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EXECUTIVE SUMMARY

For the second largest county by area in the United States, Coconino County Parks and Recreation (CCPR) provides essential services that residents depend on to enhance their quality of life. In order to align the future of CCPR with the community’s needs – and national standards for parks and recreation – the Department embarked on a planning process to update its 2008 Master Plan. The 2019 Parks and Recreation Master Plan Update builds upon the successes of CCPR’s past, while accounting for future needs and demographics of Coconino County. The Master Plan is intended to serve as an operational blueprint for the Department for the next ten years.
COCONINO COUNTY PARKS AND RECREATION OPERATES:
• 3,399 acres across 9 parks and natural areas
• 28 miles of Trails
• Amphitheater
• Bike Park
• Disc Golf
• Equestrian Amenities
• Fairground
• Picnic Ramadas
• Wildlife Viewing Areas
• Skate Park

PARTNERS OPERATE:
• Adventure Course
• Archery Range
• Campground
• Military Museum
• Snow Park
• Model Railroad Club
• Gem & Mineral Display
• North Pole Experience

DEMOGRAPHICS

Source: U.S. Census Bureau; 2028 to 2032 Projected Population Estimates based on 2019 – 2024 growth rate of 0.94 percent
“AN UNRESTRAINED VISION RESULTING IN REALISTIC EXPECTATIONS”

COMMUNITY INVOLVEMENT
The public was vital in providing input for the future of CCPR. A strategic community engagement plan was implemented to hear from residents across the county. The result:
- 27 Community & Stakeholder Meetings
- 17 Presentations
- 4 Open Houses
- 124 Questionnaires Completed
- 751 Meeting Participants
- 2,716 Miles Driven Across Coconino County
- 4,000 Mailed Surveys, 419 Returned (10.5% Response Rate)
- 614 Open Link Responses

SURVEY RESULTS
Mailed survey responses indicated that the most important future needs for the next 5 to 10 years are:
- Open Space/Natural Areas
- Trails & Greenways
- Access to Rivers, Streams, Lakes, and Ponds
- Infrastructure for Recreation Sites & Trails
- Picnic Ramadas/Shelters, Restrooms

There was also a desire for additional programs, with primary needs being:
- Community Events
- Fitness and Wellness Programs
- Natural, Cultural, or Historical programs
- Outdoor Recreation Programs
LEVEL OF SERVICE HIGHLIGHTS

In general, the overall impression of the County’s existing park system is as follows:

- Good variety of park types and amenities.
- Parks and facilities are well used by residents.
- Park maintenance is performed at a high level of care, with the exception of maintenance areas that have been deferred.
- Connectivity to regional trails and facilities is good, but there is realistic opportunity for expansion.
- Equestrian facilities are aging, and many are well beyond their lifecycle.
- Tribal lands and other remote communities have a deficit of recreation facilities: parks, trails, programs, etc.

KEY RECOMMENDATIONS AND ACTIONS

In order to implement the strategic vision that the community and staff developed, the following goals and objectives were constructed as a framework for organizational success. These items were refined with guidance from the Coconino Board of Supervisors, the Parks and Recreation Commission, and CCPR staff.

GOAL #1: INCREASE COUNTY WIDE LEVEL OF SERVICE

Objective 1.1: Increase Accessibility of CCPR Support to County Communities
Objective 1.2: Engage and Communicate with County Residents on an Ongoing Basis
Objective 1.3: Improve Awareness of Facilities and Services through Strategic Marketing

GOAL #2: ENHANCE PROGRAM AND SERVICE DELIVERY

Objective 2.1: Connect Youth and Adults Throughout County to Life-long Learning Through Recreational Programming
Objective 2.2: Evaluate and Improve Upon Public Private Partnerships Model
Objective 2.3: Enhance Program Delivery at Fort Tuthill
Objective 2.4: Evaluate Amphitheater Business Model
Objective 2.5: Expand County Fair Offerings
Objective 2.6: Further Develop Equestrian Programs and Events
GOAL #3: IMPROVE PARK FACILITIES AND AMENITIES

Objective 3.1: Maintain and Upgrade Existing Facilities throughout County
Objective 3.2: Increase Safe Access to Recreation and Facilities
Objective 3.3: Expand Trails and Greenway Connectivity
Objective 3.4: Implement Fort Tuthill Master Plan
Objective 3.5: Expand Recreational Opportunities at Underdeveloped Areas
Objective 3.6: Acquire High-Value Land for Conservation

GOAL #4: OPTIMIZE PARK AND PROGRAM OPERATIONS

Objective 4.1: Adopt a Proactive Maintenance Approach
Objective 4.2: Build Upon Current Volunteer Program
Objective 4.3: Ensure Appropriate Staffing with Increase Level of Service
Objective 4.4: Adopt Sustainability as Guiding Principle for Operations
Objective 4.5: Increase Awareness and Support for the Friends of Coconino County Parks

GOAL #5: IMPROVE FINANCIAL POSITION OF CCPR

Objective 5.1: Adopt Strategic Budget Planning Practices
Objective 5.2: Enhance Fee Structure to Align with Cost Recovery
Objective 5.3: Develop Dedicated Capital Funding Source
Objective 5.4: Increase and Retain Revenue
I. INTRODUCTION

A. PROJECT BACKGROUND

In August of 2018, the Coconino County Parks and Recreation (CCPR) department strategically embarked on updating its Parks and Recreation Master Plan. As part of the commitment to providing quality parks, equitable community partnerships, diverse recreation opportunities, and distinctive natural areas and open spaces, CCPR hired GreenPlay, LLC, to assist with the master planning process. GreenPlay, a national management consulting firm headquartered in Louisville, Colorado, led the effort with the help of Kimley Horn – a landscape architecture firm – and RRC Associates, who administered and analyzed the statistically-valid survey. The project team from Coconino County consisted of Parks and Recreation staff, members from the County Board of Supervisors (BOS), and the Parks and Recreation Commission (PRC). Before initiation of the master plan update, the project team coordinated a retreat to establish the vision of the master plan. Over the course of two days, a strategic vision for the plan was developed, and the group defined what a successful public process would look like. This set the stage for two vitally important elements of the planning process: defining the Critical Success Factors and Performance Measures of the project.

PROJECT VISION

To develop an organizational master plan that represents needs and values of Coconino County Communities, reflects current trends, builds upon the department’s strengths and assets, and recognizes current fiscal realities, while exploring opportunities for organizationally appropriate and sustainable future growth and direction.
B. VISION AND MISSION

The CCPR mission and vision served as critical guideposts for the planning process.

**Vision:** Coconino County Parks and Recreation enriches lives through exceptional parks and programs.

**Mission:** Coconino County Parks and Recreation engages the public in delivering quality parks, equitable community partnerships, diverse recreational opportunities, and distinctive natural areas and open spaces.

C. PLANNING RETREAT OUTCOMES

Discussion around the Vision and Mission statements took place during a planning retreat in summer of 2018 to further explore how to integrate the mission and vision into the Master Plan. Great conversation explored how the department currently “engages the public.” The central question continued to be how to stay relevant to the different communities throughout the process.
One primary goal was to ensure a quality engagement process that not only informed and engaged residents regarding current planning efforts, but also built relationships for the future. It was determined that Parks and Recreation can be a facilitator for connecting the entire county by identifying and celebrating the uniqueness of each community. With several agencies working independently on their own planning efforts, including parks and recreation plans, it was determined that the County should provide a facilitation and support role for those communities.

Values

During this segment of the retreat, the group was asked to consider core values that would establish a foundation for thinking through and developing the master plan process.

Several key values were established, as listed below and referenced in the graphic.

- Creating trust through the process
- Ensuring process is inclusive
- Generating a depth of understanding for community
- Proactively approaching engagement
- Facilitating relevant discussions
- Preserving of open space, culture, and history

Desired Outcomes

Retreat attendees then expressed what they viewed as optimal outcomes for the master plan process. In other words, what were the expected results, whether explicit or latent, from the master planning process. The following key themes emerged with the primary takeaway for the master plan process to be: “An unbridled vision resulting in realistic expectations.”

The master plan should:

- Be implementable
- Strengthen the culture of the community
- An honest and educational framework
- Empower partnerships
- County-wide connectivity to parks, open space, and recreation
- Be a thoughtful facilitated process
- Provide an inventory of existing plans/assets
- Create greater impact for economic development, health, etc.
- Create a culture of caring communities
D. RELATED PLANNING EFFORTS

CCPR has undertaken several planning efforts in recent years that have helped inform the planning process for this update. These documents include, but were not limited to:

- CCPR Fair Analysis (2015)
- Coconino County Annual Reports
- Coconino County Parks and Recreation Master Plan (2009)
- Coconino County Parks and Recreation Strategic Plan (2013)*
- Coconino County Wildlife Connectivity Assessment (2011)
- Comprehensive Plan Update (2017)*
- Fort Tuthill County Park Economic Impact Report (2011)
- Fort Tuthill County Park Master Plan (2013)*
- Fort Tuthill Signage Master Plan (2013)
- Location Specific Plans
- Pumphouse Wash Management Plan
- Rogers Lake Management Plan
These documents were reviewed by the consultant team and have been integrated into the recommendations of the Parks and Recreation Master Plan where applicable. Those with asterisks(*) are listed below with key recommendations related to the CCPR master plan.

**Coconino County Comprehensive Plan (2017 Update)**

**Recommendations**

- **Parks and Recreation**
  - **Goal:** Plan for and provide a variety of recreational, cultural, historic, and educational opportunities throughout the county, in developed and future parks as well as natural areas.
  - **Policies:**
    - The County shall strive to model exemplary service levels and conservation practices in park and facility development, management, maintenance, and operations.
    - The County shall strive to secure reliable funding to ensure adequate resources for parks, trails, and natural areas.
    - The County will explore a variety of alternative development and management methods, including collaborative efforts, to reduce the costs of acquiring and managing facilities and land.
    - In order to ensure that needs of residents are being met, public input will be sought and considered in the development of new park plans, the acquisition of open space, and trails planning.
    - The design of developments should include public recreation amenities.

- **Open Space & Public Land**
  - **Goal:** Provide for the conservation and stewardship of important natural areas and support the protection of other public lands that provide open space and recreation value.
  - **Policies:**
    - The County supports the conservation of important natural resources through collaboration in acquiring, managing, and interpreting natural areas.
    - The County encourages the protection of environmentally sensitive features, cultural resources, and cultural sites located in natural areas or on public lands.
    - The County supports access to open spaces for all residents and visitors where suitable.
    - The County supports a scenic corridor approach to connecting and growing the existing system of natural areas and public lands.
    - The County shall manage the recreational use of County-owned lands in a manner that reduces negative impacts to communities and the environment and increases opportunities for educational and economic benefits.
• The County strives to connect open space and places of recreation with a system of greenways and trails to create an interconnected recreation network.
• The County promotes the renewal and expansion of the Flagstaff Open Spaces and Greenways Plan (FOSGP) to include partners from across the county for a multi-agency, multijurisdictional effort.

• Trails
  ▪ Goal: Enhance the existing regional system of trails by promoting more access and managed access between communities, public lands, and activity centers to create a network of linked open space, trails, and recreational areas.
  ▪ Policies:
    • The County supports a comprehensive approach to addressing the need for public lands access, continuity of trail networks, provisions for non-motorized circulation, and resource protection through community trails plans.
    • The County supports coordination with local communities to identify and develop portal points into the trails and open-space system that will promote access to high-value recreation and scenic lands.
    • The County supports the protection of environmentally sensitive features, cultural resources, and cultural and historic sites. To this end, trail design should consider accommodating an appropriate level of use while minimizing negative impacts to all types of resources.
    • Development projects must consider and plan for public land access and the design and maintenance of proposed trails, trailheads, and bicycle lanes that meet County guidelines.
    • In coordination with developers, community groups, land management agencies, and the Arizona State Land Department (ASLD), the County encourages regional planning of non-motorized circulation infrastructure and facilities such as trails and bike lanes that link destination areas, community activity centers, and where appropriate, designated access points to public lands.
    • The County shall seek opportunities to enhance roadways by the addition of trails separated from travel lanes.
    • The County seeks to elevate the status and use of existing trails such as the Arizona National Scenic Trail or The Great Western Trail and promotes new routes linking areas of open space and high recreational value.
    • The County supports efforts, including public education, by state and federal agencies to plan for and manage OHV use on public lands.
    • The County will continue to require open space and trail development to access parks, schools, neighborhoods, community forums, and markets, and to encourage exercise and promote general wellness as part of the community planning process.
    • The County shall require new subdivisions to provide access to designated motorized and non-motorized trails on adjacent public lands when feasible.
• The County supports the removal and rehabilitation of user-created, non-designated trails (both motorized and non-motorized) that result in unauthorized access and/or damage to adjacent private and public lands.

• Recreation Partnerships & Coordination
  ▪ Goal: Build upon the cooperative opportunities between county, federal, and state agencies; sovereign tribal nations; cities; and private land managers to increase the outdoor tourism economy while conserving high-value natural and cultural resources in the county.
  ▪ Policies:
    • The County will promote and support partnerships between trail managers, trail users, neighborhoods, government, and tribal nations to improve trail safety and access, user information, volunteer stewardship, and connectivity of trails.
    • The County will coordinate with the ASLD, Arizona Department of Transportation (ADOT), and tribal nations for the acquisition of easements to provide and enhance connectivity between areas of high resource and scenic value.
    • The County will seek regional partnerships, or other management opportunities, to focus on connectivity between existing open spaces across jurisdictions.
    • Explore creative methods to fund a significant open-space system that best meets the needs of residents and visitors and builds an interconnected network of scenic corridors that provides recreational and commuting opportunities as well as habitat connectivity.
    • The County supports private land managers, management agencies, and citizen groups in their efforts to coordinate the planning and maintenance of recreational opportunities on public lands that minimizes adverse impacts to natural systems and residential areas.
    • The County values scenic views and viewshed corridors that are part of an integrated system of parks, open space, and recreation opportunities.
    • The County will support and help coordinate volunteer groups that work on conservation, parks, and open-space projects.
    • The County will work to balance the economic benefits of snow play with impacts on traffic and safety.
    • The County shall be a leader in establishing a Parks, Recreation, Trails, and Open Space Collaborative to plan, manage, assess, protect, and promote an integrated network in Coconino County
Coconino County Parks and Recreation Strategic Plan (2013 – 2016) Recommendations:

- Have an approved plan in place that addresses the anticipated budget shortfall as a result of loss of events and CPOS expiration.
- Bring together coalitions to discuss and obtain support for new, innovative methods to increase revenues for the purpose of operation and maintenance of the County’s Park system.
- Restructure and modernize CCPR fees and charges and cost recovery policies and obtain Board approval.
- Implement a new shared-asset operational model for newly developed park projects throughout the County. The model will seek to have the jurisdiction in which the project is located to maintain and operate the facility the County will build in order to lessen the investment in operation and maintenance for the County.
- Develop a plan and priority for use of the Fair Fund to ensure expenditures meet the intent of the Fund.
- Continue to explore the allocation of BBB tax funds for use by CCPR for projects and programs within the Flagstaff area.
- Promote a County-wide campaign to reauthorize CPOS in preparation for the 2014 ballot.
- Coordinate the planning efforts for redevelopment of Fort Tuthill County Park.
- Develop a plan that addresses the significant deferred maintenance issues throughout the County Park system.
- Develop a plan to sustain the current County Park system. This plan will include levels of service, staffing, existing funding, and alternate funding sources for operations and maintenance in parks throughout the County. In FY14 implement the plan.
- Research the feasibility of a new zoning designation within the County’s zoning ordinance that is specific to park lands and permitted uses.
- The Frontiere property will achieve a balance of appropriate use and minimum 100% cost recovery to the County.
- Develop a plan and timeline to complete the remaining development and acquisition projects over the next five years. This plan will include operation and maintenance impacts for each project.
- Implement a full complement of fee-based recreation programs throughout the County.
- Achieve national accreditation and be recognized as a top-tier parks and recreation agency that comprehensively applies best practices.
- Develop a model whereby CCPR manages the amphitheater facility and a contracted management company obtains and manages the talent.
- Assign a volunteer coordinator to recruit, train, and recognize volunteers to supplement programs, projects, and operations.
- Provide staff support and guidance in the form of technical consulting to the Friends of Coconino County Parks, LLC to strengthen and enhance the financial support, advocacy and volunteerism that this non-profit support group provides to the Parks and Recreation Department.
- Continue to work with non-profit partners, public/private partners and agency partners to enhance the services and programs provided to the public.
Fort Tuthill County Park Master Plan (2013)

Recommendations:
- Preserve natural areas and develop disturbed areas
- Create circulation patterns to promote multiple uses
- Centralize parking
- Separate the equestrian and vehicular paths
- Create passive recreation opportunities for non-event park users
- Move from dedicated use spaces to multiple use areas
- Capitalize on existing improvements where possible
- Develop the historic theme while capitalizing on the allure of the trees
- Energize the historic quadrangle
- Create start and finish areas for trail-based events
- Identify and promote new uses
- Expand opportunities for camping
- Encourage transit and carpooling for major events
A. DEPARTMENT OVERVIEW

The Coconino County Parks and Recreation (CCPR) Department is primarily centralized in Flagstaff, Arizona, although it has community parks and open spaces through the entire county. Fort Tuthill County Park is one of the most well-known county parks managed and operated by CCPR. There are several key amenities and historical elements throughout the park, such as the county fairgrounds, the amphitheater, equestrian arenas, a bike park, a disc golf course, and a historical military museum. The Department also manages the trails and open space facilities at Rogers Lake, Pumphouse Wash, Fort Tuthill County Park, and various locations across the county. In addition, CCPR has community parks in Flagstaff, Williams, Kachina Village, Doney Park, and Tuba City. The Department also manages multiple public-private partnerships for additional amenities, including a tree top adventure course, a winter holiday attraction, and operators for the campground, the amphitheater, and winter sledding snow play area.

One of the largest and most popular events – the Coconino County Fair – is hosted by Coconino County Parks and Recreation, and typically attracts over 40,000 people. In addition, CCPR facilitates and provides space for a number of special events throughout the year, including rodeos, trail races, horse shows, festivals, and concerts. The Department also offers outdoor recreation programs, such as youth summer camps and archery leagues.

CCPR houses 19.75 of its Full-Time Equivalent (FTE) staff in Flagstaff at its offices in Fort Tuthill, while two staff work primarily in Tuba City at Louise Yellowman County Park. The Department is supported by the Parks and Recreation Commission and the Friends of Coconino County Parks. The Commission is made up of volunteer community members, who are appointed by County Supervisors. The group advises County Supervisors on parks and recreation related matters and supports the mission of CCPR. The Friends of Coconino County Parks is a non-profit, volunteer board which primarily provides fundraising and advocacy for CCPR.
B. HISTORY OF THE DEPARTMENT

At the time of writing the Master Plan update in 2019, CCPR is celebrating its 70th year of hosting the Coconino County Fair, which was first held in 1949. Amazingly, the rich history of the Coconino County Parks and Recreation Department began in 1928, when Fort Tuthill was established. The park was named after General Alexander M. Tuthill, who served in the National Guard. In the years following, Fort Tuthill served as a summer training ground for the Arizona National Guard.

It wasn’t until 1955 that the Parks and Recreation Department was officially founded by Arizona Governor, Earnest McFarland, and Fort Tuthill became a hub of recreational activity. Horse racing began in 1955 and continued until 2010. The Coconino County Fair – which initially attracted over 5,000 people the first year – eventually grew to host hundreds of thousands of people over the years. The park expanded with the acquisition of 356 acres of land, which became home for a variety of outdoor recreation activities, such as hiking, biking, and horseback riding. Fort Tuthill joined the National Register of Historic Places in 2004. A museum on site tells the history of the park through artifacts and interpretive signage. In 2012, CCPR entered into its first public-private partnership. This set the stage for providing unique and specialized experiences that still exist today, such as challenge courses, bike parks, an amphitheater, and many other programs.

CCPR was also growing in other ways beyond Fort Tuthill, with the creation of Peaks View County Park, Raymond County Park, Sawmill County Park, and Cataract Lake County Park. In 2002, the Coconino County Parks and Open Space Initiative (CPOS), passed a sales tax approved by voters that provided over a decade of capital funding for the Department. By 2014, the tax concluded with an accumulation of $33 million dollars. This initiative spurred development throughout the county, providing additional recreational opportunities where they never existed before, such as the establishment of Louise Yellowman County Park in Tuba City, and the fitness trail in Fredonia. In 2016, Navajo Nation Interpretive Sites were installed in numerous locations throughout the county, sharing the historical value of the Navajo Nation with visitors.

The story of CCPR goes far beyond the historical milestones mentioned here. The history of CCPR is one of change and growth; of building relationships and forming partnerships; of expanding program offerings and becoming a significant service provider in the area. The story is far from over; all of the elements of the master plan process, particularly what was heard from public input, is what will define the future of CCPR. The vision remains the same for the County Parks and Recreation Department – to enrich the lives of those in their community through exceptional parks and programs.
HISTORY OF COCONINO COUNTY PARKS & RECREATION

1928
FORT TUTHILL IS CREATED by Arizona legislature
General Alexander M. Tuthill

1929
FORT TUTHILL BUILDINGS constructed
Photo: Northern Arizona University, Cline Library Charles Arnett

1930-1955
PERIOD OF SIGNIFICANCE FOR FORT TUTHILL; site used as summer training ground for Arizona National Guard.
Photo: Arizona National Guard

1955
COCONINO COUNTY PARKS AND RECREATION DEPARTMENT FOUNDED. Governor Ernest McFarland signs papers creating the present Fort Tuthill Coconino County Park and Recreation area.

1955
RAYMOND COUNTY PARK ESTABLISHED

1974
HORSE RACING BEGINS AT FORT TUTHILL

1998
PEAKS VIEW COUNTY PARK ESTABLISHED

1999
PARKS AND RECREATION COMMISSION FORMS

2001
CATARACT LAKE COUNTY PARK ESTABLISHED

2002
COCONINO COUNTY PARKS AND OPEN SPACE (CPOS) INITIATIVE PASSES; SALES TAX APPROVED BY VOTERS. Tax concluded in 2014 with the accumulation of $33 million.

2003
SAWMILL COUNTY PARK ESTABLISHED

2004
NATIONAL REGISTER OF HISTORIC PLACES DESIGNATES FORT TUTHILL HISTORIC DISTRICT

2006
FORT TUTHILL COUNTY PARK AMPHITHEATER GRAND OPENING

2008
FRIENDS OF COCONINO COUNTY PARKS FORMS

2008
LOUISE YELLOWMAN COUNTY PARK ESTABLISHED

2009
PUMPHOUSE COUNTY NATURAL AREA ESTABLISHED

2010
ROGERS LAKE COUNTY NATURAL AREA ESTABLISHED

2012
COCONINO COUNTY PARKS AND RECREATION ENTERS INTO FIRST PRIVATE PUBLIC PARTNERSHIP.

2015
GRAND OPENING OF THE FORT TUTHILL BIKE PARK

2016
FORT TUTHILL MILITARY MUSEUM GRAND REOPENING after major renovation

2017
NAVAJO NATION INTERPRETIVE SITES: Grand Falls, Little Colorado River Overlook, Antelope Canyon

2018
FORT TUTHILL DISC GOLF COURSE OPENS

2019
COUNTY FAIR 70TH ANNIVERSARY CELEBRATION

1928
FORT TUTHILL IS CREATED by Arizona legislature
General Alexander M. Tuthill

1929
FORT TUTHILL BUILDINGS constructed
Photo: Northern Arizona University, Cline Library Charles Arnett

1930-1955
PERIOD OF SIGNIFICANCE FOR FORT TUTHILL; site used as summer training ground for Arizona National Guard.
Photo: Arizona National Guard

1955
COCONINO COUNTY PARKS AND RECREATION DEPARTMENT FOUNDED. Governor Ernest McFarland signs papers creating the present Fort Tuthill Coconino County Park and Recreation area.

1955
RAYMOND COUNTY PARK ESTABLISHED

1974
HORSE RACING BEGINS AT FORT TUTHILL

1998
PEAKS VIEW COUNTY PARK ESTABLISHED

1999
PARKS AND RECREATION COMMISSION FORMS

2001
CATARACT LAKE COUNTY PARK ESTABLISHED

2002
COCONINO COUNTY PARKS AND OPEN SPACE (CPOS) INITIATIVE PASSES; SALES TAX APPROVED BY VOTERS. Tax concluded in 2014 with the accumulation of $33 million.

2003
SAWMILL COUNTY PARK ESTABLISHED

2004
NATIONAL REGISTER OF HISTORIC PLACES DESIGNATES FORT TUTHILL HISTORIC DISTRICT

2006
FORT TUTHILL COUNTY PARK AMPHITHEATER GRAND OPENING

2008
FRIENDS OF COCONINO COUNTY PARKS FORMS

2008
LOUISE YELLOWMAN COUNTY PARK ESTABLISHED

2009
PUMPHOUSE COUNTY NATURAL AREA ESTABLISHED

2010
ROGERS LAKE COUNTY NATURAL AREA ESTABLISHED

2012
COCONINO COUNTY PARKS AND RECREATION ENTERS INTO FIRST PRIVATE PUBLIC PARTNERSHIP.

2015
GRAND OPENING OF THE FORT TUTHILL BIKE PARK

2016
FORT TUTHILL MILITARY MUSEUM GRAND REOPENING after major renovation

2017
NAVAJO NATION INTERPRETIVE SITES: Grand Falls, Little Colorado River Overlook, Antelope Canyon
C. DEMOGRAPHIC SUMMARY

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. While it is difficult to predict the future of Coconino County, insights into the current demographics can help further understand and assess the population and potential needs of tomorrow. Below are key findings from the full demographics report. Demographic information regarding the communities within Coconino County can be found in **Part IV: Community Needs by Subarea**.

- Coconino County grew by over 15,000 people between 2010 and 2019, with an annual growth rate of 1.17 percent. The population is expected to continue to grow, but at a slower rate, at 0.94 percent between 2019 and 2024.

**Figure 1: Projected Population Trends from 2000 to 2035**

- The median age in the County is 32.4 years old, younger than the median age of the State of Arizona (37.3) and the United States (38.5).
- Coconino County has a high concentration of those between 15 and 29 years old. This age range makes up 28 percent of the population.
- Each age cohort between 35 and 69 years old generally makes up 4 – 6 percent of the population.
Coconino County is more diverse than the United States population with a minority population of 46 percent.

Those that identify as Hispanic make up 15 percent of the total population. This is less than the Hispanic population of 33 percent in Arizona.

The largest minority group in Coconino County identified as American Indian/Alaska Native Population (26%).

Coconino County ranked higher than the State of Arizona and the United States when it comes to educational attainment. For instance, only 9.55 percent of Coconino County residents did not have a high school education or equivalent, compared to Arizona (12.48%) and the United States (11.64%).

The median household income in Coconino County in 2019 was $55,191. This is lower than the State of Arizona ($55,380) and the United States ($60,548). Roughly 30 percent of the residents make under $35,000 annually.
• The median home value in Coconino County was $317,420, compared to Arizona ($150,563) and the United States ($234,154).
• Approximately one-quarter (25.74%) of residents live with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is nearly the same as the national average (25.49%).

