

COMBINED WORK SESSION/SPECIAL MEETING AGENDA

**CITY COUNCIL COMBINED WORK SESSION/
SPECIAL MEETING
TUESDAY - JANUARY 14, 2014**

**COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
6:00 P.M.**

WORK SESSION

1. Call to Order

2. Roll Call

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

MAYOR NABOURS
VICE MAYOR EVANS
COUNCILMEMBER BAROTZ
COUNCILMEMBER BREWSTER

COUNCILMEMBER ORAVITS
COUNCILMEMBER OVERTON
COUNCILMEMBER WOODSON

3. Pledge of Allegiance

4. Public Participation

Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have an opportunity to speak. 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.

5. Preliminary Review of Draft Agenda for the January 21, 2014, City Council Meeting.*

** Public comment on draft agenda items may be taken under "Review of Draft Agenda Items" later in the meeting, at the discretion of the Mayor. Citizens wishing to speak on agenda items not specifically called out by the City Council for discussion under the second Review section may submit a speaker card for their items of interest to the recording clerk.*

6. Flagstaff Cultural Partners Annual Report

7. Review of Draft Agenda Items for the January 21, 2014, City Council Meeting.*

** Public comment on draft agenda items will be taken at this time, at the discretion of the Mayor .*

8. Public Participation

- 9. Informational Items To/From Mayor, Council, and City Manager.
- 10. Adjournment

SPECIAL MEETING

- 1. Call to Order
- 2. Flagstaff Regional Plan 2030: Place Matters

A. Consideration and Adoption of Resolution No. 2014-01: A resolution of the Flagstaff City Council adopting the *Flagstaff Area Regional Plan 2030 Place Matters* as the general plan for the City of Flagstaff.

RECOMMENDED ACTION:

- 1) Read Resolution No. 2014-01 by title only.
- 2) City Clerk reads Resolution No. 2014-01 (if approved above)
- 3) Adopt Resolution 2014-01 (adopting the Flagstaff Area Regional Plan 2030).

B. Consideration and Adoption of Resolution No. 2014-02: A resolution of the Council of the City of Flagstaff, Arizona ordering and calling a Special Election in and for the City of Flagstaff to submit to the qualified electors thereof a question with respect to ratification of the adoption of the *Flagstaff Area Regional Plan 2030: Place Matters* as the new general plan for the City of Flagstaff

RECOMMENDED ACTION:

- 1) Read Resolution No. 2014-02 by title only
- 2) City Clerk reads Resolution No. 2014-02 by title only (if approved above)
- 3) Adopt Resolution No. 2014-02

- 3. 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

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Roger Eastman, Zoning Code Administrator
Co-Submitter: Jim Cronk, Retiring Planning Director
Date: 01/02/2014
Meeting Date: 01/14/2014



TITLE:

Consideration and Adoption of Resolution No. 2014-01: A resolution of the Flagstaff City Council adopting the *Flagstaff Area Regional Plan 2030 Place Matters* as the general plan for the City of Flagstaff.

RECOMMENDED ACTION:

- 1) Read Resolution No. 2014-01 by title only.
- 2) City Clerk reads Resolution No. 2014-01 (if approved above)
- 3) Adopt Resolution 2014-01 (adopting the Flagstaff Area Regional Plan 2030).

Policy Decision or Reason for Action:

At the January 14, 2014 meeting the Council will consider whether to adopt the Flagstaff Regional Plan 2030.

Financial Impact:

None.

Connection to Council Goal:

1. Retain, expand, and diversify economic base
2. Effective governance.

Has There Been Previous Council Decision on This:

Over the past 6 months the Council has held numerous work sessions and two public hearings on the draft Flagstaff Regional Plan 2030. The Council provided direction on proposed text amendments to the draft Regional Plan at the December 6th retreat and December 17th meeting.

Options and Alternatives:

- 1) Adopt by resolution the Flagstaff Regional Plan 2030
- 2) Do not adopt the Flagstaff Regional Plan 2030

Background/History:

The Flagstaff Regional Plan serves as the general plan for the City of Flagstaff and as an amendment to Coconino County's Comprehensive Plan. The Plan was drafted by a Citizen Advisory Committee (CAC), with members appointed by the Flagstaff City Council and Coconino County Board of Supervisors, in collaboration with City and County staff, area residents, and businesses allowing for a more holistic approach for a future vision for the Greater Flagstaff Region. Preparing the Regional Plan was a grass-roots planning effort, with community members and City/County staff developing a document to guide the future growth and development of the region.

The planning area follows the Flagstaff Metropolitan Planning Organization (FMPO) boundaries which encompass 525 square miles.

Starting with a kick-off meeting in March 2009, the CAC, along with City of Flagstaff and Coconino County planners, Flagstaff Metropolitan Planning Organization staff, and hundreds of committed citizens have been working on an update to the Flagstaff Regional Plan as required by state law.

By Arizona state statute, every community with over 2,500 residents must update their general plan every 10 years. The City's last general plan (the current *Regional Land Use and Transportation Plan*) was ratified by City voters in 2001. The Arizona State Legislature extended the 10-year deadline in 2010 to 15 years in light of the economy and available resources at that time to complete such a planning endeavor.

Public engagement was a hallmark of the Regional Plan process, and such techniques as open houses, focus groups, stakeholder meetings, and working groups, were employed as well as the use of a community-wide survey prepared by Northern Arizona University, social media, video interviews, and a community design charrette. The July 2011 Community Design Charrette attracted over 200 people who drew maps and expressed opinions on how the region could grow over the next 40 years using three potential development scenarios as the basis for their decisions. These three scenarios were developed through a public process made possible by a Planning Assistance for Rural Arizona (PARA) Grant through the Arizona Department of Transportation (ADOT). Kimley-Horn and Associates, an Arizona planning and design firm, incorporated these various scenarios into Community Viz software, enabling the team to analyze such metrics as water and energy use, housing mix, jobs produced, and land consumption based upon each scenario. These metrics enabled an informed discussion with the CAC, City and County planners, and interested residents with regard to future land use patterns to fulfill the community's vision.

Incorporating thousands of community members' ideas and opinions, and those of a diligent and dedicated CAC, the Flagstaff Regional Plan has been developed by residents of the FMPO region. Each draft of the Plan received and incorporated hundreds of suggested edits. Also, a website was created as an important tool so that the Regional Plan was accessible to the general public and voters - www.flagstaffmatters.com.

On October 23, 2013, the City Planning and Zoning Commission recommended adoption of the Flagstaff Regional Plan 2030 document by the City Council with some recommended changes to the text and the maps. On October 29, 2013 the County Planning and Zoning Commission recommended adoption by the Coconino County Board of Supervisors with no recommended changes. The Board of Supervisors adopted the Plan on December 3, 2013, also with no recommended change to the CAC drafted plan.

After returning from summer recess the Council has held numerous work sessions on the draft Regional Plan in which the document was carefully reviewed chapter-by-chapter. Two public hearings were held at which many members of the community chose to share their opinions on the draft Plan. The Council developed a 'parking lot' list of issues and ideas that warranted further discussion by the Council, and on December 6th in an all day retreat, Council reviewed these items and provided direction to staff on how to update these issues and ideas into the final document. On December 17, 2013 the Council provided

final direction to staff on amendments to the Regional Plan, including moving former Policy LU18.3 (ITEM 38b on the Parking Lot Master List) into the list of strategies. Attached is the final Parking Lot Master List that includes all of the changes to the Regional Plan document identified by the Council.

Since then staff has completed all necessary changes and amendments to the Regional Plan document. An electronic version was posted on the City webpage on January 6, 2014, while a printed version of the Plan was made available to the Council and members of the public by Thursday afternoon, January 9, 2014. At this meeting the Council may also call a public election for ratification of the Flagstaff Regional Plan 2030 – Place Matters potentially to be scheduled on May 20, 2014 (Refer to the next Agenda Item).

Key Considerations:

As stated above, Arizona law requires that all cities and towns with over 2,500 residents update their general plan every 10 years. The Arizona State Legislature extended the 10-year deadline in 2010 to 15 years in light of the economy at that time. As the City's last general plan (the current *Regional Land Use and Transportation Plan*) was ratified by City voters in 2001, it is timely that the latest Regional Plan that has been developed over the past 4 or more years be presented to the Council for possible adoption, and ratification by City voters. If the Regional Plan is not approved by City voters later this year, the current Regional Plan will still prevail until an updated Plan is adopted and ratified.

Expanded Financial Considerations:

None.

Community Benefits and Considerations:

The residents of the City of Flagstaff and Coconino County within the FMPO planning boundary will benefit from an updated Regional Plan that has been developed in response to the many comments, ideas, and values of area residents over the past 4 or so years as the Plan has been developed.

Community Involvement:

As stated above, the foundation of the Flagstaff Regional Plan 2030 has been an extensive public engagement process from the inception of the process to update the City's existing Regional Plan in March 2009. Throughout this process, community residents have been informed, consulted, and involved in the development of the updated Regional Plan. They have also collaborated in the Plan's creation, and through the residents of the City's ability to vote on the Plan later this year, they will be empowered by making the final decision on whether to accept the updated Plan or not.

Expanded Options and Alternatives:

Refer to Page 1.

Attachments: Parking Lot Edits
 Res. 2014-01 Adoption of the Flagstaff Regional Plan

Flagstaff Regional Plan 2030 – Proposed Text Amendments as Directed by the City Council from the December 6, 2013 Retreat

During the City Council's December 6th Retreat on the Regional Plan in which the 'parking lot' was reviewed and discussed, as well as in response to comments provided at the December 10th Council work session, staff has developed proposed text amendments based on Council's direction.

This document describes each of the proposed text amendments throughout the Regional Plan. It is organized by chapter, and for each proposed amendment a page number and the 'parking lot' item number are provided. Where the proposed amendment is located within a paragraph, the whole paragraph is included so that the context of the amendment may be better understood.

Highlighted text reflects Council-directed amendments from the December 17, 2013 Council meeting.

PREAMBLE

The Regional Plan is a planning document that serves as a roadmap to implement the community's vision. This plan is not intended to require or preclude any particular action and does not provide specific criteria. Development criteria and standards are located in other documents such as the Flagstaff Zoning Code.

This plan should be viewed as a guide to better understand the community's future vision for the area. The goals, policies, maps, and illustrations within this plan do not preclude any property owner from exercising their private development rights.

ITEM 10:

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 ~~Require~~ regional detention basins to incorporate natural watershed characteristics as well as offering recreational components.

ITEM 15:

Policy LU.3.1. ~~Confine~~ Encourage development patterns within the designated growth boundaries to sustain efficient infrastructure projects and maintenance.

ITEM 14:

Policy CC.3.1. ~~Require~~ Encourage neighborhood design to be respectful of traditional development patterns and enhance the overall community image.

ITEM 16:

Policy LU.4.3. ~~Provide for~~ Encourage new mixed-use neighborhoods in appropriate locations within the growth boundary.

ITEM 17:

~~Policy LU.13.5. Provide an attractive, high-quality employee environment in new and renovated employment center design.~~

INTRODUCTION CHAPTERS

II-8 – ITEM 1:

People who live and work in the area see the cumulative effects of the region's growth. ~~For many, growth is seen as positive for the expansion of economic, educational, cultural, and medical opportunities, while for others growth is increasingly being associated with negative impacts such as traffic congestion, air and water pollution, loss of open space and traditional agricultural uses, limited housing choices for the work force, and loss of the "small town feel."~~ While it is true that there are different community perceptions toward growth, this plan realizes that growth is probable and good for our economy and overall community prosperity; therefore, we must acknowledge the following challenges we must face in accommodating this growth.

III-1 – ITEM 2:

~~A plan of this complexity inevitably contains conflicting goals and policies. When the goals and policies conflict and cannot be reconciled, it is the responsibility of the elected officials and their appointees to such groups as the City and County Planning and Zoning Commissions to recognize potential conflicts and to make choices based on their priorities.~~ "General Plans are not static documents; they recognize growth as a dynamic process, which may require revisions to the plan as circumstances or changes warrant."

I-3 – ITEM 3:

To attain the vision of the *Flagstaff Regional Plan*, the plan adopts eight guiding principles to help promote future development. These eight guiding principles represent our collective community values, ~~and their achievement over time depends on putting into effect specific, carefully framed policies.~~

II-5 – ITEM 4:

Flagstaff also has a substantial seasonal population, ~~with Census data indicating that second homes make up approximately 10 percent of the total housing stock in the City; however, other analysis suggests a higher percentage (15 to 18 percent)~~ with Census data and City of Flagstaff Housing studies indicating that second homes make up approximately 10 – 18% of the total housing stock in the city. In addition, there are over 6 million visitors to the area annually...

I-0 – ITEM 7:

Flagstaff thrives when development invests in contextual design and thoughtful preservation of buildings as assets to our community character. We strive to integrate land use, growth, and transportation systems holistically with our natural environment. Regional policy makers are committed to careful decision making to manage the cost of development to support fair, predictable, and cost-effective growth. It is also essential to ~~manage consider~~ government services and facility needs as a means to collaboratively coordinate public safety.

I-0 – ITEM 8:

~~Providing~~ Quality housing and vibrant walkable neighborhoods for people of all income levels is vital for a successful community. This plan promotes a healthy economic climate by encouraging existing employment center growth and reusing underutilized, vacant, or obsolete commercial and industrial spaces for future use. Mixed land uses increase property values and revenues by creating attractive activity centers. Regional recreational opportunities are highly valued resources and will be accessible to our residents and visitors.

I-4 – ITEM 10:

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 ~~specific~~ general planning

III-9 – ITEM 19:

Under Major Amendment: Suburban to urban greater than ~~5~~ 10 acres
See attached PDF of complete revised Amendment Process Table

III-9 – ITEM 20:

Under Major Amendment: Extension of a corridor or great street more than a 1/4 mile in length
Under Minor Amendment: Relocation of an activity center within the same general area
See attached PDF of complete revised Amendment Process Table

CHAPTER IV – ENVIRONMENTAL PLANNING & CONSERVATION

IV-9 – Item 2:

[Delete the box at the bottom of the page] ~~Why do we buy, build, and choose to live and work in the Flagstaff area? Because of our unique natural and cultural resources!~~

-IV-12 – Item 4:

Policy E&C.2.1. Reduce ~~fossil fuel generated~~ all energy consumption in public, commercial, industrial, and residential sectors.

IV-13 – Item 5:

These goals can be realized by: ~~1) restricting economic “activity centers” in any area designated as Lighting Zone 1 enacted to protect astronomical institutions; 2~~1) addressing non-conforming lighting currently exempted by ‘grandfathered’ regulations; and ~~3~~2) developing tighter control of so-called “trespass” lighting that allows involuntarily impacts on properties beyond on-site uses.
~~Policy E&C.5.3. Enforce dark sky ordinances.~~

IV-10 – Item 6:

During the past decade, the Flagstaff region realized growth that increased air pollution-generating activities, such as on- and off- road vehicle emissions; rail traffic; residential, commercial, and industrial development; and wood-burning fireplaces. In addition to growth impacts, upwind stationary sources such as electrical power plants, mining operations, and other industries emit air pollutants that may affect our region. ~~More than a dozen facilities operate within or adjacent to Coconino County that produce significant amounts of carbon monoxide, nitrogen oxides, volatile organic compounds, sulfur dioxide, particulate matter, or ammonia.~~ Violations of National Ambient Air Quality Standards have not occurred in Coconino County. ~~However, on some days, perceptible reductions in visibility do occur.~~

IV-12 – Item 7:

For the purposes of the *Flagstaff Regional Plan*, how we develop land ~~and transition to compact development and walkable communities~~ appropriately and effectively will have the biggest impact on

our reduction of greenhouse gas emissions and ~~mitigating mitigation of~~ climate change ~~through local action~~.

IV-11 – Item 9:

Recent warming in the Southwest has resulted in declines in spring snowpack and Colorado River flow. Key issues that the American Southwest, including the Flagstaff region, must address include the following:

- ~~Adverse i~~mpacts on the region's unique tourism and recreation opportunities

IV-12 – Item 12:

~~Policy E&C.2.2. Promote investments that strengthen climate resilience and discourage those that heighten climate vulnerability.~~

IV-12 – Item 16:

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. ~~and rainwater harvesting, and minimize the energy-intensive transport and pumping of water.~~

IV-13 – Item 17:

~~Policy E&C.5.3. Enforce dark sky ordinances.~~

IV-15 – Item 18:

Policy E&C.6.3. Promote protection, conservation, and ecological restoration of the region's diverse ecosystem types and associated animals, ~~especially rare, sensitive, threatened and endangered species on both public and private lands in a landscape context.~~

IV-15 – Item 21:

Policy E&C.6.7. Use best ~~environmental~~ practices to control the spread of exotic and invasive plants, weeds, and animals, and eradicate where possible.

IV-16 – Item 23:

Policy E&C.7.2. Favor the use of ~~all~~ 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.

CHAPTER V – OPEN SPACES

V-5

Applying an Open Space Plan

An important task of this ~~p~~Plan is to address where open space should be preserved, regardless of ownership, thus defining where sustainable urban expansion can occur. As described in Chapter IV - Environmental Planning and Conservation, future development should strive to balance the preservation of important open space lands for use as wildlife habitat and corridors, riparian waterways, and floodplains, while allowing appropriate urban development in less sensitive areas.

One of this ~~This~~ Plan's ~~primary~~ goals is to maintain Flagstaff's quality of life by balancing development with the retention of open spaces and natural areas. Specific values and objectives include the following:

- Promote an open space green belt that connects rural and urban open spaces
- Link trails
- Contain and direct growth and development
- Develop non-motorized transportation corridors
- Support recreational opportunities
- Protect the area's scenic quality
- Protect lands with significant historic or cultural resources
 - Provide wildlife movement corridors
 - Preserve wildlife habitat
 - Foster healthy watershed and air quality
 - Safeguard people and property through flood control
 - Preserve significant natural areas characterized by unusual terrain, scenic vistas, unique geologic formations, intact or unique vegetation, or wildlife habitat
 - Utilize open space to prevent encroachment into floodplains.
 - Preserve open space for future land use needs
 - Provide urban parks and open space around compact building development
 - Preserve a buffer between urban development and National Forest lands

Also add a "Helpful Terms" box on V-1 that includes the definition of open space

Open Space - undeveloped or minimally developed lands that have been designated to remain undeveloped, be preserved to protect natural resources, serve as a buffer, and provide opportunities for recreation that requires no facilities. Such recreational uses include walking, trail running, biking, photography, and sitting quietly. Open spaces differ from parks in that open spaces do not have the developed facilities that are traditionally associated with city parks, such as stadium-style lighting, bleachers, playground equipment, and competitive sports fields.

~~In addition, the Picture Canyon Working Group recommends that~~ With the purchase of Picture Canyon by the City of Flagstaff in December 2013, the vision to create the Picture Canyon Natural and Cultural Preserve as permanent designated open space will be realized ~~will be implemented as part of the Flagstaff Regional Plan~~. Picture Canyon fully embodies the values and objectives listed above and will serve as an everlasting tribute to the unique characteristics and qualities of our region.

Open space lands that have been designated for open space purposes are intended for protection through various mechanisms, including but not limited to, conservation easements, conservation financing, zoning designation, and purchase of development rights (refer to 'Tools for Open Space Planning, Acquisition, and Conservation'). Lands designated as open space and which have been protected from development may include a complex mosaic of undeveloped or minimally developed lands with a wide variety of qualities, values, and purposes, including natural areas, historic and cultural areas, parks and recreation areas, agricultural lands, trails, and scenic views, viewsheds, and vistas. Private land may only be included as designated open space at the request of the land owner. Open space lands do not include vacant land that may be publicly- or privately-owned.

7. **Zoning:** Within the City ~~t~~he Public Lands Forest (PLF) Zone applies to areas of the city designated as National Forest while the Public Open Space (POS) Zone may be applied to areas that are appropriate for designation as public open space to allow for resource protection in an essentially undeveloped state, ~~State Trust lands classified as "suitable for conservation purposes," county, and municipal permanent open space/ preserve lands.~~ Once a parcel is

purchased, traded, or donated for open space in the Ccity, a zoning change to POSLF status should occur ~~needs~~ to recognize the new designation. The County Zoning Ordinance also includes an Open Space and Conservation Zone for the purpose of zoning open space.

[From Chapter IV – ITEM 1]

New description of a CLS to be included in the list on page V-6:

9. **Conservation Land System (CLS):** ~~A CLS is a set of lands managed or set aside for conservation purposes including areas of biological, cultural, and historical significance. Conservation can be achieved through a variety of means including acquisition, conservation easement, transfer of development rights, conservation-based ordinances and guidelines, and intergovernmental agreements~~ A Conservation Lands System is intended to be a combined city/county system that includes the FUTS, City and County parks, natural areas and open space, and the different organizations administering or connecting to those areas (e.g. City and County, Forest Service, Museum of Northern Arizona, etc.). Participation of the City and County in the Conservation Lands System is essential to its success. The purpose of the system is to coordinate the different types of uses and organizations so that they work together for public benefit. Examples of where coordination has been accomplished or is ongoing are the connection of FUTS to the County trail system at Fort Tuthill County Park with connectivity to the Flagstaff Loop Trail and US Forest Service Trails and connecting Thorpe Park to the FUTS which may connect through Observatory Mesa to Forest Service trails.

CHAPTER VI – WATER RESOURCES

VI-8 – ITEM 1:

New 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.]

VI-13 – ITEM 3:

Policy WR.3.6. ~~Golf courses will use reclaimed water for irrigation purposes.~~ All large turf areas (e.g. schools, parks, golf courses, etc.) should use reclaimed water or other approved rain harvesting techniques for irrigation purposes.

CHAPTER VII – ENERGY

VII-5 – ITEM 1:

Policy E.2.4. ~~Pursue, promote, and reward~~ Encourage small-scale renewable energy production and use on the local level on ~~individual~~ appropriate residential, commercial, and industrial parcels.

VII-3 – ITEM 2:

Policy E.1.5. Promote and encourage the expansion and use of energy-efficient modes of transportation:

- Public transportation
- Bicycles ~~(Flagstaff Urban Trails System, bike lanes, bicycle parking)~~
- Pedestrians ~~(sidewalk grid, crosswalks, street planting strips and medians, underpasses)~~

VII-3 – ITEM 3:

Policy E.1.6. Develop land use regulations promoting land use patterns that increase energy efficiency ~~in the building and transportation sectors.~~

VII-3 – ITEM 5:

Policy E.1.8. Incorporate [alternative](#) energy conservation and renewable energy systems in ~~zoning and building-applicable~~ codes.

VII-5 – ITEM 6:

Policy E.2.3. ~~Develop City and County~~ [Promote](#) renewable energy pilot programs as a showcase to educate the public and the development community.

CHAPTER VIII – COMMUNITY CHARACTER

ITEM 1:

New [Policy: CC.4.9. Develop appropriate tools to facilitate the undergrounding of existing overhead utility lines, especially in established viewsheds and in reinvestment areas.](#)

VIII-3 – ITEM 4:

Policy CC.1.3. ~~Protect the region's topographical features, such as mountains, canyons, and forested settings from development.~~

~~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 [like mountains, canyons, and forested settings](#).

[Renumber following policies.]

VIII-20 – ITEM 6:

Many residents celebrate the historic neighborhoods, those of the pre-Route 66 era, in which walkability, front porches, and street trees are pointed to as “favorite characteristics.” Future neighborhood design can very well emulate the characteristics of these existing places, using traditional neighborhood design as the basis. The drivable suburban context is improved when it borrows ~~heavily~~ from the ~~pedestrian-connectivity~~ character ~~of our~~ urban areas.

VIII-23 – ITEM 7:

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](#).

VIII-23 – ITEM 8:

Policy CC.4.4. Design streets and parking lots to ~~de-emphasize~~ [balance](#) automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment.

VIII-26 – ITEM 9:

Policy CC.5.3. [Encourage the integration of](#) ~~Integrate~~ art into public and private development projects.

VIII-26 – ITEM 10:

~~Policy CC.6.1. Support growth of the Southwest culture in the visual and performing arts.~~

~~Policy CC.6.2. Develop a business plan for an annual Native American Pow Wow.~~

VIII-26 – ITEM 11:

New Policy: CC.2.6. Expand a program to educate the owners of historic resources of the heritage value of their properties.

New Policy CC.2.7. Protect existing historic districts from encroachment by land uses that compromise the historic characteristics of the district.

[SUGGESTION – THIS POLICY IS SIMILAR TO POLICY ED 3.9. AND SEEMS APPROPRIATE IN THIS CONTEXT]

VIII-27 – ITEM 12:

In addition, the region is host to many diverse events and festivals, ~~such as the annual Route 66 Festival and Pickin' in the Pines music festival.~~

VIII-26 – ITEM 13:

Arts, sciences, and education are an integral part of the social and economic fabric of the community. As the location of one of three public universities in Arizona, a hub of night sky research and archaeological research, and home to many Native American artists, the Flagstaff region has a wide range of educational, scientific, and cultural organizations, resources, attractions, and activities that are a source of community pride and enrichment. A great number of artists, scientists, and educators choose to live here because of these opportunities. ~~However, without coordination, preservation, and promotion, it is possible that these activities and resources can be lost through indifference or unintended development decisions or policies.~~

CHAPTER IX – GROWTH AREAS AND LAND USE ~~AND GROWTH AREAS~~

This chapter is inserted on the following page.

CHAPTER IX – GROWTH AND LAND USE AND GROWTH AREAS

Highlighted text reflects Council-directed amendments from the December 17, 2013 Council meeting.

In response to the Friday, December 6th retreat with specific reference to Council’s direction to address compact development, staff has rearranged this chapter so that it is easier to follow. An outline is provided below (note that the page numbers refer to the current draft Plan and will be revised):

Inside this Chapter:

EXISTING LAND SUPPLY

Existing Land Ownership Map #16
Development Potential of Vacant Parcels Map #18
Future Growth Illustration - FMPO Scale #19
Future Growth Illustration - City Scale #20

GROWTH

Reinvestment Areas IX-57
Transitions Map #23
Public Utilities & Activity Centers Map #24
Greenfield Development IX-65

AREA TYPES

Urban IX-22
Suburban IX-33
Rural IX-39
Employment IX-46
Special Planning Areas IX-48

PLACE TYPES

Activity Centers & Corridors IX-49
Activity Centers & Corridor Map #22
Neighborhoods IX-56

~~GROWTH~~

~~Reinvestment Areas IX-57~~
~~Transitions Map #23~~
~~Public Utilities & Activity Centers Map #24~~
~~Greenfield Development IX-65~~

IX-1

The Growth and Land Use and Growth component of the Flagstaff Regional Plan is a community vision of how land use in the region should occur for the next 20 years. It also sets the legal framework for more specific planning and guiding zoning regulations. It is important to recognize that this is a diverse community that demands land use options while recognizing private property rights. To promote a balanced land use pattern, consideration will be given to ~~the region will consider~~ the following concepts:

The text provided in this document has been copied from the final draft Regional Plan previously provided to the City Council. Please note that in copying this text from one software program to another, the formatting of the original document has been lost. This is especially true of the tables in this chapter. The original formatting and look of the document will be recreated in the final version of the Flagstaff Regional Plan prepared for possible Council adoption.

Note: As explained below, the “GROWTH” section of this chapter has been moved from the end of the chapter to the beginning. As a result all goals and policies in this chapter will be renumbered in the final version of the Regional Plan.

