

## Scenario Planning

City and County staff cannot predict the future; however, they can manage a forward-thinking process that helps the community incorporate uncertainty about future developments and social and economic conditions. Exploratory scenario planning helps communities identify issues and plan for the future, despite not knowing which specific challenges will emerge. For the Regional Plan, the process of exploratory scenario planning began in January 2023 with a series of conversations with subject-matter experts to identify three “critical uncertainties”:

1. How much will the Region’s population grow?
2. How much funding will be available for [infrastructure](#)?
3. How much will climate change impact the Region?

Through a series of workshops, the public then helped generate ideas and principles for how the Region should respond. These ideas and principles were used to model four land-use and transportation scenarios that tested different ways the Region could grow. The public was asked to evaluate the four scenarios, and a “Preferred Scenario” was developed.

The Preferred Scenario was the foundation for the [Future Growth Illustration](#), found in Chapter 4. The Preferred Scenario allows more housing density in existing neighborhoods, encourages compact development along major transportation corridors, and improves the alignment of public infrastructure investments with areas where growth is supported. These actions would create more opportunities for housing that is attainable to the workforce, help reduce the frequency and duration that residents must drive, and support the Region’s progress toward achieving [carbon neutrality](#) goals.

The Preferred Scenario modeling demonstrated that the cost of housing can be meaningfully reduced in the Region if there is a shift in the type of housing that is built. For example, the Region could build a larger share of multifamily housing, with the following breakdown:

- » 56 percent of new housing units are multifamily housing (three or more units) and attached housing (duplexes and townhomes), averaging 39 dwelling units per acre (duac).
- » 33 percent of new housing units are small lot single-family housing, averaging 18 duac.
- » 11 percent of new housing units are large lot single-family housing, at 3.5 or fewer duac.

If this type of new housing was built in the Region through 2045, it could achieve a 20 percent reduction in housing costs versus today. This would enable more of the workforce to be housed locally. More compact land use patterns and reduced driving, coupled with building efficiency measures in new construction, could produce a substantial eight-percent reduction in transportation emissions and a seven-percent reduction in building emissions.

The Preferred Scenario illustrates a future with attainable, connected communities and less commuting, advancing the Region’s housing and climate action goals. The density prescribed by the Preferred Scenario supports community vitality, a strong social fabric, and a higher quality of life. For more information on Scenario Planning and the Future Growth Illustration, refer to [Chapter 4, Growth and Land Use](#).

## THE PRIORITIES OF THE REGIONAL PLAN

Developing this Regional Plan included extensive community outreach. Input from the public, agencies, the business community, nonprofit organizations, civic groups, and others shaped its focus and defined its “universe of priorities.” Based on collective community input, the Regional Plan reflects the desire to support inclusivity and [sustainability](#) while being good stewards of natural and [cultural resources](#). The participants in this process identified the Region’s highest priorities ~~and through further refinement they were broken into two categories: Core priorities are those more central to plan implementation, while Complementary priorities support plan implementation. The priorities which~~ work together to create the community vision for a sustainable and equitable Region.

