

COMPREHENSIVE LIST OF GOALS AND POLICIES

Editor's Note:

The following list of goals and policies includes all suggestions since the March public release draft, indicated in redline/strikeout. Please also review the grey shaded notes, where there is a particular question or note that needs to be addressed.

ENVIRONMENTAL PLANNING AND CONSERVATION

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 (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.~~ Proactively improve the region's air quality.

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.

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

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 proactive 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.

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

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

Policy E&C.4.2. 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.

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, land use designations or changes, and proposed transportation developments within the region.

Policy E&C.5.2. Prevent light trespass and enforce dark sky ordinances.

Policy E&C.5.3. Development within Astronomical Zone 1 to be in compliance with the dark sky ordinances.

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. Encourage all landowners and land management agencies to emphasize forest ecosystem restoration and catastrophic fire risk reduction for the lands under their respective jurisdictions.

Policy E&C.6.3. Promote protection, 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.

Policy E&C.6.4. 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.6.5. Preserve Flagstaff's wetland areas and discourage inappropriate development that may adversely affect them and the ecosystem services they provide.

Policy E&C.6.6. Support cooperative efforts for forest health initiatives or practices, such as the Four Forest Restoration Initiative (4FRI), to ensure support healthy forests and protect our water system.

Policy E&C.6.7. Use best environmental practices to control the spread of exotic and invasive plants, weeds, and animals, and eradicate where possible. ~~populations of exotic terrestrial and aquatic exotic and invasive plants and animals, eradicate where possible, and prevent new infestations.~~

~~**Policy E&C.6.8.** 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.6.89. 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.6.109. Limit the use of herbicides, insecticides, and similar materials.

Environmentally Sensitive Lands

Goal E&C.7. Give special consideration to environmentally sensitive lands in the development design and review process.

Policy E&C.7.1. Design development proposals and other land management activities to minimize the alteration of natural landforms and maximize conservation of distinctive natural features.

Policy E&C.7.2. Favor the use of all available mechanisms at the City and County level for the preservation of environmentally sensitive lands, including but not limited to public acquisition, conservation easements, transfer of development rights, or clustered 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.

Soils

Goal E&C.9. Protect soils through conservation practices.

Policy E&C.9.1. County Policy: In areas of shallow or poor soils where standard on-site wastewater systems are not feasible, give preference to very low-density development, integrated conservation design, a centralized treatment facility, and technologically advanced environmentally sensitive systems.

Policy E&C.9.2. ~~Ensure that c~~Construction projects employ strategies to minimize disturbed area, soil compaction, soil erosion, and destruction of vegetation.

~~**Policy E&C.9.3.** Follow best management practices when using prescribed burns in order to conserve soil resources.~~

Wildlife

Goal E&C.10. 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.10.1. Encourage local development to protect; and conserve; ~~and when possible enhance and restore~~ natural wildlife habitat where feasible.

Policy E&C.10.2. Protect, conserve, and when possible enhance and restore wildlife habitat on public land.

Policy E&C.10.3. 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; ~~through open space acquisition efforts, avoiding these features in the design of subdivisions and other development, etc.~~

Policy E&C.10.4. Support the control and removal of terrestrial and aquatic exotic and invasive animals.

Policy E&C.10.5. Support the development of watchable wildlife recreation opportunities in cooperation with other agencies.

Policy E&C.10.6. Conserve 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. ~~Ensure that t~~The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, 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. Use open spaces as natural environment buffer zones to protect scenic views and cultural resources, ~~and roadways~~, separate disparate uses, and separate private development from

public lands, scenic byways, and wildlife habitats.

Policy OS.1.4. Open spaces may be integrated with complementary land uses, such as passive and active recreation, agriculture, and housing, as appropriate.

Policy OS.1.5. Integrate open space qualities into the built environment.

WATER RESOURCES

Water Sources

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

Policy WR.1.1. Participate in and support regional processes to develop a sustainable water budget.

Policy WR.1.2. Seek regional opportunities to partner with resource land managers and adjacent landowners to improve water yield and hydrologic processes.

Goal WR.2. Manage a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources at the city level and identify 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 WR.3.2. Favor low-water consuming businesses and industries over water-intensive uses.

Policy WR.3.3. 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.3.5. Encourage private well owners to install meters to understand how much water is used as well as alert property owners to possible leaks.

Policy WR.3.6. Golf courses shall use reclaimed water for irrigation purposes.

City-Specific Policies

Policy WR.3.6. Calculate the volume of local water resources it has available and make periodic updates as appropriate.

Policy WR.3.7. Implement a water management program that creates a linkage between new growth and a minimum 100-year water supply.

Policy WR.3.8. Identify adequate funding sources to pay for new resources ~~to ensure~~for a long-term renewable water supply.

Goal WR.4. Logically enhance and extend public water, wastewater, and reclaimed water services including their treatment, distribution, and collection systems in both urbanized and newly developed areas of the city to provide an efficient delivery of services.

Policy WR.4.1. Use the *Regional Plan* as a guide for the Utilities Integrated Master Plan to better plan for the necessary infrastructure sizing and location to accommodate planned growth and resource management.

Policy WR.4.2. Maintain, at the city level, a financially stable utility to provide reliable, high quality utility services.

Policy WR.4.3. Locate developments requiring public utility services within the Urban Growth Boundary.

Stormwater and Watershed Management

Goal WR.5. Manage watersheds and stormwater to address flooding concerns, water quality, environmental protections, and rainwater harvesting.

Policy WR.5.1. Preserve and restore natural watercourse corridors, including the 100-year floodplain, escarpments, wildlife corridors, natural vegetation, and other natural features using methods that result in a clear legal obligation to preserve corridors in perpetuity. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses.

