

CITY OF FLAGSTAFF SUSTAINABILITY SECTION



2/22/17

STRATEGIC PLAN FY 2018-2020

This plan, developed by the Sustainability Section of the City of Flagstaff, provides a detailed strategy for accomplishing program area goals in alignment with current City Council goals and other overarching regional guidance. The plan also outlines short and long-term action plans that strive to enhance relationships with partner organizations, continue to broaden their community education and engagement efforts, and strengthen internal efficiencies within the City of Flagstaff. The Strategic Plan is a living document and will be reviewed and updated every two years.

Facilitation and collaboration support was provided by Southwest Decision Resources.

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EXECUTIVE SUMMARY

Background and Identification of Program areas

The City of Flagstaff's Sustainability Section (Section) aims to create a livable and low impact community. This mission is reflected in the goals of the section's program areas.

The Section contributes to greater well-being among Flagstaff residents through the following efforts:

- Reducing the impacts of Flagstaff's waste and material consumption.
- Preparing the community and City operations for weather-related impacts and long-term climate changes.
- Protecting the region's ecological health and preserving historic and cultural resources.
- Engaging volunteers to keep our neighborhoods, trails, parks, and streets litter-free.
- Facilitating energy efficiency measures across the Flagstaff community and city government operations.
- Increasing access to local, healthy and affordable food throughout the Flagstaff community.

Section staff develops and implement policies, projects, and programming to enhance municipal and community-wide sustainability. The Section builds on the principles of economic, environmental, organizational, and social sustainability. Programming supports the integration of these principles throughout City operations while providing critical resources to the Flagstaff community.

The development of this Strategic Plan consisted of three phases:

1. **Assessment:** Surveys of the citizens of Flagstaff, partners that work with the Section, and Internal City of Flagstaff employees regarding their opinions on the value and work of the Sustainability Section. (Appendix A)
2. **Strategy Sessions:** Discussion and revision of the Sustainability Section's mission, vision and overarching goals.
3. **Action Planning:** Development of short and long-term Action Plans.

Guiding Principles

The Section's guiding principles for cultivating a thriving and resourceful community are as follows:

Think and act systemically. Sustainable communities take a systems perspective and recognize that people, nature and the economy are all affected by their actions. Local governments in these communities consider the broader implications before embarking on specific projects, and they look for ways to accomplish multiple goals rather than default to short-term, piecemeal efforts.

Instill resiliency. Sustainable communities possess a strong capacity to respond to and bounce back from adversity. Local governments in these communities prepare for and help residents and institutions prepare for disruptions and respond to them swiftly, creatively and effectively.

Foster innovation. Sustainable communities capture opportunities and respond to challenges. Local governments in these communities cultivate a spirit of proactive problem solving to provide access to futures otherwise unobtainable and to enable the risk-taking inherent in innovation.

Redefine progress. Sustainable communities measure progress by improvements in the health and wellbeing of their people, environment and economy. Instead of focusing on GDP, local governments in these communities use a broad set of indicators.

Live within means. Sustainable communities steward natural resources so that future generations have as many opportunities available to them as we do today. They also recognize that resources exist for the benefit of life forms other than humans. Local governments in these communities assess resources, track impacts, and take corrective action when needed so that they meet the needs of today without depleting what they leave for future generations.

Cultivate collaboration. Sustainable communities engage all facets of society in working together for the benefit of the whole. Local governments in these communities bring government representatives, community members and organizations together and create a culture of collaboration that encourages innovation, sharing of resources, and jointly shared accountability for results.

Ensure equity. Sustainable communities allocate resources and opportunities fairly so that all people who do the full range of jobs that a community needs can thrive in it. Local governments in these communities actively eliminate barriers to full participation in community life and work to correct past injustices.

Embrace diversity. Sustainable communities feature a tapestry of peoples, cultures and economies underpinned by a richly functioning natural environment. Local governments in these communities celebrate and foster ethnic, cultural, economic and biological diversity and encourage multiple approaches to accomplish a goal.

Inspire leadership. Sustainable communities provide leadership through action and results. Local governments in these communities recognize their opportunity to effect change by backing visionary policies with practices that serve as an example for citizens and businesses to emulate.

