulation and connectivity, land use, public spaces, density and intensity, infrastructure, and aesthetics.
- Re-zone (bulk zone) as necessary

ED 6.2

- Efficient use of government (public) resources & delivery of service
- Less expensive infrastructure costs – Understand costs of redevelopment vs. Greenfield development
- Engineering standards – one for redevelopment / one for green-field development.

Metrics:

1. Ratio the number of development projects produced in identified targeted areas to number of projects produced in non-targeted areas.
2. Have development officials offered a cost-benefit analysis to all possible developers of redevelopment?
3. Amount of infrastructure produced for targeted areas per annum (ratio of infrastructure developed to total needed)

ED 7.1

- Annually review local policy incentives for development to determine what adjustments are needed, and to develop new incentives for development
- Develop safety and maintenance programs for the urban environment and public spaces
- Support an increased maintenance program of existing road infrastructure to improve the status of existing thoroughfares heavily utilized by residents, businesses, and tourists”.

ED 7.3

Strategies:

- Large footprint retail space will consider potential future re-use in relation to site design and building design. The intent of this strategy is in being able to more aggressively market large empty spaces when their original use has reached its life-cycle end.

Metrics:

1. Ratio the number of redevelopment projects to total possible redevelopment project areas
2. Ratio number of redevelopment projects to green field projects

3. Total number of infrastructure improvements per annum
4. Number of infrastructure improvements in low to moderate income areas
5. Have development entities included life-cycle accounting in the cost-benefit analysis for new projects?
6. Do Big-Box plans (electrical and structurally) include variety for future use?

ED 8.2

- All public information and processes are available on-line
- Internet access is available at libraries and neighborhood centers

ED 8.3

- Business Ombudsman office located at the city to help navigate development and business processes.
- The city and county will provide an annual review of the development process to determine if efficiencies can be created.
- The city and county will run annual review, determining progress towards goals and further budgetary allocations. This report will be available to the public as an annual resource.

ED 8.4

- Economic vitality, engineers, planners, and policy makers will communicate on an on-going basis, regularly informing each other of interpretations and adjustments to development projects.
- Existing rules and regulations will be reviewed for flexibility for a project that contributes to the fiscal, social and environmental health of the community.

Metrics:

1. Have economic development officials performed an annual analysis of possible public/private/non-profit partnerships?
2. Number and type of public/private/non-profit partnerships created
3. Creation of an on-line public review process for all development projects (see Appendix 4)
4. Is internet accessible at all public sites?
5. Have development officials performed an annual analysis of the review process to determine efficiencies?
6. Does the annual budgetary allocation reflect the goals and strategies of the regional plan?
7. Has a new process of inclusivity among economic development professionals, engineers, planners, and policy experts been developed?
8. Is a process of inclusivity followed for all development projects?
9. Number of contingent policy responses to projects that contribute to the fiscal, social and environmental health of the community.

Public Facilities

PF.1

1. Consider on-going operations and maintenance costs
2. City and county maintenance yards will be of sufficient size and capability to maintain all service vehicles in a safe and efficient manner.
3. The city maintenance yard will be located in an environmentally safe location and appropriate to the neighborhood.
4. Buildings and facilities will be maintained to insure durability, functionality, and safety.
5. Create functional plans for Facilities

PF.2

1. Master plans, area plans, functional plans and capital improvements shall be coordinated.
2. Utilize the Regional Plan's maps and plans, master plans, functional plans and environmental analysis to identify primary and secondary impacts to service extensions, siting and the timing of capital projects.
3. Coordinate capital improvements with utility providers for shared improvements opportunities during construction
4. Schedule and stage public works project to reduce inconvenience to the public, residents and business
5. Seek opportunities to share facilities and recreation fields to avoid redundancy

PF.3 (Police)

1. Provide effective, visible police presence in the community, timely, appropriate response to calls for service and appropriate involvement in the resolution of community problems.
2. Provide timely, relevant information to both officers and citizens.
3. Plan and prepare for the future police service needs of the community.
4. Pursue sustainable alternative means of funding, volunteer services, and alternate resources to improve police services.
5. Enhance the police department's knowledge of the public's perception and expectation of law enforcement services.
6. Emphasize the role of law abiding community members, governmental agencies and the private sector in the development of successful crime prevention efforts.
7. Promote excellence in police service by providing employees an environment conducive to personal satisfaction and professional enrichment.
8. Promote the safe and orderly movement of traffic on city streets through the use of safety engineering, education and enforcement.
9. Promote a safe environment for the community's youth while investing in their healthy growth and development through involvement with parents, schools, and youth activities.
10. Pursue the reduction of the overall narcotic problem through participation with the community in education and intensified enforcement programs.
11. Encourage an interactive process within the community to address and solve problems of crime, public safety, disorder, substance abuse and quality of life.
12. Encourage and support continued research and the use of new concepts and technological improvements.

13. Encourage crime prevention through the development and use of specific design criteria, standards codes, regulations and development standards such as “cepted” guidelines.
14. Continue to conduct police facility planning studies to determine where and when new facilities will be required and what level of supporting equipment or property will be needed.
15. Continue to educate the public on issues of personal safety and crime prevention by emphasizing that all citizens need to play a part in crime prevention, in partnership with their police, in order for it to be effective.

PF.4

1. Update internal review procedures to take into account design, economic, environment and climate elements when planning for new development and supporting existing development.
2. Incorporate efficient and renewable energy processes and technologies into existing and future City and County operations.
3. Identify opportunities to reduce the incremental water and energy use as a result of population growth.
4. Research opportunities to update and offset engineering design standards to ensure enhanced preparedness for weather related impacts.
5. Apply defensible property principles to City and County facilities and infrastructure.
6. Pursue opportunities to finance ongoing forest and watershed restoration measures aimed at protecting community resources.
7. Identify the critical key infrastructure that needs to have redundant back up power.
8. Support evidence-based, ongoing assessment of the region’s vulnerability and risk to changes in local climate.
9. Effectively manage emergencies and ensure public health and safety.
10. Integrate resiliency efforts into water resource management and infrastructure planning policies.
11. Incorporate resiliency and uncertainty into the region’s economic development and master planning efforts.
12. Integrate resiliency goals into long-term capital improvement plans, including public infrastructure and facility projects.
13. Ensure climate variability and resiliency efforts are integrated into the role of the public EOC.
14. Integrate resource scarcity into public energy management.
15. Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
16. Ensure adequate water resources and protect watershed health to meet our organizational and community needs.
17. Provide land use planning and decisions that are sustainable under uncertain future scenarios.

18. Develop criteria for the City and County master planning efforts that support resiliency and preparedness.
19. Integrate resiliency into public capital improvement project budgets by identifying operations and maintenance plans that counter weather impacts.
20. Identify efforts that support resiliency during the City and County budget review process, including program accomplishments, initiatives and performance measures.
21. Support evidence-based, ongoing assessment of the region's vulnerability and risk to changes in local climate. Plan for the impacts of natural and human-caused hazards.
22. Address Hazardous Materials Disposal and Reduction. Develop plans, programs, and incentives for the safe disposal and reduction of hazardous materials
23. Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
24. Pursue opportunities to finance ongoing forest and watershed restoration measures aimed at protecting community resources.
25. Effectively manage emergencies and ensure public health and safety.
26. Support FireWise programming in vulnerable and at risk neighborhoods.
27. Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
28. Ensure adequate water resources and protect watershed health to meet our