

**Process and Public Engagement Plan
for Active Transportation/FUTS Master Plans
with the City of Flagstaff**

By
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Abstract

The City of Flagstaff will continue to experience an increase in population growth for multiple reasons, including high quality of life, student population growth, and retirees migrating on a more permanent basis to Flagstaff for its cooler temperatures. The City of Flagstaff also experiences a year-round short-term population increase as a result of tourist attractions in Flagstaff and surrounding areas. These patterns have led to increased traffic congestion. The City of Flagstaff's Active Transportation/FUTS Master Plans' goals are to shift current and growing population's transportation modes from single-occupancy vehicles to increased walking and biking that reduce greenhouse gas emissions, improve air quality, and meet other stated goals of the Flagstaff Regional Plan: 2030 Place Matters (City of Flagstaff, Comprehensive Planning, 2014). Public engagement is essential to a vibrant active transportation planning process. Public engagement in a traditional top-down planning process helps to inform priorities for infrastructure and improve the physical barriers for walking and biking. Public participation that seeks to engage the community from a grass-roots approach helps to understand the cultural barriers to walking and biking, as well what motivates residents to switch from a vehicle-dominated mode of transportation. The City of Flagstaff public engagement plan chose to reach the community in both top-down and grass-roots approaches. During the period of June through December 2017, the City of Flagstaff public engagement plan conducted surveys, held events and summits, utilized social media and infographic techniques, and worked with other community groups to promote a culture of and increase walking and biking in Flagstaff.

Keywords: public participation, engagement, place-making, place making, active transportation, walking, biking, transit



City of Flagstaff

October 31, 2019

Dr. Dawn Hawley
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Dr. Hawley,

This letter is intended to document and acknowledge the contribution of Emily Melhorn to the City's active transportation master planning process during her internship with the City of Flagstaff and the Flagstaff Metropolitan Planning Organization.

During her time with us, Emily worked on several plan components, including:

- Preparing a public participation and outreach plan. This effort involved researching similar plans from a number of other communities.
- Planning and organizing a series of walking and biking summits and other public events. This work was broad in scope and ranged from high-level strategies to overseeing logistics for events.
- Conducting research on topics related to walking and bicycling, most notably preparing a summary of information related to the health, environment, social, and economic benefits of walking and bicycling.

In all of these tasks Emily was thoughtful, intelligent, and committed to the planning process and to walking and bicycling in general. The quality of her work, her level of maturity, and her ability to work independently made her a valuable and productive member of our team.

Sincerely,

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Introduction

Flagstaff, Arizona is the largest city in Northern Arizona and has within this last decade seen increased traffic congestion. Flagstaff is the site of one of three universities in the state, Northern Arizona University (NAU). Flagstaff has city, county, and regional offices for the area that employ thousands of people. It is home to many scientific research facilities including Lowell Observatory, The U.S. Naval Observatory, and The United States Geological Survey (USGS) Flagstaff Station. It also serves as a regional hub for manufacturing like Joy Cone, Purina, and W.L. Gore. Flagstaff's estimated population as of 2017 is 69,903 (U.S. Census Bureau, Population Division, 2017). From 2010 to 2017, the City of Flagstaff's population grew by 9% (U.S. Census Bureau, Population Division, 2017).

There is also a seasonal nature to living in Flagstaff for many community members, which is not entirely represented in official census counts that help influence transportation decisions. NAU's current student population in Flagstaff is 22,791 (Arizona Board of Regents, 2019). This decade from 2010, NAU's Flagstaff enrollment increased 23% (Northern Arizona University, 2018). While students live and spend the vast majority of their time in Flagstaff, for emotional and financial reasons, or just a general lack of awareness, they might be counted by the census in their hometowns (Cohn, 2010).

Flagstaff also has a seasonal population of vacation home owners; most who buy these homes to reside in Flagstaff in the summer months for its cooler temperatures than many other parts of Arizona and the Southwest. Flagstaff's closest major metropolitan cities of Las Vegas, Phoenix, and Tucson are the fastest increasing temperature cities in the nation (Climate

Central, 2019). As these warming trends continue, the “summer” home in Flagstaff is increasingly used as the primary residence for a large portion of spring and fall as well.

And lastly, Flagstaff has five and half million year-round visitors coming to the area to experience its outdoor and cultural attractions, the Arizona Snowbowl, historic Route 66, as well as using Flagstaff as a base to visit nearby Grand Canyon National Park, Sedona and Oak Creek Canyon, and other Northern Arizona attractions. In a three-year period from 2014-2015 until 2017-2018, Flagstaff saw its visitation grow 27% (Flagstaff Convention and Visitors Bureau, 2018). With these many different types of growth: general population growth, increased student enrollment, seasonal residents staying longer, and more tourism have all led to a remarked increase in traffic congestion on both major and minor corridors in Flagstaff. In addition to more traffic congestion, it also means increased difficulties in finding parking spaces. These car-related aggravations and costs associated with more idling and parking have led to the perception of decreased quality of life for those Flagstaff residents still firmly committed to traveling by automobile for all their transportation needs.

There are many reasons why U.S. urban planners in the 21st century have placed greater emphasis on active transportation planning, which includes walking, biking, and transit. Active transportation can mitigate the obesity epidemic, reduce pollution and impacts of climate change, creates greater equity among citizens’ transportation options as income disparity increases, spurs economic development, is more cost-effective than automobile-based planning, and fosters more human-scale place-making, which strengthens community ties and reduces road-rage and neighborhood criminal activity.

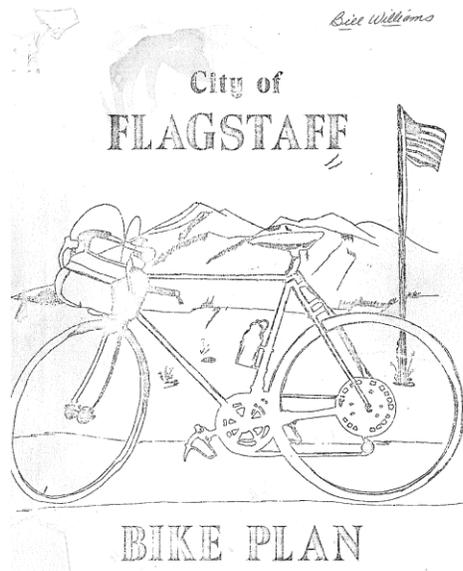


Figure 1: Cover of City of Flagstaff 1980 Bike Plan

The City of Flagstaff has shown its support of active transportation in various ways since the 1980s. Flagstaff created its first Bike Plan in 1980 and updated it in 1991 (City of Flagstaff, 1980, 1991). The original Flagstaff Urban Trails System (FUTS) started as a proposed 3.2-mile plan recommended by an ad hoc committee (City of Flagstaff, 1988). The Flagstaff Metropolitan Planning Organization

(FMPO) was created in September 1996 after Flagstaff reached the required 50,000 people. The FMPO was forward-thinking by hiring a Multi-Modal planner to be inclusive of all transportation needs. The FMPO included active transportation needs like bike lanes, more FUTS trails, and completed sidewalks in the proposed projects for the first-ever transportation tax passed by Flagstaff residents in 2000. The “Transportation Decision 2000” 20-year transportation tax helped expand the FUTS trail system from 22 miles to over 50 miles (FMPO, 2017).

The City of Flagstaff has also supported active transportation through zoning changes. In 2011, the Flagstaff City Council adopted a revised Zoning Code with form-based districts to promote transit- and pedestrian-oriented infill redevelopment (Forms-Based Code Institute, 2017). In new developments, the Comprehensive Planning for the City of Flagstaff is



Figure 2: Cover of City of Flagstaff 1991 Bicycle Plan

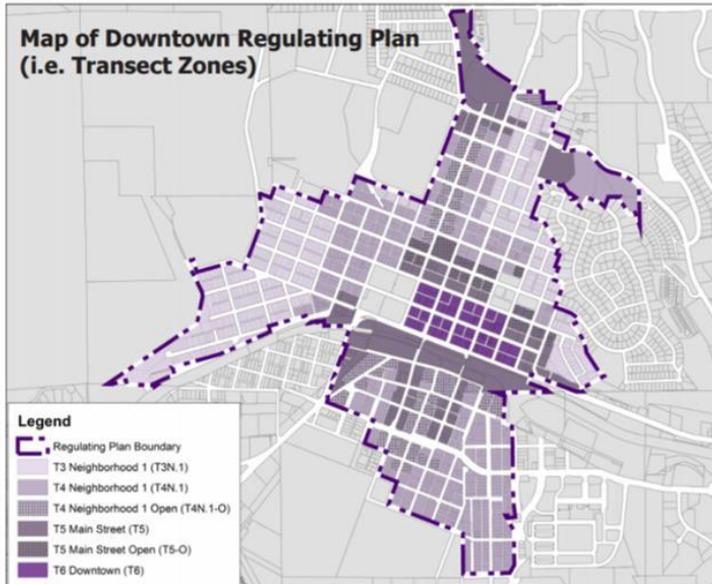


Figure 3: Flagstaff Transect Zones

incentivizing reduced parking spaces in exchange for free bus passes for residents, more bike parking, and other such measures to help promote an active transportation lifestyle.

However, despite Flagstaff's

measures to foster more walking

and biking, there are many barriers to making active transportation the primary form of transportation in this and many other communities. Some of the barriers are physical; the infrastructure of a community may not support walking, biking, and public transit that is safe and convenient. Insufficient infrastructure could be a lack of sidewalks, separated crossings, bike lanes and paths, bike parking, lighting at night, places to sit to wait for the bus, adequate shelter from weather, timely snow and ice removal, frequent and consistent bus routes along major and minor corridors, or even a lack of density and mixed-use neighborhood amenities that facilitate active transportation. Another physical barrier that hinders active transportation is automobile-dominated infrastructure that makes driving easier through free parking, wide roads, turning lanes, high speed limits, traffic lights oriented towards automobiles, as well as low-density Euclidian zoning that encourages driving.

Other barriers to active transportation are cultural: parents who don't want their children walking or biking to school for fear of kidnapping, people who associate active

transportation with poverty, businesses that do not offer flexible start-times or changing facilities for employees wishing to use active transportation, physical abilities, weather-related hurdles like rain, snow, and hot weather, and a rushed culture which sees the automobile as one of the enduring symbols of American freedom.

For many of these barriers, active transportation planners have taken a top-down approach to creating better infrastructure that facilitates walking, biking, and public transit. It is a mentality that states, "If we build it, they will come" (or walk, bike, and take public transit). Public participation and community input can be viewed as a mandatory obligation, a box to be checked in the planning process. While this approach may improve the physical barriers and infrastructure, it rarely addresses the cultural barriers or appropriately prioritizes the needs of the entire community, including those who could be motivated to walk and bike more if proper incentives are in place. This applied practicum research asks whether active transportation planning that also embraces a grass-roots approach to community outreach and input will increase rates of walking, biking, and public transit, as well as strengthen the community's commitment to active transportation infrastructure and strategic partnerships that will make active transportation more safe and convenient. From the time since this applied practicum research, I also realized the importance of having a funding source in place to address physical infrastructure barriers and educational programs for cultural barriers. The public participation outreach should have emphasized getting more active transportation enthusiasts on the transportation tax commission that determined funding priorities for all forms of transportation from 2020 to 2040. The sales tax for transportation heavily favors roads and leaves \$101 million unfunded for active transportation out of the \$130 million needed to implement the Active

Transportation Master Plan. Getting input from the community is important, but holds less significance if there is no means to fund that community vision.

Background and Purpose

This applied research practicum is focused on increasing walking and biking in Flagstaff through a public engagement plan that emphasizes grass-roots place-making as a means to engage the community. Previous iterations of the public engagement plan relied almost exclusively on traditional top-down approaches to collecting public input, such as surveys and lecture-style open houses where priority was communicating plans to the already-converted public. While this top-down approach is still important to receive input from the public who already regularly walk and bike as a primary mode of transportation, this applied research practicum's purpose was also to engage the public who might be interested in active transportation, but have not yet embraced it for a variety of physical and cultural barriers.

Objectives

Public participation policies for the City of Flagstaff were adopted in 2012 through Resolution 2012-39, which established the goals of clarity, transparency, and two-way communication in the public participation process. These objectives consisted of five levels of public engagement (City of Flagstaff, Flagstaff Metropolitan Planning Organization, 2019):

- **Inform** to provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions
- **Consult** to obtain public feedback on analysis, alternatives and/or decisions
- **Involve** to work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.

- **Collaborate** to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution
- **Empower** to place final decision-making in the hands of the public.

Justification

As traffic congestion has the potential to increase dramatically through both population growth and increased tourism activities, Flagstaff has the opportunity to reduce congestion and its negative impacts, including air quality, greenhouse gas emissions, and reduced physical and mental well-being from sitting in traffic, by building the infrastructure for a more walking and biking friendly environment. Through events, education outreach, and collaboration with community groups, the benefits of active transportation can be more easily realized to the public as infrastructure improves.

Policy Review

The literature review for this applied practicum research includes the active transportation master plans of peer communities that have greater rates of participation than Flagstaff, as well as a few communities that are well-known for their biking and walking culture. Some of the cities separate their pedestrian and biking into two plans, and I reviewed both for ideas, programs, and strategies that might improve the walking and biking culture in Flagstaff. From these plans, I also further researched their source data to find additional information or confirm accuracy. The table on the following page shows the different plans reviewed and key points used during the internship.

Master Plan	Year	Bike/Ped	Key points used in internship
City of Fort Collins Pedestrian Plan	2011	Pedestrian	Used health information and environmental statistics from plan
City of Fort Collins Bicycle Master Plan	2014	Bicycle	Used health statistics, safety in numbers statistics, parking costs, stakeholder meeting with church group
Eugene Pedestrian and Bicycle Master Plan	2012	Both	used definition of active transportation
Philadelphia Pedestrian and Bicycle Plan	2012	Both	Greenplan open space program
City of San Diego Bicycle Master Plan	2013	Bicycle	used mental health information, costs of bike vs. car, tourism
Pima Association of Governments Regional Pedestrian Plan	2014	Pedestrian	visual graphics were repurposed
Tucson Regional Plan for Bicycling	2009	Bicycle	reviewed as example of master plan with no benefits section
Bellingham Bicycle Master Plan	2014	Bicycle	recruiting businesses information
Bellingham Pedestrian Master Plan	2012	Pedestrian	quality of life information
City of Davis Bicycle Action Plan	2014	Bicycle	history section and structure of plan
City of Santa Cruz Active Transportation Plan	2017	Both	title name, 4 different types of riders
City of Boulder Transportation Master Plan	2014	Both	5 "E's" sections, visual graphics
City of Boulder Transportation Master Plan Action Plan	2014	Both	example of short summary of plan
City of San Luis Obispo Bicycle Transportation Plan	2013	Bicycle	used summits as template, car costs, plan itself difficult to read visually and too much history

Table 1: Matrix of Master Plans reviewed during internship

Activate Missoula 2045: Bicycle Facilities Master Plan	2017	Bicycle	safety in numbers and environmental information, benefits table
Laramie County Comprehensive Plan	2016	Neither	no active transportation master plan, not fantastic infrastructure, but their rates higher than Flagstaff
Chico Urban Area Bicycle Plan	2012	Bicycle	reviewed as example of master plan with no benefits section
Logan City Bicycle and Pedestrian Master Plan	2015	Both	had very different benefits categories: safety, winter air quality, college campus
Bend Metropolitan Planning Organization: 2040 Metropolitan Transportation Plan	2014	Both	one mile walk, three mile bike data, air quality information
Benton County Transportation System Plan: Bicycle and Pedestrian Plan	2001	Both	used economic statistics
Bike Buzz: All Users: Bicycling in Pocatello and Chubbuk	2012	Bicycle	used health statistics

Benefits of Active Transportation

In reviewing these master plans, my research also involved compiling and analyzing how peer cities communicated the benefits of walking and biking. The benefits of walking and biking are an integral part of implementing short and long-term planning for bike and pedestrian infrastructure. With the realities of limited funding within municipalities, the case must be made for why these projects and infrastructure warrant priority in the goals of the city. These benefits can also be used in public engagement through social media, websites, and at various events to make the case for why the public would benefit from walking and biking more. Through the literature review research of the peer city master plans, the following

categories of benefits consistently were listed: Health Benefits, Environmental Benefits, Equity Benefits, Economic Benefits, and Quality of Life Benefits.

