

## **NOTICE AND AGENDA**

### **ATTENTION**

IN-PERSON AUDIENCES AT PLANNING & ZONING COMMISSION MEETINGS HAVE BEEN SUSPENDED  
UNTIL FURTHER NOTICE

The meetings will continue to be live streamed on the city's website  
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)

To participate in the meeting click the following link:

[Join Microsoft Teams Meeting](#)

The public can submit comments that will be read at the dais by a staff member to [CDPandZCommission@flagstaffaz.gov](mailto:CDPandZCommission@flagstaffaz.gov)

**PLANNING & ZONING COMMISSION  
WEDNESDAY 11/17/2021**

**COUNCIL CHAMBERS  
211 WEST ASPEN AVENUE  
4:00 P.M.**

**This meeting will replace the original meeting scheduled on 11/24/21**

**1. Call to Order**

**2. Roll Call**

*NOTE: One or more Commission Members may be in attendance telephonically or by other technological means.*

DAVID ZIMMERMAN, CHAIR  
MARIE JONES, VICE CHAIR  
CAROLE MANDINO  
DR. ALEX MARTINEZ

DR. ERIC NOLAN  
LLOYD PAUL  
DR. RICARDO GUTHRIE

**3. Public Comment**

*At this time, any member of the public may address the Commission on any subject within their jurisdiction that is not scheduled before the Commission on that day. Due to Open Meeting Laws, the Commission cannot discuss or act on items presented during this portion of the agenda. To address the Commission on an item that is on the agenda, please wait for the Chair to call for Public Comment at the time the item is heard.*

**4. APPROVAL OF MINUTES**

Approval of the minutes from the meeting on Wednesday, November 10, 2021.

**5. PUBLIC HEARING**

**A. Public Hearing #2: Carbon Neutrality Major Regional Plan Amendment**

**STAFF RECOMMENDED ACTION:**

Forward Major Plan Amendment to City Council with a recommendation of approval.

**6. GENERAL BUSINESS**

**A. Discussion: Draft Active Transportation Master Plan, presented by Martin Ince, Multimodal Transportation Planner**

**STAFF RECOMMENDED ACTION:**

Information and discussion. Staff will make a short presentation about the draft Active Transportation Master Plan, a guide to enhancing walking and biking in Flagstaff.

**7. MISCELLANEOUS ITEMS TO/FROM COMMISSION MEMBERS**

**8. ADJOURNMENT**

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on 11/15/21, at 2:00 p.m. This notice has been posted on the City's website and can be downloaded at [www.flagstaff.az.gov](http://www.flagstaff.az.gov).

Dated this 15th day of November, 2021.

\_\_\_\_\_  
Tammy Bishop, Administrative Specialist



**Planning & Zoning Commission**

**5. A.**

**Meeting Date:** 11/17/2021

**Co-Submitter:** Jenny Niemann, Climate Program Manager

**From:** Sara Dechter, AICP, Comprehensive Planning Manager

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**Information**

**TITLE:**

**Public Hearing #2:** Carbon Neutrality Major Regional Plan Amendment

**STAFF RECOMMENDED ACTION:**

Forward Major Plan Amendment to City Council with a recommendation of approval.

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**Attachments**

Staff Report

Major Plan Amendment Application

Regional Plan Text Revisions

Narrative

Impact Analyses

Citizen Participation Plan

Public Participation Report

Approval of Waiver

Waiver of Submittal Requirements

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**PLANNING AND DEVELOPMENT SERVICES REPORT**  
**MAJOR REGIONAL PLAN AMENDMENT**

**PUBLIC HEARING**  
**PZ-21-00129-01**

**DATE:** October 6, 2021  
**MEETING DATE:** October 28, 2021  
**REPORT BY:** Sara Dechter, AICP

**REQUEST:**

Major Regional Plan Amendment, by the City of Flagstaff, to amend pages IV-11, IV-12 and X-19 of the Flagstaff Regional Plan 2030 to reflect the City's Carbon Neutrality Plan.

**STAFF RECOMMENDATION:**

Staff recommends the Planning and Zoning Commission, in accordance with the findings presented in this report, forward the Major Regional Plan Amendment request to the City Council with a recommendation for approval.

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**I. Project Introduction**

**A. Background/Introduction**

The proposed text amendment will update the Flagstaff Regional Plan 2030's discussion of climate change and climate action to align with the City of Flagstaff's climate action goals. The climate action work of the City has evolved rapidly since the 2014 adoption of the Regional Plan, creating a gap between the guidance provided in the Regional Plan and the City's declared climate goals and the ambition of its climate actions. In June 2020 following the declaration of a climate emergency, the Flagstaff City Council adopted the Flagstaff Carbon Neutrality Plan. The Carbon Neutrality Plan "establishes a vision for how Flagstaff will create a carbon neutral future" through climate actions that support adaptation, mitigation, and equity.

The Carbon Neutrality Plan has three goals:

1. Achieve carbon neutrality by 2030.
2. Prepare Flagstaff's communities, systems, and resources to be more resilient to climate change impacts.
3. Address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.

The Flagstaff Regional Plan 2030's goals do not reflect the urgency of the new policy or the strength of the community's objectives for more aggressive climate action. This amendment will restore alignment between the Regional Plan and the declared climate goals, clarifying the carbon neutrality goal and the types of climate action the City will take.

**B. Proposed Amendment**

This application proposes a major amendment to the Flagstaff Regional Plan 2030. The proposed amendment is within the Climate Change and Adaptation section of the Environmental Planning & Conservation Chapter -pages IV-11 and IV-12. The proposed changes to pages IV-11 and IV-12 include:

- Changes to the narrative
- Revisions to goals E&C.2 and E&C.3
- Revisions to policies E&C.2.1, E&C.2.2, E&C.3.2, and E&C.4.1
- Addition of three policies: E&C.2.3, E&C.3.5, and E&C.3.6

In addition to the text revisions on the Climate Change and Adaptation pages, this amendment also includes a wording revision to policy T.8.1, in the Transportation chapter (located on page X-19). This change is being made because of the compatibility review among the proposed revisions to the climate pages and the existing Regional Plan goals and policies. This revision will clarify the meaning of T.8.1 and align with how staff understand the meaning of the policy.



## II. Evaluation

The Inter-Department Staff (IDS) deemed the application for the Major Plan Amendment to be complete on June 1, 2021 and to be substantively complete on July 29, 2021.

The applicant began the required 60-day public review and review by federal, state, and local agencies and utilities, on July 13, 2021.

### A. Impact analysis

Major regional Plan amendments are required to have qualitative impact analysis completed so that the implications of the policy changes being considered can be understood by the Planning and Zoning commission and City Council. Because this is a text amendment with city wide implications, the Planning Director has waived the requirements for: Water and Wastewater Impact Analyses, Cultural Resource Studies, and School Impact Analysis

#### i. Public Services and Facilities Analysis

This amendment supports a more equitable and resilient response and preparedness for stormwater events, which are expected to increase in frequency and scale due to climate change. It will also help prepare for securing the water system in case of draught and other climate events.

In terms of public facilities, the energy efficiency and cost of energy will be reduced by improving efficiency and reducing the reliance on fossil fuels.

#### ii. Traffic Analysis

The revised climate goals and policies will further the City's already-existing goals to encourage active transportation, support transit use and operations, and reduce congestion. Because transportation emissions are a major contributor to greenhouse gas emissions, achieving carbon neutrality will required strengthened collaboration among City of Flagstaff Community Development Division, Engineering Division, and the Sustainability Section to analyze emissions reduction opportunities and take appropriate action. This objective will be operationalized and bolstered by the Active Transportation Master Plan which is under development.

#### iii. Economic Development Analysis

Taking climate action and avoiding the worst impacts of climate change makes sense economically and morally. Action is far less expensive and far more beneficial than inaction. Like forest health measures taken to avoid catastrophic wildfire, climate action is an investment in our future.

Implementing carbon neutrality will have a variety of costs and benefits. Benefits will come from the investment in community infrastructure and preparation to reduce the costs of future climate events. It will also come from the jobs created in new energy production, energy efficiency retrofits and construction activities. Many local businesses and hotels are already taking climate action and committing to carbon neutrality. For instance, Arizona Public Service (APS), which is Flagstaff's electric utility company, has committed to transitioning to a 100% carbon-free electric grid by 2050. The ultimate balance of the costs and benefits will depend on the implementation decisions of Council, Flagstaff business and residents over the next 15 years.

#### iv. Police and Fire Protection Analysis

The revised climate goals and policies will not impact policing or Fire Protection in Flagstaff.

### III. **Findings**

An application for a Major Plan Amendment shall be submitted to the Planning Director and shall be reviewed and a recommendation prepared. The Planning Director's recommendation shall be transmitted to the Planning and Zoning Commission in the form of a staff report prior to a scheduled public hearing. The recommendation shall include: an evaluation of (1) the consistency and conformance of the proposed amendment with the goals and policies of the General Plan and any applicable specific plans; (2) a statement of community benefit; and whether the amendment should be granted, granted with conditions to mitigate anticipated impacts caused by the proposed development, or denied.

Major Plan Amendments shall be evaluated based on the following findings:

#### A. **Finding #1:**

The proposed amendment must be found to be consistent with and in conformance with the goals and policies of the General Plan and any applicable specific plans. If the application is not consistent with the General Plan, and any other applicable specific plan, the applicable plan must be amended in compliance with the procedures established in Chapter 11-10 of the City Code (Title 11: General Plans and Subdivisions) prior to considering the proposed amendment.

##### i. **General Plan/Flagstaff Regional Plan (FRP 2030) Process and Analysis Summary**

When staff performs a Regional Plan (the "Plan") analysis, staff reviews all maps, text, and goals and policies to determine which are the most relevant in relation to the proposed application. The Plan's Future Growth Illustration on Maps 21 and 22 (same map; one is regional scale and one city scale) and the text of the Plan provide supplemental information for the interpretation of goals and policies.

This Major Plan amendment proposes text amendments to E&C.2, E&C.3, E&C.4 and related policies, the Creation of three new policies under E&C 2 and E&C.3 and a change to Policy T.8.1. While these changes do not alter any of the maps in the Regional Plan, they will all be used in conformity findings for future development cases.

Important to this amendment is the introduction of the concept of equity in protecting vulnerable communities from the impacts of climate change and in considering how the costs and benefits of climate change action are distributed in the community. The current Regional Plan goals and policies do not have a direct statement on equity except in the Chapter X which calls for equity in the distribution of transportation improvements and projects (Policy T.11.4). There are not many direct policies against which to assess this addition. Staff finds that it is fitting with the overall vision of the regional plan to "encourage and advance intellectual, environmental, social, and economic vitality for today's citizens and future generations" (p. I-1).

##### ii. **Applicable General Plan Goals and Policies**

As part of its review, staff identified relevant Regional Plan Goals and Policies that could be applied to support or not support the proposed Zoning Map Amendment. These goals and policies are located in an attachment to this report and within the developer's narrative. The following is a discussion of how the project generally meets or conflicts with goals and policies in each chapter.

##### a. **Environmental Planning & Conservation**

The City of Flagstaff is strengthening the language to protect the regions air quality and to increase the collaboration and effectiveness of climate change action in the Region. This aligns with the Carbon Neutrality Policy and the Climate emergency declared by the Flagstaff City Council.

One area of compromise is the protection of dark skies. There are some instances where dark-sky friendly lighting is not the most energy efficient lighting option. This resource will need to be balanced as the city makes lighting investments and updates to the City Zoning and Building Codes. The City can reduce energy use in several areas, whereas the Flagstaff community has limited ways to reduce dark sky pollution due to

technology, the scarcity of the resources and the value of the scientific and cultural contributions of dark skies to our Region. While the dark skies goal (E&C.5) of the Regional Plan does not conflict with carbon neutrality. It requires additional mitigation for both goals to be achieved.

**b. Open Space**

The increased emphasis on carbon neutrality is in conformance with the goals and policies on Open Space in the Flagstaff Regional Plan 2030. The Regional Plan's goals and policies and future growth illustration are already calibrated to lower-greenhouse gas-emissions land use by promoting density in activity centers and already-developed land (infill). While some may perceive a conflict between open space preservation and development, climate-focused, compact development can support the creation of more legally designated open space properties. The emphasis is not on open space at the maximum quantity but at a quality and location that preserves natural resources and increases the community's resiliency to climate events such as flooding, increasing temperatures and increased risk of wildfires. In summary, dense, climate-friendly development allows more people to live in smaller areas, better utilizing Flagstaff's limited land resources.

**c. Water Resources**

The water resources goals and policies are linked to climate change and climate action, and are well-supported by the proposed amendment. Climate change will require nimble planning and adaption to maintain our water supply and its quality, manage water demand, prepare water infrastructure and to plan for increased frequency and intensity of extreme weather. The addition of equity considerations to this work is already something the City has been doing in efforts such as the Southside Community Plan and the response to the Museum Fire flood events of 2021. These efforts will be enhanced by the increased emphasis in the Regional Plan.

**d. Efficient Use of Energy Goals and Policies**

All the goals and policies in the Energy Chapter of the Regional Plan support carbon neutrality. The climate emergency and the proposed Regional Plan amendment will require faster implementation of these goals and work across departments to achieve these objectives in new building construction.

**e. Community Character**

The Community Character Chapter of the Regional Plan has several policies that overlap with the preservation of open space (CC.1.3 and CC.1.6). Both of these policies can be achieved within the context of the the carbon neutrality amendments proposed.

Likewise, Heritage Resources protection and adaptive reuse (CC.2.10) are supportive of reducing emissions as are managing great streets and transportation corridors to be context sensitive and serve all modes of travel (CC.4.1 and CC.4.4). Water efficient management of urban forests and landscaping will also contribute to reduce energy consumption and preservation of the City's resiliency to climate impacts on our water systems.

Managing scenery and views (CC.1.1) can be a tricky value when trying to address carbon neutrality and there are many perceived conflict depending on what your values are related to these features. The goal in the Regional Plan is intended to convey that "significant" landmarks and other features should be preserved and provides some guidance that significance can attributed to a view for its cultural importance, or the importance of the place from which it is being viewed (i.e. a public park, plaza or Great Street). Preserving the natural setting while increasing the density and intensity of existing areas within the community does not promise that individual views will be preserved. Adding emphasis on carbon neutrality does not change this dilemma. It does increase the importance of identifying significant viewsheds and doing what is legally

feasible to preserve them coincident with the changes the community will need to make to achieve carbon neutrality.

**f. Growth Areas & Land Use**

The Growth and Land Use chapter envisions a community whose land uses promote connectivity, walkability, efficiency, health, and housing options. Well-planning neighborhoods, activity centers and corridors support by the Growth and Land Use Chapter of the Regional Plan can further the City's proposed carbon neutrality amendments because they focus on compact, efficient development. Neighborhood planning processes can also build resilience by increasing connections among neighbors and adding to neighborhood self-reliance. These land use policies are designed to create a built environment that reduces travel distances and creates opportunities to live and work without needing to rely on an automobile for those who want those housing choices. The Chapter provides guidance on balancing new development with existing neighborhoods and with open space values. All of these goals closely align to the carbon neutrality plan's objectives for future land uses and redevelopment within the City and County.

**g. Transportation**

The proposed amendment is compatible with the goals and policies of the Transportation Chapter, with the exception of one policy: T.8.1. The applicant proposes to revise this policy to improve clarity and ensure compatibility between the policy T.8.1 and the proposed text amendment; this policy revision is described starting in section II.3, Description and Need.

Many of the goals and policies of this chapter, from those aiming for improved mobility (Goal T.1) to improvements in safety (Goal T.2) to improved transportation infrastructure for all modes (Goals T.3, 4, 5, 6, and 7) are closely linked to climate action. The proposed text amendment in Chapter IV includes more ambitious greenhouse gas emissions goals that will only be achieved through significant changes to Flagstaff's current transportation planning, investments and operations. However, the goals and policies of the Transportation Chapter are pointing in the same direction but the approach to implementing them in the first 7 years of the plan has been more moderate.

T.8.1 under Automobile goals and policies, as currently written, could refer to long distance regional transportation connections that are economically efficient or to network level connections that produce economic activity and vibrancy. The former interpretation is not in line with the carbon neutrality goals and policies being revised in Chapter IV and staff's understanding is that the intent was not to encourage highways or transportation projects that prioritize cars over the multimodal system. The proposed clarifying changes to the text therefore point to the need for network connectivity and not just the most efficient route from one place to another. This is an important concept for carbon neutrality as highly connected street networks are more walkable and produce more equitable access for all members of the community.

There is potential for conflicts to arise when implementing policy *T.8.4. Protect rights-of-way for future transportation corridors* and *T.8.5. Support the area's economic vitality by improving intersection design for freight movements*, because implementation involves choices among competing values when land and budgets are limited –decisions inherent to any transportation project. For T.8.4, the City can mitigate potential climate impacts by conducting evaluations of greenhouse gas emissions and considering route and network alternatives and their relative impacts. For T.8.5, the need for enlarged intersections and turns for freight can be managed using context sensitive solutions and a careful prioritization of modes when considering widening and redesign of intersections.

**h. Cost of Development**

Goal CD.1 and related policies are about the ability of the City to set fair and reasonable development fees and practices in a transparent manner that considers robust discussions and economic data. Climate action may impact the overall cost of development in Flagstaff but preparing for climate change and improving our infrastructure's resiliency to extreme weather events will in the long term save the public money and reduce the impacts of these expected changes on future residents.

**i. Public Buildings, Services, Facilities, & Safety**

Goals under Public Buildings, Services, Facilities, & Safety support climate resiliency and forward looking operation and maintenance in a manner that is aligned with the proposed amendments. The chapter also incorporates preparedness and public safety in a manner that anticipates further disruption from climate change and considers ways to mitigate these events proactively.

**j. Neighborhoods, Housing, and Urban Conservation**

The proposed text of Chapters IV and X support increased incorporation of equity in the support of Flagstaff's most vulnerable, a shared goal with the Neighborhoods, Housing and Urban Conservation chapter. Affordability, accessibility, and safety of all residents in Flagstaff is an important contribution to the climate action.

The proposed text amendments have considered the possibility of conflicts with nearly every goal and policy in the Flagstaff Regional Plan 2030 and have demonstrated that the proposed amendments are in substantial conformance to the plan.

**B. Finding #2**

To meet the finding the proposed amendment must be determined not to be detrimental to the public interest, health, safety, convenience, or welfare of the City of Flagstaff (the "City"), and will add to the public good as described in the General Plan.

The applicant has identified the following Community Benefits and Public Good:

- Reinforcement the connections between climate action and the vision of the Regional Plan,
- Increased transparency,
- incorporating stronger environmental features and benefits into land use planning and developments,
- Stronger rationale to lower air pollution, a wider range of options and more support for healthy and inexpensive modes of travel, better connections and more diversity and attainability in neighborhoods, increased energy efficiency in homes and buildings, and reduced waste,
- Increased emphasis on equity and activity to support the resilience of Flagstaff's vulnerable community members.

Planning and Development Service staff concurs with these findings of community benefits.

**IV. Citizen Participation**

Public hearings before the Planning and Zoning Commission and City Council are conducted in conjunction with requests for a Major Plan Amendment. In accordance with Arizona State Statute, The Planning and Zoning Commission must conduct 2 public hearings in two different locations within the jurisdiction. Notice of the public hearing was provided by placing an ad in the Arizona Daily Sun, posting notices on the property, and mailing a notice to everyone on the list of interested parties. City Council must approve a major plan amendment with a two-thirds majority vote.

City staff conducted a 60 day comment period which notified all the parties and government agencies listed in ARS 9.461, and any person or entity that requests in writing to receive a review copy of the proposal. During the 60 day public review, staff conducted 3 open houses (2 virtual and one in person) and posted a topic on the Flagstaff Community Forum.

All comments received during the 60 day public review are documented in the Public Participation Report (attached).

**RECOMMENDATION:**

Staff believes that the proposed Major Plan Amendment is in substantial conformance with the required findings and recommends the Planning & Zoning Commission forward the request to the City Council with a recommendation approval.

**Attachments:**

**Major Plan Amendment Application**  
**Regional Plan Text Revisions**  
**Narrative**  
**Impact Analyses**  
**Citizen Participation Plan**  
**Public Participation Report**  
**Mailing lists (2)**  
**Waiver of Submittal Requirements**



# City of Flagstaff

## Community Development Division

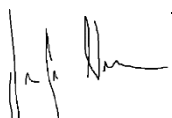
211 W. Aspen Ave  
Flagstaff, AZ 86001  
www.flagstaff.az.gov

Sara Dechter, CPM  
(928) 213-2631  
SDechter@flagstaffaz.gov

**PMPA**

<b>Date Received</b> 4/30/2021	<b>Application for Major Regional Plan Amendment</b>			<b>File Number</b>
<b>Property Owner(s)</b> City of Flagstaff	<b>Title</b>	<b>Phone</b> 928-213-2150	<b>Email</b>	
<b>Mailing Address</b> 211 W. Aspen Ave, Flagstaff, AZ 86001			<b>City, State, Zip</b>	
<b>Applicant(s)</b> Tiffany Antol, Planning Director	<b>Title</b>	<b>Phone</b> 928-213-2605	<b>Email</b> JNiemann@Flagstaffaz.gov	
<b>Mailing Address</b> 211 W. Aspen Ave, Flagstaff, AZ 86001			<b>City, State, Zip</b>	
<b>Project Representative(s)</b> Jenny Niemann, Climate and Energy Specialist	<b>Title</b>	<b>Phone</b> 928-213-2150	<b>Email</b> JNiemann@Flagstaffaz.gov	
<b>Mailing Address</b> 211 W. Aspen Ave, Flagstaff, AZ 86001			<b>City, State, Zip</b>	
<b>Requested Review</b>	<input type="checkbox"/> Proposed Change to Urban Growth Boundary (UGB) <input type="checkbox"/> Proposed Change to Area Types <input type="checkbox"/> Proposed Change to Activity Centers and/or Corridors (Place Types) <b>Text amendment</b>			

*If the space below is insufficient for a complete response, please attach additional documentation.*

<b>Site Address</b> N/A	<b>Parcel Number(s)</b> N/A	<b>Subdivision, Tract &amp; Lot Number</b> N/A			
<b>Existing Regional Plan Area Type(s)</b> Text amendment		<b>Proposed Regional Plan Area Type(s) and acreage</b> N/A			
<b>Existing Regional Plan Place Type(s)</b> N/A		<b>Proposed Regional Plan Place Type(s) and acreage</b> N/A			
<b>Other type of Map Amendment and Map Number</b> Text amendment		<b>Description of Map Amendment</b> N/A			
<b>Property Information:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Located in an existing Local/National Historic District? (Name: _____) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Existing structures are over 50 years old at the time of application? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Subject property is undeveloped land?				
<b>Requested UGB Change (If Applicable)</b> N/A		<b>Has a utility analysis been completed?</b> N/A			
<b>Relevant Specific Plan (If Applicable)</b> N/A		<b>Amendments needed to Specific Plan (If Applicable)</b> N/A			
<b>Property Owner Signature(required)</b> City of Flagstaff	<b>Date:</b> 4/30/21	<b>Applicant Signature</b> 	<b>Date:</b> 4/30/21		
<b>For City Use</b>					
<b>Staff Assignments:</b>	<b>Planning</b>	<b>Engineering</b>	<b>Fire</b>	<b>Public Works/Utilities</b>	<b>Stormwater</b>

For City Use				
Date Filed:	File Number(s):			
P & Z Hearing Date:	Publication and Posting Date:			
Council Hearing Date:	Publication and Posting Date:			
Fee Receipt Number:	Amount:	Date:		
<table border="1"> <tr> <td> <b>Recommendation by Planning and Zoning Commission:</b>  <input type="checkbox"/> Approved  <input type="checkbox"/> Denied  <input type="checkbox"/> Continued </td> <td> <b>Action by City Council:</b>  <input type="checkbox"/> Approved  <input type="checkbox"/> Denied </td> </tr> </table>			<b>Recommendation by Planning and Zoning Commission:</b> <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Continued	<b>Action by City Council:</b> <input type="checkbox"/> Approved <input type="checkbox"/> Denied
<b>Recommendation by Planning and Zoning Commission:</b> <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Continued	<b>Action by City Council:</b> <input type="checkbox"/> Approved <input type="checkbox"/> Denied			

## Application for Major Regional Plan Amendment

The information included below is intended to help an applicant complete the necessary forms and provide the required information in support of an application for a Major Amendment to the Flagstaff Regional Plan 2030. Major Plan Amendments are processed once per year as stipulated in ARS 9-461.06 (H).

In order to file an application, the applicant must have completed a pre-application meeting with the Planning Director and Comprehensive Planning Manager by April 1 of the year that the application is filed. Pre-application meetings held more than 6 months before April 1<sup>st</sup> do not meet the requirement. Applications must be submitted for completeness review by May 1. The application must be found to be complete by July 1 in order to be processed in the same calendar year. Incomplete applications or applications submitted after the May 1st deadline and not deemed complete by July 1<sup>st</sup> will not be processed. The City Council will decide on all applications in one meeting held in December.

**Major Regional Plan Amendments** shall be submitted in compliance with the submittal requirements established in City Code Title 11-10.20.020. B (Supplemental Procedures for Major Plan Amendments). Minor plan amendments and Specific Plan Amendments may be processed simultaneously to a Major Plan Amendment, but Zoning Map amendments may not. If a Specific Plan Amendment is also required for the application, it must meet the content requirements of City Code Title 11-10.30.030.D (Format and Contents of Specific Plan).

### Processing Information

- 1 Application(s) shall be made on the forms provided by the City which shall bear the signature of the owner of the property. If the applicant is other than the owner, the applicant shall also sign the application.
- 2 If an applicant submits modifications to a proposal that are more intensive than the original submittal and/or include a different area or place type, the modified application is subject to denial if all statutory (i.e. 60-day review), City noticing, public participation procedures and application submittal requirements cannot be met in a timely fashion to ensure their consideration at Planning and Zoning Commission and City Council public hearings in the same calendar year.
- 3 All applications shall be reviewed by staff to determine the completeness of the application prior to being released for the 60 day review period.
- 4 The Planning Director may request any additional information that is relevant to assist in the review of the Major Regional Plan Amendment or request that the required notifications be sent out to a larger area.
- 5 At least 60 days before notice of the first hearing of the Planning and Zoning Commission on a new, comprehensive update, an element, or a major amendment to the General Plan, the Planning Director shall transmit the proposal to the Planning and Zoning Commission and the City Council and shall submit a copy for review and further comment to:



- a. Coconino County;
  - b. The Regional Planning agency within which the City is located;
  - c. The Arizona Department of Commerce or any other state agency that is subsequently designated as the general planning agency for the state;
  - d. The Arizona Department of Water Resources for review and comment on the water resources element, if a water resources element is required; and
  - e. Any person or entity that requests in writing to receive a review copy of the proposal.
- 6 Each request for a Major Regional Plan Amendment is required to be advertised in the Arizona Daily Sun at least 15 calendar days but not more than 30 days prior to the first public hearing with the Planning and Zoning Commission.
  - 7 A Major Plan Amendment application is required to have two public hearings before the Planning and Zoning Commission at two locations. The Planning and Zoning Commission meets the second and fourth Wednesday of each month.
  - 8 The requested Major Regional Plan Amendment will be scheduled for a public hearing by the City Council in December of the year the application is submitted. A two-thirds majority vote of the City Council is needed for approval.

#### **Overview of Submittal Requirements**

1. An applicant is required to submit the following; the Planning Director may require the submittal of additional materials to assist in the review of the Regional Plan amendment:
  - a. An executive summary clearly stating the proposed amendment with a description of the section of the Regional Plan for which the amendment is requested.
  - b. An analysis of the site, including a map, in terms of its physical characteristics, surrounding uses, adjacent streets and properties within 1,000 feet of the subject property, and the existing character of the area.
  - c. A land use analysis providing information about the proposed development, plans for any exception parcels, and a land use compatibility analysis.
  - d. A detailed narrative, as described in Title 11
  - e. Analysis of consistency with the goals and policies in the Regional Plan
    - (1) Cumulative impact of the proposal on land use categories within the City based on the Regional Plan Land Use map;
    - (2) Cumulative impact of the proposal on the supply of land zoned in the same category within the City;
    - (3) Impact on transportation and service needs;
    - (4) Impact and/or benefit to housing which may result from the proposal; and
    - (5) Impact on the implementation of the Regional Plan goals and policies resulting from the proposal.
  - f. Conceptual site or development plan at a size and scale as determined by the Planning Director to generally illustrate the development intended under the requested amendment
  - g. Impact studies for traffic, water/wastewater, police and fire services, schools, and public facilities and services
  - h. An economic development analysis
2. Fees established in the adopted fee schedule (Zoning Code Appendix 2, Planning Fee Schedule), are payable with the application, and are non-refundable. Additional fees for impact analyses are set by the responsible division.
3. The applicant shall provide a plan to carry out a neighborhood meeting that meets the requirements of City Code Title 11-10.20.020.D.1; Neighborhood Meeting, which shall be conducted at the cost of the applicant.
4. A correct and approved legal description and map of the property is required. Please note that legal descriptions must have been approved by the City before the requested amendment will be considered by the City Council. A legal description and map must be submitted on paper and an electronic copy of text/drawings (.pdf or .tiff file format) must be submitted on a CD.
5. All maps submitted shall include: scale and north arrow, legend, date prepared, and subject property boundary.
6. Provide hard copies as stated in the checklist and one electronic copy of the complete application and supplemental information.

CITY OF FLAGSTAFF	<b>Major Regional Plan Amendment</b> Application Checklist
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### Minimal Submittal Requirements:

As part of the Impact Analysis Scoping Meeting (required), the Comprehensive Planning Manager (CPM) assigned to your project will identify those items from this Application Checklist that will be required for Plan Amendment application submittal. An application that does not include all required items will be rejected. By signing the application, the applicant acknowledges that all required documents/information are included within the application.

If you have any questions regarding the information above or items indicated on this checklist, please contact your CPM at the contact information listed on Page 1 of this application checklist.

## PART I – GENERAL REQUIREMENTS

Staff Use Only		Description of Documents Required for Complete Application. No application shall be accepted without all items marked below.
Req'd	Sub'd	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.1 Major Regional Plan Amendment Application Checklist</b> (this list)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.2 Application Fee</b> (check all that apply) <input checked="" type="checkbox"/> Regional Plan Amendment - Land Use <input type="checkbox"/> Regional Plan Amendment - Specific Plan Base fee \$ 4,290.00 _____ + (Per acre fee \$ _____ x Number of acres _____) = <b>*TOTAL:</b> <b>\$ 4,290.00</b> <b>*Note: Fee is due at the date of application, please refer to the adopted fee schedule (Zoning Code Appendix 2, Planning Fee Schedule).</b>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.3 Completed Application for Major Plan Amendment Review</b> – 1 copy The application must be signed by the applicant and the current property owner of record. If the property owner is unavailable to sign the application, a Letter of Authorization must be submitted.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.4 Legal Description</b> – 2 copies <b>[Waived by Planning Director]</b> A correct and approved legal description (metes and bounds) and sketch of the subject property is required. Please note that legal descriptions must have been approved by the City before the requested amendment will be considered by the City Council. The legal description must be submitted as a hard copy and in an electronic (.pdf or .tiff) format.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.5 Title Report – No older than 30 days from the submittal date</b> – 1 copy <b>[Waived by Planning Director]</b> Include complete Schedule A and Schedule B.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.6 Citizen Participation Plan</b> – 1 copy A plan for how the applicant intends to conduct the neighborhood meeting. This plan shall include the following information: <ul style="list-style-type: none"> <li>Property owners, citizens, jurisdictions, and public agencies within 300 feet of the development or that may be affected by the application, or a larger area if it is determined that the potential impact of the development extends beyond the required notification boundary by the Planning Director;</li> <li>Proposed notification methods (e.g. mail, e-mail, newspaper, or posting of the subject property with a 4 foot by foot sign 10 day prior to the meeting) for persons and organizations identified above.</li> <li>Form, structure, and agenda of the meeting (e.g. town meeting, workshop, charrette, or other appropriate public outreach technique).</li> <li>Opportunities for those particularly affected parties to discuss and provide input on the applicant's proposal.</li> <li>Location, date, and time of the neighborhood meeting.</li> <li>Methods to keep the Planning Director informed of the status and results of the neighborhood meeting.</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.7 Neighborhood Notification</b> – 1 copy Neighborhood notifications must include: <ul style="list-style-type: none"> <li>A list of all property owners and addresses (the Planning Director may expand this notification area) within 300 feet of the subject property, Homeowners Associations (HOAs) within 1,000 feet of the subject property as well as all organizations, associations and other interested persons or groups that have registered their names and addresses with the City as being interested in receiving such;</li> <li>Pre-addressed stamped envelopes to such property owners, Homeowners Associations and citizens.</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.8 Coconino County Assessor's Map</b> – 1 copy <b>[Waived by Planning Director]</b> A map indicating book, map, and parcel numbers of the subject property as well as surrounding properties located within a minimum of 300 feet or a larger area as determined by the Planning Director.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>I.9 Electronic Submittal</b> – 1 copy An electronic copy of all submitted information (.pdf or .tiff format)

## PART II – Major Plan Amendment

Staff Use Only		Description of Documents Required for Complete Application. No application shall be accepted without all items marked below. All plans shall be plotted at a scale for ease of reading and reproduction. The city's GIS topographic and other data, as well as the city's aerial photographs, are appropriate for use as the base layer for maps.
Req'd	Sub'd	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.1 Cover Sheet</b> – 10 copies (minimum 8.5" x 11")</p> <p>The cover sheet of the Major Regional Plan Amendment shall include the following:</p> <p><b>Administrative Data:</b></p> <ul style="list-style-type: none"> <li>• Property owner's name, address, and phone number</li> <li>• Developer's name, address, and phone number</li> <li>• Preparers name, address, and phone number</li> <li>• The name, address, and phone number of all consultants assisting with the application</li> <li>• Date of plan preparation</li> </ul> <p><b>Property Data:</b></p> <ul style="list-style-type: none"> <li>• Site address</li> <li>• Assessor's parcel number(s)</li> <li>• Site area (acres)</li> <li>• Existing area and place type(s)</li> <li>• Proposed area and place type(s)</li> </ul> <p><b>Project Data:</b></p> <ul style="list-style-type: none"> <li>• Development name</li> <li>• <u>Residential</u> – General computation of proposed number of dwelling units by type and density</li> <li>• <u>Commercial</u> – General computation of proposed non-residential (commercial/industrial) square footage, and use types</li> <li>• <u>Open Space</u> – General description of proposed open space types</li> <li>• Proposed Development Phasing and timing</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.2 Executive Summary</b> – 10 copies</p> <p>The executive summary shall include the following:</p> <ul style="list-style-type: none"> <li>• A summary of the reason(s) for the request;</li> <li>• Identification of supporting key points discussed in the narrative or other submitted studies;</li> <li>• Statement of community benefits to be accrued as through the proposed amendment; and</li> <li>• An introduction to the applicant's team (i.e. owner, developer, and/or representative), including contact information.</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.3 Description and Need for Proposed Amendment</b> – 10 copies</p>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.4 Vicinity Map</b> – 10 copies (minimum 8.5" x 11") <span style="background-color: yellow;">[Waived by Planning Director]</span></p> <p>The vicinity map, which may be divided into separate sheets, shall include the following:</p> <ul style="list-style-type: none"> <li>• The location of the subject property within the city relative to interstate highways, major arterials and collectors</li> <li>• Surrounding parcels and streets within 1,000 feet</li> <li>• An aerial photograph with the subject property highlighted with street names</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.5 Physical Characteristics Analysis Map(s)</b> – 10 copies (minimum 11" x 17") <span style="background-color: yellow;">[Waived by Planning Director]</span></p> <p>The context analysis map(s) shall be drawn on an aerial photograph and shall identify the following within 1,000 feet of the subject property:</p> <ul style="list-style-type: none"> <li>• Subject property boundaries</li> <li>• Street names</li> <li>• Contour lines (minimum 2-foot intervals)</li> <li>• Significant natural resources (See Flagstaff Regional Plan Maps 7 and 8)</li> <li>• Topography of the site – Areas of slope (i.e. 0 to 16.99%, 17 to 24.99%, 25 to 34.99%, 35% and steeper)</li> <li>• Gateways and view corridors – Analysis to determine view corridors to and from the subject property</li> <li>• Drainage swales and stream corridors</li> </ul>

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.6 Land Use Analysis Map(s)</b> – 10 copies (minimum 11" x 17") <b>[Waived by Planning Director]</b></p> <p>The Land Use analysis map(s) shall be drawn on an aerial photograph and shall identify the following:</p> <ul style="list-style-type: none"> <li>• Built environment and land use context</li> <li>• Subject property boundaries</li> <li>• Existing Area and Place Types, Urban Growth Boundary and Corridors</li> <li>• Gateways identified in the Community Character Element</li> <li>• Existing zoning</li> <li>• Existing uses</li> <li>• Existing structures and other built improvements including residential building footprints built before 1946 or during the period of significance if established by an area plan and commercial building footprints that are over 50 years old at the time of application</li> <li>• Prehistoric and historic sites, structures, and routes</li> <li>• FEMA flood plain categories, if applicable</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.7 Concept Plan</b> – 10 copies (minimum 11" x 17") <b>[Waived by Planning Director – detailed summary of text revisions to Regional Plan pages is included]</b></p> <p>A Conceptual plan must be provided at a size and scale as determined by the Planning Director to generally illustrate the development intended under the requested amendment; The Concept Plan should be a combination of maps and supporting documentation that should include the following:</p> <ul style="list-style-type: none"> <li>• Contour lines (minimum 2-foot intervals)</li> <li>• List of all uses proposed on the subject property</li> <li>• Identification of maximum building envelope for all proposed uses (identification of proposed building footprints is optional)</li> <li>• Location of existing improvements, buildings, and uses on the subject property</li> <li>• Conceptual representation of areas proposed for natural resource preservation (if the subject property is located within an area identified as having Significant Natural Resources on Map 7)</li> <li>• Conceptual representation of areas proposed for open space, civic space, parks, etc.</li> <li>• Conceptual representation of areas proposed for stormwater detention and description of Low Impact Development mitigations</li> <li>• Location, size, and type of existing and proposed utilities with a conceptual representation of points of connection and identification of high water demand uses</li> <li>• Land use buffering techniques, if applicable,</li> <li>• Incompatibility issues and proposed solutions</li> <li>• Any other information the applicant would like to submit in support of the requested amendment</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.7 Proposed Circulation Map</b> – 10 copies (minimum 11" x 17") <b>[Waived by Planning Director]</b></p> <p>The Proposed Circulation Map shall be drawn on an aerial photograph and shall include the following</p> <ul style="list-style-type: none"> <li>• The Road Network Illustration (Map 25) from the Regional Plan and any proposed changes to corridors and activity centers</li> <li>• Existing and proposed internal and external circulation and pedestrian opportunities (include circulation plan);</li> <li>• Rights-of-way with street names, pedestrian facilities, transit facilities, FUTS, etc.</li> <li>• Conceptual representation of points of connection to rights-of-way, pedestrian facilities, FUTS, etc.</li> <li>• Proposed intersection improvements and signals</li> </ul>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>II.8 Project Narrative</b> – 10 copies</p> <p>The narrative should include the following</p> <ul style="list-style-type: none"> <li>• Project title and date</li> <li>• Description of the applicable section of the Regional Plan for which the amendment is requested;</li> <li>• Statement of current zoning, and proposed zoning if applicable;</li> <li>• An explanation of why the proposed amendment is necessary and the public benefit that will be realized by the amendment;</li> <li>• An explanation of how the proposed amendment(s) will affect the vision expressed in the written goals, objectives, and policies of the Regional Plan that are most relevant to the proposed amendment. When a proposed amendment(s) is inconsistent with Regional Plan goals, objectives, and policies, the proposed amendment(s) must include one of the following: <ul style="list-style-type: none"> <li>○ Justification for an exception to the written goals, objectives and policies; or</li> <li>○ A proposal to modify or eliminate the inconsistent goals, objectives and policies.</li> </ul> </li> <li>• Cumulative impact of the proposal on area and place types within the City based on the Future Growth Illustration;</li> <li>• Cumulative impact of the proposal on the supply of land zoned in the existing category for the property within the City;</li> <li>• Land Use buffering techniques, if applicable.</li> <li>• Incompatibility issues and proposed solutions.</li> <li>• Impact on transportation and service needs;</li> <li>• Impact and/or benefit to housing which may result from the proposal; and</li> <li>• Impact on the implementation of the Regional Plan goals and policies resulting from the proposal.</li> <li>• A description of how essential public services (i.e. water, wastewater, stormwater, solid waste) will be provided</li> <li>• An analysis of how the proposed amendment will benefit the community</li> <li>• Any additional information the applicant would like to submit in support of the requested amendment</li> </ul>

## PART III – REQUIRED REPORTS, STUDIES, ANALYSIS, & RELATED DATA

Staff Use Only		Description of Documents Required for Complete Application. No application shall be accepted without all items marked below.
Req'd	Sub'd	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>III.1 Public Services and Facilities Analysis - 5 copies</b> Part 1: Address the current condition and configuration of stormwater infrastructure in the drainage basin. Analyze proposed on-site mitigations and discuss their impacts on the location, density and intensity of uses, and the estimated downstream impact of the proposed development. Scoping meeting with Stormwater staff is required. Part 2: Address parks and open space, and any other relevant public facility or service as determined by the Planning Director.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>III.2 Traffic Analysis or Report – 5 copies</b> Address trip generation for existing and proposed place and area types, distribution/circulation, transit, intersection improvements, signals, impacts on local and arterial road planned capacities, and conformance with the all transportation goals and policies and the Road Network Illustration (Map 25). Scoping meeting with Traffic and Comprehensive Planning staff is required.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>III.3 Water and Wastewater Impact Analysis – 5 copies [Waived by Planning Director]</b> Address capacity of the existing situation and required improvements, and conformance with the Water Resources goals and policies, the effect of the development on the 100 year water supply, use of reclaimed water and the City's water and sewer master plan. Scoping meeting with Utilities staff is required.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>III.4 School Impact Analysis – 2 copies [Waived by Planning Director]</b> Provide a letter from the Flagstaff Unified School District that describes the impact of the proposed amendment on school enrollment and facilities. Please contact Comprehensive Planning staff for any additional submittal requirements.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>III.5 Police and Fire Protection analysis – 3 copies</b> Please contact Police and Fire staff for submittal requirements.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>III.6 An Economic Development Analysis – 2 copies</b> The Economic Development analysis analyzes and weighs the cumulative economic impacts of the proposed amendment, including if requested by the Planning Director, an economic impact study conducted by an economic consultant may be required.
<input type="checkbox"/>	<input type="checkbox"/>	<b>III.7 Cultural Resource Study – 2 copies [Waived by Planning Director]</b> A Phase 1 cultural resource study or letter report may be required to show consistency with Regional Plan Goal CC.1. Even if it is not required, it is encouraged because it is a requirement of rezoning and in some cases could require changes to the concept plan in order to mitigate effects. All Phase 1 cultural resource studies must include the following information: <ul style="list-style-type: none"> <li>• Introductory information (identification of the development, property owners, clients, study preparers, contents, and index)</li> <li>• A description of the study area and context and a description of the study boundaries and how these were determined</li> <li>• A description of existing conditions</li> <li>• A description of proposed work</li> <li>• A summary of research results; review of literature and records (AZSITE, ASLD, Government Land Office Maps, and Sanborn Maps, land use records and so forth)</li> <li>• A detailed description of the site history</li> <li>• A complete description and evaluation of the significance and integrity of actual and potential cultural resources</li> <li>• An evaluation of potential impacts of proposed work on actual or potential cultural resources including any indirect or residual impacts</li> <li>• Specific recommendations for mitigation of major impacts on actual or potential cultural resources</li> <li>• When appropriate, specific recommendations for additional research and documentation</li> </ul>

## PART IV – OTHER SUBMITTAL REQUIREMENTS

Staff Use Only		Description of Documents Required for Complete Application. No application shall be accepted without all items marked below.
Req'd	Sub'd	
<input type="checkbox"/>	<input type="checkbox"/>	<b>IV.1 Other Requirements</b> Please provide the following:          

## PART V – Comprehensive Planning Manager

No application shall be accepted without a **Comprehensive Planning Manager** signature below.