D. RELEVANT TRENDS

The changing pace of today’s world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of the town residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving the CCPR community. Coconino County primarily provides programs related to outdoor recreation; therefore, the focus on this report relates primarily to outdoor activities.

In Figure 4, data from Esri Business Analyst shows popular outdoor recreation activity participation by households in Coconino County. Participation was also pulled from the United States for comparison.

The most popular activities in Coconino County included:
• Walking for exercise (23%)
• Camping (15%)
• Freshwater Fishing (14%)
• Hiking (14%)
• Jogging or Running (14%)
• Road Biking (11%)

Figure 4: Outdoor Recreation Behavior of Coconino County compared to the United States
The 2018 “Outdoor Recreation Topline Report” highlights the nationwide trends related to outdoor recreation. Key findings related to recreation participation in Coconino County include:

- Twenty percent of outdoor enthusiasts participated in an activity outdoors twice or more per week.
- The most popular activity among Americans is walking for exercise, followed by running and jogging.
- Getting exercise is considered the biggest motivator for outdoor participation.
- Adults who were introduced to the outdoors as children are more likely to participate in outdoor activities as they grow older.
- Hispanic participation in outdoor activities increased one percent over the past five years.

The 2019 KOA North American Camping Report also provides useful information related to trends in camping. Some of the highlights include:

- Camping often lends itself to other outdoor recreation activities, with the most popular being hiking/backpacking and fishing.
- Camping families – which include those with children under the age of 18 – are the most committed group of campers, with two-thirds of camping families saying that their camping will increase from 2018 to 2019.
- In the last four years (2014 to 2018), the percentage of those who camp three or more times per year has increased by 72 percent.
- Interest in luxury cabins has increased, with campers of all ages seeking to have a luxury cabin experience in 2018. In addition, “Glamping” and the emergence of “Van Life” has expanded the typical definition – and interest - in camping.
- Millennials made up 56 percent of new campers in 2018, higher than any other generational group.
The community engagement process was a very successful collaborative effort, involving an extensive outreach effort including staff, PRC, and the consultants driving over 2,300 miles to visit small communities in Coconino County to gain public input. Fifteen different target communities were selected as being representative locations for the County, as listed in Table 1. These communities served as key locations for public meetings, focus groups, and stakeholder interviews. In addition, feedback was also gathered from online questionnaires, which asked the same questions that were posed in the in-person focus group meetings.

A. ONSITE PUBLIC ENGAGEMENT

There were over 46 touch points between CCPR staff and the communities, between focus groups, public meetings, stakeholder interviews, and community events. Members of the communities, including stakeholders and the public were invited to participate in the 90-minute meetings. Each meeting consisted of an introduction, a short presentation, and a series of questions. In total, approximately 1,000 stakeholders were invited to participate, and 362 attended over the course of four months. Meetings were typically attended by CCPR staff and the consultant team. Parks and Recreation Commissioners also attended meetings.
Table 1: Primary Target Communities for Outreach

<table>
<thead>
<tr>
<th>Target Communities</th>
<th>Public Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Flagstaff</td>
<td>49</td>
</tr>
<tr>
<td>2. Doney Park/Timberline</td>
<td>49</td>
</tr>
<tr>
<td>3. Kachina Village/ Mountaineir</td>
<td>22</td>
</tr>
<tr>
<td>4. Munds Park</td>
<td>17</td>
</tr>
<tr>
<td>5. Sedona</td>
<td>12</td>
</tr>
<tr>
<td>6. Williams</td>
<td>7</td>
</tr>
<tr>
<td>7. Page</td>
<td>48</td>
</tr>
<tr>
<td>8. Blue Ridge/Forest Lakes</td>
<td>59</td>
</tr>
<tr>
<td>9. Mormon Lake</td>
<td>3</td>
</tr>
<tr>
<td>10. Parks</td>
<td>43</td>
</tr>
<tr>
<td>11. Bellemont</td>
<td>6</td>
</tr>
<tr>
<td>12. Hopi Reservation</td>
<td>11</td>
</tr>
<tr>
<td>13. Fredonia</td>
<td>2</td>
</tr>
<tr>
<td>14. Tusayan/Grand Canyon Village</td>
<td>10</td>
</tr>
<tr>
<td>15. Navajo Nation Reservation</td>
<td>24</td>
</tr>
</tbody>
</table>

B. ONLINE QUESTIONNAIRE

In order to gather as much input as possible, a supplement to the in-person focus groups was created as an online questionnaire. A total of 105 residents completed the online form, all of which were submitted through the Coconino County website. This set of questions was identical to the in-person focus group formatting – a total of 11 questions. Most of the questions were open ended; therefore, much of the feedback was not quantifiable, but rather anecdotal responses from Coconino County residents.

Responses came in from 15 different zip codes - three of those in Flagstaff - making up over 72 percent of feedback (86004, 30%; 86005, 30%; 86001, 12%). The zip code of 85931 (Forest Lakes) made up another 12 percent of the total responses.

Responses from the online questionnaire are specifically referenced in the next chapter, Part IV: B. Community Needs by Subarea. A word cloud with the most repeated terms can be seen here, with parks, hiking, events, horse, walking, and trails being the most referenced terms.
C. STATISTICALLY-VALID SURVEY

The statistically-valid survey was a key public input tool that was administered through a nationwide survey firm. The purpose of the study was to better understand resident usage and needs for Coconino County’s park and recreation system. This survey research and subsequent analysis were designed to assist CCPR in meeting County residents’ needs.

The survey was conducted using three primary methods: 1) a mail-back survey sent to a random sample of County residents (referred to throughout this summary report as the “Invite” survey), 2) an online, invitation-only web survey to further encourage response from those residents already within the Invitation Sample, and 3) an open online survey for members of the public who were not part of the invitation sample (referred to as the “Open Link” survey). Respondents were encouraged to take the survey online in order to answer more detailed priority questions about amenities and facilities associated with their area of residence.

The analysis throughout the report primarily focuses on responses from the statistically valid invitation sample. However, invitation sample results are compared to those from the open link sample when the comparison proved useful. Furthermore, results were segmented and analyzed by area of residence and year-round vs. part-time residency. For those cross tabulations, invitation and open link samples were combined in order to maximize sample size for analysis.

A total of 4,000 surveys were mailed to a random sample of Coconino residents in January 2019. The final sample size for this statistically valid survey was 419, resulting in a margin of error of approximately +/-4.8 percentage points calculated for questions at a 50% response. The open link survey received an additional 614 responses.

The primary list source used for the mailing was a third-party list purchased from Melissa Data Corp., a leading provider of data with emphasis on U.S., Canadian, and international address and phone verification as well as postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists. A Coconino County assessor list was also used to identify and reach out to a random sampling of second homeowners in the County. The overall results for the entire community can be found in Part IV: A. Overall Community Needs, while results specific to each of the 15 subareas can be found in Part VI: B. Community Needs by Subarea.
As mentioned in Part III: Community Input Process, the robust engagement process provided essential feedback that contributed to the recommendations and action plan for this effort. This section will provide additional context for the plan, with supporting information from focus group, stakeholder meetings, the statistically valid survey, and the online questionnaire. Part A: Overall Community Needs focuses on the statistically-valid survey results for Coconino County as a whole. Part B: Community Needs by Subarea provides details about each of the 15 communities that were a part of the on-site public engagement, focusing on the in-person community engagement, the online questionnaire, as well as site-specific survey results.

A. COMMUNITY NEEDS

Survey Demographics

Through the survey effort, CCPR was able to receive feedback from a wide variety of residents. All age cohorts, income levels, and household types are represented in the survey results. Homeowners and renters, year-round and seasonal residents, and voters and non-voters can all be found in both the invitation and open link samples. Furthermore, there was a concerted effort to reach out to residents from all over the County. While Flagstaff, the biggest city in the County, is the most represented in the results, residents of smaller communities are also represented through the survey effort. Some of the key characteristics of those surveyed include:

- 54% of respondents lived in Flagstaff
- 56% of respondents were female
- Primary respondents were between 45 to 64 years old
- 76% of respondents were couples, with 29% having children at home, 27% with children who are no longer at home, and 20% with no children
- 10% of respondents have someone in their household that requires ADA accessible facilities
- 86% of respondents were White, 10% Hispanic Origin, 5% Native American
- 85% own their residence in the County
- 38% have lived in the County for 20 plus years
- 88% are permanent year-round residents
- 84% are registered voters
- 23% of respondents made between $50,000 and $74,999
Current Usage

Fort Tuthill County Park is, by far, the most used CCPR recreation area. Close to three-quarters of invitation households (72%) have been to Fort Tuthill and roughly the same report it is their most-used recreation area (75%). Open link respondents are slightly more active users of the parks and recreation system, but similarly report that Fort Tuthill is their most used. Open-ended comments suggest that Fort Tuthill users would like to see improved maintenance and infrastructure improvements at this recreation area. Fort Tuthill is most used by Flagstaff residents and is particularly enjoyed by couples (with or without children).

Worth noting is that there are high shares of households who report needing ADA facilities and services who most use Cataract Lake County Park, Sawmill County Park, Rogers Lake County Natural Area, and Louise Yellowman County Park. CCPR may wish to prioritize ADA upgrades at these areas in particular. Nearly all invitation respondents participate in recreation activities throughout the County (97%). The top activities are listed below:

- Hiking (84%)
- Community Events (59%)
- General Park Usage (55%)
- Visiting natural, historic, or cultural sites (50%)
- Camping (49%)
- Bicycling (47%)
- Wildlife Viewing (44%)

Open link activity participation tracks closely, although a smaller share of respondents reported participating in activities around the County (81%). Furthermore, open link respondents are more likely to participate in winter activities (48%, vs. 35% of invitation respondents).

Respondents with household members who do not use County parks and recreation offerings were asked why. Both samples were most likely to cite not being aware of programs or facilities offered. No time or other personal reasons, locations of facilities being inconvenient, and prices/user fees were also frequently cited. Open link respondents were additionally likely to cite lack of facilities and amenities and not having programs they want as notable barriers.

Satisfaction with Parks and Recreation

Ratings of CCPR are very positive overall. Only 12% of invitation respondents reported that CCPR was “poor” (3%) or “fair” (9%) in meeting their households’ recreation needs. However, results highlight there is room to improve perceptions of “excellence,” as just 9% of invitation respondents rated CCPR as “excellent.” A bulk of the ratings were in the “good” (39%) or “very good” (40%) range.
In particular, satisfaction with trails and open space is very high (invitation respondents provided an average rating of 4.4 for each on a 5-point scale where 1 means “not at all satisfied” and 5 means “very satisfied”). Facilities and recreation programs/services, while still rated highly overall (4.1 each), may be areas for further attention or improvement.

**Communication**

CCPR received mid-range communication effectiveness ratings from both invitation and open link respondents. Both groups were most likely to provide a rating of 3 on a 5-point scale where 1 means “not at all effective” and 5 means “very effective” (34% among invitation and 41% among open link respondents). Additionally, both groups were more likely to provide ratings of 1 or 2 than 4 or 5, further suggesting that communication is an area for improvement.

Communication also showed up as a theme in the barriers to participation question, with the highest share of respondents indicating that lack of awareness was their biggest obstacle to recreation participation.

Invitation respondents are most likely to currently receive information by word of mouth (45%), and yet only two percent say that is their most preferred method. In contrast, most preferred methods of receiving recreation information include local media, email from the City or County, and newsletter (each selected as the best way by 18% of invitation respondents). Social media was selected by 15% of invitation respondents. Invite and open link responses varied greatly; therefore, preferences for communication channels below are from the grand total – which included both invite and open link.
Future Facilities, Amenities and Programs

Open space/natural areas was rated as the most important amenity to be added, expanded, or improved in Coconino County over the next 5 years (given an average rating of 4.3 among invitation respondents on a 5-point scale where 1 means “not at all important” and 5 means “very important”). Note that this question was asked on the mailed survey, so only invitation sample responses are presented in Figure 5. Trails or greenways (4.1) and access to rivers, streams, lakes, and ponds (4.0) round out the top three highest-rated items.

Figure 5: Importance of Future Facilities – Survey Results from Invite Only

When asked to select the two highest priority items from the list, responses shift somewhat. Trails or greenways emerged as a top selection, selected by 53% of invitation respondents as a first or second choice. This result aligns with the finding that hiking/walking is a top recreation activity among County residents, regardless of area of residence.

Respondents also indicated their recreation programming preferences. Across both samples there was a notable expressed need for community events; fitness and wellness programs; natural, cultural, or historical programs; and outdoor recreation programs. These were also ranked highest as future priorities, with community events leading the group (43% of all respondents selected this as one of their top-three items).
Financial Choices/Fees

There is mixed support for various potential funding mechanisms to fund future capital, operations, and maintenance costs of CCPR parks, recreation facilities, trails, open spaces, and services that currently exist or may be developed in the future. Of all the funding mechanisms probed, a bond referendum and establishing a park district received the highest levels of support. In contrast, increased sales or property taxes had higher shares of respondents indicating not being supportive than supportive. New or increased user fees had similar shares of support/non-support.

Respondents also had the opportunity to write-in “other” potential funding mechanisms. Responses varied, but some suggestions included fundraising events, donations, partnerships, corporate sponsorships, and collecting more money from non-residents.

Figure 6: Level of Support for Funding Mechanisms

Values and Vision

Just over three-quarters of respondents indicated that a benefit they associate with CCPR is providing recreational experiences (77%). Other notable benefits include promoting health and wellness (64%), strengthening community image and sense of place (55%), and protecting environmental resources (55%). Invitation respondents selected an average of 3.8 benefits, and open link respondents selected an average of 4.2, meaning that there are a number of positive benefits associated with CCPR. Only five percent of invitation respondents said “none of the above,” suggesting that there is a generally positive perception of CCPR and the work they do. Following is a list of the top benefits of CCPR, according to invite-only survey results.
Summary

Based on the information above, the key themes from the survey are summarized below:

- Fort Tuthill County Park highly valued and utilized
- Coconino County Fair generally well-attended by residents
- Walking/hiking is by far the most popular activity
- Trails are important to residents and many would be willing to travel farther distances to access them
- Strong interest in community events, outdoor recreation programs, and natural, cultural, or historical programs
- Not being aware of programs/services is a major barrier to participation. Many hear of recreation information by word of mouth, but the preference is for more formal communications (e.g., email, newsletters, social media).

B. COMMUNITY NEEDS BY SUBAREA

In order to gain an understanding of the needs and desires of various communities, 15 subareas were identified throughout the county as part of the master plan public engagement process. These areas were dispersed throughout Coconino County, and varied in population, geographic size, and other demographic characteristics. CCPR and GreenPlay worked to identify a strategic outreach approach to listen to the needs of each community. The following analysis for each subarea – as listed in Table 2 - is comprised of demographic data, public input, and survey results. For some communities, comments from residents (either on the survey or through the online questionnaire) are provided as additional feedback.

In order to increase the sample size, invitation and open link samples have been combined for analysis. Still, several communities had too few respondents to permit quantitative analysis (<10 respondents each), including: Bellemont, Fredonia, Hopi Tribe, Mormon Lake, and Tusayan/Grand Canyon Village.
The profiles to follow include Blue Ridge/Forest Lakes, Doney Park/Timberline, Flagstaff, Kachina Village/Mountainaire, Munds Park, Navajo Nation, Page, Parks, Sedona, and Williams; these profiles should be interpreted with caution due to small and variable sample sizes, with exception of Flagstaff and Doney Park/Timberline which received more robust survey participation.

Finally, because CCPR could only focus on 15 subareas, surveys that were collected from additional communities or “unincorporated” areas of the county were also included in the overall survey results, which can be found in Part III: Community Input Process.

Table 2: Coconino County Subarea Engagement Summary

<table>
<thead>
<tr>
<th>Location</th>
<th>2019 Total Population</th>
<th>Open Link + Mailed Survey Responses</th>
<th>In Person Meeting</th>
<th>Total Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellemont</td>
<td>1,017</td>
<td>9 (&lt;1%)</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Blue Ridge/Forest Lakes</td>
<td>984</td>
<td>27 (3%)</td>
<td>59</td>
<td>86</td>
</tr>
<tr>
<td>Doney Park/Timberline</td>
<td>5,744</td>
<td>156 (15%)</td>
<td>49</td>
<td>205</td>
</tr>
<tr>
<td>Flagstaff</td>
<td>75,653</td>
<td>554 (54%)</td>
<td>49</td>
<td>603</td>
</tr>
<tr>
<td>Fredonia</td>
<td>1,410</td>
<td>2 (&lt;1%)</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Hopi Tribe</td>
<td>N/A</td>
<td>3 (&lt;1%)</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Kachina Village/Mountainaire</td>
<td>3,817</td>
<td>73 (7%)</td>
<td>22</td>
<td>95</td>
</tr>
<tr>
<td>Mormon Lake</td>
<td>142</td>
<td>8 (&lt;1%)</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Munds Park</td>
<td>674</td>
<td>39 (4%)</td>
<td>17</td>
<td>56</td>
</tr>
<tr>
<td>Navajo Nation</td>
<td>N/A</td>
<td>18 (2%)</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td>Page</td>
<td>7,961</td>
<td>33 (3%)</td>
<td>48</td>
<td>81</td>
</tr>
<tr>
<td>Parks</td>
<td>1,271</td>
<td>13 (2%)</td>
<td>43</td>
<td>56</td>
</tr>
<tr>
<td>Sedona</td>
<td>10,802</td>
<td>23 (2%)</td>
<td>12</td>
<td>35</td>
</tr>
<tr>
<td>Tusayan/Grand Canyon Village</td>
<td>606</td>
<td>5 (&lt;1%)</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Unincorporated</td>
<td>N/A</td>
<td>28 (3%)</td>
<td>N/A</td>
<td>28</td>
</tr>
<tr>
<td>Williams</td>
<td>3,437</td>
<td>43 (4%)</td>
<td>7</td>
<td>50</td>
</tr>
<tr>
<td>Coconino County (Total)</td>
<td>149,686</td>
<td>1,033</td>
<td>362</td>
<td>1,395</td>
</tr>
</tbody>
</table>
1. Bellemont

Demographic Overview

- Population: 1,017
- 1.35% Growth Rate 2010-2019
- Median Age: 36.3
- Median Income: $39,720

*Note: Bellemont is not considered a CDP (Census Designated Place); Demographic data was sourced using the zip code 86015.*

Public Input

Approximately six people attended the public meeting held in Bellemont. Feedback showed that residents of Bellemont primarily use the hiking and walking trails of Coconino County Parks and Recreation system. The playground, parks, and trails are all local facilities that residents utilize for recreation.

**Primary issues reported by focus group participants included:**
- Noise violations
- Erosion on trails
- Inaccessible parking

**Key opportunities to consider in Bellemont include:**
- Advertising and trail wayfinding signage
- Outdoor amphitheater
- Urban trails

**County Role in Supporting Bellemont**

Coconino County can help assist the community in fulfilling parks and recreation needs by playing an active role in moderating development, such as the planned HOA community in the area. By establishing zoning rules, Bellemont can grow at a reasonable pace while still maintaining the integrity of the area.

**Potential Partners & Funding Opportunities**

In regard to key parks and recreation stakeholders, corporate sponsors such as REI rose to the top, in addition to the HOAs, the Fire Department, and the USFS. When asked about funding, the community was in favor of user fees, a bond referendum, and local fundraisers.

**Communication Strategies**

The primary ways that Bellemont residents prefer to receive information related to CCPR facilities, programs, and services include the newspaper, banners downtown, “CC Report to Citizens,” Email, Bellemont Facebook (Group), Fire Station Marquee, and Direct Mail.

**Survey Results**

Approximately one percent of survey respondents were from Bellemont, with only 9 total survey responses. Due to the low response rate, an analysis of Bellemont responses was not available.
2. Blue Ridge/Forest Lakes

Demographic Overview: Blue Ridge

<table>
<thead>
<tr>
<th>Population</th>
<th>Growth Rate</th>
<th>Median Age</th>
<th>Median Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>767</td>
<td>0.7%</td>
<td>65.1</td>
<td>$59,759</td>
</tr>
</tbody>
</table>

Note: Blue Ridge is not considered a CDP (Census Designated Place); Demographic data was sourced using the zip code 86024.

Demographic Overview: Forest Lakes

<table>
<thead>
<tr>
<th>Population</th>
<th>Growth Rate</th>
<th>Median Age</th>
<th>Median Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>217</td>
<td>0.72%</td>
<td>65.2</td>
<td>$61,359</td>
</tr>
</tbody>
</table>

Note: Forest Lakes is not considered a CDP (Census Designated Place); Demographic data was sourced using the zip code 85931.

Public Input

The primary uses of Coconino County Parks and Recreation system by Blue Ridge Residents include visiting the amphitheater, Fort Tuthill County Park, and Cataract Lake. The local parks and recreation system provide additional opportunities for hiking, ATVs, climbing, and equestrian activities. Key facilities of note included Jacks Canyon and the HOA/community trail.

Residents in Forest Lakes stated that they don't have CCPR facilities in the area, but they would like to see more communication, visits, programs, facilities, and amenities from the County. In the local area, residents primarily use the Forest Service land surrounding the community – trails, OHVs, RVs and camping, lakes, etc. Forest Lakes is a seasonal community with about 1,000 homes and approximately 200 permanent residents. The Forest Lakes population increases substantially during certain times of the year with seasonal rentals.

Photo Credit: Flickr user Kevin Dooley via Creative Commons
Primary issues reported by focus group participants included:

**Blue Ridge:**
- Lack of facilities, amenities, and activities
- Remoteness is sometimes a safety issue
- Lack of snow play parking is problematic

**Forest Lakes:**
- Lack of ramadas, picnic areas, ball courts
- Maintaining forest service access

**Key opportunities to consider in the area include**

**Blue Ridge:**
- Improve parking and include new restrooms at Jacks Canyon
- Better organization of snow play in winter
- Stronger presence and amenities from County

**Forest Lakes:**
- Increasing programs in their community (concerts, senior programs, nature programs)
- Helping to increase access to forest land
- Improving communication between USFS and Forest Lakes community
- Investing in a specific Forest Lakes plan through planning and zoning department
- Assisting community with their parks and recreation needs.

**County Role in Supporting Blue Ridge & Forest Lakes**
Coconino County can help assist the Blue Ridge community in fulfilling parks and recreation needs by helping in the long-range planning of the area. There is a growing need for activities and amenities for the area which is seeing more families move to and grow in Blue Ridge. Being able to anticipate their needs is important. Blue Ridge residents see that there may be more summer and weekend use of the area. Resources in the area that could be enhanced included Cinch Hook, Forest Service Land, and HOA areas.

*Photo Credit: FLOA website*
CCPR can help Forest Lakes meet the needs by providing technical assistance, such as applying for grants such as the Community Development Block Grants. There is also a need to assist with Forest Service partnerships, perhaps developing a lease regarding the USFS land for ramadas, parking, and other park amenities.

**Potential Partners & Funding Opportunities**

In regard to key parks and recreation stakeholders, the primary one mentioned in Blue Ridge was the Forest Service. When asked about funding, the community suggested a dedicated tax fund (through sales tax) that could provide funding for projects. User fees generated from snow play was also suggested.

The key parks and recreation stakeholders in Forest Lake included the Forest Lake library, the community church, the Forest Lake Owners Association (FLOA), the Chevelon Butte School District, and the Fire District. The FLOA is the main event coordinator in the area, which puts on concerts, fundraisers, and other events, making the association a strong potential partner for CCPR. With regard to funding, the FLOA raises funds to hold events and is willing to partner with the county.

**Communication Strategies**

The primary ways that Blue Ridge residents prefer to receive information related to CCPR facilities, programs, and services include the Starlight Pines Newsletter, the HOA Newsletter, NextDoor, High Country Informant, and public events such as those put on by the Fire Department and during holidays. The best way to receive information in Forest Lakes is through the FLOA website, the FLOA email list, and the Board Members.

**Additional Comments**

“We need at least a place for picnics, gatherings, and family fun in this wonderful mountain community.”

“Hiking and biking trails in and around Forest Lakes”

“Establish a 3-5 acre site in or near Forest Lakes that is county maintained, and has ramadas and open space”

“We need any kind of park/recreation opportunity in Forest Lakes Estates, inside Coconino County but far removed from Flagstaff. We have NO parks or recreation in Forest Lakes at this time though we pay taxes to Coconino County. Snow play area off highway in Forest Lake.”
Survey Results
Approximately three percent of the statistically valid survey responses were completed by Blue Ridge or Forest Lakes residents. Figure 7 below highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways:

- The highest overall priority for Blue Ridge and Forest Lakes residents is the access to trails and greenways. In Blue Ridge, a snow play area is desired, while ramadas/picnic shelters are most desired in Forest Lakes.
- With regard to programs, over half of respondents would like to see additional active older adult/senior programs in their community.
- The greatest barrier to participation is the inconvenience and lack of facilities. Over 90 percent of residents do not use CCPR recreation areas.
- Hiking and walking are by far the most popular household activity around Coconino County (86%).

Figure 7: Survey Results of Blue Ridge/Forest Lakes

Source: RRC and GreenPlay, LLC
3. Doney Park/Timberline

Demographic Overview

- **5,744** Population
- **0.68%** Growth Rate 2010 – 2019
- **65.2** Median Age
- **$61,359** Median Income

*Note: Timberline is not considered a CDP (Census Designated Place); Demographic data was sourced from Doney Park.*

Public Input

Doney Park residents primarily use Fort Tuthill County Park for biking, hiking, and equestrian facilities. With regard to local parks and recreation facilities, residents use sports fields, urban trails and greenways, and participate in festivals/special events.

Primary issues reported by focus group participants included:
- Parking inefficient at trailheads, especially for equestrians
- Need additional sports fields
- Need additional awareness around hunting seasons and locations
- Provision for policing homeless in parks and Forest Service Land

Key opportunities to consider in Doney Park and Timberline include:
- Horse races and equestrian events at Fort Tuthill
- Integration of the FUTS trail extension to Doney Park
- Additional special events such as rodeos, community runs, roping events, etc.
- Greater collaboration with Forest Service to develop and designate ATV trails
- Prioritize habitat conservation

County Role in Supporting Doney Park and Timberline

Residents of Doney Park desired a volunteer program to help maintain and improve parks and facilities. Doney Park currently sits next to land that is not being utilized. Some participants noted that this land used to be a one-mile walking trail, and that there is potential for the trail to be fully utilized if created.

Potential Partners & Funding Opportunities

Stakeholders identified at this meeting included Game and Fish, Boy Scouts and Girl Scouts, 4-H Group, and the City of Flagstaff. In particular, the Game and Fish agency stated that there would be opportunities to partner for outdoor recreation programs, such as archery camps, wildlife watching, and nature hikes.
Communication Strategies
Participants stated that the best way to hear information from CCPR is through email newsletters, regular mail, road signs, Facebook, NextDoor, and bulletin boards. They would also like to see County events listed on an event calendar.

Additional Comments

“Safe walking/biking trails along 89 from Doney Park into Flagstaff and along Silver Saddle from 89 to Cromer School and Peaks View Park.”

“I would like to see an effort to develop county trails that would connect to and expand the network of existing city, state, and federal trails, especially in the Doney Park, Timberline, and Fernwood area.”

