

# APPENDIX B



## COMPREHENSIVE LIST OF GOALS AND POLICIES

While all the goals and policies in the Plan are directed to future needs and accomplishments, it is important to understand that many of them also reflect ongoing programs, initiatives, and actions already implemented by City, County, and other policy and decision makers.

Goals and policies in this document do not override the community's ability or inability to fund the recommended actions.

### Chapter IV - Environmental Planning & Conservation

#### AIR QUALITY GOALS AND POLICIES

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##### **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. Encourage strategies and partnerships to mitigate dust.

Policy E&C.1.4. Maintain air quality through pursuit of non-polluting industry and commercial enterprises.

Policy E&C.1.5. 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 GOALS AND POLICIES

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

Policy E&C.2.1. Encourage the reduction of all energy consumption, especially fossil-fuel generated energy, in public, commercial, industrial, and residential sectors.

Policy E&C.2.2. Promote investments that strengthen climate resiliency.

##### **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 available science into 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 and emphasize conservation.

**Goal E&C.5. Preserve dark skies as an unspoiled natural resource, basis for an important economic sector, and core element of community character.**

Policy E&C.5.1. Evaluate the impacts of the retention of dark skies regarding lighting infrastructure and regulatory changes, land use decisions or changes, and proposed transportation developments within the region.

Policy E&C.5.2. Encourage and incentivize voluntary reduction of “exempt” lighting that degrades night sky visibility, and work to prevent light trespass whenever possible in both public and private areas.

Policy E&C.5.3. Continue to enforce dark sky ordinances.

Policy E&C.5.4. Encourage uses within Lighting Zone 1 of the lighting codes of the City and County that do not require outdoor lighting, and discourage those which require all-night lighting.

**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.

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 to the region’s riparian ecosystem.

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 support healthy forests and protect our water system.

Policy E&C.6.7. Use best practices to control the spread of exotic and invasive plants, weeds, and animals, and eradicate where possible.

Policy E&C.6.8. 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.6.9. Develop guidelines to minimize the use of herbicides, insecticides, and similar materials.

**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 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.

**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.

### **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. Construction projects employ strategies to minimize disturbed area, soil compaction, soil erosion, and destruction of vegetation.

#### WILDLIFE GOALS AND POLICIES

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### **Goal E&C.10. Protect indigenous 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, conserve, and when possible enhance and restore wildlife habitat.

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.

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.

## Chapter V - Open Space

#### OPEN SPACE GOALS AND POLICIES

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### **Goal OS.1. 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. While observing private property rights, preserve natural resources and priority open lands, under the general guidance of the *Flagstaff Area Open Space and Greenways Plan* and the Natural Environment maps.

Policy OS.1.3. Use open spaces as natural environment buffer zones to protect scenic views and cultural resources, separate disparate uses, and separate private development from public lands, scenic byways, and wildlife habitats.

Policy OS.1.4. Use open space as opportunities for non-motorized connectivity, to interact with nature, and to enjoy the views and quiet.

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

## Chapter VI - Water Resources

#### WATER SOURCES GOALS AND POLICIES

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### **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.

Policy WR.2.3. Develop programs to minimize lost and unaccounted for water to acceptable levels.

*Note: Specific thresholds will be included in the City's water policy.*

WATER DEMAND GOALS AND POLICIES

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**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 and practical.

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. All large turf areas (e.g. schools, parks, golf courses, etc.) should use reclaimed water or other approved rain harvesting techniques for irrigation purposes.

**City-Specific Policies**

Policy WR.3.7. Calculate the volume of local water resources it has available and make periodic updates as appropriate.

Policy WR.3.8. Implement a water management program that creates a linkage between new growth and a minimum 100-year water supply.

Policy WR.3.9. Identify adequate funding sources to pay for new resources for a long-term renewable water supply.

**Goal WR.4. Logically enhance and extend the City's 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. Development requiring public utility services will be located within the Urban Growth Boundary.

STORMWATER AND WATERSHED MANAGEMENT GOALS AND POLICIES

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**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 existing 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, where feasible.

Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical.

Policy WR.5.3. 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.5.4. Develop any necessary stormwater infrastructure improvements consistent with City of Flagstaff stormwater master plans or studies as adopted by the City.

