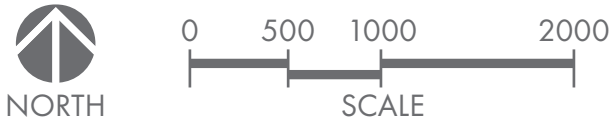


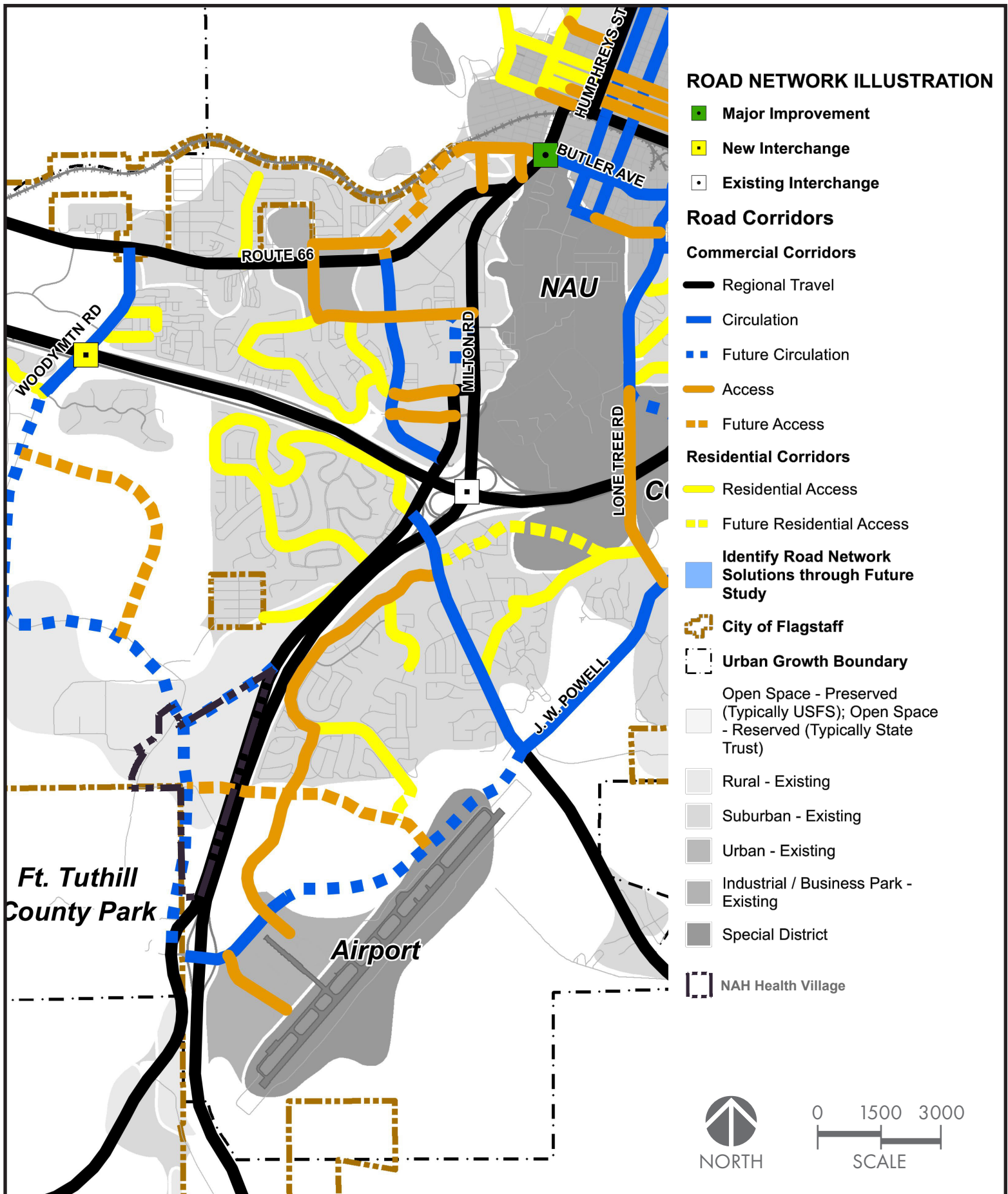
FUTURE GROWTH ILLUSTRATION

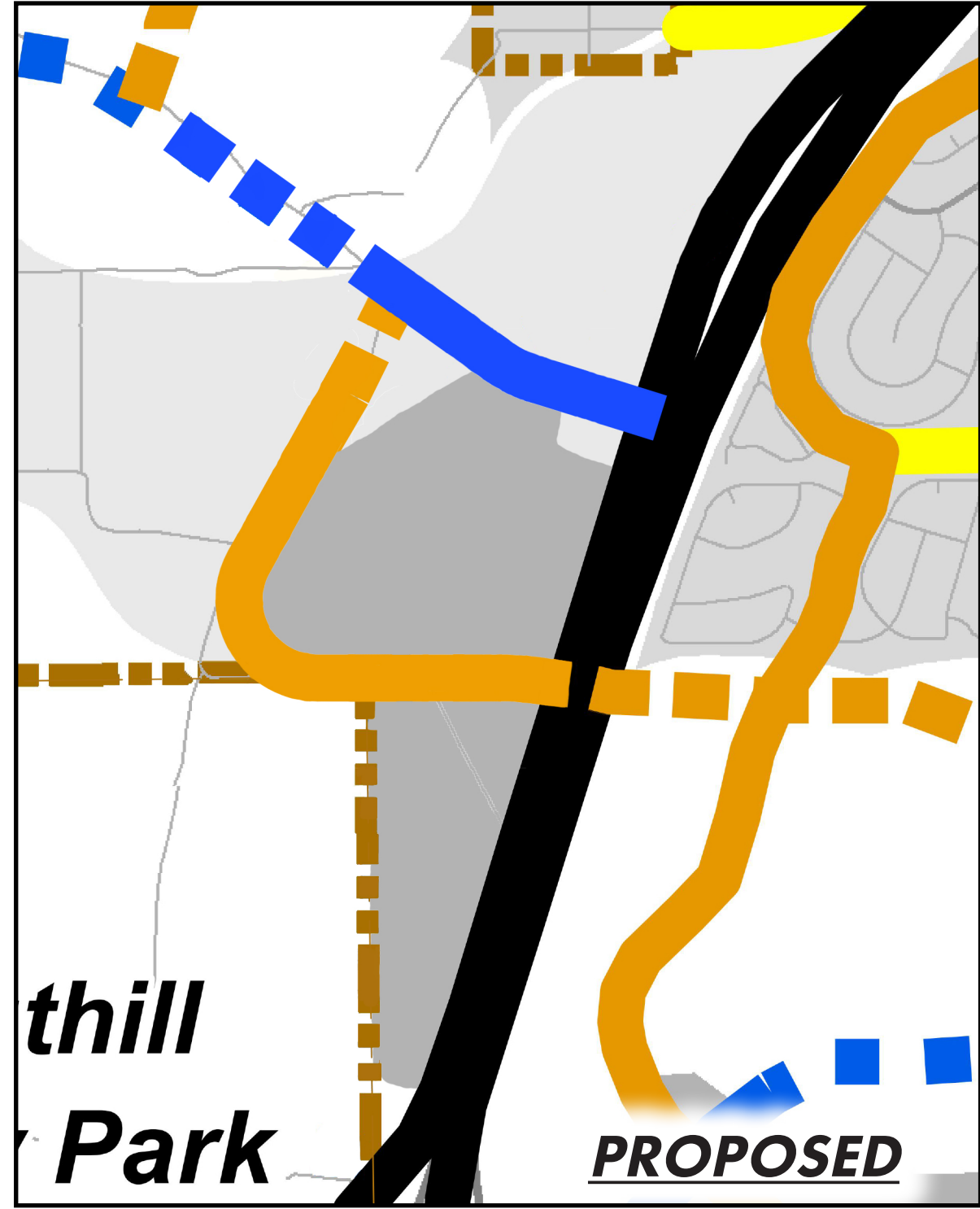
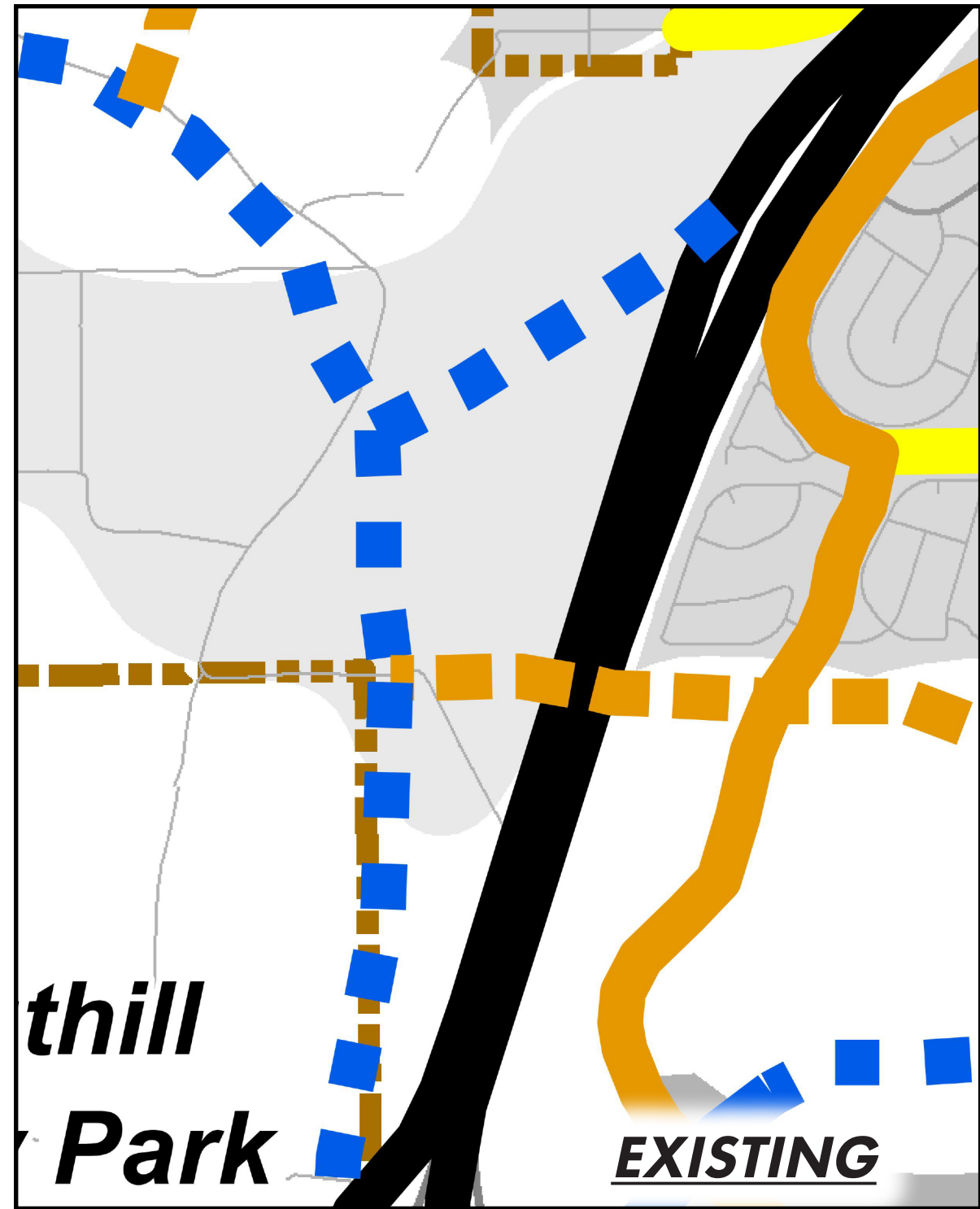
- Urban Growth Boundary
- City of Flagstaff
- Future Activity Center
 - Suburban Activity Center (S1)
'x' symbol identifies existing center
 - Urban Activity Center (U1)
'x' symbol identifies existing center
 - Rural Activity Center
- Regional Scale Pedestrian Shed
- Neighborhood Scale Pedestrian Shed
- Historic Pedestrian Shed
- Rural Pedestrian Shed
- Rural - Existing
- Rural - Future
- Suburban - Existing
- Suburban - Future
- Urban - Existing
- Urban - Future
- Special Planning Area
- Existing Employment/Industrial
- Future Employment
- Historic District
- Park/Open Space
- Concentration of Natural Resources (see Figure 8)
- RTP Future Road Network
- Areas in white retain their existing entitlements
- Fly Zone