Survey Results
Approximately 15 percent of the statistically valid survey responses were completed by Doney Park and Timberline residents. Figure 8 highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:

- The highest overall priority for Doney Park and Timberline residents is the access to trails and greenways. Specific to these areas, residents would like to see a shooting range and an outdoor fitness trail.
- In regard to programs, 44 percent of respondents said that they would like to see community events in their area. Active adult/senior programs and fitness/wellness programs were also requested.
- The greatest barrier to participation is the lack of awareness. Email and social media marketing were the preferred methods of communication.
- Residents will travel farthest – up to 19 miles – for equestrian amenities.

Photo Credit: Flickr user Coconino National Forest via Creative Commons
**4. Flagstaff**

**Demographic Overview**

<table>
<thead>
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<th>Population</th>
<th>Growth Rate</th>
<th>Median Age</th>
<th>Median Income</th>
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<td>75,653</td>
<td>1.45%</td>
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**Public Input**

Slightly fewer than 50 participants joined CCPR and GreenPlay to attend focus group sessions. Flagstaff residents typically use the CCPR system for visiting community parks, Fort Tuthill County Park, the amphitheater, Rogers Lake, Kachina Wetlands, and forest land. Bike riding, skiing, music concerts, tennis, walking, archery, and equestrian activities are all popular activities. The Coconino County Fair is perceived as bringing high value to the community. It is well-organized and executed. Camping was voiced as being very important to residents as well.
Primary issues reported by focus group participants included:

- Equestrian amenities (cross country course, racetrack, grandstand) need significant improvements
- Ramadas need updating and weather proofing
- Rental spaces not cost effective
- Need for transportation improvements to Fort Tuthill County Park
- Lack of wayfinding and interpretive signage on trails and trailheads
- Lack of cell service throughout park
- Some facilities, such as Rogers Lake, are difficult to access

Key opportunities to consider in Flagstaff include:

- Facilitating outdoor access and participation with minorities
- Protection of existing open space, wildlife, etc.
- Focus on trail development and preserving open space
- Additional opportunities for passive recreation
- Tracking visitation and data at parks
- Expand snow play areas
- Additional pickleball courts
- Community events with more music, food trucks, outdoor festivals
- A loop trail system for cycling events at Fort Tuthill County Park
- Water and Sewer at Fort Tuthill County Park
- More educational programs for kids

County Role in Supporting Flagstaff

One of the primary ways that CCPR can assist Flagstaff is by clarifying the role of the County versus the City. By identifying clear responsibilities, residents can be better prepared to communicate their needs and desires with the appropriate entity.

Potential Partners & Funding Opportunities

Some of the potential partners for CCPR include the City of Flagstaff, local user groups, local businesses, student groups, Flagstaff Biking Organization, Arizona Trail Association, Forestry Agencies, and the National Guard.

Some of the primary ideas for funding projects include grants and special event fees. There were strong opinions around user fees, as participants voted that Fort Tuthill should remain free and open to visitors. Volunteerism was noted as a strategy for maintaining facilities – as there are user groups and other groups that would be willing to assist. Additional modifications to rental agreements and commercial partners could bring in revenues as well.

Communication Strategies

Flagstaff residents would prefer to be communicated with via email, Twitter, Facebook, Instagram, Nextdoor, and through the recreation communities (both on and offline) that already exist – those associated with the United States Forest Service (USFS), the National Park Service (NPS), and the Arizona Trail Association. Participants noted CCPR needs to have a
larger web presence, and continue promoting its programs and offerings through radio, TV, online ads, billboard signage, and in as many ways as possible. Websites that already exist can provide additional exposure, such as Trip Advisor, Flagstaff 365, and MTB Project, etc. CCPR should look to social media influencers that can help expand its network of communication, especially to a younger demographic.

Additional Comments

“I think a top priority would be to use the Fort Tuthill Park more during the year specifically the rodeo grounds for equine events. My family and I have really enjoyed going out there!”

“Restart the Horse Races at Ft. Tuthill. Racing was very popular for many years, and a big draw for the tourists from other areas. More events planned for use at the County Fairgrounds, especially the reinstatement of Horse Racing events”

“I visit City and County parks and use the FUTS for fresh air, observing plants and birds, enjoying the different seasons and the night sky, and connecting with others in the community.”

“The most obvious resource we have are our forests and climate. Both can be used to attract visitors from the desert areas in both cool summer and in winter snow seasons.”

“As part of the Fort Tuthill Master Plan, was the desire to make Fort Tuthill a staging area for non-motorized trails-based competitive events. Doing so would alleviate some pressures from other area of the Coconino National Forest for some events. Additionally, Fort Tuthill houses many amenities on site that are otherwise necessary to temporarily stage on National Forest land in order to host an event. Fort Tuthill ultimately could be a staging area for much bigger competitive events than could reasonably be held on existing Forest Service trails and at existing Forest Service trailheads.”

Survey Results
Approximately 54 percent of the statistically valid survey responses were completed by Flagstaff residents. Figure 9 highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:

- The highest overall priority for Flagstaff respondents is the access to trails and greenways. Trail development and connectivity was listed as a Flagstaff specific priority.
- Fort Tuthill County Park is used by 91 percent of Flagstaff residents.
- Regarding programs, 44 percent of respondents said that they would like to see community events in their area. Outdoor recreation and natural/cultural or historical programs were also requested.
- The greatest barrier to participation is the lack of awareness. Email and social media marketing were the preferred methods of communication.
- Residents will travel farthest – up to 11 miles – for trails and greenways.
5. Fredonia

Demographic Overview

- **Population**: 1,410
- **Growth Rate**: 0.73% (2010 – 2019)
- **Median Age**: 39.2
- **Median Income**: $49,076

Public Input

Two residents from Fredonia joined CCPR and GreenPlay to attend a focus group session. Participants in Fredonia noted that they primarily use CCPR for special events, such as the North Pole Experience in years past. The long distance between Fredonia and Flagstaff leads fewer opportunities to collaborate and take advantage of services.
The activity with the most popularity in Fredonia was swimming. The participants that were in the focus groups were heavily involved with the local swim team. In Fredonia, the swim team, led by volunteers, is one of the primary activities. The swim team acts as a safe place for teens on the weekends. It is seen as a vital resource for the community. There is a local group of advocates who are actively raising money to potentially build an aquatics facility.

Primary issues reported by focus group participants included:
- Pool does not serve students or residents well; the 1950s aquatics area does not have the ability to host swim meets or even meet the needs of local swim teams
- Tennis courts need to be resurfaced
- Baseball fields need attention, better stadium seating

Key opportunities to consider in Fredonia include:
- Aquatic Facility; proposed mockup includes a 6 lane 25-meter pool; zero entry possible
- Continue improving upon current recreation facilities and updating as necessary

County Role in Supporting Fredonia
Fredonia is in need of assistance from the County on the aquatics facility pool project. Assistance is needed finding funding resources and working with skilled and knowledgeable contractors for the job. When asked about funding, participants stated that financial help was certainly needed, whether applying for grants, contacting other aquatics related facilities, organizations, etc. A benchmarking study of the Arizona Pool could be helpful – what do they have? What did it cost? Who did they partner with? The Town is also open to hearing potential management/maintenance strategies for limited staff.

Potential Partners & Funding Opportunities
There are a number of user groups and urban aquatic organizations that could help to sponsor or support the pool.

Communication Strategies
The group mentioned that word of mouth and online methods are the two best ways to receive information. In addition, ads in the local newspaper and town newsletter would be read frequently.

Survey Results
Only two residents in Fredonia completed a survey. Due to the low response rate of less than one percent of the total responses, an analysis of Fredonia was not available.
6. Hopi Tribe

**Demographic Overview**

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<td>9,268</td>
<td>2010 – 2019 Growth Rate</td>
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2019 Demographic Information was not available through ESRI Business Analyst. Instead, data was sourced from the 2013 – 2017 American Community Survey 5-Year Estimates. The Hopi Tribe boundaries span across Navajo and Coconino Counties in Arizona.

**Public Input**

Eleven participants attended a focus group session. A meeting with stakeholders from the Hopi Tribe provided valuable feedback in regard to recreation needs and desires. Today, the CCPR system is used primarily by youth groups in a number of capacities, including the youth parks preservation project. In addition, the Fort Tuthill Amphitheater is enjoyed by members as well. Locally, Louise Yellowman County Park is a popular gathering space for members of the Hopi Tribe.

Primary issues reported by focus group participants included:

- Need updated equipment and signs for Blue Canyon and Pasture Canyon Dam
- Lack of public restrooms near gathering spaces
- Playground equipment at LYCP in poor condition

Key opportunities to consider from the Hopi Tribe include:

- Specific to Lower Moenkopi planned development: pathways and trails for hiking and running; garden and landscaping
- New t-ball field for youth sports
- Telling the historical story through interpretive signs

**County Role in Supporting the Hopi Tribe**

CCPR can assist through grant writing, establishing partnerships, encouraging walkability through design, and developing revenue through tourism. A foundational aspect of CCPR’s involvement is to establish open communication between the County and the Hopi Tribe, with the goal being to understand and be aware of cultural customs and concerns.
Potential Partners & Funding Opportunities
Primary stakeholders included the tribal department, the Hopi Foundation, the Cultural Preservation Department, and the Tourism Office. They would also like to see additional exposure and support from the Board of Supervisors. In terms of funding, ideas to consider included event fees and user fees. They also wanted to see additional volunteerism to improve existing parks and build new ones. There is a desire to create additional revenue sources through entrepreneurship, and providing business opportunities. CCPR can assist through providing classes related to life skills and business development.

Communication Strategies
Stakeholders mentioned that they were not receiving information about CCPR services. The best ways to reach them is through the local newspaper, the “Navajo-Hopi Observer,” the radio (89.1 KUYI), and through village administration which sends a community newsletter.

Survey Results
Only three residents from the Hopi Tribe completed a survey. Due to the low response rate of less than one percent of the total responses, an analysis of the area was not available.

7. Kachina Village/Mountainaire

Demographic Overview

Kachina Village

<table>
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<tr>
<th>Population</th>
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<td>2,685</td>
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Mountainaire

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<td>1,132</td>
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Public Input
Approximately 22 participants joined the focus group to discuss the future of parks and recreation for the community. Community members typically use the CCPR system for hiking, disc golf, trails, playgrounds, and wildlife watching. The primary facilities used are Fort Tuthill (including the amphitheater) and Sawmill Park. Residents also heavily use City-operated facilities such as the Aquaplex, Thorpe Park, Buffalo Park, and the USFS-managed Marshall Lake.

Primary issues reported by focus group participants included:
- Lack of forest access in Mountainaire
- Fort Tuthill Campground needs updated infrastructure
- Leash laws for dogs often broken
- Pollution and trash management on trails and in parks
Key opportunities to consider in Kachina Village and Mountainaire include:

- Bringing back horse races at Fort Tuthill
- Organized snow play areas for winter visitors
- Youth Advisory Group to help guide future of area
- Upgraded infrastructure in campground
- Volunteer program for trail maintenance
- Educational and environmental stewardship classes for kids
- Conserve green space and provide access to forests

County Role in Supporting Kachina Village and Mountainaire
CCPR can assist these areas by supporting access to the Forest Service land in Mountainaire (specifically, the vacant lot next to the firehouse). There is a need for an agreement so that community members can be provided access without trespassing on private land. In addition, volunteers in the community would be open to maintaining the trail.

Additional assistance would also be desired around grant writing (specifically in conjunction with the Forest Service) for projects related to trails, interpretive signage, and programs.

Potential Partners & Funding Opportunities
Participants noted that some potential partners could be the Flagstaff Medical Center, HOAs, corporations, the Forest Service, and local businesses (such as bike shops). In terms of funding, some of the primary methods suggested included sponsorships, naming rights, grants, and a parks and recreation fund, and other fundraising techniques.

Communication Strategies
The most effective strategy for communication with Kachina Village and Mountainaire residents include direct mail campaigns, online groups, the Daily Sun, roadside signs, and email newsletters.
Additional Comments

“Bike trail to Kachina Village/Mountainaire (to connect to FUTS at Fort Tuthill). Many people still bike on I-17, which is very dangerous. Old Munds Hwy. is an option but is very wash-boarded.”

“Mountainaire is a growing community with an abundance of children and also adults who access the forest to walk their dogs. We do not currently have adequate access to the Forest Service land north of Kiowa.”

“Access to National Forest Land from suburban communities like Mountainaire/ Kachina and Mountain Biking Trails”

“A new park in Mountainaire that would also allow forest access since the Fire Station that allowed forest access was sold to a private party. More trails and a soccer field in Kachina or Mountainaire.”

Survey Results

Approximately seven percent of the survey responses were completed by Kachina Village and Mountainaire residents. **Figure 10** highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:

- The highest overall priority for Kachina Village and Mountainaire respondents is the access to trails and greenways. In addition, water access and preservation of open space were also top priorities. Specific to Kachina Village is the desire to connect the Flagstaff Urban Trail System. Forest Access was rated highly by half of the survey respondents.
- Fort Tuthill County Park is used by 81 percent of Kachina Village and Mountainaire residents.
- In regard to programs, 42 percent of respondents said that they would like to see community events in their area. Outdoor recreation and natural/cultural or historical programs were also requested.
- The greatest barrier to participation is the lack of awareness. Email and social media marketing were the preferred methods of communication.
- Residents will travel farthest – up to 13 miles – for trails and greenways.
8. Mormon Lake

Demographic Overview

- Population: 142
- Growth Rate: 0.71\% (2010 – 2019)
- Median Age: 53.7
- Median Income: $56,000

Note: Mormon Lake is not considered a CDP (Census Designated Place); Demographic data was sourced using the zip code 86038.

Public Input

Residents of Mormon Lake are heavily involved in outdoor recreation, including snowmobiling, hiking, biking, picnicking, cross country skiing, dogsled racing, and equestrian activities.

- Primary issues reported by focus group participants included squatting on USFS public land.
- Key opportunities to consider in Mormon Lake include facilitating a partnership with Mormon Lake Lodge, since many residents use private facilities at this location.
County Role in Supporting Mormon Lake
Coconino County can help assist the community by continuing to promote recreational opportunities for outdoor enthusiasts. One example is to widen the Mormon Lake Road for cyclists. This would ensure safety for locals and attract elite athletes looking for high altitude training.

Potential Partners & Funding Opportunities
In regard to key parks and recreation stakeholders, Mormon Lake Lodge, USFS, User Groups (Biking/Hiking/Equestrian), Dairy Springs Campground, and the St. Joseph Youth Camp were all listed as potential partners. When asked about funding, the community was in favor of grants, user fees (especially for non-residents), and fundraising through a 501(c)(3). The group was not in favor of bonds or additional taxes.

Communication Strategies
The primary ways that Mormon Lake residents prefer to receive information related to CCPR facilities, programs, and services include social media (including Mormon Lake Facebook Groups), email, and through local stakeholders.

Survey Results
Approximately one percent of survey respondents were from Mormon Lake, with only eight total survey responses. Due to the low response rate, an analysis of Mormon Lake responses was not available.

9. Munds Park
Demographic Overview

<table>
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<th>674</th>
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<tr>
<td>Population</td>
<td>Growth Rate</td>
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Public Input
Focus group attendees in Munds Park noted that they primarily use Fort Tuthill County Park for their recreational activities. The events that take place at the park, including dog shows, concerts, horse races, and other extreme adventure activities are of interest. Locally, residents use the County Club golf course, the HOA-maintained playground, the private pools, Odell Lake, private tennis and pickleball courts, and dispersed camping opportunities.
Primary issues reported by focus group participants included:

- Trash management in the forest
- Limited access to CCPR parks and recreation amenities
- Park amenities (playgrounds/benches) need improvements

Key opportunities to consider in Munds Park include:

- Pedestrian-friendly paths/trails
- More public access to facilities and public land
- Multi-generational amenities
- Recreation programs for children and active older adults
- Community events such as dog shows, concerts, horse races, and other extreme/adventure activities

County Role in Supporting Munds Park

Coconino County can help assist the community in fulfilling parks and recreation needs by working with private and public entities to provide additional access to lands and recreational facilities.

Potential Partners & Funding Opportunities

With regard to key parks and recreation stakeholders, prominent potential partners included the Country Club, Munds Park RV Resort, USFS, Pinewood Property Owners Association (PPOA), Fire Department, and Munds Park Community Church. When asked about funding, Munds Park residents stated that CCPR should explore the designation of property taxes toward Munds Parks specifically for parks and recreation development. The idea of impact fees, donations, grants, and user fees were also mentioned.

Communication Strategies

The primary ways that Munds Park residents prefer to receive information is through email newsletters, NextDoor, Facebook Pages (such as “What’s Happening in Munds Park”), and websites/newsletters from other partners and stakeholders.

Survey Results

Approximately four percent of the survey responses were completed by Munds Park residents. Figure 11 highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:

- The highest overall priority for Munds Park respondents is the access to trails and greenways. Other priorities include trail development/connectivity, community events, and public basketball/tennis courts.
- Fort Tuthill County Park is used by 59 percent of Munds Park residents.
- In regard to programs, 68 percent of respondents said that they would like to see community events in their area. Active adult/senior programs and outdoor recreation programs also generated interest.
The greatest barrier to participation is the lack of awareness. Email was the preferred method of communication.

Residents will travel farthest – up to 14 miles – for trails and greenways.

Figure 11: Survey Results of Munds Park

10. Navajo Nation

Demographic Overview

175,005 Population
4.9% 2015-2030 Growth Rate
31.4 Median Age
$26,862 Median Income

2019 Demographic Information was not available through Esri Business Analyst. Instead, data was sourced from the 2013 – 2017 American Community Survey 5-Year Estimates. The Navajo Nation boundaries span across three states, plus two different counties in Arizona.
Public Input
Those that represented the Navajo Nation during public meetings stated that they primarily participate in CCPR through activities such as the Coconino County Fair, the Rodeo, the Horse Races (in past years), and roping events. In terms of facilities, they visit Louise Yellowman County Park (LYCP) and Flagstaff Trails, and they also use ramadas in the parks. They are also users of local parks and recreation, and participate in special events, nature walks, and after school programs. They take pride in the skate park at LYCP which is consistently seen as a valued asset from visitors and residents alike.

Primary issues reported by focus group participants included:
- Fees are too high at Louise Yellowman County Park (LYCP) for group rentals
- ADA access to playgrounds, parks, trails, etc., are issues
- Vandalism of parks and facilities

Key opportunities to consider in Parks include:
- Improving safety and security at LYCP
- Getting kids active and involved in the community
- Recreation center for community gatherings and fitness opportunities

County Role in Supporting the Navajo Nation
CCPR can assist with trainings, workshops, and in-service opportunities, in addition to providing expertise in policy, maintenance, budget/finance, etc.

Potential Partners & Funding Opportunities
Many businesses were identified as possible stakeholders. Two key agencies should be noted for potential partnerships: Ancestral Lands Conservation Corps and Tuba City Regional Health Center (TCRHC).

Communication Strategies
It is best to communicate by email, social media, radio, Navajo Times newspaper, and through the schools. The Regional Trails Alliance also has many contacts and sends out regular email blasts.

Additional Comments

“On the reservations I believe a big help would be to have numerous indestructible basketball courts. Perhaps with both normal hoops and lower hoops for the young kids. This would be a very cost-effective benefit to the native peoples of our region.”

Survey Results
Approximately two percent of the survey responses were completed by Navajo Nation members. Figure 12 highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:
- The highest overall priority for Navajo Nation respondents is ADA access and trail development and connectivity.
Louise Yellowman County Park is used by 84 percent of Navajo Nation respondents.

In regard to programs, 75 percent of respondents said that they would like to see family programs. After school/summer camps and outdoor recreation programs were also listed highly.

The greatest barriers to participation are lack of time and lack of safety/security. Social media is the preferred way of obtaining information.

Residents will travel farthest – up to 32 miles – for trails, greenways, athletic fields, and community parks.

**Figure 12: Survey Results of Navajo Nation**

Source: RRC and GreenPlay, LLC
11. Page

Demographic Overview

<table>
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<tr>
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Public Input
Focus group attendees in Page heavily use the local parks, especially John C. Page Park, for festivals, weekend family activities, and weekly use. Businesses and organizations such as the Chamber of Commerce rent the park and host several events there for both locals and tourists. In addition, vacation races, Ultra Marathons, and special holiday events bring excitement to the area.

Primary issues reported by focus group participants included:
- Need additional electricity and restroom facilities at John C Page Park
- Need public water access at parks and trails
- Need additional multipurpose trails and hiking and biking

Key opportunities to consider in Page include:
- Aquatic facility or Community Center – benefit to both locals and visitors
- More accessible trails for all abilities
- More access to variety of family friendly events, sports programs, non-traditional youth programs, and adult recreation activities

County Role in Supporting Page
Page has a Parks and Recreation Master Plan that it is implementing, and CCPR can assist in many of those projects listed in the plan. CCPR assistance could include improvements to the Disc Golf Course, a new Dog Park, increasing awareness of current offerings, and increasing outdoor recreation opportunities through trails. Currently, there is no county land in Page; however, CCPR can provide technical support to Page for grant finding and financial funding.

Potential Partners & Funding Opportunities
CCPR could also assist with facilitating partnerships and developing memorandums of understanding. When asked about funding, Page residents felt that they have already maxed the capacity of sales tax. They were interested in the idea of a Shared Asset Management Plan that would detail the benefits of and responsibilities for recreational amenities.
Communication Strategies
The primary ways that Page residents prefer to receive information include the Quarterly Recreation Guide and mass distribution email.

Additional Comments

“I believe that we need more opportunities for family oriented activities in Page.”

Survey Results
Approximately three percent of the survey responses were completed by Page residents. Figure 13 below highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:

- The highest overall priority for Page respondents is an aquatics facility and a recreation center.
- Approximately 77 percent of Page residents do not use CCPR recreation areas.
- Family programs, outdoor recreation programs, and community events are all highly desirable.
- The greatest barrier to participation is inconvenient location.
- Residents will travel farthest – up to 9 miles – for an aquatic facility.

Figure 13: Survey Results for Page

Source: RRC and GreenPlay, LLC
12. Parks

Demographic Overview

<table>
<thead>
<tr>
<th>Population</th>
<th>Growth Rate</th>
<th>Median Age</th>
<th>Median Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,271</td>
<td>0.73%</td>
<td>52</td>
<td>$57,778</td>
</tr>
<tr>
<td>2010 – 2019</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Public Input
Participants from Parks noted that they use the County parks and recreation system for hiking, wildlife watching, mountain biking, and special events. Fort Tuthill was mentioned many times, especially regarding special events, the amphitheater, the multi-use trails, and the Coconino County Fair. In addition, the local parks and recreation system is primarily utilized for outdoor recreation. The City of Flagstaff playgrounds and dog parks are also valued by Parks residents.

Primary issues reported by focus group participants included:
- Lack of ramadas for rentals and family gatherings
- Need for connectivity and enhanced access/transportation services

Key opportunities to consider in Parks include:
- Build and maintain snow play areas
- Increase access to public lands
- Partner with USFS to develop park
- Expand community gardens; install and improve ramadas, playgrounds, dog parks
- Focus on connectivity through long-distance bike trail
- Update baseball field in need of repair

County Role in Supporting Parks
During public meetings, it was mentioned that CCPR could assist with planning and advice for future projects in Parks, particularly in building a community park and playground. There was a desire to connect with parks and recreation commissioners to be more engaged with possible improvements in Parks.
Potential Partners & Funding Opportunities
Key stakeholders mentioned include Parks Area Connection, National Historic Preservation Office, and the Fire District. As for funding, there were recommendations for crowdsourcing efforts through the Friends of Coconino County Parks. Also suggested were user fees, naming/sponsorship opportunities, and revenue-generating offerings.

Communication Strategies
Participants stated that newsletters, ads, social media, email, and radio were all effective ways to communicate.

Survey Results
Approximately two percent of the survey responses were completed by Parks residents. Figure 14 below highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:

- The highest overall priority for Parks respondents is playground equipment and trail development/connectivity.
- Fort Tuthill County Park is used by 77 percent of Parks residents.
- Regarding programs, 75 percent of residents would like to see community events; hobby/interest programs and natural/cultural/historical programs were also ranked highly.
- Social media and newsletters were rated as the top communication methods.
- The greatest barrier to participation is inconvenient location of facilities and programs.

Residents will travel farthest – up to 30 miles – for either community/recreation centers and athletic fields.

Figure 14: Survey Results of Parks

Source: RRC and GreenPlay, LLC
13. Sedona

Demographic Overview

<table>
<thead>
<tr>
<th>Population</th>
<th>Growth Rate</th>
<th>Median Age</th>
<th>Median Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,802</td>
<td>0.8%</td>
<td>59.8</td>
<td>$58,428</td>
</tr>
</tbody>
</table>

Public Input

Residents in Sedona primarily use the trails in Coconino Forest for recreation. At Fort Tuthill County Park, youth participate in the programs offered, and the Bike Park offers fun for adults and kids alike. As far as local park use, the Bike Park on Posse Ground is a valued asset, as well as the Sedona Trail. Other city parks, such as Barbara’s Park, the community pool, and the splash pad are all valued but need improvements.

Primary issues reported by focus group participants included:
- Barbara’s Park needs shade and trees
- Noise regulation for ATVs, motorcycles, and jeeps
- Oak Creek Canyon has too much traffic; considered unsafe

Key opportunities to consider in Sedona include:
- Capacity control at trails and campgrounds
- Bike path that connects Sedona and Flagstaff
- Improvements to Lomacasi Park
- Gathering data about park usage and trail capacity
- Active adult programs (art, cultural, etc.)

County Role in Supporting Sedona

Sedona residents asked that CCPR assist with managing Oak Creek Canyon. They would like to see improved trails, parking, and the implementation of a shuttle system to make the area safer. They would also like to see improved collaborative efforts between jurisdictions to achieve projects over time.

Potential Partners & Funding Opportunities

There were many key stakeholders listed from the focus groups. A few of them include the Forest Service, the Regional Trails Initiative, Bell Rock Trail System, Campgrounds in the Canyon, Friends of the Forest, Land and Water Conservation Fund, Keep Sedona Beautiful, and Arizona State Parks. Other nonprofits, corporate sponsors, and user groups were mentioned as well as being vital to the success of Sedona and of Coconino County Parks and Recreation.
Communication Strategies
The best way for Sedona residents to get information include websites managed by Coconino National Forest and the Coconino County homepage, in addition to Sedona’s Facebook page and the local newspaper.

Survey Results

Approximately two percent of the survey responses were completed by Sedona residents. Figure 15 below highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:

- The highest overall priority for Sedona residents is the access to trails and greenways (75%). Specific to Sedona, residents would like to see additional parking at trailheads and trail development/connectivity.
- In regard to programs, over half of respondents would like to see outdoor recreation programs natural/cultural/historical programs. Community events were also listed as a priority.
- The greatest barrier to participation is awareness. Approximately 66 percent of residents do not use CCPR recreation areas.
- Hiking and walking were by far the most popular household activities around Coconino County (77%), followed by visiting natural, cultural, or historical sites (64%).
- Sedona residents are most willing to travel furthest – up to 18 miles – for a community/recreation center.

