# Flagstaff Regional Plan – All Goals and Policies (minus land use)

### **Air Quality**

Goal E&C.1. Proactively improve and maintain the region's air quality.

**Policy E&C.1.1.** Engage public agencies concerned with the improvement of air quality, and implement state and regional plans and programs to attain overall federal air quality standards and in particular ozone, particulate matter and carbon monoxide on a long-term basis.

**Policy E&C.1.2.** Pursue reduction of total emissions of high priority pollutants from commercial and industrial sources and area-wide smoke emissions.

**Policy E&C.1.3.** Improve air quality by reducing vehicular emissions.

*Policy E&C.1.4.* Encourage strategies and partnerships to mitigate dust.

**Policy E&C.1.5.** Maintain air quality through pursuit of non-polluting industry and commercial enterprises. [Wording change suggested by FMPO]

*Policy E&C.1.6.* Seek feasible alternatives to reduce the smoke produced through prescribed burns and slash piles while continuing efforts to return fire to its natural role in the ecosystem.

## **Climate Change and Adaptation**

An effective response to climate change must combine mitigation—to avoid the unmanageable—with adaptation, to manage the unavoidable.

**Goal E&C.2.** Reduce greenhouse gas emissions.

**Policy E&C.2.1.** Reduce fossil-fuel generated energy consumption in public, commercial, industrial, and residential sectors

**Policy E&C.2.2.** Promote investments that strengthen climate resilience and discourage those that heighten climate vulnerability.

**Goal E&C.3.** Strengthen community and natural environment resiliency through climate adaptation efforts.

**Policy E&C.3.1.** Develop and implement a comprehensive and pro-active approach to prepare the community for and to minimize the impacts of climate change induced hazards.

**Policy E&C.3.2.** Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce the community's vulnerability to climate change impacts.

*Policy E&C.3.3.* Invest in forest health and watershed protection measures.

**Policy E&C.3.4.** Increase the region's preparedness for extreme climate events.

**Suggested re-wording: Goal E&C.4.** Integrate the best available science into all policies governing the use and conservation of Flagstaff's natural resources.

See Water Conservation, Energy, Eco-system, Wildlife and Transportation for collaborated policies.

*Policy E&C.4.1.* Assess vulnerabilities and risks of Flagstaff's natural resources.

## **Dark Skies**

**Goal E&C.5.** Preserve Dark Skies as a natural resource and as an important economic benefit and element of community character.

**Policy E&C.5.1.** Evaluate the impacts on the dark skies of all lighting regulation changes, landuse designations or changes, and proposed transportation developments within the region.

*Policy E&C.5.2.* Prevent light trespass.

## **Ecosystem Health**

**Goal E&C.6.** Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region.

**Policy E&C.6.1.** Encourage public awareness that the region's ponderosa pine forest is a fire-dependent ecosystem and strive to restore more natural and sustainable forest composition, structure, and processes.

**Policy E&C.6.2.** All landowners and land management agencies are encouraged to emphasize forest ecosystem restoration and catastrophic fire risk reduction for the lands under their respective jurisdictions.

These two policies are redundant. Suggest deleting the policy below (E&C.6.3) (FMPO) *Policy E&C.6.3*. The City of Flagstaff and Coconino County support the efforts of land management agencies to manage dispersed camping, campfires, off-road motor vehicle travel, and other forms of recreation consistent with resource protection and community fire risk reduction.

**Policy E&C.6.4.** Promote conservation and ecological restoration of the region's diverse ecosystem types and associated animals, especially rare, sensitive, threatened and endangered species on both public and private lands in a landscape context. [Wording change suggested by FMPO]

*PolicyE&C.6.5.* Support collaborative efforts to return local native vegetation, channel structure and, where possible and applicable, preservation and restoration of in-stream flows.

**Policy E&C.6.6.** Preserve Flagstaff's wetland areas and discourage inappropriate development that may adversely affect affect them and the services they provide. [Wording change suggested by FMPO]

## **Environmentally Sensitive Lands**

**Policy E&C.7.2.** Development proposals and other land management activities should be designed to minimize the alteration of natural landforms and maximize conservation of distinctive natural features.

### [Redundant]

**Policy E&C.7.4.** The City and County favor the use of all available mechanisms for the preservation of environmentally-sensitive lands, including but not limited to public acquisition, conservation easements, transfer of development rights, or cluster development with open space designations.

## **Natural Quiet**

Goal E&C.8: Maintain areas of natural quiet and reduce noise pollution.

*Policy E&C.8.1.* Establish location appropriate sound management tools with measurable criteria.

*Policy E&C.8.2.* Evaluate land uses and transportation proposals for their potential noise impacts.

## **Noxious and Invasive Weeds**

[Suggested edit from FMPO: Remove the section on Noxious and Invasive Weeds, put existing goal as a policy under Environmentally Sensitive Lands, and move all policies to strategies.]

**Goal E&C.9.** Use best environmental practices to control populations of exotic terrestrial and aquatic exotic and invasive plants and animals, eradicate where possible, and prevent new infestations. [Wording change suggested by FMPO along with notes above]

*Policy E&C.9.1.* Develop vegetation/noxious weed management program.

**Policy E&C.9.2.** The City and County will adopt weed control measures to be applied to road and utility infrastructure construction and maintenance projects, and will pursue aggressive weed-control strategies in public rights-of-way and other City and County-owned properties.

**Policy E&C.9.3.** The City and County Parks and Recreation Departments will pursue opportunities with other agencies and volunteer groups to control the spread of non-native invasive plants and noxious weeds on public park lands and natural areas.