### V.1 Comprehensive Planning Manager Contact Information

If you have any questions regarding this application checklist, please contact your **Comprehensive Planning Manager** (CPM). If you did not receive a completed copy of this checklist as part of your Major Plan Amendment review, please contact the CPM assigned to your Major Plan Amendment application.

**CPM Name** (print): Sara Dechter \_\_\_\_\_ **Phone:** 928-213-2631 \_\_\_\_\_

**CPM E-mail:** SDechter@Flagstaffaz.gov \_\_\_\_\_ **Date:** 4-30-21 \_\_\_\_\_

**CPM Signature:** \_\_\_\_\_



# City of Flagstaff

## Community Development Division

211 W. Aspen Ave  
Flagstaff, AZ 86001  
www.flagstaff.az.gov

Sara Dechter, CPM  
(928) 213-2631  
SDechter@flagstaffaz.gov

Date Received		<b>Application for Impact Analysis Scoping Meeting</b>				File Number	
Site Address:			Project Name:			Parcel Number	
Property Owner(s)			Title	Phone	Email		
Mailing Address					City, State, Zip		
Applicant(s)			Title	Phone	Email		
Mailing Address					City, State, Zip		
Project Representative			Title	Phone	Email		
Mailing Address					City, State, Zip		
Existing Regional Plan Area and Place Type				Subdivision, Tract & Lot Number			
Zoning District		Proposed Plan Area and Place Type		Flood Zone		Size of Site (Sq. ft. or Acres)	
Property Information:		<input type="checkbox"/> Yes <input type="checkbox"/> No Located in an existing City of Flagstaff Historic District? (Name: _____) <input type="checkbox"/> Yes <input type="checkbox"/> No Existing structures are over 50 years old at the time of application? <input type="checkbox"/> Yes <input type="checkbox"/> No Existing structures are pre-World War II housing? <input type="checkbox"/> Yes <input type="checkbox"/> No Subject property is undeveloped land?					
Estimation of proposed use(s) within Regional Plan Map Amendment <sup>1</sup> :							
Use:	Number of Units	# of Affordable Units	# of Acres Per Use	Building Square Feet			
Single Family							
Duplex:							
Multi-Family:							
Mixed Use							
Commercial: Office							
Commercial: Retail							
Commercial: Restaurant							
Commercial: Service							
Commercial: Hotel							
Commercial: Other							
Industrial:							
Institutional:							
Other:							
1. These estimations are the basis for impact analyses required for a Regional Plan amendment.							
<b>Submittal Requirements:</b> Incomplete Submittals will not be accepted		<input type="checkbox"/> Physical Characteristics Analysis Map			<input type="checkbox"/> Vicinity Maps		
		<input type="checkbox"/> Concept Phasing Map			<input type="checkbox"/> Land Use Analysis Map		
		<input type="checkbox"/> Concept Plan			<input type="checkbox"/> Proposed Circulation Map		
Property Owner Signature		Date:		Applicant Signature		Date:	
For City Use							
Staff Assignments	Planner	Public Works/Utilities	Engineer	Fire	Stormwater		





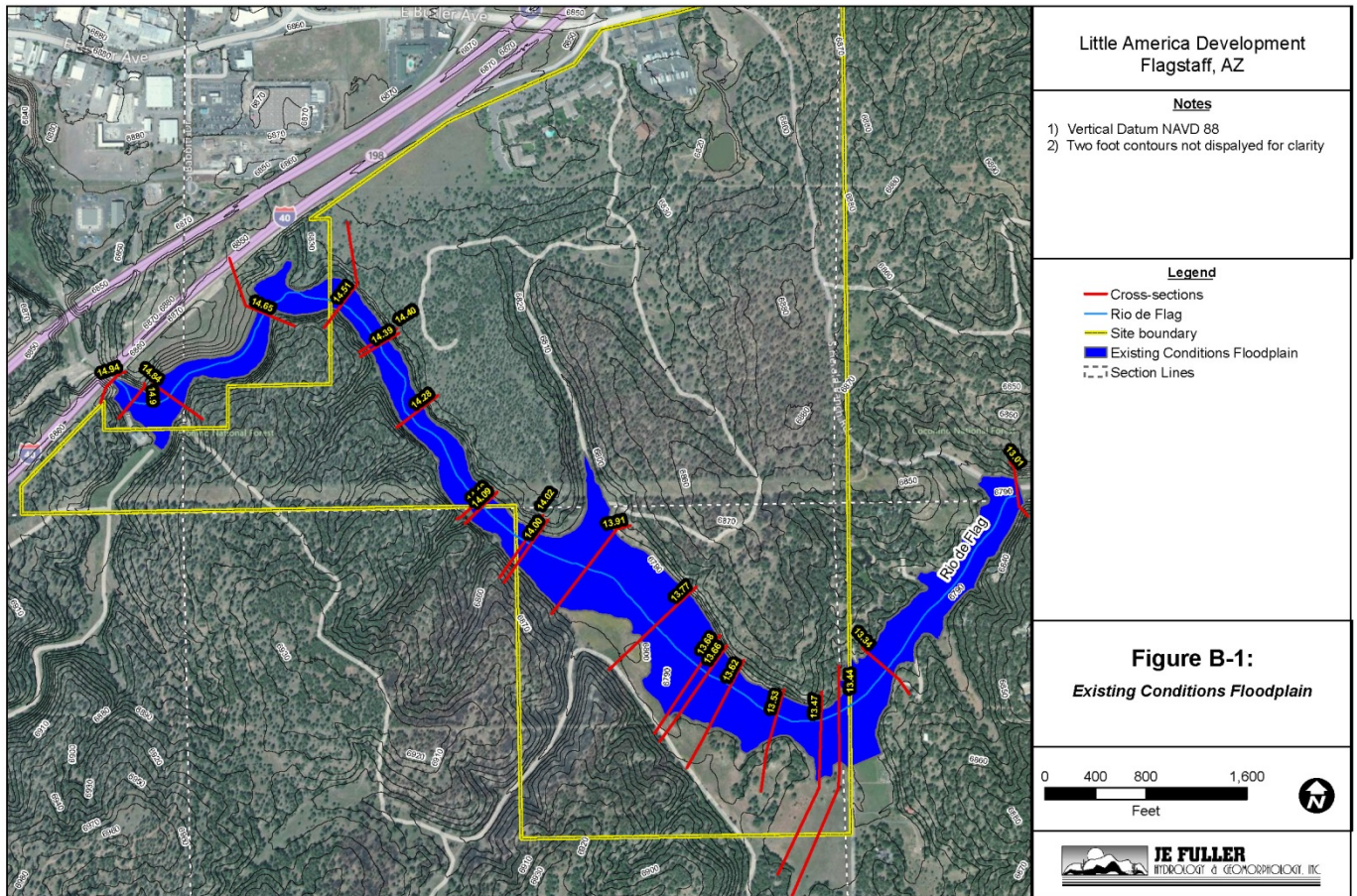
**Sample Vicinity Map, Sheet 2:**



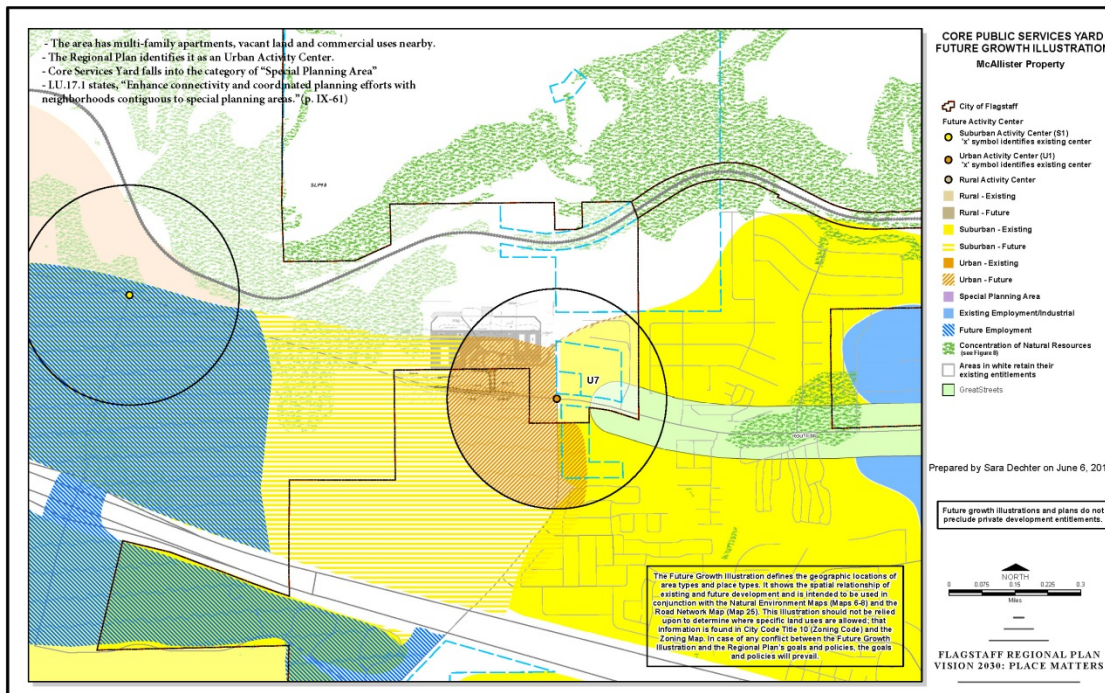
**PROJECT NAME: Street Address**



## Sample Physical Characteristics Map:

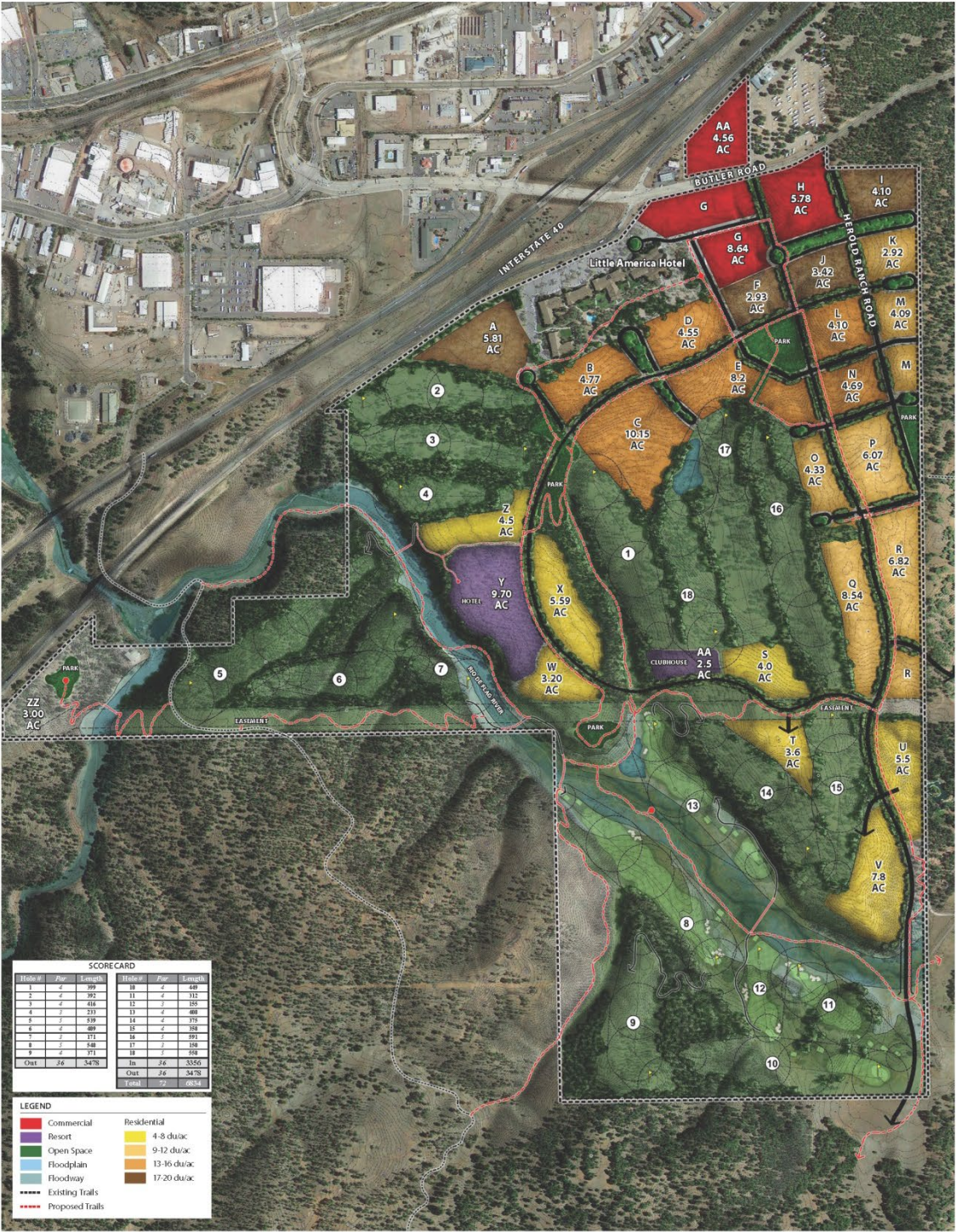


## Sample Land Use Analysis Map:



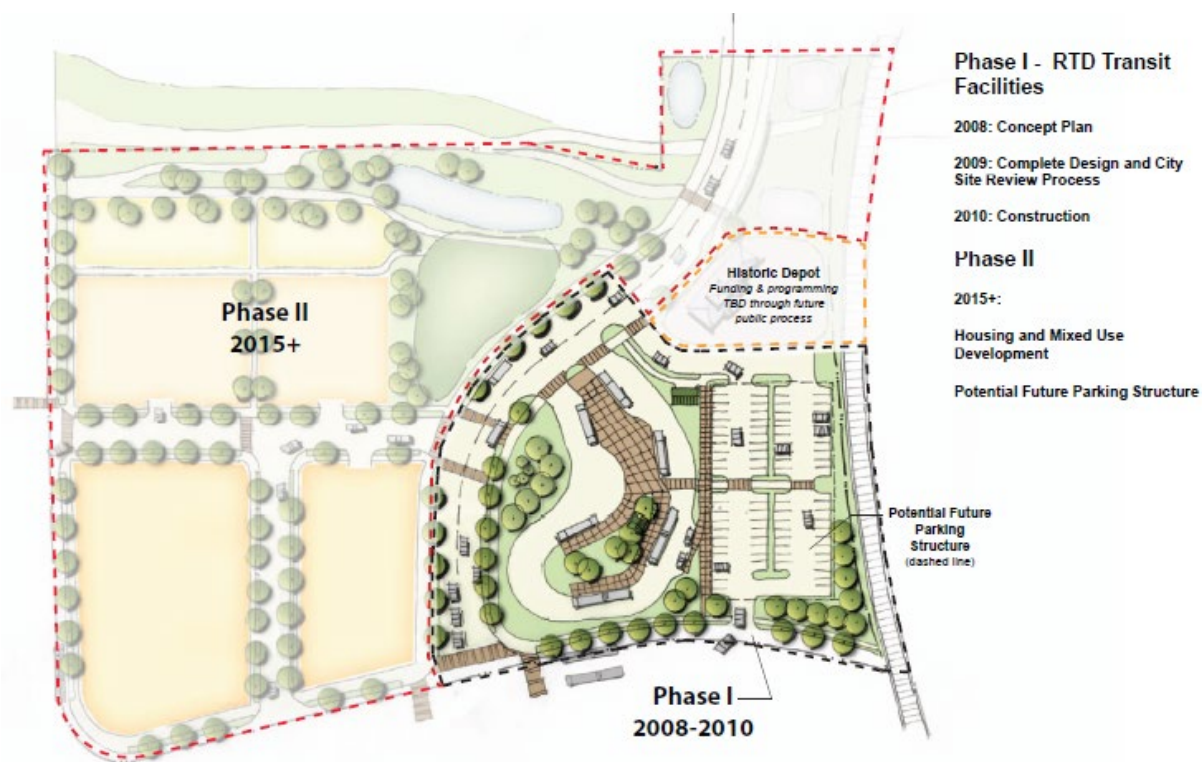


Sample Concept Land Use Plan:






## Sample Concept Phasing Map



## Samples of Proposed Land Uses

### Housing Types

50% affordable  
mix of for-sale and for-rent

	<h4>Apartments / Condos</h4> <ul style="list-style-type: none"> <li>• Generally two to five stories.</li> <li>• Can be made accessible for seniors or people with disabilities.</li> <li>• Would support ground-level commercial.</li> <li>• Units accessed by interior central hallway.</li> </ul>	
	<h4>Stacked Flats</h4> <ul style="list-style-type: none"> <li>• Generally two to five stories.</li> <li>• Can be accessed by multiple street-level entries.</li> <li>• Can be made accessible for seniors or people with disabilities.</li> <li>• Would not support ground-level commercial.</li> <li>• Could be single level, two story or three story arrangement.</li> </ul>	
	<h4>Brownstones / Townhomes</h4> <ul style="list-style-type: none"> <li>• Often three story units, could also include one and two story units.</li> <li>• Can be made accessible for seniors or people with disabilities.</li> <li>• Would not support ground-level commercial.</li> <li>• Generally accessible by street level entry.</li> </ul>	
	<h4>Lofts / Efficiencies</h4> <ul style="list-style-type: none"> <li>• Can be included in apartments / condos and stacked flats.</li> <li>• Generally an economical housing choice.</li> <li>• Can be made accessible for seniors or people with disabilities.</li> </ul>	



## Samples of Proposed Open Space, Civic Space and Parks



*A landscaped courtyard provides space for dining and passive recreation, such as reading a book.*



*Roof-top gardens can combine parking and planting elements.*



*Wide and pedestrian-friendly sidewalks are multi-use paths.*



*Pedestrian spaces, storefronts, and storefronts make streets living spaces.*

### Public Spaces

#### Courtyards

- small, private gardens with nooks for individual activity
- communal amenities, such as swimming pools
- community gardens, spaces for classes and activities
- small and large group gathering areas



*Courtyards can be built on underground parking structures, as is the one shown above.*



*Courtyards can provide communal amenities, like swimming pools.*

#### Rooftops

- passive enjoyment: plazas or gardens
- active recreation: pools, tennis courts
- outstanding views of the Flatirons and Foothills
- with sustainable design, rooftop gardens can reduce ambient air temperature and reduce stormwater runoff



*Roof-top gardens often utilize raised planters.*



*Roof-top gardens can be planted on above-ground or below-ground parking structures. photo: www.greenrooft.com*

#### Pedestrian & Multi- Use Paths

- emphasize pedestrians & bikers
- create an active, non-vehicular network connecting homes, shops, jobs, and transit
- activate neighborhoods
- places to exercise, places to relax, places to meet your neighbors



*Multi-use paths may also provide space to sit and relax.*



*A network of paths can provide for access and recreation.*

#### Streetscape

- sets the tone and character of the development
- enhance the pedestrian experience
- attract residents, businesses, visitors
- create a special place
- reflect the seasons and local events

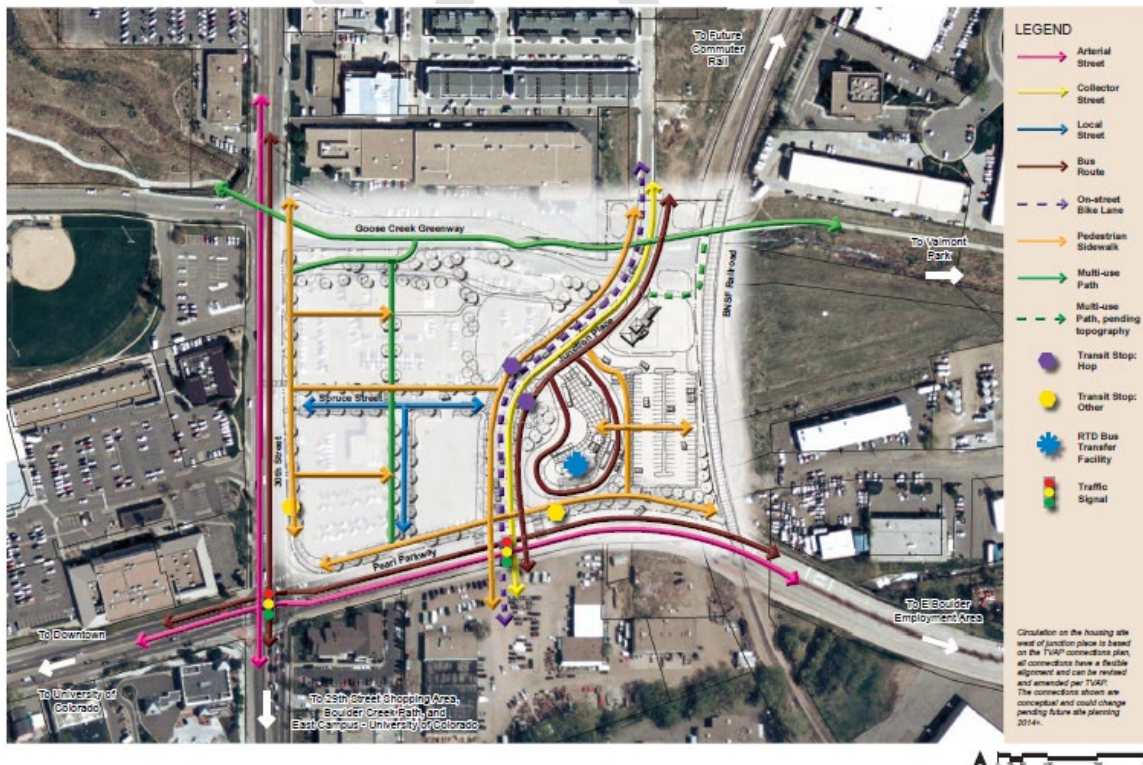


*Streetscapes are opportunities for seating and landscaping.*

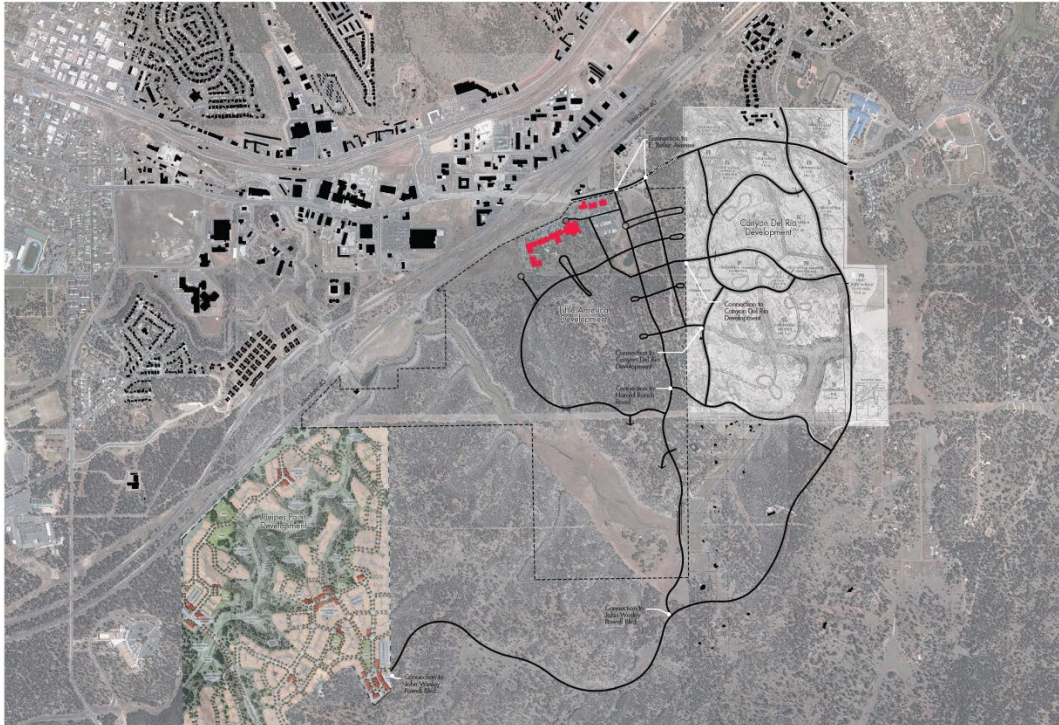


*Streetscape design can add color and create an interesting and inviting public environment.*

## Sample Proposed Circulation Map

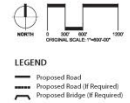






#### CIRCULATION PLAN (2.1.12)

The road network within the Little America Neighborhood has been designed to provide connectivity to the areas within the property boundary as well as to existing and proposed developments outside the boundary. The road network is designed to connect to E Butler Ave. to the north as well as to the proposed roads within the Canyon del Rio property to the east. Discussions regarding the extension of John Wesley Powell Boulevard are underway and the potential connection to the extension to Fourth Street has been included.



Little America Flagstaff  
Application for Major Plan Amendment

DRAFT

# Carbon Neutrality Amendment to the Flagstaff 2030 Regional Plan

September 20, 2021

This document details the proposed text revisions for this major plan amendment. The pages to be revised are Regional Plan pages IV-11, IV-12 and X-19.

This document contains several versions of the revised plan pages:

- **Pages 2-4:** The proposed text revisions to pages IV-11, IV-12 and X-19 of the Regional Plan – formatted InDesign version.
- **Pages 5-8:** A comparison document showing the exact changes to the text, via tracked changes.
- **Pages 9-12:** NEW changes to the proposed amendment, in tracked changes. These changes were made AFTER the public review period was completed.
- **Pages 13-15:** The current Regional Plan pages, prior to any amendment.

## Climate Change and Adaptation

Climate change is disrupting global weather patterns and threatening communities across the world. While climate shifts have occurred in the past, today's climate is changing at a faster rate than ever recorded, due to the high concentration of human-caused greenhouse gas emissions. Changes to the climate system have been noted through observations of increases in global average air and ocean temperatures, widespread melting of snow and ice, and rising global average sea level (Intergovernmental Panel on Climate Change 2019). At the same time, weather patterns have become more extreme, with more intense and longer droughts, more extreme precipitation events, and increased heat waves.

Climate models predict further decreases in annual precipitation and a 5°F increase in the average temperature in Coconino County by 2050 (CLIMAS 2017). The projected increases in temperature and volatility are expected to lead to changes to Flagstaff's regional forests, our vegetation and animal communities, and our community's systems and infrastructure.



*Photo credit: Coconino National Forest*

### Local Climate Change Impacts

Flagstaff and Coconino County have seen warming since the mid-1980's, and will continue to see increased temperatures and aridity, or dryness. Key issues that the Flagstaff region must address include the following:

- Increasing temperatures, particularly an increase in minimum temperatures, or overnight lows;
- An increase in aridity and drought, leading to depleted soil moisture;
- Decreasing water supplies, reductions in annual snowpack, and decreases in snowmelt;
- Increasing risk of wildfire and tree mortality, and an increased frequency and altered timing of flooding;
- Impacts on the region's unique tourism and recreation opportunities and its land use systems, housing, and infrastructure;
- Increased risk to public health and increased vulnerabilities of lower income families, Black communities, Indigenous communities, communities of color, and the elderly, among other vulnerable groups.

### Climate Action: Mitigation, Adaptation and Equity

The Flagstaff region has historically faced climate risks, including forest fires, record high temperatures, snow storms, high winds, flooding, and drought. These events affect every resident, though different communities experience climate change in different ways. As the regional climate changes, these risks will become more severe.

The impact of these changes can be reduced with preventative measures. Flagstaff's climate objectives in mitigation, adaptation and equity were established in the Flagstaff Climate Action and Adaptation Plan (2018) and then updated in the Flagstaff Carbon Neutrality Plan (2021). These documents outline three types of climate action:

- **Mitigation** actions reduce the severity of climate change by decreasing greenhouse gas emissions and limiting their concentration in the atmosphere. The Flagstaff region has the opportunity to help mitigate the changes in climate by reducing emissions from transportation, building energy use, water use, consumption of goods and waste disposal.
- **Adaptation** actions prepare for the effects of climate change by understanding and preparing for the increased potential of wildfire, flooding, drought, and major community change, and then building resilience to short-term hazards and long-term change.
- **Equity** actions reduce the unequal burdens created by climate change. Flagstaff can address climate change in a manner that prioritizes the vulnerable communities most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.



At the community level, mitigation investments include efforts to **decrease dependence on cars**, embrace **electric mobility**, produce **clean electricity**, facilitate **fuel switching** in buildings, **reduce building energy use**, improve **sustainable consumption and waste management**, and undertake **carbon dioxide removal**. Adaptation will require building **community resilience** and investing in critical infrastructure such as stormwater and transportation systems, to prepare for increases in volatility, extreme weather events, flooding, wildfires, and community change (2012 City of Flagstaff Resiliency and Preparedness Study). **Equitable systems** investments include initiatives to protect vulnerable residents from the negative impacts of climate change and ensuring all residents can access the benefits of climate action. For the purposes of the Flagstaff Regional Plan, how we develop land will have a significant impact on our greenhouse gas emissions and the mitigation of climate change.

## CLIMATE CHANGE AND ADAPTATION GOALS AND POLICIES

### **Goal E&C.2. Achieve carbon neutrality for the Flagstaff community by 2030.**

Policy E&C.2.1. Encourage the reduction of energy and material consumption.

Policy E&C.2.2. Promote investments that create a connected and efficient community, decrease emissions from transportation and building energy, and strengthen climate resiliency.

Policy E&C.2.3. Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce community greenhouse gas emissions.

Policy E&C.2.4. Promote developments that help the community achieve carbon neutrality through strategies that reduce the project's emissions from transportation, energy, and consumption.



### **Goal E&C.3. Prepare Flagstaff's community systems and resources to be more resilient to climate change impacts, and address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.**

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 and reduce the disproportionate impacts on vulnerable communities.

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.

Policy E&C.3.5. Improve the ability of vulnerable community members to adapt and thrive amidst the pressures of climate change.

Policy E&C.3.6. Attempt to equitably distribute the burdens and benefits of climate action policies and investments to all segments of the community.

### **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 in the context of anticipated climate changes and resulting changes to Flagstaff's systems.

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.

Corridors serve many roles, and these roles may be understood as:

- Carrier of goods and people – how many, how far, what kind, what means
- Connector of activities – how active, what scale, what purpose, relationships
- Space and Shelter for activities within the public realm – how often, vulnerable, duration, solitude
- Symbol for the understanding of place – identity, purpose, behaviors as it applies to specific roads or corridors, not to classes of corridors.
- Builder and destroyer of city and place – corridors may be perceived as supporting a sense of place, or destroying it.

To fully implement the Regional Plan’s vision for Flagstaff’s roadways a Flagstaff “Streets Master Plan” should be developed to serve as the specific plan that bridges the City’s *Engineering Design Standards and Specifications* and the *Flagstaff Regional Plan*. Until such a Plan is developed, functional classifications for roads and their definitions can be found in the *Engineering Design Standards and Specifications*.



Photo credit: City of Flagstaff

### Corridors in the Regional Transportation Plan

The Regional Transportation Plan (RTP) is a five year planning document developed by the Flagstaff Metropolitan Planning Organization. It is used to identify roadway projects that are eligible for federal funding. Some of the future roads identified on Map 25 are also identified in the RTP, however, these two documents are not required to match. The RTP provides more detail about the stage of planning for each roadway. Some future corridors are considered “conditional roads” in the RTP, which means that further study is required before proceeding with a project. Examples include the Clay Avenue Extension, the US 89 Bypass, the Metz Walk Extension, etc.

## AUTOMOBILE GOALS AND POLICIES

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

Policy T.8.1. Promote efficient network connectivity to and within 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.



# TRACKED CHANGES – REGIONAL PLAN TEXT AMENDMENT

Pages IV-11 and IV-12

## Climate Change and Adaptation

Climate change is disrupting global weather patterns and threatening communities across the world. While climate shifts have occurred in the past, today's climate is changing at a faster rate than ever recorded in history, due to the high concentration of human-caused greenhouse gas emissions. Changes to the climate system have been noted through observations of increases in global average air and ocean temperatures, widespread melting of snow and ice, and rising global average sea level (Intergovernmental Panel on Climate Change ~~2007~~<sup>2019<sup>1</sup></sup>). At the same time, weather patterns have become more extreme, with more intense and longer droughts, more extreme precipitation events, and increased heat waves.

~~Many climate~~Climate models predict further decreases in annual precipitation and ~~increased temperatures~~a 5°F increase for in the average temperature in Coconino County by 2050<sup>2</sup>our region, which in turn (CLIMAS). The projected increases in temperature and volatility are ~~likely expected to lead to result in~~changes to Flagstaff's regional forests, our vegetation and animal communities, and our community's systems and infrastructure~~as well as declines in agricultural productivity and food security.~~ Climate change calls for a coordinated response by communities and governments across the world to minimize future global warming while simultaneously adapting to the changes we cannot prevent. If the increasing amount of greenhouse gases in the atmosphere is not reduced, life as we understand it will be irreversibly altered.

### Local Climate Change Impacts

~~Recent warming in the Southwest has resulted in declines in spring snowpack and Colorado River flow. Flagstaff and Coconino County have seen warming since the mid-1980's, and will continue to see increased temperatures and aridity, or dryness.~~ Key issues that ~~the Southwest, including the Flagstaff region,~~ must address include the following:

- Increasing temperatures, particularly an increase in minimum temperatures, or overnight lows;
- An increase in aridity and drought, leading to d~~Depleted~~ soil moisture;
- Decreasing water supplies, ;~~R~~r~~eduction~~s in annual snowpack and decreases in snowmelt;
- ~~Depleted soil moisture;~~

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<sup>1</sup> IPCC, 2018: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. 2019.

<sup>2</sup> CLIMAS, 2017: Climate Profile for the City of Flagstaff [Meadow, A.M, S. LeRoy, J. Weiss, and L. Keith (eds.)]. 2017.

- ~~Increasing temperature, drought, Increasing risk of wildfire and, tree mortality, and invasive species and an;~~ increased frequency and altered timing of flooding;
- ~~Impacts on the region's unique tourism and recreation opportunities; and its land use systems, housing, and infrastructure;~~ increasing risks to cities and agriculture from a changing climate
- ~~Increased risk to public health and increased vulnerabilities of the lower income families, Black communities, Indigenous communities, communities of color, poor, and the elderly, among other vulnerable groups.;~~

## Climate ~~Action:~~~~Adaptation and~~ Mitigation, ~~Adaptation and Equity~~

The Flagstaff region has historically faced climate risks, including forest fires, record ~~warming~~high temperatures, snow storms, high winds, flooding, and drought. These events affect every resident, ~~and although different communities experience climate change in different ways. As~~ the regional climate changes, these risks will become more ~~frequent and~~ severe.

~~The effects impact~~ of these ~~extreme events may changes can~~ be ~~lessened reduced~~ with preventative measures. Flagstaff's climate objectives were established in the Flagstaff Climate Action and Adaptation Plan (2018) and then updated in the Flagstaff Carbon Neutrality Plan (2021). These documents outline the three types of climate action which Flagstaff will pursue:

- **Mitigation** of these risks refers to reducing actions reduce the severity of climate change by decreasing greenhouse gas emissions and limiting their concentration in the atmosphere. The Flagstaff region has the opportunity to help mitigate the changes in climate, ~~and by reducing emissions from transportation, building energy use, water use, consumption of goods and waste disposal.,~~
- **Adaptation actions prepare** for simultaneously be ready for its the effects of climate change by understanding and preparing for the increased potential of wildfire, flooding, drought, and major community change, other effects of climate change and then building resilience to preparing for such short term hazards and long-term change. Individual preparation measures could include preparing our homes for potential fire, implementing stormwater management best practices, and becoming more water efficient. Personal home or business investments in water conservation and stormwater collection, energy efficiencies, walking, biking, bus riding, recycling, re-using, and sharing also contribute to mitigating climate change.
- **Equity actions** reduce the unequal burdens created by climate change. Flagstaff can address climate change in a manner that prioritizes the vulnerable communities most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.

At the community level, mitigation investments include investing in critical public infrastructure such as reclaimed water, conservation, and stormwater collection; efficient; use of energy resources self reliance on transportation options; food production and the ability to generate energy by means other than fossil fuels; efforts to decrease dependence on cars, embrace electric mobility, produce clean electricity, facilitate fuel switching in buildings, reduce building



energy use, improve sustainable consumption and waste management and undertake carbon dioxide removal. Adaptation will require building community resilience and investing in critical infrastructure such as stormwater and transportation systems, to prepare for increases in volatility, and protecting and preparing the community for extreme weather events, flooding, wildfires, and community change ~~other natural and human caused hazards are examples of large scale preparation (refer to the 2012~~ City of Flagstaff Resiliency and Preparedness Study) (2012). Equitable systems investments include initiatives to protect vulnerable residents from the negative impacts of climate change and ensuring all residents can access the benefits of climate action. For the purposes of the Flagstaff Regional Plan, how we develop land will have a significant impact on our ~~reduction of~~ greenhouse gas emissions and the mitigation of climate change.

## CLIMATE CHANGE AND ADAPTATION GOALS AND POLICIES

**Goal E&C.2. ~~Reduce greenhouse gas emissions~~ Achieve carbon neutrality for the Flagstaff community by 2030.**

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

Policy E&C.2.2. Promote investments that create a more connected and efficient community, decrease emissions from transportation and building energy, and strengthen climate resiliency.

Policy E&C.2.3. Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce community greenhouse gas emissions.

Policy E&C 2.4. Promote developments that help the community achieve carbon neutrality through strategies that reduce the project's emissions from transportation, energy, and consumption.

**Goal E&C.3. ~~Prepare Flagstaff's~~ Strengthen community systems and resources to be more resilient to climate change impacts ~~natural environment resiliency through climate adaptation efforts and~~ address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.**

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 and reduce the disproportionate impacts on vulnerable communities.

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.

Policy E&C.3.5. Improve the ability of vulnerable community members to adapt and thrive amidst the pressures of climate change.

Policy E&C.3.6. Attempt to equitably distribute the burdens and benefits of climate action policies and investments to all segments of the community.

**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 in the context of anticipated climate changes and resulting changes to Flagstaff's systems.

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.

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## TRACKED CHANGES – REGIONAL PLAN TEXT AMENDMENT

Pages X-19

### Transportation Policy T.8.1 Revision

**Tracked Changes:**

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

# Carbon Neutrality Amendment to the Flagstaff 2030 Regional Plan

## Public review process changes

The changes tracked below are those that have been made following comments received during the Public Review Period.

## TRACKED CHANGES – REGIONAL PLAN TEXT AMENDMENT

Pages IV-11 and IV-12

### Climate Change and Adaptation

Climate change, ~~accelerated largely by human-caused greenhouse gas emissions~~, is disrupting global weather patterns and threatening communities across the world. While climate shifts have occurred in the past, ~~today's current~~ climate ~~is changeing is happening~~ at a faster rate than ~~any-ever~~ recorded ~~in history~~, due to the high concentration of human-caused greenhouse gas emissions. Changes to the climate system have been noted through observations of increases in global average air and ocean temperatures, widespread melting of snow and ice, and rising global average sea level (Intergovernmental Panel on Climate Change 2019<sup>3</sup>). At the same time, weather patterns have become more extreme, with more intense and longer droughts, more extreme precipitation events, and increased heat waves.

Climate models predict further decreases in annual precipitation and a 5°F increase ~~of 5°F~~ in the average temperature in Coconino County by 2050<sup>4</sup> (CLIMAS). The projected increases in temperature and volatility are ~~likely-expected~~ to ~~result-lead to~~ changes to Flagstaff's regional forests, our vegetation and animal communities, and our community's systems and infrastructure. Climate change calls for a coordinated response by communities and governments across the world to minimize future global warming while simultaneously adapting to the changes we cannot prevent. If the increasing amount of greenhouse gases in the atmosphere is not reduced, life as we understand it will be irreversibly altered.

### Local Climate Change Impacts

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<sup>3</sup> IPCC, 2018: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. 2019.

<sup>4</sup> CLIMAS, 2017: Climate Profile for the City of Flagstaff [Meadow, A.M, S. LeRoy, J. Weiss, and L. Keith (eds.)]. 2017.

Flagstaff and Coconino County have seen warming since the mid-1980's, and will continue to see increased temperatures and aridity, or dryness. Key issues that the Flagstaff region must address include the following:

- Increasing temperatures, particularly an increase in minimum temperatures, or overnight lows;
- An increase in aridity and drought, leading to depleted soil moisture;
- Decreasing water supplies ~~and, a reduction~~ in annual snowpack and decreases in snowmelt;
- ~~Depleted soil moisture;~~
- Increasing risk of wildfire and tree mortality, and an increased frequency and altered timing of flooding;
- Impacts on the region's unique tourism and recreation opportunities and its land use systems, housing, and infrastructure;
- Increased risk to public health and increased vulnerabilities of lower income families, Black communities, Indigenous communities, communities of color, and the elderly, among other vulnerable groups.

### Climate Action: Mitigation, Adaptation and Equity

The Flagstaff region has historically faced climate risks, including forest fires, record ~~warming~~ high temperatures, snow storms, high winds, flooding, and drought. These events affect every resident, though different communities experience climate change in different ways. As the regional climate changes, these risks will become more ~~frequent and~~ severe.