Figure 15: Survey Results of Sedona

Source: RRC and GreenPlay, LLC
14. Tusayan/Grand Canyon Village

Demographic Overview

Tusayan

- Population: 606
- Growth Rate: 0.9% (2010 – 2019)
- Median Age: 34.5
- Median Income: $44,219

Grand Canyon Village

- Population: 2,271
- Growth Rate: 1.36% (2010 – 2019)
- Median Age: 39.9
- Median Income: $65,465

Public Input

In two separate focus group meetings, GreenPlay and CCPR facilitated discussions in the Town of Tusayan and in the Grand Canyon Village. In total, ten participants came to the public meetings and discussed CCPR services and how they relate to their desires for recreation in the area. Currently, residents mostly use trails and facilities in and around Grand Canyon Village, such as those managed by the National Park Service and the Forest Service. The Greenway Trail – part of the Arizona Trail – is highly utilized as well. The nearby school has some recreation amenities, such as a small park, a playground, and tennis courts. Residents sometimes travel to Fort Tuthill for seasonal events, such as the Coconino County Fair or snow play activities; the bike park is also popular among residents in the area.

Primary issues reported by focus group participants include:

- Need for a master plan for park near school
- Assistance with trail master plan
- Private property being used for public use

Key opportunities to consider for Tusayan and Grand Canyon Village include:

- Development of a sports complex (partly funded)
- Snow play area
- Additional trails

Photo Credit: National Parks Service
County Role in Supporting Tusayan and Grand Canyon Village
CCPR can assist these areas by developing an Intergovernmental Agreement (IGA) for the planned sports complex. Residents in the area would also like to see CCPR work with the Forest Service to develop the Tusayan Urban Trail System. Assistance with a plan for the park on school property is also desired.

CCPR can also provide support through grant expertise, especially in regard to the Community Development Block Grant Program (CDBG). Finally, CCPR can play a supportive role through providing legal advice and technical assistance for complex projects and issues as they arise.

Potential Partners & Funding Opportunities
Primary stakeholders include the National Park Service (NPS), the National Forest Service (NFS), the local school, the local municipalities, the non-profit board.

In terms of funding, residents in the area would like to see existing tax revenue be fully utilized to support the area. They would like to see a percentage of all CPRP tax revenues to go to each community, not by project – similar to how CPOS allocated funds – but rather by location. Finally, volunteerism, fundraising, and grants were also seen as desired funding mechanisms.

Communication Strategies
The best way for residents in the area to receive information is through the Board of Supervisors (BOS) newsletter. The Chamber of Commerce also has strong connections throughout the area and can assist with information distribution.

Survey Results
Approximately one percent of survey respondents were from Tusayan/Grand Canyon Village, with only five total survey responses. Due to the low response rate, an analysis of responses was not available.

15. Williams

Demographic Overview

- **Population**: 3,437
- **Growth Rate**: 1.4% (2010 - 2019)
- **Median Age**: 43.7
- **Median Income**: $51,739

Public Input
A total of seven participants participated in focus group meetings. The input that was received below was also validated by the survey, which included 43 responses (4% of total). Cataract Park is well-used, and residents enjoy the park. However, it was noted that it requires additional maintenance in order to be a draw for residents and visitors alike.

Staff in Williams noted that there was a need – but lack of fields – for sports activities. In addition to outdoor amenities, participants voiced desire in Williams for a community center that would facilitate indoor programs, such as dance, fitness, pickleball, and other socializing activities. The current teen center is very outdated and is not sufficient for the community’s needs.
Primary issues reported by focus group participants include:
- Lack of maintenance in Cataract Park
- Lack of space for indoor programming
- Lack of field space for sports

Key opportunities to consider in Williams include:
- Multipurpose facility with gym, space for pickleball, dancing, basketball, etc.
- Sports fields
- Off-leash dog park
- Adult programming
- Bridge from baseball field to Dream Acres Park (privately owned)

County Role in Supporting Williams
CCPR can assist Williams by connecting the local parks and recreation department to partners that can help serve them. For instance, it was discovered through the community engagement process that a local church was managing a privately-owned 11-acre park, called Dream Acres. The church was seeking ways to bring more people to the park and was open to sharing part of the land for sports fields. CCPR can assist staff in Williams through establishing partnership agreements and additional technical assistance. Finally, CCPR has the opportunity to improve Cataract Park through enhanced maintenance standards.

Potential Partners & Funding Opportunities
There is potential for a strong partnership between the City of Williams and local stakeholders – such as churches, non-profits, tourism agencies, and RV Campgrounds – to enhance programs and services. In addition, developing strong relationships with nearby municipalities (esp. those with community centers) to offer special discounts/rates could help meet residents’ desires.

Communication Strategies
Feedback revealed that communication in Williams is best done with local partners who can disperse information. Organizations like churches and nonprofits have listservs which can reach a large number of people. In addition, Facebook and Facebook Groups are powerful tools in Williams to spread news.

Survey Results
Approximately four percent of the survey responses were completed by Williams residents. Figure 16 highlights the top findings from the survey, which includes responses from both the open link and the invitation survey. Some of the key takeaways are as follows:
- The highest overall priority for Williams respondents is community and neighborhood parks (42%), as well as a community/recreation center in the immediate area (45%). In addition, a dog park was requested by 38 percent of respondents.
- Cataract Lake County Park is used by 85 percent of Williams residents.
- With regard to programs, Williams residents would like to see fitness/wellness programs, active adult/senior programs, community events, and natural/cultural/historical events.
• The greatest barrier to participation is the lack of awareness. Newsletters, email, and social media marketing were the preferred methods of communication.
• Residents will travel farthest – up to 20 miles – for an aquatic facility (The community has an aquatic facility that is open seasonally).

**Figure 16: Survey Results of Williams**

**RECREATION PROFILE: WILLIAMS**

- 75% are familiar with CCPR parks and recreation opportunities (vs. 87% overall)
- Biggest benefit of CCPR? 62% of Williams respondents say “provides recreational experiences”
- Usage/attendance in past 2 years
  - County Fair: 62% overall, 47% in Williams
  - Facilities: 61% overall, 47% in Williams
  - Trails: 56% overall, 19% in Williams
  - Programs: 17% overall, 12% in Williams
  - None of the above: 14% overall, 25% in Williams

**Top Household Activities Around Coconino County**

- Hiking/walking: 40%
- Visit natural, historic or cultural sites: 43%
- Wildlife viewing: 50%
- Camping: 48%
- General park visit/usage: 58%
- Community events: 55%
- Bicycling: 28%
- Picnicking: 26%
- Mountain biking: 23%
- Hobby/special interest programs: 23%

**Top Priorities Over Next 5-10 Years**

- Highest Overall Priority: Community / neighborhood parks
- Top 2 Williams-Specific Priorities:
  - Community center: 45%
  - Dog park: 38%

**Will travel farthest for**
- Aquatic facilities: 20.3 miles

Source: RRC and GreenPlay, LLC

**C. COMMUNITY SUBAREA ACTION TABLE**

The extensive outreach process resulted in a significant amount of information. To ensure that each individual community’s needs and desires were heard, a summary table was developed as a way to quickly refer back to the subarea priorities, which includes a combination of feedback from focus groups, stakeholder interviews, the online questionnaire, and the statistically-valid survey.
## Table 3: Coconino County Subarea Priorities

<table>
<thead>
<tr>
<th>Coconino County Subarea Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bellemont</strong></td>
</tr>
<tr>
<td>• Improved trail maintenance</td>
</tr>
<tr>
<td>• Accessible parking at trailheads</td>
</tr>
<tr>
<td>• Additional advertising and trail wayfinding signage</td>
</tr>
<tr>
<td>• Outdoor Amphitheater for community events</td>
</tr>
<tr>
<td>• Urban trail system plan</td>
</tr>
<tr>
<td><strong>Blue Ridge/Forest Lakes</strong></td>
</tr>
<tr>
<td>• Additional access to forest service land and trails/greenways</td>
</tr>
<tr>
<td>• Additions and improvements to parks, such as ramadas, picnic areas, ball courts</td>
</tr>
<tr>
<td>• Development of specific Forest Lakes area plan</td>
</tr>
<tr>
<td>• Improved snow play parking and organization</td>
</tr>
<tr>
<td>• Improved communication between USFS and Forest Lakes community</td>
</tr>
<tr>
<td>• Improved parking and restrooms</td>
</tr>
<tr>
<td>• Increased access to forest land</td>
</tr>
<tr>
<td>• Increased stronger presence from County Parks and Recreation</td>
</tr>
<tr>
<td>• Development of county amenities</td>
</tr>
<tr>
<td>• Program development (active older adult/senior programs, concerts, senior programs, nature programs, etc.)</td>
</tr>
<tr>
<td><strong>Doney Park/Timberline</strong></td>
</tr>
<tr>
<td>• Additional sports fields</td>
</tr>
<tr>
<td>• Development of outdoor fitness trail</td>
</tr>
<tr>
<td>• Development of shooting range</td>
</tr>
<tr>
<td>• Enhanced awareness around hunting seasons and locations</td>
</tr>
<tr>
<td>• Greater collaboration with Forest Service to develop and designate ATV trails</td>
</tr>
<tr>
<td>• Horse races and equestrian events at Fort Tuthill</td>
</tr>
<tr>
<td>• Improved parking at trailheads, specifically for equestrians</td>
</tr>
<tr>
<td>• Integration of the FUTS trail extension to Doney Park</td>
</tr>
<tr>
<td>• Prioritization of habitat conservation</td>
</tr>
<tr>
<td>• Program delivery (adult/senior programs and fitness/wellness)</td>
</tr>
<tr>
<td>• Provision for policing homeless in parks and Forest Service Land</td>
</tr>
<tr>
<td>• Special events such as rodeos, community runs, roping events, etc.</td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
</tbody>
</table>
| Flagstaff                 | - Access for hard-to-reach County facilities  
- Additional opportunities for passive recreation  
- Additional pickleball courts  
- Cell service throughout Fort Tuthill County Park  
- Community events with more music, food trucks, outdoor festivals  
- Expanded snow play areas  
- Facilitating outdoor access and participation with minorities  
- Improved equestrian amenities (cross country course, racetrack, grandstand, etc.)  
- Improved protection of existing open space, wildlife, etc.  
- Loop trail system for cycling events at Fort Tuthill County Park  
- Preservation of open space  
- Program development (outdoor recreation, educational, youth, natural/cultural, or historical programs)  
- Trail development and connectivity  
- Water and sewer infrastructure at Fort Tuthill County Park  
- Wayfinding and interpretive signage on trails and trailheads |
| Fredonia                  | - Updated aquatics facility  
- Tennis court resurfacing  
- Updated baseball field, improved maintenance |
| Hopi Tribe                | - Updated wayfinding and interpretive signage  
- Additional public restrooms  
- Improvements to playground  
- Replace or repair equipment at LYCP in poor condition  
- Pathways and trails for hiking and running  
- New t-ball field for youth sports |
| Kachina Village / Mountainaire | - Forest access in Mountainaire  
- Infrastructure at Fort Tuthill Campground  
- Pollution and trash management in parks and trails  
- Equestrian events at Fort Tuthill  
- Organized snow play areas for winter visitors  
- Youth advisory group to help guide the future  
- Upgraded infrastructure in campground  
- Preservation of open space  
- Connection to Flagstaff urban trail system  
- Volunteer program for trail maintenance  
- Conservation of green space and access to forests  
- Program development (community events, outdoor recreation, and natural/cultural/historical programs). |
<table>
<thead>
<tr>
<th>Location</th>
<th>Recommendations</th>
</tr>
</thead>
</table>
| Mormon Lake  | • Trash management in the forest  
              • Expand access to CCPR parks and recreation amenities  
              • Improved park amenities (playgrounds/benches)  
              • Pedestrian-friendly paths/trails  
              • More public access to facilities and public land  
              • Multi-generational amenities  
              • Recreation programs for children and active older adults  
              • Community events such as dog shows, concerts, horse races, and other extreme/adventure activities |
| Munds Park   | • Trash management on forest land  
              • Access to CCPR parks and recreation amenities  
              • Park amenities (playgrounds/benches) improvements  
              • Pedestrian-friendly paths/trails  
              • Program development (youth; active adults; community events such as dog shows, concerts, and horse races; outdoor recreation; and other extreme/adventure activities)  
              • Public basketball/tennis courts |
| Navajo Nation| • Fee structure for rentals at LYCP  
              • ADA access issues to playgrounds, parks, trails, etc.  
              • Vandalism of parks and facilities  
              • Improving safety and security at LYCP  
              • Get kids active and involved in the community  
              • Recreation center for community gatherings and fitness opportunities  
              • Program development (After school/summer camps and outdoor recreation programs) |
| Page         | • Additional multipurpose trails and hiking and biking  
              • Aquatic facility or community center  
              • Electricity and restroom facilities at John C. Page Park  
              • Program development (family friendly events, sports programs, non-traditional youth programs, and adult recreation activities)  
              • Public water access at parks and trails  
              • Trails more accessible for all abilities |
| Parks        | • Baseball field maintenance/upgrade  
              • Expansion of snow play areas  
              • Improved amenities in parks (ramadas, playground, dog parks)  
              • Increased access to public lands  
              • Partner with USFS to develop park  
              • Program development (hobby/interest programs, natural/cultural/historical programs)  
              • Trail connectivity and park access  
              • Update baseball field in need of repair |
<table>
<thead>
<tr>
<th>Location</th>
<th>Projects</th>
</tr>
</thead>
</table>
| Sedona                 | • Access to trails and greenways  
                        | • Additional parking at trailheads  
                        | • Bike path that connects Sedona and Flagstaff  
                        | • Capacity control at trails and campgrounds  
                        | • Improvements to Lomacasi Park  
                        | • Noise regulation for ATVs, motorcycles, and jeeps  
                        | • Program development (outdoor recreation programs, natural/cultural/historical programs, active adult programs, and community events)  
                        | • Shade and trees (Barbara’s Park)  
                        | • Trail development and connectivity |
| Tusayan/Grand Canyon Village | • Creation of additional trails  
                        | • School park master plan development  
                        | • Snow play area expansion  
                        | • Trail master plan assistance |
| Williams               | • Maintenance in Cataract Park  
                        | • Multi-use indoor facility  
                        | • Off-leash dog park  
                        | • Program development (fitness/wellness programs, active adult/senior programs, community events, and natural/cultural/historical)  
                        | • Space for sports fields |
A. INTRODUCTION

The Coconino County Parks and Recreation Department manages over 3,000 acres of parks, recreation, natural areas and nearly 30 miles of trails facilities within the vastness of the second largest land area county in the lower 48 states. While the vastness of Coconino County (over 18,000 square miles) is perceived to create issues regarding the equitable distribution of parks and recreation facilities, that does not tell the complete story. When you analyze the location of both department and non-department facilities county-wide, the majority of the population lives in close proximity to more than one park and recreation facility. However, it should be noted that those on tribal lands and other remote areas have a clear deficit of recreation facilities: parks, trails, programs, etc.

Of the eight total facilities within the system, six are formally developed parks, one is a special event space, and two are natural areas. The latter of which has become the Department’s focus in recent years with the acquisition of natural areas surrounding Rogers Lake and additional planned acquisitions throughout the county. Each of the six formal parks provide a wide variety of facilities and amenities. The County has a good mix of traditional park types with neighborhood (Sawmill), community (Cataract Lake, Louise Yellowman, Peaks View and Raymond), regional (Fort Tuthill), special event (Frontiere at Rogers Lake) and natural areas (Pumphouse and Rogers Lake).

With the exception of the parks located in and around the city of Flagstaff (Fort Tuthill and Sawmill), the county’s facilities are located in areas which are relatively lightly populated and near natural open space areas. The parks and facilities capitalize on this adjacency to the natural beauty of northern Arizona by focusing less on formal organized sports and recreation and more on passive outdoor activities such as hiking, biking, and wildlife viewing. This emphasis on outdoor activity and use of open space and trails will continue to be a critical component of the county system as increased connections will link the people and places of Coconino County. Linking these neighborhoods, parks, recreation facilities, and natural areas with open space and trails can help promote the protection of natural areas and healthy forests and provide residents with a way to access and enjoy them.
In addition, trails and open space offer a safe, alternative form of transportation while providing substantial health benefits, habitat enhancements and unique opportunities for outdoor education and cultural interpretation. The county continues to expand its trails and their connection opportunities with organizations such as Arizona State Trust Lands and the Arizona Trail Association by partnering to utilize existing easements to improve county-wide access.

The county and its residents have a history of strongly supporting both the preservation of open space and the development of new parks and recreation facilities. In 2002, 61 percent of county voters approved a 1/8 cent sales tax initiative which raised $33 million dollars ($19 million for acquisition and $14 million for park development and enhancement). By the time the program concluded in 2014, The Coconino Parks and Open Space Program (CPOS) was able to enhance both the county and the department’s vision for what a quality parks and recreation system could be. The results of this program were evident during the development of this site assessment and inventory as generally, the high quality condition of facilities and amenities is evident.

CPOS funded the acquisition of two county natural areas (Pumphouse County Natural Area and Rogers Lake County Natural Area) and included the development and/or enhancement of the following assets:
- Completion of the Amphitheater at Fort Tuthill County Park
- Completion of Sawmill Multicultural & Nature County Park and Peaks View County Park
- Development of new Infrastructure at Fort Tuthill County Park
- Acquisition and construction of Louise Yellowman County Park
- Re-development of Raymond County Park and Cataract Lake County Park
- Completed trail development on Observatory Mesa
- Development of a Fitness Trail in Fredonia

The inventory of the existing park system is vital for this planning process to understand the physical condition of the department’s assets. This inventory is intended to build off the county’s previous parks and recreation master plan, completed in 2009, by evaluating past recommendations, current county geographic information database and physical on-site assessment by looking at each asset in terms of location, size and quality.

**Table 4: Asset Size**

<table>
<thead>
<tr>
<th>Parks and Natural Areas</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cataract Lake County Park</td>
<td>20 Acres</td>
</tr>
<tr>
<td>Fort Tuthill County Park</td>
<td>633 Acres</td>
</tr>
<tr>
<td>Frontiere at Rogers Lake</td>
<td>240 Acres</td>
</tr>
<tr>
<td>Louise Yellowman County Park</td>
<td>6 Acres</td>
</tr>
<tr>
<td>Peaks View County Park</td>
<td>27 Acres</td>
</tr>
<tr>
<td>Pumphouse County Natural Area</td>
<td>128 Acres</td>
</tr>
<tr>
<td>Raymond County Park</td>
<td>13 Acres</td>
</tr>
<tr>
<td>Rogers Lake County Natural Area</td>
<td>2,330 Acres</td>
</tr>
<tr>
<td>Sawmill Multicultural Art and Nature Park</td>
<td>2 Acres</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>3,399 Acres</strong></td>
</tr>
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### Table 5: Trails Matrix

<table>
<thead>
<tr>
<th>Asset</th>
<th>Length in Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fort Tuthill County Park</strong></td>
<td></td>
</tr>
<tr>
<td>Soldiers Trail</td>
<td>5.5</td>
</tr>
<tr>
<td>Bridge Trail</td>
<td>1.6</td>
</tr>
<tr>
<td>Flagstaff Loop Trail</td>
<td>0.75</td>
</tr>
<tr>
<td>Archery</td>
<td>1</td>
</tr>
<tr>
<td>Flagstaff Urban Trails System (FUTS)</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Fort Tuthill Total</strong></td>
<td><strong>9.35</strong></td>
</tr>
<tr>
<td><strong>Peaks View County Park</strong></td>
<td></td>
</tr>
<tr>
<td>Equestrian</td>
<td>0.5</td>
</tr>
<tr>
<td>Pedestrian</td>
<td>1</td>
</tr>
<tr>
<td><strong>Peaks View Total</strong></td>
<td><strong>1.5</strong></td>
</tr>
<tr>
<td><strong>Louise Yellowman County Park</strong></td>
<td></td>
</tr>
<tr>
<td>Pedestrian</td>
<td>0.25</td>
</tr>
<tr>
<td><strong>Louise Yellowman Total</strong></td>
<td><strong>0.25</strong></td>
</tr>
<tr>
<td><strong>Cataract Lake County Park</strong></td>
<td></td>
</tr>
<tr>
<td>Pedestrian</td>
<td>0.25</td>
</tr>
<tr>
<td><strong>Cataract Lake Total</strong></td>
<td><strong>0.25</strong></td>
</tr>
<tr>
<td><strong>Sawmill County Park</strong></td>
<td></td>
</tr>
<tr>
<td>Pedestrian</td>
<td>0.25</td>
</tr>
<tr>
<td><strong>Sawmill Total</strong></td>
<td><strong>0.25</strong></td>
</tr>
<tr>
<td><strong>Pumphouse County Natural Area</strong></td>
<td></td>
</tr>
<tr>
<td>Meadow</td>
<td>0.5</td>
</tr>
<tr>
<td>Pumphouse Wash</td>
<td>0.5</td>
</tr>
<tr>
<td>O’Neil Spring</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Pumphouse Total</strong></td>
<td><strong>1.5</strong></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
</tr>
<tr>
<td>Sechrist Trail</td>
<td>0.25</td>
</tr>
<tr>
<td>Highlands Trail</td>
<td>4</td>
</tr>
<tr>
<td>FLT - AZ Trail</td>
<td>2</td>
</tr>
<tr>
<td>FLT - Observatory Mesa</td>
<td>2</td>
</tr>
<tr>
<td>FLT - I-40 Underpass</td>
<td>0.25</td>
</tr>
<tr>
<td>Brandis</td>
<td>0.25</td>
</tr>
<tr>
<td>Copeland</td>
<td>0.375</td>
</tr>
<tr>
<td><strong>Other Total</strong></td>
<td><strong>9.125</strong></td>
</tr>
<tr>
<td><strong>Rogers Lake County Natural Area</strong></td>
<td></td>
</tr>
<tr>
<td>Gold Digger Trail</td>
<td>4</td>
</tr>
<tr>
<td>2-Spot Trail</td>
<td>2</td>
</tr>
<tr>
<td><strong>Rogers Lake Total</strong></td>
<td><strong>6</strong></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>28.23 mi</strong></td>
</tr>
<tr>
<td><strong>Earthen Surface</strong></td>
<td><strong>25.35 mi</strong></td>
</tr>
<tr>
<td><strong>Other Surface</strong></td>
<td><strong>2.88 mi</strong></td>
</tr>
</tbody>
</table>
B. EXISTING INVENTORY SUMMARY

In general, the overall impression of the County’s existing park system is as follows:

- Distribution of parks and facilities are easily accessible to most residents.
- Tribal lands and other remote communities have a deficit of recreation facilities: parks, trails, programs, etc.
- Good variety of park types and amenities.
- Parks and facilities are well used by residents.
- Park maintenance is performed at a high level of care, with the exception of maintenance areas that have been deferred.
- Connectivity to regional trails and facilities is good, but there is realistic opportunity for expansion.
- Equestrian facilities are aging and many are well beyond their lifecycle.
- Majority of parks and facilities have been constructed or upgraded within the last 10 years.
- Public private partnerships have increased amenities that are available.

<table>
<thead>
<tr>
<th>Park/ Asset</th>
<th>Size (in Acres)</th>
<th>Amenities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cataract Lake County Park</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Fort Tuthill County Park</td>
<td>633</td>
<td></td>
</tr>
<tr>
<td>Frontiere at Rogers Lake</td>
<td>240</td>
<td></td>
</tr>
<tr>
<td>Louise Yellowman County Park</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Peaks View County Park</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Pumphouse County Natural Area</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>Raymond County Park</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Rogers Lake County Natural Area</td>
<td>2,330</td>
<td></td>
</tr>
<tr>
<td>Sawmill Multicultural Art and Nature Park</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>3,399</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Park/ Asset</th>
<th>Size (in Acres)</th>
<th>Amenities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cataract Lake County Park</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Fort Tuthill County Park</td>
<td>633</td>
<td></td>
</tr>
<tr>
<td>Frontiere at Rogers Lake</td>
<td>240</td>
<td></td>
</tr>
<tr>
<td>Louise Yellowman County Park</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Peaks View County Park</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Pumphouse County Natural Area</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>Raymond County Park</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Rogers Lake County Natural Area</td>
<td>2,330</td>
<td></td>
</tr>
<tr>
<td>Sawmill Multicultural Art and Nature Park</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>3,399</td>
<td></td>
</tr>
</tbody>
</table>
C. INVENTORY EVALUATION CRITERIA

The quality of each asset within the overall county system is important in evaluating the current level of service. Parks that are not properly maintained or do not provide a certain quality of experience to the user will not attract park visitors. By examining how each park compares to one another, department management/staff can evaluate and prioritize park improvement projects and identify gaps in coverage across the entire system.

The quality of each asset was assessed as a part of the on-site review and inventory. The following factors were the primary categories reviewed during the inventory phase:

- Asset Age
- Asset Size
- General verification and condition of asset and its amenities
- Review of asset’s connectivity - vehicular, non-vehicular (pedestrian, biking, equestrian), and contextual)

For each asset, a score is assigned to the observed components within it. These scores are qualitative in nature and are determined based on the observations of the personnel conducting the field inventory and compared to opinions formulated during the user surveys.

The following scoring system was used:

(0) Poor – the asset or facility is not functional or able to function in regards to program intended.
(1) Below Expectations – the asset does not meet the expectation in terms of intended function or existing condition. This can be influenced by equipment’s age and intensity of use.
(2) Meeting expectations – the asset is functional and in average condition when observed.
(3) Exceeding expectations – the asset is of high level of quality, function and well above the baseline program requirements.

