City Of Flagstaff Parks And Recreation Organizational Master Plan

PARKS & RECREATION
CITY OF FLAGSTAFF

February 5, 2013

Thorpe Park

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ACKNOWLEDGEMENTS

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RESOLUTION

Continental Park

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Wheeler Park

1.0 PURPOSE & ORGANIZATION

Purpose

This Parks and Recreation Organizational Master Plan updates the city of Flagstaff December 1996 Long Range Master Plan for Parks, Recreation and Open Space. Since the development of the 1996 plan, the city of Flagstaff has grown in size and population, it has approved new funding for open space, constructed a state-of-the-art Aquatics Center, developed new parks and recreation facilities and in 2009, reorganized the Parks and Recreation Department into the Recreation Services Division and Parks Section under the Public Works Division.

Organization

This plan is organized as a policy and operational document for the city of Flagstaff Community, the city of Flagstaff Recreation Services Division, Parks Section, city of Flagstaff elected and appointed officials and other city Divisions. The first section of the plan provides background data and a description of the Master Plan process and community engagement activities that were conducted during the development of this plan. The first three chapters include information about the plan and planning process. The plan Vision is located in Chapter Two. Chapter Three provides background information. Chapters Four through Nine provide an overview, analysis and goals and strategies for parks, programs, events, facilities, maintenance and funding. Plan action strategies are organized into three groups: those that could be implemented in a reduced budget scenario, those that could occur with no change in funding and those that could occur in an enhanced funding scenario. Supporting documents, documents incorporated by reference and areas addressed by other plans and entities (including open space and trails) are discussed in Appendix A. A description of the planning process, the outreach efforts including a community survey and benchmarking is included in Appendix B. Appendix C includes the focus group notes and Appendix D includes the Benchmark survey.

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Fourth of July Parade

2.0 VISION

Introduction

For decades, city of Flagstaff parks, open spaces, recreational programs, events, and parks and recreation facilities have united the community and provided an interface between the city and its' citizens. The 2012 mission for the Recreation Services Division is to "enrich the lives of our community by providing exceptional opportunities for families and individuals of all abilities to participate in programs valuable to sustaining a healthy lifestyle."[1] The 2012 mission for the city Parks Section is to provide "exceptional facilities which are safe and aesthetically pleasing for the community in order to pursue family oriented and recreational activities that promote a healthy lifestyle[2]." The plan Vision for both of these Divisions supports their individual missions and provides a framework for the plan goals and action strategies.

1 Recreation Services Mission. 2011-2012 City of Flagstaff Annual Financial Plan.
2 Parks mission. 2011-2012 City of Flagstaff Annual Financial Plan.

VISION - SEVEN TYPES OF EXCELLENCE

The Vision for the Recreation Services Division and the Parks Section is Seven Types of Excellence.

Excellence in Services

Provide city of Flagstaff parks and recreational facilities and programs that meets or exceed the needs of city residents.

Be forward-thinking in the types of programs and facilities offered

Excellence in Economic Vitality

Host, support, and manage community events that contribute to the economic vitality of the city of Flagstaff and its downtown

Create partnerships that promote local businesses

Create partnerships to reduce costs and overhead

Excellence in Equity

Provide programs for disadvantaged and special needs communities

Provide access to parks and recreational facilities and programs throughout the city of Flagstaff

Provide programs for all city of Flagstaff residents

Excellence in Efficiency of Operations

Maintain and/or improve facilities so that they are safe and enjoyable

Explore new technologies that increase operational effectiveness

Support the goals of the Municipal Sustainability Plan

Excellence in Responsiveness to Community Needs

Offer recreational programs responsive to community recreation desires

Encourage community health through recreational programming and facilities

Excellence in Environmental Sustainability

Operate facilities that reduce waste and conserve resources

Reduce energy consumption

Build and locate facilities that are compatible with city of Flagstaff open space goals

Build, locate and operate facilities that support the city of Flagstaff Urban Trail System (FUTS) and public transportation

Excellence with Regards To Enjoyment

Provide programs and facilities that enhance city of Flagstaff resident quality of life

Provide programs that enhance the city of Flagstaff visitor experience

Provide programs and facilities that respond to city of Flagstaff unique climate and environment

The Greater Flagstaff Area

3.0 CONTEXT

Located in Arizona's high country among the tall pines, the city of Flagstaff is the largest city in the northern Arizona region. The city of Flagstaff's 65,870 residents (2010 Census) enjoy a four-season climate and a coveted and remarkable natural setting, and archaeological, cultural and educational resources.

Geography

The city of Flagstaff is located in north-central Arizona at the intersection of Interstates 40 and 17, a scenic 144-mile driving distance from Phoenix, 260 miles from Tucson, 320 miles from Albuquerque, New Mexico and 249 miles from Las Vegas, Nevada. The city of Flagstaff Pulliam Airport is a general aviation airport providing direct connections to Phoenix Sky Harbor Airport. An Amtrak station provides commuter rail access to points east and west. The city is a southwestern hub, and is the largest population center between the Grand Canyon National Park and Phoenix, as well as, between Albuquerque New Mexico and Las Vegas, Nevada.

Picture Canyon. Source: http://friendsoftheriodeflag.org/pc/picture_canyon/Welcome.html

Natural Resources

The city of Flagstaff benefits from a bounty of nearby natural resources and a larger region rich in natural and archaeological resources such as the Sedona Red Rocks, Canyon de Chelly, Montezuma's Well, Lake Powell, Meteor Crater and the Grand Canyon National Park - all of which provide a unique setting for residents and an attraction to tourists. The city lies within the northern half of the 1.865 million acre Coconino National Forest, home to the largest contiguous Ponderosa Pine forest in the continental United States. Mount Elden (elevation 9,299 ft.) lies on the city's northern border. The highest point in Arizona, Humphrey's Peak (12,633 ft.) is located approximately seven miles north of the city of Flagstaff in the Coconino National Forest 18,960 acre Kachina Peaks Wilderness Area. These mountains, formed from extinct volcanos, create a regional geology of mostly shallow soils and subsurface solid rock. The Grand Canyon and Grand Canyon National Park, one of the world's seven natural wonders, is located 80 miles north of the city. The re-routed and channelized Rio de Flag, which is the primary watercourse through the city is being conserved as an open space area and provides a rich riparian environment within the city. Picture Canyon, the city's only waterfall, historic streambed of the Rio de Flag and archaeological site is a designated National Historic Site. It was recently designated for purchase from the Arizona State Land Trust by the city's Open Space Commission. Other nearby natural resources include Sunset Crater Volcano National Monument (the 900 year old crater is the youngest volcano on the Colorado Plateau), Meteor Crater, and Wupatki and Walnut Canyon National Monuments (800 year old cliff dwellings and pueblos).

Historic Photo of the Weatherford Hotel

Historic Photo of the Flagstaff Depot

History

The city of Flagstaff traces its history back to 1855 and the construction of Beale Road, between the Rio Grande in New Mexico and Fort Tejon in California. Reports from Edward Beale to the U.S. Congress spoke of the rich grasslands, water and timber in the area. As the road became established, the reputation of the area became well known by the "flag staff" pine tree that was stripped of it's branches and bark. In 1876 a group of travellers camping in the area used the tree as a flagpole to honor the nation's centennial. That same year, a small group of sheep ranchers moved to the area. In 1880, the Atlantic and Pacific Railroad began to lay track westward from Albuquerque. With the eminent arrival of rail to the resource-rich area, the settlement grew. By winter 1882, the Flagstaff was a firmly established town with an estimated 200 residents. In 1891, with an estimated 1,500 residents, Flagstaff became the Coconino County Seat. By 1890, the railroad track through the city of Flagstaff was one of the nation's busiest, with over 80 trains passing through the town each day. On May 26, 1894, the Town of Flagstaff was established and in 1928, the Town was incorporated as a city.

As the city of Flagstaff matured into a commercial hub for the railroad, the one-time ranching community diversified into a diverse and rich community offering arts, recreation and educational opportunities that continue to thrive within the city today. These include:

- The Lowell Observatory (known for its discovery of the planet Pluto) which was opened in 1896. In 1994, the Observatory opened the Steele Visitor Center, attracting over 80,000 annual visitors[1].
- Northern Arizona Normal School (Northern Arizona University) which was established in 1899. Northern Arizona University's (NAU) 740-acre campus is currently home to over 14,000 full time and 7,000 part time graduate and undergraduate students from around the world.
- The Flagstaff Symphony which was established in 1899. Continuing today as the Flagstaff Symphony Orchestra, its primary venue is located at the Audrey Auditorium on the campus of NAU.
- Route 66 which was opened through the city of Flagstaff in 1926. This important roadway was, for many years, the main vehicular, "coast to coast" transportation route through the western United States.
- The Arizona Snowbowl opened In 1938. Snowbowl is located on the 12,356 foot Mt. Agassiz, adjacent to Humphrey's Peak. Snowbowl is one of the nation's oldest continuously-run downhill ski areas in the United States. In the winter of 2009 over 135,00 visitors spent $15.8 million on lodging, food and beverages and other goods and services[2].

1 Lowell Observatory Press Release. One Million and Counting. August 28, 2008

2 Ryan Randazzo. Snowfall uplifts Arizona Snowbowl. The Arizona Republic. January 6, 2010

Demographics

The city of Flagstaff is encompasses nearly 65 square miles. In 2010, the city was home to 65,870 residents and was a destination for over 2,593,100 annual visitors[3]. From 2000 to 2010, the city of Flagstaff population increased 24.53% while Coconino County population increased 15.56%, with tourism growing at a slower rate of seven percent over the same time period. The city comprises 49% of the Coconino County 2010 population of 134,421. The city of Flagstaff population is projected to increase to 77,500 people by 2020 (15.89%) and to 87,000 people (12.26%) by 2030. Coconino County population is anticipated to increase 18.54% between 2010 and 2020 and 9.09% from 2020 to 2030. (**Table 1: City Of Flagstaff Projected Population.**)

Table 1: CITY OF FLAGSTAFF PROJECTED POPULATION

	City of Flagstaff		Coconino County		
Population	**AZ Policy Institute Estimates****	**% Change**	**AZ DOA Estimates***	**% Change**	**AZ Policy Inst. %**
2010 Population	65,870		134,421		49.00
2020 Population	77,500	15.89	159,345	18.54	48.63
2030 Population	87,000	12.26	173,829	9.09	50.00

*Arizona Department of Administration Population Projections. 2006. http://www.az-stats.gov/population-projections.aspx

**City of Flagstaff Regional Plan 2012 Update. Community Design Charrette Days. Demographics. People. http://www.flagstaff.az.gov/DocumentView.aspx?DID=14143. August 31, 2011.

The Flagstaff Metropolitan Planning Organization (FMPO) is located in Flagstaff and includes the unincorporated communities of Mountainaire, Kachina Village, Bellemont, Fort Valley, Fernwood-Timberline, Doney Park, and Winona. Unincorporated residential areas are considered within the FMPO with residents using city facilities and amenities. The city accounts for 75% of the population within the FMPO area. The FMPO area population outside of the city limits has a 2010 population of 22,528[4]. It is worth noting that Coconino County population living within the FMPO area surrounding the city is projected to increase 53% from 2000-2015.

Projected population increases within the city of Flagstaff and the unincorporated FMPO area have the following implications:

- The city provides services and facilities for the greater Flagstaff region. While the city has not differentiated in the past between resident and non-resident users for facilities and programs, continuing to meet the needs of a growing non-resident population will place demands on facilities and services paid for by residents.
- The city of Flagstaff is the location of about half of all county residents and the city will continue to be the primary lifeblood of activity for the foreseeable future. As the County and city grow, it is likely that recreation and special event sizes will increase and the demand (by city and County residents) for fields, other sports facilities and programs will increase.

As of 2000, 24% of the city's population was under age 18, and 6% was over age 65[6]. (**Table 2: city of Flagstaff Population Change 2000- 2010**.) In 2000, 32% of Coconino County's population was under 18 years of age, 60% was between 18 and 65 years old and 5% was over 65.

3 City of Flagstaff Regional Plan. Community Design Charrette. July 14-22, 2011. Demographics: People.

4 Flagstaff Regional Plan. Community Design Charrette. July 14-22, 2011. Demographics: People.

5 City Of Flagstaff Regional Plan Up[date. Community Design Charrette Days. Demographics. People. http://www.flagstaff.az.gov/DocumentView.aspx?DID=14143. August 31. 2011

6 Because 2010 census age data is not available as of the publication of this document, estimates based on 2006 age distribution for the city of Flagstaff were used.

Between 2000 and 2010, the city's population shifted to one with slightly more over-65 residents and slightly fewer residents between ages 5 and 18. Furthermore, when compared to the County as a whole, the city of Flagstaff appears to have a percent of larger working-age population, i.e., residents between the ages of 18 and 65 (likely due to the presence of NAU).

Conversely, between 2000 and 2010 Coconino County experienced a substantial decrease of 17.89% in the percentage of residents between the ages of five and 18 years old. While the decrease in population ages five to 18 years old can partially be explained by data issues (the 2000 census includes 18- and 19-year olds in this category while the 2010 census does not), this shift is still substantial enough to merit notice. The implications from these population shifts are:

- As the city's older population grows, the demand for facilities and programs meeting the needs of older residents will increase. These programs are not traditionally met with fields for sports play and may result in a demand for facilities focused around health, arts, environmental programs, passive recreation and learning.
- The County decline in population between ages 5 and 18 indicates that the demand for these types of services may level off. Because county residents use city fields and leagues, and this age group typically forms a large part of the sports field constituency, it may be prudent to consider how to provide sports fields that are flexible and provide opportunities for reprogramming and reuse.

Table 2: CITY OF FLAGSTAFF POPULATION CHANGE 2000- 2010

	City Of Flagstaff							Coconino County				
Year	2000		2006		2010		% Change 2000 - 2010	2000		2010		% Change 2000 - 2010
Population	#	%* Of Total 2000 Pop.	#	%* Of Total 2006 Pop.	#	%** Of Tot. 2010 Pop.	% Change 2000 To 2010	#	%* Of Total Pop.	#	%* Of Total Pop.	%
Total Population	52,894		57,931		65,870		24.5	116,318		134,421		16.6
Population <5 years old	3,544	6.7	3,881	6.7	4,413	6.7	24.0	8,444	7.0	10,619	7.9	25.7
Population 5 to <18 years old	9,309	17.7	9,675	16.7	11,000	16.7	18.2	29,275	25.2	24,330	18.1	-17.9
Population 18 to 65 years old	37,238	70.4	40,847	70.5	46,445	70.5	25.0	70,458	60.6	88,583	65.9	25.7
Population >65 years old	2,803	5.3	3,528	6.1	4,011	6.1	43.0	8,143	7.0	10,888	8.1	3.4

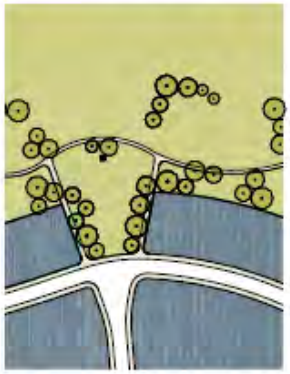
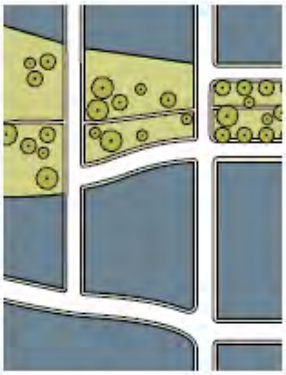
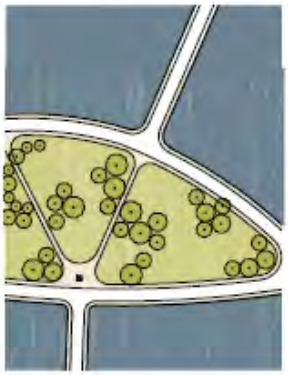
*U.S. Census Data Sets, 2000, 2006, 2010

** 2006 U.S. Census percentages applied to 2010 population

Land Use

Land use and development patterns also influence how the city provides parks and recreation facilities. The Regional Plan 2012 Update is supporting the updated city of Flagstaff Zoning Code with the creation of 10 place types that describe development patterns, as well as densities to direct future growth. The updated Code requires providing open space and civic space through pocket parks, playgrounds, community gardens, squares (e.g., open and unprogrammed areas) greenways and greens in Transects[7] (defined below) and a 15% open space and buffer yard requirement in traditional zones. While these open spaces will add to the quality of life in the community, they are mainly described as passive, open spaces with playgrounds. Implications associated with development and related to the update of the Regional Land Use Plan and Zoning Ordinance include:

- As infill and development occurs within traditional zones and Transects, sufficient areas for neighborhood, community and other parks with active recreational facilities will need to be provided. New development offers an important opportunity to acquire park and recreational resources necessary to accommodate the new population associated with that development.
- No specific guidance is provided in the Code on the types of facilities associated with civic and other recreational spaces required as a part of development in Transect and traditional zones.
- It is possible that as development occurs, developers will dedicate civic spaces to the city. These areas, many of which may be smaller or unusable for parks, are expensive to maintain. Other areas, even though they may be larger, may not include the types of facilities necessary to create usable recreation areas within the immediate neighborhood or community.

TRANSECT ZONE	T1 T2 T3 T4 T5 T6	T1 T2 T3 T4 T5 T6	T1 T2 T3 T4 T5 T6
Civic Space Type	**Park**	**Greenway**	**Green**
Illustration			
Description	A natural preserve available for unstructured recreation.	A linear space in largely natural conditions for unstructured recreation.	An open space, available for unstructured recreation.

Civic Spaces such as park, greenway and green are included in the Civic Space Types portion of the city of Flagstaff Zoning Code Update.

7 A transect is a cut or path through part of the environment showing a range of different habitats. Biologists and ecologists use transects to study the many symbiotic elements that contribute to habitats where certain plants and animals thrive. Human beings also thrive in different habitats. Some people prefer urban centers and would suffer in a rural place, while others thrive in the rural or sub-urban zones. Before the automobile, American development patterns were walkable, and transects within towns and city neighborhoods revealed areas that were less urban and more urban in character. This urbanism could be analyzed as natural transects are analyzed. To systemize the analysis and coding of traditional patterns, a prototypical American rural-to-urban transect has been divided into six Transect Zones, or T-zones, for application on zoning maps. Standards were written for the first transect-based codes, eventually to become the SmartCode, which was released in 2003 by Duany Plater-Zyberk & Company.. Source: Center for Applied Transect Studies.

Economics

This Plan was authorized during the 2007-2010 national recession. As a result of this economic event, revenues from all sources were substantially down and layoffs at all levels of government occurred. In March 2009, the city reduced staffing with 40 layoffs and 15 buyouts[8]. The city 2012 budget is $217.6 million, which is 5% less than the its pre-recession 2009 budget of $230.2 million and 24% more than the 2010 recession-impacted budget of $175.4 million. The Recreation Services Division was also impacted by the economy. Over the 2009-2012 time frame, the Recreation Services Division shrunk from 5.9% of the city's 2010 budget to 4.9% of it's 2012 budget (Table 3: Parks And Recreation Budget History). The economic context of this plan has impacted how the Recreation Services Division will provide future programs and facilities. Implications for the Recreation Services Division and impacts on this plan include:

- An emphasis on programs and facilities that can be cost neutral or revenue-enhancing
- An emphasis on partnerships to provide programs and facilities
- An examination of the extent to which subsidies are provided for non-resident recreation users
- A strategic approach to this Master Plan that provides strategies for achieving goals based on a "base-line" funding scenario, a "reduced funding" scenario and an "enhanced revenue" scenario.

Table 3: PARKS AND RECREATION BUDGET HISTORY

Year	City Budget	% Of City Budget For Recreation Services Division And Parks Section	Recreation Services Division**	Recreation Services Division % Change	Parks Section	Parks Section % Change
2008	$273,972,147	2.37%	$2,601,050		$3,901,092	
2009	$230,158,982	2.99%	$3,550,849	36.52%	$3,327,183	-14.71%
2010	$175,405,644	3.35%	$3,214,735	-9.47%	$2,667,206	-19.84%
2011***	$182,652,528	3.30%	$3,230,159 *	0.48%	$2,801,794	5.05%
2012	$217,630,154	2.84%	$3,418,612	5.83%	$2,762,201	-1.41%

* 2011 Budget adjusted for Jay Lively Activity Center Repairs

**Recreation Services budget excludes library expenditures

*** Increases due to BBB Transfers

Source: City of Flagstaff

8 Joe Ferguson. City Hall layoffs down to 40. Arizona Daily Sun. Saturday, March 28, 2000. http://azdailysun.com/news/article_1cb75f80-5bc7-5c7d-9e30-8202816ec070.html

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Smokerise Park

4.0 PARKS

Parks are a fundamental element of the fabric and character of a community. They provide places for informal gatherings, community events, special facilities and activities to preserve or celebrate a community's history and resources. How a community uses its parks can contribute to community health and wellness, economic activity and quality of life. This chapter describes the current city of Flagstaff parks system and the facilities within city parks, sets standards for the future provision of parks and facilities within them and provides goals, policies and actions for the future development of city parks and facilities.

Overview

The city of Flagstaff currently maintains and operates 678[1] acres of Pocket, Neighborhood, Community and Regional parks[2] throughout the city. Pocket parks are generally less than two acres and include ball fields, ramadas, courts and playgrounds. Neighborhood parks are generally between two and ten acres and typically exclude activities such as disc golf, soccer or softball fields, racquetball courts, skate parks or off-leash areas. Community parks are between 20 and 40 acres and may include playgrounds, horseshoe, tennis, volleyball and basketball courts, soccer, baseball and/or softball fields, picnic ramadas, restrooms, skate track/BMX facilities, disc golf courses and off leash areas. Regional parks are larger than 100 acres and include fields, concessions and/or open space. **Tables 4 through 7** list city of Flagstaff parks and park facilities.

1 This includes designated parks that are fully and partially developed. Of the 678 acres of developed and undeveloped parks, 147.19 acres are undeveloped and part Continental (90.9 Ac), Ponderosa Trails, Cheshire and Arroyo Parks and 426.8 acres are open space that is part of Buffalo, Thorpe, McPherson and Bushmaster Parks. Since the writing of this plan, the 2-acre Kiwanis Southside Park has been repurposed.

2 Excludes facilities and facilities land.

Table 4: CURRENT CITY OF FLAGSTAFF POCKET PARKS AND PARK FACILITIES

Pocket Parks Location	Total Acreage	Developed Acreage	Playground	Tennis Court	Volleyball Court	Basketball Court	Soccer Field	Baseball Field	Softball Field	Picnic Ramada	Rest room	Racquetball	Skate Track/BMX	Horseshoe Court	Disc Golf Course	Off Leash Area
Coconino Park 2196 N. Lantern Lane	0.25	0.10	1.00													
Colton Park 250 W. Route 66	0.75	0.75														
Guadalupe Park 805 W. Clay Ave.	0.75	0.75	1.00					1Y								
Joel Montalvo Park 2211 E. First Ave.	2.10	2.10						1LY								
Kiwanis Southside Park* 1600 S. San Francisco	2.10	1.00	1.00		1S						P			2		
Mobile Haven Park 4280 N. Hamblin St.	1.80	1.80	1.00		1S	1H				1	P					
Mountain View Park 519 W. Piute Rd.	1.30	1.30														
Old Town Springs Park 913 W. Lower Coconino Ave.	0.30	0.30	1.00			1H				1	P					
Plaza Vieja Park 526 W. Clay Ave.	0.25	0.25														
Smokerise Park 6065 Native Way	0.75	0.75	1.00			1H										
University Highlands Park 3888 S. Jewell	0.90	0.50	1.00													
TOTAL	**11.25**	**9.60**	**7.00**		**2**	**3**		**2**		**2**				**2**		

*Since the development of this plan, the Kiwanis Southside Park has been re-purposed.

S = sand F = full court Y = youth A = adult

L = lighted H = half court I = indoor court o = planned

R = permanent rest room P = portable rest room

Table 5: CURRENT CITY OF FLAGSTAFF NEIGHBORHOOD PARKS AND PARK FACILITIES

Neighborhood Parks Location	Total Acreage	Developed Acreage	Playground	Tennis Court	Volleyball Court	Basketball Court	Soccer Field	Baseball Field	Softball Field	Picnic Ramada	Rest room	Racquetball	Skate Track/BMX	Horseshoe Court	Disc Golf Course	Off Leash Area
Arroyo Park* 850 E. Ridgecrest Dr.	8.00	1.50						1Y								
Bow and Arrow Park 3701 N. Cochise Dr.	3.00	3.00	1			1H										
Cheshire Park 3000 N. Fremont Blvd.	13.79	2.00	1	1		2										
McMillan Mesa Park 1140 Ponderosa Pkwy	2.50	2.50	1			1										
Ponderosa Park 2512 N. First St.	2.50	2.50	1	1	1S	2				1	P			1		
Ponderosa Trails Park 3875 S. Wild West Tr.	8.00	3.00	1							1	P					
Wheeler Park 212 W. Aspen Ave.	2.50	2.50														
Sub Total	40.29	17.00	5	2	1	6		1		2				1		
TOTAL	40.29	17.00	5	2	1	6		1		2				1		

Table 6: CURRENT CITY OF FLAGSTAFF COMMUNITY PARKS AND PARK FACILITIES

Community Parks Location																
Bushmaster Park 3150 N. Alta Vista	20.00	14.00	1	2L	1S	2L				2	R		1	4		1
Foxglenn Park 4200 E. Butler Ave.	28.30	28.30	1			1+1H	2	1Y	1Y	3	R		1			
McPherson Park 1650 N. Turquoise Dr.	40.30	11.50	1	3		1					P			2	1	
Total	**88.60**	**53.80**	**3**	**5**	**1**	**5**	**2**	**1**	**1**	**5**			**2**	**6**	**1**	**1**

*In March 2012, one (1) playground, one (1) ramada and portable restrooms were added to Arroyo Park.

S = sand F = full court Y = youth A = adult

L = lighted H = half court I = indoor court o = planned

R = permanent rest room P = portable rest room

Table 7: CURRENT CITY OF FLAGSTAFF REGIONAL PARKS AND PARK FACILITIES																
Pocket Parks Location	**Total Acreage**	**Developed Acres**	**Playground**	**Tennis Court**	**Volleyball Court**	**Basketball Court**	**Soccer Field**	**Baseball Field**	**Softball Field**	**Picnic Ramada**	**Rest room**	**Racquetball Court**	**Skate Track/BMX**	**Horseshoe Court**	**Disc Golf Course**	**Off Leash Area**
Buffalo Park 2400 N. Gemini Rd.	215	12								1	P					
Continental Park 5650 E. Old Walnut Cyn	106	15	1					3LY 1Y	1LA		P					
Thorpe Park 191 N. Thorpe Rd.	219	30	2	2+4L	1S	1	2	3Y	4LA	1	PR	2		2	1	1
Total	**540**	**57**	**3**	**6**	**1**	**1**	**2**	**8**	**4**	**2**		**2**		**2**	**1**	**1**

S = sand F = full court Y = youth A = adult

L = lighted H = half court I = indoor court o = planned

R = permanent rest room P = portable rest room

Other city of Flagstaff-owned facilities that are not leveraged as parks include the city of Flagstaff Wildcat Hill Wastewater Treatment Plant, Rio De Flag Wastewater Reclamation Plant, Cinder Lake Landfill and parking areas that are adjacent to public facilities such as the city Hall and Wheeler Park. Opportunities to create interpretative areas surrounding water/wastewater treatment plants or multi-purpose parking areas adjacent to existing parks with surfaces that could be used for recreation during high demand times could be explored by the city.

While parks are maintained by the Parks Section of the Public Works Division, they are programmed by the Recreation Services Division. The Recreation Services Division and the Parks Section work closely together to ensure that parks and recreation facilities are usable and attractive.

Old Town Springs Park

CURRENT SERVICE LEVELS

PARKS ACREAGE

In 1996, the city had 14.62 acres of developed, mostly Neighborhood and Pocket parks and 339 acres of parks (including the 219-acre Thorpe Park) that included some recreational facilities and undeveloped land planned for future recreational facilities. Today, the city has 640 acres of fully developed parks and 40.35 acres of parks that are undeveloped. In 1996, the largest fully developed park was the three-acre Bow and Arrow Park. Partially developed parks included all of the current city Community parks, 15 acres of what is now Continental Park, Thorpe Park and the Arroyo, Cheshire and McMillan Mesa parks. Undeveloped parks included Buffalo, Christensen, Coconino, Mobile Haven II, Paradise Hills and University Heights parks. Since the 1996 Parks and Recreation Master Plan the city has increased its park holdings by the 23-acre Clay Basin Park (undeveloped and located on the west side of the city on the north side Old Route 66 along the BNSF railroad tracks before Flagstaff Ranch Road. and by adding 91 acres to Continental Park. The city of Flagstaff also re-purposed 4.1 acres of Pocket and Neighborhood parks.

As a result of the addition and development of park land (adding 90 acres to Continental Park, in particular) city service levels per 1,000 residents have increased for all parks, with the exception of Pocket parks. (**Table 8: City Of Flagstaff Park Service Levels 1996- 2011.**) From 1996 to 2011, the categories of Special Use Park and Citywide park categories were eliminated. (McPherson Park was re-designated to a Community park and Thorpe Park was redesignated a Regional park. Continental Little League was redesignated a Regional park and Mount Elden Little League Special Facility was renamed Joel Montalvo Park and reclassified as a Pocket park.)

Table 8: CITY OF FLAGSTAFF PARK SERVICE LEVELS 1996 - 2011		
City Of Flagstaff Population	57,931	65,870
	Acres per Park	
Pocket	**1996**	**2011**
Smokerise	.75	0.75
Joel Montalvo***		2.10
Coconino*		0.25
Bow and Arrow	3.00	0
Colton	0.75	0.75
Guadalupe	0.75	0.75
Kiwanis Southside*	2.00	2.10
Mobile Haven II *	1.76	1.80
Mountain View	1.3	1.30
Old Town Springs	0.18	0.30
Plaza Vieja	0.26	0.25
Ponderosa	2.50	0
University Highlands	0.91	0.90
Total Acres	**15.91**	**11.25**
Service Level (acres/1,000)	**.52**	**.34**
Neighborhood		
Wheeler	2.50	2.50
Ponderosa***	2.50	2.50
Ponderosa Trails***		8.00
Bow and Arrow	3.00	3.00
Arroyo	9.95	8.00
Cheshire	4.39	13.79
McMillan Mesa	2.50	2.50
Total Acres	**24.84**	**40.29**
Service Level (acres/1,000)	**.43**	**.61**

*This park is on school property and has closed since the development of this plan.

*Identified as undeveloped in 1996 Master Plan.

** Mobil Haven II, Paradise Hills and University Heights parks have been re-purposed.

*** Not listed in 1996 Parks and Recreation Master Plan

Table 8: CITY OF FLAGSTAFF PARK SERVICE LEVELS 1996 - 2011		
City Of Flagstaff Population	57,931	65,870
	Acres per Park	
Community	**1996**	**2011**
Bushmaster	20.00	20.00
Foxglenn	28.28	28.30
McPherson		40.30
Total Acres	**48.28**	**88.60**
Service Level (acres/1,000)	**0.83**	**1.35**
Special Purpose		
Mount Elden Little League	2.10	
Continental Little League	15.00	
Total Acres	**17.10**	**0.00**
Service Level (acres/1,000)	0.30	0.00
Citywide		
McPherson	40.00	0.00
Thorpe	219.00	0.00
Total Acres	**259.00**	**0.00**
Service Level (acres/1,000)	4.47	0.00
Regional		
Buffalo *	0.00	215.00
Continental	0.00	105.90
Thorpe	0.00	219.00
Total Acres	**0.00**	**539.90**
Service Level (acres/1,000)	0.00	8.20
Total Park Acres	**362.65**	**680.04**
Service Level (acres/1,000)	6.26	10.32
Undeveloped Parks		
Christensen Park	10.00	10.00
Mobil Haven II **	.16	0
Paradise Hills Park**	5.30	0
University Heights Park**	1.89	0
Clay Basin West Park		23.00
Total Acres	**17.35**	**33.00**

PARK SERVICE AREAS AND SIZES

The service area and size of a park depends on many factors including climate, population demographics, income, population density and local economics and preferences. To develop a LOS for the city of Flagstaff, several measures were considered. These measures include the LOS provided by benchmark jurisdictions3, National Recreation and Park Association national standards, and public comment and the survey results. The 1996 Long Range Master Plan for Parks, Recreation and Open Space defined four park types, Neighborhood, Community, City-wide and Special Purpose. This LOS for parks reflects 50% developed park and 50% open space and is shown in **Table 9: Park Service Area And Size - 1996 Master Plan**.

Table 9: PARK SERICE AREA AND SIZE 1996 MASTER PLAN (ACRES PER 1,000 POPULATION)

Park Type	1996 Plan LOS Developed Park and Open Space	LOS Developed Park Only (Assumes 50%)	Current LOS	Difference
Neighborhood	2.03	1.01	.38	.63
Community	2.85	1.42	.84	.58
Citywide (Regional)	4.06	2.03	.87	1.16
Special Purpose	2.13	1.06	4.06	+3

National Recreation and Park Association (NRPA) Standards Overview

National Recreation and Park Association (NRPA) standards are based on Level of Service (LOS) per 1,000 people and a total service area (usually in miles). NRPA LOS standards reflect national trends and are very rough LOS standard indicators. NRPA LOS was used in concert with a benchmark analysis of Boulder, Colorado, Sparks, Nevada and Iowa City, Iowa to develop LOS for the city of Flagstaff. The benchmark analysis findings are described on Page 51 of this plan. NRPA LOS standards are shown in **Table 10: NRPA Park Service Area And Size**.

Table 10: NRPA PARK SERVICE AREA AND SIZE

Park Type	Acres Per 1,000 Population	Size	Service Area (radius)
Mini Park (e.g., Pocket Park)	.1 to .3	< 1 acre	< 1/4 mile
Neighborhood Park	2	1-2 acres	1/4 to 1/2 mile
Community Park	5.0-8.0	20-40 acres	1 to 1.5 miles*
Regional Park	Variable	100+ acres	Varies

*NRPA recommends .33 to 3 square mile service area radius. Midpoint used for this example,

3 Benchmark jurisdictions included Sparks, Nevada, Iowa City, Iowa and Boulder, Colorado.

Nrpa Level Of Service Based On Population

Table 11: Level Of Service Park Acres/1,000 Population shows current city of Flagstaff Level of Service per 1,000 based on NRPA standards. For these calculations, all parks less than five acres and Cheshire Park were considered Neighborhood parks. Just considering developed park acres, the city is currently below the NRPA standard for Community and Neighborhood parks. When all park acres are considered (including planned Clay Basin and Christensen parks), the city still does not meet NRPA level of service standards based on population.

Table 11: NRPA LEVEL OF SERVICE- PARK ACRES/1,000 POPULATION				
		Park Acres/1000 population		
Park Type	**Total Currently Developed Park Acres**	**2011**	**2020**	**2030**
Neighborhood	25.1	0.38	0.32	0.29
Community	55.3	0.84	0.71	0.64
Regional	57	0.87	0.74	0.66
Park Type	**Total Developed and Undeveloped Park Acres**	**2011**	**2020**	**2030**
Neighborhood	43.54	0.66	0.56	0.50
Community	129.6	1.97	1.67	1.49
Regional	324.9	4.93	4.19	3.73

NRPA Level Of Service Based On Service Area

Large parts of the city of Flagstaff include mountains and open spaces that are not developable and do not contain residences. **To develop an estimate of the total number of park acres necessary based on service area, only developable acres within the city limits are used**. An analysis of parks distribution based on service area, and any park category deficiencies or excesses, follows.

Level of Service Based On Service Area Findings:

The city of Flagstaff currently provides 25.1 total acres of developed Neighborhood park (includes all parks less than 5 acres plus Cheshire Neighborhood Park) within the city limits. Another 18.44 acres of Neighborhood park is either undeveloped or considered potential open space within existing parks. When existing neighborhood parks are considered, the city would require between 0 and 26 acres of Neighborhood Park to meet NRPA requirements based on service area. When city of Flagstaff-owned land planned for future parks are included, the city meets the low level requirements for NRPA neighborhood park acres. To meet the NRPA high level acreage requirement for neighborhood parks, an additional 7.5 acres of park would be required.

The city of Flagstaff currently provides 55.3 acres of Community park per square mile citywide. Another 74.3 acres is undeveloped. This includes planned and un-dedicated Clay Basin and Christensen Parks (total 33 acres) as well as areas planned for open space and/or development in existing parks. When existing acres only are considered, the city currently falls slightly below the low Community Park NRPA standard. When planned and undeveloped parks acres are also considered, the city meets the high standard for community parks.

The city of Flagstaff currently provides 57 acres of developed Regional parks. This falls below the NRPA standard. An additional 90 acres at Continental Park is undeveloped or planned as open space. 189 acres at Thorpe Park is planned as open space. Buffalo Park is a passive open space park. With the development of all 90 acres at Continental Park, the city meets the overall acreage standard for regional parks. (**Table 12: Total Park Acres Needed Compared to Existing Developed Park Acres.**)

Table 12: Total Park Acres Needed Compared To Existing Developed Park Acres									
Park Type	Devel-oped Acres	Park Size (Acres)	Service Area Radius	Total Service Area Miles	Acres Per Service Area	City Of Flagstaff Devel-oped Area Miles	Total Park Service Areas In City	Total Park Acres Needed Low	New Park Acres Need-ed High
Existing Park Acres Only									
Neighborhood	25.1	2	.5 mil	0.79	.5-1	20.06	25.55	-0.45	-26.01
Community	55.3	20	1.5 mi	7.07	20-40	20.06	2.84	52.46	-1.49
Regional	57	100	5	78.50	100+	20.06	1.00	-43.00	0
Existing and Future Park Acres Included									
Neighborhood	43.54	2	.5 mil	0.79	.5-1	20.06	25.55	17.99	-7.57
Community	129.6	20	1.5 mi	7.07	20-40	20.06	2.84	72.81	16.03
Regional	324.9	100	5	78.50	100+	20.06	1.00	224.9	0

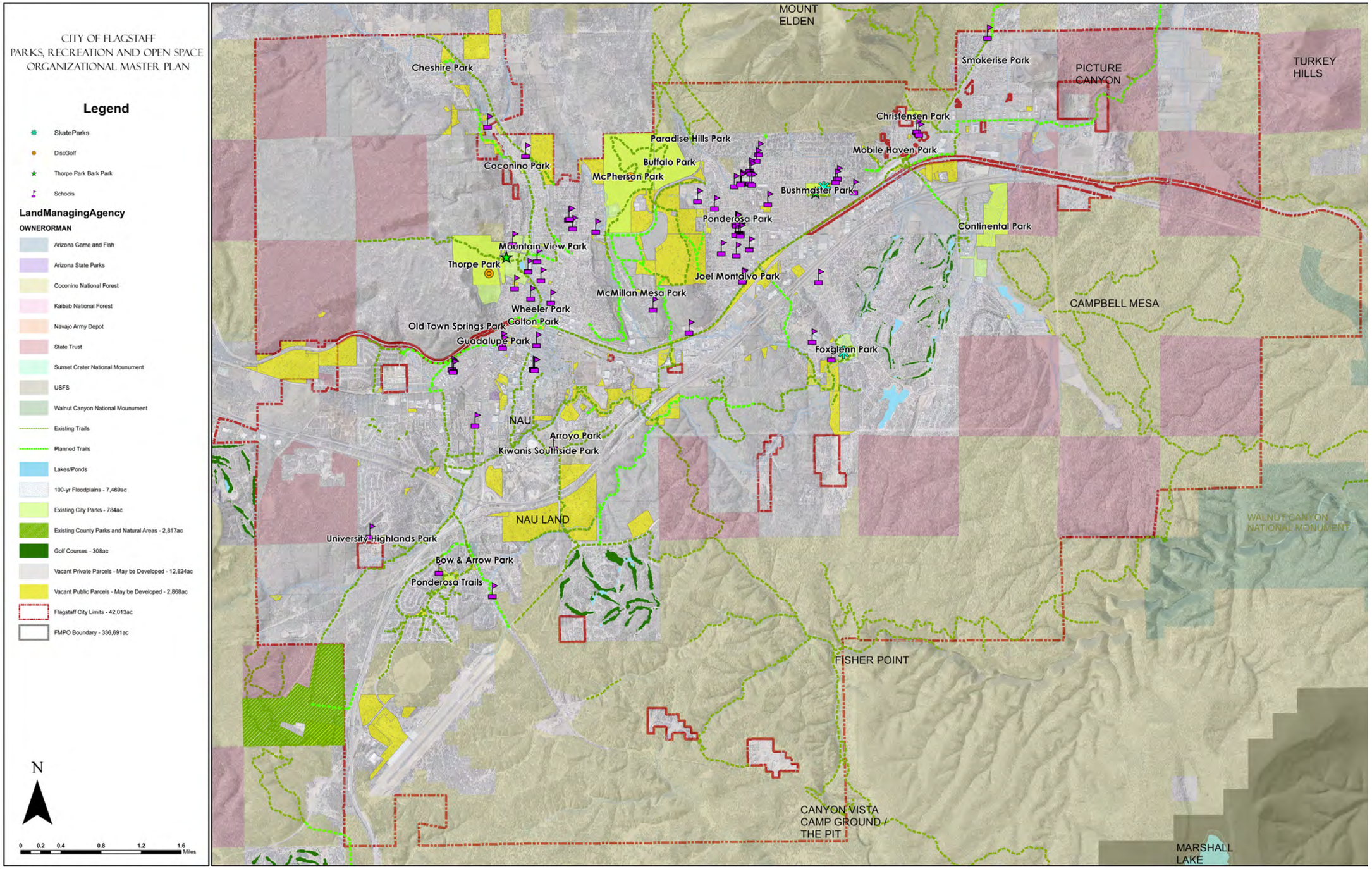
Thorpe Park

NRPA Level Of Service Based On Parks Distribution

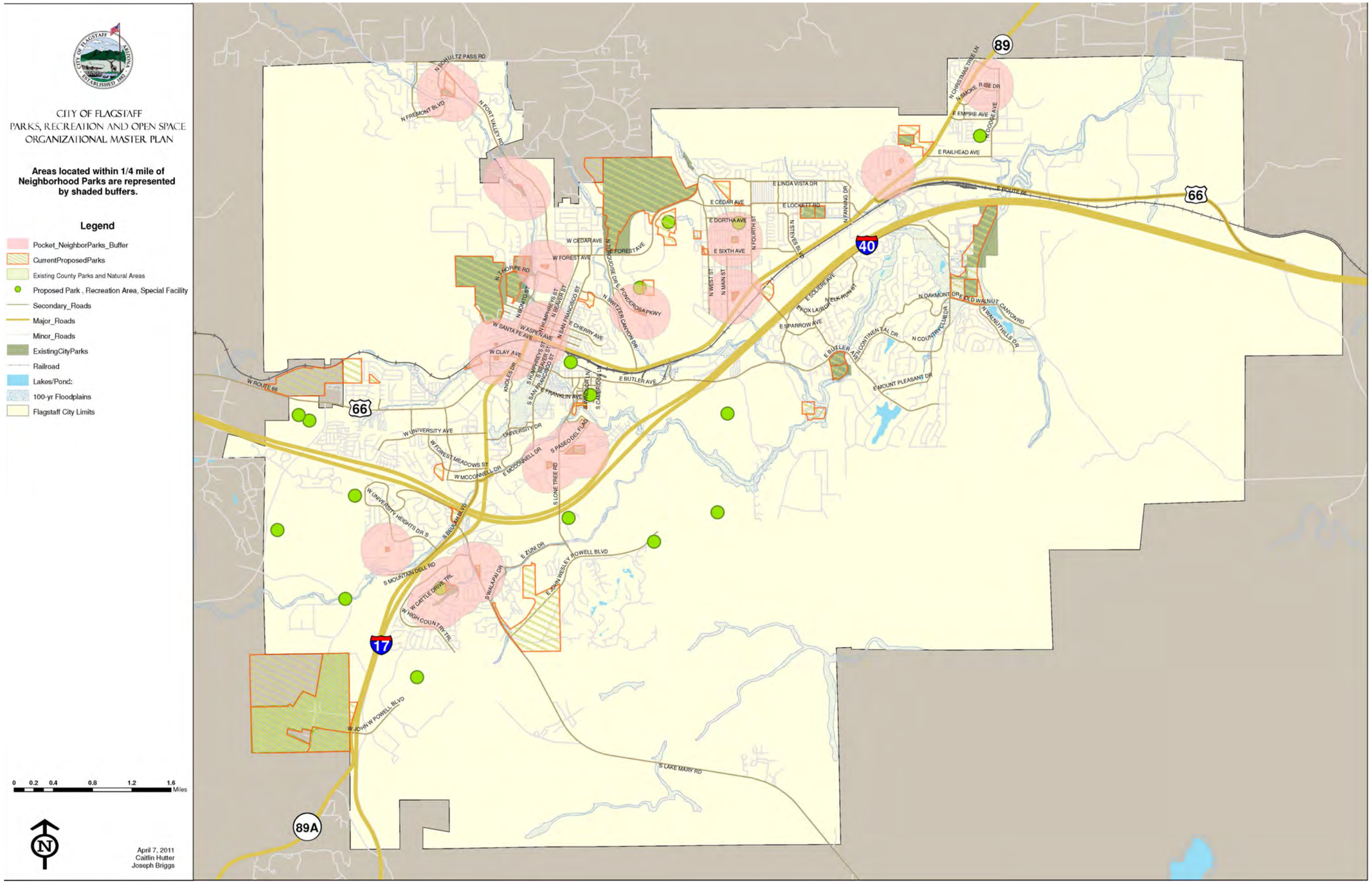
Parks are unevenly distributed throughout the community (**Map 1: Existing City Of Flagstaff Parks**) and some areas within the city of Flagstaff have deficits with regards to certain types of parks. Using the NRPA Level of Service area standard of 1/4 mile, Neighborhood parks are generally well distributed in the northeast area of the city north of I-40 and east of 89A/Milton Road. Other areas of the city have Community and Regional park access and do not benefit from nearby Neighborhood parks. (**Map 2: Current Neighborhood Park Distribution and Service Areas.)** The area north of State Road 180/89 East/Route 66 and east of Ft. Valley Road/Humphry Street is served by the city's three Community parks. No Community parks are located west of Ft. Valley Road/ Humphries Street or south of Route 66. The only Community park field facilities are located at Foxglenn Park, which includes one youth baseball, one adult softball and two soccer fields. **(Map 3: Current Community Park Distribution and Service Areas**). Typically, Community parks are designed to provide field and court facilities that are used by local residents and leagues. Because these facilities do not exist in city of Flagstaff Community parks (with one exception at Foxglenn Park), Regional parks are used by the community to meet needs in these areas.

Regional parks are located on the north, east and west edges of the city. (**Map 4: Regional Park Distribution and Service Areas.**) Buffalo Park is a Regional park that is undeveloped open space. Developed parks include Continental and Thorpe parks on the east and west side of town. These parks provide youth and adult lighted and unlighted baseball fields, concession stands and soccer fields.

