COMBINED COUNCIL RETREAT/SPECIAL MEETING AGENDA

COMBINED COUNCIL RETREAT/SPECIAL MEETING
MONDAY - WEDNESDAY
DECEMBER 8-10, 2014

FLAGSTAFF AQUAPLEX
1702 NORTH FOURTH STREET
FLAGSTAFF, ARIZONA
8:00 A.M. EACH DAY (SPECIAL MEETING ON 12/10)

COUNCIL RETREAT

1. **Call to Order**

2. **Pledge of Allegiance**

3. **Roll Call**

   NOTE: One or more Councilmembers may be in attendance telephonically or by other technological means.

   MAYOR NABOURS
   VICE MAYOR BAROTZ
   COUNCILMEMBER BREWSTER
   COUNCILMEMBER EVANS
   COUNCILMEMBER ORAVITS
   COUNCILMEMBER OVERTON
   COUNCILMEMBER PUTZOVA

4. **Purpose**

5. **Framework**

6. **Introductions**

7. **Goals**

8. **Psychological Contract**

9. **Rules of Procedure**

10. **Selection of Council Liaisons**

11. **Budget Retreat**

12. **Retreat Wrap-Up**

13. **Adjournment**

SPECIAL MEETING

To be held on 12/10/2014

1. Call to Order

2. Recess into Executive Session

3. EXECUTIVE SESSION

A. Discussion or consultation for legal advice with the attorney or attorneys of the public body; and discussion or consultation with the attorneys of the public body in order to consider its position and instruct its attorneys regarding the public body's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation or in settlement discussions conducted in order to avoid or resolve litigation, pursuant to ARS 38-431.03(A)(3) and (4), respectively.

i. Hopi v. City of Flagstaff; City of Flagstaff v. AZ Snowbowl

4. Adjournment

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on _____, at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2014.

_____

Elizabeth A. Burke, MMC, City Clerk

Memorandum

4.

CITY OF FLAGSTAFF

To:	The Honorable Mayor and Council
From:	Elizabeth A. Burke, City Clerk
Date:	12/05/2014
Meeting Date:	12/08/2014

TITLE:
Purpose

DESIRED OUTCOME:
Information Only

INFORMATION:
The attached document provides background material for the entire Council Retreat and has been bookmarked for easy navigation.

Attachments: Background Material

Flagstaff City Council Retreat

December 8 – 10, 2014

Agenda

- Purpose and Framework
- Introductions
- Goals, Mission and Vision
- Psychological Contract
- Rules of Procedure
- Council Liaison Appointments
- Budget Retreat
- Wrap up

Purpose and Framework

- Identify short term and long term goals that advance the mission, vision and Regional Plan
  - Short term = 2 years Long term = 10-20 years
- How do you want to operate as a Council?
  - Rules of Procedure
  - Psychological Contract
- Select Council liaison appointments
- Establish Budget Direction for FY16
- What do you Council want to make sure we accomplish?
- Framework for Retreat

Introductions

- Where were you born?
- Where did you go to high school?
- How many years have you lived in Flag?
- Why did you get into public Service?
- What was your first album?

Goals

- Orientation
- Highest Priorities
- Review Mission and Vision
- Regional Plan
- Leadership Discussion
- Prioritization of Council Goals

Goals – Council's Highest Priorities

- Write down 3 of your highest priorities, including at least:
  - 1 two year/Council term goal
  - 1 long term goal
- Introduce and place on sticky wall
- No debating

City Council Mission Statement

- To protect and enhance the quality of life of its citizens

City Council Vision Statement

- The City of Flagstaff is a safe, diverse, vibrant, and innovative community with a unique character and high quality of life. The City fosters and supports a balance of economic, environmental, educational and cultural opportunities.

Culture of Service – City Employees

Goals – Regional Plan

- Overview
  - Natural Environment
  - Built Environment
  - Human Environment
- Council to write down top Regional Plan goal
- Post to sticky wall

FLAGSTAFF REGIONAL PLAN 2030

PLACE MATTERS

What is the Regional Plan?

Photo by: A. Leggett

While the plan serves many purposes, it is important to distinguish what the plan is, and what it is not. Specifically, the *Flagstaff Regional Plan* is:

- a collaborative community **vision**
- a collection of **goals and policies** to achieve that vision
- a **tool** for decision makers, developers, businesses, and citizens
- a **framework** for general planning.

The *Flagstaff Regional Plan* is not:

- a mandate for or against development
- a zoning ordinance
- a Capital Improvement Plan
- a City budget
- an unchangeable plan, or a law

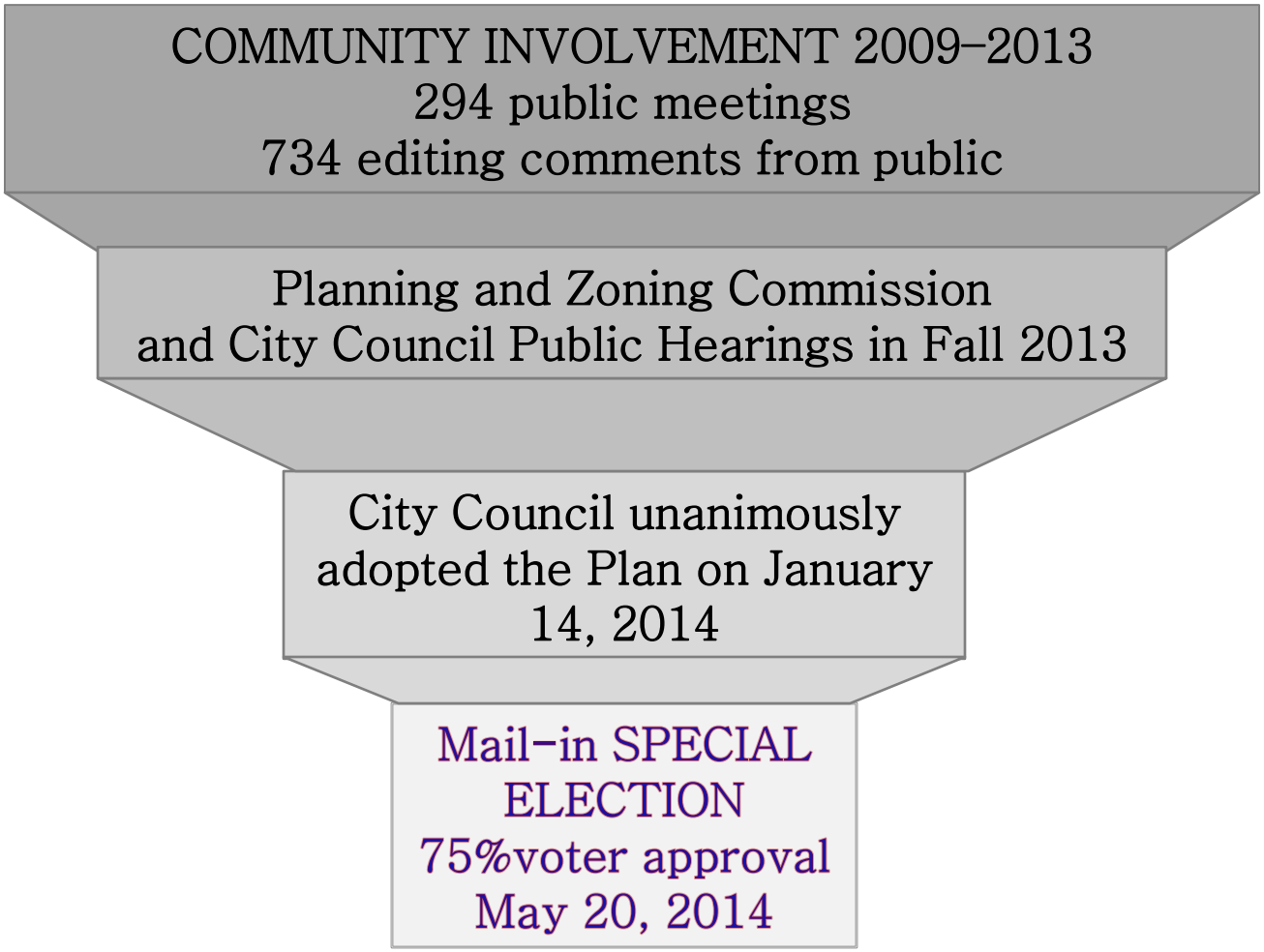
FRP30 p. I-4

What did the public want the Plan to do?

- Hold government accountable for publicly derived policy outcomes and goals
- Guide physical and economic development
- Establish priorities for public action
- Direction for complementary private decisions
- Encourage predictable decision making

FRP30 p. III-1

Public Involvement and Collaboration



Flagstaff Regional Plan Vision

"The Greater Flagstaff community embraces the region's extraordinary cultural and ecological setting on the Colorado Plateau through active stewardship of the natural and built environments.
Residents and visitors encourage and advance intellectual, environmental, social, and economic vitality for today's citizens and future generations."

- Flagstaff Regional Plan Vision Statement p. I-1

What are the Chapters in the Regional Plan?

NATURAL ENVIRONMENT SECTION

- Environmental Planning and Conservation
- Open Space
- Water Resources
- Energy

BUILT ENVIRONMENT SECTION

- Community Character
- Growth Areas and Land Use
- Transportation
- Cost of Development
- Public Buildings, Services , Facilities and Safety

HUMAN ENVIRONMENT SECTION

- Neighborhood, Housing and Urban Conservation
- Economic Development
- Recreation

How does the City use the Goals and Policies?

A GOAL is a desired result a community envisions and commits to achieve.

A POLICY is a deliberate course of action, mostly directed at decision makers in government, but also may be for institutional and business leaders – to guide decisions and achieve stated goals.

IMPLEMENTATION: Budgets, Performance Measures*, City Council Agendas, Rezoning Cases*, Plan Amendments, Area and Corridor Plans*, Capital Improvement Planning, Long Range Transportation Planning*, Policy Decisions

Goal and Policy Coding

WATER SOURCES GOALS AND POLICIES

Goal WR.1. Maintain a sustainable water budget incorporating regional hydrology, ecosystem needs, and social and economic well-being.

Policy WR.1.1. Participate in and support regional processes to develop a sustainable water budget.

Policy WR.1.2. Seek regional opportunities to partner with resource land managers and adjacent landowners to improve water yield and hydrologic processes.

Goal WR.2. Manage a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources at the City level and identify funding to pay for new resources.

Policy WR.2.1. Develop and adopt an integrated water master plan that addresses water resources, water production and its distribution, wastewater collection and its treatment, and reclaimed water treatment and its distribution.

Policy WR.2.2. Maintain and develop facilities to provide reliable, safe, and cost-effective water, wastewater, and reclaimed water services.

Policy WR.2.3. Develop programs to minimize lost and unaccounted for water to acceptable levels.

Note: Specific thresholds will be included in the City's water policy.

The Desk Guide

Subject Matter Guide

Topic	Goal and Policy abbreviations
IT/GIS	Water Resources – Policy WR.6.5 Transportation – Policy T.11.1
Landscaping	Environmental Planning & Conservation – **Goal E&C.6.** and associated policies Water Resources – **Goal WR.2**, Policy WR.3.4, Policy WR.3.6. Community Character – Policy CC.4.5 - 4.8 Transportation – Policy T.4.2
Libraries	See *Public facilities, Public outreach/education/ involvement/awareness* and *Workforce Training*
Live/Work	Growth Areas & Land Use – Policy LU.13.5, Policy LU.18.8 Economic Development – Policy ED.3.1
Mixed Use Development	Growth Areas & Land Use – Policy LU.1.2, Policy LU.2.1, Policy LU.5.5, **Goal LU.6**, Policy LU.6.3, Policy LU.10.6, Policies LU.11.2 and 11.3, Policy LU.12.4, Policy LU.13.3, Policies LU.13.5 and 13.6, Policy LU.18.2, Policy LU.18.7
Open Space	Environmental Planning & Conservation – Policy E&C.7.2, Policy E&C.10.3 Open Space – **Goal OS.1** and associated policies Water Resources – Policy WR.5.7 Community Character – Policy CC.1.3, Policy CC.1.6 Growth Areas & Land Use – Policy LU.1.3, Policy LU.2.5, Policy LU.3.4, **Goal LU.5**, Policy LU.5.4, Policy LU.13.9, Policy LU.14.1, Policy LU.14.9 Recreation – Policy REC.1.4

Questions?

www.FlagstaffMatters.com

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Flagstaff Regional Plan 2030

Subject Matter Guide

Last updated: August 2014

The purpose of this document is to provide a quick reference on where to find Goals and Policies in the Flagstaff Regional Plan 2030 related to various topics. This list is not comprehensive, and more complex projects may need to consider a broader set of policies.

City staff: If using this document in filling out staff summaries in AgendaQuick, please introduce the topic with the Goal number and Title (such as LU.1 "Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.") and explain what policies are relevant in the explanation. So if your agenda item relates to Policy T.5.3, introduce your explanation with: Goal TU.5 "Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community." – [explanation of how the agenda item relates to the goal and Policy T.5.3].

Topic	Goal and Policy abbreviations
Accessibility	Growth Areas & Land Use – Policy LU.10.9, Policy LU.12.10, Transportation – Policy T.1.3, Policy T.2.3, Policy T.5.1, Policies T.5.3- 4 Public Buildings, Services, Facilities, & Safety – Policy PF.2.3 Neighborhoods, Housing and Urban Conservation - Policy NH.4.3
Activity Centers	Growth Areas & Land Use – **Goal LU.1**, Policy LU.3.1, Policy LU.4.1, Policy LU.5.5, Policy LU..5. (numbering error) "Encourage the distribution of density…", Policy LU.6.2, Policy LU.10.1, Policy LU.10.4, Policy LU.10.7, Policy LU.13.5, Policy LU.13.7, Policy LU.14.7, Policy LU.14.8, **Goal LU.15, Goal LU.18** and associated policies Transportation – Policy T.3.3 Neighborhoods, Housing and Urban Conservation - Policy NH 6.2 Economic Development – **Goal ED.8**
Affordable Housing	Growth Areas & Land Use – Policy LU.11.4, Policy LU.18.4 Neighborhoods, Housing and Urban Conservation - **Goal NH.3**, Policy NH.3.1, Policy NH.3.3, Policy NH.3.5, Policy NH.4.1
Agriculture	Growth Areas & Land Use – Policy LU.3.5 Economic Development – Policy ED.3.7
Airport	Transportation – **Goal T.10** and associated policies Public Buildings, Services, Facilities, & Safety - **Goal PF.1** and associated policies Economic Development – **Goal ED. 5** and associated policies

Topic	Goal and Policy abbreviations
Architecture	Energy – Policy E.1.12 Community Character – **Goal CC.2**, Policy CC.2.4, **Goal CC.3**, Policies CC.1. - 3 Growth Areas & Land Use – Policy LU.11.2, Policy LU.11.3 Neighborhoods, Housing and Urban Conservation - Policy NH.2.2
Arts, Science and Education	Community Character – **Goal CC.5**, Policies CC.5.1. - 5 Neighborhoods, Housing and Urban Conservation - Policy NH.2.1 Economic Development – Policy ED.2.4, Policy ED.3.2, Policy ED.7.6
Bicycling	Environment and Conservation - Policy E&C.1.1, **Goal E&C.2**, and Policy E&C.2.1 Open Space - **Goal OS.1**, Policies OS.1.4, and 1.5. Energy - **Goal E.1**, and Policy E.1.3 Community Character - **Goal CC.4**, Policy CC.4.1, and Policy CC.4.4 Growth Areas & Land Use - **Goal LU.2**, Policies LU.2.1 and 2.2, Policy LU.3.2, **Goal LU.12**, Policies LU.12.8 and 12.9, Policy LU.13.1, Policy LU.13.3, Policy LU.13.9, Policy LU.14.4, Policy LU.15.4, Policy LU.17.1, Policy LU.18.5, and Policy LU.19.4 Transportation - **Goal T.1**, Policies T.1.1- 6, **Goal T.2**, Policy T.2.1, Policy T.2.3, Policy T.3.2, Policy T.3.8, **Goal T.6**, Policies T.6.1- T.6.6, Policy T.7.3, and Policy T.7.5 Neighborhoods, Housing and Urban Conservation - Policy NH.1.3 Recreation - **Goal REC.1**
Brownfields	Neighborhoods, Housing and Urban Conservation - Policy NH.3.4.
Circulation/Access	Growth Areas & Land Use – Policy LU.10.3, LU.10.9, **Goal LU.12**, Policies LU.12.5 – 9, LU.14.4, Policy LU.19.4 Transportation – **Goal T.1**, Policies T.1.1. – 8, **Goal T.2**, Policies T.2.1. – 5, Policy T.5.4, **Goal T.7**, Policies T.7.1. – 6, **Goal T.8**, Policies T.8.1. – 6, Policy T.10.2
City-County coordination	Environment & Conservation – Policy EC.1.1, Policy EC.5.4, Policy EC.7.2 Open Space – **Goal OS.1** and Policy OS.1.1 Water Resources – Policy WR.1.1 and WR.1.2, Policy WR.3.1, Policy WR.6.1, Policy WR.6.5 Growth Areas & Land Use – Policy 3.2, **Goal LU.14** and associated policies Transportation – Policy T.7.6, Policy T.11.5 Cost of Development – **Goal CD.1**, Policy CD.1.4 Public Buildings, Services, Facilities, & Safety – Policy PF.1.2, Policies PF.1.4, - 5, Policy PF.3.5 Economic Development – Policy ED.1.1 Recreation – **Goal REC.1**, Policies REC.1.1 and REC.1.3

Topic	Goal and Policy abbreviations
Civic/Public Spaces	Growth Areas & Land Use – Policies LU.1.2 and LU 1.3, Policy LU.2.1, Policy LU.3.1, Policy LU.10.9, Policy LU.11.1, Policy LU.11.7, Policy LU.12.1, Policy LU.13.8, Policies LU.18.2 and LU.18.3 Neighborhoods, Housing and Urban Conservation - Policy NH.1.6 Economic Development – Policy ED.1.1, Policy ED.7.4
Climate Change	Environment & Conservation – **Goal E&C.2, 3, and 4** and associated policies, Policy E&C.10.6 Energy - Policy E.1.12 Public Facilities - **Goal PF.1** and associated policies
Commercial Development	Environmental Planning & Conservation – Policy E&C.1.2, Policy E&C.1.4 Energy - Policy E.1.4, Policy E.2.4 Growth Areas & Land Use – Policy LU.5.5, Policy LU.6.2, Policy LU.10.6, Policy LU.13.5, Policy LU.13.6, Policy LU.14.8, Policy LU.15.3, Policy LU.18.7, Policy LU.18.12 Neighborhoods, Housing and Urban Conservation - Policy NH.3.4 Economic Development – Policy ED.3.3, Policy ED.3.5, Policy ED.4.5, **Goal ED.8**
Complete Streets	Community Character - Policy CC.5.4 Growth Areas & Land Use – **Goal LU.1** Transportation – Policy T.1.2 Neighborhoods, Housing and Urban Conservation - Policy NH.1.3
Connectivity (access)	Open Space - **Goal OS.1**, Policy OS.1.4 Water Resources - Policy WR.5. Growth Areas & Land Use – Policy LU.1.2, Policy LU.2.1, Policy LU.2.2, Policy LU.2.5, Policy LU.3.1, Policy LU.3.4, Policy LU.10, Policy LU.10.3, Policy LU.10.9, Policy LU.11.1, **Goal LU.12** and associated policies, Policy LU.13.1, Policy LU.13.6, Policy LU.14.4, Policy LU.17.1, Policy LU.19.4 Transportation – **Goal T.1** and associated policies, **Goal T.5** and associated policies, Policy T.7.3, Policy T.7.5, Policy T.8.1, Policy T.9.1, Policy T.10.2 Economic Development - **Goal ED. 5**, Policy ED.5.1 (See Transportation for other associated policy) Recreation - **Goal REC.1**
Context sensitive solutions	Community Character – **Goal CC.4**, Policies CC.1.1. – 4 Growth Areas & Land Use – Policy LU.3.4, Policy LU.10.5, Policies LU 18.1. & 18.2, **Goal LU.19**, Policy LU.19.2 Transportation – **Goal T.4**, Policies T.4.1. – 3

Topic	Goal and Policy abbreviations
Corridors	Community Character – Policy CC.1.4 Growth Areas & Land Use – Policy LU.3.1, Policy LU.4.1, Policy LU.6.2, Policy LU.13.5, **Goal LU.15, Goal LU.18**, Policies LU.18.1. – 6, and Policies LU.18.9. – 12, **Goal LU.19**, Policies LU.19.1. – 4 Transportation – Policy T.4.2, **Goal T.8**, Policy T.8.1, Policy T.8.4, Economic Development – Policy ED.7.4
Dark Skies	Environmental Planning & Conservation – **Goal E&C.5**, Policies E&C.5.1. – 5
Density/Compact Development	Growth Areas & Land Use – **Goal LU.5**, Policies LU.5.1. – 6, **Goal LU.10**, Policy LU.10.3 Policies LU.18.13 and 18.14,
Downtown Redevelopment	Growth Areas & Land Use – **Goal LU.11**, Policies LU.11.1. – 8, **Goal LU.12**, Policies LU.12.1. – 11, Policy LU.18.6 Neighborhoods, Housing, & Urban Conservation – **Goal NH.2**, Policies NH.2.1. – 3
Drinking Water	Water Resources – **Goal WR.3**
Employment/jobs	Energy - Policy E.1.2 Growth Areas & Land Use – Policy LU.1.1 Economic Development - **Goal ED.2** and associated policies, Policy ED.4.4 , Policy ED.6.3
Employment Land Uses	Growth Areas & Land Use – Policy LU.1.1, **Goal LU.4**, Policy LU.6.1, Policy LU.6.2, Policy LU.10.5, Policy LU.11.6, **Goal LU.13**, Policy LU.13.7, Policy LU.13.9, **Goal LU.15** and associated policies, **Goal LU.18** Transportation - Policy T.8.1 Economic Development - Policy ED.3.8, Policy ED.4.6
City or City-supported financing/funding	Water Resources – **Goal WR.2**, Policy WR.3.9 Energy - Policy E.1.11 Transportation - Policy T.11.5 Cost of Development - **Goal CD.1** and associated policies Neighborhoods, Housing, & Urban Conservation – Policy NH.3.3 Economic Development - Policy ED.3.3, Policy ED.3.4, Policy ED.4.4
Freight	Transportation – Policy T.8.5, **Goal T.9**, Policy T.9.3, **Goal T.10**
FUTS	Open Space - **Goal OS.1** Water Resources – Policy WR.5.2 Community Character - Policy CC.5.4 Growth Areas & Land Use – Policy LU.12.9, Policy LU.13.9, Policy LU.14.4 Transportation – **Goal T.5**, Policy T.6.2 Neighborhoods, Housing, & Urban Conservation – Policy NH.1.3 Recreation - **Goal REC.1**
Gateways	Community Character - Policy CC.1.4 Growth Areas & Land Use – Policy LU.4.1, Policy LU.16.3 Transportation – Policy T.4.2 Economic Development – Policy ED.5.1

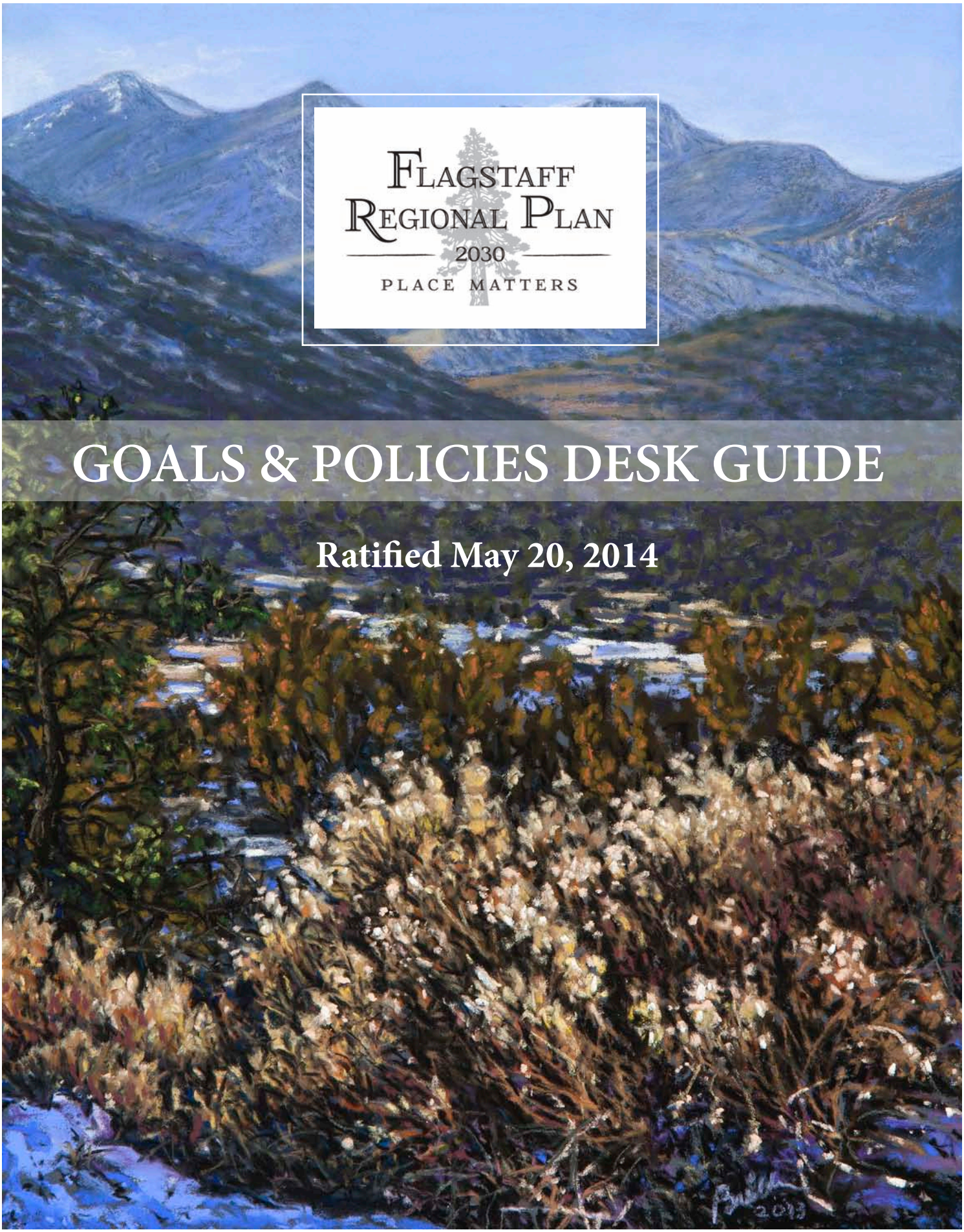
Topic	Goal and Policy abbreviations
Gentrification	Growth Areas & Land Use – Policy LU.1.3, Policies LU.1.11 and 1.12 Neighborhoods, Housing, & Urban Conservation – Policy NH.4.2, Policy NH.6.1
Greenfield/vacant land	Growth Areas & Land Use – **Goal LU.2**, Policies LU.2.1. – 5.
Growth boundaries	Water Resources – Policy WR.4.3 Growth Areas & Land Use – **Goal LU.2**, Policy LU.6.3, Policy LU.14.6
Historic and Cultural Resources	Open Space – **Goal OS.1** and Policy OS.1.3 Community Character – **Goal CC.2**, Policies CC.2.1. – 7, **Goal CC.3**, Policies CC.3.1. – 3 Growth Areas & Land Use – Policy LU.4.2, Policy LU.10.3, **Goal LU.11**, Policy LU.11.5, Policy LU.11.7 Transportation – Policy T.4.3 Neighborhood, Housing, & Urban Conservation – Policy NH.1.2, NH.1.5, **Goal NH.2**, and Policies NH.2.1. – 3
Housing	Community Character – Policy CC.2.4 Growth Areas & Land Use – Policy LU.2.1, **Goal LU.4**, Policy LU.6.1, Policies LU.10.5 and 10.6, Policies LU.11.4 – 6, **Goal LU.13**, Policies LU.13.4. and 13.5, Policy LU.18.4 All Neighborhood, Housing, & Urban Conservation Goals and Policies
Industrial Development	Environmental Planning & Conservation – Policy E&C.1.2, Policy E&C.1.4, Policy E&C.2.1 Water Resources - Policy WR.3.2 Energy - Policy E.1.4, Policy E.1.11, Policy E.2.4 Growth Areas & Land Use – Policy LU.6.2, **Goal LU.15**, Policy LU.15.1, **Goal LU.16** and associated policies Economic Development – Policy ED.3.8, **Goal ED.4**, Policy ED.4.5, Policy ED.4.6, Policy ED.5.1
Infill and Redevelopment	Growth Areas & Land Use – Policy LU.1.3, Policy LU.1.5, Policy LU.1.6, Policy LU.1.7, Policy LU.1.9, Policy LU.1.10, Policy LU.1.11, Policy LU.1.12, Policy LU.5.2, Policy LU.6.1, **Goal LU.9**, Policy LU.9.1, Policy LU.10.5, Policy LU.11.7, Policy LU.18.3 Cost of Development - Policy CD.1.6 Public Facilities - Policy PF.2.1 Neighborhood, Housing, & Urban Conservation - **Goal NH.6** and associated policies Economic Development – Policy ED.1.7, Policy ED.7.5, **Goal ED.9**
Intergovernmental coordination	Environmental Planning & Conservation – Policy E&C.6.6. Energy – Policy E.2.6 Growth Areas & Land Use – Policy LU.3.2, Policy LU.14.2. Transportation – Policy T.7.1, Policy T.11.5 Public Buildings, Services, Facilities, & Safety – Policy PF.2.5 Economic Development – Policy ED.1.5