Continuously improve. Sustainable communities engage in continuous discovery, rediscovery and invention as they learn more about the impacts of their actions. Local governments in these communities track both performance and outcomes, are alert for unintended consequences, and modify strategies based on observed results.

Vision, Mission and Goals of the Sustainability Section

Vision:

- *To cultivate a thriving and resourceful community.*

Mission

- *The Sustainability Section catalyzes community and individual actions that promote economic, environmental and social sustainability through leadership, education, and engagement.*

This section of the plan outlines the nine overarching goals of the sustainability sections and the respective strategies for accomplishing them. These goals encompass diverse community engagement and tracking, working with external partners and internal City staff, and improving internal and external communications about the Sustainability Section.

- 1) **Goal:** Ensure that programming reaches and engages Flagstaff's diverse communities.
 - a) Strategies:
 - i) Enhance programming to be inclusive of all residents

- ii) Foster partnerships that help the Sustainability Section reach diverse populations
 - iii) Cultivate diversity in Sustainability Section staff
 - iv) Investigate partnerships to train staff to discuss diversity and reach out to diverse populations in a more culturally-informed way
 - v) Establish baseline data associated with program reach
- 2) **Goal:** Employ a sophisticated tracking software for events, programs, and volunteers
- a) Strategies:
- i) Establish programmatic needs
 - ii) Investigate vendors, software and costs
 - iii) Apply STAR community rating properties to the tracking system
- 3) **Goal:** Enhance partnerships throughout Sustainability Section program areas
- a) Strategies:
- i) Reach out to business communities and multifamily housing owners
 - ii) Increase communication and partnership with Northern Arizona University (NAU)
 - iii) Identify and cultivate relationships with community groups and leaders that can help further the sustainability section mission
- 4) **Goal:** Foster the integration of sustainability principles into all City operations
- a) Strategies:
- i) Develop a communication plan with consistent messaging on what the Sustainability Section does and how the Section can be a resource
 - ii) Institute Sustainability decision matrix in decision-making processes used throughout the City
 - iii) Identify and empower sustainability champions throughout the City
- 5) **Goal:** Promote sustainable behavior change among City Staff
- a) Strategies:
- i) Improve communication with City Staff on what the Sustainability Section does and how the Section can be a resource
 - ii) Develop an internal page of sustainability resources for City staff
 - iii) Identify opportunities to make sustainable behavior more accessible to employees
 - iv) Revamp new employee orientation
 - v) Facilitate 25 office make-overs each year
- 6) **Goal:** Develop internal and external customer service guidelines
- a) Strategies:
- i) Institute allowable response times for voicemails, emails, etc.
 - ii) Institute protocols for out of office replies, calendars that are up to date
- 7) **Goal:** Integrate over-arching climate and resiliency messaging into all program areas
- a) Strategies:
- i) Identify the greenhouse gas reductions and resiliency contributions made by each program area
 - ii) Calculate climate impacts of behavior changes promoted by the Section
- 8) **Goal:** Improve Sustainability Section marketing and communications
- a) Strategies:
- i) Develop communication standards
 - ii) Develop an annual marketing plan with a budget and impression goals
 - iii) Develop social media content policy and expectations

Partners

The work of the Section would not be possible without the participation and commitment of many community and internal City partners. These partners are diverse and the list is ever-growing; each program area (below) highlights a few of their community partners.

PROGRAM AREAS

This section highlights prioritized action planning (short and long term) for each program area within the Sustainability Section. In addition, the mission, goals and objectives, and metrics are included for each program area. It is important that each program area have alignment with City Council goals, which can be found in Appendix A.

Climate

Background

Ensuring health and safety for the Flagstaff community today and into the future requires that the City prepare its operations for weather-related impacts and long-term climate changes. The impacts of weather and climate both affect our local economy, natural environment and community's well-being.

As climate and related extreme weather conditions change, Flagstaff is beginning to innovate in independent and original ways to prepare. As a leader, the City of Flagstaff is a local government critically concerned with drought, forest and watershed health, and the larger issues of sustainability. To identify priorities for climate action and community vulnerabilities, the City has begun a planning process to create its first Climate Action and Adaptation Plan.