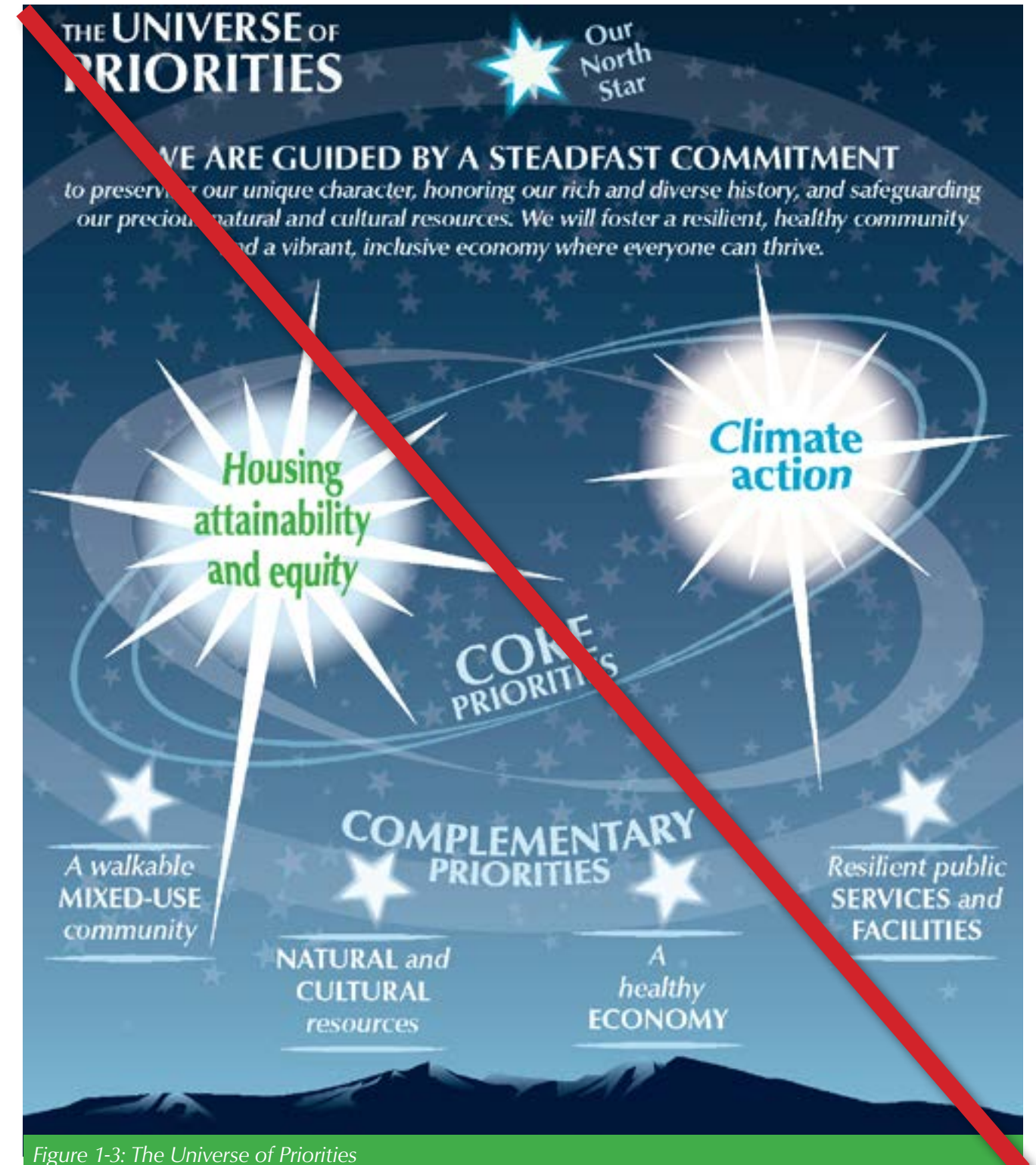


Figure 1-3: The Universe of Priorities

# HOW THE COMPONENTS OF THE REGIONAL PLAN INFLUENCE DECISIONS

## Policy Section

Conformance with the Regional Plan for annexations, dedications and abandonments, zoning map amendments, and [specific](#) and [area plans](#) is determined by an analysis of:

1. **Land Use Category**, which is mapped on the Future Growth Illustration and explained in the Land Use and Transportation Frameworks (see [Chapter 4, Growth and Land Use](#)).
2. **Goals**, which are desired results or future conditions that the community envisions and commits to achieve (see [Chapter 3, Goals and Policies](#)).
3. **Policies**, which are courses of action to achieve the stated goals that guide decision making. Policies may be text or maps identified in the Regional Plan (see [Chapter 3, Goals and Policies](#)).