**Policy E&C.9.4.** Disturbed areas for improvements and landscaping for new developments shall emphasize the use of native, drought-tolerant or edible species appropriate to the area.

**Policy E&C.9.5.** Limit use of herbicides, insecticides and similar materials.

## Soils

Goal E&C.10. Protect soils through conservation practices.

**Policy E&C.10.1.** County Policy: In areas of shallow or poor soils where standard on-site wastewater systems are not feasible, very low density development, integrated conservation design, a centralized treatment facility and/or technologically advanced environmentally sensitive systems shall be preferred.

**Policy E&C.10.2.** Construction projects shall employ strategies to minimize disturbed area, soil compaction, soil erosion and destruction of vegetation

**Policy E&C.10.3.** Best management practices should be used when using prescribed burns in order to conserve soil resources.

### Wildlife

**Goal E&C.11.** Protect indigenous and diverse wildlife populations, localized and larger-scale wildlife habitats, ecosystem processes, and wildlife movement areas throughout the planning area.

**Policy E&C.11.1.** Encourage local development to protect, conserve, and when possible enhance and restore wildlife habitat.

**Policy E&C.11.2.** Protect, conserve, and when possible enhance and restore wildlife habitat on public land.

**Policy E&C.11.3.** Protect sensitive and uncommon habitats such as ephemeral wetlands, riparian habitats, springs and seeps, rare plant communities, and open prairie ecosystems including the physical elements such as water sources and soil types on which they depend. [This is redundant with Ecosystem Health - FMPO]

**Policy E&C.11.4.** Protect populations of rare and sensitive animal species and their habitats, including threatened and endangered species and species of special conservation concern. [This is redundant with Ecosystem Health - FMPO]

**Policy E&C.11.5.** Conserve and manage important wildlife movement corridors for a broad range of species. [Redundant with number 8 below - FMPO]

**Policy E&C.11.6.** Support the control and removal of terrestrial and aquatic exotic and invasive plants and animals. . [This is redundant with Ecosystem Health - FMPO]

*Policy E&C.11.7.* Support the development of watchable wildlife recreation opportunities.

**Policy E&C.11.8.** Maintain and restore important wildlife corridors throughout the planning area to allow wildlife to find suitable habitat in the face of climate change by moving along vegetational and elevational gradients.

## **Open Space**

**Goal OS.1.** The region will have a system of open lands, such as natural areas, wildlife corridors and habitat areas, trails, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.

**Policy OS.1.1.** Establish a Conservation Land System supported by stakeholders (federal, state, city, county, non-profit, and interested citizens) to inventory, map, update and manage the region's "green infrastructure" including open space planning, acquisition, conservation, protection and long-term management and maintenance.

**Policy OS.1.2.** Preserve natural lands and priority open lands as opportunities for non-motorized connectivity and for people to interact with nature.

**Policy OS.1.3.** Open spaces may serve as natural environment buffer zones to protect scenic views and roadways, to separate disparate uses, and by separating private development from public lands, scenic by-ways and wildlife habitats.

**Policy OS.1.4**. Recognize the importance and protect, where feasible, the natural aspects of open spaces. [Redundant with all three preceding]

## **Water Quality**

(Note this section is being moved out of Environmental Quality and into Water Resources; as such, need to check for redundancy of all water goals and policies.)

Goal E&C.11. Protect, preserve, and improve the quality of surface water and groundwater in the region.

**Policy E&C.11.1.** The City of Flagstaff and other surrounding regional wastewater treatment systems should explore the feasibility of additional or alternative treatment technologies and closely monitor the research on the potential impacts to human health and our regional water supplies.

*Policy E&C.11.2.* Recognizing the increasing concern about water quality, seek methods to divert contaminants from the waste stream.

**Policy E&C.11.3.** Implement best management practices to protect and maintain surface waters and their contributing watersheds.

Policy E&C.11.3. Encourage Low Impact Development strategies.

**Policy E&C.11.4.** The City and County will have water quality data available and accessible to the public.

(NOTE: In addition, the CAC desires to "... to keep this idea as part of the larger conversation of 'communication' and 'transparent government processes'."

### [Redundant with E&C.11.3 above]

**Policy E&C.11.6.** Develop water use policies that attempt to integrate current best projections of climate change effects on the Colorado Plateau's water resources, emphasize conservation and rainwater harvesting, and minimize the energy-intensive transport and pumping of water. [Move to Climate Change?]

## **Water Sources**

**Goal WR.1.** Maintain a sustainable water budget incorporating regional hydrology, ecosystem needs, and social and economic well-being.

**Policy WR1.1.** Participate in and support regional processes to develop a sustainable water budget.

**Policy WR1.2.** Seek opportunities to partner with adjacent landowners and managers to improve water yield and hydrologic processes on these lands. **PARKING LOT** 

**Goal WR.2.** The City manages a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources and identifies funding to pay for new resources.

**Policy WR.2.1**: Develop and adopt an integrated water master plan that addresses water resources, water production and its distribution, wastewater collection and its treatment, and reclaimed water treatment and its distribution.

**Policy WR.2.2**: Maintain and develop facilities to provide reliable, safe and cost effective water, wastewater and reclaimed water services.

## **Water Demand**

**Goal WR.3.** Satisfy current and future human water demands and the needs of the natural environment through sustainable and renewable water resources and strategic conservation measures.

**Policy WR.3.1.** Work together with regional partners to address regional human and environmental water needs.

**Policy WR3.2.** Low-water consuming businesses and industries will be favored over water intensive uses.

**Policy WR3.3.** Integrate sound water conservation and reuse systems into new and updated public facilities.

**Policy WR.3.4.** Use reclaimed water and rainwater harvesting wherever appropriate.

**Policy WR.3.7.** Encourage private well owners to install meters to understand how much water is used as well as alert property owners to possible leaks.