Topic	Goal and Policy abbreviations
IT/GIS	Water Resources – Policy WR.6.5 Transportation – Policy T.11.1
Landscaping	Environmental Planning & Conservation – **Goal E&C.6.** and associated policies Water Resources – **Goal WR.2**, Policy WR.3.4, Policy WR.3.6. Community Character – Policy CC.4.5 - 4.8 Transportation – Policy T.4.2
Libraries	See *Public facilities, Public outreach/education/ involvement/awareness* and *Workforce Training*
Live/Work	Growth Areas & Land Use – Policy LU.13.5, Policy LU.18.8 Economic Development – Policy ED.3.1
Mixed Use Development	Growth Areas & Land Use – Policy LU.1.2, Policy LU.2.1, Policy LU.5.5, **Goal LU.6**, Policy LU.6.3, Policy LU.10.6, Policies LU.11.2 and 11.3, Policy LU.12.4, Policy LU.13.3, Policies LU.13.5 and 13.6, Policy LU.18.2, Policy LU.18.7
Open Space	Environmental Planning & Conservation – Policy E&C.7.2, Policy E&C.10.3 Open Space – **Goal OS.1** and associated policies Water Resources – Policy WR.5.7 Community Character – Policy CC.1.3, Policy CC.1.6 Growth Areas & Land Use – Policy LU.1.3, Policy LU.2.5, Policy LU.3.4, **Goal LU.5**, Policy LU.5.4, Policy LU.13.9, Policy LU.14.1, Policy LU.14.9 Recreation – Policy REC.1.4
Parking	Community Character – Policy CC.4.4 Growth Areas & Land Use – Policy LU.10.2, Policies LU.12.2. – 6, Policy LU.12.11, and Policy LU.19.4 Transportation – Policy T.1.8, Policy T.3.4, Policy T.7.3, Policy T.10.2
Parks	Growth Areas & Land Use – Policy LU.11.8, Policies LU.13.8 and 13.9, Policy LU.18.2 Neighborhoods, Housing, & Urban Conservation – Policy NH.1.6 Recreation – **Goal REC.1** and associated policies
Partnerships	Environmental Planning & Conservation – Policy E&C.1.3. Energy – Policy E.2.6 Growth Areas & Land Use – **Goal LU.9**, Policy LU.10.2, Policy LU.10.2 Cost of Development – Policy CD.1.6 Public Buildings, Services, Facilities, & Safety – Policy PF.1.4 Economic Development – Policy ED.1.1, Policy ED.1.4 Recreation – Policy REC.1.
Rail	Growth Areas & Land Use – Policy LU.16.3 Transportation – Policy T.7.3, **Goal T.9**, Policies T.9.1 – 4
Placemaking	Growth Areas & Land Use – **Goal LU.3** and Policies LU.3.1 – 5 Economic Development – **Goal ED.7** and associated policies

Topic	Goal and Policy abbreviations
Preparedness and Emergency Response	Environmental Planning & Conservation – Policy E&C.3.4 Transportation – Policy T.2.5 Public Buildings, Services, Facilities, & Safety – **Goal PF.1** and associated policies, Policy PF.2.3, Policy PF.2.5, **Goal PF.3** and associated policies
Preservation (cultural, natural resource, etc.)	***Cultural*** Open Space – Policy OS.1.3 Community Character – **Goal CC.2**, and Policies CC.2.1. – 7**, Goal CC.3** and associated policies Growth Areas & Land Use – Policy LU.2.3, Policy LU.3.3 ***Natural Resource*** Environmental Planning & Conservation – **Goal E&C.4, Goal E&C.5, Goal E&C.6**, Policy E&C.6.4, Policy E&C.6.5, Policy E&C.7.2 Open Space – Policy OS.1.2, Policy OS.1.3 Energy – Policy E.1.7 Community Character – Policy CC.1.6. Growth Areas & Land Use – Policy LU.2.2, Policy LU.3.3, **Goal LU.5**, Policy LU.5.2, Policy LU.5.4 Transportation – **Goal T.3**
Public facilities	Water Resources – Policy WR.3.3 Growth Areas & Land Use – Policy LU.7.1 Cost of Development – Policy CD.1.5 Public Buildings, Services, Facilities, & Safety – **Goal PF.2**, Policies PF.2.3. and 2.4 Recreation – Policy REC.1.4
Public outreach/education/ involvement/awareness	Environmental Planning & Conservation – Policy E&C.6.1. Energy – Policy E.1.3, Policy E.2.3 Growth Areas & Land Use – Policy LU.1.9, Policy LU.18.16 Transportation – Policy T.5.2, Policy T.6.3, Policy T.7.1, Policy T.11.2 Public Buildings, Services, Facilities, & Safety –Policies PF.1.5 and 1.6 Economic Development – Policy ED.1.2, Policy ED.6.4
Public Safety	**Goal PF.3** and associated policies
Reclaimed water	Water Resources – **Goal WR.2**, Policies WR.2.1, and 2.2, Policy WR.3.4, Policy WR.3.6, **Goal WR.4**, and **Goal WR.6**
Recreation	Environmental Planning & Conservation – Policy E&C.10.5 Water Resources – Policy WR.5.5 Growth Areas & Land Use – Policy LU.3.2, Policy LU.5.6, Policy LU.6.4, Policy LU.10.5 Transportation – **Goal T.6** Recreation – **Goal REC.1** and associated policies
Renewable energy (solar, wind, etc.)	Environmental Planning & Conservation – **Goal E&C.1** and associated policies, **Goal E&C.2** and associated policies Energy – Policies E.1.8. – 13, **Goal E.2** and associated policies

Topic	Goal and Policy abbreviations
Resource protection/restoration	Environmental Planning & Conservation – Policy E&C.3.3, Policy E&C.6.3, Policy E&C.6.4, Policy E&C.6.6 Open Space – Policy OS.1.1 Water Resources – **Goal WR.5**, Policies WR.5.1. – 3, and WR.5.7 Growth Areas & Land Use – **Goal LU.4**
Road Construction, Repair and Maintenance	Transportation – Policy T.2.2, **Goal T.8**, Policies T.8.4. – 6
Schools	Community Character – **Goal CC.5**, Policies CC.5.1. – 5 Growth Areas & Land Use – Policy LU.10.8, Policy LU.13.9 Economic Development – Policy ED.2.2
Small businesses/ entrepreneurship	Economic Development – **Goal ED.1**, Polices ED.1.2 and 1.3, Policy ED.2.4, **Goal ED.3** and associated policies
Stormwater	Water Resources – **Goal WR.5** and Policies WR.5.1. – 7 Growth Areas & Land Use – Policy LU.2.4 Transportation – Policy T.3.5
Student Housing	Neighborhoods, Housing, & Urban Conservation – **Goal NH.1**, Policy NH.1.7
Technology	Water Resources – Policy WR.6.1 Energy – Policy E.1.2, Policy E.1.4, Policy E.1.10, Policy E.2.5 Transportation – Policy T.2.2 Economic Development – Policy ED.2.4 Recreation – Policy REC.1.5
Tourism	Economic Development – **Goal ED.6** and associated policies
Transit	Energy – Policy E.1.5 Growth Areas & Land Use – Policy LU.5.5, Policy LU.7.1, Policy LU.10.3, Policy LU.10.5, **Goal LU.12**, Policy LU.12.8, Policy LU.13.2, Policy LU.15.4, Policy LU.18.5 Transportation – Policy T.2.4, Policy T.3.8, **Goal T.7**, Policies T.7.1. – 6, Policy T.10.2 Neighborhoods, Housing, & Urban Conservation – Policy NH.1.4, Policy NH.4.6
Tribal Relations	Environmental Planning & Conservation – Policy E&C.2.6
Utilities	Water Resources – Policy WR.4.1 Community Character – Policy CC.4.2 Growth Areas & Land Use – Policy LU.1.4, Policy LU.1.5, **Goal LU.7** Cost of Development - **Goal CD.1** Economic Development - Policy ED.3.9, Policy ED.7.5
Views and Vistas	Community Character – **Goal CC.1** and associated policies

Topic	Goal and Policy abbreviations
Walking /Pedestrian Environment	Water Resources – Policy WR.5.2 Energy – Policy E.1.5 Community Character – Policy CC.4.4 Growth Areas & Land Use – **Goal LU.10** and associated policies, **Goal LU.11** and Policies LU.11.1. – 3, **Goal LU.12**, Policies LU.12.7 and 12.8, Policies LU.13.8 and 13.9, Policy LU.18.5, Policy LU.18.8, Policies LU.18.15 and 18.16. Transportation – Policy T.3.8, **Goal T.5** and Policies T.5.1. – 4, Policy T.7.5
Wastewater	Environment and Conservation – Policy E&C.9.1(County policy) Water Resources –**Goal WR.2,** Policies WR.2.1 and 2.2, **Goal WR.4**, Policy WR.6.1 Growth Areas & Land Use – Policy LU.16.5
Water conservation	Environment and Conservation – **Goal E&C.4** and associated policies Water Resources –**Goal WR.3** and associated policies, Policy WR.5.6 Growth Areas & Land Use – Policy LU.7.1
Wildlife	Environment and Conservation – Policy E&C.10.6 Open Space – **Goal OS.1** Water Resources – Policies WR.5.1 and 5.2 Growth Areas & Land Use – Policy LU.2.3, Policy LU.13.10, Policy LU.14.9
Workforce Training	Energy – Policy E.1.2 Growth Areas Land Use – Policy LU.15.1 Economic Development – **Goal ED.2**, Policies ED.2.1. -4, Policy ED.4.4



FLAGSTAFF REGIONAL PLAN 2030

PLACE MATTERS

GOALS & POLICIES DESK GUIDE

Ratified May 20, 2014

ABOUT THE FLAGSTAFF REGIONAL PLAN'S GOALS & POLICIES

The Flagstaff Regional Plan 2030 is used for decision making so that Flagstaff City government is accountable for publicly derived policy outcomes and goals. It also provides the basis for policies and regulations to guide physical and economic development within the Flagstaff region. The Plan is used as a guide, or roadmap, for the future of the City and the region; and it establishes priorities for public decisions and direction for complementary private decisions, thereby striving to establish predictability in the decision-making process.

This document consolidates the goals and policies in Flagstaff Regional Plan 2030. It is intended to provide a reference for City staff, when preparing and interpreting City reports, agendas, work programs, budgets, grant writing, and other reporting requirements based on the Regional Plan. More complex analysis, such as development review, may require an examination of the entire document, and therefore, this desk guide is meant to supplement and not replace the Flagstaff Regional Plan 2030. While all the goals and policies in the Plan are directed to future needs and accomplishments, it is important to understand that many of them also reflect ongoing programs, initiatives, and actions already implemented by City, County, and other policy and decision makers. Goals and policies in this document do not override the community's ability or inability to fund the recommended actions.

Chapter IV - Environmental Planning & Conservation

AIR QUALITY GOALS AND POLICIES	Page IV-10
Goal E&C.1. Proactively improve and maintain the region's air quality.	Policy E&C.1.1. Engage public agencies concerned with the improvement of air quality, and implement state and regional plans and programs to attain overall federal air quality standards (in particular ozone, particulate matter, and carbon monoxide) on a long- term basis. Policy E&C.1.2. Pursue reduction of total emissions of high-priority pollutants from commercial and industrial sources and area- wide smoke emissions. Policy E&C.1.3. Encourage strategies and partnerships to mitigate dust. Policy E&C.1.4. Maintain air quality through pursuit of non-polluting industry and commercial enterprises. Policy E&C.1.5. Seek feasible alternatives to reduce the smoke produced through prescribed burns and slash piles while continuing efforts to return fire to its natural role in the ecosystem.

CLIMATE CHANGE AND ADAPTATION GOALS AND POLICIES	Page IV-12
Goal E&C.2. Reduce greenhouse gas emissions.	Policy E&C.2.1. Encourage the reduction of all energy consumption, especially fossil-fuel generated energy, in public, commercial, industrial, and residential sectors. Policy E&C.2.2. Promote investments that strengthen climate resiliency.
Goal E&C.3. Strengthen community and natural environment resiliency through climate adaptation efforts.	Policy E&C.3.1. Develop and implement a comprehensive and proactive approach to prepare the community for and to minimize the impacts of climate change induced hazards. Policy E&C.3.2. Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce the community's vulnerability to climate change impacts. Policy E&C.3.3. Invest in forest health and watershed protection measures. Policy E&C.3.4. Increase the region's preparedness for extreme climate events.
Goal E&C.4. Integrate available science into policies governing the use and conservation of Flagstaff 's natural resources.	Policy E&C.4.1.Assess vulnerabilities and risks of Flagstaff's natural resources. Policy E&C.4.2. Develop water use policies that attempt to integrate current best projections of climate change effects on the Colorado Plateau's water resources and emphasize conservation.

DARK SKIES GOALS AND POLICIES	Page IV-13
Goal E&C.5. Preserve dark skies as an unspoiled natural resource, basis for an important economic sector, and core element of community character.	Policy E&C.5.1. Evaluate the impacts of the retention of dark skies regarding lighting infrastructure and regulatory changes, land use decisions or changes, and proposed transportation developments within the region. Policy E&C.5.2. Encourage and incentivize voluntary reduction of "exempt" lighting that degrades night sky visibility, and work to prevent light trespass whenever possible in both public and private areas. Policy E&C.5.3. Continue to enforce dark sky ordinances. Policy E&C.5.4. Encourage uses within Lighting Zone 1 of the lighting codes of the City and County that do not require outdoor lighting, and discourage those which require all-night lighting.

ECOSYSTEM HEALTH GOALS AND POLICIES Page IV-15

Goal E&C.6. Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region.	Policy E&C.6.1. Encourage public awareness that the region's ponderosa pine forest is a fire-dependent ecosystem and strive to restore more natural and sustainable forest composition, structure, and processes. Policy E&C.6.2. Encourage all landowners and land management agencies to emphasize forest ecosystem restoration and catastrophic fire risk reduction for the lands under their respective jurisdictions. Policy E&C.6.3. Promote protection, conservation, and ecological restoration of the region's diverse ecosystem types and associated animals. Policy E&C.6.4. Support collaborative efforts to return local native vegetation, channel structure and, where possible and applicable, preservation and restoration of in-stream flows to the region's riparian ecosystem. Policy E&C.6.5. Preserve Flagstaff's wetland areas and discourage inappropriate development that may adversely affect them and the ecosystem services they provide. Policy E&C.6.6. Support cooperative efforts for forest health initiatives or practices, such as the Four Forest Restoration Initiative (4FRI), to support healthy forests and protect our water system. Policy E&C.6.7. Use best practices to control the spread of exotic and invasive plants, weeds, and animals, and eradicate where possible. Policy E&C.6.8. Disturbed areas for improvements and landscaping for new developments shall emphasize the use of native, drought-tolerant or edible species appropriate to the area. Policy E&C.6.9. Develop guidelines to minimize the use of herbicides, insecticides, and similar materials.

ENVIRONMENTALLY SENSITIVE LANDS GOALS AND POLICIES Page IV-16

Goal E&C.7. Give special consideration to environmentally sensitive lands in the development design and review process.	Policy E&C.7.1. Design development proposals and other land management activities to minimize the alteration of natural landforms and maximize conservation of distinctive natural features. Policy E&C.7.2. Favor the use of available mechanisms at the City and County level for the preservation of environmentally sensitive lands, including but not limited to public acquisition, conservation easements, transfer of development rights, or clustered development with open space designations.

NATURAL QUIET GOALS AND POLICIES Page IV-16

Goal E&C.8. Maintain areas of natural quiet and reduce noise pollution.	Policy E&C.8.1. Establish location-appropriate sound management tools with measurable criteria. Policy E&C.8.2. Evaluate land uses and transportation proposals for their potential noise impacts.

SOILS GOALS AND POLICIES Page IV-17

Goal E&C.9. Protect soils through conservation practices.	Policy E&C.9.1. County Policy: In areas of shallow or poor soils where standard on-site wastewater systems are not feasible, give preference to very low-density development, integrated conservation design, a centralized treatment facility, and technologically advanced environmentally sensitive systems. Policy E&C.9.2. Construction projects employ strategies to minimize disturbed area, soil compaction, soil erosion, and destruction of vegetation.

WILDLIFE GOALS AND POLICIES Page IV-19

Goal E&C.10. Protect indigenous wildlife populations, localized and larger-scale wildlife habitats, ecosystem processes, and wildlife movement areas throughout the planning area.	Policy E&C.10.1. Encourage local development to protect, conserve, and when possible enhance and restore wildlife habitat. Policy E&C.10.2. Protect, conserve, and when possible enhance and restore wildlife habitat on public land. Policy E&C.10.3. Protect sensitive and uncommon habitats such as ephemeral wetlands, riparian habitats, springs and seeps, rare plant communities, and open prairie ecosystems including the physical elements such as water sources and soil types on which they depend through open space acquisition efforts, avoiding these features in the design of subdivisions and other development, etc. Policy E&C.10.4. Support the control and removal of terrestrial and aquatic exotic and invasive animals. Policy E&C.10.5. Support the development of watchable wildlife recreation opportunities. Policy E&C.10.6. Conserve and restore important wildlife corridors throughout the planning area to allow wildlife to find suitable habitat in the face of climate change by moving along vegetational and elevational gradients.

Chapter V - Open Space

OPEN SPACE GOALS AND POLICIES — Page V-5

Goal OS.1. The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.	Policy OS.1.1. Establish a Conservation Land System supported by stakeholders (federal, state, city, county, non-profit, and interested citizens) to inventory, map, update, and manage the region's green infrastructure including open space planning, acquisition, conservation, protection, and long-term management and maintenance. Policy OS.1.2. While observing private property rights, preserve natural resources and priority open lands, under the general guidance of the *Flagstaff Area Open Space and Greenways Plan* and the Natural Environment maps. Policy OS.1.3. Use open spaces as natural environment buffer zones to protect scenic views and cultural resources, separate disparate uses, and separate private development from public lands, scenic byways, and wildlife habitats. Policy OS.1.4. Use open space as opportunities for non-motorized connectivity, to interact with nature, and to enjoy the views and quiet. Policy OS.1.5. Integrate open space qualities into the built environment.

Chapter VI - Water Resources

WATER SOURCES GOALS AND POLICIES — Page VI-8

Goal WR.1. Maintain a sustainable water budget incorporating regional hydrology, ecosystem needs, and social and economic well-being.	Policy WR.1.1. Participate in and support regional processes to develop a sustainable water budget. Policy WR.1.2. Seek regional opportunities to partner with resource land managers and adjacent landowners to improve water yield and hydrologic processes.
Goal WR.2. Manage a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources at the City level and identify funding to pay for new resources.	Policy WR.2.1. Develop and adopt an integrated water master plan that addresses water resources, water production and its distribution, wastewater collection and its treatment, and reclaimed water treatment and its distribution. Policy WR.2.2. Maintain and develop facilities to provide reliable, safe, and cost-effective water, wastewater, and reclaimed water services. Policy WR.2.3. Develop programs to minimize lost and unaccounted for water to acceptable levels. *Note: Specific thresholds will be included in the City's water policy.*

WATER DEMAND GOALS AND POLICIES	Page VI-13
Goal WR.3. Satisfy current and future human water demands and the needs of the natural environment through sustainable and renewable water resources and strategic conservation measures.	Policy WR.3.1. Work together with regional partners to address regional human and environmental water needs. Policy WR.3.2. Favor low-water consuming businesses and industries over water-intensive uses. Policy WR.3.3. Integrate sound water conservation and reuse systems into new and updated public facilities. Policy WR.3.4. Use reclaimed water and rainwater harvesting wherever appropriate and practical. Policy WR.3.5. Encourage private well owners to install meters to understand how much water is used as well as alert property owners to possible leaks. Policy WR.3.6. All large turf areas (e.g. schools, parks, golf courses, etc.) should use reclaimed water or other approved rain harvesting techniques for irrigation purposes. ***City-Specific Policies*** Policy WR.3.7. Calculate the volume of local water resources it has available and make periodic updates as appropriate. Policy WR.3.8. Implement a water management program that creates a linkage between new growth and a minimum 100-year water supply. Policy WR.3.9. Identify adequate funding sources to pay for new resources for a long-term renewable water supply.
Goal WR.4. Logically enhance and extend the City's public water, wastewater, and reclaimed water services including their treatment, distribution, and collection systems in both urbanized and newly developed areas of the City to provide an efficient delivery of services.	Policy WR.4.1. Use the *Regional Plan* as a guide for the *Utilities Integrated Master Plan* to better plan for the necessary infrastructure sizing and location to accommodate planned growth and resource management. Policy WR.4.2. Maintain, at the City level, a financially stable utility to provide reliable, high quality utility services. Policy WR.4.3. Development requiring public utility services will be located within the Urban Growth Boundary.

STORMWATER AND WATERSHED MANAGEMENT GOALS AND POLICIES	Page VI-18
Goal WR.5. Manage watersheds and stormwater to address flooding concerns, water quality, environmental protections, and rainwater harvesting.	Policy WR.5.1. Preserve and restore existing natural watercourse corridors, including the 100-year floodplain, escarpments, wildlife corridors, natural vegetation, and other natural features using methods that result in a clear legal obligation to preserve corridors in perpetuity, where feasible. Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical. Policy WR.5.3. Identify downstream impacts as the result of development, and provide for mitigation measures to address impacts. When possible, mitigations should be non-structural in nature. Policy WR.5.4. Develop any necessary stormwater infrastructure improvements consistent with City of Flagstaff stormwater master plans or studies as adopted by the City. Policy WR.5.5. Give preference to regional detention facilities that are designed in conjunction with smaller low-impact development features, rather than numerous smaller dispersed basins. Encourage regional detention basins to incorporate natural watershed characteristics as well as offering recreational components. Policy WR.5.6. Implement stormwater harvesting techniques to support water conservation strategies by collecting and using local precipitation in the vicinity where it falls to support both human and overall watershed health needs. Policy WR.5.7. Support healthy watershed characteristics through implementation of practices, consistent with the City of Flagstaff Low Impact Design Manual, that improve flood control and flood attenuation, stormwater quality, and water sustainability; increase groundwater recharge; enhance open space quality; increase biodiversity; and reduce land disturbance and soil compaction.

Goal WR.6. Protect, preserve, and improve the quality of surface water, groundwater, and reclaimed water in the region.	Policy WR.6.1. Explore the feasibility of additional or alternative treatment technologies for the City of Flagstaff and other surrounding regional wastewater treatment systems, and monitor the research on the potential impacts on human health and our regional water supplies. Policy WR.6.2. Recognizing the concern about water quality, seek methods to divert contaminants from the waste stream. Policy WR.6.3. Implement best management practices to protect, restore, and maintain surface waters and their contributing watersheds. *Note: Refer to best management practices adopted by the Arizona Department of Environmental Quality at http://www/adeq.gov* Policy WR.6.4. Encourage low-impact development strategies. Policy WR.6.5. Make City and County water quality data available and accessible to the public.

Chapter VII - Energy

Goal E.1. Increase energy efficiency.	***Education*** Policy E.1.1. Promote and encourage innovative building practices through instruction on efficient building materials and methodology. Policy E.1.2. Support workforce training for the installation and maintenance of energy-efficient technologies. Policy E.1.3. Empower all community members to make smarter energy choices through education and incentives. ***Building*** Policy E.1.4. Promote cost-effective, energy-efficient technologies and design in all new and retrofit buildings for residential, commercial, and industrial projects. Policy E.1.5. Promote and encourage the expansion and use of energy-efficient modes of transportation: a. Public transportation b. Bicycles c. Pedestrians Policy E.1.6. Develop land use regulations promoting land use patterns that increase energy efficiency. Policy E.1.7. Support policies and programming that reduce electricity, natural gas, and water consumption in order to conserve natural resources and reduce financial costs. Policy E.1.8. Incorporate alternative energy conservation and renewable energy systems in applicable codes. Policy E.1.9. Develop standards and guidelines to guide builders, architects, and developers toward optimal building, water use, and energy performance. Policy E.1.10. Incentivize energy efficiency and renewable energy technologies in construction projects. Policy E.1.11. Identify financing mechanisms to support water and energy efficiency improvements in public, residential, commercial, and industrial sectors. Policy E.1.12. Promote indigenous and local building materials and structures as climate-adaptable energy efficiency prototypes. ***Transportation*** Policy E.1.13. Promote and encourage the use of fuel-efficient vehicles that use renewable fuels.

RENEWABLE ENERGY GOALS AND POLICIES Page VII-5

Goal E.2. Expand production and use of renewable energy.	Policy E.2.1. Promote renewable energy sources that reduce demand upon fossil fuels and other forms of generation that produce waste. Policy E.2.2. Preserve opportunities for development of renewable energy resources in the planning process. Policy E.2.3. Promote renewable energy pilot programs as a showcase to educate the public and the development community. Policy E.2.4. Encourage small-scale renewable energy production and use on the local level on appropriate residential, commercial, and industrial parcels. Policy E.2.5. Pursue, promote, and support utility-scale renewable energy production such as biomass facilities, solar electricity, wind power, waste-to-energy, and other alternative energy technologies. Policy E.2.6. Collaborate with local tribes to develop renewable energy opportunities on tribal lands.

Chapter VIII - Community Character

SCENIC RESOURCES AND NATURAL SETTING GOALS AND POLICIES Page VIII-3

Goal CC.1. Reflect and respect the region's natural setting and dramatic views in the built environment.	Policy CC.1.1. Preserve the natural character of the region through planning and design to maintain views of significant landmarks, sloping landforms, rock outcroppings, water courses, floodplains, and meadows, and conserve stands of ponderosa pine. Policy CC.1.2. Continue to define and further develop the community character by incorporating the natural setting into the built environment at all design scales. Policy CC.1.3. Design development patterns to maintain the open character of rural areas, protect open lands, and protect and maintain sensitive environmental areas like mountains, canyons, and forested settings. *Refer to Chapter V - Open Space for more information.* Policy CC.1.4. Identify, protect, and enhance gateways, gateway corridors, and gateway communities. Policy CC.1.5. Design development patterns to maintain the open character of rural areas, protect open lands, and protect and maintain sensitive environmental areas. Policy CC.1.6. Encourage cluster development to preserve open space, viewsheds, and scenic vistas. *Refer to Chapter IV - Environmental Planning & Conservation for more information."Rural by nature" cluster development allows preservation of more open space and natural resource protection.*

HERITAGE PRESERVATION GOALS AND POLICIES Page VIII-15

Goal CC.2. Preserve, restore, and rehabilitate heritage resources to better appreciate our culture.	Policy CC.2.1. Actively locate, identify, interpret, and preserve historical, archaeological, and cultural resources, in cooperation with other agencies and non-governmental organizations, as aspects of our society for future generations to retain, understand, and enjoy their cultural identity. Policy CC.2.2. Formally recognize heritage resources through designation as local landmarks and historic districts. Policy CC.2.3. Mitigate development impacts on heritage resources. Policy CC.2.4. Support restoration and rehabilitation of historic housing, buildings, structures, and neighborhoods. Policy CC.2.5. Provide incentives for heritage and cultural preservation. Policy CC.2.6. Expand a program to educate the owners of historic resources of the heritage value of their properties. Policy CC.2.7. Protect existing historic districts from encroachment by land uses that compromise the historic characteristics of the district.

Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private development efforts.	Policy CC.3.1. Encourage neighborhood design to be respectful of traditional development patterns and enhance the overall community image. Policy CC.3.2. Maintain and enhance existing buildings and blend well-designed new buildings into existing neighborhoods. Policy CC.3.3. Emulate the most celebrated design traditions of Flagstaff, particularly the pre-Route 66 and early Route 66 eras.
Goal CC.4. Design and develop all projects to be contextually sensitive, to enhance a positive image and identity for the region.	Policy CC.4.1. Design streetscapes to be context sensitive and transportation systems to reflect the desired land use while balancing the needs of all modes for traffic safety and construction and maintenance costs. Policy CC.4.2. Design utilities and infrastructure to be contextual and considered as part of the overall design aesthetics. Policy CC.4.3. Employ design solutions that balance the interface of the natural and built environments, with the most urbanized core activity areas being the most built, and the most rural areas being the most natural. Policy CC.4.4. Design streets and parking lots to balance automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment. Policy CC.4.5. Encourage local landscaping using Xeriscape, low-impact principles, and native vegetation wherever possible. Policy CC.4.6. Use landscaping to benefit the environment and improve aesthetics, in order to maximize the economic benefit that a well landscaped community provides. Policy CC.4.7. Develop an urban forestry program to catalog, preserve old growth pines, and plant new urban trees. Policy CC.4.8. Follow arboricultural practices in maintaining a healthy urban forest. Policy: CC.4.9. Develop appropriate tools to facilitate the undergrounding of existing overhead utility lines, especially in established viewsheds and in reinvestment areas.

Goal CC.5. Support and promote art, science, and education resources for all to experience.	Policy CC.5.1. Promote first class arts, research, and educational facilities. Policy CC.5.2. Coordinate educational master plans (Northern Arizona University, Coconino Community College, Flagstaff Unified School District, and charter schools) with regional planning efforts. Policy CC.5.3. Encourage the integration of art into public and private development projects. Policy CC.5.4. Complete sidewalks and Flagstaff Urban Trails System connections for all schools, community colleges, and university campuses. Policy CC.5.5. Promote and expand scientific research as a key component to the Flagstaff region's character. *Refer to Chapter XIV - Economic Development for more information regarding STEM education.*
Goal CC.6. Encourage Native American art and Southwestern culture. *Refer to Chapter XIV - Economic Development for related Policy ED.4.9.*	No policies for this goal.

REINVESTMENT GOALS AND POLICIES — Page IX-25

Goal LU.1. Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.	Policy LU.1.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life. Policy LU.1.2. Develop reinvestment plans with neighborhood input, identifying the center, mix of uses, connectivity patterns, public spaces, and appropriate spaces for people to live, work, and play. Policy LU.1.3. Promote reinvestment at the neighborhood scale to include infill of vacant parcels, redevelopment of underutilized properties, aesthetic improvements to public spaces, remodeling of existing buildings and streetscapes, maintaining selected appropriate open space, and programs for the benefit and improvement of the local residents. Policy LU.1.4.Attract private investment by reinvesting in transportation infrastructure improvements as well as public utilities infrastructure for desired development size. Policy LU.1.5. Maintain and upgrade existing infrastructure and invest in infrastructure to make redevelopment and infill an attractive and more financially viable development option. Policy LU.1.6. Establish greater flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites. Policy LU.1.7. Consider creative policy and planning tools (such as transfer of develop rights or transfer of development obligations) as a means to incentivize redevelopment and infill. Policy LU.1.8. Encourage voluntary land assemblage in an effort to create better utilization and opportunities for development. Policy LU.1.9. Provide public education regarding the sustainability and beneficial economics of redevelopment and infill. Policy LU.1.10. Consider adaptive reuse possibilities when new big box developments are proposed. Policy LU.1.11. Ensure that there is collaboration between a developer, residents, and property owners in existing neighborhoods where redevelopment and reinvestment is proposed so that they are included, engaged, and informed. Policy LU.1.12. Seek fair and proper relocation of existing residents and businesses in areas affected by redevelopment and reinvestment, where necessary.

GREENFIELD DEVELOPMENT GOALS AND POLICIES — Page IX-30

Goal LU.2. Develop Flagstaff 's Greenfields in accordance with the *Regional Plan* and within the growth boundary.	Policy LU.2.1. Design new neighborhoods that embody the characteristics of Flagstaff's favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options. Policy LU.2.2. Design new development to coordinate with existing and future development, in an effort to preserve viewsheds, strengthen connectivity, and establish compatible and mutually supportive land uses. Policy LU.2.3. New development should protect cultural and natural resources and established wildlife corridors, where appropriate. Policy LU.2.4. Utilize Low Impact Development (LID) strategies and stormwater best practices as part of the overall design for new development. Policy LU.2.5. Plan Greenfield development within the rural context to encourage formal subdivisions with shared infrastructure instead of wildcat development, and to protect open spaces, and access to public lands.

Goal LU.3. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.	Policy LU.3.1.Within the urban, suburban, and rural context, use neighborhoods, activity centers, corridors, public spaces, and connectivity as the structural framework for development. Policy LU.3.2. Coordinate land use, master planning, and recreational uses, when feasible, with local, state, and federal land management agencies and tribal land owners. Policy LU.3.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers. Policy LU.3.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space. *Note: Chapter VIII - Community Character and Chapter XIV - Economic Development include further policies regarding Flagstaff 's unique sense of place. Refer also to Chapter XIII - Neighborhoods, Housing, & Urban Conservation for existing neighborhood policies.* Policy LU.3.5.Allow and encourage urban agriculture.
Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.	Policy LU.4.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways as necessary. Policy LU.4.2. Utilize the following as guidance in the development process: Natural Environment maps, Environmental Planning and Conservation policies, Considerations for Development, Cultural Sensitivity, and Historical Preservation maps, and Community Character policies, while respecting private property rights.
Goal LU.5. Encourage compact development principles to achieve efficiencies and open space preservation.	Policy LU.5.1. Encourage development patterns within the designated growth boundaries to sustain efficient infrastructure projects and maintenance. Policy LU.5.2. Promote infill development over peripheral expansion to conserve environmental resources, spur economic investments, and reduce the cost of providing infrastructure and services. Policy LU.5.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural. Policy LU.5.4. Encourage development to be clustered in appropriate locations as a means of preserving natural resources and open space, and to minimize service and utility costs, with such tools as Transfer of Development Rights (TDR). Policy LU.5.5. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure. Policy LU..5. Encourage the distribution of density within neighborhoods in relationship to associated activity centers and corridors, infrastructure, transportation, and natural constraints such as slopes and drainages. Policy LU.5.6. Encourage the placement of institutional and civic buildings centrally within a neighborhood to promote walkability and multi-use recreation spaces. Policy LU.5.7. Require any Forest Service land trades within the planning area to be consistent with the *Regional Plan*. *Refer to "Tools for Open Space Planning, Acquisition, and Conservation" in Chapter V - Open Space for more information.*

Goal LU.6. Provide for a mix of land uses.	Policy LU.6.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects. Policy LU.6.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities. Policy LU.6.3. Encourage new mixed-use neighborhoods in appropriate locations within the growth boundary. Policy LU.6.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.
Goal LU.7. Provide for public services and infrastructure.	Policy LU.7.1. Concentrate urban development in locations that use land efficiently, and are served by roads, water, sewer, and other public facilities and services, and that support transit, reduced vehicle trips, and conservation of energy and water. Policy LU.7.2. Require unincorporated properties to be annexed prior to the provision of City services, or that a pre-annexation agreement is executed when deemed appropriate. Policy LU.7.3. Require development proposals to address availability of adequate public services.
Goal LU.8. Balance future growth with available water resources.	Policy LU.8.1.Available water resources should be a consideration for all major development and subdivision applications. Policy LU.8.2. Impacts on the City's water delivery infrastructure should be a consideration for all residential and nonresidential development proposals. *Refer to Chapter VI - Water Resources for more water related goals and policies.*

URBAN AREA GOALS AND POLICIES Page IX-40

Goal LU.9. Focus reinvestment, partnerships, regulations, and incentives on developing or redeveloping urban areas.	Policy LU.9.1. Reinvest in urban areas.
Goal LU.10. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.	Policy LU.10.1. Prioritize connectivity within all urban neighborhoods and activity centers. Policy LU.10.2. Support on-street parking, shared lots, and parking structures. Policy LU.10.3.Value the traditional neighborhoods established around downtown by maintaining and improving their highly walkable character, transit accessibility, diverse mix of land uses, and historic building form. Policy LU.10.4. Develop specific plans for neighborhoods and activity centers to foster desired scale and form. Policy LU.10.5. Consider vacant and underutilized parcels within the City's existing urban neighborhoods as excellent locations for contextual redevelopment that adds housing, shopping, employment, entertainment, and recreational options for nearby residents and transit patrons. Policy LU.10.6. In mixed use developments, encourage residential uses located above and behind commercial uses within urban areas as well as a variety of housing types where appropriate. Policy LU.10.7. Invest in infrastructure and right-of-way enhancements as an incentive for private investment in urban neighborhoods and activity centers. Policy LU.10.8. Include institutional uses, such as schools, within the urban context. Policy LU.10.9. Civic spaces must be well designed, accessible, and central to the urban fabric.

Goal LU.11. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination for all.	Policy LU.11.1.All businesses and community services on the ground floor should be pedestrian accessible directly from a public space, such as a street, alley, square, plaza, or interior corridor. Policy LU.11.2. Encourage new multi-story mixed-use buildings to have windows and doors facing the sidewalks. Policy LU.11.3. Design new downtown buildings to have a majority of the total linear frontages of mixed-use and nonresidential building facades built to the sidewalk. Policy LU.11.4. Encourage various housing types that appeal to a diverse range of ages and income. Policy LU.11.5. Encourage adaptive re-use of historic structures for a variety of commercial spaces and housing options. Policy LU.11.6. Strive for a wide variety of activities in downtown to create a healthy mix of housing, employment, shopping, cultural, and civic uses. Policy LU.11.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies. Policy LU.11.8. Maintain and enhance Heritage Square and Wheeler Park as critical civic space for social gathering and community well-being.
Goal LU.12. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region. *Refer to Chapter X - Transportation for more information on transit, as well as Appendix A for a listing of related transit plans.*	Policy LU.12.1. Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces. Policy LU.12.2. Create a downtown parking strategy plan that continues to utilize and improve upon on-street parking, public parking lots and garages, and shared private parking spaces, with clear signage for wayfinding and to inform the public of all parking options. Policy LU.12.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas. Policy LU.12.4. Incorporate liner buildings and larger mixed-use projects into parking facilities. Policy LU.12.5. Maintain rear alleys for access to mid-block parking spaces to provide an out-of-sight location for utility equipment, and to allow the fronts of buildings to be free of driveways and parking garage entrances. Policy LU.12.6. Revise parking regulations to encourage shared parking between various uses within existing structures. Policy LU.12.7. Provide multiple routes and pathways for vehicular and pedestrian movement. Policy LU.12.8. Provide for strong connections from the Flagstaff Medical Campus to the Northern Arizona University campus via pedestrian paths, bicycle connections, streets, and transit service. Policy LU.12.9. As defined in the *FUTS Master Plan*, include trail access points, bicycle parking, and bicycle facilities. Policy LU.12.10. Seek opportunities to improve ADA accessibility in downtown. *Refer to Policy T.2.3 in Chapter X - Transportation.* Policy LU.12.11. Develop a residential parking program to address the impacts of on-sreet parking on public streets in the downtown and surrounding areas, while considering the needs of residents, public events, and enterprises in and around the impacted areas.

SUBURBAN AREA GOALS AND POLICIES Page IX-51

Goal LU.13. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.	Policy LU.13.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods. Policy LU.13.2. Consider public transit connections in suburban development. Policy LU.13.3. Consider retro-fitting suburbs for walkability and mixed-use. Policy LU.13.4. Plan suburban development to include a variety of housing options. Policy LU.13.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in mixed-use and activity centers and corridors. Policy LU.13.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development. Policy LU.13.7. Include employment opportunities in all suburban activity centers. Policy LU.13.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds. Policy LU.13.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborwoods. Policy LU.13.10. Protect wildlife corridors where appropriate. Policy LU.13.11. Promote cluster development as an alternative development pattern in appropriate locations as a means of preserving resources and to minimize service and utility costs.

RURAL AREA GOALS AND POLICIES Page IX-58

Goal LU.14. Maintain the character of existing rural communities.	Policy LU.14.1. Maintain rural growth boundaries to preserve the integrity of open spaces identified in the *Greater Flagstaff Open Spaces and Greenways Plan* and updates. Policy LU.14.2. Promote the coordination of the *Flagstaff Regional Plan, Coconino County Comprehensive Plan,* and area plans that takes into account local conditions and preferences of area residents. Policy LU.14.3. Require future development in the unincorporated County areas to be consistent with the goals, policies, and conservation guidelines of the *Coconino County Comprehensive Plan* and any applicable local area plans. Policy LU.14.4. Connect rural neighborhoods using roads, trails (equestrian, foot, and bicycle), and public access to the National Forest. Policy LU.14.5. Promote cluster development as an alternative development pattern in appropriate locations as a means of preserving rural resources and to minimize service and utility costs. Policy LU.14.6. Plan for development outside of the rural growth boundary to be very low density and to have integrated conservation design. Policy LU.14.7. Establish opportunities for rural activity centers in specifically designated County areas with a range of uses, sizes, and designs appropriate to the communities they serve. Policy LU.14.8. Locate commercial uses in the County in specifically designated activity centers intended to serve as focal points and meet local needs for the community, while avoiding a strip commercial pattern of development along the region's major roadways. Policy LU.14.9. Preserve the rural character, open spaces, wildlife corridors, and neighborwoods at the periphery or just outside of the planning area as defined by the FMPO boundary.

EMPLOYMENT AREA GOALS AND POLICIES	Page IX-60
Goal LU.15. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.	Policy LU.15.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options. Policy LU.15.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times. Policy LU.15.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers. Policy LU.15.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.
Goal LU.16. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses. *Refer to Policy ED.3.9 in Chapter XIV - Economic Development.*	Policy LU.16.1. Encourage the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution uses from encroachment where appropriate. Policy LU.16.2. Ensure new industrial areas are compatible with surrounding areas. Policy LU.16.3. Locate new industrial areas near the rail line, major highways or the interstate, and ensure they are designed to be compatible with surrounding uses and gateway features. Policy LU.16.4. Limit the impacts of truck traffic on residential areas. Policy LU.16.5. Consider all health impacts on the community in the design of new industrial uses, such as wastewater treatment, traffic safety, noise, and other impacts.

SPECIAL PLANNING AREA GOALS AND POLICIES	Page IX-61
Goal LU.17. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.	Policy LU.17.1. Enhance connectivity and coordinated planning efforts with neighborhoods contiguous to special planning areas.

Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.	Policy LU.18.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural. Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design. Policy LU.18.3. Redevelop underutilized properties, upgrade aging infrastructure, and enhance rights-of-way and public spaces so that existing activity centers and corridors can realize their full potential. *Refer to Chapter XI - Cost of Development for the potential of public-private partnerships.* Policy LU.18.4. Encourage developers to provide activity centers and corridors with housing of various types and price points, especially attached and multi-family housing. Policy LU.18.5. Plan for and support multi-modal activity centers and corridors with an emphasis on pedestrian and transit friendly design. Policy LU.18.6. Support increased densities within activity centers and corridors. Policy LU.18.7. Concentrate commercial, retail, services, and mixed use within the activity center's commercial core. Policy LU.18.8. Increase residential densities, live-work units, and home occupations within the activity center's pedestrian shed. Policy LU.18.9. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale. Policy LU.18.10. Corridors should increase their variety and intensity of uses as they approach activity centers. Policy LU.18.11. Land use policies pertaining to a designated corridor generally apply to a depth of one parcel or one and one-half blocks, whichever is greater. Policy LU.18.12. Corridors should focus commercial development to the corridor frontage and residential to the back. Policy LU.18.13. Promote higher density development in targeted areas where economically viable and desired by the public. Policy LU.18.14. Endorse efficiency of infrastructure with compact development within targeted activity centers. Policy LU.18.15. Actual pedestrian-shed boundaries will be established considering opportunities and constraints posed by natural and man-made barriers like terrain or the interstate, road networks, and existing development patterns. Policy LU.18.16. Adopt traffic regulations to increase awareness of pedestrian-oriented design for activity centers.
Goal LU.19. Develop a manageable evolution of the main corridors into contextual place makers.	Policy LU.19.1. Develop a specific plan for each "Great Street" corridor. Policy LU.19.2. Establish the context and regional or neighborhood scale of each corridor prior to design with special consideration for those intended to remain residential or natural in character. Policy LU.19.3. Enhance the viewsheds and frame the view along the corridors through design. Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors. *Refer to Chapter VIII - Community Character for the discussion of "Great Streets."*

Chapter X - Transportation

MOBILITY AND ACCESS GOALS AND POLICIES	Page X-6
Goal T.1. Improve mobility and access throughout the region.	Policy T.1.1. Integrate a balanced, multimodal, regional transportation system. Policy T.1.2.Apply Complete Street Guidelines to accommodate all appropriate modes of travel in transportation improvement projects. Policy T.1.3.Transportation systems are consistent with the place type and needs of people. Policy T.1.4. Provide a continuous transportation system with convenient transfer from one mode to another. Policy T.1.5. Manage the operation and interaction of all modal systems for efficiency, effectiveness, safety, and to best mitigate traffic congestion. Policy T.1.6. Provide and promote strategies that increase alternate modes of travel and demand for vehicular travel to reduce peak period traffic. Policy T.1.7. Coordinate transportation and other public infrastructure investments efficiently to achieve land use and economic goals. Policy T.1.8. Plan for development to provide on-site, publicly-owned transportation improvements and provide adequate parking.

SAFE AND EFFICIENT MULTIMODAL TRANSPORTATION GOALS AND POLICIES	Page X-8
Goal T.2. Improve transportation safety and efficiency for all modes.	Policy T.2.1. Design infrastructure to provide safe and efficient movement of vehicles, bicycles, and pedestrians. Policy T.2.2. Consider new technologies in new and retrofitted transportation infrastructure. Policy T.2.3. Provide safety programs and infrastructure to protect the most vulnerable travelers, including the young, elderly, mobility impaired, pedestrians, and bicyclists. *Note: Mobility-impaired includes hearing and sight-impaired persons.* Policy T.2.4. Consider dedicated transit ways where appropriate. Policy T.2.5. Continue to seek means to improve emergency service access, relieve and manage peak hour congestion, and expand multi-modal options in the US 180 corridor.

ENVIRONMENTAL CONSIDERATIONS GOALS AND POLICIES	Page X-9
Goal T.3. Provide transportation infrastructure that is conducive to conservation, preservation, and development goals to avoid, minimize, or mitigate impacts on the natural and built environment.	Policy T.3.1. Design and assess transportation improvement plans, projects, and strategies to minimize negative impacts on air quality and maintain the region's current air quality. Policy T.3.2. Promote transportation systems that reduce the use of fossil fuels and eventually replace with carbon neutral alternatives. Policy T.3.3. Couple transportation investments with desired land use patterns to enhance and protect the quality and livability of neighborhoods, activity centers, and community places. Policy T.3.4.Actively manage parking, including cost and supply, to support land use, transportation, and economic development goals. Policy T.3.5. Design transportation infrastructure that implements ecosystem-based design strategies to manage stormwater and minimize adverse environmental impacts. Policy T.3.6. Seek to minimize the noise, vibration, dust, and light impacts of transportation projects on nearby land uses. Policy T.3.7. Design transportation infrastructure to mitigate negative impacts on plants, animals, their habitats, and linkages between them. Policy T.3.8. Promote transportation options such as increased public transit and more bike lanes to reduce congestion, fuel consumption, and overall carbon emissions and promote walkable community design.

QUALITY DESIGN GOALS AND POLICIES	Page X-9
Goal T.4. Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.	Policy T.4.1. Promote context sensitive solutions (CSS) supportive of planned land uses, integration of related infrastructure needs, and desired community character elements in all transportation investments. Policy T.4.2. Design all gateway corridors, streets, roads, and highways to safely and attractively accommodate all transportation users with contextual landscaping and appropriate architectural features. Policy T.4.3. Design transportation facilities and infrastructure with sensitivity to historic and prehistoric sites and buildings, and incorporate elements that complement our landscapes and views.

PEDESTRIAN INFRASTRUCTURE GOALS AND POLICIES	Page X-10
Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.	Policy T.5.1. Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction projects. Policy T.5.2. Improve pedestrian visibility and safety and raise awareness of the benefits of walking. Policy T.5.3. Identify specific pedestrian mobility and accessibility challenges and develop a program to build and maintain necessary improvements. Policy T.5.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.

BICYCLE INFRASTRUCTURE GOALS AND POLICIES	Page X-11
Goal T.6. Provide for bicycling as a safe and efficient means of transportation and recreation.	Policy T.6.1. Expand recognition of bicycling as a legitimate and beneficial form of transportation. Policy T.6.2. Establish and maintain a comprehensive, consistent, and highly connected system of bikeways and FUTS trails. Policy T.6.3. Educate bicyclists and motorists about bicyclist safety through education programs, enforcement, and detailed crash analyses. Policy T.6.4. Encourage bikeways and bicycle infrastructure to serve the needs of a full range of bicyclist experience levels. Policy T.6.5. Provide short- and long-term bicycle parking where bicyclists want to travel. Policy T6.6. Integrate policies to increase bicycling and meet the needs of bicyclists into all relevant plans, policies, studies, strategies, and regulations.

TRANSIT GOALS AND POLICIES	Page X-15
Goal T.7. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.	Policy T.7.1. Cooperate with NAIPTA in developing and implementing the five-year transit master planning goals and objectives to continuously improve service, awareness, and ridership. Policy T.7.2. Provide public transit centers and options that are effectively distributed throughout the region to increase access to public transit. Policy T.7.3. Support a public transit system design that encourages frequent and convenient access points, for various transportation modes and providers, such as private bus and shuttle systems, park-and-ride lots for cars and bicycles, and well-placed access to bus, railroad, and airline terminal facilities. Policy T.7.4. Support mobility services for seniors and persons with mobilityneeds. Policy T.7.5. Incorporate adopted plans and policies for non-motorized and public transportation in the permitting process for all development or land use proposals, including provisions for efficient access and mobility, and convenient links between pedestrian, bicycle, and transit facilities. Policy T.7.6. Coordinate with NAIPTA to establish rural transit service within the region that is consistent with County land use plans, based on funding availability, cost effectiveness, location of major trip generators, distance between generators, and the needs of transit-dependent individuals. *Note: Transit dependent individuals are those who can only get around via public transit, and who do not own a car or cannot drive.*

AUTOMOBILE GOALS AND POLICIES	Page X-20
Goal T.8. Establish a functional, safe, and aesthetic hierarchy of roads and streets.	Policy T.8.1. Promote efficient transportation connectivity to major trade corridors, employment centers, and special districts that enhances the region's standing as a major economic hub. Policy T.8.2. Maintain the road and street classification system that is based on context, function, type, use, and visual quality. Policy T.8.3. Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain quality of life while maintaining traffic safety. Policy T.8.4. Protect rights-of-way for future transportation corridors. Policy T.8.5. Support the area's economic vitality by improving intersection design for freight movements. Policy T.8.6. Maintain the City's street infrastructure in a cost effective manner to ensure the safety and convenience of all users.

PASSENGER RAIL AND RAIL FREIGHT GOALS AND POLICIES	Page X-21
Goal T.9. Strengthen and support rail service opportunities for the region's businesses and travelers.	Policy T.9.1. Seamlessly integrate passenger rail with other travel modes including connectivity and operational improvements to the downtown passenger rail station and surroundings. Policy T.9.2. Promote Amtrak service and support opportunities for interregional passenger rail service. Policy T.9.3. Promote development of rail spurs and an intermodal freight facility or facilities as needed to support viable economic growth. Policy T.9.4. Increase the number of grade-separated railroad crossings.

AIR TRAVEL GOALS AND POLICIES	Page X-21
Goal T.10. Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for passenger, air freight, public safety flights, and other services in northern Arizona.	Policy T.10.1. Maintain and expand Flagstaff Pulliam Airport as an important link to the national air transportation system. Policy T.10.2. Improve multimodal access and service to and from the airport including transit, bicycle, and parking services. Policy T.10.3. Seek opportunities to expand destinations and frequency of regional air service throughout the southwest and west. Policy T.10.4. Plan and manage transportation infrastructure to discourage land uses incompatible with the airport and flight zones.

PUBLIC SUPPORT FOR TRANSPORTATION GOALS AND POLICIES	Page X-22
Goal T.11. Build and sustain public support for the implementation of transportation planning goals and policies, including the financial underpinnings of the Plan, by actively seeking meaningful community involvement.	Policy T.11.1. Maintain the credibility of the regional transportation planning process through the application of professional standards in the collection and analysis of data and in the dissemination of information to the public. Policy T.11.2. Approach public involvement proactively throughout regional transportation planning, prioritization, and programming processes, including open access to communications, meetings, and documents related to the Plan. Policy T.11.3. Include and involve all segments of the population, including those potentially underrepresented such as the elderly, low-income, and minorities (see Title VI of the Civil Rights Act of 1964 and Executive Order 12898 - Environmental Justice). Policy T.11.4.Attempt to equitably distribute the burdens and benefits of transportation investments to all segments of the community. Policy T.11.5. Promote effective intergovernmental relations through agreed-upon procedures to consult, cooperate, and coordinate transportation-related activities and decisions, including regional efforts to secure funding for the improvement of transportation services, infrastructure, and facilities.

Chapter XI - Cost of Development

COST OF DEVELOPMENT GOALS AND POLICIES	Page XI-3
Goal CD.1. Improve the City and County financial systems to provide for needed infrastructure development and rehabilitation, including maintenance and enhancement of existing infrastructure.	Policy CD.1.1.At the City level, provide a regular analysis of funding and financing policy alternatives needed for infrastructure development and rehabilitation. Policy CD.1.2.Work collaboratively with private and non-profit economic development groups to provide for the most efficient and effective use of public and private development dollars. Policy CD.1.3.Analyze the feasibility of expanding development fees within the City of Flagstaff, which may enable future development to provide for related adequate off-site improvements and facilities. *Note: Arizona state statute requires cities to analyze development fees every five years.* Policy CD.1.4. Develop a cost-benefit analysis protocol between regional economic development partners when the public is expected to invest. Policy CD.1.5. Require that new development pay for a fair and rough proportional share of public facilities, services, and infrastructure. Policy CD.1.6. Encourage redevelopment projects to utilize private/public partnerships in order to succeed. *Refer to reinvestment and redevelopment discussions in Chapter IX - Growth Areas & Land Use and Chapter XIV - Economic Development for more information.*

Chapter XII - Public Buildings, Services, Facilities, & Safety

RESILIENCY PLANNING GOALS AND POLICIES	Page XII-5
Goal PF.1.Work across all government operations and services to prepare for the impacts of natural and human-caused hazards.	***Planning*** Policy PF.1.1. Consider climate resiliency and preparedness in community planning and development to be better prepared for changing conditions. ***Operational*** Policy PF.1.2.Allocate available public resources necessary for the City and County to prepare and adapt for natural and human-caused hazards so that all government operations support community resiliency. Policy PF.1.3. Support evidence-based, ongoing assessment of the region's vulnerability and risk to changes in local climate. Incorporate future climate projections and historic data into emergency operations and hazard mitigation planning efforts. Policy PF.1.4. Build, sustain, and leverage partnerships with local and regional stakeholders for collective investment, efficient action, and shared responsibility in the building of local resiliency. ***Community Engagement and Education*** Policy PF.1.5. Support proactive communication and education aimed at both residents and governmental operations as a means to build individual, organizational, and community resiliency to weather-related impacts and climate-caused or natural disasters. Policy PF.1.6. Educate and inform the community about how to cope with climatic variability and what the local government entities are doing on a systemic level.

