



102 Roadrunner Drive
Sedona, Arizona 86336
www.SedonaAZ.gov

AGENDA

CITY OF SEDONA CITIZENS STEERING COMMITTEE FOR SEDONA COMMUNITY PLAN UPDATE

Notice is hereby given that the **City of Sedona Citizens Steering Committee for the Sedona Community Plan Update** will meet on **Tuesday, February 7, 2012 at 3:00 p.m.** in the **Community Plan Room** (Imagine Sedona – 2020 and Beyond) located at the Vista del Norte Building, 1725 W. Hwy. 89A, Suite D (at Northview Road), Sedona, Arizona. NOTE: Times noted on the agenda are approximations only and may vary.

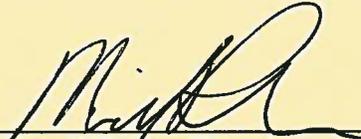
The Order of Business shall be as follows:

1. Verification of Notice, Call to Order, and Roll Call.
Members of the Citizens Steering Committee will attend either in person or by telephone, video or internet conferencing.
2. Announcements from staff and committee.
3. Public forum for items not listed on the agenda – limit of three minutes per person. (Note that the Citizens Steering Committee may not discuss or make decisions on any matter brought forward by a member of the public).
(10 minutes for items 1-3)
4. Discussion/possible action on the planning process; analysis and summary of public comments, plan alternative concepts, comments from the January 31, 2012 meeting with former elected officials and Planning and Zoning Commission members, and other upcoming outreach.
(50 minutes 3:10 – 4:00 p.m.)
5. Discussion/possible action regarding questions for the future Arts and Culture Commission workshop. **(10 minutes 4:00 – 4:10 p.m.)**
6. Discussion/possible action on staffing and hours of operation of the Community Plan Room. **(10 minutes 4:10 – 4:20 p.m.)**
7. Discussion regarding future meeting dates and future agenda items.
(5 minutes 4:20 – 4:25 p.m.)

Tuesday, February 21, 2012 – 3:00 p.m.
At the “Community Plan Room”

8. Adjournment.

Please note that the purpose of the Citizens Steering Committee is to work collaboratively with the community, Planning and Zoning Commission, City Council, staff and others to oversee the formulation of the updated Draft Sedona Community Plan. The Draft Plan will ultimately be considered by the Planning and Zoning Commission and City Council and voted on by Sedona's citizens.



John O'Brien, Director
Department of Community Development

Posted Date: _____ Time: _____ By: _____

NOTE: This is to notify the public that members of the City Council and other City Commissions and Committees may attend the Citizens Steering Committee meeting. While this is not an official City Council or Commission meeting, because of the potential that a quorum of members may be present at one time, public notice is therefore given for this meeting and/or event.



**Department of Community
Development
Long Range Planning**

102 Roadrunner Drive
Sedona, AZ 86336
(928) 282-1154

Memorandum

TO: Citizens Steering Committee for Community Plan update

FROM: Michael Raber, Senior Planner
Department of Community Development 

MEETING DATE: February 7, 2012

SUBJECT: February 7, 2012 Steering Committee agenda.

Attached is the agenda for our meeting on February 7, 2012 at 3:00 p.m. in the Community Plan Room in the Vista Del Norte building. Also attached are the following for agenda item #4:

- Consolidated summary of public comments prepared by staff, taken from Steering Committee summaries from January 17 and after.
- Revised description of Plan alternatives based on feedback from the Planning and Zoning Commission and Planning Team members.
- Comments from the January 31 meeting with former elected officials and Planning and Zoning Commission members.

Please review the summaries of the public comments. With only one exception, the key thoughts are now provided on one page per theme. The Plan alternatives descriptions may be further modified based on comments from the January 31 meeting and as the Planning Team begins working.

For agenda item #5, staff wanted to briefly discuss potential questions that could be used in a future Arts and Culture workshop. We may want to think about the relevancy of the questions to the Plan alternatives we will be developing.

For agenda item #6, staff wanted to discuss the difficulties in keeping the Community Room open and whether a change in hours should be considered.

COMMUNITY

Summary

A strong sense of community is, by a factor of more than 4 to 1, the most mentioned theme in residents' visions for the future of Sedona. Residents believe that strengthening community can be achieved through incentives, opportunities, and places for chance encounters and purposeful gatherings.

