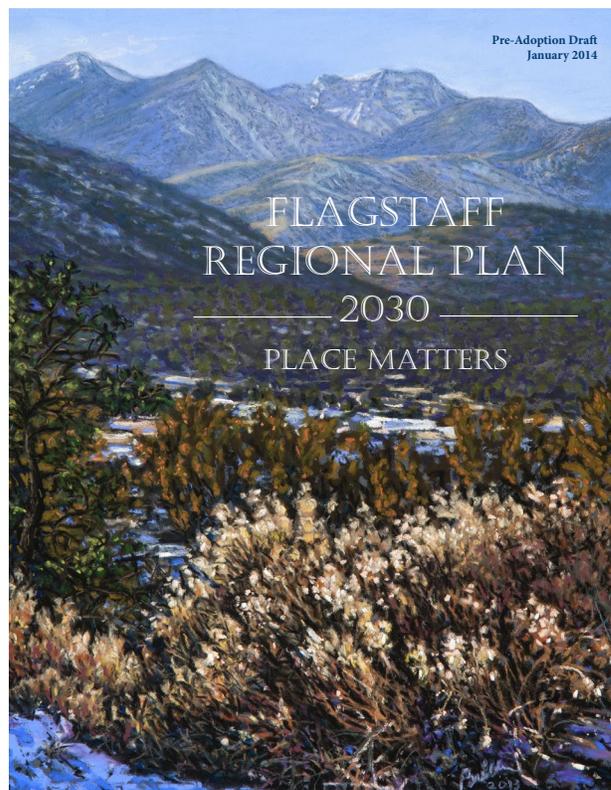


STRATEGIES



STRATEGIES TO IMPLEMENT REGIONAL PLAN GOALS AND POLICIES

This document includes a list of strategies that may be used to implement the goals and policies included with the *Flagstaff Regional Plan 2030*. These strategies are a compilation of ideas suggested by members of the Flagstaff community and the Citizen Advisory Committee (created to help write the plan) on how to implement policy. This list is unedited and has not been endorsed by any official body or subjected to legal review. Strategies are NOT policy, and as such they have not been adopted as policy language and included in the Plan. These strategies, however, have value as they are great ideas suggested by community members during the process to develop the *Flagstaff Regional Plan*. They may be used as a checklist against which government and non-government agencies, non-profit organizations, educational organizations and citizens in general can develop implementation plans. This document may also be updated on a regular basis for the life of the *Regional Plan*, to reflect changes in organizations, structures, technology, etc.



ENVIRONMENTAL PLANNING & CONSERVATION

Air Quality - No strategies

Climate Change and Adaptation

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

Dark Skies - Continue to enforce the City's existing Dark Sky Ordinances

Ecosystem Health

- The City of Flagstaff and Coconino County support the efforts of land management agencies to manage dispersed camping, campfires, off-road motor vehicle travel, and other forms of recreation consistent with resource protection and community fire risk reduction.
- Include list of rare, sensitive, threatened, and endangered species in the annual report.
- Develop vegetation/noxious weed management program. The City and County will adopt weed control measures to be applied to road and utility infrastructure construction and maintenance projects, and will pursue aggressive weed-control strategies in public rights-of-way and other City and County-owned properties.

- Promote and contribute to widespread environmental education efforts through the public schools and beyond to build awareness of local ecological settings and issues, including how to adapt to life in fire adapted ecosystem.
- Promote forest restoration efforts on non-federally administered lands to complement ongoing restoration efforts on the national forests of the region, while participating in the Four Forest Restoration Initiative collaborative process.
- Promote responsible recreation, tourism ventures and other uses of national forest system lands which are sustainable and of value to the local community.
- Noxious Weed Management Strategies:
 - Develop list of noxious and invasive weeds present in the Flagstaff region and prioritize threat level and management approach, i.e. eradicate, control, or manage.
 - Develop criteria for evaluating weed management plans associated with development projects.
 - Develop set of “best practices” for capital improvement projects and private development projects.
 - Continue operations of County burn tank in support of weed control operations.
 - Coordinate interagency weed control operations to promote synergistic efforts, i.e. publish schedules of operations.
 - Continue active participation by the City and County in the San Francisco Peaks Weed Management Area.
 - Consider adoption of weed abatement ordinance by the City and County.
 - Encourage the use of integrated weed management and organic practices to manage with the least possible hazard to the environment.
 - The City and County will cooperate with the San Francisco Peaks Weed Management Area (SFPWMA) to inventory, eradicate, and control invasive non-native weeds, including those required for compliance with federal and state regulations; prevent establishment of new infestations through public awareness and education; and restore disturbed areas with native species.