Policy WR.5.5. Give preference to regional detention facilities that are designed in conjunction with smaller low-impact development features, rather than numerous smaller dispersed basins. Encourage regional detention basins to incorporate natural watershed characteristics as well as offering recreational components.

Policy WR.5.6. 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.5.7. 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 GOALS AND POLICIES

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### **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 monitor the research on the potential impacts on human health and our regional water supplies.

Policy WR.6.2. Recognizing the 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.

*Note: Refer to best management practices adopted by the Arizona Department of Environmental Quality at <http://www/adeq.gov>*

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

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

## Chapter VII - Energy

### EFFICIENT USE OF ENERGY GOALS AND POLICIES

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#### **Goal E.1. Increase energy efficiency.**

##### **Education**

Policy E.1.1. Promote and encourage innovative building practices through instruction on efficient building materials and methodology.

Policy E.1.2. Support workforce training for the installation and maintenance of energy-efficient technologies.

Policy E.1.3. Empower all community members to make smarter energy choices through education and incentives. Building

Policy E.1.4. Promote cost-effective, energy-efficient technologies and design in all new and retrofit buildings for residential, commercial, and industrial projects.

Policy E.1.5. Promote and encourage the expansion and use of energy-efficient modes of transportation:

- a. Public transportation
- b. Bicycles
- c. Pedestrians

Policy E.1.6. Develop land use regulations promoting land use patterns that increase energy efficiency.

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

Policy E.1.8. Incorporate alternative energy conservation and renewable energy systems in applicable codes.

Policy E.1.9. Develop standards and guidelines to guide builders, architects, and developers toward optimal building, water use, and energy performance.

Policy E.1.10. Incentivize energy efficiency and renewable energy technologies in construction projects.

Policy E.1.11. Identify financing mechanisms to support water and energy efficiency improvements in public, residential, commercial, and industrial sectors.

Policy E.1.12. Promote indigenous and local building materials and structures as climate-adaptable energy efficiency prototypes.

##### **Transportation**

Policy E.1.13. Promote and encourage the use of fuel-efficient vehicles that use renewable fuels.

**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. Promote renewable energy pilot programs as a showcase to educate the public and the development community.

Policy E.2.4. Encourage small-scale renewable energy production and use on the local level on appropriate 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. Collaborate with local tribes to develop renewable energy opportunities on tribal lands.

## Chapter VIII - Community Character

**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 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. Design development patterns to maintain the open character of rural areas, protect open lands, and protect and maintain sensitive environmental areas like mountains, canyons, and forested settings.

*Refer to Chapter V - Open Space for more information.*

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.

*Refer to Chapter IV - Environmental Planning & Conservation for more information. "Rural by nature" cluster development allows preservation of more open space and natural resource protection.*

**Goal CC.2. Preserve, restore, and rehabilitate heritage resources to better appreciate 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. 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 and cultural preservation.

Policy CC.2.6. Expand a program to educate the owners of historic resources of the heritage value of their properties.

Policy CC.2.7. Protect existing historic districts from encroachment by land uses that compromise the historic characteristics of the district.

Policy CC.2.8. In "Historic" activity centers (Downtown and Five Points), prioritize Community Character (CC) and Downtown (LU.11 and LU.12) goals and policies over the Activity Center goals and policies found in LU.18 when considering cases for rezoning.

Policy CC.2.9. Strengthen the City's historic preservation and adaptive reuse programs by increasing funding for further inventories, grants to property owners, and education campaigns, especially, where the underlying Zoning for the historic resource put it at risk.



Policy CC.2.10. Educate the community and developers on the benefits of adaptive reuse and create policies to incentivize the reuse of historic buildings to maintain their integrity.

Policy CC.2.11. Assist businesses and residents, who are caretakers of historic resources, maximize the economic value of their property without damaging the integrity of the historic resource.

Policy CC.2.12. Advertise the economic impact of historic resources and history-related tourism on the Flagstaff community.

Policy CC.2.13. When the demolition or removal of a historic structure cannot be avoided, encourage the developer to make the building available for relocation and provide assistance in moving the building to the purchaser's property, if possible.

## COMMUNITY DESIGN GOALS AND POLICIES

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

Policy CC.3.1. Encourage neighborhood design to be respectful of traditional development patterns and enhance 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. Design streetscapes to be context sensitive and transportation systems to reflect the desired land use while balancing the needs of all modes for traffic safety and construction and maintenance costs.