Highlights

Incentives include:

- Ongoing multigenerational community events

Events should be integrated into many of the public spaces in the core of the community, not on the fringe.

There is strong support for bringing back the Cultural Park as a place for arts and culture and community events but this may be somewhat contradictory from a focus on community spaces closer to the community core.

- Ongoing public forums on community topics
- Volunteerism to meet community needs

Opportunities include:

- Urban paths connecting neighborhoods, businesses, and centers
- Public transit
- Shared gardens
- Workers live in the community

Some neighborhoods would benefit from neighborhood centers with a mix of uses and gathering place(s) that can help reduce the need for auto trips. The Harmony area has discussed a community center with neighborhood services, child care and education

Places include:

- Multi-generational recreation center
- A downtown
- Multiple town centers

There are many existing gathering places, but they lack good pedestrian connections and many are not truly public places.

There is a need for walk-able access between residential, business and community facilities. Pedestrian and bike paths need to be separated from the traffic, have shade and link to the creek. Amenities such as benches, water, maps, art displays and food should be part of the pedestrian fabric.

There should be several public space areas to provide as many access opportunities as possible within walking distance from neighborhoods (as opposed to one central plaza).

NATURAL BEAUTY

Summary

A Sedona Community Plan without reference to “Natural Beauty” would be like writing a romantic novel without a romance. It would have no meaning. Natural Beauty is the reason why so many of Sedona’s residents came here, and is why so many tourists visit. It drives the economy of the city and at the same time lures those who love the experience of a uniquely beautiful area. Much of the input regarding natural beauty involves the protection of it.

Highlights

- Oak Creek – Protect; develop a walk; enable folks to see it!
- Ensure USFS continues policy of no land trades in Sedona area.

West Sedona

- Keep buildings low so that views of the red rocks are not inhibited.
- Make area more attractive by planting more trees and giving more shade.
- Bury power lines, so that we can appreciate our natural beauty more.

Hiking Trails

- Need easier access to our trail system, so that Sedona’s natural beauty could be experienced easily by all.

Dark skies

- Importance of a dark sky policy and policing of areas, especially along 89A, where there some lights are not in compliance. Neighborhoods too should keep to the rules and ensure that outside lights are shaded.

Beautifying the City

- There should be no interference with the views. The natural beauty in and around Sedona should be enhanced, protected and left untouched.
- Signs, especially on 89A, detract from the beauty of our area.
- Sedona should reflect that very special place it has in Northern Arizona – a very unique city and the Plan should work to do that.

HOUSING AND NEIGHBORHOODS

Summary

There is a need to build a diverse community and housing that accommodates this diversity (age, income, etc.). Those that serve the community contribute more if they are able to live in the community.

The City should enable the development of more affordable housing choices through zoning and incentives. Density increases in some areas should be considered where auto dependence could be reduced. All types of senior housing are needed. The idea of multi-generational "co-housing" also has support.

There needs to be a balance in recognizing the potential for mixed use and re-development with the preservation of the most affordable, existing housing in neighborhoods closest to areas that can potentially re-develop with mixed use.

There is interest in developing neighborhood pocket parks and/or community gardens; neighborhood services within a walk-able distance, and in at least one neighborhood, their own "community center". Bike trails, urban pathways, sidewalks and connector streets are also desired.

Highlights – Housing

- More affordable housing
- Develop a program to restore artists/writers homes
- Senior housing/independent living/assisted living/Alzheimer's unit/daycare
- Hostel for back packers and younger tourists
- Improve the mobile home park on 89A
- No more grandfathering of colors and lights on houses
- More mixed occupancy types- houses, apartments, quality retirement housing
- Keep buildings low in height
- Mandate codes for accessibility
- Plan to have 2 out of 3 workers in Sedona living here by 2020
- Work with Habitat to build some affordable housing
- Introduce co-op housing
- More energy efficient housing
- Rebuild and revitalize housing in older areas like Harmony.
- Develop and enforce green building codes

Highlights - Neighborhoods

- More community gathering places/plazas
- More walkability/paths (not concrete sidewalks) connecting neighborhoods
- One main community recreation center
- Neighborhood community gardens/composting centers
- More intergenerational activities
- More neighborhood parks
- Community centers within neighborhoods
- Encourage mixed use neighborhoods – homes, apartments, stores, parks, public spaces
- Pedestrian and biker friendly neighborhoods
- Foster a sense of neighborhood by seeking to preserve old neighborhoods – like Harmony celebrating its 50th year; helping neighborhoods clean/spruce up; encourage neighborhood events like block parties and festival; form neighborhood associations and coalitions for better communication.