These categories were evaluated based on the individual asset’s condition as opposed to overall system during the inventory. If the amenity and/or facility was noted to exist in a condition well below that of similar equipment within other parks, then it was noted within the matrix as such. The number values then were used to provide a numerical score for the park based on the number of opportunities and quality of opportunities offered.
C. ASSET EVALUATION

Cataract Lake County Park

Size: 20 Acres
Location: 1500/1510 N. Country Club, Williams, AZ 86046
Date of Last Improvements and/or Construction: 2013

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boat Launch/Ramp</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Horseshoe Pit</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Parking Area</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Picnic Area</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Picnic Ramada</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Playground</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Restroom Building</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Trail</td>
<td>0.25 Miles</td>
<td>2</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
Cataract Lake County Park (Continued)
Fort Tuthill County Park

Size: 633 Acres
Location: 2446 Fort Tuthill Loop, Flagstaff, AZ 86005
Date of Last Improvements and/or Construction: 2017

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adventure Course (Privately Operated)</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Amphitheater</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Archery Range</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Basketball Court</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Bike Park</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Campground</td>
<td>104 Sites</td>
<td>1</td>
</tr>
<tr>
<td>Disc Golf Course</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Equestrian Arenas (Posse, Grandstands, Community, and Round)</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Equestrian Cross-Country Jump Course</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Equestrian Stables</td>
<td>268 Stalls</td>
<td>1</td>
</tr>
<tr>
<td>Grandstands</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Handball Court</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Horseshoe Pits</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>Interpretive Signage</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Maintenance Yard</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Military Museum</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Motor Sports Arena</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Parking Area</td>
<td>8</td>
<td>1</td>
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<tr>
<td>Playground</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Picnic Area</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Picnic Ramada</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Quad/ Fairgrounds (National Historic Register)</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

  Buildings (including Commercial Building, Administrative Offices, Maintenance Building, Headquarters and Conference Room) 18 1

<table>
<thead>
<tr>
<th></th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quad Event Area</td>
<td>2.5 Acres</td>
<td>3</td>
</tr>
<tr>
<td>Carnival Lot</td>
<td>4.5 Acres</td>
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</tr>
<tr>
<td>Restroom Building</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Snow Play Area</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Trail</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Trail</td>
<td>9.35 Miles</td>
<td>2</td>
</tr>
<tr>
<td>Volleyball Court</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>
Fort Tuthill County Park (Continued)

Map Source: Coconino County Assessor’s Office
Fort Tuthill County Park (Continued)
Frontiere at Rogers Lake

Size: 240 Acres
Location: 9485 Forest Road 231, Flagstaff, AZ 86001
Date of Last Improvements and/or Construction: none

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Residence</td>
<td>9,800 Sq. Ft.</td>
<td>2</td>
</tr>
<tr>
<td>Barn</td>
<td>6,900 Sq. Ft.</td>
<td>2</td>
</tr>
<tr>
<td>Garage</td>
<td>1,300 Sq. Ft.</td>
<td>2</td>
</tr>
<tr>
<td>Caretakers Quarters</td>
<td>2,074 Sq. Ft.</td>
<td>2</td>
</tr>
<tr>
<td>RV Sites w/ Utilities</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
Louise Yellowman County Park

Size: 6.2 Acres
Location: Main and Moenave Streets, Tuba City, AZ 86045
Date of Last Improvements and/or Construction: 2008

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball Court</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Group Pavilion/ Amphitheater</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Parking Area</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Picnic Ramada</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Playground</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Restroom Building</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Skate/Bicycle Park</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Trail</td>
<td>0.25 Mile</td>
<td>2</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
Louise Yellowman County Park (Continued)
Peaks View County Park

Size: 27.76 Acres
Location: 8805 N. Koch Field, Flagstaff, AZ 86004 (Doney Park)
Date of Last Improvements and/or Construction: 2019

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equestrian Arena</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Multi-Use Sports Field</td>
<td>1</td>
<td>3</td>
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<tr>
<td>Parking Area</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Picnic Area</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Picnic Ramada</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Playground</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Restroom Building</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Trail</td>
<td>1.5 Miles</td>
<td>2</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
Peaks View County Park (Continued)
Pumphouse County Natural Area

Size: 128 Acres
Location: 3305 Kachina Trail, Flagstaff, AZ 86005 (Kachina Village)
Date of Last Improvements and/or Construction: 2004

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historic Pumphouse</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Interpretive Signage</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Trail</td>
<td>1.5 Miles</td>
<td>2</td>
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<tr>
<td>Wetlands</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Wildlife Viewing Area</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
Pumphouse County Natural Area (Continued)
Raymond County Park

Size: 13.16 Acres
Location: 3305 Kachina Trail, Flagstaff, AZ 86005 (Kachina Village)
Date of Last Improvements and/or Construction: 2010

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball/Softball Field</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Basketball Court</td>
<td>1.5</td>
<td>3</td>
</tr>
<tr>
<td>Kids’ Climbing Wall</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Memorial Grave Site</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>Parking Area</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Picnic Ramada</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Playground</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Pond</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Restroom Building</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Wildlife Viewing Platform</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
Rogers Lake County Natural Area

Size: 2,330 Acres
Location: Woody Mountain Road / Forest Road 231, Flagstaff, AZ 86001
Date of Last Improvements and/or Construction: 2019

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpretive Signage</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Parking Area</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Picnic Ramada</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Trailhead</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Trail</td>
<td>6 Miles</td>
<td>3</td>
</tr>
<tr>
<td>Wildlife Viewing Area</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
Sawmill Multicultural Art and Nature Park

Size: 2 Acres
Location: 703 E. Sawmill Road, Flagstaff, AZ 86001
Date of Last Improvements and/or Construction: 2003

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Qty</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art Wall/ Performance Stage</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Demonstration Garden</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Interpretive Signage</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Parking Area</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Playground</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Picnic Area</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Picnic Ramada</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Restroom Building</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Trail</td>
<td>0.25 Miles</td>
<td>2</td>
</tr>
</tbody>
</table>

Map Source: Coconino County Assessor’s Office
A. ORGANIZATIONAL REVIEW

GreenPlay broadly assessed the organizational and management structure of the Coconino County Parks and Recreation Department. This process was used to determine the effectiveness and efficiency in meeting current and future departmental responsibilities as related to the community’s needs and master plan recommendations. The needs assessment – including input from the SWOT Analysis, staff interviews, community and key stakeholder engagement, and level of service analysis, along with the consultant’s expertise – has identified a few areas for operational enhancement that have been included in the recommendations. This section of the report will assess the following areas:

- Maintenance
- Staffing
- Financial and Funding
- Marketing
- Programming

Organizational Assessment Qualifier

There are challenges that arise when comparing other agencies to CCPR in regard to organizational assessment. The overall demographic and geographic makeup of Coconino County is not typical of that on a national scale; in Coconino County, there is an average of only 8.32 people per square mile. For comparison, the United States population density is about 90 people per square mile, and this is much lower than the density of many U.S. cities. The differences in the density of the compared communities distorts the results, and therefore this data is only one of many contributing factors for making strategic decisions.

One of the most important methods used for the analysis and assessments within this plan is based on the park and recreational professional operational knowledge and experience of the consultant team. In addition, high consideration is given to staff evaluation and feedback, from those skilled and knowledgeable in the specific operations of CCPR.
Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

In order to further understand the internal operation of the CCPR organization, a SWOT Analysis was conducted with CCPR staff representing administration, marketing, programming, and maintenance. The purpose of the exercise was to document the operational efficiencies and deficiencies of the organization, and to understand potential avenues for improvement. The SWOT Analysis is an appreciative inquiry and analysis of internal strengths and weaknesses, and external opportunities and threats that the Department faces. A summary of the operational SWOT Analysis follows.

The first part of the SWOT analysis included staff participation to identify the strengths and weaknesses of CCPR. Each item was rated based on performance and importance. The following guidelines were used:

- Performance: rate the performance of each item as a major strength, minor strength, neutral (neither major nor minor), major weakness, minor weakness, or neutral.
- Importance: rate the importance of each item to the success of CCPR, with a rating of high, medium or low.
- After each strength or weakness was rated for performance and importance, the consultants developed a Performance-Importance Matrix.
- Items below are listed by performance and in the order discussed; not by priority.

**Strengths Ratings**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>PERFORMANCE</th>
<th>IMPORTANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Major</td>
<td>Minor</td>
</tr>
<tr>
<td>Open Space</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Diversity in Revenue</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Partnerships</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>County Fair</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Fort Tuthill County Park</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Tuba City – LYCP</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Trail System</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Skilled and Dedicated Staff</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Special Events and Program</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Engaged P&amp;R Commission</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Friends Group</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Outreach and Marketing</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Natural Resources Initiatives</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Customer Service</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Other County Depts. Assistance</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Diversity in Activities</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
### Weaknesses Ratings

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>PERFORMANCE</th>
<th>IMPORTANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Major</td>
<td>Minor</td>
</tr>
<tr>
<td>Poor Cell Service and Internet Connectivity</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lack of Capital Funding (R&amp;R)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Restrictive Park Infrastructure (Fort Tuthill)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Limited Staff Capacity</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lack of Partnerships (County-wide)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Decentralized Staff, Resources, Programs</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lack of Staff in Tuba City</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lack of Year-Round Presence outside Fort Tuthill</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lack of Quantitative Data – Tracking Park Usage, Visitation, etc.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Maintenance Scheduling &amp; Tracking, Work Order System</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Tracking Maintenance &amp; Staff Costs</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Underutilized Amphitheater, Programming the Venue</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Frontiere Property – Minimally Programmed and in Disrepair</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lack of Operational Funding</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>No Funding for Natural Resources Manager</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Fee Structure</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Declining Attendance - Outdoor Recreation Programs</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
After identifying the strengths and weaknesses of the Department, the consultants then led an exercise to further understand the opportunities and threats that exist for the Department. External opportunities are those considered as favorable and attractive options for CCPR. These opportunities would possibly provide a competitive advantage and would further the agency in meeting its vision or fulfilling its mission.

The agency should watch and plan for these if there is a high probability of occurrence. For each opportunity, a rating for attractiveness (high or low) and success probability (high or low) was identified. The following criteria were used:

- Attractiveness refers to how attractive the opportunity is to the Department in furthering its mission, fulfilling its vision, improving revenue generation, cost recovery, or decreasing expenses. Rating is either high or low.
- Success probability relates to whether the department’s strengths will enable it to be successful in this area. Rating is either high or low.
- Items below are listed by attractiveness, success probability, and in the order discussed; not by priority.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>ATTRACTIVENESS</th>
<th>SUCCESS PROBABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate Outdoor Recreation Programs</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Expanding Programs with Existing Partners</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Partnerships with Other County Departments for Community Services</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Additional Financial Support from Board of Supervisors</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Tracking Usage</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Adjust Fees for County Fair</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Adjust User Fees</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Expand Current Trails and Connectivity</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Fort Tuthill as Destination Park/Race Venue</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>County Wide Resource Map</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Increase Marketing and Awareness</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Tax Initiative for Capital and Operations</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>New Ways for Community to Interact With P&amp;R</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Increase Programs with New Partners (Outside Fort Tuthill)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Increase Amphitheater Programming</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Extend Season of Existing (or Limited) Amenities</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Increase Friends Support Fund Raising</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Expanding Volunteer Base</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
After identifying external opportunities, external threats were identified. An external threat is a challenge posed by an unfavorable trend, event, or development in the environment. This threat might lead, in the absence of purposeful action, to the erosion of the CCPR’s quality service provision, financial and service sustainability, or the agency’s position or credibility. In some instances, this could also be detrimental to the parks and recreation industry. An example might include not being guaranteed future funding or budget cuts. These are threats; but not identifying, pursuing, or using alternative funding is a weakness.

The agency should identify and prepare to mitigate all foreseeable threats. For each threat, a consensus rating that specifies the likelihood that it will happen (probability of occurrence) and the seriousness of the threat was determined. The following criteria were used to guide the process:

- Probability of occurrence relates to the likelihood that the threat will happen. Rating is either high or low.
- Seriousness of the threat is rated either high or low.
- Items below are listed by probability, seriousness, and in the order discussed; not by priority.

### Threats Ratings

<table>
<thead>
<tr>
<th>Threats</th>
<th>PROBABILITY of OCCURRENCE</th>
<th>SERIOUSNESS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Failing Facilities</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lack of Funding and Plan for R&amp;R</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Passage of City of Flagstaff Bond</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Climate Change – Wildfires, Natural Disasters</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Economic Downturn</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Expanded Support Stresses Resources</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Loss of Relationships</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Not a Mandated Service</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Wastewater Line not Completed</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
The results of the SWOT Analysis will be used as one tool along with other information obtained through the planning process to identify goals and objectives to allow CCPR to improve their internal and external process in the following areas:

- Organizational management
- Program development and delivery
- Staffing and maintenance
- Overall efficiencies and delivery of services

The key organizational issues that have been identified are included in recommendations of this master plan.

**Survey Results of Satisfaction Ratings**

In order to gauge the public perception of CCPR operations, the following section reviews the statistically-valid survey in regard to satisfaction. The satisfaction ratings of CCPR shown in Tables 6 and 7 are very positive overall. Only 12 percent of invitation respondents reported that CCPR was “poor” (3%) or “fair” (9%) in meeting their households’ recreation needs. However, results highlight there is room to improve perceptions of “excellence,” as just nine percent of invitation respondents rated CCPR as “excellent.” A bulk of the ratings were in the “good” (39%) or “very good” (40%) range. Satisfaction with trails and open space is very high (invitation respondents provided an average rating of 4.4 for each on a 5-point scale, where 1 means “not at all satisfied” and 5 means “very satisfied”). Facilities and recreation programs/services, while still rated highly overall (4.1 each), may be areas for further attention or improvement.

**Table 6: Overall CCPR Satisfaction Survey Rating**

![Overall Rating of CCPR Chart](image-url)
Coconino County Parks and Recreation Department has a similar operating philosophy as most large county park and recreation agencies across the country. CCPR owns and maintains large parks with large scale amenities that are typically rented out or contracted to entities to offer the programs and/or build/maintain these amenities. This philosophy differs from many smaller municipality park and recreation agency models that are responsible for owning, building, maintaining, and programming the amenities. CCPR has been very successful using the large county model and should continue to complement the surrounding municipalities with the larger scale amenities, rather than compete for the same type of amenities.

To further determine the effectiveness and efficiency of maintenance operations, GreenPlay broadly assessed the park and facility maintenance of the Coconino County Parks and Recreation Department. The maintenance assessment process included the observations and analysis of:

- Community input
- Community satisfaction rates
- Consultant expertise and knowledge
- Facility tours
- National Standards (2019 NRPA Agency Performance Review)
- Observations of quality of maintenance
- Organizational chart
- Staff SWOT Analysis
Maintenance Tracking

When it comes to maintenance assessments, it can be helpful to refer to national standards and surveys as a starting point. In the 2019 National Recreation and Park Association (NRPA) Agency Performance Review, the survey asked the following question in regard to the challenges of park and recreation professionals who manage the maintenance and operations of their facilities: “When it comes to your maintenance operations, which of these best describes your biggest challenge?” Over 39 percent of respondents stated that tracking the completed work, and keeping record of the operational details, was the biggest challenge for staff. This demonstrates that most maintenance issues are internal to the efficiencies of the organization. Most of the public doesn’t see the “behind the scenes”; who, what, where, when, and how much. What the public sees is the condition of the park, facility, and amenity that they are currently using or passing. However, a lack of strong internal reporting can translate into poor routine/preventative maintenance, which impacts public perception.

When it comes to your maintenance operations, which of these bests describes your biggest challenge?

<table>
<thead>
<tr>
<th>Maintenance Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracking completed work -- who, what, where, when and how much</td>
<td>39.02%</td>
</tr>
<tr>
<td>Keeping up with routine inspections</td>
<td>29.27%</td>
</tr>
<tr>
<td>Creating reports for yourself or others</td>
<td>19.51%</td>
</tr>
<tr>
<td>Communicating with team members</td>
<td>12.20%</td>
</tr>
</tbody>
</table>

Likewise, the CCPR SWOT analysis revealed similar challenges of maintenance tracking. Two primary weaknesses identified by staff included maintenance scheduling/use of the work order system and tracking maintenance and staff costs. These limitations cause inefficiencies and internal miscommunication.

Maintenance Expenditures

The 2019 NRPA Agency Performance Review in Table 8 below indicates that there are significant differences in the operations and maintenance of CCPR and those of similar populations. CCPR spends $603.04 in park expenditures per acre, compared to agencies of similar populations who spend $3,623 per acre. In addition, CCPR spends slightly less on maintenance – only 40.31 percent of its operating budget – compared to the average of all agencies in the NRPA report (44%).

| Table 8: Operations and Maintenance Comparisons with 2019 NRPA Agency Performance Review |
|-----------------------------------------------|----------------|----------------|----------------|
| Operations and Maintenance - Agency Summary Effectiveness Ratios (by Population per Square Mile) | CCPR | NRPA Same Population | NRPA All Agencies |
| Park Expenditures per Acre | $603.04 | $3,623.00 | $6,750.00 |
| Annual Percentage of Operating Budget for Maintenance | 40.31% | 44.00% |
The comparisons above are based on overall population and population per square mile for all agencies. However, many of the highlighted differences are due to the unique demographic and geographic makeup of Coconino County – which only has an overall average of 8.32 people per square mile. The density of the compared communities, which is much higher, significantly alters the comparison for operations and maintenance costs. This reasoning is one of the primary justifications for the use of other methods in making recommendations regarding CCPR operations.

**Maintenance Workload**

The current staffing structure, which will be discussed in more detail in the Staffing Assessment, allows the department to barely maintain a level of service for the current facilities to an acceptable standard. However, the future capacity for maintenance will be limited if the park amenities are expanded as community input suggests. Most of the information gathering revealed that there should be an emphasis on maintaining and upgrading infrastructure, deferred maintenance items, and current amenities in the parks.

**C. STAFFING ASSESSMENT**

GreenPlay broadly assessed the management structure and staffing levels of the Coconino County Parks and Recreation Department to determine their effectiveness and efficiency in meeting current and future departmental responsibilities as related to the community’s needs. Many observations were taken into account to determine if the Department had the right mix of staffing in the right places. The CCPR Parks and Recreation Organizational Chart in Figure 17 will be referred to throughout the rest of the analysis.

The staffing analysis process included the observations and assessments of:

- Community input
- Community satisfaction rates
- Staff SWOT Analysis
- Facility tours
- Observations of quality of maintenance
- Organizational chart
- Staffing portion of the 2019 NRPA Agency Performance Review
- Consultant expertise and knowledge
Staffing Comparison Analysis

Typically, a staffing assessment consists of comparisons to other park and recreation departments throughout the country. However, similar to the maintenance assessment for CCPR, this is extremely difficult to compare with the makeup of Coconino County – particularly due to the large geographic area of approximately 18,000 square miles and a low population density. To further complicate the issue, approximately 50% of the population (149,686) lives in the immediate Flagstaff area. This makes it apparent why the vast majority of CCPR resources (parks, facilities, amenities, personnel, etc.) are in Flagstaff. Furthermore, the small number of Coconino County parks (8) and the low number of acres (3,399 acres, of which 2,330 are in one natural area park) make it difficult to disperse staff and resources across the county. Using the National Parks and Recreation Association (NRPA) Park Metrics Program, the Table 9 below demonstrates several of these contrasts using effectiveness ratios.

Table 9: Staffing Comparisons with 2019 NRPA Agency Performance Review

<table>
<thead>
<tr>
<th>Staffing - Agency Summary Effectiveness Ratios (by Population per Square Mile)</th>
<th>CCPR</th>
<th>NRPA Same Population</th>
<th>NRPA All Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Equivalents (FTE)</td>
<td>20.75</td>
<td>114</td>
<td>38.2</td>
</tr>
<tr>
<td>FTE per 10,000 Residents</td>
<td>1.15</td>
<td>8</td>
<td>8.3</td>
</tr>
<tr>
<td>Operating Expenditures per FTE</td>
<td>$98,782.36</td>
<td>$82,222.00</td>
<td>$93,230.00</td>
</tr>
<tr>
<td>Percentage of Operating Budget for Personnel</td>
<td>54.06%</td>
<td>-</td>
<td>55.00%</td>
</tr>
</tbody>
</table>

Staff has done a remarkable job of delivering quality service in the operation of the current system. However, when compared to communities of similar size and demographics using the 2019 NRPA Agency Performance Review, the Department falls short for agencies with similar population per square mile for communities between 100,000 and 500,000. Coconino County is very low in staff based on the number of acres maintained, number of parks, and per 10,000 capita.

Staffing Considerations

After considering all of the organizational observations, in addition to the staffing assessment, the consultant team has determined that the Coconino County Parks and Recreation Department does not have an adequate number of staff to operate its current system. To continue to meet the recreation needs of the county’s growing population, and to operate more effectively in the future, the Parks and Recreation Department needs to hire four to five additional positions to supplement existing maintenance staff. This will allow the Department to maintain what currently exists, while also addressing deferred maintenance issues. This will ensure that CCPR has appropriate staffing resource levels to deliver park and recreation services at or above acceptable standards as this Master Plan is implemented.

Additional areas to add staff include:
- Volunteer Coordinator to organize and operate a robust volunteer program that includes writing and updating job descriptions, recruiting, training, tracking performance, retaining, and rewarding great performance.
• Personnel to expand the outreach of program and service assistance to the subareas identified in this study as needing and welcoming assistance from CCPR. Special event planning, program planning, partnering methods, and resource management are areas of need identified that will take additional staff to accomplish.
• Additional marketing personnel is an area identified as needing more resources to establish and maintain high quality marketing through current channels as well as technical, social media, website, and new outreach marketing support.
• Grant writing is a big identified need that the current staff does not have time to pursue. This position can bring in many more dollars than is paid out for the position.
• Natural Resources Manager to oversee, manage, and coordinate all the natural resources and nature programming.

D. FINANCE

The following section highlights the current financial situation of the Coconino County Parks and Recreation Department, including cost recovery strategies, potential funding opportunities, and additional resources that can assist with financial planning.

Current Circumstances

According to the Fiscal Year 2018 Adopted Budget, CCPR has a total operating expenditures budget of approximately $2,049,734 not including the County Fair Fund or CPOS funds. The following is a general breakdown of how the operating expense budget is allocated:

- Parks Maintenance $826,265
- Administration $687,569
- Partnership Projects $266,000
- Park & Rec Events $87,620
- Outdoor Activities/Events $47,196
- Marketing $44,572
- Forest Thinning $40,000
- Rogers Lake $21,000
- Stables $15,860
- Frontiere Property $13,652

CCPR has total annual revenues of approximately $476,909 not including the County Fair Fund, grants, or CPOS funds according to the Fiscal Year 2018 Actual County Budget. The following is a general breakdown of accounting for these revenues:

- Parks & Rec Events $121,245
- North Pole Experience $130,048
- Amphitheater $30,000
- Stables $52,851
- Flagstaff Extreme $80,529
- Fort Tuthill Park – Ramadas & Fields $16,127
- Outdoor Recreation $15,063
- Campgrounds $31,046

To further demonstrate the breakdown of these financial circumstances, the following figures illustrate the budget allocations, revenues, and expenditures of CCPR.
In FY 2018, CCPR received approximately $477,000 in general fund support to offset CCPR expenses.

CCPR spends approximately $2 million annually.

Figure 18: Coconino County FY2019 Expense Budget Allocations
- Coconino County allocates about 2.5% of their budget to Coconino County Parks and Recreation.
- Chart demonstrates how Coconino revenues are invested.

Figure 19: CCPR FY2018 General Fund Revenue
- In FY 2018, CCPR received approximately $477,000 in general fund support to offset CCPR expenses.

Figure 20: CCPR FY2018 General Fund Expenditures
- CCPR spends approximately $2 million annually.
Cost Recovery Methodology

Parks and recreation facilities and services are essential to maintaining Coconino County’s vast, diverse and desirable service area. However, not all facilities, programs, and services are equal. In general, the more a facility, program, or service provides a community benefit to its citizens as a whole, the more that element should be paid for by all citizens as part of the county’s general fund. The more a facility, program, or service provides individual benefits, the more that element should be paid for by user fees. The Pyramid Pricing and Cost Recovery Methodology adopted by Coconino County as the operating philosophy acknowledges the tremendous public benefits of parks and recreation to the entire community.

The CCPR staff needs to continue to work diligently to implement and monitor equitable user fees to improve revenues while maintaining the level of affordability that residents of Coconino County find acceptable. One method of completing this objective is through the implementation of a scholarship funding process that is supported by the local business community. Parks and recreation services also promote and support a community’s economic development, crime prevention, and community health as added benefits of a thriving community.

CPOS Initiative

A sales tax bond referendum was approved by the voters in 2002, known as the Coconino County Parks and Open Space Initiative (CPOS). The sales tax concluded in 2014 with an accumulation of $33 million dollars with the last of the CPOS projects to be completed in 2020. The CPOS initiative provided additional recreational opportunities where they never existed before, including the development of Louise Yellowman County Park in Tuba City, and the fitness trail in Fredonia. Navajo Nation Interpretive Sites were installed in 2016 at numerous locations throughout the county, sharing the historical and cultural value of the Navajo Nation with visitors.

The previous CPOS initiative was very well received and the money generated through the sales tax was spent on the projects that were listed on the ballot. Based on the success of the first CPOS, Coconino County should seek another CPOS sales tax bond referendum to create the capital improvement budget necessary to improve the infrastructure and deferred maintenance issues identified in this master plan. In addition, the process should identify the portions of the county that tax dollars have historically not assisted, and look for ways to support them in alignment with other recommendations in this plan. Including some capital assistance identified in this plan for those outlying areas of the county would increase the chances of approval by the voters. The timing of this bond referendum vote is critical to the success of the initiative. A CPOS sales tax could assist in leveraging partnerships wherever possible to help fund the facilities and services that are provided within the county.
Financial Comparison Analysis

Much of the financial assessment consists of comparisons to other park and recreation departments throughout the country. However, as stated previously, it is difficult to truly compare CCPR based on its geographic distribution. Table 10 below compares several effectiveness ratios through the National Recreation and Park Association (NRPA) Park Metrics Program to demonstrate the contrasts with Coconino County.

Table 10: National Recreation and Park Association (NRPA) Park Metrics

<table>
<thead>
<tr>
<th>Annual Budget - Agency Summary Effectiveness Ratios (by Population per Square Mile)</th>
<th>CCPR FY18 Revised</th>
<th>NRPA Same Population</th>
<th>NRPA All Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Operating Expenditures per Capita (149,686 people)</td>
<td>$13.69</td>
<td>$42.05</td>
<td>$78.69</td>
</tr>
<tr>
<td>Annual Operating Expenditures</td>
<td>$2,049,734</td>
<td>$1,547,000.00</td>
<td>$3,834,500.00</td>
</tr>
<tr>
<td>Park Expenditures per Acre (3,399 acres)</td>
<td>$603.04</td>
<td>$3,623.00</td>
<td>$6,750.00</td>
</tr>
<tr>
<td>Operating Expenditures per FTE</td>
<td>$98,782.36</td>
<td>$82,222.00</td>
<td>$93,230.00</td>
</tr>
<tr>
<td>Percentage of Operating Budget for Personnel</td>
<td>54.06%</td>
<td>-</td>
<td>55.00%</td>
</tr>
<tr>
<td>Personnel Budget</td>
<td>$1,108,121.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue per Capita</td>
<td>$3.19</td>
<td>$8.21</td>
<td>$20.11</td>
</tr>
<tr>
<td>Five-Year Capital Budget</td>
<td>$600,955.34</td>
<td>$1,000,000.00</td>
<td>$4,007,250.00</td>
</tr>
<tr>
<td>Total Revenue to Total Expenses</td>
<td>23%</td>
<td>23.50%</td>
<td>27.30%</td>
</tr>
<tr>
<td>% of Operating Budget from General Fund</td>
<td>77%</td>
<td>-</td>
<td>59.30%</td>
</tr>
</tbody>
</table>

The figures in the light blue cells in Table 10 above are considerably lower than both the communities with similar populations and all of the agencies included in the NRPA Park Metrics Program. These include:
- Annual operating expenditures per capita
- Annual operating expenditures
- Park expenditure per acre
- Operating expenditures per FTE
- Revenue per capita
- Five-year capital budget (not including CPOS)

It is important to note that CCPR obtains more of its operating budget from the general fund (77%) than most other agencies (59.3%). This is an interesting finding, since the cost recovery ratio (total revenue to total expenses) is similar. This demonstrates that other agencies may be using special recreation funds, grants, or other funding for operational expenses. However, the density of the compared communities somewhat distorts the results, and is only one method of making educated and strategic decisions.
Survey Results of Financial Mechanisms

The survey demonstrates mixed support for various potential funding mechanisms, as seen in Table 11. Of all the funding mechanisms probed, a bond referendum and establishing a park district received the highest levels of support. In contrast, increased sales or property taxes had higher shares of respondents that did not support. New or increased user fees had similar shares of support/non-support.

Respondents also had the opportunity to write-in “other” potential funding mechanisms. Responses varied, but some suggestions included fundraising events, donations, partnerships, corporate sponsorships, and collecting more money from non-residents.