The ~~effects impact~~ of these ~~extreme change events may can~~ be ~~lessened-reduced~~ with preventative measures. Flagstaff's climate objectives ~~in mitigation, adaptation and equity~~ were established in the Flagstaff Climate Action and Adaptation Plan (2018) and then updated in the Flagstaff Carbon Neutrality Plan (2021). These documents outline three types of climate action ~~in~~ Flagstaff:

- **Mitigation** actions reduce the severity of climate change by decreasing greenhouse gas emissions and limiting their concentration in the atmosphere. The Flagstaff region has the opportunity to help mitigate the changes in climate, by reducing emissions from transportation, building energy use, water use, consumption of goods and waste disposal.
- **Adaptation actions prepare** for the effects of climate change by understanding and preparing for the increased potential of wildfire, flooding, drought, and major community change, and then building resilience to short-term hazards and long-term change.
- **Equity actions** reduce the unequal burdens created by climate change. Flagstaff can address climate change in a manner that prioritizes the vulnerable communities most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.

At the community level, mitigation investments include efforts to decrease dependence on cars, embrace electric mobility, produce clean electricity, facilitate fuel switching in buildings, reduce



building energy use, improve sustainable consumption and waste management, and undertake carbon dioxide removal. ~~reclaimed water and conservation; building energy efficiency and electrification; active transportation such as biking and walking; building complete and connected neighborhoods; local food production; renewable energy ; reducing waste; and landfill emissions management.~~ Increasing resilience Adaptation will require building community resilience and investing in critical ~~public~~ infrastructure such as stormwater and transportation systems, to ~~handle-prepare for~~ increases in volatility, ~~and preparing the community for increases in~~ extreme weather events, flooding, wildfires, and community change (~~refer to the~~ 2012 City of Flagstaff Resiliency and Preparedness Study). Equitable systems investments include initiatives to protect vulnerable residents from the negative impacts of climate change and ensuring all residents can access the benefits of climate action. For the purposes of the Flagstaff Regional Plan, how we develop land will have a significant impact on our greenhouse gas emissions and the mitigation of climate change.

## CLIMATE CHANGE AND ADAPTATION GOALS AND POLICIES

### **Goal E&C.2. Achieve carbon neutrality for the Flagstaff community by 2030.**

Policy E&C.2.1. Encourage the reduction of energy and material consumption.

Policy E&C.2.2. Promote investments that create a more connected and efficient community, decrease emissions from transportation and building energy, and strengthen climate resiliency.

Policy E&C.2.3. Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce community greenhouse gas emissions.

Policy E&C 2.4. Promote developments that help the community achieve carbon neutrality through strategies that reduce the project's emissions from transportation, energy, and consumption.

### **Goal E&C.3. Prepare Flagstaff's community systems and resources to be more resilient to climate change impacts and** address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.

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 and reduce the disproportionate impacts on vulnerable communities.

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.

Policy E&C.3.5. Improve the ability of vulnerable community members to adapt and thrive amidst the pressures of climate change.

Policy E&C.3.6. Attempt to equitably distribute the burdens and benefits of climate action policies and investments to all segments of the community.

**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 in the context of anticipated climate changes and resulting changes to Flagstaff's systems.

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.

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## TRACKED CHANGES – REGIONAL PLAN TEXT AMENDMENT

Pages X-19

### Transportation Policy T.8.1 Revision

**Tracked Changes:**

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

## Climate Change and Adaptation

Changes to the climate system have been noted through observations of increases in global average air and ocean temperatures, widespread melting of snow and ice, and rising global average sea level (Intergovernmental Panel on Climate Change 2007). At the same time, weather patterns have become more extreme, with more intense and longer droughts, more extreme precipitation events, and increased heat waves. Many climate models predict further decreases in annual precipitation and increased temperatures for our region, which in turn are likely to result in changes to our vegetation and animal communities, as well as declines in agricultural productivity and food security.

### Local Climate Change Impacts

Recent warming in the Southwest has resulted in declines in spring snowpack and Colorado River flow. Key issues that the Southwest, including the Flagstaff region, must address include the following:

- Decreasing water supplies
- Reduction in annual snowpack and decrease in snowmelt
- Depleted soil moisture
- Increasing temperature, drought, wildfire, tree mortality, and invasive species
- Increased frequency and altered timing of flooding
- Impacts on the region's unique tourism and recreation opportunities
- Increasing risks to cities and agriculture from a changing climate
- Increased vulnerabilities of the lower income, poor, and elderly.

### Climate Adaptation and Mitigation

The region has historically faced climate risks, including forest fires, record warming, snow storms, high winds, flooding, and drought. These events affect every resident, and as the regional climate changes, these risks will become more frequent and severe. The effects of these extreme events may be lessened with preventative measures.

Mitigation of these risks refers to reducing the severity of climate change by decreasing greenhouse gas emissions and limiting their concentration in the atmosphere. The Flagstaff region has the opportunity to help mitigate the changes in climate, and simultaneously be ready for its effects by understanding the potential of wildfire, flooding, drought, and other effects of climate change and then preparing for such hazards. Individual preparation measures could include preparing our homes for potential fire, implementing stormwater management best practices, and becoming more water efficient. Personal home or business investments in water conservation and stormwater collection, energy efficiencies, walking, biking, bus-riding, recycling, re-using, and sharing also contribute to mitigating climate change.



*Photo credit: Coconino National Forest*



*Photo credit: Arizona Daily Sun*

At the community level, investing in critical public infrastructure such as reclaimed water, conservation, and stormwater collection; efficient use of energy resources; self-reliance on transportation options; food production and the ability to generate energy by means other than fossil fuels; and protecting and preparing the community for extreme weather events, flooding, wildfires, and other natural and human-caused hazards are examples of large-scale preparation (refer to the City of Flagstaff *Resiliency and Preparedness Study* (2012)).

For the purposes of the Flagstaff Regional Plan, how we develop land will have an impact on our reduction of greenhouse gas emissions and mitigation of climate change.



Photo credit: City of Flagstaff

## CLIMATE CHANGE AND ADAPTATION GOALS AND POLICIES



### **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.

Corridors serve many roles, and these roles may be understood as:

- Carrier of goods and people – how many, how far, what kind, what means
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- Space and Shelter for activities within the public realm – how often, vulnerable, duration, solitude
- Symbol for the understanding of place – identity, purpose, behaviors as it applies to specific roads or corridors, not to classes of corridors.
- Builder and destroyer of city and place – corridors may be perceived as supporting a sense of place, or destroying it.

To fully implement the Regional Plan’s vision for Flagstaff’s roadways a Flagstaff “Streets Master Plan” should be developed to serve as the specific plan that bridges the City’s *Engineering Design Standards and Specifications* and the *Flagstaff Regional Plan*. Until such a Plan is developed, functional classifications for roads and their definitions can be found in the *Engineering Design Standards and Specifications*.



Photo credit: City of Flagstaff

## Corridors in the Regional Transportation Plan

The Regional Transportation Plan (RTP) is a five year planning document developed by the Flagstaff Metropolitan Planning Organization. It is used to identify roadway projects that are eligible for federal funding. Some of the future roads identified on Map 25 are also identified in the RTP, however, these two documents are not required to match. The RTP provides more detail about the stage of planning for each roadway. Some future corridors are considered “conditional roads” in the RTP, which means that further study is required before proceeding with a project. Examples include the Clay Avenue Extension, the US 89 Bypass, the Metz Walk Extension, etc.

## AUTOMOBILE GOALS AND POLICIES

### 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.





# Carbon Neutrality Amendment to the Flagstaff Regional Plan 2030

## Narrative

September 20, 2021

**Applicant:**

City of Flagstaff  
211 W. Aspen Avenue  
Flagstaff, AZ 86001  
928-213-2150

**Project representative and preparer:**

Jenny Niemann, Climate and Energy Specialist  
City of Flagstaff Sustainability Section  
211 W. Aspen Avenue  
Flagstaff, AZ 86001  
928-213-2150

**Project data:**

Carbon Neutrality Amendment to the Flagstaff Regional Plan 2030  
Development timeline: Proposed adoption in December 2021

## Executive summary

This application proposes a major amendment to the Flagstaff Regional Plan 2030. The proposed amendment is within the Climate Change and Adaptation section of the Environmental Planning & Conservation Chapter - pages IV-11 and IV-12.

The proposed changes to pages IV-11 and IV-12 include:

- Changes to the narrative

- Revisions to **goals E&C 2** and **E&C 3**

- Revisions to policies **E&C 2.1, E&C 2.2, E&C 3.2,** and **E&C 4.1**

- Addition of four policies: **E&C 2.3, E&C 2.4, E&C 3.5,** and **E&C 3.6**

In addition to the text revisions on the Climate Change and Adaptation pages, this amendment also includes a wording revisions to policy T.8.1, in the Transportation chapter (located on page X-19). This change is being made as a result of the compatibility review among the proposed revisions to the climate pages and the existing Regional Plan goals and policies. This revision will clarify the meaning of T.8.1 and align with how staff understand the meaning of the policy.

These changes are detailed in attachment II.7.

## Need and Community Benefit

This text amendment will update the Flagstaff Regional Plan 2030's discussion of climate change and climate action to align with the City of Flagstaff's climate action goals. The climate action work of the City has evolved rapidly since the 2014 adoption of the Regional Plan, creating a gap between the guidance provided in the Regional Plan and the City's declared climate goals and the ambition of its climate actions.

This gap is exemplified in the Regional Plan's discussion of greenhouse gas reduction targets.

- The Flagstaff Regional Plan 2030 climate change and adaptation section sets a goal to reduce greenhouse gas emissions: **Goal E&C.2.: reduce greenhouse gas emissions.**

- In 2018, City Council set a goal to reduce community greenhouse gas emissions by 80% by 2050.
- In 2020, City Council declared a climate emergency and set a goal to achieve carbon neutrality by 2030, effectively reducing emissions to net zero. The achievement of this goal will be guided by the Carbon Neutrality Plan, which was adopted by the Flagstaff City Council on June 15, 2021.

While these goal statements all support City action to reduce greenhouse gas emissions and do not conflict with one another, and, there is a significant gap between the ambition and requisite actions of these goal statements, reflecting the growth in the urgency of climate action.

This amendment will restore alignment between the Regional Plan and the City's climate goals, clarifying the carbon neutrality goal and the types of climate action the City will take. This will reduce confusion, increase transparency, and provide decision-makers with support when making decisions based on the City's climate action goals.

This amendment to align the Regional Plan and the City's well-established climate action goals will provide several benefits to the community. First, formally recognizing the climate action efforts of the City of Flagstaff and its partners will increase understanding within the Flagstaff community. This amendment will help readers of the Regional Plan understand the extent of the City's climate goals, how the City is taking climate action and where to look for detailed information on the implementation of the Regional Plan goals.

This amendment will also increase transparency. Since the 2018 adoption of the Flagstaff Climate Action and Adaptation Plan, the City of Flagstaff has endeavored to incorporate climate change concerns and climate action into its decision-making processes. However, the broad nature of the Regional Plan greenhouse gas emissions reduction goal does not specify the extent of emissions reductions needed. In the development review process, staff and other decision-makers do not have strong climate action goals and policies to refer to for guidance in decision-making. Meanwhile, applicants may provide details on the environmental features or climate benefits of their projects. Strengthening the Regional Plan's climate action goals and policies will clarify the importance of climate action and provide both applicants and decision-



makers with a more current reflection of the City's climate change and climate action priorities.

Regarding the change to Transportation Policy T.8.1: This change is being made as a result of the compatibility review among the proposed revisions to the climate pages and the existing Regional Plan goals and policies. Staff found the proposed climate text amendment to be incompatible with the transportation policy T.8.1, due to ambiguity within the policy T.8.1. around the meaning of the phrase 'efficient transportation connectivity.'

This revision to T.8.1 clarifies the meaning of the policy, and aligns with how staff understand the meaning of the policy. This will reduce confusion, increase understanding throughout the community, and elevate the importance of a connected street network.

### **Project Team**

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## Description and Need for Proposed Amendment

### Description

This application proposes a major amendment to the Flagstaff Regional Plan 2030 to reflect the Carbon Neutrality goals of the City of Flagstaff. This major amendment would be fall under the **text amendment category (category 9), referenced in Chapter III of the Regional Plan on page III-15**. This text amendment revises the Climate Change and Adaptation section of the Environmental Planning & Conservation Chapter, (pages IV-11 and IV-12). The proposed changes to pages IV-11 and IV-12 include:

Changes to the narrative, including:

- More specificity regarding the impacts that climate change will cause in Flagstaff.
- Stronger language around the response needed to combat climate change and prepare for the future.
- Increased clarity regarding the three types of climate action: mitigation, adaptation and equity. Previously, the Plan mentioned mitigation by name and described adaptation actions. The revisions clarify the meanings of adaptation and mitigation and add a definition for equity, the third component of climate action.
- Modified the list of investments needed, to add mitigation actions and create a separate list of adaptation actions and investments.

Revisions to:

- Goal: E&C.2:
  - **Current:** Reduce greenhouse gas emissions
  - **Proposed amendment:** Achieve carbon neutrality for the Flagstaff community by 2030.
- Policy E&C.2.1:
  - **Current:** Policy E&C.2.1. Encourage the reduction of all energy consumption, especially fossil-fuel generated energy, in public, commercial, industrial and residential sectors.
  - **Proposed amendment:** Policy E&C.2.1. Encourage the reduction of energy and material consumption.
- Policy E&C.2.2:

- **Current:** Promote investments that create a more connected and efficient community, decrease emissions from transportation and building energy, and strengthen climate resiliency.
- **Proposed amendment:** Promote investments that create a more connected and efficient community, decrease emissions from transportation and building energy, and strengthen climate resiliency.
- Goal E&C.3
  - **Current:** Strengthen community and natural environment resiliency through climate adaptation efforts.
  - **Proposed amendment:** Prepare Flagstaff's community systems and resources to be more resilient to climate change impacts, and address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.
- Policy E&C.3.2:
  - **Current:** Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce the community's vulnerability to climate change impacts.
  - **Proposed amendment:** Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce the community's vulnerability to climate change impacts and reduce the disproportionate impacts on vulnerable communities.
- Policy E&C.4.1:
  - **Current:** Assess vulnerabilities and risks of Flagstaff's natural resources
  - **Proposed amendment:** Assess vulnerabilities and risks of Flagstaff's natural resources in the context of anticipated climate changes and resulting changes to Flagstaff's systems.

The creation of four new policies:

- **Policy E&C.2.3:** Review and revise existing regulations, standards, and plans (codes, ordinances, etc.) to reduce community greenhouse gas emissions.

- **Policy E&C.2.4:** Promote developments that help the community achieve carbon neutrality through strategies that reduce the project's emissions from transportation, energy, and consumption.
- **Policy E&C.3.5:** Improve the ability of vulnerable community members to adapt and thrive amidst the pressures of climate change.
- **Policy E&C.3.6:** Attempt to equitably distribute the burdens and benefits of climate action policies and investments to all segments of the community.

In addition, a minor change is being made to policy T.8.1, in the Transportation Chapter.

- Policy T.8.1:
  - **Current:** Promote efficient **transportation** connectivity to major trade corridors, employment centers, and special districts that enhances the region's standing as a major economic hub.
  - **Proposed amendment:** Promote efficient **network** connectivity to **and within** major trade corridors, employment centers, and special districts that enhances the region's standing as a major economic hub.

## Need

This text amendment will update the Flagstaff Regional Plan 2030's discussion of climate change and climate action to align with the City of Flagstaff's climate action goals. The climate action work of the City has evolved rapidly since the 2014 adoption of the Regional Plan, creating a gap between the guidance provided in the Regional Plan and the City's declared climate goals and the ambition of its climate actions.

This gap is exemplified in the Regional Plan's discussion of greenhouse gas reduction targets.

- The Flagstaff Regional Plan 2030 climate change and adaptation section sets a goal to reduce greenhouse gas emissions: **Goal E&C.2.: reduce greenhouse gas emissions.**

- In 2018, City Council set a goal to reduce community greenhouse gas emissions by 80% by 2050.
- In 2020, City Council declared a climate emergency and set a goal to achieve carbon neutrality by 2030, effectively reducing emissions to net zero. The achievement of this goal will be guided by the Carbon Neutrality Plan, which was adopted by the Flagstaff City Council on June 15, 2021.

While these goal statements all support City action to reduce greenhouse gas emissions and do not conflict with one another, and, there is a significant gap between the ambition and requisite actions of these goal statements. This gap reflects the growth in the urgency of climate action and the strength of the international consensus on the need for immediate and aggressive climate action, compared to 2014 when the Regional Plan was passed.

This amendment will restore alignment between the Regional Plan and the declared climate goals, clarifying the carbon neutrality goal and the types of climate action the City will take. This will reduce confusion, increase transparency, and provide decision-makers with support when making decisions based on the City's climate action goals.

Regarding the change to Transportation Policy T.8.1: This change is being made as a result of the compatibility review among the proposed revisions to the climate pages and the existing Regional Plan goals and policies. Staff found the proposed climate text amendment to be incompatible with the transportation policy T.8.1, due to ambiguity within the policy T.8.1. around the meaning of the phrase 'efficient transportation connectivity.'

This policy is located in the automobile goals and policies section on page X-19. The meaning of 'promote efficient transportation connectivity' could be understood as promoting the faster flow of vehicles from place to place, which is sometimes the goal of roadway construction or improvement projects. This can lead to increased greenhouse gas emissions. 'Efficient transportation connectivity' could also be understood as a connected street grid or network, which allows efficient movement through Flagstaff and reduces trips. Indeed, this is how City transportation staff understand this phrase, and utilize this policy to support moving towards a connected street network. This connected grid network can actually lead to reduced greenhouse gas emissions, as vehicles

can take a more direct path to their destination, so long as this new connection does not induce more vehicle trips.

This revision to T.8.1 clarifies the meaning of the policy, and aligns with how staff understand the meaning of the policy. The main change is minor and clarifying, changing just one word from “transportation” connectivity to “network” connectivity. The secondary change is to add ‘and within’ to the policy. This clarifies that strong network connectivity is desired **within** trade corridors and employment centers, as well as **to** these areas.

This will reduce confusion, increase understanding throughout the community, and elevate the importance of a connected street network.

## Project Narrative

### Carbon Neutrality Amendment to the Flagstaff Regional Plan 2030

#### Text amendment details

This application proposes a major amendment to the Flagstaff Regional Plan 2030 to align with the carbon neutrality goals of the City of Flagstaff. This major amendment would be a text amendment, revising the Climate Change and Adaptation section of the Environmental Planning & Conservation Chapter on pages IV-11 and IV-12, and revising the Automobile Goals and Policies on page X-19 in the Transportation chapter.. The proposed changes will update the Regional Plan’s discussion of climate change and climate action, and include the following changes to pages IV-11 and IV-12 include:

- Changes to the narrative

- Revisions to **goals E&C.2 and E&C.3**

- Revisions to policies **E&C.2.1, E&C.2.2, E&C.3.2, and E&C 4.1**

- Addition of four policies: **E&C.2.3, E&C.2.4, E&C.3.5, and E&C.3.6**

In addition to the text revisions on the Climate Change and Adaptation pages, this amendment also includes a wording revisions to policy T.8.1, in the Transportation chapter (located on page X-19).

These text amendments are detailed in section II.3 Description and Need and in attachment II.7 Concept Plan.

#### Background on City of Flagstaff climate action

Climate change, driven largely by human-caused greenhouse gas emissions, is disrupting global weather patterns and threatening communities worldwide. While climate shifts have occurred in the past, current climate change is happening at a faster rate than any recorded in history.

Since the passage of the Flagstaff Regional Plan 2030 in 2014, the international scientific community has clarified the need for rapid, worldwide, and aggressive climate action to avoid catastrophic change. In October of 2018, the Intergovernmental Panel on Climate Change (IPCC) published the Global Warming of 1.5° C Report, which laid out the need for urgent action to hold

overall global warming to 1.5° C<sup>1</sup>. The United Nations has found that currently the world is “heading for a temperature rise in excess of 3°C this century – far beyond the Paris Agreement goals of limiting global warming to well below 2°C and pursuing 1.5°C.”<sup>2</sup> Three degrees Celsius is equivalent to 5.4 degrees Fahrenheit; warming at this scale would result in catastrophic change including devastating sea level rise, ocean acidification, extreme drought, mass migration, significant losses of plant and animal species, and positive feedback loops that further accelerate the warming.<sup>3</sup> Fortunately, while the timeline for effective action is quickly closing, the international community still has a narrow opportunity to act.

The growing need and short window for action has influenced the City of Flagstaff’s goals on climate action and adaptation. First, in November 2018, the Flagstaff City Council unanimously adopted the Flagstaff Climate Action and Adaptation Plan. This Plan was the first community-wide climate plan in Arizona. It established specific reduction goals for community-wide greenhouse gas emissions (mitigation) as well as broad goals for preparing for change through adaptation and ensuring that Flagstaff prioritizes vulnerable community members when taking action. The Plan’s focus on mitigation, adaptation, and equity – the three core components of climate action – have guided the City’s climate work since that time.

Since 2018, the climate goals of the City of Flagstaff have advanced. The 2018 Global Warming of 1.5° C Report catalyzed Flagstaff community members into action: in 2019, community members started a petition to request that the Flagstaff City Council declare a climate emergency. On January 21, 2020, hundreds of community members spoke to ask the Flagstaff City Council to

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<sup>1</sup> IPCC, 2018: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. 2019.

<sup>2</sup> United Nations Environment Programme Emissions Gap Report 2020: <https://www.unep.org/emissions-gap-report-2020>

<sup>3</sup> United Nations Environment Programme Emissions Gap Report 2020: <https://www.unep.org/emissions-gap-report-2020>



declare a Climate Emergency Declaration and update the 2018 Climate Action and Adaptation Plan to set a goal of carbon neutrality.

On June 23, 2020, the Flagstaff City Council declared a climate emergency and set a goal to achieve carbon neutrality by 2030. Carbon neutrality is defined as achieving “annual zero net anthropogenic (human caused or influenced) CO2 emissions” where “every ton of anthropogenic CO2 emitted is compensated with an equivalent amount of CO2 removed (e.g. via carbon sequestration)”.<sup>4</sup>

To develop the Flagstaff Carbon Neutrality Plan, City staff engaged with over 2,600 community members via six surveys, 12 open houses, presentations to groups, and social media campaigns to discuss how Flagstaff can achieve carbon neutrality. This Plan, which was adopted by the Flagstaff City Council on June 15, 2021, outlines the steps the City will take to achieve carbon neutrality.

While achieving carbon neutrality is technically a mitigation goal, the other two overarching goals of the 2018 Climate Action and Adaptation Plan, adaptation and equity, continue to be guiding principles for the City’s climate work. The Flagstaff Carbon Neutrality Plan carries forward the 2018 Climate Plan’s adaptation and equity goals, and the City will apply all three concepts when working to reach carbon neutrality.

The Flagstaff Carbon Neutrality Plan outlines nine target areas for action to reach carbon neutrality:

Flagstaff will achieve carbon neutrality by taking action in the following target areas:

- Community Resilience
- Equitable Systems
- Decreased Dependence on Cars
- Electric Mobility
- Clean Electricity
- Building Fuel Switching
- Reduced Building Energy Use
- Sustainable Consumption and Waste Management

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<sup>4</sup> <https://www.wri.org/insights/cop21-glossary-terms-guiding-long-term-emissions-reduction-goal>

- Carbon Dioxide Removal

## Rationale

Due to the rapid acceleration of climate action by the City of Flagstaff, there is currently a gap between the ambitions of the City's climate work and the climate goals and policies of the Flagstaff Regional Plan 2030. With the upcoming implementation of the Flagstaff Carbon Neutrality Plan, this gap will continue to grow.

This gap is exemplified in the Regional Plan's discussion of greenhouse gas reduction targets:

- The Flagstaff Regional Plan 2030 climate change and adaptation section sets a goal to reduce greenhouse gas emissions: **Goal E&C.2.: reduce greenhouse gas emissions.**
- In 2018, City Council set a goal to reduce community greenhouse gas emissions by 80% by 2050.
- In 2020, City Council declared a climate emergency and set a goal to achieve carbon neutrality by 2030, effectively reducing emissions to net zero. The achievement of this goal will be guided by the Carbon Neutrality Plan, which was adopted by City Council on June 15, 2021.

While these goal statements all support City action to reduce greenhouse gas emissions and do not conflict with one another, and, there is a significant gap between the ambition and requisite actions of these goal statements. This gap reflects the growth in the urgency of climate action and the strength of the international consensus on the need for immediate and aggressive climate action, compared to 2014 when the Regional Plan was passed.

A major amendment to the Flagstaff Regional Plan 2030 would ensure that the City's work on climate change and climate action is appropriately aligned with the Regional Plan. This amendment will align the Regional Plan's climate change and adaptation goals and the City's climate goals as stated in the Carbon Neutrality Plan, clarifying and supporting the carbon neutrality goal as well as the types of climate action the City may take. This will reduce confusion, increase transparency, and provide decision-makers with support for decisions based on the City's climate action goals and priorities.

This amendment to the Regional Plan was requested by the City of Flagstaff Sustainability Commission at their March 25<sup>th</sup> meeting. This amendment was formally initiated by the City of Flagstaff Planning and Zoning Commission by a unanimous vote of the Commission at their April 14<sup>th</sup> meeting.

### **Compatibility with the Regional Plan**

The proposed amendment supports the vision, goals, objectives and policies of the Flagstaff Regional Plan 2030. The Regional Plan envisions active stewardship and vitality for both the current population and future generations – ideals that are supported by aggressive climate action, resilience-building and support for vulnerable community members (the three types of climate action described in this proposed amendment). On page I-2, the Plan sets forth a vision for a Sustainable Flagstaff, connecting development decisions to environmental impact and the need to plan for the future. The Preferred Land Use Scenario chosen for the plan, Scenario E (page II-12), corresponds to lower vehicle miles traveled, lower water demand, great access to parks, and more multi-family development – all characteristics of development patterns that lead to lower greenhouse gas emissions. All of these elements are supported by the original climate change and adaptation goals and policies of the Regional Plan – and will be furthered by the revisions to the climate change and adaptation goals and policies proposed through this amendment.

### **Goal and Policy Compatibility and Consistency Review**

The proposed text amendment is consistent with all goals and policies in the Flagstaff Regional Plan 2030. In fact, a large number of Regional Plan goals and policies are aligned with the increased specificity and ambition illustrated in the text amendment. A review of each goal and policy, and commentary to show support or address inconsistencies, are detailed in the final section at the bottom of this document starting on page 25.

While analyzing the Regional Plan for consistency with this proposed amendment, Transportation Policy T.8.1 was identified as potentially incompatible with the direction of the new greenhouse gas emissions goal. This incompatibility mainly stems from the wording of policy T.8.1. and the meaning of the phrase ‘efficient transportation connectivity.’ Since this policy is located in the automobile policy section, the meaning of ‘promote efficient transportation connectivity’ could be understood as promoting the rapid movement of vehicles

through the community. Improving the ability for cars to move through Flagstaff can lead to increased greenhouse gas emissions: people drive more when the cost of driving goes down, or when they can drive more easily.<sup>5</sup> If the policy is understood to promote increased ease of vehicle movement, it would lead to increased greenhouse gas emissions and would therefore be incompatible with the proposed revision to Goal E&C.2.

Upon further analysis and conversations with City staff, it became apparent that there were multiple interpretations of this policy and the meaning of 'efficient transportation connectivity'. Key staff understand this policy to promote an efficient transportation network, namely through a better-connected street grid. City transportation staff currently utilize this policy to support moving towards a better-connected street network. This connected grid network can actually lead to reduced greenhouse gas emissions, as vehicles can take a more direct path to their destination, so long as this new connection does not induce more vehicle trips.

Based on this analysis, it was determined that policy T.8.1 should be revised to clarify the meaning of the policy, and align with how staff understand it – to promote a more efficient and connected street network. The main change is minor and clarifying, changing just one word from "transportation" connectivity to "network" connectivity. The secondary change is to add 'and within' to the policy. This clarifies that strong network connectivity is desired ***within*** trade corridors and employment centers, as well as ***to*** these areas.

These revisions will reduce confusion, increase understanding throughout the community, and ensure alignment among the proposed climate-related amendments and the transportation policies.

### **Cumulative impact of the proposal on land use categories within the City based on the Regional Plan Land Use map;**

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<sup>5</sup> This concept is described by the Federal Highway Administration: "Improvements in any transportation system can lead to changes in travel behavior that will result in increased use of the system."  
<https://www.fhwa.dot.gov/planning/itfaq.cfm>

The proposed text amendment will not alter land use categories within the City, based on the Regional Plan Land Use map. This amendment is a text amendment and will not change any land uses or add any land uses to the City. This amendment could impact the *analysis* and *decision-making* for future revisions to the Land Use map, as stronger climate goals policies are integrated into decision-making processes. The current Regional Plan goals and policies already support land uses changes that reduce greenhouse gas emissions and community vulnerability, and discourage land use changes that would increase emissions and vulnerabilities. The proposed amended goals and policies will *strengthen* this support for land uses that reduce greenhouse gas emissions and community vulnerability, and will *reduce* support for land uses changes that lead to increased emissions and increased vulnerability. This change will lead to decisions that are directionally similar to decisions supported by the existing Regional Plan goals and policies.

**Cumulative impact of the proposal on the supply of land zoned in the same category within the City;**

The proposed text amendment is not associated with any parcel of land or a zone, and so will not alter the supply of land of any zone.

The proposed amendment will not have an impact on area and place types within the City of Flagstaff, based on the Future Growth Illustration.

**Impact on transportation and service needs;**

The proposed amendment will not have negative impacts on transportation and service needs. The amendment may increase transportation options and levels of service for non-car modes of transportation, including walking, biking and transit. The amendment will further the City's already-existing goals to encourage active transportation, support transit use and operations, and reduce congestion. The City already supports programming and policies to reduce vehicle miles traveled and support active modes of transportation; achieving the City's climate goals will require strengthening those programs to more drastically reduce greenhouse gas emissions from transportation. Please reference the Goal and Policy Consistency Review (Section II.8b - page 25) for more information on how the transportation goals and policies of the Regional Plan are well-aligned with this amendment.

## **Housing impacts:**

The proposed amendment will not have immediate impacts on housing in Flagstaff, because there are no proposed changes to the Growth Areas & Land Use or the Neighborhoods, Housing & Urban Conservation Chapters, nor to any of the Regional Plan maps or zoning designations. There may be indirect impacts that should be considered; these are analyzed below.

Climate change will impact Flagstaff's housing market: as temperatures in central Arizona become more extreme, increased visitation and tourism will likely stress Flagstaff's already-challenging housing market. Climate change is projected to cause mass migrations across the world, including smaller movements within states and across regions in the US.<sup>6</sup> Flagstaff will not avoid this phenomenon, and may see more migration than most places due to its mild temperatures compared to the climate of the surrounding areas. The Phoenix area, one of the country's fastest growing metropolitan areas, is already seeing extreme heat waves with deadly effects; projections for Phoenix predict as many as 45 days each year where temperatures rise over Phoenix's extreme heat threshold of 112 degrees.<sup>7</sup> Due to the strong ties between the Flagstaff and Phoenix areas, we can expect that increased warming in Phoenix will increase visitation to Flagstaff, which can affect housing supply in multiple ways: through the demand for second homes, the demand for short-term rentals, and the supply of housing for full-time residents.

Climate adaptation requires preparing for anticipated community changes like changes to the housing market: Flagstaff must continue to incorporate climate change considerations into its long-term planning for housing and the broader community. Improving the alignment between the Flagstaff Regional Plan and the City's climate action work will help City decision-makers to make decisions about housing within the context of climate change and its related impacts. The text amendment will clarify the importance of resilience and preparedness, as well as supporting vulnerable community members through the expected challenges that climate change will bring – particularly the expected

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<sup>6</sup> [https://www.ipcc.ch/site/assets/uploads/2018/02/WGIIAR5-Chap12\\_FINAL.pdf](https://www.ipcc.ch/site/assets/uploads/2018/02/WGIIAR5-Chap12_FINAL.pdf)

<sup>7</sup> <https://www.azcentral.com/story/news/local/arizona-environment/2020/08/21/climate-change-urban-conditions-will-fuel-extreme-heat-in-phoenix/3403640001/>

exacerbation of Flagstaff's current housing challenges. Resilience-building and an equity focus can help the Flagstaff community adapt to shifts and challenges in the housing market and support its community members through these changes.

Achieving carbon neutrality will necessitate changes to Flagstaff's current land uses and housing development patterns. To reduce greenhouse gas emissions, Flagstaff needs to better utilize limited infill land by increasing the density in our inner neighborhoods and activity centers. Density reduces emissions from building energy use and transportation, while also contributing to more lively, welcoming, and diverse neighborhoods. Land use solutions are complementary to our transportation actions and impact our ability to achieve our transportation and emissions goals. Increases in density can be accompanied by efforts to make our neighborhoods more complete and support for residents who may want to walk, bike or take the bus.

These land use changes just discussed are in line with the current Regional Plan and the proposed text amendment. The Regional Plan celebrates environmentally conscious development and encourages mixed-use neighborhoods and appropriate density. Because of this strong alignment, this amendment will not significantly impact housing in Flagstaff. By clarifying Flagstaff's greenhouse gas emissions goals, this amendment could support faster implementation of the Regional Plan and achievement of its goals, which could lead to more rapid changes to Flagstaff's housing and development patterns.

**Implementation impacts:**

This amendment will not negatively impact the implementation of the Regional Plan goals and policies. It may improve implementation, due to better alignment between the Regional Plan and the climate action priorities of the City of Flagstaff.

**Community benefits**

This amendment to align the Regional Plan and the City's well-established climate action goals will provide several benefits to the community. First, formally recognizing the climate action efforts of the City of Flagstaff and its

partners will reinforce the connections between climate action and the vision of the Regional Plan, increasing understanding among the Flagstaff community. While the current Climate Change and Adaptation pages of the Regional Plan provided foundational information about climate change and climate action, specifically mentioning the City's two working documents on climate change – the 2018 Climate Action and Adaptation Plan, and the 2021 Flagstaff Carbon Neutrality Plan – will help readers of the Plan understand the extent of the City's climate goals, how the City is taking climate action and where to find detailed information on the implementation of the Regional Plan goals.

This amendment will also increase transparency. Since the 2018 adoption of the Flagstaff Climate Action and Adaptation Plan, the City of Flagstaff has endeavored to incorporate climate change concerns and climate action into its decision-making processes. However, the broad nature of the Regional Plan greenhouse gas emissions reduction goal does not specify the extent of emissions reductions needed. In the development review process, staff and other decision-makers could not refer to formal goals and policies in the Regional Plan that reflected the City's strong climate goals for guidance in decision-making. Rather, decision-makers would need to rely on the existing Regional Plan goal E&C.2 to reduce greenhouse gas emissions. Goal E&C.2 is similar to the climate goals in direction, but not informed by a time frame or a reduction goal that illustrates the level of ambition and action needed.

To align with community priorities, actors across the Flagstaff community have begun incorporating stronger environmental features and benefits into land use planning and developments. Strengthening the Regional Plan's climate action goals and policies in the Regional Plan will clarify the importance of climate action and provide both applicants and decision-makers with a more current reflection of the City's climate change and climate action priorities.

Climate action provides multiple benefits to the Flagstaff community. Achieving carbon neutrality, as proposed in the revision to Regional Plan Goal E&C.2, can usher in community transformations that benefit Flagstaff, such as: lower air pollution, a wider range of options and more support for healthy and inexpensive modes of travel, better connections and more diversity and attainability in neighborhoods, increased energy efficiency in homes and buildings, and reduced waste.



The proposed new policy **E&C.3.5** would encourage activity to support the resilience of Flagstaff's vulnerable community members. This would benefit Flagstaff's community members who are the most vulnerable to the negative impacts of climate change – the elderly, low-income families, those with health conditions or disabilities, and communities of color. These vulnerable community members may need support as climate change causes increased vulnerability to wildfire, drought, and public health concerns like poor air quality. Support may also be needed to help community members weather changes to Flagstaff's housing market, job market and infrastructure. Building resilience to change and supporting vulnerable community members, will have benefits across Flagstaff due to greater self-reliance and stronger support systems.

When the City takes climate action – whether it is for mitigation, adaptation, or equity purposes – City staff must ensure that the intended actions do not unintentionally harm vulnerable communities or add to the burdens they face. The City must analyze climate actions not only for potential harm, but also for how the benefits of climate action are being distributed: do all populations have access to new programming? Will all neighborhoods be able to benefit from a new policy? Or will some groups actually see their burdens increase due to a change in City codes? Policy **E&C 3.6** will assist in this analysis. This new policy was modeled off of the existing Regional Plan transportation policy T.11.4: 'attempt to equitably distribute the burdens and benefits of transportation investments to all segments of the community.' Just like with transportation investments, climate investments can lead to both benefits and burdens, and the City must work to anticipate these impacts and ensure that they do not disproportionately harm or benefit certain groups. Climate action can have great benefits for the Flagstaff community; this text amendment will help the City to ensure that these benefits reach further into the community and that climate action can help Flagstaff's more vulnerable residents thrive.

**The following sections of the project narrative requirements (Requirement II.8) are not applicable to this amendment:**

- Statement of current zoning, and proposed zoning.
- Cumulative impact of the proposal on the supply of land zoned in the existing category for the property within the City.
- Land use buffering techniques.

- A description of how essential public services (i.e. water, wastewater, stormwater, solid waste) will be provided.

## II.8b Goal and Policy Compatibility and Consistency Review

Goal	Policy	Consistent?	Comments
<b>Chapter IV - Environmental Planning &amp; Conservation</b>			
<p>Chapter review: The proposed amendment is compatible with the goals and policies of the Environmental Planning &amp; Conservation Chapter. Strong climate action is critical to maintain the long-term health and viability of Flagstaff's natural environment. Flagstaff's natural landscape will evolve with climate change, as increased temperatures and aridity cause changes in Flagstaff's forests, soils, and snowpack. Urgent and international climate action to keep global temperature change below 1.5 degrees Celsius can help the world avoid the most dramatic landscape change scenarios. The Plan revisions proposed in this amendment solidify the City's commitment to the aggressive climate action that can uphold the vision set forth in the Environmental Planning &amp; Conservation section of the Plan. The goals and policies of the Environmental Planning &amp; Conservation Chapter are well-aligned with strong climate action through emissions reductions, increasing resilience and improving equity, as well as the specific text revisions proposed in this text amendment.</p> <p>Many of the resources discussed within this Chapter (soils, sensitive lands, etc.), are resources that are enhanced or protected by resilience-building and the conservation of resources. Compact land development is a concept that is both strongly supported by this plan and also necessary to achieve the resilience, equity and mitigation goals outlined in the proposed amendment. Compact development is needed to achieve the goals outlined in this chapter related to protecting wildlife, conserving sensitive lands, maintaining quiet, and the conservation of soil; the proposed amendments, by strengthening the Regional Plan's climate goals and policies, will further these goals and support their associated policies.</p> <p>Dark sky preservation can be supported by climate action, though the relationship is less strong. Compact development can help to preserve undeveloped areas and focus growth in designated parts of the City where it is less likely to impact Flagstaff's night skies and our regional observatories. While some dark-sky-friendly lighting is slightly less energy efficient than the most energy-efficient outdoor lighting on the market, the preservation of dark sky lighting is a higher priority for the community compared to the relatively minor energy efficiency gains for a small portion of the community's overall energy consumption. Flagstaff can work to first reduce energy use in almost every other aspect of our community, before we need to tackle the energy efficiency of outdoor lighting. In this instance, the text amendment generally supports the goal of dark skies; decision-makers will need to understand this tension and work to appropriately balance these two goals.</p>			
AIR QUALITY GOALS AND POLICIES Page IV-10			
<b>Goal E&amp;C.1. Proactively</b>		Goal: Yes	Very strong relationship - contributes to carbon neutrality.

Goal	Policy	Consistent?	Comments
<b>improve and maintain the region's air quality.</b>	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.	Yes	Very strong relationship - contributes to carbon neutrality.
	Policy E&C.1.2. Pursue reduction of total emissions of high-priority pollutants from commercial and industrial sources and area- wide smoke emissions.	Yes	Very strong relationship - contributes to carbon neutrality.
	Policy E&C.1.3. Encourage strategies and partnerships to mitigate dust.	Yes	Strong relationship - contributes to equity.
	Policy E&C.1.4. Maintain air quality through pursuit of non-polluting industry and commercial enterprises.	Yes	Very strong relationship - contributes to carbon neutrality.
	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.	Yes	Strong relationship - contributes to resilience.
CLIMATE CHANGE AND ADAPTATION GOALS AND POLICIES Page IV-12			
<b>Goal E&amp;C.2. Reduce greenhouse gas emissions.</b>		Goal: Yes	Very strong relationship - contributes to carbon neutrality.
	Policy E&C.2.1. Encourage the reduction of all energy consumption, especially fossil-fuel generated energy, in public, commercial, industrial, and residential sectors.	Yes	Very strong relationship - contributes to carbon neutrality.
	Policy E&C.2.2. Promote investments that strengthen climate resiliency.	Yes	Very strong relationship - contributes to carbon neutrality.
<b>Goal E&amp;C.3. Strengthen</b>		Goal: Yes	Very strong relationship - contributes to resilience.

Goal	Policy	Consistent?	Comments
<b>community and natural environment resiliency through climate adaptation efforts.</b>	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.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
	Policy E&C.3.3. Invest in forest health and watershed protection measures.	Yes	Strong relationship - contributes to resilience.
	Policy E&C.3.4. Increase the region's preparedness for extreme climate events.	Yes	Strong relationship - contributes to resilience.
<b>Goal E&amp;C.4. Integrate available science into policies governing the use and conservation of Flagstaff's natural resources.</b>		Goal: Yes	Very strong relationship - contributes to approach.
	Policy E&C.4.1. Assess vulnerabilities and risks of Flagstaff's natural resources.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
DARK SKIES GOALS AND POLICIES Page IV-13			
<b>Goal E&amp;C.5. Preserve dark skies as an unspoiled natural resource, basis for an important economic sector,</b>		Goal: Yes	There are some instances where dark-sky friendly lighting is not the most energy efficient lighting option. This tension has been discussed in climate planning documents, as one community tension that staff will need to balance as they make decisions. In many cases, dark sky lighting will be the higher



Goal	Policy	Consistent?	Comments
<b>and core element of community character.</b>			priority for the community, compared to relatively minor energy efficiency gains. The City can reduce energy use in several areas, whereas the Flagstaff community has limited ways to reduce dark sky pollution.
	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.	N/A (not applicable)	
	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.	N/A	
	Policy E&C.5.3. Continue to enforce dark sky ordinances.	N/A	
	Policy E&C.5.4. Encourage uses within Lighting Zone I of the lighting codes of the City and County that do not require outdoor lighting, and discourage those which require all-night lighting.	N/A	
<b>Goal E&amp;C.6. Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land</b>		Goal: Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.