Environmentally Sensitive Lands – No strategies

Natural Quiet – No strategies

Soils – No strategies

Wildlife

- Update maps of wildlife movement corridors and species and habitat distributions included in this plan on an ongoing basis as new research data become available from sources such as federal, state and local agencies, Northern Arizona University’s GRAIL laboratory, and local biologists.
- Encourage developers to avoid or minimize impacts to Gunnison’s prairie dog colonies whenever possible and encourage the humane relocation of prairie dogs to suitable habitat when necessary. Promote public awareness of the positive “keystone” role of prairie dogs in grassland ecosystems and consider the development of mitigation policy to obtain suitable habitat for prairie dog translocation with financial support from project developers.

OPEN SPACE

- Use the (inter-agency) Open Space Stakeholders Group to inventory and prioritize all open spaces, including Federal lands, public and privately held, in the planning area. The Stakeholders Group will ascertain the values to prioritize, along with scientific data, and provide comprehensive implementation tool kit. Utilize implementation tools through local, state and federal jurisdictions.
- Use the guiding documents of the Greater Flagstaff Area Open Spaces and Greenways Plan, the City of Flagstaff Urban Open Spaces Plan, and the City’s Long Range Master Plan for Parks, Recreation and Open Space, as well as County Area Plans that have open space objectives as the framework for the inter-agency group. Form the inter-agency institutional framework group.
- Use inter-agency planning and acquisition for collaborative buying power. Ownership, operation and maintenance should center in single entity.
- Map proposed open space connections, priority open lands, and neighborwoods
- Priority open lands to consider as collaborative efforts for preservation will include Picture Canyon and Walnut Canyon.
- The FUTS Master Plan is one means of connection by open space and trails.
- All subdivision applications be assessed for open space and recreational amenities (parks, open space and trails) within walking distance of project; either provided within subdivision or already in close proximity.
- Permit recreational use of regional open space lands where it is consistent with the Land Use Plan and other policies.

- City and county owned open space (vacant) parcels should be inventoried and classified as to specific natural qualities they exhibit and consideration given for the preservation of its natural qualities.
- Open spaces preserved in the process of the development of undeveloped lands should consider preservation of its special natural qualities as listed in the open space goal statement.
- Open space buffers can be used to protect the character of major corridors.
- Open space buffers can be used to separate disparate uses such as residential areas, commercial areas and highways.
- Identify and give examples of scenic views and scenic roadways to protect, such as Fort Valley Corridor's views, ridgelines, and green setbacks.

WATER RESOURCES

Water Sources

- Continue efforts of cooperative forest health management, such as the Four Forest Restoration Initiative (4FRI).
- Integrate and apply the latest global best practices for water conservation technologies and reclaim water use into the 'sustainable water budget'.
- Use an assertive public education campaign to push residential and commercial water conservation.
- Maintenance and upgrades to water reclaim and wastewater facilities will incorporate new technologies as feasible, with efficiency, water and energy conservation of utmost concern.
- Water Demand
- Use regional water resource planning consortium to scientifically define "regional human and environmental water needs."
- Regional economic development consortia work with Industrial Development Authority to promote and maintain economic growth with commercial low-water users, promoting and assisting commercial establishments to incorporate water-harvesting, water-conservation and gray-water systems into business plans, establishing fiscal and environmental sustainability.
- Development and remodeling of all public facilities set the public example by installing water- harvesting, water-conservation and gray-water systems.
- Develop an impactful public education campaign for water harvesting and water conservation by continuing the existing Low-Impact Design campaign.
- Locally capture any federal incentive funds to develop water-harvesting, water-conservation, gray-water systems, and water meters; in turn making incentives available to local residents and businesses to incorporate these building technologies.
- Stormwater and Watershed Management – No strategies Water Quality
- Identify and implement best management practices with respect to road maintenance and snow removal that eliminates, or minimizes to the extent possible, the potential for illicit discharge of contaminants into waterways, and provides appropriate mitigation measures when discharges cannot be entirely avoided.
- Educate agricultural users in practices that eliminate or reduce the potential for contaminant migration.