Policy CC.4.2. 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 balance automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment.

Policy CC.4.5. Encourage local landscaping using Xeriscape, 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.

Policy: CC.4.9. Develop appropriate tools to facilitate the undergrounding of existing overhead utility lines, especially in established viewsheds and in reinvestment areas.

## ARTS, SCIENCES, AND EDUCATION GOALS AND POLICIES

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### **Goal CC.5. Support and promote art, science, and education resources for all to experience.**

Policy CC.5.1. Promote first class arts, research, and educational facilities.

Policy CC.5.2. Coordinate educational master plans (Northern Arizona University, Coconino Community College, Flagstaff Unified School District, and charter schools) with regional planning efforts.

Policy CC.5.3. Encourage the integration of art into public and private development projects.

Policy CC.5.4. Complete sidewalks and Flagstaff Urban Trails System connections for all schools, community colleges, and university campuses.

Policy CC.5.5. Promote and expand scientific research as a key component to the Flagstaff region's character.

*Refer to Chapter XIV - Economic Development for more information regarding STEM education.*

### **Goal CC.6. Encourage Native American art and Southwestern culture.**

*Refer to Chapter XIV - Economic Development for related Policy ED.4.9.*

## Chapter IX - Growth Areas & Land Use

### REINVESTMENT GOALS AND POLICIES

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#### **Goal LU.1. Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.**

Policy LU.1.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.

Policy LU.1.2. Develop reinvestment plans with neighborhood input, identifying the center, mix of uses, connectivity patterns, public spaces, and appropriate spaces for people to live, work, and play.

Policy LU.1.3. 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.1.4. Attract private investment by reinvesting in transportation infrastructure improvements as well as public utilities infrastructure for desired development size.

Policy LU.1.5. Maintain and upgrade existing infrastructure and invest in infrastructure to make redevelopment and infill an attractive and more financially viable development option.

Policy LU.1.6. Establish greater flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites.

Policy LU.1.7. 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 LU.1.8. RESERVED

Policy LU.1.9. Provide public education regarding the sustainability and beneficial economics of redevelopment and infill.

Policy LU.1.10. Consider adaptive reuse possibilities when new big box developments are proposed.

Policy LU.1.11. Ensure that there is collaboration between a developer, residents, and property owners in existing neighborhoods where redevelopment and reinvestment is proposed so that they are included, engaged, and informed.

Policy LU.1.12. Seek fair and proper relocation of existing residents and businesses in areas affected by redevelopment and reinvestment, where necessary.

### GREENFIELD DEVELOPMENT GOALS AND POLICIES

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#### **Goal LU.2. Develop Flagstaff 's Greenfields in accordance with the *Regional Plan* and within the growth boundary.**

Policy LU.2.1. Design new neighborhoods that 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.2.2. Design new development to coordinate with existing and future development, in an effort to preserve views-heds, strengthen connectivity, and establish compatible and mutually supportive land uses.

Policy LU.2.3. New development should protect cultural and natural resources and established wildlife corridors, where appropriate.

Policy LU.2.4. Utilize Low Impact Development (LID) strategies and stormwater best practices as part of the overall design for new development.

Policy LU.2.5. Plan 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.

### APPLICABLE TO ALL LAND USES GOALS AND POLICIES

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#### **Goal LU.3. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.**

Policy LU.3.1. Within the urban, suburban, and rural context, use neighborhoods, activity centers, corridors, public spaces, and connectivity as the structural framework for development.

Policy LU.3.2. Coordinate land use, master planning, and recreational uses, when feasible, with local, state, and federal land management agencies and tribal land owners.



Policy LU.3.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers.

Policy LU.3.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space.

*Note: Chapter VIII - Community Character and Chapter XIV - Economic Development include further policies regarding Flagstaff's unique sense of place. Refer also to Chapter XIII - Neighborhoods, Housing, & Urban Conservation for existing neighborhood policies.*

Policy LU.3.5. Allow and encourage urban agriculture.

**Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.**

Policy LU.4.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways as necessary.

Policy LU.4.2. Utilize the following as guidance in the development process: Natural Environment maps, Environmental Planning and Conservation policies, Considerations for Development, Cultural Sensitivity, and Historical Preservation maps, and Community Character policies, while respecting private property rights.