## **City-Specific Policies**

**Policy WR.3.8.** The City will calculate the volume of local water resources it has available and make periodic updates as appropriate.

**Policy WR.3.9.** The City will implement a water management program that creates a linkage between new growth and a minimum 100 year water supply.

**Policy WR.3.10.** The City will identify adequate funding sources to pay for new resources to ensure a long-term renewable water supply.

**Goal WR.4.** Avoid urban sprawl by logically enhancing and extending public water, wastewater, and reclaimed water services including their treatment, distribution, and collection systems in both urbanized and newly developed areas of the City.

**Policy WR.4.1.** The *Regional Plan* land uses will guide the Integrated Water Master Plan to better plan for the necessary infrastructure sizing and location to accommodate planned growth and resource management.

**Policy WR.4.2.** The City will maintain a financially stable utility to provide reliable, high quality utility services.

*Policy WR.4.3.* Developments requiring public utility services will be located within the Urban Growth Boundary [Possible name change].

## **Energy**

## **Efficient Use of Energy**

Goal E.1: Reduce total and per capita non-renewable energy use through efficiency and conservation.

**Policy E.1.1.** Identify and pursue cost-effective energy efficiency options in the context efficiency options in the context of long-term planning.

#### Education

- *Policy E.1.2.* Develop land use regulations that promote land use patterns that increase energy efficiency in the building and transportation sectors.
- **Policy E.1.3.** Develop and implement education and outreach opportunities focused on efficient building materials and practices in collaboration with the public sector and educational institutions (Flagstaff Unified School District, Northern Arizona University, Coconino Community College, and community partners).
- **Policy E.1.4.** Support workforce training for the installation and maintenance of energy efficient technologies.
- *Policy E.1.5.* Develop and implement educational programming to ensure individual, family and business preparedness for short and long-term energy outages.

## Building

- **Policy E.1.6.** Adopt requirements for energy efficient technologies and design in all new and retrofit buildings for residential, commercial and industrial projects. [How different from code?]
- **Policy E.1.7.** Support policies and programming that reduce electricity, natural gas, and water consumpton to conserve natural resources and reduce financial costs.

- **Policy E.1.8.** Incorporate energy conservation and renewable energy systems in zoning and building codes. [How different from code?]
- **Policy E.1.9.** Develop standards and guidelines to guide builders, architects and developers toward optimal building water use and energy performance and standards.
- **Policy E.1.10.** Incentivize energy efficiency and renewable energy technologies in construction projects.

## [Policies E.1.9, 10, and 11 above are redundant]

**Policy E.1.12.** Identify financing mechanisms to support water and energy efficiency improvements in public ,residential, commercial and industrial sectors.

#### **Transportation**

- *Policy E.1.13.* Promote and encourage the expansion and use of energy efficient and multi-modal transportation to reduce vehicle miles traveled.
- **Policy E.1.14.** Develop policies and programs that incentivize the use of fuel efficient vehicles and vehicles that use renewable fuels and/or electricity.

## **Renewable Energy**

- **Goal E.2.** Expand production and use of renewable energy.
  - **Policy E.2.1.** Promote renewable energy sources that reduce demand upon fossil fuels and other forms of generation that produce waste.
  - **Policy E.2.2.** Preserve opportunities for development of renewable energy resources in the planning process.
  - **Policy E.2.4.** Develop City and County renewable energy pilot programs as a showcase to educate the public and development community.
  - *Policy E.2.5.* Pursue, promote and reward small-scale renewable energy production and use on the local level at individual residential, commercial and industrial parcels.
  - **Policy E.2.6.** Pursue, promote, and support utility scale renewable energy production such as biomass facilities, solar electricity, wind power, waste-to-energy and other alternative energy technologies.

## **Community Character**

#### **Scenic Resources and Natural Setting**

- **Goal CC.1.** The built environment shall reflect and respect the region's natural setting and dramatic views.
- \*\*NOTE: Open Space policy "preserve rural character" was moved to Community Character element.

**Policy CC.1.1**. Preserve the natural character of the region through planning and design to maintain views to significant landmarks, retain sloping landforms, rock outcroppings, water courses, flood plains and conserve large stands of ponderosa pine. [Meadows?]

**Suggested New Policy CC.1.2.** Continue to define, and further develop the community character, by incorporating the natural setting into the built environment at all design scales.

**Policy CC.1.3.** Protect the region's topographical features, mountains, canyons and forested settings from development. [How is this different from Policy CC.1.1?]

Policy CC.1.4. Identify, protect and enhance gateway points and corridors

**Policy CC.1.5.** Development patterns will be designed to maintain the open character of rural areas, protect open lands, and protect and maintain sensitive environmental areas.

**Policy CC.1.6.** Encourage cluster development to preserve open space, viewsheds and scenic vistas.

## **Heritage Preservation**

Goal CC.2. Preserve, restore and rehabilitate heritage resources to better appreciate this culture.

**Policy CC.2.1.** Actively locate, identify, and preserve historical, archeological, and cultural resources as aspects of our society for future generations to retain, understand and enjoy their cultural identity.

Suggested Policy CC 2.2. Formally recognize heritage resources through designation as local landmarks and historic districts.

Suggested Policy CC2.3 - Fully mitigate development impacts on heritage resources.

**Policy CC.2.3.** Support restoration and rehabilitation of historic housing, buildings, structures, and neighborhoods.

Suggested Policy CC 2.4. Provide incentives for heritage preservation.