ENERGY

- Increase awareness of the substantial energy involved in water production, delivery and treatment, and opportunities to reduce consumption.
- Encourage energy efficiency and conservation in the public, commercial and residential sectors through policies that promote more efficient lighting, better insulation, and increased use of alternative energy for generation of electricity.
- Build upon our energy efficient retrofit program and develop an extensive efficiency upgrade program for existing buildings and the widest possible audience.
- Promote the publication of energy costs for all structures on MLS listings.
- Reward innovative land use and energy efficient planning techniques.
- Create an easy-to-understand brochure/book describing development clustering, building orientation, multiple use facilities, and appropriate building material for construction.
- Provide economic incentives to shift to higher efficiencies. What does it take to cause market shift? Development and innovation is partnership and balancing act. Relationship to Economic Development.
- Promote fuel-efficient vehicles: Promote the installation of hybrid vehicle re-fueling stations in convenient and accessible locations. Encourage the installation of hybrid vehicle re-fueling stations in cooperative arrangements with other Arizona municipalities. Promote the installation of super-compact parking spaces in the highest value locations.
- Promote education in both the public and private sector so that renewable energy production and use is incorporated into everyday learning.
- Support workforce training for renewable energy innovation, development, installation and maintenance.

- Use the collaborative efforts of government, Coconino Community College, Flagstaff Unified School District, and Northern Arizona University to educate the public on efficient building practices and methodologies.
- Encourage and educate about passive solar gain.

COMMUNITY CHARACTER

- Inventory views to see and where to see them from use identified landmarks from Vision 2020
- Develop “Viewsheds to Maintain” map
- Hillside/ridgeline ordinances
- Open Space Plan (County and City) to incorporate/use as framework Regional Plan Natural environment map
- Conservation Easements (see Open Space chapter for details of funding and tax incentives)
- Establish gateways into the community with landscape and design elements. Coordinate gateways and corridor designs with inter-agencies (ADOT).
- Develop landscape standards and examples to frame gateway viewsheds.
- Subdivision development will utilize cluster development, shared open space and the preservation or development of neighboroods. Site planning to follow viewshed identification.
- Develop visual examples of successful cluster development with shared open space, agricultural space and recreational space to encourage future subdivision (suburban or rural) design.
- Complete “Archaeological Sensitivity” map.
- Publicize the benefits of existing National and Historic Districts and adaptive re-use of historic buildings.
- Public education campaign on heritage preservation value
- Public education campaign involving preservation technologies and resources
- Establish an archaeological sensitivity map (a portion of which is underway).
- Establish additional local historic district(s).
- Update historic resource inventories.
- Develop public education component in understanding the value of heritage preservation and training in preservation technology.
- Collaborate and cooperate in valuing historic resources as important as private property rights.
- Enhanced public realm design to set the example and improve overall community character
- Public buildings to be centrally located, highly visible, and of quality design, permanence, community identity and sensitive to local climate.
- Promote using local materials and/ or materials sensitive to this climate and context
- Regulate/prohibit “temporary” buildings and portable toilets to promote positive image.
- Standardize quality streetscape design with street furniture, dark-sky compliant lighting, low-water landscaping
- Give examples of quality design within community; examples of how to screen dumpsters; examples of positive landscaping and signage.
- Define “compatible” , “contextual”
- Develop streetscape design plan and implement with Zoning Code and Engineering Standards.
- The public sector must comply with these standards and set the example.
- Set annual goal of how many ‘complete streets’ grace the region.
- All new development shall adopt complete street design standards
- Develop coordinated corridor plans for major arterials.
- Develop coordinated corridor plans, including right-of-way, land use, transit and economic planning, for Milton Road, Route 66, Fort Valley Road and Highway 89A.
- Develop “Community Utilities Plan” to identify and coordinate all existing and potential future needs for utilities. Prioritize undergrounding of existing infrastructure for improved appearance of neighborhood and communities’ viewsheds and increased reliability of electric, phone and cable systems during inclement weather. The undergrounding and/or screening of utilities could be in combination with streetscape improvements, FUTS infrastructure, and other road connections.
- Using community priorities and various funding mechanisms, the City shall plan to relocate and/ or underground utility boxes and lines.
- All utilities will be located within site plan development, to coordinate all utilities and services in an aesthetically pleasing manner; in which both utility efficiency and community character play equal roles.
- Improve the Coconino Center for the Arts, possibly developing cultural center along Fort Valley Road connecting the center with the Pioneer Museum, Museum of Northern Arizona and Flagstaff Arts and Leadership Academy (FALA). An area plan would help design those connections and shared spaces for a Fort Valley Cultural Center.
- Develop an arts district within the downtown area. Create an art space program to encourage artists to use and conserve existing buildings.