Policy WR.5.2. Identify downstream impacts as the result of development, and provide for mitigation measures to address impacts. When possible, mitigations should be non-structural in nature.

Policy WR.5.3. ~~Ensure that~~Develop any necessary stormwater infrastructure improvements ~~are~~ consistent with City of Flagstaff stormwater master plans or studies as adopted by the City.

Policy WR.5.4. Give preference to regional detention facilities that are designed in conjunction with smaller LID features, rather than numerous smaller dispersed basins. ~~Ensure~~Require that regional detention basins to incorporate natural watershed characteristics as well as offering recreational components.

Policy WR.5.5. Implement stormwater harvesting techniques to support water conservation strategies by collecting and using local precipitation in the vicinity where it falls to support both human and overall watershed health needs.

Policy WR.5.6. Support healthy watershed characteristics through implementation of practices, consistent with the City of Flagstaff Low Impact Design Manual, that improve flood control and flood attenuation, stormwater quality, and water sustainability; increase groundwater recharge; enhance open space quality; increase biodiversity; and reduce land disturbance and soil compaction.

Water Quality

Goal WR.6. Protect, preserve, and improve the quality of surface water, groundwater, and reclaimed water in the region.

Policy WR.6.1. Explore the feasibility of additional or alternative treatment technologies for the City of Flagstaff and other surrounding regional wastewater treatment systems, and closely monitor the research on the potential impacts on human health and our regional water supplies.

Policy WR.6.2. Recognizing the increasing concern about water quality, seek methods to divert contaminants from the waste stream.

Policy WR.6.3. Implement best management practices to protect, restore, and maintain surface waters and their contributing watersheds.

Policy WR.6.4. Encourage low-impact development strategies.

Policy WR.6.5. ~~Ensure~~Make that the City and County ~~have~~ water quality data available and accessible to the public.

ENERGY

Efficient Use of Energy

***County staff has requested re-organization/rewording of Energy goals and policies back to July 2012 draft:**

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

Education

Policy E.1.1. ~~Identify and pursue cost-effective energy efficiency options in the context of long-term planning.~~ Promote and encourage innovative building practices through instruction on efficient building materials and methodology with the collaborate of government, Flagstaff Unified School District, Northern Arizona University

Policy E.1.2. ~~Develop land use regulations promoting land use patterns that increase energy efficiency in the building and transportation sectors.~~ Support workforce training for the installation and maintenance of energy-efficient technologies.

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).~~ Empower all community members to make smarter energy choices through education and incentives.

Building

Policy E.1.4. ~~Support workforce training for the installation and maintenance of energy-efficient technologies.~~ Promote energy efficient technologies and design in all new and retrofit buildings for residential, commercial, and industrial projects.

Policy E.1.5. ~~Develop and implement educational programming to ensure individual, family, and business preparedness for short and long-term energy outages.~~ Promote and encourage the expansion and use of energy-efficient modes of transportation:

- a. Public transportation
- b. Bicycles (Flagstaff Urban Trails System, bike lanes, bicycle parking)
- c. Pedestrians (sidewalk grid, crosswalks, street planting strips and medians, underpasses)

Transportation

Policy E.1.6. ~~Adopt requirements for energy-efficient technologies and design in all new and retrofit buildings for residential, commercial, and industrial projects.~~ Promote and encourage the use of fuel-efficient vehicles that use renewable fuels and/or electricity.

The following policies are leftover (appeared in last draft under Building – do we keep them? Please advise.

Policy E.1.7. Support policies and programming that reduce electricity, natural gas, and water consumption to conserve natural resources and reduce financial costs.

Policy E.1.8. Incorporate energy conservation and renewable energy systems in zoning and building codes.

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. [Include dispersed energy generation as a benefit worthy of consideration for incentives?]
- Policy E.1.11.** Identify financing mechanisms to support water and energy efficiency improvements in public, residential, commercial, and industrial sectors.

Suggested new policies under Building:

- Policy E.1.12.** Promote traditional and indigenous building materials and structures as climate-adaptable energy efficiency measures.
- Policy E.1.13.** Create site design standards for optimal solar gain.

~~**Policy E.1.12.** Promote and encourage the expansion and use of energy efficient and multi-modal transportation to reduce vehicle miles traveled.~~

~~**Policy E.1.13.** 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.2.3. Develop City and County renewable energy pilot programs as a showcase to educate the public and development community.

Policy E.2.4. Pursue, promote, and reward small-scale renewable energy production and use on the local level at individual residential, commercial, and industrial parcels.

Policy E.2.5. 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.

Policy E.2.6. Work collaboratively with local tribes to expand renewable energy capacities on tribal lands.

COMMUNITY CHARACTER

Scenic Resources and Natural Setting

Goal CC.1. Reflect and respect the region's natural setting and dramatic views in the built environment.

Policy CC.1.1. Preserve the natural character of the region through planning and design to maintain views of significant landmarks, sloping landforms, rock outcroppings, water courses, floodplains, and meadows, and conserve large stands of ponderosa pine.

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, such as mountains, canyons, and forested settings from development.

Note: Cross reference with Open Space chapter, Zoning Code resource protection, and Coconino County conservation codes.

Policy CC.1.4. Identify, protect, and enhance gateways, gateway corridors, and gateway communities.

Policy CC.1.5. Design development patterns 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.

Note: Editing suggestions indicate the above two policies are redundant and/or that Policy CC.1.5 belongs in Open Space – please advise.

Heritage Preservation

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

Policy CC.2.1. Actively locate, identify, interpret, and preserve historical, archaeological, and cultural resources, in cooperation with other agencies and non-governmental organizations, as aspects of our society for future generations to retain, understand, and enjoy their cultural identity.