**Goal LU.5. Encourage compact development principles to achieve efficiencies and open space preservation.**

Policy LU.5.1. Encourage development patterns within the designated growth boundaries to sustain efficient infrastructure projects and maintenance.

Policy LU.5.2. Promote infill development over peripheral expansion to conserve environmental resources, spur economic investments, and reduce the cost of providing infrastructure and services.

Policy LU.5.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural.

Policy LU.5.4. Encourage development to be clustered in appropriate locations as a means of preserving natural resources and open space, and to minimize service and utility costs, with such tools as Transfer of Development Rights (TDR).

Policy LU.5.5. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.

Policy LU.5. Encourage the distribution of density within neighborhoods in relationship to associated activity centers and corridors, infrastructure, transportation, and natural constraints such as slopes and drainages.

Policy LU.5.6. Encourage the placement of institutional and civic buildings centrally within a neighborhood to promote walkability and multi-use recreation spaces.

Policy LU.5.7. Require any Forest Service land trades within the planning area to be consistent with the *Regional Plan*.

*Refer to "Tools for Open Space Planning, Acquisition, and Conservation" in Chapter V - Open Space for more information.*

**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. Encourage new mixed-use neighborhoods in appropriate locations within the growth boundary.

Policy LU.6.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.

**Goal LU.7. Provide for public services and infrastructure.**

Policy LU.7.1. Concentrate urban development in locations that use land efficiently, and are served by roads, water, sewer, and other public facilities and services, and that support transit, reduced vehicle trips, and conservation of energy and water.

Policy LU.7.2. Require unincorporated properties to be annexed prior to the provision of City services, or that a pre-annexation agreement is executed when deemed appropriate.

Policy LU.7.3. Require development proposals to address availability of adequate public services.

**Goal LU.8. Balance future growth with available water resources.**

Policy LU.8.1. Available water resources should be a consideration for all major development and subdivision applications.

Policy LU.8.2. Impacts on the City's water delivery infrastructure should be a consideration for all residential and nonresidential development proposals.

*Refer to Chapter VI - Water Resources for more water related goals and policies.*

**Goal LU.9. Focus reinvestment, partnerships, regulations, and incentives on developing or redeveloping urban areas.**

Policy LU.9.1. Reinvest in urban areas.

**Goal LU.10. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.**

Policy LU.10.1. Prioritize connectivity within all urban neighborhoods and activity centers.

Policy LU.10.2. Support on-street parking, shared lots, and parking structures.

Policy LU.10.3. Value the Historic Neighborhoods established around downtown by maintaining and improving their highly walkable character, transit accessibility, diverse mix of land uses, and historic building form.

Policy LU.10.4. Develop specific plans for neighborhoods and activity centers to foster desired scale and form.

Policy LU.10.5. Consider vacant and underutilized parcels within 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.10.6. In mixed use developments, encourage residential uses located above and behind commercial uses within urban areas as well as a variety of housing types where appropriate.

Policy LU.10.7. Invest in infrastructure and right-of-way enhancements that favor the pedestrian and transit as an incentive for private investment in urban neighborhoods and activity centers.

Policy LU.10.8. Include institutional uses, such as schools, within the urban context.

Policy LU.10.9. Civic spaces must be well designed, accessible, and central to the urban fabric.

Policy LU.10.10. Future urban activity centers and neighborhoods are designed based on gridded street systems, considering constraints on connectivity, such as topography, the railroad and highways.

**Goal LU.11. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination for all.**

Policy LU.11.1. All businesses and community services on the ground floor should be pedestrian accessible directly from a public space, such as a street, alley, square, plaza, or interior corridor.

Policy LU.11.2. Encourage new multi-story mixed-use buildings to have windows and doors facing the sidewalks.

Policy LU.11.3. Design new downtown buildings to have a majority of the total linear frontages of mixed-use and nonresidential building facades built to the sidewalk.

Policy LU.11.4. Encourage various housing types that appeal to a diverse range of ages and income.

Policy LU.11.5. Encourage adaptive re-use of historic structures for a variety of commercial spaces and housing options.

Policy LU.11.6. Strive for a wide variety of activities in downtown to create a healthy mix of housing, employment, shopping, cultural, and civic uses.

Policy LU.11.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies.

Policy LU.11.8. Maintain and enhance Heritage Square and Wheeler Park as critical civic space for social gathering and community well-being.