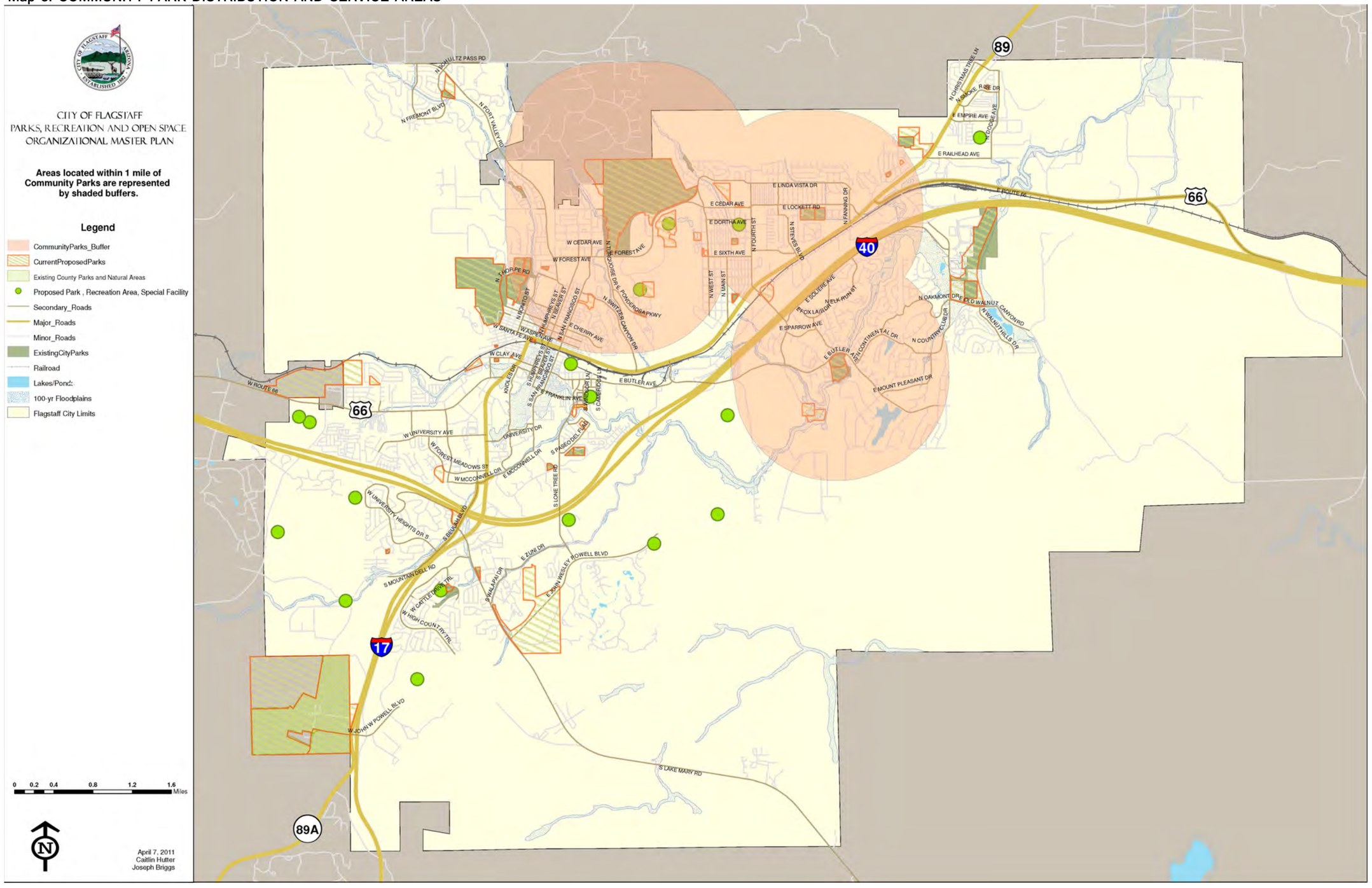
Map 1: EXISTING CITY OF FLAGSTAFF PARKS



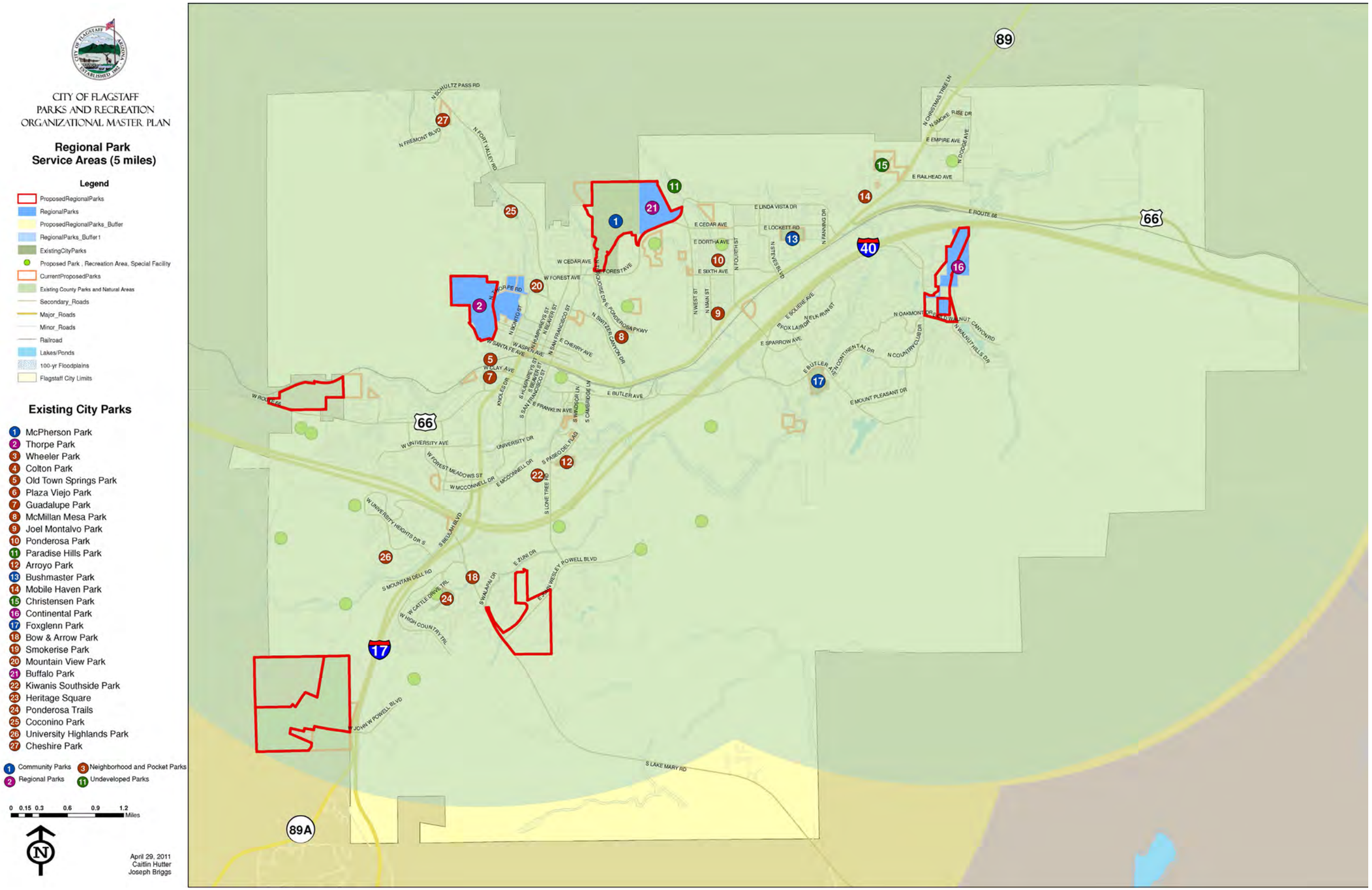
Map 2: CURRENT NEIGHBORHOOD PARK DISTRIBUTION AND SERVICE AREAS



Map 3: COMMUNITY PARK DISTRIBUTION AND SERVICE AREAS



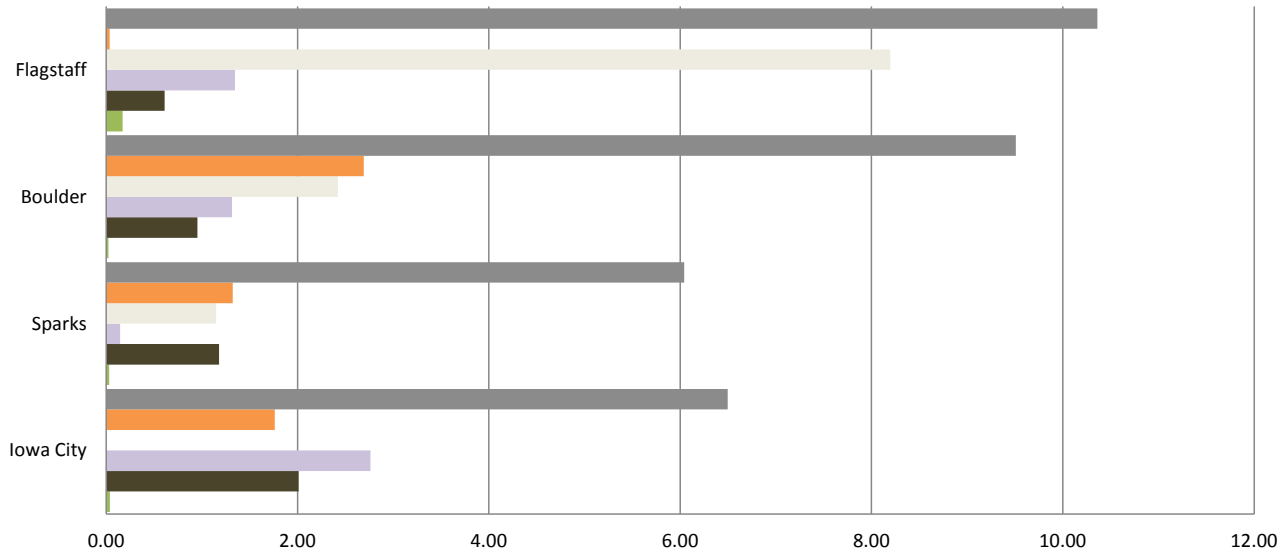
Map 4: REGIONAL PARK DISTRIBUTION AND SERVICE AREAS



Level Of Service - Benchmark Analysis

When city parks are compared to the three jurisdictions included in the Benchmark Analysis conducted as part of this planning process, the city's over 10 acres per 1,000 residents is above the benchmark jurisdiction average. A large portion of the parks provided to city residents is in the form of open space at Buffalo and Thorpe parks. When city Community parks are compared to the benchmark jurisdictions, the city of Flagstaff provides about the same number of Community park acres as Boulder, Colorado and more Community parks acres than Sparks, Nevada. However, Boulder and Sparks also provide substantially more Specialty parks and more Neighborhood parks than the city of Flagstaff. The city of Flagstaff falls below all benchmark jurisdictions with regards to Neighborhood park acres. The city of Flagstaff provides more Regional park acres than any of the benchmark jurisdictions. When the Buffalo and Thorpe park open space areas are subtracted from the total Regional park acres (this is not shown on Table 20), city of Flagstaff regional parks acres/1,000 population are still slightly higher then the benchmark average for this park type. (**Table 13: Benchmark Analysis Comparison Park Acres/1,000 Population**.)

Table 13: BENCHMARK ANALYSIS COMPARISON PARK ACRES/1,000 POPULATION



	Iowa City	Sparks	Boulder	Flagstaff
Total Acres Per 1,000	6.50	6.04	9.51	10.36
Specialty	1.76	1.32	2.69	0.04
Regional	0.00	1.15	2.42	8.20
Community	2.76	0.14	1.31	1.35
Neighborhood	2.01	1.18	0.95	0.61
Pocket	0.04	0.03	0.02	0.17

Buffalo Park

KEY PLANNING CONSIDERATIONS SUMMARY

Parks

- The city is not currently deficient in Neighborhood park acres (when Pocket park acres are reclassified as Neighborhood parks, as per the recommendations of this plan). However, in the future, acquisition of additional Neighborhood park land will be necessary because Neighborhood parks are not well distributed throughout the city. Neighborhood parks are important and well-used.
- The city is currently deficient in developed Community park. However, in the future, acquisition of additional park land will be necessary. With development of all city-owned Community park acres (including land programmed for open space), the city meets the NRPA high level standard for Community parks.
- Regional, Community and Neighborhood parks are not well distributed throughout the city.
- While the city has substantial Regional park acres, it does not have sufficient developed Regional Park areas to accommodate future growth.
- While zoning regulations do require some type of open space areas, they do not require the dedication of land and facilities for development of active Neighborhood and/or Community parks. As development continues and the number of dwelling units per acre increases, the demand for active facilities and parks will increase.
- The city of Flagstaff has opportunities to leverage/multi-purpose non-recreational facilities for recreational use. For example, when repaving parking areas adjacent to civic buildings the city could use permeable pavers or other surfaces that could double as seating areas during large events, green spaces associated with wastewater recharge areas could provide open space opportunities, and programs on environmental stewardship could be offered in conjunction with city facilities. Although it will not be closed until 2050, the Cinder Lake Landfill could be capped and reused as a city park.

PLAN PARK STANDARDS

Many factors were considered when developing park recommended levels of service for city parks; the city's location in the Coconino forest, residents use of State, Federal and other public lands for outdoor recreation, the findings from the Benchmark Analysis, and current resident satisfaction levels with city parks and recreational facilities.

The Plan park standards are shown in Table 14: Plan Park Standards. These standards are based on service areas. The total acres needed Citywide for Neighborhood parks is based on the developable area within the city limits. This is because Neighborhood parks provide local service and should be within walking distance of residences. The total number of acres needed for Community and Regional parks is based on the total city of Flagstaff area. This is because Community parks serve more than one neighborhood, and in the city of Flagstaff, some neighborhoods are separated by open spaces (such as mountains or rivers), interstate highways and other man-made and natural barriers.

Table 14: PLAN PARK LEVEL OF SERVICE

	Service Area*	Park Size
Neighborhood Park	1/3 mile	2-10 Ac
Community Park	2.5 Miles	20-40 Ac
Regional Park	6 miles	100+ Ac

* Park acreage required for service area increases 10% per decade to keep pace with 20% pop. increase from 2010 to 2030

PLAN PARK ACREAGE PROJECTED NEEDS

Table 15: Projected Citywide Park Acreage Needs Based On Service Areas shows the total number of new acres of park and the number of new parks that are needed.

Neighborhood Parks

Neighborhood parks serve an immediate area within walking distance of the park. Neighborhood parks are places for informal community gatherings and recreation.

- **This Plan recommends a 1/3 mile service area (10-15 minute walk) for Neighborhood parks and that Neighborhood parks include all parks ten acres or less (with the exception of Arroyo Park).** This classification will result in combining all Pocket and Neighborhood parks into a single, Neighborhood park classification.
- **This Plan recommends that in the future, the city not build or maintain NEW Neighborhood parks with the exception of new Neighborhood parks needed in developed areas west of Milton Road.**

The Master plan recognizes that the city's current park inventory includes pocket parks that are less than 2 acres. These parks provide an important recreation service to the community. As residential housing and employment densities increase in Neighborhood park service areas, it is recommended that efforts to increase the size of these smaller parks be considered.

- **This Plan also recommends, for facility and maintenance purposes, that future Neighborhood parks should be more than two acres.**

Table 15: PROJECTED CITYWIDE PARK ACREAGE NEEDS BASED ON SERVICE AREAS							
Park Size Range	Total Miles in Service Area	Total Acres In Service Area	Total Parks Needed Citywide	Total Park Acres Needed Citywide	Less Existing Park Acres	Less Planned Park Acres *	Total Acres Needed
Neighborhood Parks (Planned Park Acres Include undeveloped areas of Cheshire (11.79 Ac) and Ponderosa Trails (5 Ac.) and plan recommendation to trade, sell University Heights (1.89 ac), Paradise Hills (5.3 Ac) and Mobil Haven Parks (.16 Ac) and reinvesting in facilities or parkland acquisition. Developed and undeveloped areas also include existing Neighborhood parks and Pocket parks - reclassified in this plan as Neighborhood parks.)							
2 Ac (low)	0.33	768.00	16.72	33.43	25.10	18.44	-10.11
5 Ac (mid)				83.58	25.10	18.44	40.04
10 Ac (high)				167.16	25.10	18.44	123.62
Community Parks (Undeveloped acres reflect Clay Basin (23 Ac), Christenson (10 Ac) Parks, and undeveloped areas in Cheshire (11.79) and Arroyo (6.5) Parks.							
20 Ac (low)	19.63	12560.00	3.35	66.90	55.30	39.50	-27.90
30 Ac (mid)				100.35	55.30	39.50	5.55
40 Ac (high)				133.80	55.30	39.50	39.00
Regional Park excludes Buffalo Park because it is an open space and passive park, and excludes open space acres in Thorpe Park (30 Ac.).							
Regional	113.04	72345.60	2.00	200.00	57.00	120.90	22.10

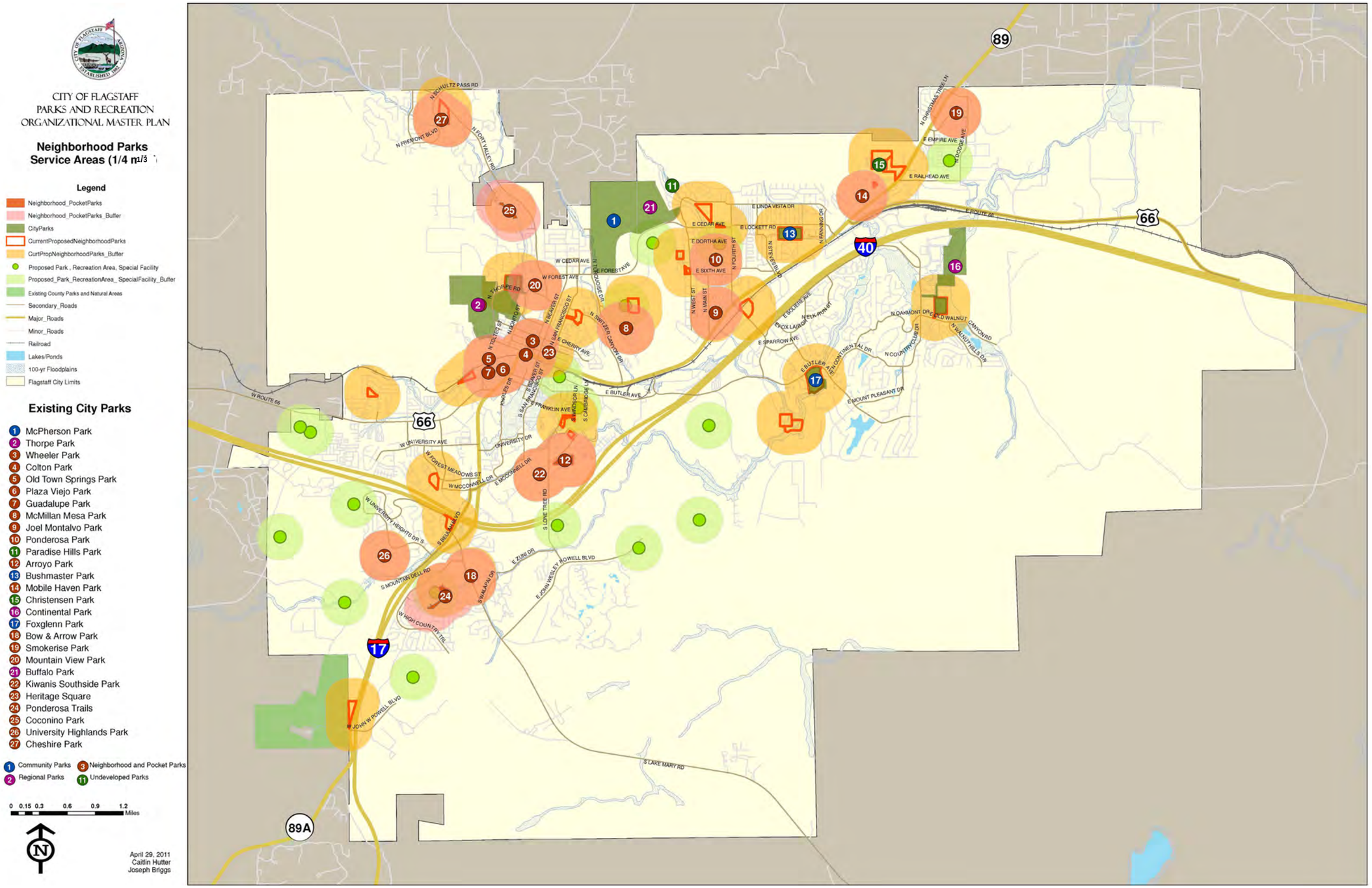
When projecting the total future park acres needed for Neighborhood parks, the middle of this Plan standard (5 acres) was used. Table 15 shows a surplus of ten to a need of 124 acres of Neighborhood park is needed to meet future demand (depending on park size). This range is large due to the large range of Neighborhood park size (two to ten acres). Table 15 also shows 17 total Neighborhood parks are needed. The city of Flagstaff currently has 18 pocket and neighborhood parks, however, most are less than 4 acres in size and many less than 2 acres in size. As a result, these parks do not contain enough room for needed recreation facilities. Additionally, the LOS Parks Distribution Analysis found that existing Neighborhood parks are not well distributed throughout the city and in particular, there are no Neighborhood parks located west of Milton Road and north of the I-40, and the area west of Lake Mary Road is under-served with regards to Neighborhood parks.

- **This Plan recommends that 2 new Neighborhood parks be developed west of Milton Road.**

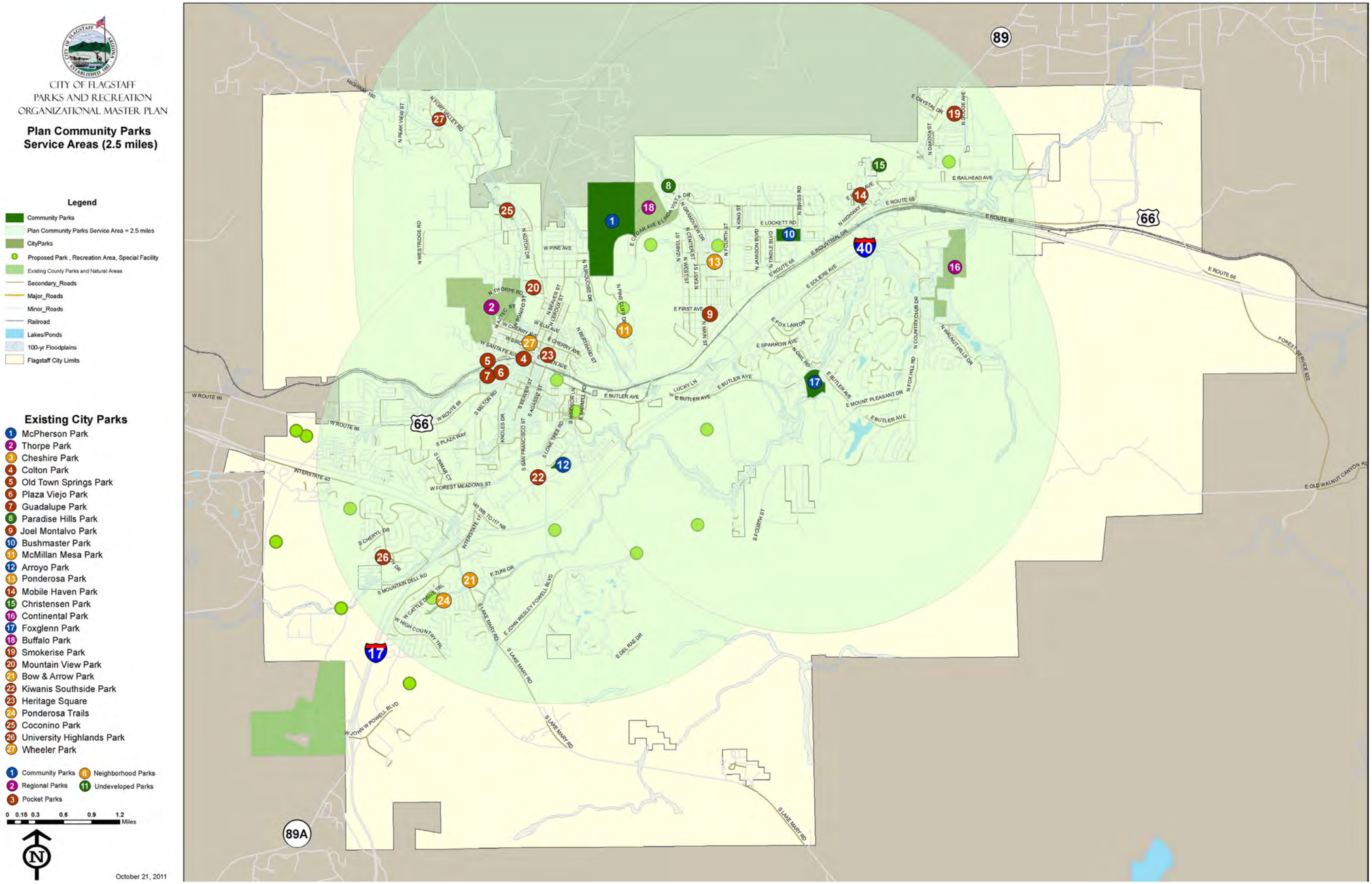
Because Pocket and Neighborhood parks have many of the same facilities and serve the same purpose as Neighborhood parks, this Plan recommends:

- **All Pocket parks be reclassified as Neighborhood parks**
- **Reclassify Arroyo Park to a Community park because it has a ballfield and undeveloped land that could be used for Community park facilities**.

Map 5: MASTER PLAN NEIGHBORHOOD PARK SERVICE AREAS



Map 6: MASTER PLAN COMMUNITY PARK SERVICE AREAS



Community Parks
Community parks serve more than one neighborhood and have a larger service area. To reflect this characteristic:

- **This Plan establishes a 2.5 mile service area radius for a 20-40 acre Community park.**

A 20 acre park is adequate for a lower density service area.

- **As the city of Flagstaff infills, and service area housing unit and employment density increases, the total number of Community park acres and the size of individual Community parks should also increase.**

Map 6: Plan Community Park Service Areas shows the Plan Community park service areas. Table 15 shows three Community parks are needed to provide service to the current city population, depending on population density and park size. The city currently provides three Community parks, however they are not distributed evenly throughout the city. The LOS Parks Distribution Analysis found that all three Community parks are located east of Fort Valley Road. Additionally, two of the current Community parks (Bushmaster and McPherson) do not have fields and the opportunity does not exist to add fields at these locations. As a result, the two active Regional parks (Continental and Thorpe Parks) are used for leagues. While Joel Montalvo, Arroyo and Guadalupe Parks have a field, a single field is not suitable for tournament play. As a result, residents in the southwest portion of the city (south of I-40 and along I-17) are under-served with regards to Community parks.

The city has 39.5 undeveloped Community park acres, 23 of which includes the planned and not dedicated Clay Basin Park, and undeveloped areas at McPherson, Bushmaster and Arroyo Parks. It is unlikely that the 23 acres at McPherson and the 6.5 acres at Arroyo parks will not be developed because they are regarded as an open space asset included in the park.

- **It is recommended that at least one new Community park be developed in the area south of the I-40 and west of the I-17 to provide Community park service to the west side.**

Regional Parks
Two active Regional parks are located on the periphery of the city (Continental Park is located on the east edge of the city and Thorpe Park is located on the north-west edge of the city). A third passive park (Buffalo Park) is located on the city's northeast side. Because Regional parks are on the periphery of the city, and portions of the service area will remain as open space:

- **This Plan establishes a 6 mile service area radius for Regional parks. (Map 7: Master Plan Regional Park Service Areas.)**

While these Regional parks provide significant park land, Buffalo Park is an open space and passive park, 30 acres of Thorpe Park are open space, and Continental Park is largely undeveloped. When only developed, active Regional park acres are considered, the city operates 57 acres of Regional park. Furthermore, because the active Regional parks are at the edges of the city, their service areas are effectively halved. The LOS Parks Distribution Analysis also found that the southwest side of the city is under served with regards to Regional park. To alleviate the Regional Park deficiency:

- **This Master Plan recommends developing the Lake Mary Park, at Lake Mary Road and JW Powell Road (extended) to provide Regional park service to the west side as well as additional fields and facilities for citywide use. (NOTE: Lake Mary Park Acres are not included in Table 25: Park Acreage Calculations.)**

Cogdill Recreation Center

PLAN FACILITIES STANDARDS ANALYSIS

The city exceeds the benchmark median and national standard for golf courses (although some of these facilities are private), swimming pools and skate parks. The city is below the benchmark and national average for ball fields, soccer fields, tennis courts, and other courts (such as volleyball and racquetball). While no standards for ramadas exist, the city appears to need more ramadas and tot lots. This need was identified in the community survey. Calculations to identify future ramada and disc golf needs were developed from non-NRPA sources. A discussion on community facilities including the Flagstaff Aquaplex, Jay Lively Activity Center (Ice Rink) and Joe C. Montoya Community and Senior Center and Cogdill and Flagstaff Recreation Centers is located in the Facilities chapter of this Plan.

After review of city service levels for parks facilities, the Parks and Recreation Commission recommended some changes to city park facility service levels. **Table 16: City Of Flagstaff Projected Facility Needs** describes how the new standards were applied and future facilities needs through 2030.

The facilities needs can be accommodated within existing and projected city parks. Development of Lake Mary Regional Park would also alleviate short term needs. In the long term, development of one to two Community parks would meet projected needs., depending on park size and population density.

Map 7: MASTER PLAN REGIONAL PARK SERVICE AREAS

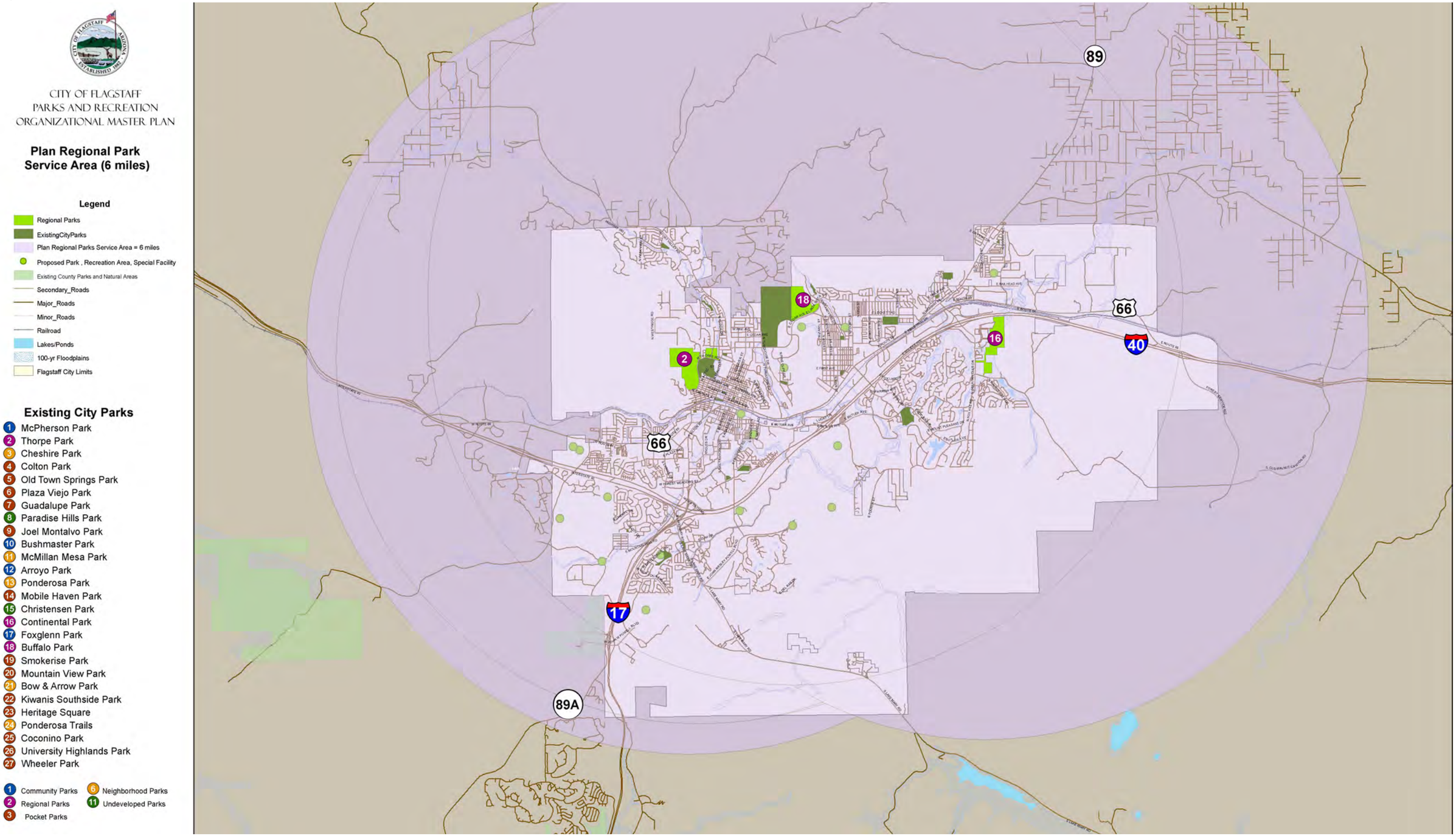


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Table 16: CITY OF FLAGSTAFF PROJECTED FACILITY NEEDS

2010 Population	65,870
2020 Population (Source: COF)	77,500
2030 Population (Source: COF)	87,000

FACILITY	2011 Service Level	NEW PLAN STANDARD	2011 SUPPLY	2011 TOTAL NEED	CURRENT SURPLUS (DEFICIT)	2010-2020 ADDITIONAL NEED (DEFICIT)	2020-2030 ADDITIONAL NEED (DEFICIT)	TOTAL 2010-2030 NEED
Courts per 1,000	0.09	0.12	10	7.90	2.10	0.70	(0.44)	0.44
Tennis Courts per 1,000	0.26	0.33	17	21.74	(4.74)	(3.84)	(3.13)	11.71
Basketball Courts per 1,000	0.29	0.29	19	19.10	(0.10)	(3.37)	(2.75)	6.23
Ball fields per 1,000	0.26	0.35	17	23.05	(6.05)	(4.07)	(3.32)	13.45
Soccer Fields per 1,000	0.06	0.12	4	7.90	(3.90)	(1.40)	(1.14)	6.44
Senior Center (Total Number)	1.00	N/A	1		1.00			
Skate Park per 1,000	0.03	0.03	2	1.98	0.02	(0.35)	(0.28)	0.61
Aquatic Facility per 1,000	0.03	0.03	1*	0.02	0.00	(0.35)	(0.29)	0.64
Dog Park per 1,000	0.03	0.03	2	1.97	0.02	(0.34)	(0.28)	0.61
Amphitheater	0.01	0.01	1	0.65	0.34	0.12	0.09	-0.13
BMX or bike track	0.02	0.02	1	1.32	(0.32)	(0.23)	(0.19)	0.74
Water Play Facility	0.02	0.02	1	1.32	(0.32)	(0.23)	(0.19)	0.74
Tot lots/Playgrounds	0.30	N/A	20	20.00	-0.24	3.45	2.85	6.1
Golf Course***			5	0	5.00	0	0	-4.94
Disc Golf /1000****	0.54	0.54	36	35.56	0.43	(6.28)	(5.13)	-10.98
Competition Facility (Type)	0	1.00	0	0		0	0	0
Picnic/Ramada Facilities**	0.17	2.90	11	25.00	14	6.00	5.00	37.00
Activity Centers	0.03	0.03	2	1.98	0.02	(0.35)	(0.28)	0.61

*Excludes NAU Wall Aquatic Center.

** 1 in every 5 of all ramadas to be group ramadas.

*** Includes public and private golf courses. Of these five courses, only one is available to non-members.

**** Excludes Disc Golf at NAU and in Coconino County. Inclusion of these facilities more than compensates for additional disc golf.

KEY FACILITIES PLANNING CONSIDERATIONS SUMMARY

Park Facilities

- Community parks do not include fields and courts sufficient to meet service area demand and do not provide room for expansion. Although Joel Montalvo and Guadalupe Neighborhood and Arroyo Community parks do provide some relief (three youth ballfields total), they do not meet current demand.
- Because many of the Neighborhood parks (including the reclassified pocket parks) are less than one acre, they lack the full suite of facilities available at larger, Neighborhood parks including picnic areas and ramadas.
- Facilities provided at the city's two active Regional parks, including ball fields, tennis courts and soccer fields are in high demand. Because the facilities at these parks compensate for those not at Community parks, regional facilities such as event venues, community activity centers, and tournament fields are not located in Regional parks.
- While the city provides ball fields on a par with some other jurisdictions, the service level for these facilities per 1,000 population does not meet NRPA standards in many cases and is below the service level of peer jurisdictions.
- Private facilities do not adequately compensate for the lack of public fields and courts. Additionally, private facilities are not accessible to all social and economic groups in the community.
- The city does not own a public golf course. While the city is well supplied with five 18-hole championship courses, there may be some social and economic groups (youth and low-income) that may not have access to these facilities. Four of the five courses are membership only courses. However, the lack of golf courses was not identified in the surveys as a concern.
- Girls softball fields are lacking.
- The city is lacking in multi-use/soccer fields and there are no indoor soccer facilities. These fields provide important flex-space for currently in demand activities such as soccer and the opportunity to accommodate new recreation activities such as dog agility or lacrosse.
- The Aquaplex meets some aquatic needs; however, a lap pool was a clear want expressed by survey respondents. Currently, the Flagstaff High School pool is used for school swim teams and clubs. There is demand for an adult, competition swim facility.
- Some demand exists for pickleball courts. These courts could be provided on existing tennis courts. Pickleball players have expressed a willingness to provide their own nets.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
GOAL 1: Provide A Variety Of Parks To Meet Current And Future Needs			
P.1.1 Establish Neighborhood parks in accordance with this Plan.	A.1.1.1 Reclassify Pocket parks as Neighborhood parks.	A.1.1 Reclassify Pocket parks as Neighborhood parks.	A.1.1 Reclassify Pocket parks as Neighborhood parks and upgrade facilities in conformance with this plan.
	A.1.1.2 Consider reducing Neighborhood/ Pocket park inventory in some areas in keeping with minimum Neighborhood park service area standard of 1/3 mile. In making any decisions regarding reducing pocket or neighborhood parks, consider if these parks will be needed due to future infill, economics, or other considerations. Work closely with neighborhoods regarding any decisions regarding repurposing neighborhood parks.	A.1.1.2 Work with new development to obtain and maintain additional Neighborhood parks, accessible to the public, in conformance with this plan.	A.1.1.2 Acquire land for and build four Neighborhood parks in conformance with this plan.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.1.1.3 Consider selling the undeveloped University Heights (1.89 Ac), Paradise Hills (5.3 Ac) and Mobil Haven Park II (.16 Ac) and using the proceeds for development of park facilities in accordance with this plan.	A.1.1.3 Consider re-purposing the undeveloped University Heights (1.89 Ac), Paradise Hills (5.3 Ac) and Mobil Haven Park II (.16 Ac) through sale or trade for other lands that could be developed as Neighborhood park in accordance with this plan.	A.1.1.3 Consider re-purposing the undeveloped University Heights (1.89 Ac), Paradise Hills (5.3 Ac) and Mobil Haven Park II (.16 Ac) as Special Use parks.
	A.1.1.4 Do not accept dedications of new Neighborhood parks. Encourage the construction and maintenance of new Neighborhood parks as an amenity provided with new private development.	A.1.1.4 Do not accept Neighborhood park dedications of less than 2 acres unless accompanied by a 20-year maintenance and capital reserve fund and do not accept dedications of Neighborhood parks that do not meet the standards of this plan.	A.1.1.4 Do not accept Neighborhood park dedications of less than 2 acres unless accompanied by a 20-year maintenance and capital reserve fund and do not accept dedications of Neighborhood parks that do not meet the standards of this plan.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.1.1.5 Require new developments to provide and maintain, in accordance with the standards of this Plan, Neighborhood park lands associated with the development or provide funds for the purchase, development and maintenance of Neighborhood park lands associated with the development in accordance with the standards of this plan.	A.1.1.5 Require new developments to provide and maintain, in accordance with the standards of this Plan, Neighborhood park lands associated with the development or provide funds for the purchase, development and maintenance of Neighborhood park lands associated with the development in accordance with the standards of this plan.	A.1.1.5 Require new developments to provide and maintain, in accordance with the standards of this Plan, Neighborhood park lands associated with the development or provide funds for the purchase, development and maintenance of Neighborhood park lands associated with the development in accordance with the standards of this plan.
P.1.2 Establish Community parks in accordance with this plan.	A.1.2.1 Because it includes a youth baseball field, reclassify Arroyo Park as a Community park even though it is smaller than 20 acres.	A.1.2.1 Because it includes a youth baseball field, reclassify Arroyo park as a Community Park even though it is smaller than 20 acres.	A.1.2.1 Because it includes a youth baseball field, reclassify Arroyo park as a Community park even though it is smaller than 20 acres.
			A.1.2.2 Acquire land for and construct a new Community park south of I-40 and east of I-17.
		A.1.2.3 Officially dedicate Clay Basin Park and seek grant funding and partnerships to develop it.	A.1.2.3 Officially dedicate and develop Clay Basin Park.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.1.2.4 Work with private entities and the development community to identify and provide land for one new Community park by 2025.	A.1.2.4 Use city Funds to acquire land for one new Community Park by 2025.
	A.1.2.5 Require new developments to provide land or funds for the purchase, development and maintenance of Community parks lands in accordance with the standards of this Plan and in accordance with a city monitored maintenance plan.		
P.1.3 Provide facilities at Community parks in accordance with this plan	A.1.3.1 Review facilities for closure based on budget restrictions.	A.1.3.1 Work with private entities to sponsor the development of one multi-purpose field at Cheshire Park by 2020.	A.1.3.1 Develop two soccer/ multi-purpose fields at Cheshire Park and Continental Park by 2020.
		A.1.3.2 Work with private entities to sponsor the development of two ball fields at Cheshire Park by 2020.	A.1.3.2 If space allows, develop a second ballfield a Cheshire Park. If a second ballfield is not developed at Cheshire Park, develop a ball field at another Community Park by 2020.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.1.3.3 Work with private entities to sponsor the development of one ballfield at Arroyo Park by 2020.	A.1.3.3 Develop one ballfield at Arroyo Park by 2020.
		A.1.3.4 Work with private entities to sponsor the development of one multi-use field at Ponderosa Trails Park by 2020.	A.1.3.4 Develop one multi-use field at Ponderosa Trails Park by 2020.
		A.1.3.5 Work with private entities and non-profits to partner in the development of four (4) new ballfields at new Community parks by 2030.	A.1.3.5 Add a total of four (4) new ballfields at new Community parks by 2030.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
P.1.4 Establish Regional parks in accordance with this plan.	A.1.4.1 Consider working with private entities to develop Lake Mary Park as a Regional fee-for-use park with facilities that do not duplicate those at Fort Tuthill Park, or that are needed in addition to facilities at Fort Tuthill Park.	A.1.43.1 Development of Lake Mary Park by 2030 with facilities that do not duplicate those at Fort Tuthill Park, or that are needed in addition to facilities at Fort Tuthill Park.	A.1.4.1 Development of Lake Mary Park by 2030 with facilities that do not duplicate those at Fort Tuthill Park, or that are needed in addition to facilities at Fort Tuthill Park.
P.1.5 Establish Regional park facilities in accordance with this plan.	A.1.5.1 Continue to provide Regional Park services at Thorpe and Continental parks.	A.1.5.1 Work with private entities to sponsor the development of two soccer fields at Continental Park by 2020.	A.1.5.1 Develop two soccer fields at Continental Park by 2020.
		A.1.5.2 Work with private entities to sponsor the development of six tennis courts at Continental Park by 2020.	A.1.5.2 Develop six tennis courts at Continental Park by 2020. If funding is available, consider building some or all of these as indoor courts.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.1.5.3 Work with private entities to partner in the development of a sports facility at Lake Mary Park that includes at least 2 soccer fields, 6 tennis courts (if courts at Continental Park are uncovered, these tennis courts should be covered) and 6 ball fields.	A.1.5.3 Development of a sports facility at Lake Mary Park that includes at least 2 soccer fields, 6 tennis courts (if courts at Continental Park are uncovered, these tennis courts should be covered) and 6 ball fields.
P.1.6 With the adoption of this plan, establish the standards for Neighborhood, Community, Regional and Specialty parks and facilities in conformance with this plan.	A.1.6.1 Size parks (provide park land) land at the low end of this plan recommendations.	A.1.6.1 Size parks (provide park land) land at the middle range of this plan recommendations.	A.1.6.1 Size parks (provide park land) land at the high range of this plan recommendations.
	A.1.6.2 Continue to provide parks facilities at 95% of current service levels.	A.1.6.2 Provide Parks and Facilities at current service levels.	A.1.6.2 Provide parks facilities at service levels identified in this plan.
	A.1.6.3. Work with Coconino County to pay for the construction of additional fields at Fort Tuthill Park.	A.1.6.3 Seek grant funding and partnerships to re-program and enhance existing Community parks to bring them into conformance with this plan.	A.1.6.3 Re-program and enhance existing Community parks to bring them into conformance with this plan.

REGIONAL PLAN LINK:

Strategy A.2.1.3 - Make city parks are accessible by transit and non-motorized transportation

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.1.6.43 Provide an area for dog agility fields on undeveloped park land. Partner with dog agility groups to provide facilities and maintenance of this area.	A.1.6.4 Re-design a portion of the Thorpe Park off leash area for dog agility training.
	A.1.6.5 Reclassify Buffalo Park as a Passive Open Space Specialty park.	A.1.6.5 Reclassify Buffalo Park as a Passive Open Space Specialty park.	A.1.6.5 Reclassify Buffalo Park as a Passive Open Space Specialty park.
GOAL 2: Provide Parks, Trails, And Facilities Accessible To The Public			
P.2.1 Design and construct public and private recreational facilities so that they can be used by all community residents including those with physical disabilities.	A.2.1.1 Seek grants to develop a universally accessible wayfinding system for city parks.	A.2.1.1 Seek grants to develop a universally accessible wayfinding system for city parks.	A.2.1.1 Seek grants to develop a universally accessible wayfinding system for city parks.
	A.2.1.2 Continue to seek grants to pay for retrofits to make all city parks universally accessible.	A.2.1.2 Continue to seek grants to pay for retrofits to make all city parks universally accessible. Supplement grants with city funds when available.	A.2.1.2 Create a schedule to retrofit city parks and their facilities to be universally accessible within the next decade.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.2.1.3 Provide signs to the nearest bus stop and FUTS locations within 1/4 mile of all city parks.	A.2.1.3 Provide signs to the nearest bus stops and FUTS locations within 1/4 mile of all parks.	A.2.1.3 Provide bus stops and FUTS access via a spur trail or relocated trail to all city parks.
		A.2.1.4 When possible and practical, relocate bus stops and FUTS alignments so that they are within 1/4 mile of city parks.	
A.2.2 Promote access to parks by bicycles and other alternative transportation modes.	A.2.2.1 Support the recommendations of the Bicycle and Pedestrian Committees to provide bicycle and pedestrian access to city of Flagstaff parks.	A.2.2.1 Work with the FMPO to provide bicycle and alternative transportation access to parks along underserved corridors.	A.2.2.1 Work with the FMPO to provide bicycle lanes, FUTS trails and alternative transportation access to parks along transportation corridors.
GOAL 3: When Economically Appropriate And Feasible, Partner With Private Recreation Providers And Associations To Offer Specialty Parks And Facilities			
P.3.1 Use partnerships to reduce expenses and maximize revenues associated with park and facility development	A.3.1.1 Only build new facilities if that have sponsors that will pay for their construction and maintenance.	A.3.1.1 Sell advertising and sponsorships to assist with the construction of park facilities such as fields, benches, trailheads and playgrounds.	A.3.1.1 Sell advertising and sponsorships for park facilities such as fields, benches, trailheads and playgrounds.