**City only:** A zoning map amendment must conform to the following:

1. Compatible Zoning Categories of the [Table of Zoning Compatibility for Each Land Use Category](#).
2. Guidelines for all Land Use Categories,
3. Category guidelines for each Land Use Category under the corresponding Building Block, and
4. The Transportation Framework.

If it does not conform, then a Regional Plan map amendment will be required. **When a plan amendment is required, it at a minimum should analyze and substantially further three of the six priorities at least two plan priorities (Chapter 3, Goals and Policies), one of which must be a core priority and be found to “and not be contrary to, the goals, policies and applicable elements” of the other priorities.**<sup>2</sup> It must also demonstrate conformance with the Transportation Framework. Text amendments to the Zoning Code will use the desired density, goals, policies, and guidelines in their conformance analysis as applicable to the proposed amendments.

## Implementation Section

Other aspects of the Regional Plan can inform City and County staff with implementation related to zoning map and text updates, publicly generated specific and area plans, [CIPs](#), annual work programs and budget reports, staff reports, and coordination with Regional Partners, in the following ways:

**Action Items** are strategies, projects, procedures, actions, or programs that implement the goals and policies. These are primarily actions by the City or County and may be achieved through legislative and administrative actions and through partnerships.

Action items are broken into five types:

- » **Plan:** Creation of plans and planning related efforts across various disciplines.
- » **Code:** Adoption and update of regulations and legislation.
- » **Fund:** Budgeting, grants, bonding, and financing projects.
- » **Partner:** Formal and informal collaboration to meet shared objectives between government agencies, non-profits, and private entities.
- » **Educate:** Informational and educational initiatives that promote the Regional Plan’s goals and policies.

Action items are given an approximate timeframe in which they are expected to be completed. Timing may change based on the availability of staff, funding, and City Council and County Board of Supervisor priorities.

- » **Short term:** Expected to commence in the first three years after Regional Plan adoption.
- » **Midterm:** Expected to commence in the first seven years after Regional Plan adoption.
- » **Long term:** Expected to commence in seven or more years after Regional Plan adoption or based on the availability of future funding.
- » **Continuous:** An already established program that is key to maintain and work toward further plan implementation.

**Monitoring** of the Regional Plan will be reported annually using the metrics identified in [Appendix A](#), and a list of action items that were implemented in the prior year.

## Relationships with Other Plans

**Specific Plans:** Specific plans are created for either a City-wide topic or a geographic area within the City for the systematic execution of the General Plan. For example, the City has created specific plans for neighborhoods like La Plaza Vieja and Southside, and for topics like High Occupancy Housing. Private property owners may also request that the City adopt a specific plan that creates a master plan for their property and allows for limited variations from typical development standards. Specific plans are processed as a minor amendment but follow the enhanced procedural requirements for public participation and notification of major plan amendments described in [Flagstaff City Code Title 11](#).

For specific plans adopted before the ratification of this Regional Plan:

- » When a specific plan is adopted by resolution, like the [Southside Community Specific Plan](#), any conflicting direction between the Regional Plan and a specific plan created before the Regional Plan’s adoption should be interpreted to favor the Regional Plan’s goals and policies. This means that conflicting policies in the specific plans will not be considered in [findings of conformance](#).
- » When a specific plan is adopted by ordinance, like the [McMillan Mesa Village Specific Plan](#), the Regional Plan cannot supersede specific plans adopted by ordinance but must be considered if the specific plans are amended.

Concurrent with the adoption of the Regional Plan, the City is rescinding the [Woodlands Village Specific Plan](#) due to its age, the fact that the area is developed, and conflicts with existing code requirements.