PARKS AND RECREATION

Summary

Existing parks are high quality, but are not very accessible by foot for most residents. They need to be interconnected with pedestrian/bike paths (a comprehensive urban trail system), separated from the SR 89A corridor. Connections are needed between Yavapai College, Posse Grounds and Jordan Park area in Uptown. *Although there is support for dark skies, there are some users that wish for more night-time ballfield and other park lighting.*

There may be a greater need for smaller parks/open space areas for people to connect and pocket park(s) on the Creek and SR 179. *However, not everyone supports pocket parks in neighborhoods.*

There is a need for more soccer/ballfield space, *but the option of locating these uses at the treatment plant site could be in conflict with the regional issue of maintaining open spaces between communities and providing walkable access to recreation within the community.*

There is a need to promote and protect the National Forest Trails system and maintain good access with adequate trailhead parking.

Highlights

- Pedestrian friendly sidewalks throughout the city (particularly between Uptown, Hillside, Tlaquepaque, Creekside and paths that could be used evenings).
- Hiking trails more accessible to seniors, handicapped.
- Biking trails more accessible to all levels of cyclists.
- Central "meeting place" for concerts, special events, community gatherings.
- Smaller neighborhood parks with many amenities. (Benches, fountains, walking trails). Park in uptown for families.
- Easier access to Oak Creek.
Develop a creek walk and park. Make the Creek a focal point for various community activities and create walking and bike paths parallel to it.
- Community recreation center for all ages.
- Passive recreation at wastewater treatment plant (fishing, bird-watching) or active recreation such as soccer and football.
- Year-round community pool usage.
- Other family-oriented recreational amenities: ice-skating rink, bowling alley, outdoor laser tag.

ARTS AND CULTURE

Highlights

- Culture is a little difficult to define, and clearly crosses several levels of our discussion. In Sedona, art and culture relate to the economy, recreation, community, and quality of community life.
- There is interest in an Art Museum.
- Performing arts, Music, Art Festivals, Film, and all manner of events and festivals are often identified as important. There is a keen memory of the Cultural Park and a desire to see it revived or possibly an "event park" or other place where festivals, events and entertainments might take place.
- There is a need for an appreciation of history.
- Events or festivals that convey cultural diversity and native American and indigenous people crafts and arts were suggested.
- Jordan Road could be re-shaped to be like "Canyon Road in Santa Fe" where there are numerous art galleries and shops.
- Coordinate arts events on the calendar.

SUSTAINABILITY AND THE ENVIRONMENT

Summary

Sedona should strive to become a self-sufficient City and an international model for sustainability with a sustainability-themed curriculum in its schools and strong community education on sustainable practices. Sedona will be learning center for sustainability, attracting young professionals with new ideas on renewable energy and alternative fuels. Sustainability also applies to the people and is a community project, not a special interest.

We may need to re-vision future transportation and lifestyle based on more expensive travel and delivery costs for goods. Conservation, re-use and reducing consumption should be pursued on all fronts. Alternative energy and local food production (Verde-Valley wide) will be very important. Although water is an issue for local food-production, regionally, irrigated lands and areas near the wastewater treatment plant could play a role and agricultural practices in arid climates. There is also strong support for community gardens.

Highlights

- Consider sustainability as an organizing principle for the Plan.
- The natural beauty of the area is our economic engine and its preservation should be at the forefront of our decision-making.
- Ensure green building practices through codes and incentives
- Water conservation through rainwater harvesting; recycled A+ wastewater; multi-purpose storm-water infiltration, use of grey water and xeriscaping.
- Community gardens in schools and neighborhoods
- Locally grown food in Sedona and the Verde Valley; put agricultural lands onto the city zoning map.
- Encourage renewable energy and recycling; require commercial uses to recycle; provide more neighborhood recycling for convenience and citywide composting.
- Develop ecotourism.

ECONOMY

Summary

The future economy of Sedona will continue to rely on tourism but this sector should expand to promote authentic eco-tourism and sustainable practices in hospitality, retail services, and special events. The economy can be diversified to create more stability and to attract and retain young professionals and families with a focus on Sedona's uniqueness and quality of life.