AREA TYPES
WITHIN NAH HEALTH VILLAGE

Area Type	Existing (Ac.)	Proposed (Ac.)
Rural - Existing	150	24
Suburban - Future	130	22
Existing Employment	0	132
Area in White	28	0







ROAD NETWORK ILLUSTRATION

- Major Improvement
- New Interchange
- Existing Interchange

Road Corridors

Commercial Corridors

- Regional Travel
- Circulation
- Future Circulation
- Access
- Future Access

Residential Corridors

- Residential Access
- Future Residential Access

Identify Road Network Solutions through Future Study

City of Flagstaff

Urban Growth Boundary

Open Space - Preserved (Typically USFS); Open Space - Reserved (Typically State Trust)

- Rural - Existing
- Suburban - Existing
- Urban - Existing
- Industrial / Business Park - Existing
- Special District

Proposed Findings for Minor Regional Plan Amendment

NAH seeks four amendments classified as minor under the criteria of the General Plan (the “Plan”), pages III-13 to III-15, as follows:

1. Amend General Plan Maps 21, 22 and 24 by changing the area type within a future suburban activity center (S16) from neighborhood scale to regional scale.
2. Amend Maps 21, 22 and 24 by moving the center point of a future suburban activity center (S16) north and east as depicted in Appendix 28.
3. Amend Map 21 to designate area within and south of Activity Center S16 as an employment area as depicted in Appendix 29.
4. Amend Map 25 to realign a future circulation road corridor, as depicted in Appendix 30.

Community Benefits

The community benefits of the NAH Health Village are numerous. Many are unique and inherent to the nature of the Health Village concept, itself. Others tie directly to the Flagstaff Regional Plan 2030 because of careful and collaborative planning. Community benefits includes the following:

1. The existing FMC campus cannot adequately serve the community’s needs in future years. A new hospital both expands capacity to meet those needs and provides an opportunity to implement best practices in the delivery of patient care.
2. A newly designed medical center optimizes NAH’s ability to attract and retain top talent within the medical field.
3. Implementing a Health Village concept will provide “one-stop” medical, health and wellness opportunities for residents that are today dispersed and sometimes difficult to access.
4. The NAH Health Village design will preserve significant open space for the benefit of patients and for use by the community. In fact, it augments open space already incorporated into the FUTS system.
5. Development of the NAH Health Village will be a significant economic engine for the Flagstaff region.
6. Development of the Health Village fulfills numerous goals and policies of the General Plan, which translates to direct community benefit. These include:
 - ✓ Use of open space as opportunity for non-motorized connectivity, interaction with nature, and enjoyment of views. (General Plan Policy OS.1.4).

- ✓ Preservation of the natural character of the region through planning and design to maintain views of significant landmarks, sloping landforms, water courses, floodplains, and meadows, and conservation of stands of ponderosa pine. (General Plan Policy CC.1.1).
- ✓ Variation of housing types and employment options through planned new development, including increase to residential densities, live-work units, and home occupations within an activity center's pedestrian shed. (General Plan Policies LU.6.1 & LU.18.8).
- ✓ Use of commercial core areas, corridors, activity centers, employment centers, and research and development parks as appropriate place types and area types for employment opportunities. (General Plan Policy LU.6.2).
- ✓ Development of a new mixed-use neighborhood in an appropriate location within the growth boundary. (General Plan Policy LU.6.3).
- ✓ Achievement of grouping medical and professional offices, research, and skill training with other necessary workforce services and transportation options. (General Plan Policy LU.15.1).
- ✓ New development, on the periphery, which will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing civic space, and a variety of housing types; all while protecting sensitive natural features. (General Plan Policy NH.1.6).

Regional Plan Conformance

The Future Growth Illustrations (Maps 21 and 22) of the Flagstaff Regional Plan 2030 currently identify the Specific Plan area as a location for future suburban growth. See also Plan Map 24. A significant portion of the Specific Plan area is within a planned Future Suburban Activity Center (S16). The General Plan anticipates Activity Center S16 being developed under a specific plan or development masterplan. (Plan at IX-67). In addition, the Plan's Road Network Illustration (Map 25) currently identifies the Specific Plan area as a location for Future Circulation streets as well as a Future Access street that will cross I-17.

Developing the NAH Health Village, as designed, is consistent with the Plan's goals for Suburban Activity Centers, albeit at a regional scale instead of neighborhood scale. "Regional Commercial is intended for all commercial and service uses that serve the needs of the entire region, those which attract a regional or community-wide market, as well as tourism and travel-related businesses. (Plan at IX-47). Transitioning Activity Center S16 from neighborhood scale to regional scale is supported by the Plan, which seeks generally to increase the density of uses within Activity Centers. (Goal LU.18; Policy LU.18.6).

Further, the transition of Activity Center S16 from neighborhood to regional scale is supported by the size and nature of NAH's replacement hospital. The new, replacement hospital

will be regional in scale commensurate with NAH's patient population base of over 700,000 people spread across 50,000 square miles. The Planning Area overall will include areas of higher density residential (more than 14 units per acre), significant civic space, commercial resources including retail, services and lodging. (See Specific Plan, Section III(A)). It will draw numerous clinical partners of NAH that will in turn draw their clients and patients as well. These are "commercial and service uses that serve the needs of the entire region" and "which attract a regional or community-wide market." The General Plan, at IX-47, categorizes the intended development described by the Specific Plan as regional in scale.

The Plan was reviewed for its compatibility with, and community benefits provided by, NAH's application. The proposed NAH Health Village fulfills or advances many of the Plan's goals and policies, including providing clear benefits to the community. In comparing the Plan to NAH's application, there may be no directly conflicting elements of the Plan, and very few policies inconsistent with the proposed development.

To ensure conformance with the Minor Regional Plan, NAH acknowledges the need for public transit that serves the Health Village. NAH is in ongoing communication with NAIPTA regarding Mountain Line access to Health Village. Transit service to the hospital and ambulatory care facility will begin no later than the issuance of a certificate of occupancy for any improvements within Land Use Area 2b as defined in the Specific Plan. Transit stops for public transportation will be provided within Land Use Area 2b. Stop locations will be determined during site planning. Funding of capital and operational costs for NAIPTA to provide service to the Planning Area remains undetermined. If service through NAIPTA cannot be secured, then in that event NAH, at its cost, will provide private transit service to the Planning Area. NAH will continue to update goals and policies related to transit as these negotiations continue.

In addition to clear compatibility with and conformance with the Minor Regional Plan, the proposed NAH Health Village project will bring substantial economic benefits to the region. Projected construction expenditures of \$935.6 million could support over 8,800 direct construction jobs and close to 2,800 additional indirect jobs in Flagstaff and Coconino County during the 23-year construction period. The total construction impact is estimated at \$1.34 billion with 68 percent of that impact occurring in the first eight years. Further, once development is complete in 2045, the project could generate an annual economic impact of \$389 million in the region, including direct and indirect operations impacts as well as off-site visitor spending related to the new hotels. See Narrative, Exhibit 33- Economic Impact Analysis, for a detailed analysis of the numerous economic benefits provided by the proposed project.

At the center of NAH's health Village is the new regional hospital and ambulatory care facility. The hospital, ambulatory care facility and medical offices, together with their parking and other needs, will take up about 63 acres, leaving another 109 acres on which to build out the Health Village. This will include a broad mix of uses including open space, medical services, wellness care, commercial and retail services, research and development opportunities, and a mix of housing choices. Located near the I-40/I-17 Interchange, this Health Village will be accessible to those living in Flagstaff and to all of NAH's service area. Creating a medical

facility that is both state-of-the-art and designed for the future growth of Flagstaff as the region is a significant community benefit.

In addition to the above, the Plan is relevant to and promoted by NAH Health Village as follows:

Accessibility:

NAH's robust multimodal and vehicle circulation plan satisfies the City's accessibility goals listed below. Specifically, NAH will provide public transportation either through NAIPTA or independently (see Regional Plan Conformance above), the Planning Area provides ample parking for patrons and guests, and the FUTS, pedestrian, and bike lane circulation ensure continuance connective infrastructure throughout the Planning Area.

- ✓ Policy T.1.3. Transportation systems are consistent with the place type and needs of people.
- ✓ Policy T.5.1. Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction projects.
- ✓ Policy T.5.3. Identify specific pedestrian mobility and accessibility challenges and develop a program to build and maintain necessary improvements.
- ✓ Policy T.5.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.

Activity Centers:

The "Regional Plan Conformance" section, above, details the proposed modifications and uses of Activity Center (S16). NAH's development of planned Future Suburban Activity Center (S16) is one of the key community benefits of this project. Developing the project through implementation of an area specific plan means that commercial/retail activity is concentrated and accessible near larger roads, which also facilitates future transit options. Where the site lends itself to preservation over development, such as along the sloped western portion, NAH has preserved these areas to be open space or civic space. This improves its ability to deliver clinical care to patients, and also is a community benefit to those working and living in the area. Further, by moving (as proposed) the center of Activity Center S16 north and east, the mixed use objectives for suburban activity centers are furthered increasing the concentration of residential and retail uses in a walkable/bikeable area. (See Appendices 10 & 14). This overall design strategy allows NAH to create the built aspect of the Health Village while maintaining and preserving nearby recreational opportunity, which also fulfills Plan 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." Developing the NAH Health Village, as designed, is consistent with the Plan's goals for Suburban Activity Centers. NAH's Specific Plan satisfies the following policies:

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

The Planning Area allows for compact commercial and mixed-use development and the Applicant has developed a substantial multi-modal circulation plan, satisfying the following policy:

- ✓ Policy LU.5.5. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.
- ✓ Policy LU.5. Encourage the distribution of density within neighborhoods in relationship to associated activity centers and corridors, infrastructure, transportation, and natural constraints such as slopes and drainages.

As part of the Health Village development, the Land Use Areas 2b, 2c and 2d, zoned HC, and Area 3, zoned RD will be an employment area.

- ✓ Policy LU.6.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities.
- ✓ Policy LU.13.7. Include employment opportunities in all suburban activity centers.
- ✓ **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.**

The Planning Area includes mixed-use, including the potential for residential units directly over commercial development. Further, the Health Village will have a variety of uses allowing for commercial and residential opportunities, as well as opportunities to enjoy civic and open space.