LOCATING FACILITIES GOALS AND POLICIES — Page XII-9

Goal PF.2. Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.	Policy PF.2.1. Prioritize infrastructure upgrades to encourage redevelopment and infill and meet land use goals. Policy PF.2.2. Require new developments to pay their fair share toward the cost of additional capital improvements, infrastructure, and public service needs created by the development. *Refer to Chapter XI - Cost of Development for more information.* Policy PF.2.3. Provide accessible public facilities and services in strategic locations. Policy PF.2.4. Support quality civic design for all public facilities. Policy PF.2.5. Pursue cooperative and coordinated planning between government jurisdictions, agencies, educational institutions, non-profits, and private service providers.

PUBLIC SAFETY GOALS AND POLICIES — Page XII-12

Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.	Policy PF.3.1. Maintain high-quality effectiveness and efficiency in law enforcement, fire, and emergency services to the extent that is consistent with governmental operations, plans, public policies, population served, and monies available. Policy PF.3.2. Locate City of Flagstaff and rural fire districts within the optimal response time for new and existing development. Policy PF.3.3. Locate law enforcement facilities (i.e., main and sub-stations) within the prescribed response time goals and service needs of the community. Policy PF.3.4. Maintain emergency management operations to protect life and property during disaster events in natural hazard areas and built environments. Policy PF.3.5. Support coordination of public safety and emergency management operations through mutual aid agreements.

Chapter XIII - Neighborhoods, Housing, & Urban Conservation

NEIGHBORHOODS, HOUSING, AND URBAN CONSERVATION GOALS AND POLICIES — Page XIII-9

Goal NH.1. Foster and maintain healthy and diverse urban, suburban, and rural neighborhoods in the Flagstaff region.	Policy NH.1.1. Preserve and enhance existing neighborhoods. Policy NH.1.2. Respect traditions, identifiable styles, proportions, streetscapes, relationships between buildings, yards, and roadways; and use historically appropriate and compatible building and structural materials when making changes to existing neighborhoods, especially in historic neighborhoods. Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails. Policy NH.1.4. Foster points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods. Policy NH.1.5. Use traditional neighborhood design standards for new and revitalized urban neighborhoods, neighborhood plans, specific plans, or master plans. Policy NH.1.6. New development, especially on the periphery, will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing parks, civic spaces, and a variety of housing types; and protecting sensitive natural and cultural features. Policy NH.1.7. Develop appropriate programs and tools to ensure the appropriate placement, design, and operation of new student housing developments consistent with neighborhood character and scale. Policy NH.1.8. Prioritize the stabilization of a neighborhood's identity and maintain cultural diversity as new development occurs.

Goal NH.2. Look to downtown Flagstaff as the primary focal point of the community character. *Refer to the Downtown goals and policies in Chapter IX - Growth Areas & Land Use*	Policy NH.2.1. Encourage the rehabilitation of historic downtown structures and contextual new structures as office, retail, entertainment, and residential space to reinvigorate the area as a destination of culture, shopping, government, and the arts. Policy NH.2.2. Plan for future downtown development and contiguous development that respects the established historic core, historical architecture, and urban design. Policy NH.2.3. Continue the tradition of multi-story, multi-use buildings to maintain and increase a stable, mixed-income residential population when planning new structures in the downtown and Southside neighborhoods.
Goal NH.3. Make available a variety of housing types at different price points, to provide housing opportunity for all economic sectors.	Policy NH.3.1. Provide a variety of housing types throughout the City and region, including purchase and rental options, to expand the choices available to meet the financial and lifestyle needs of our diverse population. Policy NH.3.2. Promote accessory dwelling units, where appropriate. Policy NH.3.3. Increase the availability of affordable housing for very low-income persons, through innovative and effective funding mechanisms. Policy NH.3.4. Reuse former brownfields, vacant buildings, and commercial buildings to provide new mixed-use and/or housing options. Policy NH.3.5. Encourage and incentivize affordable housing.
Goal NH.4. All housing is safe and sanitary.	Policy NH.4.1. Expand the availability of affordable housing throughout the region by preserving existing housing, including housing for very low-income persons. Policy NH.4.2. Reduce substandard housing units by conserving and rehabilitating existing housing stock to minimize impacts on existing residents. Policy NH.4.3.Address accessibility issues and other housing barriers to persons with disabilities or special needs. Policy NH.4.4. Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy efficient homes. Policy NH.4.5. Renovate the existing housing stock to conserve energy and reduce utility and maintenance costs for owners and occupants. Policy NH.4.6. Consider and integrate public transportation when possible in planning housing developments, to help reduce a household's transportation costs and minimize impact on the community's roads and transportation system. Policy NH.4.7. Enforce compliance with fair housing laws.
Goal NH.5. Eliminate homelessness.	Policy NH.5.1. Provide adequate resources for families with children experiencing homelessness. Policy NH.5.2. Provide adequate resources for individuals experiencing homelessness. Policy NH.5.3. Support and expand programs that prevent homelessness. Policy NH.5.4. Make transitional housing resources available to populations experiencing homelessness.
Goal NH.6. Neighborhood conservation efforts of revitalization, redevelopment, and infill are compatible with and enhance our overall community character.	Policy NH.6.1. Promote quality redevelopment and infill projects that are contextual with surrounding neighborhoods.When planning for redevelopment, the needs of existing residents should be addressed as early as possible in the development process. Policy NH 6.2. Use urban conservation tools to revitalize existing underutilized activity centers to their potential.

Chapter XIV - Economic Development

RESPONSIVE GOVERNMENT GOALS AND POLICIES	Page XIV-4
Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.	Policy ED.1.1. Maintain the commitment by City and County government bodies to establish new public-private partnerships to spur economic development where they are potentially an effective tool. Policy ED.1.2. Steadily improve access to easily understandable public information. Policy ED.1.3. Use economic best practices to promote quality and fiscally sound projects. Policy ED.1.4. Encourage local governments and the surrounding sovereign tribal nations to collaborate on mutually beneficial economic development initiatives. Policy ED.1.5.Work cooperatively as a region towards developing a redundant telecommunications system. Policy ED.1.6. Actively recruit diverse representation for all committee vacancies. Policy ED.1.7. Establish policy and tools to consider the impacts of redevelopment on local residents.

EDUCATION AND WORKFORCE TRAINING GOALS AND POLICIES	Page XIV-7
Goal ED.2. Support and encourage an excellent educational system that promotes critical thinking and job training programs at all levels.	Policy ED.2.1. As industry sectors emerge and grow, encourage regional workforce development partners to take a proactive role by preparing the local labor force for current and future workforce needs. Policy ED.2.2. Support collaborative workforce training efforts by secondary schools, Coconino Community College, Northern Arizona University, and regional economic development partners. Policy ED.2.3. Encourage efforts to provide a full range of high-quality educational opportunities for life-long learning for all residents. Policy ED.2.4. Promote science, technology, engineering, mathematics, liberal arts, and entrepreneurship education at all levels.

BUSINESS RETENTION, EXPANSION,AND ENTREPRENEURSHIP GOALS AND POLICIES	Page XIV-8
Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.	Policy ED.3.1. Encourage regional economic development partners to continue proactive programs to foster the retention and expansion of existing enterprises and home-based businesses in the community. Policy ED.3.2. Strengthen the arts, culture, and education sectors as important economic drivers in the community. Policy ED.3.3. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors. Policy ED.3.4.Take advantage of federal, state, and local incentives available for business retention and expansion efforts. Policy ED.3.5.Advocate the economic sustainability and growth of businesses with opportunities for transitional commercial space, leased space, and property ownership. Policy ED.3.6. Foster entrepreneurialism and start-up businesses with incubator and accelerator programs in sectors that demonstrate considerable growth potential. Policy ED.3.7. Support and encourage regional agriculture. Policy ED.3.8. Protect existing business and industrial land uses from encroachment and allow for their expansion. Policy ED.3.9. Develop infrastructure so that the community has access to high-speed internet and telecommunications.

BUSINESS ATTRACTION GOALS AND POLICIES Page XIV-9

Goal ED.4. Support efforts to recruit diverse new businesses and industries compatible with the region.	Policy ED.4.1. Publicize all developable property, with property owner's consent, within the region with an understanding of infrastructure needs and applicable development standards. Policy ED.4.2. Promote variety and flexibility in land use and development options within the urban growth boundary. Policy ED.4.3. Facilitate regional economic development by participating in cooperative ventures throughout the northern Arizona region. Policy ED.4.4. Identify and support community resources that assist new businesses, such as workforce development, marketing, building processes, venture capital, financing, and management. Policy ED.4.5. In an effort to promote the sustainability of resources, the City will encourage all new and expanded commercial and industrial development to be energy and water efficient. Policy ED.4.6. Encourage development of specific area plans for targeted industrial, and business park land, which have been identified as major employment centers in the *Flagstaff Regional Plan*. Policy ED.4.7. When planning for future growth, consider tribal, cultural, and natural resources in balance with community needs. Policy ED.4.8. Support and encourage Native American heritage and culture as contributors to the region's economy. *Refer to Chapter VIII - Community Character Goal CC.6. and Chapter XIV - Economic Development Policy ED.6.3.*
Goal ED. 5. The Pulliam Airport will continue to serve the Northern Arizona region for air transportation, multi-modal connectivity and business growth potential.	Policy ED.5.1. Develop an Airport Business Park Specific Plan, outlining potential for connectivity, business and light industrial growth, and gateway opportunities. Policy ED.5.2. Provide a clear process for becoming a business park lessee.

TOURISM GOALS AND POLICIES Page XIV-11

Goal ED. 6. Tourism will continue to provide a year-round revenue source for the community, while expanding specialized tourist resources and activities.	Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, with heritage, eco-, and adventure tourism. Policy ED.6.2. Encourage cultural tourism with the advancement of heritage sites and special events. Policy ED.6.3. Continue to advance high-altitude athletic training and "extreme sport" events and programs. Policy ED.6.4. Encourage business education about the importance of tourism and its positive impacts on our region. *Refer to Chapter VIII - Community Character Goal CC.6*

COMMUNITY CHARACTER GOALS AND POLICIES Page XIV-11

Goal ED.7. Continue to promote and enhance Flagstaff 's unique sense of place as an economic development driver.	Policy ED.7.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image. Policy ED.7.2. Coordinate community branding to effectively position the region for global marketing. Policy ED.7.3. Leverage the region's assets of history, culture, and natural environment, as well as educational and scientific facilities, as an economic development tool. Policy ED.7.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires. Policy ED.7.5. Develop urban infrastructure that supports revitalization and redevelopment. Policy ED.7.6. Support southwest culture in the visual and performing arts, including for example, an annual Native American Pow- Wow.

ACTIVITY CENTERS GOALS AND POLICIES	Page XIV-12
Goal ED.8. Promote the continued physical and economic viability of the region's commercial districts by focusing investment on existing and new activity centers.	No policies for this goal.

REDEVELOPMENT AND INFILL GOALS AND POLICIES	Page XIV-12
Goal ED.9. Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals. *Refer to Chapter IX - Growth Areas & Land Use, pp. IX-18 through IX-25 for reinvestment goals, policies, and tools.*	No policies for this goal.

Chapter XV - Recreation

RECREATION GOALS AND POLICIES	Page XV-6
Goal REC.1. Maintain and grow the region's healthy system of convenient and accessible parks, recreation facilities, and trails.	Policy Rec.1.1. Integrate active and passive recreational sites within walking distance throughout the region to promote a healthy community for all City and County residents and visitors. Policy Rec.1.2. Promote public and private partnerships to offer parks, recreation facilities, and resources. Policy Rec.1.3. Coordinate City, County, and Forest Service recreational planning to best serve the community. Policy Rec.1.4. Design new or updated public facilities to include parks, open space, and/or recreational opportunities where feasible. Policy Rec.1.5. Incorporate sustainable building and maintenance technologies and universal design into parks and recreation facilities.

FLAGSTAFF
REGIONAL PLAN
2030
PLACE MATTERS

WWW.FLAGSTAFFMATTERS.COM

If you have questions, please contact:

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CITY OF FLAGSTAFF ARIZONA
ESTABLISHED 1882

Goals – Leadership Team Discussion

Goals – Prioritization

- Review common themes from previous exercises
- Review possibility of combination of goals
- How would you articulate this into a goal
- Mission, vision and values
- Regional Plan

Goal Setting – Prioritization

1 – I totally agree and support

2 – I can live with that

3 – I have questions before I can support

4 – I can't support as stated, but might after some modifications

5 – I will never support

Those that answered 3, 4, or 5:

- What about the recommendation concerns you?

Those that answered 1 or 2:

- What do you think about this concern?

All:

- How could this concern be addressed?

Psychological Contract

- Council, goes into own group
  - What do you expect from each other?
  - What do you expect of Mayor
  - Mayor, what do you expect of Council
  - How do you respect the will of the majority?
  - Informal Protocols of who makes the motion & second?
  - What do you expect of staff?
- Leadership
  - What do you expect of Council?
  - What do you expect of each other?

Notes from Flagstaff City Council Retreat

October 11 & 12, 2012

Council expectations of each other:

1. Respect each other's opinion and do not speculate on the motives of others. Disagree with respect and don't put down others based on your more extensive knowledge of a subject.
2. Do not pigeon hole others or expect another person's vote. Respect the unexpected vote or position.
3. Strive to have a good understanding of the other person's view before critiquing it.
4. Don't speak ill of your colleagues. Be cautious about criticizing other council members behind their back.
5. Convey to others, whenever possible, when there is no compromise for you on an issue. There is no need to prolong an issue in hopes of changing another's committed views.
6. We are elected at large; we each represent the entire city and should make our decisions based on what we believe is good for the city as a whole.
7. Respect each other, staff, the pubic, and the process, especially in a public setting.
8. Don't interrupt.
9. After an issue is settled, don't continue to bring it up.
10. If a vote doesn't go your way, try to find ways to support some aspect of the issue.

Council expectations of the Mayor:

(Votes in parentheses about the most important items; each person was given 6 votes)

1. You are the Face of Flagstaff; represent the city ceremonially; be visible. (all)
2. Share the leadership with us (e.g., convening events; leadership on issues; responsive to council member initiatives) (6)
3. Keep our meetings on point and efficient. (6)
    a. Invitation for round robin discussion.
    b. Bring us back to main issue.

4. Mayor represents all citizens not just those who voted for him; they all matter. (5)
5. Be a role model and share your knowledge and experience. (4)
6. Support the council consensus—at least, do not undermine. (4)
7. Keep us in check. (3)
    a. "Guide" us as individuals and in pairs.
    b. Engage us in private conversations about process issues.

What the Mayor needs from the council:

1. Respect the position of mayor.
2. Give the mayor a "heads up" on an agenda item or something you are going to bring up at a council meeting. No surprises or ambushes.
3. If upset with me, bring it up in private, but say in public when you disagree on an issue.
4. No personal attacks on me or others.
5. Don't embarrass us with personal conduct; don't be on the front page!
6. Support me especially when I am trying to control the meeting.

NOTE:

Facilitators, John and Carol Nalbandian, recommend that the council re-visit the above in about 3 to 4 months to assess how you are doing and which ones you are doing well and which items need improvement or more discussion. The same can be done with the following expectations and obligations between council and staff.

The High Performance Local Government
Expectations and Obligations

Governing Body	Senior Staff
I. Expectations elected officials have of staff. What does the governing body expect of staff? 1. Keep in mind that each of us (as well as citizens) comes from different backgrounds and experiences. We are not experts. 2. Have the complete financial information for an issue under consideration (e.g., costs, financial impact, compare with other options). 3. Provide unbiased, objective options (more than one). 4. Present options with data and consequences on those issues that don't have one "correct" solution. No recommendations on judgment issues. 5. Don't assume that our questions are a sign of distrust or disrespect. 6. Staff as experts may have an agenda, but temper it. 7. Don't manipulate or maneuver the council. 8. Distinguish between your personal views and as a representative of the city (you as a community member vs. city role). 9. Don't bad-mouth the council.	**II. Expectations staff has of elected officials. What does staff expect of the governing body?** 1. Trust us (our expertise, passion, commitment to the community). Allow us to educate & respond. 2. Clearly define the problem & direction. Specificity not generalities. 3. Provide reasonable and adequate lead time to explore requests. 4. Speak to us directly for clarification (not through blogs & social media). Double check facts. 5. Don't use staff to strengthen your political positions/views. 6. Respect that staff cannot execute minority positions. 7. Recognize that research, presentations, CCRs, etc. are a lot of work & preparation. Show attention, interest, and respect.
III. Obligations of the governing body to staff. What will the governing body give/contribute to staff? 1. Treat staff with respect & acknowledge their expertise. 2. Value staff's commitment, dedication, & expertise. Express our appreciation. 3. Give staff clear direction. 4. Acknowledge their information, even if we may not like it. 5. Not bad-mouth staff in the community. 6. Keep commitments made (e.g., in the budget), but still retain our right to ask questions when a single issue comes up. 7. Come to the meetings prepared.	**IV. Obligations of the staff to the governing body. What will the staff contribute/give to the governing body?** 1. Not become involved in political partisanship, but be aware of community challenges that council members face. 2. Provide complete, timely information and options, including background and context for accurate, full disclosure. 3. Keep informed of key issues & consequences. 4. Be open-minded & empathetic to change & new ideas. 5. Provide early notification on sensitive issues/problems (no surprises). 6. Listen fully to their concerns and requests; then follow up with appropriate formal or informal tools (don't presume we know). 7. Provide realistic options. 8. Publicly support council's goals.

Rules of Procedure

- Overview and review of rules of procedure
- What don't you like? What frustrates you?
- What changes to do you want to make?

RULES OF PROCEDURE
for the
FLAGSTAFF CITY COUNCIL

Rule 1
GENERAL RULES

[Flagstaff City Charter Art. II, §14]

1.01 Rules of Procedure; Journal

The Council shall determine its own rules and orders of business, and shall provide for keeping a record of its proceedings. The record of proceedings shall be open to public inspection.

1.02 Written Rules, Order of Business, and Procedure

These Rules of Procedure of the Council shall be available to all interested citizens.

Rule 2
CODE OF CONDUCT & CONFLICTS OF INTEREST

2.01 Code of Conduct

City Councilmembers occupy positions of public trust. All actions and business transactions of such officials dealing in any manner with public funds shall be in compliance with all laws or ordinances establishing a code of conduct for public officials or pertaining to conflicts of interest of public officials or employees.

2.02 Participation and Voting Bar [A.R.S. §38-503]

Any Councilmember prohibited from participating or voting on any matter before the City by the state conflict of interest laws shall make known such conflict on the record of any meeting where the item is discussed, and shall not enter into discussion, debate, or vote on such matter.

Rule 3
COUNCIL MEETINGS

[Flagstaff City Charter Art. II, §12 and 13]

3.01 Regular Meetings

The City Council shall hold regular meetings on the first and third Tuesday of January, February, March, April, May, June, July, September, October, November, and December, and on the fourth Tuesday of August unless a majority of the Council decides to postpone or cancel such meeting. No change shall be made in regular meeting times or place without a published seven day notice.

Regular meetings shall consist of a 4:00 p.m. and 6:00 p.m. meeting. The 4:00 p.m. portion of the meeting will include Approval of Minutes, Appointments, Liquor License Hearings, Consent Items, and Routine Items. At the agenda review work session one week prior to the regular Council Meeting, the City Council may direct that any of the agenda items be moved to the 4:00 p.m. or 6:00 p.m. portion of the meeting. At the 4:00 p.m. meeting, the Council may vote to defer any item on that portion of the agenda to the 6:00 p.m. meeting.

The 6:00 p.m. meeting is intended for items of specific interest to the community or items that may require extended discussions, as well as advertised public hearings. The agenda shall include carryover items from the 4:00 p.m. meeting, public hearings, regular agenda items, and discussion items.

If the day fixed for any regular meeting of the Council falls upon a day which the City observes as a legal holiday, the meeting may be cancelled or held at a time and date designated by the Council. All regular meetings of the Council shall be held in the City Hall Council Chambers. No change shall be made in regular meeting times without a published seven-day notice. However, the Mayor or City Manager may change the Council meeting location to adjust to a specific need for additional space required to accommodate a large citizen turnout, upon giving the public notice of such change pursuant to notice requirements. All regular meetings of the Council shall be open to the public.

3.02 Special Meetings

Special meetings may be called by the City Manager, three or more members of the Council, or by the Mayor. The Council may hold any other meetings it deems necessary at such times and locations as it determines appropriate under the circumstances for the purposes of addressing specific issues, specific neighborhood's concerns, strategic planning, budgeting, or for any other purpose allowed by law, so long as notice of such meeting has been given in accordance with the Arizona Open Meeting Law. The City Clerk shall prepare written notice of special sessions, stating time, place, and agenda; this notice shall be given personally, or by telephone, to each member of the Council, the City Manager, and the City Attorney, and shall be posted no later than twenty-four hours in advance of the special meeting. If an emergency requires an earlier meeting of the Council than allowed by this rule, Rule 3.05 pertaining to emergency meetings shall be followed.

3.03 Work Sessions and Agenda Review

Work sessions are public meetings held for the following purposes: (1) briefing Councilmembers on items included on the Council's regular meeting agenda, (2) discussion of long range plans and programs for which no immediate action is required, (3) detailed discussion of matters which may soon be placed on a regular meeting agenda, and (4) exchange of information between the staff and Council. No formal vote shall be taken on any matter under discussion, nor shall any Councilmember enter into a commitment with another respecting a vote to be taken subsequently in a public meeting of the Council, providing that nothing herein shall prevent the Council from giving staff direction on any matter under discussion. Any formal action, however, must be scheduled for Council action at a regular or special Council meeting.

The City Council may hold work sessions every second and fourth Tuesday of each month at 6:00 p.m. When there are five Tuesdays in a month, work sessions will be held on the second and fifth Tuesdays. No meetings will be held on the fourth Tuesday of a five-Tuesday month or, on the last Tuesday of December, unless otherwise agreed to by a majority of the Council.

The work session held the Tuesday prior to a regular Council meeting shall include two reviews of the action items on the next week's regular Council agenda, including a determination as to which items shall be placed on the 4:00 p.m. meeting agenda or the 6:00 p.m. portion of the meeting agenda. The preliminary review of the draft Council meeting agenda shall be placed first on the work session agenda and will have as its purpose the identification of items that the Council designates for more detailed discussion after all other work session items have been discussed. In the final agenda review that shall occur as the last regularly scheduled item on the agenda, the Council may discuss items on the next week's agenda and give direction to the City Manager as to additional information needed. Public comment need not be taken, but may be accepted at the second agenda review, at the discretion of the Chair.

No work sessions will be held during the summer break period beginning on the day following the third Tuesday in July until the fourth Tuesday of August, unless called as a special meeting as provided in Section 3.02 of these Rules.

3.04 Executive Sessions [A.R.S. §38-431.03]

The Council may meet in, or recess into, executive session for all purposes allowed by law. The City Manager shall schedule any such meetings on the second and fourth Tuesdays at 4:00 p.m., or earlier as the need arises, prior to work sessions, but an executive session may be scheduled at any other time where circumstances require more immediate action. When there are five Tuesdays in a month, executive sessions shall be held on the second and fifth Tuesday at 4:00 p.m., or earlier, as needed. An executive session may be convened at a special meeting called for that purpose on a majority vote of the members of the Council, or during a regular meeting, special session, or work session of the Council for legal advice on matters on a meeting's properly noticed agenda. Attendance at the executive session shall be limited to members of the City Council, the City Manager and City Attorney or their designees, and appropriate City staff or consultants to the City as the Council may invite or as may be required for advice or information. No formal vote involving final action shall be taken on any matter under discussion while in an executive session, except the Council may instruct its attorneys and representatives as allowed by law.

3.05 Emergency Meetings [A.R.S. §38-431.02]

In case of an actual emergency, the Council may hold a meeting, including an executive session, upon such notice as is appropriate to the circumstances, but shall post a public notice within twenty-four hours declaring that an emergency session has been held, and setting forth the agenda of specific items discussed, considered, or decided.

3.06 Minutes of Meeting [A.R.S. §38-431.01]

Except as otherwise provided by state law, there shall be minutes of all Council meetings. Such minutes shall include, but need not be limited to: (1) the date, time, and place of the

meeting; (2) the members of the City Council recorded as either present or absent; (3) a general description of the matters considered; (4) an accurate description of all legal actions proposed, discussed, or taken, and the names of members who propose each motion; and (5) the name of persons, as given, making statements or presenting material to the Council and a reference to the legal action about which they made statements or presented material. Minutes of all meetings, except executive sessions, shall be open to public inspection.

Rule 4
THE COUNCIL AGENDA

4.01 Procedures for Preparation of Council Agendas

All reports, communications, ordinances and resolutions, contracts or other documents, or other matters to be submitted to the Council as part of the Council meeting agenda packet shall be available to the Council, along with a staff summary by the Friday preceding the agenda review work session for the draft agenda and by the Friday preceding the regular meeting for the regular agenda. The City Manager shall review items submitted for timeliness and completeness of information and shall make a preliminary determination whether an item should be placed on the 4:00 p.m. or 6:00 p.m. portion of the regular meeting agenda.

The City Manager shall honor any request by a member of the Council to include an item on the Possible Future Agenda Items portion of the agenda. A Councilmember may submit an item for consideration at any time and the City Manager will place it in a queue with other Council requests to be placed on an agenda. The date and time of scheduling shall be weighted with other Council priority requests. The requesting Councilmember may, but is not required to, specify in a memorandum what discussion, action, or options are proposed. Public participation on an item placed in the *Possible Future Agenda Items* portion of the agenda will be limited to: 1) verbal comments taken during the public participation section(s) of the agenda; and 2) written comment cards submitted to the City Clerk. After discussion and upon agreement of three members of the Council, the item will be moved to a regularly-scheduled Council meeting.

Those items which are approved for the Council agenda by the City Manager shall be placed on the agenda in accordance with the order prescribed in Rule 5. Copies of the agenda and any background material shall be disseminated to the Mayor and the City Council in the manner prescribed by the Council; to the City Manager, the Deputy City Managers, the City Attorney, and the City Clerk; and shall be made available to the public no later than noon on the Friday preceding the Council meeting at which the agenda will be reviewed.

The agenda shall be made public in advance of the meeting by posting on the regular public posting board at City Hall and on the City's website. Such action shall be taken concurrently with the furnishing of the agenda to the City Council.

Rule 5
ORDER OF BUSINESS

5.01 Regular Meeting Agenda

The agenda for regular meetings of the City Council shall follow the following order:

4:00 P.M. MEETING

Call to Order
Roll Call
Pledge of Allegiance and Reading of the Mission Statement
Approval of Minutes of Previous Meetings
Public Participation
Proclamations and Recognitions
Appointments
Liquor License Public Hearings
Consent Items
Routine Items*
Recess

6:00 P.M. MEETING

Reconvene Regular Meeting
Roll Call
Public Participation
Carryover Items from 4:00 p.m. portion of Meeting
Public Hearing Items
Regular Agenda
Discussion Items
Possible Future Agenda Items
Informational Items and Reports to/from Council and Staff, and Requests for Future Agenda Items
Adjournment

**Routine Items include those agenda items that are common, reoccurring, have been discussed at length in prior Council meetings, or are expected to have little to no public participation. They may include resolutions or ordinances.*

Consent Agenda items may be considered and acted upon by one motion, unless a Councilmember specifically requests that a consent item be considered and voted on separately. If related to a public hearing item on the agenda, ordinances or resolutions shall be placed under Public Hearings. Items requested for consideration and discussion by a Councilmember and placed in the Possible Future Agenda Items Section need not have a staff summary or staff review, but the requesting Councilmember may specify in a memorandum what discussion, action, or options are proposed. There will be no discussion of issues raised during public participation, information items and reports, or requests for future agenda items. The City Clerk shall enter into the minutes all consent items approved with one motion, and shall record separately action taken on those items considered separately.

Rule 6
PRESIDING OFFICER

[Flagstaff City Charter Art. II, §7 and §8]

6.01 Mayor as Chair

The Mayor, or in his or her absence, the Vice Mayor, shall be the Chair for all meetings of the Council.