- Explore opportunities for shared studio and retail gallery space for use alongside an incubator program.
- Explore opportunities to accommodate current or emerging cultural arts programs within existing and new facilities by working with community groups for sharing of performance and exhibit space and considering the potential for new facilities.
- Develop an event space/festival area within proximity of downtown.
- Support existing and encourage more cultural events, festivals, and activities in the City – to support more art and cultural events, festivals, activities, and performances to the city.
- Invest in first class educational facilities.
- Ensure appropriate land for expansion of public/quasi-public facilities (schools), access to transit and FUTS, opportunities for shared facilities, and integration culturally into the community.
- Understand that public art is also part of the architecture, landscape, and design; it does not have to be statue.
- Develop a Percent for art for public art.
- Coordinate public and private spaces with innovative design.
- Promote art and cultural curriculum within educational opportunities. Students who have access to quality opportunities to participate in the arts demonstrate improved performance in math, science, and technology thus better equipping them to compete in global workforce.
- Sidewalk completion plan and program.
- Measure increased number of school kids and college kids walking and biking to school.
- Protect and enhance science research land uses and “clusters” (USGS/Science Park; Lowell Observatory Mesa; etc.).

GROWTH AREAS & LAND USE

- Adopt traffic regulations to prioritize pedestrian-oriented design for all activity centers.
- Utilize shared surface parking, timed shared parking and parking structures
- Upgraded infrastructure, development incentives, zoning and other improvements for Activity Centers.
- Downtown/Urban housing options can be: studio units, 1-, 2-, and 3-bedroom units, townhouses, penthouses, and live-work spaces; and should include both rental units and owner occupied. Consider multi-generational housing for changing demographics. From small local shops to large employment generators and live-work units.
- Aggressive maintenance program for sidewalks, crosswalks and streets
- Artfully designed traffic calming measures
- Reinvest in street furniture, landscaping, sidewalk amenities, dark-sky compliant lighting, and public art as part of the right-of-way package
- Provide memorable visual terminations to streets to make the street network more legible to residents and visitors
- Develop coordinated and appealing way-finding signage package in Downtown.
- Invest by means of: Infrastructure, right-of-way enhancements, public-private-partnership projects, parking and snow removal strategies specific for urban neighborhoods.
- Parking regulations need to be altered to encourage residential over commercial within urban areas – mixed-use.
- Address parking requirements for encouraging one floor of apartments or offices over commercial in mixed-use activity centers.
- Parks and schools are preferable central to neighborhood so that residents may easily walk and bicycle to, becoming the centerpiece of the neighborhoods rather than distant facilities to which most students must be driven or bused each day.
- Highly interconnect streets, walkways and paths in all employment areas / business parks /etc. with buildings sited around common plazas, courtyards, walkways and open spaces
- Well-designed drought tolerant on-site landscaping that emphasizes special features such as entryways, and screen parking lots and service areas (dumpsters)
- Clearly marked entrance drives, pedestrian routes and building entrances Access to facilities such as child care, cafes and convenience retail and address employee needs
- 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.