REGIONAL PLAN LINK:

Strategies A.3.1.5 - Support conservation and interpretation at Picture Canyon

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.3.1.2 Using a request for proposal or similar process, work with an entity such as the Flagstaff Tennis Association to take over management and maintenance of city courts.	A.3.1.2 Using a request for proposal or similar process, work with an entity such as the Flagstaff Tennis Association to assist in the management and maintenance of city tennis courts at Thorpe Park.	A.3.1.2 Using a request for proposal or similar process, work with an entity such as the Flagstaff Tennis Association to support, through volunteer groups, programs at city tennis courts.
	A.3.1.3 Work with the Flagstaff Tennis Association and local schools to program tennis courts for city use during non-school hours.	A.3.1.3 Partner with an entity such as the Flagstaff Athletic Association to build new tennis courts at Continental Park or Lake Mary Park or as part of the Lake Mary Park Sports Complex.	A.3.1.3 Build a new tennis facility as part of a larger sports complex at the Lake Mary Park. Offer sponsorships for key elements of the facility to local tennis associations.
		A.3.1.4 Work with the Flagstaff Bicycling Organization to fund the design, construction, and maintenance of a mountain bike skills park in McPherson Park or another location within the metropolitan area.	A.3.1.4 Work with the Flagstaff Bicycling Organization to design and construct a mountain bike skills park in McPherson Park or another location within the metropolitan area.

REGIONAL PLAN LINK:

Strategies A.4.1.2 and A.4.1.3 - Connect city parks to open space

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.3.1.5 Work with the Open Spaces Commission, Friends of the Rio de Flag, or another appropriate entity to find funding to provide archaeological interpretation at Picture Canyon.	A.3.1.5 Provide archaeological interpretation at Picture Canyon.
	A.3.1.6 Work with the local Professional Disc Golf Association (PDGA) to fund acquisition of land, development and maintenance of a disc golf course.	A.3.1.6 Work with the local Professional Disc Golf Association (PDGA) to pay for the development and maintenance of a disc golf course at Lake Mary Park.	
	A.3.1.7 Work with on organized pickleball association to paint one tennis court for pickleball. Use this as a multiple use tennis/ pickleball court where pickleball players provide their own net and equipment.	A.3.1.7 Paint one tennis court for pickleball. Use this as a multiple use tennis/ pickleball court. Where pickleball players provide their own net and equipment.	A.3.1.7 Paint one tennis court for pickleball. Use this as a multiple use tennis/ pickleball court.

REGIONAL PLAN LINK:

Policy P.4.2 - Encourage sustainability

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.3.1.8 Work with the city of Flagstaff Bicycling Organization or other entities to manage and find funding for the improvement of the four-mile section of the FUTS from the Route 66 Park (just east of Fanning) to the Downtown Visitor Center/Colton Park area as a linear Park that celebrates the history of Route 66 through interpretation and design.	A.3.1.8 Reclassify and develop the four-mile section of the FUTS from the Route 66 Park (just east of Fanning) to the Downtown Visitor Center/Colton Park area as a linear Park that celebrates the history of Route 66 through interpretation and design.
	A.3.1.9 Solicit community input on the potential to sell or donate Buffalo Park to a non-profit land conservation group such as the Nature Conservancy or Trust for Public land in order to reduce public expenditures on maintenance.	A.3.1.9 Continue to encourage community groups, such as the Scouts and Boys and Girls clubs to maintain parking and the ramada within the park.	A.3.1.9 Provide materials and technical assistance to community groups, such as the Scouts and Boys and Girls clubs to help maintain parking and the ramada within the park.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.3.1.10 Continue to work with community groups, such as the Scouts and Boys and Girls Clubs to provide interpretation about the significance of Buffalo Park.	A.3.1.10 Provide interpretation about the history and importance of Buffalo Park and park wildlife and vegetation.
Goal 4: Locate And Design Parks To Support Open Space Conservation And Be Sustainable			
	A.4.1.2 Encourage the development of new Neighborhood parks associated with new development adjacent to identified open spaces.	A.4.1.2 Encourage the development of new Neighborhood parks associated with new development adjacent to identified open spaces.	A.4.1.2 Encourage the development of new Neighborhood parks associated with new development adjacent to identified open spaces.
		A.4.1.3 Work to locate new parks adjacent to open spaces.	
	A.4.1.4 Work with Watchable Wildlife to have them identify and manage wildlife sites within city parks.	A.4.1.4 Work with Watchable Wildlife to identify and manage wildlife sites within city parks.	A.4.1.4 Work with Watchable Wildlife to identify and manage wildlife sites within city parks.
P.4.2 Design and build parks to maximize the use of re-newable resources	A.4.2.1 Use reclaimed water when in conformance with city policy.	A.4.2.1 Use reclaimed water when in conformance with city policy.	A.4.2.1 Use reclaimed water when in conformance with city policy.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.4.2.2 Work with power providers to identify areas that could be leased, without sacrificing park operations, to power providers.	A.4.2.2 When possible and practical integrate renewable power sources into park construction and design of new facilities.	A.4.2.2 Integrate renewable power sources into park construction and design of new facilities.
GOAL 5: Explore And Pursue To Enhance Revenues From City Parks			
P.5.1 Identify opportunities to sell advertising on city facilities and in city publications	A.5.1.1 Solicit advertising that can be placed on city ball fields, league concessions and other areas.	A.5.1.1 Solicit advertising that can be placed on city ball fields, league concessions and other areas.	
	A.5.1.2 Sell sponsorships for the dog park, tennis courts and other venues to private entities like pets supply stores, sports supply stores and other groups.	A.5.1.2 Sell sponsorships for the dog park, tennis courts and other venues to private entities like pets supply stores, sports supply stores and other groups.	

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
GOAL 6: Identify Opportunities To Multipurpose Other City Assets For Recreation			
P.6.1 Educate residents and visitors about sustainability and the environment through classes and interpretation at city Facilities.			A.6.1.1 Consider using excess or unused land at city Wastewater Treatment and Wastewater Recharge Facilities for recreation use.
	A.6.1.2 Offer fee-based tours and classes about the environment and sustainable practices at city landfills, Wastewater Treatment and Wastewater Recharge Facilities.	A.6.1.2 Work with not-for profit organizations (such as NAU Center For Sustainable Environments) to sponsor tours and classes about the environment and sustainable practices at city landfills, Wastewater Treatment and Wastewater Recharge Facilities.	A.6.1.2 Offer tours and classes about the environment and sustainable practices at city landfills, Wastewater Treatment and Wastewater Recharge Facilities.

PARKS SYSTEM GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
P.6.1.2 Examine the potential to multipurpose city land for recreation use.	A.6.1.2 Consider using city-owned parking lots or landscape areas adjacent to parks to expand available recreation areas during festivals and events.	A.6.1.2 When resurfacing or improving city-owned parking lots, consider using permeable materials or hardscape that can also be used to expand available park area during events and festivals.	A.6.1.2 When resurfacing or improving city-owned parking lots, use permeable materials or hardscape that can also be used to expand available park area during events and festivals.
	A.6.1.3 Work with local not-for-profits and neighborhoods to build and maintain community gardens in undeveloped areas of city parks, such as Bushmaster Park.	A.6.1.3 Work with local not-for-profits and neighborhoods to build and maintain community gardens in undeveloped areas of city parks, such as Bushmaster Park.	A.6.1.3 Work with local not-for-profits and neighborhoods to build and maintain community gardens in undeveloped areas of city parks, such as Bushmaster Park.
	A.6.1.4 Develop closure plans for city-owned landfills that will repurpose them as parks[1].	A.6.1.4 Develop closure plans for city-owned landfills that will repurpose them as parks.	A.6.1.4 Consider selling closed landfill sites and using the proceeds to purchase parkland or provide recreation facilities or programs.

1. Repurposing includes identifying other uses or purposes.

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Service Standards	• Minimum size 2 acres and 50 sq. ft. per dwelling unit. In areas with more than 1,700 DU/ac or densities greater than 2.03 people per acre increase the base number of Neighborhood park square feet per dwelling unit commensurate with the increase in dwelling units per acre that are greater than 2.03. (For example, if the total dwelling units per acre is 5, this represents an 85% increase in housing density. The number of square feet per unit should be increased over the base of 50 square feet per unit to 93 feet per unit, to a maximum park size of 10 acres.)	• 20-40 acres per 25,552 dwelling units or between 34 and 68 square feet of Community Park area per dwelling unit.	• 100 acres per 7,825 dwelling units or 92.93 square feet per dwelling unit, minimum park size of 100 acres. In areas at densities higher than 2.27 dwelling units per acre (net of open space and vacant land).	• Varies, depending on purpose

Cheshire Neighborhood Park is adjacent to the FUTS, a transit stop and provides on and off street parking areas.

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Service Standards (continued)	• If Town Squares, Plazas, Pocket Plazas or Green Civic Spaces are provided, the amount of Neighborhood park provided shall be reduced by the amount of those places, so long as the minimum service standard of one, developed 2 acre Neighborhood park is provided per 1,700 dwelling units is maintained.	• "In Community Park service areas with dwelling unit per acre densities that are greater than 2.03 dwelling units per acre (net of open space and un-developable vacant land), increase the number of Community park square feet per dwelling unit commensurate with the increase in dwelling units per acre greater than 2.03. (For example, if the total dwelling units per acre is 5, this represents an 85% increase in housing density. The number of square feet per unit should be increased over the base of 34 square feet per unit to 63 feet per unit, with a maximum park size of 40 acres.)"		

Foxglenn Community Park

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Description	• Developed to provide both passive and active recreation, this small park serves as a social and recreation focal point of a neighborhood. • Neighborhood parks are destinations within walking distance that provides ease of access for all users of all ages and abilities. • To maximize the benefit of this facility to the community, this type of park can be a stand-alone facility, an amenity associated with a trail or open space or located adjacent to an elementary school. This type of park shall be privately developed, owned and maintained.	• Developed to provide active and passive recreation activities, the city owned and maintained Community Park is a social and recreational focal point for multiple neighborhoods. Designed to serve users of all ages and abilities, these parks are in very accessible locations and should be located on collector streets and be accessible by public transportation, personal vehicle, the FUTS, bicycle or walking. • Usually a stand-alone facility, this type of park can often be located adjacent to open space, a community facility such as an activity center, or a middle or elementary school to maximize resources and to benefit from joint use of such facilities as fields, multi-use courts or skate parks.	• These parks are generally built, owned and maintained by the city or Coconino County. • Developed to provide a complete choice of recreation, Regional parks are a social and recreational focal point for a large area of the city. • Designed to serve users of all ages, abilities and offer diversity of community-based recreational needs, Regional parks are located on arterial streets and is accessible by FUTS, public transit, vehicle or bicycle.	• Specialty Parks are unique facilities designed around a specific function or ecological asset. • Specialty parks could include sports, aquatic, equestrian or interpretive parks. • To reduce costs, these parks are usually provided and managed in partnership with an organization or entity with unique expertise directly relevant to the • Specialty park.

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Facilities	• Where multiple park sites are provided in a single subdivision or within a master planned community, the program within each park shall be varied to provide a range of recreation facilities.	• Skate/Bike features (grind rails, etc.)	• Skate/Bike features (grind rails, etc.)* • Dog park	• If appropriate to the size, location and mission of the park, other facilities such as playgrounds and ramadas could be included in these parks.
Fields	• Parks < 3 acres - not required • Parks > 3 acres: One multi-use field without lights	• Multiple use fields shall accommodate soccer and field sports which may include and are not limited to dog agility, lacrosse and flag football. • 1-2 Multi-Use Fields (minimum size 80 x 120 yards) (lighting optional) • Baseball/Softball fields (2-4 depending on park size) lit in accordance with City Code"	• Minimum 8 fields. At least 2 fields must be multi-use fields. • Multi-use field without lights (lacrosse/flag football) • Multi-use fields with lights (lacrosse/flag football • Soccer fields with light • Soccer fields without lights • Softball fields with lights • Baseball fields with lights	
Courts	• Play court without lights Basketball court without lights • Tennis court without lights Volleyball court without lights	• All courts shall be lit in conformance with City Code. • Include at least two of each of the following: Play court Basketball court Tennis Court Volleyball Court*	• Tennis courts with lights (min. 4) • Tennis courts without lights (min. 4) • Basketball courts with lights (min. 2) • Sports courts*	

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Playgrounds/ Play Structures	• Play structure (age 2-5 years) • Play structure (age 5-12 years)	• Play structure (age 2-5 years) • Play structure (age 5-12 years)	• Play structure (age 2-5 years) • Play structure (age 5-12 years)	
Buildings	• Picnic area/tables with shade ramada (15'x20') - maximum four per park. Neighborhood park ramadas are not reserve-able and not to be in-cluded in the rental pool.	• In larger community parks (30+ acres) facili-ties for indoor recreation activities or programs may be appropriate. A Community Park should include adequate land area to accommodate buildings for indoor recre-ation/activity facilities.	• Each Regional Park shall have at least one com-munity activity center or sports facility that includes sports fields and courts. (See Facilities Chapter for a discussion of this building type.)	
Pedestrian Im-provements	• "ADA walkways to park facilities • Perimeter or looped walk-ing path* • Exercise course* • Connections to FUTS"	• "ADA walkways to park facilities • Perimeter or looped walk-ing path* • Exercise course* • Connections to FUTS • Connections to transit"	• ADA walkways to park facilities • Perimeter or looped walking path* • Exercise course* • Connections to FUTS • Connections to transit	• ADA walkways to park facilities/features
Access And Parking	• "Vehicular access from local street • Bicycle Racks • On-street parking	• Vehicular access to the park from adjacent col-lector or arterial street • On-site, marked and striped stalls for motor vehicle parking • Bicycle racks • Signed access to FUTS and Transit within 1/4 mile	• Vehicular access to the park from adjacent arte-rial street • On-site, marked and striped stalls for motor vehicle parking • Bicycle racks • Signed access to FUTS and Transit within 1/4 mile	Access shall be appropri-ate to the park. The follow-ing shall be provided when practical and feasible: • Connections to FUTS within 1/4 mile • Connections to transit within 1/4 mile • Vehicular access and on-site parking • Bicycle access

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Landscape	• Conserve on-site vegetation in conformance with City Code • Native plant re-vegetation/restoration when possible and practical • Turf only areas used for recreation purposes. • Turf shall not be used as a landscape or decorative element.	• Conserve on-site vegetation in conformance with City Code • Native plant re-vegetation/restoration when possible and practical • Turf only areas used for recreation purposes. • Turf shall not be used as a landscape or decorative element.	• Conserve on-site vegetation in conformance with City Code • Native plant re-vegetation/restoration when possible and practical • Turf only areas used for recreation purposes or at ramada areas. • Turf shall not be used as a landscape or decorative element.	Landscape appropriate to the core function of the park. • Unless it is an historic element, or its use is essential to the core function of the park, turf shall not be used (except for active and passive recreation areas) as a landscape element.
Irrigation	• Automatic irrigation system - drip • Automatic Irrigation system - Sprinkler for turf Local/On site controllers	• Automatic irrigation system - drip • Automatic Irrigation system - Sprinkler for turf Local/On site controllers	• Automatic irrigation system - drip • Automatic Irrigation system - Sprinkler for turf Local/On site controllers	As appropriate to the park. If irrigation is used: • Automatic irrigation system - Drip • Automatic irrigation system - sprinkler/Turf/Local/Central control system
Access Control	• 2-rail metal fencing • Decorative fencing (optional substitute for metal fencing)	• 2-rail metal fencing Decorative fencing (optional substitute for metal fencing) • Gates at motor vehicles entry locations* • Safety fencing at fields and other appropriate locations	• 2-rail metal fencing Decorative fencing (optional substitute for metal fencing) • Gates at motor vehicles entry locations* • Safety fencing at fields and other appropriate locations	As appropriate to the park. • Access should include gates at motor vehicle entry locations.

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Utilities/Miscel-laneous	• Use reclaimed water for irrigation in conformance with city policy • Electric	• Potable water • Sanitary sewer • On-site storage and maintenance facilities • Use reclaimed water for irrigation in conformance with city policy • Electric	• Potable water • Sanitary sewer • On-site storage and maintenance facilities • Use reclaimed water for irrigation in conformance with city policy • Electric	As appropriate to the park. Utilities should include: • Potable water • Reclaimed water in con-formance with City Code • Electric • Sanitary sewer
Site Amenities	• Benches (with shade) Picnic tables (with shade) Trash receptacles	• Drinking fountain (min. 1 at each restroom loca-tion) • Picnic/shaded ramada (4 family and 4 group. Min. group ramada size 60' x 40') • Benches (with shade) • Picnic tables (with shade) • Trash receptacles • Permanent restroom building • Shade for play areas	• Drinking fountain (min. 1 at each restroom loca-tion) • Picnic/shaded ramada (4 family and 4 group. Min. group ramada size 60' x 40') • Benches (with shade) • Picnic tables (with shade) • Trash receptacles • Permanent restroom building • Shade for play areas	As appropriate to the park. Amenities should include: • Drinking fountain • Benches (with shade) • Picnic tables (with shade) • Trash receptacles
Site Lighting	• None required	• Dusk-to-dawn security lighting in conformance with City Code	• Dusk-to-dawn security lighting in conformance with City Code • Field lighting in confor-mance with City Code	• In conformance with City Code and appropriate to the park

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Signs	• Standard park identification sign • Park use regulation signs* • Facility/field identification signs*	• "Standard park identification sign • Park use regulation signs • Facility/field identification signs • Partnership signs*	• Standard park identification sign • Park use regulation signs • Facility/field identification signs • Partnership signs* • Wayfinding for park amenities/FUTS/Transit location"	As appropriate to the park. Signs should include: • Park Identification Sign • Park use regulation signs • Facility identification signs

Continental Regional Park

PLAN PARK STANDARDS				
Standard Type	• Neighborhood Park	• Community Park	• Regional Park	• Specialty Park
Size	• 2 to 10 acres	• 20-40 acres	• Generally greater than 100 acres	• Varies, depending on purpose
Service Area	• 1/3 mile radius	• 2.5 mile radius	• 6 mile radius	• Community-wide
Sustainable Elements	• Use recycled materials in construction and facilities when possible and practical • Recycling Containers • Porous paving materials • Open space conservation/preservation incorporated into the design of the park.	• Use recycled materials in construction and facilities when possible and practical • Recycling Containers Trail and facilities locations shall complement open space and views and not adversely affect wildlife habitat • Outdoor synthetic courts should be made from recycled materials • Use alternative (permeable) paving and bio-swales in parking areas to prevent and filter runoff • Use renewable energy sources (wind/solar) for electric and lighting • Connect the park to natural areas and open space, FUTS and regional trails. • If appropriate, incorporate geology, archaeology and vegetation into design of park.	• Sustainable buildings: Use grey water (if per City Code) and low flow facilities, recycled material for buildings, and energy efficient equipment • Incorporate trees, shrubs, bio-filtration islands and storm water channels to collect and filter on-site stormwater. • Use recycled elements in design elements and amenities such as benches, rails, bars. • Consider linear designs to limit concrete use. • Conserve/preserve/interpret archaeology, natural areas, geology and incorporate these elements into the overall design of the park. • Connect the park to larger/other open spaces via trails accessible by foot, bicycle and horse.	As appropriate to the park. These could include: • Transit stop • LEED Silver or better accredited buildings • Natural areas and meaningful incorporation of geology, archaeology and vegetation into the park design. • Connections to other open spaces, parks and trails for bicycles, pedestrians and equestrians. • Alternative energy use for lighting and other electric consumption

Buffalo Specialty Park

* Optional

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Juneteenth Celebration

5.0 Recreation Programs & Fee Philosophy

Overview

The city of Flagstaff has a strong foundation of parks and recreation facilities, programs and services. The city currently offers programs in the Cogdill and Flagstaff Recreation Centers, the Flagstaff Aquaplex, Jay Lively Activity Center and the Joe C. Montoya Community and Senior Center. The range of programs offered by the city includes youth summer, drop in and scheduled, adult scheduled and older adult programs. These programs are generally well attended and supported by the community. This chapter includes a discussion of trends in recreation programming and program service delivery, an assessment of the current service level of city recreation programs, a program fee and fee philosophy for adoption as part of this Plan and program goals and strategies.

Recreation Program and Service Delivery Trends National Overview

To assist in the process of developing a parks and recreation master plan for the city of Flagstaff it is helpful to understand some of the trends that are being seen nationally with recreation programming. To provide a context for the discussion of city of Flagstaff recreation programs and services, **Table 17: National Trends: Recreation Services And Programs** lists recreation services and some of the program trends. **Table 18: Recreation Service Areas and Program Types (National Trends)** summarizes for each recreation service area the types of programs that are generally offered and the population that they serve. Because these charts reflect national trends, they are only intended to provide a context for the recommendations in this Plan. When reviewing these charts, it should be noted that each city is unique and the area of the country has a strong bearing on trends and other operational factors.

Table 17: NATIONAL TRENDS: RECREATION SERVICES AND PROGRAMS	
Recreation Service	**Program Trends**
Sports	Youth lacrosse
Youth Camps and Clinics	Youth sports specific training
	Individual sports
	Adventure/Non-traditional sports (skateboarding, BMX, mountain biking, fencing, etc.)
Fitness/Wellness	Personal training
	Yoga/Pilates/massage therapy
	Healthy lifestyle education
Cultural Arts	Music production for youth
Youth	After school programs in recreation centers and/or schools
	Summer camps – themed camps
Outdoor Recreation	Eco tourism (where appropriate)
	Environmental education
Seniors	Fitness/wellness
	Younger, more active seniors
Aquatics	Fitness
General Programs	Education – computer, finance, etc.
Special Events	Community wide celebrations
Self Directed	Activities that are organized and conducted by the participant

Source: Ballard*King

Table 18: RECREATION PROGRAM AREAS AND PROGRAM TYPES (NATIONAL TRENDS)		
Recreation Service	**Program Type**	**Service Population**
Sports		
	Camps and clinics	Youth
	Tournaments, Team, Individual	Youth, Adult
	Adventure/Non-traditional sports (BMX, in-line hockey, etc.)	Youth, Adult
Fitness/Wellness		
	Fitness classes	Youth, Adult, Senior
	Personal training	Adult
Education		
Cultural Arts	Performing arts (dance, theater, music, etc.)	Youth, Some Adult
	Visual arts (painting, ceramics, pottery, etc.)	Youth, Adult, Senior
	Arts events (concerts, etc.)	Youth, Adult, Senior, Tourists
Activity	Before and after school	Youth
	Summer day camps/playground programs	Youth
	Preschool	Youth
	Drop In/Friday Night Activity	Teen
Outdoor Recreation	Outdoor education	Youth, Adult, Senior
	Outdoor adventure	Youth, Adult, Senior
	Environmental	Youth, Adult, Senior
Self Improvement	Elder Hostel/Educational Extension	Seniors
	Trip programs	Seniors
Aquatics		
	Lessons	Infant, Youth, Adult
	Fitness	Adult, Senior
	Competitive (swim teams)	Youth
	Specialty	Youth, Adult/Family
General Programs		
	Personal development, Education	Adult/Senior
	Specialty	Youth, Adult, Senior
	Special Needs	
	Special Events	Tourists, Community At Large
	Self Directed	Activities that are organized and conducted by the participant

Source: Ballard*King

To bring a comprehensive suite of programs to a community, recreation departments often serve as a coordinating agency and a clearinghouse for multiple recreation agencies and providers and increase the number of recreation partnerships. To offer more cost-effective recreation programs, there is also a much stronger emphasis on revenue production and raising the level of cost recovery to minimize tax dollar use to offset recreation programming.

Nationally, recreation programs are now offered with shorter sessions (two to three classes) or on a drop-in pay as you go basis (especially fitness). In addition, there has also been a concerted movement to integrate conventional recreation programming with community based social service programs and education. Most of the social service programs are offered by other community based agencies and education is often coordinated with school districts.

To provide a diverse program base in a cost effective and efficient manner; the following is now considered nationally in developing and offering recreation and services:

Fee Setting: The city of Flagstaff sets user fees and program fees. User fees can be charged for facility, court, field and recreational equipment rentals and use, ramadas, special event reserved areas, application and admission fees, permits and membership passes. The city of Flagstaff User Fee Schedule is typically reviewed annually by the Parks and Recreation Commission. The Commission forwards any recommended changes to the city of Flagstaff City Council for approval. In its annual review, the Commission considers a variety of measuring factors including rising operational maintenance and staffing costs, increases to supplies and services, current trends in the field affecting pricing and future needs, market rates and resulting community impacts.

In order to accomplish a high level of recreational services, recreation departments have been much more aggressive in their fee setting with the goal of covering more operational expenses and facility maintenance for most programs. With this more entrepreneurial approach to assessing fees for activities, comes the need to develop a scholarship program that allows for those individuals that cannot afford to pay the opportunity to participate in recreational activities. Such programs usually have a limited budget and do require the user to pay at least something for service. Many departments are now tiering their programs into different categories with differing levels of cost recovery.

In setting fees, programs and services are generally grouped into four levels of offerings categorized by the level of instruction, expertise, or importance to the community's well being. Priority for funding and facility usage is then based on the category into which a program falls, with fees being set accordingly. The four categories are typically:

- **Community events** – special community wide events, activities or festivals that are onetime events. It should be expected that there will be little to no fees for these activities. Some revenues may be collected from sponsorships and sales of goods and services but the general rate of recovery is less than 100%.
- **Basic or core programs** – those that are essential to recreation and community needs (such as teen activities, senior programs, youth activities, special populations, etc). These programs direct costs are usually heavily subsidized. While recovery rates vary, the typical recovery rate is 50% of direct costs.
- **Enhanced** – those that are beyond basic and are focused on an audience that has a greater ability to pay. Programs in this area could include adult activities, fitness, sports, and general programs. While recovery rates vary, a typical recovery rate is 100% of direct costs.
- **Specialized** – these are activities that are very specialized in nature. These would include activities such as fitness assessments, trip programs, facility rentals and the like. Fees are set based on what the market will bear but at minimum would typically require 100% recovery of direct cost and indirect costs.

Use of Other Service Providers: Recreation departments are moving away from being the actual provider of all recreation programs and services to a role where they are the general coordinator and enabler of overall community recreation needs and resources. This has resulted in a great deal of programming now being conducted by volunteer youth sports organizations, adult sports associations, non-profit groups such as the YMCA and other social service organizations, as well as the private sector. The net result of this trend is reduced public sector financial obligations, programming being placed in the hands of organizations with the specific expertise (and often the facilities as well) and allowing the private sector to have a more active role in public recreation. There has also been an increase in the number of public agencies collaborating to bring a higher level of recreational service on more of a regional basis especially for more specialized services (special needs, outdoor education, etc.).

Facilities: The vast majority of outdoor recreation programming takes place in public parks and school facilities. School buildings are still the primary location for most indoor activities with public recreation centers and other provider's facilities providing supplementary sites. With the demand for recreation programs and services continuing to expand at phenomenal rates, local jurisdictions have initiated partnerships with private facilities (fitness centers, dance studios, outdoor aquatic clubs, etc.), non-profits (YMCA's, Boys & Girls Clubs, cultural arts centers, etc.) and charter and private schools. With the demand for youth sports fields continuing to grow, it is not unusual for youth sports organizations to build and operate their own fields on their own property or on leased undeveloped public land.

Staffing: In order to continue to grow the number of recreation programs and services that are offered to a community, adequate staffing is necessary to not only conduct the program itself but also to supervise and administer the activities. With staffing costs being the single greatest expense item for parks and recreation departments, many agencies have attempted to minimize the number of full-time staff by contracting for certain programs or partnering with other providers for services (see **Use of Other Service Providers** topic on prior page). The need to reduce full-time staff has become even more acute with the poor financial condition of most municipal governments. However, even with this approach there still needs to be adequate full-time staff to oversee and coordinate such efforts. Part-time staff is still the backbone of most recreation departments and make up the vast majority of program leaders and instructors. Many departments have converted program instructors to contract employees with a split of gross revenues (usually 70% to the instructor and 30% to the city) or developed a truer contract for services that either rents facilities and/or take a percentage of the gross from another organization. The use of volunteers can help to augment paid staff but should not be seen as a substitute for them.

Funding: The basic requirement for the provision of recreational programs and services is a funding commitment associated with the development of facilities to support programs and staff to manage and provide the programming. This usually requires a tax dollar commitment and can also include other sources of funding such as program fees, grants, and partnering with other agencies. In many recreation departments, funding limits have been the greatest single challenge to providing not only existing programs but also bringing on any new services.

Administration: To provide a framework for operational and service decisions parks and recreation departments are no longer all things to all people. Instead, recreation departments use a clear, overall philosophy that directs programming efforts by the public organization and determines the role of other providers. These philosophies emphasize areas of focus by age group as well as program areas

Daddy-Daughter Ball

and also prioritize future program development options. Key aspects of an administrative philosophy includes decisions about:

- **In-house vs. contracted programming –** as part of the programming philosophy a determination of what programs and services will be offered directly by the recreation staff and which will be contracted to other individuals or organizations must be determined. Increasingly recreation departments are turning to contracted services or the outright rental of facilities to other providers to broaden programming and limit the role of in-house employees.

  Before determining which programs, and services to contract or have provided by others, the specific pros and cons of such a move are evaluated and the financial impacts and quality of the services are determined. The evaluation addresses the following questions:

  - Will this be the most cost effective method to obtain the program, service or function?
  - Does the recreation department have the knowledge and equipment to provide the program, service or function?
  - Will the quality of the program, service or function suffer if it is contracted to other organizations?
  - Are there other more qualified organizations that should provide the program, service or function?
  - Is the service, program or function only available from a contract provider?
  - Are the safety and liability risks too high to provide the program or service in house?

- **Marketing –** many Parks and Recreation Departments recognize recreation programming is a discretionary expenditure and as a result require a strong marketing effort to promote programs and events.

- **Registration -** an aspect of marketing for recreation services is the ease of being able to register for these activities. This requires a fully computerized registration software package, the ability to register on-line, the acceptance of credit cards for service, and the ability to make payments over time.

- **Record keeping –** to determine the relative success of programming and the markets being served, accurate and timely record keeping is necessary. Registration numbers by class and activity area need to be kept and compared by programming season. In addition, expense and revenue numbers for each activity must be noted and compared to determine financial viability. Demographic records of who is taking recreational programs and their address will determine specific markets that are being served and more importantly ones that may be overlooked. Departments recognize the only way to adequately keep such records is through complete computerization of not only registration, but all records associated with programming.

- **Evaluation –** ultimately the success of recreational programming must be measured by the community it serves. Departments determine community satisfaction with existing programs and services as well as the needs and expectations for future programming through a formal evaluation processes such as surveys, user questionnaires and through the city's performance measures. (The city of Flagstaff Recreation Services Division currently uses financial and other performance measures to evaluate programming.)

Soccer practice at Thorpe Park

Current Recreation Programs and Services Assessment:

The Recreation Services Division offers a number of recreation programs and services to the residents of the city of Flagstaff and the surrounding area. Important programming considerations in this assessment include:

- **Recreation Program Focus:** Much of the Recreation Services Division programming efforts are focused on youth, sports, special events and activities that operate out of the community centers.
- **Recreation Program Scale:** Recreation programs and services are generally planned and delivered on a community center level to be responsive to varying needs and expectations.

Table 19: City Of Flagstaff Recreation Services Division Program Areas lists specific Recreation Services Division programs by program focus and program type.

Table 19: CITY OF FLAGSTAFF RECREATION SERVICES DIVISION PROGRAM AREAS

Program Type	Focus	Programs
Sports	Youth Sports	Basketball, Sports for Shorties, Pee Wee Sports, Hockey, Figure Skating, Skating Lessons, Rock Climbing, Tennis, Martial Arts, Events/Tournaments
	Adult Sports	Softball, Volleyball, Flag Football, Basketball, Wiffleball, Hockey, Rock Climbing, Tennis, Martial Arts, Skate Lessons, Broomball, Open Hockey, Events/Tournaments
Fitness-Wellness	Youth Fitness	Classes, Weight Training
	Adult Fitness	Classes, Weight Training, Yoga, Massage
Area	Focus	Programs
Cultural Arts	Youth	Dance, Ballet, Irish Dance, Arts & Crafts, Music, Youth Celebrate Art
	Adult	Ballroom Dance, Cooking, Arts & Crafts, Music, Concerts
(Non-Sports)	Youth	After School, Summer Camps, Day Camps, FACTS Camp, Trips, Cooking, Homework Assistance, Special Events, Jr. Recreation Leader
	Seniors	Dance, Fitness, Yoga, Bridge, Genealogy, Language Classes, Games, Special Events, Rentals to Clubs, Senior Olympics, Lunch Program (through the Coconino County)
Aquatics	Youth	Swim Lessons, Jr. Lifeguard, Parent-Tot
	Adult	Swim Lessons, Seniors, Fitness, Lifeguard Training
General Programs	General	One Day Seminars, Birthday Parties, First Aid/CPR and AED
Special Events	General/ Family	A variety of community, seasonal, holiday events and concerts. This includes Easter Eggstravaganza, Soar into Spring Kite Festival, Children's Music & Arts Festival, Halloween Harvest, Winter Wonderland
Outdoor Recreation	General	Not offered
Special Needs	General	Not offered
Self Directed	General	Drop-in Basketball/Volleyball, Weight Room Access, Drop-in Swimming, Drop-in Ice Skating, Drop-in Arts

Program Area Assessment

Table 20: Current Core, Secondary And Support Program Areas identifies and categorize current city of Flagstaff Recreation Services Division programs into core, secondary and support program areas for the city of Flagstaff Recreation Services Division.

Table 20: CURRENT CORE, SECONDARY AND SUPPORT PROGRAM AREAS

Program Areas	Core	Secondary	Support
Youth Sports	√		
Adult Sports	√		
Fitness/Wellness		√	
Cultural Arts		√	
Youth (Non-Sports)	√		
Seniors		√	
Aquatics	√		
General Programs		√	
Special Events	√		
Outdoor Recreation			√
Special Needs			√
Self Directed			√

Core Program Areas

Over the next few years, dependent on budget and population growth, the Recreation Services Division will need to determine if the focus of the Division should continue to be on core through support programs, just on core program areas or if it should move in another direction such as becoming a clearinghouse for private recreation providers. The following program assessment provides analysis considerations that could provide a basis for this decision.

Youth Sports – With a number of youth sports organizations in the area (baseball, girls softball, soccer, football and volleyball) taking the responsibility for organized youth team sports activities, the Recreation Services Division should have a limited future role with regards to leagues and league play (hockey, figure skating, softball, baseball, basketball). However, there may be opportunities to expand youth sports camps and clinics to support sports run by other organizations. In many communities, there is an increasing interest in individual and lifetime sports such as golf, tennis, and even fencing. It may be necessary for the Recreation Services Division to provide some of these activities in concert with other community organizations that focus on team sports. In addition, the Recreation Services Division may need to increase its focus on the development of adventure sports (skateboarding, BMX, mountain biking, etc.)

Adult Sports – The city is a primary provider of adult sports leagues in the community. Due to the fact that adult sports often generates significant revenue, this focus should remain. Designating certain facilities or time periods for adult sports may be necessary if greater emphasis is placed on this program area. The Recreation Services Division may also want to concentrate on developing individual and lifetime sports and adventure sports.

Youth (Non-Sports) – The division has the experience and facilities (community centers) to continue to support these programs. However, FACTS, the YMCA, and other community organizations also provide programming in this area. The Recreation Services Division will need to work closely with these organizations to develop a realistic plan for this program area in the future. There appears to be limited teen programming and opportunities for partnerships with these and other entities exist that exist within this area.

Aquatics – With the construction of the Aquaplex, the Recreation Services Division has committed to an emphasis in aquatic programming as a primary program area and aquatic exercise programs should also be emphasized. The addition of a competitive pool to the facility would allow for a further expansion of aquatic programming. Since there are other indoor pools in the city of Flagstaff, working with these facilities (especially NAU) to coordinate other programming (e.g., competition and lap swimming) should be a priority.

Special Events – The Recreation Services Division has a major focus on special events not only on a city-wide basis and at individual Community Activity Centers. Increasingly, recreation departments across the United States are seeing a greater emphasis placed on special events that draw communities together, as well as, attracting individuals from outside the community. At times the focus on special events has resulted in other traditional recreation programming being neglected. Special events will certainly remain a core program area for the Recreation Services Division but the support for non-city of Flagstaff sponsored events should not be the primary area of emphasis. The cost of these events should be covered directly by the group that is hosting the event. Other community groups should be encouraged to be the primary funding sources and organizers of as many community wide events as possible.

Secondary Program Areas

Fitness/Wellness – Without a doubt, this is one of the greatest areas of growth in public recreation programming. With a society that has an increasing awareness of the benefits of good health and a realization that obesity (especially among children) is a major risk for Americans, there is a much higher demand for programming in this area. The Recreation Services Division has a reasonably strong program that works out of the Aquaplex and Joe C. Montoya Community and Senior Center but this area may merit additional focus in the future. The Division should also emphasize the importance of integrating wellness initiatives into other program areas (seniors, youth, etc.). As this program grows, partnering with health care providers for more medically based services will be essential. This program area should move from a secondary level to a core level in the next three years.

Cultural Arts – This is currently a rather small program area for the Recreation Services Division and it is anticipated that additional offerings in this area is probably going to be needed. Cultural arts programs were also identified as a priority in the survey conducted as part of the process to develop this plan. Enhancing the offerings in the program area will likely require coordination with other non-profit cultural arts organizations present in the city of Flagstaff.

Seniors – While the Recreation Services Division offers a number of programs for seniors, the Division will need to take a more active role with this age group. It should be noted that as the Baby Boomer generation ages, they bring new needs and expectations to senior services that are in keeping with the active recreation pursuits with which they grew up. This will require different types of senior services and a change in senior facilities as well.

General Programs – Programs in this area can cover everything from self-improvement to education, ethnic based activities, and other classes. This should be a program area that receives increased emphasis in the coming years and over time, consideration should be given to moving these programs into the core program area category.

Support Program Areas

Outdoor Recreation - There does not appear to be much emphasis given to this program area by the Recreation Services Division. With many outdoor areas and resources available and a clear interest in these types of programs shown in the survey, there should be a greater emphasis on this set of program activities. Specific programs could still be offered primarily by other community based organizations with some coordination by the Division.

Special Needs – It appears that the Recreation Services Division does not offer any special needs programming. It is difficult for most recreation agencies to have a broad special needs program on their own. As a result, many departments in a region will often band together to provide these services in a more cost effective manner. The Recreation Services Division should consider partnering with organizations such as schools, health care providers and/or Coconino County for special needs programming.

Self Directed – Even though these types of activities are not formal programs, they do require that the Recreation Services Division provide the opportunities and time in facilities for this to occur.

Future Programs and Services Recommendations

Beyond the program areas that have been addressed above there are also a number of general recommendations regarding future recreation programming. This is based in large part on the information that has been derived from the community meetings, surveys and other public input sources that are part of the master plan process. **Table 21: Future Recreation Program Classification** identifies and summarizes future core, secondary and support program areas for the Recreation Services Division for 2012-2013. This plan recommends very little change from the current program area classification with the exception of moving youth sports from a core to secondary program area and moving fitness/wellness from secondary to core program area. Starting in FY2013-2014, this plan recommends an annual program assessment using the criteria and matrix in **Table 22: Program Evaluation Criteria Scoring Matrix**.

Moving youth sports to a secondary program area classification recognizes that youth sports organizations will be the primary providers of most services and does not diminish the importance and need for this activity area as important within the community.

Reclassifying fitness/wellness to a core program area will result in increased emphasis for these types of activities across all program areas as a response to a renewed interest locally and nationally on improving the overall health and physical condition, especially youth.

This Plan also recognizes community interest in an increased emphasis on cultural arts and outdoor education programming and recommends that these program types ultimately be provided by other for profit and non-profit organizations. **Table 23: Detailed Future Allocation Of Programs - Master Plan Recommended Classification** lists specific program activities within each program area based on the plan's program classification.

Table 21: FUTURE RECREATION PROGRAM CLASSIFICATION

Program Area	Core	Secondary	Support
Youth Sports		√	
Adult Sports	√		
Fitness/Wellness	√		
Cultural Arts		√	
Youth (Non-Sports)	√		
Seniors		√	
Aquatics	√		
General Programs		√	
Special Events	√		
Outdoor Recreation			√
Special Needs			√
Self Directed			√

Table 22: PROGRAM EVALUATION CRITERIA SCORING MATRIX			
Program Classification	**Score**		1 point
Core Program	28-36	Low Score	
Secondary Program	20-27	Medium Score	2 points
Support Program	12-19	High Score	3 points
Program Evaluation Criteria	Low	Medium	High
High Cost Recovery Potential			
Low Capital Investment Is Required			
Can Be Offered With Existing Resources			
Provides A Strong Economic Benefit			
Serves Low Income, Youth Or Seniors			
Meets Community Expectations			
Strong Demand For The Program Exists			
Enhances Equity In Recreation Opportunities			
City Has The Facility To Support The Program			
Replaces Other Less Effective Programs			
Other Providers Are Not Present In The Area			
Partnerships Are Available			
Program Classification Point Totals			
Outcome			
Program Category Determination			

Table 23: DETAILED FUTURE ALLOCATION OF PROGRAMS MASTER PLAN RECOMMENDED CLASSIFICATION			
	PROGRAM ACTIVITY		
PROGRAM AREA	CORE	SECONDARY	SUPPORT
Youth Sports			
Youth Sports	Camps and Clinics	Individual and Lifetime Sports, Adventure Sports	New Team Sports
Sports Specific Training			
Youth Sports Org.			
Adult			
Adult Sports	Expanded Team Sports	Individual and Lifetime Sports, Adventure Sports	Adult Sports Org.
Youth Fitness/Wellness			
Fitness-Wellness	Fitness Classes, Fitness Testing	Wellness Education	
Health Care Org.			
Adult Fitness/Wellness			
Fitness-Wellness	Fitness Classes		
Specialty Classes	Personal Training		
Fitness Testing	Wellness Education		
Massage			
Health Care Org.			
Youth Cultural Arts			
Cultural Arts	Music Classes		
Dance/Theater			
Arts/Crafts	Music/Event Production, Cooking	Specialty Classes	
Events/Concerts			
Local Arts Org.			
Adult Cultural Arts			
Arts	Introductory Arts Classes	Music Classes	
Dance/Theater			
Arts/Crafts	Specialty Classes		
Events/Concerts			
Local Arts Org.			
Youth (Non-Sports)			
Non-Sports	Summer Camps		
Vacation Camps	Trips, Special Events, Teens	FACTS Programs	
YMCA Programs			
Seniors			
Sports/Aquatics	Fitness Classes		
Education	Trips, Wellness Education	Health Care Providers	
Specialty Programs			

Table 23: DETAILED FUTURE ALLOCATION OF PROGRAMS MASTER PLAN RECOMMENDED CLASSIFICATION			
	PROGRAM ACTIVITY		
PROGRAM AREA	CORE	SECONDARY	SUPPORT
Youth Aquatics			
Aquatics	Swim Lessons, Parent-Tot		
Adult Aquatics			
Aquatics	Swim Lessons, Aqua Fitness		
General Programs			
Education	Self Improvement		
Special Events	City Sponsored Community Events	City/Regional Events	Non-City Events
Area	Core	Secondary	Support
Outdoor Recreation		Environmental Ed.	Eco Tourism
Special Needs		Basic Program Opportunities Coordinated with Other Agencies	Social Service and Special Needs Organizations
Self Directed			Drop-in Opportunities

Program Classification Assessment:

Every year, the Recreation Services Division should conduct a Program Classification Assessment to review its assignment of programs to core, secondary and support classifications. The Classification Assessment is based on key considerations identified through the survey, focus group meetings and public comment and are designed to ensure that recreation programs are in keeping with city desires. See **Table 23: Program Evaluation Criteria Scoring Matrix.**

Program Classification Criteria Definitions

Cost/Revenue – what is the city's cost of providing the program in relationship to revenues generated? The better the cost recovery level and fiscal sustainability, the more likely the program is to be a core or secondary service.

Capital Investment – will the program require a capital investment in facility improvements and/or equipment? The greater the investment, the more likely the program is to be in the secondary or support category.

Existing Resources – can the program be offered by utilizing existing resources (staff, supplies, etc.) or will new expenditures be required? The higher the required expenditure, the greater the probability that the program will be in the secondary or support category.

Economic Benefit – does the activity provide an economic benefit to the community and attract visitors? The greater the economic benefit, the more likely the program is to be in the core or secondary category.

Low Income, Youth or Seniors – if the program serves lower income users, youth or seniors then it is more likely to be in the core or secondary area.

Community Expectation – if the program meets a community expectation for the Recreation Services Division to deliver it on a regular basis (like holiday and special events) then it is more likely that it will fall within the core or secondary category.

Demand – is the program or service in high demand by the community? The higher the demand, the greater the likelihood of the program being in the core area.

Number of People Served – does the program or service serve a relatively large population base or user group? The greater the number of people served, the more likely the program is to be in the core category.

Facilities – does the city have the necessary facilities available to support the program? Without the needed facilities, the program would have to be in the support category.

Program Replacement – does the new proposed program replace or revise an existing program? If the existing program has not attracted consistent participation or has low cost recovery, then there is a strong possibility that it is in the core or secondary program category.

Other Providers – are there other providers that are able to provide the program or service? If there are viable other providers, then the program is probably in the support category.

Partnerships – are there partners that can assist with the provision of programs and facilities? Partnerships place a program in any of the three categories, depending upon the city's level of involvement.

Key Program Considerations And Opportunities

Planning Considerations

- Like many cities in the United States, the city of Flagstaff faces challenges in the delivery of recreation services in a cost effective and efficient manner.
- There is a growing demand for programs and services in most every area.
- There is a need to expand the focus of recreation activities beyond sports, aquatics and special events.
- The Recreation Services Division needs to clearly define it's long term role in providing future programs and services so that it can make decisions in a changing financial environment.
- In the near future, staffing and budget limitations will make it more difficult to significantly expand recreation services and programs in the coming years.
- As the city seeks to efficiently operate, it will need to determine the role of other recreation service providers in meeting the recreation needs of the community.
- The city must operate and maintain a variety of parks and recreation facilities that are geographically spread across the city.
- The city of Flagstaff delivers recreation services on both a neighborhood-level (Flagstaff Recreation and Joe C. Montoya Community and Senior Centers), as well as a city-wide level (Aquaplex). While the Recreation and Community centers provide important and well-used services, providing programs on the neighborhood level is more expensive than providing them at a larger scale. Future opportunities could include options such as re-purposing these and/or other facilities through a variety means.
- While the most on-going programs focus on the residents of the greater Flagstaff area, many of the special events and other activities emphasize serving the visitors to the area. Ultimately, the city will need to make a determination regarding the level of allocation of resources to draw visitors to the community.
- The city of Flagstaff supports economic development and the recommendations of the Plan are designed to support private recreation facility development and programs.