- ✓ 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.

While the Activity Center (S16) will be regional in scale and will provide uses “intended for all commercial and service uses that serve the needs of the entire region, those which attract a regional or community-wide market, as well as tourism and travel-related businesses” (Plan at IX-47), NAH has kept substantial natural open space as a buffer for the clustered development, to mitigate any impact the regional scale activity center will have on neighboring parcels. Finally, the Specific Plan allows for property within a ¼ mile of the Planning Area to elect to be treated as if within the activity center pedestrian shed.

- ✓ **Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.**
- ✓ Policy LU.18.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.
- ✓ Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.
- ✓ Policy LU.18.4. Encourage developers to provide activity centers and corridors with housing of various types and price points, especially attached and multi-family housing.
- ✓ Policy LU.18.6. Support increased densities within activity centers and corridors.
- ✓ Policy LU.18.7. Concentrate commercial, retail, services, and mixed use within the activity center’s commercial core.
- ✓ Policy LU.18.8. Increase residential densities, live-work units, and home occupations within the activity center’s pedestrian shed.

- ✓ Policy LU.18.9. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.
- ✓ Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.

The NAH Health Village will promote investment within the future suburban activity center (S16). Health Village features a robust multimodal plan allowing for connectivity to FUTS and pedestrian connectivity throughout the development.

- ✓ **Goal ED.8. Promote the continued physical and economic viability of the region's commercial districts by focusing investment on existing and new activity centers.**
- ✓ Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.
- ✓ Policy NH.1.4. Foster points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.
- ✓ Policy NH.1.6. New development, especially on the periphery, will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing parks, civic spaces, and a variety of housing types; and protecting sensitive natural and cultural features.
- ✓ Policy NH.3.1. Provide a variety of housing types throughout the City and region, including purchase and rental options, to expand the choices available to meet the financial and lifestyle needs of our diverse population.
- ✓ Policy ED.3.3. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors.
- ✓ Policy ED.4.2. Promote variety and flexibility in land use and development options within the urban growth boundary.
- ✓ Policy ED.4.4. Identify and support community resources that assist new businesses, such as workforce development, marketing, building processes, venture capital, financing, and management.
- ✓ Policy ED.4.5. In an effort to promote the sustainability of resources, the City will encourage all new and expanded commercial and industrial development to be energy and water efficient.
- ✓ Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, with heritage, eco-, and adventure tourism.
- ✓ Policy ED.7.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image.
- ✓ Policy ED.7.3. Leverage the region's assets of history, culture, and natural environment, as well as educational and scientific facilities, as an economic development tool.
- ✓ Policy ED.7.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.

Affordable Housing:

The Specific Plan forecasts 315 residential units in Land Use 2a and the development agreement requires at least 273 residential units in the Planning Area. The Specific Plan builds in flexibility across Land Use Areas 2c, 2d, and 3 for potential residential uses in those locations. This flexibility is intended to accommodate community needs but will allow for several

different housing opportunities within the Planning Area. While NAH is not seeking affordability incentives and has not committed to affordability, NAH reserves right to do both in subsequent plat applications. Regardless, Health Village will contribute to Flagstaff's housing crises by providing at least 273 residential units and satisfies the following goals:

- ✓ 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.
- ✓ **Goal NH.3. Make available a variety of housing types at different price points, to provide housing opportunity for all economic sectors.**
- ✓ Policy NH.3.1. Provide a variety of housing types throughout the City and region, including purchase and rental options, to expand the choices available to meet the financial and lifestyle needs of our diverse population.

Agriculture:

The Future Growth Illustrations (Maps 21 and 22) of the Flagstaff Regional Plan 2030 currently identify the Specific Plan area as a location for future suburban growth. See also Plan Map 24. Accordingly, agricultural uses are not contemplated in the Specific Plan area and are not relevant to the Applicant's proposed Minor Regional Plan amendments.

Airport:

Due to its location near the airport, Health Village promotes the continued growth of the Pulliam Airport as a key commercial and economic hub for the City. While still undetermined, if bus service is provided to both the Health Village and the Pulliam Airport by NAIPTA, the expanded bus services in the area will further promote the role of the Airport as the dominant hub for transport in the area. Further, the Planning Area has been designed to be compatible with the Airport's flight paths and operational noise impacts.

Due to Health Village's proximity to the airport, the building placement of the proposed hospital will be set back from I-17. This provides an additional noise buffer for hospital guests. In addition, the hospital will utilize a heliport on top of the hospital building. Impacts related to hospital traffic to and from the hospital are mitigated by placing the helipad on top of the building. By having the landing pad on the top of the building, NAH can minimize impacts to the public, hospital patrons, emergency and normal vehicular traffic on site, and impacts to the natural landscape and tree vegetation on site. The distance from the helipad to ground level will ensure that dust and noise impacts are minimized. See Narrative Section III.A.4.

- ✓ **Goal T.10. Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for passenger, air freight, public safety flights, and other services in northern Arizona.**
- ✓ Policy T.10.4. Plan and manage transportation infrastructure to discourage land uses incompatible with the airport and flight zones.

Architecture:

On a site with only natural context, Health Village seeks to reflect the visual, material, and experiential character that is unique to Flagstaff. As the anchor to the larger mixed-use development, the hospital takes cues from the existing pine forest and celebrates the scale, spatial qualities, and characteristics that exist today. Warm toned materials with natural patinas clad dramatic geometries that pay homage to the mountain peaks and topography of the

place. Building facades are articulated to accentuate naturally occurring view corridors through the pines and to ease wayfinding and points of interest and access for the users. Ground levels are activated along main streets and primary frontage to promote connectivity. The hospital will establish the quality, character, scale, and road and block network for the entire Health Village development. The overall design approach for the NAH Health Village development will fall within the characteristics of “Mountain Modern” architecture as described in the standards set forth in Appendix 17 of the Specific Plan. See also Specific Plan, Section III(G).

- ✓ **Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private development efforts.**
- ✓ Policy CC.3.1. Encourage neighborhood design to be respectful of traditional development patterns and enhance the overall community image.

Arts, Science and Education:

Land Use Area 3 consists of 27.8 gross acres intended for research and innovation. Uses in the area could include light manufacturing, research, labs, and training and education. Land Use Area 1b will be a wellness retreat programmed to include, among other things, art/sculpture.

- ✓ **Goal CC.5. Support and promote art, science, and education resources for all to experience.**
- ✓ Policy CC.5.1. Promote first class arts, research, and educational facilities.
- ✓ Policy CC.5.5. Promote and expand scientific research as a key component to the Flagstaff region’s character.

Bicycling:

The NAH Health Village Multimodal System Plan establishes the configuration, connectivity and prevalence of pedestrian, bicycle and public transit resources within and adjacent to the Planning Area. The project’s pedestrian network will connect all development areas, natural features, and recreational facilities and will tie into the City’s Urban Trails Network. Further, the proposed development will feature residential and commercial uses that will be interconnected and accessible for pedestrian and bicycles. All bike and pedestrian trail road crossings will be at road intersections where possible. Pedestrian and bicycle connectivity throughout the Planning Area will occur at intervals of 300-600 feet wherever possible, with specific locations to be determined during site planning. Land Use Areas 1a and 1b will comprise 35.2 gross acres which will feature FUTS, paths, and other trails. The multimodal plan, along with the substantial bike parking within the development and the open space, satisfy the following policies and goals:

- ✓ **Goal OS.1. The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.**
- ✓ Policy OS.1.4. Use open space as opportunities for non-motorized connectivity, to interact with nature, and to enjoy the views and quiet.
- ✓ Policy OS.1.5. Integrate open space qualities into the built environment.
- ✓ **Goal CC.4. Design and develop all projects to be contextually sensitive, to enhance a positive image and identity for the region.**

- ✓ Policy CC.4.4. Design streets and parking lots to balance automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment.
- ✓ **Goal LU.2. Develop Flagstaff's Greenfields in accordance with the *Regional Plan* and within the growth boundary.**
- ✓ Policy LU.2.1. Design new neighborhoods that embody the characteristics of Flagstaff's favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.
- ✓ Policy LU.2.2. Design new development to coordinate with existing and future development, in an effort to preserve viewsheds, strengthen connectivity, and establish compatible and mutually supportive land uses.
- ✓ Policy LU.13.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.
- ✓ 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 neighborhoods.
- ✓ Policy LU.15.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.
- ✓ Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.
- ✓ Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.
- ✓ **Goal T.1. Improve mobility and access throughout the region.**
- ✓ Policy T.1.2. Apply Complete Street Guidelines to accommodate all appropriate modes of travel in transportation improvement projects.
- ✓ Policy T.1.3. Transportation systems are consistent with the place type and needs of people.
- ✓ Policy T.1.6. Provide and promote strategies that increase alternate modes of travel and demand for vehicular travel to reduce peak period traffic.
- ✓ **Goal T.2. Improve transportation safety and efficiency for all modes.**
- ✓ Policy T.2.1. Design infrastructure to provide safe and efficient movement of vehicles, bicycles, and pedestrians.
- ✓ **Goal T.6. Provide for bicycling as a safe and efficient means of transportation and recreation.**
- ✓ Policy T.6.1. Expand recognition of bicycling as a legitimate and beneficial form of transportation.
- ✓ Policy T.6.2. Establish and maintain a comprehensive, consistent, and highly connected system of bikeways and FUTS trails.
- ✓ Policy T.6.4. Encourage bikeways and bicycle infrastructure to serve the needs of a full range of bicyclist experience levels.
- ✓ Policy T.6.5. Provide short- and long-term bicycle parking where bicyclists want to travel.
- ✓ Policy T.6.6. Integrate policies to increase bicycling and meet the needs of bicyclists into all relevant plans, policies, studies, strategies, and regulations.
- ✓ Policy T.7.3. Support a public transit system design that encourages frequent and convenient access points, for various transportation modes and providers, such as private

bus and shuttle systems, park-and-ride lots for cars and bicycles, and well placed access to bus, railroad, and airline terminal facilities.

- ✓ Policy T.7.5. Incorporate adopted plans and policies for non-motorized and public transportation in the permitting process for all development or land use proposals, including provisions for efficient access and mobility, and convenient links between pedestrian, bicycle, and transit facilities.
- ✓ Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.

Brownfields:

The Plan's goals and policies related to brownfield redevelopment do not apply to the NAH Health Village project as the subject Planning Area is largely undeveloped vacant land.