Guiding Documents

[Municipal Sustainability Plan](#)

Climate Action and Adaption Plan

[Flagstaff Regional Plan 2030](#)

Resiliency and Preparedness Study

| PARTNERS | |
|--|-----------------------------|
| City of Flagstaff Divisions: Water Services, Economic Vitality, Community Development, Flagstaff Fire Department | Lowell Observatory |
| Coconino County | NAIPTA |
| Flagstaff Unified School District | Northern Arizona University |
| Grand Canyon Trust | |

Mission

Reduce City and community greenhouse gas emissions and prepare for a changing climate by fostering climate impact reductions and resiliency through policy, education, and programming.

Goals and Objectives

- Reduce greenhouse gas emissions by 10% below FY 2009 levels.
- Collaborate with Water Services on water conservation plan and climate resiliency planning.

Metrics

- Percent of departments or divisions that have participated in a resiliency workshop.
- Metric tons of greenhouse gas emissions produced annually.

Prioritized Action Planning

FY 2018

1. Begin the development of Climate Action and Adaptation Plan (CAAP), engaging community members and partners in the process.
2. Incorporate public health dialogue into climate resiliency messaging.
3. Revamp community greenhouse gas (GHG) emissions reporting.
4. Work with community partners to encourage understanding and elevate conversation around climate change and adaptation.
5. Develop and implement climate education programs with K-12 students in Flagstaff.
6. Conduct climate resiliency workshops for city employees by section/program (2-3 in 2018).
7. Incorporate materials consumption into GHG emissions dialogue.
8. Incorporate new software for reporting on greenhouse gas emissions.
9. Monitor community and municipal greenhouse gas emissions, and disclose them to local, national, and international sources.
10. Facilitate the climate adaptation dialogue with officials on the local, state, and national level.
11. Collaborate with Stormwater and Water Conservation on climate resiliency initiatives.

Longer term 2019-2020

1. Complete the development of the CAAP and (6) begin implementation.
2. Advocate for climate policy at state and federal levels.
3. Investigate a green streets policy in partnership with Stormwater.
4. Incorporate consumption-based GHG emissions into GHG inventory.
5. Update the City of Flagstaff Resiliency and Preparedness Plan.
6. Complete climate resiliency workshops by City Divisions.
7. Incorporate climate-related metrics into City decision-making processes.

Energy Conservation

Background

The energy program facilitates energy efficiency measures across the Flagstaff community and city government operations. Community programs strive to help Flagstaff residents reduce their energy usage, include the energy rebate program and Home Energy Efficiency 101 workshops.

Internal energy programs include supporting energy efficiency retrofits throughout government operations, monitoring and reporting municipal energy use, and helping city building managers and program leads to access and understand their energy use. City staff also work to manage power purchase agreements and the development of City renewable energy installations.

Other energy programs include supporting transportation initiatives internally and community, since transportation is the largest single source of greenhouse gas emissions. Internal initiatives include the Employee Bike Fleet program, supporting City fleet improvements, supporting the EcoPass employee transit program, and supporting other departments in alternative transportation programming.

Guiding Documents

- [Flagstaff Regional Plan 2030](#)
- [High Occupancy Housing Plan](#)
- [Municipal Sustainability Plan](#)

| PARTNERS | |
|---|-------------------------------------|
| City of Flagstaff Divisions: Water Services, Facilities, Community Development, Human Resources | Local energy-efficiency contractors |
| Coconino County | NAIPTA |

Mission

Promote resource conservation, energy efficiency and renewable sources.

Goals and Objectives

- Achieve a 100% renewable energy portfolio for City operations.
- Reduce energy consumption in the residential sector.
- Improve efficiency of the City fleet.
- Reduce municipal energy use and improve employee awareness of energy use.
- Encourage the use of alternative transportation.
- Work with Water Services to streamline incentive, rebate and education programs.
- Continue work toward City Council goals with renewable energy and energy efficiency.