Environmental Benefits

The environmental benefits of walking and biking can greatly contribute to reduced greenhouse gas (GHG) emissions to help mitigate the impacts of climate change and improve air quality in a community. Transportation that uses fossil fuels account for the largest source of many GHG emissions in the country, with the City of Davis (2014) contributing 57% of its GHG emissions from transportation (City of Davis, p.12). The Fort Collins Pedestrian Plan (2011) states that transportation is responsible for nearly 80% of carbon monoxide and 50% of nitrogen oxide emissions in the United States (Fort Collins, p. 16). While many scientific communities, health organizations, and government agencies, including the United Nations (2019), agree that climate change is the greatest systemic threat to humankind, I chose not to highlight the benefits of reducing this risk in the “Making the Case for Walking and Biking” paper or through social media, websites, and at public outreach events.

My decision not to emphasize the environmental benefits was for several reasons. According to American Psychological Association data from 2018, 29% of people in the United States still are not certain that climate change is happening or is primarily human-caused. Half of the population doesn't think they will personally be harmed by climate change, and only five percent think we are capable of reducing global warming (Winerman, p. 80). Denial, uncertainty, lack of perceived immediacy, and an overall sense of futility are the narratives that dominate Americans' thoughts and conversations about climate change.

A strategy to highlight the environmental benefits of active transportation might provide hope and motivation to a small percentage of the Flagstaff community to walk and bike more, particularly on a cold, busy, or otherwise inconvenient day. However, this communication mostly would serve as a reminder to the group identified as “Enthusied and Confident” by the City of Santa Cruz Active Transportation Master Plan (2017, p 23).

This group already feels comfortable biking in most scenarios and make up no more than 10% of a community’s population (City of Santa Cruz, 2017). To reach the not-yet-converted, the “Interested but Concerned” that make up about 60% of a population (City of

Strong and Fearless (approximately 1% of population)

Characterized by bicyclists that will typically ride anywhere regardless of roadway conditions or weather. Cycling is a strong part of their identity. These bicyclists can ride faster than other user types, prefer direct routes and will typically choose roadway connections -- even if shared with vehicles -- over separate bicycle facilities such as shared use paths.

Enthusied and Confident (5-10% of population)

This user group encompasses bicyclists who are fairly comfortable riding on all types of bikeways but usually choose low traffic streets or multi-use paths when available. These bicyclists may deviate from a more direct route in favor of a preferred facility type. This group includes all kinds of bicyclists such as commuters, recreationalists, racers and utilitarian bicyclists.

Interested but Concerned (approximately 60% of population)

This user type comprises the bulk of the cycling population and represents bicyclists who typically only ride a bicycle on low traffic streets or multi-use trails under favorable weather conditions. These people are open to the idea of cycling and curious about cycling more, but may be afraid to try. These bicyclists perceive significant barriers to their increased use of cycling, specifically traffic and other safety issues. This group may ride more if they felt safer on roadways- if cars were slower and less frequent, if there were more quiet streets or bicycle and pedestrian paths. These people may become “Enthusied & Confident” with encouragement, education and experience.

No Way, No How (approximately 30% of population)

Persons in this category are not bicyclists, and are not interested in becoming bicyclists. Their reasons may be safety, topography, inability, or just lack of interest. A significant portion of these people will not ride a bicycle under any circumstances.

Figure 4: Four Types of Cyclists. (2009). Roger Geller, City of Portland Bureau of Transportation

Santa Cruz, p. 23), the most effective encouragement would be the two benefits that affect the largest portion of the population: health and economic benefits.

Health Benefits

The United States spent 3.65 trillion in health care costs in 2018 (Sherman), which was 18% of the total U.S. GDP (Bureau of Economic Analysis). Americans spent another 28.6 billion on gym memberships (Galina, 2019), 3.86 billion on home fitness equipment (Statista 2018), and 36.7 billion in dietary supplements in 2015 (Austin et al., 2017). And these figures do not include the entire picture of what Americans are willing to spend in pursuit of better health.

Health and healthcare are big business in the United States. It is also the issue that is

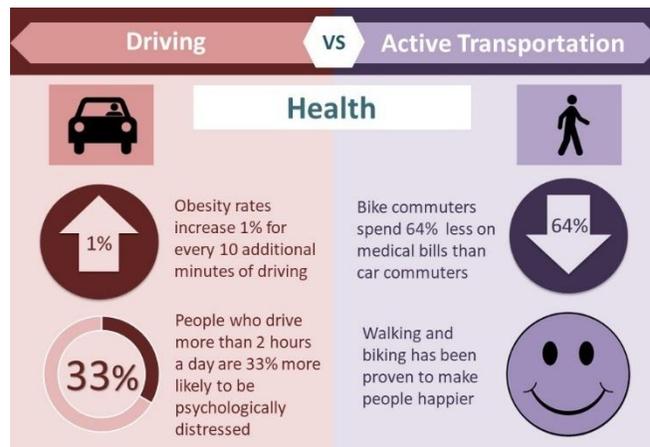


Figure 5: Infographic created to demonstrate health benefits of active transportation

most concerning to Americans, where 55% say that they worry a great deal about healthcare, more than other issues like the economy, Social Security, the environment, or federal spending (Norman, 2019). Active transportation can help alleviate healthcare costs and help make people

healthier through increasing physical activity, which has a significant influence on obesity rates and chronic health issues.

While Coconino County's rates of obesity (25%) are lower than the national average of 36.5%, Flagstaff currently benefits from short commute times of 15.9 minutes (Coconino Public Health, 2016). This provides us with less sedentary time in the car, but also gives us more time

to take advantage of the outdoor recreational opportunities in the area to lead an active lifestyle. However, as our vehicle commuting times increase, we will see a 1% increase in obesity for every additional 10 minutes spent in the car (Lawrence et. al, 2004).

Walking and biking for transportation is an easy, convenient, and cost-effective way to incorporate the recommended 30 minutes (60 minutes for children) of physical activity into busy schedules. The U.S. Department of Health and Human Services also lists walking and biking commuting as the safest way to get recommended physical activity (2008, p.36).



Figure 6: Facebook post discussing health benefits of walking and biking

Health problems related to physical inactivity result in increased medical costs for families, the private sector, and the government. Quality Bike Products Health and Wellbeing Program demonstrated in 2012 that bike commuters had \$167.77 fewer medical claims per year (64% less) than their car-commuting coworkers (Quality Bikes, p. 2). While there are multiple factors that have contributed to the obesity epidemic in the United States, including diets with more processed foods and larger portions, a sedentary lifestyle is a significant contributor that can be reduced through active transportation.

Safety is a big issue for many of the “Interested but Concerned” 60% of the population who could be compelled to embrace active transportation. And even though the U.S.

Department of Health and Human Services listed active transportation as the safest form of getting physical activity (less injuries overall), the perception of dangerous crashes with automobiles needs to be addressed with a wary population, as these are more likely to cause serious injury or fatality.

While more vehicles on a road lead to more vehicle crashes, the inverse is true for pedestrians and bicyclists. Motorists normalize the presence of larger numbers of pedestrians and bicyclists. Incorporating comfortable facilities for walking and biking can help reduce crashes and make roadways safer for all users, including motorists. According to a Working for Cycling 2007 study, doubling walkers and bikers on the streets leads to 34% fewer motor-pedestrian crashes. Drivers have a greater awareness of bicyclists and pedestrians in larger numbers and more bicyclists and pedestrians can advocate for safer, more comfortable facilities. Promoting the health benefits, while adequately addressing safety concerns through both education and infrastructure improvement can help incentivize larger portions of the population to make the switch to active transportation.

Economic Benefits

When considering the economics of active transportation, three areas consistently stood out for their benefits: money that people saved by utilizing active transportation, money that municipalities saved by prioritizing active transportation over cars, and how the overall local economy benefitted from a walking and biking friendly environment.

The money that people could save by utilizing more active transportation seemed particularly important to Flagstaff residents. According to the 2015 Flagstaff census, 25.7% of Flagstaff are at the poverty level and 42% pay more than a third of their income on housing. The San Luis

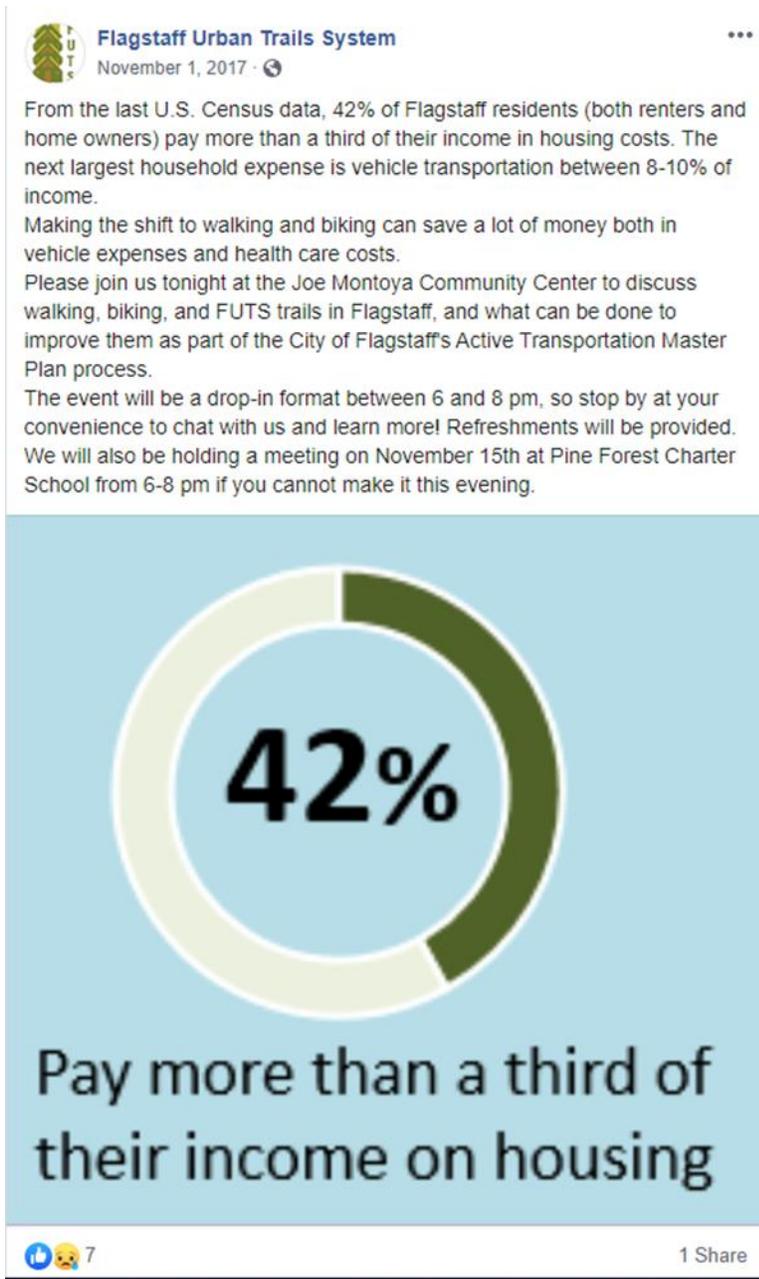


Figure 7 Facebook post on economic benefits

Obispo Bicycle Plan stated that vehicle and transportation costs are typically the second largest expense, around 8-10% of the household budget (2013, p.14).

In order to make financially supporting active transportation more appealing to the Flagstaff population who otherwise want smaller government, FMPO communicated that active transportation infrastructure is both cheaper than road maintenance, but also has an added benefit of creating more jobs.

Portland’s 350 miles of bikeways cost \$60 million to build. This is the same estimated cost of one mile of urban freeway (Bicycles in Portland, 2016). Bikeways require much less pavement and maintenance costs than roads geared toward automobiles. Not only do bike lanes and sidewalks cost less in materials and maintenance than roads, but they also create more construction jobs, which cycles that

money back into the community. For every \$1 million spent on roads, it creates 7.8 jobs. For



Figure 8: Facebook cover image November-December 2017

the same amount of money, bike lanes create 11.4 jobs, sidewalks create 10 jobs, and multi-use (like the FUTS trails) creates 9.6 jobs (Garrett-Peltier, 2011).

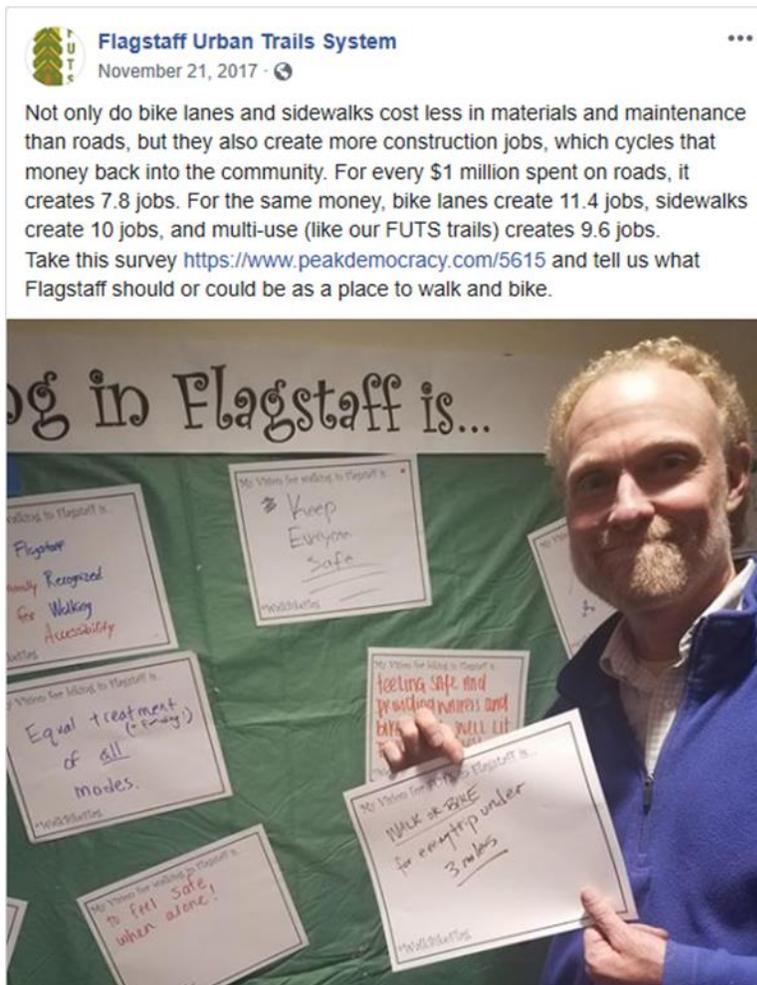


Figure 9: Facebook post on economic benefits

Walking and biking transportation add money to an economy, particularly for local, small businesses that are more likely to be in pedestrian-friendly areas. For every \$100 spent at a local business, \$68 stays within the local economy, compared to \$30 with national chains whose infrastructure is typically not conducive to walking and biking (Massachusetts Government, 2013). Walking and biking can also



Figure 10: Facebook post that tied Small Business Saturday to active transportation

be tourism activities in their own right. Bicycling generates more than \$100 billion a year to the U.S. economy. It supports nearly 1.1 million jobs and generates nearly \$20 billion in federal, state, and local tax revenues, as well as billions spent on meals, transportation, lodging, gifts and entertainment during bike trips and tours (Flusche, 2012).

According to an Urban Land Institute Study in 2016, over half of working-age people are choosing walkability as the top or high priority in where to live, businesses who want to hire skilled employees are also looking at walkability in where to locate their next office branch. In the last five years, businesses that have registered as “Bicycle Friendly Businesses” has more than tripled, including many Fortune 500 companies offering high-paying careers (League of American Bicyclists, 2017).

With monetary savings for residents and for government, as well as attracting new employment and keeping more money circulating in the local economy, the economic benefits of active transportation offer a compelling case to prioritize its funding even among skeptical crowds.