Table 11: Survey Results for Financial Choices and Fees

Special Events as Economic Impact Opportunity

Special events will be analyzed more in the programming assessment of this chapter, but it is important to note that there are a variety of positive indirect economic benefits that can be leveraged through special events. Coconino County can increase the number of community events (festivals, concerts, etc.) to enhance the economic impact for the area.

It is important to recognize the financial impact that drives the local economy. When the cost of travel is more expensive, it will be more difficult to draw people from further distances as people travel less due to a tightened economy. However, Coconino County is potentially strong in its current situation from a tourism draw standpoint, with the many tourist attractions, large event venues, and population bases to draw from, similar to the Coconino County Fair.
Since the early 1980s, there has been a phenomenon characterized as “festivalization,” which has been linked to the economic restructuring of communities, inter-community competitiveness, and the drive to develop cities and counties as large-scale platforms for the creation and consumption of “cultural experience.” Research indicates that the success rate for festivals tends to be evaluated simplistically based on profit (sales), prestige (media profile), and size (numbers of events), often translated into numbers of visitors.

Research from the European Festival Research Project (EFRP) indicates that there is evidence of local government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, and tourists). There are also a growing number of community-based festivals and events most often supported by local government that have been spawned partly as a reaction to become prime economic-drivers. Such community-based festivals often try to re-claim cultural ground based on their social, educational, and participative value.

Coconino County is in a strong position to offer special events that not only bring in revenue, but also achieve regional economic objectives. It will be crucial to have a coordinated strategy to strategically work with sponsors and organize throughout the county to maximize opportunities.

Potential Funding Support

A component of this plan addressed potential funding through an exercise aimed at identifying current funding sources and potential funding sources for the future. A variety of funding methodologies are in use across the country for ongoing operations/maintenance as well as capital/project related needs. There are also many alternative funding opportunities that have been identified to recognize as long-term potentials.

Traditional Parks and Recreation Operations and Capital Funding Sources

There is an assortment of mechanisms that CCPR can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval.

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1 European Festivals Research Project (EFRP), http://www.efr.eu/newpublic/?p=home&efrp-&session=s:40CF22090c8d02CC88HWRq50579F, 5/14/2008
Alternative Parks and Recreation Operations and Capital Funding Sources

Alternative funding sources include a variety of different or non-conventional public-sector strategies for diversifying the funding base beyond traditional tax-based support. A staff document has been provided to CCPR that includes known industry funding practices, potential sources, and strategies, as compiled by GreenPlay, with definitions and examples for CCPR to use as reference.

The following is a list of funding sources or alternative providers/sources that CCPR identified as a current or potential mechanism for funding. A complete list was discussed with CCPR.

CCPR is Currently Using or Could Easily Use:

- General or Operating Fund
- Registration Fees
- Ticket Sales/Admission
- Privatization – Outsourcing Management
- Private Alternative Providers
- Corporate Sponsorships
- Fundraising
- Grants
  - Facilities and Equipment Grants
  - Management and Technical Assistance Grants
  - Matching Grants
  - Program and Support Grants
  - Recreational Trails Program grants
  - Land and Water Conservation Fund
- Friends Associations
- Volunteers/In-Kind Services
- Equipment Rental (Bikes, Snowshoes, etc.)
- Flexible Fee Strategies
- Lighting Fees
- Parking Fees (other opportunities other than the Fair)
- Processing/Convenience Fee
- Security and Clean-Up Fees/Deposits
- Cell Towers and WiFi
- Merchandising Sales or Services (currently collect % of alcohol sales from special events)
- Private Concessionaires
- Agricultural Leases (Grazing Lease)
- Booth Lease Space
- Land Swaps
- Sale of Development Rights
- Special Use Permits
- Cost Saving Measures - Explore Other Opportunities
  - Changing Maintenance Standards and Practices
Green Trends and Practices - Explore Other Opportunities
- Use Light, Water, and Motion Detectors
- Green Operating Practices
- Recycle Office Trash
- Clean Offices Less Frequently
- Flex Scheduling
- Virtual Meetings
- Preventative Maintenance
- Public Education
- Rainwater Harvesting

CCPR Will Definitely Consider:
- Another CPOS Bond
- Inter-Local Agreements
- Senior Citizen Groups (AARP, Silver Sneakers)
- Advertising Sales
- Crowdfunding
- Grants
  - General Purpose or Operating Grants
  - Planning Grants
  - Private Grants and Philanthropic Agencies
  - Seed Money or Start-Up Grants
- Adopt-A-Park or Adopt-A-Trail
- Neighborhood Park Watch Program (especially for Sawmill County Park and LYCP)
- Irrevocable Remainder Trusts
- Life Estates
- Capital Improvement Fee (Retain Park Impact Fees from Special Events)
- Concession Management
- Film Rights (currently rent space or ask for insurance/site plan)
- Manufacturing Product Testing and Display
- Recycling Centers
- Green Trends and Practices - Explore Other Opportunities
  - Conduct Energy Audits
  - Update to Energy Efficient Ballasts, Motors, Appliances
  - Use Solar and Wind Energy
  - Go Paperless
  - Conserve Resources
  - Reduce Driving
  - Eliminate Environmentally Negative Chemicals and Materials
  - Green Purchasing Policies
  - LEED® Design Principles
  - Purchase Better Equipment – Less Maintenance and Repairs
  - Re-Analyze and Revise Practices and Standards
  - Monitor and Report Results
  - Lead by Example
  - Incorporate Stewardship Principles in all Park and Recreation Services
  - Seek Available Grant Funding and Initiative Awards
  - Potable water use reduction
CCPR Could Possibly Consider:

- Sales Tax
- Create New Legislation Allowing Park Districts
- Daily Admission, Annual Pass Sales, and Vehicle Parking Permits (Potentially at FTCP)
- General Obligation/Property Tax Bonds
- Special Assessment Bond (i.e. Park Maintenance District)
- Certificates of Participation
- Partnership Opportunities
  - YMCA/YWCA
  - School districts
  - Medical Centers/Hospitals
  - Boys & Girls Club
  - Civic Organizations (Kiwanis, Optimist, VFW, Elks, Rotary, etc.)
  - Chamber of Commerce
  - Convention and Visitors Bureau
  - Homeowner or Neighborhood Associations
  - Youth Sports Associations
  - Neighboring Cities/Counties
  - Churches (Rentals, Leases)
- Naming Rights
- Philanthropic
  - Conservancies
  - Foundations/Friends Associations/Gifts
  - Gift Catalog for CCPR
- Maintenance Endowments
- Raffling
- Recreation Service Fee
- Recreation Surcharge Fee on Credit Cards for Reservations/Classes
- Signage Fees
- Utility Roundup Program
- Catering Permits and Services
- Licensing Rights
- Private Developers
- Subordinate Easements – Recreation/Natural Area Easements
- Surplus Sale of Equipment by Auction
- Enterprise Funds
- Land Trusts
- Positive Cash Flow
- Green Trends and Practices - Explore Other Opportunities
  - Use greywater (currently source is too far away)

E. MARKETING ASSESSMENT

Marketing program and service offerings is one of today’s primary challenges facing parks and recreation agencies across the country. CCPR’s unique geographic and demographic characteristics further demonstrate the need for effective marketing and communication strategies. In this section, GreenPlay assessed the marketing and communication efforts of the Coconino County Parks and Recreation Department.
The marketing assessment process included the observations and analysis of:

- Community input
- Community satisfaction rates
- Consultant expertise and knowledge
- Organizational chart
- Staff SWOT Analysis

**Survey Results of Communication Methods**

When asked about the barriers that prevented the community from participating in CCPR programs and services, 44 percent of survey respondents stated that they were not aware of programs and facilities offered. This is an interesting finding, when considering that awareness was a greater barrier than the convenience of facilities (16%).

Communication effectiveness was then measured in the survey – as seen in Table 12 – and the results indicated that CCPR is “somewhat effective” with 34 percent of invitation respondents ranking CCPR as a 3 out of 5. Only six percent of respondents stated that the Department was “very effective,” while 17 percent stated that CCPR was “not at all effective.”

**Table 12: Survey Results of Communication Effectiveness**
Invitation respondents are most likely to currently receive information by word of mouth (45%), and yet only two percent say that is their most preferred method. In contrast, the most preferred methods of receiving recreation information include local media, email from the City of County, and newsletter (each selected as the best way by 18% of invitation respondents). Social media was selected by 15% of invitation respondents. Further details regarding current and preferred communication channels can be found in Table 13 and 14.

Table 13: Survey Results of Current Communication Channels
Table 14: Survey Results of Preferred Communication Channels

Marketing Considerations

Like many parks and recreation agencies, CCPR does not have dedicated staff solely for marketing and communication. Instead, marketing tasks tend to fall to one primary position – the Programs Outreach Manager – who is also responsible for many other administrative and operational tasks.

Additional marketing personnel is an area identified as needing more resources to establish and maintain high quality marketing through current channels as well as the technical, social media, website, and new outreach marketing support. Personnel should be trained in communication and modern marketing methods, while also having an understanding of CCPR’s facilities and programs.

This staff member should also assist with email marketing, which was rated as the top preferred method of receiving communication. CCPR should take an assessment of its current email marketing methods and analyze open rates, click through rates, unsubscribe rates, and any feedback from subscribers. CCPR should take every chance possible to build upon its already growing email list; methods could include easier sign-up on the website, sign-up sheets at events/programs, and social media campaigns. With a growing email list already, the Department should ensure at least a monthly – or weekly – email is sent to targeted segments. Additional emphasis on analyzing the format and delivery of the emails through A/B testing should guide the content to improve click-through and conversion rates.
CCPR should continue to improve upon its current marketing channels, which include:

- County Website
- Email Marketing
- Flyers on Site or at Local Businesses
- Highway Signage
- Local Media (TV, radio, newspaper)
- Press Releases
- Social Media (Facebook, Twitter, Instagram, and Youtube)

CCPR should also explore new marketing channels to improve awareness. Currently, CCPR does not publish a recreation guide or quarterly brochure. These types of brochures are commonly used by agencies across the country as one of the strongest methods of marketing. Typically available as both digital and hard copies, the recreation guides showcase quarterly program offerings that the community may not have otherwise known about. In addition, it may include a letter from the director, a map of county (and/or local) facilities, a list of staff contacts, local and regional special events, and stories from the community. This type of recreation guide would assist CCPR in alleviating awareness and communication gaps, particularly in outlying areas of the county.

Although there are many tips and trends related to marketing, one of the best ways to be strategic in the use of resources is through a marketing plan. Currently, CCPR does not have a strategic marketing or social media plan – guiding documents that can help the Department assess and improve its outreach and promotional strategies with an organized vision. This type of plan is extremely important with the rapid pace of changing technology and marketing channels. In addition, a strong marketing plan can help overcome many communication gaps that challenge CCPR’s unique demographic and geographic limitations.

F. PROGRAMMING ASSESSMENT

Coconino County Parks and Recreation serves a large and diverse community across 18,000 square miles. Due to the dispersed population, many of the programs offered by CCPR are located in or near the Flagstaff area. Meeting the needs of the entire community means working with local municipalities and outlying areas to deliver high quality recreation experiences.

To further determine the effectiveness and efficiency of CCPR’s programming, GreenPlay broadly assessed the programming effort of the Coconino County Parks and Recreation Department. The programming assessment process included the observations and analysis of:

- Community input
- Community satisfaction rates
- Consultant expertise and knowledge
- Facility tours
- National metrics (2019 NPPA Agency Performance Review)
- Organizational chart
- Staff SWOT Analysis
Survey Results of Programs
The statistically-valid survey asked participants about their household needs regarding recreation programs. The number one response from invitation respondents was the desire for community events — such as festivals, parades, and concerts. Special events were also listed as a major strength from the SWOT analysis, indicating that the Department has the expertise and experience to continue offering this type of program. According to Park Metrics, a database provided by the National Recreation and Park Association, 90 percent of agencies (serving populations between 100,000 and 249,999) offer themed special events. These types of local and regional events bring together people across many diverse backgrounds to celebrate historical, cultural, or other important milestones. CCPR should continue to host large-scale regional events, such as the County Fair, while looking to local partners to host smaller events throughout the county.

Table 15: Survey Results of Program Needs
Survey results also revealed a number of important programs that CCPR should consider offering – either in-house or through public/private partnerships. Three types of programs emerged as very favorable among survey respondents, each with a 51 percent response rate:

- Fitness and wellness programs
- Natural, cultural, or historical programs
- Outdoor recreation programs (group hikes, challenge course, etc.)

These programs align with the public’s perception of the top three benefits of CCPR, which include:

- Providing recreational experiences (77%)
- Promoting health and wellness (64%)
- Protecting environmental resources (55%)

**National Metrics**

Delivering recreational programming is one of the primary roles of parks and recreation departments. However, program delivery varies based on a number of factors, such as population, jurisdiction type, and number of FTEs. In Table 16, a comparison of offerings is highlighted to demonstrate how agency and community characteristics can impact program delivery. This data, relative to Coconino County Parks and Recreation, was sourced from NRPA Park Metrics.

**Table 16: Percentage of Agencies that Offer Programs Based on Population and Agency Characteristics**

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Population 100,000 to 249,999</th>
<th>Number of FTEs 25 – 49</th>
<th>Jurisdiction Type</th>
<th>Population Per Square Mile Less than 500</th>
<th>Region Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Themed Special Events</td>
<td>90.2%</td>
<td>90.4%</td>
<td>80%</td>
<td>83.1%</td>
<td>76.6%</td>
</tr>
<tr>
<td>Team Sports</td>
<td>87.5%</td>
<td>89%</td>
<td>75.5%</td>
<td>76.3%</td>
<td>88.3%</td>
</tr>
<tr>
<td>Social Recreation Events</td>
<td>88.4%</td>
<td>88.2%</td>
<td>78.2%</td>
<td>75.4%</td>
<td>83.1%</td>
</tr>
<tr>
<td>Health and wellness Education</td>
<td>88.4%</td>
<td>87.5%</td>
<td>77.3%</td>
<td>72.9%</td>
<td>81.8%</td>
</tr>
<tr>
<td>Fitness Enhancement Classes</td>
<td>85.7%</td>
<td>83.8%</td>
<td>64.6%</td>
<td>60.2%</td>
<td>76.6%</td>
</tr>
<tr>
<td>Individual Sports</td>
<td>71.4%</td>
<td>73.5%</td>
<td>68.2%</td>
<td>60.2%</td>
<td>59.7%</td>
</tr>
<tr>
<td>Safety Training</td>
<td>75.9%</td>
<td>71.3%</td>
<td>60%</td>
<td>62.7%</td>
<td>74%</td>
</tr>
<tr>
<td>Aquatics</td>
<td>75.9%</td>
<td>69.1%</td>
<td>53.6%</td>
<td>53.4%</td>
<td>74%</td>
</tr>
</tbody>
</table>
Some of the key takeaways after reviewing national metrics include:

- Program delivery varies greatly depending on population, number of FTEs, jurisdiction type, population per square mile, and region.
- Agencies serving between 100,000 and 249,999 people are highly likely to offer themed special events, team sports, social recreation events, and fitness enhancement classes. This same program offering was consistent with those agencies with 25 to 49 FTEs.
- Counties are least likely to host themed special events and fitness enhancement classes than any other jurisdiction type.
- Those agencies serving less than 500 people per square mile offer fewer programs in all program types – most likely due to either geographic distribution or lack of resources.
- The Southwest region offers fewer programs related to themed special events, fitness enhancement classes, and individual sports than any other region.

While it can be helpful to consider national metrics or program delivery related to Coconino County, this is only one method of analyzing programs.

**Program Considerations**

Centralized staff, programs, and resources have caused gaps in programming throughout the county. However, due to geographic and staffing limitations, it is only realistic that CCPR look to partners and other agencies to help with service delivery. CCPR should work with local agencies, non-profits, businesses, and internal County departments to provide programs that improve quality of life for all community members.

Each community within Coconino County is vastly different; likewise, the needs and desires of communities related to program delivery vary greatly. It is essential that CCPR assist outlying, especially rural, communities in developing recreation programs to enhance offerings. Using the survey results and public input, indicated in *Part VI: Community Needs by Subarea*, CCPR can better understand the specific desires of each community. Then, local agencies and partners can assist with offering those programs.

CCPR should perform a partnership assessment to ensure that current partnerships align directly with its mission and vision. The agreement should be equitable and result in revenue generating opportunities for CCPR. As new partnerships develop with businesses, local agencies, and non-profits, the Department should develop new partnership agreements and revise existing agreements to ensure that they all account for previously unaccounted costs.

All programs that are facilitated through CCPR should have a consistent structure and format. According to recommendations from NRPA, a program plan should include:

- Assessment
- Goal and Objective Statements
- Intervention Strategy
- Outcome and Evaluation Plan
- Inclusion Plan
In the Flagstaff area, CCPR should also work to improve/develop partnerships to further offer programming related to the following areas:

- Delivery of regional and community wide special events. Work with agencies throughout the county to assist in hosting localized events.
- Ensure consistent scheduling of music concerts continue throughout the year at the amphitheater.
- Increase agriculture and STEM opportunities at the County Fair. Evaluate and develop additional opportunities for generating additional revenue, such as fun/mud runs, music performances, rodeos, etc.
- Renovate equestrian facilities to attract high-quality equestrian events at Fort Tuthill County Park.

G. OPERATIONS ASSESSMENT SUMMARY

Overall, the assessment of operations related to maintenance, staffing, finance, marketing, and programming provides useful information that can assist with strategic decision making. As stated throughout this chapter, Coconino County is truly unique in its geographic distribution and population density. This makes comparing national metrics to CCPR difficult – but not impossible. Data from NRPA was just one tool that complemented staff input, facility tours, public input, and the consultant’s experience.

The challenge that Coconino County faces, across all operational areas, is centralized staff and resources. With over 50 percent of the population living in the immediate Flagstaff area, it makes sense why CCPR has not dispersed its resources more. Indeed, the department manages 26 acres and a half mile of trail outside of the Flagstaff area. However, this only further demonstrates the need to not only partner with other agencies and local businesses for operations assistance, but to build sustainable and successful relationships with rural, outlying areas throughout the county. CCPR, with the assistance of these agencies, can continue to improve the quality of life for its residents. In order to accomplish the many goals and recommendations offered in this master plan, it will need to account and plan for a long-term capital funding source, additional personnel, enhanced marketing, systematic maintenance tracking, and other organizational efficiencies.
From a review of all the findings, key issues were identified to evaluate for potential recommendations. The following matrix identifies these issues, sources, and some initial comments.

These issues and a summary of all findings were presented at a series of meetings in June 2019 with staff, key stakeholders, and the Board of Supervisors. During the discussions, visioning and potential recommendations were vetted and examined for subsequent analysis, feasibility, and financial discussions.

### Key Issues Matrix

<table>
<thead>
<tr>
<th>Key Issue - Rating Scale</th>
<th>Consultant Team</th>
<th>Staff Input</th>
<th>Public/Stakeholder Input</th>
<th>Leadership Interviews</th>
<th>Community Survey</th>
<th>Existing Documents</th>
<th>Facility Assessment/LOS</th>
<th>Preliminary Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>a - priority</td>
<td>a</td>
<td>a</td>
<td>a</td>
<td>a</td>
<td>a</td>
<td>a</td>
<td>a</td>
<td>Increase communication and accessibility of CCPR support. Current model has centralized staff, resources, programs, presence, and communication in Flagstaff. Need to disperse resources based on outlying area priorities. Form regional coalition of city stakeholders/leaders to meet quarterly (either in person or via teleconference).</td>
</tr>
<tr>
<td>b - opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>to improve</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c - minor or future issue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Create and implement deferred maintenance plan, a 10-year repair and replacement plan, 10-year capital improvement plan with potential funding sources. Align the department budget with actual operations and maintenance costs and maintain an annual “emergency contingency” fund.</td>
</tr>
<tr>
<td>blank</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

#### Organizational

- **Become county wide partner**: a a a a a a Increase communication and accessibility of CCPR support. Current model has centralized staff, resources, programs, presence, and communication in Flagstaff. Need to disperse resources based on outlying area priorities. Form regional coalition of city stakeholders/leaders to meet quarterly (either in person or via teleconference).
- **Lack of 10 yr. RR plan and 10 yr. CIP**: a a a a b a
<table>
<thead>
<tr>
<th>Key Issue - Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>a - priority</td>
</tr>
<tr>
<td>b - opportunity to improve</td>
</tr>
<tr>
<td>c - minor or future issue</td>
</tr>
<tr>
<td>blank means the issue didn’t come up or wasn’t addressed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consultant Team</th>
<th>Staff Input</th>
<th>Public/Stakeholder Input</th>
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<th>Community Survey</th>
<th>Existing Documents</th>
<th>Facility Assessment/LOS</th>
<th>Preliminary Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve Awareness/Marketing</td>
<td>a b b b a</td>
<td>a</td>
<td>Enhance email marketing, social media, and overall marketing efforts to highlight local offerings, improve department presence, and promote county mission and purpose. Build upon email list and send monthly emails on offerings, volunteer opportunities, and updates on park projects. Consider implementation of quarterly brochure/magazine with offerings. Develop unique branding for programs, initiatives, etc. Develop marketing/social media plan.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Establish Park-Wide Strategies for Recycling, Conservation and Other Sustainable Practices</td>
<td>a b b b b</td>
<td>b b</td>
<td>Develop recycling program to maintain sustainable and eco-friendly operations. Disperse recycling and trash receptacles at county parks. Engage stakeholder advisory group to develop recommendations to off-set the use of potable water for recreation purposes. Research and develop other conservation measures that are ecologically beneficial, such as for forest health management and invasive plant management.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Expand Staff to Address Existing and Future Growth Opportunities</td>
<td>a b b b b</td>
<td>b</td>
<td>Prepare for future staffing needs in areas such as natural resources, maintenance, volunteer management, etc. Continue to develop AmeriCorps program and a park steward program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capture and Use Data to Understand Park Usage, Trends, Revenues, and Expenses</td>
<td>b b b b b</td>
<td>b</td>
<td>To understand needs of patrons, patterns of park usage, revenues, and expense categories, better utilize data to track park usage, visitation, operations and maintenance practices, etc. Use data to make decisions and understand trends over time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create County Wide Resource Map</td>
<td>a b a b b b b</td>
<td>a</td>
<td>Increase awareness of county wide parks, trails, and recreation facilities through online and paper access of County Wide Resource Map. Ensure the map contains current information by updating it periodically. Build upon work of Regional Trails Alliance and assist as needed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Key Issues Matrix

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<th>Facility Assessment/LOS</th>
<th>Preliminary Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engage County Residents and Communities on an Ongoing Basis</strong></td>
<td>b</td>
<td>b</td>
<td>a</td>
<td>a</td>
<td>b</td>
<td>b</td>
<td>b</td>
<td>Utilize online engagement tools to collect ongoing feedback on parks and recreation facilities and services throughout the County. Involve the Parks and Recreation Commission. Conduct community outreach with communities that were not reached and/or had poor representation at Master Plan meetings and through survey results. Assist County communities, especially unincorporated areas, in helping them achieve their recreational needs, goals and priorities such as community events, trails, facilities, planning, etc. Develop and maintain a resource/contact list of all non-profits and likely partners throughout the County. Seek input from youth in communities targeted for assistance. Build community through additional support and special events.</td>
</tr>
</tbody>
</table>

### Programs and Service Delivery

| Nature/Cultural/Outdoor Recreation Programs | b | b | a | b | a | b | b | Connect youth and adults with nature through activities while focusing on diversity, inclusion, and equity. Assist outlying, rural communities in developing recreation programs such as summer camps, outdoor based programs, adult programs, etc. Partner with local agencies/nonprofits/businesses and County Departments such as Juvenile Detention, Adult Probation, Public Health, and others in order to provide non-duplicative programs related to environmental education, outdoor activities, stewardship, social engagement, skills and personal development, health and wellness, life-long learning, and adult programs. Provide opportunities for self-guided environmental, historical, and cultural education. Develop a traveling recreation program that brings activities to outlying, rural areas that do not have recreation programs. |

<p>| Build Community Through Assistance of Special Events | b | b | a | a | a | b | b | Promote placemaking and community building through community events. Work with local agencies to host or assist in hosting specialized events/programs. |</p>
<table>
<thead>
<tr>
<th>Key Issue - Rating Scale</th>
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<th>Public/Stakeholder Input</th>
<th>Leadership Interviews</th>
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<tbody>
<tr>
<td>a - priority</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Work with partners to keep Fort Tuthill active throughout the year, including off-season. Identify programs that do not reach participation goals for evaluation; outreach to partners that have skilled instructors and specific resources to meet program needs. Focus on special events and consider adding more County revenue-generating events such as community concerts, cultural events, races, festivals, etc. especially those that have low production impact and high return.</td>
</tr>
<tr>
<td>b - opportunity to improve</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>Increase agriculture component, STEM opportunities at Coconino County Fair. Work with community partners such as local farmers, 4-H, schools, etc. to provide high quality educational and entertainment experiences at event. Provide offerings and programmatic elements that are reflective of the County’s cultural diversity. Evaluate and develop opportunities for generating additional revenue. Retain revenue generated by the Fair and reinvest in Fair related infrastructure, equipment, projects, and production.</td>
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<td>Increase awareness of the amphitheater and the events held at facility. Schedule consistent music concerts throughout the season. Respondents wanted to see more music at the amphitheater, in addition to other kinds of performances such as symphonies, plays and Live Shakespeare events. Conduct assessment of the amphitheater Business Model. Establish facility goals per season and evaluate agreement based on results.</td>
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<td>Maintain and improve upon equestrian facilities so as to retain existing equestrian event promoters, attract new equestrian events, and provide a quality and safe experience for all users.</td>
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<td>Conduct further study on horse races in Fort Tuthill to determine short-term (facility improvements, impact to County resources, effect on other users) and long-term costs and revenues. Consider overall community and County benefits of this activity.</td>
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<td>Key Issue - Rating Scale</td>
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<th>Facilities and Amenities</th>
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Develop a 10-year plan for addressing deferred maintenance, replacements, and upgrades for parks, facilities, trails, and open spaces. Implement an annual work plan for maintaining parks, trails, open spaces, and facilities. Address items on low scoring amenities matrix first and work toward updating and modernizing existing parks and facilities. Construct permanent bathroom facilities at Fort Tuthill County Park. Develop a plan for the .6-acre donation adjacent to Raymond County Park. Restore the wetlands at Harrenburg Wash. Develop plan for upgrades at Frontiere if the property becomes a sought-after rental destination. Focus on inclusivity and ADA elements in playgrounds. Upgrade to modern play equipment as they age out. Develop an outdoor exercise course/area where feasible. Install recycling receptacles at all county parks. Upgrade and modernize existing facilities. Add more ramadas where feasible.

Prioritize safe access to parks, trails, water, and playgrounds. Safe access refers to well-marked facilities and trails, additional security lighting, ADA access, safe commuting, and police/ranger presence. Work collaboratively with other agencies to increase access to amenities beyond the County. Feedback indicates that the following parks have most immediate ADA needs: Cataract Lake County Park, Sawmill County Park, Rogers Lake County Natural Area, and Louise Yellowman County Park. Address law enforcement jurisdictional and safety concerns at Louise Yellowman County Park through law enforcement engagement, community engagement, and programs at the park. Address lack of appropriate cell service at Fort Tuthill County Park by working with a cellular provider to install a tower through a rent generating lease agreement.
## Key Issues Matrix

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### Update Commercial Building for Improved Event Space

- **Preliminary Recommendations:** Update restrooms and consider adding a commercial kitchen. Address concrete floor which is expected to deteriorate within the next several years. Building is consistently in high demand. Consider raising rental prices.