## **Community Design**

**Goal CC.3.** Public and private design solutions as new and remodeled buildings, public spaces, and landscaping will preserve, restore, enhance and reflect the design traditions of Flagstaff.

Suggested Policy CC 3.1. Neighborhood design is respectful of traditional development patterns and enhances the overall community image.

**Policy CC.3.2.** Promote quality context sensitive design and development for all projects to enhance a positive image and identity for the Region.

Suggested Policy CC 3.3. Streetscape design is context sensitive, and transportation systems reflect the desired land use. See Transportation section \_\_\_\_\_this is probably redundant.

**Policy CC3.2.** Utilities and infrastructure should be contextual and considered as part of the overall design aesthetics.

**Policy CC3.3.** Develop urban infrastructure which supports revitalization and redevelopment. [Round 1 of editing suggested moving this to Public Facilities - is this still the case?]

Suggested Policy CC 3.4. Appropriate design solutions respect, fit around and within the unique aspects of the natural environment.

Suggested Policy CC 3.5. Appropriate design solutions balance the interface of the natural and built environments with the most urbanized core activity areas being the most built and the most rural areas being the most natural.

**Suggested Policy.** Design streets and parking lots to de-emphasize automobile facilities, acknowledge [or emphasize] human-scale and pedestrian needs, and accentuate the surrounding environmental beauty.

*Suggested Policy.* Maintain and enhance existing buildings and blend well-designed new buildings into existing neighborhoods.

[Need a policy to use "design tradition."]

#### **Arts, Sciences and Education**

**Goal CC.3.** Support and promote art, science and education resources for all to experience.

Policy CC.3.1. Provide first class arts, research and educational facilities.

**Policy CC.3.2.** Coordinate educational master plans (NAU, CCC, FUSD and Charter Schools) with regional planning efforts.

*Policy CC.3.3.* Integrate art into public and private development projects.

**Policy CC.3.4.** Complete sidewalks and FUTS connections for all schools, community college and university campuses.

**Policy CC.3.5.** Promote and expand scientific research as a key component to the Flagstaff Region's character.

## **Cost of Development**

**Goal CD.1.** Improve the City and County financial systems<sup>1</sup> to provide for needed infrastructure development and rehabilitation, including maintenance and enhancement of existing infrastructure<sup>2</sup>.

**Policy CD.1.1.** The City will provide a regular analysis of funding and financing policy alternatives needed for infrastructure development and rehabilitation.

<sup>&</sup>lt;sup>1</sup> "Financial System" – How public revenues and expenditures are managed, including planning for future needs.

<sup>&</sup>lt;sup>2</sup> "Infrastructure" – includes but is not limited to: sewer lines, water lines, reclaimed water lines, roads, intersections, sidewalks, FUTS, landscaping in the right-of-way, gateways, and in some cases may include utilities such as electric power, data, natural gas, cable television and telephone.

**Policy CD.1.2.** The City and County will be dedicated to working collaboratively with private and non-profit economic development groups to provide for the most efficient and effective use of public and private development dollars.

**Policy CD.1.3.** The City will analyze the feasibility of expanding development fees, which may enable future development to provide for related adequate off-site improvements and facilities.

**Policy CD.1.4.** Regional economic development partners will develop cost-benefit analysis protocol when the public is expected to invest.

#### **Strategies:**

- \* Use NAU risk analysis expertise available.
- \* Look at examples from other communities.
- \* Existing policy development pays full cost of development. Review level of subsidy acceptable to this community to incentivize redevelopment / infill.

<u>Regional Economic Development Partners</u> - The following organizations pay for various development projects in many ways, and collaboration between public and quasi-public entities may be the best way to accomplish mutual goals in the future:

City of Flagstaff

Coconino County

Sustainable Economic Development Initiative (SEDI)

Economic Collaborative of Northern Arizona (ECoNA)

Northern Arizona University (NAU)

Coconino Community College (CCC)

**New Policy CD.1.5.** New development pays for a fair and proportional share of public facilities, services and infrastructure.

**New Policy CD.1.6.** Redevelopment will rely on private/public partnerships in order to succeed.

## **Transportation**

Goal T1. Improve mobility and access throughout the region.

**Policy T1.1.** Integrate a balanced, multimodal, regional transportation system.

*Policy T1.2.* Apply *Complete Street Guidelines*<sup>3</sup> to accommodate all appropriate modes of travel in transportation improvement projects.

*Policy T1.3.* Transportation system priorities within the urban areas of the City are, in order, people, bicycles, transit and cars.

*Policy T1.4.* Provide a continuous system with convenient transfer from one mode to another.

**Policy T1.5.** Manage the operation and interaction of all modal systems for efficiency, effectiveness, safety, and to best mitigate traffic congestion.

 $<sup>^3 \</sup> Complete \ Street \ Guidelines: \ \underline{http://www.smartgrowthamerica.org/complete-streets/complete-streets} \\ \underline{fundamentals/complete-streets-faq}$ 

- **Policy T1.6.** Provide and promote strategies<sup>4</sup> that increase use of alternate modes of travel and manage demand for vehicular travel to reduce peak period demand.
- **Policy T1.7.** Coordinate transportation and other public infrastructure investments efficiently to effectively achieve land use and economic goals.
- *Policy T1.8.* Development will provide for on-site, publicly-owned transportation improvements.
- **Policy T1.9.** Funding policy for operations, maintenance and capital improvements? [Cost of Development]
- Goal T2. Improve transportation safety and efficiency for all modes.
  - **Policy T2.1.** Infrastructure design will provide safe and efficient movement of vehicles, bicycles and pedestrians.