Equity Benefits

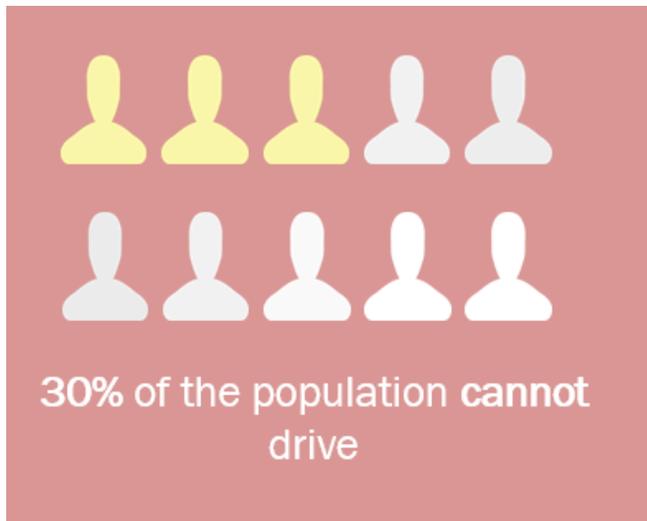


Figure 11: Image on equity issues

The FMPO has an active interest in equity issues and how to make active transportation more accessible to Flagstaff's vulnerable populations. The challenge in public communications is to speak about equity in a manner that also feels relevant to the entire community.

Although it is estimated nationwide

that 30% of the population cannot drive, Flagstaff has a similar mix of people who are not old enough to drive, have a possible reduced capacity to drive, or do not have access to a car.

According to the 2015 Census, 23.8% of the population of Flagstaff are under 15 or over 65, who might have reduced vision and other functions that might hinder driving abilities. Also 3.5% reported having no access to a car. There is not census data on people who never learned to drive. These groups would benefit from active transportation.

According to a Smart Growth America study, non-driving seniors make 65% fewer trips to visit family and friends or to church; many report they do not like to ask for rides, particularly for social, "non-essential" trips. More than half of older adults would walk, bike, or take public transit more if there are adequate sidewalks, safer short crossings, and adequate, comfortable seating when waiting at a bus stop (Smart Growth America, p 2). Increasing the comfort, ease, and safety of walking, biking, and public transit will encourage seniors to be more active, social, and engaged with the community, to receive adequate access to health care and social services, and an overall increase in quality of life that can permit more seniors to age in their homes.

Walking and biking to school has drastically decreased in the later part of the 20th century, from 50% in 1969 to 15% in 2001. The distance to school remains relatively unchanged, but perceptions of letting children walk to school (particularly unaccompanied) have changed (Active Living Research, 2015). More parents are driving their kids to school as a result, creating more congestion and stress as parents are also trying to get to work on time. Parents think that they are doing what is best for their children by driving them. However, children who walk or bike to school are better able to concentrate, perform better on cognitive

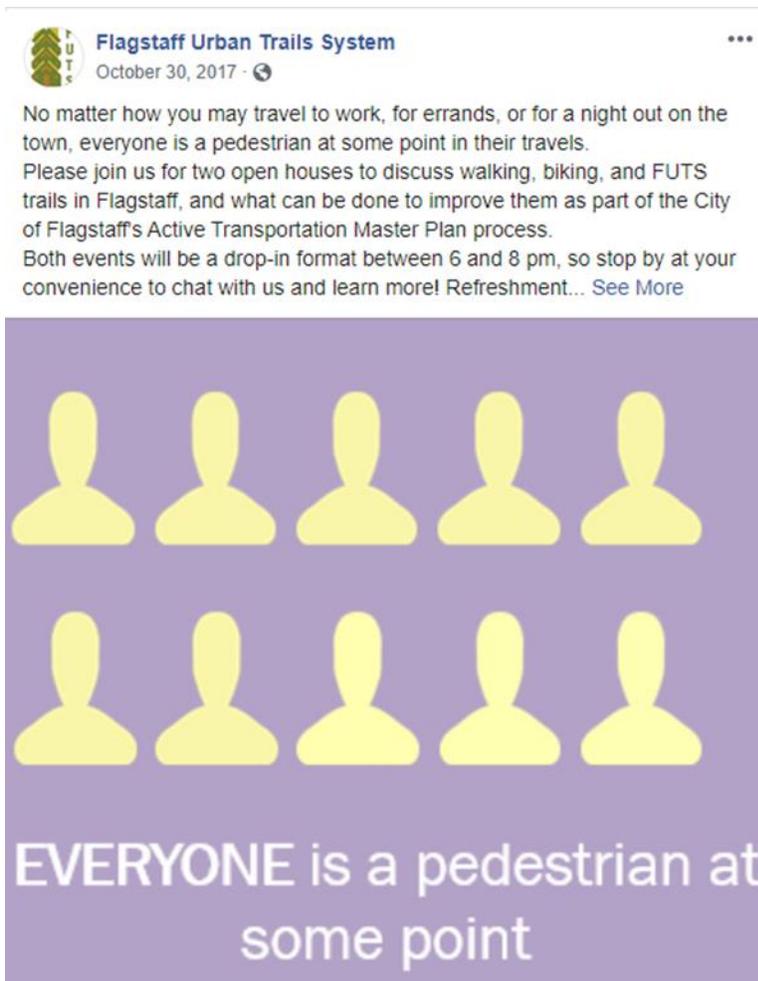


Figure 12: Facebook post on equity issues

skills tests, and experience a greater level of self-reliance (Goodyear, 2013). There are also fifteen charter schools in the Flagstaff area that are changing the landscape of how students can feasibly get to school since their enrollment is not location-based. Creating infrastructure that fosters safety, as well as education for children on safe walking and biking habits, like the Safe Schools program, are good steps towards increasing active transportation

rates. Although Mountainline has rerouted certain routes or even changed transit times to

accommodate some of the larger charter schools like Flagstaff Arts and Leadership Academy and Basis, ridership by students remains low. A shift in cultural practices might also be necessary to get walking and biking rates back to 50% for school age children.

There are many struggles both with infrastructure and on a cultural level to make active transportation more appealing and accessible to seniors, children, and those at the poverty level within the Flagstaff community. This is an area that the FMPO staff are dedicated to improving and focusing on in the upcoming decades.

Quality of Life Benefits



Figure 13: Image of Quality of Life issues

Walkability and a bicycle-friendly environment are two qualities that more people are generally starting to seek in the places they choose to live. Only 8% of people wish to live in neighborhoods where they need to drive all the time. The common preference is walkability, whether that be in a small town or urban center (APA, 2014). Residents want to become

more familiar and intimate with their community. Walkability heightens sense of community through getting to know your neighbors, walkers, joggers, bikers, and trail users.

People are willing to pay for this preference, through either smaller or more expensive homes. Homes that are close to trails and amenities in walking distance are valued between \$4,000-\$34,000 more than homes with just average levels of walkability (Cortright, 2009).

This heightened sense of community also extends to a reduction in criminal activity, which also is another economic benefit as well as a quality of life issue. Walking and biking promote activity on the street, provide better opportunities to talk to and get to know your neighbors, and create “eyes on the street,” all of which help to discourage crime and violence. Places that support compact, mixed-use, walkable neighborhoods have lower crime rates, particularly violent crimes (Browning et. al, 2010).

All five categories of benefits:

Environmental, Health, Economic, Equity, and

Quality of Life helped to frame how to

communicate with the public about active transportation and why it needs infrastructure and program support. Through the review of the peer city master plans, I further researched their source material to find new information about benefits. The peer city master plans also provided ideas on where and how to collect data relevant to the Flagstaff community. These categories of benefits helped determined which groups and organizations the FMPO could build strategic partnerships with in Flagstaff to implement programs, as well as gather their feedback through surveys and focus groups. The FMPO included organizations like Housing

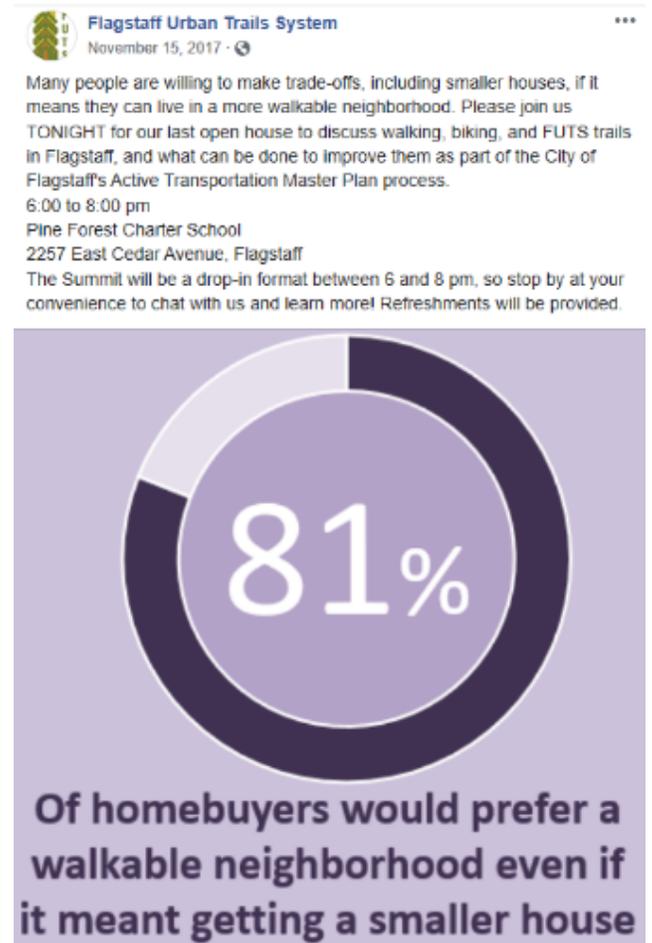


Figure 14: Facebook post on Quality of life issues

ires

Solutions and Northland Family Help Center along with more traditional allies like bike shops and running groups.

Other Information in Peer City Master Plans

In the literature review of peer city master plans, I researched and evaluated the public participation process for strategies to implement in Flagstaff. Some peer cities chose a lot of public meetings and others utilized technology more to get input and spread the message. The FMPO strove to do a mixture of in-person and technological outreach. San Luis Obispo had a large percentage of attendees compared to population at their public meetings. These meetings were called “bike summits” (2013, p. 68). The FMPO held two Active Transportation Summits with a higher attendance than previous public meetings marketed as open houses.

For the Literature Review, I also researched within the master plans different options to fund programs and infrastructure. I further investigated websites where noted in master plans to see if Flagstaff qualified for any funds within these programs.

For the literature review, I also researched scholarly articles that discussed barriers to why people do not walk and bike more. Why don't more children walk and bike to school? Why is our senior population more likely to ask family members for rides than walk to the store? How does a single mother on assistance without a car feel about her transportation options? The research has shown that the barriers could be incomplete infrastructure (missing sidewalks and bike lanes), or poor design (long crosswalks), and sometimes it's cultural (parents are terrified their child will be kidnapped on their safe route to school). Not only does this research indicate what kind of infrastructure and design might be effective in creating a more walking

and bike friendly environment, but it also demonstrates the educational messages and dialogue needed with the community to increase walking and biking.

Through the peer city master plans, scholarly articles, and additional websites for funding and program information, the scope of the problems and some solutions to increase walking and biking in the City of Flagstaff were addressed for the scope of this practicum project.

Design and Implementation

The methodology process for preparation and adoption of the Active Transportation /FUTS Master Plans demonstrates how public engagement is incorporated into the overall process. There are six process phases (City of Flagstaff, FMPO, 2019):

Phase 0 Previous work and engagement

Phase 1 Process introduction

Phase 2 Stakeholder engagement

Phase 3 Public review

Phase 4 Detailed review

Phase 5 Final approval

The majority of my applied research practicum occurred in Phase 0, but the resources provided during the practicum are being implemented in all later phases.

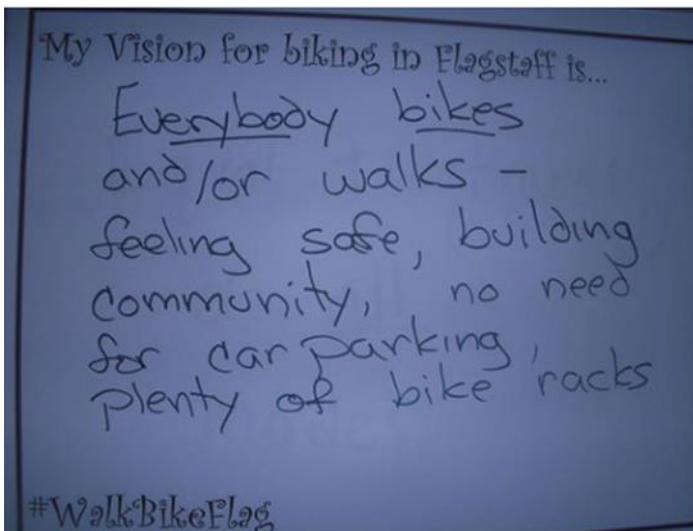
Previous work and engagement includes foundational work for public engagement, background research, and inventory and analysis of existing facilities. The background research portion of this process phase provided a clearer understanding of the current conditions and furnished a context to develop new master plans. Existing plans, policies, regulations, and

guidelines were utilized in the background research, as well as creating reports of mode share trends and peer cities analysis, reviewing national and state bicycle and pedestrian resources, and reviewing pedestrian and bicycle crash data.

Inventories of facilities inventories were compiled and analyzed in detail for existing pedestrian, bicycle, and trails infrastructure. These inventories included: a FUTS priority evaluation, missing sidewalk inventory and prioritization, missing bike lane inventory and prioritization, at-grade pedestrian and bicycle crossings, and grade-separated pedestrian and



Traffic impacts are one the primary concerns of student growth in the Flagstaff community. However, by encouraging students to walk, bike, and take public transit to NAU through safe and convenient bike and pedestrian infrastructure, as well as disincentives to bring automobiles through high parking fees, Flagstaff can significantly reduce the traffic impact of a growing student population. Tonight is a review session of the High Occupancy Housing Plan from 4-6 pm in City Hall Council Chambers. It is an opportunity to learn more and provide input on the HOH Plan before it moves forward for potential adoption! You can catch up on the Plan here: www.flagstaff.az.gov/hohplan



8 1 Share

Figure 15: Facebook post on HOH meeting

... bicycle crossings.

Public engagement efforts have been conducted in a variety of activities in support of the Active Transportation and FUTS Master Plans. Some of the activities include the following:

Communication Tools

Website- Active Transportation

Master Plan web page on the City of Flagstaff website includes plans, documents, timely information, and opportunities for getting involved. The website is located:

<https://www.flagstaff.az.gov/3181/Active-Transportation-Master-Plan>.

ve-Transportation-Master-Plan.

Facebook – Flagstaff maintains a Facebook page for the Flagstaff Urban Trails system (FUTS) with over 2,000 members. The Facebook page is located at: <https://www.facebook.com/Flagstaff-Urban-Trails-System-207094295408/>. This page is used to communicate information for the FUTS system, as well as for walking, biking, and general multimodal transportation. Infographics, and photographs paired with statistical data were posted



Figure 16: Facebook post on Black Friday

on a daily basis to communicate the benefits of walking and biking to this large digital population. FMPO regularly works with administrators of other Facebook pages, both inside and outside of the City, to cross-post on items of mutual interest, as well as walking and biking events in Flagstaff. In communicating the benefits of active transportation, FUTS Facebook posts connected this information with events in Flagstaff. A notice of a High Occupancy Housing (HOH) meeting was paired with information about youth preferences for active transportation. Small Business Saturday was paired with information about how pedestrians and bicyclists are more likely to shop at local stores (and spend more) along with a previous day's post on struggles of looking for parking on Black Friday. This strategy helped to provide relevance and context about active transportation to issues and events already on people's radar.

Notify Me- this webpage on the City's website allows people to subscribe to email lists to receive information from the City. The website is located at: <https://www.flagstaff.az.gov/list.aspx>. The "Pedestrian-Bicycle-FUTS" list is sent information of



Figure 17: Infographic representation of FUTS trail users survey results

interest on the FUTS, walking, and bicycling. Subscribers are also sent monthly meeting agendas for the City's Pedestrian Advisory Committee (PAC) and Bicycle Advisory Committee (BAC). This list has over 900 subscribers.

Flagstaff Community Forum- this is the online forum for community surveys. The website is located at: <https://www.flagstaff.az.gov/3284/Flagstaff-Community-Forum>.