There should be mutual dependencies between communities (e.g. culture, jobs, medical care) that will be beneficial to the entire Valley (Sedona – Tourism, Cottonwood – Commercial hub/labor force, Camp Verde – agriculture). Regional collaboration is key as each community has different assets that help strengthen each. Other assets for Sedona could include the film industry and conference center. Sedona could also develop as a mainstream spiritual destination for health and wellness or even as an international campus for spiritual advancement. It could also aspire to be the center for stewardship of public lands.

We need to find ways to align regulations with promotion of a culture of home businesses; we also need an economic development plan with measurable goals and actions and resources to monitor and implement.

Highlights

- Create a diverse economy with solar and other types of green energy jobs.
- Attract higher education opportunities.
- Do something with the sewer plant land
- Promote local farms and food production
- Develop local neighborhood markets
- Provide affordable housing
- Develop Gateway Visitors Centers for western entry and north of Art Barn Rd.
- Create a Convention center, aim for multi-day tourists.
- Destination marketing.
- Alter the demographics of our tourists: strive for more ecotourism. Market to the type of tourist we want: stewards of the land, art & culture lovers.
- Imagine a Sedona that retains its small business atmosphere and unique independent shops.
- Focus on needs of visitors: inviting environment, easy access and accommodation; alternate recreational and transportation opportunities, good signage, professional assistance.
- Preserve Sedona as an "art community". OR a "retirement community".
- Integrate tourists and residents.
- Develop a film museum and an art museum.
- Create a central office facility with shared conference room and services for Sedona businesses that run out of the home.

CIRCULATION

Summary

Traffic congestion is a central issue with traffic backups in the Canyon and Uptown of particular concern. A combination of transit and both vehicular and pedestrian alternative routes is needed. Other suggestions have included pedestrian bridges and parking garages.

Better off-highway connections are needed south of SR 89A in west Sedona and alternative bike and pedestrian routes connected to pedestrian-oriented nodes.

We need a comprehensive transit system that moves both visitors and residents; this will help both groups see a different side of the community. Strategically-placed park and ride facilities throughout the community can help get visitors out of their cars and provide better transit accessibility for residents. There is a need for regional links and a special focus on seniors' needs. Should also move toward use of electric vehicles within the City.

For SR 89A in west Sedona, there is a need for better, safer ways for pedestrians to cross and making the corridor itself more pedestrian-friendly is critical for increasing safety. Medians, roundabouts, other access-control measures and parking interconnections need to be pursued.

Highlights – What We Could Be

- Guiding Principles to Future Circulation Planning
 - Sedona embraces human-scale versus car-scale planning.
 - Design elements communicate that people, not cars, live here.
 - Sedona has a vibrant street community'.
 - West 89A is a humanized' boulevard.
 - We offer multi modal opportunities -walk, drive, bus, bike.
- Pedestrian Circulation
 - Walkable spaces are woven into our townscape.
 - Everyone can walk to a public square or plaza.
 - Sedona has a legible urban trails system used for functional connections and recreation.
 - Pathways lead to creek-side parks and quiet nature areas.
 - We have a pedestrian underpass between Hillside and Tlaquepaque.
 - Jordan Road is a walking route with a concentration of galleries, cafes - like Santa Fe's Canyon Road.
 - 89A and 179 have many ways for pedestrians to cross safely.

- Automobile Circulation

- Road extensions connect more of Sedona's residential areas together.
- West Sedona has roundabouts.
- West Sedona has some medians and possible roundabouts other access control measures to reduce friction.
- Better off-highway connections south of 89A
- What about a road and bridge to drive through Red Rock Crossing?
- What about a new road crossing at Chavez to connect to Poco Diablo?
- What about paving Schnebly Hill Road all the way between Sedona and I-17?
- What about a park 'n ride at the sewer plant (why drive out there to park?)?
- More parking at trailheads and in the Canyon?

- Parking & Transit

- Sedona has parking at the perimeter of the city with transit into town.
- Parking lots are interconnected to minimize the need to drive back onto 89A.
- Parking is available at key transit plazas to encourage use of shuttle.
- We have a multi use parking area that accommodates tour bus drop-off, RV's and transfers to transit (it also serves events as a staging area).
- Mobility for seniors and youth is served by transit.
- Electric transit buses serve the town.
- Transit connects Sedona with the VOC and the rest of the Verde Valley and Flagstaff.