**Strategies:** through smart growth, design, engineering, education, enforcement, encouragement and evaluation.

- **Policy T2.2.** New technologies will be considered in new and retrofitted transportation infrastructure.
- **Policy T2.3.** Provide safety programs and infrastructure to protect the most vulnerable travelers, including youth, elderly, mobility impaired<sup>5</sup>, pedestrians, and bicyclists.
- Policy T2.4. Dedicated transit ways will be considered where appropriate.
- **Goal T3.** Provide transportation infrastructure which is conducive to conservation, preservation and development goals to avoid, minimize or mitigate impacts to the natural and built context.
  - **Policy T3.1.** Design and assess transportation improvement plans, projects and strategies to minimize impacts to air quality and maintain the region's current air quality.
  - *Policy T3.2.* Promote transportation systems which use less fossil fuel.
  - **Policy T3.3.** Couple transportation investments with desired land use patterns to enhance and protect the quality and livability of neighborhoods, activity centers and community places.
  - **Policy T3.4.** Actively manage parking, including cost and supply, to support land use, transportation and economic development goals.
  - **Policy T3.5.** Design transportation infrastructure that implements eco-system based design strategies to manage stormwater and minimize adverse environmental impacts.

<sup>&</sup>lt;sup>4</sup> Glossary – full spectrum of 'Travel Demand Strategies'

<sup>&</sup>lt;sup>5</sup> Mobility-impaired includes hearing and sight-impaired persons.

- **Policy T3.6.** Seek to minimize noise, vibration, dust, and light impacts of transportation projects on nearby land uses.
- *Policy T3.7.* Design transportation infrastructure to mitigate impacts to plants, animals, their habitats and linkages between them.
- **Policy T3.8.** Promote transportation options such as increased public transit and more bike lanes that will reduce congestion, fuel consumption, and overall carbon emissions and promote walkable community design.
- <u>Goal T4.</u> Quality Design: Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.
  - **Policy T4.1.** Promote context sensitive solutions (CSS) supportive of planned land uses and desired community character elements in all transportation investments.
  - **Policy T4.2.** Design all gateway corridors, streets, roads and highways to safely and attractively accommodate all transportation users with contextual landscaping and appropriate architectural features.
  - **Policy T4.3.** Design transportation facilities and infrastructure with sensitivity to historic and prehistoric sites and buildings, and which incorporate elements that complement our landscapes and views. [Compare to T3.3 redundant?]
- Goal T5. Public Transit Infrastructure and Services: Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.
  - **Policy T5.1.** Cooperate with NAIPTA in developing and implementing the 5-year transit master planning goals and objectives to continuously improve service, awareness and ridership.
  - **Policy T5.2.** Provide public transit centers that are effectively distributed throughout the region to increase access to public transit.
  - **Policy T5.3.** Support public transit system design that encourages frequent and convenient access points, for various transportation modes and providers, such as private bus and shuttle systems, park-and-ride lots for cars and bicycles, and well-placed access to bus, railroad, and airline terminal facilities.
  - *Policy T5.4.* Support mobility services for seniors and persons with mobility needs.
  - **Policy T5.5.** Incorporate adopted plans and policies for non-motorized and public transportation in the permitting process for all development or land use proposals, including provisions for efficient access and mobility, and convenient links between pedestrian, bicycle and transit facilities.
  - *Policy T5.6.* Enhance public transit options and route designs that allow for options to live well without a car.
  - *Policy T5.7.* Coordinate with NAIPTA to establish rural transit service within the MPO that is consistent with county land use plans, based on funding availability, cost effectiveness, location

of major trip generators, distance between generators, and the needs of transit-dependent individuals.<sup>6</sup>

**Goal T6. Bicycle Infrastructure:** Provide for bicycling as a safe and efficient means of transportation and recreation.

**Policy T6.1.** Expand recognition of bicycling as a legitimate and beneficial form of transportation.

**Policy T6.2.** Establish and maintain a comprehensive, consistent and highly connected system of bikeways and FUTS trails.

*Policy T6.3.* Educate bicyclists and motorists about bicyclist safety through education programs, targeted enforcement and detailed crash analysis.

**Policy T6.4.** Develop bikeways and bicycle infrastructure that serve the needs of full range of bicyclist experience levels.

*Policy T6.5.* Provide short and long-term bicycle parking where bicyclists want to go.

**Policy T6.6.** Ensure that policies to increase bicycling and meet the needs of bicyclists are fully integrated into all relevant plans, policies, studies, strategies and regulations.

**Goal T7. Pedestrian Infrastructure:** Increase the availability and use of pedestrian infrastructure, including the urban trail system (FUTS), as a critical element of a safe and livable community.

**Policy T7.1.** Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction.

**Policy T7.2.** Develop a program for the installation of pedestrian infrastructure in already developed urban areas where it does not currently exist.

**Policy T7.3.** Improve pedestrian visibility and safety and raise awareness of the benefits of walking.

**Policy T7.4.** Identify specific pedestrian mobility and accessibility challenges and develop measures for implementation of necessary improvements. [Redundant with T7.2?]

**Policy T7.5.** Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.

**Goal T8. Automobile and Truck Infrastructure:** Establish a functional, safe, and aesthetic hierarchy of roads and streets.

**Policy T8.1.** Promote efficient transportation connectivity to major trade corridors, employment centers and special districts that enhances the region's standing as a major economic hub.

<sup>&</sup>lt;sup>6</sup> Transit dependant individuals: Those who can only get around via public transit, who do not own a car or cannot drive.