Story maps- Esri combine maps, narrative text, images, charts and graphics, and other media in a single interactive webpage to communicate information.

Community surveys

Have your say survey- was conducted in Spring 2017 with 125 responses. Four public surveys were conducted for the Regional Transportation Plan, which included significant results for walking and biking.

FUTS trail users survey – was conducted in summer 2017 with 375 responses. The survey was conducted to determine patterns of FUTS trail use and

users' perceptions of the FUTS system. The survey updated a previous FUTS survey from 2011.

Draft goals and strategies survey- was conducted in Fall 2017 with 167 responses. The



Figure 18: Infographic of results of Goals and Strategies Survey

survey gathered feedback for proposed goals and strategies to improve walking and biking in Flagstaff. The

goals and strategies were developed for the Active Transportation Master Plan.



Figure 19: Flyer for November 1st Summit

Walking-Biking-Trail Summit-Two summits were held on November 1, 2017 at the Joe Montoya Center and November 15, 2017 at Pine Forest Charter School. Approximately 100 residents attended the two summits. The summits were structured in a drop-in open house format.

Community groups also tabled at the summits to promote walking and biking activities in Flagstaff. Attendees were able to participate in a variety of activities:



Figure 20: Flyer for November 15th Summit

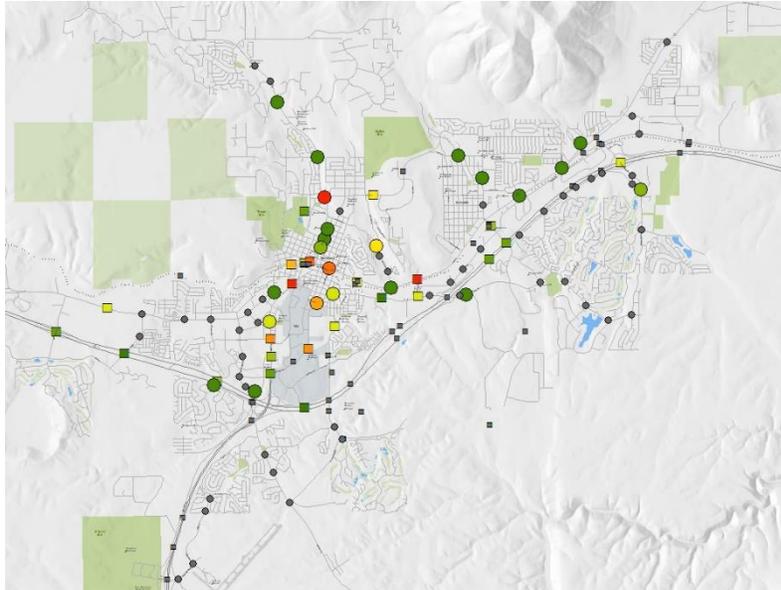


Figure 21: Results of Crossings Facilities Voting Map

color-coded by priority.

Goals and strategies survey- A paper version of the online survey was made available at the summits. The results were

Facilities voting maps-

Participants placed dots on six large-scale maps depicting existing and missing/planned sidewalks, bike lanes, FUTS trails, crossings, PedBike Ways, and the bikeway network. Dots were

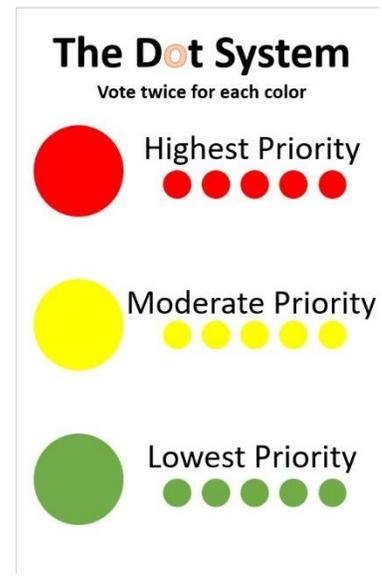


Figure 22: Dot Voting System

included with the online survey data analysis.

Strategies voting chart-

Draft goals and strategies were printed on large posters; dots were placed adjacent to

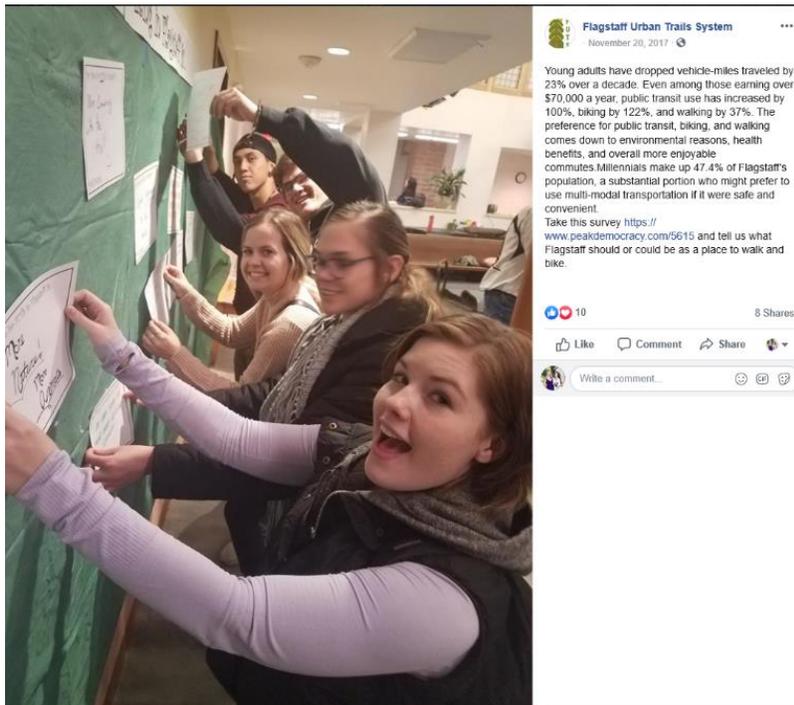


Figure 23: Photo of Vision Board

strategies that participants consider most important or highest priority.

Vision board- Participants were invited to express their vision for walking or biking on a sheet of paper, which was then attached to a wall with other vision statements.

Comment cards- Provided an opportunity to express any additional thoughts and comments about the master plan and the summits.

Tabling events- FMPO and volunteers mostly from PAC/BAC have engaged with the



Figure 24: Photo of tabling event

public at a variety of community events, including Earth Day, Bike Bazaar/Bike to Work Week, Arizona Trail Day, and Flagstaff Community Market. These events include maps showing existing and future FUTS trails, sidewalks, bike lanes and crossings. FUTS trail maps and other pedestrian and bicycle literature was also distributed. Public engagement included addressing existing concerns with walking, biking, and trails, the Active Transportation

public at a variety of community events, including Earth



2017 Events

<p>Arizona Trail Day Saturday, September 9 10:00 am – 2:00 pm Buffalo Park</p> <p>Fourth annual celebration of the Arizona Trail, and Flagstaff as a gateway community. Features food, music, and a variety of exhibits and information. A group walk begins at 8:30 am.</p>	<p>Southside Walk Sunday, September 24 9:00 am Meet at Murdoch Center, 203 East Brannen Avenue</p> <p>Tour of historic sites and other points of interest around the historic Southside neighborhood, led by Jane Jackson and Stephen Hirst.</p>
<p>PAC Booth at Flagstaff Community Market Sundays, Sep 10-17-24 – Oct 1 8:00 am – 12:00 noon Flagstaff City Hall west parking lot on Aspen Avenue</p> <p>Discuss how to improve walking in Flagstaff with representatives of the City's Pedestrian Advisory Committee at the Flagstaff Community Market.</p>	<p>Progressive Breakfast Thursday, September 28 8:30 am Meet at the downtown transit center on Phoenix Ave</p> <p>Join us for a fun walk and a progressive breakfast from local eateries. Along the way you can discuss walking issues with the Pedestrian Advisory Committee.</p>
<p>Public Art Walk Sunday, September 10 9:00 am Meet at PAC booth at Flagstaff Community Market</p> <p>Explore the abundance of public art in Downtown and the Southside, led by Mark Dilucido with City of Flagstaff's public art program.</p>	<p>Rio de Flag Walk Sunday, October 1 9:00 am Meet at PAC booth at the Flagstaff Community Market</p> <p>Join Friends of the Rio de Flag for a walk along the Rio to Frances Short Pond and discussion about various socio-ecological aspects of the Rio, including plans for flood control and recent improvements to the pond.</p>
<p>Mural Walk Sunday, September 17 9:00 am Meet at PAC booth at the Flagstaff Community Market</p> <p>Join Jack Welch, local walking advocate, on a walking tour of murals around Downtown and the Southside.</p>	<p>International Walk to School Day Wednesday, October 5 7:30 – 9:30 am Kinsey, Marshall, Sechnist, and Thomas Schools</p> <p>Join over 3 million kids around the world who are walking to school on this day! Walk with your children to school to enhance the health of kids and help create safer routes for walking and bicycling.</p>
<p>Geology Walk Friday, September 22 12:00 noon- 1:00 pm Meet at Milligan House – 323 West Aspen Avenue</p> <p>Explore the geology of the Flagstaff area through a tour of the historic stone buildings in the Downtown area, led by geologist Joel Kane.</p>	<p>Crossing Guard Appreciation Day Wednesday, October 5 7:30 – 9:30 am Kinsey, Marshall, Sechnist, and Thomas Schools</p> <p>Honor the folks who help our kids get safely across the streets at schools. Bring a token of thanks – card, flower, hug – or just say thanks to your crossing guard!</p>
<p>Science in the Park – Flagstaff Festival of Science Saturday, September 23 10:00 am – 2:00 pm Wheeler Park</p> <p>Stop by the Pedestrian Advisory Committee's exhibit and learn how simple actions, such as walking, laughing and getting outside, can engineer a healthy body and peace of mind.</p>	<p>15 Minute Makeover – Sidewalk Clean Up Sunday, October 15 10:15 am Meet at Downtown Transit Center on Phoenix Avenue</p> <p>Time to roll up your sleeves and help make Flagstaff more beautiful and walkable! We'll walk to Colton Park, picking up trash as we go.</p>



Celebrating Flagstaff's walkability; raising awareness of pedestrian issues

Pedestrian Advisory Committee | City of Flagstaff
www.flagstaff.az.gov/pedestrian
mince@flagstaffaz.gov 928 213 2685

Figure 25: Poster of Flagstaff Walks! events

Master Plan, and the transportation tax renewal.

Flagstaff Walks!- This is a month-long series of events that are held yearly in September and



Figure 26: Facebook post for Public Art Walk

October, meant to engage with new portions of the public through fun activities. There are several guided walks that start at the Flagstaff Community Market, including a Public Art Walk, Southside Historic Walk, Geology Walk, Rio de Flag Walk, and Mural Walk. Events also included a Progressive Breakfast, with community members conversing with FMPO staff and volunteers at different coffee and breakfast places about walking and biking in Flagstaff. There are also community clean-ups in parks and Safe Walk to School Day held in October. Promoting a culture of walking and communicating with the public on walking benefits and infrastructure hindrances are the goals of Flagstaff Walks!

PAC/BAC meetings- the Active Transportation Master Plan and FUTS Master Plan have been a standing item on the agendas of the City's PAC and BAC meetings. These meetings will continue

to serve as a public forum for the master plans. Both meetings are open to the public and can be live-streamed from the City's website.

Stakeholder interviews – will have 12 to 15 individuals representing city staff and community groups. Interviews will include these questions:

What are the most critical actions we can take for walking, biking, and trails from among the draft goals, strategies, and actions in the plans?

What should be the highest priorities for planned pedestrian, bicycle, and trail infrastructure?

Have we missed anything in the plan?

How does walking, biking, and trails support the mission and work of your program or agency?

A stakeholder survey will also be available online for a broader group of city staff and community groups.

Results and Discussion

This results and discussion section has the perspective and advantage of time. It has been almost two years since I finished my internship at the FMPO. In the year following my internship, I found myself using the knowledge I had gained to advocate against the passage of the transportation taxes on the 2018 City of Flagstaff ballot. The transportation taxes fund a large portion of active transportation infrastructure. I am also much more familiar with the tourism industry in this community working at the visitor's center. This discussion section is partially influenced by what happened after the internship was completed, what I might have

done differently, as well as items that were very much on my radar in the category of “if I had more time” at the end of my internship.

Further Outreach Recommendations

Towards the end of my internship, I made a series of recommendations for future outreach opportunities, ways to increase participation, and possible funding sources.

I recommended that the FMPO have public outreach meetings with Gore, Purina, Joy Cone, NAU, Decker, and the other larger employers in Flagstaff. Punctuality is typically valued by employers and the expectation is that employees arrive on the hour or half hour. However, with a slightly more flexible start time that coincides with bus route times, active transportation would be much more appealing to more employees. Bus pass incentives, changing rooms, and possibly even showers could be planned within current buildings or future expansion. Seeing as one parking space costs \$7,500 to build and over \$300 yearly to maintain (Victoria Transport Policy, 2017), bus passes and changing facilities could be a cheaper alternative, as well as attracting high-skill employees looking for active transportation options for their daily work commute. Also discussing professional work clothes is important, especially for female employees who might feel that they must wear dresses, skirts, and/or high heels to be perceived as “professional.” These clothing items are not particularly conducive to active transportation. Discussing ways to meet both professional appearance goals and active transportation is possible. These issues could be agenda items at staff meetings or also be incorporated in new employee training.

I discuss later the possible limitations of social walking events, but I think a Ciclivia for Flagstaff could be an effective means to promote more walking, biking and bus transit in the

community. A few blocks of the downtown area could be closed to automobile traffic and parking where people would be encouraged to bike or walk in the streets instead. Vendors, art installations, and community organizations could rent the parking spaces for the course of the event and bus transit could be free to the downtown area, with a rerouting of applicable bus lines to accommodate the event. There are a few events that already close portions of streets to traffic, but one event specifically devoted to “no cars” could make active transportation seem more feasible to a larger number of the community. Partnering with the larger event planners in Flagstaff, Downtown Business Alliance, bike shops, artist groups, and possibly the Convention Bureau could make this a destination event for Flagstaff.

During the internship, I researched a lot of the various health benefits of active transportation. Sharing this information to a wider audience by tabling at health fairs and other events devoted to improved health could be an effective strategy to emphasize that people can get the recommended physical activity per day through active transportation. This strategy can alleviate people’s concerns that they need money for gym memberships or find more time in the day to devote to “exercise,” but instead could be incorporated in the daily commute they already do. As traffic congestion increases and parking becomes more difficult to find, the difference in time between the automobile commute and active transportation is minimal, as is already the case on the NAU campus during rush hours. Depending on the event, it could also be an opportunity to reach more vulnerable populations of the community.

Now that the major Earth Day celebration for the City of Flagstaff is held in Bushmaster Park, I recommend that the #2 bus line be free for the hours of the Earth Day event. The people who attend Earth Day events are a captive audience for environmental issues and a free trip to

Bushmaster could foster more use overall of the transit system to reduce ghg. The grants that help fund the free shuttles to Snowbowl during the week of Christmas, or have free service on New Year's Eve, could also help make the #2 bus line free for a couple of hours on Earth Day.

I also recommended expanding the Adopt-a-FUTS program to Friends of the FUTS or a similar program. There is a waitlist for organizations who would like to adopt one of the FUTS trails for clean-up days. The FMPO could recruit the waitlist to help at tabling, bicycle audits, public meetings and help fill other volunteer needs of the FMPO. Having a sign that incidentally helps promote the business or organization is likely a powerful motivator for many participants of Adopt-a-FUTS. Figuring out comparable promotional opportunities for Friends of the FUTS would be an important component to its success.

In my review of the Fort Collins Bicycle Plan (2014, p. 11) I thought it was interesting that their active transportation team did a stakeholder meeting with a church. I recommended outreach meetings to religious groups who have taken an outspoken position against climate change and support environmental causes. Getting the support of religious leaders for active transportation could be an effective, but very much overlooked means to get a large number of community members walking and biking.