Area Types

This chapter is organized around three area types: urban, suburban and rural. Flagstaff enjoys existing urban, suburban, and rural areas as neighborhoods, shopping areas, roadways, and other spaces. Within each area type, there are distinct areas called place types. ~~Employment Centers can exist within all place types, but along with Special Planning areas, they need special consideration.~~

Place Types

Place types include activity centers, neighborhoods, and corridors, and provide the framework around which our community ~~ies~~ is ~~are~~ built. Land uses that occur within the different place types are further designated into categories such as residential, commercial, and institutional, which define the type of use and zoning for those place types. The land uses appropriate for each activity center are listed on the urban, suburban, and rural area character tables. Employment Centers can exist within all place types, but along with Special Planning areas, they need special consideration

Growth

Future growth will be concentrated in reinvestment areas and will include a balance of infill and redevelopment in existing neighborhoods, as well as the development of “greenfields” within the growth boundary.

Our Vision for the Future

In 2030, our community continues to grow in a smart and connected way, making as compact development makes investments in efficient infrastructure, alternative travel modes, and promoting housing choice ~~image~~ while seeking to reduce sprawl. The land use decisions made in the region promote a healthy lifestyle and quality of life desired by many.

IX-2

Context of Land Uses

Flagstaff’s historical pattern of land uses was driven by the early economics of the railroad, sawmills, the university, and ranching. New development should strive ~~needs~~ to be contextually sensitive to fulfill the Flagstaff Regional Plan’s guiding principles and provide lifestyle choices for the community.

Within each area type are groups of place types – all working together to complete and connect homes with jobs, school, activities, and shopping. The **community vision is to focus infrastructure investments where they will have the most impact** – in reinvestment areas of activity centers and corridors, as well as preservation of existing neighborhoods, **and to make walking and bicycling from and to all place types an opportunity for residents and visitors**. This chapter covers land designations for future growth patterns, and the Future Growth Illustrations (Maps #19 and #20) identify ~~ies~~ the area types of urban, suburban, and rural character. It is expected that more detailed plans, ~~activity-center and civic spaces~~ specific plans for activity centers, public facility planning, and neighborhood plans will define the context and particulars for development, reinvestment, and conservation ~~in any given specific vicinity~~.

IX-2

How Land is Evaluated

Land Use versus Zoning – Policy versus Ordinance. Land use refers to the general activity that occurs on land. Zoning regulates building size, bulk, density, and in every case, ~~the~~ land use. Land use is regulated through the City's adopted Zoning Code zoning ordinance which. ~~The adoption of ordinance~~ is guided through policy language adopted in the Flagstaff Regional Plan. ~~This is a policy document intended to help decision-makers evaluate new ordinance.~~

IX-5

Local Trends

- **Geography** and the Northern Arizona climate greatly influence development. The ownership patterns of private and public lands and topography also played a significant role in determining the development patterns.
- **Growth areas** in the past 10 years have been significant single-family subdivisions (for example, Boulder Pointe, Ponderosa Trails, and Anasazi Ridge) with recent multi-family residential additions. This reflects the needs of the university and demographic shifts. The metro-area regional market is reflected in the fact that housing has generally followed retail development.
- **Growth boundaries** have been established by Flagstaff to reduce sprawl development and where possible, to promote a more compact development pattern with and efficient infrastructure within the City. Rural Growth Boundaries in county areas have been ~~are~~ established while in ~~respecting~~ ~~of~~ public and private land ownership.
- **Mixed-use** development promotes a more compact, walkable urban form, and can be seen locally in Flagstaff's historic downtown and more recently around the University campus. Mixed-use opportunities also exist in this region where planned activity centers host a significant amount of growth in office space, retail business, and multi-family housing.
- **Public spaces** are one of the most important design aspects of a city, they serve as is its collective commons—the shared public spaces where people gather, including streets, squares, parks, markets, playgrounds, or sports facilities. The Flagstaff region hosts a number of public spaces, yet the population desires more designed public spaces. As Heritage Square in the downtown attests, good public spaces are well ~~produce a lot of~~ used. This plan reflects on how those spaces interact with homes and businesses as well as how they are connected together.
- **Regulations** – Zoning codes, building codes, fire codes, health codes, and engineering standards are regulatory documents intended to promote the goals and policy for Flagstaff. These r ~~Regulations~~ are in place to serve the greater good of public health and safety, and to promote a well-planned community.

Reinvestment areas implement the goals for revitalization, redevelopment, and infill to promote activity centers and walkable neighborhoods. Many of these areas require utility upgrades and infrastructure to be provided as incentives for private investment. As the private and public sectors continue to work together, parcel assemblage and infrastructure needs will need to be met to assist in enhanced reinvestment projects. Some examples of revitalization projects in the urban and suburban context are: Sawmill at Aspen Place, a 40-acre commercial infill and brown field redevelopment

project; the Lumberyard Brewery adaptive-reuse and historic preservation; [and](#) Barnet Dulaney Perkins Eye Surgical Center redevelopment on Switzer Canyon Drive.

~~Why Compact Development? Successful compact development~~

~~for the region features the following,~~

~~respecting the Flagstaff region's scale~~

~~and design traditions:~~

- ~~• Well-connected access for pedestrians, bicyclists, cars, and transit~~
- ~~• Pedestrian-, bicycle-, and transit-friendly design~~
- ~~• Concentrations of population and/or employment~~
- ~~• Medium to high densities appropriate to context~~
- ~~• Smaller housing choices on small lots and multi-family options with shared amenities~~
- ~~• A mix of uses~~
- ~~• Interconnected streets~~
- ~~• Innovative and flexible approaches to parking~~
- ~~• Access and proximity to transit~~

~~Compact development can be built anywhere, and can be adapted to the urban, suburban and rural context. It encompasses residential and commercial development.~~

IX-6 ITEM 4:

Transportation options are more complex than creating a bus route, building sidewalks, or striping a bike lane (even though those are all important). Expanding transportation choices demands a shift in our land use patterns and the way we locate and shape future development. To complement land use changes, we must challenge our current notions of space and how we get from Point A to Point B on a daily basis. Public and private traffic engineers ~~should can~~ design [streets according to "Complete Street" principles to balance for](#) pedestrian and bicyclist safety and [the needs of transit and all other vehicles](#) ~~experience first, automobile driver experience second, transit options next, and auto capacity and speed last. This will be a paradigm shift from the current automobile-only focus.~~

Formerly IX-57 – ITEM 3:

[GROWTH \[MOVED UP AFTER MAP 16 where it is more appropriately located than at the end of the chapter\]](#)

[THE DISCUSSION ON Compact Development NOW MOVED INTO THE BEGINNING OF THE GROWTH SECTION](#)

Formerly IX-57 – ITEM 3:

Historically, growth areas in the Flagstaff region have clustered around jobs, from the earliest railroad stop and lumberyards, to the University and downtown Flagstaff. [Within the region, the City of Flagstaff is surrounded by public lands, and thus the supply of private land for development is somewhat limited. For these reasons, and because Flagstaff residents value the protection of the natural forests and public lands surrounding the City, planning in Flagstaff for the last 25 years has encouraged \(but not mandated\) development in more central areas, thereby preserving more of the outer areas of the region and reducing sprawl. This concept of "compact development" was included in the Flagstaff Growth Management Guide 2000 adopted in April 1987 and continued within the former Flagstaff Regional Land Use and Transportation Plan adopted in November 2001. Both of these documents included goals and policies in support of the principles of reduced sprawl and compact development, while also allowing for many developments to occur under existing zoning and land entitlements.](#)

The principle of compact development may be viewed and described in three tiers.

1. Citywide: At the city-wide scale compact development can encourage infill and reinvestment in existing urban, suburban, and rural area types, thereby allowing for the preservation of open space and natural resources toward the periphery.
2. Activity centers and neighborhoods: At the local level, such as in activity centers and within neighborhoods, compact development allows for increased intensity and density of residential, commercial, or mixed-use activities through creative and intensive site design within activity centers at urban, suburban and rural contexts, and along corridors. Typical residential densities in compact developments are higher than in adjoining areas and encompasses residential and commercial development, and single-family houses, townhomes, apartments, and live-work units so that residents have a choice in the type of housing they desire. In commercial areas, two and three story buildings are typical, with building fronts right up to the sidewalk, and parking arranged behind and to the side of buildings. A range of housing and transportation options are supported, with an emphasis on improving pedestrian and bicycle circulation within a complete street, reducing necessary additional vehicle trips. Civic spaces are typically included, providing opportunities for civic participation, shopping, recreation, and socializing outdoors in all seasons. Employment centers also provide important opportunities for compact development.
3. Cluster development: Within a development site, residential and commercial uses may be clustered closer together as a means of preserving natural resources and open space and minimizing infrastructure costs.

Support for the concept of more compact growth does not, and has not, precluded new suburban development from occurring away from the center of the city, such as, the Ponderosa Trails subdivisions. It does, however, speak to a desire to encourage some future development to be more inwardly focused while ensuring freedom of choice for developers to satisfy market demand for various housing types.

~~The future will focus investments and development potential to urban areas and compact growth as growth management strategies.~~ The discussion of growth areas is paramount in reducing sprawl, protecting open space, and promoting efficiencies in infrastructure and services.

~~Where Should Growth Occur?~~

~~The Flagstaff region will accommodate residential, commercial, institutional, and public space growth needs by focusing infrastructure and incentives for:~~

- ~~• Revitalization of the urban core, particularly existing and under-utilized activity centers~~
- ~~• Infill of the vacant lots in urban, suburban, and rural neighborhoods~~

THIS IS THE COMPACT DEVELOPMENT BOX:

Why Compact Development? Encouraging the option of compact development for the region allows for the following to be achieved while still respecting Flagstaff's scale, character, and design traditions:

- o Support economic vitality
- o Well connected access for pedestrians, bicyclists, cars, and transit
- o Appropriate multi-modal thoroughfare design
- ~~o Concentrations of population and/ or employment~~
- o Medium to high densities in appropriate contexts
- o Provision of a range of housing options including smaller housing types on small lots and multi-family housing options with shared amenities
- o A mix of uses, i.e. several types of housing, commercial, and office space are located in close proximity with civic spaces to provide vibrant commercial spaces, quality places for people to live, and to support infill and reinvestment of existing developed areas.
- o Interconnected streets
- o Innovative and flexible approaches to parking
- o Access and proximity to transit
- o Reduction of sprawl on the periphery of the region
- o Support of conservation and open space goals as well as watershed protection
- o Minimize traffic congestion
- o Reduced miles of streets and utility infrastructure resulting in lowered future City operating and maintenance costs.

[Move land use tool box from Page IX-11 to here. Also, add more photographs.]

Land Use Tool Box MOVED HERE

Formerly IX-11 – ITEM 5

Activity Centers are mixed-use areas where there is a concentration of commercial and other land uses typically defined by a pedestrian shed. ~~The activity centers are encompassed by 1/4 mile pedestrian shed, which indicates~~ appropriate location for higher-density residential development, live-work units and home-based businesses, and the need for a high-degree of pedestrian and bicycle connectivity to the center ~~or commercial core~~ of the activity center.

Formerly IX-11 – ITEM 3, 5, &31

Pedestrian Shed is the basic building block of walkable neighborhoods. A pedestrian shed is the area encompassed by the walking distance from an ~~town or~~ activity center, ~~and is~~. ~~Pedestrian sheds are~~ often defined as the area covered by a 5-minute walk (about 1/4 mile, ~~1,320 feet, or 400 meters~~). They may be drawn as perfect circles, but in practice pedestrian sheds have irregular shapes because they cover the actual distance walked, not the linear (~~as the crow flies~~) distance. ~~Linear Pedestrian Shed extends for a 1/4 mile radius along a pedestrian-oriented~~ In practice, it is common for people to walk greater distances than a ¼ mile to access and activity center. ~~street (corridor and/or Great Street).~~

Formerly IX-57

Reinvestment Areas

A community reinvests in an area through revitalization, redevelopment, infill, brownfield redevelopment, and historic preservation, all of which play a vital role in improving the quality of life for those living in and traveling to the City of Flagstaff and the region. Reinvestment promotes the

resurgence of existing activity centers and walkable neighborhoods in areas suffering from lack of maintenance, and within activity centers and corridors ~~and their respective pedestrian shed~~. More detailed planning, such as specific plans or corridor plans will be required as these areas resume or begin more active roles within the community. Activity centers and corridors as “Great Streets” have high are the biggest reinvestment potential, as these are located in areas of greater return on investment. Refer to Chapter VIII - Community Character for a full discussion.

Many of the region’s existing areas need utility upgrades and improvements as incentives to attract reinvestment and development. As the private and public sectors continue to work together, ~~parcel assemblage and~~ infrastructure needs must be met to assist in enhanced revitalization projects. Map 24 shows public utilities in the Flagstaff region over 50 years old that could benefit from upgrades. Refer to *Public Utilities & Activity Centers Map #24, pg. IX-61*.

Reinvestment, redevelopment, and infill at the neighborhood scale results in the ~~lates to~~ look and functionality ~~aesthetic treatment~~ of the existing developed area. Examples of this include repairing what is already in place, remodeling, fixing-up and adding-on; addressing the need for neighborhood retail, bus stops, social spaces, green spaces, sidewalks, crosswalks, and public art, while preserving community integrity, character, safety, and livability. Refer to *Transitions Map #23*.

ITEM 34 & 36

While reinvestment in a neighborhood or community has obvious advantages as described above, the needs and values of existing residents must be carefully considered in redevelopment and reinvestment projects to mitigate the negative results that might occur from gentrification. It is important, therefore, to ensure that policies are established to ensure broad participation in decision making processes, and to mitigate the possible displacement of existing residents and businesses by the developer.

Formerly IX-57:
Helpful Terms:

Reinvestment Areas- Infill, redevelopment, brown field redevelopment, preservation, and adaptive re-use are all ways to revitalize areas of our community.

Greenfield Development - Areas that exist mostly on the periphery of the city, within or contiguous with the urban growth service boundary, can be considered for Greenfield development. [Note to staff – Word Search to ensure consistency – use “urban growth boundary”]

Formerly IX-64

REINVESTMENT GOALS AND POLICIES

Goal LU.18. Invest in existing neighborhoods and activity centers for the purpose of developing complete and connected places.

Policy LU.18.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.

Policy LU.18.2. 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.18.3. 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 18.4. Attract private investment by reinvesting in transportation infrastructure improvements as well as public utilities infrastructure for desired development size.

Policy LU.18.5. Maintain and upgrade existing infrastructure and invest in infrastructure to make redevelopment and infill an attractive and more financially viable development option.

Policy LU.18.6. Establish greater flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites.

Policy LU.18.7. 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.

ITEM 30:

Policy LU.18.8. Encourage ~~and invest in~~ voluntary land assemblage in an effort to create better utilization and opportunities for development.

Policy LU.18.9. Provide public education regarding the sustainability and beneficial economics of redevelopment and infill.

Policy LU.18.10. Consider adaptive reuse possibilities when new big box developments are proposed.

ITEM 37:

Policy LU 18.11 Ensure that there is collaboration between a developer and residents and property owners in existing neighborhoods where redevelopment and reinvestment is proposed so that they are included, engaged, and informed.

ITEM 38:

Policy LU 18.12 **Seek** fair and proper relocation of existing residents and businesses in areas affected by redevelopment and reinvestment, where necessary.

~~ITEM 38: (Rewritten and moved to strategies)~~

~~New Policy LU 18.3 Consider and integrate plans for formal relocation or informal eviction through rent increases into proposed redevelopment and infill plans where existing residents may be impacted.~~

Greenfield Development

While suburban retrofits, urban infill, and activity center redevelopment projects are encouraged as a priority~~take precedence~~, Greenfield development ~~is~~will likely continue to be an important component of the community's growth~~still an option~~. The relevant goal and policies apply to state land parcels identified for development in the Growth Illustration Map as well as larger, vacant tracts of private land, much of it south of I-40 between Woody Mountain Road and Fourth Street. Important opportunities for Greenfield development may exist in the Bellemont area.

~~Flagstaff patterns of growth have been primarily subdivisions of single family houses. This form of development forces residents to travel by automobile for daily needs, and makes it difficult to stay within~~

~~the same neighborhood when they need a different type or size of housing. This plan discourages development of this type and promotes a preferred pattern of development for new neighborhoods.~~

Outward expansion may be a demonstrated growth need in balance with infill redevelopment. State land parcels and privately owned tracts within the growth boundaries are excellent locations for such expansion.

Formerly IX-19

What We Have VS. Where We Are Going

Whether new development occurs in the urban, suburban, rural, or employment context, the following ~~set of~~ goals and policies are applicable to all projects. In addition, the goals and policies for the specific **area type** (urban, suburban, or rural) must also be applied.

APPLICABLE TO ALL LAND USES - GOALS AND POLICIES

Goal LU.1. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.

Policy LU.1.1. Within the urban, suburban, and rural context, use neighborhoods, activity centers, corridors, public spaces, and connectivity as the structural framework for development.

Policy LU.1.2. Coordinate land use, master planning, and recreational uses, when feasible, with local, state, and federal land management agencies and tribal land owners.

Policy LU.1.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers.

Policy LU.1.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space.

Note: The Community Character and Economic Development chapters of this plan include further policies regarding Flagstaff's unique sense of place. Also refer to the Neighborhoods, Housing, and Urban Conservation chapter for existing neighborhoods policies.

ITEM 13:

Policy LU.1.5. Allow and encourage urban agriculture ~~including home gardens, community gardens, urban farms, chickens, greenhouses, on-site sales of produce, and farmer's markets within urban, suburban, and rural contexts and in selected open space parcels.~~

Goal LU.2. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.

ITEM 8:

Policy LU.2.1. Develop neighborhood plans, specific plans, area plans, and master plans for ~~all~~ neighborhoods, activity centers, corridors, and gateways, as necessary.

Policy LU.2.2. 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.3. ~~Encourage~~~~Apply~~ compact development principles to achieve efficiencies and open space preservation.

Note: For more information, refer to “Tools for Conservation” in the Open Space chapter.

Policy LU.3.1. ~~Encourage~~~~Confine~~ development patterns ~~within~~~~to~~ the designated growth boundaries to sustain efficient infrastructure projects and maintenance.

Policy LU.3.2. Promote infill development over peripheral expansion to conserve environmental resources, spur economic investments, and reduce the cost of providing infrastructure and services.

Policy LU.3.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural.

ITEM 10:

[New Policy LU 3.4. 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.3.~~5~~~~4~~. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.

Policy LU.3.~~6~~~~5~~. Encourage the distribution of density within neighborhoods ~~in relationship to~~~~relate to~~ ~~the access of~~ associated activity centers and corridors, infrastructure, transportation, and natural constraints, ~~such as~~ ~~like~~ slopes and drainages.

ITEM 11:

Policy LU.3.~~7~~~~6~~. ~~Encourage the placement of~~ ~~Place~~ institutional and ~~civic~~ ~~public~~ buildings centrally within a ~~compact~~ neighborhood to promote walkability and multi-use recreation spaces.

Policy LU.3.~~8~~~~7~~. Require any Forest Service land trades within the planning area to be consistent with the Regional Plan.

Goal LU.4. Provide for a mix of land uses.

Policy LU.4.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.

Policy LU.4.2. 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.

ITEM 16:

Policy LU.4.3. ~~Encourage~~~~Provide for~~ new mixed-use neighborhoods in appropriate locations within the growth boundary.

Policy LU.4.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.

Goal LU.5. Provide for public services and infrastructure.

Policy LU.5.1. 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 e-energy and water.

Policy LU.5.2. 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.5.3. Require development proposals to address availability of adequate public services.

Goal LU.6. Balance future growth with available water resources.

Note: Refer to Water Resources Goals & Policies.

Policy LU.6.1. Available water resources should be a consideration for all major development and subdivision applications.

Policy LU.6.2. Impacts on the city's water delivery infrastructure should be a consideration for all residential and nonresidential development proposals.

Formerly IX-21:

AREA AND PLACE TYPES

The following pages contain a series of development standards for new projects. These standards are broken down according to *area type*: **urban, suburban, and rural**. The character within each area type is different, therefore development standards will vary depending where development is taking place.

The three area types (urban, suburban, and rural) have several tables that describe the *place types* within each: **neighborhoods, activity centers, and corridors**. Activity centers occur in many parts of the city and county- they are not exclusive to the most urbanized places. Since activity centers are encouraged in any area type, they can take the role of a regional or neighborhood activity center, as the graphic shows.

The Regional Plan uses this hierarchy of area and place types to better categorize the eventual look of a place. Activity centers, corridors, and neighborhoods are encouraged in all area types, whether they are urban, suburban, or rural.

Formerly IX-22:

Urban

Flagstaff's historic urban neighborhoods were primarily developed prior to the 1920s in the heart of Flagstaff surrounding the Downtown, and include Southside, La Plaza Vieja, Flagstaff Townsite, and Northside. These neighborhoods developed in a traditional compact urban pattern where a person could live with limited reliance on the automobile. They were conducive to walking and cycling for daily needs such as groceries, retail shopping, and entertainment.

Many of these walkable characteristics are still evident today as these urban areas are still supported through a network of interconnected tree-lined streets laid out in a grid pattern with small block sizes,

on-street parking, and a diversity of housing types. These areas also support public transit due to their compact nature. Unfortunately, neighborhood-serving commercial uses are now limited in many of these historic neighborhoods by larger grocery stores which developed later in the peripheral corridors that are not within walking distance. The historic neighborhoods average ~~3-6~~8 units per acre.

Most of Flagstaff's residents and visitors agree that Flagstaff's unique historic urban areas contribute to defining the local character and identity, and are strong proponents of protecting and preserving this special urban form and character.

Walkable urban development can be integrated into older, less walkable neighborhoods to create new urban neighborhoods and centers. This walkability could be achieved through a variety of reinvestment activities, and establishment of densities supportive of alternative transportation modes and through greater connectivity.

Formerly IX-24 ITEM 5:

URBAN ACTIVITY CENTER CHARACTERISTICS

An area ~~within a ¼ mile walking radius (the pedestrian shed)~~ typically located at the intersection on two main thoroughfares. Urban activity centers include mixed-use,

Formerly IX-28:

URBAN AREAS GOALS AND POLICIES

ITEM 15:

Goal LU.7. Focus reinvestments, partnerships, regulations, and incentives on developing or redeveloping ~~central~~ urban areas.

ITEM 15:

Policy LU.7.1. Reinvest in urban areas.

Goal LU.8. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.

Policy LU.8.1. Prioritize connectivity within all urban neighborhoods and activity centers. Policy

LU.8.2. Support on-street parking, shared lots, and parking structures.

Policy LU.8.3. 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.8.4. Develop specific plans for each urban neighborhood and activity center to foster desired scale and form.

Policy LU.8.5. 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.

ITEM 17:

Policy LU.8.6. ~~In mixed use developments e~~Encourage residential ~~uses~~spaces located above and behind commercial ~~uses~~ within urban ~~areas~~ centers as well as a variety of housing types ~~in the urban context,~~ where appropriate.

ITEM 17:

~~Policy LU.8.7. Commercial and office uses within mixed use development will occupy the first floor of multistory buildings.~~

Policy LU.8.7~~8~~. Invest in infrastructure and right-of-way enhancements as an incentive for private investment in urban neighborhoods and activity centers.

Policy LU.8.8~~9~~. Include institutional uses, including schools, within the urban context.

Policy LU.8.9~~10~~. Civic spaces must be well designed, accessible, and central to the urban fabric.

Formerly IX-29:

Urban Neighborhood: Downtown Flagstaff

The arrival of the railroad in the small community of Flagstaff in 1882 ensured the downtown area as the business center for northern Arizona. Within this region a wide variety of activity was pursued, including lumbering, transportation, education, cattle and sheep ranching, tourism, and later scientific research – all centered on this transportation hub. This strong economic base resulted in consistent growth throughout most of Flagstaff’s history. In response to this economic prosperity and frequent destructive fires, buildings were increasingly well constructed of substantial materials, such as stone and brick.

Planning for ~~Downtown Suburban Areas~~ in the Context of Form

Downtown Flagstaff is an acknowledged urban design treasure with a rich architectural and cultural heritage. Shared investment by property owners and the City resulted in the 1997 update to the downtown’s streetscape, creating appealing public and civic gathering spaces. This vibrant urban fabric supports an engaging mix of retail, restaurant, entertainment, civic, and office uses. Downtown Flagstaff is remarkably intact, with most of the historic buildings standing and the traditional street grid in place providing the highest quality pedestrian environment in the city.

~~While downtown is unique, it functions as the focus point of a larger core area anchored by Northern Arizona University to the south and the Flagstaff Medical Center’s campus to the north. The downtown has long been a popular shopping destination for visitors and as an entertainment center for local residents, with parades, marathons, First Fridays events, and New Years Eve celebrations. ~~With a solid anchor of government offices, t~~The downtown remains the main regional urban center of Northern Arizona. ~~It and~~ competes well for sales and interest with much newer auto-oriented development along the corridors and on the periphery of the city, and includes a solid anchor of government offices. ~~Zoning within downtown is illustrated on the Downtown Regulating Plan, Map #21.~~~~

ITEM 2:

While downtown is unique (it is defined on the Zoning Map with the Commercial Business (CB) zoning designation), it functions as the focus point of a larger core area anchored by Northern Arizona University to the south and the Flagstaff Medical Center's campus to the north. This is generally what is known as the Flagstaff Central District as mapped in the Zoning Code. Most of this area has been designated with optionally-applied transect zones as illustrated in Map #21, Downtown Regulating Plan, includes a number of historic neighborhoods such as Flagstaff Townsite, North End, Southside, and parts of La Plaza Vieja. As these historic neighborhoods are highly valued by Flagstaff residents, appropriate goals and polices to support their preservation are included in Chapter VIII, Community Character.

Formerly IX-30:

DOWNTOWN GOALS AND POLICIES

ITEM 19:

Goal LU.9. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination for all of culture, civics, and the arts.

Policy LU.9.1. 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.9.2. Encourage new multi-story mixed-use buildings to have windows and doors facing the sidewalks. Policy LU.9.3. 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.9.4. Encourage various housing types that appeal to a diverse range of ages and income.

Policy LU.9.5. Encourage adaptive re-use of historic structures for a variety of commercial spaces and housing options. Policy LU.9.6. Strive for a wide variety of activities in downtown to create a healthy mix of housing, employment, shopping, cultural, and civic uses.

Policy LU.9.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies.

Policy LU.9.8. Maintain and enhance Heritage Square and Wheeler Park as critical civic space for social gathering and community well-being.

Goal LU.10. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.

Note: For more information, refer to the Transit section of the Transportation chapter as well as related transit plans listed in Appendix A.

Policy LU.10.1. Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces.

Policy LU.10.2. 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 way finding and to inform the public of all parking options.

Policy LU.10.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas.

Policy LU.10.4. Incorporate liner buildings and larger mixed-use projects into parking facilities.

Policy LU.10.5. 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.10.6. Revise parking regulations to encourage shared parking between various uses within existing structures.

Policy LU.10.7. Provide multiple routes and pathways for vehicular and pedestrian movement.

ITEM 22:

Policy LU.10.8. Provide for strong connections from the Flagstaff Medical Campus to the Northern Arizona University campus via pedestrian paths, bicycle connections, [streets](#), and transit service.

ITEM 21:

Policy LU.10.9. As defined in the FUTS Master Plan, include ~~downtown~~-trail access points, bicycle parking, and bicycle facilities.

Policy LU.10.10. Seek opportunities to improve ADA accessibility in downtown.

ITEM 35:

Policy [LU10.11 Develop a residential parking program to address the impacts of on-street parking in the downtown and surrounding areas.](#)

Formerly IX-32 – ITEM 5

SUBURBAN ACTIVITY CENTERS CHARACTERISTICS

~~An are~~-areas ~~typically within a ¼ mile walking radius (the pedestrian shed)~~ located [at the intersection of](#) ~~on~~-two collectors-/-neighborhood streets, [with vertical or horizontal](#) ~~of~~-mixed-use (mix of any: businesses, retail, residential, offices, medical, services, etc.) ~~vertical or horizontal~~, serving the surrounding neighborhoods. [A suburban activity center](#) can [serve a](#) ~~include~~-REGIONAL COMMERCIAL or NEIGHBORHOOD COMMERCIAL [scale](#).