Metrics

1. Energy consumption per square foot in municipal buildings.
2. Municipal electric, gas, and water usage data annually (calendar and fiscal).
3. Number of residents that participate in energy rebate and Home Energy Efficiency 101 Workshop programs, along with estimated annual energy savings per household.
4. Number of employees reached through New Employee Orientation, Office Makeovers and training on energy reporting.

5. Average fuel economy per vehicle, total gallons of fuel consumed annually.
6. Renewable energy production and offset.
7. Employee and resident commute modeshare.

Prioritized Action Planning

FY 2018

1. Re-vamp community energy programs to include water and behavior change (rebate, Home Energy Efficiency 101 workshop, etc.) – with rental and low-income focus.
2. Align alternative commute programs with city parking changes.
3. Conduct community outreach on transportation choices and climate implications.
4. Complete energy meter and rate review of all municipal accounts.
5. Reduce municipal fleet.
6. Ensure optimal energy performance of all occupied facilities.
7. Increase accountability of employee energy use.
8. Decrease fleet annual Vehicle Miles travelled.
9. Revise municipal energy use and greenhouse gas inventory reports and portals
10. Re-establish the EcoPass program for employees
11. Revise the Energy Efficiency Rebate Program and increase participation across the community
12. Collaborate with Water Services to upgrade municipal water utility equipment to energy efficient models.
13. Provide community workshops and information on residential energy efficiency.
14. Educate employees on energy efficient practices and sustainable transportation.

Longer term 2019-2020

1. Work with building department to bring forward updated energy codes
2. Increase community programming with small businesses
3. Implement/launch community energy dashboard
4. Effectively manage and reduce municipal energy use to ensure optimal energy performance of all occupied municipal facilities.
5. Increase accountability of employee municipal energy use.
6. Reduce greenhouse gas emissions generated by municipal operations.
7. Increase renewable energy generation and consumption.
8. Reduce annual municipal fuel consumption.
9. Decrease annual vehicle miles traveled.
10. Increase accountability of employee use of municipal fleet.

Materials Management

Background

The Materials Management Program is focused on making Flagstaff a leader in reducing the impacts of Flagstaff's waste and material consumption. This is done through optimizing Flagstaff's recycling and recovery systems, but also through efforts, such as waste prevention, that reduce the upstream impacts of our waste. Such efforts not only help conserve natural resources, but also reduce Flagstaff's climate impacts by eliminating emissions that occur throughout the life-cycle of our materials, not just the end of life.

Guiding Documents

Climate Action and Adaption Plan
[Flagstaff Regional Plan 2030](#)
[High Occupancy Housing Plan](#)
[Municipal Sustainability Plan](#)
[Rethink Waste Plan](#)
[Solid Waste Plan](#)

| PARTNERS | |
|---|--|
| City of Flagstaff Divisions: Economic Vitality, Parks and Recreation, Solid Waste | Northern Arizona University |
| Local First Arizona | Willow Bend Environmental Education Center |

Mission

Enable Flagstaff residents and businesses to reduce the impact of their material consumption.

Goals and Objectives

Municipal

- Decrease waste production in City operations.
- Increase recycling rates and decrease contamination at City facilities, parks, and events.
- Reduce paper and ink purchased 25% based on FY2010 rates.
- Ensure all printers and copiers have two-sided capability.
- Achieve an 80% recovery rate of recyclable materials and less than 20% contamination rate at City facilities, parks and events.
- Provide recycling in all City parks.

Community

- Increase diversion rates and decrease contamination within the community.
- Decrease per capita waste generation within the community.
- Decrease the greenhouse gas emissions associated with Flagstaff's material consumption and waste removal operations.
- Increase the number and diversity of people participating in recycling and waste prevention services and events.

Metrics

Municipal

- Paper and ink purchased annually.
- Percentage of printers and copiers with two-sided capability.
- Percentage of waste diverted at City facilities.

- Contamination rate at City facilities.
- Number of recycling bins in each City parks in comparison to trash infrastructure.

Community

- Percentage of waste diverted per sector (single-family, commercial, and multifamily).
- Pounds of waste per person per day and total waste generation.
- Greenhouse gas emissions associated with Flagstaff's material consumption.
- Greenhouse gas emissions from waste disposal and recycling operations.
- Number and diversity of participants in recycling and waste prevention services.