I recommended that the FMPO have outreach meetings with PTOs and neighborhood associations to encourage more walking and biking of school age children. Whereas many of the peer city master plans have emphasized safety issues and trainings, I actually think it's more important to emphasize the benefits to children of walking and biking, including exercise and better classroom performance. An over-emphasis on safety I think just reinforces that walking and biking to school is a dangerous activity. According to the National Center for Injury

Prevention and Control, the leading cause of death for children in the United States is automobile accidents (2008). Establishing walk and bike trains in neighborhoods to school can help normalize this activity and make more parents willing to join in the switch to active transportation.

Basic bicycle maintenance courses and bike riding classes for people of all ages are also an important part of increasing realistic transportation options. To create the infrastructure for bicycle riding, but not the tools to ride or maintain them, is going to limit the people who can adopt this form of transportation. Learning the skills of bike maintenance and riding, particularly riding in inclement weather or at night with our dark sky ordinances, can greatly increase people's comfort with trying bicycling. According to the Eugene Pedestrian and Bicycle Strategic Plan, pedestrians are typically comfortable with walking distances of one mile, for bicyclists that commuting distance extends to three miles (2008, p. 16). Supporting more bicyclists, not only through infrastructure but also in education and learning of basic skills, will greatly extend the reach and feasibility of bicycling as a commuting option. I will discuss more equity issues with bicycling later in this section.

Two weeks into my internship, I thought that an FMPO collaboration with NAU on a "car-free" flyer could be implemented into freshman orientation materials and possibly sent to new students in advance of arriving at NAU. Knowing the different options for getting around without a permanent car, including weekend getaways and traveling home, seemed like the best way for both students and parents to feel comfortable not bringing a car to Flagstaff and utilizing active transportation more. However, NAU freshman orientation coincided with the start of my internship and was not able to be implemented for 2017. I did create the basic

information for a car-free flyer and hope this can be implemented to reduce car usage by the large NAU student population.

I recommended that the FMPO have ongoing stakeholder meetings with departments and businesses heavily involved in the tourism industry. I know first-hand that visitor center employees have not received training on car-free options in Flagstaff as they relate to tourist attractions and do not emphasize ways to reduce tourist car usage while spending time in the community. This seems particularly important since there are 5.5 million visitors compared to 70,000 residents. Even if the FMPO were successful in getting total participation in active transportation from residents, there would still be traffic congestion from visitors. Finding ways to reduce that congestion by emphasizing urban trails and scenic walking routes, emphasizing and expanding transit stops to tourist destinations, and bike sharing in strategic locations could all be a means to reduce traffic congestion from visitors.

Further Infrastructure Recommendations

The first pilot bike share program was rolled out after my internship was completed and had a fair amount of success. In a bike share program, I recommended that adult tricycles be a part of the available options to address some equity issues. I also recommended that bikeshare docking stations be located at some of the larger hotels with maps to downtown or other economic centers, with the Chamber of Commerce or Convention Bureau being a possible partner. With the new parking fees in the downtown area, I thought these bike share stations could be an appealing option for tourists and keep a portion of the visitors from driving to destinations in Flagstaff.

I recommended that the end of I-17 has an “Entering High Pedestrian and Bicycling Area” sign and other calming measures. I think there is a problem between drivers going 75 mph on a freeway transitioning to Milton Road, particularly as more student housing is built in this area with Milltown. First-time visitors in particular probably aren’t expecting this transition from freeway to city.

Furthermore, the areas where there are the highest incidences of pedestrian and bicycle crashes should have lighted crosswalks and more signage to help reduce crash rates. As well, the new crosswalk measures could have an event with temporary signs making motorists aware of crash issues in the location. The Sustainability Squirrel could attend to get motorists’ attention. Having police target crosswalk areas where there are large crash rates and ticket motorists, pedestrians, and bicyclists for infractions could encourage safer behavior.

I recommended that the FMPO collaborate with Flagstaff Arts Council and Flagstaff Artist Coalition to have more public commissioned art along FUTS trails that are created more for commuter purposes than scenic beauty. The planned extensions on Lone Tree, JW Powell, and West Rt. 66 all have potential to include artwork if they have safe infrastructure for walking and biking. The FMPO could have a bicycle event around the completion of the new artwork.

Further Surveying Recommendations

In future surveys, I recommend that the FMPO ask participants where there should be more bicycle parking. Depending on what type of bike share program is implemented in the future, a survey about bike share locations should also be implemented. However, I think the reach of this survey should heavily focus on NAU, as a part of the Green NAU newsletter. It also should include paper surveys and outreach at the various shelters and food banks within the

community, as well as hotels. I think this survey strategy will target the most likely users of bike share. Helmets and lighting for use at night are further details to be worked out by gathering survey information from potential users and working with bike share provider.

I recommend that the FMPO collaborate with our bike enthusiast community by periodically doing week-long audits on conditions during their bike commutes. The Flagstaff Biking Organization, outreach at bike shops, and getting volunteers through BAC notices could be a source of obtaining near-immediate “on the ground” data. From this data, the FMPO can work with Public Works and other departments to address problem areas with snow, debris, and other obstacles in a biking commute. A pedestrian audit could be done as well, particularly during winter months when danger from ice and snow is greater, through a PAC notice.

Flagstaff Walks! Events Reflection

The idea behind Flagstaff Walks! is that by creating a culture of walking within a social

setting, people will be more willing to walk and bike as a part of their transportation options and advocate more for safe infrastructure. This is also the reason why FMPO cross-promoted a lot more walking events held by other Flagstaff organizations, including the Downtown Business Alliance’s Meet Me Downtown, the Flagstaff Monuments nature walks, bike shops social biking events, Willow Bend’s Geology Walks, and Jack Welch’s weekly walk events through the FUTS trails.



Figure 27: Meet Me Downtown inaugural flyer

In the Flagstaff Walks! events that FMPO helped

host, the public seemed to be enjoying the walks and they received physical activity and fresh outdoor air. These events subjectively improved their quality of life and health on a temporary basis. It may have even served as a reminder of why they chose Flagstaff as their home or a place to visit.

However, I do not think these events translate into people walking and biking more as a transportation option. There are a lot more cars parked around the neighborhood of the Community Market on Sunday mornings where FMPO started many of the walks (a neighborhood where I live and notice the regular increase of parked cars during market season). There are not appealing active transportation options to the Coconino Forest hiking



trails. And through the low-attendance at Meet Me Downtown events and general complaining of the newly enacted downtown paid parking, most people attending these social walking events are still driving to them. These events add value to the community, but are not the most effective way to increase active transportation participation.

Making the Case Reflection

The FUTS Facebook page seemed like a good venue to share

Figure 28: Facebook post on walking quote by Edward Abbey

the information gathered in the Making the Case for Walking and Biking paper that I further developed during my internship. The people who “like” the FUTS page are not necessarily active transportation commuters but could be solely recreational users of the trails. I could share bite-sized information to a digital crowd of 2,000, many who might not be sold on the benefits of active transportation. In addition to the potential of getting a few converts, the information could be easily shared digitally to a larger crowd and could even serve as a conversation point in a discussion about active transportation in the future.

However, I really do not know if I was successful in any of those goals. Posting more



Figure 29: Facebook post with biking quote from Anon

frequently on Facebook received more views, and I was strategic on posting in the middle of the day when Facebook use by people is highest. But “likes” and “shares” are a poor metric on whether I won any hearts and minds to active transportation. In fact, the most viewed and shared post was not any of the carefully researched information on the benefits of active transportation – it was an Edward Abbey quote about walking that I discovered serendipitously and posted on a whim. My follow-up experiment of an Anon quote about biking also tracked well.

I am not certain that this information is significant. Perhaps people are more willing to “like” soft information of the info-tainment variety. A photo of kittens and puppies in a bicycle basket could possibly gather over 1,000 likes compared to a half dozen on researched data about walking and biking. However, this does not mean that people did not reflect on the research information provided on the FUTS Facebook page. This information likely did reach a wider audience than if the information had solely been included in the Active Transportation Master Plan, presentations to City Council, and at public meetings and outreach. FMPO shared the data collected from “Making the Case” in infographics at the Active Transportation Summits, but this information could have also been shared at tabling events for Flagstaff Walks! and other events. There is also an opportunity to expand the online presence of this data through Twitter, Snapchat, and Instagram, particularly among the student population at NAU.

Active Transportation Summits Reflection

One problem with having a small staff that partially consists of rotating interns is that the interns will spend the beginning of their internship just learning the basics of the job and building the wealth of knowledge that the other employees already possess (like any job). Having to go through this process yearly in June means that the intern staff doesn’t accomplish as much as consistent longer-term employees. With the data analysis of the FUTS survey, the learning of best practices in active transportation, and other regularly scheduled job tasks, I understand why the Active Transportation Summits needed to be scheduled in November. I also think November is a not a good month to hold an Active Transportation Summit. It’s getting dark earlier, and it’s getting colder outside. It’s not a month that makes the average person want to explore the possibilities of active transportation.

The FMPO scheduled the summits on Wednesday evenings after checking community calendars to help ensure there wouldn't be any major conflicts with other big events happening in town. Generally, I think this was a good strategy, but I do wonder if the FMPO would have received larger attendance on a Saturday or Sunday afternoon. The FMPO might have attracted more of the 9-5 working population, but it might not be convenient for the large percentage of the Flagstaff population who work in the service industry. It also may conflict with other weekend events for families. The FMPO scheduled the summits from 6-8 pm. The reason was in part to accommodate our community partners who were tabling at the summits and the schedules of our locations. But on reflection, I think it would have been beneficial to have the summits start at 5 pm and continue until 8 pm, so that community members could more easily drop in right after work and then head home rather than trying to find something to do for the 5-6 pm time period.

The location choices were based on both financial interests in obtaining free or low-cost places to have the summits and wanting to create greater access to the summits from underserved communities. I don't think that either location was ideal in accomplishing these goals.

Having the November 1, 2017 Summit at the Joe Montoya Center at Thorpe Park met the needs of having the location somewhat close to downtown, the FMPO could have further outreach with the senior population of Flagstaff, and it was free. However, the actual space where the summit was held felt cramped. I went to the space and mapped out activity areas and other spatial issues in advance, but I did not have the printed maps or a lot of other materials at the time of my scouting and needed to rethink the layout during set-up. Overall,



Figure 10: Photo of November 1st Summit

the area was too small for what the summit truly needed. The space did not foster conversations or lingering, whereas I think a larger space would have.

The November 1st Summit had decent attendance

with over 70 participants, but I think we would have gotten more nuanced feedback if the FMPO was successful in creating a social, convivial atmosphere.

Finding an eastside location for the November 15, 2017 summit was very difficult. I researched several dozen location possibilities, ranging from various religious institutions, coffee shops, and other possible community gathering places. Some of the locations were obviously too small, but others were not able to accommodate the 6-8 pm Wednesday evening time. The FMPO settled on Pine Forest Charter School over the Coconino Community College (the only two realistic options) because the physical space felt more inviting to the activity stations and community tabling the FMPO was holding at the summit. Having an eastside location was important to the FMPO so that more outreach could be done in an area that has not historically received as much attention as the older westside part of Flagstaff.

Although the physical space of Pine Forest was appropriate for the summit, this eastside summit would have benefited from a Saturday afternoon time change. Other public events have a much higher attendance for Saturday events at Pine Forest Charter School than the 30

people that the FMPO received. An overall lack of places for the community to gather in the evening, and maybe the increased crime rates in this area as well, means the community is not conditioned to venturing out on a Wednesday evening and isn't going to make the exception for an Active Transportation Summit in November. Our attendance was lower at the November 15th Summit and many of the attendees were NAU students getting extra credit. I'm not sure that people from the Sunnyside neighborhood attended this Summit. Having more tabling at special events at the Market of Dreams or the Wednesday farmers market during the summer could be successful strategies to increase outreach in this community.

Reflection on Equity

In considering the equity benefits of active transportation, I found myself with a unique perspective in my internship with active transportation planning: I have never learned how to ride a bicycle. In my late twenties I had attempted to learn while utilizing a friend's bicycle, but lacked a sense of invincibility that I possessed more in abundance during those formative childhood years when most people learn the skill of bike riding. Despite my unsuccessful attempt to learn to ride a bike, my commitment to active transportation led me to purchase an adult tricycle.

Although I had originally meant the tricycle to be a temporary measure, as adult training wheels so to speak, I became accustomed to the ease and cargo space of the tricycle and still use it as my primary form of transportation over a decade later. I also unexpectedly found myself as public ambassador for this mode of transportation. I am frequently stopped by elderly people, Lantinx and Native American populations, and people whose dress and mannerisms indicate that they might be lower on the socio-economic scale. They are keenly

interested and ask many questions about the tricycle, where I purchased it and how much it cost, and my thoughts about this form of transportation.

When planners discuss issues of equity and access in active transportation, I found the solutions provided for bicycles within the Master Plans I reviewed to be sorely lacking. Planners assume that learning to ride a bicycle is a rite of passage in everyone's childhood, not considering that financial resources or parents working multiple jobs within disadvantaged groups might prevent this skill from being learned. The adage, "It's like riding a bike..." is such as part of our lexicon that planners do not consider that a person who hasn't been on a bike in decades might have, in fact, forgotten how to ride a bike or have reduced balance and/or motor skills to do what they once did easily in childhood. The actual skill of riding a bike could be taught in physical education class, along with safety education courses which are discussed at length in master plans. Adult biking courses seem a little more complicated to be implemented, as a lot of people don't necessarily want to admit they did not learn this skill. From my own experience, teaching this skill to adults might require specialized training on the part of the instructor. And bringing more adult tricycles into the community, through bike share or as a part of a funding program (they are more expensive than bicycles) could make active



WE WANT YOU!
FLAGSTAFF CITIZENS'
TRANSPORTATION TAX COMMISSION

Applications Currently Being Accepted
Deadline August 23, 2017

We are looking to create a citizen commission of independent citizens with diverse backgrounds to establish a Flagstaff Citizens' Transportation Tax Commission. This is a temporary, advisory board to make recommendations to the City Council with respect to the possible renewal of the transportation tax at the November 2018 general election, or with respect to any other recommended tax rate to fund public transportation projects.

Visit the City of Flagstaff Boards and Commissions website at www.flagstaff.az.gov/bc to submit an application or contact the Deputy City Clerk Stacy Saltzburg at (928) 213-2077 or email ssaltzburg@flagstaffaz.gov.

Figure 31: Flagstaff Citizens' Transportation Tax Commission flyer

transportation much more appealing to this often-ignored segment of a community.

Funding Active Transportation Reflection

With the passage of time, I realize that the most important thing I could have done during my

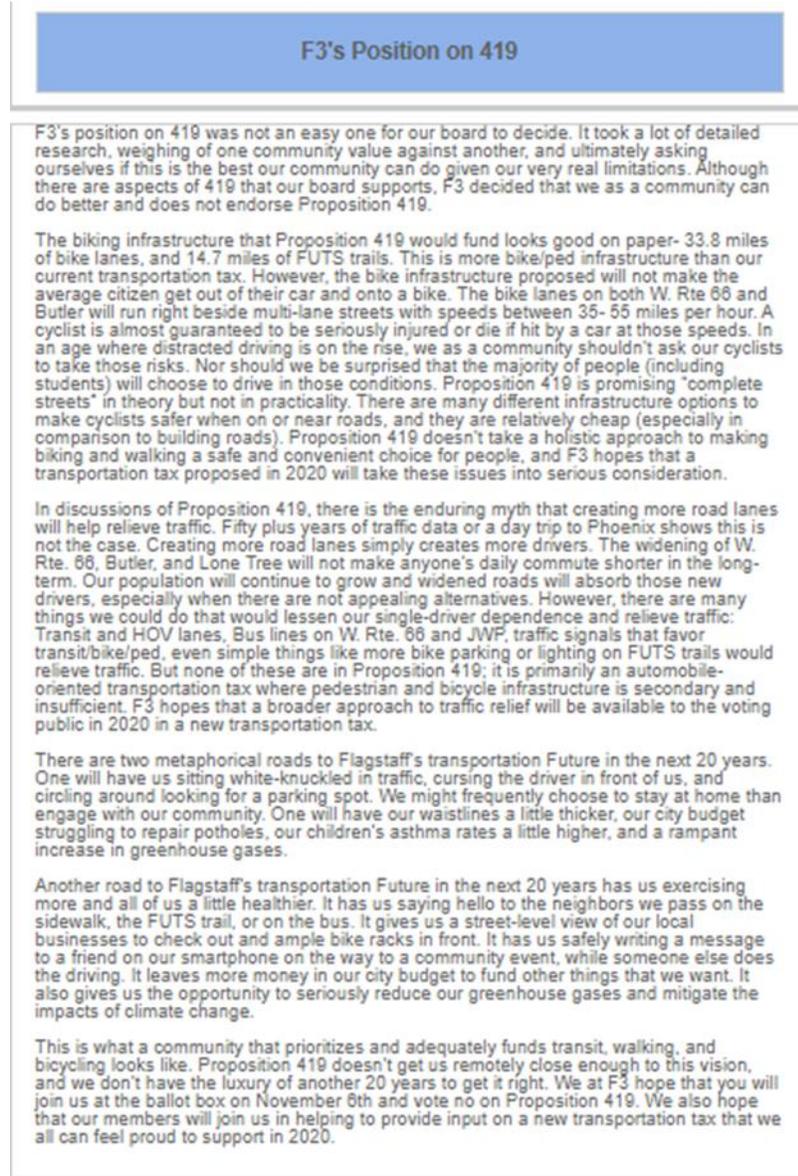


Figure 32: Position piece I wrote against Proposition 419 for F3

internship was to get many active transportation enthusiasts to be on the Flagstaff Citizens' Transportation Tax Commission. If FMPO had done the summits a little earlier, I could have asked people to be on the commission as I was putting up flyers in bike shops and sports stores. As I was sending emails inquiring about tabling at the summits, I also could have also made a plea to apply to the commission. Even though the times for the summits and

application for the commission did not line up, I realize now that I should have made a full force effort to get active transportation advocates on that commission.