6.02 Temporary Chair

In case of the absence of the Mayor and the Vice Mayor, the City Clerk shall call the Council to order. If a quorum is found to be present, the Council shall proceed to elect, by a majority of those present, a Chair for the meeting.

Rule 7
MEETING DECORUM AND ORDER

7.01 Decorum and Order among Councilmembers

The Chair shall preserve decorum and decide all questions of order, subject to appeal to the Council. During Council meetings, Councilmembers shall preserve order and decorum and shall not delay or interrupt the proceedings or refuse to obey the order of the Chair or the Rules of the Council. Every Councilmember desiring to speak shall address the Chair, and upon recognition by the Chair, shall confine himself or herself to the question under debate and shall avoid all personal attacks and indecorous language. A Councilmember once recognized shall not be interrupted while speaking unless called to order by the Chair or unless a point of order is raised by another Councilmember. If a Councilmember is called to order while he or she is speaking, he or she shall cease speaking immediately until the question of order is determined. If ruled to be out of order, he or she shall remain silent or shall alter his or her remarks so as to comply with the Rules of the Council. Councilmembers shall confine their questions to the particular issues before the Council. If the Chair fails to act, any member may move to require him or her to enforce the Rules and the affirmative vote of the majority of the Council shall require the Chair to act.

If Council discussion of a matter exceeds one hour, each Councilmember shall limit their subsequent remarks to three minutes.

7.02 Decorum and Order among City Staff

The Chair shall have the authority to preserve decorum in meetings as far as the audience, staff members, and city employees are concerned. The City Manager shall also be responsible for the orderly conduct and decorum of all City employees under the City Manager's direction and control. Any remarks shall be addressed to the Chair and to any or all members of the Council. No staff member, other than the staff member having the floor, shall enter into any discussion either directly or indirectly without permission of the Chair.

7.03 Decorum and Order among Citizen Participants

Citizens attending Council meetings shall also observe the same rules of propriety, decorum, and good conduct applicable to members of the Council. Any person making personal, impertinent, and slanderous remarks, or who becomes boisterous while addressing the Council during a Council meeting, may be removed from the room if so directed by the Chair, and such person shall be barred from further audience before the Council. Unauthorized remarks from the audience, stamping of feet, whistles, yells, and similar demonstrations shall not be permitted by the Chair, who may direct the Sergeant-at-Arms to remove such offenders from the room. Should the Chair fail to act, any member of the Council may move to require the Chair to enforce the Rules, and the affirmative vote of the majority of the Council shall require the Chair to act. Political campaigning is prohibited. Any member of the public desiring to address the Council on any non-public hearing item may, and on any public hearing item shall be recognized by the Chair pursuant to Rule 9, shall state his or her name and city of residence in an audible tone for the record, and shall limit his or her remarks to the questions under discussion. Any remarks shall be addressed to the Chair and to any or all members of the Council.

Citizens are allowed to address the Council a maximum of three times throughout the meeting, including comments made during Public Participation. Other than Public Participation, comments shall be limited to the business at hand. If the Chair recognizes a speaker, the Chair shall limit the period of speaking to a reasonable period of time of no more than three minutes per person, at the discretion of the Chair and a speaker may address the Council with the speaker's own statements, and the statements of other persons within the three minute period, but that shall be the speaker's only opportunity to address the Council on that issue.

Rule 8
RIGHT OF APPEAL FROM THE CHAIR

8.01 Process for Appeal

Any Councilmember may appeal to the Council from a ruling of the Chair. If the appeal is seconded, the member making the appeal may briefly state his or her reason for the same, and the Chair may briefly explain the Chair's ruling. There shall be no debate on the appeal, and no other member shall participate in the discussion. The Chair shall then put the question, "Shall the decision of the Chair be sustained?" If a majority of the members present vote "aye", the ruling of the Chair is sustained; otherwise, it is overruled.

Rule 9
PUBLIC PARTICIPATION IN COUNCIL DISCUSSIONS

9.01 Non-Public Hearing Discussions

Any person wishing to speak on any matter on the agenda before the Council shall fill out a comment card and submit that card to the recording clerk, who will deliver the card to the Chair. The Chair need not accept public discussion on a non-public hearing item. If the

Chair recognizes a speaker, the Chair shall limit the period of speaking to a reasonable period of time of no more than three minutes per person, at the discretion of the Chair and a speaker may address the Council with the speaker's own statements, and the statements of other persons within the three minute period, but that shall be the speaker's only opportunity to address the Council on that issue. The person desiring to speak shall limit his or her remarks to the matter under discussion and shall address his or her remarks to the Chair. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

9.02 Public Hearings

A. In the case of a public hearing, the Chair shall announce prior to such hearing the total time limit, if any, to be allowed for public debate, depending upon the circumstances and public attendance. The Chair shall also announce the time limits for each individual speaker (normally no more than three minutes), and that no speaker may be heard more than once.

B. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

C. Speakers may not cede any portion of their allotted time to another speaker.

D. The order of presentation and time limits shall be as follows:

1. Staff presentation (ten minute time limit, except with specific Council permission to exceed this limit).
2. Applicant presentation, only upon applicant’s specific request (up to ten minutes, except with specific Council permission to exceed this limit).
3. Council’s questions to staff and applicant.
4. Public comment (three minutes for individual speakers, up to fifteen minutes for a representative of ten or more persons present at the meeting who have contributed their time to the representative),
5. Applicant’s response, only upon applicant’s specific request (5 minutes),
6. Staff’s response (5 minutes),
7. Council deliberation and questions to staff and applicant.

E. This rule will not preclude questions from members of the Council to the speaker where it is deemed necessary for purposes of clarification or understanding, but not for purposes of debate or argument.

Rule 10
RULES GOVERNING MOTIONS BY THE COUNCIL

10.01 Motion to be Stated by the Chair - Withdrawal

When a motion is made and seconded, it shall be so stated by the Chair before debate commences. A motion may not be withdrawn by the mover without the consent of the member seconding it.

10.02 Motion to Suspend Rules

Suspension of these Rules requires a majority consent of the Councilmembers present. A motion to suspend may not be made while another motion is pending unless it directly applies to the pending motion.

10.03 Motion to Change Order of Agenda

The Chair may, at his or her discretion, or shall, upon the majority vote of Councilmembers present, change the order of the agenda. However, caution should be given to not changing the order to circumvent the Open Meeting Law.

10.04 Motion to Table

A motion to table is used to delay discussion on an item until later in the meeting or until the next meeting. Neither the motion to table or other business can be discussed, until a vote has been taken on the motion. If the motion is successful, no further discussion can be had without a motion to take off the table. To take a motion off the table at the same or immediately succeeding meeting, a motion and second must be made to take the item off the table, and it must pass by majority vote.

If not revived by the adjournment of the immediately succeeding meeting, the matter is considered to be dead.

10.05 Motion to Postpone

A motion to postpone is in order when an item is rescheduled to a time certain, when it is delayed with conditions, or when the matter is intended to be disposed of without action. If the motion prevails, the item shall return for Council action at the meeting specified or in accordance with the conditions established in the postponement. A motion to postpone may be debated prior to vote, but no other motion, including a motion to amend, may be offered until the vote is taken and only if the motion to postpone fails.

A motion to postpone indefinitely, if it receives a majority vote, effectively extinguishes an item.

10.06 Motion to Divide the Question

If the question contains two or more divisionable propositions, the Chair may, and upon request of a member shall, divide the same.

10.07 Motion to Amend

On a motion to amend or “strike out and insert”, the motion shall be made so that the intent of the amendment is clear to the Council and public, and for the record.

The Council may materially amend an ordinance after the first read of that ordinance and proceed immediately to the second read and adoption. In other words, it is not necessary to proceed as though it is a new ordinance after a material change.

10.08 Motion to Amend an Amendment

A motion to amend an amendment shall be in order, but one to amend an amendment to an amendment shall not be introduced. An amendment modifying the intention of a motion shall be in order, but an amendment relating to a different matter shall not be in order.

10.09 Motion to Reconsider

After the decision on any question, any member who voted with the majority may move for a reconsideration of any action at the same meeting or at the next regular meeting that occurs at least one week after the date the action was taken. In the event of a tie vote on a motion, any Councilmember may move for reconsideration at the next regular meeting of the City Council that occurs at least one week after the date the action was taken, but not thereafter. To ensure that the matter will be included on the posted agenda in conformance with the Open Meeting Law, any Councilmember who wishes to have a decision reconsidered must alert the city clerk in writing at least five (5) days, exclusive of Saturdays, Sundays, and intermediate holidays, prior to the meeting at which the motion to reconsider will be made, unless the motion to reconsider was made and seconded at a Council meeting. A motion to reconsider shall require the affirmative vote of the majority of the members present at the time of reconsideration. After a motion for reconsideration has once been acted on, no other motion for reconsideration of the same subject shall be made without unanimous consent of all Councilmembers.

After the reconsideration time period has expired, the same matter may be placed on a later Council meeting agenda under Council Possible Future Agenda Items at the request of any Councilmember. It shall require the sponsorship of three Councilmembers during Possible Future Agenda Items to be placed on a future agenda as an action item. If the matter is considered for formal action on a future meeting, the motion for or against taking an action need not be made by a member of the prevailing vote.

10.10 Motion for Roll Call Vote

Any Councilmember may request a roll call vote, or the Chair may ask for a roll call vote for purposes of clarifying a vote for the record. The roll may be called for yeas and nays upon any questions before the Council. Unless allowed by the Chair, it shall be out of order for members to explain their vote during the roll call, or to engage in additional debate or discussion on the subject after the vote is taken.

Rule 11
MISCELLANEOUS PROVISIONS

11.01 Prior Approval by Administrative Staff

Except as to matters requested by individual Councilmembers under the Possible Future Agenda Items Section of the agenda, all ordinances, resolutions and contract documents shall, before presentation to the Council, have been approved as to form and legality by the City Attorney or his or her authorized representative, and shall have been examined for practicality by the City Manager or his or her authorized representative.

11.02 Placement of Items on Agendas for Council Action

Pursuant to Council direction received during any Council meeting, the City Manager may present ordinances, resolutions, and other matters or subjects to the Council, and any Councilmember may assume sponsorship thereof by moving that such ordinances, resolutions, matters or subjects be adopted. In addition, ordinances, resolutions and other matters or subjects requiring action by the Council may be introduced and sponsored by a member of the Council through the Possible Future Agenda Items process described in Rule 4.01.

11.03 No New Agenda Items after 10:00 p.m. except by Majority Vote.

No new agenda items shall begin after 10:00 p.m. unless approved by majority vote of the City Council. If, however, discussion on an item commences prior to 10:00 p.m., the Council may continue its deliberation or move to postpone that item. Agenda items on a Council agenda not considered will be placed on the immediately succeeding Council meeting.

11.04 Robert's Rules

Robert's Rules of Order, latest edition, shall serve as a guideline for interpretation of and supplementation for these Rules in all cases to which they are applicable, provided they are not in conflict with these Rules or with the Charter of the City of Flagstaff or the laws of the State of Arizona. The interpretation of these Rules and Robert’s Rules shall be guided by the principles underlying Parliamentary law, that is, a careful balance of the rights of individuals and minority subgroups of the council with the will of the majority. In no case shall the strict application of a rule or procedure be interpreted to deny any individual or minority the right to participate in a debate, discussion, or vote, nor shall these rules be interpreted in such a way so as to defeat the will of the majority of the whole of the Council.

11.05 Citizen Petitions [Flagstaff City Charter Art. II, §17]

A citizen or a group of citizens may present a written petition to the City Manager, who shall present it to the Council at its next regular meeting. The Council must act on the petition within 31 days of the City Manager’s presentation. Citizen petitions will first be placed on the agenda under “Possible Future Agenda Items” to determine if there is Council interest in placing the item on a future agenda for consideration. Failure to give such direction shall constitute “action” for purposes of this section.

Selection of Council Liaison Appointments – Required by Statute

- Flagstaff Housing Authority (ARS Designates Mayor)
- Public Safety Personnel Retirement System (ARS Designates Mayor)

Selection of Council Liaison Appointments – Required by Agreement

- Flagstaff Cultural Partners (1 city member appointment)
- Flagstaff Metropolitan Planning Organization (3 liaisons required)
- Library Board (IGA requires Council liaison)
- NAIPTA (2 liaisons and 2 alternates required)
- No. Ariz. Municipal Water Users' Association

Selection of Council Liaison Appointments – Required by Resolution/Ordinance

- Audit Committee
- Self Insurance Trust Fund Board
- Northern Arizona Council of Governments (NACOG) (Required)
- Regional Plan Advisory Committee Steering Team (3)
- Economic Collaborative of Northern Arizona (EcoNA) – (Can be Council liaison or EV Director)

Selection of Council Liaison Appointments – Not Required

- Colorado Plateau Water Adv. Council (1 regular and 1 alternate)
- Coconino County Board of Health

Revised December 2014

COUNCIL LIAISON REQUIRED BY STATUTE	MEETING DATES	CURRENT LIAISON	NEW LIAISON
Flagstaff Housing Authority **(ARS Designates Mayor)**	3rd Wed/Noon	Mayor Nabours	
Public Safety Personnel Retirement System **(Mayor per ARS)**	As needed	Mayor Nabours	

REQUIRED BY IGA OR OTHER AGREEMENT		CURRENT LIAISON	NEW LIAISON
Flagstaff Cultural Partners **(1 city member appointment)**	4th Wed/4:30 p.m.	Celia Barotz	
Alternate		Mark Woodson	
Flagstaff Metropolitan Planning Org. **(3 liaisons required)**	4th Wed./8:00 a.m.	Woodson, Evans, Oravits	
Library Board **(IGA requires Council liaison)**	3rd Thurs./3:00 p.m.	Karla Brewster	
No. Ariz. Intergov'l Pub Trans. Auth. **(2 liaisons and 2 alternates required)**.	Wed/10:00 a.m.	Celia Barotz	
		Karla Brewster	
Alternate		Scott Overton	
Alternate			
No. Ariz. Municipal Water Users' Ass'n	as scheduled	Jeff Oravits	

REQUIRED BY RESOLUTION/ORDINANCE ***Can be Changed.***		CURRENT LIAISON	NEW LIAISON
Audit Committee	1/yr. when called	Celia Barotz	
Self Insurance Trust Fund Board	1/yr. when called	Celia Barotz	
Northern Arizona Council of Governments (NACOG) **(Required)**	3rd mo/4th Thurs/ 10:00 a.m.	Mark Woodson	
Regional Plan Advisory Committee Steering Team **(3)**	1st mo. qtrly/last Monday/10:30 a.m.	Barotz, Evans	
Economic Collaborative of Northern Arizona (EcoNA) – **(Can be Council liaison or EV Director)**		Scott Overton	

NOT REQUIRED/DISCRETIONARY		CURRENT LIAISON	NEW LIAISON
Colorado Plateau Water Adv. Council **(1 regular & 1 alternate)**	4th Fri./10:00 a.m.	Mark Woodson	
Alternate		Coral Evans	
Coconino County Board of Health	Every other 2nd Wed/12:00 p.m.	Jeff Oravits	

Budget Retreat Agenda

- Purpose and Objectives
- Progress Report
- Budget Observations
- Revenue Forecast
- Fixed Cost Forecast
- Introduction into Budgeting Tools
- Leadership and EAC Budget Issues
- Budget Priorities Exercise
- Budget Priorities Discussion

Budget Retreat: Purpose and Objectives

- Understanding of initial budget outlook for FY16
- Establishing Budget Priorities for FY16
- Identifying areas of further exploration and information
- Identifying Budget directions for staff regarding base budgets and RSLs

Budget Retreat: Progress Report

- Employee Compensation
- Quality Infrastructure
- Ballot Initiatives

Progress Report: Employee Compensation

- FY 2009: 1% market & merit increases, then 1.2% decrease in May 2009
- FY 2010: no increases
- FY 2011: no increases
- FY 2012: 1.2% decrease restored
- FY 2013: 0.6% market increase, reclass of positions 25% or more below market
- FY 2014: 3.2% market increase and trigger for Maintenance Worker/Equipment Operator
- FY 2015: 0 – 2% merit increases and longevity pay

Progress Report: Employee Compensation

- FY 2010: 19% below market
- FY 2011: 19% below market
- FY 2012: 11.1% below market
- FY 2013: Approx 7.37% below market
- FY 2014: TBD

Progress Report: Quality Infrastructure Cabinet

- FY12: Established the QIC framework
  - Airport, Facilities, Fleet, Parks, Pavement Preservation, Stormwater, Street Maintenance, Utilities
- FY13: The year of Fleet
  - Vehicle replacement funds for all Divisions ($150,000)
  - Established catastrophic fund ($650,000)
- FY14: The year of Streets/Pavement Preservation
  - $1 million ongoing, $1.45 million one-time for Streets
  - Parks $286,000 ongoing and one-time
  - Fleet $315,000
- FY15: The year of Facilities and IT
  - $2.5 million Facilities one-time
  - $615,000 IT one-time

Progress Report: Quality Infrastructure Cabinet

- Airport:
  - Terminal facility repairs and other improvements including gate replacement and DPS building repairs
- Facilities:
  - Facility Condition Assessment scores from 62% average to 65%
  - Recreation Facility investment via BBB Recreation one-time funding FY15 including flooring at J. Lively and other repairs, new HVAC at FRC, removal of rocks in pool at Aquaplex
  - New library roof (Phase 1 to be completed FY15)
- Fleet:
  - Reduced fleet size, increased catastrophic fund, changed utilization criteria
  - Reduced cost of fleet from $73 M to $49 M

Progress Report: Quality Infrastructure Cabinet

- IT:
  - FY15 significant investment to replace aging infrastructure including storage area network equipment, network core switches, and PC replacements
- Parks:
  - BBB Recreation Fields service level increase from 3 to 2
  - General Fund park grounds service level increase from 4 to 3
  - Parking lots and courts/play areas resurfaced and buildings repaired or remodeled
  - Cheshire tennis court resurfacing
  - Bushmaster Park improvements FY15

Progress Report: Quality Infrastructure Cabinet

- Pavement preservation/road repair:
  - Increased funding each of the past 3 years
  - Voter approved Road Repair and Street Safety Initiative
- Stormwater:
  - Needs assessments completed and plans updated to fund repairs
- Street Maintenance:
  - Funded pavement needs for facilities (Airport (DPS), LEAF (City's portion)
  - Street light maintenance increases
  - Restored operational funding (snow operations, street sweeping)
  - Fleet reduction and replacements including graders and street sweepers

Progress Report: Quality Infrastructure Cabinet

- Utilities:
  - Master plan needs assessments completed and plans updated to schedule facility repairs and fund infrastructure needs
  - Water and sewer line replacements and manhole repairs
  - Wildcat Treatment Plant upgrades including new barscreens, blowers, and modifications

Progress Report: Ballot Initiatives

- Road Repair and Street Safety Initiative
- Flagstaff Watershed Protection Project

Road Repair and Street Safety Initiative

- 1/3 cent sales tax increase, 20 years
- Estimated voter investment: $106 million
  - $53 million capital (bond and pay as you go) in first 7 years, $13 million capital (pay as you go) in years 8-20
    - Road repairs, utility infrastructure, bike/ped
  - $2 million/yr additional ongoing preservation years 6-20 ($2 million in current base budget)
- Spring/Summer ’15: $6 million in work
- Spring/Summer ‘16: $10+ million in work

Flagstaff Watershed Protection Project

- Total voter investment: $10 million
- Total amount leveraged: $2 million
- Total acres treated: 1,000
- DEIS was completed and public comment period closed (107 individuals commented – 530 separate comments)
- Anticipate Final EIS and Draft Record of Decision (ROD) to be issued spring 2015, with Final ROD in September 2015.

Budget Retreat: Budget Observations

- What items from Council Goals have budget implications?
- Any other specific budget requests?

Budget Retreat: Revenue Forecast

- Forecasting Overview
- Revenue Projections
- Questions along the Way

Revenue Forecast: Forecasting Overview

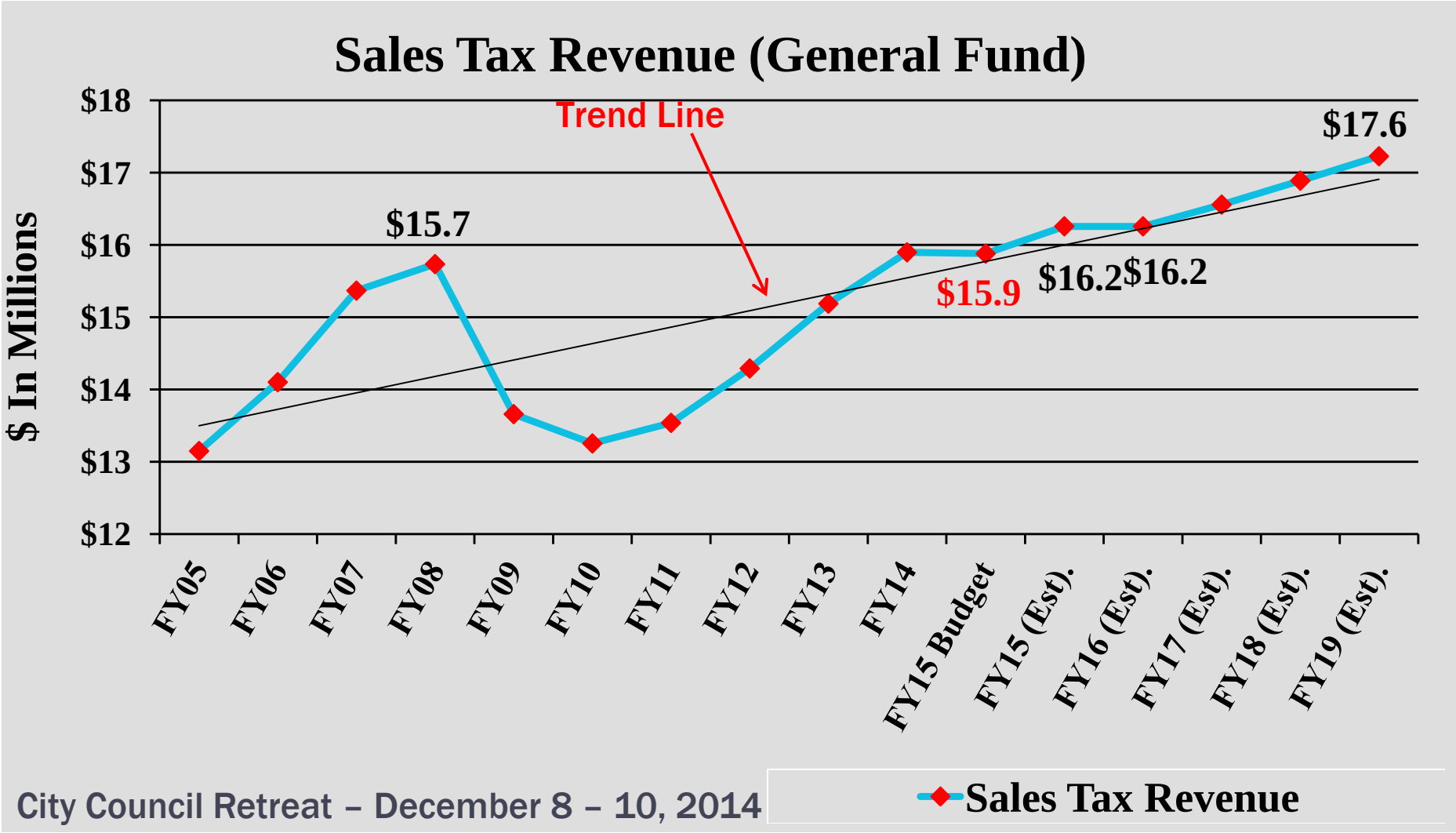
- General
  - Conservative forecasting so City is not overextended.
- General Revenues Forecasting (current year)
  - Step 1: 5 calculations
  - Step 2: "Reality check"
  - Step 3: Estimate
- Eliminate Seasonality
- General Revenues Forecasting (future years)
  - Federal Open Market Committee (FOMC) inflation rates
  - Possible adds/deletes based on incoming/outgoing businesses

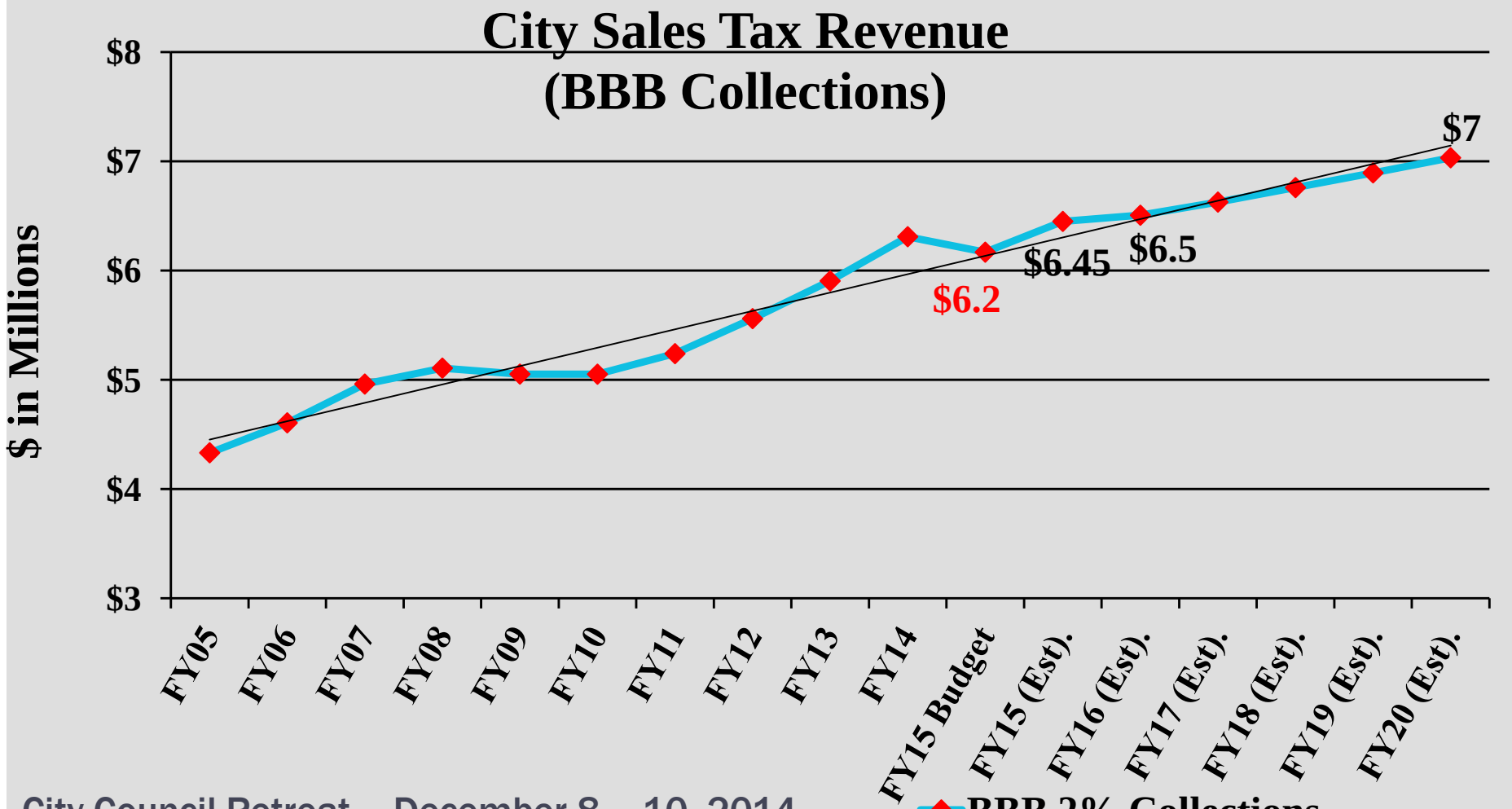
Revenue Forecast: Forecasting Overview

- Property Tax (current and future)
  - Numbers come straight from County and Council setting
- State Shared Revenues (current and future)
  - Joint Legislative Budget Committee (JLBC) projections
  - Previously determined inflation rate (FOMC)
- Highway User Revenue Fund (HURF)
  - State provided numbers
  - Previously determined inflation rate (FOMC)