- Bicycle Circulation

- Bike lanes on 89A encourage more bicycle riders.
- Bikes have routes to connect through neighborhoods to avoid 89A.

HEALTH, SAFETY AND SERVICES

Summary

There is an expressed need for adequate local medical care facilities (expand the Sedona Medical Center) and more senior health care including services, mobility and infrastructure. Another option discussed is an alternative healing arts facility.

A homeless shelter is needed and access to more affordable daycare.

Better flood hazard mitigation is needed to counter flash-floods in washes. Should consider multi-use detention upstream of subdivisions.

Highlights

- Create more places for pedestrians to safely cross 89A; add safety islands.
- Build sidewalks on roads with lots of foot traffic.
- Make Hwy 89A safer for bicyclists.
- Eliminate "suicide" lanes on 89A.
- Eliminate traffic backups into Sedona from 179 and the canyon.
- Acquire the best emergency preparedness tools.
- Teach emergency procedures, including help for elderly or home-bound.
- Improve fire-fighting capability with water storage tanks on Table Top Mesa.
- Prevent flash flood damage, possibly with retention ponds.
- Improve city response to street and culvert maintenance.
- Expand medical facilities and services in the region, including alternative healers.
- Provide shelter for the homeless and traveler aid.

EDUCATION

Summary

A quality education at all levels has been expressed including local community college expansion or satellite campus. Sedona should be known for green technology, agricultural and environmental education. Thriving arts and performance programs, trades and computer classes, senior studies, counseling, psychology, physical therapy and English - language programs have also been discussed.

Highlights

- Need our educational system to bring out the creativity of every child.
- More inter-generational activities – seniors mentoring, youth visiting seniors, etc.
- Sedona should be a learning center for the arts and other disciplines
- College expansion – be more of a university town/more NAU involvement
- Make all the schools green
- Make the opportunity available for students to work in our neighborhoods
- Need for a better educated population – not enough resources – only 1 newspaper
- Sedona should become an education center – maybe for green technology/agriculture, sustainability
- Expand idea of Citizens Academy to the general public

TOWN CHARACTER

Highlights

- Keep small town, rural feel.
- No tall buildings.
- Encourage small, distinctive business: no big box stores or huge shopping malls.
- Make Sedona more “walkable” and de-emphasize automobiles:
 - Walkways between Hillside and Tlaquepaque
 - Creek walk along part of Oak Creek
 - Artistic benches, water fountains, low shade trees along walkways, 89A
- Focus more on residents, less on tourists.
- Need a town center.
- Focus beautification improvements in west Sedona.
- Replace current signage with a distinctive design.
- Put power lines underground.

Sedona Community Plan

Five Alternative Futures

January 31, 2012

As we move forward there seems to be five Alternative Futures that could be explored, detailed and presented to the Citizens for consideration. It is assumed that from this process a hybrid will emerge, which at that time could be moved forward in a more detailed fashion.

Each Alternative would have an emphasis, which could be exploited to maximum effect without consideration of compromise. In reviewing the Alternatives, residents could then indicate which one was generally most attractive to them, but they could also “vote” for specific aspects of any Alternative. The resulting hybrid would then be constructed by combining the most desirable features of each Alternative.

A general description of each of the five Alternatives is outlined below:

1. Current Plan

- a. *Concept* – Acknowledging that the current community plan is basically sound, and has served us well for the last ten years, this Alternative would maintain the core components of it and not add any new major concepts. Data would be updated as necessary, and the Plan would be streamlined for better accessibility.

2. Basic Services and Infrastructure

- a. *Concept* – This alternative is based on the thought that the city should limit expenditures to only those services and infrastructure essential to safety and welfare. This alternative would suggest no new capital projects or planning initiatives, and eliminate from the plan anything but basic planning needs, including any dictated by the State. The future of the undeveloped lands and the transitioning lands would be determined by current zoning and what the market desires.

3. Tourism First

- a. *Concept* – Accepting that tourism is our main economic engine, create a Community Plan update that embraces it fully and expands on our delivery of tourism as a highly developed “product”, so that Sedona can be put in the category of the Best of Best as it relates to hosting visitors. Create more tourism-based opportunities on undeveloped or underdeveloped land. Create housing for hospitality workers. Work with the Forest Service to open up more Forest land for use by tourism businesses. Create more access to the creek, more shuttle opportunities; develop the water treatment plant site and the cultural park as major opportunities for tourism. Develop tourism opportunities for all demographics and price points.