Circulation/Access:

The location of the hospital on its parcel needs to be set back from the street to implement needed buffers to highway and airport operational noise impacts and, importantly, to assist in wayfinding for patients and visitors. Hospitals and other medical buildings will need parking and emergency circulation to be designed between the building and adjacent streets. This setback design will improve patient access to the hospital building, especially for unfamiliar users during stressful times. As identified in the vehicle circulation plan and the multimodal plan, the setback placement will not create any negative impacts for vehicles or pedestrians trying to access the hospital. Rather, it will ease wayfinding by placing the parking area directly off the street. Further, in addition to the summary set forth in the "Bicycle" section above, public transit, either through NAIPTA or as provided independently by NAH, will service the Planning Area. The bicycle and pedestrian connectivity, public transit services, and the vehicle circulation plan satisfy the following goals and policies:

- ✓ Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.
- ✓ Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.
- ✓ **Goal T.1. Improve mobility and access throughout the region.**
- ✓ Policy T.1.2. Apply Complete Street Guidelines to accommodate all appropriate modes of travel in transportation improvement projects.
- ✓ Policy T.1.3. Transportation systems are consistent with the place type and needs of people.
- ✓ Policy T.1.6. Provide and promote strategies that increase alternate modes of travel and demand for vehicular travel to reduce peak period traffic.
- ✓ **Goal T.2. Improve transportation safety and efficiency for all modes.**
- ✓ Policy T.2.1. Design infrastructure to provide safe and efficient movement of vehicles, bicycles, and pedestrians.
- ✓ Policy T.5.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.
- ✓ **Goal T.7. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.**

- ✓ Policy T.7.1. Cooperate with NAIPTA in developing and implementing the five-year transit master planning goals and objectives to continuously improve service, awareness, and ridership.
- ✓ Policy T.7.2. Provide public transit centers and options that are effectively distributed throughout the region to increase access to public transit.
- ✓ Policy T.7.3. Support a public transit system design that encourages frequent and convenient access points, for various transportation modes and providers, such as private bus and shuttle systems, park-and-ride lots for cars and bicycles, and well placed access to bus, railroad, and airline terminal facilities.
- ✓ Policy T.7.4. Support mobility services for seniors and persons with mobility needs.
- ✓ Policy T.7.5. Incorporate adopted plans and policies for non-motorized and public transportation in the permitting process for all development or land use proposals, including provisions for efficient access and mobility, and convenient links between pedestrian, bicycle, and transit facilities.
- ✓ **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.

City-County Coordination:

Health Village incorporates the FUTS, open space, and protects cultural resources (see below) while providing a substantial economic benefit to the region. The Health Village's interconnectivity with FUTS and the proximity to Fort Tuthill will integrate new mixed uses near recreational sites within walking distance to the Health Village development.

- ✓ **Goal OS.1. The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.**
- ✓ Policy T.11.5. Promote effective intergovernmental relations through agreed-upon procedures to consult, cooperate, and coordinate transportation-related activities and decisions, including regional efforts to secure funding for the improvement of transportation services, infrastructure, and facilities.
- ✓ Policy Rec.1.1.1. 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.

The proposed project could directly generate an estimated \$32.3 million in sales, lodging and property taxes to the city of Flagstaff over the next 23 years, plus \$28.8 million in sales and property taxes to the county, school district and other special districts. Employee and visitor tax

revenues to the City, County and school district are estimated at a total of \$32.4 million over the next 23 years. This increased tax revenue satisfies the following goal:

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

Civic/Public Spaces:

Health Village will feature a 21.2-acre (net) wellness retreat, which will serve as civic and open public space. See Specific Plan VI.B. The NAH Health Village augments and preserves existing FUTS connectivity, and expands walkable and bikeable open space options by creating the wellness retreat. Appendix 11 illustrates the concept of the wellness retreat through maps and sample images. Aside from the new medical facility itself, the wellness retreat may be the single greatest community benefit delivered as part of the NAH Health Village. Further, the development will feature at least 273 residential units, commercial and mixed uses, and will provide connectivity as set forth in the “Bicycle” section, above.

- ✓ Policy LU.2.1. Design new neighborhoods that embody the characteristics of Flagstaff’s favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.
- ✓ Policy LU.13.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.
- ✓ Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.
- ✓ Policy 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.

Climate Change:

NAH is committed to promoting sustainable design, reducing carbon emissions through efficient design, enabling long term carbon planning, minimizing the development’s environmental footprint while providing critical services to the Flagstaff community. Pursuant to that commitment, the Applicant submitted a Sustainability Proposal, attached as Appendix 32 to the Application for Minor Regional Plan Amendment.

The City of Flagstaff has developed a Carbon Neutrality Plan (current revision June 2021), which includes detailed planning for achieving carbon neutrality by 2030 by limiting building emissions, greening the utility grid with partners, and limiting emissions from transportation. Health Village aims to provide the infrastructure to track and report performance, which will enable the development to achieve current and future sustainability commitments including eventual carbon neutrality.

- ✓ Policy E&C.1.4. Maintain air quality through pursuit of non-polluting industry and commercial enterprises.
- ✓ **Goal E&C.2. Achieve carbon neutrality for the Flagstaff community by 2030.**

- ✓ 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.

E&C.3. considers Flagstaff's general resiliency and distribution of climate change impacts. This goal requires a community effort. The proposed Health Village promotes this goal by creating a development that reduces carbon emissions, enables long term carbon planning, and minimizes the development's environmental footprint. Through sustainability planning, Health Village will provide a substantial development that is resilient to climate change impacts.

- ✓ **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.**

Commercial Development:

Health Village will feature mixed uses which allow for convenient and substantial pedestrian connectivity. The development will provide ample mixed use, lodging, research and innovation opportunities, and commercial and residential uses. The southern portion of the Planning Area will feature an employment area in the area zoned RD. All buildings developed on-site will use best practices in high performance design with the intent of limiting energy and water use during operation.

- ✓ Policy E&C.1.4. Maintain air quality through pursuit of non-polluting industry and commercial enterprises.
- ✓ Policy LU.5.5. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.
- ✓ Policy LU.6.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities.
- ✓ Policy LU.13.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in mixed-use and activity centers and corridors.
- ✓ Policy LU.13.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.
- ✓ Policy LU.15.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers.
- ✓ Policy LU.18.7. Concentrate commercial, retail, services, and mixed use within the activity center's commercial core.
- ✓ Policy ED.3.3. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors.
- ✓ Policy ED.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.
- ✓ **Goal ED.8. Promote the continued physical and economic viability of the region's commercial districts by focusing investment on existing and new activity centers.**
- ✓ **Goal E.1. Increase energy efficiency.**
- ✓ Policy E.1.1. Promote and encourage innovative building practices through instruction on efficient building materials and methodology.

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

Complete Streets:

In response to city traffic engineering recommendations to straighten and enlarge what is shown as Healthcare Blvd., NAH has refocused more commercial, retail and residential activity in this area. A balance among automobile, bicycle and pedestrian access is achieved across the site. The Planning Area provides for commercial, employment, civic, and residential opportunities. NAH has applied complete street guidelines to ensure connectivity, safety, and access for automobile, bicycle and pedestrian traffic.

- ✓ **Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.**
- ✓ Policy LU.19.1. Develop a specific plan for each “Great Street” corridor.
- ✓ Policy T.1.2. Apply Complete Street Guidelines to accommodate all appropriate modes of travel in transportation improvement projects.
- ✓ Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.

Connectivity (access):

See “Circulation/Access” and “Bicycle” sections, above.

- ✓ **Goal OS.1. The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.**
- ✓ Policy OS.1.4. Use open space as opportunities for non-motorized connectivity, to interact with nature, and to enjoy the views and quiet.

In the Preliminary Drainage Report and Drainage Impact Analysis (Appendices 21 & 22), it is noted the entire project is in FEMA Zone X. The project preserves the area along the existing FUTS trail, which is along the South Fork of Sinclair Wash. This creates a community benefit in the form of natural and trail connectivity north-south along the western side of the development.

- ✓ **Goal WR.5. Manage watersheds and stormwater to address flooding concerns, water quality, environmental protections, and rainwater harvesting.**
- ✓ Policy WR.5.1. Preserve and restore existing natural watercourse corridors, including the 100-year floodplain, escarpments, wildlife corridors, natural vegetation, and other natural features using methods that result in a clear legal obligation to preserve corridors in perpetuity, where feasible.
- ✓ Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical.

See “Circulation/Access” and “Bicycle” sections, above and “Transit” below.

- ✓ Policy LU.2.1. Design new neighborhoods that embody the characteristics of Flagstaff’s favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.

- ✓ Policy LU.2.2. Design new development to coordinate with existing and future development, in an effort to preserve viewsheds, strengthen connectivity, and establish compatible and mutually supportive land uses.
- ✓ Policy LU.3.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space.
- ✓ Policy LU.13.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.
- ✓ Policy LU.13.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.
- ✓ Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.
- ✓ Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.
- ✓ **Goal T.1. Improve mobility and access throughout the region.**
- ✓ Policy T.1.2. Apply Complete Street Guidelines to accommodate all appropriate modes of travel in transportation improvement projects.
- ✓ Policy T.1.3. Transportation systems are consistent with the place type and needs of people.
- ✓ Policy T.1.6. Provide and promote strategies that increase alternate modes of travel and demand for vehicular travel to reduce peak period traffic.
- ✓ **Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.**
- ✓ Policy T.5.1. Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction projects.
- ✓ Policy T.5.2. Improve pedestrian visibility and safety and raise awareness of the benefits of walking.
- ✓ Policy T.5.3. Identify specific pedestrian mobility and accessibility challenges and develop a program to build and maintain necessary improvements.
- ✓ Policy T.5.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.
- ✓ Policy T.7.3. Support a public transit system design that encourages frequent and convenient access points, for various transportation modes and providers, such as private bus and shuttle systems, park-and-ride lots for cars and bicycles, and well placed access to bus, railroad, and airline terminal facilities.
- ✓ Policy T.7.5. Incorporate adopted plans and policies for non-motorized and public transportation in the permitting process for all development or land use proposals, including provisions for efficient access and mobility, and convenient links between pedestrian, bicycle, and transit facilities.
- ✓ Policy T.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.

Context Sensitive Solutions:

Existing mature ponderosa pine, existing grade, and the building placement of the hospital (the tallest building on-site), allows NAH to mitigate any impact on viewsheds from

great street or gateway corridors. Specifically, the Planning Area is near the I-17 gateway corridor coming into Flagstaff from the south. Any impacts on the view of the peaks from the I-17 corridor are mitigated due to the building placement of the hospital. Further, NAH has designed the hospital to allow patient rooms within the patient tower to enjoy views of the peaks to the north. There will be limited viewshed impacts for properties south of the Planning Area looking north.

- ✓ **Goal CC.4. Design and develop all projects to be contextually sensitive, to enhance a positive image and identity for the region.**
- ✓ Policy CC.1.1. Preserve the natural character of the region through planning and design to maintain views of significant landmarks, sloping landforms, rock outcroppings, water courses, floodplains, and meadows, and conserve stands of ponderosa pine.
- ✓ Policy CC.1.2. Continue to define and further develop the community character by incorporating the natural setting into the built environment at all design scales.
- ✓ Policy CC.1.3. Design development patterns to maintain the open character of rural areas, protect open lands, and protect and maintain sensitive environmental areas like mountains, canyons, and forested settings.

Health Village is located alongside a Gateway Corridor in a gateway area, as identified on Map 12. The proposed project will enhance the area by providing ample open space to enjoy the viewsheds. Further, the building designs will reflect local design traditions as envisioned by the Plan.

- ✓ Policy CC.1.4. Identify, protect, and enhance gateways, gateway corridors, and gateway communities.
- ✓ Policy LU.3.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space.
- ✓ Policy LU.18.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.
- ✓ Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.
- ✓ **Goal LU.19. Develop a manageable evolution of the main corridors into contextual place makers.**
- ✓ 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.
- ✓ **Goal T.4. Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.**
- ✓ 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.

Health Village's transportation infrastructure, including the road network and multi-modal system, utilize and include preservation of existing FUTS on the Planning Area. NAH has emphasized bicycle/pedestrian access, along with public transit, to minimize the impact of transportation in and around the planning area.