The Flagstaff Citizens' Transportation Tax Commission was first created in 1999 for citizens to decide which transportation projects, both road projects and active transportation, would be funded through a sales tax in the city of Flagstaff. Voters passed the transportation tax in 2000 for a period of 20 years, set to expire in June 2020. In 2017 during my internship, the Flagstaff Citizens' Transportation Tax Commission was convened again to decide which projects would be funded for new transportation taxes on the 2018 ballot, which later became propositions 419, 420, and 421.

The recommendations that the Flagstaff Citizens' Transportation Tax Commission made were opposed by the Sustainability Commission and Friends of Flagstaff's Future (F3), of which I am still the vice president of that organization. Support was given for the transit tax, proposition 421, that would have increased frequency and hours of bus transit.

The groups that opposed 419 and 420 felt that the recommended projects would greatly



Figure 33: Proposition 419 logo

increase driving and did not sufficiently fund active transportation (although the logo of 419 included a bicycle). I was heavily involved in the opposition to these propositions, as much as I could be as a working graduate student, but also felt that the opposition could have been avoided if active transportation enthusiasts had been on the tax commission. Both propositions 419 and 420 passed, and it is unclear to me how a lot of the projects included in the Active Transportation Master Plan will be funded for the next 20 years in the City of Flagstaff. I can foresee a lot of outrage in the community in the upcoming years when active transportation projects are not completed, and people wonder where the money for the proposition with the bicycle logo went. Upon reflection, I wish I had done more

outreach to get people interested in applying to the Flagstaff Citizens' Transportation Tax Commission, but at the time it felt like just another task among many.

Despite my second-guesses about the priorities I made during my internship, I am proud of the work that I did and what was accomplished during my six-month internship. It was the start of new ways to engage with the public and generate stronger commitment to active transportation.

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Appendix A – Public Participation Draft

Pedestrian – Bicycle – FUTS Master Plans

Active Transportation Public Participation Plan

Last updated: December 2017

Public Participation Purpose

The purpose of the Public Participation Plan is to develop a shared community vision for improving walking and biking in Flagstaff. By getting feedback from the community through both informal and more traditional methods, the goal is to understand the community's concerns and desires regarding walking and biking, and ultimately to receive community endorsement for the Active Transportation Master Plan. The Public Participation Plan's strategy is to reach and engage segments of Flagstaff's population who walk and bike, or who are interested in walking and biking, but do not typically participate in traditional planning processes.

Overall Guiding Principles and Strategy

The overall guiding principle of the Public Participation Plan is to seek a diversity of opinions about walking and biking. Outreach will include avid active transportation participants, but also casual walkers and bikers, as well as those who may not walk or bike now but could be enticed if it were made comfortable and appealing. Outreach will also include segments of the population that do not traditionally participate in public processes. Strategies to reach a broad audience include:

- Conduct outreach in locations where people like to go, rather than relying on participants to come to traditional public processes.
- Public outreach will be less formal and oriented around events that provide engaging activities while also gathering community feedback on active transportation.
- Utilize technology for promotion, to convey information, and to make the process more accessible, efficient, and understandable
- Use charts, maps, graphics, and other visual devices to provide thorough and understandable information.
- Both visual and written information should be simple and easily understood, and the use of jargon and technical terms should be avoided.
- Invite community partners with a vested interest in active transportation to be a part of the public participation process, to provide information, and to cross-promote each other's events and outreach on social media. Community partners included businesses, social groups, non-profits, student associations, and government agencies.

These strategies will make the public process and outcomes as transparent and obvious to as wide of an audience as possible. The public process will carefully document input received and report on participation to convey that comments are heard, valued, and have been considered.

Pedestrian Advisory Committee

Flagstaff's Pedestrian Advisory Committee (PAC) is a group of seven citizens who are appointed by and report to the City's Transportation Commission on issues related to planning for and accommodation of pedestrians. The PAC provides input and reviews the Active Transportation Master Plan and develops programs and volunteers at Flagstaff Walks!, a month-long event, and other community pedestrian events. The PAC meets once a month and the public is invited and encouraged to attend. Meetings are also streamed live and archived videos of previous meetings are available on the City of Flagstaff's website.

Bicycle Advisory Committee

Flagstaff's Bicycle Advisory Committee (BAC) is a group of seven citizens who are appointed by and report to the City's Transportation Commission on issues related to planning for and accommodation of bicycles. The BAC provides input and reviews the Active Transportation Master Plan and develops programs and volunteers at Bike to Work Week and other community bicycling events. The BAC meets once a month and the public is invited and encouraged to attend. Meetings are also streamed live and archived videos of previous meetings are available on the City of Flagstaff's website.



Community Surveys

Community surveys are an integral way to gather public feedback and encourage participation in the public process. Surveys include a variety of means to collect data, including open-ended questions, likert scale questions, and interactive maps, utilizing a purposive sampling methodology. Active Transportation surveys are available for a limited period of time with an on-line version posted on the City's Community Forum website, with paper versions also made available at community events. Surveys completed to date:

- Bicycle commuter survey (May 10 through May 15, 2009; 109)
- FUTS trail users survey (May 24 through June 30, 2017; 375)
- Walking and biking survey (Summer 2014; 458)
- Pedestrian & bicycle projects (May 22- June 19, 2016; 294)
- Milton Road survey (September 28- October 31, 2016; 189)
- ATMP: Draft Goals and Strategies (Nov 17- Dec 1, 2017; 167)

The surveys are publicized in several ways:

- Invitations to take the survey were posted on the Facebook page for the Flagstaff Urban Trails System several times over the course of the survey window. Social media marketing strategies were implemented to increase viewership and participation, including use of infographics and photographs paired with "fun facts" about active transportation to engage public. Posts were made consistently and at peak social media viewing times to encourage maximum viewership.

- Several departments within the City of Flagstaff helped publicize the

survey by sharing the Flagstaff Urban Trails System posts on their Facebook page, including Flagstaff Sustainability program, Flagstaff Open Space, and Flagstaff Regional Plan.

- Several community groups, organizations, and businesses helped publicize the survey to their membership, including bike shops, running and pedestrian clubs, and organizations like Friends of Flagstaff’s Future and Flagstaff Biking Organization.
- Email invitations were sent on several occasions to individuals who signed up for the “Notify Me” function on the City’s website for Pedestrian Advisory Committee, Bicycle Advisory Committee, and Flagstaff Urban Trails System.
- Northern Arizona University departments and clubs also helped publicize the survey to their students, alumni, faculty and staff, including Geography, Planning, and Recreation; Sustainable Communities; Green NAU; and Green Jacks

Walking, Biking, and FUTS Trails Summits

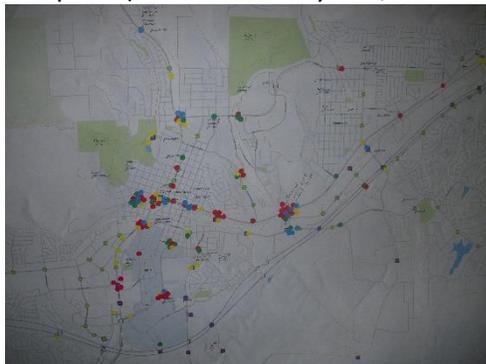


The Walking, Biking, and FUTS Trails Summits modified the traditional open house format to further attract and engage the public in the participation process. The Summits were a drop-in format with stations, where the public was invited to provide input on the active transportation master plan in an interactive manner. Community organizations with a vested interest in active transportation, including Meet Me Downtown, USFS, Arizona Trails Association, and NAIPTA, also tabled at the summits to create an exhibition atmosphere and to inform the public about existing active transportation opportunities. Volunteers from the Pedestrian Advisory Committee, Bicycle Advisory Committee, as well as the City Transportation staff attended to

answer questions and to discuss active transportation with the public.

Two summits were held on Wednesday November 1, 2017 at Joe Montoya Community Center and Wednesday November 15, 2017 at Pine Forest Charter School. Both summits were held from 6 pm – 8 pm. The summits were held in different areas of Flagstaff for convenience to the public and to receive more diverse feedback and were scheduled at times that did not conflict with other popular Flagstaff community events. The summits interactive opportunities for the public to participate and comment on the active transportation master plan included:

Voting Maps: At the entrance of the summit, the public received sticker dots to “vote” on which active transportation projects they would fund. The sticker dots were color-coded to further create a prioritization system of which projects the participant would choose to complete (Red – 1st Priority Tier; Yellow – 2nd Priority Tier; Green- 3rd Priority Tier; Blue – 4th Priority



Tier). Participants placed their sticker dots on large wall maps next to proposed projects in the Active Transportation Master Plan. Six large wall maps included future FUTS trails, Bike Lanes, Missing Sidewalks, Bike-Pedways, Crossings, and Bikeways. Participants had the opportunity to vote eight times at each map with the prioritization system. Participants largely voted on planned infrastructure projects in the Active Transportation Master Plan, but the map allowed them to also vote on new potential projects.

Active Transportation Master Plan: Draft Goals and Strategies



survey: A paper version of the Draft Goals and Strategies survey was first made available at the Summits. The goals, strategies, and actions surveys include infrastructure projects, like bike parking, but also education, equity, bike share programs, and other priorities to be included in the Active Transportation Master Plan.

Goals and Strategies Voting Map: The Summits included an additional large word map that incorporated the goals, strategies, and actions of the Active Transportation Master Plan for participants to vote with sticker dots on their most important priorities.



Vision Board: Attendees were encouraged to share their vision of either Walking, Biking, or FUTS trails in Flagstaff and attach to a wall with other attendees at the Summits. Colored markers were provided and participants could draw as well as write their vision. The vision questions were also included in the online version of the Draft Goals and Strategies survey.

Comment cards: Attendees were invited to provide additional comments about the Active Transportation Master Plan towards the exit of the summit.

The Summits were publicized in several ways:

- The Summits were promoted on the community calendars for AZ Daily Sun, Flagstaff 365, Green NAU, KNAU, and KAFF.
- Flyers were posted on community boards in popular locations throughout the City of Flagstaff including both businesses and community centers
- Two Summit events were posted on the Facebook page for the Flagstaff Urban Trails System and reminders were posted several times over the course of the Summits promotion. Social media marketing strategies were implemented to increase viewership, including use of infographics and photographs paired with “fun facts” about active transportation to engage public. Posts were made consistently and at peak social media viewing times to encourage maximum viewership.
- Several departments within the City of Flagstaff helped publicize the Summits by sharing the Flagstaff Urban Trails System posts on their Facebook page, including Flagstaff Sustainability program, Flagstaff Open Space, and Flagstaff Regional Plan.
- Several community groups, organizations, and businesses helped publicize the Summits to their membership, including bike shops, running and pedestrian clubs, and organizations like Friends of Flagstaff’s Future and Flagstaff Biking Organization.
- Email invitations were sent on several occasions to individuals who signed up for the “Notify Me” function on the City’s website for Pedestrian Advisory Committee, Bicycle Advisory Committee, and Flagstaff Urban Trails System.
- Northern Arizona University departments and clubs also helped publicize the Summits to their students, alumni, faculty and staff, including Geography, Planning, and Recreation; Sustainable Communities; SESES; Green NAU; Green Jacks; and ASNAU sent to the entire undergraduate population on their weekly updates email
- Extra credit opportunities were provided to undergraduate students who attended one of the Summits
- A short article on the FUTS trails and the first Summit was included in NAU’s “The Lumberjack” newspaper.

Community Tabling Events

Engaging with the public at community events is an integral strategy in meeting the people where they like to go in the participation process. City staff and volunteers from the Bicycle Advisory Committee and the Pedestrian Advisory Committee table at events to discuss the Active Transportation Master Plan and answer questions from the public. Literature on pedestrian and bicycle safety, Arizona bicycle maps, and FUTS trails maps are offered to the public. Large maps and other visual displays are provided to further gather input on the Active Transportation Master Plan. People can sign up to the email lists for the Advisory Committees and FUTS trails notifications and fill out comment cards. Community Tabling events included:

Earth Day: Heritage Square on April 22nd, 2017

Bike Bazaar – Bike to Work Week: Heritage Square on May 21, 2017

Arizona Trail Day: Buffalo Park on September 9, 2017

Flagstaff Community Market: Five Sundays for the month of September 2017 as a part of Flagstaff Walks! activities.

City Council Meeting Nights: Tuesday evenings from end of January until the beginning of March, 2018

Flagstaff Walks!

Flagstaff Walks! is a month-long series of events promoting walkability in Flagstaff sponsored by the Pedestrian Advisory Committee. Public outreach to discuss the Active Transportation Master Plan is paired with fun and informative activities to attract new audiences that do not typically engage in the public participation process. Flagstaff Walks! is a combined volunteer effort of the Pedestrian Advisory Committee, Bicycle Advisory Committee, various City staff departments, community organizations, and Flagstaff citizens. Events include:



Arizona Trail Day: Buffalo Park, September 9, 2017. Jack Welch of the Pedestrian Advisory Committee led a walk on the Arizona Trail around Buffalo Park and discussed potential new FUTS trails included in the Active Transportation Master Plan. Also tabled at the Buffalo Park community event that featured food, music, and a variety of exhibits and information.

Flagstaff Community Market Sundays: City Hall Parking Lot, September 10th, 17th, 24th, and October 1st, 2017. City staff provided dedicated bike parking to community farmers' market attendees, tabled at the entrance of the market, and provided new FUTS maps to the public.

Public Art Walk: Started at City Hall Parking Lot, September 10, 2017. Mark DiLucido with City of Flagstaff's public art program led a walk exploring the public art in Downtown and the Southside.

Mural Walk: Started at City Hall Parking Lot, September 17, 2017. Jack Welch of the Pedestrian Advisory Committee led a walking tour of murals around Downtown and the Southside.

Geology Walk: Started at Milligan House, September 22, 2017. Joel Kane, local geologist, led a walking tour of the historic stone buildings in the Downtown area.

Science in the Park: Wheeler Park, September 23, 2017. The Pedestrian Advisory Committee held an exhibit on the benefits of walking for the body and mind at the Festival of Science's Science in the Park.

Southside Walk: Started at Murdoch Center. September 24, 2017. Jane Jackson and Stephen Hirst, local historians, led a walking tour of historic sites and other points of interest around the Southside neighborhood.

Progressive Breakfast: Started at downtown transit center. September 28, 2017. City staff and Kim Austin of the Bicycle Advisory Committee led a walk to local eateries and coffee shops and answered questions about the Active Transportation Master Plan.

Rio de Flag Walk: Started at City Hall Parking Lot, October 1, 2017. Chelsea Silva of the Friends of the Rio de Flag led a walk along the Rio to Frances Short Pond to discuss socio-ecological aspects of the Rio, including plans for flood control and recent improvements to the pond.