Formerly IX-38

SUBURBAN AREAS GOALS AND POLICIES

Goal LU.11. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.

Policy LU.11.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.

Policy LU.11.2. Consider public transit connections in suburban development.

Policy LU.11.3. Consider retro-fitting suburbs for walkability and mixed-use.

Policy LU.11.4. Plan suburban development to include a variety of housing options.

Policy LU.11.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in ~~commercial cores of~~ mixed-use and activity centers and corridors.

Policy LU.11.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.

Policy LU.11.7. Include employment opportunities in all suburban activity centers.

Policy LU.11.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.

Policy LU.11.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborhoods.

Policy LU.11.10. Protect wildlife corridors where appropriate.

[Policy LU.11.11 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.](#)

Formerly IX-47

EMPLOYMENT AREAS GOALS AND POLICIES

Goal LU.13. 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.13.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.

Policy LU.13.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.

Policy LU.13.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers..

Policy LU.13.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.

ITEM 17:

~~Policy LU.13.5. Provide an attractive, high-quality employee environment in new and renovated employment center design.~~

Goal LU.14. 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.

Other related policies: Policy ED.3.9 in the Economic Development chapter.

ITEM 24:

Policy LU.14.1. Encourage the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution uses from encroachment, [where appropriate](#).

Policy LU.14.2. Ensure new industrial areas are compatible with surrounding areas.

ITEM 25:

Policy LU.14.3. Locate new industrial areas near the rail line, [major highways](#) or interstate, and ensure they are designed to be compatible with surrounding uses and gateway features.

Policy LU.14.4. Limit the impacts of truck traffic on residential areas.

Policy LU.14.5. Consider all health impacts on the community in the design of new industrial uses, such as wastewater treatment, traffic safety, noise, and other impacts.

Formerly IX-49

Activity Centers

Flagstaff has many existing activity centers (Map #22), which this plan identifies, along with a number of potential future activity centers. With a focus of investments and development to the urban core as a growth management strategy, activity centers are vital in producing the compact urban [form nodes](#) necessary for efficient infrastructure, transit, walkability, job creation, and protection of our natural resources.

By promoting activity centers and mixed-use development in the Flagstaff region, the community will benefit from:

- Places for people to shop, eat, and entertain
- Sites for community events, activities, and celebrations
- A range of housing types and configurations
- New destinations within a short distance of existing neighborhoods
- Opportunities to increase walking, biking, and transit use
- More efficient use of existing public infrastructure
- Opportunity to foster vibrant, walkable communities
- Incubators for art, community, or non-profit enterprises
- Activity centers with anchors that appeal to locals, not just visitors
- Active, healthier lifestyles
- [Conservation of land by accommodating more people in less space](#)
- [Preservation of open space](#)
- A range of transportation alternatives
- Reduced congestion
- Lower infrastructure costs for communities, families, and individuals
- Reduced household expenses related to transportation and energy

- Added convenience by putting destinations closer together

Activity Centers and Corridors: Mixed-use centers that vary by scale and activity mix depending on location. They include commercial, retail, offices, residential, shared parking, and public spaces. This plan identifies existing and potentially new activity centers throughout the planning area, including urban, suburban, and rural centers.

Neighborhoods: Includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as a church, school, or social agency.

A Vision for Our Activity Centers

Existing activity centers have great potential for increased activities, densities and mixed-use with focused reinvestment by both the public and private sectors. These are ideal locations for optimal transit connectivity, increased pedestrian and bicycle use, and infrastructure improvements. For example, activity centers around Northern Arizona University could also meet the demand for more multi-family housing units, and student-oriented services and goods.

Potential new activity centers have been located where the future road network intersects, and future development has been proposed. This plan ~~is encouraging that~~ future development to be focused on, and planned around activity centers.

Every activity center works at its own scale, serving the needs of the surrounding community. That scale is directly related to the road types serving the center and surrounding development. Regional centers – the biggest centers – are located at the intersection of major roads and have multiple large residential developments with direct access to it.

Neighborhood centers are typically established at the intersections of circulation and access roads, ~~but not all of these intersection types establish centers.~~

An **urban activity center** holds the greatest densities of housing and intensities of commercial and retail space, yet it is still appropriately designed for the region, contextual in scale and form, and architecturally complements the environment and views. Even the most urban areas of Flagstaff host the most amazing views of the mountains, and respecting the views will maintain our unique sense of place. Higher densities and maintaining views may seem like a contradiction, but it is a matter of thoughtful and sensitive design. Urban activity centers create the densities that make transit work and provide the intense creative places and social interactions desired by today's and tomorrow's workforce.

Suburban activity centers provide the node for a neighborhood's schools, parks, local restaurants, and grocery stores and are located next to higher-density residential development easily accessible by walking or biking. They may provide an opportunity for medium-density mixed-use.

Rural activity centers are appropriate in scale to the rural community and may be two or three stories in height, in which one additional activity is considered "growth." These are strategically located to provide convenience for those living in the rural areas.

Formerly IX-55

ACTIVITY CENTERS AND CORRIDORS GOALS AND POLICIES

Goal LU.16. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.

Policy LU.16.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.

Policy LU.16.2. 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.16.3. 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.

Note: Refer to Cost of Development Chapter XI, especially for the potential of public-private partnerships.

Policy LU.16.4. Encourage activity centers and corridors to provide housing of various types and price points, especially attached and multi-family housing.

ITEM 4 & 27:

Policy LU.16.5. Plan for and support multi-modal activity ~~pedestrian and transit friendly~~ centers and corridors with an emphasis on pedestrian and transit friendly design.

Policy LU 16.6. Support increased densities within activity centers and corridors.

Policy LU.16.7. Concentrate commercial, retail, services, and mixed use within the activity center commercial core.

Policy LU.16.8. Increase residential densities, live-work units, and home occupations within the activity center's pedestrian shed.

ITEM 28:

~~Policy LU 16.9. Adopt traffic regulations to prioritize pedestrian oriented design for all activity centers.~~

Policy LU.16.9.~~10~~. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale with adequate vehicle access.

Policy LU.16.~~10~~¹. Corridors should increase their variety and intensity of uses as they approach activity centers.

Policy LU.16.~~12~~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.16.~~12~~³. Corridors should focus commercial development to the corridor frontage and residential to the back.

Policy LU.16.~~13~~⁴. Promote higher density development in targeted areas where economically viable and desired by the public.

Policy LU.16.~~14~~⁵. Endorse efficiency of infrastructure with compact development within targeted activity centers.

Policy LU.16.~~15~~⁶. 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.

Goal LU.17. Develop a manageable evolution of the main corridors into contextual place makers.

Policy LU.17.1. Develop a specific plan for each “Great Street” corridor.

Policy LU.17.2. 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.17.3. Enhance the viewsheds and frame the view along the corridors through design.

Policy LU.17.4~~5~~. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.

Note: Refer to the discussion of “Great Streets” in the Community

[Add to STRATEGIES \(formerly ITeM 38, Policy LU 18.13 on Page 8:](#)

[Integrate plans for the formal relocation or informal eviction of existing residents impacted by rent or housing cost increases into proposed redevelopment and infill plans.](#)

CHAPTER X – TRANSPORTATION

X-7 – [Request to add a statement regarding the need to study safety solutions for SR180.]

[Add as a second paragraph]

The US 180 corridor is unique because the goals of meeting safety and efficiency are complicated by a topographically constrained corridor and heavy weekend traffic during the winter. Therefore, the management of US 180 through cooperative efforts between transportation providers, land use planners, law enforcement departments, and resource management agencies will be necessary. Activities need to include monitoring, operational improvements, public information campaigns, and long-term capital planning which would initially focus on resolving issues within the limits of the existing corridor.

New Policy T.2.5 Continue to seek means to improve emergency service access, relieve and manage peak-hour congestion, and expand multimodal options in the US 180 corridor.

X-21 – ITEM 5:

Policy T.1.8. Plan for development to provide on-site, publicly owned transportation improvements and provide adequate parking.

X-10 – ITEM 7:

Policy T.6.3. Educate bicyclists and motorists about bicyclist safety through education programs, ~~targeted~~ enforcement, and detailed crash analyses.

X-19 – ITEM 9:

Policy T.8.3. Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain quality of life while maintaining traffic safety.

X-19 – ITEM 19:

New Policy: T8.5. Maintain the City's street infrastructure in a cost effective manner to ensure the safety and convenience of all users.

CHAPTER XI – COST OF DEVELOPMENT

No suggested changes

CHAPTER XII – PUBLIC FACILITIES & SAFETY

XII-10 – ITEM 1:

Policy PF.2.4. Support ~~Enhanced~~ quality ~~C~~civic ~~D~~design for all public facilities.

XII-6 – ITEM 2:

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.

CHAPTER XIII – NEIGHBORHOODS, HOUSING, & URBAN CONSERVATION

XIII-3 – ITEM 1:

Northern Arizona University students currently make up approximately 25 percent of our population, and their continued demand for student housing impacts cost and availability of housing in the region, resulting in a higher demand for multi-family housing, or housing affordable for single-incomes or multiple low incomes (students). [Housing developments catering specifically to Northern Arizona University \(NAU\) students may also have negative impacts on existing neighborhoods, especially those closest to the university campus. These impacts may include for example, parking and noise concerns, and the need to ensure new student housing projects are appropriately designed and situated with regard to neighborhood character and scale. It is, therefore, important to continue to foster close work relations with NAU, and to adopt and implement appropriate tools and programs to mitigate these impacts.](#)

[Add new Policy NH1.7. Develop appropriate programs and tools to ensure the appropriate placement, design, and operation of new student housing developments consistent with neighborhood character and scale.](#)

XIII-10 – ITEM 2:

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 redevelopment process.](#)

XIII-5:

The Flagstaff MSA has the highest FMRs in the state, reflective of the high rental costs in the community. In addition, median home prices are [the](#) second highest in the state.

[The City of Flagstaff Housing Section provides Landlord Tenant Act and Fair Housing Act education and referral information. In addition, every five years, the City completes an Analysis of Impediments to Fair Housing Choice, a document that analyzes housing conditions within the City of Flagstaff and establishes goals to help reduce the impediments.](#)

XIII-9 – ITEM 3:

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.](#)

XIII-9 – ITEM 4:

Policy NH.1.4. Foster ~~central~~ points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.

XIII-7 – ITEM 5 (From Public Facilities section):

Although “enhancing neighborhoods” appears as a good overall objective and fosters pride of place, it also raises concerns of gentrification and affordability. [While many Flagstaff neighborhoods will experience change over time, existing neighborhood values and character, as well as cultural diversity, ~~must~~ should be considered during the redevelopment process. Efforts to stabilize certain neighborhoods during redevelopment may also be necessary.](#) One example of this balancing act will be the Southside neighborhood after the Rio de Flag flood control project is complete. With the threat of potential

flooding eliminated, the neighborhood will be ripe for redevelopment and infill development that could push out its long-time residents and businesses. In an effort to manage potential transformation and preservation, the neighborhood created The Southside 2005 Plan to guide its future.

XIII-9 – ITEM 5: Use traditional neighborhood design ~~(TND)~~ standards for new and revitalized urban neighborhoods, ~~implementing the SmartCode~~ in conjunction with neighborhood plans, specific plans or master plans.

XIII-10 – ITEM 7:

Goal NH.4. All housing is ~~decent~~, safe, and sanitary.

XIII-10 – ITEM 8:

Policy NH.4.2. ~~Eliminate~~ Reduce substandard housing units by conserving and rehabilitating existing housing stock to minimize impacts on existing residents.

XIII-9 – ITEM 34: (From Land Use section)

New Policy: NH.1.7. Prioritize the stabilization of a neighborhood's identity and maintain existing cultural diversity as new development occurs.

CHAPTER XIV – ECONOMIC DEVELOPMENT

XIV-12 – Parking Garage ITEM 1:

New policy: ED.5.6. Support Southwest culture in the visual and performing arts, including for example, an annual Native American Pow-Wow.

XIV-4 – ITEM 3:

~~Policy ED.1.3. Provide an accurate and up-to-date procedural guide for business development.~~

XIV-4 – ITEM 5:

Policy ED.1.7. Actively recruit diverse ~~cultural~~ representation for all committee vacancies.

XIV-10 – ITEM 6:

(Moved under the new Tourism Section) ~~Policy ED.3.2. Support and promote the diversification and specialization of the tourism sector, including but not limited to heritage-, eco-, and adventure tourism.~~
Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, including but not limited to heritage-, eco-, and adventure-tourism.

XIV-10 – ITEM 7:

Policy ED.3.9. Protect existing business and industrial land ~~areas~~ use from encroachment and ~~to~~ allow for their expansion.

XIV-11 – ITEM 9:

Policy ED.4.6. ~~Develop~~ 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.

XIV-11 – ITEM 10:

Policy ED.4.8. When planning for future growth, consider tribal, cultural, and natural resources [in balance with community needs](#).

XIV-7 – ITEM 14:

Add to end of second paragraph: [Economic Collaborative of Northern Arizona \(ECoNA\) reports that the annual economic impact of NAU on the Flagstaff region is approximately \\$1.6 billion.](#)

Add to end of third paragraph: [ECoNA reports that CCC contributes approximately \\$167 million annually to the economy of the Flagstaff region.](#)

XIV-4 – ITEM 19:

New section before **Responsive Government:**

[Economic Impact of Native American Tribes](#)

[Residents from the Hopi Tribe & Navajo Nation have a direct annual economic impact of over \\$200 million in the Flagstaff Region. The residents from the Hualapai, Yavapai-Apache, and Havasupai Tribes also contribute to the Flagstaff region's economy, however data regarding their exact economic impact is not known at this time. With the opening of the Twin Arrows Casino in 2013 by the Navajo Nation it is expected that there will be a positive economic impact on the Flagstaff economy.](#)

XIV-8/9 – ITEMS 20 and 40:

[Workforce Training Organizations](#)

[-Chamber of Commerce](#)

[-City of Flagstaff](#)

[-Coconino Community College](#)

[-Coconino County Career Center](#)

[- CollegeAmerica](#)

[-Economic Collaborative of Northern Arizona \(ECoNA\)](#)

[-Flagstaff Unified School District](#)

[-Goodwill Industries of Northern Arizona](#)

[-Health Care and Allied Health](#)

[-Northern Arizona Center for Entrepreneurship and Technology \(NACET\)](#)

[-Northern Arizona University](#)

[-Sustainable Economic Development Initiative \(SEDI\)](#)

XIV-1 – ITEM 22:

The region's economy, while independent, also influences and is influenced by the greater context of the global community. By continuing to be adaptable to the global economy and supportive with [strategic investments](#)~~targeted investments~~ [in economic development](#), the region will be able to increase business diversity and opportunities, supply local needs, increase exports, and build a broad tax base. Understanding that the purpose of economic development is to improve overall community prosperity, the region's residents and businesses support collaborative economic development activities [resulting in balanced growth](#).

XIV-1 – ITEM 23:

This chapter focuses on three priority areas of public [and private](#) investment:

1. [Educational partnerships.](#) Maintaining and expanding infrastructure to support and promote economic development.
2. [Balanced and diverse industries.](#) Concentrating development for higher efficiencies.
3. [Responsive government attuned to the need of job creation and retention.](#) Maintaining and enhancing our community's image.
[Refer to Chapter IX – Land Use for further discussion of gentrification issues in existing neighborhoods.](#)

XIV-2 – ITEM 25:

Helpful Terms

“Community vitality” refers to the overall well-being of residents [and the economic strength and stability of the region.](#)

The **“livability index”** is a means to quantitatively measure “quality of life” in a particular city. The number is based upon various factors, such as average wage, cost of living, pollution, social services, cultural opportunities, [job growth](#), and diversity.

XIV-2 – ITEM 26:

Flagstaff is home to a highly educated population, which presents the potential for increased [business diversity and wage growth](#) ~~wages~~ as time goes on.

XIV-3 – ITEM 27:

Due to its geographically remote location, the region requires economic security and self-sufficiency in the way of a responsive education system to effectively train a workforce for future needs, industrial land served by infrastructure, efficient communication and high-speed internet, a culture of healthy idea-exchange, [affordable](#)~~accessible~~ housing options, efficient transportation, and protection of the existing high quality of life.

XIV-12 – ITEM 28:

[Insert new Flagstaff Pulliam Airport section]

[Flagstaff Pulliam Airport](#)

[The Pulliam Airport is located on 795 acres on the southwest side of the City, just off I-17 with a traffic interchange, at an elevation of 7,011 feet above sea level. The airport was constructed in 1949 on United States Forest Service land deeded to the City through the Federal Airport Act. The federal government structured the land deed around the airport to support sustainable revenue streams, which are to support airport facilities and operations. Thus, land leasing and appropriate land use are important elements to future planning efforts for an Airport Business Park. An existing Pulliam Airport Master Plan governs the operations of the airport, with federal airport regulations and guidelines for airport expansion and growth. An Airport Business Park Plan \(as an Activity Center\) would guide and encourage appropriate use, infrastructure for business growth, and gateway opportunities outside of and around the actual airport land. The \[City and privately-owned\]\(#\) land currently surrounding the airport ~~–which is not federal forest land–~~ is currently zoned for industrial uses, and could support approximately 11 million square feet of commercial/business development.](#)

[FLAGSTAFF PULLIAM AIRPORT Goals and Policies](#)

[Goal ED. 5. The Pulliam Airport will continue to serve the Northern Arizona region for air transportation, multimodal 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.](#)

XIV-12 – ITEM 28:

[Insert new Tourism section]

Tourism

[Flagstaff prospers from its proximity to all the cultural and natural wonders of our region, including national parks, Route 66, Ponderosa pine forest, and tribal lands. These factors have led to healthy growth in our economy, with over four million visitors coming through Flagstaff each year. This visitation has created over 390 million visitors coming through Flagstaff each year. It is in our shared interest to increase tourism by offering a wider range of activities and attractions, along with the necessary amenities to support them. Expanding opportunities in eco-tourism, adventure tourism, and heritage-tourism have great potential to increase the existing visitor base. Northern Arizona’s extensive trail systems and high altitude are prime conditions for hosting special athletic events and establishing athletic training facilities for both domestic and international athletes. Furthermore, continued development of seasonal recreation activities strengthens year-round visitation to the Flagstaff area. Our Dark Sky designation is another unique attraction with possibilities for educational- and science-based tourism activities. Continued efforts to evolve downtown amenities, special events programming, area attractions, and access among different modes of travel will contribute to a heightened travel experience, resulting in greater economic prosperity for Flagstaff and the region.](#)

TOURISM Goals and Policies

[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. Develop a business plan for an annual regional rodeo.](#)

[Policy ED.6.4. Continue to advance high-altitude athletic training and “extreme sport” events and programs.](#)

[Policy ED.6.5. Encourage business education about the importance of tourism and its positive impacts on our region.](#)

XIV-4 – ITEM 29:

A responsive government is one that goes beyond providing basic services; it understands the community vision and develops policies and procedures to create a healthy and sustainable business environment. Good government processes lead to transparency and consistent decision making. This is attractive to the businesses of tomorrow looking for a particular quality of life and a predictable business environment. Governing agencies can collaborate with regional economic development partners and use available economic development tools to identify ways to advance ~~strategic targeted~~ investments in infrastructure, encourage private investment, create jobs, and ~~encourage ensure better~~

~~planned~~ new development [and reinvestment](#). This leads to overall increased community prosperity [and economic vitality](#).

XIV-5 – ITEM 30:

Flagstaff boasts a highly educated population (based on 2010 Census data, 39.4 percent of residents hold university degrees, compared to the national average of 24.4 percent). In addition, workforce training is a priority. ~~Since our future workforce will focus on research/development and innovative thinking, r~~Regional efforts for education and training should provide for the full range of jobs, including all service industries, high-tech industries, manufacturing, customer service, innovative thinking, and creative problem-solving [and entrepreneurship](#). A high-quality labor force is essential in attracting a new business, as it is a primary factor in determining a new business location as well as a local business' ability to expand. A well-trained, well-compensated, and diversified labor force contributes to a healthy local economy and positive community image.

New Policy: [ED.1.8. Establish policy and tools to consider the impacts of redevelopment on local residents](#).

XIV-5 – ITEM 31:

The chart showing Flagstaff employment and average wages will be removed. Insert -
[For more information about the local workforce, employment, and average wages, please visit www.ChooseFlagstaff.com.](#)

XIV-6 - ITEM 33: (Incomplete – the list will be expanded in the final document)

[Charter Schools](#)

[BASIS School](#)

[Flagstaff Arts and Leadership Academy \(FALA\)](#)

[Montessori School of Flagstaff](#)

[Mountain School](#)

[Northland Preparatory Academy](#)

[Pine Forest School](#)

[Star Charter School](#)

ITEM 34:

[CollegeAmerica — CollegeAmerica, a private non-profit institution was established in 1964 and acquired a location in Flagstaff in 2001. CollegeAmerica offers Associates, Bachelors and Masters degrees in the healthcare, business, information technology and graphic arts fields.](#)
[SOURCE: Flagstaff Convention & Visitors Bureau](#)

XIV-7 – ITEM 37:

~~High quality educational opportunities at all levels are essential to sustain a healthy, diverse economy. As quality employers and employees demand high quality K-12 / pre-school through university education for their children and future workforce, the region's educational institutions are incorporating the STEM Initiative, making Flagstaff America's first self-appointed STEM community. Our regional education partners can build on this success.~~

XIV-7 – ITEM 38:

Policy ED.2.2. Support collaborative workforce training efforts by ~~high schools~~ [secondary schools](#), Coconino Community College, Northern Arizona University, and regional economic development partners.

XIV-10 – ITEM 41:

Examples of Flagstaff's Largest Employers

Manufacturing

- IML Manufacturing
- Joy Cone
- Nestle-Purina
- Prent Thermoforming
- W.L. Gore & Associates

Healthcare

- [Flagstaff Medical Center](#)
- [North Country](#)

Research

- Lowell Observatory
- Naval Observatory
- Northern Arizona University
- Machine Solutions
- [TGen North](#)
- United States Geological Survey

Public

- AZ Department of Transportation
- City of Flagstaff
- Coconino Community College
- Coconino County
- Flagstaff Unified School District
- ~~Grand Canyon Trust Center~~
- Northern Arizona University
- United States Forest Service

Tourism

[Little America](#)

[Pulliam Airport](#)

[Snowbow!](#)

[*For more information about employers in the Flagstaff area, please visit: www.ChooseFlagstaff.com](#)

XIV-10 - ITEM 43:

Policy ED.3.9. Protect existing business and industrial [land uses](#) ~~areas~~ from encroachment to allow for their expansion.

XIV-11 – ITEM 44:

The Flagstaff region emphasizes a diverse local economy, welcoming all industry sectors to help create a strong economic base. [Strategic](#) recruitment of ~~targeted~~ industry sectors will expand and diversify the economic base, benefiting the community as a whole. Economic development partners [are encouraged to will](#) work together to develop and manage a strong, singular marketing message. Public private

partnerships are needed to invest in the necessary infrastructure. Attraction efforts should focus on high-skill, high-wage, and ~~low-impact~~ jobs as evidenced in Flagstaff's current growth sectors and emerging technologies.

XIV-12 – ITEM 47:

Goal ED.4. Support efforts to recruit [diverse](#) new businesses and industries compatible with the region.

XIV-12 – ITEM 48:

~~Policy ED.4.7. Prioritize attraction of companies that contribute to low-impact and livable wage jobs.~~

XIV-12 – ITEM 50

Policy ED.7.2. Coordinate ~~and manage~~ community branding to effectively position the region for global marketing.

CHAPTER XV – RECREATION

No suggested changes

IMPLEMENTATION

Annual Report - Appendix D to be edited and presented to Council for review (See attached). The amendments to the annual report reflect the data that is currently maintained by staff (or that could be with minimal effort), and that specifically relate to the implementation of the Regional Plan.

GENERAL

ITEM 2:

The list of goals and policies now in the beginning of the Plan will be moved to Appendix B. All strategies now in Appendix B will be moved to a separate document.

Appendix B - Goals and Policies Preamble: [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.](#)

Community Contributors to the Regional Plan

Revisit contributors to the Regional Plan – delete the “Flagstaff Tea Party” from the list at their request. Insert the following before the list of community contributors:

[The Flagstaff Regional Plan 2030 reflects the contributions of many community organizations, and individuals too numerous to mention, that have participated in the creation of this Plan. Listed here are many of those organizations. Their inclusion on this list is only to appreciate their contribution, and does not indicate endorsement of this Plan in its final form.](#)

GLOSSARY

Chapter IV – ITEM 1:

Conservation Land System (CLS): A Conservation Land System is an integrated system of public land (in this case City and County lands, linked to National Forest lands by trails) intended for the benefit of residents, and visitors, providing passive and active recreation, natural and scenic areas, non-motorized trails (FUTS), and cultural and historical preservation. Conservation can be achieved through a variety of means, including but not limited to acquisition, conservation easement, transfer of development rights, intergovernmental agreements or conservation agreements.

Chapter IX – ITEM 3:

Compact Development - development that uses land efficiently through creative and intensive site, neighborhood, and district design. ~~development that takes place within a defined, concentrated or central area, sometimes designated by an urban growth boundary.~~ **Compact Development:**

Chapter IX – ITEM 34 & 36:

Gentrification – is a shift in an urban community toward wealthier residents and/or businesses and increasing property values, often at the expense of the poorer residents of the community. This is a result of the process of renewal and rebuilding.

Vacant Land - is publicly- or privately-owned undeveloped land that is not currently protected from development.

Natural Areas – are open lands left in a primarily natural state that contain significant natural, cultural, aesthetic, or recreational features that warrant protection.

Historic and Cultural Areas - are lands that contain significant historic or cultural resources.

Parks and Recreation Areas – are urban green spaces generally dedicated to active recreational uses.

Agricultural Lands – are lands used primarily for raising crops, forage and livestock, and community gardens.

Trails - pathways for all forms of non-motorized transportation and recreation.

Scenic Views, Viewsheds, and Vistas – include open hillsides and natural watercourses.

LIST OF ATTACHMENTS

The list of goals and policies now in the beginning of the Plan will be moved to Appendix B. All strategies now in Appendix B will be moved to a separate document.

- Amendments to the table on Page III-9, **Regional Plan Amendment Processes**
- Amendments proposed in **Chapter IX, Growth Areas and Land Use** (Inserted after Page 7)
- Proposed Amendments to **Appendix D, Annual Report Template**

Proposed Regional Plan Amendment Processes

	Major Amendment	Minor Amendment
Proposed Change to Urban Growth Boundary		
	Any expansion of the urban growth boundary that requires an expansion of utility infrastructure as determined in an utility analysis	Any expansion of the urban growth boundary if there is no expansion of utility infrastructure as determined in an utility analysis
Proposed Change to Area Types		
Protect employment areas	Any change to the boundaries of employment areas to urban, suburban, or rural area types	Any change from urban, suburban, or rural area types to employment area type
Expanding or changing the boundaries of one area type to another area type within the specified acreage thresholds	Urban to suburban greater than 10 acres	Urban to suburban less than or equal to 10 acres
	Urban to rural of any size	
	Suburban to urban greater than <u>5-10</u> acres	<u>Suburban to urban less than or equal to 10 acres</u>
		Suburban to rural less than or equal to 5 acres
	Rural to suburban greater than 20 acres	Rural to suburban less than or equal to 20 acres
	Rural to urban of any size	
Proposed Change to Open Space		
Open Space is publicly owned land dedicated for conservation	Any reduction to the boundary of land purchased for conservation	Any expansion of land for conservation (<i>Assuming no regional plan amendment fee</i>)
Proposed Change to *Activity Centers & Corridors		
Expansion of activity centers and corridors	Any commercial activities proposed outside of the activity center and along a corridor that is not contiguous to the activity center	Any commercial activities proposed outside of the activity center that are contiguous to the activity center
		Any commercial activities proposed outside of the activity center that are not contiguous to the activity center but are located on a great street or corridor
**All activity center or corridor Illustrative Plans; <i>Administrative review process</i>	Addition of a new activity center; <i>Specific Plan needed, see Map 22</i>	Specific Plan for existing activity center or corridor <u>Relocation of an activity center within the same general area</u>
	Addition of a corridor or great street <i>Specific Plan needed, see Map 14.</i>	Minor adjustments to an activity center or corridor pedestrian shed
	<u>Extension of a corridor or great street more than a 1/4 mile in length</u>	Extension of a corridor or great street 1/4 mile in length or less
Other Proposed Changes		
		Proposed policy (text) changes to the General Plan and other land use plans, such as Open Space Plan, Parks & Recreation Plan, etc.