- ✓ **Goal T.3. Provide transportation infrastructure that is conducive to conservation, preservation, and development goals to avoid, minimize, or mitigate impacts on the natural and built environment.**
- ✓ Policy T.3.1. Design and assess transportation improvement plans, projects, and strategies to minimize negative impacts on air quality and maintain the region's current air quality.

Corridors:

NAH has developed a Specific Plan covering the activity center. Health Village will include mixed-use commercial space, research and development, and an employment area. Health Village will have a variety of employment and business opportunities and will bring substantial economic benefit to the region. Further, the robust multimodal system will balance vehicular, pedestrian, and bicycle traffic within and around the Planning Area.

- ✓ Policy LU.4.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways as necessary.
- ✓ Policy LU.6.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities.
- ✓ Policy LU.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.
- ✓ **Goal LU.18. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.**
- ✓ Policy LU.18.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.
- ✓ Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.
- ✓ Policy LU.18.4. Encourage developers to provide activity centers and corridors with housing of various types and price points, especially attached and multi-family housing.
- ✓ Policy LU.18.6. Support increased densities within activity centers and corridors.
- ✓ Policy LU.18.9. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.

Particular attention can be focused on areas 2a, 2b and 2d in the concept land use plan (Appendix 10). In response to city traffic engineering recommendations to straighten and enlarge what is shown as Healthcare Blvd., NAH has refocused more commercial, retail and residential activity in this area, promoting Policies LU.19.1 and LU.19.2.

- ✓ **Goal LU.19. Develop a manageable evolution of the main corridors into contextual place makers.**
- ✓ Policy LU.19.1. Develop a specific plan for each "Great Street" corridor.
- ✓ Policy LU.19.2. Establish the context and regional or neighborhood scale of each corridor prior to design with special consideration for those intended to remain residential or natural in character.
- ✓ Policy LU.19.3. Enhance the viewsheds and frame the view along the corridors through design.
- ✓ Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.

- ✓ 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.
- ✓ **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.8.4. Protect rights-of-way for future transportation corridors.
- ✓ Policy ED.7.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.

Dark Skies:

Health Village adopts the provisions of City Code Division 10-50.70, as regarding outdoor lighting standards. The development will "balance the need to preserve Flagstaff's dark sky resource with the need for safe lighting practices."

- ✓ **Goal E&C.5. Preserve dark skies as an unspoiled natural resource, basis for an important economic sector, and core element of community character.**
- ✓ Policy E&C.5.3. Continue to enforce dark sky ordinances.

Density/Compact Development:

Health Village will feature compact development within Land Use Areas 2a, 2c, 2d, and 3, and Land Use Area 1b will feature the 21.2-acre wellness retreat west of the hospital. Comparing NAH's Concept Land Use Plan (Appendix 10) and its proposed Land Use Program (Specific Plan, Section III(A)), less intense use, and even substantial open space, buffers existing uses to the south and to the west. Along the main traffic corridors within and emanating from the project site, NAH has concentrated (clustered) intensities of use consistent with the locations of larger streets.

- ✓ **Goal LU.5. Encourage compact development principles to achieve efficiencies and open space preservation.**
- ✓ Policy LU.5.1. Encourage development patterns within the designated growth boundaries to sustain efficient infrastructure projects and maintenance.
- ✓ Policy LU.5.4. Encourage development to be clustered in appropriate locations as a means of preserving natural resources and open space, and to minimize service and utility costs, with such tools as Transfer of Development Rights (TDR).
- ✓ Policy LU.5.5. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.
- ✓ Policy LU.5.6. 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.

Downtown Redevelopment:

The Plan's goals and policies related to downtown redevelopment are unrelated and do not apply to the NAH Health Village project as the subject Planning Area is located within a Future Suburban Activity Center located outside the downtown district. However, NAH and the City will coordinate a public participation process in conjunction with the Flagstaff Downtown

Business Alliance and Progressive Urban Management Associates to facilitate non-binding visioning and goals for redevelopment of the existing downtown medical campus.

Drinking Water:

All buildings developed within the Planning Area will use best practices in high performance design with the intent of limiting energy and water use during operation. Reduction in building consumption of both energy and water will lessen the emissions associated with the project.

Employment/Jobs:

Land Use Areas 2b, 2c and 2d, zoned HC, and Area 3, zoned RD, are employment areas. Further, the overall development will provide ample economic benefits, including future employment, satisfying the following policy:

- ✓ 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.

Employment Land Uses:

Along with Land Use Areas 2b, 2c and 2d, zoned HC, and Area 3, zoned RD being employment areas, the northern portion of the Planning Area will provide residential units. The entire Planning Area will create numerous employment opportunities with the new hospital and the development of commercial, lodging, retail, and research and development opportunities.

- ✓ **Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.**
- ✓ Policy LU.6.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.
- ✓ Policy LU.6.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities.
- ✓ **Goal LU.13. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.**
- ✓ Policy LU.13.7. Include employment opportunities in all suburban activity centers.
- ✓ 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 neighborhoods.
- ✓ **Goal LU.15. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.**
- ✓ Policy LU.15.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.
- ✓ Policy LU.15.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.
- ✓ Policy LU.15.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers.

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

City or City-Supported Financing/Funded:

Health Village will provide an area of research and development which will allow for future workforce development and the opportunity to attract new businesses to the area.

- ✓ Policy T.11.5. Promote effective intergovernmental relations through agreed-upon procedures to consult, cooperate, and coordinate transportation-related activities and decisions, including regional efforts to secure funding for the improvement of transportation services, infrastructure, and facilities.
- ✓ Policy ED.3.3. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors.
- ✓ Policy ED.4.4. Identify and support community resources that assist new businesses, such as workforce development, marketing, building processes, venture capital, financing, and management.

Freight:

The proximity to the Pulliam Airport as well as the I-17/I-140 interchange will allow for easy access for vendors and businesses within the development that require regular shipments.

- ✓ Policy T.8.5. Support the area's economic vitality by improving intersection design for freight movements.
- ✓ **Goal T.10. Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for passenger, air freight, public safety flights, and other services in northern Arizona.**

FUTS:

See "Bicycle" and "Circulation/Access" sections, above.

- ✓ **Goal OS.1. The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.**
- ✓ Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical.
- ✓ 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 neighborhoods.
- ✓ **Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.**
- ✓ Policy T.6.2. Establish and maintain a comprehensive, consistent, and highly connected system of bikeways and FUTS trails.
- ✓ Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.

Gateways:

Health Village features a robust landscape and architectural plan that will ensure the development fits within the mountain modern standards that users would expect in the region. The gateway corridor will safely and attractively accommodate all users.

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

Gentrification:

The Plan's goals and policies related to gentrification are specific to redevelopment and reinvestment of existing neighborhoods. These goals and policies are unrelated and do not apply to the Planning Area which consists of largely undeveloped vacant land. However, the Applicant has addressed concerns related to affordability. See Affordable Housing, above and Housing, below.

Greenfield/Vacant Land:

At the center of NAH's health Village is the new regional hospital and ambulatory care facility. The hospital, ambulatory care facility and medical offices, together with their parking and other needs, will take up about 63 acres, leaving another 109 acres on which to build out the Health Village. This will include a broad mix of uses including open space, medical services, wellness care, commercial and retail services, research and development opportunities, and a mix of housing choices. Located near the I-40/I-17 Interchange, this Health Village will be accessible to those living in Flagstaff and to all of NAH's service area. Creating a medical facility that is both state-of-the-art and designed for the future growth of Flagstaff as the region is a significant community benefit.

NAH has engaged with neighboring property owners, especially to the north where significant future residential growth is called out on Map 22 of the Plan, and to the south where the County manages the Fort Tuthill Regional Park. These conversations, together with significant input from the City's traffic engineers, ensures that the NAH Health Village augments and furthers planned future development and connectivity. Appendix 12, for example, illustrates road connectivity to the north as that area builds out, and the preservation of limited access points (as desired by the County) to the south. As well, area 1b shown on Appendix 10 illustrates the open space (wellness retreat) that is part of NAH's plans to preserve viewsheds along the western edge of its project and also buffer between the NAH development and residential uses farther to the west.

- ✓ **Goal LU.2. Develop Flagstaff's Greenfields in accordance with the *Regional Plan* and within the growth boundary.**
- ✓ Policy LU.2.1. Design new neighborhoods that embody the characteristics of Flagstaff's favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.
- ✓ Policy LU.2.2. Design new development to coordinate with existing and future development, in an effort to preserve viewsheds, strengthen connectivity, and establish compatible and mutually supportive land uses.

Even as FMC has endeavored to advance the quality of its medical care, it does so constrained by a physical campus no longer adequate to meet the growing needs of the community and region, or to implement an evolving understanding of best practices when it comes to patient care. These challenges will become more difficult in the coming years.

FMC's campus is inefficient. It sprawls across 20 city lots, crossing three busy circulation streets, and consumes over 40 acres of horizontally developed medical facilities. Additionally, inpatient bed units span five buildings and more than 900 feet of walking distance, decreasing NAH's ability to deliver services in an efficient manner. The current, segmented campus contributes to higher costs (via duplication of equipment, supplies, and staff), as well as wayfinding confusion and frustration on the part of patients and visitors. FMC for years has stitched together its facilities with measures such as building a sky bridge to connect east and west campuses, and even parking some of its more than 2,000 employees over a mile away on Switzer Canyon Drive. Although FMC owns additional lots as yet undeveloped in the vicinity of the current hospital, future use of these lots would exacerbate a horizontal and disconnected medical services network. It would place increasing pressure on an already overburdened road system and make access even for emergency vehicles increasingly problematic.

With a contemporary design on a greenfield site, NAH will overcome the challenges presented by the current campus, and it will see reduced cost pressure for many services it currently provides. Importantly, NAH will add and expand service offerings – including a comprehensive cancer center, an expanded wound care program (with the addition of hyperbaric chambers), a full-service outpatient imaging center (with a breast cancer imaging suite), and a robust outpatient surgery, endoscopy, and pain management center. In other words, the replacement hospital will solve for both the overall sizing of the facility and operational efficiencies, providing a better patient experience and allowing NAH to expand services.

Accordingly, it has become necessary for NAH to relocate its campus away from the existing downtown campus. The proposed site will further the Regional Plan goals and policies set forth above, regarding development of Flagstaff's Greenfields. However, by utilizing the existing downtown campus for other uses, NAH can continue to further the following policies related to the existing campus:

- ✓ Policy LU.1.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.
- ✓ Policy LU.5.2. Promote infill development over peripheral expansion to conserve environmental resources, spur economic investments, and reduce the cost of providing infrastructure and services.
- ✓ Policy LU.9.1. Reinvest in urban areas.

While plans for the existing downtown FMC campus have not been finalized, NAH and the City will coordinate a public participation and planning process in conjunction with the Flagstaff Downtown Business Alliance and Progressive Urban Management Associates to facilitate non-binding visioning and goals for redevelopment of the existing medical campus. This redevelopment process will ensure efficient use and reinvestment of the downtown campus. While the existing campus can no longer efficiently serve NAH's needs, NAH recognizes the

value of ensuring that the existing campus remains an economic and commercial hub for the area.

Growth Boundaries:

See “Greenfield” above. NAH’s Health Village encourage a wide range of use within the Planning Area including mixed-use, commercial, employment areas, and research and development.