TRANSPORTATION

- Complete Street Guidelines: <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/complete-streets-faq> 5 Glossary full spectrum of ‘Travel Demand Strategies’

COST OF DEVELOPMENT

- Provide annual analysis of current and possible funding mechanisms to determine effectiveness of programs.
- Research and have on hand, the knowledge of all financial mechanisms available.
- Research and develop public/private partnerships.
- Balance “development pays for itself” with “incentivizing appropriate and desired development.”
- Existing policy development pays full cost of development. Review level of subsidy acceptable to this community to incentivize redevelopment infill.
- Use NAU risk analysis expertise available.

PUBLIC BUILDINGS, FACILITIES, SERVICES, & SAFETY

- Update internal review procedures to take into account design, economic, environment and climate elements when planning for new development and supporting existing development.
- Incorporate efficient and renewable energy processes and technologies into existing and future City and County operations.
- Identify opportunities to reduce the incremental water and energy use as result of population growth
- Research opportunities to update engineering design standards to ensure preparedness for weather related impacts.
- Apply defensible property principles to City and County facilities and infrastructure.
- Pursue opportunities to finance ongoing forest and watershed restoration measures aimed at protecting community resources.
- Identify the critical key infrastructure that needs to have redundant back up power.
- Support evidence-based, ongoing assessment of the region’s vulnerability and risk to changes in local climate.
- Integrate resiliency efforts into water resource management and infrastructure planning policies.
- Integrate resiliency goals into long-term capital improvement plans, including public infrastructure and facility projects.
- Integrate resource scarcity into public energy management.
- Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
- Ensure adequate water resources and protect watershed health to meet our organizational and community needs.
- Provide land use planning and decisions that are sustainable under uncertain future scenarios.
- Develop criteria for the City and County master planning efforts that support resiliency and preparedness.
- Identify efforts that support resiliency during the City and County budget review process, including program accomplishments, initiatives and performance measures.
- Support evidence-based, ongoing assessment of the region’s vulnerability and risk to changes in local climate. Plan for the impacts of natural and human-caused hazards.
- Develop plans, programs, and incentives for the safe disposal and reduction of hazardous materials
- Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
- Support FireWise programming in vulnerable and at risk neighborhoods.
- Use the Capital Improvements Program to fulfill the vision of the Regional Plan, Master plans, area plans, functional plans, and capital improvements to be coordinated.
- Utilize the Regional Plan’s maps and plans, master plans, functional plans, and environmental analysis to identify primary and secondary impacts to service extensions, siting and the timing of capital projects.
- Coordinate capital improvements with utility providers for shared improvements opportunities during construction.
- Schedule and stage public works project to reduce inconvenience to the public, residents and business.
- Seek opportunities to share facilities and recreation fields to avoid redundancy.
- Consider ongoing operations and maintenance costs
- City and county maintenance yards will be of sufficient size and capability to maintain all service vehicles in safe and efficient manner.
- The city maintenance yard will be located in an environmentally safe location and appropriate to the neighborhood.
- Pursue sustainable alternative means of funding, volunteer services, and alternate resources to improve police services. Enhance the police department’ knowledge of the public’s perception and expectation of law enforcement services.
- Emphasize the role of law abiding community members, governmental agencies and the private sector in the development of successful crime prevention efforts.
- Promote safe environment for the community’s youth while investing in their healthy growth and development through involvement with parents, schools, and youth activities.
- Pursue the reduction of the overall narcotic problem through participation with the community in education and intensified enforcement programs. Encourage an interactive process within the community to address and solve problems of crime, public safety, disorder, substance abuse and quality of life.
- Encourage and support continued research and the use of new concepts and technological improvements.