4. Environment First

- a. *Concept* – The preservation ethic of land and resources would be the backbone of this alternative. The needs of residents would be designed to have less impact on the environment by reducing traffic, increasing energy efficiency, increase local or regional agriculture, unique land uses, and more housing types to allow for more efficient use of the land. All systems of sustainability would be explored, as well as new concepts in economic development that would place more of an emphasis on a sustainable/green economy.

5. Community First

- a. *Concept* – This alternative would be based on the belief that Sedona is primarily a community for its residents. Visitors are invited, but not the main focus of the community, and more diverse economic development would lead to less of an emphasis on tourism as we know it today. More opportunities would be available to residents in the form of more healthy living choices, more local parks, easier transportation methods, less of a desire to build hospitality commercial and more focus on the needs of the residents. A major emphasis would be placed on Creating Community with more social interaction. More diversity would be created so all residents could have a cradle to grave life in Sedona with each of those phases being well provided for. Those that come to Sedona as visitors would now come to be in a wonderful community just as much as to be in beautiful place.

Summary of Comments

Jan. 31, 2012 Meeting with former Mayors, Councilors and Planning & Zoning Commissioners (17 in attendance)

- What is the growth data for Sedona? How much is built out? Should there also be a "growth option" as an alternative?
- Sedona will always be a popular destination
- Need to remember our western heritage. It used to be a high school student rite of passage to go out and camp and herd mustangs.
- There should be established open space or common space as a transition between the Verde Valley communities
- Look at what we do right (and we, as a city, do a lot right) and focus first on that.
- Focus first on plan alternatives 1 & 2 then look at the next three equally
- Circulation and parking are the highest priorities – get these resolved first
- Agrees that the city has done an excellent job.
- Current plan may have some problems but it works. Don't reinvent the wheel.
- No town looks better than our small town.
- Comments from the community don't look much different than in the past.
- Need to follow through with implementing what has already been recommended.
- Need to know what will happen to key properties when businesses go away. When the Biddles property, for example, goes away the community will lose a full-scale nursery.
- Scale down the current Plan - needs to be more concise; however, most everything is already in the current Plan
- We have more "wants" than "needs" so we should be careful about what can be realistically accomplished. We have been unwilling to pay for "wants" (e.g. Recreation Center) and there's a lot that won't be accomplished without a property tax. So many of the "wants" are not affordable.
- Should not call the Environment plan alternative "Environment First"; all three alternatives (Environment, Tourism, Community) should be considered.
- Sense of "community" is a recurring theme.
- There are differing points of view about creek access.
- One major idea: create a boardwalk out of the creek-walk idea to keep people out of the creek. Uptown needs something other than shopping.
- Not all of the alternatives are "absolutes".
- Biggest issue is to make the Plan more accessible for everyone.
- There are conflicts between the current Plan and the Zoning map (e.g. setbacks, density). Need to proactively make these two consistent so that the next Plan is useable by the Planning and Zoning Commission.
- The latter three alternatives need to be looked at holistically.

- The five plan alternatives are important, but combining the good points from each may be better than treating them all equally.
- Unifying the community is more important than what we spend our budget on.
- Need to update the water resources Element in the Plan
- Should look at “basic services” alternative first to understand basic needs (e.g. storm-water drainage)
- Undergrounding overhead utility lines should be a high priority to enhance the natural beauty; work with utility companies
- Need to combine the Plan alternatives
- Creek needs to be experienced; perhaps there should be only one point of direct access to the creek and other access points would be for viewing only to minimize environmental impact to the creek
- Suggest a poll of businesses to determine what restrictions (e.g. signage) may be negatively impacting them and work to alleviate those to help encourage more visitor spending.
- Sedona (and tourism) is “out of the bag” on a global level. Need to address that.
- Traffic is a problem, and when the economy turns around it won't be any better. Need to take care of these problems.
- We need a “sense of harmony”.
- People should be hired from within the community like Flagstaff and Phoenix. We want people who are vested in the community.
- Should explore City assumption of the SFD. It could be a savings to taxpayers.
- We should work together for the common good and define the “good values” and not emphasize the negatives (i.e. “you can't do ...”)
- Favor the alternatives approach overall as we need a little of everything; helps us get out of “silo” thinking. Let's put blue dots on the “good ideas”.