Program Recommendations/Opportunities

- Many residents take advantage of NAU and the YMCA. These entities offer opportunities to support city programs in particular markets. In collaboration with the YMCA, NAU and other community organizations, the city of Flagstaff Recreation Services Division should develop a well conceived plan for the delivery of recreation services to the citizens of the city of Flagstaff for the next 5 to 10 years. This Plan should clearly identify areas of programmatic responsibility and ensure that there is not overlap or duplication. From this, the Recreation Services Division needs to establish a Five Year Program Plan that identifies the priorities for program development, the responsible staff member and the required resources. Each community center or other facility would then develop their own five year plan with a specific and detailed implementation plan for each year.
- Using the Five Year Program Plan model, a program development assessment should take place before actually proposing a program. This will aid in determining the appropriateness and priorities for any new programs.
- Every program or service offered should be required to develop a program proposal sheet to determine the direct cost of offering the activity, as well as, the minimum number of registrants needed to conduct the program. This proposal form should also evaluate the need for the program, its market focus, and the ability to support the program priorities for the Division.
- Once each program or service is completed, a program report should be completed that itemizes the exact cost and revenues that were generated by the program and the number of individuals served.

Halloween Harvest

This will determine if the program or service met its financial goals and its service goals.

- The Recreation Services Division should conduct a lifecycle analysis for major programs to determine the future trends and direction for activities. Tracking program trends on a regional and national basis would also be helpful.
- As the demand for programs and services continues to grow the Recreation Services Division should expand opportunities for partnering with other city departments and organizations to provide specialized services to the community.
- The Recreation Services Division will need to develop programs that have not only an appeal for different age groups (youth, teen, adult and seniors) but also to the family unit and the different ethnic groups in the city.
- An overall marketing plan for recreation programs and services should be updated on a regular basis. This document should be a simple, easy to implement, document that serves as a guideline for specific marketing efforts.
- All contract service providers should be on a 70%/30% split of revenues (moving to 60%/40% over time) to provide the city of Flagstaff Recreation Services Division with a strong revenue stream.
- A strong effort is needed to track and document use of various city of Flagstaff recreation facilities from active use areas to more passive use amenities. This will provide the city of Flagstaff with strong facility use numbers, identify where additional programs may be scheduled and determine overall priorities of use.
- Review, update and refine the Recreation Services Division's fee policy on an annual basis to ensure that pricing for programs and services maximizes revenues.

Role of Other Providers in Service Provision

- With limited resources, the city of Flagstaff will need to rely on other groups and organizations to provide recreation programs and services for the community.
- The Recreation Services Division will need to be a "clearinghouse" for recreation programs and services provided by others. This may involve promotion of their activities, coordinating of some programs, and scheduling of facilities.
- The Recreation Services Division will still need to be a provider of many of the facilities (especially outdoor parks) for other organizations to use.
- Partnerships with other organizations and entities will be necessary to develop and expand recreation programs.
- Other organizations that could provide activities include:
  - **Youth Sports Organizations** – should be responsible for providing team sports for youth. However, the city will still need to provide most, if not all of the facilities for these activities. It is highly recommended that the city establish a Youth Athletics Council (a different entity with a different purpose from the existing city of Flagstaff Youth Commission) comprised of representatives of youth leagues and youth sports associations that will meet monthly under the direction of the Recreation Services Division. This council will work to coordinate programs and activities, prioritize athletic facility usage, and promote coaches training.
  - **School District** – continue to coordinate with school districts to provide youth after school programs and services, education classes for youth (and even adults), as well as, youth sports (location for practices), will need to be enhanced. The school's facilities should still be a location for recreation programming to take place.
  - **Other Government Organizations** – there needs to be strong efforts to partner with other governmental agencies in the area to develop programs and services. This is most likely to occur with the county and neighboring communities. Program areas that could be provided by other organizations through a partnership include special needs, special events, outdoor recreation, and cultural arts events.
  - **Non-Profit Providers** – coordinating with a variety of non-profit providers to deliver recreation services needs to be strongly pursued. Organizations such as the YMCA and Boys and Girls Club should be encouraged to continue to develop facilities and provide programs in city of Flagstaff. These organizations are well positioned to provide a variety of programs in different areas. Utilizing cultural arts groups as service providers is also wise and could be enhanced with the formation of a cultural arts council or commission.
  - **Northern Arizona University** – NAU has a variety of indoor, outdoor and aquatic facilities that may be utilized for recreation purposes and programs. These are not always available to the general public or there are limited opportunities. However, it is critical that the city of Flagstaff Recreation Services Division work with the University to coordinate recreation programming, especially in the area of sports, adventure sports, outdoor recreation and even cultural arts.
  - **Private Providers** - a wide range of private recreation, sports and fitness providers have located or could enter the city of Flagstaff market in the future. These could include private health clubs, dance and martial arts studios, youth sports training facilities, arts studios and even day care providers. These providers should be counted on to provide more specialized activities that are not easy for the public sector to conduct.
  - **Faith Based Organizations** – churches and other faith based institutions in city of Flagstaff often provide some recreation services for their congregation and community. These organizations should be seen as possible providers of some basic community based recreation services and facilities as well.

Section II - Recreation Services Division Fee Policy

Dew Downtown

The city of Flagstaff Recreation Services Division should update and formalize its Parks and Recreation User Fee Policy to guide the process and provide a rational reason for establishing specific fees for service. This section includes recommendations for user and program fees that should be reviewed, and if necessary updated annually, by the Parks and Recreation Commission and the city of Flagstaff City Council.

Background Information:

In order to implement and maintain a sound fee policy, the following will need to be accomplished:

- Establish the definition of "direct costs" to include all personnel costs directly related to the delivery of the service, supplies for the service and any disposable equipment.
- Establish the definition of "indirect costs" to include a percentage of overhead costs that cannot be directly attributed to the service or program.
- Develop clear budget projections for each program and service offered. Every program or service should be required to develop a program proposal sheet to determine the direct cost of offering the activity as well as the minimum number of registrants needed to conduct the program. The fees for programs should be established based on these projections. For enhanced or specialized programs a mark-up by percentage for in-direct costs must be determined and added to the cost estimate before determining the fee schedule.
- Once each program or service is completed a program financial report that itemizes the exact cost and revenues that were generated by the program and a program evaluation (**Table 33: Program Evaluation and Scoring Matrix**)should be completed. This will determine if the program or service met its financial and performance goals.
- Fee comparisons should be completed at least every two years with other recreation service providers in the area.

Fee Philosophy Recommendations:

The first step in maintaining a clear user fee policy is to adopt a general philosophy for setting fees. With the understanding that the city of Flagstaff Recreation Services Division would like to maximize its revenue production through a reasonably aggressive fee for service concept, this Plan recommends the Recreation Services Division:

- Establish a standardized approach to setting fees.
- Determine the overall goal of cost recovery for programs, services and facilities.
- Ensure access to some recreation programs and services is not denied simply based on the ability to pay.
- Require that exclusive use of any public parks, facilities or services by individuals or organizations results in the compensation for the full costs associated with such use.

- Require that users pay for programs and services when there is an instructor, official or other personnel associated directly with the provision of the service.
- Require that at least a portion of other direct expenses associated with the delivery of a program or service to the user be recovered through fees.

General Fee Guidelines:

This Plan recommends:

- Programs, services and facilities should be priced in part based on supply and demand.
- Differential pricing based on age, type of organization, resident status and other factors such as seasons or time is acceptable.
- Youth activities, programs and facility access should be priced lower than for adults. There should be an approximate 50% recovery rate.
- Senior activities, programs and facility access should be priced similar to youth. Currently the city subsidizes youth programs at 50%. Seniors should be added to this group.
- Age classifications include:
  - Adult – age 18 and over
  - Youth – age 12 to 17
  - Child – age 5 to 11
  - Senior – age 55 and over
- There should be a consistent price mark-up of approximately 25% for non-city of Flagstaff resident's use of facilities, programs and services. User group classifications for rental of facilities include:
  - Community non-profits – organizations based in city of Flagstaff with at least 50% of members being from the city.
  - Non-profits – non-profit organizations from outside of the city of Flagstaff.
  - Commercial or for-profit – other user groups that do not fit within the above two categories.
- Program and facility discounts based on volume are acceptable but should never exceed 25% of the full fee.
- A reduced user fee assistance program is an option for residents that cannot afford basic recreation services should be established. This program should be based on an existing measurable definition of "low income" from a local social service agency. Use and funding must be tracked and there should be a requirement that at least 25% of the fee be paid by the user. An annual total cap of benefits should be established for each individual or family in the program. Only basic programs and services should be eligible for the fee assistance program.
- Fee waivers should only be granted under the following guidelines:
  - A program or service offered directly by city of Flagstaff Recreation Services Division.
  - City of Flagstaff official functions.
  - In accordance with intergovernmental agreements developed with other governmental agencies.
  - By approval of the city of Flagstaff City Council.
- The city of Flagstaff City Council will approve the User Fee Policy on an annual basis after it has been reviewed and approved by the Parks and Recreation Commission. From this specific guidelines should be developed by staff which would form the foundation for fee setting for each program and service offered by the Recreation Services Division.

Fee Continuum:
Programs and Services:

This Plan categorizes programs and services into six categories of offerings that are divided by the level of instruction, expertise, or importance to the community's well being. Priority for funding and facility usage should be based on the category in which they fall, with fees being set accordingly. The six levels are:

- **Community events –** special community wide events, activities or festivals that are one- time events. It should be expected that there will be little to no fees for these activities. Some revenues may be collected from sponsorships and sales of goods and services but the general rate of recovery would be less than 100%.

- **Basic or core programs –** those that are essential to recreation and community needs (such as teen activities, senior programs, youth sports activities, special populations, etc). These programs direct costs are usually subsidized. The overall goal should be to recover at least 50% of all program costs in this area.

- **Enhanced –** those that are beyond basic and are focused on an audience that has the ability to pay. Programs in this area could include adult fitness and sports, or general programs. Suggested minimum recovery rate should be 100% of direct costs.

- **Specialized/Secondary –** these are activities that are very specialized in nature. These would include activities including and not limited to, private swim lessons, fitness assessments, trip programs and facility rentals. Fees are set based on what the market will bear but at minimum would require 100% of direct costs and all indirect costs.

- **Programs and services -** should be placed in the different categories based on pre-determined set of criteria developed by staff and endorsed by the city of Flagstaff City Council.

- **Contract/Support –** it is probable that there will be a number of programs and services offered by outside contractors. Any programs offered by outside contractors should be required to pay a minimum of 30% of their gross revenues to the Division. All direct costs to the city of Flagstaff must be covered at minimum.

Facilities:

For the purpose of fee assessment, this Plan creates six major categories of facilities and recommends the following:

- **Drop-in Outdoor Facilities:** Drop-in use of basic park amenities should remain free. Examples would be open park areas, playgrounds, trails, picnic areas, outdoor courts, skate parks, etc.

- **Specialized Outdoor Facilities:** Swimming pools, lighted/organized sports fields, ramadas and similar facilities should have market rates established for use. There should be a rate differential for youth, adult and senior users.

    - **Rental of Facilities:** Rentals of specialized facilities shall require a fee for use based on the categories of community non-profits, non-profits and commercial. Fees for community non-profits should be based at minimum on recovering all costs of renting the facility, non-profits should be 25% higher and commercial 50%. All field or facility maintenance fees required for a rental should be charged to the renter.

- **Indoor Facilities** – need to be sorted in three categories for fee assessment.

- **Drop-in Indoor Facilities:** Drop-in use of basic indoor facilities such as youth game rooms, open lounge areas, community gathering spaces and similar areas should not require a fee for use.

Children's Music and Arts Festival

- **Specialized Indoor Facilities:** Such as, fitness areas, gyms, pools, racquetball courts, ice rinks, etc. should require a fee for use. Specific cost recovery goals need to be established for each specialized facility to determine the basic fee structure that needs to be developed. There should be a rate differential for youth, adult and senior users.

  - **Rental of Facilities:** Rentals of specialized facilities shall require a fee for use based on the categories of community non-profits, non-profits and commercial. Fees for community non-profits should be based at minimum on recovering all costs of renting the facility, non-profits should be 25% higher and commercial 50%. All facility maintenance fees required for a rental will be charged to the renter.

- **Resale/Concessions:** The sale of any goods should result in at least 125% of the total direct cost of the item being recovered.

  - **Youth Sports Organizations:** Youth sports organizations shall be expected to pay a fee for use of facilities for games or practices. Fees should either be calculated on a cost per hour basis (with a differential for practices and games) or on a cost per player per season basis. Any organization that uses city of Flagstaff facilities on an on-going basis should be required to show that at least 50% of the participants are from the city of Flagstaff. Long term rentals to organizations outside of the city of Flagstaff should only be permitted after city organizations have been accommodated and should only be on a year to year basis.

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
GOAL 1: Recreation Programs Shall Enrich The Quality Of Life In The City Of Flagstaff			
P.1.1 Provide a comprehensive offering of recreation programs and services to city of Flagstaff citizens and metro area.	A.1.1.1 The majority of programs focus on city residents rather than other neighboring communities or visitors to the area. Develop a significant fee differential (a minimum of 25%) between residents and all other users or participants.	A.1.1.1 Continue to offer programs and services in a variety of categories from cultural arts, youth and adult athletics, fitness, youth programs, aquatics, special events and general programs with an emphasis on the "core" program areas.	A.1.1.1 Offer enhanced programming in the area of aquatics, fitness, outdoor education, special needs, non-sports youth, and cultural arts. Move Special Needs Programing to the "secondary" program area.
		A.1.1.2 Examine the potential to provide programs for some or all of the following: • City Residents • Surrounding communities and county residents • Tourists and Visitors	A.1.1.2 Explore the feasibility of offering more active based senior programs such as fastwalking, senior hiking, tennis in conjunction with the existing senior center or as an independent senior activity.
	A.1.1.3 Reduce the number of programs and services that are available on neighborhood basis in favor of more city wide programs and events.	A.1.1.3 Establish criteria for assessing which special events should be offered and conducted as city activities and which should be provided by others.	

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.1.1.4 Emphasize the development of programs and services that focus on the family.	A.1.1.4 Place greater attention on the development of non-sports related activities and services. For sports activities develop more non-traditional offerings (skateboarding, BMX, climbing, etc.).
		A.1.1.5 Increase the opportunities for more ethnic based recreation activities.	
		A.1.1.6 Attempt to integrate community based social service programs (provided by others) into the overall recreation service offerings with a focus on youth activities.	
P.1.2 Provide programs based on Core, Secondary and Support Categories.		A.1.2.1 Determine the final classification of all existing and future programs based on the "core", "secondary" and "support" categories through the plan scoring matrix.	A.1.2.1 The city provides a higher level of resources for "secondary" programs and resources.

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
P.1.3 Provide programs for clearly identified markets.	A.1.3.1 City developed or contracted programs shall require a program proposal. The Program Proposal shall clearly identify the: • Projected market for the activity • Cost for providing the service • Expected revenue (based on a fee structure and estimated number of registrants).	A.1.3.1 City developed or contracted programs shall require a program proposal. The Program Proposal shall clearly identify the: • Projected market for the activity • Cost for providing the service • Expected revenue (based on a fee structure and estimated number of registrants).	A.1.3.1 City developed or contracted programs shall require a program proposal. The Program Proposal shall clearly identify the: • Projected market for the activity • Cost for providing the service • Expected revenue (based on a fee structure and estimated number of registrants).
	A.1.3.2 At the end of each program, a report shall be developed that shows the actual number of users, expenses and revenues.	A.1.3.2 At the end of each program, a report shall be developed that shows the actual number of users, expenses and revenues.	A.1.3.2 At the end of each program, a report shall be developed that shows the actual number of users, expenses and revenues.

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
GOAL 2: Offer Recreation Programs That Are Economically Sustainable			
P.2.1 Balance the demand for increased recreation programs and services with the budget limitations.	A.2.1.1 Attempt to move as many programs and services to a contract basis (splitting revenues 70%-30%) as possible.	A.2.1.1 Develop programs that have shorter sessions or allow for participation on a drop-in, pay-as-you-go basis (especially fitness).	
	A.2.1.2 Attempt to move as many program instructors as possible to contract providers.	A.2.1.2 Develop distinct priorities for program and service development on a 1 year and 5 year basis.	A.2.1.2 Coordinate recreation programs and services with other providers in the city of Flagstaff area.
		A.2.1.3 Only commit to offering programming that are in the "core" category with "secondary" and "support" program areas being conducted by other organizations. Any programs that can be provided by others are eliminated by the city.	
		A.2.1.4 For those programs and services that will be the responsibility of the city of Flagstaff to provide, determine which should be provided by contract staff rather than as city employees.	

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
GOAL 3: Offer Recreation Programs That Are Accessible To All Residents			
P.3.1 Programs should be accessible by all modes of transportation		A.3.1.1 Recognize and plan for the transportation challenges associated with providing programs in varied locations within the city.	
GOAL 4: Use Partnerships To Increase Recreation Program Opportunities			
P.4.1 Work with youth sports associations, non-profit organizations, other jurisdictions and for-profit recreation providers to offer a wide range of recreation programs.	A.4.1.1 Minimize the city's role as a recreation service provider by redefining it's primary role to a coordinator and scheduler of community wide recreation services and as a clearing house for information distribution to the community.	A.4.1.1 In addition to providing its own programming, the city should act as a coordinator and scheduler of community wide recreation services and as a clearing house for information distribution to the community. The city's Recreation Services Division should serve as a resource center for recreation services in the area.	A.4.1.1 While expanding its own programming, the city should act as a coordinator and scheduler of community wide recreation services and as a clearing house for information distribution to the community. The city's Recreation Services Division should serve as a resource center for recreation services in the area.

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.4.1.2 Establish criteria for the program classification process that encourage a program or service to be developed and offered by other recreation service providers in the market place rather than the city. It should be expected that all secondary and support programs would be provided by these organizations.	A.4.1.2 Use the program classification process to determine if a program should be offered through the marketplace or by the city. This would include parent run youth sports organizations, services provided by non-profit organizations (YMCA's, etc.) and the for-profit-sector. It should be expected that some secondary and most support programs would be provided by these organizations.	

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RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.4.1.3 Actively pursue opportunities to partner with neighboring governmental agencies (Coconino County in particular) to develop specific specialized recreational services and special events.	A.4.1.3 Investigate opportunities to partner with neighboring governmental agencies (Coconino County in particular) or NAU to develop specific specialized recreational services and special events.	A.4.1.3 Promote the general expansion of recreational programs and services by all entities in the greater city of Flagstaff area. The Recreation Services Division would lead this effort.
	A.4.1.4 Charge fees for other organizations to use city facilities for their programs and services.	A.4.1.4 Continue to provide recreation facilities for other organizations to operate programs and services.	
P.4.2 Develop program priorities that complement other recreation program offerings available from other public and private entities and agencies.		A.4.2.1 Work with other providers to develop basic 5 year program goals.	

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
Goal 5: Identify New Recreation Facilities And Improvements Or Additions To Existing Recreation Amenities That Are Essential To Furthering The Development Of Programs And Services.			
P.5.1 Provide facilities to support recreational programming		A.5.1.1 Explore options to partner and coordinate with other recreational providers including Coconino County, Flagstaff School District and NAU to develop future recreation facilities.	A.5.1.1 Actively pursue partnerships with Coconino County, Flagstaff School District, NAU, and non-profit and for-profit providers to develop future recreational facilities.
	A.5.1.2 Determine the feasibility of having existing city recreation facilities contract managed or maintained by other providers.	A.5.1.2 Recognize that the city does not have to own and operate all of the recreation facilities that it utilizes for recreation programs and services.	
		A.5.1.3 Encourage other providers (primarily the non-profit and for profit sector) to develop recreational facilities in the city of Flagstaff. This will provide residents of the city with additional recreational facilities beyond what the city of Flagstaff can provide on their own.	

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.5.1.4 Provide clear priorities of use for each city facility (and each amenity) for both internal departmental use, as well as, other community providers and general community usage.	
		A.5.1.5 Review city recreation facilities that are under-utilized to determine if they should be repur-posed.	
P.5.2 Plan for future recre-ation program needs	A.5.2.1 Limit or eliminate the use of Flagstaff School District facilities if there is any fee for use unless the total cost can be passed on to the users of the facilities.	A.5.2.1 Continue to work with the Flagstaff School District to ensure utilization of existing school facilities for recreation purposes.	A.5.2.1 Work with the Flagstaff School District to increase utilization of existing school facilities for recreational purposes. Develop specific agreements to size and expand any new or renovated school buildings for general community recreation use.
	A.5.2.2 Rely on other providers (primarily the non-profit and for profit sector) to develop future recreation facilities in the city of Flagstaff.	A.5.2.2 Establish a plan for future facilities that identifies and develops sites that are central to the overall community.	

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.5.2.3 Establish an emergency capital needs listing for each facility. This includes capital requirements that are essential to keeping the facility safe and open.	A.5.2.3 Identify funding for equipment replacement at all existing and new facilities. Develop a prioritized 5-year capital replacement plan and determine the funding level necessary for implementation.	A.5.2.3 Provide funding for equipment replacement at all existing and new facilities. Develop a formula for (approximately 5% of the original equipment cost per year, or depreciate the cost over the anticipated life of the equipment) determining the funding level necessary for replacement of most common equipment.
Goal 6: Establish An Overall Operational Philosophy For The Recreation Services Division That Will Ensure That The City's Resources Are Being Effectively Managed.			
P.6.1 Provide resources for the adequate and effective management of recreation programs and facilities	A.6.1.1 Reduce funding levels to support recreation programs and services for the greater city of Flagstaff community by relying on other service providers for staffing, operational supplies, facility operations and maintenance, marketing and capital replacement.	A.6.1.1 Continue adequate funding levels to support recreation programs and services for the greater city of Flagstaff community with regards to staffing, operational supplies, facility operations and maintenance, marketing and capital replacement.	A.6.1.1 Commit to increasing funding levels to support dynamic recreation programs and services for the greater city of Flagstaff community with regards to staffing, operational supplies, facility operations and maintenance, marketing and capital replacement.

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
	A.6.1.2 Establish an aggressive fee policy for the Division that is mindful of bond funding that was contributed by taxpayers towards construction of facilities and ensures operating costs are covered for programs and services, facility usage, and rentals.	A.6.1.2 Establish a comprehensive fee policy for the Division that that is mindful of bond funding that was contributed by taxpayers towards construction of facilities and covers programs and services, facility usage, and rentals. This policy should be reviewed and update at least every other year.	
	A.6.1.3 Establish the Recreation Services Division as an enterprise fund where all costs must be covered by revenues generated by programs and services.	A.6.1.3 Complete an annual pricing review of all programs and services to ensure that they are comparable with other communities in the area.	
	A.6.1.4 Require non-resident users to pay a registration surcharge for all programs.	A.6.1.4 Require non-resident users to pay a registration surcharge for all programs.	A.6.1.4 Work with Coconino County to develop a program where County residents are not required to pay the city non-resident surcharge for participation in city programs and city residents pay the same as county residents for the use of county facilities.

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
P.6.2 Ensure effective management of recreation program costs and facilities.	A.6.2.1 Track and document attendance and use of city recreation facilities (especially indoor) to provide areas to reduce hours of operation or close facilities.	A.6.2.1 Track and document attendance and use of city recreation facilities (especially indoor) to provide a cost/benefit ratio.	
		A.6.2.2 Work with the city of Flagstaff Public Information Officer to develop a comprehensive marketing plan for the city's programs and facilities. This plan should identify specific target markets for programs and services.	A.6.2.2 Develop a comprehensive marketing plan for the city's programs and facilities. This plan should identify specific target markets for programs and services.
P.6.3 Expand the number or types of recreation programs when appropriate.		A.6.3.1 Encourage the development of far reaching partnerships with neighboring governmental entities (BLM, Forest Service, county) and non-profit and for profit providers, developers and NAU to expand facilities and programs.	A.6.3.1 Actively pursue partnerships with other providers in the area to expand facilities and programs.

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
		A.6.3.1 Partner with healthcare providers to offer wellness programs.	
P.6.4 Use technology to enhance efficiency of operations.		A.6.4.1 Continue to promote on-line registration for all programs and services with a goal of having 75% if all registrations occurring on-line.	
		A.6.4.2 Annually evaluate and assess each program area to determine its general effectiveness in meeting community needs within the financial guidelines that have been established for the division.	
		A.6.4.3 Fully utilize the Rec Trac software for all program and service registrations, facility scheduling and point of sale transactions.	
P.6.5 Engage the community in the provision of recreation services.		A.6.5.1 Consider the development of a city wide, well organized, volunteer program to augment paid staff.	

RECREATION PROGRAMS GOALS

Policy	Reduced Budget Action Strategy	Baseline Budget Action Strategy	Enhanced Budget Action Strategy
P.6.6 Enhance efficiency in facility development.	A.6.6.1 Obtain alternative funding for facility development through the use of partnerships with other providers and entities: Sponsorship programs coordinated on a division wide basis. Grants for parks and recreation projects.	A.6.6.1 Explore alternative funding options for facility development including partnerships with other providers and entities, sponsorship programs coordinated on a division-wide basis and grants for parks and recreation projects	A.6.6.1 On an annual basis, allocate sufficient planning dollars for facility development.
P.6.7 Be efficient in services provided.	A.6.7.1 Work with NAU or a non-profit such as Friends Of Flagstaff Future to conduct a free survey of community residents every three years to determine the general satisfaction with recreation programs and help to focus on the future direction of the Division.	A.6.7.1 Include questions on citywide surveys to determine the general satisfaction with recreation programs and help to focus on the future direction of the Division.	A.6.7.1 Conduct a formal survey (could be done internally or contracted) of community residents on an every other year basis to determine the general satisfaction with recreation programs and help to focus on the future direction of the Division.

Concerts in the Parks

6.0 Events

Overview

Special events are a part of life in the city of Flagstaff with private and publicly sponsored events occurring more than every other weekend, year-round in the city. Private events, including fairs, festivals and celebrations support the downtown and the city's economy. City events are designed to unite the community and celebrate the quality of life of the residents. This chapter provides an overview of city and privately sponsored events and provides goals and action strategies for hosting and permitting future events.

Events Context

The city of Flagstaff's tourist economy is supported, in part, by private events permitted by the Recreation Services Division. The Division permits about 300 events annually. City events, designed to enhance the sense of community among residents, are also organized and managed by the Division. The survey conducted as part of the process to develop this plan found that city residents are satisfied with city events. Those who were not satisfied with city events cited the location (we want more events on the east side of the city) and a need for additional advertising. (**Table 34: Satisfaction With City Events.**)

Recreation Services Division events such as Concerts in the Park, Winter Wonderland, Touch A Truck and other city of Flagstaff sponsored events are held in Wheeler Park or the City Hall parking lot adjacent to the park. These events are usually of a scale appropriate to the park (with some exceptions such and Winter Wonderland). Additionally, since no alcohol is served at these events, participant behavior is generally in context with the surrounding, residential area. As a result, complaints about city events from the neighborhood surrounding the park are few, and largely confined to noise and parking.

Privately sponsored events that are important to the city's economy and capture important non-resident spending include Pride in the Pines, Oktoberfest, and Hulabaloo. Pride In The Pines claims to attract between 3,500 and 4,800 people and add $425,000 to the local economy over the two-day event[1]. The use of Wheeler Park for these and other large, privately sponsored events with large draws, music, and alcohol can create conflicts between the event and the neighborhood. Additionally, parking for these events is inadequate. Finally, the park grounds are damaged and it takes additional expense and work to restore them. These events are important to the city of Flagstaff economy and promote community cohesion. In March, the city of Flagstaff City Council revisited their events policies to make events more compatible with neighborhoods. While these revisions did result in reducing decibel levels from events, issues of trash and intoxicated people in neighborhoods remains. Additionally, other park maintenance and event management issues, including parking and impact on Wheeler Park vegetation and facilities remain.

Passive events are held at Buffalo Park. These include marathons and bicycle and running events. Other parks, such as Foxglenn, Bushmaster or Thorpe also host public and private events. These parks are larger venues with more on-site parking. Survey respondents did not identify these parks as undesirable event venues.

Larger events are also held at Coconino County's Fort Tuthill Park. However, this venue is not desirable to private event vendors due to cost and other restrictions. Survey respondents and focus group participants stated that the location of the park outside the downtown and city limits would negatively impact city revenues. Others stated that requirements regarding the use of outside vendors and facility cost would make hosting events at the park prohibitive.

1 http://flagstaffpride.org/about/. September 15, 2011

Table 24: SATISFACTION WITH CITY EVENTS

	Satisfied Or Very Satisfied	Dissatisfied	Very Dissatisfied
Soar Into Spring	93.44%	3.28%	3.28%
Egg-stravaganza	82.61%	8.70%	8.70%
Concerts in the Park	95.94%	3.55%	0.51%
Juneteenth	77.78%	5.56%	16.67%
Daddy-Daughter Ball	78.26%	4.35%	17.39%
Touch A Truck	90.00%	5.00%	5.00%
Skate Swap	82.35%	5.88%	11.76%
Family Fun Run	87.80%	9.76%	2.44%
Halloween Harvest	93.85%	4.62%	1.54%
Winter Wonderland Celebration	94.64%	3.57%	1.79%
Santa's Stocking Bazaar	84.21%	10.53%	5.26%

Touch A Truck

Event Planning Considerations

- Wheeler Park is heavily impacted by events. While these events benefit the city and its economy, they also impact park facilities.
- The city is deficient in event space. While Wheeler Park is appropriate for some events, other events which draw large crowds and include alcohol, may not be appropriate to the park and its neighborhood setting.
- There is no maintenance and staff time cost recovery for events sponsored by other city Divisions and permitted by the Community Enrichment Services Division.
- The city does not collect a parking fee for private events at city facilities.
- Residents appreciate and enjoy events designed for the community.
- Some community and special use parks, such as McPherson and Buffalo Park, offer remarkable settings for events such as weddings and family celebrations.

Event Recommendations

- Work with event promoters to find another site for large, festival style events that is near the downtown.
- Continue to explore other event venues, including the potential Gemini Drive venue.
- Promote the use of some parks, such as McPherson and Buffalo parks, for private events.

EVENTS GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
Goal 1: Support Sustainable Events That Benefit The City Of Flagstaff			
P.1.1 Continue to provide city-sponsored community events.	A.1.1.1 Institute an inter-departmental cost recovery system to cover the cost of staff time to permit and organize events and provide event maintenance.	A.1.1.1 Continue to support city-sponsored events.	
	A.1.1.2 Reduce the number of city-sponsored special events.		
	A.1.1.3 Charge an admission fee to help defray the cost of city events.	A.1.1.3 Work with non-profit entities to provide staff and maintenance support for city events.	A.1.1.3 Consider holding duplicate or simultaneous events in Continental Park or Foxglenn Park.
P.1.2 Continue to provide locations for events.	A.1.2.1 Work with NAU to identify another site for large, private, festival style events.	A.1.2.1 Work with NAU to identify another site for large, private, festival style events.	A.1.2.1 Identify and acquire an additional site for use as a special event/festival park.
	A.1.2.2 Continue to use Wheeler Park for city-sponsored events.	A.1.2.2 Continue to use Wheeler Park for events.	A.1.2.2 Reduce the number and scale of private, festival style events at Wheeler Park.
Policy	Reduced	Baseline	Enhanced

EVENTS GOALS, POLICIES AND ACTION STRATEGIES

P.1.3 Recover costs from privately sponsored events.	A.1.3.1 Review and increase fees to ensure the cost of staff time to permit and organize events and provide event maintenance are covered.	A.1.3.1 Charge an event assessment fee that will be used to fund equipment and turf replacement due to overuse from events.	
	A.1.3.2 Charge an event assessment fee that will be used to fund equipment and turf replacement due to overuse from events.	A.1.3.2 Fully utilize the Rec Trac software for all program and service registrations, facility scheduling and point of sale transactions.	
	A.1.3.3 Investigate opportunities to charge for parking associated with events.		
Goal 2: Provide Events That Unify The Community And Celebrate The City Of Flagstaff Lifestyle			
P.2.1 When appropriate, encourage the use of parks and facilities for private events such as weddings and family celebrations.		A.2.1.1 Consider advertising Buffalo and McPherson Park as locations for family celebrations such as weddings and reunions. Provide opportunities for these events while providing public access to larger open space areas that are a part of these parks.	

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Jay Lively Ice Rink

7.0 Recreation Facilities

Overview

The city owns and operates several activity centers including the Jay Lively Ice Rink, Flagstaff Aquaplex and neighborhood drop-in centers. These facilities are important to the community and are well-used. This chapter discussed current facilities and their management and use and includes goals, policies and actions for the future.

Current Recreation Facilities

Jay Lively Activity Center (Ice Rink)

The Jay Lively Activity Center is located at McPherson Community Park. The Activity Center includes an ice skating rink that is open year-round and offers skate rental, and group rooms for parties. The rink is well used by leagues and the public. It offers lessons and public, adult and open hockey skating times in addition to being used by leagues. There are no other private or public ice skating facilities in the region.

Flagstaff Aquaplex

The Flagstaff Aquaplex is located on South 4th Street and Huntington Drive. The Aquaplex is a multi-purpose facility that includes a leisure pool, lazy river current channel with vortex, slides that exit and re-enter the building, child splash area, three lane lap pool , men's, women's, and family locker rooms, birthday party room, meeting/banquet/celebration spaces with the availability of a catering kitchen, regulation size multi-activity gym with fitness and aerobics rooms, two story climbing wall, indoor walking and running track, and game room. The Aquaplex is a high demand community destination. Other pools available to the public within the community include the Mt. Elden Middle School and Flagstaff High School pools and the NAU Wall Aquatic Center.

Flagstaff Aquaplex

The Mt. Elden Pool is a six lane, 25 yard-long pool. The Wall Aquatic Center, which serves the NAU campus, is open to the city of Flagstaff community and visitors during non-scheduled University use. The aquatic center has eight 50-meter lanes, two 1-meter and two 3-meter diving boards, shallow instruction/therapy area, weight room and classroom. The pool ranges in depth from three to 13 feet. The Flagstaff High School pool is 25 yards long. It offers diving blocks, kick boards, pace clocks, pulling gear and backstroke flags. The Flagstaff High School swim team uses this pool for practice and competitive events.

While competition pools and lap lanes are available at the Wall Aquatic Center and Flagstaff High School, there is community support for additional city-provided lap lanes. The facilities analysis shows that the city is not adequately served by public pools and this Plan recognizes that there is a shortage of lap lanes for competitive swimmers.

In addition to the pools, gym, climbing wall and classrooms, the Aquaplex is a community gathering place. An opportunity exists in here, as well as at the Jay Lively Activity Center and Joe C. Montoya Community and Senior Center to replace or enhance the vending machines by contracting with a vendor to operate a snack concession at these facilities.

Cogdill and Flagstaff Recreation Centers

The Flagstaff Recreation and Joe C. Montoya Community centers provide drop-in and scheduled programs. These centers provide programs to the surrounding community, as well as, the larger city of Flagstaff community. Both recreation centers offer drop in programs including homework, family game night, basketball (indoor court) and have a weight rooms.

Joe C. Montoya Community and Senior Center

The Joe C. Montoya Community and Senior Center is located in Thorpe Park. The city's senior lunch program is operated out of the center through Coconino County. The center includes community rooms, a weight room, and game/TV area. Through the survey, public input and the focus groups, residents reported that the center is well used. Some residents feel that the center should be more multi-generational. Programs offered at the center include art, music and writing and children's classes and a table tennis club. The center's central location within Thorpe Park makes it an excellent location for a contract concession serving the tennis courts, dog park, disc golf and ball fields.

Joe C. Montoya Community and Senior Center

Thorpe and Continental Park Concessions

Three concessions exist at Thorpe and Continental parks. One is a contracted concession at the Thorpe Park Adult Softball Complex. The other two concessions are managed, maintained and operated by the West Flagstaff Little League (Thorpe) and Continental Little League (Continental). They are located in Continental and Thorpe parks adjacent to the fields and open during games.

Ramadas

The city currently manages eleven picnic ramadas, which are in high demand. Rental fees for the ramadas do not cover maintenance and upkeep. Current fees range from $10.50/hour for larger, covered ramadas to $5.25/hour for small ramadas. Unless the use of the ramada is determined to be a special event, no additional fee is required for an alcohol permit or the use of adjacent park facilities. Other jurisdictions also charge hourly for ramadas, require a minimum number of hours (e.g. more than 2) and require additional fees for use of adjacent facilities and for alcohol permits. Because the city is lacking ramadas, it is not likely that it can reduce the amount of reservable ramadas. However, the city should consider increasing ramada fees, requiring a minimum two-hour reservation fee, charging for damage (or requiring a security deposit), and charging for an alcohol permit regardless of the group size. Additional charges for a "bouncy house" or other play activity should be required to cover maintenance and grounds repair that is required from the use of these facilities. The ramada fee should include:

- Labor to maintain ramada (1 hour/day per ramada area)
- Maintenance related repairs to ramada (10% of labor)
- Sinking fund for new ramadas (.0001% of cost to construct a group ramada)
- Administration to maintain and book reservation (2% of fee)

Thorpe Park

Future Recreation Facilities

The city is currently deficient with regards to sports fields. In addition, there is an identified demand for an additional sheet of ice. As the city's population increases, the demand for new and enhanced recreation facilities will continue. Community input from focus groups, survey and public meetings included high levels of interest in more field facilities, and many suggested that the city of Flagstaff's summer climate and location near the Grand Canyon and Las Vegas positions the city as a desirable venue for regional, national and international events and competitions.

Field Facility

To meet many of these needs, and provide a facility that could host events and competitions, this Plan recommends the city build a sports facility at the planned Lake Mary Park. Public and private sports facilities of various types can be found throughout the State, and include the 83,000 s.f. Avondale American Sports Centers complex which includes two indoor soccer fields, six volleyball and four basketball courts. The Big League Dreams Sports Park is located in Gilbert with replica fields, a 20,000 sq. ft. indoor soccer pavilion, flag football fields, batting cages, and a stadium club restaurant. The Goodyear Recreation complex houses the Cleveland Indians, Cincinnati Reds and provides eight training fields for public use ten months a year and the Phoenix Reach 11 facility includes 18 soccer fields and parking for 1,000 cars. All of these facilities have met key needs for sports fields within their jurisdiction. While these jurisdictions have larger population bases than Flagstaff, a similar facility in the city of Flagstaff could serve a regional need, would help alleviate the demand for field facilities as well as contribute to the economic sustainability of the city through tourist revenues associated with events.

Snow Play

The city is working to develop a snow play area. The current approach is to identify a site that can be privately developed, operated and maintained. This facility could compliment and enhance recreation offerings to residents, as well as attract additional winter visitors.

Ice Rink

There is substantial support within the community for a second sheet of ice. Because Jay Lively Activity Center provides the only ice rink in the region, opportunity may exist to partner with a private entity to renovate and expand Jay Lively. If Jay Lively is expanded or renovated, consideration should be given to including additional facilities such as party rooms, snack bar, community rooms and parking. If an additional facility is privately constructed, it may compete with Jay Lively (depending on fees), and negatively impact revenues from the rink.

Jay Lively Ice Rink

FACILITIES GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
GOAL 1: Manage Facilities In A Sustainable Manner			
P.1.1 Recover costs for facility operations	A.1.1.1 Increase ramada rental fees to cover the cost of maintenance and updating as per the recommendation of this plan.	A.1.1.1 Increase ramada rental fees to cover the cost of maintenance and updating as per the recommendation of this plan.	A.1.1.1 Increase ramada rental fees to cover the cost of ongoing maintenance.
	A.1.1.2 Require a non-resident surcharge for all facility fees.	A.1.1.2 Require a non-resident surcharge for all facility fees.	A.1.1.2 Work with Coconino County to develop a program where County residents are not required to pay the city non-resident surcharge for the use of city facilities and city residents pay the same as county residents for the use of county facilities.
P.1.3 Explore opportunities to purchase or long-term lease existing facilities for city of Flagstaff use.	A.1.3.1 Explore opportunities to lease portions of existing facilities for recreation programs and recreation use.	A.1.3.1 Explore opportunities to lease portions of existing facilities for recreation programs and recreation use.	A.1.3.1 Explore opportunities to lease or purchase all or portions of existing facilities for recreation programs and recreation use.

FACILITIES GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
P.2.1 Explore opportunities to generate revenues through facility operations.	A.1.2.1 Consider offering snack bar concession contracts at the Joe C. Montoya Community and Senior Center, Jay Lively Activity Center and Flagstaff Aquaplex . Offer the concession through a bid process so the city can select a vendor that provides maximum benefit.	A.1.2.1 Consider offering snack bar concession contracts at the Joe C. Montoya Community and Senior Center, Jay Lively Activity Center and Flagstaff Aquaplex . Offer the concession through a bid process so the city can select a vendor that provides maximum benefit.	A.1.2.1 Consider offering snack bar concession contracts at the Joe C. Montoya Community and Senior Center, Jay Lively Activity Center and Flagstaff Aquaplex . Offer the concession through a bid process so the city can select a vendor that provides maximum benefit.
	A.1.2.2 Consider charging a small ground lease fee for concessions operated by little leagues.		

FACILITIES GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
GOAL 2: Provide Adequate Facilities In City Parks For Family And Local Events			
P.2.1 Provide ramadas and family gathering areas in city parks as identified in this plan.	A.2.1.1 Close ramadas on weekdays	A.2.1.1 Build at least two ramadas in each of McPherson and Buffalo Parks.	A.2.1.1 Increase the number of ramadas at all parks in accordance with the facility recommendations of this plan.
	A.2.1.2 Close/remove community and Neighborhood Park ramadas.	A.2.1.2 Work with local business and leagues to sponsor construction and maintenance of new ramadas in city parks.	A.2.1.2 Replace the "picnic table" ramadas with covered ramadas.
	A.2.1.3 Work with local business and leagues to sponsor construction and maintenance of new ramadas in city parks.	A.2.1.3 Work with local business and leagues to sponsor construction and maintenance of new ramadas in city parks.	A.2.1.3 Designate Neighborhood Park ramadas as "first come/first served" and include limitations on their use. Designate other ramadas as reservation only ramadas.
P.2.2 Provide facilities and family gathering areas in city parks.		A.2.2.1 Consider identifying a location within McPherson or Buffalo Park that could be leased for weddings and other family occasions.	A.2.2.1 Consider building a facility in McPherson or Buffalo Park that could be rented out for weddings and other family occasions.

FACILITIES GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
	A.2.2.2 Eliminate rental fees for Neighborhood Park ramadas and provide these facilities without reservations on a first-come first serve basis.	A.2.2.2 Eliminate rental fees for Neighborhood Park ramadas and provide these facilities without reservations on a first-come first serve basis.	A.2.2.2 Eliminate rental fees for Neighborhood Park ramadas and provide these facilities without reservations on a first-come first serve basis.
GOAL 3: Provide Adequate Recreation Facilities For City Residents			
P.3.1 Explore opportunities to enhance competitive swim venues for city residents.		A.3.1.1 Work with a public or private provider such as a school or non-profit to provide competitive lap lane access to city residents at fees commensurate with the Aquaplex.	A.3.1.1 Consider adding a competitive pool to the Flagstaff Aquaplex.
P.3.2 Develop a multi-field sports facility at Lake Mary Park	A.3.2.1 Advertise for a private entity to construct a multi-field, multi-use field, court and softball sports facility at Lake Mary Park and at no expense to the city.	A.3.2.1 Advertise for a private entity to partner in the construction of a multi-field, court, multi-use field and softball sports facility at Lake Mary Park.	A.3.2.1 Construct a multi-field, court, multi-use field and softball sports facility at Lake Mary Park.
P.3.3 Explore enhancing winter sports offerings to residents and tourists.	A.3.3.1 Continue to explore public/private partnerships to build a snow play area at no expense to the city.	A.3.3.1 Continue to explore public/private partnerships to build a snow play area on city-owned or private land at no expense to the city.	A.3.3.1 Build a snow play area and lease it to a concessionaire.

FACILITIES GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
P.3.4 Expand Ice Skating/ Hockey opportunities within the city.	A.3.4.1 Explore public private partnerships to increase Ice Skating/Ice Hockey opportunities within the city at no cost to the city.	A.3.4.1 Partner with a private entity to build an additional sheet of ice at Jay Lively or on city owned land at another location within the city.	A.3.4.1 Build an additional sheet of ice at Jay Lively or on city owned land at another location.
P.3.5 Provide opportunities for outdoor winter recreation.	A.3.5.1 Work with a private entity to acquire land for and build a snow play area. Consider providing city land for the Snowplay area in exchange for a fixed yearly fee in addition to concession revenues provided to the city.	A.3.5.1 Work with a private entity to acquire land for and build a snow play area. Consider providing city land for the Snowplay area.	A.3.5.1 Work with a private entity to acquire land for and build a snow play area. Consider building the facility and contracting with an concession to operate it.

8.0 Maintenance & Operations

Facilities maintenance is the heart of a parks system infrastructure. Regular maintenance practices result in lower operational costs and less environmental impacts. Well-maintained facilities also invite the community to make use of parks, park facilities, and recreation programs - resulting in community support for facilities and programs that support residents' quality of life. city of Flagstaff parks and facilities are maintained by the Parks Section of the Public Works Division. Until 2009, parks maintenance was within the Parks and Recreation Division. With the 2008 creation of the Recreation Services Division, parks maintenance was moved to Public Works as the Parks Section of the Public Works Division. This chapter describes current maintenance practices and makes recommendations for future maintenance.

Current Maintenance Practices

The city of Flagstaff maintains 143 acres of developed parks and facilities within the city. An additional 420 acres are undeveloped. The current service levels for park grounds and city facilities range between a Level 3 Moderate-Level Maintenance to Level 4 Moderately Low-Level Maintenance, which is a reduction in the frequency of tasks performed. When service levels fall to a Level 5 Minimum-Level Maintenance, which is a reduction of tasks to monthly or not at all, the Parks Section gives priority to safety based tasks.

Buffalo Park is maintained at Level 5

The city of Flagstaff maintenance standards are based on NRPA standards Levels 1 - 5. The city maintains its parks in accordance with the standards described below. These standards benchmark six levels of maintenance. The unique nature and needs of each park and areas within some parks are also considered in the benchmarks. These standards are:

Level 1 is reserved for special, high-visibility areas that require the highest level of maintenance. Regional parks and specialty parks should be maintained at this standards. Examples of these types of parks that should receive level 1 maintenance are Thorpe, Wheeler and Continental Parks.

Level 2 is the normal standard the average park user expects to see on a regular, recurring basis. It is the desired standard. Neighborhood and Community parks should be maintained at this standard.