Prioritized Action Planning

FY 2018

1. Re-evaluate existing recycling and needed infrastructure in City buildings.
2. Research construction/demolition waste with NAU and Coconino County, convene an advisory committee to explore future policy and programming.
3. Supply recycling infrastructure to City buildings in need.
4. Revisit revisions to engineering standards, as well as the zoning and solid waste codes to ensure adequate space for recycling dumpsters, chutes, and other infrastructure in new development.
5. Expand previous food waste pilot to fire stations.
6. Clarify marketing strategy for waste.
7. Complete Sunnyside recycling pilot with door-to-door recycling outreach to accompany the re-binning of resident recycling bins with new blue standard.
8. Expand recycling outreach and infrastructure directed towards winter visitors.
9. Research incentives for residential composting.
10. Research incentives (monetary) and partnerships for promoting reuse and repair economy – especially in the business and non-profit sectors.
11. Launch a Waste to Profit program that provides financial support to businesses and entrepreneurs developing innovative methods for diverting challenging waste streams in Flagstaff.
12. Expand current multifamily pilot to 1 additional complex and use insights to develop an assistance program that supports property managers seeking to implement effective recycling programs and infrastructure.
13. Develop strategic alignment of composting and re-binning (e.g. during Sunnyside re-bin, investigate opportunities to increase composting).
14. Research legislative opportunities for zero waste (state wide).
15. Utilize Master Recyclers to focus education on glass, medical waste, HPC and composting in addition to other waste minimization.
16. Increase participation (400+ participants) in HPC drop-off events.
17. Improve waste and recycling data management.
18. Expand internal outreach (office makeovers).
19. Launch a behavior change campaign targeting “bring your own” behavior.
20. Collaborate with Community Development to incorporate recycling and waste prevention initiatives into the High Occupancy Housing Plan.
21. Collaborate with Solid Waste to explore the feasibility of a pay-as-you-throw rate structure.
22. Explore policies to improve data management and financial sustainability of diversion programs, such as flow control and private hauler licensing.
23. Work with Willow Bend to expand Food: Too Good to Waste outreach to K-12 schools.

24. Conduct a food waste audit of a local school cafeteria and work with school administration to explore policies and programs to reduce wasted food.

Longer term: 2019-2020

1. Implement policies/programming that support re-use and repair economy.
2. Re-bin two additional neighborhoods.
3. Implement solutions to construction and demolition waste.
4. Formalize and engage partnerships on unmanaged winter recreation.
5. Develop broader food waste prevention marketing strategy.
6. Implement a pay-as-you-throw rate structure to encourage recycling and waste prevention.
7. Conduct a feasibility study for a community-wide composting program.
8. Conduct an in-depth waste characterization study.
9. Improve the City’s Sustainable Purchasing Policy.
10. Develop a plan for approaching the end of the recycling contract with Norton Environmental ending in 2023.
11. Work with other Flagstaff schools to implement policies and programs aimed at reducing food waste.
12. Begin process for developing a zero waste/materials management strategic plan for getting Flagstaff to its long-term goals contained in the Rethink Waste Plan.

Community Stewards

Background

The Community Stewards Program relies on volunteers to keep our neighborhoods, trails, parks, and streets litter and graffiti-free. This is done through providing coordination and supplies for community clean-ups and volunteers who adopt trails and avenues. Such efforts not only provide educational and engagement opportunities, but also reduce the presence of unsightly litter throughout the community.

Guiding Documents

[Flagstaff Regional Plan 2030](#)

| PARTNERS | |
|--|-----------------------------|
| City of Flagstaff Divisions: Parks and Recreation, Solid Waste | Friends of the Rio de Flag |
| Coconino National Forest | Northern Arizona University |

Mission

Engage Flagstaff residents to become active stewards of the community.

Goals and Objectives

- Promote a sense of stewardship of and commitment to our public spaces.
- Promote and educate the public on the benefits of maintaining a clean and beautiful community.

Metrics

- Increase miles of trails and avenues adopted and maintained to 100.
- Increase amount of litter removal costs deferred.
- Increase number of residents who identify as stewards for their community.