**County Area Plans:** The County Area Plans for Doney Park, Timberline, Fernwood, Bellemont, Fort Valley, 180 Scenic Corridor, Kachina Village, and Mountaineer consider conformity with the Regional Plan as well as the [Coconino County Comprehensive Plan](#) when they are updated. When there are conflicts between these documents, the process for addressing/amending the Regional Plan or an area plan follows the process outlined in the County’s [Comprehensive Plan](#).

**Other Strategic Plans:** The City and County may have other policy documents and strategic plans, such as the [Carbon Neutrality Plan \(CNP\)](#), [Ten-Year Housing Plan](#), the [Active Transportation Master Plan \(ATMP\)](#), Parks and Recreation Master Plans and the [Utilities Master Plan](#). The Regional Plan can support their effects by providing integration across disciplines and in setting compatible goals and policies. These plans inform City programs and work planning but are not adopted as specific plans. Because they are approved through an alternative process, they cannot be used as a basis for the findings of conformance for discretionary development applications, dedications and abandonments, and specific plans that are proposed by private property owners. The benefit of the additional process and review required for specific plans should be discussed with Planning staff when the City and County are developing new strategic and master plans.

**Other Agency Plans:** Other public agencies, corporations, and nonprofit organizations are encouraged to consider the Regional Plan goals and policies in developing their own strategic, regulatory, and capital plans.



Participants at a Visioning Workshop



Anonymous, Art in the Park Activity, 2022

## GOALS AND POLICIES

The Regional Plan's goals and policies have a singular purpose: to guide community decision making toward the Plan's vision and priorities. The goals and policies are organized under the six Regional Plan priorities: ~~two core priorities and four complementary priorities~~. While each goal and policy is organized under a singular priority, the goals and policies are interrelated and can advance more than one priority. [Chapter 2, How the Plan Works](#) describes how to apply the goals and policies.

The goals and policies in this chapter are used in the [findings of conformance](#) for development cases when required. A finding of conformance is an analysis of whether a proposed change is moving toward the Regional Plan's vision, goals, and priorities. Not all policies apply to every case. For instance, a policy on adaptive reuse would not apply when the project is developing a vacant lot.

In some cases, a goal or policy may already be incorporated into the City or County codes. For example, the availability of water within the City is determined according to a standard process called a Water Sewer Impact Analysis. Therefore, an additional water availability analysis is not needed in most cases. That said, a case may involve further analysis if, for example, a property is outside the [UGB](#).

~~Where there are conflicts in the application of goals and policies to a project or proposal, staff should weigh more heavily the policies that directly advance the Regional Plan's two core priorities.~~

## CORE PRIORITIES

The Regional Plan identifies **Housing Attainability and Equity** and **Climate Action** as its two core priorities. ~~Together, they make up the non-negotiable objectives that define success and~~ [Priorities](#) serve as the key drivers to align with the vision. ~~When analysis of goals and policies is required, analysis of Regional Plan conformance should address their conformance with the core priorities.~~

## COMPLEMENTARY PRIORITIES

The Regional Plan's four complementary priorities are **Natural and Cultural Resources, a Healthy Economy, Resilient Public Services and Facilities**, and **a Walkable Mixed-Use Community**. Each is critical to enhancing or supporting the core priorities so they can be achieved. ~~While the complementary priorities are not the primary focus, they add value and stability to the overarching objective: achieving the Regional Plan's vision.~~

~~The core and complementary priorities work together by creating a strategic and balanced approach to achieving the vision.~~

## BEST PRACTICES

Chapter 3 also contains "best practices," which illustrate how the policies can be implemented. Some best practices are already incorporated into City or County code while others identify ways to conform voluntarily with the related policies. Goals and policies can also be achieved in other ways without incorporating all best practices; and there are instances when the best practices may not be applicable or appropriate.

A key step to using best practices effectively is consultation with subject-matter experts in the appropriate field. For example, if a property has a geological fault that should be considered as a significant on-site natural resource, consultation with geologists and stormwater experts will help to determine the most appropriate way to "Incorporate the protection, conservation, and restoration of significant natural resources" as stated in Policy RS.8. It is not expected that conformance analysis will address all best practices for every case.