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

Policy CC.2.3. Fully mitigate development impacts on heritage resources.

Policy CC.2.4. Support restoration and rehabilitation of historic housing, buildings, structures, and neighborhoods.

Policy CC.2.5. Provide incentives for heritage preservation.

Policy CC.2.6. Respect the indigenous cultures' modern needs to continue cultural traditions.

Community Design

Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private development efforts.

Policy CC.3.1. ~~Ensure~~Require that neighborhood design is to be respectful of traditional development patterns and enhances the overall community image.

Policy CC.3.2. Maintain and enhance existing buildings and blend well-designed new buildings into existing neighborhoods.

Policy CC.3.3. Emulate the most celebrated design traditions of Flagstaff, particularly the pre-Route 66 and early Route 66 eras.

Goal CC.4. Design and develop all projects to be contextually sensitive, to enhance a positive image and identity for the region.

Policy CC.4.1. ~~Ensure~~Design that streetscapes design is to be context sensitive, and transportation systems to reflect the desired land use.

Policy CC.4.2. ~~Ensure that~~Design utilities and infrastructure to be contextual and considered as part of the overall design aesthetics.

Policy CC.4.3. Employ design solutions that 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.

Policy CC.4.4. Design streets and parking lots to de-emphasize automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment.

Policy CC.4.5. ~~Design~~Encourage local landscaping using Xeriscape, ~~and~~ low-impact principles, and native vegetation wherever possible.

Policy CC.4.6. Use landscaping to benefit the environment and improve aesthetics, in order to maximize the economic benefit that a well landscaped community provides.

Policy CC.4.7. Develop an urban forestry program to catalog, preserve old growth pines, and plant new urban trees.

Policy CC.4.8. Follow arboricultural practices in maintaining a healthy urban forest.

Arts, Sciences, and Education

Goal CC.53. Support and promote art, science, and education resources for all to experience.

Policy CC.53.1. Provide first class arts, research, and educational facilities.

Policy CC.53.2. Coordinate educational master plans (Northern Arizona University, Coconino Community College, Flagstaff Unified School District, and charter schools) with regional planning efforts.

Policy CC.53.3. Integrate art into public and private development projects.

Policy CC.53.4. Complete sidewalks and Flagstaff Urban Trails System connections for all schools, community colleges, and university campuses.

Policy CC.53.5. Promote and expand scientific research as a key component to the Flagstaff region's character.

Note: Edits indicate to link this science section to education for kids and science outreach to the public – please assist with desired wording.

Suggested policy in Neighborhoods and Housing but I believe it would go here:

Policy CC.5.6. Encourage Native American art and Southwestern culture.

LAND USE AND GROWTH AREAS

Applicable to All Land Uses

Goal LU.1. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.

Policy LU.1.1. Within the urban, suburban and rural context, use neighborhoods, activity centers, corridors, public spaces, and connectivity as the structural framework for development.

Policy LU.1.2. Coordinate land management, master planning, and recreational uses, when feasible, with local, state, and federal land management agencies and tribal land owners.

Policy LU.1.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers.

Policy LU.1.4. Provide transitions between urban, suburban, and rural areas with appropriate change in development intensity, connectivity, and open space.

Note: The Community Character and Economic Development chapters of this plan include further policies regarding Flagstaff's unique sense of place. Also refer to the Neighborhoods, Housing, and Urban Conservation chapter for existing neighborhoods policies.

Goal LU.2. Balance housing and employment land use needs with a desire to preserve and protect our unique natural and cultural setting.

Policy LU.2.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways.

Policy LU.2.2. Utilize the Natural Environment maps and Environmental Planning and Conservation policies as guidance in development decisions.

Goal LU.3. Provide for the public services and infrastructure. ~~needs of the existing and future residents and businesses.~~

Policy LU.3.1. Concentrate urban development in locations that use land efficiently, and are served by roads, water, sewer and other public facilities and services; support transit, reduce vehicle trips, and conserve energy and water.

Policy LU.3.2. The City requires unincorporated properties to be annexed into the city prior to the provision of city services, or that a conditional service agreement is executed agreeing to annex when

deemed appropriate by the City (pre-annexation agreement).

Policy LU.3.3. ~~Ensure that~~Require development proposals to address availability of adequate public services.

Goal LU.4. Apply compact development principles to achieve efficiencies and open space preservation.

Note: For more information, refer to “Tools for Conservation” in the Open Space chapter.

Policy LU.4.1. Confine development patterns to within the designated gGrowth bBoundaries to sustain efficient infrastructure projects and maintenance.

Policy LU.4.2. Encourage infill development within the existing developed areas over peripheral expansion to conserve environmental resources, spur economic investments, reduce the cost of providing infrastructure and services, and reclaim abandoned areas.

Policy LU.4.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural.

Policy LU.4.4. Plan for and promote centers of compact commercial development as neighborhood centers or activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.

Policy LU.4.5. Place institutional and public buildings centrally within a compact neighborhood to promote walkability and multi-use recreation spaces.

Policy LU.4.6. ~~Ensure~~Require ~~that~~ any Forest Service land trades within the planning area ~~are to be~~ consistent with the *Regional Plan*.

Goal LU.5. ~~Ensure future growth has adequate water supply.~~Balance future growth with available water resources.

Policy LU.5.1. ~~Ensure designated 100-year water supply is compatible with future growth.~~Available water resources should be a consideration for all major development and subdivision applications.

Policy LU.5.2. ~~Analyze the impacts on the City’s water infrastructure when residential and nonresidential development proposals are made.~~Impacts on the city’s water delivery infrastructure should be a consideration for all residential and non-residential development proposals.