Prioritized Action Planning

FY 2018

1. Coordinate with Stormwater and Friends of the Rio to initiate the Adopt-a-Rio program
2. Develop/implement Adopt-an-alley program.
3. Develop and implement Snow Play Stewards program in partnership with USFS, Coconino County, and others (Babbitt Ranches, etc.).
4. Improve tracking and accountability of clean-up organizations and their representatives.
5. Finalize sign updates.
6. Research volunteer management software.
7. Host five annual community clean-ups.

Longer term: 2019-2020

1. Expand/increase volunteer capacity by 5%.
2. Link volunteer hours and efforts to spatial and demographic data.

Open Space/Natural Areas

Background

To many Flagstaff area residents, open space is the defining feature of Flagstaff's character and attraction. Open space defines the region's quality of life, protects the region's ecological health, supports existing and future economic development, and preserves historic and cultural resources.

In 2004, Flagstaff voters approved two bond initiatives to fund open space acquisition efforts. These funds were leveraged with Arizona State Parks Growing Smarter grant funds to purchase nearly 2,700 acres of legally-designated open space at Picture Canyon Natural and Cultural Preserve and Observatory Mesa Natural Area. These areas are managed to provide recreational and educational opportunities for Flagstaff visitors and residents.

In FY 15, City Council approved a 2-year temporary, full-time Open Space Specialist position to develop and manage the Open Space Program. The City Council renewed this position for an additional year in FY 17. Additionally, in November 2016, the Open Space Program hired an Open Space Aide through the AmeriCorps STEM VISTA program, who focuses on developing marketing materials and volunteer opportunities for the Open Space Program

Guiding Documents

[Management Policies for Legally-designated Open Space Properties](#)

Flagstaff Regional Plan 2030

| | |
|-----------------------------------|--|
| Arizona Game and Fish Department | Flagstaff Biking Organization |
| Arizona State Parks | Flagstaff Fire Department |
| Arizona State Land Department | Flagstaff Metropolitan Planning Organization |
| Arizona Trail Association | Friends of the Rio de Flag |
| Coconino County | Museum of Northern Arizona |
| Coconino National Forest | Picture Canyon Working Group |
| Flagstaff Area National Monuments | Willow Bend Environmental Education Center |

Mission

Protecting and restoring Flagstaff's natural, cultural, and scenic resources to enhance recreational and educational opportunities for residents and visitors.

Goals and Objectives

- Protect and properly manage sensitive plant and animal communities.
- Protect the scenic quality and undeveloped nature of open space.
- Preserve the cultural, historical, geological, and archaeological integrity of the Flagstaff area.
- Manage vegetative communities by maintaining and encouraging desirable native species, restoring degraded areas, and controlling undesirable exotic species.
- Protect wildlife habitat by maintaining natural food, cover, nesting sites, resting areas, and habitat effectiveness.
- Provide passive outdoor recreation opportunities which do not adversely impact sensitive resources.
- Act as a good neighbor for adjacent landowners.
- Identify/develop a secure funding source for maintenance, management, and acquisition.
- Provide opportunities for environmental and cultural interpretation to the public (interpretive signs, guided tours).
- Foster partnerships with agencies, businesses, and organizations surrounding youth engagement
- Investigate perennial opportunities for Rio de Flag.

Metrics

- Number of restoration projects completed.
- Number of acres of legally designated open space.
- Amount budgeted per acre budgeted for management.
- Number of volunteer hours dedicated to open space projects.
- Number of guided tours provided on legally designated open space.
- Number of open space visitors.