* See discussion of activity centers in Land Use chapter

**See definition of Illustrative Plan in Land Use chapter page IX-58

Appendix D Annual Report Template

The purpose of an Annual Report is to monitor how the Flagstaff Regional Plan continues to reflect core community values and to evaluate how new developments have been approved in compliance with the plan. It is a “progress report” on the Regional Plan’s implementation that highlights progress made by all City departments and partnering agencies, as well as identifying and addressing barriers. To achieve this, department directors will provide the City Manager and City Council an Annual Report of Regional Plan-related activities prior to the initiation of the budget process each year.

Objectives for an Annual Report

- Measure the City and County’s success in achieving plan goals and policies through metrics that indicate progress toward ~~or away from a resilient community~~ the region’s future vision.; such as measuring on an annual ~~and per-project~~ basis how indicators have been achieved (see metrics below).
- Identify appropriate strategies to achieve priority goal and policies be pursued under the coming year’s budget
- Identify unlisted strategies to be pursued under the coming year’s budget
- Document growth trends and compare those trends to plan objectives
- List development actions that affect the plan’s provisions
- Explain difficulties in implementing the plan
- Review community indicators (following three pages)
- Review any outside agencies’ actions affecting the plan.

Data for Annual Report

- **Community Survey** – This consists of ~~as the~~ community outreach component of the annual report conducted every 5 years. It is used to capture the perspective on the livability of the City from those who live and/or work in the region.
- **Livability Index** – This consists of several indicators and data points that will be used to measure the Regional Plan’s success over time in achieving the Plan’s vision to be a resilient city and a good steward of this unique environment.
- ~~Implementation Program – a “progress report” on the Regional Plan’s implementation – highlight progress made by all departments and partnering agencies, as well as identifying and addressing barriers.~~
- **Development Activity and Infill** – a summary of the development that has occurred in the prior year, and how it has impacted the overall community.
- ~~Arizona Growing Smarter report~~

Examples of Metrics To Be Calculated Annually

Indicators of Overall Community Well Being:

- Population and demographic characteristics ~~growth rate~~ (from federal and state census updates)
- ~~Population by age~~
- ~~Number of civic/neighborhood organizations~~

- Income [characteristics growth](#)(every 5 years or as available)
- ~~Income inequality~~
- Voter turnout [after local elections](#)
- Educational attainment (~~HS, GED, Industry Certifications, Associates, Bachelors, Masters~~[based on census updates](#)).
- ~~Uninsured adults~~
- ~~Access to healthy foods~~

Environmental and Conservation Planning / Open Space

- ~~Renewable resources used / total natural resources used per year (e.g., renewable power used / all electricity used)~~
- ~~Quantity of natural capital (timber, water, energy — solar and wind productivity and potential)~~
- ~~Percentage of development projects in compliance with Dark Sky requirements~~
- Wildlife corridors and habitat land consumed [or preserved](#) by development (Arizona Game and Fish Department-designated)
- Concentration of natural resources, conservation priority areas, open space acres protected through conservation easement, purchase, re-zone, etc. [\(when available\)](#)
- Biodiversity – birds, plants, amphibians, fish, mammals, reptiles – total species count – Arizona Game and Fish Department data [\(when available\)](#)
- [Update the Natural Environment maps with pertinent information, if available.](#)

Water Resources

- Water usages rates per capita
- Gallons and cost per thousand [persons of](#) treated influent
- Gallons of reclaimed water produced [and](#) —purchased
- [Production vs. total capacity – peak day](#)
- [Water quality – number of nonconforming properties brought into compliance with stormwater regulations.](#)
- ~~Water quality violations due to BPA failing~~

Energy

- Number of renewable energy installations put into operation annually (residential-/ commercial)
- ~~Renewable energy generation in MWh~~
- ~~Community energy consumption in MWh~~
- ~~Community fuel consumption in gallons~~
- ~~Community GHG emissions; Cumulative reduction in GHG emissions in pounds~~
- Average energy use for the City of Flagstaff (government buildings and operations)
- Community garden [acreage under cultivation and garden participants](#)~~production in pounds~~
- Green buildings built – residential/commercial.

Community Character

- Heritage resources saved, preserved, [demolished, inventoried \(Cultural Resource Survey\)](#)
- ~~Percent of development projects abide by Community Design guidelines~~
- Percent of [City](#) public budget (~~local/state~~) for education, art and science – facilities and programs.

Land Use and Growth Areas

- Land use zoning distribution in acres: commercial, industrial, public, open space, residential, institutional
- Regional building footprint/City building footprint (how much is actually built upon/total acres)
- [Residential Housing permits issued/authorized – number of units](#)
- [Commercial, industrial etc. permits issued – square foot](#)
- [Amount of commercial and industrial space added or lost](#)
- Number of mixed-use development projects
- 100-year water demand studies per project – City only ([Utilities Division updates](#))
- Total number of infill projects ~~per year~~ – residential/commercial
- Total number of brownfield redevelopment projects ~~per year~~ – residential/commercial
- Quantity and cost of [additional](#) infrastructure maintenance and repair. ~~in downtown~~

Transportation

- Walkability index ([data available annually](#))
- Mode share numbers – type of trip by walk, bike, transit, ride-share, drive alone ([when available – typically 5 years](#))
- Number of pedestrian/car accidents ([data available annually](#))
- Number of bicycle/car accidents ([data available annually](#))
- Access to public transit: percentage of population within ¼ mile and ½ mile of public transit ([data available annually](#))
- Miles of FUTS/bike lanes installed ([data available annually](#))
- Complete/incomplete sidewalk grid
- [Miles Percentage](#) of road [improvements remodeling](#) (~~diets / complete streets / redevelopment / etc.~~ [repaving, utility replacement, sidewalk replacement, etc.](#))
- ~~Amount of pedestrian access points per commercial or industrial development~~
- Connectivity of roadways – [meaure in intersections per square mile \(future FMPO metric\)](#)
- Vehicle Miles Traveled (VMT) - average per resident ([now available every 3-4 years; in long term annually](#)).

Cost of Development

- In annual prioritization for infrastructure:
 - Percent ~~is~~ allocated for [road maintenance](#) ~~activity centers~~
 - Percent ~~is~~ allocated for ~~'Great Streets' corridors~~ [utility maintenance \(water, reclaimed water, and sewer\)](#)
 - Percent ~~is~~ allocated for [other City capital projects](#) ~~neighborhood enhancements~~

- ~~Number of collaborative development projects per year — grants, public/private partnerships, shared resources, etc.~~
 - ~~Total number~~
 - ~~Percent in redevelopment projects~~

Public Facilities

- Amount ~~Pounds~~ of municipal solid waste delivered to the Cinder Lake Landfill and remaining usable life
- Tons of recycling collected and waste diversion rate
- ~~Linear feet of water/sewer mains built new vs. linear feet of water/sewer mains replaced~~
- Percent of ~~e~~City budget for infrastructure needs in the (CIP.) ~~—of that:~~
 - ~~Percent for reinvestment areas — activity centers and corridors~~
 - ~~Percent for new research & development offices, business parks and industrial land~~
- ~~Budget deficiencies for equipment acquisition for emergencies~~
- ~~Percent of total city budget / regional partners allocated to telecommunications infrastructure~~
- ~~Response time — fire/police/Sheriff~~

Neighborhoods and Housing

- Affordability index – annual incomes, monthly income, monthly average housing payment (rent/own) (when available)
- Number ~~Percent~~ of affordable housing per residential projects
- ~~Percent of homes/apartments on the market the average income can afford.~~
- ~~Median wage to median housing price~~ (when available)
- Median housing price ~~for a single-family three-bedroom homes~~
- Median rents ~~for a two-bedroom apartment~~
- Housing Mix: single family, apartments, townhomes
- Rental/~~O~~wnership ratio
- Allocation of CDBG funding
- Number of neighborhood/~~area~~/~~specific~~illustrative plans completed ~~per year~~
- ~~Number of development projects which consulted neighborhood / area / specific plans~~
- ~~Quantity of public investment in neighborhoods: Grants, Budget allocations, bonding~~
- Number of complaints and violations of dangerous buildings (1997 Housing Code) ~~unsafe housing conditions.~~

Economic Development

- Total employment per industry sector (when available)
- ~~Labor Productivity (exports)~~
- ~~Labor Distribution by Industry Sector~~
- Per capita income (when available)

- Growth comparisons: population to workforce ([when available](#))
- ~~Diversity of educational attainment: college certificates, associate degrees and industry certifications in sectors / jobs in sectors — match?~~
- ~~Impact of NACET Business Incubator (graduate businesses)~~
- ~~Quarterly updates to online information:~~
- ~~Development processes, development and incentives forms, demographic data, current projects~~
- ~~Risk assessment for funding mechanisms, life-cycle accounting~~
- Median wage of companies attracted per year
- Percent of population living below the poverty level ~~(city/county in FMPO)~~ ([when available](#))
- ~~Percent of population on public assistance (city/county in FMPO)~~
- Number of total visitors per year
- Public dollars allocated to parks and recreational venues
- Public dollars allocated to beautification of public areas
- Public dollars allocated to business attraction and retention.

Recreation

- ~~Percentage of population within ¼ mile to passive and active parks; ½ mile~~
- Acres added to parks systems
- Dollars invested in park and recreation facilities – maintenance, improvement, additions
- Programming of recreational events and activities.
- ~~Percent of collaborative projects~~

This list was derived from an extensive program [Ms. Alex Wright](#) developed for the City of Flagstaff's Annual Performance Indicators for the Regional Plan 2014. The ~~suggested measurements have been extracted here, the complete~~ full 44-page report ~~Alex~~ prepared [by Ms. Wright](#) for NAU and the City of Flagstaff is available for review upon request.

RESOLUTION NO. 2014-01

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF
ADOPTING THE *FLAGSTAFF AREA REGIONAL PLAN 2030 PLACE
MATTERS* AS THE GENERAL PLAN FOR THE CITY OF FLAGSTAFF**

RECITALS:

WHEREAS, the Citizens Advisory Commission, with the assistance of the Community Development Division of the City of Flagstaff prepared a draft of the proposed *Flagstaff Regional Plan 2030 Place Matters* (the "Regional Plan"); and

WHEREAS, the Planning and Zoning Commission has reviewed the draft Regional Plan, suggested changes, and recommended that the Flagstaff City Council adopt the proposed Regional Plan; and

WHEREAS, the City Council has reviewed the recommendations of the Citizens Advisory Commission and the Planning and Zoning Commission regarding the Regional Plan; and

WHEREAS, the City Council held work sessions on each element of the Regional Plan, received public comments, held two public hearings, and edited the draft Regional Plan; and

WHEREAS, the City complied with all statutory requirements, including the notice and hearing requirements set forth in Title 9 of the Arizona Revised Statutes.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF
AS FOLLOWS:**

SECTION 1. The Regional Plan is hereby adopted. The Council intends that the existing general plan shall be of no force or effect if the voters of the City ratify the adoption of the Regional Plan. If the voters do not ratify the Regional Plan, the existing general plan shall remain to govern the use and development of land, pursuant to Section 9-461.06 of the Arizona Revised Statutes, until such times as the Council shall adopt other provisions which may be ratified by the voters.

SECTION 2. The Community Development Division and the City Clerk are authorized and directed to edit and correct typographical and grammatical errors of wording and punctuation.

This resolution shall be effective thirty (30) days following adoption by the City council.

PASSED AND ADOPTED by at least two-thirds of the members of the City Council and approved by the Mayor of the City of Flagstaff this _____ day of _____, 20__.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Elizabeth A. Burke, City Clerk
Date: 01/09/2014
Meeting Date: 01/14/2014



TITLE:

Consideration and Adoption of Resolution No. 2014-02: A resolution of the Council of the City of Flagstaff, Arizona ordering and calling a Special Election in and for the City of Flagstaff to submit to the qualified electors thereof a question with respect to ratification of the adoption of the *Flagstaff Area Regional Plan 2030: Place Matters* as the new general plan for the City of Flagstaff

RECOMMENDED ACTION:

- 1) Read Resolution No. 2014-02 by title only
- 2) City Clerk reads Resolution No. 2014-02 by title only (if approved above)
- 3) Adopt Resolution No. 2014-02

Policy Decision or Reason for Action:

This item has been placed on the agenda to call a Special Election for May 20, 2014, should the Council vote to adopt the Regional Plan at the January 14, 2014, combined Work Session/Special Meeting. This resolution calls the election, indicating that it will be a Mail Ballot election unless a polling place election is required for another ballot issue at the same election.

Financial Impact:

This election was budgeted in the FY2014 budget at an amount of \$120,000 which will cover the costs associated with contracting with the County Elections Department for conducting the election, as well as preparation and mailing of the required publicity pamphlet.

Connection to Council Goal:

11. Effective governance

Has There Been Previous Council Decision on This:

The City Council has been discussing the Regional Plan for several years and at their December 17, 2013, Council meeting staff was directed to move forward with preparing for a May 2014 Special Election.

Options and Alternatives:

- 1) Adopt the resolution
- 2) Amend the resolution
- 3) Not adopt the resolution

Background/History:

The new *Flagstaff Regional Plan 2030: Place Matters* has been worked on since the CAC was first established back in March 2009. At the Council meeting of December 17, 2013, final changes were made by Council and staff was directed to bring back a final document for consideration and possible adoption at the January 14, 2014, Combined Work Session/Special Meeting. Should the Regional Plan be adopted at this meeting, the next step would be to call an election for May 20, 2014, as previously directed by Council. The May 20, 2014, election will be a Mail Ballot election unless another issue is placed on the ballot requiring a polling place election.

Key Considerations:

If Resolution No. 2014-02 is adopted calling the Special Election, a notice will be published inviting arguments for and against to be filed with the City Clerk's Office for inclusion in a Publicity Pamphlet which will be prepared and mailed to each household containing a registered voter within the City limits. This Publicity Pamphlet will include a description of the Regional Plan as required by ARS 9-461.06.

Community Involvement:

Inform
Consult
Involve
Collaborate
Empower

All of the above have been utilized in preparation/review of the *Flagstaff Regional Plan 2030: Place Matters*, with the ultimate decision resting in the hands of the electorate at this election.

Attachments: [Res. 2014-02](#)

RESOLUTION NO. 2014-02

RESOLUTION OF THE COUNCIL OF THE CITY OF FLAGSTAFF, ARIZONA, ORDERING AND CALLING A SPECIAL ELECTION IN AND FOR THE CITY OF FLAGSTAFF, ARIZONA, TO SUBMIT TO THE QUALIFIED ELECTORS THEREOF A QUESTION WITH RESPECT TO RATIFICATION OF THE ADOPTION OF THE *FLAGSTAFF AREA REGIONAL PLAN 2030: PLACE MATTERS* AS THE NEW GENERAL PLAN FOR THE CITY OF FLAGSTAFF

RECITALS:

WHEREAS, the Citizens Advisory Commission, with the assistance of the Community Development Division of the City of Flagstaff, prepared a draft of the proposed *Flagstaff Regional Plan 2030 Place Matters* (the "Regional Plan"); and

WHEREAS, the Planning and Zoning Commission has reviewed the draft Regional Plan, suggested changes, and recommended that the Flagstaff City Council adopt the proposed Regional Plan; and

WHEREAS, the City Council has reviewed the recommendations of the Citizens Advisory Commission and the Planning and Zoning Commission regarding the Regional Plan; and

WHEREAS, the City Council held work sessions on each element of the Regional Plan, received public comments, held two public hearings, and edited the draft Regional Plan; and

WHEREAS, the City complied with all statutory requirements, including the notice and hearing requirements set forth in Title 9 of the Arizona Revised Statutes; and

WHEREAS, on January 14, 2014, the Flagstaff City Council adopted Resolution No. 2014-01 adopting the *Flagstaff Area Regional Plan 2030: Place Matters* as the general plan for the City of Flagstaff; and

WHEREAS, in accordance with Arizona Revised Statutes §9-461.06(M) the City Council wishes to call a Special Election for May 20, 2014, to submit to the qualified electors a question with respect to ratification of the Regional Plan adoption.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF, ARIZONA AS FOLLOWS:

Section 1. THAT a special election of the qualified electors of the City is hereby called to be held on May 20, 2014, (hereinafter referred to as the "Election"), at which there shall be submitted to the qualified electors of the City the question of ratifying the adoption of the *Flagstaff Area Regional Plan 2030: Place Matters* as the new general plan for the City of Flagstaff.

Section 2. THAT

- (A) notice of the Election shall be given by mailing an informational pamphlet (hereinafter referred to as the "Informational Pamphlet") to each household that contains a registered voter within the City not less than thirty-five (35) days before the date of the Election.
- (B) the Clerk of the City is hereby authorized and directed to cause the Informational Pamphlet to be prepared and mailed according to law and the provisions of this resolution.

Section 3. THAT the official ballot for the Election shall be in substantially the form hereto attached and marked Exhibit "A."

Section 4. THAT the Clerk of the City is hereby authorized to request arguments for and against the subject matter of the Election for inclusion in the Informational Pamphlet by providing the notice in substantially the form attached and marked Exhibit "B" (hereinafter referred to as the "Notice for Arguments") by posting the Notice of Arguments at all places at which notices of meetings of the Council of the City are posted and publishing the Notice of Arguments once in the *Arizona Daily Sun*. The deadline to submit arguments shall be 5:00 p.m. MST on February 19, 2014.

Section 5. THAT the election shall be a Mail Ballot Election unless a polling place election is required for another ballot issue.

Section 6. THAT

- (A) the Election shall be held, conducted and canvassed in conformity with the provisions of the general election laws of the State of Arizona, except as otherwise provided by law, and only such persons shall be permitted to vote at the Election who are qualified electors of the City.
- (B) all expenditures as may be necessary to order, notice, hold and administer the Election are hereby authorized, which expenditures shall be paid from current operating funds of the City.
- (C) the Clerk of the City is hereby further authorized to take all other necessary action to facilitate the Election.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 14th day of January, 2014.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

EXHIBIT "A"

FORM OF OFFICIAL BALLOT

OFFICIAL BALLOT

QUESTION NO. 1

OFFICIAL TITLE: RATIFICATION BY THE VOTERS OF THE *FLAGSTAFF REGIONAL PLAN 2030: PLACE MATTERS* AS THE NEW GENERAL PLAN OF THE CITY OF FLAGSTAFF, ARIZONA

DESCRIPTIVE TITLE: The *Flagstaff Regional Plan 2030: Place Matters* is a general plan establishing Flagstaff's land-use goals and policies, including all elements required by A.R.S. §9-461.06 to maintain and develop Flagstaff in accordance with the Plan's vision statement.

A **YES** vote shall have the effect of approving the *Flagstaff Regional Plan 2030: Place Matters* as the new general plan of the City of Flagstaff, Arizona

YES

A **NO** vote shall have the effect of rejecting the *Flagstaff Regional Plan 2030: Place Matters*

NO

EXHIBIT "B"

FORM OF NOTICE FOR ARGUMENTS**REQUEST FOR ARGUMENTS FOR AND AGAINST THE
RATIFICATION BY THE VOTERS OF THE *FLAGSTAFF
REGIONAL PLAN 2030: PLACE MATTERS AS THE NEW
GENERAL PLAN OF THE CITY OF FLAGSTAFF, ARIZONA***

Pursuant to a resolution adopted by the Council of the City of Flagstaff, Arizona (the "City"), on January 14, 2014 (the "Resolution"), a special election in and for the City was ordered and called to be held on May 20, 2014 (the "Election"). Notice of the Election will be given by mailing an informational pamphlet to each household that contains a registered voter, with such pamphlet to include arguments for and against the ratification by the voters of the *Flagstaff Regional Plan 2030: Place Matters* as the new general plan of the City of Flagstaff, Arizona to be considered at the Election. Any person interested in providing any such argument is hereby requested to provide the same to the City Clerk, before 5:00 p.m., Arizona time on Wednesday, August 8, 2012. If you have any questions about the foregoing, please contact Elizabeth Burke, City Clerk, at 928-213-2076.

/s/ Elizabeth Burke

Elizabeth Burke, Flagstaff City Clerk

Memorandum

6.

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council
From: Karl Eberhard, Comm Design & Redevelopment Mgr
Date: 01/06/2014
Meeting Date: 01/14/2014



TITLE:

Flagstaff Cultural Partners Annual Report

DESIRED OUTCOME:

Hear the presentation - Information Only.

INFORMATION:

Annually, Flagstaff Cultural Partners reports to the City Council regarding the services provided to the community pursuant to their agreement with the City, notably including granting activities. On January 14, 2014, Flagstaff Cultural Partners will present their report to the City Council in a Work Session. The update will include a review of Flagstaff Cultural Partners activities in distributing Bed, Board and Beverage (BBB) Tax Arts & Science grant funds, Arts Incubator Feasibility Study, Viola Awards, First Friday Art Walk, the Flagstaff Arts & Business Alliance, technical assistance, community partnerships, and the various programs and activities of the Coconino Center for the Arts.

Background:

To enrich the lives of our community and our visitors, dedicated Bed, Board, and Beverage Tax monies support the operations and projects of local arts, science, and cultural organizations. BBB Arts & Science funding is provided to these local non-profit organizations in the form of grants through a contractor, Flagstaff Cultural Partners. In addition to the distribution of funds, Flagstaff Cultural Partners serves as the coordinating agency for arts, science, and cultural programs, and provides long-range strategic planning, marketing and promotion, interagency coordination, and grant administration such as determining grant eligibility, processing applications, and balancing grant amounts with available funds.

Attachments: [Annual Report](#)
[Power Point](#)



Flagstaff Cultural Partners



Flagstaff Cultural Partners

Annual Report to Flagstaff City Council

2013

<http://culturalpartners.org>

Contact Information:
John Tannous, Executive Director
(928) 779-2300 x101
jtannous@culturalpartners.org



Flagstaff Cultural Partners

and the **Coconino Center for the Arts**

Flagstaff Cultural Partners City of Flagstaff - Annual Report 2013

The current agreement between the City of Flagstaff (City) and Flagstaff Cultural Partners (FCP) outlines the following numbered items (in bold) that FCP shall provide. Under each item, there is a description of activities FCP has undertaken in the past year in its role as the Local Arts Agency for the City of Flagstaff.

1.1 Serve as the coordinating agency for arts, science and cultural endeavors in Flagstaff including long-range planning, leadership, and promotional activities

FCP works diligently year round as the coordinating agency for arts, science and cultural endeavors. This work involves a diverse variety of programs, support and offerings, including these programs in 2013:

Summer Nights on the Square – FCP built a second season for the program last summer that drew large audiences. Working in partnership with the Downtown Business Alliance and Heritage Square Trust on their programs (Movies on the Square and Summer Concert Series, respectively), FCP developed a promotional campaign that included all three programs in one.



ArtBox Institute – In December 2013, FCP completed a 15-month research and planning project to explore the possibility of an arts incubator for Flagstaff. The culminating report, which was delivered to the City in December, outlines the business and strategic plan for the ArtBox Institute. The Institute is a 9-month business training and professional development program for artists, arts professionals and those in the creative fields. ArtBox kicks off January 18-19 with a weekend retreat and the inaugural class of 22 students. Classes continue twice monthly through September 2014.



Flagstaff365.com – In partnership with the City’s Convention & Visitors Bureau, FCP launched Flagstaff365.com in August 2012. The site the comprehensive calendar of events for Flagstaff, a “one-stop-shop” for anyone looking for something to do in arts, culture, sciences, history, sports and more. FCP has worked closely with the CVB in the last year to build the site into a successful program that is useful for citizens, a tool to attract tourists, and a helpful promotional program for local event producers and organizations.

Economic Impact Study – In June 2012, FCP published the report, “Arts & Economic Prosperity IV: the Economic Impact of the Arts & Culture Sector in Flagstaff, Arizona”. The publication of the report was just the beginning. FCP Executive Director, John Tannous presented the finding from the study to twelve different groups in 2013, in addition to the eight presentations made in 2012. Mr. Tannous is scheduled to present the findings of the study to Sedona’s City Council on January 28, 2014.

First Friday ArtWalk – FCP continues to coordinate and promote the monthly First Friday ArtWalk events year-round. ArtWalk continues to be a major economic boon to small businesses in the downtown community, providing for many their busiest night of the month consistently.

There are dozens of other programs FCP has produced or worked on in the past year; the above items are some of the highlights.

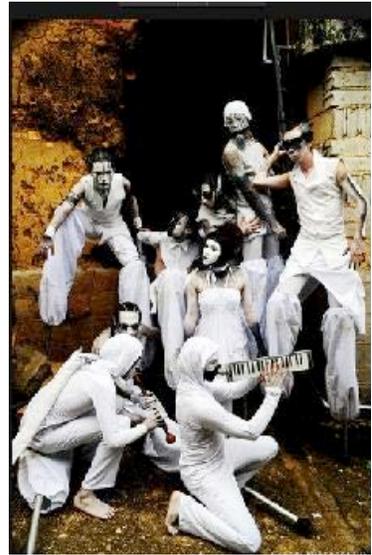
FCP works in partnership with hundreds of non-profit organizations, businesses, community groups and associations. Partners in 2013 have been diverse, representing economic development (Flagstaff Chamber of Commerce and others), the business sector (several small and large locally based businesses, such as Freeman Law, downtown restaurants and storefronts, and APS), the government sector (several departments within the City, County, NAU and the State), and of course the arts and sciences sector (individual small business artists as well as non-profit organizations). These partnerships are essential to successful

community development, and also help to reduce costs by sharing resources, and expand impact by sharing marketing and audiences. FCP collaborates regularly with the Arizona Commission on the Arts, National Endowment for the Arts, and members of the Alliance for Second Century, and stays up-to-date about initiatives and long-term planning.

Several small and emerging non-profit organizations request assistance and guidance from FCP in building their capacity and improving their work in the community. FCP provides one-on-one support to these organizations as needed.

1.2 Expand the role of arts, culture, and sciences within Flagstaff as a center of arts, culture, and sciences in Northern Arizona

FCP won three grant awards that put a national spotlight on Flagstaff in the arts sector. Two grants were from the National Endowment for the Arts, including their Our Town program (supporting the Arts Incubator), which funds less than 20% of all applicants nationwide. FCP used this funding to implement an artists residency program, which put artists to work for the community. One example of an outcome from this program is the new mural panels, painted by Shonto Begay with students from the Flagstaff Arts & Leadership Academy, installed on the front of the Coconino Center for the Arts (pictured, below).