Policy LU.5.3. ~~Encourage high efficiency and water conservation to support the rural land use pattern compatible with rural water resources, in compliance with the Coconino County Comprehensive Plan.~~Continue to pursue opportunities to address water resources on a regional basis.

Goal LU.6. Provide for a mix of land uses.

Policy LU.6.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.

Policy LU.6.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas and industrial uses as appropriate place types and area types for employment opportunities.

Policy LU.6.3. Provide for new mixed-use neighborhoods in appropriate locations within the gGrowth bBoundary, serving a variety of incomes, ages, and households.

Policy LU.6.4. Allow and encourage urban agriculture including home gardens, community gardens, urban farms, chickens, greenhouses, on-site sales of produce, and farmer’s markets within urban, suburban, and rural contexts.

Policy LU.6.5. ~~Ensure~~Provide appropriate recreational and cultural amenities ~~are provided~~ to meet the needs of residents.

Urban Areas

Goal LU.427. Focus investments, partnerships, regulations, and incentives on developing or redeveloping central urban areas.

Policy LU.427.1. Invest in the viability of urban areas.

Goal LU.438. Increase urban neighborhoods to achieve walkable, compact growth.

Policy LU.438.1. Prioritize connectivity for pedestrians, bicycles, and transit within all urban neighborhoods and activity centers.

Policy LU.438.2. Support vehicular traffic and parking with on-street parking, shared lots, and parking structures.

Policy LU.438.3. Continue to value the traditional neighborhoods established around downtown by maintaining and improving their highly walkable character, transit accessibility, diverse mix of land uses, and historic building stock.

Policy LU.438.4. Develop specific plans and amend zoning as necessary for each urban neighborhood and activity center to foster desired scale and form.

Policy LU.438.5. Consider vacant and underutilized parcels in and around the City's existing urban neighborhoods as excellent locations for contextual redevelopment that adds housing, shopping, employment, entertainment, and recreational options for nearby residents and transit patrons.

Policy LU.438.6. Support a variety of housing types within urban context, and highly encourage residential spaces over commercial within urban centers.

Policy LU.438.7. Encourage commercial and office uses within mixed-use development to occupy the first floor of multi-story buildings.

Policy LU.438.8. Invest in infrastructure and right-of-way enhancements as an incentive for private investment in urban neighborhoods and activity centers.

Policy LU.438.9. Include institutional uses, including schools, into the urban context.

Policy LU.438.10. Consider civic and public spaces as highly valued and important venues for social activities, to be well designed, accessible, and central to the urban fabric.

Downtown Flagstaff

Goal LU.409. Place a high priority on the continual reinvigoration of dDowntown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination of culture, civics, and the arts.

Policy LU.409.1. ~~Ensure that~~Make all businesses and community services on the ground floor ~~are~~ pedestrian accessible directly from a public space, such as a street, alley, square, or plaza.

Policy LU.409.2. Encourage new multi-story mixed-use buildings with windows and doors facing and built to the sidewalks to be constructed on vacant lots.

Policy LU.409.3. Design new dDowntown buildings to have a majority of the total linear frontages of mixed-use and non-residential building facades built to the sidewalk, allowing public activities.

Policy LU.409.4. Encourage a wide mix of residential housing types dDowntown to encourage a diversity of ages and incomes.

Policy LU.409.5. Encourage new buildings and adaptive re-use of historic structures for a variety of commercial spaces and housing options.

Policy LU.409.6. Strive for the widest variety of activities in dDowntown to create a healthy mix of housing, working, shopping, cultural, and civic uses.

Policy LU.409.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies that are integrated into Flagstaff's original urban fabric and remarkably sited for enhanced views.

Policy LU.409.8. Maintain and enhance Heritage Square and Wheeler Park as critical open space attributes for social gathering and community well-being.

Policy LU.409.9. As defined in the FUTS Master Plan, include downtown trail access points, bicycle lanes, bicycle parking, and facilities as part of all downtown new development and redevelopment projects.

Policy LU.409.10. Maintain dDowntown sidewalks as accessible spaces per the Americans with Disabilities Act (ADA), and ensure that design all modifications and accommodations are made- pursuant to the ADA as downtown buildings are renovated and upgraded.

Note: Also refer to Policy T.2.3 in the Transportation chapter.

Goal LU.4410. Accommodate pedestrians, bicyclists, transit riders and private cars to supplement downtown's status as the best-served and most accessible location in the region.

Note: For more information, refer to the Transit section of the Transportation chapter as well as related transit plans listed in Appendix A.

Policy LU.4410.1. Continue to invest in downtown's streets and sidewalks to ensure so that they remain Flagstaff's premiere public spaces and appealing to pedestrians.

Policy LU.4410.2. Create a downtown parking strategy plan that continues to utilize and improve upon the provision of on-street parking, public parking lots and garages, and shared private parking spaces, with clear signage for wayfinding and to inform the public of all transportation options.

Policy LU.4410.3. Locate public and private parking facilities, lots and garages carefully, screening parking from the view from public spaces such as streets, squares, and plazas.

Policy LU.4410.4. Incorporate parking facilities into larger mixed-use projects and provide street storefronts, where feasible.

Policy LU.4410.5. Maintain rear alleys for access to mid-block parking spaces, to provide an out-of-sight location for utility equipment, and to allow the fronts of buildings to be free of driveways and parking garage entrances.

Policy LU.4410.6. Revise parking regulations to encourage the sharing of private parking spaces between various uses and changed uses within existing structures.

Policy LU.4410.7. Provide multiple routes and pathways for vehicular and pedestrian movement.

Policy LU.4410.8. Provide for strong connections from the Flagstaff Medical Campus to the Northern Arizona University campus via pedestrian paths, bicycle connections, and transit service.

Suburban Areas

Goal LU.4411. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.