- **Policy T8.2.** Maintain the road and street classification system that is based on context, function, type, use, and visual quality.
- **Policy T8.3.** Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain quality of life.
- Policy T8.4. Protect rights-of-way for future transportation corridors.
- **Policy T8.5.** Support area economic vitality by improving intersection design for freight movements.
- **Goal T9. Rail Freight and Passenger Rail:** Strengthen and support rail service opportunities for the region's businesses and travelers.
  - **Policy T9.1.** Seamlessly integrate passenger rail with other travel modes including improvements to the downtown passenger rail station and surroundings.
  - **Policy T9.2.** Promote Amtrak service and support opportunities for interregional passenger rail service.
  - **Policy T9.3.** Promote development of rail spurs and an intermodal freight facility or facilities as needed to support viable economic growth.
  - *Policy T9.4.* Increase the number of grade-separated railroad crossings.
- **Goal T10. Air Service:** Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for passenger, air freight, public safety and other services in Northern Arizona.
  - *Policy T10.1.* Maintain and expand Flagstaff Pulliam Airport as an important link to the national air transportation system.
  - **Policy T10.2.** Improve multimodal access and service to and from the airport including transit, bicycle and parking services.
  - *Policy T10.3.* Seek opportunities to expand destinations and frequency of regional air service throughout the Southwest and West.
  - *Policy T10.4.* Plan and manage transportation infrastructure to discourage land uses incompatible with the airport and flight zones.
- **Goal T11. Public Support:** Build and sustain public support for the implementation of transportation planning goals and policies, including the financial underpinnings of the plan, by actively seeking meaningful community involvement.
  - **Policy T11.1.** Maintain the credibility of the regional transportation planning process through the application of professional standards in the collection and analysis of data and in the dissemination of information to the public.
  - **Policy T11.2.** Approach public involvement proactively throughout regional transportation planning, prioritization and programming processes, including open access to communications, meetings, and documents related to the plan.

- **Policy T11.3.** Include and involve all segments of population, including those potentially underrepresented such as the elderly, low-income, and minorities (see Title VI of the Civil Rights Act of 1964 and Executive Order 12898 Environmental Justice).
- **Policy T11.5.** Attempt to equitably distribute the burdens and benefits of transportation investments to all segments of the community.
- **Policy T11.4.** Promote effective intergovernmental relations through agreed upon procedures to consult, cooperate and coordinate transportation related activities and decisions, including regional efforts to secure funding for the improvement of transportation services, infrastructure and facilities.

## Public Buildings, Facilities and Services

**Goal PF.1.** All government operations and services will work to prepare for the impacts of natural and human-caused hazards.

#### **Planning**

**Policy PF 1.1.** Consider climate resiliency and preparedness in community planning and development to be better prepared for changing conditions.

### **Operational**

- **Policy PF.1.2.** Ensure all government operations support community resiliency by allocating public resources necessary for the city and county to prepare and adapt for natural and human-caused hazards.
- **Policy PF.1.3.** Support evidence-based, ongoing assessment of the region's vulnerability and risk to changes in local climate. Incorporate future climate projections into emergency operations and hazard mitigation planning efforts.
- **Policy PF.1.4.** Build, sustain and leverage partnerships with local and regional stakeholders to ensure collective investment, efficient action and shared responsibility in the building of local resiliency.

#### Community Engagement and Education

- **Policy PF. 1.** Support proactive communication and education aimed at both residents and governmental operations as a means to build individual, organizational and community resiliency to weather related impacts and climate disasters.
- **Goal PF.2.** Sustainable and equitable public facilities, services and infrastructure systems will be provided in an efficient and effective manner serving all population areas and demographics.
  - **Policy PF.2.1.** Prioritize infrastructure upgrades to encourage redevelopment and infill and meet land use goals.
    - **Strategy PF.2.1.1.** Use the Capital Improvements Program to fulfill the vision of the Regional Plan.

- **Policy PF.2.2.** New developments will pay their fair share toward the cost of additional capital improvements, infrastructure and public service needs created by the development. See Cost of Development Element.
- *Policy PF.2.3.* Provide accessible public facilities and services in strategic locations.
- **Policy PF.2.4.** Support Enhanced Civic Design<sup>7</sup> for all public facilities.
- **Policy PF.2.5.** Pursue cooperative and coordinated planning between government jurisdictions, agencies, educational institutions, non-profit and private service providers shall be pursued.

## **Public Safety**

**Goal PF.3.** Ensure the provision of high quality emergency response and public safety services including law enforcement, fire, medical and ambulance transport service.

- **Policy PF.3.1.** Maintain high quality, effectiveness and efficiency in law enforcement, fire and emergency services to the extent that is consistent with governmental operations, plans, public policies, population served and monies available.
- **Policy PF.3.2.** City of Flagstaff and **rural** fire **districts will** be located within the **optimal** response time **for** new and existing development.
- **Policy PF.3.3.** Law enforcement facilities (i.e. Main and sub-stations) will be located within the prescribed response time goals and service needs of the community
- **Policy PF 3.4.** Maintain emergency management operations to protect life and property during disaster events in natural hazard areas and human build environments.
- **Policy PF 3.5.** Support coordination of public safety and emergency management operations through mutual aid agreements.

### Neighborhoods, Housing and Urban Conservation

**Goal NH.1.** The Flagstaff region will foster and maintain healthy and diverse urban, suburban, and rural neighborhoods, from urban to suburban to rural.

*Policy NH.1.1.* Preserve and enhance existing neighborhoods.

#### **Strategies:**

- Develop and implement a Property Maintenance Ordinance.
- Encourage the establishment and use of Neighborhood Associations as grass-roots organizations to accomplish common neighborhood goals.
- Allow and use neighborhood police substations as applicable.