The third grant was from the Mid Atlantic Arts Foundation, and provided resources to bring a Columbian performing arts group, Nemcatacoa Teatro (pictured at right), to Flagstaff as part of a five-city US tour. The group performed on Heritage Square during Summer Nights on the Square on July 12, 19, and 26. They also conducted community workshops. The group returned for additional performances in Flagstaff on September 6, and in October. These performances shined a light on Flagstaff, providing recognition on a regional and national scale.



FCP operates the Coconino Center for the Arts, where the goals are to provide community access to the arts, and to showcase high quality exhibitions with internationally renowned artists. Acclaimed exhibitions, such as *Virga: the Hunt for Water* (pictured below), featuring artist Shawn Skabelund, and *Underneath It All* art exhibition, received regional and national attention for their excellence.



FCP utilizes the Coconino Center for the Arts as a venue to create opportunities for local artists. Events such as the Navajo Rug Auction and the Fine Craft Sale create a forum for small business artists to sell their work directly to the public. Art exhibitions offer additional opportunities and make high quality art shows open and accessible to the public.

1.3 Increase the participation opportunities for residents and stimulate public and private support for arts, culture, and science endeavors in Flagstaff.

Coconino Center for the Arts is a hub that FCP utilizes to create opportunities for the community to experience arts, culture and science. Over the past six years, events at the Center have more than quadrupled. The Center hosts more than 150 events each year, and is open to the public approximately 200 days a year. There is no admission fee to see exhibitions at the Center.



The Center also plays host to many non-profit organizations that do not have a space of their own to present programs for the community. Some of these events in 2013 included Flagstaff Open Studios (the Artists' Coalition of Flagstaff), the Northern Arizona Book Festival, Flagstaff Folk Music Festival (Flagstaff Friends of Traditional Music), and Living Traditions Presentations slate of Celtic music concerts. By making the Center accessible for these programs, FCP creates participation opportunities for the community while also serving the needs of these organizations.

Further, the Center hosts the annual Youth Art Exhibition each March to provide youth access to the arts. The centerpiece of this program is a professional gallery display of K-12 student artwork. The Youth Art Exhibition showcases student art work from 100% of Flagstaff area schools as well as home-schooled youth. The opening reception includes a slate of dance, music and theatrical performances by local school children. Finally, during Spring Break, FCP provides low-cost art, performance and music workshops for local youth.



In order to stimulate public and private support for arts, culture and sciences endeavors, FCP produced the first Viola Awards in 2009. On March 1, 2014, the 6th annual gala dinner will host over 550 people to celebrate excellence in art, culture and science, honoring artists, educators, professionals and organizations that have made a significant impact. The Viola Awards encourage the community to be aware of the remarkable talent in the Flagstaff community, and to support that talent. The event itself serves as a chance for artists and arts professionals to network and connect with philanthropists in the community, and to recognize achievement in the past year (see postcard invitation, below).

As mentioned in 1.2 above, FCP produced the Summer Nights on the Square program, which provides more opportunities for residents to experience quality performing arts at no cost. Further, Flagstaff365.com serves as a tool to connect residents with participation opportunities in arts, culture and science.

Also see item 1.1 above.

SAVE THE DATE
for a gala celebration of the arts in Flagstaff

2014 Viola Awards
Presented by Flagstaff Cultural Partners

SATURDAY MARCH 1, 2014
5:00 - 9:00 PM
HIGH COUNTRY CONFERENCE CENTER
201 W. BUTLER AVE., FLAGSTAFF
- EMCEE -
Linda and Tony Sutera

AWARD PRESENTATIONS
THREE-COURSE DINNER
SILENT AUCTION
LIVE RAFFLE
LIVE MUSIC

2.1 **Make grants of City Council-allocated Bed, Board and Beverage Tax (“BBB”) revenues to local source providers.**

Selection Process and Criteria

To make decisions on the disbursement of Art & Science Fund monies available each year, Flagstaff Cultural Partners conducts a transparent and rigorous review process. This process has been developed over the years with input from the City of Flagstaff, Arizona Commission on the Arts, our Board of Directors, several community members, leaders in the art and sciences communities, and best practices in the grant-making industry nationwide.

The grant cycle review process operates according to the Art & Science Fund Committee Policy (attached). It begins in January with publication and announcement of the Grant Guidelines and Applications. Applications are due to FCP in late March or early April.

From April through the end of June, the Art & Science Committee carefully reads and reviews all grant applications received. Karl Eberhard, City of Flagstaff liaison to FCP, has a voting seat on the Committee and participates in all Committee activities. Each Committee member reads all applications individually, and through a series of meetings, discusses as a group the validity, viability, quality and public benefit of each proposal. All meetings of the Committee are open to the public and are announced on Flagstaff Cultural Partners’ website and in the Guidelines document (attached). Towards the end of this cycle, each member individually ranks each application using the Ranking Form (attached). The criteria by which each application is ranked are as follows:

- Scope of work: artistic, cultural or scientific programs
- Overall quality of program or organization
- Public benefits and outreach: tangible services and benefits to the community
- Organizational and administrative profile: management and administrative ability to complete the project
- Financial status and fiscal management

The results of the rankings are then plugged into a spreadsheet that uses a formula to award funding based on ranking and available funding. The Committee meets to review these amounts and make adjustments where prudent. These funding recommendations then are taken to the full Flagstaff Cultural Partners’ Board of Directors in June for final review and approval.

The Committee provides feedback to all applicants so that they may improve their grant writing. Applications that were not recommended for funding are also provided feedback so that they may improve their proposals in the future, or save time should their application not fit in with the goals of the Art & Science Fund.

In fiscal year 2013-14, forty-two applications for funding were received by FCP. Thirty-four applications were approved for funding.

In the fall, the Art & Science Fund Committee reviews and makes improvements to the Grant Guidelines and Applications, and other documents, for preparation for the new grant review cycle beginning in January.

New Programs in 2013-14

FCP added a new program to its two regular grant programs. The two existing grant applications are for General Operating Support (GOS), which is for non-profit organizations whose mission defines them as arts, culture or science institutions, and Project Support, for other non-profit organization who wish to apply for funding to support a project that is art, culture or science-based in nature.

The new program is Building Community. Funding was available for GOS arts, culture and/or science applicant organizations that wish to engage, in a meaningful way, populations in the community the applicant has not been able to serve in the past. Successful applicants identified currently underserved populations within the community and applied for programs that will help the applicant directly reach and engage one or more of these populations. Seven GOS applicants applied for Building Community grants; two grants were awarded (see below).

Additionally, applications were made available outside of the annual grant cycle for any other opportunities that arose. Applicants could apply for funding to support artist fees associated with projects that benefitted the community. So far this year, four applications have been received and three funded (see below).

Reporting and Accountability

Applicants are required to complete final reports once a year in order to show that the funds received were invested as stated in their application. FCP monitors these reports, as well as applicants' activities in the community, throughout the year. FCP also completes a Service Agreement with each organization (attached), and monitors insurance and other requirements.

FCP works hard to ensure that all grant recipients promote the City of Flagstaff as a sponsor of their events and programs. Before receiving any funding, applicants must sign a document that they understand detailed instructions on how to promote the City's role in funding their programs. In final report documents, funded agencies must show how they have acknowledged the City in promotional materials.

Funded Program Descriptions

General Operating Support Grants

Flagstaff Festival of Science

Mission to connect and inspire the citizens of Northern Arizona with the wonders of science and the joy of scientific discovery. Funds supported the 2013 Festival.

Museum of Northern Arizona

Mission to inspire a sense of love and responsibility for the beauty and diversity of the Colorado Plateau through collecting, studying, interpreting, and preserving the region's natural and cultural heritage. Funds support the essential needs of the Museum: exhibit production expenses, facility maintenance, classroom materials, etc.

Master Chorale of Flagstaff

Mission to enrich the quality of life in Northern Arizona through excellent choral music performance, education and outreach. Funds support concert costs. Master Chorale produced concerts in the fall, including their annual 'Christmas in the Mountains.'

Elden Pueblo Project / Arizona Natural History Association

Mission to provide opportunities for the public, particularly school children, to participate in the archeological process. Funds support 14 educational programs for local 4th through 8th grade classes, and two Cultural Resource Workshops. Each year, Elden Pueblo sends FCP letters from the students who participate in this program, showing their thanks and what they've learned.

Children's Chorale of Flagstaff

Mission to provide music education, performing opportunities and a variety of music enrichment activities under professional choral direction. Funds support music education materials and artistic and administrative staff.

Flagstaff Symphony Orchestra

Mission to enrich the cultural life of Northern Arizona and expand the understanding, appreciation and love of music in people of all ages.

The Arboretum at Flagstaff

Mission to increase understanding, appreciation, and conservation of plants and plant communities native to the Colorado Plateau. Funds support the Arboretum's operations and many programs, including plant conservation, educational programs and events. The Arboretum hired new Executive Director, Lynne Nemeth, in the last year.

Willow Bend Environmental Education Center

Mission to provide environmental education outreach services which build environmental awareness and an ethic of responsible stewardship. Willow Bend recently hired new Executive Director, Rusty Tweed, formerly of Lowell Observatory, following the departure of former Director, Sapna Saporì.

Orchestra Northern Arizona

Mission to make orchestral music available to everyone, regardless of age or income, through free concerts in a family-friendly, informal venue. Funding supports annual concerts.

Theatrikos Theatre Company

Mission to be a leading arts organization in Northern Arizona, offering high quality live theatrical productions and educational opportunities, utilizing a diverse base of talent which represents the community at large. Funding supports six Main Stage and six Theatrikids youth theater productions.

Flagstaff Friends of Traditional Music

Mission to preserve and promote all forms of traditional acoustic music and dance in Northern Arizona. Funds support major events such as Pickin' in the Pines Bluegrass & Acoustic Music Festival and Flagstaff Folk Festival, as well as Young Jammers, a free program for area youth to learn to play music on donated instruments.

USA Dance - Flagstaff Chapter

Mission to promote the quantity and quality of social dance in the Northern and Central regions of Arizona with a focus on Flagstaff. Funds are used to support dance workshop instructor and facilities changes, permits, and band and audio equipment costs.

Northern Arizona Celtic Heritage Society

Mission to present, promote and preserve Celtic culture. Funds support NACHS' big events, including the Arizona Highland Celtic Festival in July 2013.

Flagstaff Mountain Film Festival

Committed to bringing the best of environmental, cultural and outdoor adventure film to our community in Northern Arizona. Funds support the Festival and its Student Program and Emerging Filmmaker Program. The Festival celebrated its 10th year in October 2013.

Flagstaff Community Band

Mission to contribute positively to the musical environment in Flagstaff and to provide an opportunity for individual musical expression. Funds support the performance season. FCB performed during Summer Nights on the Square 2013, and always provides concerts free of charge.

Grand Canyon Guitar Society

Dedicated to the study, performance and advancement of guitar in Northern Arizona. Funds support costs associated with promoting and implementing the 2013-14 concert season.

Artists Coalition of Flagstaff

Mission to encourage and promote artistic growth and professional development of local artists and to create a forum for the arts through exhibitions and programs. Funds support costs associated with programs and events. ACF produced the 16th Annual Flagstaff Open Studios event in August 2013.

Canyon Movement Company

Mission to serve as a modern dance ensemble, creating and presenting the art of dance through performance, education and collaborative projects. CMC produced dance concerts in the fall, including their annual 'Nutcracker Suite in Modern Bare Feet.

Ballet Folklorico de Colores

Mission to educate the children of Flagstaff in cultural dance through the history and geography of each region of Mexico. Funds support assistance for dancers from low income families.

Flagstaff Youth Theater

Mission to provide children and their families the exciting experience of the stage while receiving quality instruction in the performing arts. Funds support costs such as royalties,

production (costumes, props, sets), and facilities, and provide scholarships for low income families.

Flagstaff Light Opera Company

Mission to develop community-based musical theater and light opera productions in Northern Arizona. Funds support theatrical productions in 2013-14.

Living Traditions Presentations

This is a new non-profit organization, recently incorporated and received 501c3 status with the IRS. They provide celtic music concerts and learning opportunities for the community.

Human Nature Dance Theatre

Mission to create original performance works of dance which address issues relevant to our world.

Heritage Square Trust

Mission to bring a diverse program of free music, dance, art and educational events to the amphitheater at Heritage Square. Funds assist with fees for artists, making possible their season of events each summer. HST participated in Summer Nights on the Square, producing Thursday night concerts to match up with other offerings on Friday and Saturday.

Northern Arizona Studio Bella Voce

A new organization designed to create performances in theatre, musical theatre and opera. Funding supports their 2013-14 season.

Project Grants

Public Programs

Funding supported Lowell Observatory's public programs, including special exhibitions, lectures and operation of the Steele Visitor Center.

Thin Air Magazine

Funding supported this program and publication's effort to impact more residents locally through public readings, events and more.

Kids Art, Reading and Eating for Sustainability

Funding supports art workshops and activities for pre-school youth in the community, with a focus on at-risk youth.

Hozhoni Art Gallery

Funding supports the art program and series of exhibitions for developmentally disabled adults at the Hozhoni program.

Mid-Year Artist Grants

Ponderosa High School

Funding supported the design and installation of a large mosaic tile mural to be installed at the school and culminating with a community open house.

Southside Community Association

Funding supported a community event surrounding the new Route 66 mural on Phoenix Avenue.

Northland Preparatory Academy

Funding supported three in-school workshops conducted by a highly-acclaimed visiting guitar trio, the New West Guitar Group.

Building Community Grants

Museum of Northern Arizona

Funding supported a new program to provide Navajo language training to Navajo youth in the Flagstaff area as part of MNA's Discovery program.

Grand Canyon Guitar Society

Funding supported a new initiative to provide guitar instruction to local youth, specifically serving at-risk youth.



Flagstaff Cultural Partners

Annual Report to the City of Flagstaff

ATTACHMENTS FY 2013-14 DOCUMENTS

Documents attached include:

Grant Guidelines & Instructions

GOS Application

Project Application

Building Community Application

Artist Projects Application

Art & Science Fund Committee Roster

Art & Science Fund Committee Policy

Ranking Form

Service Agreement & Exhibits

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**Flagstaff Cultural Partners**



**Art & Science Fund**  
**July 1, 2013 – June 30, 2014 Grant Application**  
**Guidelines & Instructions**

**Application Deadline: Thursday, March 28, 2013, 5:00 pm**



## **Introduction**

Flagstaff Cultural Partners (FCP) is dedicated to providing opportunities in the arts, sciences and culture. FCP serves as the granting agency for City of Flagstaff funds including the Bed, Board, and Beverage tax funds allocated to support local arts, science, and cultural organizations and their projects.

FCP invites non-profit organizations to submit proposals for arts, science, and cultural programs taking place in the immediate Flagstaff area between July 1, 2013, and June 30, 2014, through the Art & Science Fund grant program.

## **Mission Statements**

### **Flagstaff Cultural Partners**

The mission of Flagstaff Cultural Partners is to enhance the spectrum and quality of cultural experiences available to residents of and visitors to our community.

### **Art & Science Fund Mission**

The Mission of the Art & Science Fund Committee is to responsibly and effectively invest the City's resources to benefit residents and visitors through excellence in artistic, scientific, and cultural programming.

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## **Goals of the Art & Science Fund**

The goals of Flagstaff Cultural Partners' Art & Science Fund are:

- To enhance the quality of life for Flagstaff residents and visitors through community-based artistic, scientific, and cultural activities.
- To provide financial support through the distribution of the City's funds to nonprofit organizations committed to providing high quality artistic, scientific, and cultural programming in Flagstaff.
- To assist organizations in developing excellence in nonprofit organizational management, and in the programming of arts, science and cultural activities.
- To stimulate public and private support for and a sense of community among nonprofit organizations dedicated to artistic, cultural, and scientific achievement in Flagstaff.
- To increase opportunities for community-based experiences in arts, cultural and science endeavors.
- To support the development of new and emerging nonprofit organizations dedicated to artistic, scientific, and cultural achievement.

# **\*\*\*New This Year\*\*\***

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There are several changes to this year's documents. **It is recommended that you read the Guidelines and Application documents completely and carefully.** We highlight some of the new items here for your convenience. But again, it is strongly recommended that you read the entire Guidelines and Applications documents thoroughly.

## **Cultural Data Project (CDP)**

As with last year, all applicants for General Operating Support (GOS) funding and some applicants for Project support funding must have a CDP Profile for their **two most recently completed fiscal years with a status of Review Complete**, and turn in the corresponding report with their application to FCP. **For all applicants, we strongly recommend that you begin your CDP Profile as soon as possible, as it may take up to one month (or more) to achieve Review Complete status.**

## **Building Community Application**

The Building Community Application is a new funding opportunity for GOS and Alternate Year Applicants, designed to support new programs or significantly expand existing programs that directly serve populations identified as underserved by the applicant. See Section II, #3 for details.

## **Funding Chart**

The amount an applicant can apply for has changed. See the funding chart in Section IV below.

## **Five Steps to Complete Your Application**

To successfully apply for Art & Science Fund grants, applicant must complete the following:

- Complete a Cultural Data Project profile with a status of "Review Complete" for the organization's two most recently completed fiscal years; a report from this Review Complete status profile must be printed and included as part of the organization's application (may not be required for some Project Applicants; contact FCP staff).
- If your organization did not apply last year, or if you are applying for a Building Community application (see Section II), contact FCP staff by phone (928) 779-2300.
- Download and fully complete the Application form of the program(s) for which the applicant is eligible.
- Turn in completed Application by March 28, 2013, 5:00 P.M.
- Attend the Presentation to the Art & Science Fund Committee on May 20 and 23, 2013. A specific time for your organization's presentation will be emailed to your contact person in April 2013.

## Section I- Definitions

**Arts, Cultural, and/or Science Based Organizations-** the applicant organization's mission should reflect a primary commitment to the arts, culture, and/or the sciences.

**Project-** special, one-time, or on-going series of activities such as public performances, lectures, workshops, concerts or exhibitions.

**Non-profit Organization-** a legally constituted organization that is classified by the IRS as a 501 (c) 3, non-profit institution, whose objective is to support or engage in activities of public or private interest without any commercial or monetary profit.

**Fiscal Agent-** a non-profit organization that agrees to accept and be responsible for grant monies on behalf of the grantee. *Please note: an organization applying for a grant cannot serve as a fiscal agent for another applicant.*

**Immediate Flagstaff Area-** is proximate to the City of Flagstaff and refers to programs that specifically benefit residents of and visitors to Flagstaff.

**Art & Science Fund Committee-** the Art & Science Fund Committee is composed of 7 - 10 members who determine allocation of the Art & Science Fund. The majority of Committee members are not members of the FCP Board and not affiliated with FCP in any other capacity.

## Section II– Eligibility & Application Types

**There are four types of applications that can be submitted for funding.**

### 1. **Organization General Operating Support (GOS) Application**

This application is for organizations whose mission statement clearly defines them as arts, cultural and/or science-based institutions. Applicants must be IRS-approved 501(c) 3 non-profit organizations registered with the State of Arizona that provide a direct public benefit to the community of Flagstaff, as stated in the applicant's mission statement. All GOS applicant organizations must have a managing board that meets regularly, whose members serve without compensation and are representative of the community they serve.

GOS grants are used at the discretion of the recipients, within the limits of laws governing the use of public funds. These funds can be used to cover administrative and/or program costs including salaries, facilities, travel, equipment, supplies, training, membership, and specific program activities. See "We Do Not Fund" in Section III - Eligibility Limitations.

GOS Applications from organizations that do not meet the above description will be rejected. Do NOT apply in this category if:

- Your organization has a majority of its activities outside of the scope of arts, cultural or science based programming. Instead, apply for Project Support, #2 below. Contact FCP staff if you have questions about this.
- Your organization is using a fiscal agent. All applicants that are using a fiscal agent should apply for Project Support under item #2 below.

**Download and complete the General Operating Support Application to apply for general operating support, at <http://culturalpartners.org>.**

## 2. **Alternate Year Application**

Each year, Flagstaff Cultural Partners chooses applicants from amongst last year's highest-ranking GOS applications to be invited to complete Alternate Year Applications. Applicants chosen for Alternate Year Applications **are NOT guaranteed funding, nor are they guaranteed the same amount of funding as they received in the prior fiscal year grant cycle**, however, their ranking score from last year is carried forward to this year's grant program. **Project applicants are not eligible for Alternate Year Applications.**

If circumstances change, such as significant changes in the organization's leadership, FCP may choose to require a full application of any applicant listed below, with notice at least 30 days prior to the application deadline.

This year (for FY2013-14 applications), Alternate Year Applicants are:

Museum of Northern Arizona  
 Elden Pueblo  
 Children's Chorale of Flagstaff  
 Orchestra Northern Arizona  
 Theatrikos Theatre Company  
 The Arboretum at Flagstaff  
 Flagstaff Community Band  
 Artists Coalition of Flagstaff

**Alternate Year applicants need to download and complete the Alternate Year Application from <http://culturalpartners.org>, and should not use any other Application.**

Alternate Year applicants may choose to turn in a full application if they wish to improve upon their score. If your organization is listed as an Alternate Year applicant, but you wish to turn in a full application, **you must receive approval** from Flagstaff Cultural Partners by February 28, 2013. Please contact John Tannous at (928) 779-2300 x101, or [jtannous@culturalpartners.org](mailto:jtannous@culturalpartners.org).

## 3. **NEW: Building Community Application**

Applicants can only apply for this funding as an addendum to an existing GOS or Alternate Year Application. The Building Community Application is designed to support

new programs or significantly expand existing programs that directly serve populations identified as underserved by the applicant. The program is meant to provide direct access to arts, culture or science programs for those populations that either have not been able, or have not been sufficiently engaged, to access programs in the past.

It is important to note that **this funding is not meant to support a marketing campaign**, although marketing expenses may be allocated in the proposed budget. This opportunity is meant to support programs that provide **direct experiences** in arts, culture and sciences to a demographic that has been underserved. The applicant chooses that demographic and must make the case that it has been underserved, based on the applicant's understanding of the community. Programs that, for example, merely propose to host a Latino artist or design Spanish-language advertisements in the hope that this will draw local Latino audiences to visit their venue **will not be funded through this opportunity**. Instead, applicants should consider a more direct, active approach that takes programs directly to the community it seeks to serve. You can see some examples of the types of programs that could be funded through this opportunity in the Building Community Application document. Please note that a Building Community Application will be rejected if the applicant's GOS Application is not funded for any reason.

Download and complete the Building Community Application to apply for this funding, at <http://culturalpartners.org>. **It is also strongly recommended that you contact FCP staff by phone if you are interested in submitting a Building Community Application.** Contact for this Application: John Tannous, (928) 779-2300 x101.

#### 4. **Project Support Application**

This funding is for non-profit organizations and post-secondary education institutions that wish to apply for funding for arts, cultural or science-based programs that take place in the greater Flagstaff area. Organizations do NOT need to be arts, cultural or science institutions based on their mission statement; however, the project for which funding is being requested must be an **arts, cultural or science-based project with direct public benefit**. These include, but are not limited to, festivals, exhibitions, concerts, workshops, performances, and lectures.

Arts, science, and cultural organizations that do not have 501(c) 3 status may apply for Project Support funding using a fiscal agent for a maximum of two years. A fiscal agent is a non-profit organization that takes responsibility for the fiscal duties of an unrelated party. It does not have to be an arts, science or cultural non-profit organization. If your fiscal agent is asking a fee that is a percentage of the grant amount, be sure to provide a detailed breakdown that justifies the use of those fees by the fiscal agent.

Carefully review "We Do Not Fund" in Section III, Eligibility Limitations, to be sure that your organization and specific project are eligible for funding. Contact FCP staff if you have questions about this.

**Download and complete the Project Grant Application to apply for project support at <http://culturalpartners.org>.**

## Section III – Eligibility Limitations

### **Maximum Applications**

Each organization may submit only one application in this current grant funding cycle. An applicant organization may NOT serve as a fiscal agent on a second application for another organization.

Organizations that apply for funding directly to the City of Flagstaff through the Special Events program or for any other City of Flagstaff BBB funds will be automatically disqualified for funding from FCP.

### **We do NOT fund**

- Organizations that were funded by FCP in the 2011-2012 or 2012-13 grant cycle but failed to file a final report by the deadline
- Individuals
- K-12 schools
- Projects by for-profit entities
- Projects involving the construction of facilities
- Debt reduction
- **Fundraising projects or events (this means that a proposed project for Project Application funding cannot be designed to raise funds for the organization’s general fund.)**
- Scholarships, awards, and re-granting
- Capital expenditures
- Lobbying expenses
- Projects by post secondary educational institutions that **serve primarily student populations and do not serve the greater Flagstaff community**
- Activities that do not directly serve the residents and visitors to the immediate Flagstaff area

## Section IV – Funding Availability

**Applicants may request grants between \$1,000 and \$30,000, within the following rules:**

- The maximum award available is \$30,000.00. The minimum award available is \$1,000.00.
- There is a required “match”; the applicant organization must provide 60% of the total budget by the applicant organization. **No applicant will be funded for more than 40% of the total cost of the project or organization’s most recent fiscal year total expenses** (cash only – in kind contributions do not count towards the calculated expense total).
- Applicants applying for Project Support under a fiscal agent may not receive more than \$5,000.00 in funding.

**Use the chart below to determine the appropriate funding request level for your organization and/or project (does not apply to Building Community Grants):**

| For GOS applicants, your total organization expenditures from your most recently completed fiscal year falls between the two figures below. For Project applicants, your proposed expenses for the Project falls between the two figures below. |           | The typical grant award range for the corresponding budget size is: |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------------------------------------------------------------|
| From                                                                                                                                                                                                                                            | To        |                                                                     |
| \$2,500                                                                                                                                                                                                                                         | \$15,000  | \$1,000 - \$5,000                                                   |
| \$15,001                                                                                                                                                                                                                                        | \$50,000  | \$1,000 - \$8,000                                                   |
| \$50,001                                                                                                                                                                                                                                        | \$100,000 | \$2,500 - \$15,000                                                  |
| \$100,001                                                                                                                                                                                                                                       | \$200,000 | \$5,000 - \$22,000                                                  |
| \$200,001                                                                                                                                                                                                                                       | and above | up to \$30,000                                                      |

## **Section V – Grantee Responsibilities**

### **Liability Insurance**

Upon signing a contract for funding, the grantee must provide **two forms** showing proof of liability insurance with a minimum coverage of \$1,000,000 naming two organizations, *Flagstaff Cultural Partners* and, on a separate document, *the City of Flagstaff*, as additional insured. See attached sample insurance form. Be sure to include the cost of this insurance in your organization’s budget.

### **Audits**

After awarding a grant, FCP may audit the grantee’s records, at any time, to verify that the grantee is complying with the terms, conditions, and requirements of the contract. FCP may require that the applicant organization pay for the cost of the audit.

### **Acknowledgment**

**Organizations *must acknowledge the support of Flagstaff Cultural Partners and the City of Flagstaff – BBB Revenues* in advertisements and promotional materials.** FCP and the City of Flagstaff’s BBB logos should be used when possible and may be obtained on the FCP website ([www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm)). The requirements for this acknowledgment are shown in Exhibit D at the end of this document.

### **Report Requirements**

All applicants that were funded in the 2012-2013 (previous) grant cycle must submit a final report in August 15, 2013. The Final Report forms can be obtained from the FCP website ([www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm)). Applicants funded in the 2013-2014 grant cycle must submit a final report by the deadline stated in the grant contract issued in July or August 2013. If FCP does not receive either of these final reports by the due date, the organization may lose current year funding and will not be eligible for funding in the 2013-2014 or 2014-2015 grant cycles.

## Section VI – Cultural Data Project

The Arizona CDP is an online system for collecting and standardizing historical financial and organizational data. The first management tool of its kind, the Arizona CDP will enable organizations to view trends in their data, benchmark themselves against peer organizations, and enhance their financial management capacity.