Policy LU.4411.1. Prioritize connectivity for walking, biking, driving, and selected wildlife within and with surrounding neighborhoods.

Policy LU.4411.2. Consider public transit connections in suburban development.

Policy LU.4411.3. Consider retro-fitting suburbs for walkability and mixed-use, where applicable.

Policy LU.4411.4. Ensure Plan that suburban development to includes a variety of housing options at various price points.

Policy LU.4411.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in commercial cores of mixed-use and activity centers.

Policy LU.4411.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.

Policy LU.4411.7. Include employment opportunities in all suburban activity centers.

Policy LU.4411.8. Locate civic spaces, parks, and institutional uses within the neighborhood pedestrian sheds. Most neighborhoods, even new ones, would benefit from a greater variety of activities within walking and bicycling distance.

Policy LU.4411.9. Use open space and FUTS trails to provide walking and biking links from homes to employment, shopping, schools, parks, and neighborhoods.

Rural Areas

Goal LU.4512. Maintain the rural character of existing rural communities.

Policy LU.4512.1. Maintain rRural gGrowth bBoundary suitable for rural development balanced with preserving the integrity of open space boundaries identified in the *Greater Flagstaff Open Spaces and Greenways Plan* and updates.

Policy LU.4512.2. Promote the coordination of the *Flagstaff Regional Plan*, Coconino County Comprehensive Plan, and area plans in a manner that takes into account local conditions and preferences of area residents.

Policy LU.4512.3. ~~Ensure~~ Require that future development in the unincorporated county areas of the region is to be consistent with the goals, policies, and conservation guidelines of *the Coconino County Comprehensive Plan* and any applicable local area plans.

Policy LU.4512.4. Connect rural neighborhoods using roads, equestrian trails, and public access to the National Forest.

Policy LU.4512.5. Promote cluster development as an alternative development pattern in appropriate locations as a means of preserving rural resources and to minimize service and utility costs.

Policy LU.4512.6. Plan for development outside of the rRural gGrowth bBoundary to be very low density and integrate conservation design.

Policy LU.4512.7. Establish opportunities for rural activity centers in specifically designated county areas in the county, with a range of uses, size, and design appropriate to the communities they serve.

Policy LU.4512.8. Locate commercial uses in the county in specifically designated activity centers intended to serve as focal points and meet local needs for the community, and to while avoiding a strip commercial pattern of development along the region's major roadways.

Policy LU.4512.9. Preserve the rural character, open spaces, wildlife corridors, and neighborhoods at the periphery or just outside of the planning area as defined by the FMPO boundary.³⁻

Activity Centers and Corridors

Goal LU.137. Develop activity centers at pedestrian and transit-oriented locations and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.

Policy LU.137.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.

Policy LU.137.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality urban design.

Policy LU.137.3. —Redevelop of underutilized properties, upgrade aging infrastructure, and enhance rights-of-way and public spaces so that existing activity centers and corridors can realize their full potential.

Policy LU.137.4. —Encourage activity centers and corridors to provide housing of various types, especially attached and multi-family, across a wide range of price points.

Policy LU.137.5. Plan and support pedestrian and transit-friendly activity centers and corridors.
[Combine with Policy LU.13.8?]

Policy LU.137.6. Support increased densities within activity centers and corridors.

Policy LU.137.7. Concentrate commercial, retail, services, and mixed use within the activity center commercial core, while increased residential densities, live-work units, and home occupations with greater pedestrian and bicycle connectivity can be developed within the activity center's pedestrian shed.

Policy LU.137.8. Adopt traffic regulations to prioritize pedestrian-oriented design for all activity centers.

Policy LU.13.9. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.

Policy LU.13.10. Corridors should increase in mix and intensity as they approach activity centers.

Policy LU.13.11. Land use policy applications within a designated corridor generally apply to a depth of one parcel or one and one-half blocks, whichever is greater. [Note: May want to explore that 1.5 blocks in the Sunnyside area.]

Policy LU.13.12. Corridors should focus commercial development to the corridor frontage and residential to the back.

Add from Economic Development:

Policy ED.6.1. Ensure that local government promotes ~~Promote~~ higher density development in targeted areas where economically viable and desired by the public.

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

Placemaking Corridors

Goal LU.16.14. Develop a manageable evolution of the main corridors into contextual place_makers for the community.

Policy LU.16.14.1. Develop a specific plan for each ~~placemaking~~ “Great Street” corridor.

~~-Note: Refer to the discussion of “Great Streets” in the Community Character chapter.~~

Policy LU.16.14.2. Establish the context and regional or neighborhood scale of each corridor prior to design with special consideration for those intended to remain residential or natural in character.

~~Policy LU.16.3. Develop placemaking corridors as gateways into and through the community.~~

Policy LU.16.14.34. Enhance the viewsheds and frame the view along the ~~placemaking~~ corridors through urban design.

Policy LU.16.14.5. Balance automobile use, parking, bicycle access, and pedestrian safety along all ~~placemaking~~ corridors.

Reinvestment

Goal LU.158. Invest in existing neighborhoods and activity centers for the purpose of developing complete, compact, and connected places.

Policy LU.158.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.

Policy LU.158.2. Require reinvestment areas to develop specific plans with public input, identifying the center, mix of uses, connectivity patterns, public spaces, and appropriate spaces for people to live, work, and play.

Policy LU.158.3. Promote reinvestment at the neighborhood scale to include infill of vacant parcels, redevelopment of underutilized properties, aesthetic improvements to public spaces, remodeling of existing buildings and streetscapes, maintaining selected appropriate open space, and programs for the benefit and improvement of the local residents.

Policy LU 158.4. Attract private investment by reinvesting in roadway, pedestrian, bicycle, and transit infrastructure improvements as well as upgrading water, sewer, stormwater, and reclaimed water infrastructure for desired development size.