-

<sup>&</sup>lt;sup>7</sup> Enhanced Civic Design:

**Policy NH 1.2.** Changes to existing neighborhoods should respect traditions, identifiable styles, proportions, streetscapes, relationships between buildings, yards and roadways; and use historically appropriate and compatible building and structural materials.

**Policy NH 1.3.** Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.

Suggested NEW Policy NH 1.4. Urban and Suburban neighborhoods will foster 'nodes' which serve as central points of activities, services, increased densities and transit connections.

*Suggested NEW Policy NH 1.5.* Use traditional neighborhood design (TND) standards for new and revitalized urban neighborhoods, implementing the Smart Code in conjunction with neighborhood plans, specific plans or master plans.

Suggested NEW Policy NH 1.6. New development, especially on teh periphery, will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing parks, civic spaces, and a variety of housing types; and protecting sensitive natural and cultural features.

Goal NH.2. Downtown Flagstaff will serve as the primary focal point of the community character.

**Suggested NEW Policy NH 2.1.** The City encourages the rehabilitation of historic downtown structures and contextual new structures as office, retail, entertainment and residential space to reinvigorate the area as a destination of culture, shopping, government, and the arts.

**Policy NH 2.2.** Future downtown development and contiguous development shall respect the established intensity of the historic core, historical architecture and urban design, and allow increases in intensity and density outside the historic core. [Do we really want to say this?]

*Suggested NEW Policy NH 2.3.* New structures in the downtown and Southside neighborhoods should continue the tradition of multi-story, multi-use buildings with the reintroduction of a stable, mixed-income residential population.

**Goal NH.3.** A variety of housing types at different price points is available, to ensure housing opportunity for all economic sectors.

**Policy NH.3.1.** Provide a variety of housing types throughout the City and region, including purchase and rental options, to expand the choices available to meet the financial and lifestyle needs of our diverse population.

Policy NH.3.2. Promote accessory dwelling units, where appropriate.

**Policy NH.3.3.** Increase the availability of affordable housing for very low-income persons, through innovative and effective funding mechanisms.

**Strategy:** Encourage public/private partnerships for the development of affordable housing.

**Policy NH.3.4.** Allow a variety of housing types, including rental and ownership opportunities for singles, students, families with and without children, seniors, persons with disabilities, and multigenerational families, in various zoning districts. [Combine with Policy NH.3.1]

**Policy NH.3.5.** Reuse former brownfields, vacant buildings and commercial buildings to provide new mixed-use and/or housing options.

*Policy NH.3.6.* Encourage affordable housing.

**Strategy:** Utilize city and county-owned land for affordable housing development, where appropriate.

**Strategy:** City and county will employ local regulations, policies and programs to meet the housing needs of low- and moderate-income households.

*Policy NH.3.7.* Provide incentives for residential infill development and redevelopment. (*left in this section; to be reevaluated after land use is determined to see if redundant*)

*Policy NH.3.8.* Continue incentives for affordable housing. [Similar to NH.3.6?]

**Strategy:** Ensure planning and permitting process are fair and expeditious.

**Strategy:** Fund the City's incentive policy fund, to be used to offset City fees associated with affordable housing development.

**Goal NH.4.** Ensure housing is decent, safe and sanitary.

**Policy NH.4.1.** Expand the availability of affordable housing throughout the region by preserving existing housing, including housing for very low-income persons. (definition of very low-income persons and other income definitions to be included in regional plan glossary)

*Policy NH.4.2.* Eliminate substandard housing units by conserving and rehabilitating existing housing stock.

**Policy NH.4.3.** Address accessibility issues and other housing barriers to persons with disabilities or special needs.

**Policy NH.4.4.** Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy-efficient homes.

**Policy NH.4.5.** Renovate the existing housing stock to conserve energy and reduce utility and maintenance costs for owners and occupants.

**Policy NH.4.6.** Housing development should consider and integrate public transportation when possible, to help reduce a household's transportation costs and minimize impact on the community's roads and transportation system.

**Policy NH.4.7.** Enforce compliance with fair housing laws.

Goal NH.5. Eliminate homelessness.

**Policy NH.5.1.** Provide adequate resources for families with children experiencing homelessness.

*Policy NH.5.2.* Provide adequate resources for individuals experiencing homeless.

*Policy NH.5.3.* Support and expand programs that prevent homelessness.

**Strategy:** Fund eviction prevention programs.

**Strategy:** Fund housing rehabilitation programs.

**Policy NH.5.4.** Ensure transitional housing resources are available to populations experiencing homelessness.

**Strategy:** Support "Housing First" model to provide permanent housing.

**Strategy:** Expand permanent supportive housing resources in our community.

**Goal NH.6.** Neighborhood conservation efforts of revitalization, redevelopment, and infill shall be compatible with and enhance the overall community character. (*re-worded from earlier "Revitalization and redevelopment of the urban core shall be compatible with and enhance community character".* [Is conservation really a strategy?]

**Policy NH.6.1.** Promote quality redevelopment and infill development which is contextual surrounding development and neighborhoods.

*New Suggested Policy NH 6.2.* Use urban conservation tools to revitalize existing underutilized activity centers to their potential. (highest and best use?)

### **Economic Development**

## **Responsive Government**

**Goal ED.1.** Transparent, expeditious and predictable government processes will create a healthy environment for business.

**Policy ED.1.1.** The City and County government bodies are committed to maintaining and establishing new public-private partnerships to spur economic development.

**Policy ED. 1.2.** Steadily improve access to easily understandable public information.

**Policy ED. 1.3.** The City and County will provide an accurate and up-to-date procedural guide for business development.

**Policy ED 1.4.** Use economic best practices to promote quality and fiscally sound projects.

**Policy ED. 1.5.** Local governments and the surrounding sovereign tribal nations are encouraged to collaborate on mutually beneficial economic development initiatives.