Flagstaff Cultural Partners now requires applicants to complete a Data Profile through the Arizona Cultural Data Project (Arizona CDP) website ([www.azculturaldata.org](http://www.azculturaldata.org)). Your organization's Data Profile for your two most recently completed fiscal years **must have a status of Review Complete** by the deadline for this grant: Thursday, March 28, 2013.

Instructions for the use of the Arizona CDP:

1. Go to [www.azculturaldata.org](http://www.azculturaldata.org) and click on “New User Registration”
2. If you have not already created and submitted a Data Profile: Create new Data Profile. Complete a Data Profile for each of the TWO most recently completed fiscal years; start with the earliest year.  
If you have already created and submitted one Data Profile: Create a second Data Profile and complete for your most recently completed fiscal year.
3. Enter data using your board-approved financial audit/review or year-end financial statements.
  - a. If your organization is not audited/reviewed, enter data based on board-approved year-end financial statements.
  - b. If your organization is an arts program/department within larger institution, enter data based on internal financial statements of the arts program/department and indicate that you have a parent organization in Section 1.
  - c. DO NOT enter project budgets, budgets for future years, or data from incomplete or not-yet-approved audits/reviews/financial statements.
4. When finished entering data, click on Submit/Error Check; address any errors and call the CDP Help Desk if you have questions.
5. On My CDP, go to the Funders Reports section, select the fiscal year for the report and click on “GO”. Click on the link for Flagstaff Cultural Partners to generate the report and print or save the report in order to include it in your grant application. The CDP Funder Report for FCP will become available on the Arizona CDP website on March 1, 2013.
6. Review your Funder Report; if you need to make changes, call the CDP Help Desk.
7. Include the Funder Report along with your FCP application materials.

Please Note: As part of the effort to ensure the accuracy of your data, throughout the year the Arizona CDP Help Desk will review each of your submitted Data Profile(s) and contact you with suggested revisions. **It is your responsibility to respond to the Help Desk and to make any necessary changes to the submitted Cultural Data Profile(s).** This process will not interfere with your ability to run Funder Reports and apply for grants.

Complete instructions for getting started with the Arizona CDP are available here:

<http://www.azculturaldata.org/orientation.aspx>.

Online training is also available here: <http://www.azculturaldata.org/training.aspx>.

Please direct questions concerning the Cultural Data Profile to:  
Arizona CDP Help Desk:  
Toll Free: 1-855-77-AZCDP (1-855-772-9237)  
Email: [help@azculturaldata.org](mailto:help@azculturaldata.org)  
The Arizona CDP Help Desk is available Monday – Friday from 9:00am – 5:00pm MST.  
Arizona CDP website: <http://www.azculturaldata.org>

## Section VII – Schedule

*All activities and meetings take place at the Coconino Center for the Arts, 2300 N. Fort Valley Road, Flagstaff, Arizona, unless otherwise noted. **All meetings listed herein are open to the public**; however, public comments will not be allowed during Committee and Board meetings.*

- **Grant Guidelines Published: Tuesday, January 8, 2013**  
Art & Science Fund Guidelines and Applications are announced and published on FCP’s website at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm)
- **Grant Workshops**  
**Monday, February 11, 2013, 5:00-6:30pm**  
**Thursday, March 7, 2013, 5:00-6:30pm (same workshop repeated)**  
At the workshop, you will learn more about the grant application process, and hear some tips and best practices for completing a successful application. **You will learn about the new “Building Community” grant application.** There will also be time for questions. **This workshop is highly recommended for all applicants, especially those who wish to improve upon their scores from previous years.**

Attendance is OPTIONAL for applicants who have received a grant last year (FY2012-13). Applicants that did not receive a grant last year (FY2012-13) are REQUIRED to send a representative to one of these workshops.

- **Cultural Data Project New User Orientation**  
**Wednesday, February 6, 2013, at 8:00am and at 12:00pm**  
(register at: <http://www.culturaldata.org/webinars/>)  
or  
**Wednesday, March 6, 2013, at 8:00am and at 12:00pm**  
(register at: <http://www.culturaldata.org/webinars/>)

Participation is OPTIONAL for all applicants, but highly recommended.

Please feel free to participate in the session with more than one representative of your organization, including your executive director, your finance manager/bookkeeper and your development director. This important orientation session will provide you with an overview of the history and goals of the CDP, as well as an introduction to the types of data collected. By

participating in the CDP, you will be part of a successful and growing project that will allow the arts community as a whole to better articulate and provide evidence for the sector's assets and needs, as well as its contributions to the state and the country. The system will enable you to run reports on your organization, which you can use as one part of the grant application process to partnering funders (FCP, the Arizona Commission on the Arts, others) and to make your case to board members, potential donors, advocates and policy makers.

- **Grant Applications Due: Thursday, March 28, 2013, by 5:00pm**  
All grant applications must arrive at the Flagstaff Cultural Partners office no later than Thursday, March 28, at 5:00pm. **Late applications will not be accepted.** Applications may be sent by mail; however, applicants should be warned that applications must arrive at the Coconino Center for the Arts by the deadline, regardless of any postal delivery delays, or they will not be accepted for consideration.
  - **Hand delivery:** Grant application must be handed to an FCP staff person, with receipt given to applicant. Bring to the Coconino Center for the Arts, 2300 N Fort Valley Road, Flagstaff, AZ. **Office hours are 11:00am to 5:00pm, Monday through Friday.**
  - **Mail:** Flagstaff Cultural Partners, PO Box 296, Flagstaff, AZ 86002
- **Art & Science Fund Committee Meeting: Thursday, April 4, 2013, at 5:00pm**  
The Committee meets for the first time to receive applications and review eligibility.
- **Applicant Presentations to Art & Science Fund Committee:**  
**ATTENDANCE REQUIRED**  
**Monday, May 20, 2013, 5:30-9:00pm, and**  
**Thursday, May 23, 2013, 5:30-9:00pm**  
Attendance by a representative of your organization at your scheduled presentation is **REQUIRED**; failure to attend will result in the AUTOMATIC DISQUALIFICATION of your grant application. Each eligible grant applicant will give a four (4) minute presentation to the Art & Science Fund Committee, followed by a four (4) minute period for questions and answers. You may make verbal clarifications, report any new developments within your organization since March 29, 2012, and distribute any brochures. No rewrites of the application or budget forms will be accepted. No further information will be accepted after the presentation. An FCP staff member will contact you by email to schedule your presentation time during the dates/times listed.
- **Art & Science Fund Committee Meeting: Saturday, June 1, 2013, 8:00am-2:00pm**  
The Committee reviews, discusses and ranks all applications.
- **Art & Science Fund Committee Meeting: Monday, June 10, 2013, 5:00-7:00pm**  
The Committee meets for a final review and to make funding allocation recommendations.

- **FCP Board of Directors Meeting: Wednesday, June 26, 2013, 4:30-6:00pm**  
The FCP Board of Directors meets to review and approve the final allocation of the Art & Science Fund.
- **Notification of Awards: Monday, July 1, 2013**  
Notification letters are **emailed** to all applicant organizations. Please note: **notification will be sent by electronic mail ONLY**, not via regular mail as in past years. Notification of awards is dependent upon final allocation and approval of funding to the Art & Science Fund through the City of Flagstaff.
- **Signed Contracts due: Wednesday, August 14, 2013, by 5:00pm**  
Grant award packets and contracts are sent out via regular mail to funded applicants mid-July. Signed contracts must be returned to FCP by August 14.
- **Grantee Celebration – August 2013**  
FCP will host a celebration for the 2013-2014 grant recipients at Flagstaff City Hall, 201 W. Aspen, Flagstaff, Arizona. Grant recipients are expected to attend this Grant Award Celebration in late August in order to receive the first quarter payment of grants.
- **Final Reports Due**  
All applicants who are funded in the 2013-2014 grant cycle must submit a final report by mid-August 2014. Additionally, financial reports must be delivered to FCP through the Cultural Data Project at a date to be announced later. Final Report forms and instructions can be obtained from the FCP website ([www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm)).

## **Section VIII - Review Criteria and Procedure**

The Art and Science Fund Committee will review all applications. The following criteria must be met or the application will be declined.

- 1) The completed application must arrive at FCP offices by 5:00pm, on March 28, 2013.
- 2) The applicant meets the criteria for eligibility as stated in the Guidelines under Section II.
- 3) The requested grant monies serve the immediate Flagstaff area.
- 4) When submitted, the application packet must contain the following documents. If these are not present, the application will be disqualified, without exception:
  - Signed Applicant Data Sheet
  - Grant narrative pages
  - CDP Funder Report
  - Organization's budget documents as stated in Section III of the Application (PS applicants only)
  - Budget addendum to CDP Funder Report if applicable
  - Federal Tax Exemption Letter

- Balance Sheet (signed by Board President and Treasurer)
- Profit and Loss Statement (signed by Board President and Treasurer)

The following documents, if not present with an application, will not result in disqualification. However, for each document that is absent (or incomplete) from the application, one full point will be deducted from the applicant's overall score:

- List of organization's key staff members with their job titles
- Managing/executive director resume
- List of Board of Directors
- List of contracts and grants

If the above criteria are met, committee members will individually evaluate and rank the application based on the following criteria:

- Program meets the goals of the FCP Art & Science Fund
- Overall scope and quality of the organization/project
- Community outreach/public benefits
- Organizational/administrative profile
- Financial status and fiscal management

As outlined in Section VII – Schedule, the Committee as a whole will hear the applicants' presentations. The Committee will then meet to complete composite recommendations that will be presented to the Flagstaff Cultural Partners Board of Directors for ratification at a regularly scheduled Board meeting. The Committee will also offer comments on the submitted proposals to applicants wishing feedback.

All guidelines and application documents are subject to modification by FCP at any time - changes will be posted online at: [www.culturalpartners.org](http://www.culturalpartners.org)

**All announced grant awards are subject to change by FCP based on the availability of Bed, Board and Beverage (BBB) Revenues as approved by the City Council for the City of Flagstaff.**



Flagstaff Cultural Partners



Art & Science Fund  
July 1, 2012 – June 30, 2013

# General Operating Support Grant Application

## Section I: Introduction

**Application Deadline: Thursday, March 29, 2012, 5:00pm**

**Before you begin this application**, please completely read and review the Art & Science Fund Guidelines document, available for download at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm).

This application can be downloaded from the Flagstaff Cultural Partners website at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm) or you may make copies of this form. For additional information, consult the Art & Science Fund Guidelines.

**Contact person for inquiries:** Robin Cadigan at [rcadigan@culturalpartners.org](mailto:rcadigan@culturalpartners.org) or at 928-779-2300 #104.

**Application Deadline:** Applications must be received by **5:00pm on Thursday, March 28, 2013**, at the Flagstaff Cultural Partners office. **Late applications will not be accepted.**

All grant applications must arrive at the Flagstaff Cultural Partners office no later than Thursday, March 29, 2012, at 5:00pm. **Late applications will not be accepted.** Applications may be sent by mail; however, applicants should be warned that applications must arrive at our office by the deadline, regardless of any postal delivery delays, or they will not be accepted for consideration.

**Hand delivery:** Grant application must be handed to an FCP staff person, with receipt given to applicant. Bring to the Coconino Center for the Arts, 2300 N Fort Valley Road, Flagstaff, AZ. **Office hours are 11:00am to 5:00pm, Monday through Friday.**

**Mail:** Flagstaff Cultural Partners, PO Box 296, Flagstaff, AZ 86002

**Do not** attach a cover letter or any documents to your application that are not listed in Section III.

**Do not** submit this page or the checklist with your application.



# Flagstaff Cultural Partners

## Section II: APPLICANT DATA SHEET

|                                                                               |        |
|-------------------------------------------------------------------------------|--------|
| <b>Organization Name:</b>                                                     |        |
| Address:                                                                      |        |
| City/State/Zip:                                                               |        |
| Organization Website:                                                         |        |
| Staff Contact:                                                                | Email: |
| Phone:                                                                        | Fax:   |
| Name of Authorizing Official:                                                 |        |
| (person with legal authority to accept and expend funds for the organization) |        |
| Applicant Federal ID #:                                                       |        |

2012-2013 Grant Allocation:

2013-2014 Funding Request:

Organizational Mission Statement as adopted by the Board of Directors:

Summary Statement – how will you use requested funding? (1-2 sentences):

The applicant, by signing and submitting this proposal, acknowledges that they have fully read, fully understand, and will comply with the terms, conditions and requirements of this proposal.

|                                             |      |
|---------------------------------------------|------|
|                                             |      |
| Signature and Title of Authorizing Official | Date |

## Section III: Required Documents

### These rules are required for the format of your application.

- Provide 12 copies of the application in the order listed below
- Your application must be double-sided (all pages), paper clipped, and 3-hole punched (do not staple)
- Do NOT include cover sheets or any other material that is not requested
- Use a readable font, with font size no smaller than 12 point
- Do not insert photographs, graphics or visuals into your narrative
- Each page of your narrative should include a header or footer with your organization name and project name (if applicable).

### Checklist of Required Documents

- Completed **Applicant Data Sheet** – **must be signed** and include the original (one page maximum)
- Completed **Narrative** (four pages max – see Section IV)
- A **list of your organization’s key staff members** (clearly indicate paid or volunteer) w/**their job titles**, indicating status and length of time in position (one page max)
- Resume of Managing/Executive Director** (one page max)
- A **list of members of the Board of Directors** showing their affiliations and assigned committee roles (one page max)
- A **list of contracts and grants** your organization has received in 2012-2013, and those you anticipate during the 2013-2014 granting period (one page max)
- The first page of your current Federal Tax Exemption Letter** (new applicants only)
- A copy of the most recently **submitted final report** from a previous FCP grant, if applicable.

### Required Budget Documents:

- A CDP Funder Report for FCP for your organization’s or project’s two most recently completed fiscal years **with signed cover page**
- (OPTIONAL) You may provide a separate portfolio of **printed brochures, program materials, or press clippings; and/or video clips or photos (on CD only)**, which give an impression of the project. Keep in mind the Committee will have limited time to review these materials (do not include 12 copies of these – one copy of each will suffice)

## Section IV: Writing the Narrative

**NOTE: There are changes to this section.**

**Formatting Directions:** Insert narrative pages after Applicant Data Sheet. Use a computer, typewriter or word processor. **To ensure clarity and readability, you must submit your narrative in the following format.**

- The application must be typed.
- Maximum length is four (4) pages, with each page identified by the organization's name and page number.
- Use a readable font, with font size no smaller than 12 point.
- 8 ½ x 11 paper, using one-inch margins.
- Label each section and address each major numbered topic given below, expanding on those topics as needed. **Keep the sections in the order given. It is important to address each topic.**
- Make your proposal inviting to read, adding white space, using bullet points and lists, and formatting the contents so information is easy to find.
- Three-hole punch all pages of all copies of your application.
- Do not insert photographs, graphics or visuals into your narrative.

### **Narrative Content**

**1. Scope of Work. Express the quality and/or creativity of your organization's programming and scope of work.**

- A. Use this section to express the quality and/or creativity of your organization's programming and scope of work.
- B. Describe the activities planned for the funding period. Discuss any new projects or changes in programs from the previous year.
- C. Describe how your organization selects presenters for programs during the funding year (guest artists, scientists, lecturers, performers, etc.). Who is involved in the decision? What criteria do they consider in choosing personnel?
- D. State at least three of your organization's goals for the funding period, in terms of measurable or quantifiable accomplishments that you have the capacity to track. At least two goals should address core activities. One may address desired improvements over the previous year, if appropriate. See examples under item D. below.
- E. For each of your stated goals, describe how you will evaluate the success of your organization and its projects. Identify specific indicators of success for each goal and how you will collect feedback or quantified information to reflect the level of success.
  - Examples of **goals related to core activities:**
    - We will celebrate the arts by performing five concerts during the FCP funding period. (*Indicator of success: evidence that concerts took place*)
    - We will engage at least 100 community members in our 2013-2014 season productions, either performing, providing technical assistance, or engaged in promotional activities. (*Indicator of success: roster of individuals participating in season's productions*)
    - We will host an event of which the overall quality is perceived as good or excellent by at least 75% of the attendees. (*Indicator of success: survey form and report on numbers completed and responses*)
  - Examples of goals related to **improvements over previous years:**
    - We hope to sell-out all available tickets for at least five of our 2013-2014 events. (*Indicator of success: documented evidence that sell-outs were achieved*)

- We hope to increase our board of directors to 13 members by January 1, 2014, including at least one individual with expertise in the areas of accounting, marketing, fund raising, and non-profit legal issues. (*Indicator of success: roster of board members showing affiliations or relevant experience*)
- We hope to expand our program to incorporate at least three national acts that are routing through the area in the 2013-2014 season. (*Indicator of success: event program or other documentation*)

## 2. Community Outreach/Public Benefits

- Describe your audience (ie: ages, socio-economic status, residence, interests, etc).
- Indicate the number of your total audience/attendance/participants for the past year and how many you expect to reach during the granting period. Note if this is an actual or an approximate count.
- Describe the tangible (specific) benefits that the Flagstaff community will receive from your organization and programs.
- Explain how your organization reaches out into the community to engage and attract new audiences.
- List the community organizations and businesses with which you partner. Describe your partnership, i.e. collaborative planning, programming, marketing, sharing space, or other ways you share resources.

## 3. Organizational/Administrative Profile

- Give a brief history of the organization in presenting, producing or serving the arts, sciences, or culture in Flagstaff
- Describe the organization's managerial/administrative ability to carry out the proposed projects and properly administer city tax funds received, including staff, board, and volunteer roles and contributions. If your organization is dependent on volunteer time and in-kind services, indicate and discuss.
- If any members of the governing board, or their family members or businesses, receive any financial compensation from the organization (whether as a Board member or in another capacity), list the names and amount of corresponding compensation, and explain how conflicts of interest are avoided.
- Describe how the organization has incorporated feedback from previous years' Art & Science Fund grant applications to improve capacity and/or programming.
- Describe your organization's fundraising, development and marketing activities.
- Describe your organization's long-range/strategic plan, including time period covered, how the plan was developed, and how financial sustainability is addressed. If your organization does not have a strategic plan, describe any plans or barriers to developing one.
- If appropriate, please explain environmental sustainability efforts of the organization.

## 4. Fiscal Management

- Describe how your organization tracks income and expenses. Describe your financial review processes and their frequency. How is the Board involved in financial review and reporting?
- Looking at your organization's report generated through the Arizona Cultural Data Project, please address any items you wish to clarify or describe in further detail (please indicate the section and line number to which you are referring).
- If there is an operating deficit or accumulated debt, or if a deficit or an accumulated debt is anticipated in the next three years, describe your organization's strategy for eliminating the deficit and/or managing the debt. (Debt includes payables, lines of credit, loans, mortgages, and notes.)
- Does the organization hold an endowment? How is it managed, and is there a policy in place to guide staff and/or Board in its management and use of interest revenue?

**5. Optional Information.** Is there a crucial piece of information you haven't had the opportunity to share in the previous sections?

## Section V: Cultural Data Project

The Arizona CDP is an online system for collecting and standardizing historical financial and organizational data. The first management tool of its kind, the Arizona CDP will enable organizations to view trends in their data, benchmark themselves against peer organizations, and enhance their financial management capacity.

Flagstaff Cultural Partners now requires applicants to complete a Data Profile through the Arizona Cultural Data Project (Arizona CDP) website ([www.azculturaldata.org](http://www.azculturaldata.org)).

Instructions for the use of the Arizona CDP:

1. Go to [www.azculturaldata.org](http://www.azculturaldata.org) and click on “New User Registration”
2. If you have not already created and submitted a Data Profile: Create new Data Profile. Complete a Data Profile for each of the TWO most recently completed fiscal years; start with the earliest year.  
If you have already created and submitted one Data Profile: Create a second Data Profile and complete for your most recently completed fiscal year.
3. Enter data using your board-approved financial audit/review or year-end financial statements.
  - a. If your organization is not audited/reviewed, enter data based on board-approved year-end financial statements.
  - b. If your organization is an arts program/department within larger institution, enter data based on internal financial statements of the arts program/department and indicate that you have a parent organization in Section 1.
  - c. DO NOT enter project budgets, budgets for future years, or data from incomplete or not-yet-approved audits/reviews/financial statements.
4. When finished entering data, click on Submit/Error Check; address any errors and call the CDP Help Desk if you have questions.
5. On My CDP, go to the Funders Reports section, select the fiscal year for the report and click on “GO”. Click on the link for Flagstaff Cultural Partners to generate the report and print or save the report in order to include it in your grant application. The CDP Funder Report for FCP will become available on the Arizona CDP website on March 1, 2013.
6. Review your Funder Report; if you need to make changes, call the CDP Help Desk.
7. Include the Funder Report along with your FCP application materials.

Please Note: As part of the effort to ensure the accuracy of your data, throughout the year the Arizona CDP Help Desk will review each of your submitted Data Profile(s) and contact you with suggested revisions. **It is your responsibility to respond to the Help Desk and to make any necessary changes to the submitted Cultural Data Profile(s).** This process will not interfere with your ability to run Funder Reports and apply for grants.

Complete instructions for getting started with the Arizona CDP are available here:

<http://www.azculturaldata.org/orientation.aspx>.

Online training is also available here: <http://www.azculturaldata.org/training.aspx>.

Please direct questions concerning the Cultural Data Profile to:

Arizona CDP Help Desk:

Toll Free: 1-855-77-AZCDP (1-855-772-9237)

Email: [help@azculturaldata.org](mailto:help@azculturaldata.org)

The Arizona CDP Help Desk is available Monday – Friday from 9:00am – 5:00pm MST.

Arizona CDP website: <http://www.azculturaldata.org>



Flagstaff Cultural Partners



**Art & Science Fund**  
**July 1, 2013 – June 30, 2014**

# **Project Support Grant Application**

## **Section I: Introduction**

**Application Deadline: Thursday, March 28, 2013, 5:00pm**

**Before you begin this application**, please completely read and review the Art & Science Fund Guidelines document, available for download at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm).

This application can be downloaded from the Flagstaff Cultural Partners website at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm) or you may make copies of this form. For additional information, consult the Art & Science Fund Guidelines.

**Contact person for inquiries:** Robin Cadigan at [rcadigan@culturalpartners.org](mailto:rcadigan@culturalpartners.org) or at 928-779-2300 #104.

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**Mail:** Flagstaff Cultural Partners, PO Box 296, Flagstaff, AZ 86002

**Do not** attach a cover letter or any documents to your application that are not listed in Section III.

**Do not** submit this page or the checklist with your application.



**Section II: APPLICANT DATA SHEET**

|                                                                                                                |        |
|----------------------------------------------------------------------------------------------------------------|--------|
| <b>Organization Name:</b>                                                                                      |        |
| Project Title:                                                                                                 |        |
| Fiscal Agent Organization (if applicable):<br><b>(letter of authorization from fiscal agent required)</b>      |        |
| Address:                                                                                                       |        |
| City/State/Zip:                                                                                                |        |
| Organization Website:                                                                                          |        |
| Project Website (if applicable):                                                                               |        |
| Staff Contact:                                                                                                 | Email: |
| Phone:                                                                                                         | Fax:   |
| Name of Authorizing Official:<br>(person with legal authority to accept and expend funds for the organization) |        |
| Applicant Federal ID #:                                                                                        |        |
| or Fiscal Agent Federal ID#:                                                                                   |        |

2012-2013 Grant Allocation:

2013-2014 Funding Request:

Organizational Mission Statement as adopted by the Board of Directors:

Summary Statement – how will you use requested funding? (1-2 sentences):

The applicant, by signing and submitting this proposal, acknowledges that they have fully read, fully understand, and will comply with the terms, conditions and requirements of this proposal.

|                                             |      |
|---------------------------------------------|------|
|                                             |      |
| Signature and Title of Authorizing Official | Date |

## Section III: Required Documents

### These rules are required for the format of your application.

- Provide 12 copies of the application in the order listed below
- Your application must be double-sided (all pages), paper clipped, and 3-hole punched (do not staple)
- Do NOT include cover sheets or any other material that is not requested
- Use a readable font, with font size no smaller than 12 point
- Do not insert photographs, graphics or visuals into your narrative
- Each page of your narrative should include a header or footer with your organization name and project name (if applicable).

### Checklist of Required Documents

- Completed **Applicant Data Sheet** – **must be signed** and include the original (one page maximum)
- Completed **Narrative** (four pages max – see Section IV)
- A **list of your project’s key staff members** (clearly indicate paid or volunteer) w/**their job titles**, indicating status and length of time in position (one page max)
- Resume of Project Manager/Director** (one page max)
- A **list of members of the Board of Directors** showing their affiliations and assigned committee roles (one page max)
- A **list of contracts and grants** your organization has received in 2012-2013, and those you anticipate during the 2013-2014 granting period (one page max)
- The first page of your current Federal Tax Exemption Letter**, or a letter of authorization, and Federal Tax Exemption Letter, from the fiscal agent (new applicants only)
- A copy of the most recently **submitted final report** from a previous FCP grant, if applicable

### Required Budget Documents:

- Completed Project Budget Form (see Section VI)
- (OPTIONAL) Completed Project Budget Addendum (see Section VII)
- A CDP Funder Report for FCP for your organization’s or project’s two most recently completed fiscal years **with signed cover page**  
*(if your project has no historical financial information, please contact Robin Cadigan at (928) 779-2300 x104 or [rcadigan@culturalpartners.org](mailto:rcadigan@culturalpartners.org))*
- (OPTIONAL) You may provide a separate portfolio of **printed brochures, program materials, or press clippings; and/or video clips or photos (on CD only)**, which give an impression of the project. Keep in mind the Committee will have limited time to review these materials (do not include 12 copies of these – one copy of each will suffice)

## Section IV: Writing the Narrative

**NOTE: There are changes to this section.**

**Formatting Directions:** Insert narrative pages after Applicant Data Sheet. Use a computer, typewriter or word processor. **To ensure clarity and readability, you must submit your narrative in the following format.**

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- Label each major, numbered section and address the topics given below, expanding on those topics as needed. **Keep the sections in the order given. It is important to address each topic.**
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- Three-hole punch all pages of all copies of your application.
- Do not insert photographs, graphics or visuals into your narrative.

### **Narrative Content**

**1. Scope of Work. Express the quality and/or creativity of your project's programming and scope of work.**

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- B. Describe the activities planned for the funding period. Discuss any changes in programs from the previous year.
- C. Describe how your organization will select presenters for the project (guest artists, scientists, lecturers, performers, etc.). Who is involved in the decision? What criteria do they consider in choosing personnel?
- D. State at least three of your project's goals for the funding period, in terms of measurable or quantifiable accomplishments that you have the capacity to track. At least two goals should address core activities. One may address desired improvements over the previous year, if appropriate. See examples under item D. below.
- E. For each of your stated goals, describe how you will evaluate the success of your project. Identify specific indicators of success for each goal and how you will collect feedback or quantified information to reflect the level of success.
  - Examples of **goals related to core activities:**
    - We will celebrate the arts by performing five concerts during the FCP funding period. (*Indicator of success: evidence that concerts took place*)
    - We will engage at least 100 community members with this project, either performing, providing technical assistance, or engaged in promotional activities. (*Indicator of success: roster of individuals participating in project*)
    - We will host an event of which the overall quality is perceived as good or excellent by at least 75% of the attendees. (*Indicator of success: survey form and report on numbers completed and responses*)
  - Examples of goals related to **improvements over previous years:**
    - We hope to sell-out all available tickets for at least five of our 2013-14 events. (*Indicator of success: documented evidence that sell-outs were achieved*)

- We hope to increase our board of directors to 13 members by January 1, 2014, including at least one individual with expertise in the areas of accounting, marketing, fund raising, and non-profit legal issues. (*Indicator of success: roster of board members showing affiliations or relevant experience*)
- We hope to expand our project to incorporate at least three national acts that are routing through the area in the 2013-2014 season. (*Indicator of success: event program or other documentation*)

## 2. Community Outreach/Public Benefits

- Describe your audience (ie: ages, socio-economic status, residence, interests, etc).
- Indicate the number of your total audience/attendance/participants for the past year and how many you expect to reach during the granting period. Note if this is an actual or an approximate count.
- Describe the tangible (specific) benefits that the Flagstaff community will receive from your project.
- Explain how your organization will reach out into the community to engage and attract new audiences through this project.
- List the community organizations and businesses with which you partner for the project. Describe your partnership, i.e. collaborative planning, programming, marketing, sharing space, or other ways you share resources.
- For post-secondary education institutions only:** Describe how the project will serve the greater Flagstaff community. Describe how you will market to and involve the greater Flagstaff community. Further describe how the project is outside the bounds of the institution's regular operations and reaches beyond the student and faculty base.