Add from Economic Development:

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.

Policy ED.7.6. ~~Ensure~~ **Review** that big-box development proposals **for their consideration of consider** feasibility in re-use.

Greenfield Development

Goal LU.169. Develop Flagstaff's greenfields in accordance with the *Regional Plan* and within the growth boundary.

Policy LU.169.1. Design new neighborhoods to embody the characteristics of Flagstaff's favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.

Policy LU.169.2. Design new development to coordinate with existing and future development, in an effort to preserve viewsheds, strengthen connectivity, and establish compatible and mutually supportive land uses.

Policy LU.169.3. Encourage new development to protect cultural and natural resources and established wildlife corridors, **where appropriate.**

Policy LU.169.4. Utilize Low Impact Development¹ strategies and stormwater best practices as part of the overall design for new development.

Policy LU.169.5. Plan **g**Greenfield development within the rural context to encourage formal subdivisions with shared infrastructure instead of wildcat development, and to protect open spaces, and access to public lands.

Employment Areas

Goal LU.17. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and industrial land in a way to encourage efficient infrastructure and multimodal commuting.

Policy LU.17.1. Encourage the grouping of medical and professional offices, light industrial, research and skill training with other necessary workforce services and transportation options.

Policy LU.17.2. Consider the compatible integration of housing with existing and proposed employment centers to meet housing needs and reduce vehicle trips and commute times.

Policy LU.17.3. Incorporate or co-locate new and renovated employment centers and industrial development with accessory support uses such as FUTS trail network, transit amenities, child-care facilities, and non-office retail uses based upon size and location of the development.

Policy LU.17.4. Accommodate safe and convenient walking, biking, and transit use, and provide an attractive, high-quality employee environment in new and renovated employment center design.

Goal LU.18. Maintain industrial areas that provide for the manufacturing of goods, flexible space, and research and development that are attractive, compatible with adjoining nonindustrial uses, and well-maintained.

Policy LU.18.1. Encourage the protection, continued intensification, and expansion of existing industrial, warehousing and distribution facilities and provide for new industrial areas in select locations compatible with surrounding areas.

Policy LU.18.2. Design industrial uses near existing and planned residential areas to limit the impacts of truck traffic on these residential areas.

Policy LU.18.3. Locate new industrial areas near the rail line or interstate, and incorporate compatible design in reflection of surrounding uses, gateway features, and visibility from the roadway and highway.

Policy LU.18.4. Consider all health impacts on the community in the facility design of new industrial uses, such as wastewater treatment, traffic safety, and other impacts.

Special Planning Areas

Goal LU.19. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.

Policy LU.19.1. Maintain cohesive connectivity and coordinated planning efforts with contiguous neighborhoods of special planning areas.

TRANSPORTATION

Mobility and Access

Goal T.1. Improve mobility and access throughout the region.

Policy T.1.1. Integrate a balanced, multimodal, regional transportation system.

Policy T.1.2. Apply Complete Street Guidelines⁴ to accommodate all appropriate modes of travel in transportation improvement projects.

Policy T.1.3. ~~Prioritize the transportation system within the respective area and place types by setting appropriate levels of service for the various modes of travel.~~ Prioritize people in all transportation systems.

Policy T.1.4. Provide a continuous system with convenient transfer from one mode to another.

Policy T.1.5. Manage the operation and interaction of all modal systems for efficiency, effectiveness, safety, and to best mitigate traffic congestion.

Policy T.1.6. Provide and promote strategies⁵ that increase use of alternate modes of travel and manage demand for vehicular travel to reduce peak period demand.

Policy T.1.7. Coordinate transportation and other public infrastructure investments efficiently to effectively achieve land use and economic goals.

Policy T.1.8. ~~Ensure that~~ Plan for development to ~~provides for~~ on-site, publicly owned transportation improvements.

Safe and Efficient Multimodal Transportation

Goal T.2. Improve transportation safety and efficiency for all modes.

Policy T.2.1. ~~Ensure that~~ Design infrastructure design to ~~provides~~ safe and efficient movement of vehicles, bicycles, and pedestrians.

Policy T.2.2. Consider new technologies in new and retrofitted transportation infrastructure.

Policy T.2.3. Provide safety programs and infrastructure to protect the most vulnerable travelers, including youth, elderly, mobility impaired, pedestrians, and bicyclists.

Note: Mobility-impaired includes hearing and sight-impaired persons.

Policy T.2.4. Consider dedicated transit ways where appropriate.

Environmental Considerations

Goal T.3. Provide transportation infrastructure that is conducive to conservation, preservation, and development goals to avoid, minimize, or mitigate impacts on the natural and built context.

Policy T.3.1. Design and assess transportation improvement plans, projects, and strategies to minimize impacts on air quality and maintain the region's current air quality.

Policy T.3.2. Promote transportation systems that ~~use less~~ reduce the use of fossil fuels and eventually replace with carbon neutral alternatives.

Policy T.3.3. Couple transportation investments with desired land use patterns to enhance and protect the quality and livability of neighborhoods, activity centers, and community places.

Policy T.3.4. Actively manage parking, including cost and supply, to support land use, transportation, and economic development goals.

Policy T.3.5. Design transportation infrastructure that implements ecosystem-based design strategies to manage stormwater and minimize adverse environmental impacts.

Policy T.3.6. Seek to minimize noise, vibration, dust, and light impacts of transportation projects on nearby land uses.

Policy T.3.7. Design transportation infrastructure to mitigate impacts on plants, animals, their habitats, and linkages between them.

Policy T.3.8. Promote transportation options such as increased public transit and more bike lanes to reduce congestion, fuel consumption, and overall carbon emissions and promote walkable community design.