Thorpe Park should be maintained at Level 1.

Levels 3 and 4 are just below the norm and result from staffing or funding limitations. The levels of maintenance are just below Level 2 resulting from staffing or funding limitations and include reductions in frequency of maintenance and a focus on maintaining the safety of park facilities and improvements. Currently, city of Flagstaff parks are maintained at this level.

Level 5 is one above allowing the land to return to its natural, undeveloped state. Examples would include Buffalo, McPherson and Thorpe Parks, where only trails and trailheads are maintained. This level of maintenance would be appropriate at Picture Canyon, should it be designated a Specialty park.

While the city collects fees for events, ramada rentals and leagues, these fees return to the General Fund. As a result, the fees for these events are disconnected from the actual costs of maintenance that result for them. While the Parks Section recognizes that maintenance costs are subsidized through General Fund revenues, there has been some discussion of working to recover a greater portion of maintenance costs through fees.

Level 4 Maintenance.

MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
GOAL 1: Provide Regular Park Maintenance.			
P.1.1: Maintain neighborhood and community parks at city of Flagstaff maintenance Level 2.	A.1.1.1 Work with neighborhood organizations and special interest groups to assume maintenance responsibilities for Neighborhood (Pocket) Parks less than once acre.	A.1.1.1 Maintain Neighborhood Parks less than one acre in accordance with city of Flagstaff Maintenance Level 3.	A.1.1.1 Maintain Neighborhood Parks less than one acre in accordance with city of Flagstaff Maintenance Level 2.
	A.1.1.2 Maintain only the developed portion of Neighborhood Parks one acre and greater in accordance with city of Flagstaff Level 3 Standards.	A.1.1.2 Maintain Neighborhood Parks once acre and greater in accordance with city of Flagstaff Level 3 Standards.	A.1.1.2 Maintain Neighborhood Parks once acre and greater in accordance with city of Flagstaff Level 2 Standards.
	A.1.1.3 Maintain only the developed portions of Community Parks at city of Flagstaff Maintenance Level 3 Standard.	A.1.1.3 Maintain only Community Parks at city of Flagstaff Maintenance Level 3 Standard.	A.1.1.3 Maintain only Community Parks at city of Flagstaff Maintenance Level 2 Standard.
	A.1.1.4 Maintain the developed areas of Continental and Thorpe Parks in accordance with city of Flagstaff Level 2 Standards.	A.1.1.4 Maintain the developed areas of Continental and Thorpe Parks in accordance with city of Flagstaff Level 2 Standards.	A.1.1.4 Maintain the developed areas of Continental and Thorpe Parks in accordance with city of Flagstaff Level 1 Standards.

MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
	A.1.1.5 Maintain the undeveloped areas of Buffalo Park and natural open space at McPherson and Thorpe Parks in accordance with city of Flagstaff Level 5 Standards and on a complaint driven basis.	A.1.1.5 Maintain the undeveloped areas of Buffalo Park and natural open space at McPherson and Thorpe Parks in accordance with city of Flagstaff Level 5 Standards and on a complaint driven basis.	A.1.1.5 Maintain the undeveloped areas of Buffalo Park and natural open space at McPherson and Thorpe Parks in accordance with city of Flagstaff Level 5 Standards and on a complaint driven basis.
P.1.2 Identify the maintenance responsibility for all existing and planned facilities.	A.1.2.1 Coordinate with other Divisions within Public Works to share the maintenance burden when possible and practical.		
	A.1.2.2 Enforce park, path and trail maintenance when it is the responsibility of private owners such as an HOA.		
P.1.3 Continue to budget for the maintenance of all facilities.	A.1.3.1 As a part of the design of all publicly maintained parks, require a maintenance plan, budget and maintenance funding sources to be provided as part of the initial park design.	A.1.3.1 As a part of the design of all publicly maintained parks, require a maintenance plan and budget and maintenance funding sources to be provided as part of the initial park design.	A.1.3.1 As a part of the design of all publicly maintained parks, require a maintenance plan and budget and maintenance funding sources to be provided as part of the initial park design.

MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

Policy		Reduced		Baseline		Enhanced	
P.1.4	Develop a process for monitoring and inspecting all facilities of the system.	A.1.4.1	Encourage Citizens to assist in identifying maintenance challenges by posting a "park hotline" phone number in parks and on the city website.	A.1.4.1	Subscribe to seeclickfix.com or other software that enables citizens to identify and/or photograph problems and inform the city about them.	A.1.4.1	Inspect each park facility at least once each month to ensure proper maintenance.
P.1.5	Use Best Practices to ensure high quality maintenance of city-owned-parks.	A.1.5.1	Prepare maintenance plans for all District, Regional and Community parks. Revise the plans at least annually.	A.1.5.1	Prepare maintenance plans for all District, Regional and Community parks. Revise the plans at least annually.	A.1.5.1	Prepare maintenance plans for all District, Regional and Community parks. Revise the plans at least annually.
						A.1.5.2	Obtain staff member certification through the National Parks and Recreation Association Maintenance Management School.
P.1.6	Require privately-owned parks to adhere to minimum maintenance standards that equal those of the city and parks and civic areas be constructed to city of Flagstaff standards.	A.1.6.1	Require developers and homeowner associations that manage parks to prepare annual maintenance plans for all parks and submit them to the city for review and approval.	A.1.6.1	Require developers and homeowner associations that manage parks to prepare annual maintenance plans for all parks and submit them to the city for review and approval. Require that the plans be revised annually.	A.1.6.1	Require developers and homeowner associations that manage parks to prepare annual maintenance plans for all parks and submit them to the city for review and approval. Require that the plans be revised annually.

MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
	A.1.6.2 Require, as a part of zoning approval, maintenance contracts between the city and Homeowner Associations for all privately owned and maintained parks.	A.1.6.2 Require, as a part of zoning approval, maintenance contracts between the city and Homeowner Associations for all privately owned and maintained parks.	A.1.6.2 Require, as a part of zoning approval, maintenance contracts between the city and Homeowner Associations for all privately owned and maintained parks.
P.1.7 Only accept dedications of developed parks that are greater than 20 acres unless accompanied by a 20-year maintenance and capital reserve fund.	A.1.7.1 As a component of the design and development of community and district parks that are to be dedicated to the city, require a maintenance plan and estimate of annual maintenance costs to be prepared.	A.1.7.1 As a component of the design and development of community and district parks that are to be dedicated to the city, require a maintenance plan and estimate of annual maintenance costs to be prepared.	A.1.7.1 As a component of the design and development of community and district parks that are to be dedicated to the city, require a maintenance plan and estimate of annual maintenance costs to be prepared.
GOAL 2: Create Partnerships To Expand Operations And Maintenance Capabilities.			
P.2.1 Reduce maintenance costs through public/private partnerships.		A.2.1.4 Work with an entity such as the Flagstaff Tennis Association to pay for repairing and resurfacing city courts in exchange for operating the city tennis concession.	A.2.1.4 Repave and resurface existing tennis courts.

MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
	A.2.1.2 Work with private concessionaires to construct and operate unique recreation facilities as identified in this plan.		
P.2.2 Maximize cost recovery for maintenance for events, ramada use, and league play.	A.2.2.1 Achieve 80% maintenance cost recovery through a review of ramada rental, league and event fees.	A.2.2.1 Achieve 70% maintenance cost recovery through a review of ramada rental league and event fees.	A.2.2.1 Achieve 50% maintenance cost recovery through a review of ramada rental league and event fees.
P.2.3 Continue to work with the city of Flagstaff Fire Department and other forest management entities to prevent wildfires.	A.2.3.1 Rely on Fire Department Crews to thin and reduce wildfire risk in city of Flagstaff Parks.	A.2.3.1 Continue to work with the city of Flagstaff Fire Department to thin and reduce wildfire risk in city of Flagstaff Parks.	A.2.3.1 Annually assess the risk of wildfire and work with the city of Flagstaff Fire Department to thin and reduce wildfire risk in city of Flagstaff Parks.
P.2.4 Develop facilities maintenance standards, similar to those used for parks, to help determine maintenance schedules and prioritize need for facilities improvements.	A.2.4.1 Develop facilities maintenance standards, modeled on those used for parks maintenance, that ensure facilities are maintained to be safe and enjoyable and encourage partnerships with other entities to maintain facilities to the greatest extent possible.	A.2.4.1 Develop facilities maintenance standards, modeled on those used for parks maintenance, that ensure facilities are maintained to be safe and enjoyable.	A.2.4.1. Develop facilities maintenance standards, modeled on those used for parks maintenance, that ensure facilities are maintained to be safe and enjoyable.

MAINTENANCE AND OPERATIONS GOALS, POLICIES, AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
GOAL 3: Plan For Future Park Renovation And Upgrades.			
P.3.1 Identify a range of operations and maintenance funding opportunities.	A.3.1.1 Leverage funding for upgrades and new improvements by coordinating these improvements with the Capital Improvement Programs of city departments (such as police and fire) that develop projects which could affect a parks and recreation facility.	A.3.1.1 Leverage funding for upgrades and new improvements by coordinating these improvements with the Capital Improvement Programs of city departments (such as police and fire) that develop projects which could affect a parks and recreation facility.	A.3.1.1 Leverage funding for upgrades and new improvements by coordinating these improvements with the Capital Improvement Programs of city departments (such as police and fire) that develop projects which could affect a parks and recreation facility.
		A.3.1.2 Identify future capital and maintenance upgrades and work with the city Finance Division to develop a sinking fund to pay for upgrades and renovations. Consider using a portion of BBB tax, development fees, other sources for the sinking fund.	A.3.1.2 Identify future capital and maintenance upgrades and work with the city Finance Division to develop a sinking fund to pay for upgrades and renovations. Consider using a portion of BBB tax, development fees, other sources for the sinking fund.

Free Fishing Day

9.0 FINANCE

Overview

Funding and financing are critical elements of service and facility provision. This chapter describes current funding practices and sources, projects future potential revenue streams and recommends future funding and financing policies. Also included in this section is a description of considerations for public-private partnerships.

Revenue Forecasts

An important part of implementing the Flagstaff Parks and Recreation Organizational Master Plan is a financial plan. As part of that plan, revenue forecasts have been developed for the primary funds that provide revenues for parks and recreation: the Flagstaff General Fund and the Bed, Board and Booze (known as the BBB) 2% sales tax collected on lodging, restaurant and bar sales. Fifty-three percent (53%) of the total BBB revenue is devoted to two of the five components of the BBB tax, which includes the maintenance, construction and improvement of recreation facilities, parks, the Flagstaff Urban Trail System (FUTS) and city streetscapes.

The forecasts presented herein are based on analysis of economic forecasts published by the University of Arizona Forecasting Project, the only economic forecast for the State and metro areas available today. Additional analysis was also conducted in reference to the historic change in the General Fund and the BBB compared to the U.S. Consumer Price Index (CPI).

Three forecasts were prepared starting with the baseline established by the FY 2012 Flagstaff City Budget. The forecasts, therefore, were created for FY 2013 through FY 2020 and for the primary General Fund revenue sources of:

- Property tax
- Sales tax
- State sales tax
- Sate income tax
- Franchise tax
- Fines
- Auto in-lieu

In addition, BBB revenue was also forecasted. The remaining General Fund categories of grants and intergovernmental agreements, licenses, charges, interest and miscellaneous were not forecasted.

Tables 25 through 27: City Of Flagstaff General Fund & BBB Forecast Scenarios are designated as Low, Mid or most-likely and High. Each forecast is compared to the Budget forecast contained in the FY 2012 Budget document from FY 2013 to FY 2017.

The Low Forecast is conservative and assumes that each General Fund category increases with inflation based on the CPI for the Western U.S. as forecasted by the U.S. Bureau of Labor Statistics and the University of Arizona Forecasting Project through 2020.

The Mid Forecast is based on the historic percentage increase in each of the individual General Fund categories relative to the change in the CPI for the Western U.S. In other words, the increase in each General Fund category from FY 1997 to FY 2012 was compared to the change in the CPI over that timeframe. For instance, some categories increased at an annual rate higher than the CPI, others at a lower rate. The revenue forecast from FY 2013 to FY 2020 was then based on the anticipated increase in the CPI and whether revenues would increase at a rate higher or lower than the CPI.

The High Forecast is based on the growth of retail sales as forecasted by the U of A. A strong correlation was found between the historic change in Flagstaff's General Fund categories and the change in retail sales for Arizona, excluding Greater Phoenix and Greater Tucson. This correlation, however, did not apply to State Sales Tax and State Income Tax revenue sharing. These categories were modeled based on the relationship to the CPI. Revenue sharing is always subject to the whims of the State Legislature which may change the sharing formula from time to time.

The detailed forecasts provided a fairly wide range of outcomes for the General Fund and the BBB. **Table 28: Compounded Annual Increase in BBB and General Fund Categories** outlines the historic compounded annual increase in each of the major General Fund categories compared to the Low, Mid and High forecasts. The Mid or most-likely forecast shows the BBB rising at a rate slightly higher than the historic average. The city sales tax is forecasted to grow at about the same rate as it has in the past. Coming out of the current recession, this forecast may understate the potential growth of sales taxes in the near term.

The forecasts represent a wide range of potential outcomes. For instance, the current city forecast for FY 2017 from the FY2012 Budget estimates total General Fund revenue at $47.3 million. By comparison, the Low Forecast suggests that FY2017 revenues could reach $48.2 million by just keeping up with inflation. The Mid Forecast for FY 2017 is $51.2 million and the High Forecast reaches $54.1 million.

Table 25: CITY OF FLAGSTAFF GENERAL FUND & BBB FORECAST SCENARIOS
LOW FORECAST - FY 2013 - FY 2020

		General Fund Primary Revenue Forecast								Other Revenues (Based on 2012 Flagstaff Budget Forecast)						
FY	BBB	Property Tax	City Sales Tax	State Sales Tax	State Income Tax	Franchise Tax	Fines	Auto In-Lieu	**GF Primary Revenue Sub-Total**	Grants & IGAs	Licenses	Charges	Interest Earnings	Misc.	Total Forecast	Forecast From 2012 Budget
1997	3,280,112	2,243,817	8,339,022	3,845,329	4,170,640	1,358,282	782,451	1,504,060	**22,243,601**							
1998	3,335,957	2,405,865	8,694,635	4,061,346	4,725,837	1,512,456	783,854	1,533,501	**23,717,494**							
1999	3,536,803	2,577,557	9,093,641	4,353,556	5,489,912	1,560,789	838,306	1,847,142	**25,760,903**							
2000	3,644,822	2,719,223	10,153,203	4,785,424	6,062,290	1,505,710	835,868	1,902,188	**27,963,906**							
2001	3,747,821	2,814,219	10,402,910	4,919,575	6,432,879	1,690,043	882,019	1,913,662	**29,055,307**	996,591	1,318,450	1,025,625	1,185,889	409,720	33,991,582	
2002	3,817,028	3,033,114	11,135,228	4,076,034	5,526,159	1,790,846	931,950	1,803,900	**28,297,231**	918,520	2,014,357	1,771,667	627,690	484,910	34,114,375	
2003	3,826,975	3,258,732	11,500,467	4,136,724	5,557,918	1,783,098	1,042,133	2,378,467	**29,657,539**	942,093	2,378,729	1,724,096	421,779	2,155,587	37,279,823	
2004	4,072,344	3,261,616	11,912,000	4,400,000	4,773,961	1,990,000	973,437	1,901,911	**29,212,925**	1,492,568	2,111,033	1,452,787	469,798	1,307,455	36,046,566	
2005	4,317,063	3,618,849	12,500,038	4,900,116	4,918,476	1,925,231	1,069,562	2,461,425	**31,393,697**	1,841,419	2,063,718	1,518,427	597,205	1,258,255	38,672,721	
2006	4,463,359	4,141,281	14,054,056	5,652,335	5,655,642	1,947,699	1,332,101	2,655,653	**35,438,767**	2,365,427	2,654,506	1,882,831	860,144	1,358,289	44,559,964	
2007	4,970,795	4,353,660	15,109,645	5,815,473	6,946,680	2,001,795	1,181,278	2,792,404	**38,200,935**	2,571,133	2,438,605	2,216,326	1,263,235	855,558	47,545,792	
2008	5,106,427	4,656,831	15,721,269	5,623,144	8,610,567	2,243,051	1,240,222	2,758,307	**40,853,391**	2,368,931	1,815,062	2,305,803	997,368	1,343,612	49,684,167	
2009	5,031,189	4,786,900	14,044,577	4,868,072	9,149,290	2,479,028	1,360,441	2,611,289	**39,299,597**	2,290,912	1,377,430	3,023,675	483,883	1,060,254	47,535,751	
2010	5,050,650	4,900,000	13,690,788	4,490,087	7,899,626	2,132,644	1,315,772	2,490,360	**36,919,277**	3,058,096	1,356,961	2,882,875	201,343	3,399,288	47,817,840	
2011	5,260,000	5,005,000	13,054,500	4,300,000	5,955,306	2,400,000	1,239,500	2,300,000	**34,254,306**	3,587,612	842,150	2,571,992	125,000	2,460,069	43,841,129	
2012	5,307,340	5,200,000	13,778,000	4,700,000	5,559,706	2,450,000	1,262,470	2,500,000	**35,450,176**	4,274,655	990,400	3,055,045	125,000	2,687,073	46,582,349	46,582,349
FORECAST																
2013	5,399,601	5,290,395	14,017,513	4,781,704	5,656,355	2,492,590	1,284,416	2,543,459	**36,066,433**	1,942,206	1,029,488	2,841,687	125,000	2,693,203	44,698,017	44,558,745
2014	5,519,541	5,407,910	14,328,880	4,887,918	5,781,998	2,547,957	1,312,947	2,599,957	**36,867,567**	1,721,278	1,070,210	2,932,476	125,000	2,749,439	45,465,970	45,010,520
2015	5,648,707	5,534,463	14,664,199	5,002,303	5,917,306	2,607,584	1,343,672	2,660,800	**37,730,326**	1,736,035	1,112,635	3,027,600	125,000	2,756,170	46,487,766	45,662,638
2016	5,761,728	5,645,198	14,957,603	5,102,390	6,035,700	2,659,757	1,370,556	2,714,037	**38,485,241**	1,749,254	1,156,836	3,047,282	125,000	2,763,226	47,326,839	46,303,346
2017	5,867,828	5,749,153	15,233,043	5,196,349	6,146,846	2,708,735	1,395,795	2,764,016	**39,193,936**	1,762,832	1,202,886	3,151,741	125,000	2,770,621	48,207,016	47,312,357
2018	5,969,316	5,848,588	15,496,508	5,286,223	6,253,159	2,755,585	1,419,936	2,811,821	**39,871,819**	1,832,640	1,212,509	3,252,597	125,000	2,777,548	49,072,112	
2019	6,080,030	5,957,062	15,783,924	5,384,268	6,369,137	2,806,693	1,446,272	2,863,972	**40,611,327**	1,905,213	1,222,209	3,356,680	125,000	2,784,491	50,004,920	
2020	6,179,211	6,054,237	16,041,400	5,472,099	6,473,034	2,852,477	1,469,864	2,910,691	**41,273,803**	1,980,659	1,231,987	3,464,094	125,000	2,791,453	50,866,996	

Sources: University of Arizona Forecasting Project, Bureau of Labor Statistics, Flagstaff City Budget Documents, Elliott D. Pollack & Co.

Table 26: CITY OF FLAGSTAFF GENERAL FUND & BBB FORECAST SCENARIOS
MID FORECAST - FY 2013 - FY 2020

		General Fund Primary Revenue Forecast								Other Revenues (Based on 2012 Flagstaff Budget Forecast)						
FY	BBB	Property Tax	City Sales Tax	State Sales Tax	State In-come Tax	Franchise Tax	Fines	Auto In-Lieu	GF Primary Revenue Sub-Total	Grants & IGAs	Licenses	Charges	Interest Earnings	Misc.	Total Fore-cast	Forecast From 2012 Budget
1997	3,280,112	2,243,817	8,339,022	3,845,329	4,170,640	1,358,282	782,451	1,504,060	22,243,601							
1998	3,335,957	2,405,865	8,694,635	4,061,346	4,725,837	1,512,456	783,854	1,533,501	23,717,494							
1999	3,536,803	2,577,557	9,093,641	4,353,556	5,489,912	1,560,789	838,306	1,847,142	25,760,903							
2000	3,644,822	2,719,223	10,153,203	4,785,424	6,062,290	1,505,710	835,868	1,902,188	27,963,906							
2001	3,747,821	2,814,219	10,402,910	4,919,575	6,432,879	1,690,043	882,019	1,913,662	29,055,307	996,591	1,318,450	1,025,625	1,185,889	409,720	33,991,582	
2002	3,817,028	3,033,114	11,135,228	4,076,034	5,526,159	1,790,846	931,950	1,803,900	28,297,231	918,520	2,014,357	1,771,667	627,690	484,910	34,114,375	
2003	3,826,975	3,258,732	11,500,467	4,136,724	5,557,918	1,783,098	1,042,133	2,378,467	29,657,539	942,093	2,378,729	1,724,096	421,779	2,155,587	37,279,823	
2004	4,072,344	3,261,616	11,912,000	4,400,000	4,773,961	1,990,000	973,437	1,901,911	29,212,925	1,492,568	2,111,033	1,452,787	469,798	1,307,455	36,046,566	
2005	4,317,063	3,618,849	12,500,038	4,900,116	4,918,476	1,925,231	1,069,562	2,461,425	31,393,697	1,841,419	2,063,718	1,518,427	597,205	1,258,255	38,672,721	
2006	4,463,359	4,141,281	14,054,056	5,652,335	5,655,642	1,947,699	1,332,101	2,655,653	35,438,767	2,365,427	2,654,506	1,882,831	860,144	1,358,289	44,559,964	
2007	4,970,795	4,353,660	15,109,645	5,815,473	6,946,680	2,001,795	1,181,278	2,792,404	38,200,935	2,571,133	2,438,605	2,216,326	1,263,235	855,558	47,545,792	
2008	5,106,427	4,656,831	15,721,269	5,623,144	8,610,567	2,243,051	1,240,222	2,758,307	40,853,391	2,368,931	1,815,062	2,305,803	997,368	1,343,612	49,684,167	
2009	5,031,189	4,786,900	14,044,577	4,868,072	9,149,290	2,479,028	1,360,441	2,611,289	39,299,597	2,290,912	1,377,430	3,023,675	483,883	1,060,254	47,535,751	
2010	5,050,650	4,900,000	13,690,788	4,490,087	7,899,626	2,132,644	1,315,772	2,490,360	36,919,277	3,058,096	1,356,961	2,882,875	201,343	3,399,288	47,817,840	
2011	5,260,000	5,005,000	13,054,500	4,300,000	5,955,306	2,400,000	1,239,500	2,300,000	34,254,306	3,587,612	842,150	2,571,992	125,000	2,460,069	43,841,129	
2012	5,307,340	5,200,000	13,778,000	4,700,000	5,559,706	2,450,000	1,262,470	2,500,000	35,450,176	4,274,655	990,400	3,055,045	125,000	2,687,073	46,582,349	46,582,349
FORECAST																
2013	5,502,474	5,528,667	14,258,342	4,740,368	5,713,250	2,558,959	1,307,666	2,582,528	36,689,780	1,942,206	1,029,488	2,841,687	125,000	2,693,203	45,321,364	44,558,745
2014	5,704,782	5,878,107	14,755,430	4,781,083	5,871,035	2,672,763	1,354,480	2,667,781	37,980,679	1,721,278	1,070,210	2,932,476	125,000	2,749,439	46,579,082	45,010,520
2015	5,914,529	6,249,634	15,269,848	4,822,147	6,033,177	2,791,629	1,402,970	2,755,849	39,325,253	1,736,035	1,112,635	3,027,600	125,000	2,756,170	48,082,693	45,662,638
2016	6,131,987	6,644,643	15,802,201	4,863,564	6,199,797	2,915,781	1,453,195	2,846,823	40,726,004	1,749,254	1,156,836	3,047,282	125,000	2,763,226	49,567,602	46,303,346
2017	6,357,440	7,064,618	16,353,112	4,905,337	6,371,019	3,045,454	1,505,219	2,940,800	42,185,561	1,762,832	1,202,886	3,151,741	125,000	2,770,621	51,198,641	47,312,357
2018	6,591,183	7,511,139	16,923,230	4,947,469	6,546,970	3,180,894	1,559,105	3,037,880	43,706,688	1,832,640	1,212,509	3,252,597	125,000	2,777,548	52,906,981	
2019	6,833,519	7,985,881	17,513,224	4,989,963	6,727,780	3,322,358	1,614,921	3,138,165	45,292,291	1,905,213	1,222,209	3,356,680	125,000	2,784,491	54,685,885	
2020	7,084,766	8,490,630	18,123,787	5,032,821	6,913,583	3,470,113	1,672,734	3,241,760	46,945,429	1,980,659	1,231,987	3,464,094	125,000	2,791,453	56,538,621	

Sources: University of Arizona Forecasting Project, Bureau of Labor Statistics, Flagstaff City Budget Documents, Elliott D. Pollack & Co.

Table 27: CITY OF FLAGSTAFF GENERAL FUND & BBB FORECAST SCENARIOS HIGH FORECAST - FY 2013 - FY 2020																
		General Fund Primary Revenue Forecast							GF Primary Revenue Sub-Total	Other Revenues (Based on 2012 Flagstaff Budget Forecast)						
FY	BBB	Property Tax	City Sales Tax	State Sales Tax	State Income Tax	Franchise Tax	Fines	Auto In-Lieu		Grants & IGAs	Licenses	Charges	Interest Earnings	Misc.	Total Forecast	Forecast From 2012 Budget
1997	3,280,112	2,243,817	8,339,022	3,845,329	4,170,640	1,358,282	782,451	1,504,060	**22,243,601**							
1998	3,335,957	2,405,865	8,694,635	4,061,346	4,725,837	1,512,456	783,854	1,533,501	**23,717,494**							
1999	3,536,803	2,577,557	9,093,641	4,353,556	5,489,912	1,560,789	838,306	1,847,142	**25,760,903**							
2000	3,644,822	2,719,223	10,153,203	4,785,424	6,062,290	1,505,710	835,868	1,902,188	**27,963,906**							
2001	3,747,821	2,814,219	10,402,910	4,919,575	6,432,879	1,690,043	882,019	1,913,662	**29,055,307**	996,591	1,318,450	1,025,625	1,185,889	409,720	33,991,582	
2002	3,817,028	3,033,114	11,135,228	4,076,034	5,526,159	1,790,846	931,950	1,803,900	**28,297,231**	918,520	2,014,357	1,771,667	627,690	484,910	34,114,375	
2003	3,826,975	3,258,732	11,500,467	4,136,724	5,557,918	1,783,098	1,042,133	2,378,467	**29,657,539**	942,093	2,378,729	1,724,096	421,779	2,155,587	37,279,823	
2004	4,072,344	3,261,616	11,912,000	4,400,000	4,773,961	1,990,000	973,437	1,901,911	**29,212,925**	1,492,568	2,111,033	1,452,787	469,798	1,307,455	36,046,566	
2005	4,317,063	3,618,849	12,500,038	4,900,116	4,918,476	1,925,231	1,069,562	2,461,425	**31,393,697**	1,841,419	2,063,718	1,518,427	597,205	1,258,255	38,672,721	
2006	4,463,359	4,141,281	14,054,056	5,652,335	5,655,642	1,947,699	1,332,101	2,655,653	**35,438,767**	2,365,427	2,654,506	1,882,831	860,144	1,358,289	44,559,964	
2007	4,970,795	4,353,660	15,109,645	5,815,473	6,946,680	2,001,795	1,181,278	2,792,404	**38,200,935**	2,571,133	2,438,605	2,216,326	1,263,235	855,558	47,545,792	
2008	5,106,427	4,656,831	15,721,269	5,623,144	8,610,567	2,243,051	1,240,222	2,758,307	**40,853,391**	2,368,931	1,815,062	2,305,803	997,368	1,343,612	49,684,167	
2009	5,031,189	4,786,900	14,044,577	4,868,072	9,149,290	2,479,028	1,360,441	2,611,289	**39,299,597**	2,290,912	1,377,430	3,023,675	483,883	1,060,254	47,535,751	
2010	5,050,650	4,900,000	13,690,788	4,490,087	7,899,626	2,132,644	1,315,772	2,490,360	**36,919,277**	3,058,096	1,356,961	2,882,875	201,343	3,399,288	47,817,840	
2011	5,260,000	5,005,000	13,054,500	4,300,000	5,955,306	2,400,000	1,239,500	2,300,000	**34,254,306**	3,587,612	842,150	2,571,992	125,000	2,460,069	43,841,129	
2012	5,307,340	5,200,000	13,778,000	4,700,000	5,559,706	2,450,000	1,262,470	2,500,000	**35,450,176**	4,274,655	990,400	3,055,045	125,000	2,687,073	46,582,349	46,582,349
FORECAST																
2013	5,534,626	5,416,576	15,924,982	4,748,043	5,742,441	2,493,528	1,410,470	2,891,642	**38,627,681**	1,942,206	1,029,488	2,841,687	125,000	2,693,203	47,259,265	44,558,745
2014	5,745,999	5,712,382	16,583,243	4,796,576	5,931,182	2,591,022	1,469,187	3,008,218	**40,091,810**	1,721,278	1,070,210	2,932,476	125,000	2,749,439	48,690,213	45,010,520
2015	6,016,662	6,091,161	17,426,146	4,845,606	6,126,127	2,715,862	1,544,375	3,157,494	**41,906,772**	1,736,035	1,112,635	3,027,600	125,000	2,756,170	50,664,212	45,662,638
2016	6,268,804	6,444,022	18,211,371	4,895,137	6,327,479	2,832,161	1,614,417	3,296,556	**43,621,142**	1,749,254	1,156,836	3,047,282	125,000	2,763,226	52,462,740	46,303,346
2017	6,484,071	6,745,276	18,881,757	4,945,174	6,535,449	2,931,450	1,674,216	3,415,279	**45,128,602**	1,762,832	1,202,886	3,151,741	125,000	2,770,621	54,141,682	47,312,357
2018	6,777,883	7,156,451	19,796,750	4,995,723	6,750,255	3,066,968	1,755,834	3,577,323	**47,099,303**	1,832,640	1,212,509	3,252,597	125,000	2,777,548	56,299,597	
2019	7,129,086	7,647,942	20,890,472	5,046,788	6,972,121	3,228,957	1,853,395	3,771,018	**49,410,693**	1,905,213	1,222,209	3,356,680	125,000	2,784,491	58,804,286	
2020	7,456,932	8,106,746	21,911,454	5,098,376	7,201,279	3,380,172	1,944,467	3,951,831	**51,594,325**	1,980,659	1,231,987	3,464,094	125,000	2,791,453	61,187,517	

Source: University of Arizona Forecasting Project, Bureau of Labor Statistics, Flagstaff City Budget Documents, Elliott D. Pollack & Co.

Table 28: COMPOUNDED ANNUAL INCREASE IN BBB AND GENERAL FUND CATEGORIES (Low, Mid and High Forecasts Compared to History)										
History		BBB	Prop-erty Tax	COF Sales Tax	State Sales Tax	State Income Tax	Fran-chise Tax	Fines	Auto In-Lieu	Totals
FY 1997 - FY 2012		3.26%	5.76%	3.40%	1.35%	1.93%	4.01%	3.24%	3.45%	3.16%
Forecasts FY 2013 - FY 2020										
Low		1.92%	1.92%	1.92%	1.92%	1.92%	1.92%	1.92%	1.92%	1.92%
Mid		3.68%	6.32%	3.49%	0.86%	2.76%	4.45%	3.58%	3.30%	3.57%
High		4.34%	5.71%	5.97%	1.02%	3.29%	4.11%	5.55%	5.89%	4.80%

Sources: University of Arizona Forecasting Project, Bureau of Labor Statistics, Flagstaff City Budget Documents, Elliott D. Pollack & Co.

Park Land Demand

Based on the recommended standards and benchmarks outlined in the Master Plan, acquisition of park land will be required to meet demand over the next 20 years. Existing regional park acreage, which is more than adequate for the future, could possibly be used to offset the lack of community parks. **Table 29: Forecasted Land Acquisition** shows plan forecast land acquisition totals (low and high range) and projects costs. **Table 30: Range of Total Park Acquisition Costs** summarizes these costs for the low, mid and high ranges.

The estimated cost to acquire land for the neighborhood community and regional parks ranges from zero to $12.4 million with a mid range of $4 million and the cost range for commmunity parks is from zero dollars to $4 million dollars, depending on the park size standard used by the city (see Parks Goal P1.6 and Action Strategies P.16.1. This estimate includes existing, undeveloped park land and excludes park land currently used as open space.

Table 29: FORECASTED LAND ACQUISITION

	Size: Acres	Service Area	Current Developed Acres	Un-developed Acres Per Plan	Total Acres Needed Per Plan Standard	Total Acres needed 2010 - 2030 (Includes Undeveloped Acres)	Acquisi-tion	Cost At $100k per acre
Neighbor-hood Park	2	1/3 mile	25.10	18.44	34.00	-10.11	0	$ 0
	5	1/3 mile	25.10	18.44	85.00	40.04	40.04	$ 4,004,000
	10	1/3 mile	25.10	18.44	170.00	123.62	123.62	$12,362,000
Community Park	20	2.5 miles	55.30	39.50	100.00	-27.9	0	$ 0
	30	2.5 Miles	55.30	39.50	150.00	5.55	5.55	$ 555,000
	40	2.5 miles	55.30	37.50	200.00	39.5	39.5	$3,950,000
Regional Park	100	8 miles	57.00	90.90	200.00	22.1	22.1	$ 2.210,000
Total (low)					**334.00**	**22.1**	**22.1**	**$ 2.210,000**
Total (mid)					**435.00**	**67.69**	**67.69**	**$ 6,769,000**
Total (high)					**570.00**	**185.22**	**185.22**	**$18,522,000**

Table 30: RANGE OF TOTAL PARK ACQUISITION COSTS

	Low Range	Mid Range	High Range
Neighborhood Park Acquisition Costs	$0	$ 4,004,000	$12,362,000
Community Park Acquisition Costs	$0	$ 555,000	$ 3,950,000
Regional Park Acquisition Costs	$2.210,000	$ 2,210,000	$2.210,000
Total Park Acquisition Costs	**$2.210,000**	**$ 6,769,000**	**$18,522,000**

Recreational Facilities

In terms of recreational facilities, costs are outlined below based on the recommended Master Plan standards. Over the next ten years, approximately $12.3 million in new facilities is demanded. Cost is primarily driven by the need for basketball courts, soccer fields, a BMX track and picnic ramadas. Another $25.5 million in facilities will be demanded between 2020 and 2030 based on expected growth of the community. The major facilities that will be demanded include an aquatic center and an activity center. (**Table 31: City Of Flagstaff Facility Demand Based On Master Plan Standards.)**

Table 31: CITY OF FLAGSTAFF FACILITY DEMAND BASED ON MASTER PLAN STANDARDS					
	By 2020			Between 2020 and 2030	
Facility	Cost Per Facility	Facility Demand	2020 Total Cost	Facility Demand	Total Cost
Courts	$40,000	-	$0	1	$40,000
Tennis Courts	$70,000	9	$630,000	3	$210,000
Basketball Courts	$70,000	3	$210,000	3	$210,000
Ball Fields (50% with lights)	$565,000	10	$5,650,000	4	$2,260,000
Soccer Fields	$400,000	5	$2,000,000	1	$400,000
Senior Center		-	$0	-	$0
Skate Park	$1,000,000	-	$0	1	$1,000,000
Aquatic Facility	$10,000,000	-	$0	1	$10,000,000
Dog Park	$200,000	-	$0	1	$200,000
Amphitheater		-	$0	-	$0
BMX or Bike Track	$1,600,000	1	$1,600,000	-	$0
Water Play Facility	$80,000	1	$80,000	-	$0
Tot Lots/Playgrounds	$210,000	3	$630,000	3	$630,000
Golf Course		-	$0	-	$0
Disc Golf (Holes)	$40,000	6	$240,000	5	$200,000
Picnic Ramadas (60 X 40)	$125,000	4	$500,000	1	$125,000
Picnic Ramadas (24 X 24)	$45,000	16	$720,000	5	$225,000
Activity Centers	$10,000,000	-	$0	1	$10,000,000
Total			**$12,260,000**		**$25,500,000**

Parks and Recreation Capital Improvement Program

The city's Capital Improvement Program (CIP) was evaluated relative to the demand outlined previously. According to the CIP, the unfunded capital improvements for parks and recreation are significant, totaling $166 million. However, the snow play area will likely not be pursued by the city and the Arroyo Park Improvements have been completed. Without these projects, the estimated cost of the planned CIP projects is $159 million.

Based on the recommended standards in the Master Plan, many of the projects may not need to be undertaken since they appear well in excess of demand. For comparison, the recommended recreational facilities based on the recommended standard are estimated to cost approximately $37.8 million with another $6.8 million in land acquisition or a total of $44.5 million. The demand for facilities outlined in the Master Plan should be correlated and matched with the unfunded CIP projects listed in **Table 32: Unfunded Capital Improvement Projects City Of Flagstaff CIP**. A revised parks and recreation CIP should be developed based on the Master Plan standards and future demand. The Flagstaff Urban Trails System (FUTS) improvements shown below are not included in nor addressed in this Master Plan.

Table 32: UNFUNDED CAPITAL IMPROVEMENTS CITY OF FLAGSTAFF CIP

Recreation CIP Projects	Cost	Comments from staff
Aquaplex Expansion - 25 meter	$10,000,000	
Competetive Pool - 50 meter	$20,000,000	
Cogdill Recreation Center Structural Renovations	$1,000,000	
Enclosed Tennis Courts/Flag Rec Center	$1,000,000	
Flagstaff Soccer Complex - Christiansen Parcel	$4,000,000	
Snow Play Area	$5,640,000	will not pursue this
Jay Lively Ice Rink Expansion	$5,000,000	
Girls Softball Facility	TBD	
Total	**$46,640,000**	
Park CIP Projects	**Cost**	**Comments from staff**
Arroyo Park Improvements	$1,316,800	now under construction
Buffalo Park Improvements	$1,277,700	
Bushmaster Park Land/Expansion	$1,915,000	
Cheshire Park Improvements	$5,354,500	
Christensen Park Development	$9,399,700	
Clay Basin West Park Development	$13,193,500	
Continental Regional Park Phase I	$29,466,800	
Continental Regional Park Phase II	$15,428,200	
Joe Montalvo Park Improvements	$997,450	
Lake Mary Regional Park Development	$24,202,100	
McPherson Park Improvements	$1,597,000	
Thorpe Park Improvements Phase II	$9,735,600	
Wheeler Park Re-Design	$1,096,500	
Woodlands Village/Boulder Park Land Acquisition	$4,428,200	
Ft. Tuthill Park Land Acquisition	TBD	will likely be deleted
Total	**$119,409,050**	
URBAN TRAILS	**Cost**	**Comments from staff**
Bow & Arrow Trail - Lone Tree to AZ Trail	$75,000	
Downtown Underpass	$550,000	
Lone Tree Trail - Butler to Sinclair Wash	$70,000	
Santa Fe West Trail - Clay Ave. to Railroad Springs	$200,000	
Santa Fe West Trail - Walnut to Rio	$1,050,000	
Woodlands Trail - Rte 66 to Santa Fe West	$200,000	
Total	**$2,145,000**	

Source: City of Flagstaff FY 2012 Budget

Capital Improvement Project Funding

Funding for recreation and parks projects typically comes from the Bed, Board and Booze 2% sales tax collected on lodging, restaurant and bar sales. Revenue is divided between five funds that include Economic Development (9.5%), Beautification (20.0%), Tourism (30.0%), Recreation (33.0%) and Arts & Science (7.5%).

The Beautification Fund currently receives on average a little over $1.0 million per year from the BBB. In FY 2012, these funds are allocated for streetscape CIP projects and to the General Fund for streetscape maintenance. The Beautification Fund is augmented by transportation funds and grants.

The Recreation BBB Fund represents one-third of the BBB funds collected and brings in about $1.8 million annually. Virtually all it is transferred to the General Fund for parks and FUTS maintenance and a small amount of $110,000 each year is transferred to the Beautification Fund. **Table 33: Projects Funded by the Beautification Fund FY 2012** lists CIP projects funded in whole or in part by three separate components of the BBB tax including Arts & Sciences, Beautification, and Recreation as shown in the FY 2012 Budget and a five-year forecast.

Table 34: Beautification Fund Sources shows the sources of funding for Arts & Sciences (Division 71), Beautification (Division 74), and FUTS trails (Division 75). The BBB funds designated to Arts and Science are used to fund public art projects but are primarily distributed to local agencies to advance arts and science venues in the Flagstaff community. BBB funds designated to Beautification are the primary source of revenue for the streetscape improvements. No BBB funds were designated for FUTS construction in FY 2012

Over the last several years, few parks and recreation capital improvement projects have been funded in the CIP with BBB funds. Historically most parks and recreation capital projects have been bond funded. Virtually all BBB Recreation funds today are directed toward maintenance, with only $110,000 annually used for capital projects. These funding priorities are likely due to the recession and decline in other funding sources typically used for maintenance of parks and recreation facilities.

FUTS has continued to receive funding for acquisition and construction as an important part of the open space and transportation system in the city. Most of this funding comes from transportation and grants. FUTS improvements included in the CIP from FY 2011 to FY 2017 total $9.1 million. In addition, FUTS and open space acquisition is funded by a General Fund Bond Fund for another $5.9 million from FY2011 to FY2017. Total FUTS capital improvement spending scheduled for last year and the next five years will total $15.0 million.

By comparison, going back as far as FY 2006, the only parks and recreation projects funded with BBB revenues have been the Thorpe Park Field Improvements and the Sixth Avenue BMX Park. Since that year, no other major parks and recreation projects have been listed as active CIP projects.

According to the FY 2012 Budget, in 1996 the City Council directed funding from the BBB Recreation Fund to support expansion of existing facilities and associated maintenance. There were no appropriations in FY 2012 for parks capital improvement projects from BBB revenues except for $110,000 transferred from the BBB Recreation fund to the Beautification Fund. Most of the Recreation Fund is transferred to the General Fund for FUTS maintenance, park maintenance and operation of recreation programs.