Goal	Policy	Consistent?	Comments
<b>ownerships in the Flagstaff region.</b>	Policy E&C.6.3. Promote protection, conservation, and ecological restoration of the region's diverse ecosystem types and associated animals.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
	Policy E&C.6.7. Use best practices to control the spread of exotic and invasive plants, weeds, and animals, and eradicate where possible.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience AND mitigation.
	Policy E&C.6.9. Develop guidelines to minimize the use of herbicides, insecticides, and similar materials.	Yes	Strong relationship - contributes to resilience AND mitigation.
ENVIRONMENTALLY SENSITIVE LANDS GOALS AND POLICIES Page IV-16			
<b>Goal E&amp;C.7. Give special</b>		Goal: Yes	Environmentally sensitive lands contribute to community resilience.

Goal	Policy	Consistent?	Comments
<b>consideration to environmentally sensitive lands in the development design and review process.</b>	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.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience. There often can be a perceived conflict between open space preservation and development - but climate-focused development can provide more opportunities for open space and conservation.
NATURAL QUIET GOALS AND POLICIES Page IV-16			
<b>Goal E&amp;C.8. Maintain areas of natural quiet and reduce noise pollution.</b>		Goal: N/A	
	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.	N/A	
SOILS GOALS AND POLICIES Page IV-17			
<b>Goal E&amp;C.9. Protect soils through conservation practices.</b>		Goal: Yes	
	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.	Yes	Strong relationship - contributes to resilience.
	Policy E&C.9.2. Construction projects employ strategies to minimize disturbed area, soil compaction, soil erosion, and destruction of vegetation.	Yes	Strong relationship - contributes to resilience.

Goal	Policy	Consistent?	Comments
WILDLIFE GOALS AND POLICIES Page IV-19			
<b>Goal E&amp;C.10. Protect indigenous wildlife populations, localized and larger-scale wildlife habitats, ecosystem processes, and wildlife movement areas throughout the planning area.</b>		Goal: Yes	Strong relationship - contributes to resilience.
	Policy E&C.10.1. Encourage local development to protect, conserve, and when possible enhance and restore wildlife habitat.	Yes	Strong relationship - contributes to resilience.
	Policy E&C.10.2. Protect, conserve, and when possible enhance and restore wildlife habitat on public land.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
	Policy E&C.10.4. Support the control and removal of terrestrial and aquatic exotic and invasive animals.	Yes	Strong relationship - contributes to resilience.
	Policy E&C.10.5. Support the development of watchable wildlife recreation opportunities.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
Chapter V - Open Space			

Goal	Policy	Consistent?	Comments
<p>Chapter review: The proposed amendment is compatible with the goals and policies of the Open Space Chapter. The proposed amendment, which strengthens the climate mitigation, adaptation and equity goals and policies of the Regional Plan, supports the preservation, development, and maintenance of open space properties. Open space supports community resilience: Open Space's many benefits to physical health, mental health, strong ecosystems, wildlife, and recreation opportunities all contribute to a stronger, more resilient community. Climate change will also affect Flagstaff's open spaces, as our region's forests, grasslands and riparian areas change due to increases in temperature and aridity. Climate adaptation and preparation can help us to better understand the impacts of climate change on our open spaces, and how to best preserve them in a time of rapid change.</p> <p>The preservation of open space is also strongly linked to compact development. While some may perceive a conflict between open space preservation and development, climate-focused, compact development can actually support the creation of more legally designated open space properties. Low-greenhouse gas-emissions land use incorporates density into activity centers and already-developed land (infill). This type of land use reduces building and transportation emissions, while concentrating development on land that is already served by roads, water infrastructure and social infrastructure, within existing neighborhoods. Most importantly, dense, climate-friendly development allows more people to live in smaller areas, better utilizing Flagstaff's limited land resources. Density can lead to greater preservation of open spaces, as land is better-utilized: A hypothetical scenario can demonstrate this relationship: instead of dividing 20 acres among 80 quarter-acre lots, housing 80 families, a more climate-friendly development could create 120 homes through duplexes, townhomes, and small apartment buildings on 10 acres, while preserving ten acres for open space. This arrangement means that families in the new development and families in existing nearby neighborhoods both have greater access to open space, contributing to health and equity goals. In this way, climate-focused development can help provide more opportunities for open space, recreation and conservation. The City already works to balance the goals of open space, housing and climate action. By strengthening the climate goals and policies of the Regional Plan, City decision-makers will have more support for including climate action considerations in their decision-making.</p>			
OPEN SPACE GOALS AND POLICIES Page V-5		Goal: Yes	Strong relationship - contributes to resilience. There often can be a perceived conflict between open space preservation and development - but climate-focused development can provide more opportunities for open space and conservation.
<b>Goal OS.I. The region has a system of open lands, such as undeveloped</b>	Policy OS.I.I. 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.	Yes	Strong relationship - contributes to resilience.



Goal	Policy	Consistent?	Comments
<b>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.</b>	Policy OS.1.2. While observing private property rights, preserve natural resources and priority open lands, under the general guidance of the <i>Flagstaff Area Open Space and Greenways Plan</i> and the Natural Environment maps.	Yes	Strong relationship - contributes to resilience.
	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.	Yes	Strong relationship - contributes to resilience.
	Policy OS.1.4. Use open space as opportunities for non-motorized connectivity, to interact with nature, and to enjoy the views and quiet.	Yes	Strong relationship - contributes to resilience and mitigation.
	Policy OS.1.5. Integrate open space qualities into the built environment.	Yes	Strong relationship - contributes to resilience.
<b>Chapter VI - Water Resources</b>			

Chapter review: The proposed amendment is compatible with the goals and policies of the Water Resources Chapter. The goals and policies of the Water Resources Chapter all support strong climate action, which is in turn supportive of maintaining the long-term viability of Flagstaff's water supplies and natural environment. Climate action can help to achieve all goals of the water resources chapter, helping to reduce demand on water resources through water conservation and water reuse.

The water supply goals and policies are linked to climate change and climate action, and are well-supported by the proposed amendment. Climate change will impact Flagstaff's water supply: as temperatures and aridity increase, Flagstaff will need to depend less on surface water supplies via Lake Mary, and more on water obtained from the City's wells. Climate change can lead to lower levels of water in Flagstaff's nearby aquifer, potentially leading to deeper and more expensive wells. The proposed amendment will help Flagstaff be better prepared for and ready to adapt to this changing water future.

The proposed amendments to mitigation and equity goals and policies will support the goals and policies of the water demand section, too. Water production and treatment use a large amount of energy, accounting for the largest portion of the City of Flagstaff municipal organization's energy use. Water conservation and energy efficiency improvements in water production and treatment operations are already helping to lower Flagstaff's greenhouse gas emissions; stronger climate goals and policies will further support these initiatives. Access to water has clear equity implications; as the climate changes, the City will need to prioritize the needs of vulnerable community members in its policy and process changes related to water and climate action.

Goal	Policy	Consistent?	Comments
<p>The proposed amendments are also strongly supportive of the stormwater goals and policies, and will help to further their aims. It is well-established that climate change will bring increases in both the frequency and the intensity of extreme weather events, including intense thunderstorms and unusually heavy rainfall or snowfall events, leading to flooding in Flagstaff's flood-prone areas. Flood risks are also increased due to the increased likelihood of rain-on-snow or rain-on-ice, which lead to high volumes of run-off, or in areas that have recently been damaged by moderate- to high-severity wildfires, which degrade the soil's ability to absorb water. All of these factors contribute to expected increases in the frequency, magnitude and severity of flooding. Our current infrastructure is not well-equipped to handle these increased risks: upgrades to our current infrastructure are necessary. Preparing for our changing risk profile is a critical part of climate resilience; the proposed text amendment supports the stormwater section goal and all associated policies, and should assist in their implementation and achievement of this goal.</p>			
WATER SOURCES GOALS AND POLICIES Page VI-8			
<b>Goal WR.1. Maintain a sustainable water budget incorporating regional hydrology, ecosystem needs, and social and economic well-being.</b>		Goal: Yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.1.1. Participate in and support regional processes to develop a sustainable water budget.	Yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.1.2. Seek regional opportunities to partner with resource land managers and adjacent landowners to improve water yield and hydrologic processes.	Yes	Strong relationship - contributes to resilience and mitigation.
<b>Goal WR.2. Manage a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources at the City level and</b>		Goal: Yes	Strong relationship - contributes to resilience and mitigation.
	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.	Yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.2.2. Maintain and develop facilities to provide reliable, safe, and cost-effective water, wastewater, and reclaimed water services.	Yes	Strong relationship - contributes to resilience and mitigation.

Goal	Policy	Consistent?	Comments
<b>identify funding to pay for new resources.</b>	Policy WR.2.3. Develop programs to minimize lost and unaccounted for water to acceptable levels.	Yes	Strong relationship - contributes to resilience and mitigation.
	<i>Note: Specific thresholds will be included in the City's water policy.</i>		
WATER DEMAND GOALS AND POLICIES Page VI-13		Goal: Yes	Strong relationship - contributes to resilience and mitigation.
<b>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.</b>	Policy WR.3.1. Work together with regional partners to address regional human and environmental water needs.	Yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.3.2. Favor low-water consuming businesses and industries over water-intensive uses.	Yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.3.3. Integrate sound water conservation and reuse systems into new and updated public facilities.	Yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.3.4. Use reclaimed water and rainwater harvesting wherever appropriate and practical.	Yes	Strong relationship - contributes to resilience and mitigation.
	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.	Yes	Strong relationship - contributes to resilience and mitigation.
	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.	Yes	Strong relationship - contributes to resilience and mitigation.
	<b>City-Specific Policies</b>		
	Policy WR.3.7. Calculate the volume of local water resources it has available and make periodic updates as appropriate.	Yes	Strong relationship - contributes to resilience and mitigation.

Goal	Policy	Consistent?	Comments
	Policy WR.3.8. Implement a water management program that creates a linkage between new growth and a minimum 100-year water supply.	Yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.3.9. Identify adequate funding sources to pay for new resources for a long-term renewable water supply.	Yes	Strong relationship - contributes to resilience and mitigation.
		Goal: Yes	
<b>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.</b>	Policy WR.4.1. Use the <i>Regional Plan</i> as a guide for the <i>Utilities Integrated Master Plan</i> to better plan for the necessary infrastructure sizing and location to accommodate planned growth and resource management.	Yes	Strong relationship - contributes to resilience.
	Policy WR.4.2. Maintain, at the City level, a financially stable utility to provide reliable, high quality utility services.	Yes	Strong relationship - contributes to resilience.
	Policy WR.4.3. Development requiring public utility services will be located within the Urban Growth Boundary.	Yes	Strong relationship - contributes to resilience and mitigation.
STORMWATER AND WATERSHED MANAGEMENT GOALS AND POLICIES Page VI-18			
<b>Goal WR.5. Manage watersheds and stormwater to</b>		Goal: Yes	Strong relationship - contributes to resilience.

Goal	Policy	Consistent?	Comments
<b>address flooding concerns, water quality, environmental protections, and rainwater harvesting.</b>	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.	Yes	Strong relationship - contributes to resilience.
	Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical.	yes	Strong relationship - contributes to resilience.
	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.	yes	Strong relationship - contributes to resilience.
	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.	yes	Strong relationship - contributes to resilience.
	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.	yes	Strong relationship - contributes to resilience.
	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.	yes	Strong relationship - contributes to resilience and mitigation.
	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.	yes	Strong relationship - contributes to resilience.



Goal	Policy	Consistent?	Comments
WATER QUALITY GOALS AND POLICIES Page VI-19			
<b>Goal WR.6. Protect, preserve, and improve the quality of surface water, groundwater, and reclaimed water in the region.</b>		Goal: Yes	Strong relationship - contributes to resilience and mitigation.
	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.	yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.6.2. Recognizing the concern about water quality, seek methods to divert contaminants from the waste stream.	N/A	
	Policy WR.6.3. Implement best management practices to protect, restore, and maintain surface waters and their contributing watersheds.	yes	Strong relationship - contributes to resilience and mitigation.
	<i>Note: Refer to best management practices adopted by the Arizona Department of Environmental Quality at <a href="http://www.adeq.gov">http://www.adeq.gov</a></i>		
	Policy WR.6.4. Encourage low-impact development strategies.	yes	Strong relationship - contributes to resilience and mitigation.
	Policy WR.6.5. Make City and County water quality data available and accessible to the public.	N/A	
<b>Chapter VII - Energy</b>			
Chapter review: The proposed amendment is compatible with the goals and policies of the Energy Chapter. The goals and policies of the Energy Chapter all work to reduce greenhouse gas emissions, aligning with the revised goal E&C.2, to achieve carbon neutrality. This chapter vision calls for reduced energy use and more renewable energy production, both of which lead to reductions in greenhouse gas emissions. The Chapter's two goals, regarding energy efficiency and renewable energy, are critical to reducing greenhouse gas emissions and achieving carbon neutrality; these two goals make			

Goal	Policy	Consistent?	Comments
<p>up two of the nine target areas in the Carbon Neutrality Plan. The proposed text amendment will help to accelerate the achievement of the Regional Plan's energy efficiency and renewable energy goals and policies.</p> <p>Energy efficiency and renewable energy can have resilience and equity impacts, too: increased energy efficiency and on-site energy production reduce reliance on outside energy sources for a home, business or an entire community. Energy efficiency and renewable energy also can save residents, businesses, and the City municipal organization money, leading to a lower cost of living and increased disposable income for other uses. Due to these synergies, the text amendment's adaptation and equity goals and policies will further support the goals and policies of the energy chapter. The text amendments can support the implementation of these policies, to ensure that energy efficiency and renewable energy are achieved in a manner that is equitable and increases community resilience.</p>			
EFFICIENT USE OF ENERGY GOALS AND POLICIES Page VII-3			
<b>Goal E.1. Increase energy efficiency.</b>		Goal: Yes	VERY strong relationship - contributes to resilience and mitigation.
	<b>Education</b>		
	Policy E.1.1. Promote and encourage innovative building practices through instruction on efficient building materials and methodology.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.1.2. Support workforce training for the installation and maintenance of energy-efficient technologies.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.1.3. Empower all community members to make smarter energy choices through education and incentives.	yes	VERY strong relationship - contributes to resilience and mitigation.
	<b>Building</b>		
	Policy E.1.4. Promote cost-effective, energy-efficient technologies and design in all new and retrofit buildings for residential, commercial, and industrial projects.	yes	VERY strong relationship - contributes to resilience and mitigation.

Goal	Policy	Consistent?	Comments
	Policy E.I.5. Promote and encourage the expansion and use of energy-efficient modes of transportation:	yes	VERY strong relationship - contributes to resilience and mitigation.
	a. Public transportation		
	b. Bicycles		
	c. Pedestrians		
	Policy E.I.6. Develop land use regulations promoting land use patterns that increase energy efficiency.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.I.7. Support policies and programming that reduce electricity, natural gas, and water consumption in order to conserve natural resources and reduce financial costs.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.I.8. Incorporate alternative energy conservation and renewable energy systems in applicable codes.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.I.9. Develop standards and guidelines to guide builders, architects, and developers toward optimal building, water use, and energy performance.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.I.10. Incentivize energy efficiency and renewable energy technologies in construction projects.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.I.11. Identify financing mechanisms to support water and energy efficiency improvements in public, residential, commercial, and industrial sectors.	yes	VERY strong relationship - contributes to resilience and mitigation.
	Policy E.I.12. Promote indigenous and local building materials and structures as climate-adaptable energy efficiency prototypes.	yes	VERY strong relationship - contributes to resilience and mitigation.
	<b>Transportation</b>		

Goal	Policy	Consistent?	Comments
	Policy E.1.13. Promote and encourage the use of fuel-efficient vehicles that use renewable fuels.	yes	VERY strong relationship - contributes to resilience and mitigation.
RENEWABLE ENERGY GOALS AND POLICIES Page VII-5			
<b>Goal E.2. Expand production and use of renewable energy.</b>		Goal: Yes	VERY strong relationship - contributes to mitigation.
	Policy E.2.1. Promote renewable energy sources that reduce demand upon fossil fuels and other forms of generation that produce waste.	yes	VERY strong relationship - contributes to mitigation.
	Policy E.2.2. Preserve opportunities for development of renewable energy resources in the planning process.	yes	VERY strong relationship - contributes to mitigation.
	Policy E.2.3. Promote renewable energy pilot programs as a showcase to educate the public and the development community.	yes	VERY strong relationship - contributes to mitigation.
	Policy E.2.4. Encourage small-scale renewable energy production and use on the local level on appropriate residential, commercial, and industrial parcels.	yes	VERY strong relationship - contributes to mitigation.
	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.	yes	VERY strong relationship - contributes to mitigation.
	Policy E.2.6. Collaborate with local tribes to develop renewable energy opportunities on tribal lands.	yes	VERY strong relationship - contributes to mitigation.
<b>Chapter VIII - Community Character</b>			
The proposed amendment is compatible with the goals and policies of the Community Character Chapter. The goals and policies of the Community Character Chapter are somewhat relevant to climate action; several important intersections are discussed below.			

Goal	Policy	Consistent?	Comments
<p>The Scenic Resources and Natural Setting goals and policies are compatible with the proposed text amendment. As discussed with in the Environmental Planning and Conservation and Open Space Chapter review statements, the compact land development associated with the strong climate action outlined in the text amendment can support the preservation of community resources, values and character. Concentrated, well-planned development can reduce the pressures for sprawl and inappropriate development, while reducing greenhouse gas emissions and conserving community resources such as water courses, floodplains, meadows and other landmarks. Dense development and viewsheds can sometimes seem to be at odds. However, dense development, when done appropriately, can contribute to the preservation of significant viewsheds and other landmarks, steering development to appropriate locations that have historically been densely developed, are in need of infill, or have lower impacts to significant viewsheds.</p> <p>Heritage preservation is generally supported by climate action, particularly when considering building energy use. Existing buildings contain significant embodied energy, and so are often more sustainable than a new building on the same site. Many of Flagstaff's historic resources are actually examples of excellent resource conservation, as many of the homes and buildings in our historic neighborhoods were built very efficiently, and retain their excellent insulation and comfort levels to this day. The Heritage Preservation Section's policies that encourage adaptive reuse are well-aligned with climate action and the proposed text amendment, reducing emissions and improving community relationships, which contributes to community resilience.</p> <p>The goals and policies to support Flagstaff's design tradition and promote art, science, Southwest culture and native American art are all compatible with the proposed text amendment. These goals and policies all contribute to a stronger sense of community and a more vibrant pedestrian experience, which are both positive elements for increasing resilience and reducing greenhouse gas emissions, respectively.</p>			
SCENIC RESOURCES AND NATURAL SETTING GOALS AND POLICIES Page VIII-3		Goal: N/A	
<b>Goal CC.1. Reflect and respect the region's natural setting and dramatic views in the built environment.</b>	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.	yes	There can be a perceived conflict between dense development, which contributes to reduced greenhouse gas emissions, and viewsheds. The goals are ultimately compatible; both goals can coexist and can actually reinforce each other.
	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.	N/A	

Goal	Policy	Consistent?	Comments
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	<i>Refer to Chapter V - Open Space for more information.</i>		
	Policy CC.1.4. Identify, protect, and enhance gateways, gateway corridors, and gateway communities.	N/A	
	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.	N/A	
	Policy CC.1.6. Encourage cluster development to preserve open space, viewsheds, and scenic vistas.	yes	Strong relationship - contributes to mitigation and resilience.
	<i>Refer to Chapter IV - Environmental Planning &amp; Conservation for more information. "Rural by nature" cluster development allows preservation of more open space and natural resource protection.</i>		
HERITAGE PRESERVATION GOALS AND POLICIES Page VIII-15		Goal: N/A	
<b>Goal CC.2. Preserve, restore, and rehabilitate heritage resources to</b>	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.	N/A	
	Policy CC.2.2. Formally recognize heritage resources through designation as local landmarks and historic districts.	N/A	



Goal	Policy	Consistent?	Comments
<b>better appreciate our culture.</b>	Policy CC.2.3. Mitigate development impacts on heritage resources.	N/A	
	Policy CC.2.4. Support restoration and rehabilitation of historic housing, buildings, structures, and neighborhoods.	N/A	
	Policy CC.2.5. Provide incentives for heritage and cultural preservation.	N/A	
	Policy CC.2.6. Expand a program to educate the owners of historic resources of the heritage value of their properties.	N/A	
	Policy CC.2.7. Protect existing historic districts from encroachment by land uses that compromise the historic characteristics of the district.	N/A	
	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.	N/A	
	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.	N/A	
	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.	yes	Relationship – supports mitigation.
	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.	N/A	
	Policy CC.2.12. Advertise the economic impact of historic resources and history-related tourism on the Flagstaff community.	N/A	

Goal	Policy	Consistent?	Comments
	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 the purchaser's property, if possible.	N/A	
COMMUNITY DESIGN GOALS AND POLICIES Page VIII-23			
<b>Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private</b>		Goal: N/A	
<b>development efforts.</b>	Policy CC.3.1. Encourage neighborhood design to be respectful of traditional development patterns and enhance the overall community image.	N/A	
	Policy CC.3.2. Maintain and enhance existing buildings and blend well-designed new buildings into existing neighborhoods.	N/A	
	Policy CC.3.3. Emulate the most celebrated design traditions of Flagstaff, particularly the pre-Route 66 and early Route 66 eras.	N/A	
<b>Goal CC.4. Design and develop all projects to be contextually sensitive, to enhance a positive image</b>		Goal: N/A	
	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.	yes	Can potentially support mitigation and resilience.
	Policy CC.4.2. Design utilities and infrastructure to be contextual and considered as part of the overall design aesthetics.	N/A	

Goal	Policy	Consistent?	Comments
<b>and identity for the region.</b>	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.	N/A	
	Policy CC.4.4. Design streets and parking lots to balance automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment.	yes	Supports mitigation.
	Policy CC.4.5. Encourage local landscaping using Xeriscape, low-impact principles, and native vegetation wherever possible.	yes	Supports mitigation and resilience.
	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.	N/A	
	Policy CC.4.7. Develop an urban forestry program to catalog, preserve old growth pines, and plant new urban trees.	yes	Supports resilience.
	Policy CC.4.8. Follow arboricultural practices in maintaining a healthy urban forest.	N/A	
	Policy: CC.4.9. Develop appropriate tools to facilitate the undergrounding of existing overhead utility lines, especially in established viewsheds and in reinvestment areas.	N/A	
ARTS, SCIENCES, AND EDUCATION GOALS AND POLICIES Page VIII-26			
<b>Goal CC.5. Support and promote art, science, and</b>		Goal: N/A	
	Policy CC.5.1. Promote first class arts, research, and educational facilities.	N/A	

Goal	Policy	Consistent?	Comments
<b>education resources for all to experience.</b>	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.	yes	Supports mitigation.
	Policy CC.5.3. Encourage the integration of art into public and private development projects.	N/A	
	Policy CC.5.4. Complete sidewalks and Flagstaff Urban Trails System connections for all schools, community colleges, and university campuses.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy CC.5.5. Promote and expand scientific research as a key component to the Flagstaff region's character.	N/A	
	<i>Refer to Chapter XIV - Economic Development for more information regarding STEM education.</i>		
	No policies for this goal.	Goal: N/A	
<b>Goal CC.6. Encourage Native American art and Southwestern culture.</b>			
<i>Refer to Chapter XIV - Economic Development for related Policy ED.4.9.</i>			

Goal	Policy	Consistent?	Comments
<b>Chapter IX - Growth Areas &amp; Land Use</b>			
<p>The proposed amendment is extremely compatible with the goals and policies of the Growth Areas &amp; Land Use Chapter, which promotes well-planned activity centers, appropriate density, mixes of uses, and strong neighborhoods. The relationship is mutually beneficial: the great majority of goals and policies of this chapter will contribute to reduced greenhouse gas emissions and increased community resilience or adaptation, supporting the revised goals in the proposed amendment. At the same time, the proposed text amendment should help to accelerate the achievement and implementation of the goals and policies throughout the Growth Areas and Land Use chapter.</p> <p>This chapter envisions a community whose land uses promote connectivity, walkability, efficiency, health, and housing options. Achieving this vision, and implementing the goals and policies associated with it, can help Flagstaff achieve compact, connected and complete neighborhoods that reduce greenhouse gas emissions, increases resilience and improves community equity goals, the core goals elevated by the proposed text revisions. Each goal in this chapter is strongly supportive of climate-friendly land use and strong neighborhoods, and is supported by the proposed text amendment.</p>			
REINVESTMENT GOALS AND POLICIES Page IX-25		Goal: Yes	Strong relationship - contributes to mitigation and resilience.
<b>Goal LU.1. Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.</b>	Policy LU.1.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
	Policy LU.1.4.Attract private investment by reinvesting in transportation infrastructure improvements as well as public utilities infrastructure for desired development size.	N/A	
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.1.6. Establish greater flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.1.7. Consider creative policy and planning tools (such as transfer of develop rights or transfer of development	yes	Strong relationship - contributes to mitigation and resilience.
	obligations) as a means to incentivize redevelopment and infill.		
	Policy LU.1.9. Provide public education regarding the sustainability and beneficial economics of redevelopment and infill.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.1.10. Consider adaptive reuse possibilities when new big box developments are proposed.	yes	Strong relationship - contributes to mitigation.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.1.12. Seek fair and proper relocation of existing residents and businesses in areas affected by redevelopment and reinvestment, where necessary.	yes	Strong relationship - contributes to equity.
GREENFIELD DEVELOPMENT GOALS AND POLICIES Page IX-30		Goal: Yes	



Goal	Policy	Consistent?	Comments
<b>Goal LU.2. Develop Flagstaff's Greenfields in accordance with the <i>Regional Plan</i> and within the growth boundary.</b>	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.2.2. 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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.2.3. New development should protect cultural and natural resources and established wildlife corridors, where appropriate.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.2.4. Utilize Low Impact Development (LID) strategies and stormwater best practices as part of the overall design for new development.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
APPLICABLE TO ALL LAND USES GOALS AND POLICIES Page IX-31			
<b>Goal LU.3. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.</b>		Goal: N/A	
	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.	N/A	
	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.	N/A	

Goal	Policy	Consistent?	Comments
	Policy LU.3.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers.	N/A	
	Policy LU.3.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space.	N/A	
	<i>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, &amp; Urban Conservation for existing neighborhood policies.</i>		
	Policy LU.3.5.Allow and encourage urban agriculture.	yes	Strong relationship – locally grown food and urban farms and food-growing gardens can contribute to both mitigation and resilience.
<b>Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.</b>		Goal: Yes	
	Policy LU.4.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways as necessary.	yes	Strong relationship – well-planning neighborhoods, activity centers and corridors can further the goals of this Plan and its focus on compact, efficient development. Neighborhood planning processes can also build resilience by increasing connections among neighbors and adding to neighborhood self-reliance.
	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.	N/A	
<b>Goal LU.5. Encourage</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
<b>compact development principles to achieve efficiencies and open space preservation.</b>	Policy LU.5.1. Encourage development patterns within the designated growth boundaries to sustain efficient infrastructure projects and maintenance.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.5.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural.	yes	Strong relationship - contributes to mitigation and resilience.
	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).	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.5.6. Encourage the placement of institutional and civic buildings centrally within a neighborhood to promote walkability and multi-use recreation spaces.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.5.7. Require any Forest Service land trades within the planning area to be consistent with the <i>Regional Plan</i> .	N/A	
	<i>Refer to “Tools for Open Space Planning, Acquisition, and Conservation” in Chapter V - Open Space for more information.</i>		

Goal	Policy	Consistent?	Comments
<b>Goal LU.6. Provide for a mix of land uses.</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.6.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation by reducing the vehicle miles residents must travel to reach employment opportunities.
	Policy LU.6.3. Encourage new mixed-use neighborhoods in appropriate locations within the growth boundary.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.6.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.	yes	Strong relationship - contributes to mitigation by reducing the vehicle miles residents must travel to meet their needs.
<b>Goal LU.7. Provide for public services and infrastructure.</b>		Goal: Yes	Strong relationship - contributes to resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Contributes to resilience by ensuring that services are provided in a more sustainable manner.
	Policy LU.7.3. Require development proposals to address availability of adequate public services.	yes	Contributes to resilience by ensuring that developments are created in a way that

Goal	Policy	Consistent?	Comments
			ensures the City can sustain public service delivery.
<b>Goal LU.8. Balance future growth with available water resources.</b>		Goal: Yes	Strong relationship - contributes to resilience.
	Policy LU.8.1. Available water resources should be a consideration for all major development and subdivision applications.	yes	Strong relationship - contributes to resilience.
	Policy LU.8.2. Impacts on the City's water delivery infrastructure should be a consideration for all residential and nonresidential development proposals.	yes	Strong relationship - contributes to resilience.
	<i>Refer to Chapter VI - Water Resources for more water related goals and policies.</i>		
URBAN AREA GOALS AND POLICIES Page IX-40			
<b>Goal LU.9. Focus reinvestment, partnerships, regulations, and incentives on developing or redeveloping urban areas.</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.9.1. Reinvest in urban areas.	yes	Strong relationship - contributes to mitigation by reducing the distances need to travel to meet their needs.
<b>Goal LU.10. Increase the proportion of urban neighborhoods to</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.10.1. Prioritize connectivity within all urban neighborhoods and activity centers.	yes	Strong relationship - contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
<b>achieve walkable, compact growth.</b>	Policy LU.10.2. Support on-street parking, shared lots, and parking structures.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.10.4. Develop specific plans for neighborhoods and activity centers to foster desired scale and form.	n/a	
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.10.8. Include institutional uses, such as schools, within the urban context.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.10.9. Civic spaces must be well designed, accessible, and central to the urban fabric.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.



Goal	Policy	Consistent?	Comments
DOWNTOWN GOALS AND POLICIES Page IX-43			
<b>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.</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.11.2. Encourage new multi-story mixed-use buildings to have windows and doors facing the sidewalks.	n/a	
	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.	yes	Contributes to resilience.
	Policy LU.11.4. Encourage various housing types that appeal to a diverse range of ages and income.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.11.5. Encourage adaptive re-use of historic structures for a variety of commercial spaces and housing options.	yes	Contributes to mitigation.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.11.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.11.8. Maintain and enhance Heritage Square and Wheeler Park as critical civic space for social gathering and community well-being.	yes	Strong relationship - contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
<b>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.</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.12.1. Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces.	yes	Strong relationship - contributes to mitigation and resilience.
<i>Refer to Chapter X - Transportation for more information on transit, as well as Appendix A for a listing of related transit plans.</i>	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.	yes	Strong relationship – managed parking increases the cost of parking to the user of that space, and decreases the public subsidy for street parking. This contributes to less overuse of parking spaces and can encourage other modes of transportation.
	Policy LU.12.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas.	n/a	
	Policy LU.12.4. Incorporate liner buildings and larger mixed-use projects into parking facilities.	n/a	
	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.	yes	Strong relationship - contributes to mitigation and resilience by better supporting biking and walking.
	Policy LU.12.6. Revise parking regulations to encourage shared parking between various uses within existing structures.	yes	Strong relationship - contributes to mitigation and resilience by reducing the

Goal	Policy	Consistent?	Comments
			space reserved for parking. More parking degrades the pedestrian environment, increases impermeable areas that cannot absorb rainfall, and encourages driving.
	Policy LU.12.7. Provide multiple routes and pathways for vehicular and pedestrian movement.	yes	Strong relationship to mitigation– multiple pathways via a well-connected street network can contribute to more efficient travel by all modes of transportation.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.12.9. As defined in the <i>FUTS Master Plan</i> , include trail access points, bicycle parking, and bicycle facilities.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.12.10. Seek opportunities to improve ADA accessibility in downtown.	yes	Contributes to equity.
	<i>Refer to Policy T.2.3 in Chapter X - Transportation.</i>		
	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.	yes	Strong relationship – managed parking increases the cost of parking to the user of that space, and decreases the public subsidy for street parking. This contributes to less overuse of parking spaces and can encourage other modes of transportation.
SUBURBAN AREA GOALS AND POLICIES Page IX-51			
<b>Goal LU.13. Increase the</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
<b>variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.</b>	Policy LU.13.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.13.2. Consider public transit connections in suburban development.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.13.3. Consider retro-fitting suburbs for walkability and mixed-use.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.13.4. Plan suburban development to include a variety of housing options.	yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.13.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.13.7. Include employment opportunities in all suburban activity centers.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.13.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.	yes	Strong relationship - contributes to mitigation and resilience.
	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 neighborhood woods.	yes	Strong relationship - contributes to mitigation and resilience.
	Policy LU.13.10. Protect wildlife corridors where appropriate.	yes	Strong relationship - contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
	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.	yes	Strong relationship - contributes to mitigation and resilience.
RURAL AREA GOALS AND POLICIES Page IX-58			
<b>Goal LU.14. Maintain the character of existing rural communities.</b>		Goal: N/A	
	Policy LU.14.1. Maintain rural growth boundaries to preserve the integrity of open spaces identified in the <i>Greater Flagstaff Open Spaces and Greenways Plan</i> and updates.	yes	Contributes to resilience.
	Policy LU.14.2. Promote the coordination of the <i>Flagstaff Regional Plan</i> , <i>Coconino County Comprehensive Plan</i> , and area plans that takes into account local conditions and preferences of area residents.	N/A	
	Policy LU.14.3. Require future development in the unincorporated County areas to be consistent with the goals, policies, and conservation guidelines of the <i>Coconino County Comprehensive Plan</i> and any applicable local area plans.	N/A	
	Policy LU.14.4. Connect rural neighborhoods using roads, trails (equestrian, foot, and bicycle), and public access to the National Forest.	yes	Contributes to resilience.
	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.	yes	Contributes to mitigation and resilience.
	Policy LU.14.6. Plan for development outside of the rural growth boundary to be very low density and to have integrated conservation design.	N/A	

Goal	Policy	Consistent?	Comments
	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.	N/A	
	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.	N/A	
	Policy LU.14.9. 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.	N/A	
EMPLOYMENT AREA GOALS AND POLICIES Page IX-60			
<b>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.</b>		Goal: Yes	Contributes to mitigation and resilience.
	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.	yes	Contributes to mitigation and resilience.
	Policy LU.15.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.	yes	Contributes to mitigation and resilience.
	Policy LU.15.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers.	yes	Contributes to mitigation and resilience.
	Policy LU.15.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.	yes	Contributes to mitigation and resilience.



Goal	Policy	Consistent?	Comments
<b>Goal LU.16. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and</b>		Goal: N/A	
<b>intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses.</b>	Policy LU.16.1. Encourage the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution uses from encroachment where appropriate.	N/A	
<i>Refer to Policy ED.3.9 in Chapter XIV - Economic Development.</i>	Policy LU.16.2. Ensure new industrial areas are compatible with surrounding areas.	N/A	
	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.	yes	Contributes to mitigation by reducing the distances large vehicles must travel to get from transportation facilities (the highway or the rail line) to the industrial area.
	Policy LU.16.4. Limit the impacts of truck traffic on residential areas.	N/A	
	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.	yes	Contributes to resilience and equity by improving the health of Flagstaff's residents, particularly those who are in lower-income households, who may be more likely to live near industrial uses.

Goal	Policy	Consistent?	Comments
SPECIAL PLANNING AREA GOALS AND POLICIES Page IX-61			
<b>Goal LU.17. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.</b>		Goal: N/A	
	Policy LU.17.1. Enhance connectivity and coordinated planning efforts with neighborhoods contiguous to special planning areas.	yes	Connectivity contributes to mitigation goals, by ensuring transportation networks have appropriate connections, enabling shorter distances to travel for all modes.
ACTIVITY CENTERS AND COMMERCIAL CORRIDORS GOALS AND POLICIES Page IX-68			
<b>Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.</b>		Goal: Yes	Strong relationship - Activity centers reduce emissions by grouping many destinations in one area, reducing the distance between destinations and reducing the length of trips, both of which encourage the use of active modes like the bus, walking, and biking.
	Policy LU.18.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.	N/A	
	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.	yes	Strong relationship – Mixed uses reduce the distance between destinations and reducing the length of trips, both of which encourage the use of active modes like the bus, walking, and biking.
	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.	yes	Contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
	<i>Refer to Chapter XI - Cost of Development for the potential of public-private partnerships.</i>		
	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.	yes	Contributes to mitigation and resilience.
	Policy LU.18.5. Plan for and support multi-modal activity centers and corridors with an emphasis on pedestrian and transit friendly design.	yes	Contributes to mitigation and resilience.
	Policy LU.18.6. Support increased densities within activity centers and corridors.	yes	Contributes to mitigation and resilience.
	Policy LU.18.7. Concentrate commercial, retail, services, and mixed use within the activity center's commercial core.	yes	Strong relationship – Concentrating mixed uses within the commercial core helps decrease the distance between destinations and reduce the length of trips, both of which encourage the use of active modes like the bus, walking, and biking. A strong commercial core also supports pedestrian activity.
	Policy LU.18.8. Increase residential densities, live-work units, and home occupations within the activity center's pedestrian shed.	yes	Contributes to mitigation and resilience.
	Policy LU.18.9. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.	yes	Contributes to mitigation and resilience.
	Policy LU.18.10. Corridors should increase their variety and intensity of uses as they approach activity centers.	yes	Contributes to mitigation and resilience.
	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.	N/A	
	Policy LU.18.12. Corridors should focus commercial development to the corridor frontage and residential to the back.	yes	Contributes to mitigation by supporting the pedestrian environment.

Goal	Policy	Consistent?	Comments
	Policy LU.18.13. Promote higher density development in targeted areas where economically viable and desired by the public.	yes	Contributes to mitigation: density contributes to more highly-activated pedestrian spaces, makes transit more feasible, and reduces the distance people have to travel between destinations.
	Policy LU.18.14. Endorse efficiency of infrastructure with compact development within targeted activity centers.	yes	Contributes to mitigation: compact development contributes to more highly-activated pedestrian spaces, makes transit more feasible, and reduces the distance people have to travel between destinations.
	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.	yes	Contributes to mitigation and resilience.
	Policy LU.18.16. Adopt traffic regulations to increase awareness of pedestrian-oriented design for activity centers.	yes	Contributes to mitigation and resilience.
	Policy LU.18.17. Mixed use developments over 50 units per acre should be located in regional-scale activity centers.	N/A	
	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.	yes	Contributes to mitigation and resilience.
	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 minimized dead ends and offset street and driveway connections.	yes	Contributes to mitigation.
	LU.18.20. Major streets in urban activity centers should have urban-form buildings with their primary pedestrian entrances facing the major	yes	Supports mitigation by supporting the pedestrian environment, which can lead to more walking instead of driving.

Goal	Policy	Consistent?	Comments
	street. Secondary entrances could be located to meet other access needs for the building use.		
<b>Goal LU.19. Develop a manageable evolution of the main corridors into contextual place makers.</b>		Goal: Yes	
	Policy LU.19.1. Develop a specific plan for each “Great Street” corridor.	yes	Supports mitigation by supporting the pedestrian environment, which can lead to more walking instead of driving.
	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.	N/A	
	Policy LU.19.3. Enhance the viewsheds and frame the view along the corridors through design.	N/A	
	Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.	yes	Contributes to mitigation by prioritizing pedestrian safety, which can lead to improvements in the pedestrian experience – this can lead to more walking and even biking.
	<i>Refer to Chapter VIII - Community Character for the discussion of “Great Streets.”</i>		
<b>Chapter X - Transportation</b>			
<p>The proposed amendment is compatible with the goals and policies of the Transportation Chapter, with the exception of one policy: T.8.I. The applicant proposes to revise this policy to improve clarity and ensure compatibility between the policy T.8.I and the proposed text amendment; this policy revision is described starting in section II.3, Description and Need. The remaining goals and policies of the Transportation Chapter are very relevant to climate action; several important intersections are discussed below.</p>			

Goal	Policy	Consistent?	Comments
<p>Many of the goals and policies of this chapter, from those aiming for improved mobility (Goal T.1) to improvements in safety (Goal T.2) to improved transportation infrastructure for all modes (Goals T.3, 4, 5, 6, and 7) are closely linked to climate action. The proposed text amendment includes more ambitious greenhouse gas emissions goals that will only be achieved through significant changes to Flagstaff's current transportation planning, investments and operations. These changes will help better align Flagstaff's transportation actions with the goals and policies of this chapter, particularly Goals T.1 through Goal T.7. Improved mobility, safety, and infrastructure for all modes contributes to increased choices for Flagstaff residents, allowing them to choose modes that cause fewer greenhouse gas emissions or help to save money. Increased transportation choices contribute to resilience by reducing reliance on just one mode of transportation, particularly because the dominant mode (the personal vehicle) depends on fuel produced outside our community, that has low price stability. The more residents are able to walk, bike, or take the bus, not only are they reducing their emissions and saving money, but they are helping to support a more robust transportation system that is less reliant on just one mode of travel. The proposed text amendment will support the goals and policies outlined in Goals T.1 through T.7, with significant benefits to mitigation, adaptation, and equity.</p> <p>Goal T.8 and its associated policies focus on the automobile and roads. The policies center around maintaining roads, designing appropriate neighborhood streets, maintaining safety and supporting economic vitality. Policy T.8.3 and T.8.6 are well-aligned with climate action the proposed text amendments. There is potential for conflicts to arise when implementing policy T.8.4 and T.8.5, because implementation involves choices among competing values when land and budgets are limited – decisions inherent to any transportation project. These policies and their potential relationships to climate action are discussed at length below. Goals T.9 and T.10, on rail service and air travel, respectively, relate to community resilience and greenhouse gas emissions. Their relevance and compatibility is discussed for each relevant policy in the table below.</p>			
MOBILITY AND ACCESS GOALS AND POLICIES Page X-6			
<b>Goal T.1. Improve mobility and access throughout the region.</b>		Goal: Yes	Improved mobility for all modes contributes to mitigation and resilience by helping people to meet their needs through a variety of transportation choices.
	Policy T.1.1. Integrate a balanced, multimodal, regional transportation system.	yes	Contributes to mitigation and resilience by encouraging walking, biking and transit. These modes are lower-emissions than traveling in personal vehicles. A community is more



Goal	Policy	Consistent?	Comments
			resilient if its residents have multiple good transportation choices.
	Policy T.I.2.Apply Complete Street Guidelines to accommodate all appropriate modes of travel in transportation improvement projects.	yes	Contributes to mitigation and resilience by encouraging walking, biking and transit. These modes are lower-emissions than traveling in personal vehicles. A community is more resilient if its residents have multiple good transportation choices.
	Policy T.I.3.Transportation systems are consistent with the place type and needs of people.	N/A	
	Policy T.I.4. Provide a continuous transportation system with convenient transfer from one mode to another.	yes	Contributes to mitigation and resilience by encouraging walking, biking and transit. These modes are lower-emissions than traveling in personal vehicles. A community is more resilient if its residents have multiple good transportation choices.
	Policy T.I.5. Manage the operation and interaction of all modal systems for efficiency, effectiveness, safety, and to best mitigate traffic congestion.	yes	Contributes to mitigation and resilience by encouraging walking, biking and transit. These modes are lower-emissions than traveling in personal vehicles. A community is more resilient if its residents have multiple good transportation choices.
	Policy T.I.6. Provide and promote strategies that increase alternate modes of travel and demand for vehicular travel to reduce peak period traffic.	yes	Contributes to mitigation and resilience by encouraging walking, biking and transit. These modes are lower-emissions than traveling in personal vehicles. A community is more resilient if its residents have multiple good transportation choices.