International Walk to School Day & Crossing Guard Appreciation Day: At Kinsey, Marshall, Sechrist, and Thomas Schools, October 4, 2017. City staff and the Pedestrian Advisory Committee visited schools to discuss safer routes for walking and bicycling.

15 Minute Makeover: Sidewalk Clean Up: Started at downtown transit center. October 15, 2017. City staff and the Pedestrian Advisory Committee joined volunteers on a walk to Colton Park, picking up debris, and discussing walkability in Flagstaff.



Flagstaff Walks! events were promoted through similar methods described in Surveys and Summits section.

Online Engagement and Participation

The Public Participation Plan utilizes technology to reach and engage people at their convenience and schedule in a virtual community place. By making the participation process convenient and easy, the plan hopes to reach segments of the population that do not typically participate in traditional planning processes. Through sharing active transportation and recreation activities in the community and making active transportation route planning easy, the plan hopes to increase awareness of multi-modal options and gain further interest in active transportation. Efforts included:

Active Transportation Master Plan web page on City website: On this website, the public can view the active transportation master plan, view interactive maps, take surveys, submit comments, sign up for notifications, and learn more about opportunities with the FUTS trails and advisory committees.

Notify Me: This is the email sign up on the City website to receive notifications for the FUTS trails, pedestrian advisory committee, and/or bicycle advisory committee. Events and surveys are also sent to these notification lists. These three notification lists have over 900 subscribers.

MoveMeFLG website: agencies devoted to NAU, NAIPTA, ADOT, information and links to



This website acts as a hub between several different forms of transportation, including FMPO, and Navajo Transit Systems. The website provides additional trip planning and resources.

FUTS Facebook page: In addition to promoting FMPO's public participation events and surveys and informing the public about FUTS updates, the FUTS Facebook page also shares posts and includes other community events relating to active transportation and walking and biking recreation. Typical partnerships have included social club events, charity walk/runs, USFS/NPS sponsored hikes, volunteer trail maintenance days, FIBA and Chamber of Commerce events that encourage walking, and the sharing of other City of Flagstaff public participation opportunities. Quotes about walking and biking and interesting facts paired with photos have also been added to the page. These strategies further facilitate a walking and biking culture in Flagstaff, keep the FUTS Facebook page in audiences' newsfeeds more regularly, and attract new members.

Story maps: Through the City of Flagstaff's GIS Mapping Portal, the Active Transportation Master Plan's GIS story maps are available for the public to review more in-depth information about the plan in a visual format. The story maps hope to engage public participants who want to find specific information very quickly and relate to more visual forms of learning.



Stakeholder Focus Groups

In the upcoming months, the Public Participation Plan will conduct a series of focus group meetings with community organizations that specialize in advocacy and/or issues that would benefit from more robust active transportation participation rates and infrastructure. Focus groups would be individualized around organizations devoted to public health, economic development, equity, environmental issues, social and recreational groups, and businesses that specialize in active transportation. The purpose of the focus groups is to build partnerships and determine strategies and improvements for active transportation participation, particularly among underserved groups. Potential stakeholders include:

Public Health: North Country HealthCare, Flagstaff Medical Center, NAPEPT Wellness Program, NACA
Economic Development: Chamber of Commerce, Convention and Visitors Bureau, FIBA, ECONA, SEDI
Environmental Issues: Friends of Flagstaff's Future, Willow Bend, Citizen's Climate Lobby, Sierra Club
Equity: Housing Solutions, Coconino County Community Services, AZ Department of Economic Security
Social Groups & Organizations: Flagstaff Biking Organization, NATRA, Flagstaff Trail Divas
Businesses: Absolute Bikes, Flag Bike Revolution, Run Flagstaff, Single Track Bikes

Stakeholder Presentations

Several agencies, commissions, and groups are directly impacted by the Active Transportation Master Plan and individualized presentations will be scheduled to discuss the Plan, answer questions, and get feedback. Presentations will include:

Internal and Government Agencies: Presentations will be made within City departments, Coconino County, ADOT, NAIPTA, NAU, and USFS. Every work product will be available for review. Formal meetings will occur in late February through early May 2018.

Board and Commissions: Brief presentations will be made on the process and findings of the Active Transportation Master Plan with specific information that affects each commission. Presentations will

be made from February through April with the following commissions: Transportation, Planning and Zoning, Parks and Rec, Disability Awareness, Tourism, Open Spaces, Sustainability, and Beautification and Public Arts.

External Groups: Presentations will be given between March and April 2018.

City Council: Updates on the Active Transportation Master Plan will be presented to City Council in March and May.

Public Participation Plan Adoption

Pursuant the City of Flagstaff Code Title 11-10.10.020 (Common Procedures) and 11-10.20.020.B (Supplemental Procedures for Major Plan Amendments), this Public Participation Plan is being prepared for review by the Planning Director or designee.

Appendix B – Draft Goals and Strategy Survey



City of Flagstaff

**Active Transportation Master Plan
Draft Goals and Strategies Survey**

How important are these draft strategies for making Flagstaff more walk and bike friendly?

Introduction

This survey will gather public feedback regarding a number of proposed goals and policies intended to improve walking and biking in Flagstaff. There are a total of 35 draft strategies included in this survey, organized under seven principle goals.

The results of this survey will be incorporated into the City’s Active Transportation Master Plan, which will function as a detailed guide and make specific recommendations to enhance walking, biking, and trails in Flagstaff.

For more information about the Active Transportation Master Plan, visit <http://www.flagstaff.az.gov/ATMP>

Draft goals and strategies

This section lists a series of proposed strategies intended to enhance walking and biking in Flagstaff. How important do you think each of the proposed strategies is to making Flagstaff more walk and bike friendly? Score each from 1 to 5, where 5 is very important and 1 is not at all important.

1 Complete networks for walking and biking that are continuous, comfortable, attractive, convenient, and useful					
Complete missing sidewalks along busy streets	1	2	3	4	5
Complete missing bike lanes on busy streets	1	2	3	4	5
Build new FUTS trails and close gaps in the FUTS system	1	2	3	4	5
Add new street crossings, and enhance existing crossings for pedestrians and bicyclists	1	2	3	4	5
Provide bridges and tunnels for pedestrians and bicyclists where needed at interstates, the railroad, and busy streets	1	2	3	4	5
Incorporate directional signing on pedestrian and bicycle routes and networks	1	2	3	4	5
Ensure that functional bike parking is available wherever cyclists want to go	1	2	3	4	5

Connects the FUTS trail system to the regional trails system, including Forest Service trails, the Loop Trail, and the Arizona Trail	1	2	3	4	5
Make all walking and biking facilities usable and accessible to all users	1	2	3	4	5
2 Take care of what we have					
Keep sidewalks, bike lanes, and FUTS trails well-maintained and free of obstructions and debris	1	2	3	4	5
Clear snow and ice from sidewalks, bike lanes, and FUTS trails	1	2	3	4	5
Close sidewalks, bike lanes, and FUTS trails for construction only when necessary, and provide detours or alternate facilities when closures are necessary	1	2	3	4	5
Make sure that traffic signals work for pedestrians and bicyclists	1	2	3	4	5
Reduce bike theft	1	2	3	4	5
Work with the Police Department to address perceived safety concerns along FUTS trails	1	2	3	4	5
3 Build a supportive environment for walking and biking					
Provide better information to make it easier to walk and bike, such as online interactive maps and route planning	1	2	3	4	5
Promote community events that encourage walking and biking	1	2	3	4	5
Establish a bike share program	1	2	3	4	5
Work with community partners, including public health, environmental groups, economic development, and tourism, to promote a walking and biking culture	1	2	3	4	5
Promote equity by making sure that low-income and other disadvantaged populations have equal opportunity for walking and biking	1	2	3	4	5
4 Improve safety for walking and biking through education and enforcement					
Conduct safety classes as part of a comprehensive education program for pedestrians, bicyclists, and motorists	1	2	3	4	5
Re-establish a community Safe Route to School program to encourage kids to walk or bike to school	1	2	3	4	5
Work with the Police Department on enforcement efforts that enhance safety for pedestrians and cyclists	1	2	3	4	5

Use safety campaigns to spread information about safety, courtesy, and good practices	1	2	3	4	5
Promote user courtesy on FUTS trails	1	2	3	4	5
5 Promote land use patterns, development practices, and street standards that support walking and biking					
Promote land use patterns that are supportive of walking and biking, including compact, dense, mixed-use, and infill development	1	2	3	4	5
Build new streets, and retrofit existing streets, to accommodate and be comfortable for all users, including pedestrians, bicyclists, transit, and vehicles	1	2	3	4	5
Promote the use of innovative facilities that encourage walking and biking	1	2	3	4	5
6 Use Travel Demand Management (TDM) as a guiding principle for transportation planning					
Establish formal programs and policies to encourage more walking, biking, and transit and to reduce the demand for driving	1	2	3	4	5
Work with local employers to provide incentives to drive less and use more sustainable commute options, including flex-time, telecommuting, showers and changing rooms, and bike lockers	1	2	3	4	5
Work with NAU to promote student resources for attending NAU car-free	1	2	3	4	5
7 Assess how we're doing for walking, biking, and trails					
Conduct regular pedestrian and bicycle counts	1	2	3	4	5
Analyze and use pedestrian and bicycle crash data to improve safety and reduce crashes	1	2	3	4	5
Encourage more interactive ways to communicate with the City regarding walking and biking issues through reporting apps, surveys, or a citizen-tracker website	1	2	3	4	5
Seek national recognition for Flagstaff as a walkable and bikeable community	1	2	3	4	5
Other questions (5 = strong support; 1 = no support)					
I support the additional funding for pedestrian and bicycle facilities through renewal of the City's transportation sales tax	1	2	3	4	5
I support the construction of pedestrian and bicycle facilities in	1	2	3	4	5

conjunction with new development or redevelopment

I support adding sidewalks and bike lanes where they missing, or making existing sidewalks and bike lanes wider, even if it means eliminating on-street parking or reducing the width of vehicle lanes	1	2	3	4	5
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I support widening roads to enhance walking and biking facilities over widening roads to add vehicle lanes	1	2	3	4	5
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I support dense, compact, mixed used development that encourages walking and biking	1	2	3	4	5
---	---	---	---	---	---

Use the space below for any additional comments you would like to share...

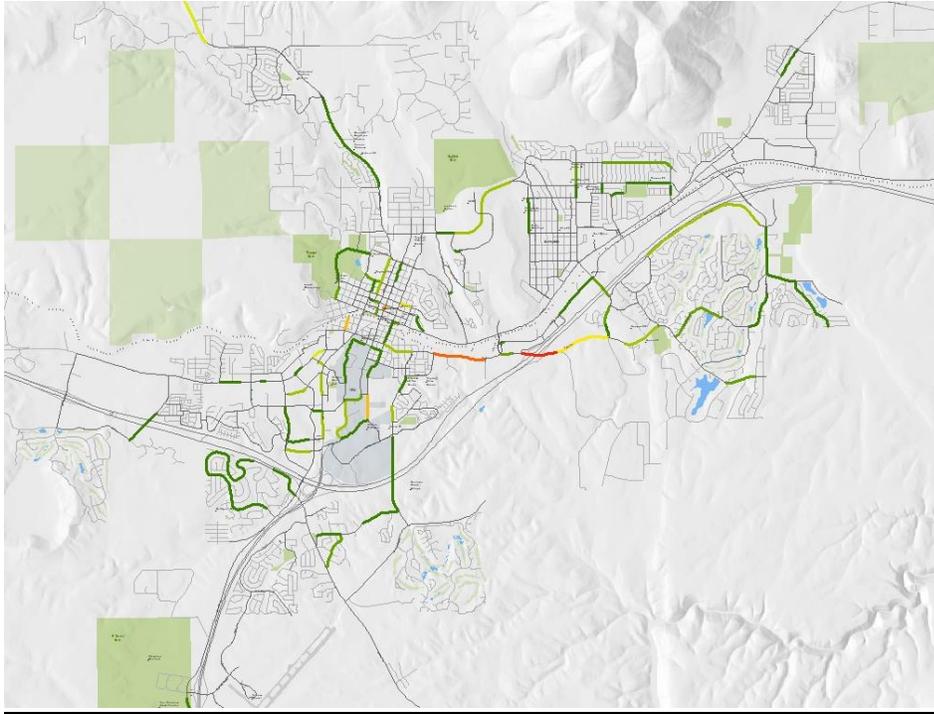
Which statement best describes you (check one)

- I am a regular walker (more than a few times per month)
- I am a regular bicyclist (more than a few times per month)
- I am a regular walker AND bicyclist
- I am NOT a regular walker or bicyclist

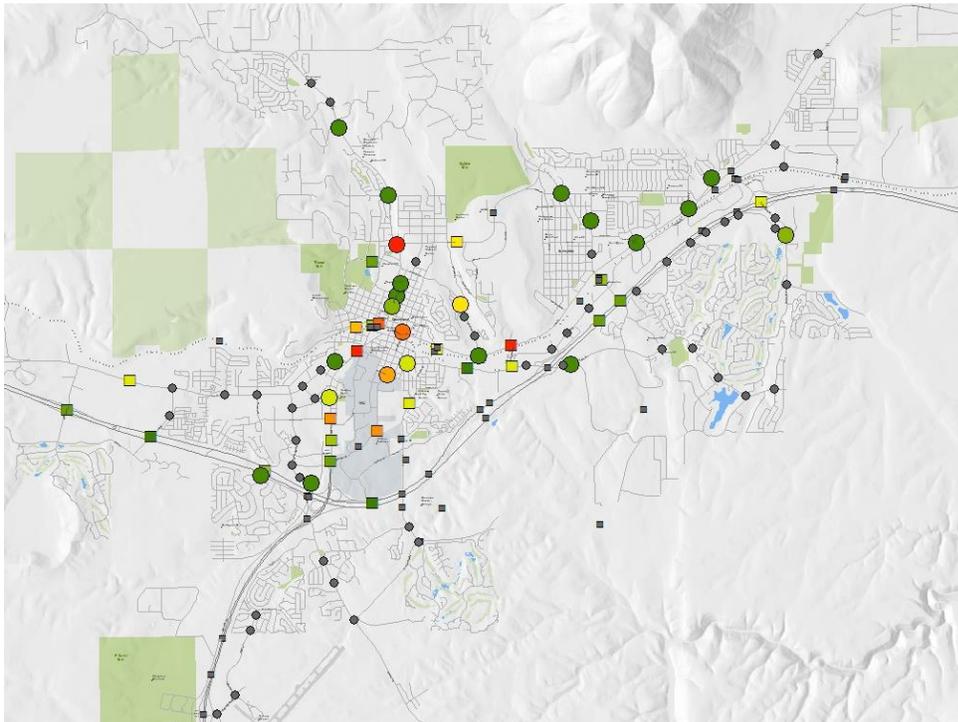
Thank you for taking this survey. We are always appreciative when citizens take time to share their thoughts with us, and the information we collect is very helpful. To keep up with the City’s Active Transportation Master Plan process, visit this web page www.flagstaff.az.gov/ATMP