## 3. Organizational/Administrative Profile

- Give a brief history of the organization in presenting, producing or serving the arts, sciences, or culture in Flagstaff.
- Describe the organization's managerial/administrative ability to carry out the proposed project and properly administer city tax funds received, including staff, board, and volunteer roles and contributions. If your organization is dependent on volunteer time and in-kind services, indicate and discuss.
- If any members of the governing board, or their family members or businesses, receive any financial compensation from the organization (whether as a Board member or in another capacity), list the names and amount of corresponding compensation, and explain how conflicts of interest are avoided.
- Describe how the organization has incorporated feedback from previous years' Art & Science Fund grant applications to improve the project.
- Describe your organization's fundraising, development and marketing activities.
- Describe your organization's long-range/strategic plan, including time period covered, how the plan was developed, and how financial sustainability is addressed. If you organization does not have a strategic plan, describe any plans for or barriers to developing one.
- If appropriate, please explain environmental sustainability efforts of the organization.

## 4. Fiscal Management

- Describe how your organization tracks income and expenses. Describe your financial review processes and their frequency. How is the Board involved in financial review and reporting? Does an independent accounting firm audit the organization?
- Looking at your organization's report generated through the Arizona Cultural Data Project, please address any items you wish to clarify or describe in further detail (please indicate the section and line number to which you are referring).
- Does the organization hold an endowment? How is it managed, and is there a policy in place to guide staff and/or Board in its management and use of interest revenue? Does the endowment support the project?

**5. Optional Information.** Is there a crucial piece of information you haven't had the opportunity to share in the previous sections?

## Section V: Cultural Data Project

The Arizona CDP is an online system for collecting and standardizing historical financial and organizational data. The first management tool of its kind, the Arizona CDP will enable organizations to view trends in their data, benchmark themselves against peer organizations, and enhance their financial management capacity.

Flagstaff Cultural Partners now requires applicants to complete a Data Profile through the Arizona Cultural Data Project (Arizona CDP) website ([www.azculturaldata.org](http://www.azculturaldata.org)).

Instructions for the use of the Arizona CDP:

1. Go to [www.azculturaldata.org](http://www.azculturaldata.org) and click on “New User Registration”
2. If you have not already created and submitted a Data Profile: Create new Data Profile. Complete a Data Profile for each of the TWO most recently completed fiscal years; start with the earliest year.  
If you have already created and submitted one Data Profile: Create a second Data Profile and complete for your most recently completed fiscal year.
3. Enter data using your board-approved financial audit/review or year-end financial statements.
  - a. If your organization is not audited/reviewed, enter data based on board-approved year-end financial statements.
  - b. If your organization is an arts program/department within larger institution, enter data based on internal financial statements of the arts program/department and indicate that you have a parent organization in Section 1.
  - c. DO NOT enter project budgets, budgets for future years, or data from incomplete or not-yet-approved audits/reviews/financial statements.
4. When finished entering data, click on Submit/Error Check; address any errors and call the CDP Help Desk if you have questions.
5. On My CDP, go to the Funders Reports section, select the fiscal year for the report and click on “GO”. Click on the link for Flagstaff Cultural Partners to generate the report and print or save the report in order to include it in your grant application. The CDP Funder Report for FCP will become available on the Arizona CDP website on March 1, 2013.
6. Review your Funder Report; if you need to make changes, call the CDP Help Desk.
7. Include the Funder Report along with your FCP application materials.

Please Note: As part of the effort to ensure the accuracy of your data, throughout the year the Arizona CDP Help Desk will review each of your submitted Data Profile(s) and contact you with suggested revisions. **It is your responsibility to respond to the Help Desk and to make any necessary changes to the submitted Cultural Data Profile(s).** This process will not interfere with your ability to run Funder Reports and apply for grants.

Complete instructions for getting started with the Arizona CDP are available here:

<http://www.azculturaldata.org/orientation.aspx>.

Online training is also available here: <http://www.azculturaldata.org/training.aspx>.

Please direct questions concerning the Cultural Data Profile to:

Arizona CDP Help Desk:

Toll Free: 1-855-77-AZCDP (1-855-772-9237)

Email: [help@azculturaldata.org](mailto:help@azculturaldata.org)

The Arizona CDP Help Desk is available Monday – Friday from 9:00am – 5:00pm MST.

Arizona CDP website: <http://www.azculturaldata.org>

## Section VI: Project Budget Form

Fill out the form below to show anticipated income and expenses for the proposed project during the period July 1, 2013, through June 30, 2014.

If your project includes work outside of the greater Flagstaff area, please provide the full Project Budget under the column titled “Project Budget,” and the portion of the Project Budget that applies **only to the greater Flagstaff area** under the column titled “Flagstaff Area Budget.”

## Section VI: PROJECT BUDGET

**Applicant Organization:**

**Project Title:**

**Start Date of Project:**

**End Date of Project:**

| Revenue         |                                          | Project Budget | Flagstaff Area Budget |
|-----------------|------------------------------------------|----------------|-----------------------|
| <b>Earned</b>   | <b>Program</b>                           |                |                       |
|                 | 1. Admissions                            |                |                       |
|                 | 2. Ticket Sales                          |                |                       |
|                 | 3. Tuitions                              |                |                       |
|                 | 4. Workshop & Lecture Fees               |                |                       |
|                 | 5. Special Events – Non-Fundraising      |                |                       |
|                 | 6. Membership Dues/Fees                  |                |                       |
|                 | 7. Contracted Services/Performance Fees  |                |                       |
|                 | 8. All other program                     |                |                       |
|                 | <b>Non-Program</b>                       |                |                       |
|                 | 9. Gift Shop/Merchandise Sales           |                |                       |
|                 | 10. Food Sales/Concession Revenue        |                |                       |
|                 | 11. All other non-program                |                |                       |
|                 | <b>12. Total Earned</b>                  |                |                       |
|                 | <b>Contributed</b>                       |                |                       |
|                 | 13. Trustee/Board                        |                |                       |
|                 | 14. Individual                           |                |                       |
|                 | 15. Corporate                            |                |                       |
|                 | 16. Foundation                           |                |                       |
|                 | 21a. Government – City                   |                |                       |
|                 | 21b. Government – County                 |                |                       |
|                 | 21c. Government – State and/or Federal   |                |                       |
|                 | 22. Special Events – Fundraising         |                |                       |
|                 | 23. All other contributed                |                |                       |
|                 | <b>24. Subtotal Contributed</b>          |                |                       |
|                 | <b>25. Total Revenue</b>                 |                |                       |
|                 |                                          |                |                       |
| <b>Expenses</b> |                                          |                |                       |
|                 | <b>Salaries &amp; Fringe:</b>            |                |                       |
|                 | 27a. Program – Artists & Performers      |                |                       |
|                 | 27b. Program – All Other                 |                |                       |
|                 | 27c. Fundraising                         |                |                       |
|                 | 27d. General & Administrative            |                |                       |
|                 | <b>Other Artistic Fees</b>               |                |                       |
|                 | 28a. Artist Commission Fees              |                |                       |
|                 | 28b. Artist Consignments                 |                |                       |
|                 | 28c. Artists & Performers – Non-Salaried |                |                       |
|                 | 29. Production & Exhibition Costs        |                |                       |
|                 | 30. Travel                               |                |                       |
|                 | 31. Marketing/Promotion                  |                |                       |
|                 | 32. All other expenses                   |                |                       |
|                 | <b>33. Total Expenses</b>                |                |                       |

## **Section VII: PROJECT BUDGET ADDENDUM**

This page is OPTIONAL, but strongly recommended. Numbers are only clear within the context of your project narrative. Use the space below to explain the numbers you use and what they represent.

Provide responses below in regards to Section VI: Project Budget. Limit this Section to ONE PAGE.

**Explanation of Project Net Gain or Loss:**

**Budget Notes** (use this space to explain any aspect of the Project Budget which you wish to clarify):



Flagstaff Cultural Partners



Art & Science Fund  
July 1, 2012 – June 30, 2013

# BUILDING COMMUNITY Grant Application

## Section I: Introduction

**Application Deadline: Thursday, March 28, 2013, 5:00pm**

**Before you begin this application**, please completely read and review the Art & Science Fund Guidelines & Instructions document, available for download at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm). This application can be downloaded from the Flagstaff Cultural Partners website at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm) or you may make copies of this form.

**IMPORTANT: Only applicants that are applying for General Operating Support (GOS) or Alternate Year Applications are eligible to apply for a Building Community grant. We strongly recommend that you contact FCP staff to ensure that your organization is eligible for a Building Community Application before proceeding.**

**Contact person for inquiries:** John Tannous at [jtannous@culturalpartners.org](mailto:jtannous@culturalpartners.org) or at 928-779-2300 x101.

**Application Deadline:** Applications must be received no later than **5:00pm on Thursday, March 28, 2013**, at the Flagstaff Cultural Partners' office. **Late applications will not be accepted.** Applications may be sent by mail; however, applicants should be warned that applications must arrive at our office by the deadline, regardless of any postal delivery delays, or they will not be accepted for consideration.

**Hand delivery:** Grant application must be handed to an FCP staff person, with receipt given to applicant. Bring to the Coconino Center for the Arts, 2300 N Fort Valley Road, Flagstaff, AZ. **Office hours are 11:00am to 5:00pm, Monday through Friday.**

**Mail:** Flagstaff Cultural Partners, PO Box 296, Flagstaff, AZ 86002

**Do not** attach a cover letter or any documents to your application that are not listed in Section IV.

**Do not** submit this page or the checklist with your application.

## Section II: Introduction

**This is a new grant opportunity.** Funding is available for arts, culture and/or science organizations that wish to engage, in a meaningful way, populations in the community the applicant has not been able to serve in the past. Successful applicants will identify currently underserved populations within the community and apply for programs that will help the applicant directly reach and engage one or more of these populations.

Applicants may apply for funding to begin a new initiative to directly serve an underserved population, or for funding to significantly alter or expand an existing initiative that serves an underserved population. The initiative must align and be consistent with the organization's mission statement.

To be clear, it is the role of the applicant to determine what population has been underserved by the applicant in the past. The applicant identifies the population and then must make the case in the grant narrative that it has been underserved by the applicant. This is an opportunity for an organization to reach into parts of the community where it currently has little or no impact.

It is important to note that **this funding is not meant to support a marketing campaign**, although marketing expenses may be allocated in the proposed budget. This opportunity is meant to support programs that provide direct experiences in arts, culture and sciences to a demographic that has been underserved. The applicant chooses that demographic and defines it based on its understanding of the community.

Some examples of successful applications might look like, but are not limited to:

- A performing arts organization recognizes that it has not been able to involve at-risk youth in its programming. The organization creates a new goal to provide access to the arts for at-risk youth in Flagstaff. They apply for funding to kick start a new program to provide performing arts workshops to students in the local Juvenile Detention Center and schools that serve at-risk youth.
- An arts organization identifies the Latino community in Flagstaff as a population it has not served in the past. The organization develops a new program to connect local Latino youth to successful Latino artists in the region. They apply for funding to hire those artists to travel to Flagstaff and conduct workshops for local Latino youth, with a culminating exhibition and/or performance.
- A literary organization creates a new program to provide direct access to their programming for the hard of hearing, deaf and blind population, which is a part of the community the organization identifies as underserved by its programs in the past.
- A science organization that has not successfully engaged the large Native American population in Flagstaff wishes to change that dynamic. They apply to develop a new program that integrates Native elder wisdom with cutting edge science and directly serves the local Native American population.

## Section III: Eligibility & Funding

This application may only be submitted as an addendum to a GOS or Alternate Year Application in the 2013-14 grant cycle. If you are applying for Project Support, your organization is not eligible for a Building Community grant. Building Community Applicants must complete, in full, a GOS or Alternate Year Application, and then include the Building Community Application as an attachment, following the instructions in this document. Please refer to the Guidelines & Instructions document available for download at <http://culturalpartners.org/grants.htm>.

Funding may be requested for grants up to \$10,000. There is no required match. FCP anticipates offering this opportunity again next year. Applicants will be eligible to apply for a second consecutive year of funding, but in the second year must provide a 1:1 funding match and will not be eligible for a third consecutive year of funding.

Funding and consideration of a Building Community grant will have no impact on an applicant's General Operating Support (GOS) application. In other words, an organization's GOS funding will not increase or decrease as a result of applying for, receiving or being denied for a Building Community grant. The Building Community grant program is designed to allow an organization to expand resources in order to directly impact underserved populations. **However, please note that a Building Community Application will be rejected if the applicant's GOS Application is not funded for any reason.**

## Section IV: Evaluation Criteria

The Art & Science Fund Committee will evaluate Building Community applications on the basis of the following criteria:

- **Quality of the Program**  
Proposed initiative is likely to succeed in achieving goals / Applicant will provide quality, direct services to the target population / Evidence of reasoned plan and approach / Initiative is new or a significant expansion of an existing initiative
- **Impact on Target Population**  
Target population is well defined / Applicant shows evidence they are underserved / Applicant makes a compelling case to serve an underserved population / Approach does not duplicate existing services in Flagstaff / Proposed initiative is likely to have quality impact on the target population
- **Ability to Complete Proposed Initiative**  
Applicant is working with members of the underserved population or consulting with appropriate individuals or organizations to understand best approaches to serving the target population / Applicant has a proven history of success in programs and qualified staff to lead the initiative / Initiative is consistent with organization's mission statement
- **Budget Rationale**  
Budget is clear and identified expenditures are justifiable within the scope of the proposed initiative / Applicant provides clear narrative description so that proposed expenditures are identified and justifiable

Disclaimer: As this is a new program, Flagstaff Cultural Partners reserves the right to reject any application at our sole discretion for any reason.

## Section V: Required Documents

**Provide twelve (12) copies each of the following documents in the order listed below. Three-hole punch each copy (do not staple, and please use both sides of page to reduce paper use), and include as the final pages of your completed GOS or Alternate Year Application:**

**A narrative description of the program** for which you are seeking funding – see Section V below (two pages maximum)

A project budget of the program for which you are seeking funding – see Section VI below (one page maximum)

**Please note: All Building Community grant applicants will be required to make a presentation, separately from their GOS presentation, to the Art & Science Fund Committee on the dates listed in Section VII of the Guidelines & Instructions document.**

## Section VI: Writing the Narrative

**Formatting Directions:** Insert narrative pages after Applicant Data Sheet. Use a computer, typewriter or word processor. **To ensure clarity and readability, you must submit your narrative in the following format.**

- The application must be typed.
- Maximum length is two (2) pages, with each page identified by the organization's name and page number.
- Use a readable font, with font size no smaller than 12 point.
- 8 ½ x 11 paper, using one-inch margins.
- Label each section and address each major numbered topic given below, expanding on those topics as needed. **Keep the sections in the order given. It is important to address each topic.**
- Make your proposal inviting to read, adding white space, using bullet points and lists, and formatting the contents so information is easy to find.
- Three-hole punch all pages of all copies of your application.
- Do not insert photographs, graphics or visuals into your narrative.

### **Narrative Content**

**1. Include these applicant details at the top of the first page.**

- A. State the applicant organization's name.
- B. State the name of the program, and corresponding dates.
- C. Program Director name, email and phone number.
- D. Funding amount requested.

**2. Identify the underserved demographic that you wish to target with this program.**

- A. Identify the demographic. You choose how to identify the demographic; it may be identified by gender, age group, geographic location, ethnic background, etc.
- B. Explain how you know the demographic has been underserved by your organization and programs in the past. If you have data to reference, such as audience surveys or audience counts, which helped you discover that this demographic group is underserved, please include it in this section.
- C. Explain why the population has been underserved by your organization in the past.

**3. Describe the program for which you are seeking funding.**

- A. Use this section to describe the program clearly. Express the quality and/or creativity of the program and scope of work.
- B. Describe the activities planned for the program during the funding period.
- C. Please explain if this is a new initiative for your organization. If it is not, please describe how you are proposing to change and expand the program this year to achieve greater success.
- D. Explain how the new program will provide **direct** experiences in arts, culture and/or science to the target population, and how those experiences will fit the mission of the organization.
- E. If you are working with guest artists and/or experts in a given field for this program, explain the selection criteria and process for identifying those professionals.

**4. Describe how your organization will directly engage this new demographic through this program.**

- A. In what ways will you engage the new demographic directly?
- B. Are you working directly with members of this demographic, or other organizations that serve this demographic, to seek the best ways to serve them?
- C. Describe the outreach and/or marketing activities planned for the program during the funding period. How will marketing efforts specifically reach and cater to this demographic?
- D. Please provide a short bio for the Project Director (not necessary if you provided this person's resume as part of your GOS application).

**5. Use this section to provide narrative explanation of your attached budget (see Section VII below).** NOTE: do not rely solely on your budget numbers; use this section to provide a detailed understanding of how funds will be spent and allocated.

- A. Provide a detailed description for any significant expenditure.
- B. If your organization were to receive less funding than requested, would the program continue as planned, or would there be changes?
- C. Has your Board of Directors reviewed and discussed this program and budget?
- D. Are there any line items in the attached budget you wish to explain in further detail?
- E. If there is a surplus or deficit showing for the Final Net on Line 34, please explain. How will the organization use the surplus (keep in mind that FCP does not provide grants for fund raising projects)? If there is a deficit, how will the organization handle that deficit?

## Section VII: PROJECT BUDGET

**Applicant Organization:**

**Project Title:**

**Start Date of Project:**

**End Date of Project:**

| Revenue         |                                              | Amount |
|-----------------|----------------------------------------------|--------|
| <b>Earned</b>   | <b>Program</b>                               |        |
|                 | 1. Admissions                                |        |
|                 | 2. Ticket Sales                              |        |
|                 | 3. Tuitions                                  |        |
|                 | 4. Workshop & Lecture Fees                   |        |
|                 | 5. Special Events – Non-Fundraising          |        |
|                 | 6. Membership Dues/Fees                      |        |
|                 | 7. Contracted Services/Performance Fees      |        |
|                 | 8. All other program                         |        |
|                 | <b>Non-Program</b>                           |        |
|                 | 9. Gift Shop/Merchandise Sales               |        |
|                 | 10. Food Sales/Concession Revenue            |        |
|                 | 11. All other non-program                    |        |
|                 | <b>12. Total Earned</b>                      |        |
|                 | <b>Contributed</b>                           |        |
|                 | 13. Trustee/Board                            |        |
|                 | 14. Individual                               |        |
|                 | 15. Corporate                                |        |
|                 | 16. Foundation                               |        |
|                 | 21a. Government – City (this FCP grant)      |        |
|                 | 21b. Government – County                     |        |
|                 | 21c. Government – State and/or Federal       |        |
|                 | 22. Special Events – Fundraising             |        |
|                 | 23. All other contributed                    |        |
|                 | <b>24. Subtotal Contributed</b>              |        |
|                 | <b>25. Total Revenue</b>                     |        |
|                 |                                              |        |
| <b>Expenses</b> |                                              |        |
|                 | <b>Salaries &amp; Fringe:</b>                |        |
|                 | 27a. Program – Artists & Performers          |        |
|                 | 27b. Program – All Other                     |        |
|                 | 27c. Fundraising                             |        |
|                 | 27d. General & Administrative                |        |
|                 | <b>Other Artistic Fees</b>                   |        |
|                 | 28a. Artist Commission Fees                  |        |
|                 | 28b. Artist Consignments                     |        |
|                 | 28c. Artists & Performers – Non-Salaried     |        |
|                 | 29. Production & Exhibition Costs            |        |
|                 | 30. Travel                                   |        |
|                 | 31. Marketing/Promotion                      |        |
|                 | 32. All other expenses                       |        |
|                 | <b>33. Total Expenses</b>                    |        |
|                 |                                              |        |
| <b>Total</b>    | <b>34. Final Net (line 25 minus line 33)</b> |        |



October 1, 2013

# Art & Science Fund Grants for Artist Projects

## Introduction

**Art & Science Fund Grants for Artist Projects** are now available through Flagstaff Cultural Partners (FCP), outside of FCP's usual annual grant cycle, to non-profit 501(c)3 organizations for art, science or cultural programs that serve the Flagstaff area.

Applications will be accepted from non-profit organizations **to hire artists for projects** that take place between November 1, 2013, and August 31, 2014. Up to \$2,000 may be requested to assist with fees for visual, performing or other artists participating in art, science or cultural programs that serve the greater Flagstaff area. Grants must be matched with the applicant organization paying at least 25% of eligible project cash costs. **Grant funds may only be used for artist fees.** While the applicant may propose to hire any artist, FCP encourages applications that propose to hire local artists.

Examples of these grant requests **may** include but are **not limited to**:

- An engagement with a local or regional artist to complete an artistic project that serves the greater Flagstaff community
- A series of workshops in the community or in local schools where the primary instructor is an artist (or several artists)
- A project to hire a touring artist or artist lecturer to do a public lecture/demonstration or performance in the greater Flagstaff community

**Funding for these grants is limited** and available at any time during the funding period. Priority will be given to organizations that have not received funding from FCP in the current fiscal year; however, existing grant recipients may apply if the program is outside of its currently funded scope of activities. **Applicants for Artist Project Grants should contact FCP staff prior to preparing an application to inquire about availability of funds.**

## How to Apply

**To apply**, begin by calling John Tannous at (928) 779-2300 x101. After confirming that your project is eligible and funds are available, proceed to complete these steps:

1. Write a one-page description of the project that includes:
  - Organization name, date submitted, contact person, contact information, date of program, and dollar amount requested

- Description of the project, including what the artist(s) will do, how artist(s) are selected, its value to the community, and who will benefit from the project
  - If your organization has received a grant from FCP in the 2013-14, please explain how this project is outside of the scope of programs currently funded by FCP
2. Attach resume, bio or CV of the artist(s) to be engaged and paid through the project. This should include the artist's website, if applicable.
  3. Attach a one-page budget for the project, showing all related costs and revenue (cash only please, do not include in-kind contributions).
  4. **Send no other information.**
  5. Your application should consist of .pdf documents only (a single .pdf with all documents included is preferable).
  6. Email your final application to FCP at [info@culturalpartners.org](mailto:info@culturalpartners.org).

Applications will be reviewed and applicants notified of status within two months of receipt. There is no deadline to apply. However, funds may not be available later in the funding period (November 2013 – August 2014), so applicants are encouraged to apply as early as possible.

## **Criteria**

Applications that are incomplete will not be considered. Applications that are complete and submitted will be measured against the following criteria:

- **Quality of Project / Scope of Work**  
*The artistic quality of the project is strong. The project's scope is appropriate given participants and resources, and is outside of the scope of FCP funded projects. Artists have a history of creating quality work and experience that applies to the project.*
- **Community Impact / Direct Public Benefit**  
*The project provides direct public benefit to the community of Flagstaff, serving residents and/or visitors. The project impacts the community in positive ways (artistically, socially, economically, etc.) even if the direct benefit serves a small number of people.*
- **Organizational Capacity and Leadership**  
*The organization has proven leadership to complete the project as outlined. The organization has a Board of Directors that is representative of the community. The organization has a history of success with project grants and/or government funding.*
- **Appropriateness of Budget**  
*The submitted financial budget is clear and matches the proposed project. Income and expenses shown are reasonable and appropriate for the anticipated outcome. The total project costs are greater than the requested amount, and the applicant shows that at least 25% of those costs are not paid through this grant.*

**To inquire about this grant opportunity**, contact John Tannous at (928) 779-2300, x101, or [jtannous@culturalpartners.org](mailto:jtannous@culturalpartners.org). **Funding for the Art & Science Grant program comes from the City of Flagstaff, through Bed, Board and Beverage (BBB) Revenues.**

Flagstaff Cultural Partners  
**Arts and Science Committee**  
For 2013-14 grant cycle

Term ending December 2016

**Peter Jolma**, Chair (FCP Board: retired physician)

**Heidi Hansen** (FCP Board: Director, Flagstaff CVB)

**John Running** (FCP Board: photographer and gallery owner)

**Esther Smith** (community member: physician and performer)

Term ending December 2014

**Ingrid Lee** (community member: Dean, Arts & Letters, Coconino Community College)

Term ending December 2015

**Jerry Ward** (community member: retired engineer)

**Don Hill** (community member: photographer)

**Rachel Edelstein** (community member: science industry)

No term

**Karl Eberhard** (City of Flagstaff liaison)

*From the Art & Science Fund Policy:*

*The Art & Science Fund Committee (Committee) is composed of 7 to 10\* members who are approved by the FCP Board of Directors. Members may serve for a maximum of four consecutive one-year terms. Not more than three of these members shall be members of the FCP Board of Directors. One member shall be the City of Flagstaff Art & Science Fund liaison, who is not subject to term limits. Remaining Committee members shall be community members-at-large. The Chairperson of the Committee must be an FCP Board member, selected pursuant to the by-laws of FCP.*

*The committee members should represent Flagstaff's diverse arts, science and cultural interests and/or have other business, media, educational or other appropriate backgrounds; members may also represent the regional or statewide arts, science and cultural community.*

# **Flagstaff Cultural Partners Art & Science Fund Committee Policies and Procedures**

*Revised by Art & Science Fund Committee December 2012*

## **Mission Statements**

### **Flagstaff Cultural Partners**

The mission of Flagstaff Cultural Partners is to enhance the spectrum and quality of cultural experiences available to residents of and visitors to our community.

### **Art & Science Fund Committee**

The Mission of the Art & Science Fund Committee is to responsibly and effectively invest the City's resources to benefit residents and visitors through excellence in artistic, scientific, and cultural programming.

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## **Introduction**

This document outlines the policies and procedures of the Art & Science Fund Committee (Committee) administered by Flagstaff Cultural Partners (FCP). Our purpose in developing these guidelines is to structure the Art and Science Fund's management to fully celebrate arts, sciences and culture in our community.

## **Contents**

These policies and procedures include:

|                                                                     |           |
|---------------------------------------------------------------------|-----------|
| Art & Science Fund Goals                                            | Page 2    |
| Committee Values                                                    | Page 3    |
| Roles and Responsibilities of the FCP Board,<br>Staff and Committee | Pages 4-5 |
| Committee Policies                                                  | Page 6    |
| Annual Calendar of Activities                                       | Page 7    |

## **Art & Science Fund Goals**

The goals of the Art & Science Fund are:

- To enhance the quality of life for Flagstaff residents and visitors through community-based artistic, scientific, and cultural activities.
- To provide financial support through the distribution of the City's funds to nonprofit organizations committed to providing high quality artistic, scientific, and cultural programming in Flagstaff.
- To assist organizations in developing excellence in nonprofit organizational management, and in the programming of arts, science and cultural activities.
- To stimulate public and private support for and a sense of community among nonprofit organizations dedicated to artistic, cultural, and scientific achievement in Flagstaff.
- To increase opportunities for community-based experiences in arts, cultural and science endeavors.
- To support the development of new and emerging nonprofit organizations dedicated to artistic, scientific, and cultural achievement.