Goal	Policy	Consistent?	Comments
	Policy T.1.7. Coordinate transportation and other public infrastructure investments efficiently to achieve land use and economic goals.	N/A	
	Policy T.1.8. Plan for development to provide on-site, publicly-owned transportation improvements and provide adequate parking.	N/A	
SAFE AND EFFICIENT MULTIMODAL TRANSPORTATION GOALS AND POLICIES Page X-8			
<b>Goal T.2. Improve transportation safety and efficiency for all modes.</b>		Goal: Yes	Contributes to mitigation and resilience by encouraging walking, biking and transit. These modes are lower-emissions than traveling in personal vehicles. A community is more resilient if its residents have multiple good transportation choices.
	Policy T.2.1. Design infrastructure to provide safe and efficient movement of vehicles, bicycles, and pedestrians.	yes	Contributes to mitigation and resilience by encouraging walking, biking and transit. These modes are lower-emissions than traveling in personal vehicles. A community is more resilient if its residents have multiple good transportation choices.
	Policy T.2.2. Consider new technologies in new and retrofitted transportation infrastructure.	yes	New technology can help reduce emissions by making vehicle travel more energy-efficient and by supporting active modes, i.e., better bike detection technology at traffic signals.
	Policy T.2.3. Provide safety programs and infrastructure to protect the most vulnerable travelers, including the young, elderly, mobility impaired, pedestrians, and bicyclists.	yes	Contributes to equity.

Goal	Policy	Consistent?	Comments
	<i>Note: Mobility-impaired includes hearing and sight-impaired persons.</i>		
	Policy T.2.4. Consider dedicated transit ways where appropriate.	yes	Contributes to mitigation and resilience by encouraging transit, which has low emissions and can support density. A community is more resilient if its residents have multiple good transportation choices.
	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.	yes	Contributes to mitigation.
ENVIRONMENTAL CONSIDERATIONS GOALS AND POLICIES Page X-9			
<b>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.</b>		Goal: Yes	Strong relationship - contributes to mitigation and resilience.
	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.	yes	Strong relationship - contributes to mitigation and equity.
	Policy T.3.2. Promote transportation systems that reduce the use of fossil fuels and eventually replace with carbon neutral alternatives.	yes	Strong relationship - contributes to mitigation.
	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.	yes	Contributes to mitigation and resilience.
	Policy T.3.4. Actively manage parking, including cost and supply, to support land use, transportation, and economic development goals.	yes	Potentially contributes to mitigation.

Goal	Policy	Consistent?	Comments
	Policy T.3.5. Design transportation infrastructure that implements ecosystem-based design strategies to manage stormwater and minimize adverse environmental impacts.	yes	Contributes to resilience.
	Policy T.3.6. Seek to minimize the noise, vibration, dust, and light impacts of transportation projects on nearby land uses.	N/A	
	Policy T.3.7. Design transportation infrastructure to mitigate negative impacts on plants, animals, their habitats, and linkages between them.	N/A	
	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.	yes	Strong relationship - contributes to mitigation and resilience.
QUALITY DESIGN GOALS AND POLICIES Page X-9			
<b>Goal T.4. Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.</b>		Goal: Yes	
	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.	N/A	
	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.	yes	Contributes to mitigation.
	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.	N/A	
PEDESTRIAN INFRASTRUCTURE GOALS AND POLICIES Page X-10			

Goal	Policy	Consistent?	Comments
<b>Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.</b>		Goal: Yes	Strong relationship - contributes to mitigation, resilience and equity.
	Policy T.5.1. Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction projects.	yes	Contributes to mitigation and resilience.
	Policy T.5.2. Improve pedestrian visibility and safety and raise awareness of the benefits of walking.	yes	Contributes to mitigation and resilience.
	Policy T.5.3. Identify specific pedestrian mobility and accessibility challenges and develop a program to build and maintain necessary improvements.	yes	Contributes to mitigation, resilience and equity.
	Policy T.5.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.	yes	Contributes to mitigation, resilience and equity.
BICYCLE INFRASTRUCTURE GOALS AND POLICIES Page X-11			
<b>Goal T.6. Provide for bicycling as a safe and efficient means of transportation and recreation.</b>		Goal: Yes	Strong relationship - contributes to mitigation, resilience and equity.
	Policy T.6.1. Expand recognition of bicycling as a legitimate and beneficial form of transportation.	yes	Contributes to mitigation, resilience and equity.
	Policy T.6.2. Establish and maintain a comprehensive, consistent, and highly connected system of bikeways and FUTS trails.	yes	Contributes to mitigation and resilience.
	Policy T.6.3. Educate bicyclists and motorists about bicyclist safety through education programs, enforcement, and detailed crash analyses.	yes	Contributes to mitigation and resilience.
	Policy T.6.4. Encourage bikeways and bicycle infrastructure to serve the needs of a full range of bicyclist experience levels.	yes	Contributes to mitigation, resilience and equity.

Goal	Policy	Consistent?	Comments
	Policy T.6.5. Provide short- and long-term bicycle parking where bicyclists want to travel.	yes	Contributes to mitigation and resilience.
	Policy T.6.6. Integrate policies to increase bicycling and meet the needs of bicyclists into all relevant plans, policies, studies, strategies, and regulations.	yes	Contributes to mitigation and resilience.
TRANSIT GOALS AND POLICIES Page X-15			
<b>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.</b>		Goal: Yes	Strong relationship - contributes to mitigation, resilience and equity.
	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.	yes	Contributes to mitigation, resilience and equity.
	Policy T.7.2. Provide public transit centers and options that are effectively distributed throughout the region to increase access to public transit.	yes	Contributes to mitigation, resilience and equity.
	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.	yes	Contributes to mitigation, resilience and equity.
	Policy T.7.4. Support mobility services for seniors and persons with mobility needs.	yes	Contributes to mitigation, resilience and equity.
	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.	yes	Contributes to mitigation, resilience and equity.



Goal	Policy	Consistent?	Comments
	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.	yes	Contributes to mitigation, resilience and equity.
	<i>Note: Transit dependent individuals are those who can only get around via public transit, and who do not own a car or cannot drive.</i>		
AUTOMOBILE GOALS AND POLICIES Page X-20			
<b>Goal T.8. Establish a functional, safe, and aesthetic hierarchy of roads and streets.</b>		Goal: Yes	
	Policy T.8.1. Promote efficient network connectivity to and within major trade corridors, employment centers, and special districts that enhances the region's standing as a major economic hub.	Policy revised to avoid incompatibility	Proposed revisions to this policy have been noted. This revision is being proposed to clarify the intent of the policy and avoid any incompatibility. The need for this revision and its benefits are discussed in section II.3.
	Policy T.8.2. Maintain the road and street classification system that is based on context, function, type, use, and visual quality.	N/A	
	Policy T.8.3. Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain quality of life while maintaining traffic safety.	yes	Contributes to mitigation, resilience and equity.
	Policy T.8.4. Protect rights-of-way for future transportation corridors.	N/A	Future transportation corridors can have a range of impacts on climate action goals, depending on the intent and design of the corridor. The proposed amendment is not necessarily incompatible with this policy, due to the large variation in the impacts of future transportation corridors. Future transportation corridors could

Goal	Policy	Consistent?	Comments
			be used to provide access to new activity centers that promote walkability, affordable housing, resilient structures and transit connections. On the other hand, future transportation corridors could encourage more driving and therefore increase greenhouse gas emissions. However, the policies in this Chapter and throughout the Regional Plan support transportation corridors that accommodate all modes, connect neighborhoods, and support economic development. The proposed amendment is not incompatible with a transportation corridor that achieves the goals and implements the policies of this Plan.
	Policy T.8.5. Support the area's economic vitality by improving intersection design for freight movements.	N/A	Improving intersection design for freight movements could be incompatible with increased biking and walking, which could hinder attempts to shift modes of transportation, and result in increased or stable greenhouse gas emissions. While intersections can be designed to safely accommodate for all users, including freight, there are intersection size challenges that are not easily solved. This potential conflict is present among the vehicle policies and the bike and pedestrian policies within this Plan, as well as with the original climate policies. During transportation planning and design processes, staff will need to weigh the appropriate prioritization of modes, according to the priorities of this Plan. This amendment will not change that analysis or prioritization process.
	Policy T.8.6. Maintain the City's street infrastructure in a cost effective manner to ensure the safety and convenience of all users.	Yes.	Contributes to mitigation and resilience by encouraging walking, biking and transit. These

Goal	Policy	Consistent?	Comments
			modes are lower-emissions than traveling in personal vehicles. A community is more resilient if its residents have multiple good transportation choices.
PASSENGER RAIL AND RAIL FREIGHT GOALS AND POLICIES Page X-21			
<b>Goal T.9. Strengthen and support rail service opportunities for the region's businesses and travelers.</b>		Goal: Yes	Contributes to mitigation and resilience by supporting rail travel, which is a low-emissions form of regional transportation.
	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.	yes	Contributes to mitigation and resilience by supporting rail travel, which is a low-emissions form of regional transportation.
	Policy T.9.2. Promote Amtrak service and support opportunities for interregional passenger rail service.	yes	Contributes to mitigation and resilience by supporting rail travel, which is a low-emissions form of regional transportation.
	Policy T.9.3. Promote development of rail spurs and an intermodal freight facility or facilities as needed to support viable economic growth.	N/A	
	Policy T.9.4. Increase the number of grade-separated railroad crossings.	N/A	
AIR TRAVEL GOALS AND POLICIES Page X-21		Goal: Yes	
<b>Goal T.10. Strengthen and expand the role of Flagstaff Pulliam Airport</b>		Goal: Potential inconsistency.	This goal can strengthen resilience, but can also lead to an increase in emissions. This tension among economic growth, air travel and goals to reduce greenhouse gas emissions is one that City leaders, City staff

Goal	Policy	Consistent?	Comments
as the dominant hub for passenger, air freight, public safety flights, and other services in northern Arizona.			and the community routinely grapple with. This potential inconsistency already exists among the current Regional Plan goal E&C.2 to reduce greenhouse gas emissions, just as other tensions among goals exist throughout the Regional Plan. This potential for conflict does not need to be resolved through further Plan revisions – it is reflective of familiar tensions among competing goals, and illustrates the need for the Flagstaff community to find balance as it seeks out economic growth and strong climate action. City decision-makers and staff will need to weigh these tensions and work to balance out the impacts on a case-by-case basis.
	Policy T.10.1. Maintain and expand Flagstaff Pulliam Airport as an important link to the national air transportation system.	yes	
	Policy T.10.2. Improve multimodal access and service to and from the airport including transit, bicycle, and parking services.	yes	Contributes to mitigation.
	Policy T.10.3. Seek opportunities to expand destinations and frequency of regional air service throughout the southwest and west.	Goal: Potential inconsistency.	Airport expansion has the potential to increased emissions due to increased air flights. The value of economic development through airport expansion will need to be weighed in light of increased emissions. As discussed under goal T.10, this inconsistency already existed between expanding flights and reducing greenhouse gas emissions (the original Goal E&C.2). City decision-makers and staff will need to weigh these tensions

Goal	Policy	Consistent?	Comments
			and work to balance out priorities and impacts on a case-by-case basis.
	Policy T.10.4. Plan and manage transportation infrastructure to discourage land uses incompatible with the airport and flight zones.	N/A	
PUBLIC SUPPORT FOR TRANSPORTATION GOALS AND POLICIES Page X-22			
<b>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.</b>		Goal: Yes	Contributes to equity.
	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.	N/A	
	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.	N/A	
	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).	yes	Contributes to equity.
	Policy T.11.4. Attempt to equitably distribute the burdens and benefits of transportation investments to all segments of the community.	yes	Contributes to equity.
	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	N/A	

Goal	Policy	Consistent?	Comments
	to secure funding for the improvement of transportation services, infrastructure, and facilities.		
<b>Chapter XI - Cost of Development</b>			
<p>The proposed amendment is compatible with the goals and policies of the Cost of Development Chapter. These goals and policies are somewhat relevant to climate action, due to their influence on infrastructure investments and the disincentives and incentives for new developments. As climate changes increases stressors on community systems, there will be increased demands and new challenges for public infrastructure. A resilient community must understand the costs of developments and of maintaining and upgrading its infrastructure, and set up systems and investment plans to ensure that infrastructure is adequate for a future of increased volatility and accelerated change. The proposed text amendment, by strengthening Flagstaff's resilience and adaptation goals, can support the achievement of the goals and policies outlined in this chapter.</p>			
COST OF DEVELOPMENT GOALS AND POLICIES Page XI-3			
<b>Goal CD.1. Improve the City and County financial systems to provide for needed infrastructure development and rehabilitation, including maintenance and enhancement of</b>		Goal: Yes	Contributes to resilience by ensuring Flagstaff has the resources needed to maintain its infrastructure, which will see more stress due to climate change.
	Policy CD.1.1.At the City level, provide a regular analysis of funding and financing policy alternatives needed for infrastructure development and rehabilitation.	N/A	
	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.	N/A	



Goal	Policy	Consistent?	Comments
existing infrastructure.	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.	N/A	
	<i>Note: Arizona state statute requires cities to analyze development fees every five years.</i>		
	Policy CD.1.4. Develop a cost-benefit analysis protocol between regional economic development partners when the public is expected to invest.	N/A	
	Policy CD.1.5. Require that new development pay for a fair and rough proportional share of public facilities, services, and infrastructure.	yes	Contributes to resilience by ensuring Flagstaff has the resources needed to maintain its infrastructure, which will see more stress due to climate change.
	Policy CD.1.6. Encourage redevelopment projects to utilize private/public partnerships in order to succeed.	N/A	
	<i>Refer to reinvestment and redevelopment discussions in Chapter IX - Growth Areas &amp; Land Use and Chapter XIV - Economic Development for more information.</i>		
Chapter XII - Public Buildings, Services, Facilities, & Safety			
<p>The proposed amendment is compatible with the goals and policies of the Public Buildings, Services, Facilities and Safety Chapter. The goals and policies of this chapter are highly aligned with and well-supported by the text amendment's increased emphasis on preparation and resilience. The planning, operational, engagement and educational resilience policies may be accelerated by the proposed text amendment and the City's ambitious climate action goals. As the climate changes and volatility and disruptions increase, planning for public buildings, facilities and services becomes ever more important: the City will be called upon to respond to challenges more often, and will see its facilities and services used in new ways. Collaborative planning and creative partnerships, as envisioned in this chapter, will increase community resilience and help to achieve the goals and policies of this chapter as well as those outlined in the text amendment.</p>			

Goal	Policy	Consistent?	Comments
RESILIENCY PLANNING GOALS AND POLICIES Page XII-5			
<b>Goal PF.1. Work across all government operations and services to prepare for the impacts of natural and human-caused hazards.</b>		Goal: Yes	Strongly related to resilience
	<b>Planning</b>		
	Policy PF.1.1. Consider climate resiliency and preparedness in community planning and development to be better prepared for changing conditions.	Yes	Strongly related - contributes to resilience.
	<b>Operational</b>		
	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.	yes	Strongly related - contributes to resilience.
	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.	yes	Strongly related - contributes to resilience.
	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.	yes	Strongly related - contributes to resilience.
	<b>Community Engagement and Education</b>		

Goal	Policy	Consistent?	Comments
	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.	yes	Strongly related - contributes to resilience.
	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.	yes	Strongly related - contributes to resilience.
	<b>Community Engagement and Education</b>		
	Policy PF.1.7. Develop strategies and take meaningful steps toward extending the life of the landfill.	yes	Strongly related - contributes to resilience and mitigation.
LOCATING FACILITIES GOALS AND POLICIES Page XII-9			
<b>Goal PF.2. Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all</b>		Goal: Yes	
	Policy PF.2.1. Prioritize infrastructure upgrades to encourage redevelopment and infill and meet land use goals.	Yes	Contributes to mitigation by reducing the distance traveled to reach destinations.
	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.	Yes	Contributes to resilience by ensuring Flagstaff has the resources needed to maintain its infrastructure, which will see more stress due to climate change.
	Refer to Chapter XI - Cost of Development for more information.		

Goal	Policy	Consistent?	Comments
<b>population areas and demographics.</b>	Policy PF.2.3. Provide accessible public facilities and services in strategic locations.	Yes	Contributes to mitigation by reducing the distance traveled to reach destinations.
	Policy PF.2.4. Support quality civic design for all public facilities.	N/A	
	Policy PF.2.5. Pursue cooperative and coordinated planning between government jurisdictions, agencies, educational institutions, non-profits, and private service providers.	Yes	Contributes to resilience by improving relationships and increasing connections among agencies. These relationships are particularly helpful during disasters and emergency events.
PUBLIC SAFETY GOALS AND POLICIES Page XII-12			
<b>Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.</b>		Goal: Yes	Contributes to resilience.
	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.	Yes	Contributes to resilience.
	Policy PF.3.2. Locate City of Flagstaff and rural fire districts within the optimal response time for new and existing development.	N/A	
	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.	N/A	
	Policy PF.3.4. Maintain emergency management operations to protect life and property during disaster events in natural hazard areas and built environments.	Yes	Contributes to resilience.
	Policy PF.3.5. Support coordination of public safety and emergency management operations through mutual aid agreements.	Yes	Contributes to resilience.

Goal	Policy	Consistent?	Comments
<b>Chapter XIII - Neighborhoods, Housing, &amp; Urban Conservation</b>			
<p>The proposed amendment is compatible with the goals and policies of the Neighborhoods, Housing and Urban Conservation Chapter. Strong neighborhoods, as envisioned in the first goal of this chapter, contribute significantly to mitigation and adaptation goals. Strong neighborhoods that are interconnected, have a mix of uses, and support multiple modes of travel can reduce greenhouse gas emissions and increase social connections and self-reliance. The proposed text amendment should help advance these goals and policies as the amendment strengthens support for climate action, including creating connected, mixed-use, dense neighborhoods.</p> <p>Goals to improve housing opportunities and eliminate homelessness and the associated housing, resource and programming policies are critical to ensure equity across our community. Climate change will increase the burdens for low-income, housing insecure, and unhoused people, who are already more vulnerable to community change, disruptive events, and health issues. The proposed text amendment elevates the issue of community equity and its importance when taking climate action. A new policy to review climate actions for its potential impacts on vulnerable populations can help to increase the focus on equity and housing, and may help to accelerate the implementation of these policies.</p>			
NEIGHBORHOODS, HOUSING, AND URBAN CONSERVATION GOALS AND POLICIES Page XIII-9			
<b>Goal NH.1. Foster and maintain healthy and diverse urban, suburban, and rural neighborhoods in the Flagstaff region.</b>		Goal: Yes	Contributes to resilience.
	Policy NH.1.1. Preserve and enhance existing neighborhoods.	N/A	
	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.	N/A	
	Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.	Yes	Contributes to mitigation and resilience.

Goal	Policy	Consistent?	Comments
	Policy NH.1.4. Foster points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.	Yes	Contributes to mitigation and resilience.
	Policy NH.1.5. Use traditional neighborhood design standards for new and revitalized urban neighborhoods, neighborhood plans, specific plans, or master plans.	Yes	Contributes to mitigation and resilience.
	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.	Yes	Contributes to mitigation and resilience.
	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.	N/A	
	Policy NH.1.8. Prioritize the stabilization of a neighborhood's identity and maintain cultural diversity as new development occurs.	N/A	
<b>Goal NH.2. Look to downtown Flagstaff as the primary focal point of the community character.</b>		Goal: Yes	Contributes to mitigation – the density of downtown Flagstaff helps to reduce greenhouse gas emissions and encourage active modes of transportation.
<i>Refer to the Downtown goals and policies in Chapter IX - Growth Areas &amp; Land Use</i>	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.	Yes	

Goal	Policy	Consistent?	Comments
	Policy NH.2.2. Plan for future downtown development and contiguous development that respects the established historic core, historical architecture, and urban design.	N/A	
	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.	Yes	Contributes to mitigation, resilience and equity.
<b>Goal NH.3. Make available a variety of housing types at different price points, to provide housing opportunity for all economic sectors.</b>		Goal: Yes	Contributes to equity.
	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.	Yes	Contributes to resilience and equity.
	Policy NH.3.2. Promote accessory dwelling units, where appropriate.	Yes	Contributes to mitigation, resilience and equity.
	Policy NH.3.3. Increase the availability of affordable housing for very low-income persons, through innovative and effective funding mechanisms.	Yes	Contributes to resilience and equity.
	Policy NH.3.4. Reuse former brownfields, vacant buildings, and commercial buildings to provide new mixed-use and/or housing options.	Yes	Contributes to resilience and equity.
	Policy NH.3.5. Encourage and incentivize affordable housing.	Yes	Contributes to resilience and equity.
<b>Goal NH.4. All housing is safe and sanitary.</b>		Goal: Yes	Contributes to equity.
	Policy NH.4.1. Expand the availability of affordable housing throughout the region by preserving existing housing, including housing for very low-income persons.	Yes	Contributes to equity.



Goal	Policy	Consistent?	Comments
	Policy NH.4.2. Reduce substandard housing units by conserving and rehabilitating existing housing stock to minimize impacts on existing residents.	Yes	Contributes to equity.
	Policy NH.4.3. Address accessibility issues and other housing barriers to persons with disabilities or special needs.	Yes	Contributes to equity.
	Policy NH.4.4. Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy efficient homes.	Yes	Contributes to mitigation, resilience and equity.
	Policy NH.4.5. Renovate the existing housing stock to conserve energy and reduce utility and maintenance costs for owners and occupants.	Yes	Contributes to mitigation, resilience and equity.
	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.	Yes	Contributes to mitigation, resilience and equity.
	Policy NH.4.7. Enforce compliance with fair housing laws.	Yes	Contributes to equity.
<b>Goal NH.5. Eliminate homelessness.</b>		Goal: Yes	Contributes to equity.
	Policy NH.5.1. Provide adequate resources for families with children experiencing homelessness.	Yes	Contributes to equity.
	Policy NH.5.2. Provide adequate resources for individuals experiencing homelessness.	Yes	Contributes to equity.
	Policy NH.5.3. Support and expand programs that prevent homelessness.	Yes	Contributes to equity.
	Policy NH.5.4. Make transitional housing resources available to populations experiencing homelessness.	Yes	Contributes to equity.
<b>Goal NH.6. Neighborhood</b>		Goal: Yes	Contributes to mitigation: when infill, redevelopment and revitalization are successful,

Goal	Policy	Consistent?	Comments
conservation efforts of revitalization, redevelopment, and infill are compatible with and enhance our overall community character.			this helps to encourage more infill and revitalization, which in turn reduces emissions from transportation
	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.	N/A	
	Policy NH 6.2. Use urban conservation tools to revitalize existing underutilized activity centers to their potential.	Yes	Contributes to mitigation, resilience and equity.
Chapter XIV - Economic Development			
<p>The proposed amendment is compatible with the goals and policies of the Economic Development Chapter. The goals and policies of the Economic Development Chapter are generally supported by the proposed text amendment. The increased emphasis on resilience and equity in the proposed amendment will support several policies under responsive government, education and workforce training, and business retention and expansion. A stronger economy and a resilient community are mutually supportive: when businesses and residents are successful, they are more likely to thrive amidst disruptive events and long-term challenges. By increasing the emphasis on resilience and equity, the proposed text amendment can support the implementation of these goals and policies. Several policies have large, positive impacts on community resilience, from redundant telecommunications systems to increased local and regional food production.</p> <p>Many goals and policies in this section will reduce community emissions, from encouraging energy and water efficiency to developing activity centers and encouraging redevelopment and infill. The proposed text amendment can accelerate the implementation of these goals and policies due to their alignment with the City's climate goals. In general, climate action and economic development can be aligned to foster innovative collaborations with existing and new businesses, that can help achieve the goals of both this chapter and the Climate Change and Adaptation Section.</p>			
RESPONSIVE GOVERNMENT GOALS AND POLICIES Page XIV-4			
		Goal: Yes	

Goal	Policy	Consistent?	Comments
<b>Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.</b>	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.	N/A.	
	Policy ED.1.2. Steadily improve access to easily understandable public information.	N/A.	
	Policy ED.1.3. Use economic best practices to promote quality and fiscally sound projects.	N/A.	
	Policy ED.1.4. Encourage local governments and the surrounding sovereign tribal nations to collaborate on mutually beneficial economic development initiatives.	N/A.	
	Policy ED.1.5. Work cooperatively as a region towards developing a redundant telecommunications system.	Yes.	Redundancy is incredibly important to resilience.
	Policy ED.1.6. Actively recruit diverse representation for all committee vacancies.	Yes.	Contributes to equity.
	Policy ED.1.7. Establish policy and tools to consider the impacts of redevelopment on local residents.	Yes.	Contributes to equity.
EDUCATION AND WORKFORCE TRAINING GOALS AND POLICIES Page XIV-7			
<b>Goal ED.2. Support and encourage an excellent educational</b>		Goal: Yes	Contributes to equity.
	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.	N/A.	

Goal	Policy	Consistent?	Comments
<b>system that promotes critical thinking and job training programs at all levels.</b>	Policy ED.2.2. Support collaborative workforce training efforts by secondary schools, Coconino Community College, Northern Arizona University, and regional economic development partners.	N/A.	
	Policy ED.2.3. Encourage efforts to provide a full range of high-quality educational opportunities for life-long learning for all residents.	N/A.	
	Policy ED.2.4. Promote science, technology, engineering, mathematics, liberal arts, and entrepreneurship education at all levels.	N/A.	
BUSINESS RETENTION, EXPANSION, AND ENTREPRENEURSHIP GOALS AND POLICIES Page XIV-8			
<b>Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.</b>		Goal: Yes	Strong businesses contribute to a stronger, more resilient community; these businesses will also be partners in achieving the City's climate goals.
	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.	N/A.	
	Policy ED.3.2. Strengthen the arts, culture, and education sectors as important economic drivers in the community.	N/A.	
	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.	N/A.	
	Policy ED.3.4. Take advantage of federal, state, and local incentives available for business retention and expansion efforts.	N/A.	

Goal	Policy	Consistent?	Comments
	Policy ED.3.5. Advocate the economic sustainability and growth of businesses with opportunities for transitional commercial space, leased space, and property ownership.	N/A.	
	Policy ED.3.6. Foster entrepreneurialism and start-up businesses with incubator and accelerator programs in sectors that demonstrate considerable growth potential.	N/A.	
	Policy ED.3.7. Support and encourage regional agriculture.	Yes.	Increased regional food production supports resilience by helping Flagstaff to be less dependent on far-away sources of food.
	Policy ED.3.8. Protect existing business and industrial land uses from encroachment and allow for their expansion.	N/A.	
	Policy ED.3.9. Develop infrastructure so that the community has access to high-speed internet and telecommunications.	N/A.	
BUSINESS ATTRACTION GOALS AND POLICIES Page XIV-9			
<b>Goal ED.4. Support efforts to recruit diverse new businesses and industries compatible with the region.</b>		Goal: Yes	A strong business community is vital to a stronger, more resilient community.
	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.	N/A.	
	Policy ED.4.2. Promote variety and flexibility in land use and development options within the urban growth boundary.	N/A.	
	Policy ED.4.3. Facilitate regional economic development by participating in cooperative ventures throughout the northern Arizona region.	N/A.	

Goal	Policy	Consistent?	Comments
	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.	N/A.	
	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.	Yes.	Strong relationship – increased energy and water efficiencies in new and expanded developments will support resilience and mitigation: businesses are stronger and more nimble when they are less reliant on external resources. Energy and water efficiency can help businesses to both reduce their emissions and reduce their costs.
	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 <i>Flagstaff Regional Plan</i> .	N/A.	
	Policy ED.4.7. When planning for future growth, consider tribal, cultural, and natural resources in balance with community needs.	Yes.	Development and growth that carefully considers available resources can contribute to a more resilient community.
	Policy ED.4.8. Support and encourage Native American heritage and culture as contributors to the region's economy.	Yes.	Contributes to achieving equity.
	<i>Refer to Chapter VIII - Community Character Goal CC.6. and Chapter XIV - Economic Development Policy ED.6.3.</i>		
<b>Goal ED. 5. The Pulliam Airport will continue to serve the Northern Arizona region for air transportation,</b>		Goal: Yes	
	Policy ED.5.1. Develop an Airport Business Park Specific Plan, outlining potential for connectivity, business and light industrial growth, and gateway opportunities.	Yes.	Concentrating these uses can reduce transportation distances, contributing to reduced greenhouse gas emissions.
	Policy ED.5.2. Provide a clear process for becoming a business park lessee.	N/A.	

Goal	Policy	Consistent?	Comments
<b>multimodal connectivity and business growth potential.</b>			
TOURISM GOALS AND POLICIES Page XIV-11			
<b>Goal ED. 6. Tourism will continue to provide a year-round revenue source for the community, while expanding specialized tourist resources and activities.</b>		Goal: Yes	Climate action can support tourism and contribute to a stronger tourism sector, as well as a stronger overall economy. Adaptation can also help the tourism sector prepare for potential changes in tourism patterns and shifting natural resources.
	Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, with heritage, eco-, and adventure tourism.	N/A.	
	Policy ED.6.2. Encourage cultural tourism with the advancement of heritage sites and special events.	N/A.	
	Policy ED.6.3. Continue to advance high-altitude athletic training and “extreme sport” events and programs.	N/A.	
	Policy ED.6.4. Encourage business education about the importance of tourism and its positive impacts on our region.	N/A.	
	<i>Refer to Chapter VIII - Community Character Goal CC.6</i>		
COMMUNITY CHARACTER GOALS AND POLICIES Page XIV-11			
		Goal: N/A	



Goal	Policy	Consistent?	Comments
<b>Goal ED.7. Continue to promote and enhance Flagstaff's unique sense of place as an economic development driver.</b>	Policy ED.7.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image.	N/A.	
	Policy ED.7.2. Coordinate community branding to effectively position the region for global marketing.	N/A.	
	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.	Yes.	Climate action can help to ensure that the northern Arizona region maintains its natural assets, including its ponderosa pine forests and higher-elevation ecosystems.
	Policy ED.7.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.	N/A.	
	Policy ED.7.5. Develop urban infrastructure that supports revitalization and redevelopment.	Yes.	Urban infrastructure and redevelopment, or infill, supports both mitigation and resilience. Urban redevelopment helps to reduce sprawl, by concentrating uses in already-developed areas, which helps maintain Flagstaff's resilience and also decreases the distances Flagstaff residents need to travel to meet their needs.
	Policy ED.7.6. Support southwest culture in the visual and performing arts, including for example, an annual Native American Pow- Wow.	N/A.	
ACTIVITY CENTERS GOALS AND POLICIES Page XIV-12			
	No policies for this goal.	Goal: Yes	Supports resilience and mitigation.
<b>Goal ED.8. Promote the continued physical and</b>			

Goal	Policy	Consistent?	Comments
economic viability of the region's commercial districts by focusing investment on existing and new activity centers.			
REDEVELOPMENT AND INFILL GOALS AND POLICIES Page XIV-12			
	No policies for this goal.	Goal: Yes	Supports resilience and mitigation.
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			

Goal	Policy	Consistent?	Comments
<i>through IX-25 for reinvestment goals, policies, and tools.</i>			
<b>Chapter XV - Recreation</b>			
<p>The proposed amendment is compatible with the goals and policies of the Recreation Chapter. The goal and policies of the Recreation Chapter are very related to climate action: Flagstaff's system of parks, recreation centers and trails contribute significantly to quality of life in Flagstaff and our overall community resilience. The proposed text amendment supports investments in our trails, parks, and recreation facilities in order to support community health, social connections, and reduced travel distances for residents to meet their needs. Policy Rec 1.1 is particularly relevant, as it will lead to increased walking, reduced trip distances and reduced greenhouse gas emissions, in addition to increased equity as a result of more accessible parks and recreational sites. Policy Rec. 1.5 also is advanced by the proposed text amendment, as sustainable technologies can lead to reduced greenhouse gas emissions.</p>			
RECREATION GOALS AND POLICIES Page XV-6			
<b>Goal REC.1. Maintain and grow the region's healthy system of convenient and accessible parks, recreation facilities, and trails.</b>		Goal: Yes	Supports resilience and mitigation.
	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.	Yes.	Supports reducing greenhouse gas emissions by encouraging walking.
	Policy Rec.1.2. Promote public and private partnerships to offer parks, recreation facilities, and resources.	N/aA	
	Policy Rec.1.3. Coordinate City, County, and Forest Service recreational planning to best serve the community.	Yes.	Supports resilience.
	Policy Rec.1.4. Design new or updated public facilities to include parks, open space, and/or recreational opportunities where feasible.	Yes.	Can help reduce the need for traveling long distances to parks and recreation opportunities, leading to decreased greenhouse gas emissions.

Goal	Policy	Consistent?	Comments
	Policy Rec. I.5. Incorporate sustainable building and maintenance technologies and universal design into parks and recreation facilities.	Yes.	Supports mitigation, by reducing greenhouse gas emissions associated with facility maintenance, and supports equity by planning for universal access by people of all abilities.

# Carbon Neutrality Amendment to The Flagstaff 2030 Regional Plan

## Part III: Required Studies and Analysis

June 30, 2021

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Carbon Neutrality Amendment to the Flagstaff 2030 Regional Plan  
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## CONTENTS

PART III – REQUIRED REPORTS, STUDIES, ANALYSIS, & RELATED DATA .....	2
III.1 Public Services and Facilities Analysis .....	2
III.2 Traffic Analysis or Report .....	4
III.3 Water and Wastewater Impact Analysis .....	4
III.4 School Impact Analysis .....	4
III.5 Police and Fire Protection Analysis .....	4
III.6 Economic Development Analysis .....	5
III.7 Cultural Resource Study .....	17

## **PART III – REQUIRED REPORTS, STUDIES, ANALYSIS, & RELATED DATA**

### **III.1 Public Services and Facilities Analysis**

The carbon neutrality amendment to the Flagstaff 2030 Regional Plan will update the City's climate goals and policies as stated in the Regional Plan to align the Regional Plan with the City's climate action planning documents. This will provide clarity to the community and decision-makers, enabling the climate goals and policies, so that they may be better utilized when making community decisions.

The pursuit of these goals may impact planning for public services and facilities, as the City works to increase resilience and preparation for short-term disruptions and long-term changes.

**Stormwater:** The revised climate goals and policies support the current stormwater infrastructure operations of the City of Flagstaff and Coconino County. This amendment will not change stormwater operations.

The amendment supports an increased focus on stormwater as a way to prepare for storm events and build community resilience. As Flagstaff's climate warms over time, stormwater management will become more important as the Southwest experiences increased weather volatility, more extreme weather events, and more high-severity wildfires. It is well-established that climate change will bring increases in both the frequency and the intensity of extreme weather events, including intense thunderstorms and unusually heavy rainfall or snowfall events, leading to flooding in Flagstaff's flood-prone areas. Flood risks are also increased due to the increased likelihood of rain-on-snow or rain-on-ice, which lead to high volumes of run-off, or in areas that have recently been damaged by moderate- to high-severity wildfires, which degrade the soil's ability to absorb water. All of these factors contribute to expected increases in the frequency, magnitude and severity of flooding.

Our current infrastructure is not well-equipped to handle these increased risks: upgrades to our current infrastructure are necessary. Preparing for our changing risk profile is a critical part of climate resilience; the proposed text

amendment supports investments in public infrastructure, including stormwater infrastructure.

**Water facilities:** The revised climate goals and policies support the current water infrastructure operations of the City of Flagstaff, as the City of Flagstaff Water Services Division currently looks to optimize water reuse, utilize renewable energy and increase energy efficiency. Achieving carbon neutrality and increased resilience will involve collaboration with the City Water Services Division to analyze emissions reduction and adaptation opportunities, and take appropriate action. One example of collaboration already underway is the installation of electric back-up generators at the Lake Mary facility. This mitigation action to reduce greenhouse gas emissions doubles as an adaptive action to increase resiliency and secure our water system against unexpected power outages due to extreme weather. There are ample opportunities for partnership and achieving water services and climate mitigation and adaptation goals.

**Schools:** The revised climate goals and policies can support the Flagstaff United School District (FUSD) in their work to increase efficiencies and reduce resource use. FUSD is already working to reduce energy use in their facilities through lighting retrofits and other measures, and to reduce the impact of school bus transportation. The Plan amendment will raise the importance of collaboration between the City of Flagstaff and FUSD.

There are ample opportunities for partnership. The City can assist FUSD in reducing the impact of its substantial building footprint, as community-wide carbon neutrality will require a substantial reduction in greenhouse gas emissions from Flagstaff's buildings. Transportation is another area for improvement, due to the substantial car travel used to transport children to schools in Flagstaff. Active transportation, public transit, and idling reduction campaigns present opportunities for co-benefits for students, FUSD and the City. These efforts will help improve air quality for one of our most vulnerable communities—children—while also moving closer to our carbon neutrality goals.



### **III.2 Traffic Analysis or Report**

The carbon neutrality amendment to the Flagstaff 2030 Regional Plan will update the City's climate goals and policies as stated in the Regional Plan to align the Regional Plan with the City's climate action planning documents. This will provide clarity to the community and decision-makers, enabling the climate goals and policies, so that they may be better utilized when making community decisions.

The revised climate goals and policies will further the City's already-existing goals to encourage active transportation, support transit use and operations, and reduce congestion. Because transportation emissions are a major contributor to greenhouse gas emissions, achieving carbon neutrality will require strengthened collaboration among City of Flagstaff Community Development Division, Engineering Division, and the Sustainability Section to analyze emissions reduction opportunities and take appropriate action. Many programs and policies to reduce vehicle miles travelled and support active modes of transportation already exist; achieving the City's climate goals will require strengthening those programs to reduce greenhouse gas emissions from transportation.

### **III.3 Water and Wastewater Impact Analysis**

Requirement waived by the Planning Director.

### **III.4 School Impact Analysis**

Requirement waived by the Planning Director.

Schools are discussed as part of the public facilities analysis, III.1

### **III.5 Police and Fire Protection Analysis**

The carbon neutrality amendment to the Flagstaff 2030 Regional Plan will update the City's climate goals and policies as stated in the Regional Plan to

align the Regional Plan with the City's climate action planning documents. This will provide clarity to the community and decision-makers, enabling the climate goals and policies, so that they may be better utilized when making community decisions.

The revised climate goals and policies will not impact policing or Fire Protection in Flagstaff. Climate change will bring increased volatility, more extreme weather events, higher risk for wildfires, and significant community change. As these changes have the potential to increase demands on the Flagstaff Police Department and the Flagstaff Fire Department, this amendment and further discussion of climate change impacts can be an opportunity to anticipate these changes and increased demands. Anticipating these increases in adverse events and demands on services is a central part of building a resilient community.

Climate adaptation supports strengthening community support systems and building self-reliance, to increase community resilience. Increasing support systems and anticipating adverse events can potentially decrease the demands and pressures on our first responder systems.

### **III.6 Economic Development Analysis**

The carbon neutrality amendment to the Flagstaff 2030 Regional Plan will update the City's climate goals and policies as stated in the Regional Plan. This will align the Regional Plan with the City's climate action planning documents. This will also provide clarity to the community and decision-makers, improving the utilization of climate goals and policies when making community decisions.

This amendment will have economic impacts, likely both positive and negative, as decision-makers work to incorporate climate considerations into their decision-making. The revised climate goals and policies support the previous Regional Plan's economic development goals in Flagstaff through an increased focus on community resilience and resilience-building by households, businesses, and institutions. These efforts to build resilience and a clean energy economy support the economic development goals of the City.

#### **Climate Action as an Investment**

Taking climate action and avoiding the worst impacts of climate change makes sense economically and morally. Action is far less expensive and far more beneficial than inaction. Like forest health measures taken to avoid catastrophic wildfire, climate action is an investment in our future.

In Flagstaff, forest protection provides a sobering example of the need for preparation: The 2010 Schultz wildfire and post-fire flooding had a total impact between \$133 and \$147 million.<sup>1</sup> By comparison, the phase one of the Flagstaff Watershed Protection Project (FWPP) required a \$10 million investment from Flagstaff residents. This down payment on forest health will help Flagstaff avoid high-severity fires that could cause devastating flooding, and is projected to help the Flagstaff area avoid between an estimated \$573 million and \$1.2 billion in damages.<sup>2</sup>

Just as individuals prepare for retirement, climate action takes intentional preparation. It is said that the best time to start investing for retirement is 15 years ago, and the next best time is now. Like retirement, it may be helpful to approach the spending that will be required on climate action with an investment mindset. Investments require spending, but they also produce returns and benefits. The earlier someone starts investing, the easier and less expensive it will be for them to meet their retirement goals. The longer someone delays investing, the more difficult and expensive it becomes.

Investments in climate action are no different, and these investments produce returns for ourselves and future generations. The 2019 UN Gap Report shows that if governments worldwide had started 10 years ago, we could have made relatively modest and gradual investments to achieve annual emissions reductions of just 3.3%. Figures 4 and 5 show the reductions required based on different action timeframes.