Quality Design

Goal T.4. Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.

Policy T.4.1. Promote context sensitive solutions (CSS) supportive of planned land uses, integration of related infrastructure needs, and desired community character elements in all transportation investments.

Policy .T.4.2. Design all gateway corridors, streets, roads and highways to safely and attractively accommodate all transportation users with contextual landscaping and appropriate architectural features.

Policy T.4.3. Design transportation facilities and infrastructure with sensitivity to historic and prehistoric sites and buildings, and which incorporate elements that complement our landscapes and views.

Transit

Goal T.5. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.

Policy T.5.1. Cooperate with NAIPTA in developing and implementing the 5-year transit master planning goals and objectives to continuously improve service, awareness and ridership.

Policy T.5.2. Provide public transit centers that are effectively distributed throughout the region to increase access to public transit.

Policy T.5.3. Support a 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 T.5.4. Support mobility services for seniors and persons with mobility needs.

Policy T.5.5. 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 T.5.6. Enhance public transit options ~~and route designs that allow for options to~~ in key areas so

that one could live well without a car.

Policy T.5.7. Coordinate with NAIPTA to establish rural transit service within the region 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.

Note: Transit dependent individuals: Those who can only get around via public transit, who do not own a car or cannot drive.

Bicycle Infrastructure

Goal T6. Provide for bicycling as a safe and efficient means of transportation and recreation.

Policy T.6.1. Expand recognition of bicycling as a legitimate and beneficial form of transportation.

Policy T.6.2. Establish and maintain a comprehensive, consistent and highly connected system of bikeways and FUTS trails.

Policy T.6.3. Educate bicyclists and motorists about bicyclist safety through education programs, targeted enforcement, and detailed crash analysis.

Policy T.6.4. Develop bikeways and bicycle infrastructure that serve the needs of full range of bicyclist experience levels.

Policy T.6.5. Provide short- and long-term bicycle parking where bicyclists want to go.

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

Pedestrian Infrastructure

Goal T.7. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.

Policy T.7.1. Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction projects.

Policy T.7.2. Improve pedestrian visibility and safety and raise awareness of the benefits of walking.

Policy T.7.3. Identify specific pedestrian mobility and accessibility challenges and develop a program to build and maintain necessary improvements.

Policy T.7.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.

Automobiles

Goal T.8. Establish a functional, safe, and aesthetic hierarchy of roads and streets.

Policy T.8.1. Promote efficient transportation connectivity to major trade corridors, employment centers, and special districts that enhances the region's standing as a major economic hub.

Policy T.8.2. Maintain the road and street classification system that is based on context, function, type, use, and visual quality.

Policy T.8.3. Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain quality of life.

Policy T.8.4. Protect rights-of-way for future transportation corridors.

Policy T.8.5. Support the area's economic vitality by improving intersection design for freight movements.

Passenger Rail and Rail Freight

Goal T.9. Strengthen and support rail service opportunities for the region's businesses and travelers.

Policy T.9.1. Seamlessly integrate passenger rail with other travel modes including connectivity and operational improvements to the downtown passenger rail station and surroundings.

Policy T.9.2. Promote Amtrak service and support opportunities for interregional passenger rail service.

Policy T.9.3. Promote development of rail spurs and an intermodal freight facility or facilities as needed to support viable economic growth.

Policy T.9.4. Increase the number of grade-separated railroad crossings.

Air Travel

Goal T.10. Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for passenger, air freight, public safety flights, and other services in northern Arizona.

Policy T.10.1. Maintain and expand Flagstaff Pulliam Airport as an important link to the national air transportation system.

Policy T.10.2. Improve multimodal access and service to and from the airport including transit, bicycle, and parking services.

Policy T.10.3. Seek opportunities to expand destinations and frequency of regional air service throughout the Southwest and West.

Policy T.10.4. Plan and manage transportation infrastructure to discourage land uses incompatible with the airport and flight zones.

Public Support for Transportation

Goal T.11. 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 T.11.1. 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 T.11.2. 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 T.11.3. 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 T.11.4. Attempt to equitably distribute the burdens and benefits of transportation investments to all segments of the community.

Policy T.11.5. 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.

COST OF DEVELOPMENT

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

Policy CD.1.1. At the City level, provide a regular analysis of funding and financing policy alternatives needed for infrastructure development and rehabilitation.

Policy CD.1.2. Work 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. Analyze the feasibility of expanding development fees within the City of Flagstaff, which may enable future development to provide for related adequate off-site improvements and facilities.

Policy CD.1.4. Develop cost-benefit analysis protocol between regional economic development partners when the public is expected to invest.

Policy CD.1.5. Require that new development pay for a fair and proportional share of public facilities, services, and infrastructure.

Policy CD.1.6. Encourage redevelopment projects to rely on private/public partnerships in order to succeed.

Note: For more information, refer to reinvestment and redevelopment discussions the in Land Use and Economic Development chapters.

PUBLIC BUILDINGS, FACILITIES, SERVICES, AND SAFETY

Goal PF.1. Work across all government operations and services 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~~ Allocate public resources necessary for the City and County to prepare and adapt for natural and human-caused hazards so that all government operations support community resiliency.

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~~ for collective investment, efficient action, and shared responsibility in the building of local resiliency.

Community Engagement and Education

Policy PF.1.5. 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-~~caused or natural~~ disasters.

Policy PF.1.6. Educate and inform the community about how to cope with climatic variability and what the local government entities are doing on a systemic level. The constant communication about mitigation strategies before, during, and after an event will prevent widespread panic in an emergency.

Goal PF.2. Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

Policy PF.2.1. Prioritize infrastructure upgrades to encourage redevelopment and infill and meet land use goals.