Prioritized Action Planning

FY 2018

1. Launch an Indigenous Youth STEM Academy.
2. Develop tabling materials (e.g. maps, interactive game) that focus on resiliency and youth.
 - i. increase participation in tabling events.
3. Explore expansion of youth programs, K-12/Alpine programs/Discovery Center/3rd grade at Picture Canyon.
4. Solidify Open Space staffing.
5. Work with FUTS to identify priority parcels for acquisition.
6. Increase cross-programming with Community Stewards (e.g. incorporate legally-designated open space properties into Community Stewards program).
7. Complete trail sign system at Picture Canyon.
8. Update Management Plan for Legally-Designated Open Space Properties with chapters for the Schultz Creek Trailhead and McMillan Mesa Natural Area.
9. Secure permanent supply of reclaimed water for Rio de Flag at Picture Canyon.
10. Complete special species inventory and mapping on legally-designated open space properties.
11. Revise Open Space language in the Flagstaff Zoning Code.
12. Host bi-annual meetings between the City of Flagstaff Open Spaces Commission and Coconino County Parks and Recreation Commission.
13. Remove fencing from riparian areas in Picture Canyon Natural and Cultural Preserve.
14. Redesign FUTS map to include Picture Canyon Natural and Cultural Preserve.
15. Establish an MOU with NAU for facilitating ongoing education and research on legally-designated open space properties.
16. Revise the Open Spaces Commission Strategic Plan.
17. Establish policy for renewing non-perpetual licenses on legally-designated open space properties.
18. Build a trailhead at the Schultz Creek Trailhead property in partnership with the Coconino National Forest and Flagstaff Metropolitan Planning Organization.
19. Develop/advance development with Convention and Visitor's Bureau to market open space and FUTS trails as an attraction for visitors.

Longer term (2019-2020)

1. Secure sustainable funding for Open Space Program.
2. Develop a trail system and access plan for Observatory Mesa with neighborhood/public access and multi-modal trails.
3. Host Open Spaces Symposium in partnership with Coconino County, Arizona Game and Fish Department, and Friends of the Rio de Flag.
4. Evaluate Open Space carbon sequestration/sinks.
5. Identify a funding mechanism to expand youth programming.
6. Develop a "Friends of Open Space" group for fundraising, advocacy work, volunteers, restoration.
7. Prepare for revisions to the Open Space chapter in the Regional Plan.
8. Install boundary fencing along the grazing allotment boundaries on Observatory Mesa Natural Area with wildlife friendly fencing and crossings.
9. Investigate potential of amending hunting regulations in Section 8 of Observatory Mesa Natural Area.
10. Secure upper reach of Picture Canyon from Arizona State Land Department.

Food Policy

Background

The Food Policy Program strives to increase access to local, healthy and affordable food for Flagstaff residents. The City recognizes the role that community agriculture has in promoting sustainable communities by providing locally grown food and building a sense of community. As a result, this Program focuses on developing City policies that support urban agriculture. The City has partnered with a local non-profit organization to manage and maintain community garden sites located on City-owned property. The project serves to educate the community on how to sustainably grow food in Flagstaff's unique high elevation environment, arid climate and short growing season.

Guiding Documents

[Flagstaff Regional Plan 2030](#)

| PARTNERS | |
|---------------------------------------|--|
| Coconino County Cooperative Extension | Northern Arizona University |
| Flagstaff Foodlink | Terra BIRDS |
| Grow Flagstaff Seed Library | Willow Bend Environmental Education Center |

Mission

Foster a vibrant, sustainable, and equitable food system that produces healthy food for the community.

Goals and Objectives

- Increase access to local, healthy, and affordable food.
- Reduce regulatory barriers to individual and commercial food production.
- Develop Regional Food Policy Council.

Metrics

- Increase acreage of City land dedicated to food production.
- Increase number of residents participating in food production programs and events.
- Convene Food Policy Council.

Prioritized Action Planning

FY 2018

1. Review existing City code, regulations, zoning to reduce regulatory barriers to food productions and sales.
2. Expand partnerships with affordable housing and community health partners for more gardens/garden space.
3. Integrate climate adaptation into food policy.
4. Propose policy to ban herbicide/pesticide use on City properties.
5. Determine future use of the O'Leary parcel for possible expansion of gardens.
6. Host annual meeting with partners.
7. Explore partnerships with Water Services to incentivize high altitude/arid land gardening.
8. Explore new education avenues.
9. Return to City Council with update on animal keeping.
10. Explore farm incubator program on City property.

Longer term: 2019-2020

1. Form a food policy council (City and County).
2. Research zoning code for pollinator friendly requirements for development.
3. Expand programmatic focus to residential growers.
4. Explore options for community gardening coordination.
5. Conduct a food system assessment.
6. Increase acreage of City land dedicated to food production.