Because of our collective delay, the necessary investments will need to be more significant and rapid to achieve the annual global reductions of over 7.6% per

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<sup>1</sup> Full Cost Accounting of the 2010 Schultz Fire:  
[http://openknowledge.nau.edu/1282/1/Combrink\\_EtAl\\_2013\\_ERIWhitePaper\\_SchultzFullCostAccounting.pdf](http://openknowledge.nau.edu/1282/1/Combrink_EtAl_2013_ERIWhitePaper_SchultzFullCostAccounting.pdf)

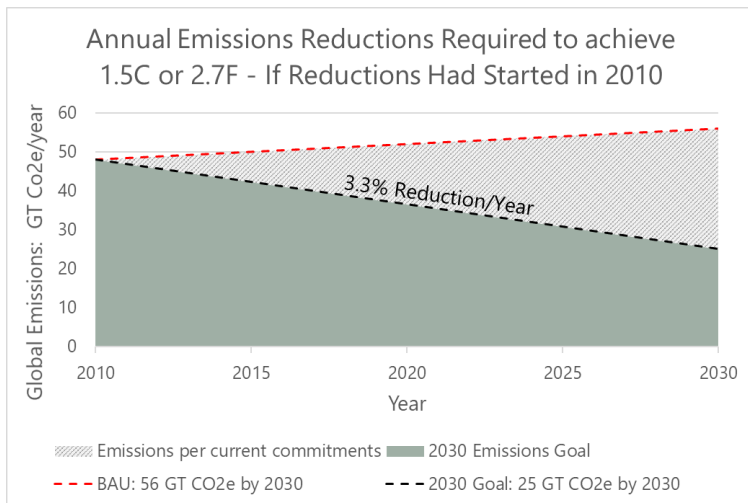
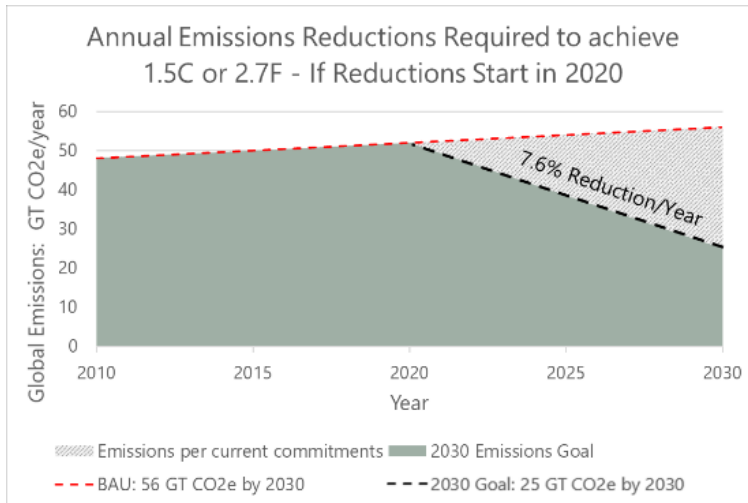
<sup>2</sup> The Cost of Inaction: Flagstaff Watershed Protection Project Cost Avoidance Study:  
[https://arizonastatelawjournal.org/wp-content/uploads/2016/04/Fox\\_Final.pdf](https://arizonastatelawjournal.org/wp-content/uploads/2016/04/Fox_Final.pdf)

year that are now required.<sup>3</sup> That trend only continues with further delay. Indeed one recent study concluded that if the U.S. starts investing now in efforts to reach net-zero emissions by 2050, the total spending required would be nearly half as much compared to delaying our investments until 2030.<sup>4</sup> When it comes to making investments to achieve goals, the amount of time remaining can be either the greatest asset or biggest liability. There may still be enough time to meet our climate stabilization and adaptation goals, but only if we accelerate our ambition and start making the necessary investment contributions.

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<sup>3</sup> <https://www.unep.org/interactive/emissions-gap-report/2019/>

<sup>4</sup> [https://energyinnovation.org/wp-content/uploads/2021/01/Cost\\_of\\_Delay.pdf](https://energyinnovation.org/wp-content/uploads/2021/01/Cost_of_Delay.pdf)



**Graphs:** Depictions of the worldwide greenhouse gas reductions needed to achieve 1.5C (2.7F). Graphs reproduced from 2019 UN Gap Report Interactive Dashboard

It is said that an ounce of prevention is worth a pound of cure. Part of the investment mindset is evaluating both the cost of action as well as the cost of inaction. Choosing to avoid oil changes only appears to save a car owner money until their engine seizes. Likewise, avoiding investments in climate action only gives the appearance of saving money until it clearly, irreversibly, and perhaps quite suddenly, doesn't. While there is a high level of uncertainty about what the exact cost of the required level of climate action will be on a global scale, there is a high level of agreement that the risks and

cost of inaction will be far greater.<sup>5</sup> This consensus on the cost of inaction comes despite the fact that there are many externalities that economic models often struggle to measure (See the Social Cost of Carbon section on page 41). The City's Climate Emergency Declaration recognizes that the time to invest in our future is now.

### **Climate Action Among Flagstaff Businesses**

Climate action, like most actions to reach City goals, can have positive or negative impacts on economic development. By clarifying the City's climate goals and policies, the City intends for this text amendment to support economic development, lead to creative and productive collaborations with businesses, and help ensure the long-term success of businesses in the region. Local and regional businesses are critical partners to reach the City's goals, both in reducing emissions from commercial activities, and because many businesses in Flagstaff have climate action as part of their business model: local businesses see the opportunities for innovation and entrepreneurship, and are creating new green jobs and helping to solve climate challenges.

Climate action is already generating jobs in Flagstaff: Multiple solar companies call Flagstaff home, creating jobs while helping residents invest in on-site, money-saving energy. Home weatherization and electrification is happening today in Flagstaff, creating jobs at general contracting and home improvement companies as well as two residential energy efficiency companies providing long-term employment: E3 Energy and CozyHome. Two retail locations for electronic bikes recently opened near downtown Flagstaff, and native landscaping companies have been serving residents, creating jobs, and reducing impacts for years. Larger opportunities for jobs in the future might include infrastructure improvements to prepare for increased flooding, innovations in forest products, the construction of new bike trails and pedestrian crossings, infrastructure hardening, and net zero building construction. Local companies are often best poised to take rapid action to take advantage of market opportunities.

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[https://policyintegrity.org/files/publications/Economic\\_Consensus\\_on\\_Climate.pdf](https://policyintegrity.org/files/publications/Economic_Consensus_on_Climate.pdf)

Businesses across Flagstaff and Arizona are also taking climate action, and seeing results both in operational savings, community support and revenue. A few examples:

- ▲ W.L. Gore & Associates, a large Flagstaff employer, has set a corporate goal to reduce their greenhouse gas (GHG) emissions from manufacturing sites and offices by 60% 2030, and work towards carbon neutrality by 2050.
- ▲ Rooftop Solar and Prometheus Solar, local Flagstaff companies, were selected by the Northern Arizona Solar Co-op to install solar for more than 80 households across Flagstaff, Sedona, and Coconino County. In partnership with the City, the Northern Arizona Coop was organized through Solar United Neighbors, a non-profit organization that seeks to increase the access and affordability of solar energy. These installations are projected to result in 647 kW of Solar installed, 11,608 Metric Tons of CO2 avoided over the lifetime of the panels, and \$1,845,219 invested in local businesses, jobs, and clean electricity.
- ▲ Flagstaff is home to operations and retail locations of several national corporations that have goals to significantly reduce greenhouse gas emissions. Purina has corporate goals to achieve net-zero greenhouse gas emissions by 2050. REI and Walmart are part of the We Mean Business Coalition. This Coalition, comprised of over 1,776 companies that “recognize the transition to a zero-carbon economy is the only way to secure sustainable economic growth and prosperity for all,” sent an open letter to the Biden administration supporting an emissions reduction goal of 50 to 52% by 2030, calling the target “ambitious and attainable.”
- ▲ Hotels across Flagstaff are taking climate action. The Flagstaff Drury Inn & Suites is the first LEED-certified hotel in Arizona. The DoubleTree by Hilton Flagstaff has already seen significant energy, water and waste savings from its environmental initiatives; Hilton, the global hospitality company, has committed to cutting its environmental impact in half by 2030, including a 60% reduction in emissions by 2030.
- ▲ Arizona Public Service (APS), which is Flagstaff’s electric utility company, has committed to transitioning to a 100% carbon-free electric grid by 2050. Salt River Project (SRP) recently committed to doubling its renewable electricity capacity by 2050, driven by demand from business customers.
- ▲ Arizona Forward has membership from over 150 public and private organizations across the state that recognize the need to “address the increasingly harmful climate impacts and shape Arizona’s long-term future... This is why we focus on bringing local businesses and municipalities together to work toward actionable solutions – because inaction is not an option.”

These are just a few examples of the many local and regional businesses working to reduce their impact and create climate solutions, with positive impacts on economic development, whether that comes from new green jobs in Flagstaff or cost savings for businesses that have invested in reducing their greenhouse gas emissions. To encourage more positive impacts like these, the City will partner with local businesses to learn about barriers and opportunities, and help them to ramp up their climate action efforts. The City can lend support, share resources, create connections to help share lessons learned opportunities, and highlight success stories.

## **Investment Opportunities**

Clarifying Flagstaff's goals will help Flagstaff attract investment in climate-positive technologies and ensure Flagstaff is prepared for upcoming Federal grant opportunities and partnerships. The Federal Government will be an important partner in climate action. The U.S. Government has set a goal to reduce greenhouse gas emissions by 50% by 2030 and to achieve 100% renewable energy by 2035.<sup>6</sup> Communities that have established carbon neutrality goals and have begun preparing for investments are well-positioned to take advantage of federal programming and opportunities for investment. Flagstaff's leadership in the field also positions it to partner with private companies: the City has been an early adopter in programs run by APS, Flagstaff's electric utility, and is currently working with APS to develop a large-scale renewable energy project that will help reach the climate goals of both APS and the City.

## **BALANCING PRIORITIES**

While there are strong benefits to carbon neutrality, there are also areas where climate action goals may seem to conflict with economic or financial concerns. To achieve carbon neutrality and create a stronger community and economy, the City of Flagstaff will acknowledge the tensions between issues and seek to find common ground and mutual benefit. To illustrate the need

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<sup>6</sup> <https://www.reuters.com/business/sustainable-business/exclusive-white-house-pushing-80-clean-us-power-grid-by-2030-2021-04-26/>



for balance among key community priorities, this analysis explores three examples:

- Housing and climate
- Building electrification
- Climate change, visitation and recreation

## **Housing and climate**

Flagstaff's housing crisis is one example of the complexity of community challenges. Affordable and additional housing in Flagstaff has been a documented need for more than 50 years and has reached a crisis level in recent years. In December 2020, the City Council declared a housing emergency and set in motion the need to make housing a leading priority for the City organization and Flagstaff community, similar to carbon neutrality. Housing costs and living expenses are key parts of economic development: today, many workers already struggle to live in Flagstaff and employers report difficulty hiring and retaining employees due to the high cost of living. Climate change is poised to exacerbate these difficulties, due to its anticipated impacts on our housing market: as temperatures rise in the Phoenix metro area and elsewhere, we can anticipate that demand for housing, second homes, and vacation rentals in Flagstaff will continue to increase. Without proper preparation, this can have severe consequences for Flagstaff's residents who already are struggling to afford a place to live. Housing, climate change, and economic development are intricately connected, critical challenges that will need to be addressed head on in the coming years. This text amendment will aid these conversations and problem-solving by ensuring that the scope of the climate challenge and the City's climate goals are accurately reflected in the City's guiding planning documents, leading to a more accessible conversation.

Balancing these priorities is achievable, when approached holistically.<sup>7</sup> Indeed, the solutions to the climate emergency and the housing emergency are often the same: making better use of Flagstaff's limited land through denser neighborhoods with a more diverse mix of uses will increase housing supply and reduce greenhouse gas emissions. Improving safe transportation connections between neighborhoods will help more residents walk, bike, and take the bus; this not only decreases emissions but also

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<sup>7</sup> [https://greenlining.org/wp-content/uploads/2019/10/Greenlining\\_EquitableElectrification\\_Report\\_2019\\_WEB.pdf](https://greenlining.org/wp-content/uploads/2019/10/Greenlining_EquitableElectrification_Report_2019_WEB.pdf)

reduces the need for car ownership, which adds a significant expense to the cost of living – estimated by AAA to be around \$9,500 per year.<sup>8</sup> Adding solar to homes can provide a return on investment to homeowners and landlords, reducing the overall cost of living due to decreased electricity costs. There are numerous other examples of climate actions and investments that can help reduce the cost of living in Flagstaff.

The potential benefit of these climate actions will be realized through careful design of programs to maximize benefit to residents, greenhouse gas emission reductions, and community equity. For example: currently a substantial amount of up-front financing is required to install solar panels on a house, which efficiently produce inexpensive energy on-site and provide a return on investment to homeowners. Consequently, many residents are unable to access the benefits of the low cost of solar and an investment opportunity. The City could design a solar incentive program to ensure that residents of all types can access this cost-saving investment, ensuring equitable access to a mechanism that can reduce the cost of living.

### **Costs of building electrification**

- ▲ Building electrification is necessary to reduce greenhouse gas emissions associated with the use of fossil fuels in homes and other buildings. Building electrification, also called fuel switching, means eliminating the use of fossil fuels like natural gas and propane for functions like heating and cooking, and replacing gas appliances with alternatives that use electricity. In Flagstaff, 50% of our greenhouse gas emissions come from the buildings we live and work in. APS, Flagstaff's electric utility, has committed to 100% clean electricity by 2050.<sup>9</sup> As our electric grid gets steadily cleaner, building electrification will play a big part in reducing Flagstaff's greenhouse gas emissions.

While electrification has promising benefits for residents, it is an emerging approach with technical complexity, up-front costs, and equity challenges. Fuel switching will require intentional policymaking and a planned transition for Flagstaff residents to gain access to the major benefits of electrification, including healthier indoor environments, reduced emissions, affordable clean energy, and energy efficiency. Equity must be a core focus of our building electrification work to ensure that the benefits of electrification can be accessed by a wide variety of community members, and that it is a solution

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<sup>8</sup> <https://magazine.northeast.aaa.com/daily/life/aaa/costs-more-than-ever-to-own-a-car/>

<sup>9</sup> <https://www.aps.com/en/About/Our-Company/Doing-Business-with-Us/Resource-Planning>

to existing household difficulties —one that lowers bills, improves health, and makes homes more comfortable, as opposed to adding challenges for already-struggling families.

Electrification may impact economic development due to its intersection with housing challenges, particularly in the rental housing space. Today, 55% of Flagstaff residents are renters. Electrifying rental housing is challenging due to a split incentive issue: improvements to building energy use like energy efficiency and building electrification primarily produce benefits for the person paying the bills (usually the renter), while the cost of improvement falls to the building owner. This effect is exacerbated by Flagstaff's ongoing housing crisis, in which the demand for housing outstrips the supply, giving landlords little incentive to make clean energy investments. Renters may fear that an upgrade could cause their landlords to increase their rent, or convert the property to a short-term rental that could be more lucrative for the property owner. Currently, no regulatory or statutory protections ensure that Flagstaff renters who live in buildings that receive energy upgrades can remain in their homes with no or minimal increased rents after the upgrades are performed, leaving renters more vulnerable to housing instability. These potential impacts must be thoroughly considered when creating electrification policies and incentives, to avoid unintended consequences for Flagstaff's vulnerable community members.

Electrification has the potential to present upfront costs to residents and businesses. For new homes, electrification is a win-win: RMI, an environmental research group, recently conducted a multi-city analysis on building electrification costs, including of cities in cold climates. They found that *"in every city we analyzed, a new all-electric, single-family home is less expensive than a new mixed-fuel home that relies on gas for cooking, space heating, and water heating."*<sup>10</sup>

Retrofitting existing homes to all-electric is a more costly endeavor for individual homeowners, due to current price schemes and the fact that natural gas and propane produce negative externalities that are not accounted for in their price.<sup>11</sup> However, advancements in electric heating

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<sup>10</sup> RMI, *All Electric New Homes, a Win for the Climate and the Economy*: <https://rmi.org/all-electric-new-homes-a-win-for-the-climate-and-the-economy/>

<sup>11</sup> Electrified homes and buildings may have more price stability, too. Currently, fossil fuels are subsidized and are associated with large externalities, mainly from the negative effects of their

technologies, particularly through the use of heat pumps, mean that electrification does not necessarily result in higher costs. RMI has found that electrification of space and water heating can reduce costs over the lifetime of the appliances, for both new buildings and **some** retrofits.<sup>12</sup> Today, in Flagstaff, not all electrification projects will produce a return on investment. Some projects will produce a return on investment today, and should be done as soon as possible to help homeowners and building owners accrue the benefits of electrification as soon as possible. Other projects will become profitable in the near future, as advancements in electric space heating and water heating continue. Other projects will need financial incentives in order to move forward. The City will prioritize incentives in collaboration with local partners to make the cost of fuel switching competitive and even beneficial compared to remaining on fossil fuels. The City will work with its partners to help residents utilize the latest technology, analyze policies for their impact on affordability, and target incentives to ensure that electrification does not have detrimental effects for Flagstaff's low-income families.

When working to promote fuel switching, Flagstaff must carefully weigh the balance between climate action and affordability, with the understanding that both are critical to ensure true sustainability.

### **Visitation and outdoor recreation**

Flagstaff's economy is intricately linked to outdoor recreation in the San Francisco Peaks, Grand Canyon, and surrounding national forests. Climate change threatens the health of these natural systems and, in turn, the health of Flagstaff's economy. This amendment supports preparation and reduction of these threats, which will help maintain Flagstaff's economy and quality of life. While achieving carbon neutrality by 2030 will take aggressive actions, making investments now will ensure Flagstaff is a thriving city well into the future.

### **POLICY ANALYSIS AND REVISIONS**

This text amendment recommends a review of existing regulations, standards, and plans – codes, ordinances, etc., and then revisions to reduce

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greenhouse gas emissions. Should a carbon price come into effect in the next decade, the artificial affordability of using on-site fossil fuels could be dramatically reduced or eliminated.

<sup>12</sup> <https://rmi.org/insight/the-economics-of-electrifying-buildings/>

greenhouse gas emissions. This policy was added as a complement to the current Regional Plan 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. This existing policy speaks to a review and policy revisions focused on reducing vulnerability, or adaptation, one of the three core climate actions. The new policy, E&C.2.3, ensures that this review and potential revisions are undertaken with climate mitigation, or reducing emissions, as well as for adaptation. This new policy was written to be complementary and similar to the existing policy (E&C.3.2) so that implementation of this policy will be similar to current work to implement the regional plan.

Implementation of this policy will be done in two parts: first, an analysis of current plans, policies and codes, and then second, revisions to plans, policies and codes.

- (1) The analysis will be conducted to understand how the City's current plans and policies may contribute to, or work against, the reduction of community greenhouse gas emissions. This review will help the City understand how various plans, policies and codes may lead directly or indirectly to increased greenhouse gas emissions. As part of this analysis, the City will work to understand the impacts of existing plans, policies, and codes on greenhouse gas emissions, as well as, economic development, growth, and housing, due to their close relationship to our climate change impacts and challenges. This will increase the value of this review and illustrate where the City's many goals and priorities may create tensions or conflict, opening the door to a more productive conversation of how to balance priorities when revising City codes and processes. This process will result in a better understanding of the interactions among City policies/codes, and how potential revisions can better align the City's work.
- (2) Based on the results of the review, the City may revise select plans, policies, and codes so that they can better contribute to reducing greenhouse gas emissions. These revisions may have either positive or negative impacts on economic development, depending on the plan, policy or code in question. For example: City codes that require a minimum number of parking spaces in developments can contribute to increased driving, and increased greenhouse gas emissions. Code revisions that would eliminate or relax this minimum requirement, allowing the developer to determine the number of parking spaces to provide, can provide significant benefits for economic development, reduce housing costs, and can lead to reduced

driving and greenhouse gas emissions. On the other hand, code changes to increase the energy efficiency of buildings can bring higher up-front costs to the development process. While energy-efficiency investments have strong returns on investment, higher upfront costs could change how projects are financed and how investments are made, affecting economic development. Like the review process, any plan, policy or code revisions must consider any resulting impacts on economic development, growth and housing, to better align City priorities. Any changes to City plans, policies and codes will balance the original goals of the plan, policy or code with the City's goals for economic development, greenhouse gas emissions reductions, and housing.

### **III.7 Cultural Resource Study**

Requirement waived by the Planning Director.

# 01.6 CITIZEN PARTICIPATION PLAN

## CARBON NEUTRALITY PLAN MAJOR PLAN AMENDMENT

JUNE 30, 2021

### PURPOSE

This Citizen Participation Plan summarizes the public participation opportunities and notification procedures required for the Carbon Neutrality Major Plan Amendment to the Flagstaff 2030 Regional Plan.

The 60-day comment period will begin on July 13, 2021, and end on September 13, 2021

### COMMUNITY NOTIFICATION

The following populations will be notified of the 60-day comment period and Open House, at least 14 days prior to the Open House:

- The general public, through print notifications in the Arizona Daily Sun and social media postings.
- The residents on the Regional Plan email notification list, maintained by the Planning Director (approximately 340 recipients).
- The recipients of the Sustainability Program newsletter.

At least 60 days before notice of the first hearing of the Planning Commission, the Planning Director shall transmit the proposed amendment to the Planning Commission and the Council and shall submit a copy for review and further comment to all government agencies listed in ARS 9.461, and any person or entity that requests in writing to receive a review copy of the proposal. The proposal shall also be posted on the City's website.

Notification of the general public will take several forms:

- An advertisement in the Arizona Daily Sun at least 15 calendar days but not more than 30 days prior to the first public hearing with the Planning and Zoning Commission.
- Press releases for open house and hearings.
- Email notification to the Regional Plan email list (approximately 340 recipients) and the Sustainability Program newsletter (approximately 1,000 residents) prior to all meetings.
- Notification on the Flagstaff Regional Plan 2030 Facebook page prior to all meetings.
- Social media posts on the Flagstaff Sustainability Program social media accounts. The three accounts on Facebook, Instagram, Twitter have approximately 9,000 followers combined.
- A webpage dedicated to this Major Plan Amendment, located on the City of Flagstaff climate website. Staff will ensure this page comes up in relevant search engine results.
- Posters for the open house in City Hall, libraries, and the Aquaplex.
- Legal notices for public hearings.

This amendment is a text amendment to pages IV-11 and IV-12 of the Regional Plan. Because this amendment does not involve a specific property, the property owner notification requirement is not applicable.

## COMMUNITY MEETINGS OVERVIEW

### Three community open house meetings will be held:

- The in-person Open House will take place on **Wednesday, August 25<sup>th</sup> from 5:00 to 7:00 pm**. This meeting is tentatively scheduled for the Murdoch Community Center, located at 203 E. Brannen Ave, Flagstaff, AZ 86001.
- An online open house meeting will be held online via Zoom, to accommodate those who cannot or do not wish to travel to an in-person event. The meeting is tentatively scheduled for Tuesday July 20<sup>th</sup>, from 5:30 to 6:30 pm.
- A second online open house meeting will be held via Zoom. The meeting is tentatively scheduled for Thursday September 9<sup>th</sup>, from 6:00 to 7:00 pm.

**Important note:** Meeting locations and arrangements are subject to change to protect public health in light of the ongoing COVID-19 pandemic. This document will be updated with full safety precautions that will be taken for these meetings.

### Meeting content

The in-person and online meetings will provide an opportunity for the public to become informed and consult on the proposed revised amendment. The following information will be presented:

- The proposed amendment to the Regional Plan.
- The rationale for the amendment including benefits to the community.
- Supporting materials on the City's climate action goals, the Flagstaff Carbon Neutrality Plan, and associated projects.

The meetings will be organized in an Open House format, where staff present information and then community members have an open period to ask questions or to provide comments.

- Materials will be presented to residents for them to review at their own pace.
- City Staff will make a brief presentation summarizing the Plan amendment.
- A question and answer period will create an opportunity for community members to ask questions of staff.
- An online survey will be available for those residents who may want to provide feedback privately or after the meeting.

### Meeting agenda:

1. Welcome and introductions
2. Introduction to informational materials
3. Overview presentation by staff
4. Question and answer period
5. Conclusion



After each meeting, the project representative will consolidate the questions/comments heard at the open house meeting into a FAQ document that will be posted to the project's webpage and distributed to the email distribution list.

## ONLINE SURVEY

In order to accommodate those who are not able to attend the in-person or online open houses, City staff will develop a brief online survey. This survey will collect feedback and questions on the Regional Plan Amendment from community members.

This survey will include information directing residents to more information about the amendment. It will allow anonymous, private feedback, if that is the desire of the resident.

## COMMISSION MEETINGS AND HEARINGS

City staff will present this amendment proposal at two Commission meetings:

- The fourth opportunity for input will be held at the August meeting of the Sustainability Commission. City staff will present the draft amendment at the August 27<sup>th</sup> regular meeting of the Sustainability Commission during the 60 day comment period and prior to the Citizen's Review Session. This meeting will be held from 4:30 – 6:00 pm on Thursday, August 27<sup>th</sup>.
- The fifth opportunity for input will be a Citizen's Review Work Session at Planning & Zoning Commission. The citizen review work session shall be held at a work session of the Planning Commission scheduled not less than five days and no more than 14 days prior to the public hearing at the Planning & Zoning Commission for the consideration of the proposed map and text amendments. Landowners and other citizens potentially affected by the proposed text amendment shall have an opportunity to address the Planning Commission on the proposal.

The required Planning and Zoning Commission and City Council hearings will be held either online, or at City Hall, at a time and date to be determined. The location will be determined based on the City of Flagstaff's re-entry stage and public meeting procedures at the time of the meeting. Community members will be notified in advance regarding health and safety procedures.

### **Planning and Zoning Commission Hearings**

The Major Plan Amendment application will be presented before two public hearings before the Planning and Zoning Commission, at dates and locations to be determined.

### **City Council Approval**

The Major Plan Amendment application will be presented before the City Council in December 2021. A two-thirds majority vote of the City Council is needed for approval.

## OTHER NOTIFIED PARTIES

The project representative will work with the Planning Director to transit proposal to the following parties, at least 60 days before notice of the first hearing of the Planning and Zoning Commission on the major amendment to the Regional Plan:

- The Planning and Zoning Commission
- The City Council
- Coconino County;
- MetroPlan Flagstaff
- The Arizona Department of Commerce
- Flagstaff Unified School District
- Northern Arizona Council of Governments
- The Coconino County Superintendent of Schools
- The Coconino National Forest
- The Flagstaff Area National Monuments
- The Naval Observatory at Flagstaff
- Any person or entity that requests in writing to receive a review copy of the proposal.

## METHODS TO KEEP THE DIRECTOR INFORMED

The Director will be notified immediately, if there is any change in the location, date or format of the meetings. The results will be provided in a Record of Proceedings, as provided by City Title 11-10.10.020.

## **I.7 NEIGHBORHOD NOTIFICATION**

# COMMUNITY OPEN HOUSE

**Join us to review a carbon neutrality  
amendment to the Flagstaff Regional Plan.**

**The City of Flagstaff is  
proposing a Major Plan  
Amendment on climate change  
and climate action to the  
Flagstaff 2030 Regional Plan.**

This amendment will revise pages IV-11, IV-12 ,  
and X-19 of the Flagstaff Regional Plan 2030:  
Place Matters (Regional Plan). Revisions will  
align the Regional Plan Climate Change and  
Adaptation pages with the City's climate action  
work and the 2021 Carbon Neutrality Plan.

## **We want your input!**

Join City Staff at one of three open houses for  
informational posters and open discussions  
on the proposed Amendment. This is your  
chance to learn more and provide comments!



<b>Open House One:</b> <b>Tuesday, July 20<sup>th</sup></b> 5:30 to 6:30 pm Online via zoom	<b>Open House Two:</b> <b>Wednesday, August 25<sup>th</sup></b> 5:00 to 7:00 pm. Murdoch Community Center 203 E. Brannen Ave Flagstaff, AZ 86001	<b>Open House Three:</b> <b>Thursday, September 9<sup>th</sup></b> 6:00 to 7:00 pm Online via zoom
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To RSVP and learn more:  
[www.Flagstaff.AZ.Gov/Climate](http://www.Flagstaff.AZ.Gov/Climate)

For details on the project, visit:  
[www.flagstaff.az.gov/planamendments](http://www.flagstaff.az.gov/planamendments)

To ask a question, please contact:  
Sara Dechter, Comprehensive Planning  
Manager, at [sdechter@flagstaffaz.gov](mailto:sdechter@flagstaffaz.gov) or (928)  
213-2631



# **Carbon Neutrality Amendment to the Flagstaff Regional Plan 2030**

## **Public Participation Report**

**Submitted September 24, 2021**

**Project:**

Carbon Neutrality Amendment to the Flagstaff Regional Plan 2030  
Development timeline: Proposed adoption in December 2021

**Applicant:**

City of Flagstaff  
211 W. Aspen Avenue  
Flagstaff, AZ 86001  
928-213-2150

**Project representative and preparer:**

Jenny Niemann, Climate and Energy Specialist  
City of Flagstaff Sustainability Section  
211 W. Aspen Avenue  
Flagstaff, AZ 86001  
928-213-2150

This document summarizes the feedback received from the community during the 60-day review period.

The following outreach methods were utilized to solicit public feedback:

- Informational webpage
- Flagstaff Community Forum feedback form
- Community Open House
- Online information sessions
- Print advertisements
- Social media postings
- Direct outreach

The feedback received is detailed below.

## I.1 Flagstaff Community Forum feedback form

Staff created a feedback form on the proposed Amendment, on the Flagstaff Community Forum portal. This feedback form was open from July 13, 2021 through September 13, 2021. The form was available to all members of the public.

On the forum site, staff provided links to the information webpage, dates and information for the Amendment Open House and information session events, and contact information for staff.

Five responses were provided through this feedback form. Those responses are below.

Note: the feedback form remains open, for members of the public to provide comments on the proposed amendment.

Comment #	Date	Comment	Response
1	8/24/2021 9:51	Commercial and residential buildings will have to convert to all electric at a significant level to meet CO2 reduction goals. The use of electric heat pumps instead of natural gas heat should be a large part of this effort. Is there a program planned to facilitate and encourage this?  Thanks	There is a program planned to support commercial and residential buildings when converting to electric space- and water-heating. The City's strategies on this are outlined in the <a href="#">Building Fuel Switching</a> target area of the Flagstaff Carbon Neutrality Plan. The City has <a href="#">recently published a website</a> to assist homeowners with residential fuel switching, and is planning additional programming to support residents, businesses and contractors in this work.

2	9/8/2021 16:22	<p>Dear Community Shapers:</p> <p>I would ask several items when integrating the carbon neutrality amendment into the regional plan.</p> <p>First, could the plan please include incorporation of non wind and solar power for the power infrastructure. Inclusion of non-GHG emitting nuclear energy would provide resiliency when conditions are not favorable for wind and solar. Secondly, could the plan please include the disposal of wind and solar components as they cannot be recycled and should not be placed into the landfill with the hazardous materials they are constructed from. Thirdly, could the rare earth metals which batteries and solar panels are made be purchased using fair trade practices to avoid supporting and encouraging child and forced labor and horrific environmental practices of China, which mines most of the rare earth metals used to make solar panels. Lastly, the Sustainability Commission would benefit from having a climate realist on the commission to present a different point of view then all the other members.</p> <p>Please do your research and look at the data and make a truly more sustainable America.</p> <p><a href="https://climaterealism.com/">https://climaterealism.com/</a></p>	<p>The Regional Plan Amendment does not specify which clean or renewable energy technologies will be used to achieve our emissions reduction goals.</p> <p>Regarding the reliability and resilience of wind and solar: new utility-scale wind and solar plants are being installed with battery-storage systems, meaning that they can store the energy produced on-site for when it is most needed. This removes the concern about the reliability of wind and solar. The energy industry is transitioning to renewables (wind and solar) rapidly: Large solar plants with battery storage have decreased in price, making them price-competitive with natural gas. This trend is expected to continue as the market continues to innovate and the costs of solar and battery storage plants continue to fall.</p> <p>When new technologies emerge, there are often legitimate concerns that one bad thing (i.e., air pollution from coal) is just being replaced with another (i.e., waste from used solar panels). There are negative externalities associated with all forms of energy production. While we cannot avoid all negative impacts, we can choose the energy production methods that do the least harm to our environment and our community. The negative impacts of wind and solar are relatively modest, and are far outweighed by the positive impacts on air quality and reduced greenhouse gas emissions.</p> <p>Large renewable energy projects sometimes face concerns about where turbines or other equipment are disposed of after their useful life. There is much misinformation about wind turbine disposal, particularly. In fact, wind turbines are highly recyclable, as they are made of many valuable components. About 85% of wind turbine components are reusable or recyclable. Much of a solar panel is also recyclable; recycling practices for solar and wind are improving each year. Regardless, the total environmental impacts of solar and wind are far lower than other forms of energy production and involve far more recycling of components than coal, natural gas, and nuclear energy. The City will continue to consider short- and long-term impacts to</p>
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			<p>the environment and our community when developing renewable energy projects.</p> <p>In response to this comment, staff have changed the narrative section of the proposed page amendments to specify clean electricity, as opposed to renewable electricity, to provide clarity. Clean electricity is a term that signifies zero-emissions electricity, and includes renewable energy generation like solar and wind. Clean electricity is the name of the relevant target area in the Carbon Neutrality Plan, and so this change mirrors other changes in the narrative to match Carbon Neutrality Plan target area language.</p> <p>The website referenced - ClimateRealism.com - is a well-known climate-denial website that works to undermine the global consensus on climate change. It is backed by fossil-fuel companies and anonymous donors, and is not a reliable source for evidenced-based information on climate science and climate action.</p>
3	9/9/2021 15:09	I would like to comment on city staff's structuring of the carbon neutrality amendment. The language in the amendment is comprehensive in addressing the scientific, social, and policy needs of Flagstaff regarding climate change and what will be unfolding in the coming years. The State of Arizona heavily restricts what the City is capable of implementing so kudos for putting forth good directions for us to follow. Thank you for your hard work!	Response not required.
4	9/13/2021 11:58	The Carbon Neutrality Plan is dead on! I fully support the changes and proposals	Response not required.
5	9/13/2021 12:25	Happy to see the inclusion of the Carbon Neutrality Plan into the Regional Plan! The proposed language is clear and easy to understand. One issue that needs to be addressed in the Regional Plan Update is how the community wants to prioritize regional plan direction related to carbon neutrality when it is in conflict with other direction.	City staff believe the proposed amendment is compatible with the other goals and policies of the Flagstaff Regional Plan 2030. That said, the many goals of the Regional Plan must be balanced amongst each other. The proposed new goals in the Climate Change and Adaptation Section will need to be weighed against and balanced with the many other goals of the Regional Plan, from transportation to economic development goals. This prioritization takes place regularly, as staff, City Council, and other decision-makers weigh the many goals of the Regional Plan. The amended Climate Change and



		Adaptation section goals will be treated similarly to all other goals in the Plan: decision-makers will consider all goals of the Regional Plan and strive to balance these goals when making decisions about the future direction of Flagstaff.
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## I.2 Emailed or written Comments:

Staff sent mailings and email notifications to local, state, and regional agencies, as well as lists of interested parties and residents on the Regional Plan notification list.

One comment was received via email.

Comment #	Date	Comment	Response
6	8/19/2021 4:28 PM	<p><b>From:</b> Kate Morley &lt;kmorley@naipta.az.gov&gt;  <b>Sent:</b> Thursday, August 19, 2021 4:28 PM  <b>To:</b> Jenny Niemann &lt;JNiemann@flagstaffaz.gov&gt;; Heather Dalmolin &lt;hdalmolin@naipta.az.gov&gt;  <b>Subject:</b> RE: Major Amendment to the Flagstaff Regional Plan - carbon neutrality</p> <p>Hi Jenny,</p> <p>Thanks again for allowing us to comment. We have several comments we would love to be considered to strengthen language around the role transit plays in achieving carbon neutrality.</p> <p>Policy E&amp;C2.2: modify “promote” to “develop” or similar other word that commits to action.</p> <p>Policy T8.1: specifically identify transit as a component of “network” which could otherwise been seen more narrowly as streets.</p> <p>Policy T.8.2: reads as if there is no improvement to be made with work</p>	<p>The comment and suggestions provided are in line with the direction and intent of the Regional Plan Amendment. However, the request for revisions to specifically include transit call for a higher level of detail than the Regional Plan pages currently provide. The proposed revised pages communicate the broad goals of the City’s carbon neutrality work – achieving carbon neutrality, preparing for change, and acting equitably. The revised pages include supporting actions: reducing emissions from transportation and improving community connectivity are specifically mentioned actions that cover transit.</p> <p>The requested additional goal, to specifically designate the emissions reductions provided through transit and first last mile infrastructure, would introduce a level of detail not used in the amended Regional Plan pages. For renewable energy, for example, neither the original nor the revised pages suggest which types of renewable energy should be used (wind, solar, hydropower, etc.). The transportation actions follow this model.</p> <p>In response to this feedback, revisions will be made to clarify the actions to be taken. We will reference the seven target areas of carbon neutrality actions, as specified by the Flagstaff Carbon Neutrality Plan. This will introduce two areas that are actively related to transit: Decreasing Dependence on Cars and Electric Mobility.</p>

	<p>“maintain.” I suggest “modify” or something similar.</p> <p>Policy T.8.5: can often result in poor design for bike and ped infrastructure which is critical to Mountain Line riders. Consider “balancing” these needs.</p> <p>Most of all, we would love to a goal specifically around transit. I am not sure if it fits in the climate section or transportation section but something to the effect of:</p> <ul style="list-style-type: none"><li>• Support the reduction of transportation emissions through the prioritization of public transit and associated first last mile infrastructure, and through the implementation of Mountain Line services and Transit Guidelines.</li></ul> <p>Happy to discuss specifics and thanks again.</p> <p>Kate Morley, AICP Deputy General Manager Mountain Line</p>	<p>Regarding the suggested revision to Policy E&amp;C2.2: the City utilizes the word ‘promote’ throughout the Regional Plan to designate areas that need further City support. Because the City is not always the actor, for example in development cases, words that connote more action or power on the City’s behalf are not appropriate in this context.</p> <p>Regarding the suggestion revision to Policy T8.1: the change to policy T8.1 was made to clarify the meaning of this policy, as there was confusion about the meaning of transportation connectivity. This revision, to specify network connectivity, is being made to clarify that this policy discusses the street network and the need for the efficient connections that are provided by a more grid-like network.</p> <p>Regarding the suggestion revision to Policy T.8.2: this suggested change is outside of the scope of the proposed amendment. This amendment focuses on the Climate Change and Adaptation section, with one change to transportation policies to remove confusion. The road and street classification system is somewhat related to climate action to reduce transportation emissions, but this policy is not incompatible with the proposed amendment. Staff do believe that the word maintain does imply continual work to actively sustained the desired state of the road and street classification system, and that improvements are possible and encouraged under this policy.</p> <p>Regarding the suggestion revision to Policy T.8.5: while this policy does elevate the importance of freight movement, it is to be implemented in balance with policy T.8.3, which is located in the same section. (T.8.3: Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain quality of life while maintaining traffic safety.) Decision-makers need to weigh both policy T.8.5 (fright movement) and policy T.8.3 (traffic calming and street widths), to balance these two priorities. Staff believe that the existence of these two policies addresses the commenter’s concerns.</p>
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**From:** [Alaxandra Pucciarelli](#)  
**To:** [Jenny Niemann](#)  
**Cc:** [Sara Dechter](#)  
**Subject:** RE: CNP Major Plan Amendment - waiver letter - Time sensitive request  
**Date:** Monday, May 24, 2021 7:24:27 AM

---

I agree and support the requested waivers for this Major Regional Plan Amendment.

Thanks,

**Alaxandra Pucciarelli**

Current Planning Manager

Community Development

211 W. Aspen Avenue

Flagstaff, AZ 86001

Phone: (928) 213-2640

Email: [apucciarelli@flagstaffaz.gov](mailto:apucciarelli@flagstaffaz.gov)

---

**From:** Jenny Niemann <JNiemann@flagstaffaz.gov>  
**Sent:** Sunday, May 23, 2021 10:33 AM  
**To:** Alaxandra Pucciarelli <APucciarelli@flagstaffaz.gov>  
**Cc:** Sara Dechter <SDechter@flagstaffaz.gov>  
**Subject:** CNP Major Plan Amendment - waiver letter - Time sensitive request  
**Importance:** High

Alax,

I'm writing regarding the waiver letter for the Carbon Neutrality Plan major amendment to the Regional Plan, and need your help!

As Planning Director, Tiffany signed off on a waiver of a number of requirements for the major amendment submittal because the nature of this amendment (a text amendment) doesn't quite fit many of the checklist requirements. (see attached email).

For my resubmittal, I have revised the waiver memo for the Carbon Neutrality Plan, adding the Concept Plan to the list of waived requirement (paragraph 2). That's the only change to the attached memo. The rationale is that there is not actually a concept plan, there is really just the text amendment.

**If you could just respond to this email with your approval of this memo, that would be wonderful and I'll add it to the resubmittal file.**

Thank you,  
Jenny

----

Jenny Niemann  
Climate and Energy Specialist  
City of Flagstaff  
928-213-2150  
[JNiemann@flagstaffaz.gov](mailto:JNiemann@flagstaffaz.gov)  
[www.flagstaff.az.gov/climate](http://www.flagstaff.az.gov/climate)



# **COMMUNITY DEVELOPMENT**

## **MEMORANDUM**

**Date: May 20, 2021**

**To: Sara Dechter, AICP, Comprehensive Planning Manager**  
**From: Alax Pucciarelli, Acting Planning Director**

**Subject: Waiver of Submittal requirements for the Climate Change  
Goals and Policy Major Plan Amendment**

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The purpose of a plan amendment application is to allow decision makers to conduct a proper evaluation of the proposed changes and their potential impacts to the future of the community. The requirements for such applications are typically geared towards amendments for a particular property and precede an application for rezoning. In order to facilitate transparent and clear communication, I have elected to not require items on the application checklist that do not contribute to decision making. Items on the checklist are excluded based on the following rationale:

Because there is no property specific changes being proposed, the Concept Plan, a Legal Description, a Title Report, a County Assessor's Map, a Vicinity Map, Physical Characteristics Analysis maps, Land Use Analysis Maps, and proposed Circulation Map, Cultural Resource Studies and any other property specific submission requirements are all being waived.

Because the new goals and policies will not impact the distribution or management of water infrastructure, the requirement for Water and Wastewater Impact Analyses is waived. The energy usage associated with water and wastewater processing will be discussed in Public Services and Facilities Analysis.

Based on the input of the Flagstaff Unified School District, School Impact Analysis is being waived.



**Planning & Zoning Commission**

**6. A.**

**Meeting Date:** 11/17/2021

**From:** Alaxandra Pucciarelli, Interim Planning Director

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**Information**

**TITLE**

**Discussion:** Draft Active Transportation Master Plan, presented by Martin Ince, Multimodal Transportation Planner

**STAFF RECOMMENDED ACTION:**

Information and discussion. Staff will make a short presentation about the draft Active Transportation Master Plan, a guide to enhancing walking and biking in Flagstaff.

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**Attachments**

Active Transportation Plan

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## City of Flagstaff



## DRAFT Active Transportation Master Plan

September 2021



**City of Flagstaff**

211 West Aspen Avenue  
Flagstaff, Arizona 86001

928 213 2685  
[mince@flagstaffaz.gov](mailto:mince@flagstaffaz.gov)  
[www.flagstaff.az.gov/atmp](http://www.flagstaff.az.gov/atmp)



## Contents

### **0 Plan summary**

- 1 The ATMP at a glance

### **1 Introduction**

- 2 Intent of this plan
- 3 Policy context
- 4 How this plan is used
- 5 How this plan was developed
- 6 Guiding principles
- 10 Approach

### **2 Current conditions**

- 12 Introduction
- 13 Status of walking and biking
- 19 Challenges for walking and biking
- 21 The opportunity in Flagstaff

### **3 Goals, policies, and strategies**

- 24 Goals
- 25 Policies and strategies

### **4 Outcomes, indicators, and targets**

- 40 Outcomes and indicators
- 42 Targets

### **5 Implementation**

- 44 Priority actions
- 45 Implementation opportunities

### **Appendix Common abbreviations**

## 0 Plan summary

### The ATMP at a glance

The **Active Transportation Master Plan** (ATMP) is a guide to enhancing walking and biking in Flagstaff. The ATMP includes detailed information regarding pedestrian and bicycle accommodation, and establishes a series of goals, policies, and strategies to support walking and biking.