- ✓ **Goal LU.2. Develop Flagstaff ’s Greenfields in accordance with the *Regional Plan* and within the growth boundary.**
- ✓ Policy LU.6.3. Encourage new mixed-use neighborhoods in appropriate locations within the growth boundary.

Historic and Cultural Resources:

NAH has already obtained a cultural resource study and inventory (Appendices 20A & 20B) demonstrating that while the project site is largely undeveloped, it is not undisturbed. Limited recommendations for preservation by the Heritage Commission are incorporated into the Specific Plan. (Specific Plan, Section III(E)). NAH has also carefully prepared a natural resources protection plan (Appendix 15) to enhance conservation of trees and open space. As stated already, open space, view corridors and a strong connection with the natural environment are all part of the clinical advances NAH hopes to make in establishing the new hospital. The creation of community open space and preservation of trees and natural resources in excess of development standards are significant community benefits.

- ✓ **Goal OS.1. The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.**
- ✓ Policy OS.1.3. 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.

The site was evaluated under Flagstaff City Code Section 10.30-30-050 (Cultural Resources) and General Plan Goal CC.1 (Reflect and respect the region’s natural setting and dramatic views in the built environment). To this end, a Cultural Resource Investigation, and a Cultural Resource Inventory, were performed in connection with the Specific Plan. (Appendices 20A & 20B). The investigation disclosed portions of an historic fencerow and of an old rail line. Both of these sites are poorly preserved due to neglect and construction activities, such as installation of the FUTS trail and placement of a sewer line.

Findings and recommendations were presented to the Flagstaff Heritage Preservation Commission at hearing on July 21, 2021 with a staff recommendation that the Cultural Resource Inventory findings and recommendations be approved with three conditions as follows:

- Identified stone piers/fence remains and impacted rail alignment are to be avoided.
- If not avoided additional archival research is to be conducted along with appropriate mitigation that can include but not limited to interpretive signage/installation(s).
- Include these conditions as a policy in the specific plan for the site.

The Heritage Preservation Commission unanimously approved the recommendation. (Appendix 20C). Attached as Appendix 20D is a map showing the placement of the stone

piers/fence and the rail alignment. The fence runs along the property line between the NAH site and Fort Tuthill, while the rail line runs along the existing FUTS trail. Neither of these locations is intended to be substantially disturbed from current conditions under the Specific Plan. These conditions are iterated in Specific Plan, Section III(E) as regulatory under the Specific Plan.

- ✓ 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.
- ✓ **Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private development efforts.**
- ✓ Policy CC.3.1. Encourage neighborhood design to be respectful of traditional development patterns and enhance the overall community image.
- ✓ Policy 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.

Housing:

The Development Agreement identifies at least 273 residential uses to be developed in the Planning Area. The mixed-use development will support housing and lodging and will contain a robust multimodal system to support pedestrian and bicycle connectivity.

- ✓ 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.
- ✓ **Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.**
- ✓ Policy LU.6.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.
- ✓ **Goal LU.13. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.**
- ✓ Policy LU.13.4. Plan suburban development to include a variety of housing options.
- ✓ Policy LU.13.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in mixed-use and activity centers and corridors.
- ✓ Policy LU.18.4. Encourage developers to provide activity centers and corridors with housing of various types and price points, especially attached and multi-family housing.
- ✓ **Goal NH.1. Foster and maintain healthy and diverse urban, suburban, and rural neighborhoods in the Flagstaff region.**
- ✓ Policy NH.1.3. Interconnect existing and new neighborhoods through patterns of development, with complete streets, sidewalks, and trails.
- ✓ Policy NH.1.4. Foster points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.
- ✓ Policy NH.1.6. New development, especially on the periphery, will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing parks, civic spaces, and a variety of housing types; and protecting sensitive natural and cultural features.

- ✓ **Goal NH.3. Make available a variety of housing types at different price points, to provide housing opportunity for all economic sectors.**
- ✓ Policy NH.3.1. Provide a variety of housing types throughout the City and region, including purchase and rental options, to expand the choices available to meet the financial and lifestyle needs of our diverse population.

Industrial Development:

The Planning Area will feature research and development, employment areas, and will provide substantial economic benefits to the region. NAH's Health Village will feature efficient infrastructure and provides a robust multimodal system. Further, at the core of Health Village is a new hospital/ambulatory care center and medical office buildings.

- ✓ 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.
- ✓ **Goal LU.15. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.**
- ✓ Policy LU.15.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.
- ✓ **Goal ED.4. Support efforts to recruit diverse new businesses and industries compatible with the region.**
- ✓ 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.

Infill and Redevelopment:

See "Greenfield" section above for a justification of reinvestment and reuse of the existing FMC campus. Further, by planning a variety of residential and employment and other uses within the new Health Village development, the Planning Area will satisfy the following policies:

- ✓ Policy LU.6.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.
- ✓ Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.

Intergovernmental Coordination:

Transit service to the hospital and ambulatory care facility will begin no later than the issuance of a certificate of occupancy for any improvements within Land Use Area 2b as defined in the Specific Plan. Transit stops for public transportation will be provided within Land Use Area 2b. Stop locations will be determined during site planning. NAH is in discussions to secure bus service to the Planning Area via the Mountain Line operated by NAIPTA. Funding of capital and operational costs for NAIPTA to provide service remains undetermined. If service through

NAIPTA cannot be secured, then in that event NAH, at its cost, will provide private transit service to the Project.

- ✓ Policy T.7.1. Cooperate with NAIPTA in developing and implementing the five-year transit master planning goals and objectives to continuously improve service, awareness, and ridership.
- ✓ Policy T.11.5. Promote effective intergovernmental relations through agreed-upon procedures to consult, cooperate, and coordinate transportation-related activities and decisions, including regional efforts to secure funding for the improvement of transportation services, infrastructure, and facilities.

IT/GIS:

Health Village's substantial traffic impact analysis, and the mitigation measures set forth in the development agreement, will ensure that the proposed uses will maintain the credibility of the regional transportation planning process.

- ✓ 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.

Landscaping:

The NAH Health Village Landscaping Plan establishes the locations and character of landscaping standards. It creates a cohesive blending of natural and enhanced landscape through the different uses and overall development. The landscape character for the overall site is designed to promote an environment that is vibrant and expressive of a modern mountain forest. See Specific Plan III.F. and Appendix 16.

- ✓ **Goal E&C.6. Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region.**
- ✓ Policy E&C.6.3. Promote protection, conservation, and ecological restoration of the region's diverse ecosystem types and associated animals.
- ✓ 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.

Libraries:

The Plans goals and policies related to libraries do not apply to and are not relevant to NAH Health Village. However, NAH Health Village does further several goals and policies in related areas such as Arts, Science and Education and Civic/Public Space.

Live/Work:

The Planning Area will feature at least 273 residential units. The Applicant envisions at least some of the residential units being developed directly over commercial uses. Further, the Specific Plan the Specific Plan allows for property within a ¼ mile of the Planning Area to elect to be treated as if within the activity center pedestrian shed.

- ✓ Policy LU.13.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in mixed-use and activity centers and corridors.

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

Mixed Use Development:

As indicated in multiple other topics herein, the Planning Area will feature a variety of uses such as the hospital, medical offices, open space, mixed-use, commercial use, lodging, research and development, and residential uses. The Planning Area will feature a robust multimodal system providing greater connectivity.

- ✓ Policy LU.2.1. Design new neighborhoods that embody the characteristics of Flagstaff's favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.
- ✓ Policy LU.5.5. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.
- ✓ **Goal LU.6. Provide for a mix of land uses.**
- ✓ Policy LU.6.3. Encourage new mixed-use neighborhoods in appropriate locations within the growth boundary.
- ✓ Policy LU.13.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in mixed-use and activity centers and corridors.
- ✓ Policy LU.13.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.
- ✓ Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.
- ✓ Policy LU.18.7. Concentrate commercial, retail, services, and mixed use within the activity center's commercial core.

Open Space:

Open space and resource conservation are emphasized throughout the Health Village, accented by a 21.2-acre (net) wellness retreat center in Land Use Area 1b. Further, Land Use Area 1a will feature the existing Sinclair Wash FUTS. These areas will provide a buffer along the Planning Area's western side with the low-density residential uses to the west.

- ✓ **Goal OS.1. The region has a system of open lands, such as undeveloped natural areas, wildlife corridors and habitat areas, trails, access to public lands, and greenways to support the natural environment that sustains our quality of life, cultural heritage, and ecosystem health.**
- ✓ Policy OS.1.2. While observing private property rights, preserve natural resources and priority open lands, under the general guidance of the Flagstaff Area Open Space and Greenways Plan and the Natural Environment maps.
- ✓ Policy OS.1.3. Use open spaces as natural environment buffer zones to protect scenic views and cultural resources, separate disparate uses, and separate private development from public lands, scenic byways, and wildlife habitats.
- ✓ Policy OS.1.4. Use open space as opportunities for non-motorized connectivity, to interact with nature, and to enjoy the views and quiet.
- ✓ Policy OS.1.5. Integrate open space qualities into the built environment.

- ✓ 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.
- ✓ Policy LU.3.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space.
- ✓ Goal LU.5. Encourage compact development principles to achieve efficiencies and open space preservation.
- ✓ Policy LU.5.4. Encourage development to be clustered in appropriate locations as a means of preserving natural resources and open space, and to minimize service and utility costs, with such tools as Transfer of Development Rights (TDR).
- ✓ Policy LU.13.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborhoods.

Parking:

The Health Village Specific Plan requires an increase in bicycle spaces from the existing Zoning Code. Further, the Planning Area will contain a parking garage and ample open parking lots. The entire development balances pedestrian/bicycle needs and public transit opportunities, with automobile use.

- ✓ Policy CC.4.4. Design streets and parking lots to balance automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment.
- ✓ Policy LU.19.4. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.
- ✓ 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.

Parks:

Open space and resource conservation are emphasized throughout the Health Village, accented by a 21.2-acre (net) wellness retreat center in Land Use Area 1b. Health Village will provide recreational opportunities that further the City's Parks and Recreation Master Plan through the offering of "core" recreational opportunities.

- ✓ Policy LU.13.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.
- ✓ Policy LU.13.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborhoods.
- ✓ Policy LU.18.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.
- ✓ Policy NH.1.6. New development, especially on the periphery, will contribute to completing neighborhoods, including interconnecting with other neighborhoods; providing parks, civic spaces, and a variety of housing types; and protecting sensitive natural and cultural features.
- ✓ Policy 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.

Partnerships:

NAH Health Village incorporate the FUTS and ample open and civic space furthering the following Plan goal:

- ✓ **Goal REC.1. Maintain and grow the region's healthy system of convenient and accessible parks, recreation facilities, and trails.**

Rail:

Due to its location, the Health Village promotes the continued growth of the Pulliam Airport as a key economic hub for the City. Rail impacts will be minimal.

Placemaking:

NAH has instituted robust architectural and landscape standards to ensure that the proposed development will promote Flagstaff's image. Further, Health Village will further Flagstaff's place as an economic driver in the region by providing substantial economic benefits to the area.