**Goal LU.12. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.**

*Refer to Chapter X - Transportation for more information on transit, as well as Appendix A for a listing of related transit plans.*

Policy LU.12.1. Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces.

Policy LU.12.2. Create a downtown parking strategy plan that continues to utilize and improve upon 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 parking options.

Policy LU.12.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas.

Policy LU.12.4. Incorporate liner buildings and larger mixed-use projects into parking facilities.

Policy LU.12.5. 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.12.6. Revise parking regulations to encourage shared parking between various uses within existing structures.  
Policy LU.12.7. Provide multiple routes and pathways for vehicular and pedestrian movement.  
Policy LU.12.8. Provide for strong connections from the Flagstaff Medical Campus to the Northern Arizona University campus via pedestrian paths, bicycle connections, streets, and transit service.  
Policy LU.12.9. As defined in the *FUTS Master Plan*, include trail access points, bicycle parking, and bicycle facilities.  
Policy LU.12.10. Seek opportunities to improve ADA accessibility in downtown.

*Refer to Policy T.2.3 in Chapter X - Transportation.*

Policy LU.12.11. Develop a residential parking program to address the impacts of on-street parking on public streets in the downtown and surrounding areas, while considering the needs of residents, public events, and enterprises in and around the impacted areas.

## SUBURBAN AREA GOALS AND POLICIES

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### **Goal LU.13. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.**

Policy LU.13.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.  
Policy LU.13.2. Consider public transit connections in suburban development.  
Policy LU.13.3. Consider retro-fitting suburbs for walkability and mixed-use.  
Policy LU.13.4. Plan suburban development to include a variety of housing options.  
Policy LU.13.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in mixed-use and activity centers and corridors.  
Policy LU.13.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.  
Policy LU.13.7. Include employment opportunities in all suburban activity centers.  
Policy LU.13.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.  
Policy LU.13.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborwoods.  
Policy LU.13.10. Protect wildlife corridors where appropriate.  
Policy LU.13.11. Promote cluster development as an alternative development pattern in appropriate locations as a means of preserving resources and to minimize service and utility costs.

## RURAL AREA GOALS AND POLICIES

Page IX-58

### **Goal LU.14. Maintain the character of existing rural communities.**

Policy LU.14.1. Maintain rural growth boundaries to preserve the integrity of open spaces identified in the *Greater Flagstaff Open Spaces and Greenways Plan* and updates.  
Policy LU.14.2. Promote the coordination of the *Flagstaff Regional Plan*, *Coconino County Comprehensive Plan*, and area plans that takes into account local conditions and preferences of area residents.  
Policy LU.14.3. Require future development in the unincorporated County areas to be consistent with the goals, policies, and conservation guidelines of the *Coconino County Comprehensive Plan* and any applicable local area plans.  
Policy LU.14.4. Connect rural neighborhoods using roads, trails (equestrian, foot, and bicycle), and public access to the National Forest.  
Policy LU.14.5. 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.14.6. Plan for development outside of the rural growth boundary to be very low density and to have integrated conservation design.  
Policy LU.14.7. Establish opportunities for rural activity centers in specifically designated County areas with a range of uses, sizes, and designs appropriate to the communities they serve.  
Policy LU.14.8. Locate commercial uses in the County in specifically designated activity centers intended to serve as focal points and meet local needs for the community, while avoiding a strip commercial pattern of development along the region's major roadways.  
Policy LU.14.9. Preserve the rural character, open spaces, wildlife corridors, and neighborwoods at the periphery or just outside of the planning area as defined by the FMPO boundary.

**Goal LU.15. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.**

Policy LU.15.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.

Policy LU.15.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.

Policy LU.15.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers.

Policy LU.15.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.

**Goal LU.16. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses.**

*Refer to Policy ED.3.9 in Chapter XIV - Economic Development.*

Policy LU.16.1. Encourage the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution uses from encroachment where appropriate.

Policy LU.16.2. Ensure new industrial areas are compatible with surrounding areas.

Policy LU.16.3. Locate new industrial areas near the rail line, major highways or the interstate, and ensure they are designed to be compatible with surrounding uses and gateway features.

Policy LU.16.4. Limit the impacts of truck traffic on residential areas.

Policy LU.16.5. Consider all health impacts on the community in the design of new industrial uses, such as wastewater treatment, traffic safety, noise, and other impacts.