#### 1 Introduction

Establishes a foundation for the ATMP, including the function of the plan, its policy context, how it was developed, and how it is used. The Introduction closes with a list of guiding principles for walking and biking and a recommended shift in our approach to transportation planning.

#### 2 Current conditions

Summarizes the current status of walking and biking in Flagstaff based on facilities, mode share, crash data, and national indicators. This section also describes the challenges for walking and biking and highlights the unique opportunity in Flagstaff.

#### 3 Goals, policies, and strategies

Establishes specific goals for walking and biking to provide policy support and guide our actions. Policies and strategies are an extensive list of recommended actions or steps to take to promote walking and biking.

#### 4 Outcomes, indicators, and targets

Describes the desired results of the ATMP, as well as indicators to gauge progress on achieving those results. Also sets targets for mode share, pedestrian and bicycle crashes, and national recognition.

#### 5 Implementation

Lists 12 priority actions that should be done first, and describes a broad range of opportunities for implementation of the ATMP.

## 1 Introduction

The City of Flagstaff's **Active Transportation Master Plan** (ATMP) is intended to serve as a detailed guide to enhance walking and biking in Flagstaff.

Walking and biking are important to Flagstaff, and the Flagstaff community is very supportive of walking, biking, transit, and active modes of transportation in general. Walking and biking are critical elements of mobility and a robust transportation system, and vital to achieving social, economic, health, environmental, and sustainability goals for the community.

Over the years, a variety of City of Flagstaff plans and policy documents have highlighted the importance of walking and biking, starting with the Flagstaff Regional Plan 2030. However, none have provided specific details or direction on how to become a more pedestrian- and bicycle-friendly community. This document provides those details and that direction.



### Intent of this plan

The ATMP is intended to serve several primary functions:

- **The Big Shift.** The ATMP promotes a fundamental change in our approach to mobility and transportation planning – introduced in the Flagstaff Carbon Neutrality Plan as the Big Shift – away from a model that prioritizes automobiles and vehicular travel and towards a broader process that promotes walking, biking, and transit and supports other community goals and values. This Big Shift approach is further detailed under Approach at the end of this introduction.
- **Policy support.** Goals and policies listed in Section 3 of this document establish specific policy support for active transportation to build on the goals and policies already in the Regional Plan.

- **Policies and strategies.** Section 3 also includes a list of recommended strategies and actions, which prioritize actions to take to promote walking and biking.
- **Pedestrian and bicycle infrastructure.** Missing and needed pedestrian and bicycle facilities, including sidewalks, bikeways, FUTS trails, and crossings have been inventoried and prioritized as part of this document. This helps to establish a program of pedestrian and bicycle infrastructure projects to include in the City's capital planning process.
- **Planning and design guidance.** The ATMP includes detailed design and planning guidance to enhance the functionality of our transportation system and support active transportation.

## Policy context

The City already has several adopted plans and policy documents that address transportation in general, as well as walking and biking more specifically. These documents provide the policy context for the ATMP.

### Flagstaff Regional Plan 2030

The [Flagstaff Regional Plan 2030](#), which was adopted by the City Council and ratified by Flagstaff voters in 2014, is a high-level policy document that covers a variety of topics regarding the future development of Flagstaff. The [Transportation Element](#) (Chapter X) of the Regional Plan describes an overall vision for transportation in Flagstaff, as well as goals and policies needed to achieve that vision. These goals and policies are the starting point for the ATMP.

#### Regional Plan 2030 vision for transportation

In 2030, people get around to where they need to be in an efficient and safe manner, and more people ride the bus, their bikes, and walk, reducing emissions and increasing health.

### Flagstaff Carbon Neutrality Plan

In June of 2020, the Flagstaff City Council adopted Resolution 2020-09, which declares a climate emergency in Flagstaff and calls for a dramatic shift in our ambition and action to combat climate change. The Council subsequently adopted the [Carbon Neutrality Plan](#) in June of 2021 and established a goal for carbon neutrality – a 100 percent reduction in emissions – by the year 2030.

In Flagstaff, the transportation sector is responsible for 30 percent of greenhouse gas emissions, primarily from passenger vehicle emissions. As a result, achieving the carbon neutrality target established in the Carbon Neutrality Plan will require extensive changes in our transportation policies and practices. Decreasing dependence on automobile use is one of the core target areas of the Carbon Neutrality Plan: the plan calls for aggressive action to shift away

#### Flagstaff Carbon Neutrality Plan target area

Decreased Dependence on Cars  
Flagstaff will transform our transportation and land use systems so that we depend far less on cars, reducing vehicle miles traveled (VMT) and shifting trips to walking, biking, and the bus.

from car-dependent planning and transportation design and to focus more resources on supporting walking, biking, and transit.

### How this plan is used

This section describes how the ATMP should be used in conjunction with other plans, projects, and processes.

- **Plans and policy documents.** As a City policy document, the ATMP and its contents should be considered in planning processes and reflected as appropriate in other City plans, including the Regional Plan and specific, neighborhood, and master plans. The ATMP can also be considered as part of transportation plans prepared by MetroPlan, ADOT, NAU, and Coconino County.
- **Capital planning and programming.** The ATMP identifies and sets priorities for an extensive list of pedestrian and bicycle projects, which are included in the City's five-year capital planning program.
- **Budgeting and work programs.** Recommended policies and strategies in the ATMP can be part of City's performance-based budgeting process and incorporated into budget requests, strategic plans, and work programs.
- **Regulatory documents.** The ATMP itself does not create any new enforceable standards or regulations, however, it can be used to identify revisions to the Zoning Code, Engineering Standards, and other applicable regulatory documents to implement the ATMP.
- **Private development review.** The ATMP does not create any new standards or requirements for private development. Developers are encouraged to consider the ATMP when planning their development but are not required to demonstrate conformance. Design guidelines can be a reference for pedestrian and bicycle accommodation but are not compulsory.





- **City capital projects.** Planning considerations and design guidelines should serve as best practices for pedestrian and bicycle accommodation in City capital projects.

---

## How this plan was developed

Content and recommendations in the ATMP were formulated based on a variety of sources, including extensive public engagement, dating back to 2014.

- **Working papers.** A series of working papers were used to collect and analyze supporting information on a variety of topics.
  - [WP01 Existing plans and policies](#)
  - [WP02 Mode share information and trends](#)
  - [WP03 Pedestrian and bicycle crash data](#)
  - [WP04 Walking and biking survey results](#)
  - WP05 Pedestrian and bicycle comfort indices
  - WP06 Attractors, generators, and social factors
- **Community surveys.** Nine surveys regarding walking and biking have been conducted on the Flagstaff Community Forum since 2014. These surveys collected more than 2200 responses.
  - [Walking and biking survey](#)
  - [Pedestrian and bicycle project survey](#)
  - [Milton Road survey](#)
  - [Regional transportation plan surveys](#)
  - [FUTS trail users survey](#)
  - [Draft goals and strategies survey](#)
  - [PedBikeWays survey](#)
  - [Bicycle Friendly Community survey](#)
  - [Flagstaff Trails Initiative survey](#)
- **Public engagement.** City staff have conversed with hundreds of residents about pedestrian and bicycle issues at numerous community events, including Earth Day, Bike-to-Work Week, Arizona Trail Day, and the Flagstaff Community Market. Two walking and biking summits were hosted in late 2017, during which approximately 100 attendees were given an opportunity to provide feedback and complete a survey.
- **PAC and BAC meetings.** Since 2014, discussion of the ATMP has been a standing item on the monthly agendas of the City's Pedestrian Advisory Committee (PAC) and Bicycle Advisory Committee (BAC).
- **National guidance and peer community review.** The ATMP also incorporates relevant state of the practice information from other communities and national sources.

## Guiding principles

These guiding principles provide a foundation for the ATMP, describe why walking and biking are important and beneficial, and express the community's expectations for walking, biking, mobility, and transportation.

### **Walking and biking are important to Flagstaff and reflect the values of the community**

- Being walkable and bicycle-friendly contribute significantly to Flagstaff's community character.
- Walking and biking are community indicators of livability.
- FUTS trails, sidewalks, and bike lanes provide convenient access for all residents to parks, recreation, open space, and the forest – a significant Flagstaff value.
- Being on foot or on a bicycle provide a slower-paced and more intimate perspective of the city, more opportunity for social interaction and contact with neighbors, and an overall heightened sense of community.
- Walking and biking are linked to numerous health benefits and help contribute to emotional well-being and happiness.



### **Flagstaff has a significant opportunity to expand walking and biking, but it takes a concerted effort by the City**

- Walking and biking as transportation options need to be actively supported, encouraged, and prioritized by the City in order to thrive. Peer communities that are recognized as great pedestrian and bicycle places for walking and biking have worked to promote walking and biking.
- The community responds positively when the City prioritizes and actively works to

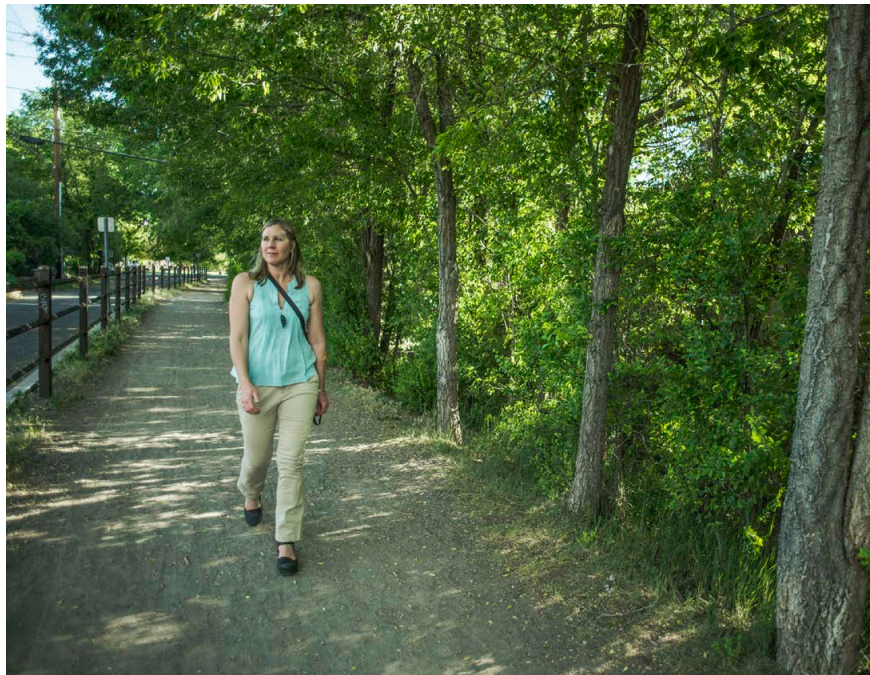
accommodate and encourage walking and biking. The City does not need to solve all problems, but we should address the most pressing.

### **More people will choose to walk and bike when it is comfortable, convenient, and useful**

- Many people are discouraged from walking and biking because they feel uncomfortable and unsafe, particularly when facilities are inadequate.
- There is abundant evidence from other communities that when active transportation is prioritized, people walk and bike more.
- While good infrastructure is essential, walking and biking require a comprehensive approach that goes beyond infrastructure and addresses education, encouragement, enforcement, equity, and evaluation.

### **Walking and biking are critical elements of a robust transportation system**

- Our transportation system is most efficient and equitable when it provides a range of transportation options, including walking, biking, and transit.
- Shifting trips from single-occupant vehicles to walking, biking, and transit is essential to managing congestion and enhancing mobility.
- Walking, biking, and transit are mutually supportive; walk- and bicycle-friendliness encourages increased use of transit; and a strong transit system supports walking and biking.
- Streets that safely and comfortably accommodate walking and biking are safer for all road users.
- Congestion cannot be solved, but it can be managed by enhancing access to a variety of quality transportation options.





- At this moment in Flagstaff's evolution as a small city, driving and parking may not always be convenient.

### **Walking and biking are integral parts of a larger context of land use, community character, and street design**

- Streets are our most ubiquitous community space; they serve a variety of community functions in addition to transportation.
- Walking and biking reduce the amount of paved space needed to accommodate vehicles in the form of highways, streets, driveways, and parking lots.
- The nature of land use and urban form – in particular density, compact form, diversity of uses, and urban design – have an essential influence on walking and biking.



- The design and character of our streets should reflect our community goals and values for community character, climate change, equity, and safety.

### **Mobility – the ability to travel freely to access our daily needs and activities – is a fundamental human right**

- More viable transportation options mean better mobility for the entire community.
- A transportation system based on principles of universal design – usable by all with minimal adaptations – benefits all users.
- Community mobility is measured by how well those with mobility challenges can access their daily needs, live independently, and move freely.

### **Active transportation and enhanced mobility support equity**

- Equity is both a process and an outcome; a transportation system that serves all depends on a planning and decision-making process that is equitable and inclusive.

- Transportation options improve mobility for all segments of the population, including the elderly, individuals with mobility challenges, low-income populations, and marginalized communities.

- An estimated one-third of Flagstaff residents do not drive, including children under 16, elderly residents who no longer drive, persons with disabilities who are unable to drive, people whose driving privileges have been suspended, and people who choose not to drive. For this segment of the population, mobility is often dependent on walking, biking, or taking the bus.



- Not everyone can afford to drive. Private vehicles can be expensive to own and operate: reducing transportation expenses means more financial resources available for housing, medical expenses, and other necessities.
- Better and less expensive transportation options help to eliminate a barrier for low-income people to participate in the workforce.
- Better mobility for seniors can help them be more active and social, allows aging in place, and provides better access to health care and social services.

### **Sustainable transportation options are critical to meeting the City's carbon neutrality goals.**

- In Flagstaff, transportation accounts for about 30 percent of greenhouse gas emissions. Carbon neutrality goals will not be met without a reduction of emissions in this sector.
- Walking and biking reduces reliance on fossil fuels and lowers greenhouse gas emissions, which provides numerous benefits such as improved local air quality and better health.
- The Flagstaff Carbon Neutrality Plan calls for and relies upon a fundamental shift in our transportation system towards more sustainable options.

### Active transportation supports a healthy and resilient economy

- Pedestrian and bicycle-friendly commercial areas promote street-level activity, vibrancy, and vitality, all of which help generate increased revenues.
- Communities with strong walking, biking, and trails infrastructure gain a competitive edge in attracting and keeping businesses and jobs. For many private companies, locational decisions are driven as much by quality-of-life factors as economic considerations.
- Sidewalks, bike lanes, trails, and other non-motorized infrastructure are much less expensive to build and maintain than highways, streets, and parking lots.

### Approach

The following points summarize the Big Shift in our approach to transportation planning to support walking and biking, enhance mobility for everyone, meet our climate goals, and create a more balanced transportation system.

- Be more transformational than incremental. Flagstaff could be a great city for walking and biking, but bold action is needed to make it happen. What's needed is a fundamental shift in our approach to walking and biking accommodation, as well as with transportation planning in general.
- Prioritize pedestrians and bicyclists. Those who walk and bike are deserving of extra consideration, including additional protection as vulnerable roadway users. Planning for pedestrian and bicycle facilities should seek to provide a high level of accommodation rather than a minimum.
- Take a well-rounded approach to transportation. Transportation planning needs to consider multiple community objectives – community character, sustainability, public health, economic vitality, environmental stewardship, and equity – in addition to the





conveyance of motor vehicles.

- Pursue a wide range of solutions for mobility. Efficient management of transportation resources requires a broad range of strategies to enhance mobility rather than an approach that relies primarily on increasing vehicle capacity.
- Use Travel Demand Management (TDM) as a guiding principle. TDM expands mobility options and helps to manage congestion by simultaneously reducing the demand for vehicle use and increasing capacity for active and other sustainable modes.
- Don't overbuild for cars. Wide, fast roads and large parking lots discourage walking and biking, encourage automobile use, create unsafe streets for all modes, and make it difficult to promote desirable community character. Reliance on traffic models, level of service measures, and vehicle capacity can lead to overbuilding.



## 2 Current conditions

This section provides an overview of current conditions for walking and biking in Flagstaff, based on several measures and considerations. Taken together, these measures reveal a community that is generally good for walking and biking, but there is significant room for improvement. While there are many positives, there is also a long list of challenges. Overall, there is tremendous opportunity in Flagstaff to be a premier community for walking and biking.

### Introduction

#### Walking

Walking is the most enduring and universal mode of transport. In Flagstaff, walking is the most robust of the active modes; the percentage of trips in Flagstaff made by walking is significantly higher than for bicycling or transit. Additionally, the percentage of Flagstaff residents who walk to work far exceeds state and national averages and places us in the upper echelon of our peer communities.

Walkability is highly dependent on land use and urban form in addition to complete and comfortable facilities. Because trips are short, walking requires proximity and is supported by density, mixed-use, and compact form. Walkability is also responsive to good urban design; attractive and engaging places are appealing to pedestrians.

#### Bicycling

Bicycling as a travel mode presents one of Flagstaff's best opportunities for reducing vehicle trips and increasing the share of trips made by active modes.

Bicycles make it possible to travel longer distances, and to carry cargo as well. Flagstaff's compact size means that most of Flagstaff is contained within a bikeable area, so in theory, most in-town trips could potentially be converted to bicycle trips. In Flagstaff the average



trip is a little over four miles in length, and almost 60 percent of all trips are less than five miles in length. This distance is eminently bikeable, provided it can be made comfortable and appealing for the average person.

Biking is also a big part of Flagstaff's culture and identity. Flagstaff is becoming a world-class destination for mountain biking, with more than 300 miles of recreational single-track trails in proximity. Flagstaff also hosts numerous bicycle-themed events throughout the year.

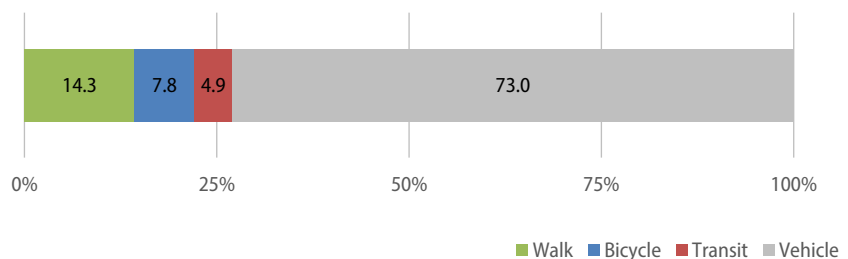
## Status of walking and biking

### Infrastructure

The term infrastructure refers simply to the physical facilities for walking and biking. This document generally references five main types of infrastructure: sidewalks, bikeways, FUTS trails, enhanced crossings, and bridges and tunnels. This section provides a qualitative and quantitative assessment of current infrastructure conditions.

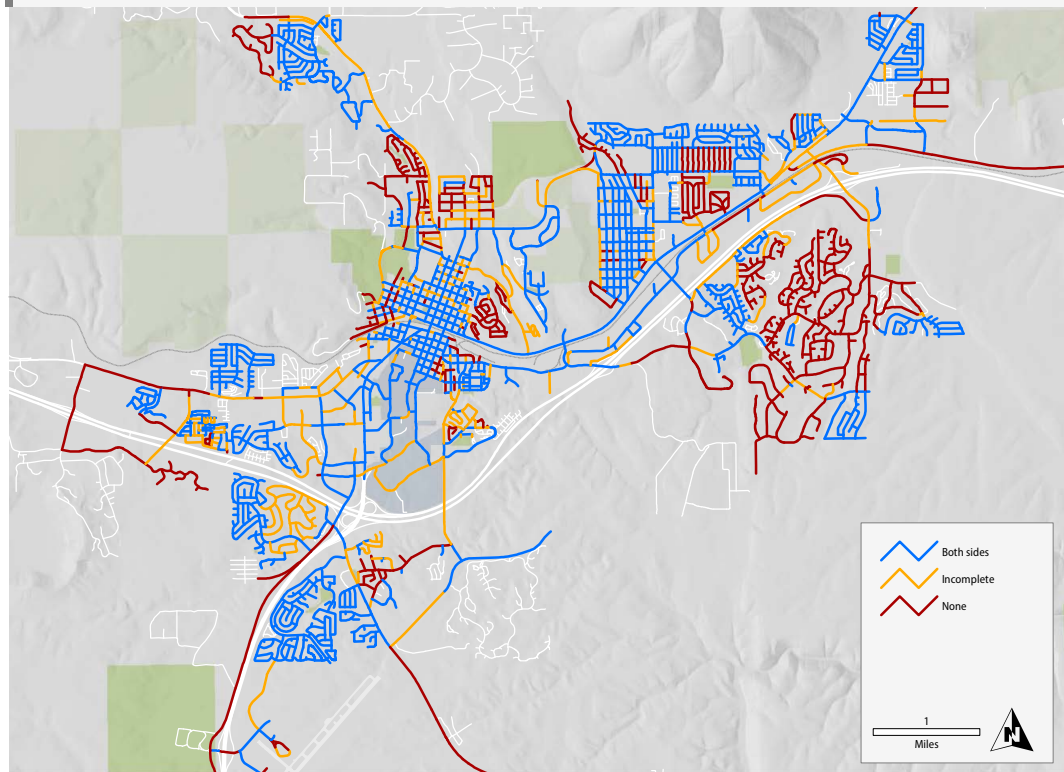
- **Sidewalks.** Sidewalks are present on 70 percent of Flagstaff's major street network. However, only about half of all public streets (53 percent) have sidewalks along both sides of the street, and 29 percent have no sidewalk at all.
- **Bike lanes.** There are 97 miles of designated bike lanes in Flagstaff, and another 34 miles of usable shoulders. Bike lanes are present on 71 percent of major streets, but there are 70 miles of missing bike lanes.
- **FUTS trails.** There are 58 miles of existing FUTS trails in Flagstaff, and another 82 miles of planned trails. Of the existing trails, about half are paved and half are aggregate surfaced.
- **Crossings.** Flagstaff has installed flashing beacon crossings at 10 different locations in the past several years. However, there are numerous street corridors in Flagstaff that are difficult to cross due to the speed, volume, and width of the street, and more than 30 percent of major street intersections do not fully accommodate pedestrian crossings.
- **Grade-separated crossings.** There are 21 existing grade-separated crossings in Flagstaff, including 10 bridges or tunnels

Current mode share

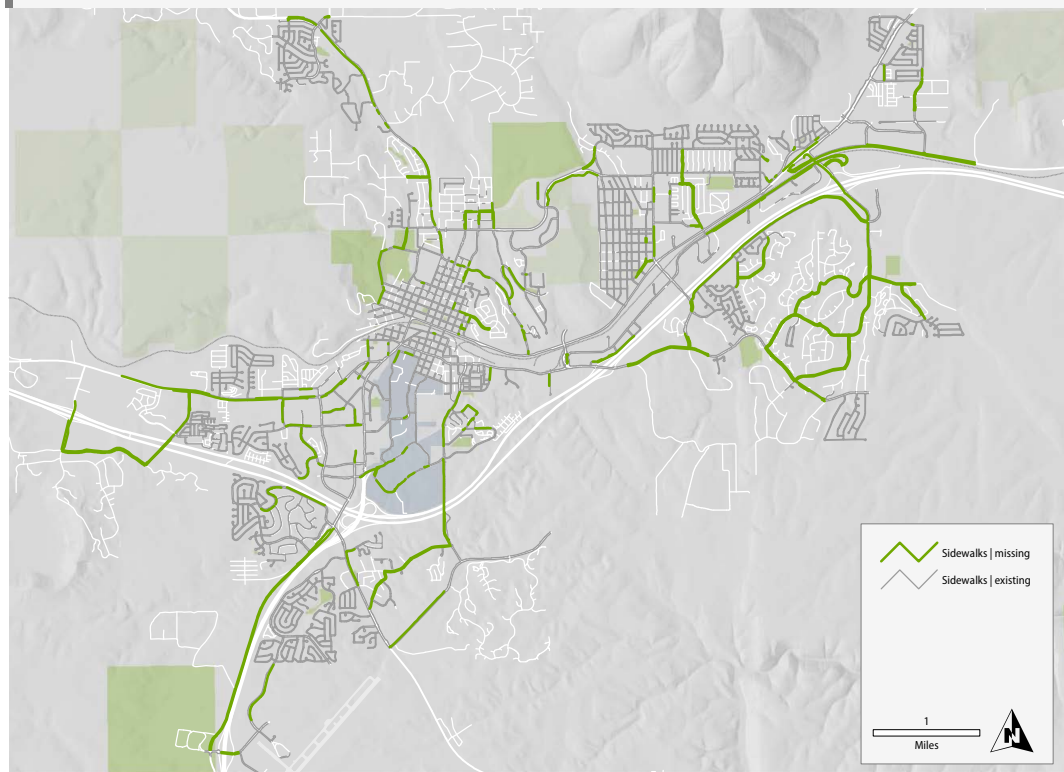


Source: 2018 Flagstaff Trip Diary Survey

### Sidewalk status

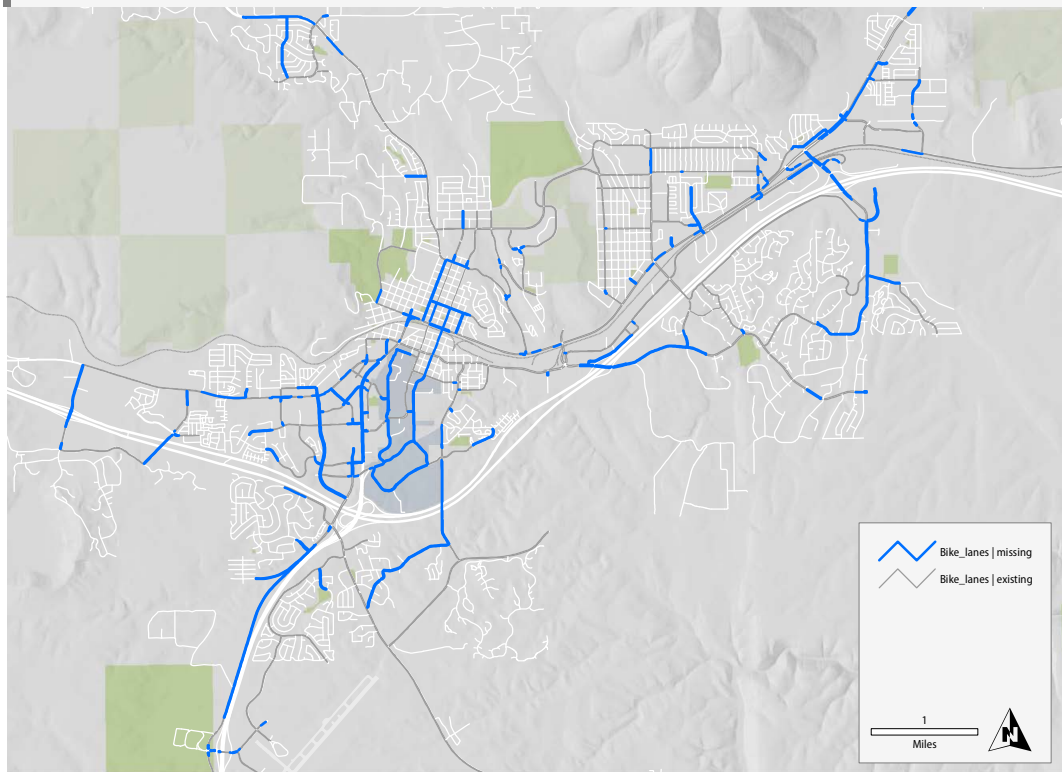


### Existing and missing sidewalks

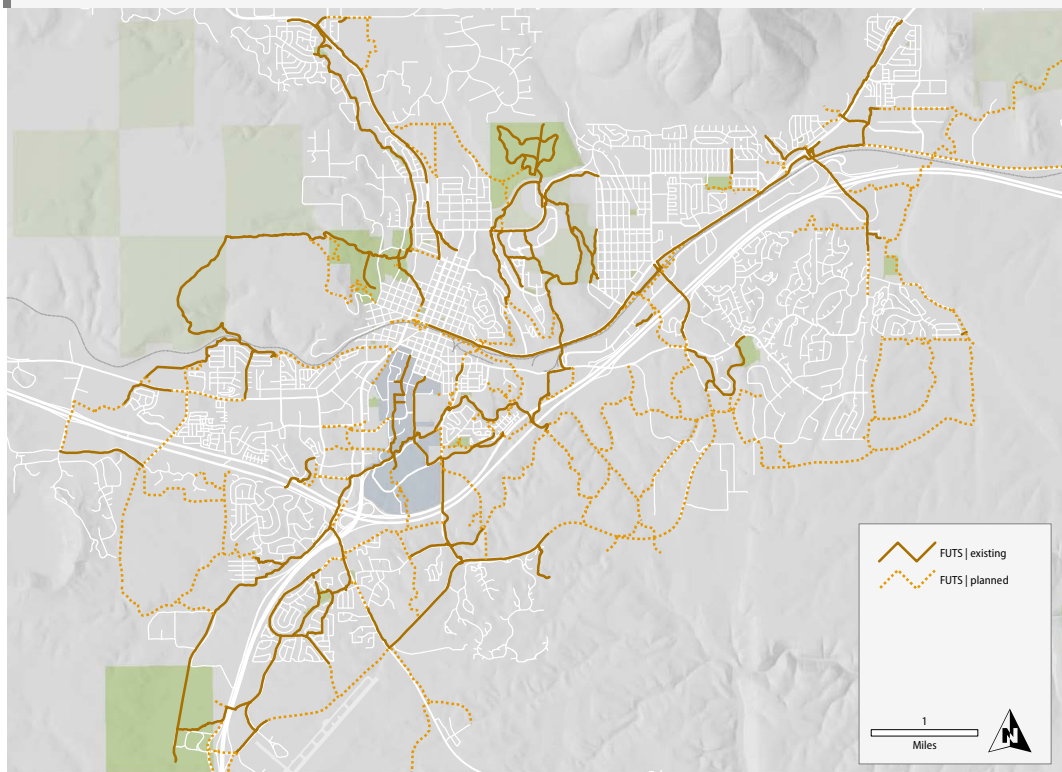




### Existing and missing bike lanes



### Existing and planned FUTS trails



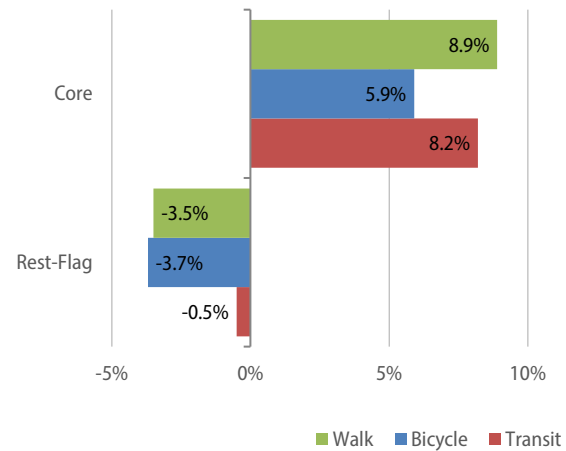


that are exclusively for the use of pedestrians and bicyclists. The presence of two interstates and the railroad through Flagstaff create significant breaks in pedestrian and bicycle networks.

## Mode share

Mode share is the percentage of trips that are taken by different modes of travel, including walking, biking, transit, and private vehicles, and a direct measure of the status of walking and biking in a community. Overall, Flagstaff's mode share numbers are relatively strong and indicative of a good climate for walking and biking; however, flat or declining trends indicate that more work is needed.

Mode share change by geography, 2006-2018



Source: 2018 Flagstaff Trip Diary Survey

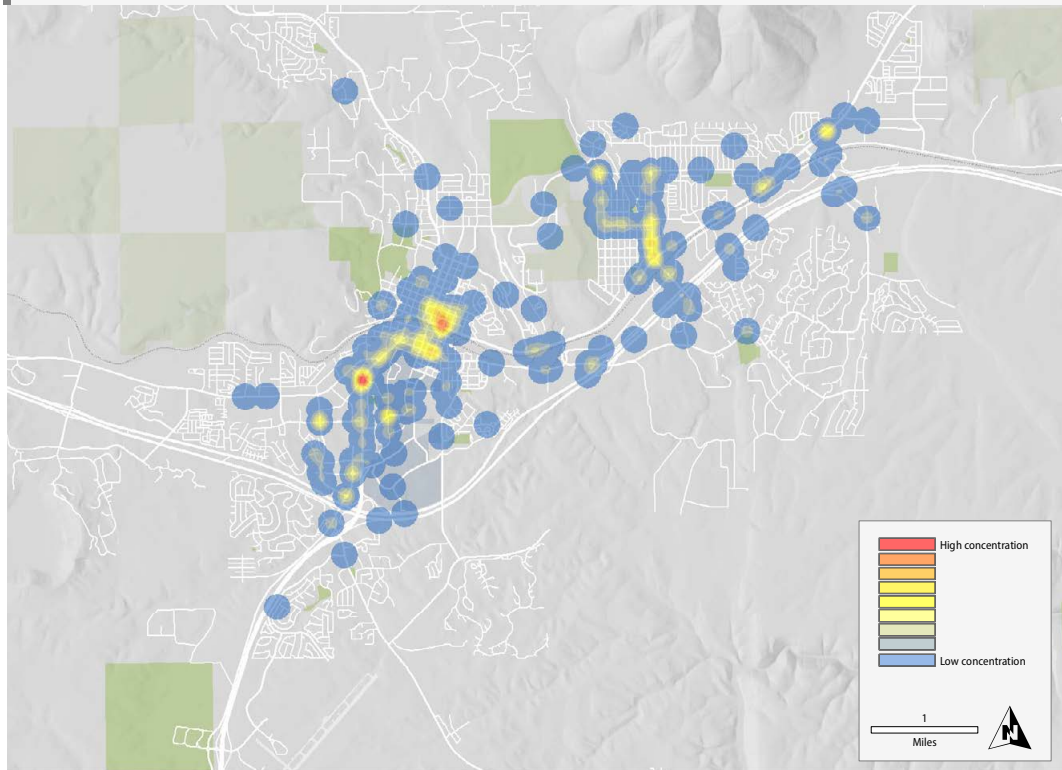
- Mode share.** According to the [2018 Flagstaff Trip Diary Survey](#), 22 percent of all trips in Flagstaff are made by walking and biking, including 14.3 percent by walking and 7.8 percent by bicycle.
- Trends.** The percentage of trips made by walking has increased somewhat since 2006, while the percentage of bicycle trips has declined, based on composite data from the Trip Diary Survey and the American Community Survey.
- Geography.** In the core area of Flagstaff, which includes Downtown, the Southside neighborhood, and the NAU campus, people are much more likely to walk or bike than in the rest of Flagstaff. The combined walk and bike mode share is 44.2 percent in the core area, but only 12.7 percent for the rest of Flagstaff. Between 2006 and 2018, walking and biking mode share increased by 14.8 percent in the core area of Flagstaff but decreased by 7.2 percent in the rest of Flagstaff.
- Peer cities.** In comparison to our peer communities – cities in the west with a similar population to Flagstaff and a large public university – Flagstaff is among the leaders in walk share to work (third of 20 cities), but lags behind our peer communities in bicycle mode share to work (12th of 20 cities).

## Safety

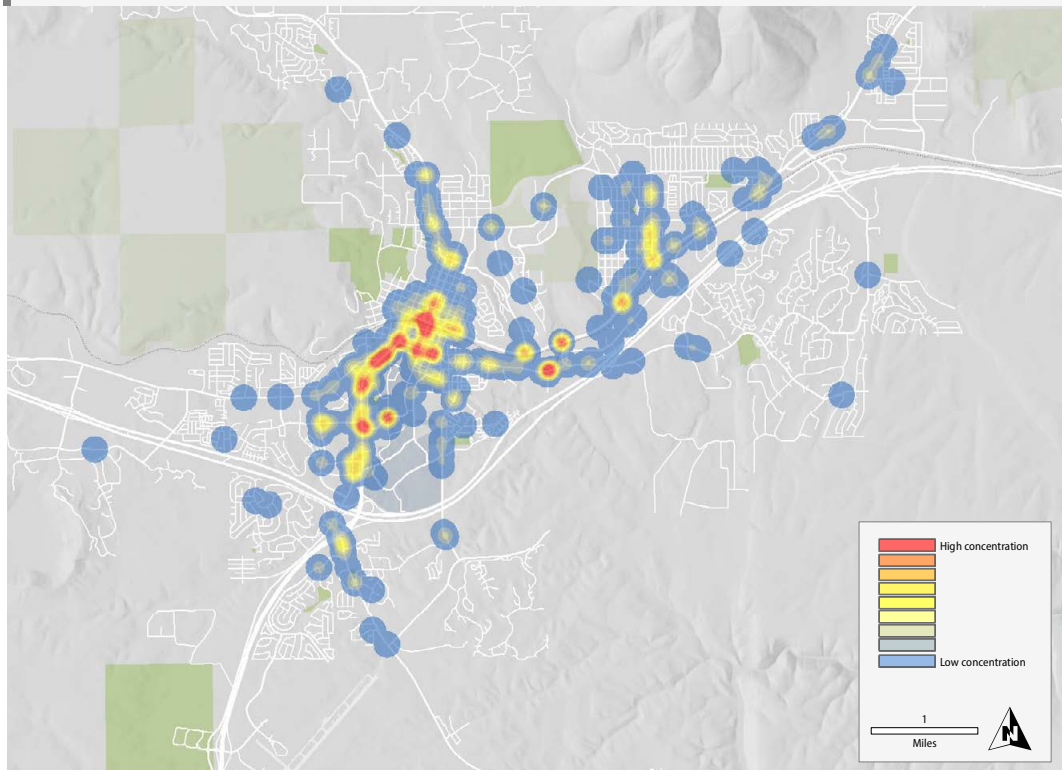
Review of pedestrian and bicycle crash data provides our best indicator of safety for active transportation. However, there is not comparable data for our peer cities, so it is difficult to make comparisons. There is also little information on number of pedestrians and bicyclists, so exposure and crash rates cannot be determined. Several years of data is available, so it is possible to see if the number of crashes is increasing or decreasing.

- Crashes.** Flagstaff has an average of 29 crashes involving pedestrians each year, and

**Pedestrian crash concentration**



**Bicycle crash concentration**



an average of 52 crashes involving bicyclists.

- **Trends.** Annual numbers for both pedestrian and bicycle crashes in Flagstaff have generally trended downward since 2001
- **Pedestrian injuries and fatalities.** More than a quarter (26.4 percent) of all pedestrian crashes in Flagstaff result in serious injury or death to the pedestrian, and pedestrian fatalities represent almost half of all traffic fatalities in Flagstaff.
- **Bicyclist injuries and fatalities.** Fewer than six crashes per year on average in Flagstaff result in serious injury to the bicyclist., and 11.7 percent of bicycle crashes result in serious injury or death. Flagstaff did not see a fatal bicycle crash between 2013 and 2020, but there were two fatalities in the first half of 2021. In the four years from 2009 to 2012, there was one fatal bicycle crash per year.

### National measures

National measures and recognition programs can be somewhat general and oversimplify conditions, but they afford an opportunity for comparison to other communities. They also offer an outside, third-party perspective of Flagstaff. Two national measures for walking and two for biking are referenced here: Walk Score and Bike Score ([walkscore.com](https://www.walkscore.com)) are online services that measure the walkability or bicycle friendliness of communities and neighborhoods, while [Walk Friendly Communities](#) and [Bicycle Friendly Communities](#) are national evaluation and recognition programs.



- **Walk Score.** Flagstaff's Walk Score of 38 places it in the "Car Dependent" category and is an indication that most errands require a car. Our Walk Score places us at the lower end of our peer communities; 14th out of our 20 peer cities, and below the average score of 43. The apparent discrepancy between Flagstaff's Walk Score, which is somewhat low, and walking mode share, which is favorable compared to our peers, can be explained by the fact that Walk Score is calculated city-wide, while walking mode share is influenced by very high mode share in the central part of Flagstaff.



- **Bike Score.** Flagstaff's Bike Score of 65 places it in the "Bikeable" category and indicates that some bicycle infrastructure is present. Our Bike Score places us 8th out of 20 peer cities, and just above the average score of 61.
- **Walk Friendly Communities.** Flagstaff was designated as a Walk Friendly Community at the bronze level in 2011, one of 11 communities recognized nationally in the inaugural round of the program. We are the only community in Arizona, and one of 76 cities across the country, to be designated.
- **Bicycle Friendly Communities.** Flagstaff was designated a Bicycle Friendly Community in 2006 at the bronze level and promoted to silver in 2010. There are 488 bicycle friendly communities across the country and 13 in Arizona.



### Challenges for walking and biking

The points below summarize the circumstances and conditions that make it difficult to walk and bike in Flagstaff.

- **Streets that are difficult or uncomfortable for walking and biking.** On many arterial and collector streets, the speed, volume, and lanes of traffic, in combination with inadequate facilities for walking and biking, discourage pedestrian and bicycle use. Obvious examples include major streets like Milton Road and Route 66, but other streets like Butler Avenue, Woodlands Village Boulevard, Cedar Avenue, Lone Tree Road, and Fourth Street are also problematic.
- **Barriers dividing the community.** Linear features, including the BNSF tracks, both interstates, and busy streets, are barriers that make pedestrian and bicycle travel more challenging. There are very few dedicated crossings for pedestrians and bicyclists along the railroad tracks and interstates, and few formal crossings on many streets.
- **Challenging and difficult intersections.** A number of intersections are characterized by multiple turn lanes, long crossing distances, high-speed turning movements, and less than adequate accommodation for walking and biking.