Policy PF.2.2. ~~Ensure~~ Require that new developments to pay their fair share toward the cost of additional capital improvements, infrastructure, and public service needs created by the development.

Policy PF.2.3. Provide accessible public facilities and services in strategic locations.

Policy PF.2.4. Support Enhanced Civic Design for all public facilities.

Policy PF.2.5. Pursue cooperative and coordinated planning between government jurisdictions, agencies, educational institutions, non-profits, and private service providers.

Public Safety

Goal PF.3. ~~Ensure the provision of~~ **Provide** 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. Locate City of Flagstaff and rural fire districts within the optimal response time for new and existing development.

Policy PF.3.3. Locate law enforcement facilities (i.e., main and sub-stations) 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 built 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. Foster and maintain healthy and diverse urban, suburban, and rural neighborhoods in the Flagstaff region.

Policy NH.1.1. Preserve and enhance existing neighborhoods.

Policy NH.1.2. Respect traditions, identifiable styles, proportions, streetscapes, relationships between buildings, yards and roadways; and use historically appropriate and compatible building and structural materials when making changes to existing neighborhoods.

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

Policy NH.1.4. Foster central points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.

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.

Policy NH.1.6. New development, especially on the 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. Look to downtown Flagstaff as the primary focal point of the community character.

Note: Also refer to the downtown goals and policies in the Land Use chapter.

Policy NH.2.1. Encourage 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. Plan for future downtown development and contiguous development that respects the established historic core, historical architecture, and urban design.

Policy NH.2.3. Continue the tradition of multi-story, multi-use buildings with the reintroduction of a stable, mixed-income residential population when planning new structures in the downtown and Southside neighborhoods.

Goal NH.3. ~~Ensure that a~~A variety of housing types at different price points is available, to provide 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.

Policy NH.3.4. Reuse former brownfields, vacant buildings, and commercial buildings to provide new mixed-use and/or housing options.

Policy NH.3.5. Encourage and incentivize affordable housing.

Goal NH.4. ~~Ensure~~All 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.

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. Consider and integrate public transportation when possible in planning housing developments, 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 homelessness.

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

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

Goal NH.6. ~~Ensure that a~~n Neighborhood conservation efforts of revitalization, redevelopment, and infill are compatible with and enhance the overall community character.

Policy NH.6.1. Promote quality redevelopment and infill ~~development projects~~ that ~~is~~are contextual with surrounding ~~development and~~ neighborhoods.

Policy NH 6.2. Use urban conservation tools to revitalize existing underutilized activity centers to their potential.

ECONOMIC DEVELOPMENT

Responsive Government

Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.

Policy ED.1.1. Maintain the commitment by City and County government bodies to establish new public-private partnerships to spur economic development where they are potentially an effective tool.

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

Policy ED.1.3. 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. Encourage local governments and the surrounding sovereign tribal nations to collaborate on mutually beneficial economic development initiatives.

Policy ED.1.6. Work cooperatively as a region towards developing a redundant telecommunications system.

Policy ED.1.7. Actively recruit diverse cultural representation for all committee vacancies.

Education and Workforce Training

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

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

Policy ED.2.2. Support collaborative workforce training efforts by Coconino Community College, Northern Arizona University, and regional economic development partners.

Policy ED.2.3. Encourage efforts to provide a full range of high-quality educational opportunities for life-long learning for all residents.

Policy ED.2.4. Promote science, technology, engineering, mathematics, liberal arts, and entrepreneurship education at all levels.

Business Retention, Expansion, and Entrepreneurship

Goal ED.3. ~~Ensure that a~~Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.

Policy ED.3.1. Encourage regional economic development partners to 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 ED.3.7. 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.

Policy ED.3.10. Develop infrastructure so that the community has access to high-speed internet and telecommunications.

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. Promote variety and flexibility in land use and development options within the (Development Growth Boundary/Development Boundary – need appropriate title).

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 that 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 have been identified as major employment centers in the *Flagstaff Regional Plan*.

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

Policy ED.4.8. Balance future growth with tribal, cultural, and natural resources. (City Attorney to review)

Policy ED.4.9. Support and encourage Native American heritage and culture as contributors to the region's economy.

Community Character (within Economic Development)

Goal ED.5. Continue to promote and enhance Flagstaff's unique sense of place as an economic development driver.

Policy ED.5.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image.

Policy ED.5.2. Coordinate and manage community branding to effectively position the region for global marketing.

Policy ED.5.3. Leverage the region's assets of history, culture, natural environment, educational and scientific facilities as an economic development tool.

Policy ED.5.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.

Policy ED.5.5. Develop urban infrastructure that supports revitalization and redevelopment.

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.** Ensure that local government promotes higher density development in targeted areas where economically viable and desired by the public.~~

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

Keep Activity Centers goal and move policies to Land Use per staff direction

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.~~
- ~~**Policy ED.7.6.** Ensure that big box development proposals consider feasibility in re-use.~~

Keep Redevelopment and Infill goal and move policies to Land Use per staff direction

Proposed new Goal and Policy – need assistance where these would go within Economic Development (as well as wording):

Goal: Support growth in cultural visual and performing arts, particularly of the Southwest culture.

Policy: Develop a business plan for the annual Native American Pow-Wow.

RECREATION

Goal Rec.1. Maintain the region's healthy system of convenient and accessible parks, recreation facilities, and trails.

Policy Rec.1.1. Integrate active and passive recreational sites 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. Coordinate city, County, and Forest Service recreational planning to best serve the community.

Policy Rec.1.43. Ensure Design that new or updated public facilities to include parks, open space, and/or recreational opportunities where feasible.

Policy Rec.1.54. Incorporate sustainable building and maintenance technologies and Universal Design into parks and recreation facilities.