## SPECIAL PLANNING AREA GOALS AND POLICIES

**Goal LU.17. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.**

Policy LU.17.1. Enhance connectivity and coordinated planning efforts with neighborhoods contiguous to special planning areas.

## ACTIVITY CENTERS AND COMMERCIAL CORRIDORS GOALS AND POLICIES

**Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.**

Policy LU.18.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.

Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.

Policy LU.18.3. Redevelop 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.

*Refer to Chapter XI - Cost of Development for the potential of public-private partnerships.*

Policy LU.18.4. Encourage developers to provide activity centers and corridors with housing of various types and price points, especially attached and multi-family housing.

Policy LU.18.5. Plan for and support multi-modal activity centers and corridors with an emphasis on pedestrian and transit friendly design.

Policy LU.18.6. Support increased densities within activity centers and corridors.

Policy LU.18.7. Concentrate commercial, retail, services, and mixed use within the activity center's commercial core.

Policy LU.18.8. Increase residential densities, live-work units, and home occupations within the activity center's pedestrian shed.

Policy LU.18.9. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.

Policy LU.18.10. Corridors should increase their variety and intensity of uses as they approach activity centers.

Policy LU.18.11. Land use policies pertaining to a designated corridor generally apply to a depth of one parcel or one and one-half blocks, whichever is greater.

Policy LU.18.12. Corridors should focus commercial development to the corridor frontage and residential to the back.

Policy LU.18.13. Promote higher density development in targeted areas where economically viable and desired by the public.

Policy LU.18.14. Endorse efficiency of infrastructure with compact development within targeted activity centers.

Policy LU.18.15. Actual pedestrian-shed boundaries will be established considering opportunities and constraints posed by natural and man-made barriers like terrain or the interstate, road networks, and existing development patterns.

Policy LU.18.16. Adopt traffic regulations to increase awareness of pedestrian-oriented design for activity centers.

Policy LU.18.17. Mixed use developments over 50 units per acre should be located in regional-scale activity centers.

Policy LU.18.18. New development within existing activity centers should enhance the existing street pattern to meet the goals and policies of the Regional Plan related to connectivity and complete streets.

Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.

Policy LU.18.20. Major streets in urban activity centers should have urban-form buildings with their primary pedestrian entrances facing the major street. Secondary entrances could be located to meet other access needs for the building use.

**Goal LU.19. Develop a manageable evolution of the main corridors into contextual place makers.**

Policy LU.19.1. Develop a specific plan for each “Great Street” corridor.

Policy LU.19.2. 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.19.3. Enhance the viewsheds and frame the view along the corridors through design.

Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.  
*Refer to Chapter VIII - Community Character for the discussion of “Great Streets.”*

## Chapter X - Transportation

### MOBILITY AND ACCESS GOALS AND POLICIES

Page X-6

**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 Guidelines to accommodate all appropriate modes of travel in transportation improvement projects.

Policy T.1.3. Transportation systems are consistent with the place type and needs of people.

Policy T.1.4. Provide a continuous transportation 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 strategies that increase alternate modes of travel and demand for vehicular travel to reduce peak period traffic.

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

Policy T.1.8. Plan for development to provide on-site, publicly-owned transportation improvements and provide adequate parking.

### SAFE AND EFFICIENT MULTIMODAL TRANSPORTATION GOALS AND POLICIES

Page X-8

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

Policy T.2.1. Design infrastructure to provide 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 the young, 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.

Policy T.2.5. Continue to seek means to improve emergency service access, relieve and manage peak hour congestion, and expand multi-modal options in the US 180 corridor.

## ENVIRONMENTAL CONSIDERATIONS GOALS AND POLICIES

Page X-9

### **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 environment.**

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

Policy T.3.2. Promote transportation systems that 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 the noise, vibration, dust, and light impacts of transportation projects on nearby land uses.

Policy T.3.7. Design transportation infrastructure to mitigate negative 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 GOALS AND POLICIES

Page X-9

### **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 incorporate elements that complement our landscapes and views.

## PEDESTRIAN INFRASTRUCTURE GOALS AND POLICIES

Page X-10

### **Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.**

Policy T.5.1. Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction projects.

Policy T.5.2. Improve pedestrian visibility and safety and raise awareness of the benefits of walking.

Policy T.5.3. Identify specific pedestrian mobility and accessibility challenges and develop a program to build and maintain necessary improvements.