Appendix C – Facilities Voting Map Results

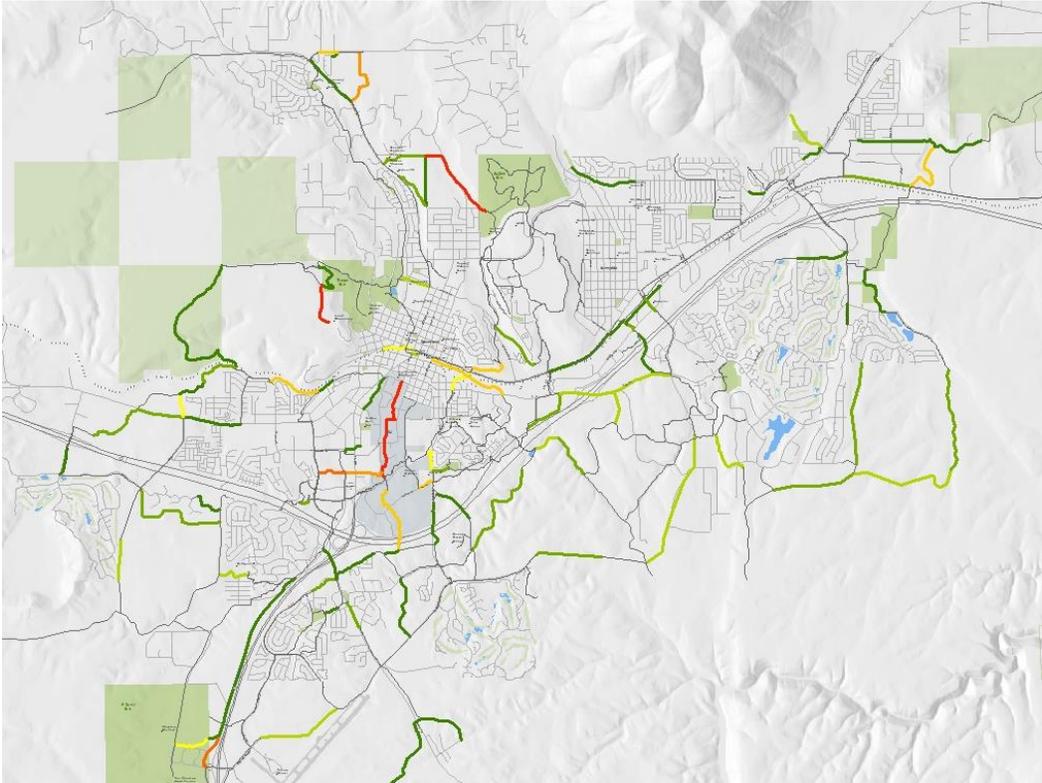
Bikeway Results



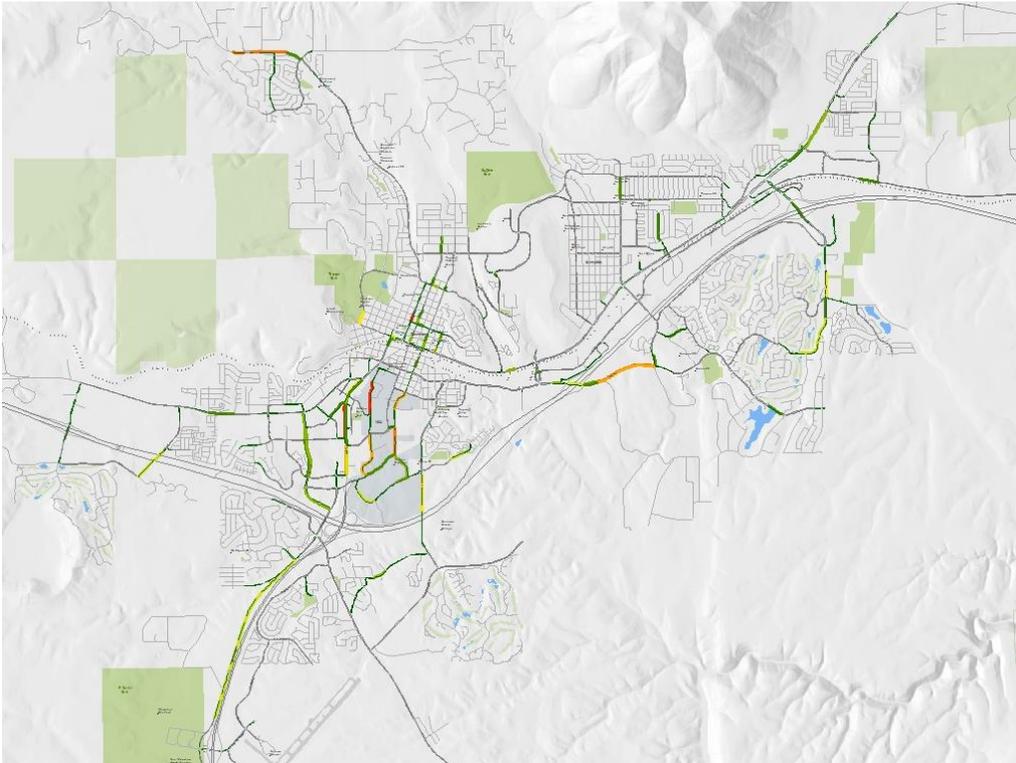
Crossings Results



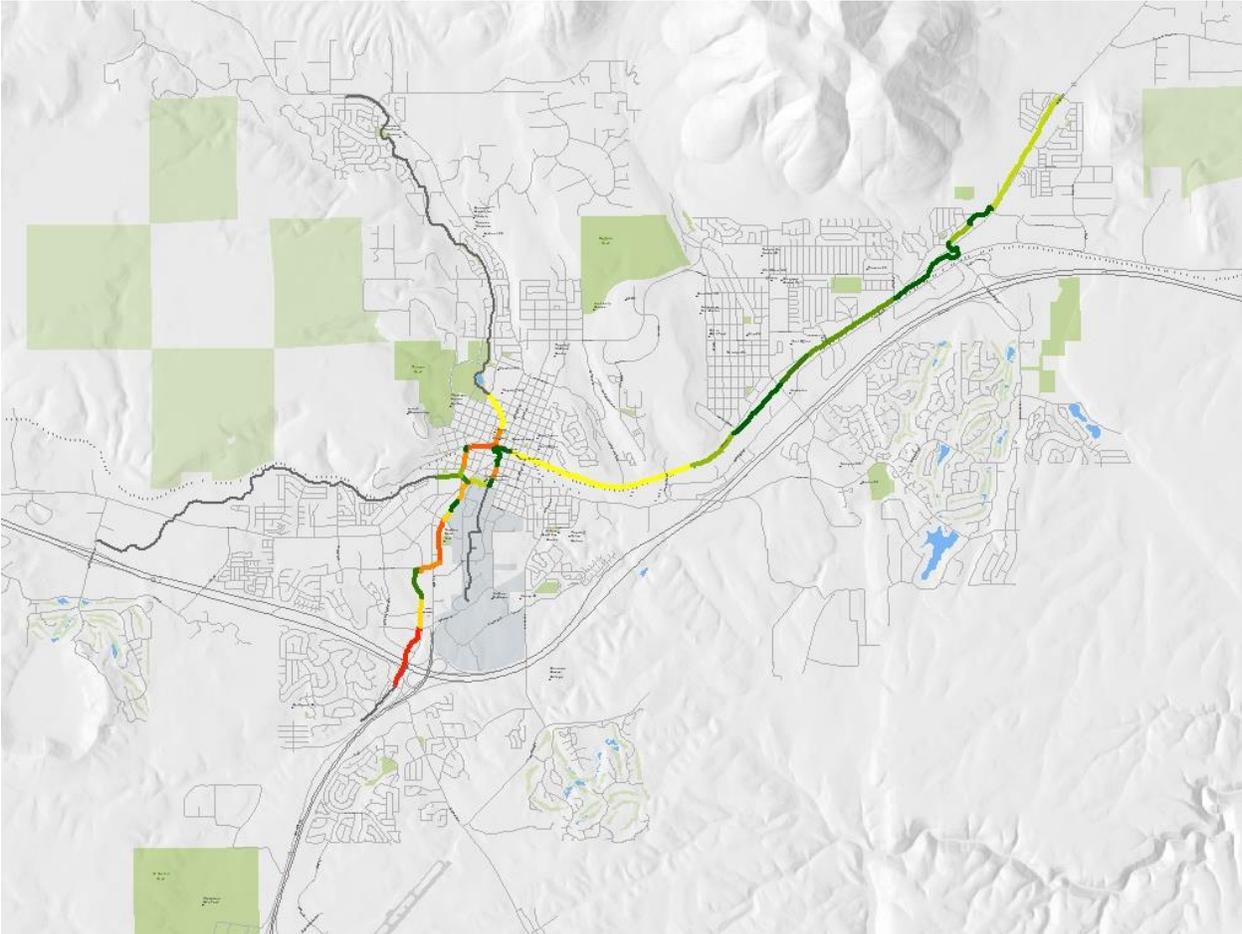
FUTS Results



Missing Bike Lane Results



PedBikeway Results



Appendix D – Stakeholders

Questions

Stakeholders qualifications

- Direct interest or involvement in walking, biking, trails
- Overlapping areas of interest/concern
- Knowledgeable/expertise/experience/studied opinion

Group	Representative	Email	Phone
Boards and commissions			
Pedestrian Advisory Committee			
Bicycle Advisory Committee			
Transportation Commission			
Sustainability Commission			
Parks and Recreation Commission			
Open Spaces Commission			
Planning and Zoning Commission			
Disability Awareness Commission			
Biking/walking/running groups			
Flagstaff Biking Organization	Anthony Quintile	anthony@flagstaffbiking.org	
Flagstaff Cycling (?)	Joe Shannon	j.shannon278@gmail.com	
Northern Arizona Trail Runners Association	Neil Weintraub	natraneil@gmail.com	
Flagstaff Ultrarunning Club	Scott Bajer Ludo Pierson	ludopierson@gmail.com	
Flagstaff Trail Divas		kateg70@gmail.com	
Girls on the Run	Marney Babbitt	mbabbitt@nchcaz.org	928.522.9452
Jack's Walks	Jack Welch	adillo@aol.com	
Team Run Flagstaff	Michael Smith	info@teamrunflagstaff.com	
Community groups			
Friends of Flagstaff's Future	Dawn Tucker	dtucker@friendsofflagstaff.org	
Stand Up for Flagstaff	Marie Jones	marieajones@gmail.com	
Tourism			
Convention and Visitors Bureau	Trace Ward	tward@flagstaffaz.gov	(928) 213-2921
Flagstaff Visitor Center	Jessica Lawrence Anna Good	jlawrence@flagstaffaz.gov agood@flagstaffaz.gov	(928) 774-9541
Flagstaff Arts Council	JT Tannous	jtannous@flagartscouncil.org	
Business/ED groups			
Chamber of Commerce	Julie Pastrick	jpastrick@flagstaffchamber.com	

	Stuart McDaniel	smcdaniel@flagstaffchamber.com	
Sustainable Economic Development Initiative	Eric Marcus	eric.marcus@narbha.org	928-856-7000
ECONA	John Stigmon	info@econa-az.com	(928) 707-7939
Northern Arizona Association of Realtors	Tammara Prager	tammara.prager@gmail.com	773-9300
Flagstaff Downtown Business Alliance	Terry Madeksza	terry@flagdba.com	
Northern Arizona Building Association	Tiffany Bociung	tbociung@nazba.org	
Flagstaff Independent Business Alliance	Katy Peterson	kpeterson@flagstaffusedsports.com	

Environmental groups

Sierra Club	Alicyn Gitlin Joe Shannon	alicyn.gitlin@sierraclub.org	
Citizens Climate Lobby	David Edge	dce725@gmail.com	
Willow Bend Center	Moran Henn	moran@willowbendcenter.org	
Grand Canyon Trust	Ellen Heyn	ehey@grandcanyontrust.org	

Public health

North Country Health Care	Steve King	sking@nchcaz.org	
Flagstaff Medical Center – Fit Kids			
Northern Arizona Healthcare Foundation	Heather Ainardi	Heather.Ainardi@NAHealth.com	
Coconino County Public Health Services District	Mare Schumacher Heather Williams	MSchumacher@coconino.az.gov hwilliams@coconino.az.gov	
Native Americans for Community Action	Sheena Tallis	nacawellnesscenter@nacainc.org	
NAU Employee Assistance and Wellness Office	Tricia Fortin	Tricia.Fortin@nau.edu	928-523-1552
NAPEBT Wellness Program	Katie Wittekind	kwittekind@fusd1.org	

NAU groups

NAU Office of Sustainability	Ellen Vaughan	Ellen.Vaughan@nau.edu	
GPR faculty	Brian Petersen Alan Lew Jessica R. Barnes Ruihong Huang Dawn Hawley Margo Wheeler Pamela Foti Charles Hammersley	brian.peterson@nau.edu Alan.Lew@nau.edu jessica.barnes@nau.edu Ruihong.Huang@nau.edu D.Hawley@nau.edu Margo.Wheeler@nau.edu pam.foti@nau.edu charles.hammersley@nau.edu	
Sustainable Communities faculty	Mike Caulkins Alan Francis Peter Friederici Jason Matteson Janine Schipper	Michael.Caulkins@nau.edu Alan.Francis@nau.edu Peter.Friederici@nau.edu Jason.Matteson@nau.edu Janine.Schipper@nau.edu	
NAU Cycling Club	David Allen Jennifer Quijada	David.Allen@nau.edu jcq4@nau.edu cycling@nau.edu	
NAU Hiking Club	Ted Martinez	ted.martinez@nau.edu	
Run NAU	Jamie Flood Jared Borrego	Jamie.Flood@nau.edu jb2869@nau.edu run@nau.edu	
Student Health and Physical Education Club	Monica Flood	monica.eklund@nau.edu	
College Health Education Club	Megan Anderson	Megan.E.Anderson@nau.edu	
Fossil Free NAU	Jeffrey Hanlon	jeffrey.hanlon@nau.edu	

NAU Our Climate	Matthew Goodwin	matthew.goodwin@nau.edu
Student Health Advocacy Committee	Melissa Griffin	melissa.griffin@nau.edu
Res-Life Coordinator, Sustainability	Cori Cusker	cori.cusker@nau.edu
Associate Vice President	Rich Bowen	Richard.Bowen@nau.edu
Bike Hub		
Green Jacks	Sarah Holditch	sbh73@nau.edu

Neighborhood associations

La Plaza Vieja Neighborhood Association	Jesse Dominguez Laura Myers	flagplazavieja@aol.com
Southside Community Association	Deb Harris	deborah.harris@nau.edu
Sunnyside Neighborhood Association	Coral Evans	coral@sunnysideneighborhood.org
Townsite Neighborhood Association	Charlie Silver	cws720@gmail.com

Bike shops

Absolute Bikes	Anthony Quintile	anthony@absolutebikes.net	779-5969
Cosmic Cycles		info@cosmiccycles.com	928-779-1092
Flag Bike Revolution	Adam Cornette	adam@flagbikerev.com	(928) 774-3042
Flagstaff Bicycle & Fitness			
Flagstaff Bikes	Adam Shimoni	aashimoni@gmail.com	928-380-2345
REI			
Single Track Bikes	Kyle Hornbeck	kyle.hornbeck@gmail.com	928) 773-1862
Arizona Pedal Tours		azpedaltours@gmail.com	
Run Flagstaff	Vince Sherry	vince@runflagstaff.com	

Government agency staff

City of Flagstaff

Coconino County

FMPO

NAIPTA

USFS

NPS

NAU

Appendix E – Stakeholder Survey

You have been selected to participate in this survey based on your expertise in the Flagstaff Community in one or more of the following fields: economic development, public health, social equity, quality of life, recreation, and environmental issues. As research has shown benefits to all of the above areas with an increase in active transportation, we are seeking your input on making active transportation a more integral part to life in Flagstaff. Please feel free to leave any questions blank that you do not have input on, and please share with any other members of your organization that you think would like to participate.

Active Transportation: any self-propelled, human-powered mode of transportation, traditionally seen as walking or bicycling, but also could include rollerblades, skateboards, etc. As all public transit trips also utilize a form of active transportation at their start and stop points, we are also gathering input on public transit (i.e. Mountainline) in our survey questions.

1. Do you think the proposed routes will make active transportation more accessible for commuting?
2. What do you think are the three main factors that prevent people from commuting by active transportation?

Accessibility questions:

3. What can this community do to improve the financial barriers to active transportation?
4. What can this community do to improve the personal safety issues for active transportation?
5. What can this community do to improve education on active transportation?
6. What can this community do to make commuting by active transportation more convenient?
7. What messages about environmental benefits of active transportation can this community make to the public?
8. What can local businesses do to improve commuting by active transportation?
9. What is your vision of a “walkable” community for Flagstaff?
10. What activities, education, or programs can the community do to increase the awareness of health benefits of active transportation?
11. What can this community do to increase tourism based on hiking/biking/outdoor recreation?
12. What can this community do to increase active transportation for elementary school/middle school students?
13. What can this community do to increase active transportation for high school students?
14. What can this community do to increase active transportation for college students?
15. What can this community do to increase active transportation for families?
16. What can this community do to increase active transportation for elderly population?
17. What can this community do to increase active transportation for disabled population?