APPENDIX A – CITY COUNCIL GOALS (2017)

Economic Development

Grow and strengthen a more equitable and resilient economy.

1. Improve the small business experience when going through the City process.
2. Support and enhance services to all businesses in the community.
3. Complete the sale of the auto mall properties.
4. Increase Eco and historic tourism in Flagstaff.
5. Form an arts district and cultural arts facility.
6. Market Parks and Recreation as accessible for all regardless of income.
7. Promote internet connectivity throughout the community.

Affordable Housing

Support development and increase the inventory of public and private affordable housing for renters and home owners throughout the community.

1. Increase the number of affordable rental units.
2. Promote energy efficient rental units.
3. Improve the distribution of affordable rental units throughout the community and neighborhoods.
4. Seek private developer partnerships to increase affordable housing inventory in both rental and ownership units.
5. Pursue financing strategies for affordable housing to create additional rental and ownership housing opportunities.
6. Modify the building and zoning codes to encourage more affordable housing options.
7. Adopt a primary property tax rate increased to the maximum allowed with additional funds dedicated to setting up robust city-managed rental housing units.
8. Establish an Employer Assisted Housing Program.

Social Justice

Advance social justice in our community.

1. Increase communication and engagement with indigenous communities regarding City decisions.
2. Strengthen and repair relationships with the indigenous and immigrant communities.
3. Revisit the anti-camping ordinance.
4. Sponsor and support state or federal legislation that restores and protects funding for social and other services to our population with special needs.
5. Advocate for healthcare as a human right.

Transportation and other Public Infrastructure

Deliver quality community assets and continue to advocate and implement a highly performing multi-modal transportation system.

1. Send a transportation tax renewal question to voters in November 2018 and earn majority voter

support.

2. Improve peak travel times between Snowbowl Road and the Interstate 17/40 corridors.
3. Advocate for additional state and federal funding for state and federal roads.
4. Facilitate infrastructure needed to develop private land.
5. Develop a Downtown and Southside multimodal transportation plan.
6. Promote Fourth street connection with John Wesley Powell Boulevard.
7. Secure Fourth Street Bridge funded through Arizona Department of Transportation five-year Capital Improvement Program.
8. Support the Regional Transportation Plan.
9. Complete the Public Works Yard in the next two years.
10. Complete the Intergovernmental Agreement with the County for a new courthouse and begin the design process.
11. Evaluate water, wastewater and reclaimed water infrastructure capacity issues.
12. Replace aging infrastructure.
13. Support the airport with needed infrastructure upgrades in order to enhance our tenant and patron experience as well as additional airline attraction.

Building and Zoning/Regional Plan

Revise the zoning code to remove ambiguities, and ensure it is consistent with community values and the regional plan.

1. Align building codes, zoning codes and regional plan.
2. Adjust the codes to better reflect community values and the intent of the regional plan.
3. Improve clarity and readability of existing building and zoning codes.
4. Continue efforts to understand the impacts of student housing while supporting the housing type.
5. Develop code changes to encourage more affordable housing.
6. Complete and update neighborhood plans specific to Housing Urban Development consolidated plan and target neighborhoods within that plan.
7. Continue the conversation about impact fees.

Climate Change

Take meaningful climate change action.

1. Develop and implement a climate action plan.
2. Become a 100% renewable energy city as an organization and a community.
3. Achieve financial divestment from fossil fuels.
4. Sponsor and support state or federal legislative action that combats climate change.
5. Update energy code.

Water Conservation

Become a national leader in water conservation in all sectors.

1. Develop a sustainable water budget.
2. Enhance water conservation efforts.

3. Encourage commercial and multi-housing sectors to participate in water conservation efforts.
4. Secure long-term water resources.
5. Prioritize reclaimed water uses.

Environmental and Natural Resources

Actively manage and protect all environmental and natural resources.

1. Aggressively support efforts for forest health.
 2. Preserve natural resources.
 3. Further develop sustainability and waste removal policies and programs.
 4. Align City policies and SLEDS committee recommendations.
 5. Continue to support the Four Forest Restoration Initiative (4FRI).
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