Policy T.5.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.

## BICYCLE INFRASTRUCTURE GOALS AND POLICIES

Page X-11

### **Goal T.6. 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, enforcement, and detailed crash analyses.

Policy T.6.4. Encourage bikeways and bicycle infrastructure to serve the needs of a full range of bicyclist experience levels.

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

Policy T.6.6. Integrate policies to increase bicycling and meet the needs of bicyclists into all relevant plans, policies, studies, strategies, and regulations.

## TRANSIT GOALS AND POLICIES

Page X-15

### **Goal T.7. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.**

Policy T.7.1. Cooperate with NAIPTA in developing and implementing the five-year transit master planning goals and objectives to continuously improve service, awareness, and ridership.

Policy T.7.2. Provide public transit centers and options that are effectively distributed throughout the region to increase access to public transit.

Policy T.7.3. 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.7.4. Support mobility services for seniors and persons with mobility needs.

Policy T.7.5. 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.7.6. 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 are those who can only get around via public transit, and who do not own a car or cannot drive.*

## AUTOMOBILE GOALS AND POLICIES

Page X-20

### **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 while maintaining traffic safety.

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.

Policy T.8.6. Maintain the City's street infrastructure in a cost effective manner to ensure the safety and convenience of all users.

## PASSENGER RAIL AND RAIL FREIGHT GOALS AND POLICIES

Page X-21

### **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.

**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.

**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 the 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.

## Chapter XI - 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.

*Note: Arizona state statute requires cities to analyze development fees every five years.*

Policy CD.1.4. Develop a 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 rough proportional share of public facilities, services, and infrastructure.

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

*Refer to reinvestment and redevelopment discussions in Chapter IX - Growth Areas & Land Use and Chapter XIV - Economic Development for more information.*

## Chapter XII - Public Buildings, Services, Facilities, & Safety

### RESILIENCY PLANNING GOALS AND POLICIES

Page XII-5

#### **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. Allocate available 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 and historic data into emergency operations and hazard mitigation planning efforts.

Policy PF.1.4. Build, sustain, and leverage partnerships with local and regional stakeholders 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.

##### **Solid Waste**

Policy PF.1.7. Develop strategies and take meaningful steps towards extending the life of the landfill.

### LOCATING FACILITIES GOALS AND POLICIES

Page XII-9

#### **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. Require new developments to pay their fair share toward the cost of additional capital improvements, infrastructure, and public service needs created by the development.

*Refer to Chapter XI - Cost of Development for more information.*

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

Policy PF.2.4. Support quality 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 GOALS AND POLICIES

Page XII-12

#### **Goal PF.3. 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.

# Chapter XIII - Neighborhoods, Housing, & 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, especially in historic 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 points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.

Policy NH.1.5. Use traditional neighborhood design standards for new and revitalized urban neighborhoods, 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.

Policy NH.1.7. Develop appropriate programs and tools to ensure the appropriate placement, design, and operation of new student housing developments consistent with neighborhood character and scale.

Policy NH.1.8. Prioritize the stabilization of a neighborhood's identity and maintain cultural diversity as new development occurs.

## **Goal NH.2. Look to downtown Flagstaff as the primary focal point of the community character.**

*Refer to the Downtown goals and policies in Chapter IX - Growth Areas & Land Use*

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 to maintain and increase a stable, mixed-income residential population when planning new structures in the downtown and Southside neighborhoods.

## **Goal NH.3. Make available a variety of housing types at different price points, 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. All housing is 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. Reduce substandard housing units by conserving and rehabilitating existing housing stock to minimize impacts on existing residents.

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. Make transitional housing resources available to populations experiencing homelessness.

**Goal NH.6. Neighborhood conservation efforts of revitalization, redevelopment, and infill are compatible with and enhance our overall community character.**

Policy NH.6.1. Promote quality redevelopment and infill projects that are contextual with surrounding neighborhoods. When planning for redevelopment, the needs of existing residents should be addressed as early as possible in the development process.

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

## Chapter XIV - Economic Development

### RESPONSIVE GOVERNMENT GOALS AND POLICIES

Page XIV-4

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

Policy ED.1.4. Encourage local governments and the surrounding sovereign tribal nations to collaborate on mutually beneficial economic development initiatives.