## CORE PRIORITY: HOUSING ATTAINABILITY AND EQUITY

The Region’s housing supply has not kept pace with the growth in demand from residents and prospective property owners in recent decades. The cost of rent and home prices have risen much faster than incomes, leaving almost half of all City residents (45 percent) burdened by housing costs. The City’s demand for housing has also been affected by factors outside of the control of the Regional Plan, such as second homes, short-term vacation rentals, and the NAU student population. In addition, the widening gap between income and housing costs in some neighborhoods has increased [housing insecurity](#) and the risk of displacing longtime residents and workers of all income levels (see [Chapter 4, Growth and Land Use](#) for more information). Stable housing is an important factor to economic security and in long-term health. Housing located close to employment centers and with access to transit also supports the Region’s climate action goals.

In 2020 the City declared a Housing Emergency. Like many other communities nationwide, the Region’s systems that support the availability and accessibility of [attainable housing](#) are suffering from macroeconomic forces—that is, forces that determine overall economic growth or decline, such as inflation, unemployment, or interest rates. In response, the City has an overarching goal to “Reduce the current [affordable housing](#) need in our community by half over the next 10 years.”

The [Ten-Year Housing Plan](#), the Preferred Scenario, and the [Land Availability and Suitability Study - Code Analysis Project](#) (LASS-CAP) have demonstrated that the best opportunity for improving housing attainability is to combine several key strategies:

- » Create new units while minimizing the displacement of existing residents.
- » Create more housing in locations that are already served by [infrastructure](#).
- » Increase the allowed densities and variety of housing types, especially missing [middle housing](#).
- » Decrease the cost of development.
- » Support vibrant neighborhoods and [equity](#) in housing access.
- » Increase development in [greenfield](#) areas to reduce displacement pressure on existing neighborhoods.

[Chapter 5, Social and Economic Systems](#) and [Chapter 6, Transportation](#) contain action items related to this core priority.

## HOUSING ATTAINABILITY AND EQUITY - GOALS AND POLICIES

**References to Goals and Policies in this Regional Plan:** Goals and policies are preceded by an abbreviation that provides a quick reference to the goal topic and the order of the policies. For example, the first goal under Housing Attainability (HA) is Goal HA and the first policy under that goal is HA.1.

### Housing Attainability Goal (HA)

The Region increases the supply of secure, accessible, and attainable housing for all existing and future residents and provides for affordable housing in every neighborhood.

**Policy HA.1** Minimize and mitigate displacement of residents and prevent the loss of existing affordable housing units.

**Policy HA.2** Expand access to homeownership through the development of a variety of housing types, providing resources and programs to support homebuyers; and reducing barriers to homeownership opportunities.

**Policy HA.3** Coordinate with local service providers to furnish resources for daily needs, temporary shelter, and transitional housing opportunities for individuals experiencing homelessness.

**Policy HA.4** Further the development and rehabilitation of affordable and accessible rental opportunities for residents at all income levels.

**Policy HA.5** Support the development of ownership and rental units that are priced below market rate.

**Policy HA.6** Provide long-term affordability through permanently affordable housing models and public/private partnerships.

### Neighborhoods and Equity Goal (NE)

The Region fosters the development and revitalization of sustainable, inclusive neighborhoods that prioritize both accessibility and diversity of people and housing.

**Policy NE.1** Increase equity in housing and economic opportunities for existing and future generations.

**Policy NE.2** Include a range of housing options for all income levels in neighborhoods.

**Policy NE.3** Ensure that policies, programs, and requirements recognize the ongoing harm of exclusionary zoning.

**Policy NE.4** Support the active participation of Neighborhood Associations or similar organizations in local decision-making, fostering community engagement, promoting neighborhood development, and advocating for the needs and interests of residents.

