

## High Performing Governance

Serve the public by providing high quality customer service

~~Foster community-wide clear & consistent communication strategies & products~~  
Cultivate community communication engagement practices that are clear, consistent, and timely

Encourage public trust through transparency, accessibility, and use of the City's public participation policy

~~Enhance~~Maintain the organization's fiscal stability ~~& increase efficiency & effectiveness~~  
through strong financial policies and best practices

Implement and communicate innovative and efficient local government programs, new ideas, and best practices; ~~be recognized as a model for others to follow~~

Be an inclusive employer of choice ~~through active and inclusive recruitment for the best available applicants~~ by providing employees with the necessary tools, training, support, and compensation

## Safe and Healthy Community

Enhance community engagement and strengthen relationships between the community and public safety services

Support social services, community partners, and housing opportunities

Provide and build upon the alternative responses model, and other community partnerships ~~resources & programs, inclusive of mental health & other services~~ to best serve the mental and behavioral health needs of the community

Provide public safety services with resources, staff, and training responsive to the community's needs

Promote physical and mental well-being ~~health~~ through providing recreational opportunities, parks, open space, and ~~multiple~~ active transportation options

Ensure the built environment is safe through the use of consistent standards, ~~rules & regulations, & land use~~ as well as best practices for building and land use

## Inclusive and Engaged Community

Proactively foster community representation and civic engagement by ~~increasing~~ enhancing opportunities for public involvement, in line with best practices ~~& legal requirements~~

Advance social equity and social justice in Flagstaff by supporting social services

Facilitate and foster equity, diversity, and inclusivity, including support of ~~anti-racist~~ trauma-informed policies & practices

Enhance the City's ~~community~~ involvement, in community, education, and regional partnerships to strengthen the level of public trust

Ensure City facilities, services, and programs are accessible for all residents and representative of Flagstaff's diverse community

Promote environmental justice and the ~~fair distribution of equitable~~ access to environmental benefits

## Sustainable and Innovative Infrastructure

Deliver outstanding services to residents through a healthy, well-maintained infrastructure system

Utilize existing long-range plan(s) that identify the community's future infrastructure needs & all associated costs

Provide, manage, and maintain effective ~~management of and~~ infrastructure for multimodal and active transportation

Facilitate, ~~&~~ develop, and encourage carbon-neutral energy opportunities

Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not

## Robust and Resilient Economy

Support and strengthen a ~~more~~ robust, diverse, and sustainable economy ~~in ways that reflect community values & provides for affordable housing opportunities~~

Maintain and enhance an equitable and effective business ~~recruitment~~, retention, and expansion program throughout the community

Enhance ~~understanding~~ relationships between the development community, the City, and Flagstaff residents

Attract employers that provide high quality jobs and have a low impact on infrastructure and natural resources

Enhance the community's workforce housing and development programs; ~~&~~ improve partnerships with ~~higher education institutions &~~ the private and public sectors

Embrace and invest in responsible tourism opportunities to promote economic development

## Livable Community

Create a welcoming community through partnerships, resilient neighborhoods, and civic engagement

Provide amenities and activities that support a healthy lifestyle

~~Support~~ Work with regional partners ~~which that~~ provide equitable and inclusive educational and cultural opportunities for Flagstaff residents of all ages

Actively support attainable and affordable housing through the City's 10-Year Housing plan as well as other projects and opportunities ~~with developers~~

Support diverse employment opportunities ~~that provide residents with a living wage~~ and high quality jobs

Achieve a well-maintained community through comprehensive and equitable code compliance and development ~~that is compatible with community values~~

## Environmental Stewardship

Promote, protect, and enhance a healthy, sustainable environment and its natural resources

Engage community members through education and volunteer opportunities

Implement and enhance sustainable building practices, ~~enhance~~ waste diversion programs, alternative energy programs, and multimodal transportation options

~~Increase~~ Encourage the private sector's ~~participation~~ investment in environmental stewardship ~~efforts~~

Implement, maintain, and further the Carbon Neutrality Plan (CNP) with awareness of social inequities

Strengthen Flagstaff's resilience to climate change impacts on built, natural, economic, health, and social systems

## Definitions

**Alternative response model** - Responding to appropriate 911 calls with a behavioral health professional and the ability to provide culturally sensitive care to those in crisis or needing mental health or substance use assistance

**Active transportation** - the transport of people or goods through non-motorized means, based around human physical activity

**Community partners** – Governmental, nonprofit, and private organizations in the Flagstaff community that work with the City of Flagstaff to implement its programs, projects, and/or services

**Environmental justice** – the just distribution of the benefits of climate protection and alleviation of unequal burdens created by climate change

**Infrastructure** – The basic physical structures and facilities needed for the operation of the City (i.e. buildings, transportation networks, parks, various water networks, etc.)

**Multimodal transportation** – interconnected transportation system that accommodates multiple modes of transportation, including walking, bicycling, public transportation systems, and driving

**Resilient neighborhood** – a community with the capacity to anticipate, accommodate, and positively adapt and thrive amidst changing climate conditions, while building systems of equity, connection, and empowerment

**Social equity** - actively working to counteract systemic inequalities to ensure that social services are delivered equitably and everyone in a community has access to the same opportunities and outcomes

**Social infrastructure** - the background structures and systems that allow social, economic, cultural and political life to happen, including social services, transportation, housing, education, and healthcare

**Social justice** - fair and compassionate distribution of wealth, opportunities, and privileges

**Social services** - programs and services that provide support and assistance to improve the well-being of individuals, families, and communities

**Trauma-informed** – understanding and considering the pervasive nature of trauma from exposure to abuse, neglect, discrimination, violence, or other adverse experiences and promoting environments of healing and recovery