- ✓ **Goal LU.3. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.**
- ✓ Policy LU.3.4. Promote transitions between urban, suburban, and rural areas with an appropriate change in development intensity, connectivity, and open space.
- ✓ Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.
- ✓ **Goal ED.7. Continue to promote and enhance Flagstaff's unique sense of place as an economic development driver.**
- ✓ Policy ED.7.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image.
- ✓ Policy ED.7.3. Leverage the region's assets of history, culture, and natural environment, as well as educational and scientific facilities, as an economic development tool.
- ✓ Policy ED.7.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.

Preparedness and Emergency Response:

Anchoring the Health Village, in the heart of the Planning Area, NAH will build a new regional hospital, with up to 468 beds, increasing its patient bed capacity by a third while simultaneously incorporating efficiencies and best clinical practices. The Health Village promotes the following goals and policies by allowing NAH to provide top notch medical services with upgraded facilities and expanded clinical options. The Health Village will also allow easy quick response times throughout the region due to the proximity to the I-17/I-40 interchange.

- ✓ **Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.**
- ✓ Policy PF.3.1. Maintain high-quality effectiveness and efficiency in law enforcement, fire, and emergency services to the extent that is consistent with governmental operations, plans, public policies, population served, and monies available.

Preservation:

The NAH Health Village Natural Resources Protection Plan provides standards for the protection of natural resources, including floodplains, slopes, and forest. Appendix 15. The requirements of this plan are intended to maintain natural resources and to ensure that proposed development is consistent with the character of its natural surroundings. Development shall be designed to incorporate native habitat and existing features on-site as they provide important visual, environmental, health and economic benefits. Further, the development will feature a Landscape Plan and Architectural Plan to promote the traditional Flagstaff development by developing a Mountain Modern development.

- ✓ 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.
- ✓ **Goal CC.3. Preserve, restore, enhance, and reflect the design traditions of Flagstaff in all public and private development efforts.**
- ✓ Policy CC.3.1. Encourage neighborhood design to be respectful of traditional development patterns and enhance the overall community image.
- ✓ **Goal E&C.6. Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region.**
- ✓ Policy E&C.6.3. Promote protection, conservation, and ecological restoration of the region's diverse ecosystem types and associated animals.
- ✓ Policy OS.1.2. While observing private property rights, preserve natural resources and priority open lands, under the general guidance of the *Flagstaff Area Open Space and Greenways Plan* and the Natural Environment maps.
- ✓ Policy 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.
- ✓ **Goal LU.5. Encourage compact development principles to achieve efficiencies and open space preservation.**
- ✓ 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).

Public Facilities:

The City of Flagstaff has completed phase 1 and phase 2 of a sewer extension to Fort Tuthill. The City also completed phase 1 and phase 2 of a waterline improvement for Fort Tuthill which brought water service in to the project area (with improvements still necessary to get adequate pressure). The Public Water and Sewer Impact Analysis concluded that the project will comply with the public water and sewer infrastructure requirements so long as on-site infrastructure is designed and constructed per the Engineering Standards. NAH will also be constructing a water storage tank to store a minimum net volume of 685,000 gallons. Accordingly, the Planning Area will be served by water and sewer.

Further, the NAH Health Village Vehicle Circulation Plan establishes the configuration, capacity and design standards for roadways within and adjacent to the Planning Area.

Primary access to the Planning Area will be from Beulah Blvd, as illustrated on the Vehicle Circulation and Points of Connection Plan, Appendix 12. Land Use Area 2b, which will be the location of the regional hospital and ambulatory care facility, will be accessed by emergency vehicles from Healthcare Blvd., and by patients and visitors from either Beulah Blvd. or Healthcare Blvd. Hospital staff will access the area primarily from Purple Sage Trail, which will connect to an onsite parking structure. On-site vehicle circulation is shown on the Vehicle Circulation Plan.

A Traffic Impact Analysis (“TIA”) is provided as Appendix 26. To accommodate projected traffic volumes, the master developer will construct onsite public roads as illustrated and specified in the Conceptual Roadway Plan, Appendix 13. To further mitigate traffic volumes, offsite project improvements by the master developer will include the addition of a raised center median and lanes along Beulah Blvd. from Beulah Blvd. & Lake Mary Road/University Heights Drive North to Beulah Boulevard & Fairgrounds Road/JW Powell Blvd. Beulah Blvd. will have four (4) lanes with two (2) lanes and a bike lane in each travel direction with a raised center median that has breaks for left turn lanes. Based on the TIA’s data and findings concerning traffic volumes and recommended mitigation, road improvements are proposed to coincide with the NAH Health Village Phasing Plan. Accordingly pursuant to the TIA, the Planning area will be adequately served by roads, as well.

Finally, the Planning Area will be serviced by existing utilities, as set forth in Specific Plan Section II.F, and by public services such as the Fire Department and Police Department, as set forth in Section II.G. Overall, the proposed location allows for efficient design and use of the Health Village concept while also ensuring that the Planning Area will be served by all necessary services.

- ✓ 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.

Public Outreach:

Throughout the planning process, NAH has placed an emphasis on public outreach by holding meetings with numerous local groups, as more fully set forth in the Citizen Participation Report. NAH has held over 60 “group meetings,” multiple neighborhood meetings, and a public work session will be held to further discuss the proposed development.

- ✓ Policy T.5.2. Improve pedestrian visibility and safety and raise awareness of the benefits of walking.
- ✓ 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.
- ✓ **Goal T.11. Build and sustain public support for the implementation of transportation planning goals and policies, including the financial underpinnings of the Plan, by actively seeking meaningful community involvement.**
- ✓ Policy T.11.2. Approach public involvement proactively throughout regional transportation planning, prioritization, and programming processes, including open access to communications, meetings, and documents related to the Plan.

Public Safety:

Anchoring the Health Village, in the heart of the Planning Area, NAH will build a new regional hospital, with up to 468 beds, increasing its patient bed capacity by a third while simultaneously incorporating efficiencies and best clinical practices. The Health Village promotes the following goals and policies by allowing NAH to provide top notch medical services with upgraded facilities and expanded clinical options. The Health Village will also allow easy quick response times throughout the region due to the proximity to the I-17/I-40 interchange.

- ✓ **Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.**
- ✓ Policy PF.3.1. Maintain high-quality effectiveness and efficiency in law enforcement, fire, and emergency services to the extent that is consistent with governmental operations, plans, public policies, population served, and monies available.

Reclaimed Water:

The Applicant will perform an economic analysis on rainwater capture systems. If such systems are appropriate they may be incorporated into the Planning Area.

- ✓ Policy WR.3.4. Use reclaimed water and rainwater harvesting wherever appropriate and practical.

Recreation:

Health Village will provide recreational opportunities that further the City's Recreation Master Plan through the use of "core" recreational opportunities. Further, the robust multimodal system will provide for bicycling as a safe and efficient means of transportation and recreation within and around the planning area. See "bicycle" above.

- ✓ Policy LU.6.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.
- ✓ **Goal T.6. Provide for bicycling as a safe and efficient means of transportation and recreation.**
- ✓ 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.

Renewable Energy:

There are no plans to generate energy on site.

Resource Protection/Restoration:

See "Preservation" above.

- ✓ Policy E&C.6.3. Promote protection, conservation, and ecological restoration of the region's diverse ecosystem types and associated animals.
- ✓ **Goal WR.5. Manage watersheds and stormwater to address flooding concerns, water quality, environmental protections, and rainwater harvesting.**
- ✓ Policy WR.5.1. Preserve and restore existing natural watercourse corridors, including the 100-year floodplain, escarpments, wildlife corridors, natural vegetation, and other natural

features using methods that result in a clear legal obligation to preserve corridors in perpetuity, where feasible.

- ✓ Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical.
- ✓ **Goal LU.4. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.**

Road Construction, Repair and Maintenance:

NAH's robust TIA will ensure a functional, safe, and aesthetic hierarchy of roads and streets within and nearby the Planning Area.

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

Schools:

The Planning Area will feature employment opportunities and research and development areas that will promote and expand scientific research as a key component to the Flagstaff region's character.

- ✓ **Goal CC.5. Support and promote art, science, and education resources for all to experience.**
- ✓ Policy CC.5.1. Promote first class arts, research, and educational facilities.
- ✓ Policy CC.5.5. Promote and expand scientific research as a key component to the Flagstaff region's character.

Small Businesses/Entrepreneurship:

Health Village will feature ample employment opportunities and entrepreneurial opportunities, including in the areas of research and development.

- ✓ 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.

Stormwater:

The project will retain the increase in stormwater runoff volume with the proposed development. There will be several basins located throughout the project site that will provide retention storage volume for the proposed impervious cover such as roads, sidewalks, and buildings. The basins will also provide a water quality component to comply with Low Impact Design (LID) requirements. The project will be completed in accordance with the LID Manual. The development will maintain the existing stormwater corridors where possible to preserve as much natural vegetation and features as possible. The ultimate stormwater outfall locations will not be altered with the proposed project. Finally, there are trails and other amenities proposed in the Wellness Area that will provide a wildlife experience for the project. The trails will meander and follow existing topography to work with the natural watercourses where possible. The goal is to preserve the tree resources in the Wellness area as much as possible

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

- ✓ Policy WR.5.1. Preserve and restore existing natural watercourse corridors, including the 100-year floodplain, escarpments, wildlife corridors, natural vegetation, and other natural features using methods that result in a clear legal obligation to preserve corridors in perpetuity, where feasible.
- ✓ Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical.
- ✓ Policy WR.5.4. Develop any necessary stormwater infrastructure improvements consistent with City of Flagstaff stormwater master plans or studies as adopted by the City.
- ✓ Policy WR.5.7. 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.

Student Housing:

Student housing is not relevant to the live/work and employment goals promoted by Health Village.

Technology:

Health Village will feature a state of the art health care facility and buildings within the Planning Area will be energy-efficient.

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

Tourism:

A regional scale Activity Center directly off the I-17/I-40 interchange will provide additional commercial and retail opportunities for tourists traveling along the two major interstates. Specifically, retail, lodging and restaurants directly off the I-17/I-40 interchange, near the Fort Tuthill County Park, will provide additional resources and amenities for travelers driving along the I-17/I-40 corridor. The direct proximity to Fort Tuthill, which provides adventure tourism, will support such tourism by bringing amenities and lodging closer to such tourist attractions.

- ✓ **Goal ED. 6. Tourism will continue to provide a year-round revenue source for the community, while expanding specialized tourist resources and activities.**
- ✓ Policy ED.6.1. Support and promote the diversification and specialization of the tourism sector, with heritage, eco-, and adventure tourism.

Transit:

Health Village will provide a robust bicycling and pedestrian network throughout the project. See Walking/Pedestrian Environment, below, and bicycling, above. Further, the public transit will be provided to the Planning Area either through NAIPTA or provided independently by the Applicant. See Regional Plan Conformance, above.

Further, by moving the NAH medical campus from downtown Flagstaff to the Planning Area, there will be easier and more efficient access from regional commuters. NAH is the only level one trauma center north of Phoenix and accordingly it serves patients across Northern

Arizona. The location of the Planning Area off the I-17/I-40 corridor will ensure quick response time and easy access from the two major interstates in the region, allowing patients to easily access the hospital without facing downtown or Milton traffic. Further, the relocation will help alleviate current traffic issues affecting downtown Flagstaff and the Milton corridor by removing trips from employees, staff, vendors, and patients that would otherwise be utilizing those heavily trafficked streets. By implementing a robust multimodal plan, public transit, and live/work opportunities, NAH can reduce the carbon emissions by eliminating or reducing drive times for both employees and patients.