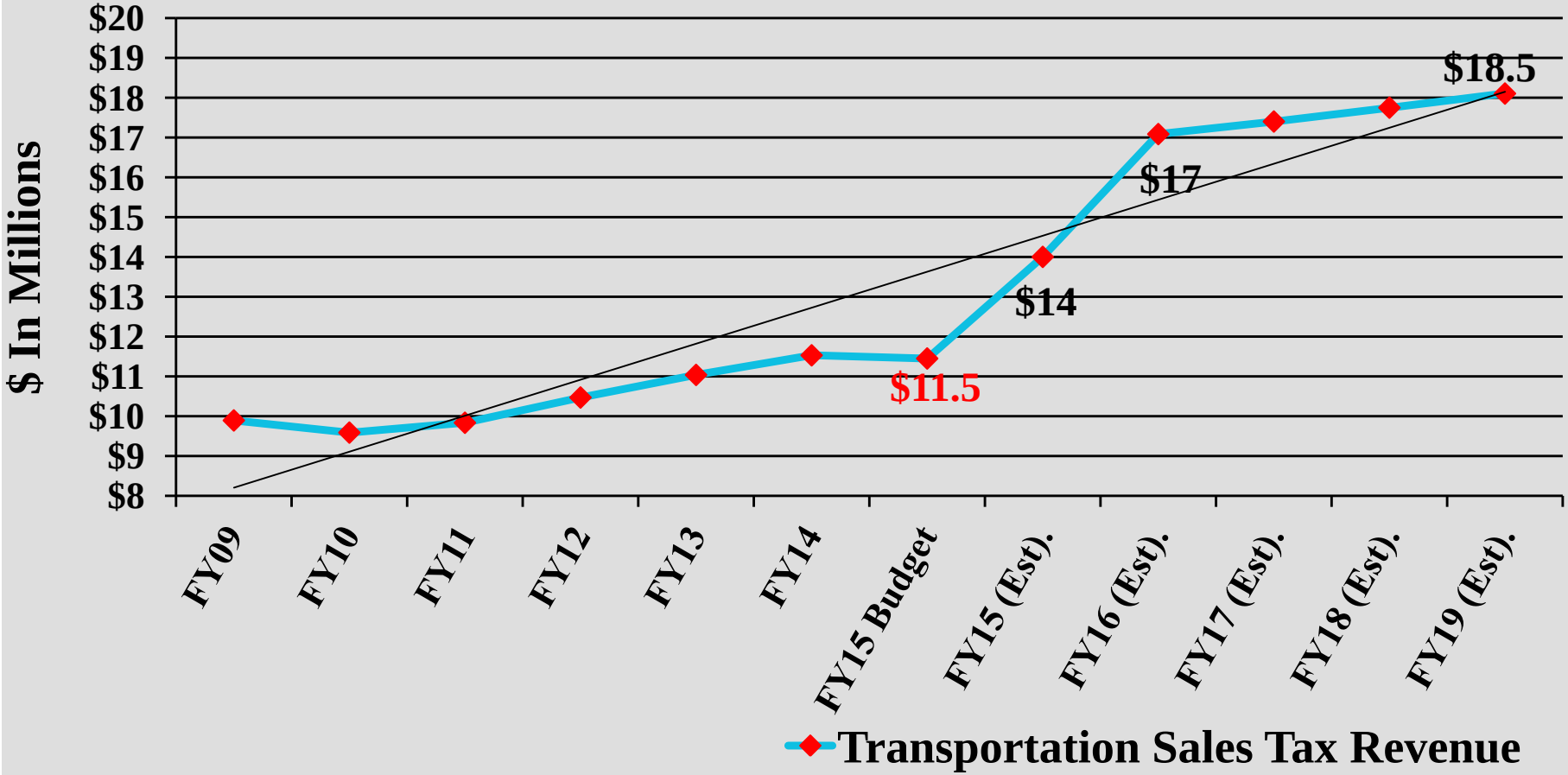
Revenue Forecast: Forecasting Overview

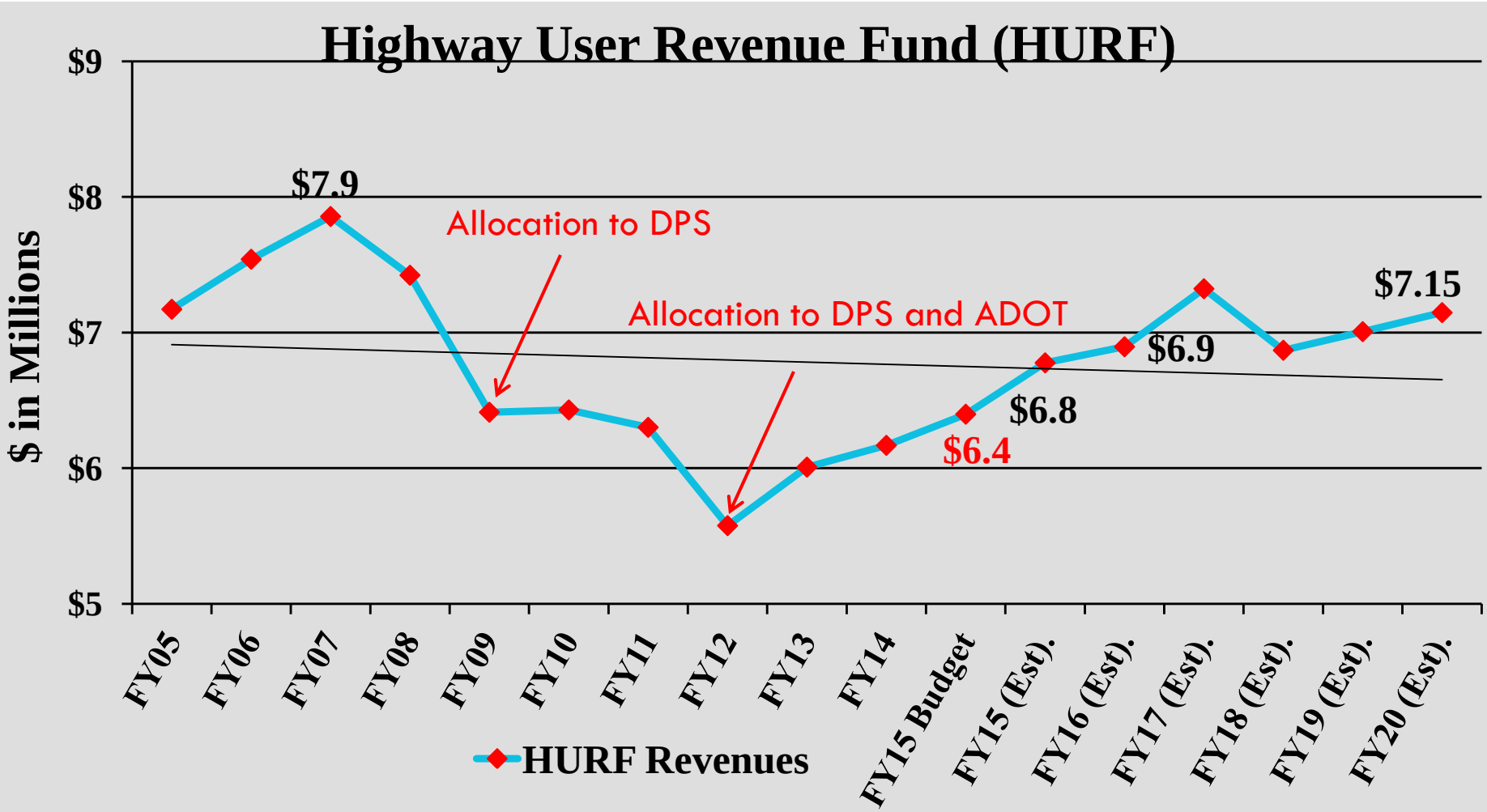
- Utility Rates (current and future)
  - Rate model (based on Council approved rates)
  - General revenues forecasting model (seasonality, outliers)
  - Projected growth rates


Sales Tax Revenue (General Fund)
$ In Millions
$18
$17
$16
$15
$14
$13
$12
Trend Line
$15.7
$15.9
$16.2
$16.2
$17.6
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
Sales Tax Revenue

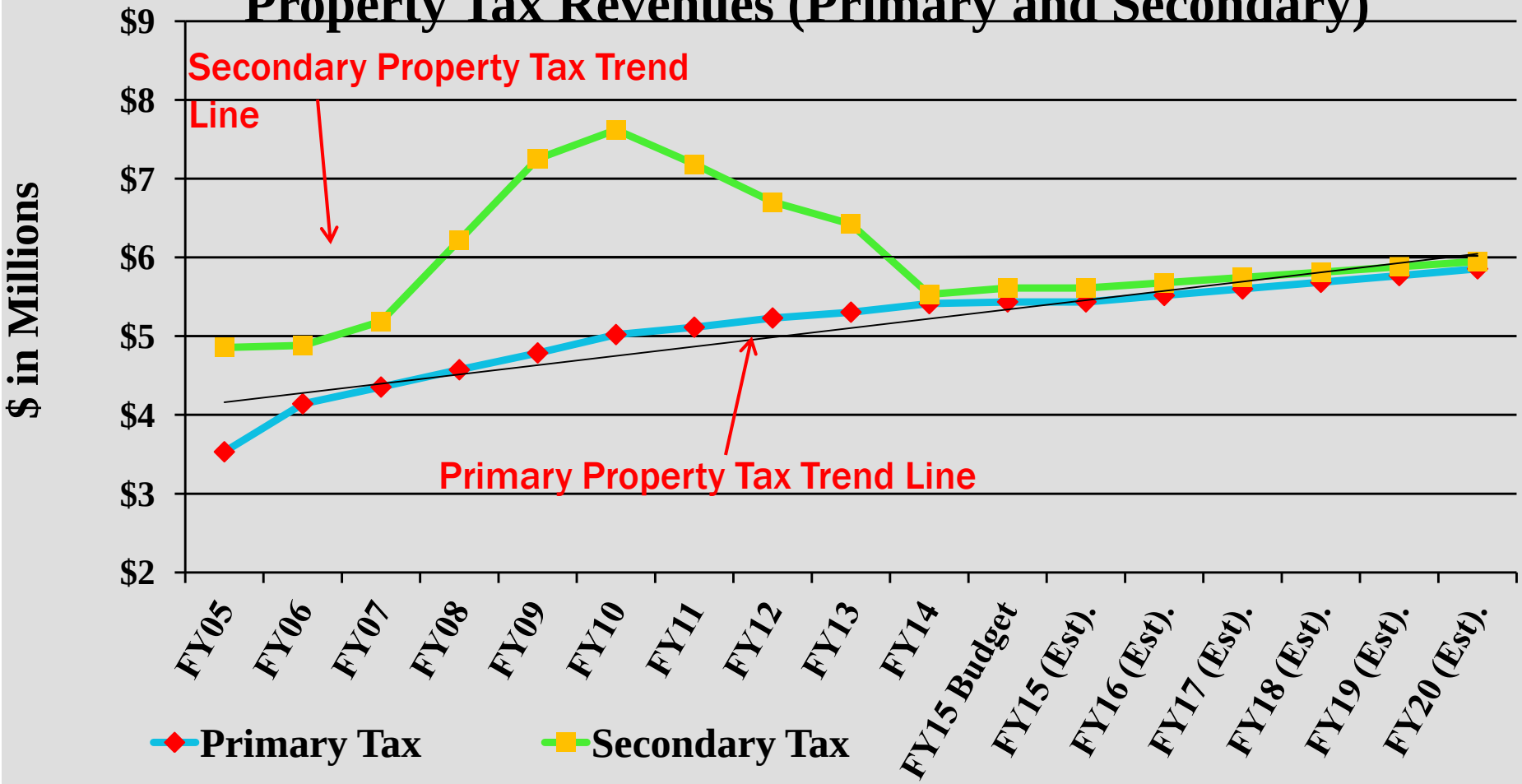

City Sales Tax Revenue
(BBB Collections)
$ in Millions
$8
$7
$6
$5
$4
$3
$7
$6.45
$6.5
$6.2
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
BBB 2% Collections

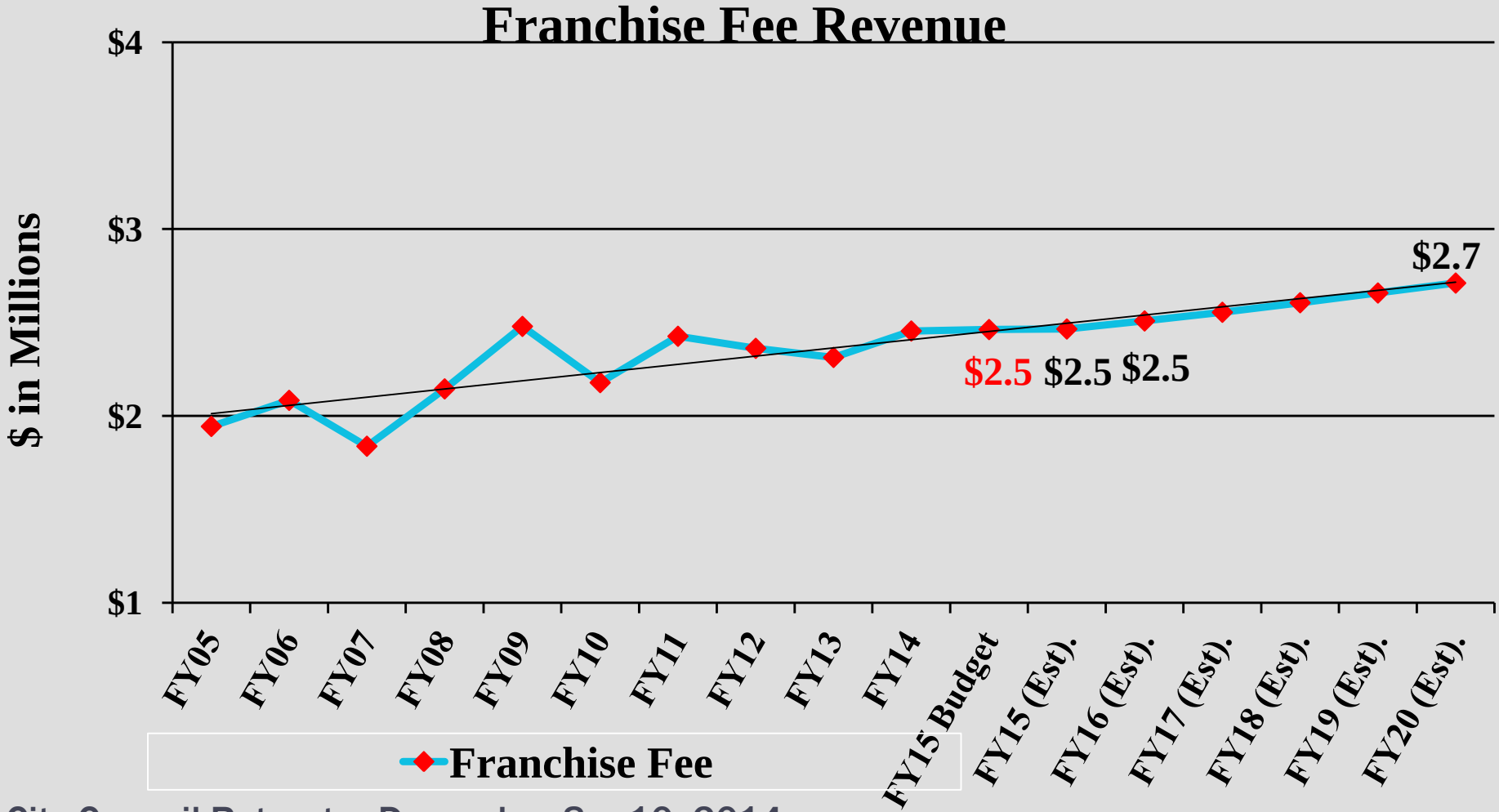
City Sales Tax Revenue (Transportation Funds)

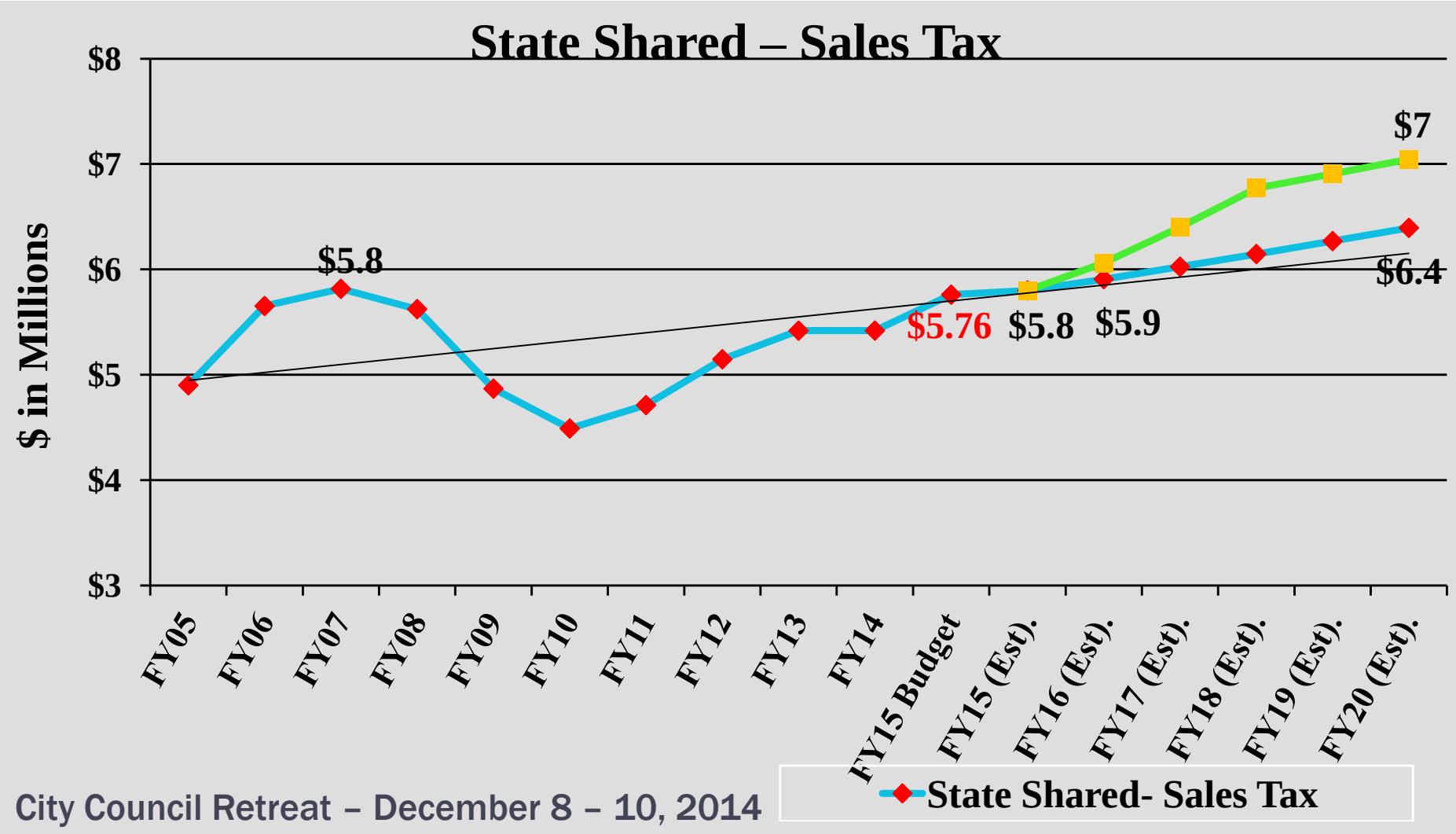


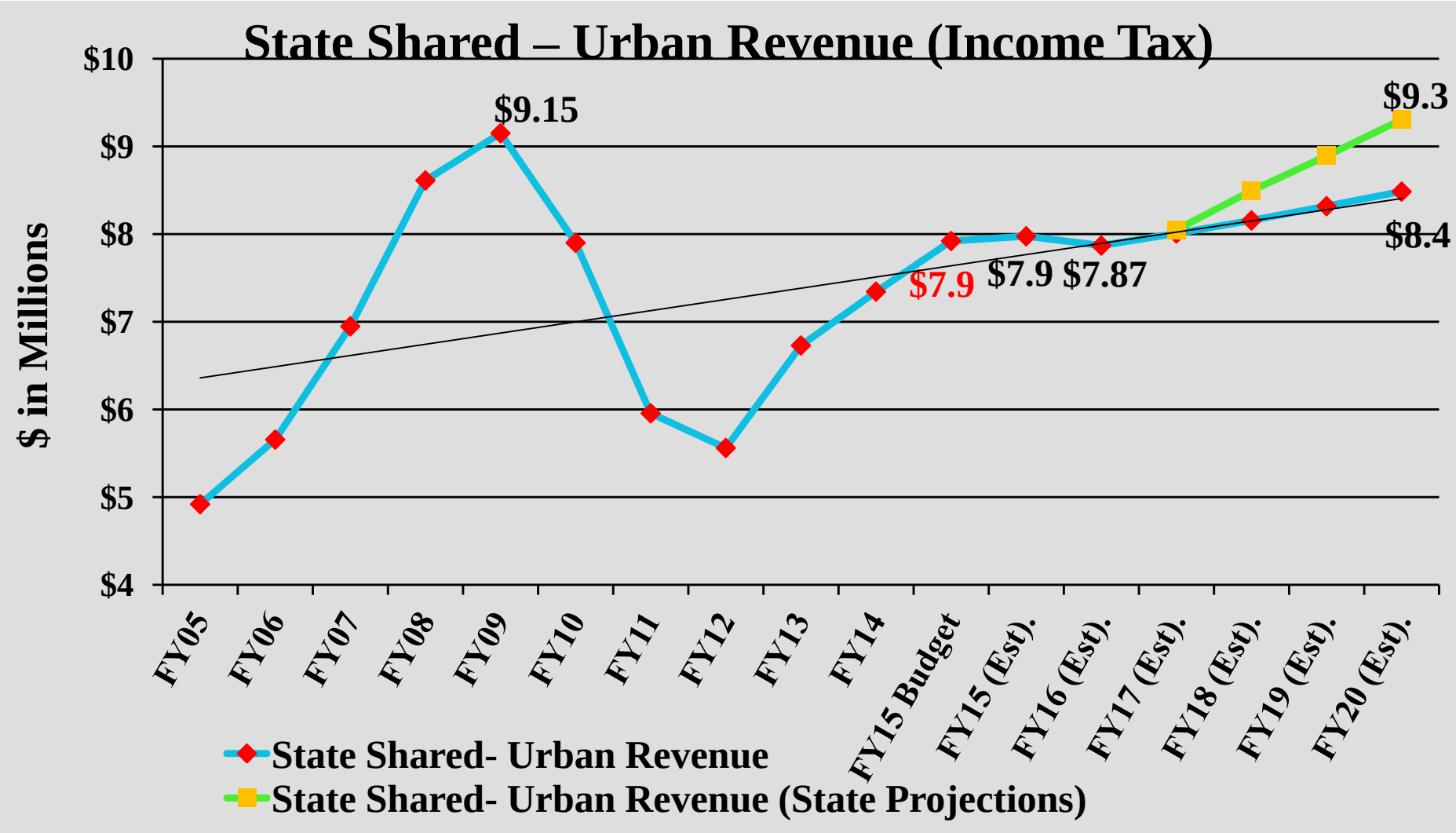

Highway User Revenue Fund (HURF)
$ in Millions
$9
$8
$7
$6
$5
$7.9
Allocation to DPS
Allocation to DPS and ADOT
$7.15
$6.9
$6.8
$6.4
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
HURF Revenues

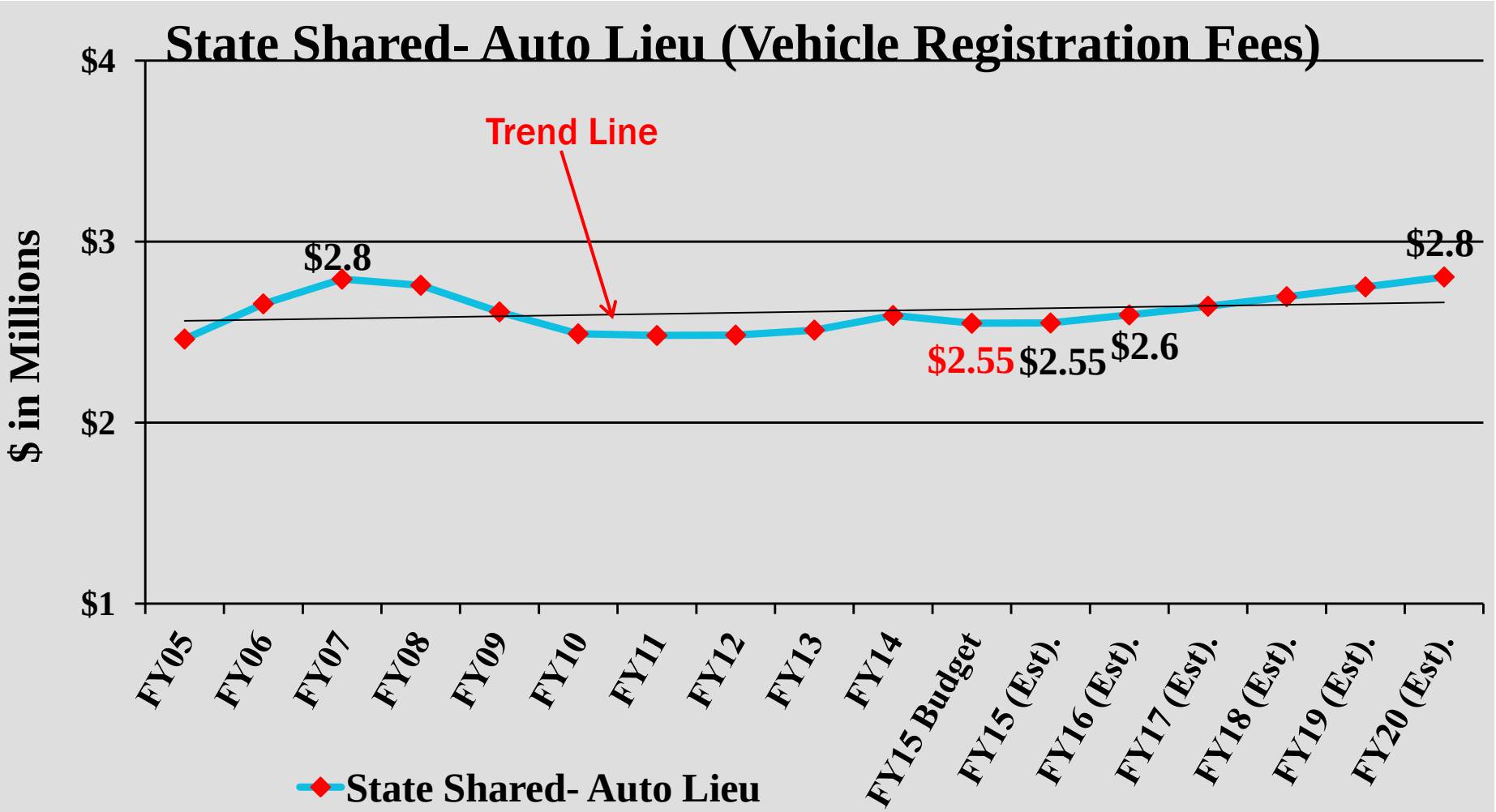
Property Tax Revenues (Primary and Secondary)