### Expand Trails and Greenway Connectivity

- **Preliminary Recommendations:** Develop and increase connectivity of trails to city, state, tribal, and national trail systems. Create Loop system in Fort Tuthill County Park for trail-based events. Engage with trail partners and initiatives such as the Flagstaff Trails Initiative, Regional Trails Alliance in Page, AZ, and the Sun Corridor Trail. Acting in consulting capacity, assist other agencies and communities with their trail projects.

### Upgrade Equestrian Facilities at Fort Tuthill County Park

- **Preliminary Recommendations:** Maintain and improve upon equestrian facilities so as to retain existing equestrian event promoters, maximize revenue generating activities, and attract new equestrian events and provide a quality and safe experience for all users.

### Implement Fort Tuthill Master Plan

- **Preliminary Recommendations:** Leverage amenities at Fort Tuthill County Park to promote park as a regional event venue. Make infrastructure (particularly sewer) upgrades to build permanent restrooms and upgrade and possibly expand camping facilities. Prioritize water conservation and sustainable practices. Develop stacked loop system for racing events. Provide year-round use of Quad buildings for staff, programming, public-private partners, and rental space, and construct a multi-use building to be used as a livestock show rings, animal housing, and additional event use. Develop the northwestern 220-acres for passive recreation opportunities.

### Upgrade Camping Facilities at Fort Tuthill and Other Potential Locations

- **Preliminary Recommendations:** Upgrade camping facilities, including infrastructure (sewer, water), for a modernized camping experience. Address deferred maintenance issues at Fort Tuthill. Look at potentially new camping sites offsite, primitive or otherwise, to serve residents and visitors.
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### Expand Recreation Opportunities at Underdeveloped Areas
- **b b c b b c b**
- Develop Miller Property into outdoor classroom and space for passive recreation. Update and operate the Frontiere Property internally or through public private partnerships to assist with programming - consider disposing of the structures if rental operations and partnerships fail to be realized and structures become a liability (financial, structural, etc.) and develop as a low-impact, conservation easement compliant recreational site. Utilize wildlife viewing and natural areas for environmental education programs. Work with tribal agencies to bring recreational opportunities to these communities. Assist outlying, rural communities in developing trails, open spaces, parks, and recreation programs.

### Identify and Acquire County Landscapes with High Conservation Values for Open Space
- **b b b b b b b**
- Rogers Lake, Pumphouse Wetlands and Harrenburg Wash were identified as areas of high conservation value. The Department should identify and work toward acquiring or partnering with others for the preservation of high scenic, conservation, ecological and other valued open spaces.

### Level of Service

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<tr>
<th>Level of Service</th>
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<tr>
<td>Increase cell service in Fort Tuthill Park</td>
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<td>Install cell tower in Fort Tuthill County Park to improve cell service. Increasing cell service throughout the park not only increases safety for patrons who use the park but also overall park operations.</td>
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<td>Enhance Partnership Model</td>
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<td>Enhance public private partnerships and establish development, program, and financial agreements to ensure future revenues and balance potential impacts on parks and recreation staff. Develop new and amend existing agreements to include partner responsibility for utility costs. Review annually. Ensure a balance between active and passive recreation at a given park when considering future public private partnership opportunities. Public Private Partnerships as well as partnerships with nonprofits should align with the County Parks and Recreation mission and vision while generating revenue for the County.</td>
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### Key Issues Matrix

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<td><strong>Optimize Maintenance Work Order System</strong></td>
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<td>Utilize an effective asset inventory and work order system that communicates with county wide systems when possible. Conduct maintenance assessment to determine maintenance resource needs and staff requirements. Ensure system balances functionality in the field while also maintaining technological communications of county wide systems. Adopt a proactive approach to maintenance needs through consistent tracking of resources.</td>
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<td><strong>Establish Food &amp; Beverage Concessionaire</strong></td>
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<td>Explore the feasibility of a park wide food and beverage concessionaire for amphitheater, FlagEx, campground, Flagstaff Snow Park, special events, county functions, etc. Coordinate food truck vendors for events and programs as an option.</td>
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<td><strong>Finance</strong></td>
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<td><strong>Increase and Retain Revenue</strong></td>
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<td>Optimize revenue generating activities at Fort Tuthill County Park through the Coconino County Fair and special events, for example, and develop new revenue generating activities such as winter concessions, food and beverage establishment (cafe, bistro, restaurant), and camping/ equestrian events. Ensure that revenues are funneled back to CCPR in order to leverage funding for capital projects and purchases. Continue developing public private partnerships to contribute to recreational offerings and increase revenues.</td>
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<td><strong>Dedicated Capital Funding for County-wide CIP Projects</strong></td>
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<td>Implement a bond referendum similar to Coconino Parks and Open Space Program (CPOS) -- passed in 2002 -- for future funding of capital projects and in so doing, identify an on-going maintenance plan.</td>
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<td><strong>Budget Planning</strong></td>
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<td>Ensure staff, utility, and supply budgets increase with new development and improvements. Use cost recovery policy in budget planning efforts. Establish fund or funds to ensure deferred maintenance, repair, replacements, and capital projects are addressed and funded properly.</td>
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<td>Key Issue</td>
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<td>Support CCPR Projects in Outlying Areas</td>
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<td>Support projects and initiatives in outlying areas of the County. Leverage area resources to address recreational needs, priorities, and goals. County staff to assist outlying communities with technical expertise and coalescing partners and funding sources. Develop a Coconino County Parks, Trails, Open Space, and Recreation Grant program where communities can request funds for projects, initiatives, or programs. The County will not assume responsibility for new operations and maintenance of parks, facilities, trails, or other amenities in outlying communities due to lack of resources.</td>
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<td>CCPR Retain County Fair Revenue</td>
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<td>Retain all revenue generated by the Coconino County Fair for the purpose of future event expenses and leveraging capital purchases and projects related to the County Fair. Evaluate and raise fees where appropriate. Reduce costs where possible without jeopardizing fairgoers experience.</td>
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<td>Fee Structure</td>
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<td>Ensure cost recovery policy consistently guides pricing for programs, special events, rentals, and public/private partnerships. In addition, the fee structure should be aligned with a cost recovery model that establishes the percentage of revenues to be returned from various offerings. Evaluate fees every two years. Develop a cost recovery assessment model that is easy to evaluate and update.</td>
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<td>Support the Friends of Coconino County Parks</td>
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<td>Work with the Friends of Coconino County Parks to increase awareness and opportunities for donations. Provide staff support to setup and complete initiatives. Assist Friends in promoting their mission, recruiting board members and volunteers.</td>
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A. RECOMMENDATIONS

After review of key findings and issues, the following section outlines the suggested goals and objectives moving forward. **Section B** is a compiled list of these recommendations, as well as priority timing and potential costs.

**Goal #1: Increase County Wide Level of Service**

CCPR is in a unique position to serve as a unifying support role for smaller cities and unincorporated areas throughout the county. Although the headquarters, Fort Tuthill County Park, and the majority of the staff is based in Flagstaff, a number of parks and facilities maintained by CCPR are dispersed geographically across the county.

Stakeholder and focus group input indicated that there are many parks and recreation related projects, which are being led either through individuals or through city departments, in need of assistance. A listing of these projects is included in **Part IV: B. Community Needs by Subarea** and summarized in a table in **Part VII: Key Issues**. Part of the engagement process allowed CCPR to understand the complexity of projects throughout the county and to further understand how the department might be able to assist. The following objectives are suggested to facilitate a supportive role and how to best balance the needs throughout the county.

**Objective 1.1: Increase Accessibility of CCPR Support to County Communities**

**Regional Coalition**

One primary means of increasing accessibility and support is through enhanced communication. This involves a strategy mixed of informal methods – such as being available by phone, email, and in person – as well as through formal methods, such as developing a regional task force/coalition. CCPR should assist local communities in convening a regional coalition, consisting of city stakeholders and leaders, that meets on a quarterly basis, and would establish a strong foundation for collective action for the future. It would strengthen relationships, prioritize projects, and identify resources for parks and recreation projects.
Technical Expertise
CCPR has a talented and diverse staff that can assist with many supportive elements of a project – specifically around technical expertise. As a large county, staff has documented procedures on how to navigate various projects which could assist smaller areas embarking on similar paths. Any type of technical knowledge or practical application, whether through mapping, financial software, maintenance tracking, grant writing, etc. could all be useful to the communities within the county. Developing a formal request form for the communities would allow CCPR to assess its available resources and develop a plan for supporting the project.

Grant Program
While the department does not have the ability to fund every parks and recreation related project around the county, there may be specific projects where the county could help financially. By creating a CCPR grant program, communities would have the ability to request funds for projects, initiatives, and programs. Specific goals, objectives, and resources needed would be required as part of the application process. The requests should be researched and supported by community input. Grant funds could be acquired through other grants, fundraising efforts, partnerships, etc.

Resource Map
Coconino County has a wealth of natural resources, but not all of these are well-known. By creating a county wide resource map, the public – as well as community agencies – can understand and better utilize the parks, facilities, and open space areas that are available. Part of the success of developing this map as a useful tool is dependent on building upon the work of the Regional Trails Alliance and other agencies to ensure accurate mapping data. The resource map should be updated periodically.

Objective 1.2: Engage and Communicate with County Residents on an Ongoing Basis

Online Engagement
Technology can facilitate community engagement despite geographical limitations. Online surveys can quantify public input for various projects. Results can then be shared to inform project related decisions. The public should have the opportunity to engage and provide feedback on ongoing projects.

Community Outreach
Although the public input process was robust, there were still some communities that did not have strong representation at public meetings or survey. Additional efforts should be made to reach out to these communities. Continuous relationship building with city leaders and stakeholders will allow CCPR to better reach and understand the broader community within those areas. Additional information regarding these areas can be found in Section IV: B. Community Needs by Subarea.

Partner Directory
With significant input from stakeholders and the general public, a list of key partners was created. This included non-profits, businesses, government agencies, health-related organizations, and others. This list should serve as a foundation for a resource/contact list for all likely partners throughout the county. This list can also be used as a resource document to agencies within the county who are seeking partnerships for programs.
Objective 1.3: Improve Awareness of Facilities and Services through Strategic Marketing

Marketing Plan
One of the key findings from the survey and public input is that there was a lack of awareness about CCPR programs and services. The county should invest in a marketing and social media plan which will serve as a guide for better brand promotion using strategic and creative marketing strategies. Although there are many avenues to improve marketing within the parks and recreation department, email marketing is one of the most accessible. With a growing email list already, the department should ensure that a weekly (at least monthly) email is sent to targeted segments. Additional emphasis on analyzing the format and delivery of the emails through A/B testing should guide the content to improve click-through and conversion rates.

Quarterly Brochure
Many agencies around the country utilize a quarterly recreation brochure that highlights their offerings. It typically includes an introduction from the director, a list/map of county-operated parks and facilities, and then lists the programs available during that time. CCPR should consider this brochure as a way to inform residents throughout the county about overall county news, programs, and services. Alternative cost saving methods might include adding a parks and recreation section to the current mailed newsletter – the Coconino Chronicle – or packaging the brochure as an online magazine, delivered via email, website, and/or social media.

Goal #2: Enhance Program and Service Delivery

The vision of Coconino Parks and Recreation is to enhance lives through exceptional parks and programs. Substantial time, resources and funding has been dedicated to the development and operations of parks. However, less emphasis has been placed on programs. Due to having central staff and programming space in Flagstaff, the programs that are offered generally are confined to this area. While other municipalities, non-profits, and agencies may provide services to surrounding areas, there are still opportunities to partner with them to offer a greater variety and quality of programs. The following objectives build upon the need that was voiced in the survey and public input to better serve residents through enhanced program and service delivery.

Objective 2.1: Connect Youth and Adults Throughout County to Life-long Learning Through Recreational Programming

Program Development
Assist underserved and outlying, especially rural, communities in how to plan and develop recreation programs to enhance offerings. Examples of programs that were voiced include community events; fitness and wellness programs; natural, cultural, or historical programs; and outdoor recreation programs. Primary values of program implementation should be diversity, inclusion, and equity. Create opportunities to better utilize existing resources to offer inclusive programs and events.
Program Partnerships
Work with local agencies, non-profits, businesses, and internal county departments to provide programs that improve quality of life for all community members. Develop equitable agreements to benefit both partners. Ensure that partnership reduces duplication of services and maximizes resources. Consider a broader mobilization with other county departments, which could include health, community services, and adult probation and juvenile detention.

Traveling Recreation Program
Bring recreation programs to smaller communities through the development and implementation of a traveling recreation program. Combine traveling recreation program with other county community services.

Community Events
One of the key takeaways from public input was the desire for more community events. This type of program brings together people from diverse backgrounds and demographics to share in a celebration of cultural or historical significance. CCPR should work with local agencies and groups within the county to assist them in a consulting capacity to enhance community building, to create a sense of place, and produce their own community events.

Objective 2.2: Evaluate and Improve Upon Public Private Partnerships Model
Annual Partnership Assessment
CCPR should perform a partnership assessment annually to ensure that current partnerships still align directly with the mission and vision. The agreement should continue to be equitable and result in revenue generating opportunities for CCPR while still working well for both parties. This opens the opportunity for any agreement addendums that might benefit both parties moving forward.

Partnership Agreements
As new partnerships develop with businesses, local agencies, and non-profits, CCPR should develop new and revise existing agreements to ensure that all partnership agreements account for utility costs. Review annually and adjust as needed.

Food & Beverage Concessionaire
CCPR should consider establishing food and beverage concessionaires with quality product and service, that could help CCPR enhance their operations. Concessionaires could serve at the amphitheater, Flagstaff Extreme, campground, Flagstaff Snow Park, special events throughout the year, and other county functions.

Objective 2.3: Enhance Program Delivery at Fort Tuthill
Activate Through Partners
Ensure that Fort Tuthill stays active throughout the entire year through intentional programming. Work with partners to bring in visitors to the park for special events and programs, especially during the off-season. Work with Trains, Archery, Museum, and Gems to coordinate their Open Houses as special events.
**Capacity and Revenue Goals**
Develop and ensure program capacity and cost recovery goals and objectives are met for all programs at Fort Tuthill. Identify programs that do not reach either of these goals and assess viability for success. Revise programs as needed to reach desired objectives.

**Skilled Instructors**
Many parks and recreation agencies work heavily with contractors and partners that have skilled and educated instructors that lead specific programs. Develop agreements with specialized instructors to add value to the program, broaden the greater appeal of the program, and assist with marketing efforts.

**Revenue Generation**
Identify current programs and events that have generated substantial revenue. Adopt similar model for programs moving forward. Look to special events, community concerts, cultural events, races, and festivals as other revenue generating opportunities. Utilize list of funding mechanisms for profitable programming ideas.

**Objective 2.4: Evaluate Amphitheater Business Model**

**Marketing Campaigns**
Work with amphitheater operator to develop creative marketing strategies and campaigns to promote events held there. Cross promote events through CCPR’s social media outlets. Build alliances with community and business partners for further promotion.

**Consistent Schedule**
Ensure consistent scheduling of music concerts and other performing arts and events continue throughout the season. Although major music acts may bypass Flagstaff, position the amphitheater to capture second and third-tier acts, specifically for summer concert tours. Work with operator partner to leverage contacts in the industry and drive concert activity to the venue. Consider scheduling of unique events related to cultural or historical significance in between musical acts and the off-season by working with various partners.

**Conduct Assessment**
Assess and evaluate the amphitheater business model compared to other successful amphitheaters. Consider economic and financial analysis study for the amphitheater.

**Explore Revenue Sharing Goals**
Explore potential revenue sharing facility goals and objectives per season related to bookings, merchandise, and concessions. Evaluate contractual agreements that are volume based where the vendor’s revenue share percentage increases as certain sales volume plateaus are reached and therefore CCPR makes more revenue as well. Goals can be evaluated and new ones created based on the results of reaching the seasonal goals each year.

**Objective 2.5: Expand County Fair Offerings**

**Develop New Partnerships**
Collaborate with community partners such as farmers, 4-H groups, schools, adult education providers, etc. to provide high quality educational programming and entertainment experiences during the County Fair.
Fair Programming
Increase agriculture and STEM opportunities at the County Fair. Provide additional opportunities for eco-activities and crafts that bring science, technology, engineering, and math to more county fair visitors. Research national county fair trends and incorporate additional exhibit and demonstration space to account for new program ideas.

Increase Revenue at County Fair
Evaluate and develop additional opportunities for generating additional revenue from the County Fair. Look to fun/mud runs, additional charges for music performances, rodeos, etc. as unique revenue generating programs. Develop a business plan for the County Fair that addresses marketing, sponsorships, revenue projects and tactics to increase attendance, especially on days that are typically slow. Periodically evaluate fees and charges and adjust appropriately.

CCPR Retain County Fair Revenue
With CCPR increasing and retaining the revenue from the County Fair, ensure that the revenue generated at the fair be reinvested in ongoing related repairs and upgrades to infrastructure, equipment, projects, and production of the County Fair.

Objective 2.6: Further Develop Equestrian Programs and Events
Create New Equestrian Activities
Work with partners and stakeholders to create new equestrian events and activities – such as rodeos, horse races, riding lessons, equine-assisted therapy, trail rides, and roping events – at Fort Tuthill County Park that are needed and wanted in the community.

Conduct Horse Racing Study
Additional research and study needs to be conducted on bringing back horse racing at Fort Tuthill County Park to determine the short-term and long-term costs, revenues, and return on investment (ROI).

Goal #3: Improve Park Facilities and Amenities
The Coconino County Parks and Recreation Department manages over 3,000 acres of parks, recreation, and natural areas, in addition to nearly 30 miles of trails. While many of these assets are located in the Flagstaff area, CCPR has diverse parks, facilities, and amenities which require a unique management approach. For instance, Fort Tuthill County Park is a regional destination for outdoor recreation – attracting large audiences for special events, musical performances, the County Fair, trail use, and other outdoor based activities. CCPR also manages natural areas such as Rogers Lake and the Pumphouse County Natural Areas, which require additional considerations for conservation and sustainability management practices. Finally, there are a number of county parks that primarily serve as residential and community parks to local visitors. This section will review recommendations related to these facilities and provide possible short and long-term solutions. The park inventory analysis assisted in developing the following recommendations for the parks and amenities.
Objective 3.1: Maintain and Upgrade Existing Facilities throughout County

Deferred Maintenance Plan
Create and implement a 10-year repair and replacement deferred maintenance plan for all existing buildings, infrastructure, equipment, etc. in CCPR parks. The deferred maintenance plan will create an annual repair and replacement list for parks, facilities, trails, and open spaces based on the most necessary needs while outlining the future priorities and cost estimates to budget each fiscal year.

Upgrade Commercial Building
Update the commercial building at Fort Tuthill County Park as a modern event space. Upgrade kitchen, restrooms, and wi-fi, as well as other amenities throughout. Promote building as functional programming rental space. Develop sales/rental page on website to reflect accommodations once renovations have been complete. This rental space is highly utilized and is the most requested rental space that CCPR administers.

Annual Work Plan
Create and implement an annual work plan for maintaining parks, trails, open spaces, and facilities. Develop and update Standardized Maintenance Plan annually for all staff to follow. Implement an updated work order system when appropriate. Assess maintenance to see opportunities for contracting additional routine maintenance.

Low Scoring Amenities
Address the items on the low scoring amenities matrix and work toward updating and modernizing existing parks and facilities.

Raymond County Park Adjacent Property
Develop and implement a plan for the .6-acre donated property adjacent to Raymond County Park. Consider the potential impacts to the natural environment, with special consideration to mitigate any unwanted impacts to the wetlands, wildlife, and ecosystem functions of the adjacent Natural Area.

Harrenburg Wash Wetlands
Restore the wetlands at Harrenburg Wash according to the recommendations in the Pumphouse County Natural Area Resource Management Plan.

Frontiere Property
Develop and implement a plan for upgrades at Frontiere Property once it becomes a sought-after rental destination. Continue promotion of the property through strategic marketing efforts and partnership development. Re-evaluate property based on cost/revenue analysis to determine financial sustainability. Consider alternative options, including developing passive recreation space, trails, ramada, wildlife viewing, etc. Ensure future development complements the natural area of Rogers Lake, as deemed appropriate by the recommendations in the Rogers Lake County Natural Area Resource Management Plan and Conservation Easement.
Objective 3.2: Increase Safe Access to Recreation and Facilities

Louise Yellowman County Park Safety
Identify law enforcement jurisdictional and safety concerns at Louise Yellowman County Park and address through law enforcement engagement, community engagement, and programs at the park.

Park Safety
Address safety concerns at parks and facilities, focusing on well-marked facilities and trails, security lighting, ADA access, safe commuting, and police/ranger presence.

Objective 3.3: Expand Trails and Greenway Connectivity

Fort Tuthill County Park Loop Trail System
Design and create stacked-loop trail system in Fort Tuthill County Park for major trail-based events. Expand opportunities for non-motorized trail based competitive events through the trail system which would be adjacent to Fort Tuthill. Incorporate Flagstaff Loop Trail, Rogers Lake Connector Trail, and Rogers Lake Trails to ensure that Fort Tuthill becomes a staging area for large competitive events. Partner with Coconino National Forest and possibly the City of Flagstaff to complete objectives.

Trail Partners
Engage with trail partners and initiatives such as the Flagstaff Trails Initiative, Arizona Trails Association, Coconino National Forest, Regional Trails Alliance, and the Sun Corridor Trail. Build upon work of Regional Trails Alliance to place high consideration on connectivity and potential economic opportunities.

Consult with Other Agencies
Acting in consulting capacity, assist other agencies and communities within the county on their trail projects.

Trail Signage Plan
To ensure safe access and wayfinding throughout CCPR parks and trails, a comprehensive trail signage plan should be enacted. Maps, mile-markers, and consistent CCPR branding (as designated in a signage plan) would allow visitors to safely explore the trails.

Objective 3.4: Implement Fort Tuthill Master Plan

Infrastructure Upgrades
Complete infrastructure upgrades (roads, utilities, race track, etc.), build permanent restrooms and renovate camping facilities. Reorganize camping facilities for provide for RV and cabin style camping as indicated in the Fort Tuthill Master Plan. Include upgraded toilet/wash room facilities.

Year-round Usage
Provide year-round use of Fort Tuthill County Park, especially Quad buildings, for staff office space, programming, public-private partners, rental space, etc. Promote Quad as a multi-purpose facility, centralizing existing attractions throughout the year. Ensure major events can utilize Quad to showcase historical, cultural, and functional features of the area.
**Multiuse Building**  
Design and construct a multi-use building to be used for livestock show rings, animal housing, and additional event use.

**Northwestern 220 Acres**  
Develop the northwestern 220-acres for passive recreation opportunities which may include limited road access and parking. This will allow for non-event users to access the park despite major events. Continue expansion of new north trail (and trailhead) to accommodate hikers, bikers, runners, and equestrian users as indicated in the Fort Tuthill Master Plan. Develop a Land Management Plan for the 220 acres.

**Equestrian Facilities**  
Maintain and improve equestrian facilities, including arenas, stables, equestrian camping, and support facilities. Where possible and reasonable, replace existing facilities with new structures. Build equestrian camping in the stables area, which could create additional revenue opportunities.

**Deferred Maintenance**  
Address deferred maintenance issues once a deferred maintenance plan is developed.

**Install Cell Tower**  
Cell service is poor throughout Fort Tuthill County Park. A number of concerns have been voiced including visitor safety and ability to attract certain events. Installing a Cell Tower would increase service throughout the park and potentially increase revenue. Recommendations from local experts indicate that due to the topography and proximity of the park, the best way to provide coverage is from inside the park. This is the only reasonable way to improve the user experience for guests, vendors, and public safety officials.

**Objective 3.5: Expand Recreational Opportunities at Underdeveloped Areas**

**Develop Miller Property**  
Plan and develop Miller Property into outdoor classroom and space for passive recreation. Consider improvements such as a small informal amphitheater/classroom for programs or rentals. Plan for expansion of trails in the area.

**Update Frontiere Property**  
Update and operate the Frontiere Property internally or through a public private partnership to enhance programming and revenue generation. Should the rental or partnerships not develop, consider alternate uses of the area such as passive recreation.

**Objective 3.6: Acquire High-Value Conservation Land**

**Preserve Land**  
Identify and work with partners to preserve areas with high scenic, ecological, and other valued natural resources throughout the County.
Goal #4: Optimize Park and Program Operations

Operating CCPR’s parks and programs takes a dedicated and coordinated effort from all staff and partners. With the goal of becoming more efficient and effective, a number of key themes emerged that will assist CCPR staff in reaching their overall organizational and operational objectives. Primarily, this section focuses on improving efficiencies related to maintenance, staffing, volunteers, sustainability, and the Friends of Coconino County Parks. The following recommendations were developed from a staff-wide SWOT (strengths, weaknesses, opportunities, and threats) analysis, feedback received from public input, and observations from the consultant team.

Objective 4.1: Adopt a Proactive Maintenance Approach

Deferred Maintenance Plan
Create and implement a 10-year repair and replacement deferred maintenance plan for all existing buildings, infrastructure, equipment, etc. in CCPR parks. The deferred maintenance plan will create an annual repair and replacement list based on the most necessary needs while outlining the future priorities and cost estimates to budget each fiscal year.

Capital Improvement Plan
Create and implement a 10-year capital improvement plan (CIP) for new capital improvements in CCPR parks. The CIP will create an annual list based on the most necessary needs while outlining the future priorities and cost estimates to budget each fiscal year. New funding sources can be researched and utilized for the CIP.

Inventory and Work Order System
Assess and evaluate the current inventory and work order system to identify areas to improve efficiencies for daily maintenance tasks and keeping the inventory up to date electronically.

Maintenance Assessment
Conduct maintenance assessment to determine the actual maintenance resource needs and staffing requirements. New maintenance positions can then be justified and hired.

Track Data
Capture and use data to better understand park usage, trends, revenues, and expenses for better decision making and justification of future organizational change.

Objective 4.2: Build Upon Current Volunteer Program

Develop Volunteer Program Goals
Develop volunteer program goals and objectives that align with the CCPR mission and values, while enhancing services, programs, and community involvement.

Offer Volunteer-led Opportunities
Offer volunteer-led opportunities such as adult interpretive programs, trail and park stewardship programs, special event support, Friends of Coconino County Parks fundraising support, County Fair, museum staffing, etc. Partner with outside agencies (such as NAU) to enhance volunteer programming and opportunities. Ensure adequate training and resources for current and potential volunteer opportunities. Partner with established volunteer groups such as the Northern Arizona University Retired Senior Volunteer Program.
Objective 4.3: Ensure Staffing with Increased Level of Service

Staffing
CCPR must prepare for future staffing needs to perform those duties necessary to implement the Parks and Recreation Master Plan. Several of these areas have been identified through the master planning process and the identified areas of needs include natural resources, marketing, maintenance, grant writing, volunteer coordination, etc. As the master plan is implemented, other areas of need might become apparent for success.

AmeriCorps, Internship and Park Steward Program
Continue to develop the AmeriCorps Program, internships, and a Park Steward Program to bring additional personnel and expertise to the natural beauty and sustainability of CCPR parks, programs, and services.