Table 33: PROJECTS FUNDED BY THE BEAUTIFICATION FUND FY2012

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2012-2017

	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total Plan
BBB FUNDS									
Arts and Science									
Public Art	$ 269,622	22,258	282,233	40,000	63,000	67,000	72,000	80,000	626,491
Beautification									
Streetscape									
Special Projects & Unprogrammed Work	49,740	31,466	80,000	50,000	50,000	50,000	50,000	50,000	361,466
Historic Facades	83,529	30,000	83,529	30,000	30,000	30,000	30,000	30,000	263,529
Neon Corridor/Route 66 Preservation Project	135,788	85,942	-	-	-	-	-	-	85,942
Rt 66-Country Club to Maill Trail	-	316	-	-	-	-	-	-	316
Woodlands/Beulah Medians	810,530	50,000	760,530	-	-	-	-	-	810,530
Southside Plan - Beaver San Francisco	1,485,945	1,197,126	27,000	-	-	-	-	-	1,224,126
City Hall Flower Beds	59,526	11,934	55,500	-	-	-	-	-	67,434
Rt 66 North Side Streetscape	280,000	-	-	-	-	-	-	-	-
4th Street Corridor North - Study	46,518	46,518	-	-	-	-	-	-	46,518
E. Flag TI ADOT Corridor	-	35,000	-	-	-	-	-	-	35,000
City Hall Lawn	50,000	-	-	-	-	-	-	-	-
4th Street Neighborhood Gateway	100,000	2,640	197,360	-	-	-	-	-	200,000
Neighborhood Gardens	40,000	22,500	12,500	-	-	-	-	-	35,000
Butler Medians Phase III	100,000	80,000	521,080	-	-	-	-	-	601,080
4th Street Corridor Improvements	200,000	-	500,000	300,000	300,000	300,000	300,000	300,000	2,000,000
Fourth Street Bridge Enhancement	-	-	-	250,000	-	-	-	-	250,000
Heritage Square Permanent Lighting	-	-	-	30,000	-	-	-	-	30,000
Arts Incubator Façade Contribution	-	-	-	125,000	-	-	-	-	125,000
Pulliam Exit Signage	-	-	-	-	50,000	-	-	-	50,000
Fort Valley Road Enhancements	-	-	-	-	100,000	-	-	-	100,000
Gutter Diversions-Sustainable Streets	-	-	-	-	-	100,000	200,000	-	300,000
	3,441,576	1,593,442	2,237,499	785,000	530,000	480,000	580,000	380,000	6,585,941
FUTS									
Special Projects & Unprogrammed Work	50,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000	330,000
FUTS Signage Program	250,000	140,000	260,000	-	-	-	-	-	400,000
Route 66 East - Country Club to Mall Trail	526,040	150,500	236,000	-	-	-	-	-	386,500
Arizona Trail - Rt 66 to McMillan Mesa	32,674	44,741	292,080	-	-	-	-	-	336,821
Route 66 - Rio North to San Francisco	16,044	13,566	1,000	-	-	-	-	-	14,566
Hopsital Rim FUTS Trail	135,000	47,250	187,000	-	-	-	-	-	234,250
Rio North - Blue Willow to Hwy 180	-	17,933	-	-	-	-	-	-	17,933
Country Club FUTS Trail	30,000	5,000	25,000	547,395	-	-	-	-	577,395
Sixth Avenue Connector	36,000	11,000	114,000	-	-	-	-	-	125,000
Arrowhead Connector	18,000	23,000	229,000	-	-	-	-	-	252,000
Brannen Connector	-	-	-	40,000	-	-	-	-	40,000
Museum Connector	15,000	12,350	42,650	-	-	-	-	-	55,000
Cedar Trail - Turquoise Dr to AZ Trail	-	-	134,000	-	-	-	-	-	134,000
Linda Vista FUTS Connector	161,000	29,991	-	-	-	-	-	-	29,991
Switzer Mesa Trail - Forest to AZ Trail	-	-	85,000	-	-	-	-	-	85,000
Switzer Canyon FUTS Trail	380,000	55,000	250,000	-	-	-	-	-	305,000
Downtown Underpass	20,000	-	150,000	-	-	-	-	-	150,000
Mall Transfer Center Trail Realignment	75,000	-	80,000	-	-	-	-	-	80,000
Picture Canyon Mall to County	-	-	-	-	-	50,000	100,000	300,000	450,000

Table 33 (continued): PROJECTS FUNDED BY THE BEAUTIFICATION FUND FY2012

CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2012-2017

	Budget 2010-2011	Estimate 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total Plan
BBB FUNDS									
FUTS (Cont'd)									
BNSF Walnut - Florence Underpass	452,048	94,518	681,164	-	-	-		-	775,682
Sheep Crossing-Ponderosa Tr-Soldiers Tr	-	-	-	-	65,000	260,000	-		325,000
High Ctry Tr. Wild West - Lk Mary Rd	-	-	-	-	70,000	280,000	-	-	350,000
Marshall Tr-Fort Valley-Rio North Tr	-	-	-	220,000	-	-	-	-	220,000
Lake Mary - Wild West to JW Powell	-	-	-	-	-	-	125,000	250,000	375,000
Rio North - Crescent Bridge	296,433	387,814	-	-	-	-	-	-	387,814
Lonetree - Sawmill Rd - Sinclair Wash	-	-	-	-	-	25,000	100,000	-	125,000
Little A - ATA to Herold Rn Rd	-	-	-	80,000	480,000	-	-	-	560,000
Florence-Walnut Underpass	-	8,656	522,000	-	-	-	-	-	530,656
4th Street-Huntington to Butler	-	-	159,666	531,345	-	-	-	-	691,011
Pine Knoll Trail-San Francisco to Lone Tree	-	-	80,000	315,128	-	-	-	-	395,128
SW Crossing Tr-Highland Mesa Rd-Woodlands	-	-	-	30,000	120,000	-	-	-	150,000
Switzer Cyn Tr-Switzer Cyn Dr-Terrace Ave	-	-	-	-	-	50,000	200,000	-	250,000
	2,493,239	1,071,319	3,578,560	1,813,868	785,000	715,000	575,000	600,000	9,138,747
Total BBB	$ 6,204,437	2,687,019	6,098,292	2,638,868	1,378,000	1,262,000	1,227,000	1,060,000	16,351,179

Table 34: BEAUTIFICATION FUND SOURCES

BBB

APPROPRIATIONS

	DIV	PROJECT	CARRYOVER FY 2011	BUDGET FY 2012
1	71	PUBLIC ARTWORK	$ 278,400	282,233
2	74	SPECIAL PROJECTS & UNPROGRAMMED WORK	30,000	80,000
3	74	HISTORIC FACADES	30,000	83,529
4	74	WOODLANDS/BEULAH MEDIANS	760,530	760,530
5	74	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	27,000	27,000
6	74	CITY HALL FLOWER BEDS	47,592	55,500
7	74	4th ST NEIGHBORHOOD GATEWAY	97,360	197,360
8	74	NEIGHBORHOOD GARDENS	12,500	12,500
9	74	BUTLER MEDIANS PHASE III	20,000	521,080
10	74	4TH ST CORRIDOR IMPROVEMENTS	200,000	500,000
11	75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	50,000
12	75	FUTS SIGNAGE PROGRAM	110,000	260,000
13	75	ARIZONA TRAIL - RT 66 TO MCMILLAN MESA	-	292,080
14	75	RT 66 - RIO N TO SAN FRANCISCO	1,000	1,000
15	75	HOSPITAL RIM FUTS TRAIL	87,750	187,000
16	75	COUNTRY CLUB FUTS TRAIL	-	25,000
17	75	SIXTH AVE CONNECTOR	-	114,000
18	75	ARROWHEAD CONNECTOR	-	229,000
19	75	MUSEUM CONNECTOR	2,650	42,650
20	75	CEDAR TRAIL - TURQOISE DRIVE TO AZ TRAIL	-	134,000
21	75	SWITZER MESA TRAIL - FOREST TO AZ TRAIL	-	85,000
22	75	SWITZER CANYON FUTS TRAIL	250,000	250,000
23	75	BNSF WALNUT-FLORENCE UNDERPASS	357,530	681,164
24	75	DOWNTOWN UNDERPASS	-	150,000
25	75	MALL TRANSFER CENTER TRAIL REALIGNMENT	75,000	80,000
26	75	RT 66 EAST - COUNTRY CLUB TO MALL TRAIL	236,000	236,000
27	75	FLORENCE-WALNUT UNDERPASS	-	522,000
28	75	4th STREET - HUNTINGTON TO BUTLER	-	159,666
29	75	PINE KNOLL TRAIL - SAN FRANCISCO TO LONETREE	-	80,000
		TOTAL BBB	$ 2,623,312	6,098,292

SOURCES OF FUNDING

	DIV	PROJECT	BBB	TRANS-PORTATION	GRANTS	OTHER	TOTAL
1	71	PUBLIC ARTWORK	$ 282,233	-	-	-	282,233
2	74	SPECIAL PROJECTS & UNPROGRAMMED WORK	80,000	-	-	-	80,000
3	74	HISTORIC FACADES	83,529	-	-	-	83,529
4	74	WOODLANDS/BEULAH MEDIANS	310,530	-	450,000	-	760,530
5	74	SOUTHSIDE PLAN - BEAVER/SAN FRANCISCO	-	-	-	27,000	27,000
6	74	CITY HALL FLOWER BEDS	55,500	-	-	-	55,500
7	74	4th ST NEIGHBORHOOD GATEWAY	197,360	-	-	-	197,360
8	74	NEIGHBORHOOD GARDENS	12,500	-	-	-	12,500
9	74	BUTLER MEDIANS PHASE III	521,080	-	-	-	521,080
10	74	4TH ST CORRIDOR IMPROVEMENTS	500,000	-	-	-	500,000
11	75	SPECIAL PROJECTS & UNPROGRAMMED WORK	-	-	-	50,000	50,000
12	75	FUTS SIGNAGE PROGRAM	-	-	227,777	32,223	260,000
13	75	ARIZONA TRAIL - RT 66 TO MCMILLAN MESA	-	292,080	-	-	292,080
14	75	RT 66 - RIO N TO SAN FRANCISCO	-	223	-	777	1,000
15	75	HOSPITAL RIM FUTS TRAIL	-	187,000	-	-	187,000
16	75	COUNTRY CLUB FUTS TRAIL	-	-	25,000	-	25,000
17	75	SIXTH AVE CONNECTOR	-	114,000	-	-	114,000
18	75	ARROWHEAD CONNECTOR	-	229,000	-	-	229,000
19	75	MUSEUM CONNECTOR	-	42,650	-	-	42,650
20	75	CEDAR TRAIL - TURQOISE DRIVE TO AZ TRAIL	-	134,000	-	-	134,000
21	75	SWITZER MESA TRAIL - FOREST TO AZ TRAIL	-	85,000	-	-	85,000
22	75	SWITZER CANYON FUTS TRAIL	-	250,000	-	-	250,000
23	75	BNSF WALNUT-FLORENCE UNDERPASS	-	681,164	-	-	681,164
24	75	DOWNTOWN UNDERPASS	-	150,000	-	-	150,000
25	75	MALL TRANSFER CENTER TRAIL REALIGNMENT	-	80,000	-	-	80,000
26	75	RT 66 EAST - COUNTRY CLUB TO MALL TRAIL	-	-	236,000	-	236,000
27	75	FLORENCE-WALNUT UNDERPASS	-	22,000	500,000	-	522,000
28	75	4th STREET - HUNTINGTON TO BUTLER	-	9,101	150,565	-	159,666
29	75	PINE KNOLL TRAIL - SAN FRANCISCO TO LONETREE	-	-	80,000	-	80,000
		TOTAL BBB	$ 2,042,732	2,276,218	1,669,342	110,000	6,098,292

A primary question related to funding of capital improvements for parks and recreation facilities is the how BBB funds can be used. The City Code, Chapter 3-06, provides definitions and funding guidelines of the BBB funds.

Definitions:

BEAUTIFICATION: Any modification of the urban physical environment to increase pleasure to the senses or pleasurably exalt the mind or spirit or strengthen the urban design framework of the city.

B. Beautification: Those funds designated for beautification and public art shall be administered as follows:

2. The Beautification and Public Art Commission shall:
a. Make recommendations concerning the allocation of this tax. (The BBB Beautification Tax)
b. Make recommendations to the Council concerning the annual budgetary allocation of the beautification and public art portions of this tax and other monies as deemed appropriate, to include but not be limited to:
(1) Purchase, installation or modification of landscaping and irrigation systems.
(2) Purchase, removal or modification of billboards and nonconforming signs.
(3) Beautification of buildings and facilities, streetscapes and gateways.
(4) Development and support of the city's public art program.
(5) Purchase or lease of easements or property necessary for beautification projects.

The Parks and Recreation definition and use of BBB funds are described as follows:

Definitions:

PARKS AND RECREATION: The development and management of public parks, recreational facilities, and programs which are available to the residents and visitors including funding the Flagstaff Urban Trail System.

D. PARKS AND RECREATION: Those funds designated for Parks and Recreation shall be administered as follows:

The City Council shall appoint a Parks and Recreation Commission which shall:

c. Make recommendations to the Council concerning the annual budgetary allocation of the Parks and Recreation portion of this tax, to include but not be limited to:
(1) Developing Parks and Recreation facilities and programs as needed to benefit the community and its visitors.
(2) Funding for the Flagstaff Urban Trails System development and maintenance.
(3) Developing, acquiring and distributing material to promote Parks and Recreation.
(4) Retaining of appropriate staff to implement approved programs.

The BBB Beautification definition does not include maintenance while the BBB Parks and Recreation definition does mention "management of public parks." Therefore, BBB Parks and Recreation revenue has been heavily devoted to O&M for projects developed from 1996 to today rather than for capital projects.

A large part of the problem of funding FUTS and Parks and Recreation CIP projects in the last two to three years is the decline in anticipated revenues. For instance in the FY 2008 Budget, the city forecasted that BBB Beautification revenues would grow from $1.09 million to $1.39 million by FY 2012 and the BBB Recreation revenues would grow from $1.80 million to $2.3 million by FY 2012. Instead, the FY 2012 Budget forecast for BBB Beautification revenue is only $1.06 million and $1.75 million for the BBB Recreation. The result is a loss of anticipated funding of about $3 million to the two funds since FY 2008. Much of the BBB Recreation tax revenue is now directed towards O&M.

Conclusions on Parks and Recreation CIP Funding

Given the extent of parks and recreation needs as outlined in this Master Plan and the FY 2012 CIP, it is recommended that the city reconsider its priorities in providing funding for parks and recreation capital projects. With $45 million in parks and recreation needs over the next 20 years, this redirection of funds seems reasonable, but other funding sources for park maintenance will need to be developed in the near term. Following are specific conclusions.

1. As the economy recovers and BBB revenues begin to increase again, a concerted effort should be made to redirect available BBB Recreation revenues to parks and recreation CIP projects. This will require finding or redirecting other sources of funding for parks and recreation O&M. In order to fully fund the suggested parks and recreation improvements, any FUTS capital projects should be funded by transportation revenues and grants. The key point is that BBB revenues will begin to increase in the near term and those additional revenues should be devoted to parks and recreation capital projects rather than O&M.

2. With legal analysis from city attorneys, it may be possible to fund some portion of parks and recreation capital projects with BBB Beautification revenues. There may be some flexibility in the BBB Beautification definition and guidelines in the City Code to permit this use of funds. BBB Beautification funds could then augment the capital requirements of the parks and recreation CIP program.

3. The city should revise the current list of unfunded parks and recreation CIP projects so it is consistent with the demand outlined by the standards of this Master Plan. The current CIP list may be three to four times larger than the demand warrants.

4. Determine if new facilities and improvements can be expanded into undeveloped areas of existing parks in order to reduce the need for land acquisition.

Financial Summary

A summary of the financial requirements of the Parks and Recreation Organizational Master Plan is shown on **Table 35: Forecasted Capital Improvement Requirements**. The summary shows the capital improvement requirements of the Plan through 2030 and the operations and maintenance costs associated with the new, recommended facilities. Overall, in order to bring the city's parks and recreation assets up to the suggested standard, a total of nearly $44.5 million (mid range estimate) should be spent through 2030. The bulk of land acquisition activity (60%[1]) should occur by 2020 to increase the amount of community park land in the city. By 2020, approximately $12.3 million should be programmed for recreation facilities. Between 2020 and 2030, the majority of the improvements are related to the construction of an aquatic facility and an activity center.

The increase in the city's parks and recreation assets will result in the need for additional maintenance and operating expenses. In FY 2012, the Parks Section of the Public Works Department is scheduled to spend $1,649,500 on Parks Grounds Maintenance, Parks Buildings and Facility Maintenance and BBB Recreation Fields including an administrative cost equal to 5% of the maintenance budget. This total includes operating capital expenses of $130,000 for repair and replacement of various facilities throughout the parks.

Based on the total of 137 developed park acres, the overall maintenance cost for Flagstaff is estimated at $12,000 per acre in FY 2012. However, the current level of maintenance has been reduced in recent years due to budget constraints. For proper maintenance of parks in the future, the cost per acre should be increased by another 20% to a total of $14,400, exclusive of any inflationary impacts. This estimate will be used to forecast the cost of future parkland maintenance.

1 35% of the 2010 to 2030 population growth will occur between 2010 and 2020. This plan recommends that 60% of land acquisition be completed by 2010 to prepare for the balance of population growth to occur between 2020 and 2030.

Based on research conducted for this study, community and regional parks likely have higher maintenance costs than neighborhood parks. It is estimated that the maintenance costs for these larger parks is 50% higher than the smaller pocket and neighborhood parks. Based on this assumption, the estimated cost per acre for neighborhood parks is $10,230 per acre and $15,350 per acre for the community and regional parks. These maintenance costs are assumed to include normal wear and tear on equipment and facilities in the parks including operating capital improvements identified in the FY 2012 Budget such as resurfacing tennis courts, replacement of chain link fences and similar minor repair and replacement items. Operating capital improvements are distinct from capital reinvestment projects which involve near total replacement of a particular facility after it reaches the end of its useful life when repairs are not able to correct a deficiency.

Table 35: FORECASTED CAPITAL IMPROVEMENT REQUIREMENTS -BASED ON MID-RANGE LAND DEMAND FORECAST

Capital Improvements Timetable	Land Demand (Ac.)	Land Acquisition	Facility Improvements	Total Capital
By 2020	40.6	$4,061,000	$12,260,000	$16,321,000
2020 to 2030	27.1	$2,708,000	$25,500,000	$28,208,000
Total	**67.7**	**$6,769,000**	**$37,760,000**	**$44,529,000**

The construction of new recreation facilities will also generate additional operating and maintenance expenses. Most of the facilities demanded by the standards in this Master Plan will be located in a park; the maintenance of those facilities is included in the estimated maintenance cost per acre outlined above. The exceptions are two major facilities that will be demanded between 2020 and 2030: a new aquatic center and an activity center.

For a new activity center, it is assumed that the annual expenditures would be equivalent to the expenses of the Flagstaff Recreation Center and the Thorpe Park Community/Senior Center. For the purposes of this study, O&M costs are estimated at $300,000 per year. For a new aquatic center, it is assumed that the facility would be smaller than the current Aquaplex with an O&M cost of $800,000 per year.

In addition to the above expenses, it is recommended that the city consider establishing a "Reinvestment Fund" that would be used for replacement of major facilities as they reach the end of their useful lives. While such a fund may be difficult to justify in times of recessions and declining revenues, it would ensure that the city has funds available to remove unsafe facilities and does not sink funds into facilities that are past their prime. It would also eliminate the need for the city to issue debt or turn to other sources of funding to replace aging facilities.

Table 36: Recommended Reinvestment Fund Based on Master Plan Facility Standards demonstrates the potential funding required to establish a reinvestment or reserve program for the new facilities demanded under the Master Plan. The annual reinvestment total or reserve amount is shown on the table and is based on the life of the facility. In some cases, the original cost of the facility is not fully amortized over its useful life. For instance, tennis courts may need to be replaced, but surrounding fencing and other site improvements may not need replacing or can be repaired as part of routine maintenance. Certain facilities such as ball fields and soccer fields are not shown as requiring reserves since once they are established, there are few improvements that will need replacing over time. The annual reinvestment reserve for the facilities at build-out by 2020 is $161,250; for the facilities built-out between 2020 and 2030, the reserve is $584,950 annually. After 2030, the total annual reserve would be the total of the two or $746,200.

Based on the estimated O&M expenses and reinvestment fund, Table 37: Forecasted Operations and Maintenance Costs outlines the expected annual maintenance costs and reinvestment reserves for the facilities

TABLE 36: RECOMMENDED REINVESTMENT FUND BASED ON MASTER PLAN FACILITY STANDARDS								
			By 2020			Between 2020 and 2030		
Facility	Cost Per Facility	Life of Facility	Facility Demand	Total Cost	Annual Reinvestment Total	Facility Demand	Total Cost	Annual Reinvestment Total
Courts	$40,000	40	-	-	-	1	$40,000	$1,000
Tennis Courts	$70,000	40	9	$630,000	$14,175	3	$210,000	$4,725
Basketball Courts	$70,000	40	3	$210,000	$4,725	3	$210,000	$4,725
Ball Fields (50% with lights)*	$565,000	20	10	$5,650,000	$31,250	4	$2,260,000	$12,500
Soccer Fields	$400,000	-	5	$2,000,000	-	1	$400,000	-
Senior Center	-	-	-	-	-	-	-	-
Skate Park	$1,000,000	30	-	-	-	1	$1,000,000	$20,000
Aquatic Facility	$10,000,000	40	-	-	-	1	$10,000,000	$250,000
Dog Park	$200,000	-	-	-	-	1	$200,000	-
Amphitheater	-	-	-	-	-	-	-	-
BMX or Bike Track	$1,600,000	20	1	$1,600,000	$40,000	-	-	-
Water Play Facility	$80,000	20	1	$80,000	$3,000	-	-	-
Tot Lots/Playgrounds	$210,000	20	3	$630,000	$31,500	3	$630,000	$31,500
Golf Course	-	-	-	-	-	-	-	-
Disc Golf (Holes)	$40,000	-	6	$240,000	-	5	$200,000	-
Picnic Ramadas (60 X 40)	$125,000	30	4	$500,000	$15,000	1	$125,000	$3,750
Picnic Ramadas (24 X 24)	$45,000	30	16	$720,000	$21,600	5	$225,000	$6,750
Activity Centers	$10,000,000	40	-	-	-	1	$10,000,000	$250,000
Total				**$12,260,000**	**$161,250**		**$25,500,000**	**$584,950**

*Reserve estimate based only on replacement of lights at $125,000 per field.

recommended for development from 2010 to 2030. Assuming build-out of certain facilities by 2020, the annual maintenance cost will total $500,000 with annual reserves of $161,250. For the facilities to be built-out between 2020 and 2030, annual maintenance is estimated at over $1.4 million with reserves of nearly $585,000 annually. After 2030, maintenance costs and reserves are the total of the estimates cited above or $1.9 million for maintenance and $746,200 in annual reserves. See **Table 37: Forecasted Operations & Maintenance Costs Based on Mid-Range Land Demand Forecast.**

In addition to the maintenance costs associated with new park and recreation projects, it appears that the Parks Department, and likely the Recreation Services Department, may be deferring required repair and replacement (R/R) of existing facilities and equipment due to budget constraints. For FY2012 through FY2020, Public Works identified a total of $4.4 million in repairs and replacement at parks that should be made or an average of $494,000 per year. Over $2.5 million of these repairs were categorized as priority/safety, while the remainder could be delayed. The average annual cost of these priority/safety repairs and replacements is $283,000.

The FY2012 Parks Budget allocates $130,000 for operating capital which is used for R/R. Total needs identified by the Department for FY 2012 include priority/safety items of $257,000 and deferred items of $331,000. Therefore, only 35% of the Parks Section's repair and replacement needs are being funded in the current fiscal year. Public Works estimates that priority/safety items in FY 2013 through FY2015 will increase to over $300,000 each year. Total R/R for FY2013 and FY2014 are over $900,000 each year. These maintenance issues must be dealt with as the economy of Flagstaff recovers.

TABLE 37: FORECASTED OPERATIONS & MAINTENANCE COSTS BASED ON MID-RANGE LAND DEMAND FORECAST

		Total Costs At Build-Out of Each Time Period			
Timetable	**New Park Acreage**	**Annual Parks Maintenance**	**Annual Rec Facility O & M***	**Total Annual Maintenance**	**Annual Facility Reserves**
By 2020					
Neighborhood Parks	24.0	$246,000	-	$246,000	
Community Parks	3.3	$51,000	-	$51,000	
Regional Parks	13.2	$203,000	-	$203,000	
Subtotal	40.6	$500,000	-	$500,000	$161,250
2020 to 2030					
Neighborhood Parks	16.0	$164,000	-	$164,000	
Community Parks	2.2	$34,000	$1,100,000	$1,134,000	
Regional Parks	8.8	$136,000	-	$136,000	
Subtotal	27.1	$334,000	$1,100,000	$1,434,000	$584,950
Total 2010 - 2030	**67.7**	**$834,000**	**$1,100,000**	**$1,934,000**	**$746,200**

***Includes one Aquatic Facility and one Activity Center**

Financial Resource: Public-Private Partnerships (PPPs)

A public-private partnership is a contractual arrangement between a public agency (federal, state or local) and a private sector entity whereby the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility. The result is typically greater efficiency in delivery and better access to capital.

PPPs have been used across the country and here in Arizona for decades and can take many forms. Some of the more common types of PPPs are:

- Operations and Maintenance: The public partner contracts with a private entity to provide or maintain a specific service.
- Design-Build: A private partner provides both design and construction of a public project. Many water and wastewater facilities in the U.S. are constructed in this manner to receive guaranteed pricing.
- Developer-Financed: A private party finances the construction of a public facility and receives user fees as a return on investment.
- Public-Financed: A public partner uses its financial assets (bonds) and credit rating to assist in the financing of a project.
- Lease/Purchase: The private sector finances and builds a new facility which is then leased to a public agency. At the end of the lease term, the public agency typically owns the building.
- Sale/Lease-Back: The public owner of a facility sells it to a private party which then leases it back to the public agency.
- Tax-Exempt Lease: A public partner finances a facility by borrowing funds from a private investor or institution. The private partner acquires title to the asset, but then transfers it to the public partner at either the beginning or end of the lease term. The portion of the lease attributable to interest on the investment is tax exempt.
- Asset Dedication: A public partner may own an asset such as land and contribute it to the PPP as equity.

One of the most recent examples of a PPP was the sale/lease-back of public buildings by the State of Arizona. In a similar situation, the Arizona Game and Fish Department (AGFD) constructed a new headquarters through a PPP. The project was financed through the use of tax-exempt bonds on a privatized lease-to-own basis. The partnership involved several entities: a private developer, an architect, a financier and a general contractor. The AGFD established a private financial organization known as the Arizona Wildlife Finance Corporation (AWFC) to own the facility. AWFC selected the architect to design the building and the contractor to construct the building. The developer secured private market financing for the project and will maintain and mange the property for 25 years. Thereafter, the facility is transferred from AWFC to the Department. The end result is the construction of an energy-efficient building at a time when public funds were not available for capital facilities. Assets that AGFD brought to the PPP were available land and predictable revenues that are not subject to legislative approval.

PPPs bring together public and private entities that, on the surface, may appear to have different motivations. However, there is much commonality between the two partners. Some of the important principles that drive each partner are:

Private Partner	***Government Partner***
Customer Satisfaction	Responsibility to Citizens
Return on Investment	Accountability
Risk/Reward Evaluation	Risk Avoidance

Government partners that enter into agreements with private partners need to acknowledge the motivations of private entities and be aware of these important principles.

The advantages of PPPs are numerous and, if properly implemented, can provide benefits to the public partners. The advantages of PPPs are:

- Maximizes the use of each sector's strength
- Reduces development risk
- Reduces public capital investment
- Mobilizes excess or underutilized assets
- Improves efficiencies/quicker completion
- Better environmental compliance
- Improves service to the community
- Improves cost effectiveness
- Shares resources
- Share/allocates risks
- Mutual rewards

According to the National Council for Public-Private Partnerships, there are six keys to successful PPPs.

1. Political Environment:

A successful partnership can result only if there is commitment from senior public officials who must be willing to be actively involved in supporting the concept of PPPs.

2. Public Sector's Organized Structure:

Once a partnership has been established, the public-sector must remain actively involved in the project or program. Ongoing monitoring of the performance of the partnership is important to ensuring its success. Monitoring should be done on a weekly, monthly or quarterly basis for different aspects of each partnership. A dedicated and trained public partner team should be responsible for monitoring.

3. Detailed Business Plan (Contract):

Each partner must know what is expected of the partnership beforehand. A carefully developed plan, often done with the assistance of an outside expert in the field, will substantially increase the probability of success of the partnership. This plan most often will take the form of an extensive, detailed contract, clearly describing the responsibilities of both the public and private partners. In addition to attempting to foresee areas of respective responsibilities, a good plan or contract will include a clearly defined method of dispute resolution, because not all contingencies can be foreseen. A market analysis may be a component of the plan depending on the type of facility.

The business plan should be performance goal oriented with specific milestones and reporting metrics. If too much risk is placed on the private partner, the result may be higher costs. A balance of risk and reward between the two parties much be achieved.

4. Guaranteed Revenue Stream:

While the private partner may provide the initial funding for capital improvements, there must be a means of repayment of this investment over the long term of the partnership. The income stream can be generated by a variety and combination of sources (fees, tolls, tax increment financing, or a wide range of additional options), but must be assured for the length of the partnership. A public partner may be able to "credit enhance" the financing through its various resources.

5. Stakeholder Support:

More people will be affected by a partnership than just the public officials and the private-sector partner. Affected employees, the portions of the public receiving the service, the press and relevant interest groups will all have opinions, and frequently significant misconceptions about a partnership and its value to all the public. It is important to communicate openly and candidly with these stakeholders to minimize potential resistance to establishing a partnership.

6. Pick Your Partners Carefully:

The "lowest bid" is not always the best choice for selecting a partner. The "best value" in a partner is critical in a long-term relationship that is central to a successful partnership. A candidate's experience in the specific area of partnerships being considered is an important factor in identifying the right partner. The public partner must verify the experience of the private partner, its technical and financial capabilities.

Each partner's motivations in a PPP must be acknowledged. There must be:

- Genuine need or demand for the project in order to generate a realistic revenue stream. Neither the public nor private partner should "force" demand where it does not exist.
- Provision of a reasonable return on investment for the private partner. However, public entities must also take into account the return on their investment and not provide more benefits than it will receive in return.
- Recognition that there is risk involved. PPPs allow for sharing or distributing the risk of a project. Neither side cannot be without risk.
- Timely and effective execution. The public partner will expect the private partner to live up to the terms of the PPP agreement. This can range from timely construction of the facility to meeting customer service standards.

For Flagstaff, PPPs may offer the opportunity to expand some of the recreation facilities already in place or construct facilities that are demanded for the future. Those facilities could include the expansion of the Aquaplex and Jay Lively Ice Rink and construction of a competitive swimming pool, a soccer complex or girl's softball facility. Some of these facilities could potentially be constructed and operated by private partners under a PPP arrangement rather than as city-operated assets.

Flagstaff Aquaplex Climbing Wall

By way of example, the Town of Gilbert has negotiated two agreements with private parties that provide recreational facilities for the community. The first example is Big League Dreams Sports Park, a 62 acre complex with eight lighted softball and youth baseball fields, batting cages, a soccer field, indoor pavilion and restaurants. The baseball fields are replicates of famous major league baseball stadiums such as Fenway Park. Details of the PPP agreement with the operators of the Park are not available. However, the capital improvement cost for the park is listed as over $43 million with the operator contributing approximately $600,000. Gilbert paid for the remainder of the improvements. It appears that Gilbert is not receiving any significant return on its investment at this time.

The Town of Gilbert also leases land to Polar Ice which has constructed and operates two ice sheets. Due to the success of the facility, the Town expects to receive additional rent revenue in 2011.

Gilbert's experience with the Big League Dreams Sports Park may be one which indicates a lack of homework on the market for baseball facilities. However, the Town of Gilbert was likely going to expend a large sum on development of the site for a community park in any case and the marginal cost of constructing the additional Sports Park facilities may have been worth the expense to the community. The facility may also attract special events and tournaments that bring dollars from outside the community to the Town.

FINANCE GOALS, POLICIES AND ACTION STRATEGIES

Goal 1: Provide Funding For Parks And Recreation Capital Projects

Policy	Reduced	Baseline	Enhanced
P.1.1 Redirect BBB (Parks & Recreation Funds) to Parks & Recreation capital projects and recreation programs.			A.1.1.1 Take BBB parks to a service level 2, no FUTS construction, keep recreation programming.
		A.1.1.2 As BBB revenues improve in the future, use BBB Recreation Funds for Parks & Recreation capital projects.	
		A.1.1.3 Continue to use transportation funds and grants for FUTS.	
	A.1.1.3 Fund parks and recreation facilities at the low end of the range identified in this plan.	A.1.1.3 Fund parks and recreation facilities at the mid end of the range identified in this plan.	A.1.1.3 Fund parks and recreation facilities at the high end of the range identified in this plan.
P.1.2 Update the current Parks & Recreation CIP project list to be consistent with the parks and recreation demand outlined in this Master Plan.		A.1.2.1 Establish an Oversight Committee to evaluate and prepare a CIP that matches the demand for parks and recreation facilities outlined in this Master Plan.	

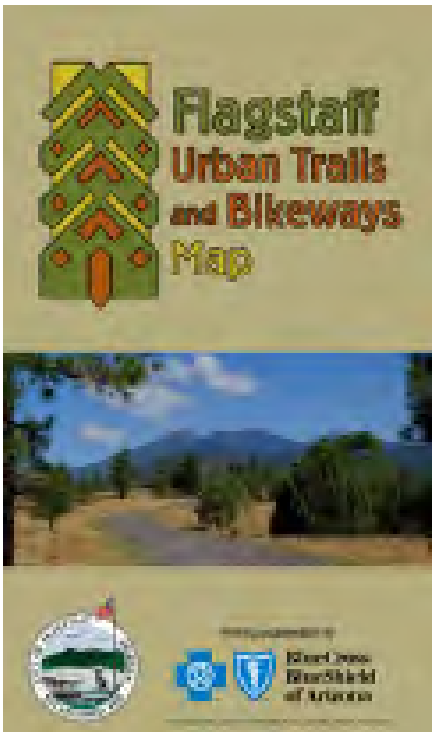
FINANCE GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
		A.1.2.2 Evaluate whether undeveloped land within existing parks could be developed as a way of reducing land acquisition funding.	
P.1.3 Continue efforts to partner with neighborhood organizations, school districts and others in the provision of park and recreation facilities and recreation programs.		A.1.3.1 Investigate the types of recreation facilities and programs that could be developed and managed through public/private partnerships.	
		A.1.3.2 Ensure that any public/private partnership agreements negotiated by the city provide a reasonable return on investment to the city in proportion to its investment.	
P.1.4 Assure adequate compensation for park land that is traded or otherwise transferred to other city of Flagstaff Departments. Disposition of land is on a case by case basis and approved by City Council.	A.1.4.1 Require from open space or other funds compensation in either cash or in kind, for all park land that is managed as open space and can not be developed for active recreation.	A.1.4.1 Require from open space or other funds compensation in either cash or in kind, for all park land that is managed as open space and can not be developed for active recreation.	A.1.4.1 Require from open space or other funds compensation in either cash or in kind, for all park land that is managed as open space and can not be developed for active recreation.

FINANCE GOALS, POLICIES AND ACTION STRATEGIES

Policy	Reduced	Baseline	Enhanced
	A.1.4.2 Require from open space funds compensation in either cash or in kind, from other city of Flagstaff Departments, for all identified and/or planned park land that is managed as open space and can not be developed for active recreation.	A.1.4.2 Require compensation in either cash or in kind, from other city of Flagstaff Departments, for all identified and/or planned park land that is managed as open space and can not be developed for active recreation.	A.1.4.2 Require compensation in either cash or in kind, from other city of Flagstaff Departments, for all identified and/or planned park land that is managed as open space and can not be developed for active recreation.
Goal 2: Provide O&M And Reinvestment Funding For Future Park And Recreation Projects			
P.2.1 Anticipate the impact of new parks and recreation facilities on future city budgets.		A.2.1 The Public Works Department should provide estimates of the average O&M cost of new park and recreation facilities for budgeting purposes.	
		A.2.2 Establish a reinvestment or reserve fund for future replacement of park and recreation facilities.	
		A.2.3 Prepare a biennial update of the cost of park and recreation facilities in order to determine replacement costs.	

APPENDIX A
DOCUMENTS INCORPORATED BY REFERENCE AND AREAS ADDRESSED IN OTHER PLANS OR BY OTHER ENTITIES



DOCUMENTS INCORPORATED BY REFERENCE AND AREAS ADDRESSED IN OTHER PLANS OR BY OTHER ENTITIES

City Of Flagstaff Regional Plan

The city of Flagstaff, working with the Flagstaff Metropolitan Planning Organization (FMPO) and Coconino County is updating its Regional Plan. The Regional Plan is in conformance with State Law and includes chapters on open space, parks and recreation and transportation, including non-motorized paths and trails throughout the community (FUTS). The Recreation Element goals are drafted and available for public comment and review. The element was drafted with the input of a focus group, held on November 19th, 2010 at the Flagstaff Aquaplex. The focus group identified the following priorities for parks and recreation:

- Equity: location of amenities, variety of types, affordability
- Connectivity to trails
- Destinations: trailheads, parks, neighborhoods, public facilities, town centers, schools
- Meet national standards ratio of population = how many parks and sports fields per capita
- Understand opportunity for regional competitive sports
- Adequate funding for acquisition, development, on-going maintenance and upgrades
- Safety – equipment, fields, and access
- Reduction of gang activity and vandalism
- Snowplay opportunities

These priorities are reflected in this plan. This Plan is incorporated by reference into the Regional Plan.

City Of Flagstaff Urban Trails System (FUTS)

In April, 2011 the city updated and reprinted the adopted city of Flagstaff Urban Trails System (FUTS) map. (FUTS) integrates paved and unpaved, non-motorized trails used for recreation and transportation into an overall, inclusive shared use pathway system used for recreation and transportation by bicyclists, walkers, hikers, runners, and others. At present there are over 50 miles of FUTS trails in the city of Flagstaff. The overall master plan shows approximately 80 miles of future trails, to complete a planned system of 130 miles. With a few exceptions, FUTS trails are operated and maintained by the city of Flagstaff[1]. The FUTS is adopted into this document by reference. **Because the FUTS establishes the city trails system, this Plan does not include a chapter on trails.**

The city also has active bicycle and pedestrian programs. These programs are guided by citizen advisory committees. The city is designated a Bronze Level Walk Friendly Community for its walkability initiatives and programs. Walk Friendly Communities is a national program that recognizes communities for their commitment to pedestrian safety, mobility, access, and comfort. The city of Flagstaff is among eleven communities recognized in the inaugural round of Walk Friendly Communities.

1 City of Flagstaff. http://www.flagstaff.az.gov/index.aspx?NID=1379. August 31, 2011

City Of Flagstaff Open Space Management Plan

In March 2008, the city of Flagstaff updated the city of Flagstaff Open Space Management Plan to assist in providing guidelines to the city as it implemented a 2004 voter approved bond that included $3.9 million for 550 acres of open space acquisition. The Open Space Management Plan is incorporated into this document by reference and addresses open space access; recreation management; trail planning and management; the relationship between the FUTS and urban open space; natural resources protection and management, wildland fire management; cultural resources management; stewardship, and user conflicts. Once adopted, the Regional Plan Open Space element will supersede the 2008 *Open Space Management Plan*. The Open Spaces Commission plans to revisit and revise the plan by 2013.

Regional Plan Open Space Element

The city of Flagstaff Regional Plan Open Space element states, "Open Space defines the region's quality of life, protects the environmental quality and biodiversity health, supports future economic impact and helps to protect historic and cultural resources. Open Space functions as a land resource, recreational destination, and a transportation corridor. It also serves an important function in development by providing a system of control over development patterns. The area encompassed by the Regional Plan holds an enormously diverse and fascinating variety of open space lands from high-elevation wetland meadows to regionally significant geologic formations. Planning for open space can ensure preservation of these important resources."

City Of Flagstaff Open Space Commission

The city of Flagstaff Open Space Commission, a citizen body consisting of seven Council-appointed members, one representative from the Planning and Zoning Commission and one representative from the Parks and Recreation Commission staff liaison is within city Sustainability and Environmental Management Section. The Commission serves as an advisory body on the acquisition, management, use, restoration, enhancement, protection, and conservation of open space land. The Open Space Commission list of criteria for Open Space (2010) has been articulated as:

- Protection of natural / cultural resources
  - Protect Viewsheds
  - Wildlife Corridors
  - Riparian Areas
- Accessibility for all residents (open space available within a 10-15 minute walk)
- Educational access – opportunities for schools, neighborhoods, residents and visitors
- Contain and shape development
- Buffers to protect existing and important open spaces and neighborhoods
- Connectivity – of people, wildlife and places
- Ease of acquisition

Buffalo Park is an important open space within the city of Flagstaff.

The city has approved approximately 376 acres of Open Space for acquisition. These are:

- Thorpe Park Addition- 23 acres. COST: $920,000 (Purchased summer 2011)
- Picture Canyon (330 Acres) and as much of the surrounding Arizona State Land Department land section as possible. COST: $3.18 million. In June 2012 city of Flagstaff staff will submit a 50% matching grant through Arizona State Parks to purchase up to 477 acres pending the Arizona State Land Department appraisal. If the city of Flagstaff is awarded the grant, the land will be auctioned by the Arizona State Land Department by October 2012. If the city of Flagstaff is the successful bidder, the city of Flagstaff

would have title of the land upon purchase and hold a conservation easement from the State Parks Department. There are still other, important areas that the city would like to conserve and preserve including areas along the Rio de Flag.

This plan supports the conservation and preservation of open space and the work of the Open Space Commission. **It does not make recommendations regarding specific areas that should be identified as open space or open space management, as this is the purview of the Open Spaces Commission.**

Supporting Documents

This Master Plan considers and supports a variety of adopted and in-process plans and policies. These documents include:

City Of Flagstaff Regional Land Use And Transportation Plan - November 2001

www.flagstaff.az.gov/DocumentView.asp?DID=366

The city of Flagstaff Regional Land Use and Transportation Plan, which is being updated through the city of Flagstaff Regional Plan 2012 process, was written to guide future land use decisions in the city of Flagstaff and surrounding areas included within the boundary of the FMPO. This plan sets forth a vision of a compact land use pattern that balances growth and conservation, preserving the region's natural environment, livability, and sense of community. The plan includes elements mandated by state statue and includes an element focused on Open Space, Parks, Recreation & Trails with a set of goals supported by policies and strategies. The plan was guided by several plans including: the Greater city of Flagstaff Area Open Spaces and Greenways Plan, the city of Flagstaff Urban Open Spaces Plan, the city's Long Range Master Plan for Parks, Recreational and Open Space and County Area Plan Open Space Objectives.

City Of Flagstaff Zoning Ordinance - (Zoning Code)

http://www.flagstaff.az.gov/index.aspx?nid=1416

The city of Flagstaff Zoning Code (Zoning Code) was adopted in November 2011 and replaces the 1991 Land Development Code. This Zoning Code's goal is to reinforce the unique character of the city and ensure the effective implementation of the Regional Plan. During the process of updating the code, the city of Flagstaff was classified into three types of places based on their form and character: Natural Places, Walkable Urban Places, and Drivable Suburban Places. The Zoning Code update focuses on maintaining and revitalizing existing walkable urban areas and creating new walkable places within the city. Building upon the previously adopted Traditional Neighborhood District Zone, a Form-Based Code framework was used for a portion of the updated zoning ordinance. The ordinance also incorporates sustainable development principles and practices to direct new development. The updated ordinance links the principles to referenced standards, helping the community to establish itself as a leader in sustainable development.

City Of Flagstaff /Coconino Pedestrian And Bicycle Design Guide - AUGUST 2003

http://flagstaff.az.gov/archives/41/Pedestrian%20and%20Bicycle%20Design%20Guide.pdf

The city of Flagstaff / Coconino Pedestrian and Bicycle Design Guide was produced for the FMPO. The Guide includes design guidance to developers, engineers, city and county staff, and Arizona Department of Transportation (ADOT) for safe and convenient facilities for pedestrians and bicycles. The guidance regarding pedestrian and bicycle paths in this document should be applied to bicycle paths and pedestrian connections developed in association with parks and recreation facilities. This plan is a supporting document to the Parks and Recreation Organizational Master Plan.

City Of Flagstaff Special Events – Rules And Regulations

www.flagstaff.az.gov/DocumentView.asp?DID=8304

This document states the rules, regulations and procedures for obtaining a permit for special events or organized activities that use city land or facilities or that may impact them. The Recreation Services Division manages the special event permitting process.

General Forest Stewardship Plan: City - Wide (September 2009)

http://flagstaff.az.gov/DocumentView.aspx?DID=10261

Prepared by the city of Flagstaff Fire Department, the goal of this plan is to provide generalized guidance in planning and implementing forest treatments to achieve a Desired Future Condition (DFC) of forest within the city. The plan focuses on enhancing community well-being by:

- Protecting the community from catastrophic wildfire by mitigating or reducing hazard,
- Ensuring forest sustainability by improving long-term forest health, and
- Maintaining the aesthetic qualities, recreational opportunities, watershed values, wildlife habitat, native plant diversity, and other features of the forest.

Flagstaff Wildland Urban Interface Code (effective March 2008)

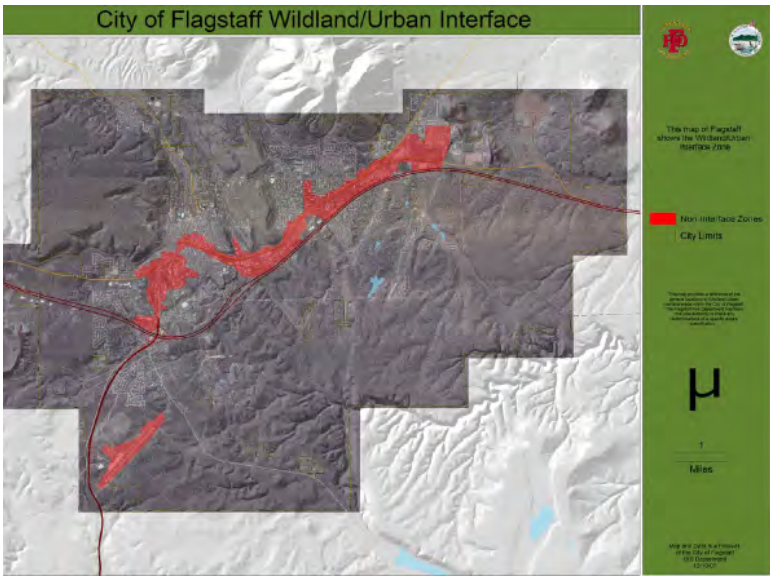
http://www.flagstaff.az.gov/DocumentView.aspx?DID=12947

The Code addresses defensible space and materials to reduce the risks of fire in the city's Urban Interface Area.

Community Wildfire Protection Plan

http://www.azsf.az.gov/UserFiles/PDF/FlagstaffCWPP%20Report.pdf

The Community Wildfire Protection Plan (CWPP), authorized by the Healthy Forests Restoration Act of 2003, is a strategic plan as well as an action plan: it provides a broad operating framework for all agencies and ownerships – private, city, county, state, and federal – within the area, while identifying community protection priorities.



The Wildland Urban Interface Area is defined in the city of Flagstaff Wildland Urban Interface Code.

Coconino County Parks And Recreation Organizational Master Plan

http://www.coconino.az.gov/parks.aspx?id=15334

The Coconino County Parks and Recreation Organizational Master Plan provides recommendations, strategies, tactics, and suggested initiatives to address current and evolving park and recreation needs of residents of the County. This Plan's goal is to help develop and maintain a system of parks that reflect (1)The region's unique natural and cultural landscape, (2) The parks and recreation trends and needs of Coconino County residents, and, (3) The capacity of the County to balance the resources necessary to manage a high quality park system. The plan objectives are:

- Develop and implement effective marketing and communications plans to better meet customer needs and interests.
- Develop and maintain equitable and creative public and private sector partnerships to reach shared goals.
- Explore new ways to provide programs, facilities, and operations that engage more residents and pro-

mote accessible, equitable, and sustainable park services.

- Develop a 10-year financial plan that analyzes the resources needed to accomplish the major components of the Organizational Master Plan, specifically resources to:
  - Establish a capital repair and replacement program
  - Dedicate a funding source for operations and maintenance
  - Fund new park and open space facilities, as well as, new outdoor education and recreation programs
  - Develop existing facilities as enterprise zones to generate operating revenue
  - Demonstrate environmental leadership and sustainability in practices and policies

The Coconino National Forest Plan and Revised Plan

http://www.fs.fed.us/r3/coconino/plan-revision.shtml

The Coconino National Forest Plan gives direction through land use management prescriptions, standards and guidelines, on how to manage the forest in the next 10-15 years. This Plan was developed as a requirement by the Renewable Resources Planning Act (RPA), as amended by the National Forest Management Act (NFMA). The Environmental Impact Statement (EIS) for the Plan is currently being prepared. The EIS process includes a 90 day public comment period. A record of decision is expected at the close of 2012. Some key principles in the plan include coordinating with the land and resource planning efforts of other federal agencies, state and local governments and Indian Tribes; using systematic interdisciplinary approach to ensure coordination and integration of planning activities for multiple-use management; responding to changing conditions of land and other resources; and responding to changing social and economic demands of the American people.

APPENDIX B
PLANNING PROCESS AND COMMUNITY SURVEY

Master Plan Public Meeting

PLANNING PROCESS

This Plan was developed over an 18-month period beginning in September 2010. The development of this Plan was guided by the seven-member city of Flagstaff Parks and Recreation Commission. The Commission makes recommendations to the city of Flagstaff City Council regarding parks and recreation. The Commission also reviews and recommends the annual budget and capital improvements for the Parks Section and Recreation Services Division. In addition to guidance by the Parks and Recreation Commission, city of Flagstaff residents, businesses, not-for-profit and non-governmental agencies and staff provided their time, ideas and vision for future parks and recreation programs and facilities. Special recognition for meeting facilitation that was conducted as part of this plan is provided to the Northern Arizona University students in Dr. Charles Hammersley 2010 Winter/Spring and Fall Parks and Recreation Management classes.

Planning Process Outreach

To ensure that all members of the city of Flagstaff community had an opportunity to provide their thoughts on future parks and recreation programs and facilities, this Plan included focus groups, a survey and two public workshops.