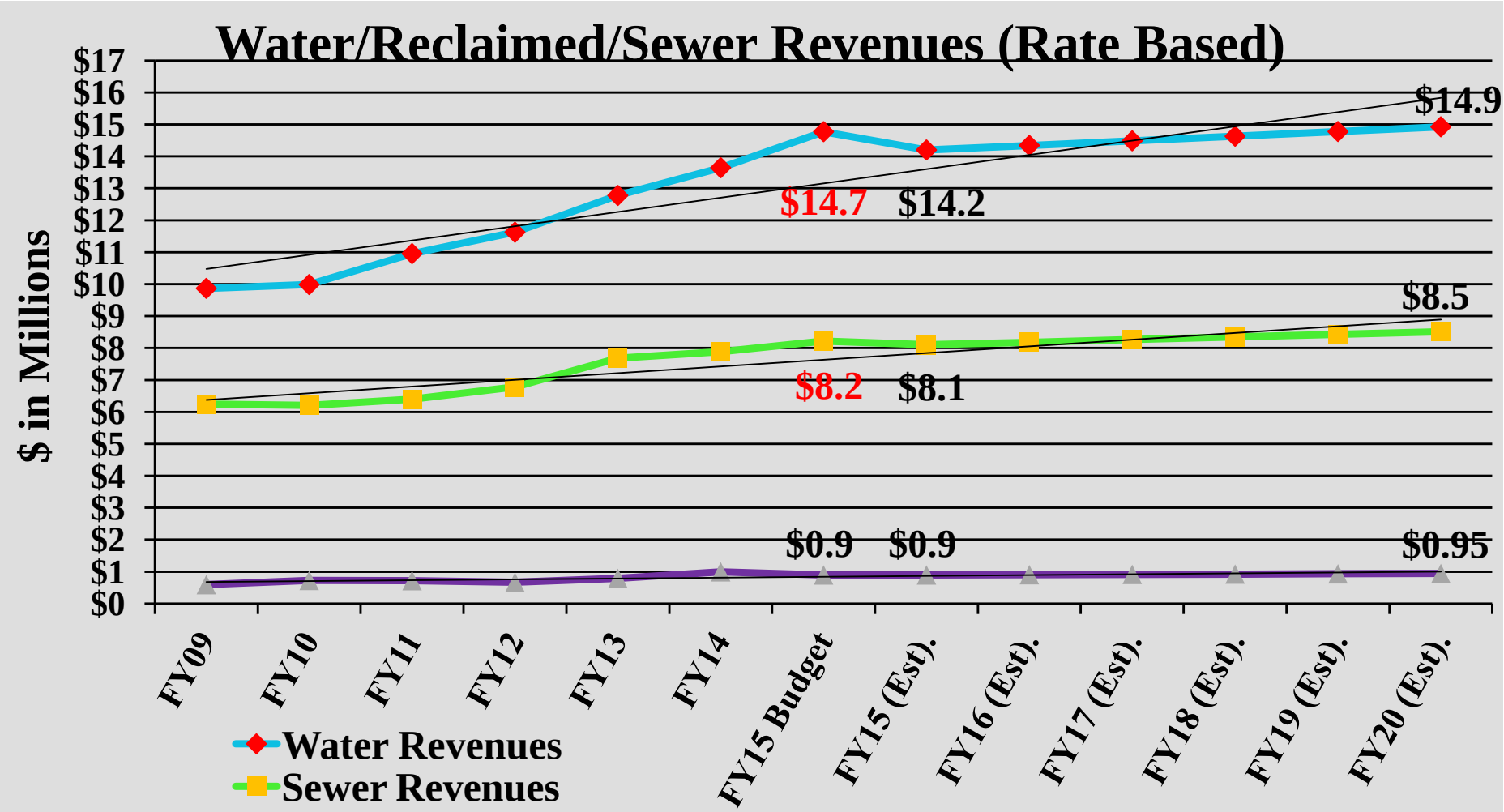


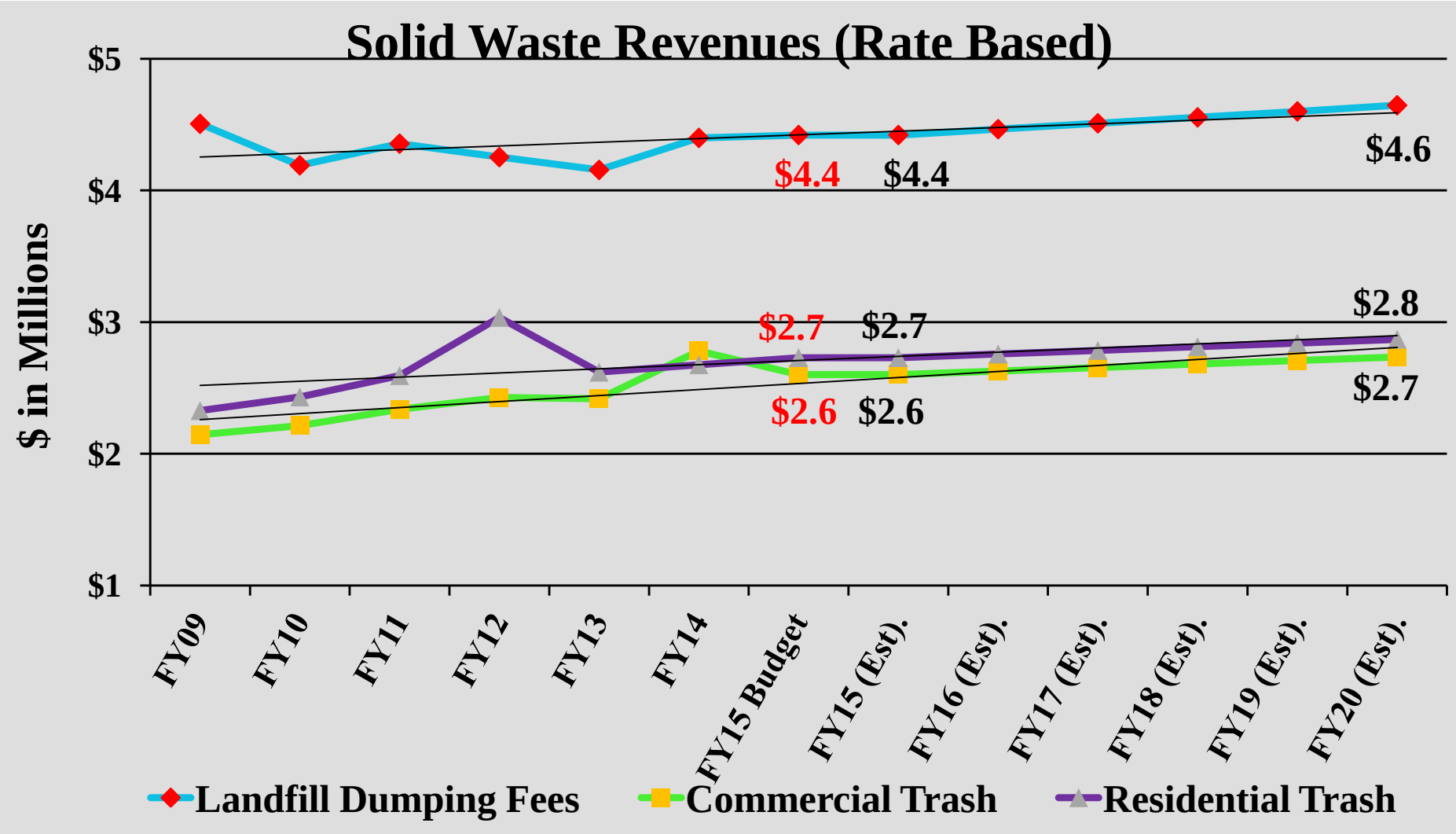

Franchise Fee Revenue
$ in Millions
$4
$3
$2
$1
$2.7
$2.5
$2.5
$2.5
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
Franchise Fee


State Shared – Sales Tax
$ in Millions
$8
$7
$6
$5
$4
$3
$5.8
$5.76
$5.8
$5.9
$7
$6.4
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
State Shared- Sales Tax


State Shared – Urban Revenue (Income Tax)
$ in Millions
$10
$9
$8
$7
$6
$5
$4
$9.15
$9.3
$8.4
$7.9
$7.9
$7.87
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
State Shared- Urban Revenue
State Shared- Urban Revenue (State Projections)


State Shared- Auto Lieu (Vehicle Registration Fees)
$ in Millions
$4
$3
$2
$1
Trend Line
$2.8
$2.8
$2.55
$2.55
$2.6
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
State Shared- Auto Lieu


Water/Reclaimed/Sewer Revenues (Rate Based)
$ in Millions
$17
$16
$15
$14
$13
$12
$11
$10
$9
$8
$7
$6
$5
$4
$3
$2
$1
$0
$14.9
$14.7
$14.2
$8.5
$8.2
$8.1
$0.9
$0.9
$0.95
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
Water Revenues
Sewer Revenues

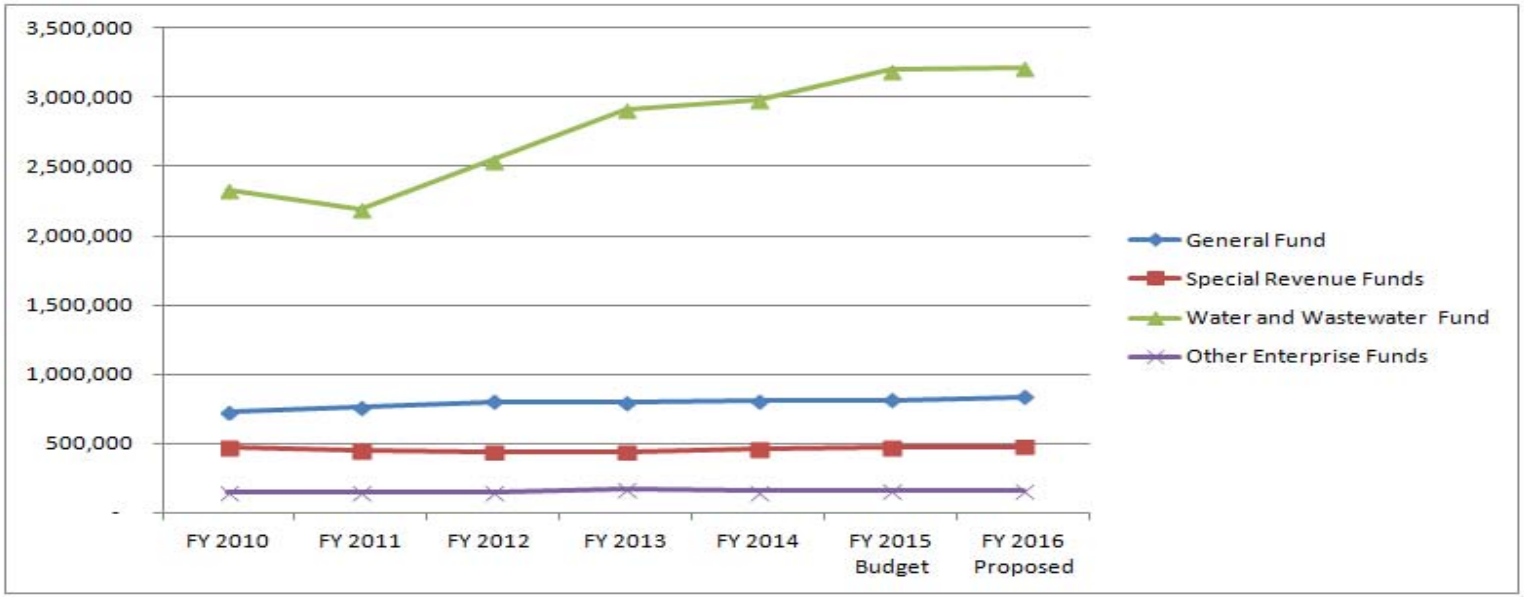

Solid Waste Revenues (Rate Based)
$ in Millions
$5
$4
$3
$2
$1
$4.4
$4.4
$4.6
$2.7
$2.7
$2.8
$2.6
$2.6
$2.7
FY09
FY10
FY11
FY12
FY13
FY14
FY15 Budget
FY15 (Est).
FY16 (Est).
FY17 (Est).
FY18 (Est).
FY19 (Est).
FY20 (Est).
Landfill Dumping Fees
Commercial Trash
Residential Trash

Budget Retreat: Fixed Costs Forecast

- Utilities
- Workers Compensation and Liability
- Pensions
  - ASRS
  - PSPRS
- Update on Pension Task Force
- Benefits

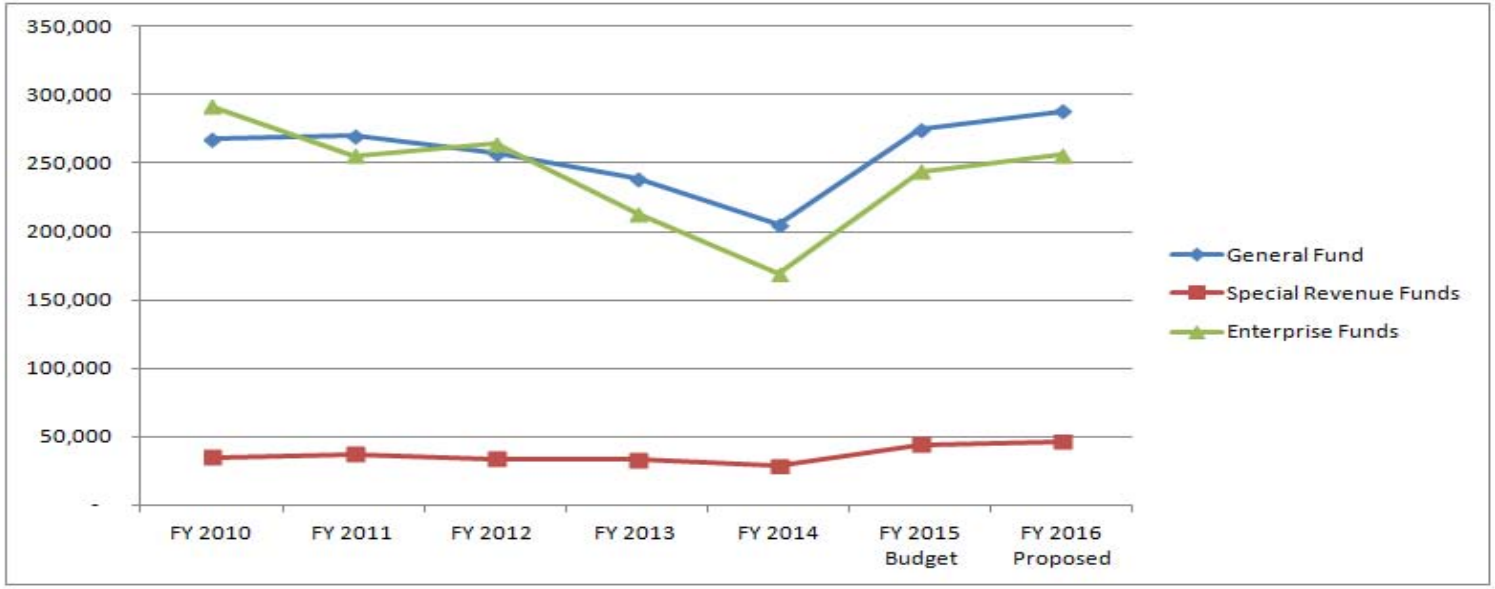
Fixed Costs Forecast: Electric

UTILITIES-LIGHT & POWER	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 Budget	FY 2016 Proposed
General Fund	728,680	761,813	800,023	798,516	810,054	813,789	834,356
Special Revenue Funds	468,438	454,243	440,485	441,980	464,297	474,471	478,226
Water and Wastewater Fund	2,333,314	2,190,164	2,547,268	2,912,123	2,981,300	3,196,556	3,210,739
Other Enterprise Funds	151,941	148,639	149,425	172,033	156,585	162,415	161,283
	3,682,373	3,554,859	3,937,201	4,324,652	4,412,236	4,647,231	4,684,604



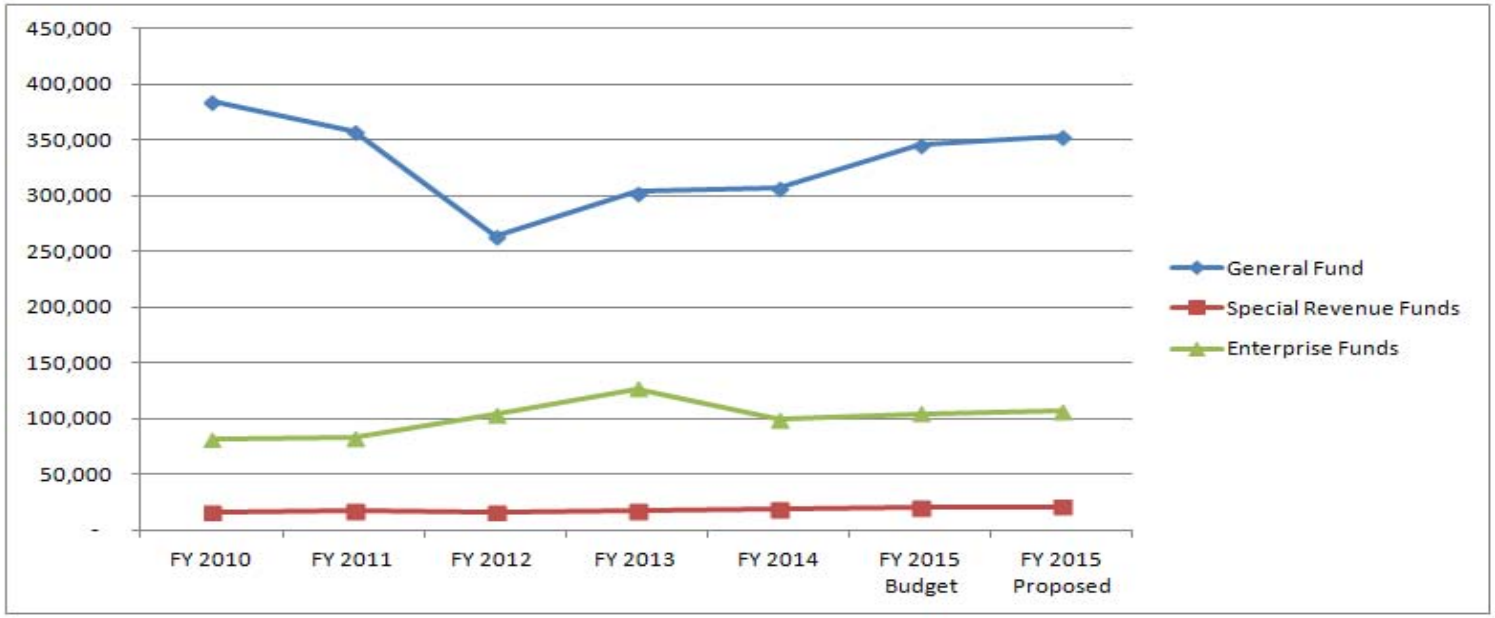
Fixed Costs Forecast: Natural Gas

UTILITIES-NATURAL GAS	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 Budget	FY 2016 Proposed
General Fund	267,480	270,401	257,039	239,189	205,213	274,344	288,061
Special Revenue Funds	35,159	37,452	33,528	33,442	28,376	44,052	46,255
Enterprise Funds	291,384	255,566	264,276	212,923	169,057	244,060	256,263
	594,023	563,419	554,843	485,554	402,646	562,456	590,579



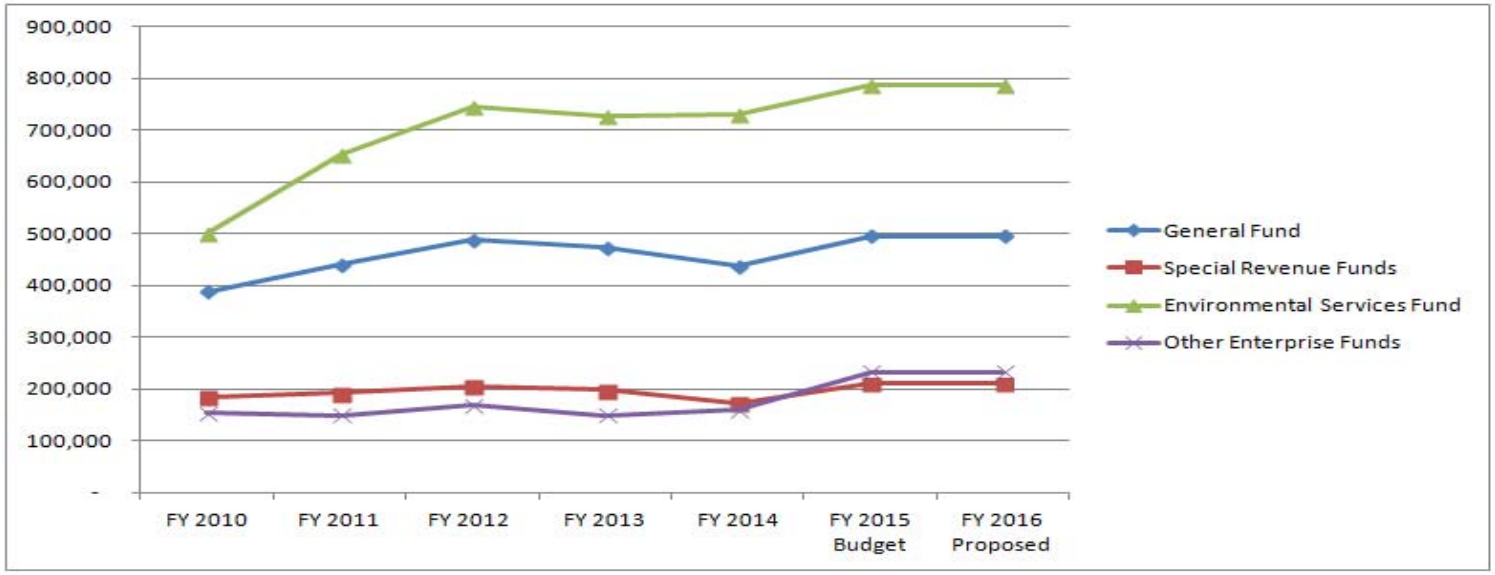
Fixed Costs Forecast: Water/Sewer/Trash

UTILITIES-WTR-SWR-REFUSE	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 Budget	FY 2015 Proposed
General Fund	384,497	357,981	263,953	303,489	307,087	346,567	353,498
Special Revenue Funds	16,380	18,222	16,232	18,123	19,454	20,835	21,252
Enterprise Funds	81,232	83,024	103,489	126,681	99,103	104,721	106,815
	482,109	459,227	383,674	448,293	425,644	472,123	481,565



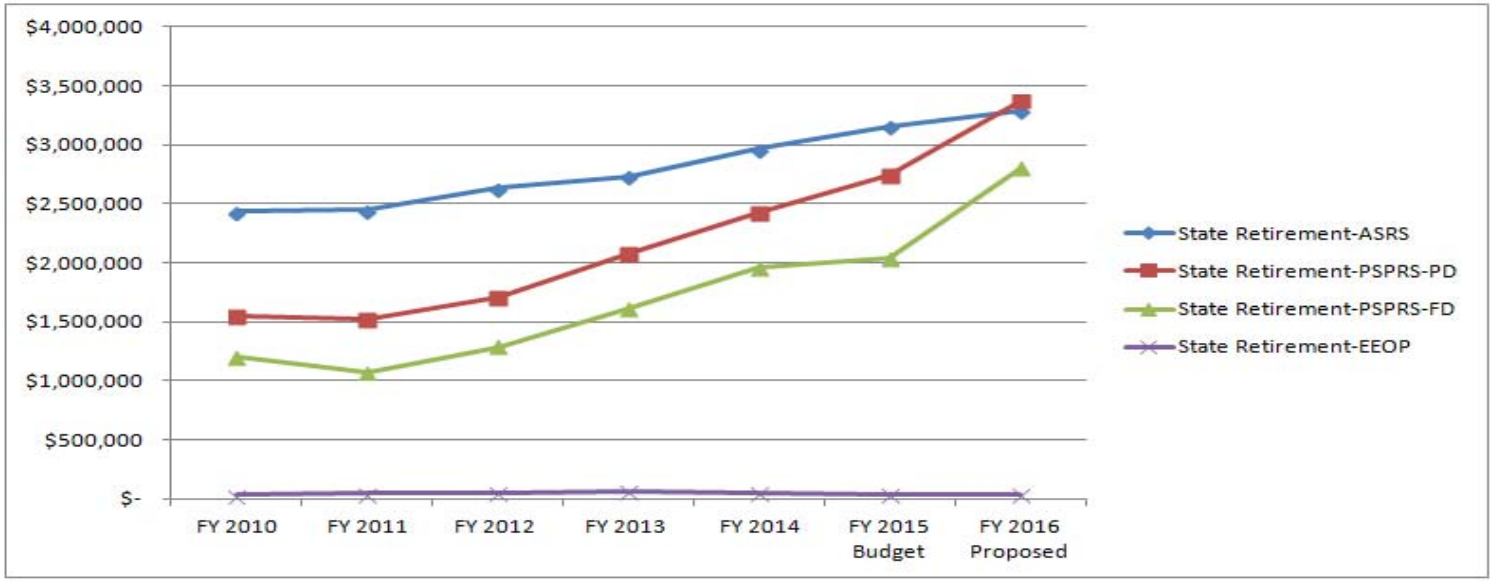
Fixed Costs Forecast: Fuel and Oil

FUEL AND OIL	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 Budget	FY 2016 Proposed
General Fund	388,721	440,187	487,851	473,765	437,818	495,028	495,028
Special Revenue Funds	185,530	192,195	205,734	198,732	173,440	211,388	211,388
Environmental Services Fund	499,632	653,976	744,762	728,091	729,528	786,092	786,092
Other Enterprise Funds	154,264	149,702	168,243	150,015	159,278	233,655	233,655
	1,228,147	1,436,060	1,606,590	1,550,603	1,500,064	1,726,163	1,726,163



Fixed Costs Forecast: Retirements Costs

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 Budget	FY 2016 Proposed
State Retirement-ASRS	2,435,790	2,447,568	2,634,123	2,737,048	2,963,027	3,159,555	3,285,937
State Retirement-PSPRS-PD	1,547,200	1,517,911	1,710,445	2,081,724	2,420,059	2,741,751	3,372,354
State Retirement-PSPRS-FD	1,201,360	1,067,592	1,287,623	1,609,719	1,957,678	2,034,665	2,797,664
State Retirement-EEOP	33,859	48,694	54,254	65,703	56,413	42,416	42,416
	5,218,209	5,081,765	5,686,445	6,494,194	7,397,177	7,978,387	9,498,371

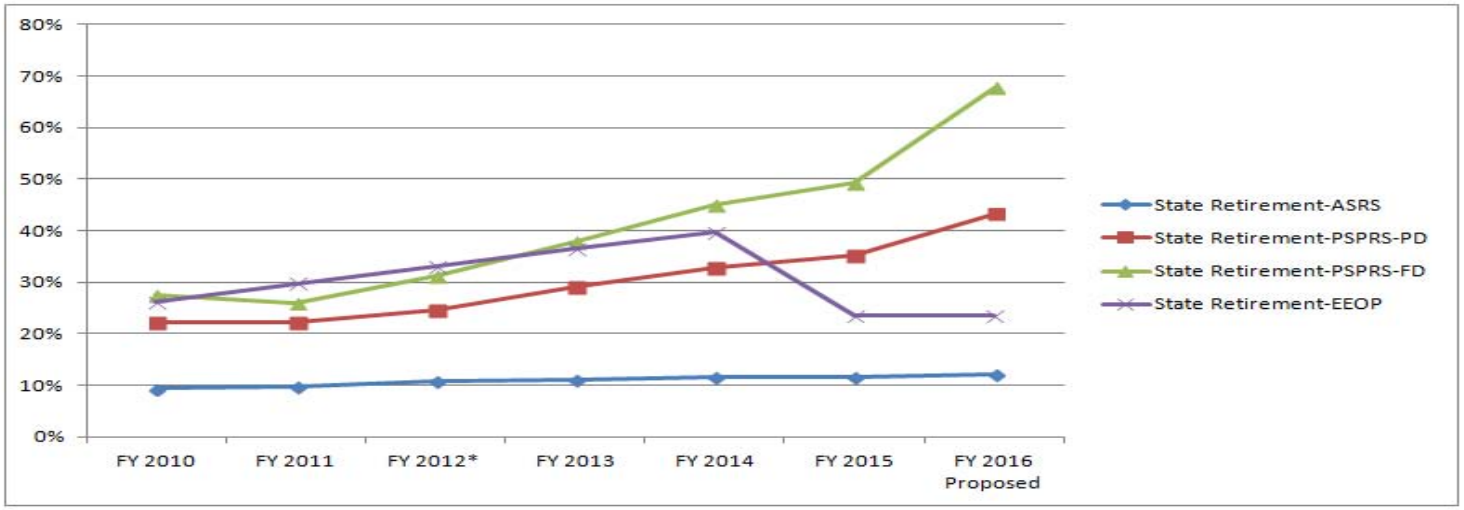


Fixed Costs Forecast: Retirements Rates

	FY 2010	FY 2011	FY 2012*	FY 2013	FY 2014	FY 2015	FY 2016 Proposed
State Retirement-ASRS	9.40%	9.85%	10.74%	11.14%	11.54%	11.60%	12.06%
State Retirement-PSPRS-PD	22.15%	22.32%	24.54%	29.22%	32.87%	35.16%	43.29%
State Retirement-PSPRS-FD	27.48%	25.97%	31.28%	37.80%	44.99%	49.26%	67.71%
State Retirement-EEOP	26.25%	29.79%	32.99%	36.44%	39.62%	23.50%	23.50%

* FY 2012 shown at ASRS 50/50 split.