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

NEIGHBORHOODS, HOUSING, & URBAN CONSERVATION

- Encourage the establishment and use of Neighborhood Associations as grass-roots organizations to accomplish common neighborhood goals.
- Allow and use neighborhood police substations as applicable.
- Assist neighborhood organizations with resources and collaborative enhancement efforts.
- Create Neighborhood Plans and Area Plans; support these plans with regulatory techniques.
- Develop public education for Historic Preservation and home maintenance “workshops.”
- Implement general public education campaign for basic preservation achievement and appropriate remodeling techniques for the average homeowner.
- Collaborate with residents to stabilize, protect and improve historic districts and neighborhoods while maintaining affordable options. Involve residents in the process of planning and obtaining financial and technical assistance for the protection, stabilization, affordability and viability of their neighborhoods.
- Create Historic Overlay District, when appropriate, to protect historical urban fabric.
- Through transportation planning, ensure new and existing areas are served by an interconnected network of streets, bicycle paths, FUTS trails, pedestrian and transit routes within and between neighborhoods.
- Direct walkway and bikeway routes to schools, parks and community facilities shall be provided.
- Develop urban sidewalk plan to establish complete pedestrian grid, built and maintained in appropriate phases.
- Secure mechanisms (i.e., redevelopment programs, bonding, infrastructure and streetscape improvements, grants, etc.). To retrofit older neighborhood streets as “complete” with sidewalks, landscaping, and bike lanes, if appropriate.
- Secure mechanisms to retrofit older subdivisions as connected grid.
- Equestrian neighborhoods should have trails which provide access to the National Forest.
- Downtown Management Plan as public/private partnership promotes the following strategies: Appropriate parking management strategies, facilities and structures shall complement and enhance the community character. Designated funding source for enhanced maintenance and management of the downtown area will be established.
- Future development and redevelopment projects should be developed as part of community design charrette and respect the design traditions of Flagstaff.
- Encourage public/private partnerships for the development of affordable housing.
- Utilize city and county-owned land for affordable housing development, where appropriate.
- City and county will employ local regulations, policies and programs to meet the housing needs of low- and moderate-income households.
- The City and County shall seek opportunities to address substandard units, including rentals.
- Fund eviction prevention programs.
- Fund housing rehabilitation programs.
- Support “Housing First” model to provide permanent housing.
- Expand permanent supportive housing resources in our community.
- Use Infill Incentive Districts to promote infill and infrastructure investments ads.
- Develop detailed area plans for identified redevelopment areas, considering infrastructure needs, community-desired goals and marketability.
- Prepare design standards and adopt compatibility standards to ensure that new development fits within existing neighborhoods in terms of scale, design, etc. Adopt flexible zoning standards to encourage infill and redevelopment.

ECONOMIC DEVELOPMENT

- All public information and processes are available on-line
- Internet access is available at libraries and neighborhood centers
- Engineers, planners, and policy makers will communicate on an ongoing basis with Economic vitality, regularly informing each other of interpretations and adjustments to development projects.
- Existing rules and regulations will be reviewed for flexibility for project that contributes to the fiscal, social and environmental health of the community.
- Economic Development Strategic Plan (5-year) for the region and city