FOCUS GROUPS

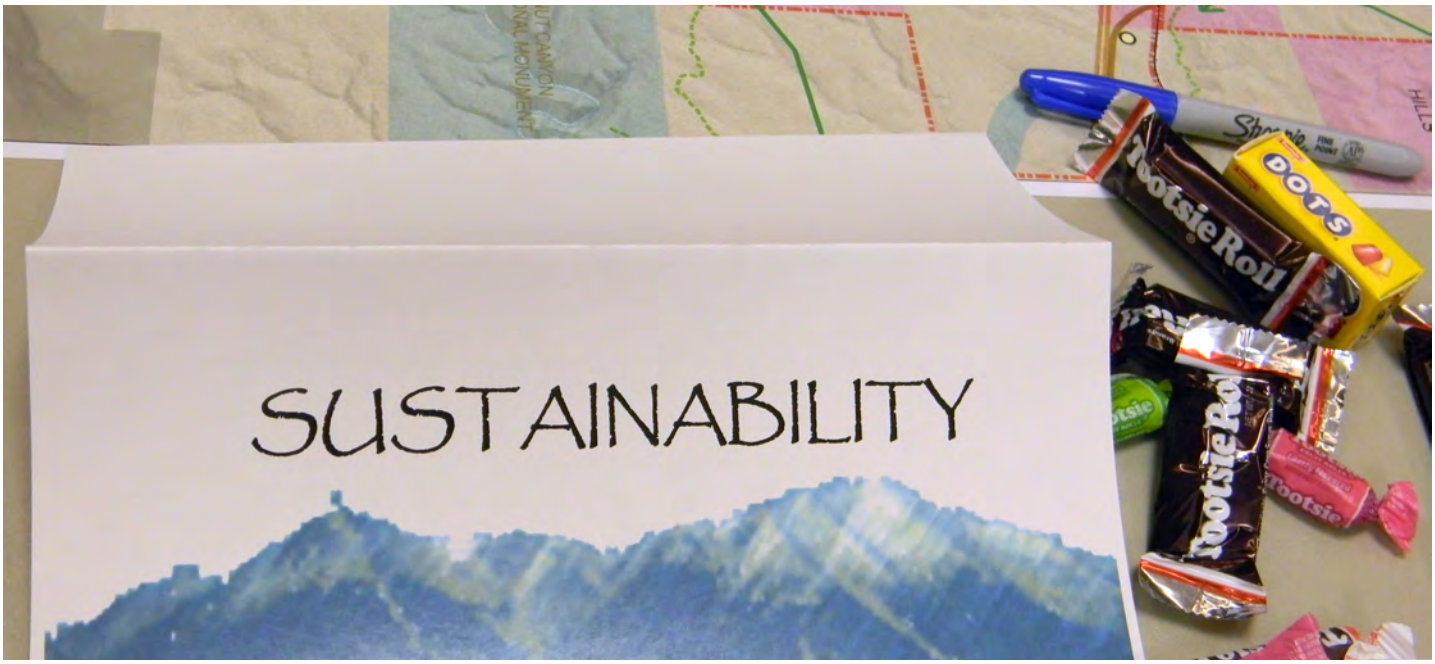
In November 2010 the planning team and city of Flagstaff Parks Section and Recreation Services Division staff spent one day meeting with individuals and groups representing neighborhoods, youth, open space, youth sports, education, business, culture and arts, special events, adult sports and Parks and Recreation Staff. Summary meeting notes are located in Appendix C. The findings from the focus groups provided a basis for the development of an on-line survey and provided valuable information to the planning team about resident interest in, and the potential for, new facilities, programs and operational efficiencies.

November 2010 Public Meeting

Each focus group was asked a series of questions regarding their use of parks and recreation facilities and programs, the extent to which facilities and programs served their needs and if there was any knowledge of or interest in partnership opportunities.

Overall, most participants felt the city did a good job with regards to providing and managing facilities. However, some focus group participants stated the city is lacking in facilities or quality facilities for some sports. In general, the focus groups identified the following as potential needs and concerns:

- **TENNIS** - The quality and maintenance of city tennis facilities is a challenge. Nets need more frequent repair than is currently provided and many courts need to be resurfaced. Finally, although the city does offer outdoor courts, the tennis season starts in February. Usually the courts are not usable at this time. With additional indoor/outdoor facilities, the Flagstaff Tennis Association believes that the city could host regional, statewide and national tournaments.
- **AQUATICS** - The Aquaplex was identified as a city success, although there is still demand for a competitive pool and additional lap lanes. While focus group participants felt that the Aquaplex is an asset, they stated that it does not meet the continued demand for a competition facility.
- **GIRLS SOFTBALL** - The Flagstaff Girls Softball Little League continues to vie for field space with more established little leagues that have long-standing field use histories. Currently, the fields available to girls softball are not lit, precluding night games. (The city is currently working to address this issue.)
- **SOCCER** - The YMCA moved its soccer program to an indoor program because of lack of field space. While some school-owned fields could be used for soccer, such as those at Kinsey elementary school, these facilities are not well maintained and have other barriers to use.
- **BASKETBALL** - The city has one, free hardwood court and partners with schools for courts. The biggest challenge is not having free time for half court and pick up games.
- **EVENTS** - Community Events are enjoyed by residents. Some types of events, particularly large privately



November 2010 Public Meeting

run events in city parks (in particular, Wheeler Park) create problems for neighbors. While these events could be held at the County owned and managed Fort Tuthill Park, rental rates are deemed expensive, located outside of downtown (potentially resulting in reduced downtown sales), and requires use of pre-approved vendors. Event promoters felt that as a result, this was not a desirable location for many, successful events. Additionally, parking was identified as an ongoing challenge.

- **DISC GOLF** - The city's two courses are well used. When possible, the city works with the Flagstaff Disc Golf Club to update and redesign disc golf facilities.
- **ICE SKATING** - A second sheet of Ice at Jay Lively Activity Center is desired. Some focus group participants suggested that an expansion could include a multi-purpose facility that is rented out for events such as weddings with McPherson Park providing a dramatic setting.
- **BICYCLING** - The city of Flagstaff is a bicycling community. Bike racks are needed at bus stops and parks.
- **COMMUNITY ACTIVITY AND SENIOR CENTERS** - Community Activity Centers are enjoyed by residents. The Joe C. Montoya Community and Senior Center is geared towards meeting the needs of Senior Citizens, while the city of Flagstaff Recreation Center provides gyms, drop-in programs and opportunities for a variety of youth activities. Community activities are also at the Aquaplex, which includes community rooms for programs, climbing wall, weight room and gym. Some focus group participants said that programming at Joe C. Montoya Community and Senior Center is primarily for older citizens and the addition of youth programs at the Center would enable multi-generation learning and experiences.
- **OPEN SPACE** - More collaboration between experts and science with regards to protection and conservation of open space is desired. The Friends of the Rio de Flag have identified two places along the river as best city of Flagstaff attractions. These locations also support the vision of Watchable Wildlife. Focus group participants stated that the city Recreation Services Division and Parks Section should also support the vision of Watchable Wildlife. This vision includes a list of sites to watch wildlife, some of which are in the city. The city of Flagstaff Fire Department also possesses the professional capability, expertise and willingness to provide wildfire and forest health information as needed.

November 2010 Public Meeting.

The planning process included two public workshops, held at the Aquaplex. The workshops were advertised at City Hall, through public service announcements, on the city Web site, through email distributed to interested people and through recreation groups. The first workshop was held at the Flagstaff Aquaplex in November 2010. It included a presentation of findings from the focus groups, research and survey and solicited participant ideas and opinions about the types of parks and recreational services and programs that should be provided. The second workshop was held in November 2011 and advertised similarly to the first workshop. At this workshop, participant ideas and opinions on plan goals and action strategies were solicited.

PUBLIC HEARINGS/PRESENTATIONS

During the development of this plan, six presentations were made to the city of Flagstaff Parks and Recreation Commission, one presentation was made to the city Disability Awareness Commission and two presentations were made to the city of Flagstaff City Council.

SURVEY

As part of outreach conducted for this Plan, in-person and on-line surveys were conducted. The purpose of the survey was to explore visitor and resident's views about parks and recreation services, facilities, fees and funding. The in-person survey was conducted by students from NAU from December 3 through 5, 2010. An identical survey was released on line December 20, 2010 and available through January 15, 2011. The in-person survey locations included two Bashas' Supermarkets located on South Woodlands Village Boulevard and Humphreys Street, the East Flagstaff and city of Flagstaff Main libraries and around Heritage Square.

A total of 461 surveys were received. In-person surveys constituted 35% (161) of all surveys received. If just in-person surveys were used, they would be 95% accurate with a confidence interval of 8%+/-[1]. Because there were concerns that the internet survey could be widely distributed among well-organized interest groups and consequently over-represent them, the in-person surveys were initially analyzed separately to obtain a random sample of residents opinions. Because in most instances, the in-person surveys differed from the on-line survey responses by less than 1%, the responses from all surveys are described here. In those cases where the differences are greater than 5% the differences between the in-person and on-line surveys are noted.

The vast majority of survey respondents were city residents (**Table 1: Respondent Residency.**) The survey generally represented the city of Flagstaff's population with regards to income. (**Chart 1: Survey Respondent Income Vs. Estimated City Income.**) The income distribution of survey respondents mirrored city residents within 2%, with the exception of those earning more than $75,000, where the difference between survey respondents and city residents was 6%.

Table 1: RESPONDENT RESIDENCY

Answer Options	Response Percent
Full-time resident	87.8%
Part-time resident/college student	9.9%
Part-time resident in winter	1.5%
Part-time resident in summer	0.3%
Tourist	0.5%

The survey over-represented adults ages 25 to 65 years old and under-represented those under 25. This is likely due to the fact that many residents are college students, and those under age 18 are not typically engaged in the public process. Over 70% of city residents are between the ages of 18 and 65 years old, and 93% of the survey respondents fell into this age group. (**Chart 2: Survey Respondent Age Vs. City Of Flagstaff Population Age.**)

SURVEY FINDINGS

1 The confidence interval (also called margin of error) is the plus-or-minus figure usually reported in newspaper or television opinion poll results. For example, if you use a confidence interval of 4 and 47% percent of your sample picks an answer you can be "sure" that if you had asked the question of the entire relevant population between 43% (47-4) and 51% (47+4) would have picked that answer.

The confidence level tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level.

When you put the confidence level and the confidence interval together, you can say that you are 95% sure that the true percentage of the population is between 43% and 51%. The wider the confidence interval you are willing to accept, the more certain you can be that the whole population answers would be within that range.

For example, if you asked a sample of 1000 people in a city which brand of cola they preferred, and 60% said Brand A, you can be very certain that between 40 and 80% of all the people in the city actually do prefer that brand, but you cannot be so sure that between 59 and 61% of the people in the city prefer the brand.

Chart 1: SURVEY RESPONDENT INCOME VS. ESTIMATED CITY INCOME

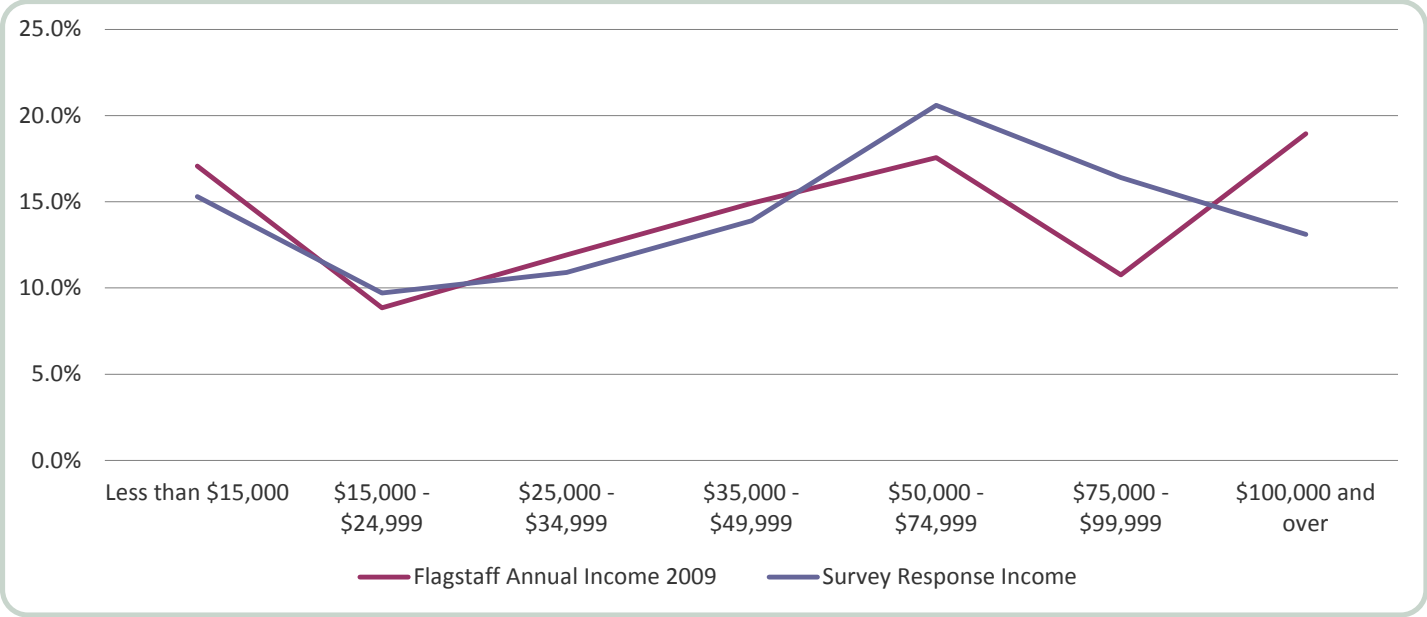
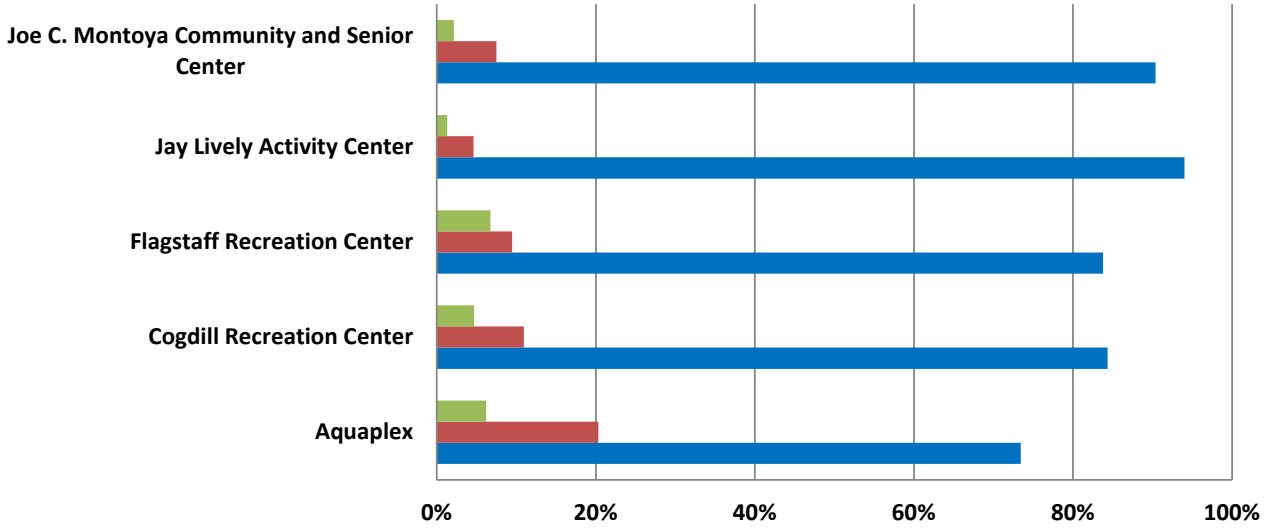


Chart 2: SURVEY RESPONDENT AGE VS. FLAGSTAFF POPULATION AGE

COMMUNITY RECREATION FACILITIES AND ACTIVITY CENTERS

The survey found that overall, survey respondents are satisfied with city facilities. (**Chart 3: Satisfaction with Recreation Facilities.**) The overwhelming reason for dissatisfaction with the Aquaplex was due to a desire for more lap lanes or another and/or larger pool. There were some comments regarding the size of the Aquaplex exercise room. Most of the reason for dissatisfaction with the Flagstaff Recreation Center includes overuse and a need for updating of the facility, a lack of rest room facilities for tennis players and the quality of equipment and tennis courts. Reasons for dissatisfaction with the Jay Lively Activity Center focused on the amount of time available for open skate and crowding. Comments regarding Cogdill related to the age and condition of the facility and the size of the basketball gym. (**Table 2: Reason For Facility Dissatisfaction**.)
city facilities are very well used. Over 40% of survey respondents reported that they visited parks and recreation facilities at least monthly and the Joe C. Montoya Community and Senior Center and the Aquaplex were used at least once a month by more than half of all survey respondents. More than 10% of respondents reported using city facilities at least once a year. (**Chart 4: Parks And Recreation Facility Use**)

Chart 3: SATISFACTION WITH RECREATION FACILITIES



	Aquaplex	Cogdill Recreation Center	Flagstaff Recreation Center	Jay Lively Activity Center	Joe C. Montoya Community and Senior Center
Very Dissatisfied	6.22%	4.69%	6.76%	1.32%	2.14%
Dissatisfied	20.33%	10.94%	9.46%	4.64%	7.49%
Very Satisfied/ Satisfied	73.44%	84.38%	83.78%	94.04%	90.37%

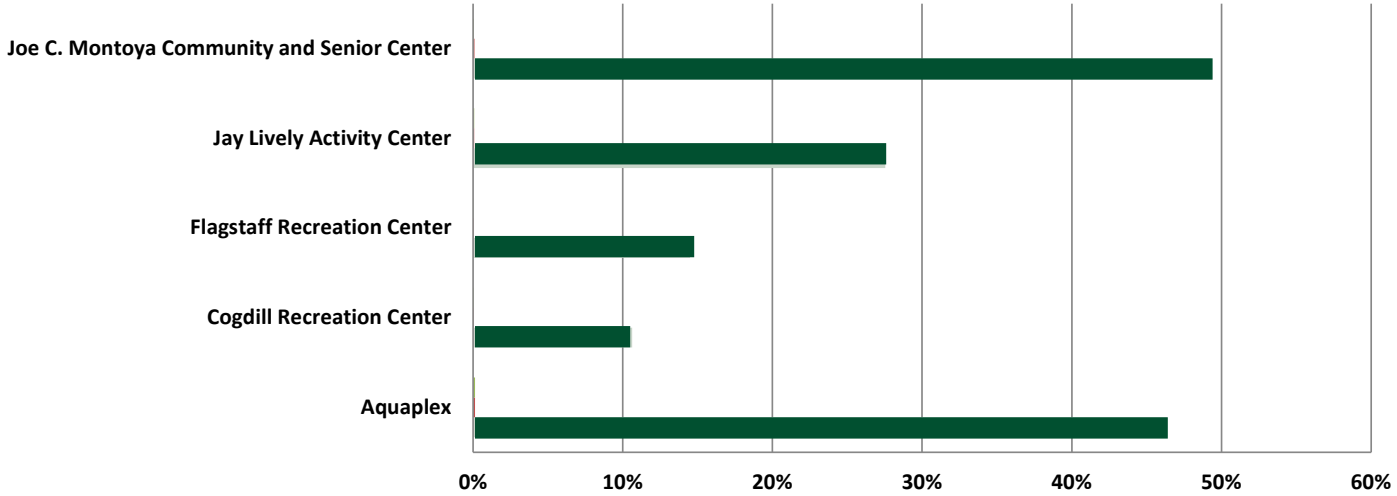
Table 2: REASON FOR FACILITY DISSATISFACTION

Answer Options	Quality of equipment	Mainte-nance	Cost	Other (Please specify)	Response Count
Aquaplex	10.26%	6.41%	25.64%	57.69%	78
Cogdill Recreation Center	6.41%	5.13%	0.00%	3.85%	12
Flagstaff Recreation Center	2.56%	1.28%	2.56%	8.97%	12
Jay Lively Activity Center	3.85%	1.28%	2.56%	6.41%	11
Joe C. Montoya Community and Senior Center	3.85%	10.26%	2.56%	15.38%	25

PARK FACILITIES

The on-line respondents differed somewhat from the in-person respondents with regards to specific park facilities that they believe the city needs. Table 3: Community Wants illustrates the responses for the on-line and in

Chart 4: PARKS AND RECREATION FACILITY USE



	Aquaplex	Cogdill Recreation Center	Flagstaff Recreation Center	Jay Lively Activity Center	Joe C. Montoya Community and Senior Center
Once a year	0.14%	0.03%	0.02%	0.08%	0.04%
Once every six months	0.12%	0.03%	0.04%	0.07%	0.10%
Once a month or more	46.38%	10.63%	14.49%	27.54%	49.28%

person surveys, as well as the difference between the two sets of responses. The areas where more than two-thirds of both the on-line and in-person survey respondents want the same facility is shown in blue. The facilities wanted by more than two-thirds of the in-person survey respondents is shown in peach. The facilities wanted by more than two-thirds of the on-line respondents is shown in yellow. The column titled "Difference in Support" shows those areas where the level of support for a facility between the two groups differs the most. For example, while 80% of the on-line survey respondents want more girls softball fields, only 57% of those responding to the survey in-person expressed this need.

These differences between the on-line and in-person survey respondents may have implications for future funding and facility construction. Once the in-person surveys were completed, access to the on-line survey was provided through the city's web site. City residents were made aware of the survey via a posting on the city's web site and parks and recreation user groups were made aware of the survey via email. The on-line survey respondents self-selected and it is possible that on-line survey respondents included a higher rate of specific user groups representing a singular point of view.

Even with consideration of the potential for bias as a result of self-selection, there is a fair degree of consensus between the on-line and in person surveys. Both on-line and in-person respondents agree that they want more bocce ball, art programs, horseshoes, places for cultural programs, therapeutic facilities, open space meadows, and indoor tennis courts. (This survey was conducted before the Flagstaff Athletic Facility indoor courts were closed.) A majority of both in-person and on-line survey respondents want more indoor basketball, volleyball and racquet ball courts, a BMX track and general sports fields, competitive swimming pool, synthetic turf and girls softball fields. Areas of substantial difference between the two groups include girls soccer fields (50%

Table 3: COMMUNITY WANTS			
Facility	**On Line**	**In Person**	**Difference in Support**
Picnic Tables/Ramadas	39.76%	51.76%	-12.01%
Indoor Basketball Courts	60.00%	70.83%	-10.83%
Places for Art Programs	73.56%	83.72%	-10.16%
Indoor Volleyball Courts	62.50%	72.22%	-9.72%
General Sports Fields	65.28%	75.00%	-9.72%
Horseshoes	69.44%	76.92%	-7.48%
Adult Softball Field	50.00%	56.00%	-6.00%
Bocce ball courts	83.33%	88.24%	-4.90%
Outdoor Basketball Courts	50.00%	51.28%	-1.28%
Places for Cultural Programs	74.75%	75.51%	-0.76%
Tot Lots/Play Areas	55.43%	54.76%	0.67%
Therapeutic Facility	91.43%	90.48%	0.95%
Open Space Meadows	79.39%	75.51%	3.88%
Sand Volleyball Courts	68.89%	63.33%	5.56%
Dog Park	61.11%	54.17%	6.94%
Skate Park	63.64%	55.17%	8.46%
Disc Golf	48.19%	38.64%	9.56%
Adult Baseball Field	63.16%	52.63%	10.53%
Racquetball Court	75.00%	63.16%	11.84%
Outdoor Tennis Courts	56.32%	40.74%	15.58%
Youth Softball Field	84.00%	66.67%	17.33%
BMX Track	80.00%	62.50%	17.50%
Indoor Tennis Courts	90.28%	72.22%	18.06%
Soccer Field	50.88%	31.58%	19.30%
Competitive Swimming Pool	87.50%	65.79%	21.71%
Synthetic Turf	85.29%	62.50%	22.79%
Girls Softball Field	80.00%	57.14%	22.86%

Area of most agreement between on-line and in person surveys

IN PERSON SURVEY WANTS MORE

ON LINE SURVEYS WANTS MORE

Higher percent of on-line respondents support, and supported by more than 50% of in-person respondents.

Higher percent of in-person respondents support, and supported by more than 50% of on-line respondents.

Supported by more than 70% of on-line and in-person respondents.

of on-line and 31% of in- person survey respondents identified this as a want) and outdoor tennis courts (57% of on-line and 41% of in-person survey respondents identified this as a want.)

PARKS

With the exception of Kiwanis, Bow and Arrow, Arroyo, Continental and Colton Parks more than half of all survey respondents report using city parks at least once a month. Buffalo, Cheshire, Mobile Haven, Ponderosa, Ponderosa Trails, The Basin/BMX Track and University Highlands parks are used by more than two-thirds of all respondents more than once a month. (**Table 4: City Park Frequency Of Use.**)

Table 4: CITY PARK FREQUENCY OF USE

Frequency of Use / Park Name	More Than Once A Month	Once every six months	Once a year	# 0f Respons-es
Arroyo Park	45%	36%	18%	11
Bow and Ar-row Park	31%	42%	27%	26
Buffalo Park	69%	22%	9%	215
Bushmaster Park	51%	28%	21%	110
Cheshire Park	68%	23%	9%	53
Coconino Park	52%	22%	26%	23
Colton Park	25%	25%	50%	4
Continental Park	48%	20%	32%	25
Foxglenn Park	50%	32%	18%	119
Guadalupe Park	63%	38%	0%	8
Joel Mon-talvo Park	63%	0%	38%	8
Kiwanis Southside Park	47%	33%	20%	15

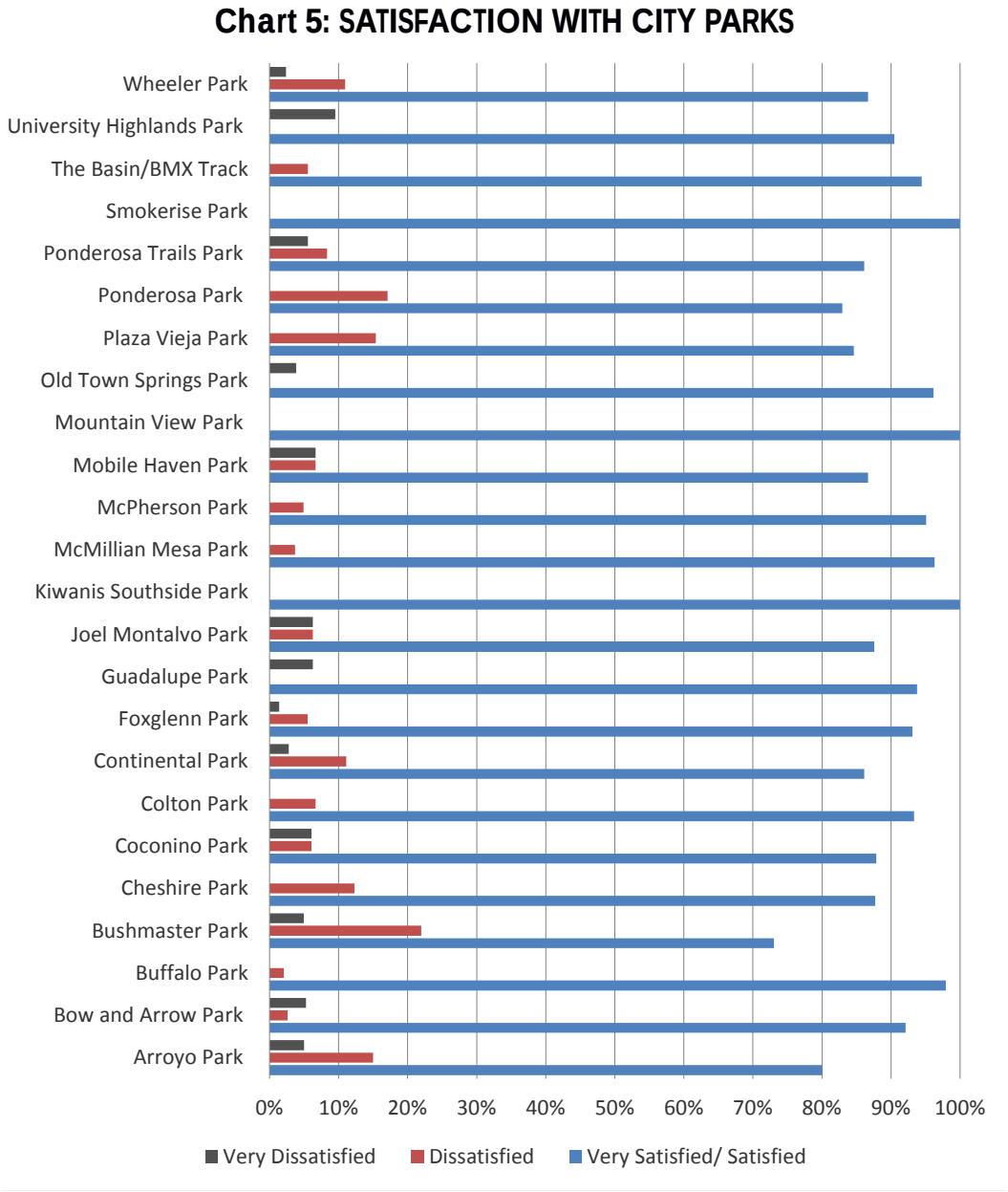
Frequency of Use / Park Name	More Than Once A Month	Once every six months	Once a year	# 0f Respons-es
McMillian Mesa Park	50%	25%	25%	20
McPherson Park	67%	27%	6%	48
Mobile Haven Park	86%	0%	14%	7
Mountain View Park	71%	0%	29%	17
Old Town Springs Park	39%	33%	28%	18
Plaza Vieja Park	57%	0%	43%	7
Ponderosa Park	53%	27%	20%	30
Ponderosa Trails Park	67%	25%	8%	24
Smokerise Park	50%	25%	25%	4
University High-lands Park	93%	7%	0%	14
Wheeler Park	68%	30%	3%	182

City of Flagstaff survey respondents are overwhelmingly satisfied or very satisfied with city parks[2]. The majority of respondents reported being dissatisfied with city parks due to personal safety and park maintenance concerns, and the majority of comments regarding dissatisfaction with city parks were related to Bushmaster Park (safety) and Wheeler Park (overuse and maintenance related to overuse/events). (**Chart 5: Satisfaction With City Parks.**) Several comments were provided about the quality of Thorpe Park and respondent satisfaction with the park

2 The in-person surveys differed from residents surveys by less than one percent for all parks surveyed.

3 Thorpe Park was inadvertently omitted from the survey, however, this omission does not impact the significance of responses regarding other parks.

and its facilities[3]. Other specific comments include a desire for a bathroom near the McPherson Park tennis courts, tennis court maintenance, overuse of parks related to events and general safety concerns.



City residents also use recreational facilities that are not owned by the city. Almost half of all respondents reported using facilities elsewhere. Reasons for using private recreation facilities include affiliation with NAU - where the facilities are reported to be better, offerings from private facilities (especially with regards to tennis), lack of facilities (e.g., dog agility areas, outdoor pool, outdoor basketball courts) and safety. (**Table 5: Reason Facilities Used Elsewhere.**) The non-city recreation providers used most by survey respondents include Coconino County (40%), schools (37%), private providers (35%) and NAU (43%). Other providers identified in the survey include non-profits and the State. Additionally, several respondents reported using trails and public open spaces on non-city public lands.

Table 5: REASON FACILITIES USED ELSEWHERE

Reason	Percent
I use other facilities/programs elsewhere	46.3%
City does not have the types of facilities/programs that I am interested in	26.2%
Facilities are inconvenient	21.3%
Too expensive	15.9%
Not interested in recreation activities	9.1%
Other (Please specify)	26.2%

EVENTS

The overwhelming majority of respondents reported that they are satisfied or very satisfied with city sponsored events. Most comments were focused around advertising. Several respondents said they were either unaware of these events or they felt they should be better advertised. Another significant area of comment was that the events were too large for the facility or the space for the event was unsatisfactory. Some of the comments regarding the event venue were about events that were licensed, but not sponsored by the city. Specific comments about additional events that were desired included a request for more teen events, events with an environmental focus and more city events that are not as family or child centered. One respondent stated that the Daddy/Daughter Dance should be renamed "Parent Child Dance" to encourage more parents and children to attend. (**Table 5: Satisfaction With City Events.**)

Fields at Continental Park

Table 6: SATISFACTION WITH CITY EVENTS			
City Events	Satisfied/ Very Satis-fied	Dissatis-fied	Very Dissatisfied
Soar Into Spring	93%	3%	3%
Egg-stravaganza	83%	9%	9%
Concerts in the Park	96%	4%	1%
Juneteenth	78%	6%	17%
Daddy-Daughter Ball	78%	4%	17%
Touch A Truck	90%	5%	5%
Skate Swap	82%	6%	12%
Family Fun Run	88%	10%	2%
Halloween Har-vest	94%	5%	2%
Winter Wonder-land Celebration	95%	4%	2%
Santa's Stocking Bazaar	84%	11%	5%

PROGRAMS

When asked an open-ended question about the top three recreation programs, events or facilities desired, respondents provided a wide range of answers. Tennis courts, programs and competitions, snow play, trails and environmental programs were the most popular. Several other ideas for programs identified through this question include programs for teens, dog agility, rock climbing, more community runs and bicycle programs as well as healthy living and social programs.

Table 7: FUNCTIONS MOST IMPORTANT FOR THE CITY TO PROVIDE

Most Important Functions	Percent
Maintaining existing parks and facilities	82.3%
Developing new facilities	31.6%
Providing recreation programming	33.3%
Providing trails	50.5%
Places for cultural arts programming	30.8%
Preserving open space	60.0%
Other (please specify)	12.2%

OPERATIONS

The vast majority of survey respondents say that maintaining existing parks and facilities is the most important service provided by the Parks Section and Recreation Services Division. This was followed by preserving open space and providing trails. Developing new facilities, providing recreation and cultural arts programming are also important functions for the Division. (**Table 7: Functions Most Important For The City To Provide.**)

DIVISION MISSION

When survey respondents were asked an open ended question about the most important things for Parks and Recreation to do over the next decade, a clear consensus emerged that a core activity should be to maintain and update existing parks and facilities. These open ended responses were very specific and generally fell into one of eleven categories:

- Parks
- Facilities (winter sports, snow play, aquatics, disc golf, dog agility/dog parks, ice skating, fields, tennis)
- Open Space
- FUTS
- Programs
- Events
- Recreation/Economic Development
- Access
- Safety
- Operations
- Maintenance

Overwhelmingly, respondents see maintaining parks and facilities as the first most important area facing the Division over the next decade. Respondents state that the second most identified area that needs to be addressed is park quantity and improving and updating existing park facilities. One respondents stated, "our parks are used hard." Programs were also viewed as an important area of focus over the next decade, and comments ranged from improving the variety of programs to the specific programs that should be offered. Open Space Conservation and providing more trails and maintenance of existing trails were also perceived as a key and important area that will need to be addressed by over the next decade. Other top items on the community's agenda include enhancing tennis facilities, providing more programs for teens and youth, more fields (in particular soccer and multi-use), providing a winter recreation area, adding a lap pool or expanding aquatic facilities and creating a better or new event venue[4].

4 The demand for tennis and competition pool/lap pool responses were almost completely restricted to the online survey.

FUNDING/FEES

When asked how new and existing parks and recreational facilities and programs should be funded, respondents overwhelmingly believed the city should adopt a "pay as you go" philosophy. Comments on this question reflected a variety of opinions, including some saying that only those people that use facilities should pay for them, while others supported scholarships for the needy. Some supported bonds, others suggested finding more grants and some supported increased user fees or using fees from events to subsidize parks and recreation.

The survey also included a question about cost recovery. When asked about recreational program fees, many (42.5%) felt that some programs, such as those that serve disadvantaged populations or after school programs, should be free or only recover a portion of their cost. (Table 8: How The City Should Approach Cost Recovery For Recreation Programs) However, residents were less clear about cost recovery for programs that did not serve a particular population. (Table 9: How New Facilities And/Or Programs Should Be Funded)

Table 8: HOW THE CITY SHOULD APPROACH COST RECOVERY FOR RECREATION PROGRAMS

Answer Options	Response Percent
Recreation Programs should recover all costs to include a small profit margin.	9.7%
Recreation Programs should recover the majority of their cost.	21.8%
Recreation Programs should recover less than 50% of their cost.	10.2%
Recreation Programs should be free to the users and completely subsidized by the city.	10.8%
Some programs, like after school programs or those that serve disadvantaged youth or seniors, should be free; others should recover a portion of their cost.	42.5%
Other (please specify)	5.0%

Table 9: HOW NEW FACILITIES AND/OR PROGRAMS SHOULD BE FUNDED

Answer Options	Response Percent	Response Count*
"Pay as you go" using existing tax revenues	59.6%	215
Increase sales taxes	19.1%	69
Increase property taxes	15.0%	54
Increase fees for using programs	20.2%	73
Charge for parking associated with events	18.3%	66
Charge for admission to events	24.4%	88
Other (please specify)	14.4%	52

*Respondents were asked to select no more than two options

Flagstaff Parks, Recreation and Open Spaces Master Plan

1. Parks, Recreation & Open Spaces Survey, page 1 of 4

The City of Flagstaff is updating its 1996 Parks, Recreation and Open Spaces Master Plan. The Master Plan will set a direction for the City's Community Enrichment Services Department and its parks, recreation facilities, programs and services for the next decade and beyond. Your ideas and opinions are important so that the update reflects the vision of the community and meets the needs of Flagstaff. Please participate in this update by filling out this survey. More information about the project is available at http://www.flagstaff.az.gov/index.aspx?NID=2114&ART=6330&ADMIN=1 or by contacting the City Community Enrichment Services Department, Telephone: (928) 213-2302 OR send an email to KDrummond@flagstaffaz.gov.

1. Please answer the questions below for each of the City of Flagstaff Recreation Facilities that you use (NOTE: If you don't use the facility, please leave the line BLANK. If you don't use any City of Flagstaff Parks or Recreation Facilities please skip to question 3 on page 2.)

	Satisfaction	If dissatisfied, why?	Frequency of use
Aquaplex			
Cogdill Recreation Center			
Flagstaff Recreation Center			
Jay Lively Activity Center			
Thorpe Park Community and Senior Center			

Other (please specify)

2. Please answer the following questions for each City Flagstaff Park that you use by checking in the appropriate box. (NOTE: If you don't use the park, please leave the line BLANK)

	Satisfaction	If dissatisfied, why?	Frequency of use
Arroyo Park (850 E. Ridgecrest Dr)			
Bow and Arrow Park (3701 N. Cochise Dr)			
Buffalo Park (2400 N. Gemini Rd)			

A Screen From The On-line Survey

SURVEY PLANNING CONSIDERATIONS:

The survey results have important implications which are summarized below.

- The city of Flagstaff is meeting the needs of its citizens and no major change in direction of philosophy appears to be desired by residents.
- Updating facilities and facility maintenance are important to residents.
- In some areas, safety is a predominant concern, preventing residents from using and/or enjoying parks.
- Some facilities, in particular, the Aquaplex, Jay Lively Activity Center and fields are in high demand or are not meeting resident recreation needs.
- Park use for events impacts the condition of the park and residents notice it. Additionally, an event facility, or a system of allowing events in appropriate parks, is desired.
- A high percentage of residents currently supplement recreational facilities provided by the city with those offered by other public and private providers.
- Open space and hiking are important recreational activities for residents.
- City events are enjoyed and supported.
- Residents are interested in a wide range of programs and activities.
- Olympic sports or tournament sports were suggested in several instances as an approach to meeting local need and encouraging economic development.
- Residents would like to see more advertisement and marketing of recreational programs and events.
- Residents support subsidies of programs for the disadvantaged and for after-school, but do not have a clear vision regarding cost recovery for programs that do not serve a specific audience.

Benchmark Analysis

The Benchmark Analysis is a tool used in this planning process to help develop service standards for parks and for recreation programs and facilities. Because the city of Flagstaff is a unique community, application of national standards that may not reflect the city's setting, climate, size, population and recreation philosophy would not be appropriate. Through benchmarking, the city of Flagstaff can compare itself to jurisdictions with similar characteristics and recreational philosophies. Once the service standards of the jurisdictions selected for benchmarking are known, the recreation service standards appropriate to the city of Flagstaff can be developed based on an assessment of the city of Flagstaff needs and the service standards of comparable jurisdictions. In this Plan, the benchmark analysis, survey findings and public comment are used as a basis for the development of park and facility standards.

The benchmarking process included initial review by the city of Flagstaff Parks and Recreation Commission of 13 jurisdictions with populations, land area, climate and features similar to the city. (**Table 10: Initial Round - Benchmark City Statistics.**) After discussion, the Commission selected Sparks, Nevada, Iowa City, Iowa and Boulder, Colorado as benchmark communities because of the quality and reputation of the parks and recreation programs. While the city of Flagstaff is smaller than all of the peer jurisdictions, the Commission selected jurisdictions that they believed reflected the future population of the city.

The benchmark analysis included mailing a detailed questionnaire to each jurisdiction, and follow up via telephone and email. Because each benchmark jurisdiction parks and recreation department has slightly different responsibilities (for example, some departments managed other facilities, such as cemeteries or open space) not all the questions were applicable and in some cases, some jurisdictions did not or could not respond to a particular question.

The findings of the benchmark analysis were presented to the Parks and Recreation Commission and the City Council at public meetings in November 2011. The benchmark analysis findings were used by the Parks and Recreation Commission in the development of park and facility standards included in this plan. Appendix D includes the Benchmark Analysis Questionnaire.

Table 10: INITIAL ROUND - BENCHMARK CITY STATISTICS					
Jurisdiction	**Population**	**University**	**Elevation**	**Seasons**	**Size (sq. mi.)**
Iowa City, Iowa	122.000	Univ. of Iowa	668	4	24.5
Boulder Colorado	103,600	Univ. of Colorado	5430	4	25.4
Sparks Nevada	83,900	N/A	4410	4	24.0
Bozeman Montana	40,000	Montana State Univ.		4	12.6
Ann Arbor, Michigan	112,582	Univ. of Michigan	900	4	27.7
Manchester, New Hampshire	109,395	UNH at Manchester	560	4	34.9
Ogden, Utah	83,000	BYU	4500	4	26.6
City Of Flagstaff, Arizona	62,426	NAU	7000	4	63.6
Pocatello, Idaho	54,837	Idaho State Univ.	4462	4	28.2
Prescott, Arizona	40,000	Prescott College	5347	4	41.5
Pagosa Springs. Colorado	1,988	N/A	7000	4	18.0
Pueblo, Colorado	10,4877	CSU-Pueblo	4692	4	45.4
Grand Junction, Colorado	146,903	Mesa State College	4593	3	31.1

APPENDIX C
FOCUS GROUP MEETING NOTES

City Of Flagstaff Parks and Recreation Master Plan Focus Groups Nov. 1, 2010 Meeting Notes

Introduction

On November 1, 2010, the city of Flagstaff Recreation Services Division and Parks Section hosted a series of focus groups at the Thorpe Park Community & Senior Center to begin discussions with city stakeholders regarding the current effort to update the city's Parks, Recreation and Open Spaces Organizational Master Plan. The purpose of the focus groups was to listen to residents who use Parks & Recreation facilities and programs to ensure that the plan is responsive to community needs.

Throughout the day, six separate focus groups were conducted with a total of 81 participants signing-in, including approximately 36 city staff members. However, a number of participants, city staff members in particular, attended more than one focus group. Therefore, the total number of individual participants was approximately 62, including approximately 27 city staff members.

Elizabeth Anderson, Director of the Flagstaff Community Enrichment Services Department and Project Manager for the Organizational Master Plan Update project, began each session with an introduction to the project and the needs it is intended to address. Leslie Dornfeld, the lead consultant working with the city on the Organizational Master Plan Update, then offered more details on the project and introduced the purpose of the focus groups. Also in attendance were Ken Ballard of Ballard*King, and Ximena Zamora of AECOM, additional consultants working on the plan update. Dexter Albert, with Intrinsic Consulting, facilitated the focus groups, and Jason Hurd, also of Intrinsic, recorded comments.

The questions following this paragraph were used to guide the focus groups. However, the discussions remained flexible and questions were not necessarily fielded one at a time, which provided a conversational atmosphere. During the focus groups, the facilitator ensured that each participant was given the opportunity to make comments or ask questions of the project team. Also, while the schedule of the six focus groups was originally arranged by topic, participants were encouraged to attend whichever group best fit their schedule and often several topics were covered in a single group.

- What is the function of your group and how do you use Parks and Recreation/Community Enrichment Department services and programs?
- Overall, are the needs of your entity/organization being met by the city Parks and Recreation/Community Enrichment Services facilities and programs?
- How or why not?
- What do the city Parks and Recreation/Community Enrichment Services Departments do well?
- How do you think that the city Parks and Recreation/Community Enrichment Services could do better?
- What types of partnerships or strategies do you think could be used to provide the services/programs that you want?
- What types of fees should/could the Department charge for Parks and recreation services? Could it increase its fees? What other ways do you think the Department could increase its revenues?
- What else should we be aware of/consider/address as we develop this plan?
- Who is missing from this discussion?
- Are you willing to help distribute the survey when it is available?

Comments, questions, and project team responses that were recorded during each focus group follow.

General Parks and Recreation

Funding

The departments need sufficient funding to maintain services.

- Information/Awareness
- Not enough information gets to seniors about activities and programs.
- I would like to see more advertising about all that Recreation has to offer. Most people don't know what we have to offer.
- Cityscape, other contractors may agree, has become unhelpful for me – I set my tennis schedules based on Cityscape, but it always comes out late and often with the wrong information. I've had numerous people who had to leave the tennis court during a lesson, they don't realize the city has a tennis program even after calling the city and being told there is no city tennis program.
- This is what I was saying about marketing and publications. If staff doesn't know about the programs offered by the city, how can the public know?

Facilities

- We have great disc golf facilities and need to continue having them.
- Want to make sure ice rink is good to go and can make improvements.
- We're very excited about ice rink getting back up and running. We're having all users clean up after themselves. The grand opening was fantastic with about 200 people on the ice.
- Do you have a system to contract out lessons?
- City staff does all the lessons except for hockey. We have a figure skating club and Flagstaff youth hockey Association and NAU and high school hockey and amateur adult hockey. We would like a second sheet of ice. The users are increasing in numbers. Scheduling is a little tight now.
- Is the rink self-sustaining?
- 63% - it is very good.
- Representing senior citizens, they are not always in position to be employed or speak up at meetings. I use the recreation center as personal health enrichment. I use the facilities to stay healthy. Not enough people use the facilities.
- As the coordinator at Aquaplex, I represent the users. Since we were designed for multi-generations, we have broad user demographics. A lot of people use it because it is affordable. P&R does good job of serving the youth – a lot of kids use the pool. Our biggest complaint is that the Aquaplex does not meet demands of swimmers. Competitive facilities are non-existent. The needs of youth are being met at the Aquaplex.
- Where do swimmers go now?
- Flagstaff high school – P&R use to maintain, but now it is the school district's primarily due to funding issues.
- Facilities need to be ADA accessible (they all are).
- Through the regional plan process we have heard a lot from the community. People say they need more soccer parks. Where can we have multi-uses? An indoor soccer park could be used for other things. Route 66 and Fourth Street are looking to grow into multi-use venues. If we get a garage downtown sometime, think about the roof structure – can it be used for other things?
- I coach little league and high school. We don't have enough practice facilities for baseball. Flag Rec center is the only public facility with a wood basketball court and it can be complicated getting practice time. Flagstaff has no batting cages. We have tons of softball and little league players that could use one. That could be a revenue generator also.