## **Art & Science Fund Committee Values**

FCP and the Committee members adhere to the following values:

- Transparency – The granting process is open to examination by public and private partners and constituents. Meetings are open to the public.
- Fairness – The grant guidelines, standards and processes are applied with equality and neutrality towards each applicant every year.
- Clarity – FCP defines the grant guidelines, instructions and process explicitly.
- Excellence – FCP strives to follow the industry’s best practices in the Fund’s granting process.
- Accountability – FCP actively reports the management and financial records of the fund to the City and constituents.

## **Roles and Responsibilities**

FCP's Board of Directors, the Committee, and FCP staff have distinct roles and responsibilities in managing the Art & Science Fund. These are indicated below.

### **FCP Board of Directors**

The Board's responsibilities for the Fund are to:

- review and authorize the Fund's policies, procedures and guidelines;
- approve nominations for the A&S Fund Committee;
- review and authorize recommendations for A&S Fund grants annually;
- maintain oversight to ensure that the A&S Fund is managed according to policy; and
- provide oversight of the financial management of the A&S Fund.

### **Art & Science Fund Committee**

The Art & Science Fund Committee (Committee) is composed of 7 to 10 members who are approved by the FCP Board of Directors. Members may serve for a maximum of four consecutive one-year terms. Not more than three of these members shall be members of the FCP Board of Directors. One member shall be the City of Flagstaff Art & Science Fund liaison, who is not subject to term limits. Remaining Committee members shall be community members-at-large. The Chairperson of the Committee must be an FCP Board member, selected pursuant to the by-laws of FCP.

The committee members should represent Flagstaff's diverse arts, science and cultural interests and/or have other business, media, educational or other appropriate backgrounds; members may also represent the regional or statewide arts, science and cultural community.

The Committee's responsibilities are to:

- attend meetings as required for each fiscal grant period;
- attend an Art & Science Fund workshop;
- review and carefully evaluate all application materials;

- attend applicant presentations;
- attend the meeting to review and rank each application;
- recommend final funding allocations to the FCP Board based on the full Committee's rankings of applications;
- attend grantee events when possible;
- participate in development of feedback for grant applicants; and,
- develop and review the Committee's policies, procedures and guidelines for the approval of the FCP Board.

### **Chairperson of Art and Science Fund Committee**

The additional duties of the Chairperson of the Art and Science Fund Committee are to:

- schedule and preside over all meetings of the Committee;
- report on the Committee's activities and recommendations to the FCP Board;
- lead the recruitment process for new members of the Committee; and,
- participate in post-award meetings with applicants to review Committee feedback, if requested.

### **Flagstaff Cultural Partners Staff**

FCP's Executive Director and staff manage the Art & Science Fund on a day-to-day basis. Their duties are to:

- serve as a point of contact for applicants;
- communicate feedback to A&S Fund applicants;
- review applications for completeness and pre-screen for eligibility per written guidelines;

- manage the day-to-day Fund activities under the Fund’s guidelines and policies and under the guidance of the A&S Fund Committee and the FCP Board of Directors;
- provide periodic reports to the FCP Board of Directors on the status of Fund activities;
- distribute funds to grantees and maintain financial records of the Fund in accordance with generally accepted accounting standards;
- review and update guidelines and policies for Committee’s review and approval;
- conduct all reporting and communication with the City of Flagstaff;
- publicize awards and recognize the roles of FCP and the City;
- publicize all key dates of the Fund’s activities and process; and,
- encourage excellence and growth in the nonprofit arts, science and cultural community.

## **Art & Science Fund Committee Policies**

### **1. Fairness Policy**

In order to conduct a grant review process that provides an equal opportunity of success for applicants, FCP abides by a standard of fairness.

While understanding that the grant review process is, by definition, subjective, FCP staff, Board and the Committee will give equal respect and consideration for grant awards to all applicants. No special consideration or status shall be granted to any applicant for any reason, during the review process or when considering eligibility. Further, success in previous years’ grant applications through the Art & Science Fund does not ensure success or eligibility in future year grant application reviews - with exception to the allowance for Alternate Year Applications, in which an applicant’s rating score may apply to one additional grant cycle.

It is the policy of FCP to award grants on the basis of merit and qualifications. FCP staff, Board and Committee members do not discriminate against any applicant applying for grants through the Fund on the basis on race, color, religion, age, sexual orientation, national origin, gender or disability.

## **2. Standard of Conduct Policy**

In order to respect the privacy of our applicants and provide a fair process for consideration of applications, FCP adheres to a code of conduct regarding confidentiality. FCP representatives will not discuss applications or disclose applicant information outside of regular review proceedings with another party. FCP Board, staff, and Committee agree that they will not discuss any application outside of the Art & Science Fund Committee proceedings. However FCP staff and the committee chair are authorized to communicate the Committee's feedback to applicants in a confidential manner.

## **3. Conflict of Interest Policy**

All FCP staff, Board members and Committee members will be asked to sign a conflict of interest Statement once a year. As the statement indicates, staff or committee members with a Conflict of Interest in regards to any applicant within the Fund will be required to leave the meeting room during discussion of said applicant's grant.

## **4. Transparency Policy**

The A&S Fund Committee achieves transparency in our relationships with the applicants and grantees by holding open meetings. Meetings where applications are evaluated and funding decisions are made will be open to the public. Reports are provided to the City of Flagstaff on the management and financial status of the Art & Science Fund each year.

# **Annual Calendar of Activities**

Note: Dates are subject to change each year.

|             |                                                                                                       |
|-------------|-------------------------------------------------------------------------------------------------------|
| By January  | Recruit new Committee members                                                                         |
| January     | Release and publicize guidelines and dates, new Committee members presented to FCP Board for approval |
| February    | Host workshops for potential applicants                                                               |
| Late March  | Application deadline                                                                                  |
| Late March  | Staff reviews applications for eligibility and for missing documentation                              |
| Early April | FCP staff copies materials for distribution to the Committee                                          |

|                    |                                                                                                                                                                                               |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April              | Committee meeting for orientation, to receive application materials and to determine eligibility (open to the public)                                                                         |
| April – May        | Committee members review and evaluate the application packets (individually), and prepare preliminary rating                                                                                  |
| May or June        | Applicant interviews with Committee (open to the public)                                                                                                                                      |
| May or June        | Committee ranking meeting – each application is discussed in a meeting. Each Committee member ranks each applicant on a final ranking form at the end of each discussion (open to the public) |
| May or June        | Ranking scores are calculated by staff for later funding consideration                                                                                                                        |
| June               | Committee meets to suggest fund allocation based upon ranking scores and formula (open to the public)                                                                                         |
| June Board meeting | Committee presents funding recommendations to FCP Board for consideration (open to the public)                                                                                                |
| July               | Committee meets to evaluate the funding process and celebrate the awards                                                                                                                      |
| July 1             | FCP staff sends out award letters and grantee packets, offers application feedback to applicants and notifies the City about the awards                                                       |
| Mid July           | FCP staff publicizes awards                                                                                                                                                                   |
| July 31            | Grantees submit final reports from previous fiscal year (if applicable), the signed contracts and proof of insurance                                                                          |
| August             | FCP hosts a community celebration and distributes initial payments                                                                                                                            |
| Fall               | FCP submits a final report to the City staff                                                                                                                                                  |
| September          | Committee and FCP staff prepare for upcoming grant cycle                                                                                                                                      |
| October - December | A&S Fund Committee and FCP staff review policy/guidelines. They recommend changes to the FCP Board of Directors for approval no later than December Board meeting.                            |



**Art & Science Fund Ranking Form  
July 1, 2013 – June 30, 2014**

**Organization:** \_\_\_\_\_

**Project Title:** \_\_\_\_\_

**1= lowest ranking, 5= highest ranking**

**1. Artistic, Cultural or Scientific Programs / Scope of Work**

A) Overall scope and quality of the program

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_

B) Program meets the goals of the FCP Art & Science Fund

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_

**2. Community Outreach / Public benefits – tangible services and benefits to the community**

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_

**3. Organizational / Administrative Profile – management and administrative ability to complete the project**

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_

**4. Financial status and fiscal management**

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_

**Total Ranking (from above) :** \_\_\_\_\_

\_\_\_\_\_  
Committee Member

\_\_\_\_\_  
Committee Member Signature

\_\_\_\_\_  
Date

# GRANT AGREEMENT

This Grant Agreement ("Agreement") is made this First day of July 2013 between Flagstaff Cultural Partners ("FCP"), whose address is PO Box 296; Flagstaff, AZ 86002 and \_\_\_\_\_, a nonprofit organization, ("Grantee"), whose address is \_\_\_\_\_.

## RECITALS

A. Flagstaff Cultural Partners, as a recipient of tax monies from the City of Flagstaff for the promotion of arts, sciences and cultural programs, desires to foster the following goals for the public benefit:

1. To increase opportunities for all Flagstaff residents to experience the arts, sciences and cultural activities in a meaningful way;
2. To assist Flagstaff arts, science and cultural organizations in their development;
3. To stimulate public and private support for the arts, sciences and cultural endeavors in Flagstaff;
4. To promote and preserve Flagstaff's uniquely diverse arts, scientific and cultural communities and organizations;
5. To utilize and develop existing artistic, scientific and cultural expertise or talent in the community; and
6. To increase opportunities for community based educational experiences in the arts, science and cultural endeavors.

B. In order to implement these goals, FCP issued Art & Science Fund Guidelines and Grant Application ("Application"), dated FY13-14, for arts, science and cultural projects.

C. The Grantee submitted a proposal in response to the Application, which was accepted by FCP.

D. The Grantee and FCP desire to enter into this Agreement to formalize the terms and conditions of their responsibilities arising out of the Application and the Proposal.

NOW, THEREFORE, for and in consideration of the mutual covenants and obligations set forth in this Agreement, the Grantee and FCP agree as follows:

### 1. Term of Agreement.

The initial Agreement period shall commence on the date set forth above and will terminate on June 30, 2014, unless terminated sooner by FCP or extended upon the mutual written consent of FCP and the Grantee. FCP reserves the rights to terminate the Agreement at any time for any reason, without penalty or recourse, upon no less than thirty (30) days written notice to the Grantee.

Although the parties may extend this Agreement, as provided above, the Grantee shall have no right to or a preference for renewal of the Agreement.

### 2. Grantee's Services.

2.1. Scope and Conduct of Services. The Grantee shall perform the services described in Exhibit A, attached to and made a part of this Agreement. The Grantee shall perform the services as described in the proposal they submitted in response to the Application. The Grantee shall furnish and be responsible for qualified personnel, materials, equipment and other items necessary to perform its Services and to carry out the terms of this Agreement in

a professional manner. **The Grantee shall provide FCP with a final activity report concerning the Grantee's performance of the Services within 45 days after the completion of the fiscal year ending 2014.** Failure to provide a final activity report by this date will render Grantee ineligible to receive future funding support through FCP.

2.2. Independent Grantee Status. The parties agree that the Grantee provides specialized services and that the Grantee shall perform its Services under this Agreement as an independent Grantee and not as an employee, agent or representative of FCP. As an independent Grantee, the Grantee shall be responsible for all control, supervision, and the manner in which the Services are carried out, and the Grantee shall be solely liable for all labor and expenses in connection with its Services to be performed under this Agreement and for any and all damages which may result in connection with performance of those Services.

2.3. Compliance With Laws. The Grantee agrees to comply with all federal, state and municipal laws, ordinances, rules or regulations applicable to the Grantee's business and performance of the Services.

2.4. Indemnification. The Grantee agrees to fully indemnify, defend and hold FCP harmless from and against any and all claims, demands, suits, or judgments made by any person in connection with the Services to be provided under this Agreement.

2.5. Insurance. The Grantee agrees to obtain insurance coverage, at the Grantee's sole cost, with the City of Flagstaff and FCP as certificate holders as set forth in Exhibit B and the General Conditions of the Application.

2.6. Recognition of Funding Entities. As a recipient of significant amounts of City of Flagstaff tax revenue, Grantee will develop marketing and advertising strategies that will provide appropriate recognition of the City of Flagstaff and FCP's funding, including but not limited to both organizations' logos and public relations text regarding the funding of Grantee's services or events, in the manner outlined in Exhibit C. Grantee agrees to assist in measures to promote the role of the City of Flagstaff and FCP in building support for arts, cultural and sciences activities in a positive way. (See Exhibit C)

### 3. FCP's Obligations and Rights.

3.1. Payments to Grantee. FCP will pay the Grantee a fee not to exceed the sum of \_\_\_\_\_ for providing the Services. The Grantee is free to contact other parties and is not required to render services exclusively to FCP. FCP will make payments to the Grantee in accordance with the payment schedule attached to this Agreement as Exhibit B.

The Grantee will refund to FCP any funds paid to the Grantee by FCP but unearned and which remain in the Grantee's possession at the end of the Agreement period or at the time of termination of this Agreement, within fifteen (15) days thereafter.

3.2. Approval and Inspection. Although the Grantee is responsible for all control and supervision of the Services performed under this Agreement, the Services provided must meet the approval of FCP and shall be subject to the right of FCP to conduct inspections, from time to time, to ensure satisfactory performance and completion. In addition, FCP shall have the right to audit all of the Grantee's records pertaining to the Services at reasonable times and from time to time. FCP may require that the Grantee pay for the full cost of an independent audit, if FCP deems an audit necessary to ensure compliance with this Agreement.

### 4. General.

4.1. Notices. All notices under this Agreement shall be in writing and shall be mailed or delivered to the parties at the addresses set forth above.

4.2. No Waivers. Waiver by either party of any performance by the other party shall not constitute a waiver of any subsequent requirement for performance.

4.3. No Third Party Beneficiaries. Notwithstanding any other language in this Agreement, the parties acknowledge and agree that the terms, provisions, and conditions of this Agreement are for the sole benefit of FCP and the Grantee and may be enforceable solely by FCP and the Grantee, respectively, and none of such terms, provisions, or conditions are for the benefit of or may be enforced by any third party.

4.4. Assignment. The Grantee shall not have the right to assign this Agreement without the prior written consent of FCP. Any assignment by the Grantee within FCP's prior written consent shall be void.

4.5. Attorney Fees. In the event that either party files an action at law or in equity in connection with any matter arising out of this Agreement, the prevailing party shall be entitled to its reasonable attorney fees and costs.

4.6. Governing Law. Any issues concerning the terms of this Agreement shall be construed in accordance with the laws of the State of Arizona. This Agreement is made in Coconino County, Arizona.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date set forth above.

| <b>Flagstaff Cultural Partners</b>   |  | <b>Grantee</b>         |
|--------------------------------------|--|------------------------|
| <hr/> <b>Signature</b>               |  | <hr/> <b>Signature</b> |
| By: John Tannous, Executive Director |  | Printed Name:          |
| Date:                                |  | Title:                 |
|                                      |  | Date:                  |

**EXHIBIT A**  
**FLAGSTAFF CULTURAL PARTNERS**  
**Art & Science Funding**  
**July 1, 2013 – June 30, 2014**

**Criteria and Procedures**  
**for SERVICE PROVIDER Grant Awards**

1. The grantee must be an organization that is an Arizona nonprofit corporation, a foreign nonprofit corporation which has obtained a certificate of authority to conduct affairs in Arizona from the Arizona Corporation Commission, or a political subdivision of the State of Arizona. The grantee should provide a ruling from the United States Treasury Department that it is not a private foundation, that it is exempt from payment of income tax, and that gifts to it are deductible for income tax purposes.
2. Primary consideration will be given to an organization that has clear purposes and functions that designate it as arts, cultural or science organization, which provides a public benefit to the community of Flagstaff. On occasion, Flagstaff Cultural Partners (FCP) may consider funding requests for arts, cultural or science events from nonprofit corporations that cannot be characterized as arts, cultural or science organizations.
3. The grantee must have a managing board which meets regularly and whose members serve without compensation. The board must be representative of the community that it serves.
4. The managing board must provide written assurance of compliance with federal, state and local laws and regulations.
5. The grantee must meet high standards of performance, have a valid financial need, and demonstrate ability to keep accurate standardized accounts of all receipts and expenditures and produce an annual audit. As an alternative to providing an audited financial statement, a grantee may produce an annual financial statement accompanied by a statement of the president or the person responsible for the corporation's accounting records stating that person's reasonable belief whether the statements were prepared on the basis of generally accepted accounting principles, and if not, describing the basis of preparation; and that the financial information provided on behalf of the organization is true and correct to the best of that person's knowledge.
6. Any grantee that employs staff must demonstrate that overhead expenses are held to a minimum and that the maximum possible use is made of volunteer personnel.
7. The grantee must agree to advertise, in its promotional materials for events and programs, the City of Flagstaff and Flagstaff Cultural Partners' roles in providing funding to the grantee through FCP.
8. Grantee can use Art & Science grant funds for expenditures related to service provision, but cannot use grant funds under this Agreement for capital expenses, debt service, fund-raising costs, or the building of reserves.

## EXHIBIT B

### FLAGSTAFF CULTURAL PARTNERS Art & Science Funding July 1, 2013 – June 30, 2014 HIGHLIGHTS OF MINIMUM INSURANCE REQUIREMENTS

The Grantee and its Sub-grantees, at their own expense, shall purchase and maintain the herein stipulated minimum insurance. It is recommended that you provide this document to your insurance agent.

#### Coverage Afforded

Worker's Compensation &  
Employer's Liability  
*(As Required by State Law)*

#### **Commercial General Liability Insurance**

**Commercial/Business  
Automobile Liability  
Insurance**  
(including: all owned autos, hired  
autos, & non-owned autos)

#### **Liquor Liability Insurance**

#### Limits of Liability

Obligations imposed by Federal & State Statues  
\$100,000 for each accident, \$100,000 disease for each employee, &  
\$500,000 disease policy limit

\$1,000,000 Each Occurrence  
\$2,000,000 Products & Completed Operations Aggregate  
\$2,000,000 General Aggregate

\$1,000,000 Each Occurrence –  
Bodily Injury and Property  
Damage, Combined Single Limit

\$1,000,000 as needed if exposed

#### Special Conditions:

1. The Grantee's insurance shall be primary insurance as respects to **City of Flagstaff and Flagstaff Cultural Partners**, and any insurance or self-insurance maintained by the City of Flagstaff and Flagstaff Cultural Partners shall not contribute to it.
2. The insurance policies, except Worker's Compensation, required by this Contract, shall name the City of Flagstaff and Flagstaff Cultural Partners, its agents, representatives, officers, directors, officials and employees as additional insured.
3. If a policy does expire during the life of the Contract, a renewal certificate must be sent to Flagstaff Cultural Partners fifteen (15) days prior to the expiration date.
4. **Cancellation and Expiration Notice** – Insurance required herein shall not expire, be canceled, or materially changed without thirty (30) days written notice to Flagstaff Cultural Partners.
5. Acceptability of Insurers: Insurance is to be placed with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's rating of not less than A-: VII.

**FLAGSTAFF CULTURAL PARTNERS RESERVES THE RIGHT TO CHANGE OR MODIFY LIMITS OF LIABILITY COVERAGE FOR CONTRACTS OF AN UNUSUAL SIZE OR RISK.**

**Please see example on back--**

**EXHIBIT C**  
**FLAGSTAFF CULTURAL PARTNERS**  
**Art & Science Funding**  
**July 1, 2013 – June 30, 2014**  
**GRANT CREDIT AND PUBLICITY**

**Credit Language** - As a grantee, you are required to credit (with logos and credit lines) the City of Flagstaff BBB Revenues and Flagstaff Cultural Partners in all printed materials and publicity, whether for a specific project or for your overall operation. You should also list the funders in the appropriate financial category in any printed or installed donor recognition lists. See the reverse side for approved language and instructions.

**Logos** - Please incorporate the logos of the City of Flagstaff BBB Revenues and Flagstaff Cultural Partners in your publicity and informational materials. Including this information in as many places as possible helps our community understand the impact of the BBB Revenues and public funding of the arts, science and culture. Both funders' logos are available for download in a printable formats, in color and black/white, on FCP's website at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm). See the reverse side for additional information.

### **Where and How to Use Credit Language and Logos**

1. **Promotional Materials:** Credit the City of Flagstaff BBB Revenues and Flagstaff Cultural Partners in printed materials (including newsletters, press releases, announcements, catalogs, educational materials and invitations), films/video tapes, electronic transmissions (including internet sites), and non-written announcements (such as radio or television announcements) regarding all activities to which the funders contribute.
2. **Promotional Appearances and Print Interviews:** On television and radio appearances by your representative(s), verbally acknowledge, at least once during a broadcast, the support your organization received from City of Flagstaff BBB Revenues and Flagstaff Cultural Partners toward your project or for your overall operations. Also, you should acknowledge the funders support in any newspaper, magazine or online interviews about your organization's program(s).
3. **Programs:** Credit "City of Flagstaff BBB Revenues" and "Flagstaff Cultural Partners" on the title page of printed programs in a type size no smaller than **7 point**. Also, list the funders in the donor category most appropriate to the level of financial support that your organization is receiving.
4. **Verbal Credit:** When written credit is not applicable - such as when there is not a printed program - give verbal credit prior to each performance for activity.
5. **Advertising:** Credit the funders in all project-related print advertising that is 10 column inches or larger. Billboard advertising should also include funder credit.

### **Above and Beyond**

1. Write a letter-to-the editor about your funded programs thanking the funders and Flagstaff residents for supporting the BBB Revenues.
2. Invite funders, particularly city elected officials, to your programs and/or activities.

FLAGSTAFF CULTURAL PARTNERS  
Art & Science Funding  
Grant Credit and Publicity

**PLEASE READ CAREFULLY.**  
**Failure to follow these instructions can result in disqualification of your application in future grant years!**

**Use of Logos and Credit Language**

Please use logos for the BBB Revenues and Flagstaff Cultural Partners in your publicity and informational materials. Logo samples are shown below, color versions are available for download at [www.culturalpartners.org/grants.htm](http://www.culturalpartners.org/grants.htm). **ONLY** use of the approved logos on this website are allowed when crediting support from these grants. The BBB logo should not be smaller than .75” wide and the Flagstaff Cultural Partners logo should not be smaller than 1.25” wide.

In publicity where you are not able to use logos, please show grant support using this language **ONLY**:

**When listing or announcing your sponsors, use both of these titles:**

- “City of Flagstaff / BBB Revenues”
- “Flagstaff Cultural Partners”

**When you have more room for text or time in an announcement, use either of these lines:**

- “Supported by BBB Revenues from the City of Flagstaff and Flagstaff Cultural Partners”
- or
- “Funding provided by BBB Revenues from the City of Flagstaff and Flagstaff Cultural Partners”

Ideal size:



Minimum size:





## ANNUAL REPORT

*Inspiring Excellence Through  
Strong Partnerships for the Arts*



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## Mission

- The mission of Flagstaff Cultural Partners (FCP) is to enhance the spectrum and quality of cultural experiences available to residents of and visitors to our community



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## FCP / City Agreement

Serve as the coordinating agency for arts, science and cultural endeavors in Flagstaff, including long-range planning, leadership, and promotional activities



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## Summer Nights on the Square

- Thursdays: Summer Concert Series
- Fridays: Downtown Friday Nights
- Saturdays: Movies on the Square



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## Arts Incubator

The ArtBox Institute

- Business Training
- Professional Development
- Begins January 18-19
- 22 Students



Completes a 15-month research and planning process

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## Flagstaff365.com

- Comprehensive Online Calendar of Events for Flagstaff
  - Arts, Culture, Science, Sports, Nightlife
  - Serves Residents, Visitors, Organizations
  - Monthly Visitation averages:
    - 3



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## FCP / City Agreement

Serve as the coordinating agency for arts, science and cultural endeavors in Flagstaff, including long-range planning, leadership, and promotional activities



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## Active Partnerships



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## Ongoing Initiatives

- First Friday ArtWalk
- Cultural Data Project
- Art & Science Fund
- Artist Workshops



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## FCP / City Agreement

Expand the role of arts, culture, and sciences within Flagstaff as a center of arts, culture, and sciences in Northern Arizona.



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## Grant Projects Completed

- Summer Performance Residency
- Artist Residency Program
- NEA Our Town Grant



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## Coconino Center for the Arts

- Major Exhibitions
  - *Virga: the Hunt for Water*
  - *Four Corners Quilt Exhibition*
  - *Underneath It All*
- Concerts
  - George Winston
  - Arlo Guthrie
  - Bruce Cockburn



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## Expand Arts, Culture, Science

- The Viola Awards
- First Friday ArtWalk
- Economic Impact Study
- Flagstaff365.com



*"In my opinion, FCP's management and promotion of First Friday ArtWalk has done more for tourism, Downtown, and visitor experience than any other single thing."*  
- John Vanlandingham, owner, Old Town Shops

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## FCP / City Agreement

Increase the participation opportunities for residents and stimulate public and private support for arts, culture, and science endeavors in Flagstaff.



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## Increase Opportunities

- Coconino Center for the Arts
  - Youth Access to the Arts
  - Providing a Venue for the Community
- Viola Awards
- Summer Nights on the Square



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## Art & Science Fund Grants

Make grants of City Bed, Board and Beverage (BBB) Tax revenues to local source providers

- The 2013-14 Art & Science Fund
  - 42 Grant Applicants
  - \$415,609 Requested Funding
- 34 Funded Agencies / Projects
- \$290,000 Funded Grants



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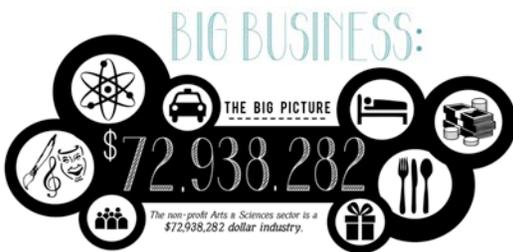
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## Return on Investment



Combined annual spending of organizations and audiences.

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## ROI: Local Tax Revenues



\$3.8 million in city/county tax revenue.  
\$3.8 million in state tax revenue.

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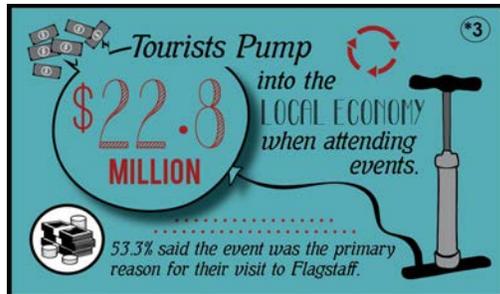
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## ROI: Tourism Revenue



Based on 1,332 valid and usable audience-intercept surveys taken in 2011.

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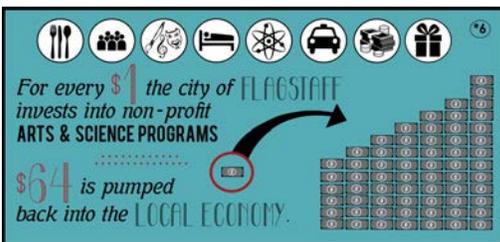
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## Return on Investment



Based on average annual investment by the City of Flagstaff into non-profit arts and science organizations, and out-of-town audience expenditures.

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## New for 2014

- Online Grant Application
- New Website and Brand
- Tion Mion: *Memento Mori*
- ArtBox Institute
- *Night Visions V*
- Much more



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## 2014 Viola Awards

- Saturday, March 1, 2014
- High Country Conference Center
- Info: CulturalPartners.org



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## THANK YOU!

The City of Flagstaff and its voters deserves recognition for its smart investment in the arts and sciences.



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## For More Information

CulturalPartners.org



Flagstaff365.com



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