Objective 4.4: Adopt Sustainability as Guiding Principle for Operations

Establish Sustainability Strategies
Establish park-wide strategies for recycling, conservation, and other sustainable practices that are achievable for CCPR. Collaborate with internal departments, stakeholders, and subject matter experts related to use of potable water for recreational purposes, stormwater, water conservation, and recycling to further understand and develop strategies to advance sustainability efforts.

Conservation Measures
Prioritize sustainability in park and facility improvements, including energy efficiency, water conservation, and the use of native plants. Research and develop additional conservation measures that are ecologically beneficial, such as forest health management and invasive plant management. Ensure design, construction, maintenance, and operational practices meet needs of today without compromising the future. Conservation practices should be reflective of values related to wildlife, native plants, and sustainable land management practices.

Objective 4.5 Increase Awareness and Support for the Friends of Coconino County Parks

Increase Awareness
The Friends of Coconino County Parks is a 501(c)(3) organization that exists to support the mission of CCPR. There are three primary goals of the Friends group: to generate funding, coordinate volunteers/work groups, and to advocate for parks and open space. The Friends group has successfully contributed to the success of several projects, but there is an additional opportunity to leverage the Friends group by increasing awareness and promoting opportunities to donate. In addition, CCPR should assist the Friends of Coconino County Parks in promoting its mission, recruiting board members, and volunteers. The website should be optimized in a way that shows ways to be involved through donating and volunteer opportunities.
Staff Support
The Friends group could benefit from additional support from CCPR staff. Staff may assist in setting clear objectives and desired outcomes annually with the Friends group. CCPR could allocate staff time and resources to complete the various initiatives. The Friends group should be recognized for their service and efforts in assisting CCPR; consideration of establishing a recognition event or reward system may facilitate continued interest in the Friends group.

Goal #5: Improve Financial Position of CCPR

Financial sustainability is one of the primary goals of all parks and recreation departments. For Coconino County, a strategic approach to budget planning should be the first step in ensuring the long-term goals of the department can be reached. In addition, CCPR staff should fully utilize and adjust their cost recovery policy to systematically adjust with rising costs. Perhaps most important is the need for a dedicated funding source, similar to the CPOS, which expired in 2015. This successful initiative developed and redeveloped community parks throughout the county. It also allowed for the acquisition of natural areas in need of protection in the Flagstaff area. This type of funding is critical for the success for many of recommendations within the Master Plan.

Objective 5.1: Adopt Strategic Budget Planning Practices

Actual Operations and Maintenance Costs
Align the CCPR annual budget with the actual operations and maintenance costs to provide the maintenance standards expected by the public and the county. Create and maintain an annual emergency contingency fund for those unexpected repairs that are not budgeted.

New Development Resources
Ensure the annual budgets keep pace with the increasing costs of staff, utilities, supplies, etc. of new development, improvements, and acquisitions.

Cost Recovery Policy
Utilize the Cost Recovery Policy in annual budget planning to ensure pricing is current with the cost of providing programs and activities. Ensure fees are systematically adjusted based on cost recovery policy.

Deferred Maintenance Funding
Establish a Deferred Maintenance Fund to ensure scheduled repairs, replacements, and those capital amenities that have outlived the expected life cycles are addressed and properly funded.

Objective 5.2: Enhance Fee Structure to Align with Cost Recovery

Evaluate Fees
Ensure the Cost Recovery Policy consistently guides the pricing for programs, special events, rentals, and public private partnerships to achieve the cost recovery percentage of revenue for each tier on the Cost Recovery Pyramid for the various offerings. Evaluate fees every two years to decide if increases are warranted.
Utilize Cost Recovery Model
Refine the Cost Recovery Pyramid Model so it acts as a policy and systematic framework that is easy to evaluate and update.

Objective 5.3: Develop Dedicated Capital Funding Source

Consider Bond Initiative
Consider a bond initiative like the last Coconino Parks and Open Space Program (CPOS) for future funding of capital projects, and in so doing, identify an ongoing plan to fund increased maintenance responsibilities. The last CPOS was very successful; the initiative listed out the capital projects and followed through with action. Using the last CPOS as a model and customizing it to the funding needs and timelines, the initiative can be as successful, particularly if some of the action items of the bond referendum provide capital funding in the outlying communities in Coconino County. A listing of these potential projects is included in Part IV: Community Needs By Subarea and summarized in a table in Part VIII: Key Issues. For a new CPOS bond referendum to be successful, some financial assistance for capital projects in the most populated subareas will need to be included in the CPOS for a successful vote.

Objective 5.4: Increase and Retain Revenue

Optimize Fort Tuthill County Park Revenue
Review current operations at Fort Tuthill and assess the qualities of revenue generating activities. Set goals and objectives for operations. Develop framework for successful models of operation, and optimize or remove current programs and services that do not meet financial goals. Create additional revenue generating activities at Fort Tuthill County Park through the County Fair and special events. Increase and enhance programming at the amphitheater. Increase the capacity and participation of activities at Fort Tuthill to bring in additional revenue for the park.

Increase Revenue
Develop new revenue generating activities such a capitalizing on winter activities, winter concessions, food and beverage establishment (café, bistro, restaurant), camping, and equestrian events.

Retain Revenue
Ensure that revenues generated by CCPR activities are funneled back to CCPR to leverage funding for capital projects and purchases necessary to raise the standards while increasing capacity and participation.

Retain County Fair Revenue
With CCPR increasing and retaining the revenue from the County Fair, CCPR can allocate those dollars generated at the fair to be reinvested in ongoing related repairs and upgrades to infrastructure, equipment, projects, and production of the County Fair. These revenues can be leveraged for capital purchases and future event expenses.
B. ACTION PLAN, COST ESTIMATES, AND PRIORITIZATION

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all of the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Coconino County parks, recreation, open space, and trails. All cost estimates are in 2019 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time. For Operational Budget Impact, Staff Time indicates current staffing levels may address the action, a dollar amount indicates additional staffing services may be required, and dollar amounts for contract services indicates outside contract services may be required. Potential funding sources were categorized based on the department’s past CPOS projects, previous General Fund expenditures, and previous Capital Improvement Plan expenditures. Listed fund sources may change.

Timeframe to complete is designated as:
- Short-Term (up to 3 years)
- Mid-Term (4-6 years)
- Long-Term (7-10 years)

BOS = Board of Supervisors  
PRC = Parks and Recreation Commission  
CPOS = Future Coconino Parks and Open Space Program  
CIP = Capital Improvement Plan  
FCCP = Friends of Coconino County Parks  
TBD = To Be Determined  
N/A = Not Applicable

### Goal #1: Increase County Wide Level of Service

#### Objective 1.1: Increase Accessibility of CCPR Support to County Communities

<table>
<thead>
<tr>
<th>Actions</th>
<th>Capital Cost Estimate</th>
<th>Operational Budget Impact</th>
<th>Potential Funding Sources</th>
<th>Timeframe to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.a Form regional coalition of city and community stakeholders to meet quarterly (either in person or via teleconference)</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Short-Term</td>
</tr>
<tr>
<td>1.1.b Assist county communities, especially unincorporated areas, in helping them achieve their recreational needs, goals, and priorities through technical expertise, coalescing partners, and funding sources</td>
<td>TBD</td>
<td>Staff Time</td>
<td>Grants CPOS</td>
<td>Mid-Term Ongoing</td>
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</tbody>
</table>
### Objective 1.1: Develop a Coconino County Parks, Trails, Open Space, and Recreation Grant program where communities can request funds for projects, initiatives, or programs

| 1.1.c | Develop a Coconino County Parks, Trails, Open Space, and Recreation Grant program where communities can request funds for projects, initiatives, or programs | TBD | Staff Time | BOS Grants FCCP | Mid-Term, Ongoing |
| 1.1.d | Create county wide resource map with updated parks, facilities, open spaces, and trail maps, building upon work of Regional Trails Alliance and other similar entities | N/A | $10,000 to produce and update the maps | General Fund Grants | Mid-Term |

### Objective 1.2: Engage and Communicate with County Residents on an Ongoing Basis

#### Actions

| 1.2.a | Utilize online engagement tools to collect ongoing feedback on parks and recreation facilities/services through the County | N/A | Staff Time | General Fund | Short-Term |
| 1.2.b | Conduct community outreach with communities that were not reached and/or had poor representation at Master Plan Meetings and the survey results | N/A | Staff Time | General Fund | Short-Term |
| 1.2.c | Develop and maintain a resource/contact list of all non-profits and likely partners throughout the county | N/A | Staff Time | N/A | Short-Term |

### Objective 1.3: Improve awareness of facilities and services through strategic marketing

#### Actions

| 1.3.a | Develop marketing and social media plan | N/A | Staff Time Or $30,000 Contractual | General Fund | Short-Term |
| 1.3.b | Develop quarterly brochure/magazine/newsletter with program offerings | N/A | Staff Time | General Fund | Mid-Term |
**Goal #2: Enhance Program and Service Delivery**

**Objective 2.1:**
*Connect under served youth and adults throughout County to life-long learning through recreational programming*

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<tr>
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<tbody>
<tr>
<td><strong>2.1.a</strong> Assist outlying, rural communities in developing recreation programs such as summer camps, outdoor based programs, adult programs, etc., while focusing on diversity, inclusion, and equity</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund Grants, Sponsorships, FCCP</td>
<td>Short-Term Ongoing</td>
</tr>
<tr>
<td><strong>2.1.b</strong> Partner with local agencies/non-profits/businesses and County departments to provide non-duplicative programs</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund Grants</td>
<td>Short-Term Ongoing</td>
</tr>
<tr>
<td><strong>2.1.c</strong> Develop a traveling recreation program that brings activities and community services to outlying, rural areas that do not have recreation programs</td>
<td>N/A</td>
<td>Staff Time, $20,000</td>
<td>Sponsorships, FCCP, Grants, General Fund</td>
<td>Short-Term</td>
</tr>
<tr>
<td><strong>2.1.d</strong> Work with local agencies within the county to consult and assist in hosting their specialized events/programs</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund Grants</td>
<td>Short-Term</td>
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<tr>
<td><strong>2.1.e</strong> Create opportunities to better utilize existing resources to offer inclusive programs and events</td>
<td>N/A</td>
<td>Staff Time</td>
<td>N/A</td>
<td>Mid-Term</td>
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**Objective 2.2:**
*Evaluate and improve upon Public Private Partnerships model*

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<tr>
<th>Actions</th>
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<th>Timeframe to Complete</th>
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</thead>
<tbody>
<tr>
<td><strong>2.2.a</strong> Conduct annual partnership assessment</td>
<td>N/A</td>
<td>Staff Time</td>
<td>N/A</td>
<td>Short-Term</td>
</tr>
<tr>
<td><strong>2.2.b</strong> Develop new and amend existing agreements to include partner responsibility for utility costs and review annually</td>
<td>N/A</td>
<td>Staff Time</td>
<td>N/A</td>
<td>Mid-Term</td>
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2.2.c 
Explore the feasibility of park-wide food and beverage concessionaires 

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<tbody>
<tr>
<td>2.2.c</td>
<td>N/A</td>
<td>Staff Time</td>
<td>N/A</td>
<td>Short-Term</td>
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</tbody>
</table>

**Objective 2.3:**
*Enhance program delivery at Fort Tuthill*

Actions | Capital Cost Estimate | Operational Budget Impact | Potential Funding Sources | Timeframe to Complete |
---------|-----------------------|---------------------------|---------------------------|----------------------|
2.3.a Work with partners to keep Fort Tuthill active throughout the year, including off-season | N/A | Staff Time | General Fund | Mid-Term |
2.3.b Identify capacity and revenue goals | N/A | Staff Time | N/A | Short-Term Ongoing |
2.3.c Outreach to partners that have skilled instructors and specific resources to meet program needs | N/A | Staff Time | General Fund | Short-Term |
2.3.d Increase offering of revenue-generating events such as community concerts, cultural events, races, festivals, etc. | N/A | Staff Time $25,000 | General Fund Sponsorships | Mid-Term |

**Objective 2.4:**
*Evaluate Amphitheater Business Model*

Actions | Capital Cost Estimate | Operational Budget Impact | Potential Funding Sources | Timeframe to Complete |
---------|-----------------------|---------------------------|---------------------------|----------------------|
2.4.a Work with the amphitheater to create marketing campaigns to increase awareness of its events | N/A | Staff Time | General Fund Sponsorships | Short-Term |
2.4.b Schedule consistent music concerts and other programs and events throughout the season | N/A | Staff Time | General Fund Sponsorships | Short-Term |
2.4.c Conduct assessment of Amphitheater Business Model | N/A | Staff Time | N/A | Short-Term |
2.4.d Explore revenue sharing goals | N/A | Staff Time | N/A | Short-Term |
<table>
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<tr>
<th>Objective 2.5:</th>
<th>Expand County Fair Offerings</th>
</tr>
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<tbody>
<tr>
<td><strong>Actions</strong></td>
<td>Capital Cost Estimate</td>
</tr>
<tr>
<td>2.5.a</td>
<td>Increase agriculture and STEM opportunities at County Fair</td>
</tr>
<tr>
<td>2.5.b</td>
<td>Work with community partners such as local farmers, 4-H, schools, etc. to provide high quality education and entertainment experiences at event</td>
</tr>
<tr>
<td>2.5.c</td>
<td>Evaluate and develop opportunities for generating additional revenue from County Fair</td>
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<tr>
<td>2.5.d</td>
<td>Retain revenue generated by the Fair and reinvest in related infrastructure, equipment, projects, and production</td>
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<tr>
<th>Objective 2.6:</th>
<th>Further develop equestrian programs and events</th>
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<tbody>
<tr>
<td><strong>Actions</strong></td>
<td>Capital Cost Estimate</td>
</tr>
<tr>
<td>2.6.a</td>
<td>Work with partners and stakeholders to create equestrian events</td>
</tr>
<tr>
<td>2.6.b</td>
<td>Conduct further study on horse races in Fort Tuthill to determine short-term and long-term costs, revenues and return on investment (ROI)</td>
</tr>
</tbody>
</table>
### Goal #3: Improve Park Facilities and Amenities

#### Objective 3.1:
*Maintain and Upgrade Existing Facilities throughout County*

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Potential Funding Sources</th>
<th>Timeframe to Complete</th>
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<tbody>
<tr>
<td>3.1.a</td>
<td>N/A</td>
<td>Staff Time</td>
<td>N/A</td>
<td>Short-Term</td>
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<tr>
<td>Develop a 10-year plan for addressing deferred maintenance, replacements and upgrades for parks, facilities, trails, and open spaces</td>
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<td>3.1.b</td>
<td>TBD</td>
<td>Staff Time</td>
<td>General Fund, CIP, CPOS</td>
<td>Mid-Term</td>
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<tr>
<td>Implement an annual work plan for maintaining parks, trails, open spaces, and facilities</td>
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<tr>
<td>3.1.c</td>
<td>$12,500,000</td>
<td>Staff Time or $1,000,000 Contract</td>
<td>General Fund, CIP, CPOS</td>
<td>Short-Term</td>
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<tr>
<td>Address items on low scoring amenities matrix and work toward updating and modernizing existing parks and facilities. (The low scoring equestrian and camping amenities at Fort Tuthill are excluded and have been captured separately below)</td>
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<tr>
<td>3.1.d</td>
<td>$1,000,000</td>
<td>Staff Time or $35,000 Contract</td>
<td>General Fund, FCCP, CIP, Grant, CPOS</td>
<td>Mid-Term</td>
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<tr>
<td>Develop and implement a plan for the .6-acre donation adjacent to Raymond County Park</td>
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<tr>
<td>3.1.e</td>
<td>$150,000</td>
<td>Staff Time</td>
<td>CIP, Grant CPOS</td>
<td>Mid-Term</td>
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<td>Restore the wetlands at Harrenburg Wash</td>
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<tr>
<td>3.1.f</td>
<td>$1,000,000</td>
<td>Staff Time or $175,000 Contract</td>
<td>General Fund, CIP, CPOS</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>Develop and implement a plan for upgrades at the Frontière Property, once/if it becomes a sought-after rental destination</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3.1.g</td>
<td>$600,000</td>
<td>Staff Time or $200,000 Contract</td>
<td>General Fund, CIP, CPOS</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>Update the Commercial Building at Fort Tuthill as a modern event space</td>
<td></td>
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</tr>
</tbody>
</table>
### Objective 3.2: 
*Increase safe access to recreation and facilities*

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Potential Funding Sources</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3.2.a Identify law enforcement jurisdictional and safety concerns at Louise Yellowman County Park and address through law enforcement engagement, community engagement, and programs at the park</td>
<td>N/A</td>
<td>Staff Time or $6,000 Contract</td>
<td>General Fund</td>
<td>Short-Term Ongoing</td>
</tr>
<tr>
<td>3.2.b Address safety concerns at parks and facilities, focusing on well-marked facilities and trails, security lighting, ADA access, safe commuting, and police/ranger presence</td>
<td>TBD</td>
<td>Staff Time</td>
<td>General Fund CIP CPOS</td>
<td>Mid-Term</td>
</tr>
</tbody>
</table>

### Objective 3.3: 
*Expand Trails and Greenway Connectivity*

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>3.3.a Design and create loop system in Fort Tuthill County Park for trail-based events</td>
<td>$750,000</td>
<td>Staff Time or $35,000 Consultant</td>
<td>Grants CIP CPOS</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>3.3.b Engage with trail partners and initiatives such as the Flagstaff Trails Initiative, Regional Trails Alliance in Page, AZ, and the Sun Corridor Trail</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Short-Term</td>
</tr>
<tr>
<td>3.3.c Acting in consulting capacity, assist other agencies and communities with their trail projects</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>3.3.d Develop and implement a comprehensive trail signage plan</td>
<td>TBD</td>
<td>Staff Time</td>
<td>General Fund CIP</td>
<td>Mid-Term</td>
</tr>
</tbody>
</table>
## Objective 3.4:
*Implement Fort Tuthill Master Plan*

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Potential Funding Sources</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3.4.a</td>
<td>Complete infrastructure upgrades (roads, utilities, etc.), building permanent restrooms, and renovate camping facilities</td>
<td>$15,000,000</td>
<td>Staff Time or $1,000,000 Consultant</td>
<td>CIP CPOS</td>
</tr>
<tr>
<td>3.4.b</td>
<td>Provide year-round use of Quad buildings for offices, programming, public-private partners, rental space, etc.</td>
<td>$500,000</td>
<td>Staff Time</td>
<td>CIP CPOS General Fund</td>
</tr>
<tr>
<td>3.4.c</td>
<td>Design and construct a multi-use building to be used for livestock show rings, animal housing, and additional event use</td>
<td>$1,500,000</td>
<td>Staff Time or $400,000 Consultant</td>
<td>CPOS</td>
</tr>
<tr>
<td>3.4.d</td>
<td>Develop the northwestern 220-acres for passive recreation opportunities, including minor roadway, parking, and infrastructure improvements</td>
<td>$1,000,000</td>
<td>Staff Time or $35,000 Consultant</td>
<td>CPOS</td>
</tr>
<tr>
<td>3.4.e</td>
<td>Maintain existing equestrian facilities and renovate/replace equestrian stables</td>
<td>$6,500,000</td>
<td>Staff Time or $40,000 Consultant</td>
<td>CIP General Fund CPOS</td>
</tr>
<tr>
<td>3.4.f</td>
<td>Address deferred maintenance issues</td>
<td>TBD</td>
<td>Staff Time</td>
<td>CIP CPOS General Fund</td>
</tr>
<tr>
<td>3.4.g</td>
<td>Pursue a cell tower to increase service throughout the park</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
</tr>
</tbody>
</table>

## Objective 3.5:
*Expand Recreational Opportunities at Underdeveloped Areas*

<table>
<thead>
<tr>
<th>Actions</th>
<th>Capital Cost Estimate</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3.5.a</td>
<td>Plan and develop Miller Property into outdoor classroom and space for passive recreation</td>
<td>$500,000</td>
<td>Staff Time or $20,000 Consultant</td>
<td>General Fund Grants CIP CPOS</td>
</tr>
<tr>
<td>3.5.b</td>
<td>Update and operate the Frontiere Property internally or through a public private partnership to enhance programming</td>
<td>TBD</td>
<td>Staff Times</td>
<td>Partnerships</td>
</tr>
</tbody>
</table>
### Objective 3.6:
*Acquire High-Value Conservation Land*

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Potential Funding Sources</th>
<th>Timeframe to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.6.a Identify and work with partners to preserve areas with high scenic, ecological, and other valued open spaces</td>
<td>TBD</td>
<td>Staff Time</td>
<td>Partnerships Grants CIP CPOS</td>
<td>Long-Term</td>
</tr>
</tbody>
</table>

### Goal #4: Optimize Park and Program Operations

### Objective 4.1:
*Adopt a Proactive Maintenance Approach*

<table>
<thead>
<tr>
<th>Actions</th>
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</tr>
</thead>
<tbody>
<tr>
<td>4.1.a Create and implement a 10-year repair and replacement deferred maintenance plan</td>
<td>TBD</td>
<td>Staff Time</td>
<td>General Fund CIP CPOS</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>4.1.b Create and implement a 10-year capital improvement plan with potential funding sources</td>
<td>TBD</td>
<td>Staff Time</td>
<td>General Fund CIP CPOS</td>
<td>Short-Term</td>
</tr>
<tr>
<td>4.1.c Assess current inventory and work order system and identify areas for efficiencies</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Short-Term</td>
</tr>
<tr>
<td>4.1.d Conduct maintenance assessment to determine maintenance resource needs and staff requirements</td>
<td>TBD</td>
<td>Staff Time $TBD</td>
<td>General Fund CIP</td>
<td>Short-Term</td>
</tr>
<tr>
<td>4.1.e Capture and Use Data to Understand Park Usage, Trends, Revenues, and Expenses</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Short-Term Ongoing</td>
</tr>
</tbody>
</table>
### Objective 4.2: 
**Build Upon Current Volunteer Program**

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Operational Budget Impact</th>
<th>Potential Funding Sources</th>
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</tr>
</thead>
<tbody>
<tr>
<td>4.2.a</td>
<td>N/A</td>
<td>Staff Time</td>
<td>N/A</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>Develop volunteer program goals that assist with CCPR mission and values</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2.b</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Short-Term</td>
</tr>
<tr>
<td>Offer volunteer-led opportunities such as adult interpretive programs, trail and park stewards, event support, Friends of Coconino County Park fundraising support, County Fair, museum staffing, etc.</td>
<td></td>
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</tbody>
</table>

### Objective 4.3: 
**Ensure Appropriate Staffing with Increase of Level of Service**

<table>
<thead>
<tr>
<th>Actions</th>
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</tr>
</thead>
<tbody>
<tr>
<td>4.3.a</td>
<td>N/A</td>
<td>4-5 positions, $150,000 to $200,000</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>Prepare for future staffing needs in areas such as natural resources, maintenance, grant writing, volunteer coordination, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3.b</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>Continue to develop AmeriCorps program, internships, and a park steward program</td>
<td></td>
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</tbody>
</table>

### Objective 4.4: 
**Adopt Sustainability as Guiding Principle for Operations**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>4.4.a</td>
<td>TBD</td>
<td>Staff Time</td>
<td>Grants, General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>Establish park-wide strategies for recycling, conservation, and other sustainable practices. Engage stakeholder advisory group to develop recommendations to offset the use of potable water for recreation purposes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4.b</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund, Grants</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>Research and develop other conservation measures that are ecologically beneficial, such as forest health management and invasive plant management</td>
<td></td>
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</tr>
</tbody>
</table>
### Objective 4.5: Increase Awareness and Support for the Friends of Coconino County Parks

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Timeframe to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5.a Increase awareness of Friends groups and promote opportunities to donate</td>
<td>N/A</td>
<td>Staff Time</td>
<td>Donations FCCP</td>
<td>Short-Term</td>
</tr>
<tr>
<td>4.5.b Provide staff support to develop and complete initiatives</td>
<td>N/A</td>
<td>Staff Time</td>
<td>Donations FCCP</td>
<td>Short-Term</td>
</tr>
</tbody>
</table>

### Goal #5: Improve Financial Position of CCPR

### Objective 5.1: Adopt Strategic Budget Planning Practices

<table>
<thead>
<tr>
<th>Actions</th>
<th>Capital Cost Estimate</th>
<th>Operational Budget Impact</th>
<th>Potential Funding Sources</th>
<th>Timeframe to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.a Align the department budget with actual operations and maintenance costs and maintain an annual “emergency contingency” fund</td>
<td>N/A</td>
<td>Staff Time BOS</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td>5.1.b Ensure staff, utility, and supply budgets increase with new development and improvements</td>
<td>N/A</td>
<td>Staff Time BOS</td>
<td>General Fund</td>
<td>Short-Term</td>
</tr>
<tr>
<td>5.1.c Use cost recovery policy in budget planning efforts</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Short-Term</td>
</tr>
<tr>
<td>5.1.d Establish fund or funds to ensure deferred maintenance, repair, replacements, and capital projects are addressed and funded properly</td>
<td>N/A</td>
<td>Staff Time BOS PRC</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
</tbody>
</table>
### Objective 5.2: 
**Enhance Fee Structure to Align with Cost Recovery**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Capital Cost Estimate</th>
<th>Operational Budget Impact</th>
<th>Potential Funding Sources</th>
<th>Timeframe to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.a</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>Ensure cost recovery policy consistently guides pricing for programs, special events, rentals, and public private partnerships and establishes the percentage of revenues to be returned from various offerings. Evaluate fees every two years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2.b</td>
<td>N/A</td>
<td>Staff Time</td>
<td>N/A</td>
<td>Mid-Term</td>
</tr>
<tr>
<td></td>
<td>Refine the cost recovery assessment model so that it is easy to evaluate and update</td>
<td></td>
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<td></td>
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</tbody>
</table>

### Objective 5.3: 
**Develop Dedicated Capital Funding Source**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>5.3.a</td>
<td>TBD</td>
<td>Staff Time BOS PRC</td>
<td>General Fund CPOS</td>
<td>Long-Term</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td>Implement a bond like the last Coconino Parks and Open Space Program (CPOS) for future funding of capital projects and in so doing, identify an on-going maintenance plan</td>
<td></td>
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</tr>
</tbody>
</table>
### Objective 5.4: 
*Increase and Retain Revenue*

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>5.4.a</strong> Optimize current and additional revenue generating activities at Fort Tuthill County Park through the County Fair and special events</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td><strong>5.4.b</strong> Develop new revenue generating activities such as winter concessions, food and beverage establishment (cafe, bistro, restaurant), and camping/ equestrian events</td>
<td>N/A</td>
<td>Staff Time</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td><strong>5.4.c</strong> Ensure that revenues are funneled back to CCPR to leverage funding for capital projects and purchases</td>
<td>N/A</td>
<td>Staff Time BOS PRC</td>
<td>General Fund</td>
<td>Mid-Term</td>
</tr>
<tr>
<td><strong>5.4.d</strong> Retain revenues generated by the County Fair for the purpose of future event expenses and leveraging capital purchases</td>
<td>N/A</td>
<td>Staff Time BOS PRC</td>
<td>General Fund County Fair Fund</td>
<td>Mid-Term</td>
</tr>
</tbody>
</table>