Policy ED.1.5. Work cooperatively as a region towards developing a redundant telecommunications system.

Policy ED.1.6. Actively recruit diverse representation for all committee vacancies.

Policy ED.1.7. Establish policy and tools to consider the impacts of redevelopment on local residents.

### EDUCATION AND WORKFORCE TRAINING GOALS AND POLICIES

Page XIV-7

**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. As industry sectors emerge and grow, encourage regional workforce development partners 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 secondary schools, 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 GOALS AND POLICIES

Page XIV-8

**Goal ED.3. 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. Strengthen the arts, culture, and education sectors as important economic drivers in the community.

- Policy ED.3.3. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors.
- Policy ED.3.4. Take advantage of federal, state, and local incentives available for business retention and expansion efforts.
- Policy ED.3.5. Advocate the economic sustainability and growth of businesses with opportunities for transitional commercial space, leased space, and property ownership.
- Policy ED.3.6. Foster entrepreneurialism and start-up businesses with incubator and accelerator programs in sectors that demonstrate considerable growth potential.
- Policy ED.3.7. Support and encourage regional agriculture.
- Policy ED.3.8. Protect existing business and industrial land uses from encroachment and allow for their expansion.
- Policy ED.3.9. Develop infrastructure so that the community has access to high-speed internet and telecommunications.

**BUSINESS ATTRACTION GOALS AND POLICIES**

Page XIV-9

**Goal ED.4. Support efforts to recruit diverse 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 development standards.
- Policy ED.4.2. Promote variety and flexibility in land use and development options within the urban growth boundary.
- 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. Encourage development of 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. When planning for future growth, consider tribal, cultural, and natural resources in balance with community needs.
- Policy ED.4.8. Support and encourage Native American heritage and culture as contributors to the region’s economy.  
*Refer to Chapter VIII - Community Character Goal CC.6. and Chapter XIV - Economic Development Policy ED.6.3.*

**PULLIAM AIRPORT GOALS AND POLICIES**

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**Goal ED. 5. The Pulliam Airport will continue to serve the Northern Arizona region for air transportation, multimodal connectivity and business growth potential.**

- Policy ED.5.1. Develop an Airport Business Park Specific Plan, outlining potential for connectivity, business and light industrial growth, and gateway opportunities.
- Policy ED.5.2. Provide a clear process for becoming a business park lessee.

**TOURISM GOALS AND POLICIES**

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**Goal ED. 6. Tourism will continue to provide a year-round revenue source for the community, while expanding specialized tourist resources and activities.**

- Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, with heritage, eco-, and adventure tourism.
- Policy ED.6.2. Encourage cultural tourism with the advancement of heritage sites and special events.
- Policy ED.6.3. Continue to advance high-altitude athletic training and “extreme sport” events and programs.
- Policy ED.6.4. Encourage business education about the importance of tourism and its positive impacts on our region.  
*Refer to Chapter VIII - Community Character Goal CC.6*

**COMMUNITY CHARACTER GOALS AND POLICIES**

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**Goal ED.7. Continue to promote and enhance Flagstaff’s unique sense of place as an economic development driver.**

- Policy ED.7.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image.



Policy ED.7.2. Coordinate community branding to effectively position the region for global marketing.

Policy ED.7.3. Leverage the region's assets of history, culture, and natural environment, as well as educational and scientific facilities, as an economic development tool.

Policy ED.7.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.

Policy ED.7.5. Develop urban infrastructure that supports revitalization and redevelopment.

Policy ED.7.6. Support southwest culture in the visual and performing arts, including for example, an annual Native American Pow-Wow.

#### ACTIVITY CENTERS GOALS AND POLICIES

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**Goal ED.8. Promote the continued physical and economic viability of the region's commercial districts by focusing investment on existing and new activity centers.**

#### REDEVELOPMENT AND INFILL GOALS AND POLICIES

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**Goal ED.9. Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals.**

*Refer to Chapter IX - Growth Areas & Land Use, pp. IX-18 through IX-25 for reinvestment goals, policies, and tools.*

## Chapter XV - Recreation

#### RECREATION GOALS AND POLICIES

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**Goal REC.1. Maintain and grow 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.1.4. Design new or updated public facilities to include parks, open space, and/or recreational opportunities where feasible.

Policy Rec.1.5. Incorporate sustainable building and maintenance technologies and universal design into parks and recreation facilities.

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