**Policy ED 1.6.** The region will work towards developing a redundant telecommunications system.

## [Policy on open meetings? Regulations developed with public participation?]

## **Education and Workforce Training**

**Goal ED.2.** Support and encourage an excellent educational system which promotes critical thinking and job training programs at all levels.

**Policy ED.2.1.** As industry sectors emerge and grow, regional workforce development partners will take a proactive role by preparing the local labor force for current and future workforce needs.

**Policy ED 2.5.** Support collaborative workforce training efforts by Coconino Community College, Northern Arizona University, and regional economic development partners **Policy ED.2.2.** Encourage efforts to provide a full range of high-quality educational opportunities for life-long learning for all residents..

#### [Redundant]

**Policy ED.2.4.** Promote science, technology, engineering, and mathematics education at all levels.

### **Business Retention, Expansion and Entrepreneurship**

**Goal ED.3.** The regional economic development partners will support the start-up, retention and expansion of existing business enterprises.

**Policy ED.3.1.** Regional economic development partners will continue proactive programs to foster the retention and expansion of existing enterprises and home-based businesses in the community.

**Policy ED.3.2.** Support and promote the diversification and specialization of the tourism sector, with heritage-, agri-, eco-, and adventure-tourism.

**Policy ED.3.3.** Strengthen the arts, culture and education sectors as important economic drivers in the community.

**Policy ED.3.4.** Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors.

**Policy ED.3.5.** Take advantage of federal, state and local incentives available for business retention and expansion efforts.

**Policy ED.3.6.** Advocate the economic sustainability and growth of businesses with opportunities for transitional commercial space, leased space and property ownership.

*Policy ED3.7.* Foster entrepreneurialism and start-up businesses with incubator programs in sectors that demonstrate considerable growth potential.

Policy ED 3.8. Support and encourage regional agriculture.

**Policy ED 3.9.** Protect existing business and industrial areas from encroachment and allow for their expansion.

#### **Business Attraction**

**Goal ED.4.** Support efforts to recruit new businesses and industries compatible with the region.

**Policy ED.4.1.** Publicize all developable property, with property owner's consent, within the region with an understanding of infrastructure needs and applicable Zoning Code standards.

**Policy ED.4.2.** Land use and development within the (Urban Service Boundary / Urban Growth Boundary) will promote variety and flexibility in development options.

**Policy ED.4.3.** Facilitate regional economic development by participating in cooperative ventures throughout the Northern Arizona region.

**Policy ED.4.4.** Identify and support community resources which assist new businesses, such as workforce development, marketing, building processes, venture capital, financing, and management.

**Policy ED.4.5.** In an effort to promote the sustainability of resources, the City will encourage all new and expanded commercial and industrial development to be energy and water efficient.

*Policy ED.4.6.* Develop Specific Area Plans for targeted industrial, and business park land, which has been identified as major employment centers in the Regional Plan.

**Policy ED 4.7.** Prioritize attraction of companies which contribute to low-impact and livable wage jobs.

## **Community Character (within Economic Development)**

**Goal ED.5.** Flagstaff will continue to promote and enhance its unique sense of place as an economic development driver.

*Policy ED5.1.* Support planning, design and development that positively, creatively and flexibly contribute to the community image.

*Policy ED5.2.* Coordinate and manage community branding to effectively position the region for global marketing.

**Policy ED5.3.** Leverage the region's assets of history, culture, natural environment, educational and scientific facilities as an economic development tool.

**Policy ED5.4.** Invest in attractive community gateways, main corridors and public spaces to draw the business and workforce the region desires.

Coordinating policies – Community Character Element

## **Activity Centers**

**Goal ED.6.** Promote the continued physical and economic viability of the region's commercial districts by focusing investment on existing and new activity centers.

**Policy ED.6.1.** Local government will promote higher density development in targeted areas where economically viable and desired by the public.

#### Strategies:

- Re-zone (pre-zone) activity center for minimum height, address urban form and parking issues
- Utilize Capital Improvement Program to upgrade infrastructure to desired density needs.

**Policy ED.6.2.** Endorse efficiency of infrastructure with compact development within targeted activity centers.

See Activity Center Types in land use section.

### **Redevelopment and Infill**

**Goal ED.7.** Promote redevelopment and infill as a well established means to accomplish a variety of community economic, planning, and environmental goals.

- **Policy ED.7.1.** Maintain and upgrade existing infrastructure and invest in infrastructure to make redevelopment and infill an attractive and more financially viable development option.
- **Policy ED.7.2.** Establish flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites.
- **Policy ED.7.3.** Consider creative policy and planning tools (such as transfer of develop rights or transfer of development obligations) as a means to incentivize redevelopment and infill.
- **Policy ED.7.4.** Encourage and invest in voluntary land assemblage in an effort to create better utilization and opportunities for development.
- **Policy ED.7.5.** Provide public education regarding the sustainability and beneficial economics of redevelopment and infill.

## See Revitalization in land use section.

### Recreation

**Goal Rec.1.** The region will have a healthy system of convenient and accessible parks, recreation facilities, and trails.

**Policy Rec.1.1.** Active and passive recreational sites shall be integrated and within walking distance throughout the region to promote a healthy community for all city and county residents and visitors.

**Policy Rec.1.2.** Promote public and private partnerships to offer parks, recreation facilities and resources.

*Policy Rec.1.3.* New or updated public facilities will include parks, open space and/or recreational opportunities where feasible.

*Policy Rec.1.4.* Incorporate sustainable building and maintenance technologies and Universal Design into parks and recreation facilities.