CHANGE YEAR TO YEAR							
State Retirement-ASRS	-0.05%	0.45%	0.89%	0.40%	0.40%	0.06%	0.46%
State Retirement-PSPRS-PD	0.52%	0.17%	2.22%	4.68%	3.65%	2.29%	8.13%
State Retirement-PSPRS-FD	1.70%	-1.51%	5.31%	6.52%	7.19%	4.27%	18.45%
State Retirement-EEOP	-1.75%	3.54%	3.20%	3.45%	3.18%	-16.12%	0.00%



What about Workers Compensation and Property & Casualty Insurance?

Fixed Costs Forecast: Benefits

Public Safety Pension Overview

- PSPRS: A Combined Responsibility

Public Safety Pension – System Status

- Annual Actuary Liability - $12,233,016,817
- Net Assets - $6,018,984,092
- Unfunded Liability - $6,214,032,725
- Unfunded Liability – 50.8%
- Funded Status – 49.2%

Public Safety Pension – How did we get here?

- Recession
- Permanent benefit increases
  - Created through excess earnings
  - COLA's now being anticipated at 2% (had been a retroactive recognition)
- Investment earnings
- Statutory change
  - Fields lawsuit (settled)
    - Reinstated COLA's for members who were retired as of July 1, 2011 - Pensions cannot be diminished or impaired - $375 M
  - Hall lawsuit (pending)
    - Would restore original PBI formula for current active members and reverse changes in the employee contribution rate
    - Impact- 6% estimate, similar to Fields, Refund would be to employees

Public Safety Pension – Top 10 Unfunded

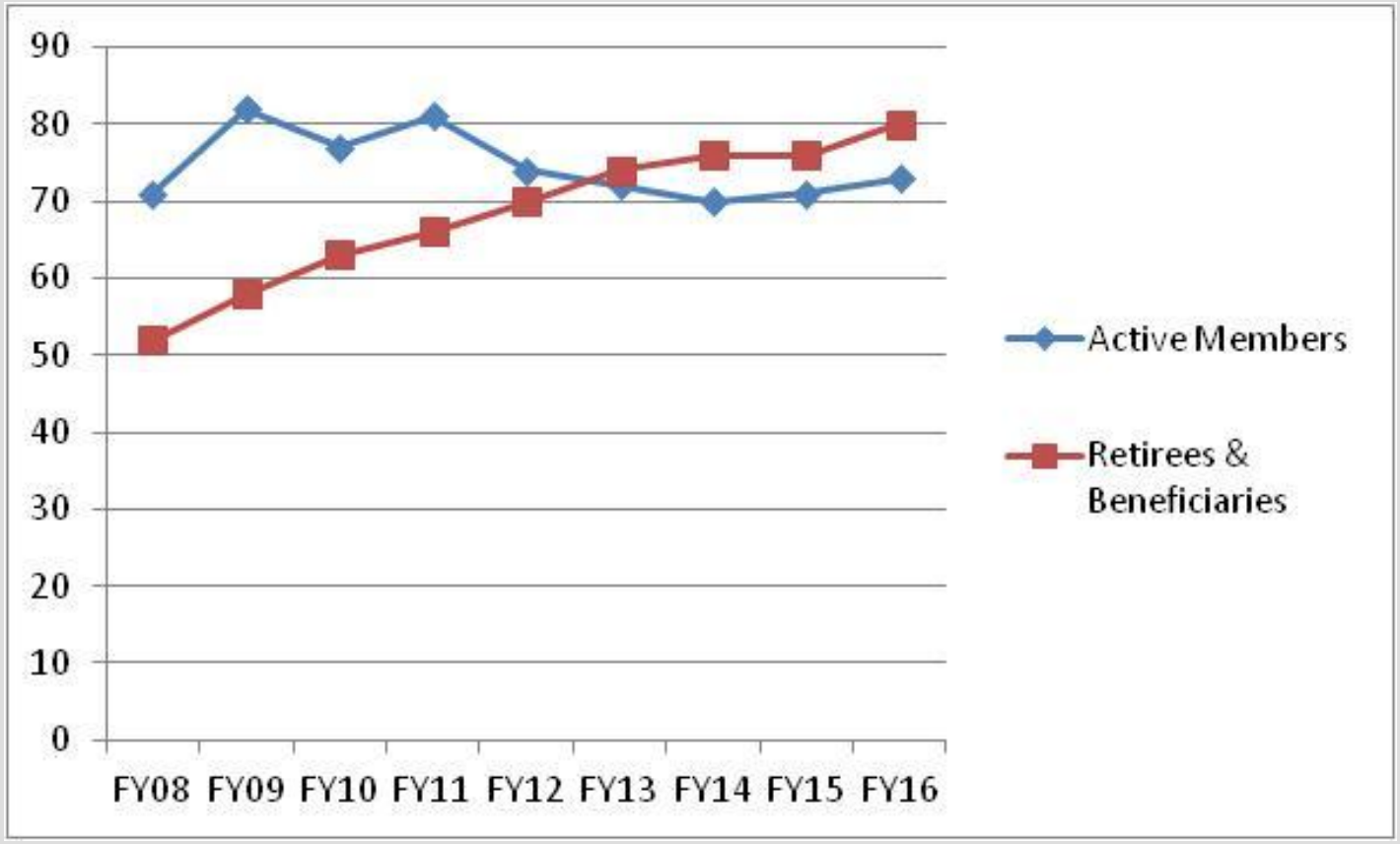
Entity	% Funded	% Unfunded	Unfunded Dollar Value
Phoenix Police	48.1%	51.9%	$1,318,574,890
Phoenix Fire	50.1%	49.9%	685,964,945
Dept of Public Safety	36.1%	63.9%	648,587,994
Tucson Police	39.3%	60.7%	465,901,131
Tucson Fire	37.7%	62.3%	297,073,214
Mesa Police	51.4%	48.6%	263,933,801
Maricopa County Sheriff's Office	44.5%	55.5%	235,074,082
Pima County Sheriff's	43.7%	56.3%	183,012,537
Tempe Police	41.9%	58.1%	145,715,708
Mesa Fire	54.8%	45.2%	135,439,919
Flagstaff Fire (#18)	40.1%	59.9%	41,384,054
Flagstaff Police (#21)	38.0%	62.0%	37,386,223

Public Safety Pension – City of Flagstaff

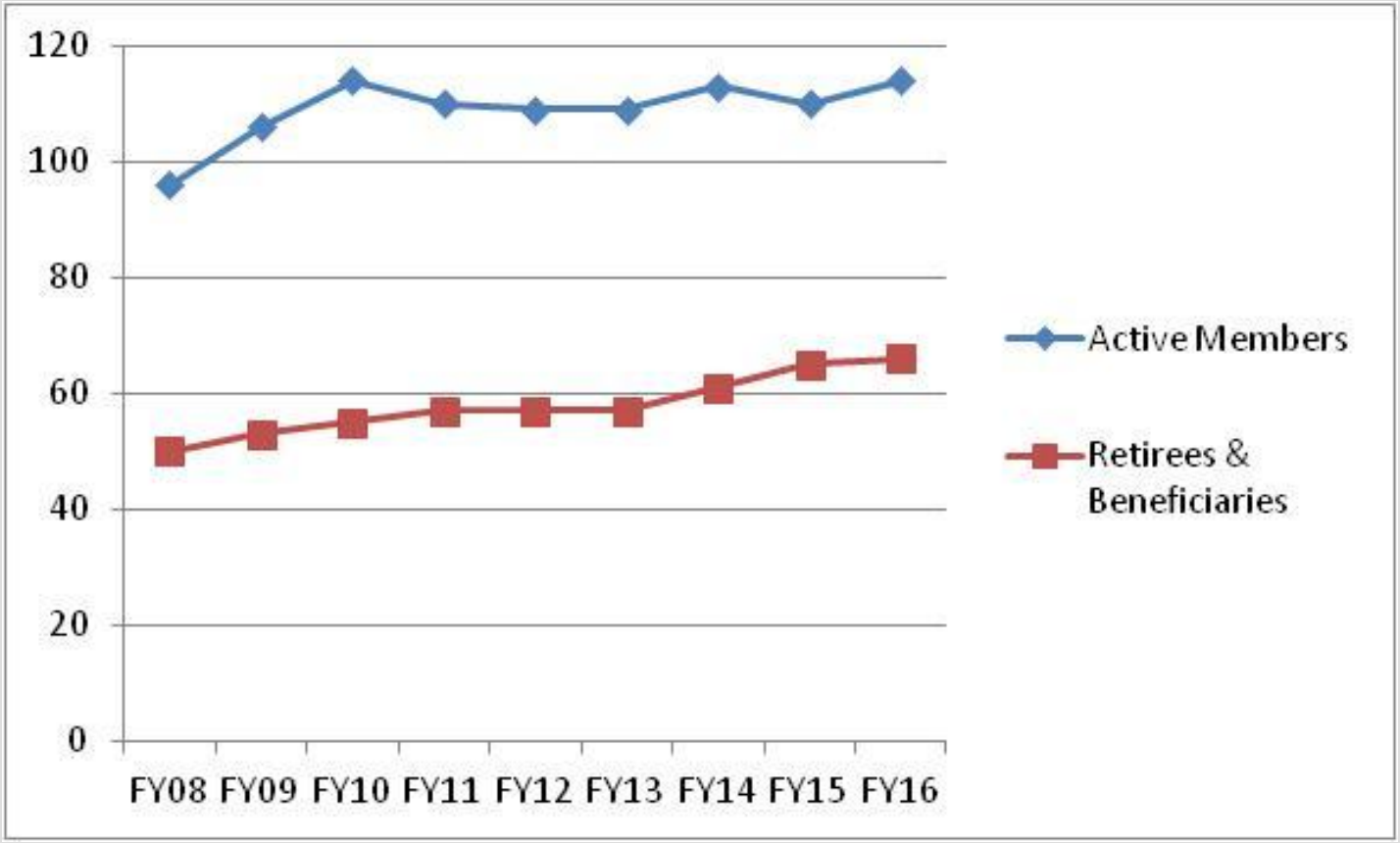
- Police and Fire Contributions

	City Pension	City SS/Med	Total City	Emp Pension	Emp SS/Med	Total Employee
Police	43.26%	7.65%	50.91%	11.65%	7.65%	19.3%
Fire	67.71%	1.45%	69.16%	11.65%	1.45%	13.1%

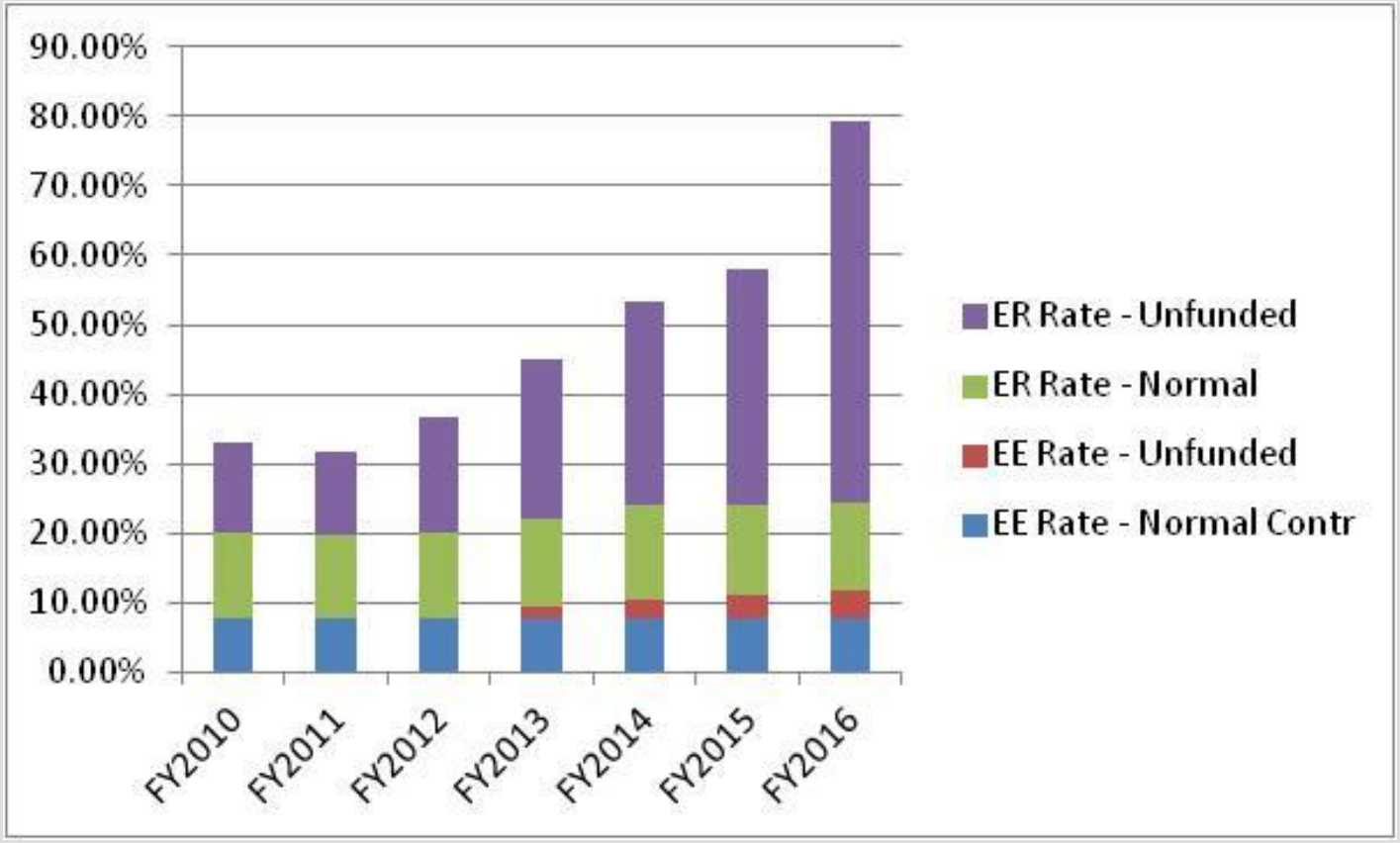
City of Flagstaff – Fire Positions



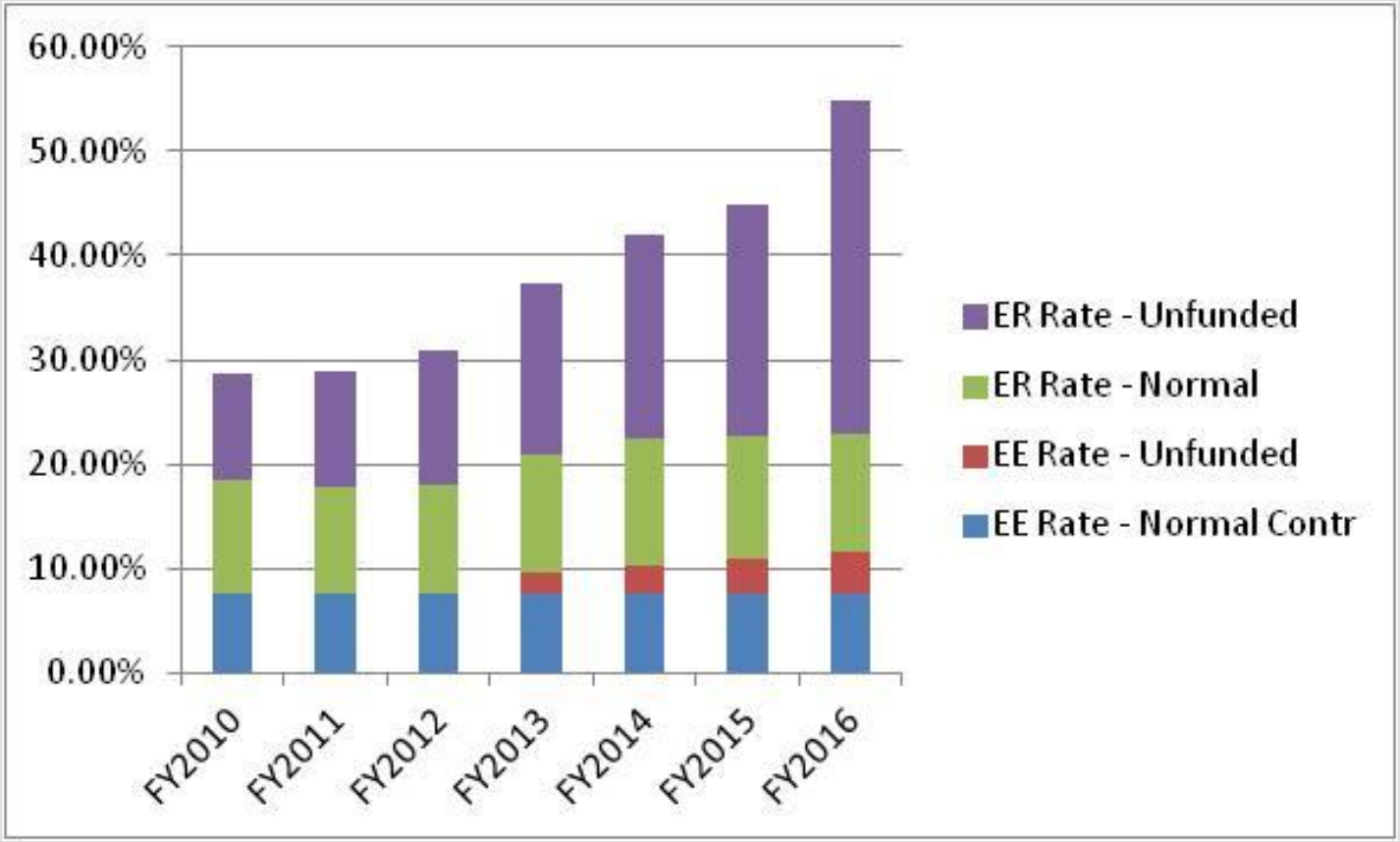
City of Flagstaff – Police Positions



City of Flagstaff – History: Fire



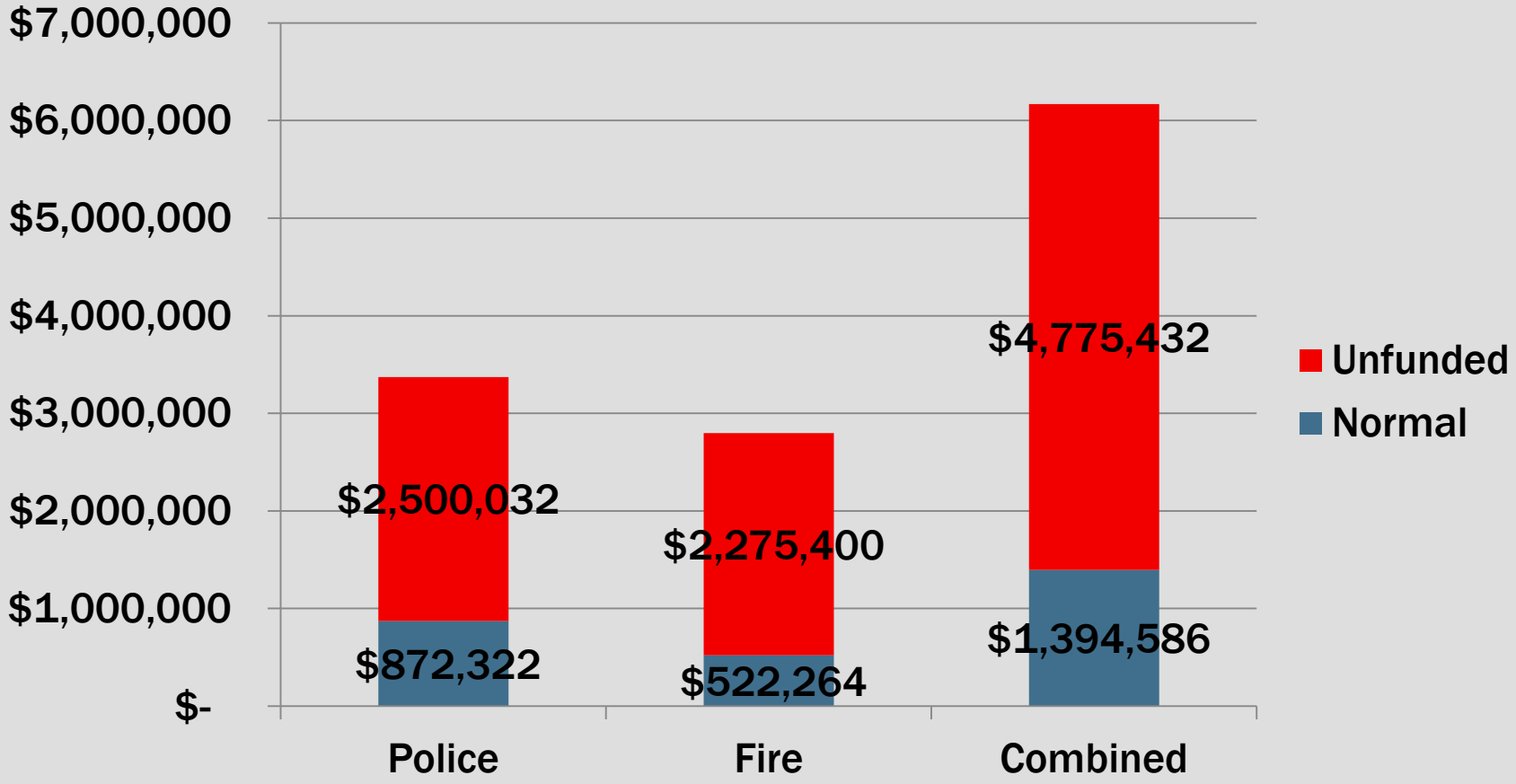
City of Flagstaff – History: Police



City of Flagstaff – 6/30/2014 Valuation

	Fire	Police	Total
Accrued Liability: Retirees/Drop	$53.7 M	$42.0 M	$95.7 M
Accrued Liability: Current EE's	$15.4 M	$18.3 M	$33.7 M
Total Liabilities	$69.1 M	$60.3 M	$129.4 M
Total Assets	$27.7M	$22.9 M	$50.6 M
Unfunded Liability	41.4 M	$37.4 M	$78.8 M
Funded Ratio	40.1%	38.0%	39.1%
Unfunded Ratio	59.9%	62.0%	60.9%

City of Flagstaff – FY16 Funding



General Fund Summary

- Estimated $400,000 in ongoing revenue
- Estimated fixed costs:

General Fund - Fixed Costs	Projected Increases
Electric	$21,000
Natural Gas	$14,000
Fuel and Oil	$0
Water/Sewer/Trash	$7,000
PSPRS - Police	$631,000
PSPRS - Fire	$763,000
ASRS – General Fund	$74,000
Property and Casualty	$0
Health Insurance	TBD
Total	**$1,510,000**

Budget Retreat: Intro into Budget Tools

- Fund vs. program
- 1x vs. ONG
- General vs. enterprise vs. special revenue
- 5 year plans
- Quality Infrastructure Cabinet (QIC)
- Capital Improvement Plan (CIP)
- Mini retreats – what are they?
- Overview of retreat schedule and scope

RELATIONSHIP BETWEEN FUNDS, DIVISIONS, AND SECTIONS

FUND TYPE	FUND	DIVISION	SECTION
GOVERNMENTAL	(All Modified Accrual Accounting)		
GENERAL	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Techology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Management Services	Management Services Revenue Purchasing Finance
		Community Development	Community Development Admin Capital Management Planning and Development Engineering Housing
		Fire	Fire Operations Fire Grants
		Police	Police Operations Police Grants
		Public Works	Public Works Administration Parks Fleet Management Cemetery Facilities Maintenance USGS Facilities Recreation
		Economic Vitality	Community Investment
		Non-Departmental	Council and Commissions Real Estate Proceeds Non-Departmental
SPECIAL REVENUE	Library	Management Services	Library City Direct Library County Direct Library County Indirect Library Grants
	Highway User Revenue *	Public Works	Street Maintenance Transportation Construction Street Construction
	Transportation *	Community Development	4th Street Overpass Street Improvements Safety Improvements
		Non-Departmental	NAIPTA-Transit Transportation
	Flagstaff Urban Trail System	Community Development	Flagstaff Urban Trail System
	BBB-Beautification	Economic Vitality	Beautification Beautification-Capital Improvements
	BBB-Economic Development	Economic Vitality	Economic Development
	BBB-Tourism	Economic Vitality	Tourism Visitor Services
	BBB-Arts & Science	Economic Vitality	Arts and Science
	BBB-Recreation	Public Works	BBB-Recreation Projects
	Housing and Community Service	Community Development	Community Housing Services Community Housing Grants Community Development Block Grants
	Metropolitan Planning Organization	Community Development	Flagstaff MPO
	EDA Revolving Loan - Econ. Dev.	Economic Vitality	EDA Revolving Loan

RELATIONSHIP BETWEEN FUNDS, DIVISIONS, AND SECTIONS

FUND TYPE	FUND	DIVISION	SECTION
GOVERNMENTAL	(All Modified Accrual Accounting)		
DEBT SERVICE	G.O. Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Special Assessment *	Non-Departmental	Debt Service
PERMANENT	Perpetual Care	Non-Departmental	Perpetual Care
CAPITAL PROJECTS	G.O. Capital Projects Fund	Non-Departmental	General Fund Capital Projects Core Services Facility Flagstaff Watershed Protection
	MFC Bond Capital Project Fund	Non-Departmental	MFC Bond Capital Projects Capital Project Court Facility
PROPRIETARY	(All Modified Accrual Accounting)		
ENTERPRISE	Utilities *	Utilities	Utilities Administration Water Production Water Distribution Water Resource Management Utilities Engineering Services Regulatory Compliance Wastewater Treatment - Wildcat Plant Wastewater Treatment - Rio Plant Wastewater Collection Reclaimed Water Water Capital Wastewater Capital Improvements Reclaimed Capital Stormwater Capital Improv-Rio De Flag Stormwater Utility
	Airport *	Economic Vitality	Airport Operations Airport Capital Projects
	Solid Waste	Public Works	Solid Waste-Landfill Solid Waste-Collections Solid Waste-Capital Improvements
	Sustainability & Environ. Mgmt. *	Public Works	Environmental Management
	Flagstaff Housing Authority *	Community Development	Flagstaff Housing Authority

* Major Funds based on the FY 2013 CAFR

City Council Budget Retreat *Nov/Dec.*

Program Managers/ Employee Input

Section Managers Review

Division Heads Review

City Council Budget Retreat *February*

Finance Review Process

Budget Team Review – *Detailed Budget/Program Review* *Budget Team/Division Heads/EAC*

Review of City Manager's *Proposed Budget* *Div. Heads/EAC*

City Council Budget Work Session *(Three Days)*

Public Hearing Property Tax Level Adoption *(As needed)*

Adoption of Tentative Budget

Adoption of Final Budget *(After Public Hearing)*

Property Tax Levy Adoption

Implementation of Budget

Intro into Budget Tools: Retreat Schedule

- Role of the Budget Team
- December
- February
- April
  - Budget Review Book

Budget Retreat: Leadership and EAC Priorities

Budget Retreat: Budget Priorities Exercise

- Divide into mixed Council, Leadership and EAC work groups
- Identify categories – what does success look like?
- What information is needed to make budgeting decisions?
- Connecting the budget to new Council goals
- Service changes – new, increase or decrease
- What is the scale of the budget request/priority? (small, medium or large)

Budget Retreat: Budget Priorities Discussion

- What is possible
- Council discussion (vote of four) on which ones to pursue: mini retreats, budget proposals, outside information, etc.
- Voting exercise
- Try to limit to 3

Retreat Wrap Up