As shown in multiple topics above, for example in the Connectivity, Access, and Circulation sections above, it is shown that NAH is able to promote several transportation related goals and policies. This results in part from the fact that the NAH Health Village is new development, unrestricted by existing constraints of a built environment, and also from the fact that this is a regional center for medical and health care that requires it to be fully accessible for all ages and physical conditions. The walkability and bikeability of the project is discussed at length above. In addition, the development will further the City's connectivity goals as it concerns future suburban growth north and northeast of the site, improvements to Highway 89A (Beulah Blvd.), and appropriately scaled connection with Highway 89A. The circulation plan (Appendix 12) illustrates these community benefits. In addition, within the project itself, transportation connectivity is maintained while also managing appropriate scale. For example, lighter and slower traffic navigating around the wellness retreat is consistent with maintaining the purpose of that area of the project, protecting the Fort Tuthill County Park from access points the County has asked to avoid, and promoting the overall feel of a Health Village.

- ✓ Policy E.1.5. Promote and encourage the expansion and use of energy-efficient modes of transportation: a. Public transportation, b. Bicycles, c. Pedestrians.
- ✓ Policy LU.5.5. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.
- ✓ Policy LU.7.1. Concentrate urban development in locations that use land efficiently, and are served by roads, water, sewer, and other public facilities and services, and that support transit, reduced vehicle trips, and conservation of energy and water.
- ✓ Policy LU.15.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.
- ✓ Policy LU.15.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.
- ✓ **Goal T.7. Provide a high-quality, safe, convenient, accessible public transportation system, where feasible, to serve as an attractive alternative to single-occupant vehicles.**
- ✓ Policy T.7.1. Cooperate with NAIPTA in developing and implementing the five-year transit master planning goals and objectives to continuously improve service, awareness, and ridership.
- ✓ Policy T.7.2. Provide public transit centers and options that are effectively distributed throughout the region to increase access to public transit.
- ✓ Policy T.7.3. Support a public transit system design that encourages frequent and convenient access points, for various transportation modes and providers, such as private bus and shuttle systems, park-and-ride lots for cars and bicycles, and well placed access to bus, railroad, and airline terminal facilities.

- ✓ Policy T.7.4. Support mobility services for seniors and persons with mobility needs.
- ✓ Policy T.7.5. Incorporate adopted plans and policies for non-motorized and public transportation in the permitting process for all development or land use proposals, including provisions for efficient access and mobility, and convenient links between pedestrian, bicycle, and transit facilities.
- ✓ Policy NH.1.4. Foster points of activities, services, increased densities, and transit connections in urban and suburban neighborhoods.

Tribal Relations:

The Plan's goals and policies related to Tribal Relations refer generally to development on tribal land and are inapplicable to NAH Health Village.

Utilities:

The Planning Area will be served by all necessary utilities.

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

Views and Vistas:

Land Use Area 1b shown on Appendix 10 illustrates the open space (wellness retreat) that is part of NAH's plans to preserve viewsheds along the western edge of its project and also buffer between the NAH development and residential uses farther to the west. Further, the proposed design and placement of the hospital will mitigate impacts of the viewsheds west and north from area 2b, where the new medical center will be built. By setting the hospital back from I-17, impacts on views from the I-17 corridor are mitigated (see Appendix 40). Finally, NAH maximizes views from area 2b by facing patient windows north towards the peaks.

- ✓ **Goal CC.1. Reflect and respect the region's natural setting and dramatic views in the built environment.**
- ✓ Policy CC.1.1. Preserve the natural character of the region through planning and design to maintain views of significant landmarks, sloping landforms, rock outcroppings, water courses, floodplains, and meadows, and conserve stands of ponderosa pine.
- ✓ Policy CC.1.2. Continue to define and further develop the community character by incorporating the natural setting into the built environment at all design scales.
- ✓ Policy CC.1.3. Design development patterns to maintain the open character of rural areas, protect open lands, and protect and maintain sensitive environmental areas like mountains, canyons, and forested settings.

Walking/Pedestrian Environment:

The project's pedestrian network will connect all development areas, natural features, and recreational facilities and will tie into the City's Urban Trails Network. All bike and pedestrian trail road crossings will be at road intersections where possible. Pedestrian and bicycle connectivity throughout the Planning Area will occur at intervals of 300-600 feet wherever possible, with specific locations to be determined during site planning. The multimodal plan evidences that pedestrian paths are continuous and direct throughout the Planning Area.

- ✓ Policy WR.5.2. Incorporate pedestrian access, trails, and watchable wildlife opportunities into natural watercourses when practical.
- ✓ Policy E.1.5. Promote and encourage the expansion and use of energy-efficient modes of transportation: a. Public transportation, b. Bicycles, c. Pedestrians.

- ✓ Policy CC.4.4. Design streets and parking lots to balance automobile facilities, recognize human-scale and pedestrian needs, and accentuate the surrounding environment.
- ✓ Policy LU.13.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.
- ✓ Policy LU.13.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborhoods.
- ✓ Policy LU.18.8. Increase residential densities, live-work units, and home occupations within the activity center's pedestrian shed.
- ✓ Policy LU.18.19. New development in future activity centers should create street patterns that implement the characteristics of urban and suburban place-making within a functional transportation system that minimizes dead ends and offset street and driveway connections.
- ✓ **Goal T.5. Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community.**
- ✓ Policy T.5.1. Provide accessible pedestrian infrastructure with all public and private street construction and reconstruction projects.
- ✓ Policy T.5.2. Improve pedestrian visibility and safety and raise awareness of the benefits of walking.
- ✓ Policy T.5.3. Identify specific pedestrian mobility and accessibility challenges and develop a program to build and maintain necessary improvements.
- ✓ Policy T.5.4. Design streets with continuous pedestrian infrastructure of sufficient width to provide safe, accessible use and opportunities for shelter.
- ✓ 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.

Wastewater:

The City of Flagstaff completed a sewer extension to Fort Tuthill. This improvement brought the sewer main from Fort Tuthill to an existing trunk in University Heights and will serve the Planning Area. Accordingly, a water master plan regarding wastewater collection and its treatment at the Planning Area is not needed.

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

Water Conservation:

NAH's Sustainability Proposal, Narrative Appendix 32, states that "all buildings on-site shall use best practices in performance design with the intent of limiting energy and water use during operation."

Wildland Fire:

Through the use of fire wise planning, the Planning Area will have a reduced risk of wildfire, as compared to its current state.

- ✓ **Goal E&C.1. Proactively improve and maintain the region's air quality.**
- ✓ **Goal E&C.6. Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region.**

- ✓ Policy E&C.6.3. Promote protection, conservation, and ecological restoration of the region's diverse ecosystem types and associated animals.
- ✓ **Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.**
- ✓ Policy PF.3.1. Maintain high-quality effectiveness and efficiency in law enforcement, fire, and emergency services to the extent that is consistent with governmental operations, plans, public policies, population served, and monies available.

Wildlife:

The Planning Area does not contain a wildlife corridor or unique features that support sensitive wildlife, accordingly, these goals and policies do not apply.

Workforce Training:

Health Village will provide a new medical center, and also clinical partnerships located in the same vicinity, creating a one-stop location for residents to obtain health and medical care. Moving out from the hospital itself, the Health Village will include research and development and other employment options, with housing opportunities within walking and biking distance. Health Village will provide opportunities for new business, workforce development, and substantial economic benefits to the region.

- ✓ Policy LU.15.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.
- ✓ Policy ED.4.4. Identify and support community resources that assist new businesses, such as workforce development, marketing, building processes, venture capital, financing, and management.

Cumulative Impact

The General Plan's Future Growth Illustration identifies the Specific Plan area as an existing rural area type planned as a future growth area. It is planned to include a Future Suburban Node and Neighborhood Suburban Activity Center. The future area type is thus planned as suburban. It is not planned to remain rural. Around the Specific Plan area, the Future Growth Illustration depicts an existing rural area type to the west, and parks/open space to the southwest. Future area types are suburban to the north of the Specific Plan area, with an existing rural area type to the west and parks/open space to the southwest.

The Specific Plan is consistent with the Future Growth Illustration's guidance for area type. Although the development of the Health Village will convert this property from rural to suburban with regional scale attributes, this is a change that is planned for within the General Plan. The minor regional plan amendments sought in support of the Specific Plan – relocating the center of the S16 Future Activity Center, re-aligning roads accordingly, and increasing scale from neighborhood to regional use – all conform to a suburban area type, "An area typically located at the intersection of two collectors or neighborhood streets, with vertical or horizontal mixed-use (mix of any: businesses, retail, residential, offices, medical services, etc.), serving the surrounding neighborhoods. A suburban activity center can serve a Regional Commercial or Neighborhood Commercial scale." (General Plan at IX-47). The Specific Plan is protective of

the Future Growth Illustration's design for this part of the City because by moving the activity center east, the activity center will capture more planned future suburban area and less planned future rural area that is currently within the western portion of the activity center's boundary.

The Activity Center Map depicts a Future Activity Center (S16) for a future place type within the Specific Plan area and also north of the Specific Plan area. (See General Plan at IX-67). An existing rural neighborhood place type subsists in the western portion of the S16 Future Activity Center, which as explained above is more carefully preserved by relocating the activity center eastward. Activity centers are "mixed-use centers that vary by scale and activity mix depending on location. They include commercial, retail, offices, residential, shared parking, and public spaces." (General Plan at GL-1).

According to the General Plan, and at the time of its adoption, the City has a surplus of single family residential property (1058 acres of single family and single family attached) but a deficit of land zoned for multifamily use (46 acres less than demand)(since 2014 within activity centers there has been an increase in available residential space by 291 acres and residential space outside of activity centers has declined by over 1,500 acres) and also a deficit for institutional use such as health and education (116 acres less than demand). The General Plan also reports a deficit of land zoned for parks (54 acres less than demand in neighborhoods, with even worse conditions at the community and regional levels) (since 2014, 57 acres have been added to the City's park system). (General Plan at IX-8 & 9, 13). In addition to developing an activity center as contemplated in the Future Growth Illustration, the Specific Plan has the added impact of increasing acreage in three of the deficit categories identified in the General Plan – higher-density residential use, medical use, and outdoor open space use.

Area 2a within the Specific Plan is over 15 acres (net) of mixed use including at least 273 higher density residential units consuming 300,000 square feet under roof, with the goal of providing 315 higher density residential units consuming 346,000 square feet under roof. (Specific Plan § III(A) & Appendix 10). This works out to just under 1,100 square feet per unit. In relation to the General Plan, the City reports a deficit of 46 acres needed for multifamily housing (overall total residential space has decreased by roughly 1,300 acres since 2014). In the General Plan, the City also reports only 8 available acres for retail and service (since 2014, commercial space has increased by 50 acres), whereas the Specific Plan Land Use Program creates over almost 27 acres (net) of room for retail, service and commercial uses (Areas 2c and 2d). An additional 27 acres is created for research and innovation uses.

The Regional Plan reports 39 acres zoned for institutional use, including medical, with a deficit of 116 acres based on demand. Area 2b within the Specific Plan creates over 60 acres (net) of space for the hospital. Neighborhood parks within the City are reported at 23 acres, with a deficit based on demand of 54 acres. In Areas 1a and 1b, the Specific Plan creates over 31 acres (net) of outdoor open and civic space.