- Disc golf is huge here. San Diego has one course. We have two city courses at Thorpe and McPherson Parks, an NAU course and one at snow bowl. The city has given us 18 baskets and polls, and that's it. We host tournaments every year here. We have hosted professional competitions in 2003 and an amateur one in 2005 – these are worldwide events. Disc golf is great for open space, keeping green, and has minimal impacts. We've had ideas about redesigning courses, such as Thorpe. There is still a lot of space that could be used for disc golf. A lot of the work is volunteered by club members. We want to explore gaining more space and grow our courses into championship courses and bring back the world championships. The courses are always packed in the summer so we might need another course. We can include recycling and put wood chips down. The courses need to be cleaned more too. Courses are open and self-managed in terms of daily use. None of the courses require payment. They are minimal maintenance with some tree trimming, cleaning, etc. NAU does its own maintenance.
- What can't the clubs handle that is necessary?
- Biggest thing is maintenance and up keeping current courses.
- What about putting one out at Tuthill? Look at partnerships between city and county. Incorporate other P&R entities.
- That has been discussed.
- Other leagues have to pay – soccer, tennis, etc. P&R staff clean up after them and maintain facilities. What would happen if suddenly disc golf required payment? What about tiered pay?
- That would have a huge impact on people wanting to play disc golf. 95% of players are casual and will not pay to play. They'll find other facilities or make their own in the woods. Some people may pay for well maintained courses. Colorado has a nice course in north Durango that is nice enough that people might pay to use it.
- I don't know the parks real well yet. I've only been here three weeks. Are the disc golf courses rough or rocky to walk around?
- A little rocky. There are other courses around the country that are made on more easily accessible places.
- The tennis program in general – I've run tennis programs most of my life – there was almost no tennis in Flagstaff when I got here. In the last four years we increased to more than 450 people including high schools. There is definitely an interest in tennis. A couple years ago we talked about indoor tennis with P&R, but it lost momentum with the budget short falls. Indoor tennis would be great when we have the money for it. My concern now is, as a contractor running a program for the city, now that things have picked up, at what point does the city – I've made quite a bit of payment to the city from the percentages of my program – where does the money go? We have holes in nets that need to be fixed, courts that need to be repaired. I've asked for signs because many residents have asked about keeping non-tennis players off of courts. I've asked for storage sheds so I don't have to haul stuff back and forth. Is there support coming for these needs? Many would be cheap to fix. We have people from age six to 70, men and women, we have a lot of interest now and need some support. I just need a little help with cheap fixes, some marketing, etc. The high schools don't have courts – they use city courts – they are official high school teams.
- About ten years ago city was converting tennis courts to basketball. NAU converted theirs to parking. The support offered now is much more than 8-10 years ago. It is still an uphill battle. You have built a lot of momentum.
- Tell us more about high schools. Are they doing anything now?
- No, they just have teams. The teams don't feed the city – the city programs need to help the teams.
- There are also other entities within the city. FACTS program has a tennis program that is grant funded. Maintenance-wise, these kinds of things are easy fixes – signs, nets, sheds.
- Yes they are easy, but nothing has happened even though I've brought it up. The city, whether it's ballroom dancing, tennis or whatever, the policy has been to support contractors. After a certain amount of years or money or interest, like any business there is the start-up stage, I don't think there is anything in place to reevaluate a program after it has gotten off the ground and looks like it has enough interest to

maintain it. Instead of hiring kids, there might be full time instructors. There might be year-round indoor tennis. In Chicago, we gave more than 1000 lessons a week during the winter. FACTS contracts out to keep kids entertained, etc.

- Could schools be part of ten-year vision?
- There is a need for a bigger outdoor facility for high school teams to run their matches. Since the schools will benefit from that, perhaps a joint city, school and private effort. There are ways to get grant money for that as well. Pool all the resources. The city needs to get on the same page for now and show more support. Then as we grow we need to continue that teamwork.
- The Senior Center is very busy and we don't have enough parking a lot of time. It's the same all over – the facilities are very busy and don't have enough parking.
- NAIPTA has grown seven times in past 2-3 years. Bicycling is huge here. Parking still needs to be taken seriously, but we need to increase other options. Any facility needs a bus stop and bike paths.
- I want to emphasize that everybody wants more or better. Those are important parts of a master plan, but my greatest concern is that we look at the basics of access to parks and playgrounds for every community and neighborhood in Flagstaff. We need to look at distribution and access and the need to provide equitable access to parks and playgrounds throughout the city. Then we look at the icing on the cake after looking at fundamental responsibilities.
- We have been in a steady decline in pre-school and school-aged children. We've been economically pushing these people out of Flagstaff. If you want to grow a town you have to provide services for young families.
- My major function is permitting every patch of grass for sports related user groups, including schools and city property – no high schools though. The biggest need is there are more user-groups and users than there is green space. A second issue is some of the facilities. Fox Glen, for example, is definitely adequate in size, but it is one of few so we run into huge maintenance issues with turf use and over usage. The number one need is to convert some of those into turf fields so they are consistent, it would allow for more year-round usage. Lights are needed to increase use time (dark sky compliance). We have more youth than adults. Boy's baseball and basketball and softball are always looking for more field space. Lacrosse is growing in popularity.
- There is no place for adult flag football in Flagstaff. On a Sunday we will drive to every field to find a place to play a game of flag football. The high school fields are always locked. NAU fields are sometimes available.
- We do not have a municipal golf course open to the public.

Planning

- Need to look at long range planning – five, 10, 20 years down the road. P&R is a key factor in the vibrancy of our community.

Special Events

- Scheduling events – we don't have the proper space for all of them. We permit about 400 events per year. We need places for events, preferably outdoors. Art in the Park is a pretty big one. Almost every weekend in the summer there are craft festivals in Wheeler Park. We need another and larger special event venue outdoors. We are short of an event space that would work elsewhere. Other events may move – Big Red Pour is looking for a different space.
- People like Wheeler Park because it is downtown and green. Wheeler Park may be preferred to a larger space due to its location.
- A lot of large events that involve alcohol, want Wheeler because it is close to downtown bars and hotels. If you put them somewhere else not in the city, it can cost more and is more removed from the downtown vibrancy. Businesses like having events nearby.
- What kind of space would we need for non-downtown events?

- Fort Tuthill is two miles out of town at the Pulliam Exit. A lot of large events are held there. Otherwise, Wheeler Park is the number one venue. We need a redesign to make that space more useable. This is not a new issue. We've looked at it a lot. We've talked about moving events and user groups don't want to do that. Buffalo Park is another large event venue.
- Would another space add diversity or drain off of the other large venues?
- We've got diversity. We need space.
- Have you turned events away?
- We maintain a calendar with closed days to maintain the park.
- Do all of the events deprive people that would use that park for straight recreation?
- I see people there all the time having picnics, etc. It is used a lot by families.
- There is already a redesign drawn up for Wheeler Park – Elizabeth has it.
- There are a lot of events that could happen in another location. Elizabeth has worked with Karl Eberhard on other possible venues.
- The other thing that the community has made council aware of is the need for a second sheet of ice at Jay Lively. McPherson Park is a beautiful natural park next to Buffalo Park. We get requests for weddings and such up there. It's possible that the second sheet of ice could be a temporary or permanent indoor structure that doubles as a community event space. McPherson is one of the more frequently requested parks.
- Do any of you need volunteer help like at concession stands?
- We got your name and will be calling you – thank you.

Neighborhood/Education

Accessibility/Neighborhoods

- As neighborhood planner, we need to think about all the neighborhoods in town and understand there are pocket parks and amenities for children. We need green shared space throughout the city. I would like to see all the recreational amenities connected more with FUTS trails and bus lines, etc. People need to be able to get from one to the other without having to drive.
- I am fortunate and have access to the FUTS trail the pond, the softball field, the senior center – I walk to all of them and love it.
- I like it here and that's why I bought my home across from Buffalo Park. That park is used all the time. I use the senior center a lot. I sold my car and ride the bus now. I use all of the facilities.
- Do you use Buffalo Park?
- I have three families living here. We follow all of the high school meets. I hike with my kids. We use all of the facilities in Flagstaff.
- With the city trying to reduce vehicle use, we need bus passes.
- The city can promote something like a neighborhood block party day once a year to get neighborhoods to interact with each other. Neighborhoods are so mobile now. People don't know their neighbors.
- Regarding FUTS trails, one of the greatest things about Flagstaff is the connectivity. It's great but it doesn't connect all neighborhoods yet. We need to connect all parks via FUTS and preferably not along roadways. We need to enhance FUTS trails and maintain them year-round.
- In winters they push all the snow onto FUTS trails and sidewalks.
- Do neighborhood centers have senior programs?
- Most are for youth, but we'll (Cogdill) have some overflow from other centers who come to use weight room.
- Flagstaff recreation center gets a lot of seniors using weight room.

Funding/Fees

- I want to see the fees frozen until the economy recovers. People are saying the fees are a little high – people like families and other seniors.
- I recently stopped by YMCA and noticed their fee schedule and wondered why Aquaplex hasn't implements a similar e-funds transfer system. They might be able to see more involvement. The rates at YMCA come out of my account every month and I don't have to save up for a membership. I would like to see educational administrators take a pay cut to save programs like music and art. The administration has too high of a salary.
- FACTS is a great program that needs to keep its funding.
- City does works with schools to put on programs such as FACTS. We try to work collaboratively.
- Can we also explore fees with county and city and getting them to be comparable so fees aren't the main difference between venues.
- How do we deal with diminishing resources and increased demand?
- We've been doing more with less. We have Head Start at my facility. It is run by NACOG. Partnerships will become more important. We have the Sunnyside One-Stop which offers assistance looking for jobs, writing resumes, etc. We might look at the need for baby-sitting service if it becomes necessary. We have the I AM Youth group that looks for volunteer opportunities.
- The food program at Thorpe would not function without volunteers.

- One of the things the city has been forced to do is collaborate more because of low budgets. As Recreation Superintendent, we focus on sustainability by collaborating with outside entities as much as possible. It has worked well and I see that as the future. The economy is defining that model.

Facilities

- I want to see more parks along Route 66. I want a picnic area at Fox Glen Park under the trees.
- My son and I stopped by here for Halloween, and I wonder if Thorpe Park Center could be for everyone and not just seniors. Bring the seniors and youth together.
- I live two blocks from Wheeler Park and I love the concerts, but we do have problems with Pride in the Pines and the Beer Festival because it gets loud late at night and messy – drunk people take bottles from park and leave them as trash. It would be great if they shut down earlier or watch the trash better. I would be glad to organize a neighborhood clean up after the events.
- Can we have volunteers watching the events to make sure they don't take bottle with them?
- Usually they serve the beer in plastic cups. Police are always at events where alcohol is served.
- FACTS uses parks for field trips. Could improve on – they just passed the alcohol permit law for Bushmaster Park. That is fantastic, because that park is not always safe. It might be a good idea for the other parks too. We used to use pools in town but they have shut down. We need more pools that are available and affordable – indoor pools. All the summer camps and families compete with each other for the pools we have. We do use a park for an event once a year, and we participate in other events.
- FACTS receives funding from the city. I am employed by the school district. FACTS is an after school program and city centers also have after school programs – daily drop-in programs. The city facilities are used by school aged children as a safe place to be after school.
- At a Sunnyside Neighborhood Safety Summit we learned that FACTS is being used less. It has become a fee-based program but used to be free. $3.50/hour. City recreation centers may help take kids that can't go to FACTS.
- Does city see itself as backup to FACTS?
- No, it's just another option.
- The free option is by default the backup to the fee-based option.
- We service low-income neighborhoods. If we add fees we would lose users.
- With people out of jobs, they don't have to use centers to watch kids while they are at work.
- The city gives annual contribution for FACTS staffing, which has decreased in recent years.
- NAU has stepped up with Killip School program. If we can utilize the recreation center, than NAU said they can bring in staff.
- Killip FACTS is struggling more than other FACTS that are not fee-based.
- City recreation centers are drop in – we have sports, games, arts and crafts. FACTS is more structured – it is a licensed child-care program.
- Any police/fire partnerships?
- Weed & Seed, La CASA (Citizens Against Drug Abuse)
- What do you envision in the future for city recreation centers and FACTS?
- City recreation centers would love to grow, but with the economy it is hard now. We want to be a staple in the community, a safe place for families to do activities together. The facility is adequate now. We have enough of want the kids want to do and to get things done. We are really important in the community – safe havens – where people feel safe leaving their kids. Some kids are there from after school until closing. We don't provide food. Sunnyside has improved due to block parties, Weed and Seed and other things.
- FACTS does serve snacks.

- I'm at the Ice Rink. Because we just rebuilt it, we don't have good numbers on users yet. We are looking to putting in a new facility in 5-10 years. We need parking too. NAU is bringing in seating for 500, and our parking cannot accommodate that.
- What do they do now for parking shortage? Parking is lost revenue.
- It's a municipal ice arena. It's a collegiate club that has grown in popularity recently. People park throughout neighborhoods. People park wherever they can.
- In some places they can pay for parking.

Open Space

- We need to keep the city green.
- Information/Awareness
- One concern is that seniors are becoming reclusive.
- What's the best way to reach the seniors?
- Through relatives, friends. I'm mostly concerned about those who are reclusive.
- Is there a meals on wheels program here?
- Yes.
- Would that be a good way to reach seniors?
- Yes.
- We need to find more ways to reach seniors. We need to advertise more.
- What has worked well for you in reaching seniors?
- A lot of them are here [Thorpe Center] during lunch, so we do lunch time announcements. There is an hour of social time before lunch. A lot of people browse the fliers and stuff on our front desk. I have not heard a lot from seniors about other sources.
- During events you never know which streets will be closed or for how long. Can the closures be published in the paper with alternative routes?
- Flagstaff Arts and Business Alliance can coordinate. It would be nice to have a huge calendar to coordinate events throughout the year. That could also help with coordinating parks and rides too.

Culture/Art

- Our community needs to set up more art and music programs. There are plenty of sports programs out there but not enough for art and music.
- Special Events
- We permit more than 300 events a year at city parks. Not all events are appropriate for some parks, due to traffic, alcohol, noise, etc. We just don't have anywhere else to put them all the time. We put events in parking lots and vacant lots. We close down streets. We tried to address the noise level two years ago. We lowered it from 100 to 96 DB and over the last year we've been working with people to determine the appropriate DB level. It has been lowered to about 88 DB.
- We are reworking DB levels and time restrictions. New guidelines should be ready this year.
- Are there standards that dictate which locations to use? Would certain standards be something useful?
- Absolutely. Certain events will fight being removed from Wheeler Park. We need other parks to be able to move them to.
- When city permits, do you route the permit? Are there meetings to discuss transit, etc?
- That is left to the event producer. They need to show how they will address parking, security, etc, as part of their application. If something doesn't seem adequate, we ask them to rework it again.
- But they are just thinking about their one event.

- Fort Tuthill costs more and requires transportation be provided to drinkers.
- Buffalo Park has no parking.
- The city doesn't have to accommodate every single group.
- For big events, people will still need to get hotel rooms and go out to eat even if venue is not right next to those services.

Youth/Business

Tennis Facilities & Special Events

- Flagstaff has surprised me in the lack of quality tennis facility for a community of this size. The courts just across the street need some maintenance. If your child wants to get good at tennis, this is not a good place to be. You have balls coming through the net. I've seen users bring duct tape to fix the net while they are playing. Bottom line is we need to take care of the existing facilities. They city is not servicing tennis players very well. I'm an advocate of public use facilities. There could be more collaboration between NAU and the city. I've never seen a major university without tennis courts.
- Is there an interest of a city sponsored adult tennis league?
- I think absolutely. We have people travelling to Phoenix in the winter to play. There are private courses at the Athletic Club. They contract out to NAU. I've heard that when schools come here to play they are not happy with the facilities. Their courts are multi-use and not ideal for tennis, particularly the flooring – it's rubberized and makes the ball go faster than it should.
- Is that facility used heavily?
- I'm not sure. I could always get a court there.
- From a community wide perspective, the Flagstaff Athletic Club facility is a blessing and it's a challenge at the same time. It is the only indoor facility in Arizona. That's the only place to play during the winter. It's not used as much in the summer because people want to play outdoors and the courts are better. I officiate team matches and you cannot always tell if the ball is in our out because it slides and moves too fast. It originally had a soft bubble but had issues in the winter. Then there are membership issues – if you're a member of FAC then you have access and lower costs. Even though I'm not a member, I can still take advantage of that programming. It is not a good competition surface. It was changed to make it multi-use. It's actually referred to as the multi-plex because it was not cost effective to maintain it for only one purpose. (I don't speak for FAC) Flagstaff has CTA – Community Tennis Association – the purpose is to bring unification, to bring people together to do good things for citizens through tennis – exercise, things to do for kids, etc. We're filling a void that has existed for decades. The district has been very active in helping with grants and helping to move the city in that direction. It is a challenge to break down some of that diversity or division – it has to do with who is a patron at which site. Some people are upset about having to pay a court fee on top of a membership fee. (Handed out a print out of a letter he prepared before hand). Flagstaff CTA is going through a cultural change. It is a new organization and we're trying to figure out the area, working with the district and communities, etc. Flagstaff Athletic Club, Continental Country Club and the city have professional trainers. At FTA – Flagstaff Tennis Association – we are letting people know about all those resources – trainers, courts, etc. We want to support the full spectrum of tennis opportunities. Working together to benefit a sport helps people and ultimately helps the city. The unification is difficult. The Bushmaster courts (two) have quick start lines – divides a standard court into four mini courts to let youth compete on a scale that is fitting for them. It is a great thing and something similar should be done at other courts. The high school tennis season starts in early February. They never had AI tennis – now there are three in town. NPA has a small team. It's not that there are not enough facilities, but there are not enough in one spot. Typically you need five-six if not eight or more courts for tournaments. One year we used three different sites to accommodate the tournament, which causes logistical problems with multiple sites to maintain and have judges for. I keep all the supplies in my garage and every year we have to set it all up. We have different leagues – they should happen at the same time, but we don't have courts to accommodate that. Country Club has four courts in one spot and two more sets separated. We have to go by what the players tell us – they don't want to play indoors in the summer and sometimes won't play indoors in the winter – it's mostly about the preferred surface. The most practical thing would be to add to existing sites rather than build new sites. Tournaments can be indoor and outdoor, but the same division has to play on the same type of courts. Court surface is the main issue.
- Court resurfacing is on a rotating basis depending on capital program. There are also winter issues with

clearing the courts and potentially causing damage.

- Would resurfacing the FAC courts increase the tennis use enough to make it worth the trade-off?
- A lot of tennis players go to Sedona to play. Some simply will not play on the indoor courts. I would play three times a week here if courts with good surface were available.
- There are larger events that we would never have been able to have (we cover five countries across northern AZ). Courts are needed throughout northern AZ. If Flagstaff could step up and do something phenomenal like creating the facilities to support the sport it could have regional implications.
- Who would want to build the facilities and how can we leverage them with the city? Schools? Community colleges? NAU? Why isn't NAU recognizing this?
- We've looked into that and asked about it. They turned six courts into parking with no plan to replace them. We got feedback that they plan to build a new facility, but we don't know when or where.
- Weather is a big concern because the season starts too early for this area. They need indoor facilities. NAU is paying FAC to use their facility. They have an excellent tennis program – Division One for men and women.
- How would you handle this in increments rather than all at once?
- We need to build a northern AZ tennis center to be able to host the big events. It might be better suited for a warmer area, but it needs to be tied to business. Too many clubs are membership only and they can't sustain themselves. They have to have partnerships – NAU, city, county, state, and government entities and private entities as well to help sustain it after building it. Bottom line for me is a facility with 6-8 courts with half indoors and with a pro-shop and business entities to keep it running. It needs to not be seen as a competitive entity with other clubs. It needs to somehow bring those entities together instead of competing with them.
- Start by allocating land, then build some but not all of the courts at once.
- The city has about 30 unfunded projects right now and tennis is one of the top five. For every group that says we don't have enough tennis facilities, we have other sports without enough. They all are in need of additional facilities and services.
- FTA is new here and we are trying to invigorate the interest.
- I don't think it can work without NAU's participation. Tennis has more longevity than other sports – people do them for their life instead of just when they are younger.

Open Space/Culture & Arts

Funding/Fees

- Is any of this age-oriented? Do we know in the community the breakdown of different age groups?
- The money allocations are not broken down by age-groups. The goal of the plan is to look at all groups and see what they need. Many programs cut across all ages.
- Budgetary problems are getting pretty significant. A lot of us could do more volunteering.
- Parks Dept. has huge volunteer support.
- Maybe get organizations to volunteer on clean-up efforts.

Facilities

- Where we eat our lunch [Thorpe Center] they did not put in sound insulation and it's very important that we are able to hear. Places can accommodate that need. Seniors talk louder because of loss of hearing and then it can be even worse.
- How is this senior center for you?
- I think it's great. I give a lot of credit to Kathy Brown. She goes out of her way to give us good meals.
- The senior meal program is run by the county. The senior center is a city facility.
- How does Meals on Wheels find the people they serve?
- Meals on Wheels gets referrals from area agency on aging.
- Are any park spaces in danger of losing their status?
- Not that we know of. It is not the intent of this plan to recommend parks being developed for non-recreation use.
- Do you have a completion date for FUTS?
- No. Three sections will be completed next year. We celebrated 50 miles of FUTS in the city.
- FUTS is under Parks?
- Yes. It is part of the multi-modal Transportation Dept. We will integrate FUTS in this plan, but we don't anticipate redoing anything from current FUTS plans.
- I would like to see the bowling lanes protected. Can Picture Canyon be converted into a city park?
- Picture Canyon - a lot of entities are looking at ways to protect it at the state and federal level.
- Thorpe provides a social link for people. It's a healthful place to come and exercise, but there are all sorts of things going on all the time. I have an aunt who comes through just to get books and feels at home here. It is a place where community is built. Transportation is really important, but we're not all in the loop. Offering meals is wonderful, it's part of the community feel. It's incredibly important for people to have an inexpensive place to go.
- As a senior citizen, I use the senior stretch classes here [Thorpe Center]. They only cost $1.00 a class – wonderful.
- I'm a senior and an open space advocate. I use the facilities here [Thorpe Center], and our organization, Friends of Rio de Flag, has monthly meetings here. The staff does a great job here.
- Do a lot of groups have meetings here?
- We sell annual permits to groups that entitle them to certain number of meetings a year. For 53 meetings or more a year it is $109 a year.
- Are there off-leash dog parks within park system?
- Yes. There are two.

- People love the outings that used to be offered at Thorpe.
- Eradication of graffiti in park is needed ASAP.
- Open Spaces
- I'm very interested in Open Spaces – Buffalo, Wheeler, Heritage Park – are there other areas that could be Open Spaces?
- Are you interested in green spaces or programmed spaces.
- I'm more interested in green spaces that are not programmed.
- Are there places in mind?
- I just wondered if there are other possible locations for greenbelt spaces for walking and biking.
- I really want to talk about Open Spaces – I work for Habitat Harmony, a non-profit that's been here for 10 years. We're interested in undeveloped Open Spaces and the protection of wildlife. I have brought copies of a vision that the Arizona Game & Fish Department worked on a few years ago. I suggest that P&R could be a part of the implementation of this Watchable Wildlife Recreation Vision. (Left copy with Leslie) It includes a list of possible Watchable Wildlife sites, some of which are in the city. It will be a multi-agency and non-profit effort to identify and develop as many sites in the Flagstaff area as we can. Many already have a good start. We hope to find more sites to recommend. For example, the prairie dog colony at the Humane Society. This would help coordinate the information and publicize it. This could be an economic benefit to Flagstaff in addition to wildlife and open spaces. There is a role for the city to be involved. Another area is 40 acres in the Fox Glen area that is city-owned. There are educational opportunities with local schools too.
- Does statement include wildlife corridors?
- They published a study on that recently, but that is a separate effort.
- Friends of the Rio De Flag has a list of places they are nominating as best attractions. Two of them are in parks. We'd like to see the city and the community recognize the Rio De Flag for what it is – only one recent city sign within city limits identifies the river. Just recently the FUTS trail worked with another group below Cheshire on some willow plantings and put up a sign "Rio De Flag Greenbelt." It is a valuable asset to the community and we should preserve the open space areas and restore areas that have been abused in the past. Open spaces that are undeveloped – we have a list of city-owned property along the Rio that could be protected, converted into a park. I can email the list to you. Northern Arizona Audubon Society has identified a lot of birding areas along the Rio – 3-4 are the same spots we have identified. riodeflag.com
- That list of attractions should be published in the "things to do in Flagstaff."
- I'm a member of the Expert Forum – a group of scientists that has helped the city plan for wildlife management. The city often does not have the expertise to make biological decisions. In order for sustainability for biology, you need to consider wildlife and open spaces. Perhaps under P&R they could get a full time biologist on staff – plan for open spaces, identify wildlife corridors, endangered species in city limits, plan proactively for wildlife management. The city should have a mechanism to plan open spaces and recreational areas to diminish conflicts between human and wildlife. The city has developed a number of open spaces with prairie dog colonies – they make burrows, which can be dangerous, so the city has been killing them. Eventually they will be an endangered species, so poisons will not be an option. Poisons are not limited to prairie dogs any way, it can end up with cats, in homes, etc. I like to see more cooperation and forward thinking about planning for humans and wildlife to coexist. That might include areas limited to wildlife and not humans.
- Participate when the multi-agency group comes together to identify the Watchable Wildlife sites. It's important for P&R to participate because they might need to maintain them later.
- There is a lot of garbage in the forest. We also have an invasive plants issue.
- Invite Watchable Wildlife sites – invite their creation and development and help notify the public.
- We'd like more collaboration between city staff and scientists on Open Space. The Expert Forum is trying to do that now. City should make informed decisions based on best available knowledge.

- The Open Spaces commission was created with expertise in mind – it requires a certain amount of scientific knowledge. If there is someone out there who wants to be part of that commission it has openings on fairly regular basis.
- That is not open to county though.
- Awareness/Information
- Some ways should be found to help get information out. Some people get information at churches, social clubs, etc. Meals on wheels could help.
- What if there were some sort of a coordinator who is able to tell isolated people who offers shoveling and whether or not they are reliable. There's no coordination and there is a lot of isolation when snowed in. People worry about getting ripped off when they hire someone to shovel their walks and driveways.
- Does Cityscape offer a referral list?
- No – last year there was a web site called Snow News that dealt with snow operations. I believe it offered shoveling referrals.
- Seniors call the senior center for referrals. I refer them to Hozhoni and … Foundation. They also collect leaves, etc.
- Is that something that aging services knows about?
- Most people don't know the number for Area Agency on Aging, which is NACOG.
- We need to know the scope of P&R. The nutrition program here is separate from the other activities with different funding. I don't know what we can ask for or expect.
- P&R deals with programs, youth programs, programs at the senior center apart from meals, they maintain facilities, they plan for programs and provide recommendations.
- Within parks related to Rio De Flag, put a sign up that identifies the Rio.
- Accessibility
- I use the FUTS system and I would be interested in better connectivity. It's jarring to come off a beautiful trail into the city. The city is planning a pedestrian underpass for the railroad. Trails should be kept away from traffic.
- I am not physically able to use all of the P&R facilities. I would think the largest groups are children and young adults. Anyone who is disabled who still wants to use trails, etc. My concern is very limited. One of the primary things for people my age is socialization and transportation. There are various groups that play games here. Lower economic groups need attention too.

Seniors/Special Events

Special Events

- We don't have the facilities to bring in big events that would draw people up from Phoenix.
- Increase quality of life and work better with downtown residents and events.
- Very concerned about noise pollution. That issue needs to be part of this process.
- Walking School Bus with Thomas School.
- We need to think across the entire community about how parks are used and figure out a way for events and neighborhoods to work well with each other.
- We put on festivals her in Flagstaff and we like to work with surrounding communities on noise issues. The biggest thing that doesn't work for us is the long application process. Also, there are not enough large spaces for the large events. Every park is surrounded by a community so there are always issues to work out.
- What types of events would you like to have?
- Larger music festivals. Festivals with arts. To have more of a multiple event. Something that encompasses a great deal. NAU has incredible facilities, but they can be difficult to use in the summer. No food or liquids are allowed on the new fields. They don' let anyone on the grass fields before the Cardinals come. NAU does not allow alcohol sales either without permission from Board of Regents.
- How tied are events to a specific downtown location?
- We would like to do more. Wheeler Park was not built for events. It has to have downtime between events for the grass. If we had the facility we could have a festival every weekend. I would love to see a festival ground with adequate bathrooms, electricity, sound system, etc, that would hold between 5 and 10-thousand. The County fairgrounds are all asphalt and dirt.
- How do we balance the desire to have special events with this larger issue of quality of life? What are the guiding principles? The reality is we won't see any new facilities in the near future. We have to look at current facilities. How do we make decisions that balance quality of life and economic needs.
- What can we do with the county fairgrounds? They used to have giant arts fair there that was wonderful to attend.
- At a music festival, we want places to sit on the ground. The fairgrounds need an overhaul also.
- We need the county and city to work together.
- One key item that if we deal with will relieve everyone is the noise volume.
- You can only turn it down to a point depending on how many people are at the event.
- There are quite a few events in Wheeler Park that are extremely appropriate, like the small arts and crafts fairs, Wednesday night concerts. The huge events with towering speakers are harder for the neighbors to accept.
- It bothers me as a producer that the only park we have is Wheeler Park. We would like to put on bigger events. It can be difficult to get people to go to a different park.
- In the last master plan there was talk of a Lake Mary regional park. What is the status of that?
- It has a lot of issues. It's tied to the airport, to the Yavapai land exchange, etc.
- Are we sure a huge grass area in Flagstaff is a good idea? Are we sure that we want huge festivals? Are we sure P&R can take care of the big events and the big facilities?
- Regarding Fox Glenn, we do have competing interests with athletics as well. There are very few dates available at Fox Glenn because of the sports schedules.
- It's so much size, but frequency also needs to be thought about in terms of criteria. When there are no events it becomes a place for homeless people. If you live nearby and there are too many events, it can

get overwhelming.

- We have several activities with Senior Games that require completely changing the configuration to put up different courts on existing facilities and we waste a lot of time and money doing that. Why can't the school system cooperate more with the city?
- Who owns the amphitheater? That place has grass and could be used. They have arts and crafts and cancer runs there.
- The amphitheater is managed by a company. I would love to use it but the fees are cost-prohibitive. They have to approve vendors so that affects my sponsorships. All of our events benefit a local non-profit.
- The management company is not taking that money. It is a private-public partnership. The company earns revenue along with the county. It is set up as an enterprise.
- The NAU dome is good for concerts but not for a festival. It is very expensive too.
- There is opportunity for future partnerships between city events at Fort Tuthill. We are making some renovations there.
- Our special events are usually smaller and we have a hard time getting venues. Location is very important. An event at Kinsey was poorly attended but the same event at Wheeler Park was well attended. We need more access to the parks we already have. We don't charge for our Healthy Kids day, we ended up paying $165 without making anything.

Culture/Arts

- I'm interested in the arts and how they can be part of this process.
- A lot of seniors who attend this center and benefit from the delicious $2 lunch should be putting back into their community in whatever field they have or know. I teach bridge and Spanish here.
- An activity I was part of was putting artists in the community for a few months to get to know the area. They become part of the community. You have to work and publicize an item ten times.
- The problem is not confined to space but the quality of happenings and many different happenings that appeal to many different people. Schools are looking for art for instance. I know ladies who loan paintings to school and people just to enrich their lives.
- What about in terms of the arts? For seniors or general community?
- For the community. The art program here at senior center is excellent. Arts education is important. Availability and publicity are important for the arts.

Accessibility

- The aging population is growing and will continue to grow. Wellness and related things are very important. We need to plan for the future. We can be open to various events for the senior population, a population that is vulnerable and may not be able to come to parks. Transportation is a big issue for people housed in care facilities. Some kinds of events can be planned specifically for those types of individuals.
- We have had more consideration as seniors in the last two years than ever before. City and county working together has helped. I get frustrated when I can hear the noise at Wheeler Park and I can't get there. Transportation could be coordinated from the senior center for seniors to get downtown and elsewhere.
- Partnerships are key to the future. We have to be open to the fact that there is a future. We need to look at current locations of parks. Are they sufficient for people from all over town to attend? Not everyone likes to go downtown. Parking is difficult. We need to look outside. Flagstaff is spread out – do we have parks at all areas? The P&R Commission has talked about a sports event center because we live in an area where we can't be outdoors all the time. Different types of events for different people.
- Very often seniors don't want to go out after dark no matter how appealing events may be.
- Transportation in Flagstaff for older people is wonderful. The buses are very helpful. Connected with the bus system is Mountain Lift – they will come and get you at your house and take you home after the

event. It's only $2/each way.

Facilities

- Not all parks are designed for programming, such as Buffalo Park. We should have some framework within which the city can make decisions about what is appropriate and where so we are following objective guidelines instead of asking employees to make those types of decisions.
- As it stands now, we don't have any criteria for content. If an event asks to use it and the park is open then they are allowed in.
- Developing that criteria will be very difficult because of the competing interests. We have had some discussions about that in the past and they resulted in a stalemate.
- We need a pool with competitive lap lanes.
- On the last master plan I recall a given amount of acreage that P&R had and a national standard that indicated we were doing really good. But we are a very active outdoor town so the national standard might not fit here.
- We will identify some benchmark communities to make appropriate comparisons rather than use national standards.
- When is Jay Lively opening and when is YMCA opening?
- Both are open now.
- Partnering is very important. Look at special events in Flagstaff from a broader perspective. Include all venues in the analysis and encourage partnerships.
- Is there a place for NAU in this discussion?
- They were invited. Please tell us who else should have been part of the discussion. We will probably need to follow up with some people to get their input.

Youth Sports/Adult Sports

Facilities

- Girls softball has not had much of a home as far as field use. They don't have good safe fields for us to use. I'd like to see some effort to accommodate girl's softball needs.
- YMCA has not had a home field either. The fields we have to use are often not maintained well and are unsafe due to holes in the field.
- I'm with the Continental little league. We've been fortunate to get use of the Continental sports complex. We definitely have the largest number of kids within our boundaries. We would like to see earlier access to the fields to carry out the required number of games to participate in the larger events. We have not had issues with sharing the fields with other groups. We might be starting a challenging league for disabled and handicapped children. We're not sure if it would run parallel with the other leagues or start later. There are three little leagues – the two west side groups combined. Continental has about 330-350 kids. Mt. Elden has about 140. West Flag has about 350-400. Little league is co-ed. A total of about 1300 kids are in the leagues. One of my goals is to bring the Flagstaff leagues closer. We brought the Mt. Elden T-ball kids over to use our field. Some of the schools are minimizing their junior programs. Coconino and Flag little league joined, and we gave then use of two of our fields. The field issue is more for softball.
- What are some of the issues the other leagues have?
- We've developed these little leagues with certain fields as a home base. The new comers just get stuck wherever. It's hard to displace the past users to accommodate new users.
- They are city-owned fields that are associated with a particular league. They consider it their home field.
- A lot of the fields are specialized. A little league field can't be used for softball. All the different types have different needs.
- There is some possibility of using downtime on fields to allocate to different organizations to use.
- Middle league from spring to middle of July. From middle of July there is about a two week lull, and then at the first of August football starts and takes over all the fields. Then that goes until fall ball in September to November.
- Do you have waiting lists?
- We have to turn kids away after the total is capped. We don't turn them away for capacity as much as for timing – registering too late.
- The other restriction is little league rules where you can only have a certain number of players before you have to split into another league.
- We're very close to capacity.
- When you have field ownership, they invest time and money into maintaining it. Girls softball doesn't really have a home. When they get to a field that is in bad shape why would they spend the time to maintain it?
- Every season, after the season around August, the Parks Dept. laser level some fields, reset the pegs, redo the fencing, work on irrigation, etc. There is zero effort to maintain or improve their own fields when they don't feel that it is their home base.
- There are some nights that some fields are not being used. We want to partner up with softball leagues to give those fields to them for their games in exchange for caring for the facility.
- The leagues come in third for use priority after the schools and the city.
- A girl's softball field is a real facility need. Three to four would be sufficient. They could be multi-use soccer fields too.
- A dedicated softball complex for the girls would be great. They would have their own home field. We

have sheets from years of different tournaments showing the city can make up to a quarter-million dollars on tournament weekends.

- Everybody's needs need to be taken into consideration.
- We have a good relationship between leagues and the city. We hosted a little league tournament three years ago, and I think the city benefited from that. The valley teams love to come up here to escape the heat. The Thorpe complex was renovated three years ago. There is a lot more youth baseball throughout the state. Tournament directors are looking for chances to come to Flagstaff.
- Kids are specializing in sports at younger ages too.
- We moved our soccer to indoor program because we can't get a decent outdoor field. We use our gymnasium. We pay the city to use the fields. The field we use sometimes at Kinsey has holes and concrete barriers we have to deal with.
- Is looking at the Athletic Center a viable alternative?
- They don't have fields.
- We've also looked at building our own soccer field, but the public is more interested in swimming pools or tennis courts.
- Tennis for all ages, all abilities, all genders. Players from age 4 to 70.
- There are a lot of courts in flagstaff. More are not needed; we need a facility where they are grouped together. Now they're built in pocket parks.
- We need a facility that is large enough to have an event
- League tournaments run in the summer. They would love to come to flagstaff to play in the cooler weather.
- High schools have no courts. The season starts in February. We need an indoor facility.
- NAU doesn't have tennis courts any more.
- All high schools, NAU, leagues, etc., can all jointly use indoor facilities.
- FAC indoor tennis court – management problem. Tennis junkies don't want to pay to use FAC. That's the problem.
- There are a lot of tennis players - 1700 youth, 500 adults - doing all this without tennis courts. Popup nets and foam balls. National Junior Tennis and Learning. Life skills class.
- Use NAU students as instructors. After school teachings. Mostly through FACTS. After school is pay as you can afford. Summer FACTS is a paid program.
- Dream
- Short-term, cover Coconino High School courts. Junior high kids outreach. Neighborhood is a perfect area for reaching out to the kids. It's connected to the high school and the recreation center. Courts already exist. Willing to do engineering.
- Long-term, build a community tennis facility with at least eight courts, at least six indoor courts. Find a way to get the courts together. If we had a facility with up to 12 courts, we could run giant tournaments. I've looked at every court in Flagstaff, and we have about 35 courts counting public and private.
- The Aquaplex is wonderful but we need a longer pool – 25 yard minimum – for lap swimming and deep enough for diving. We need more swim programs for master and beginner swimmers. We have two lanes for lap swimming that does not accommodate the users. I'd love it to be attached to the Aquaplex. It shouldn't be moved somewhere else.
- What about stuff like basketball, indoor sports?
- There is only one free public hard wood court.
- We run all our games out of our facility and it is adequate. The hardest part is having a half court for not enough time because the city uses the school facilities for basketball as well.

Youth

- As a youth, what does the city do well or could do better?
- People talk about going to the library after school to use the computers for school work. They talk about how they use city parks a lot. They have asked about more arts programs.
- Performances are done in Theatrikos or in the Sinagua auditorium.
- Do most of your friends take part in sports activities or arts, or is it a mixture?
- They usually do both.
- Where are they getting those programs now?
- They are not getting a lot of art, painting, or drawing. There are art classes in school.
- Anything else besides arts and sports that youth need?
- Most of my friends like science. We don't get the hands-on in science classes and would like to see more science programs with hands-on activities.
- How do you get to the games?
- Usually kids won't go if they can't get a ride from their parents. A lot of people take the city bus after school. After school, during the summer, kids don't get around as much. My friends want to participate in the leagues but they don't have anyone who can take them to the games.
- The city bus doesn't go into a lot of the neighborhoods.
- YMCA cautions kids not to come without parents. YMCA can't send them home on a bus because YMCA is responsible for them until they get home.
- FUSD has the same issue with transportation.
- Maybe the city can use drop-in guidelines to accommodate more kids attending the games.
- Those are kids we don't even know about.
- Are games timed to accommodate parents' schedules as the transportation providers?
- Getting kids is not usually a problem because the parents of the athletes coordinate with each other.

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APPENDIX D
BENCHMARK ANALYSIS QUESTIONNAIRE

Name _____ Title _____

Phone _____ Email _____

1. What is your jurisdiction's 2010 census population? _____

2. What is your jurisdiction projected 2025 population? _____

PLANS

3. Does your jurisdiction have a Parks and Recreation Master Plan?

   Yes____, completed in _____ No_____

4. Does your city have a Trails Master Plan?

   Yes____, completed in _____ No_____

5. Does your city have an Equestrian Master Plan

   Yes____, completed in _____ No_____

6. Does your city have an Open Space Master Plan

   Yes____, completed in _____ No_____

Staffing/Administration/Budget

7. How many staff are in the parks and recreation department?

   ADMINISTRATION

   a. full-time employees? _____
   b. part-time employees? _____

   MARKETING/PUBLICITY

   a. marketing staff _____
   b. graphics _____
   c. If no staff, who does marketing publicity?

   RECREATION

   a. full-time employees? _____
   b. part-time employees? _____

PARK MAINTENANCE

a. full-time employees? _____

b. part-time employees? _____

7. What was the Parks and Recreation Department's 2010 budget? _____

8. What was the city's 2010 budget? _____

9. What percentage of the budget is for maintenance (e.g., regular repairs and upkeep)? _____

10. What percentage of the budget is for capital improvements (new construction and significant rehabilitation)? _____

11. What percentage of the budget is for operations? _____
Of the operations budget, what % was for personnel? _____

12. How is your department funded?

Development impact fees?

Yes_____ No_____

% of budget? _____

Per unit fee? _____

Other Sources?

Property Tax	Yes_____	% of budget?	No____
General Fund	Yes_____	% of budget?	No____
User Fees	Yes_____	% of budget?	No____
Private Giving/Fund Raising	Yes_____	% of budget?	No____
Revenue Bonds	Yes_____	% of budget?	No____
Grants	Yes_____	% of budget?	No____
Other (list)	Yes_____	% of budget?	No____

PARKS

13. How many total acres of parks exist in your community, and what type?

	Publicly Owned	Privately Owned
Neighborhood (5-10 ac.±)		
Community (20-50 ac.±)	_____	
Natural Open Space		
Linear Parks/Greenspace		

14. How many total acres of parks are planned, and what type?

	Publicly Owned	Privately Owned
Neighborhood (5-10 ac.±)		
Community (20-50 ac.±)		
Natural Open Space		
Linear Parks/Greenspace		

15. How far into the future are these parks planned? _____

FACILITIES

16. What numbers of facilities are currently operated by the Parks and Recreation Department, what numbers are planned, and are the community's needs being met?

TYPE OF FACILITY	NUMBER CURRENTLY OPERATED	NUMBER PLANNED	SQUARE FOOTAGE	SQUARE FOOTAGE PLANNED	DOES THE NUMBER MEET THE CURRENT NEEDS?	MANAGED BY OUTSIDE ENTITY
Outdoor Volleyball – sand, unlighted						
Trails (number of miles)						
Tennis Courts – lighted						
Tennis Courts – unlighted						
Basketball courts - lighted						
Basketball courts - unlighted						
Teen Center						
Senior Center						
Libraries						
Ski Center						
Snow Play Area						
Ice Rink						
Skate Park						
Aquatic Facility (indoor)						
Aquatic Facility (outdoor)						
Dog Park						
Amphitheater						
BMX or bike track						
Water Play Facility						
Trailhead/Staging areas						
Passive Turf areas						
Tot lots/Playgrounds						
Golf Course						
Disc Golf						
Competition Facility (Type)						
Picnic/Ramada Facilities						
Other Facilities						

17. Are all your facilities ADA accessible? Yes_____ No_____

18. Does the jurisdiction use/lease private facilities for public recreation use?

Yes_____ Type of Facility(ies)?_____

No_____

TRAILS

19. How many miles of trails are planned? _____

Public Trails _____ Private, publicly accessible trails_____

20. Do you have standard detail trail widths and if so, what are they, by type?

TYPE	STANDARD WIDTH
Single user trail/path	
Shared use trail/path	
Other?	
Bicycle use only	

21. Do you have a staff person(s) designated specifically to trails:

For planning? Y_____ N_____

For maintenance? Y_____ N_____

As a ranger? Y_____ N_____

PROGRAMS / EVENTS

	In House	Con-tracted	Fees	Revenue Neutral?	Comments
Youth Sports					
Adult Sports					
Fitness/Wellness (Please list)					
Aquatics (Please list)					
Cultural Arts (Please list)					
Youth After School					
General Recreation Programs					
Outdoor Education(Please list)					
Special Needs					
Seniors (Please list)					

22. Does your city use program registration software? Y____ N____

If so, what software program is used? _____

23. How else do participants register for programs? (select all that apply)

Mail _____ Fax _____ Phone _____ Email _____

24. Do you have a fee assistance program? Y____ N____

MAINTENANCE

25. Of the total acres of developed park in the city, how many acres are maintained by parks staff (versus a homeowners association or outside contracted entity)?

_____acres maintained by Parks Department Staff

26. What maintenance services does the Park and Recreation Department perform?

SERVICE	YES	NO	ADDITIONAL COMMENTS
Mowing?			
Tree Maintenance			
Infield Preparation?			
Trash Pickup?			
Pay For Lighting?			
Lighting Repair?			
Trails Maintenance?			
Other Services?			

27. Are there non-traditional maintenance functions that the Parks and Recreation Department performs, such as maintenance of road rights-of-way, historic sites, schools, cemeteries, etc.?

Y_____ N_____ Additional Comments _____

_____

28. Does the city contract out any maintenance operations? Y_____ N_____

If yes, what is contracted out? _____

and what is the budget? _____

USER GROUPS

29. Do you have any agreements with outside user groups for either youth or adult sports (such as YMCAs, Boys and Girls Clubs, Pop Warner)?

    Y_____ N_____

30. Are they adopted agreements by your city? Y_____ N_____

31. How much revenue is received from user groups? _____

SHARED USE FACILITIES/PARTNERSHIPS

32. List facilities that are shared or city owned and lease and used and with whom are they shared or by whom they are leased

TYPE OF JOINTLY BUILT AND USED FACILITIES	SHARED WITH

33. List jurisdictional facilities used by schools and who has priority use

CITY FACILITIES USED BY SCHOOLS	PRIORITY USE (jurisdiction or school?)

34. List school facilities used by the city and who has NON-SCHOOL HOUR priority usage

SCHOOL FACILITIES USED BY SCHOOLS	PRIORITY USE (jurisdiction or school?)

35. Are there adopted agreements with the schools for these jointly used facilities?

    Y____ N____

FEE / COST RECOVERY

36. Does your department have a written Fee Policy? Y_____ N_____

37. What percentage of costs are recovered through user fees? _____

	RESIDENT FEE	NON-RESIDENT FEE	FEE CHARGED BY OTHERS	CITY MANAGED OR PRIVATE LEAGUE?
ADULT				
Softball (team)				
Basketball (team)				
Volleyball (team)				
Tennis				
YOUTH				
Baseball (team)				
Teeball (team)				
Softball (team)				
Basketball (team)				
Soccer (team)				
Tennis				

38. What are the city fees charged for different sports programs?

39. What are your facility use fees?

	RESIDENT FEE	NON-RESIDENT FEE
Baseball diamond		
Softball diamond		
Aquatics/Pool		
Soccer field		
Volleyball court indoor		
Picnic Shelter/Ramada		
Indoor gym		
Disc Golf Course		
Skate Park/BMX Park		
Swimming pool		
City Park Parking Lot Parking Fee		
Snowplay Area		
Horseshoe/Bocci Ball		
Tennis Court		
	please state per hour, day, ½ day, etc.	

40. Does your city have the option of a flat annual participation fee? Y_____ N_____

SPECIAL EVENTS

41. What special events does your department host and/or coordinate? (please list)

EVENT	Charge Admission	Charge Parking	Vendors/Sponsor Fee and Amount?	Cost Recovery %

42. For what special events does your department contract out or manage bookings/permits?

EVENT	Charge Admission	Charge Parking	Department Receives a % of Revenues?	Cost Recovery %

RECREATION

CITY OF FLAGSTAFF