- Use Industrial Development Authority (IDA) Incentives and New Market Tax Credits for larger public/private projects
- Advocate for the expansion of state workforce development training funds
- Coordinate the provision of workforce training and education; address the gaps and needs, as well as eliminating duplication; including basic business practices and customer service.
- Promote coordination of the personnel needs of new and existing business with skills training programs to ensure stable, productive labor force.
- Work in coordinated effort with the local Workforce Investment Board, community associations, non-profits, educational organizations and economic development groups to advance workforce development program design and implementation together for long-term success.
- Promoting the development of regional trade school, workforce training center, and/or advancement of community college workforce education.
- Incentivize excellence in public education
- Support and promote life-long learning in all areas, including reading and literacy, the sciences, math, histories (local, regional, national, ancient civilization), humanities, culture, art, social sciences and creative thinking within K-12, the community college and at the university level.
- Continue development and expansion of public library services.
- STEM Education at all PK-University- Science, technology, engineering and mathematics (STEM) the workforce of tomorrow. Needed in PK-12, community college and university.
- Utilize an economic impact analysis of all regional economic sectors including the arts, cultural, science, and archaeological sectors.
- Promote the development of an arts incubator/arts district.
- Continue to support the coordination and marketing of the arts community.
- Understand how authenticity promotes the arts and local artists establish authenticity.
- Understand the potential impact and plan for future tourism needs eco-tourism, heritage- tourism, agri-tourism, and cultural tourism, as well as convention and education development. Coordinate and support local branding (e.g., “Buy Local”; shared events and promotions).
- Regional planning and coordination for snowplay understanding the possibility for shared resources and larger infrastructure and transportation needs.
- Continue to maintain and enhance the urban environment balanced with Historic Preservation
- Promote destination place-making
- Foster coordination and collaboration between municipal government, small businesses and non-profits to enhance and ease the use of parking, events, and marketing.
- Governmental protocol and processes will remain flexible to working with contingent and unforeseen circumstances that may arise during the development process.
- Permitting processes will be re-evaluated to determine efficiencies that may be created.
- Work collaboratively with regional economic development partners.
- Bring workforce development entities and engineering and planning teams together with business attraction teams to create holistic package.
- Create ombudsman office for business owners and developers in navigating the development process
- Once prospect demonstrates interest, key Economic Development Staff works with City Management/Deputy Manager and Department Directors to prioritize the movement of the project- this step must have the support of the community and demonstrates the region's competitiveness in attracting/maintaining jobs and capital investment.
- Foster culture of positive customer service among government and quasi-government employees to offer alternatives and advise throughout the development process and beyond.
- Address logistical and environmental parameters of development at the inception of the process.
- Specific area plans will provide an overall plan for future development, redevelopment, and right-of- way needs, traffic enhancements, optimal building footprint potential and infrastructure needs. The plan can address potential costs and funding mechanisms (see Cost of Development). Target, build infrastructure for and market industrial/business parks. Analyze the value of municipal public support for business attraction; do the benefits outweigh the costs.
- 690 acres of industrial zoned land what are the obstacles for development?
- Re-zone (pre-zone) activity center for minimum height, address urban form and parking issues.
- Utilize Capital Improvement Program to upgrade infrastructure to desired density needs.
- Develop specific area plan for each designated activity center, which addresses in detail, circulation and connectivity, land use, public spaces, density and intensity, infrastructure, and aesthetics.
- Re-zone (bulk zone) as necessary
- Less expensive infrastructure costs understand costs of redevelopment vs. greenfield development
- Engineering standards one for redevelopment and one for greenfield development.

- Annually review local policy incentives for development to determine what adjustments are needed, and to develop new incentives for development
- Develop safety and maintenance programs for the urban environment and public spaces
- Support an increased maintenance program of existing road infrastructure to improve the status of existing thoroughfares heavily utilized by residents, businesses, and tourists?
- Large footprint retail space will consider potential future re-use in relation to site design and building design. The intent of this strategy is in being able to more aggressively market large empty spaces when their original use has reached its life-cycle end.

RECREATION

- Meet or exceed the need for additional active and passive recreational areas and programs as growth occurs as identified in the City and County Parks, Recreation and Open Space master plans.
- Continue to maximize recreational partnerships by coordinating FUSD playgrounds and playing fields to be available to the public during non-school hours.
- Continue to maximize recreational partnerships by coordinating public and private snow-play facilities for far-reaching planning, shared resources and infrastructure needs.
- Incorporate usable public recreation or 'green space' with all public facilities.
- Consider shared public recreation resources for all public facility projects.
- Use reclaimed water for all irrigation needs at parks and recreation facilities.
- Sustainable building practices, such as using long-lasting building practices, contextual and recycled materials, siting the building for natural solar gain, incorporating photo voltaic systems, wind turbines, water reclamation and graywater systems, will all contribute to high-quality parks and recreation system, help maintain the unique community character and set an example for the rest of our building community.