- **Isolated neighborhoods.** Flagstaff's geography has created numerous locations with limited ways to get to or from them. Often the corridors of access to the neighborhood are busy streets with less than ideal facilities for walking and biking. Some examples:
  - The Country Club area to the southeast is connected by three main corridors – Country Club Drive, Fourth Street, and Butler Avenue – but only Fourth Street has adequate facilities for walking and biking.
  - Neighborhoods south of I-40, including University Heights, Ponderosa Trails, and Bow & Arrow, are cut off by the interstate and must use either Beulah Boulevard or Lone Tree Road to travel north.
  - Neighborhoods to the west of Downtown along Route 66 have few alternatives for walking and biking other than West Route 66, which has no sidewalks and inconsistent shoulders.
  - The BNSF tracks create a barrier for pedestrian and bicyclist travel through Downtown and Southside; track crossings are limited to Milton Road, Beaver Street, and San Francisco Street.
  - Milton Road remains a significant obstacle for walking and biking, both along and crossing the street. The NAU campus provides alternate routes to Milton on the east, but there are few viable options to the west.
- **Gaps and inconsistencies in the bicycle network.** Although bike lanes are included along many arterial and collector streets, there are still significant missing segments to discourage bicycle use, and bike lanes disappear at many intersections. While many communities have embraced separated bike lanes to appeal to a wider audience, Flagstaff is just beginning to explore and implement. In general, Flagstaff's bicycle network lacks overall cohesion.
- **Maintenance challenges.** Maintenance of pedestrian and bicycle facilities remains a concern, especially in winter months. Bike lanes are not always cleared of snow, and the use of cinders in winter months creates challenges on both sidewalks and bike lanes. Frequent freeze-thaw cycles are especially destructive to sidewalks, bike lanes, and FUTS trails.
- **Pedestrian and bicycle accommodation during closures.** Pedestrian and bicycle accommodation is not always adequately addressed during closures of sidewalks, bike lanes, and FUTS trails due to construction, repairs, or utility work, and facilities appear to be closed unnecessarily at times. Public notification is inconsistent.
- **Few initiatives for education, enforcement, and encouragement.** Communities with robust pedestrian and bicycle environments typically support walking and biking with a variety of programs that go beyond infrastructure and facilities. In comparison

to its peers, Flagstaff has few formal programs for education, enforcement, or encouragement.

## The opportunity in Flagstaff

While there are significant challenges, Flagstaff is also uniquely positioned to become a great community for walking and biking, for several reasons:

- **Healthy mode share.** Flagstaff already has a lot of people who are biking and walking: 22 percent of trips in Flagstaff are made by walking or biking.
- **Good basic facilities.** Sidewalks and bike lanes on major streets are substantially complete, which means the City only needs to focus on a few priority locations.
- **Compact and dense urban form.** Flagstaff is a compact city and becoming denser. The Downtown, Southside, and NAU campus form a dense core where there is already substantial walking and biking. The remainder of Flagstaff is compact enough to allow travel on foot or by bicycle.
- **Short trip length.** Many trips made in Flagstaff are short and can potentially be converted from driving to walking or biking. For private vehicle trips, a total of 37 percent are less than 2.5 miles in length, and 11 percent are less than a mile. By comparison, 80 percent of bicycle trips are less than 2.5 miles, and 53 percent of walking trips are less than a mile.
- **Large university.** Northern Arizona University has more than 20,000 students on campus who are good candidates to use walking and biking for daily travel. The NAU campus is located in the central core of Flagstaff, and is becoming denser as the university grows.
- **20 years of funding.** Flagstaff has 20 years of funding for pedestrian and bicycle projects via the 2020 transportation sales tax. This tax, which was approved by Flagstaff voters in 2018, is an available and committed funding source for implementation of the infrastructure

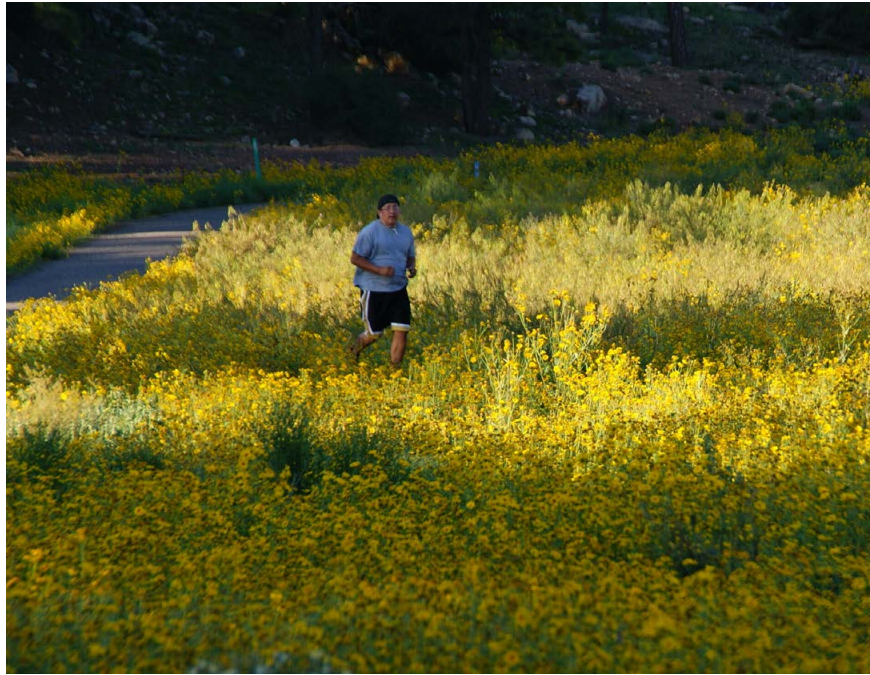




recommendations in this plan. Tax funding can also be used to leverage grant opportunities, partnerships, and other sources to build more pedestrian and bicycle infrastructure.

- **Robust transit system.**

Flagstaff has a robust transit system. In 2019, more than 2.5 million trips were taken on Mountain Line transit, representing an increase of 250 percent since 2006. Walking and biking support transit since many transit trips start with one of these modes, and transit supports walking and biking by providing a backup option and allowing longer trips.



- **Active and engaged population.** Flagstaff is an active, civically engaged community that supports walking and biking, values outdoor activity and access to open space, and supports sustainability and the environment.

- **Community support.** Surveys of Flagstaff residents consistently show broad support for walking, biking, and trails, a willingness to tax themselves to fund sustainable transportation, and a strong interest in making Flagstaff more walkable and bikeable.

- **Flagstaff Urban Trails System.** The FUTS is one of our most important and well-used facilities for walking and biking. FUTS includes 58 miles of shared use pathways that connect throughout the community, provides a safe and comfortable place for users away from traffic, and encourages both transportation and recreational use.

- **Climate action and sustainability goals.** In June of 2021, the City approved the Carbon Neutrality Plan, which sets a target for 54 percent of all trips to be made by walking, biking, or transit. Because transportation is a significant contributor to greenhouse gas emissions, promoting sustainable transportation options is critical for meeting the City's climate targets.

- **Favorable weather.** Although Flagstaff sometimes sees heavy snowfalls, most winter days are still clear and sunny, and snow tends to melt quickly. As a result, walking and biking are still viable transportation options through the winter. Spring, summer, and fall are often ideal for walking, biking, using trails, and being outdoors.



### 3 Goals, policies, and strategies

Goals are desired results which the community envisions and commits to achieve. Goals are written to be somewhat high level and aspirational. Policies are a deliberate course of action to guide decisions and achieve our stated goals, while strategies are specific actions or steps to implement the goals and policies. Policies and strategies are intended to provide specific direction.

#### Goals

As set forth in this plan, it is the goal of the City of Flagstaff to...

- Create an inclusive multimodal transportation system that provides access, mobility, and efficient transportation options for people of all ages and ability.
- Recognize that people who travel on foot, by bicycle, or by transit are legitimate users of the transportation system and deserving of the same considerations as motorized users.
- Ensure that safety and accommodation for vulnerable road users, including pedestrians and bicyclists, is a primary consideration in planning for our streets and transportation systems.
- Provide an exemplary level of accommodation for pedestrians and bicyclists in transportation planning, design, operations, and maintenance.
- Promote equity by actively working to ensure that all segments of the population have equal access to safe and functional transportation and equal opportunity for mobility, regardless of age, ability, gender, race, income status, location, or situation.
- Maintain Flagstaff's streets, sidewalks, bikeways, crossings, and FUTS trails in good condition and free of snow, debris, and blockages to ensure safety and functionality



for all users, regardless of transportation mode.

- Provide a range of functional and attractive transportation options so that all residents and visitors have choices in how they move around the city.
- Integrate transportation and land use planning such that development decisions support transportation goals, and transportation planning advances the community's vision for the built environment.
- Build networks for walking and biking that are continuous, attractive, safe, comprehensive, and convenient.
- Provide crossings where they are needed and useful, and avoid building streets that function as barriers, in recognition of the essential need of pedestrians and bicyclists to cross streets.
- Design and build transportation infrastructure that is appropriate for the context of the corridor, neighborhood, or district where it is located.
- Reduce the demand for single-occupancy vehicle use and increase options for walking, biking, and transit as a fundamental approach to transportation planning.
- Make transportation decisions that support a variety of community values, including community character, sustainability, public health, economic vitality, environmental stewardship, equity, and safety.



## Policies and strategies

### 1 Infrastructure

- 1.1 Implement networks for walking and biking that are continuous, attractive, safe, comprehensive, and convenient.

- Complete missing sidewalks along major streets and develop a complete pedestrian network of sidewalks, FUTS trails, walkways, and crossings.
- Implement a city-wide network of low-stress bikeways.
- Expand and enhance the network of FUTS trails.

1.2 Provide frequent and comfortable crossings to eliminate barriers and avoid breaks in pedestrian and bicycle networks.

- Develop policies, guidelines, and design guidance for at-grade crossings to ensure that pedestrians and cyclists have safe and convenient crossing opportunities.
- Review the warrants process for crosswalks and enhanced crossings to support pedestrian safety and functionality.
- Work with ADOT to identify locations for crossings on state-managed streets within Flagstaff and develop a plan for appropriate facilities.
- Review intersections where pedestrian crossings are prohibited on one or more legs for opportunities to remove the prohibitions.

1.3 Ensure the availability of functional bike parking.

- Maintain an inventory of existing bicycle parking, and conduct an analysis based on the inventory to identify where additional bike parking is needed.
- Consider lower applicability thresholds in the Zoning Code to require bike parking when warranted.
- Review current requirements for bike parking to ensure that an adequate number of spaces is provided.
- Develop standards and requirements for the Zoning Code for long-term bike parking where it is beneficial, including office and industrial uses and multi-family residential development.
- Consider requirements and incentives for new development to provide enhanced bicycle parking, including covered parking, bike lockers, parking enclosures, and indoor parking.
- Explore options for temporary or valet bike parking for events and festivals. This may be accomplished by working with City staff, event organizers, and civic organizations to develop incentives and / or requirements.
- Implement a City program to provide low-cost or no-cost bike racks to private



locations and facilities where bike parking is needed.

- Update development review processes to help developers meet bicycle parking requirements and standards.
- Add bike parking clusters and corrals at suitable locations in Downtown, the Southside, and other major activity centers.

1.4 Incorporate wayfinding signage to enhance the functionality of walking and biking networks.

- Establish standards and guidelines for signage that is coordinated across pedestrian, bicycle, and FUTS networks.
- Develop and implement a comprehensive system of signage and pavement markings as an integral part of the bikeway network.
- Install additional wayfinding signs for the FUTS system, including additional map kiosks at key locations.
- Provide destination and wayfinding signs along key pedestrian networks.



1.5 Work with the City's transportation partners to unify walking and biking networks.

- Integrate walking and biking connections with the transit network.
- Coordinate with Northern Arizona University to complete the pedestrian and bicycle network to and through the NAU campus, including new or enhanced points of non-motorized access between the community and campus.
- Participate in the planning processes of other road-managing agencies, and include them as stakeholders in City plans, to support coordination across jurisdictions.

1.6 Connect walking and biking facilities with regional trails and open space to ensure convenient access from all Flagstaff neighborhoods.

- Plan and implement a system of greenways, parks, and open space in conjunction with the FUTS network.
- Collaborate with the Flagstaff Trails Initiative and other trail managing agencies on regional trails planning and implementation.
- Implement a plan for non-motorized points of access between Flagstaff neighborhoods and the national forest and regional open space.
- Plan for direct connections and integration between pedestrian, bicycle, and FUTS networks and regional trails and natural areas.
- Identify potential locations for trail hubs as major points of connectivity between regional trails and the FUTS system.
- Work with Coconino County and the Forest Service to plan for non-motorized commuter access from outlying communities to Flagstaff.

1.7 Identify and take advantage of opportunities to fund and implement the pedestrian and bicycle network.

- Develop 5-year and 20-year plans for construction of pedestrian and bicycle projects for inclusion in the City's capital improvements program.
- Develop guidelines and standards to ensure that pedestrian and bicycle accommodation is addressed in City capital projects and private development, in a fair and consistent manner.
- Find opportunities to include pedestrian and bicycle facilities in capital and street projects undertaken by other agencies, including NAU, Coconino County, and ADOT.
- Monitor grant opportunities that could be used for pedestrian and bicycle projects.
- Explore options to make project delivery more efficient and faster, including alternative project delivery methods, especially for small projects.

## **2 Maintenance and operations**

2.1 Maintain walking and biking infrastructure in a state of good repair.

- Keep up-to-date inventories of facilities and conditions, coordinate information sharing across City divisions, and establish shared priorities for maintenance so the most important facilities and concerns are addressed first.
- Ensure that maintenance budgets are adequate to keep facilities in good condition and explore additional funding sources.
- Conduct a review of peer communities and other cities for ideas, programs, and best practices for maintenance.
- Develop standards and guidelines for sustainable facilities to reduce the need for and costs of maintenance.
- Establish a regular maintenance schedule and program for walking and biking facilities, based on minimum standards or targets for condition.
- Review current maintenance practices to find efficiencies and implement best practices.

## 2.2 Clear ice and snow from pedestrian and bicycle facilities to keep them usable through the winter months.

- Adopt snow clearing policies and practices for bike lanes, sidewalks, and FUTS trails.
- Establish a hierarchy of routes for sidewalks, bikeways, and FUTS trails to help prioritize snow clearing.
- Provide detailed information, schedules, and maps for snow clearing so the public knows what to expect during snow events.
- Conduct a review of our peers and other communities for ideas, programs, and best practices for snow clearing.
- Consider a range of options for



compliance and enforcement of private snow removal on sidewalks.

- Include considerations for snow clearing and snow storage in the design and construction of facilities.

### 2.3 Keep walking and biking facilities free of blockages and debris.

- Provide and promote convenient ways for the public to report obstructions and other problems to the appropriate City department for enforcement.
- Work with the Flagstaff Police Department on reporting and enforcement of parked vehicles on sidewalks, bike lanes, and FUTS trails.



- Review street sweeping schedules and practices for efficiencies and effectiveness, particularly in the winter and spring to keep sidewalks and bike lanes clear of cinders.
- Consider expanding the Citizen Tracker function on the City's website to include support for mapping and reporting from mobile devices.
- Support volunteer and neighborhood efforts that could be expanded to include sidewalk sweeping and vegetation removal.
- Expand the public outreach and education campaign to increase public awareness and encourage the public to keep sidewalks, bike lanes, and FUTS trails clear of blockages, including trash and recycling bins and bulky trash.

### 2.4 Limit the impact of closures on walking and biking facilities.

- Review the City's procedures for temporary traffic control plans to ensure that sidewalks, bike lanes, and FUTS trails are included and addressed.



- Develop guidelines and standards for closures to minimize the impacts of closures on pedestrians and bicyclists and to ensure they are accommodated when closures occur.
- Consider a fee structure for closures to reflect the cost to the community and to encourage better planning for closures.
- Establish procedures for consistent and systematic notification of closures to the community.

#### 2.5 Improve and enhance existing pedestrian and bicycle facilities to meet basic levels of functionality and accessibility.

- Create an inventory of potential improvements and enhancements, including those that support accessibility and universal design, and prioritize those that are most needed.
- Include funding for improvements and enhancements as part of the capital plan and budget for pedestrian and bicycle facilities.
- Identify opportunities to address improvements and enhancements as part of other projects, including capital projects and private development.

### 3 Support and encouragement

#### 3.1 Use information and maps to promote, encourage, and make it easier to walk and bike.

- Update the City's web page to include useful and current information on walking and biking.
- Use MoveMeFLG ([movemeflg.com](http://movemeflg.com)) as a central clearing house for information on walking, biking, transit, and other sustainable travel options.
- Create a dedicated social media presence for active transportation that regularly communicates with the public.
- Continue publication of the Flagstaff Urban Trails and Bikeways Map in both printed and digital form.
- Explore the use of online maps with interactive route planning functionality to help users find the best way to walk or bike to their destination.
- Provide private map services with current and accurate walking and biking information, including Open Street Map, Google maps, and Apple maps.

- Create walking maps for Downtown, Southside, and other neighborhoods, or for specific themes like public art, historic sites, or bird watching, to encourage residents and visitors to explore the community.
- Integrate travel information across a variety of modes – walking, biking, transit, bikeshare, micro-mobility, ride hailing services, car share, vanpools, paratransit – to support flexibility and options for mobility.

### 3.2 Promote events and activities that support walking and biking.

- Promote Bike to Work Week and Flagstaff Walks! as signature Flagstaff events for walking and biking.
- Work with community partners to organize additional walking and biking events, such as theme walks, community bike rides, or group hikes.
- Create a walking calendar as a centralized listing of all the organized walking events around Flagstaff.



- Organize cyclovias, open streets, slow streets, and other events that temporarily close street segments and corridors to vehicles and open them to walking, biking, and other activities.
- Seek and publicize national recognition for Flagstaff as a walkable and bikeable community.

### 3.3 Work towards equity and inclusion in pedestrian and bicycle programs.

- Conduct equity analyses of infrastructure plans to ensure equitable distribution of facilities and to verify that low income and underserved neighborhoods are covered.
- Develop working relationships with community and neighborhood groups to

encourage more public involvement in transportation projects and planning processes.

- Establish formal equity guidelines and practices to foster better inclusion in our planning processes.
- Engage with relevant boards and commissions, including the City's Diversity Awareness Commission and Commission on Inclusion and Adaptive Living, and MetroPlan/Mountain Line's Coordinated Mobility Council.
- Recruit women, people of color, and other under-represented groups for the Pedestrian Advisory Committee, Bicycle Advisory Committee, and Transportation Commission.

#### 3.4 Incorporate universal access as a key component of walking and biking.

- Review the City's practices and standards for walking and biking facilities to verify that they are compliant with best practices for accessibility.
- Incorporate principles of Universal Design to create facilities that are usable by everyone regardless of age, ability, or status.
- Improve accessibility of FUTS trails for all users, and provide better information to the public about accessibility and trail conditions.

#### 3.5 Pursue other programs and facilities that are supportive of walking and biking.

- Implement a city-wide bike share program.
- Work with local groups to establish a Flagstaff community bicycle collective.
- Explore space and programming for bike stations and mobility hubs in future public projects, including the Downtown Connection Center, parking garages, and other public facilities.
- Support the use of bikes, e-bikes, and other micromobility devices for more of the community to enhance mobility options through creative programs and potential financial incentives.

#### 3.6 Develop beneficial relationships with our community partners to promote walking and biking.

- Coordinate with the Convention and Visitor's Bureau to produce useful information on walking, biking, and trails to share with visitors.
- Work with the City's business retention and attraction specialists to promote

walking, biking, and trails as community assets for business retention and attraction.

- Coordinate efforts to promote walking and biking with Northern Arizona University.
- Stay engaged with a broad range of stakeholder groups and individuals, including advocacy groups, public health professionals, neighborhood associations, healthcare providers, wellness coordinators, and bike and outdoor shops.
- Support local advocacy groups for walking and biking.



## 4 Safety

### 4.1 Establish comprehensive education and safety programs for pedestrians, bicyclists, and motorists.

- Organize an on-going schedule of safety and education classes.
- Recruit community members to become League Certified Instructors (LCI) for bicycle safety, including individuals from the Flagstaff Police Department, NAU, and the Pedestrian Advisory Committee, the Bicycle Advisory Committee, and Transportation Commission.
- Expand the Bicycle Diversionary Class program to provide an education alternative for bicyclists who receive traffic citations.
- Use on-going safety campaigns to disseminate pedestrian and bicycle safety information.
- Explore options to help educate motorists on safe and courteous driving practices



around pedestrians and bicyclists.

#### 4.2 Conduct walking and bicycling safety reviews.

- Establish a City safety panel which meets regularly to share and review safety information for all modes, including representatives from law enforcement, transportation planning, engineering, and public works.
- Conduct roadway safety audits or assessments at locations identified as having high volumes or rates of crashes.
- Collect before-and-after counts and crash data for major transportation projects to assess their impact and better understand the factors that affect pedestrian and bicycle crashes.



#### 4.3 Re-establish a community-wide Safe Routes to School (SRTS) program.

- Work with FUSD and charter schools to develop detailed inventories of walking, biking, and transit opportunities and deficiencies in the vicinity of school campuses with the goal of creating safe to school routes and maps.
- Partner with FUSD on improvement projects using Adjacent Ways and other available funding sources.
- Team with the Coconino County Injury Prevention program to identify on-going sources of funding for an SRTS coordinator and program.
- Develop a toolkit of options for schools to address drop-off and pick-up traffic that focuses on walking, biking, transit, school buses, car-pooling, and other programmatic solutions, rather than relying on more extensive vehicle infrastructure.
- Engage school bicycle and mountain bike clubs to promote education and

encouragement.

4.4 Work with the Flagstaff Police Department to advance enforcement efforts that improve safety for pedestrians and bicyclists.

- Re-establish a bike patrol within the Flagstaff Police Department.
- Conduct regular targeted enforcement efforts; work with the Flagstaff Police Department to identify the most serious and impactful offenses to target, and include an educational component to maximize the effectiveness.
- Hold in-service pedestrian and bicycle training for officers to ensure they are well-versed in pedestrian and bicycle laws and safe behaviors.
- Recruit Flagstaff Police Department officers as potential LCI candidates and instructors for bicycle safety classes.

4.5 Make sure walking and biking facilities allow and encourage safe behavior for all users.

- Discourage bicycling on sidewalks through better infrastructure and education.
- Promote user courtesy on FUTS trails via public outreach and education.
- Address perceived safety concerns along FUTS trails with better design and information.
- Encourage bicycle helmet use through education and enforcement.
- Work with law enforcement to reduce the incidence of bike theft through convenient bicycle registration and better bicycle parking and storage.

## **5 Transportation and land use planning**

5.1 Use travel demand management (TDM) as a guiding principle for transportation and land use planning.

- Develop a plan for TDM that includes a broad list of potential strategies and an assessment of how they might be implemented.
- Work with Mountain Line, NAU, the Downtown Business Alliance (DBA,) and other community partners to develop and implement TDM strategies.
- Establish a process that allows a developer to choose from a menu of TDM strategies to offset or mitigate traffic impacts, including adding or enhancing

pedestrian and bicycle facilities, as an alternative to building road capacity projects.

5.2 Establish a “complete transportation” process for all City transportation plans and projects that incorporates broad community objectives for community character, sustainability, public health, economic vitality, environmental stewardship, and equity.

- Expand considerations for walking, biking, and transit in transportation impact analysis (TIA) and traffic modeling.
- Follow principles of context-sensitive solutions and complete transportation in all transportation plans and projects.
- Adopt and implement a Complete Streets policy.

5.3 Design and build streets that are safe, comfortable, and functional for pedestrians and bicyclists.

- Establish design standards and guidelines for streets and intersections that emphasize safety and comfort of all users over solely the speed and flow of vehicles.
- Incorporate principles of traffic calming and speed management into all street projects.
- Consider pedestrian and bicyclist crossings in the design of all street projects, and accommodate regular and comfortable crossings.
- Expand neighborhood traffic calming projects at appropriate locations city-wide, and consider traffic calming elements for new neighborhood streets.

5.4 Incorporate principles of placemaking in street design and pedestrian and bicycle infrastructure.

- Incorporate public art and decorative design elements in transportation facilities.
- Integrate Great Streets principles in pedestrian, bicycle, street, intersection, and corridor projects and plans.
- Protect and celebrate cultural, historic, and natural resources where they exist along walking and bicycling networks.
- Find locations for and install benches, seating areas, civic spaces, and gathering areas along walking and biking networks.



### 5.5 Adopt design guidelines that reflect best practices for pedestrian and bicycle infrastructure.

- Develop detailed design guidelines for walking and biking facilities based on best practices, innovative facilities, and reference guides from national sources such as AASHTO, PROWAG, and NACTO.
- Revise the Zoning Code and Engineering Standards to incorporate new standards where appropriate.
- Provide training and education on best practices for pedestrian and bicycle facilities for staff, design professionals, policy makers, and the community.

## 6 Evaluation

### 6.1 Collect and analyze data related to walking and biking.

- Establish a regular program of pedestrian and bicycle counts, including counts on FUTS trails.
- Explore other sources for information on walking and biking patterns, including acquisition of third-party data.
- Produce an annual report for pedestrian and bicycle crash data.
- Collect and analyze mode share data to assess the health of walking and biking.
- Support MetroPlan's periodic Trip Diary Survey and other data collection efforts regarding travel patterns and mode share.



### 6.2 Provide opportunities for community engagement and feedback.

- Keep the City Council, boards and commissions, and committees informed and

actively engaged in walking, biking, and trail issues.

- Conduct regular, periodic surveys on walking and biking through the Flagstaff Community Forum, including annual user surveys for walking, biking, and FUTS.
- Facilitate convenient methods for public reporting of walking and bicycling concerns.

### 6.3 Conduct regular assessments of walking and biking conditions.

- Use pedestrian, bicycle, intersection, and crossing comfort indices to help assess the pedestrian and bicycle environment.
- Use feedback from national programs like the Walk Friendly Community and Bicycle Friendly Community programs to better understand where improvement is needed.
- Conduct regular neighborhood walking, biking, and accessibility audits as a community-based tool for evaluation and education.
- Conduct an annual review to assess the progress made on implementation of this ATMP, and report the results to the public, stakeholders, boards and commissions, committees, and the City Council.

## 4 Outcomes, indicators, and targets

This section describes the desired results of this plan, as well as measures to determine if those results are being achieved.

- **Outcomes.** The anticipated results or consequences that follow from implementation of this plan. They describe desired conditions, how walking and biking should function, and where Flagstaff wants to go. If goals, policies, and strategies are the journey, then outcomes are the destination.
- **Indicators.** Points of data that demonstrate the extent to which Flagstaff is achieving the desired outcomes of this plan. They are specific and measurable and a direct indication of whether progress is being made.
- **Targets.** A subset of indicators that include a specific milestone to attain within a specific timeframe. Targets are set for a few, but not all indicators.

### Outcomes and indicators

#### Walking and biking are frequently used transportation options for everyone

- **Mode share.** The percentage of trips made on foot and by bicycle (mode share) is increasing, based on the MetroPlan Trip Diary Survey.
- **Mode share for work trips.** The percentage of work commute trips made by walking and biking is increasing, as reported by Journey to Work data from the American Community Survey.
- **Counts.** Pedestrian and bicycle counts at key locations show that more people are walking and biking.

#### People can travel anywhere in the community by walking or biking on safe, comfortable, and efficient networks

- **Sidewalk completion.** The percentage of major streets with sidewalks along both sides is increasing.
- **Bikeway completion.** The percentage of planned bikeways, especially primary and secondary bikeways, that have been built or implemented is increasing.
- **FUTS coverage.** The percentage of residents and neighborhoods within a quarter mile of the FUTS system is increasing.
- **Intersection accommodation.** The percentage of major intersections with adequate

pedestrian and bicycle facilities is increasing.

- **Crossing distance.** The number of segments along major streets where the distance between major crossings exceeds desired lengths is decreasing.

### **Walking and biking is safe and comfortable**

- **Comfort indices.** The number of street segments and intersections that are rated as “uncomfortable” or “very uncomfortable” in pedestrian, bicycle, intersection, and crossing comfort indices is decreasing.
- **Crash rates.** The number and rate of pedestrian and bicycle crashes are decreasing.
- **Community perception.** Responses to public surveys indicate a general trend that walking and biking are becoming more comfortable for more people.
- **Bikeways.** An increasing percentage of the low-stress bikeways network has been implemented.

### **Biking and walking are celebrated as a part of Flagstaff’s identity**

- **Walk and bike-friendly communities.** Flagstaff’s designation advances from Bronze and Silver.
- **Walk Score and Bike Score.** Flagstaff’s community scores are increasing and are above the averages of our peer communities.
- **National ratings and rankings.** Flagstaff appears or moves up on national rating and rankings for pedestrian and bicycle friendliness.
- **Events.** There are a variety of walking and biking-themed events and activities in Flagstaff, and the number of events is generally increasing.



### Transportation in Flagstaff has a lower climate impact

- **Greenhouse gases.** Total greenhouse gas emissions from the transportation sector are decreasing.
- **Per-capita vehicle miles traveled.** The average number of vehicle miles traveled per person is decreasing.
- **Vehicle miles traveled.** The total number of vehicle miles traveled for the community is decreasing.

### Walking and biking are enjoyed by everyone in the community

- **Mode share for specific populations.** The percentage of trips made by walking and biking is increasing across age, gender, race, and income demographics.
- **Geographic distribution.** The percentage of Flagstaff neighborhoods without pedestrian and bicycle facilities, or with significant gaps in the pedestrian and bicycle networks, is decreasing.
- **Universal access.** The number of locations along pedestrian and bicycle networks that do not meet minimum guidelines of ADA or principles of universal design is decreasing.
- **Low-income neighborhoods.** Counts of pedestrians and bicyclists at key locations in low-income neighborhoods is increasing.

Table 4.1

#### Walking and biking targets

Target	Current	5 years	20 years
<b>Mode share</b>			
Walk-bike-transit (all trips)	27%	38%	54%
Walk-bike-transit (work trip)	17%	24%	34%
<b>Safety</b>			
Ped/bike fatalities	3	0	0
Total ped/bike crashes	81	65	41
<b>Recognition</b>			
Walk friendly	Bronze	Gold	Platinum
Bike friendly	Silver	Gold	Platinum

### Targets

A total of six targets are established for mode share, safety, and recognition. Short-term targets are established for five years from 2020 (2025) and long-term targets are set at 20 years (2040).

### Mode share

Mode share information is collected from MetroPlan's Trip Diary Survey for all trips, and from the American Community Survey for the work commute. Target mode share numbers reflect a 40 percent increase in walk, bike, and transit trips within five years, and a 100 percent increase, or doubling of current mode share, in 20 years.

## **Safety**

The City's target is for zero pedestrian and bicyclist deaths in the next 20 years, as well as a 20 percent reduction in all crashes after five years, and a 50 percent reduction in 20 years. Taken together, the safety and mode share targets mean that Flagstaff's goal is to cut pedestrian and bicycle crashes in half, even as the number of pedestrians and bicyclists grows by double.

## **Recognition**

Recognition targets are based on the Walk and Bike Friendly Community programs. In both cases, the City aspires to Gold status within five years, and Platinum designation by 2040.

## 5 Implementation

This section addresses opportunities for implementation of the ATMP. Implementation must be a comprehensive, broad-based approach that considers capital and private development projects, on-going planning and programming efforts, and internal review processes and procedures. It is important to recognize that there are opportunities for implementation in every decision that is made and every action that is taken, at every level and no matter how large or small. The cumulative impact of these decisions and actions either brings Flagstaff closer to goals and policies of the ATMP, or it moves us further away.

### Priority actions

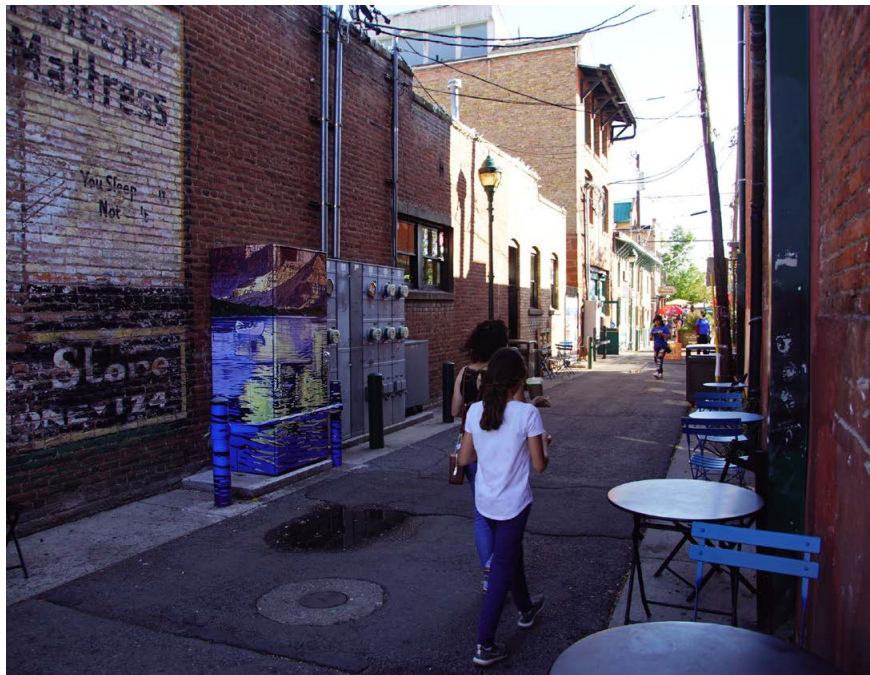
This list represents the most important and highest impact actions that can be taken to implement the ATMP and enhance walking and biking.

- 1 Construct priority pedestrian and bicycle projects over the next five years. Funding from the transportation sales tax and first/last mile grant is available for these projects. (Policy 1.1)
- 2 Establish a functional bikeways network, including wayfinding signage. (Policies 1.1 and 1.4)
- 3 Explore grants and other funding sources, as well as other means for implementation, to leverage available funding for new infrastructure and programs. (Policy 1.7)
- 4 Develop detailed design guidelines and standards for pedestrian facilities, bikeways, and FUTS trails, and initiate amendments to the Zoning Code and Engineering Standards to codify them. (Policy 5.5)
- 5 Conduct a comprehensive review of the City's Engineering Standards and Zoning Code, particularly street standards, to identify opportunities to better support walking and biking. (Policy 5.5)
- 6 Establish a process for transportation plans and projects that incorporates the principles of "complete transportation" and addresses broad community objectives for community character, sustainability, public health, economic vitality, environmental stewardship, and equity; explore options to expand considerations for walking, biking, and transit in transportation impact analysis (TIA) and traffic modeling. (Policy 5.2)
- 7 Review policies and practices for maintenance and snow removal on pedestrian and bicycle facilities and make recommendations for improvement. (Policies 2.1 and 2.2)



- 8 Review the process for issuing permits for closures and detours, including additional guidelines and standards to better address pedestrian and bicycle accommodation. (Policy 2.4)
- 9 Enhance and supplement available information and maps to remove barriers and make it easier to walk and bike. (Policy 3.1)
- 10 Implement strategies to enhance the availability and quality of bike parking. (Policy 1.3)
- 11 Inventory, prioritize, and implement enhancements and repairs along the FUTS system, including improvements to support accessibility for all users. (Policies 2.5 and 3.4)
- 12 Adopt a Complete Streets policy. (Policy 5.2)

The list of priority actions can be reviewed annually to assess progress made on implementation during the previous year, and to consider the next round of priority actions to undertake.



## Implementation opportunities

The following describes a wide-ranging list of potential opportunities for implementation of the ATMP.

### Funding

- **Transportation sales tax.** In November of 2018, Flagstaff voters approved Proposition 419, which extends the 2000 transportation sales tax for an additional 20 years, from 2020 to 2040. A total of \$29 million is anticipated from the transportation sales tax over 20 years as a set-aside for pedestrian and bicycle projects.
- **First/last mile grant.** In late 2020, Mountain Line was awarded a Section 5307-5339 grant of approximately \$5.5 million from the Federal Transit Administration for pedestrian and bicycle infrastructure. The City is partnering with Mountain Line

to identify pedestrian and bicycle projects that would be funded with the grant. Potential projects are drawn from the City's prioritized list of pedestrian and bicycle projects, with additional consideration given to those projects that directly support transit.

- **Grants.** Historically, grant funding has been an important source of funding for pedestrian and bicycle infrastructure, particularly FUTS trails. With the anticipated adoption of a new federal infrastructure bill, there may be additional opportunities to secure grant funding.

### Capital planning and programming

- **Capital Improvements Program (CIP).** The CIP is a component of the City's annual Budget and Financial Plan that establishes a short-term plan for construction of needed public improvements projects. The CIP is a planning document that represents our priority projects over the next five years. Projects identified in the first year of the program are funded at the beginning of the following fiscal year and can proceed to design and construction. Years two through five of the capital program list other priority projects and indicate when they are anticipated to receive funding for design and construction. Pedestrian and bicycle projects included in the five-year program are those which have been identified as high priority.

### Other projects

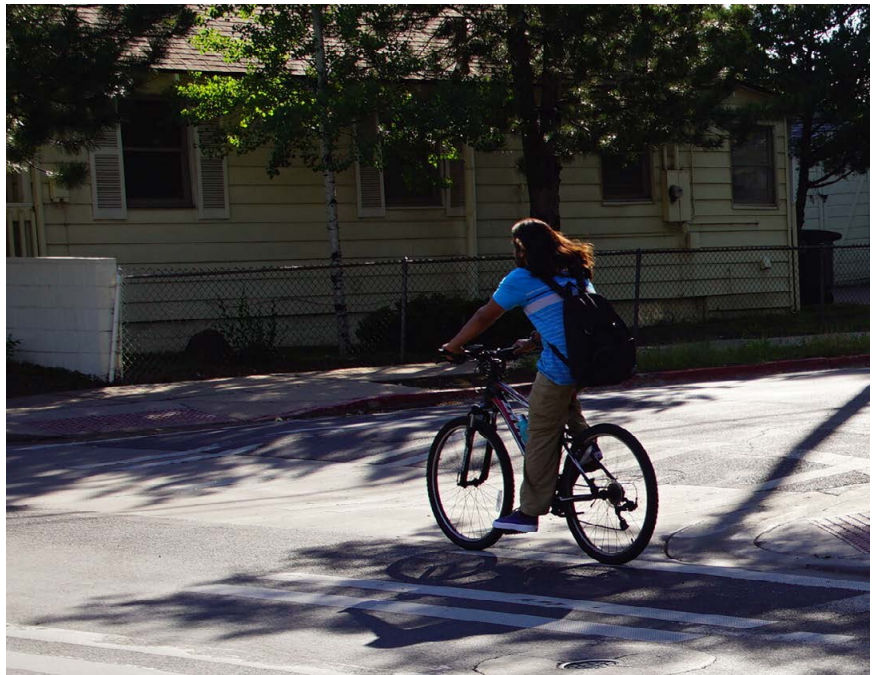
- **Street projects.** Several major roadway projects are also planned with proceeds from the transportation sales tax over the next 20 years. Some of these road projects involve widening or completion of existing streets, while others include construction of new street segments. In all cases, these street projects will include sidewalks, bikeways, FUTS trails, and crossings where they are missing or planned.
- **Capital projects.** Pedestrian and bicycle facilities are frequently included as part of City capital improvement projects, including street and utility projects. This can be more efficient and less costly than building them as stand-alone projects, but it may be necessary to provide additional funds to offset the increase in cost. The Rio de Flag flood control project is an extensive public works project that provides a significant opportunity for pedestrian and bicycle enhancements.
- **Private development.** Historically, public sidewalks, bike lanes, and FUTS trails have been built by private development as part of their required public improvements. Division 10-30.50 of the Flagstaff Zoning Code requires new development to construct sidewalks, bike lanes, FUTS trails, and other pedestrian and bicycle facilities necessary to mitigate the impacts of the development.
- **Transit projects.** Because walking and biking directly support transit, pedestrian and bicycle infrastructure can often be included in federal grants and funding for transit projects.

## Regulations and plans

- **Standards.** The City's Zoning Code and Engineering Standards are the two primary regulatory documents for development and infrastructure. Following adoption of the ATMP, both should be reviewed and revised as necessary to incorporate any relevant recommendations from the ATMP.
- **Design guidelines.** Good design and attention to details are critical to successful pedestrian and bicycle facilities. A comprehensive set of design guidelines and best practices for pedestrian and bicycle facilities would benefit implementation of the ATMP.
- **Other plans and programs.** The City and other agencies in the region, including Coconino County, Mountain Line, NAU, MetroPlan, and ADOT, are responsible for a variety of on-going transportation programs and planning efforts. Going forward, these plans and programs may provide opportunities to incorporate the recommendations of the ATMP.

## Other opportunities

- **Pilot projects.** Pilot projects are a way to test new facilities and designs without making a long-term investment in permanent infrastructure. They also provide an opportunity to gain public feedback and explore maintenance and operational needs.
- **Tactical urbanism.** Also referred to as lighter-quicker-cheaper (LQC) projects or pop-up projects, tactical urbanism is a community-driven version of pilot projects. These projects are often used as a demonstration of how right-of-way space could be used differently, for community or civic space versus vehicle space.
- **Community partners.** While the City will have primary responsibility for implementation of many of the policies and strategies in the ATMP, there is still a substantial and important role in implementation for community partners and stakeholders. Successful implementation requires a community effort and will only succeed with broad participation and support.



- **Walking and biking programs.** Programmatic elements are a critical component of a well-rounded, comprehensive approach to walking and biking. Of the six traditional E's of multimodal transportation planning, only one – Engineering – involves infrastructure. The remaining five – Education, Enforcement, Encouragement, Equity, and Evaluation – are addressed through supportive pedestrian and bicycle programs. To date, the City's efforts have focused on infrastructure, but there is an opportunity and a need to expand programs for walking and biking.

## Appendix Common abbreviations

▪ AASHTO	American Assn of State Highway Transportation Officials
▪ ACS	American Community Survey
▪ ADA	Americans with Disabilities Act
▪ ADAAG	Americans with Disabilities Act Accessibility Guidelines
▪ ADOT	Arizona Department of Transportation
▪ ADT	Average daily traffic
▪ APS	Accessible pedestrian signals
▪ ARS	Arizona Revised Statutes
▪ ATMP	Active Transportation Master Plan
▪ BAC	Bicycle Advisory Committee
▪ BCI	Bicycle Comfort Index
▪ LBI	Lead bicycle interval
▪ CIP	Capital Improvement Program
▪ CSS	Context sensitive solutions
▪ CVB	Convention and Visitor's Bureau
▪ DBA	Downtown Business Alliance
▪ FMPO	Flagstaff Metropolitan Planning Organization (now MetroPlan)
▪ FUTS	Flagstaff Urban Trails System
▪ GHG	Greenhouse gases
▪ LAB	League of American Bicyclists
▪ LCI	League Certified Instructor
▪ LOS	Level of service
▪ LPI	Lead pedestrian interval
▪ MOV	Multiple occupant vehicle
▪ MUTCD	Manual on Uniform Traffic Control Devices
▪ NACTO	National Association of City Transportation Officials
▪ NAU	Northern Arizona University
▪ NPS	National Park Service
▪ PAC	Pedestrian Advisory Committee
▪ PCI	Pedestrian Comfort Index
▪ PHB	Pedestrian hybrid beacon
▪ PROWAG	Proposed Rights-of-Way Accessibility Guidelines
▪ PTN	Permanent transit network
▪ ROW	Right-of-way
▪ RRFB	Round or rectangular flashing beacon
▪ RRSS	Road Repair and Street Safety
▪ SOV	Single occupant vehicle
▪ TDM	Travel demand management
▪ TIA	Traffic impact analysis
▪ TND	Traditional neighborhood design
▪ TOD	Transit oriented development
▪ TWLTL	Two-way left turn lane
▪ USFS	US Forest Service
▪ VMT	Vehicle miles traveled