**Policy NE.5** Collaborate with partners to address the housing needs of, and culturally responsive designs for students, workers, residents, and elders in the Region.

**Policy NE.6** Improve housing stability by helping vulnerable homeowners and renters make improvements to their homes, such as maintenance, floodproofing, safety, and accessibility.

### Cost of Development Goal (CD)

The City and County diversify the financial strategies to provide for needed infrastructure development and housing production, including maintenance and enhancement of existing infrastructure.

**Policy CD.1** Continue to research and coordinate funding strategies to reduce the overall cost of development.

**Policy CD.2** Support affordable and attainable housing development through additional support for infrastructure costs and sustainably reduced development standards and fees.

**Policy CD.3** Support technology that reduces the cost of building safe and sustainable housing.

### Parking Goal (PK) - City Only

The City manages the supply and costs of public and private parking to support a safe and walkable environment, successful and consistent enforcement, and to ensure efficient use of parking infrastructure for all users.

**Policy PK.1** Reduce demand for private parking in areas served by transit to address carbon neutrality and increase affordability.

**Policy PK.2** Encourage conversion of underutilized parking lots to walkable residential, commercial, or mixed-use buildings.

**Policy PK.3** Pursue year-round, on-street public parking and related operations and maintenance to support reductions in private parking and promote affordability.

**Policy PK.4** Provide accessible parking in a central, convenient location in all parking lots and managed parking plans.



An NAU parking lot

## CORE PRIORITY: CLIMATE ACTION

The Climate Action **core** priority encompasses three complementary pillars that strengthen the community:

1. Reduce climate impacts: Create cleaner air and a healthier environment that allows the Region to thrive for generations to come by decreasing [GHG emissions](#) from buildings, transportation, waste, and other sectors, and implementing [CDR](#) initiatives.
2. Enhance health, safety, and [resilience](#): Strengthen the community by preparing for, and reducing harm from, [climate change](#) impacts, including extreme heat, wildfires, and flooding.
3. Increase Community [Equity](#): Support residents who are most impacted by climate change while ensuring the costs and benefits of climate action are equitably distributed.

These are also the primary aims of the City's [Carbon Neutrality Plan](#) (CNP), which calls for the City to be [carbon-neutral](#) by 2030 (see [Chapter 1, Introduction](#)).

The Scenario Planning effort revealed that the Preferred Scenario described in [Chapter 4, Growth and Land Use](#) led to the lowest emissions due to reduced energy use from buildings and transportation. Improving building efficiency, supporting cleaner modes of transportation, and creating more [renewable energy](#) in the Region can accelerate benefits to residents. This scenario also has the greatest potential to advance resilience and equity through lower housing costs and more housing diversity, greater transportation options, including [active transportation](#), and more compact development patterns.

Goals and policies listed under the Climate Action **core** priority advance climate action and other Regional Plan priorities like Housing Attainability and Equity. Conversely, there are many goals and policies listed under the other priorities that also advance climate action.

[Chapter 5, Social and Economic Systems](#), [Chapter 6, Transportation](#), [Chapter 7, Resource Stewardship and Resilience](#), [Chapter 9, Water Resource Management](#), [Chapter 10, Energy and Climate Action](#), and [Chapter 11, Infrastructure and Public Safety](#) contain action items related to this **core** priority.

## CLIMATE ACTION - GOALS AND POLICIES

### Climate Action Goal (CA.a) - City Only

The City achieves and maintains carbon neutrality by reducing emissions from all sectors.<sup>1</sup>

### Climate Action Goal (CA.b) - County Only

The County supports and advances the goals and policies designed to address and respond to climate change.

**Policy CA.1** Identify and pursue specific opportunities to reduce climate impacts by promoting energy efficiency and reducing greenhouse gas emissions throughout greater Coconino County (County only).

**Policy CA.2** Reduce energy consumption, reliance on fossil fuels, and the carbon footprint of new and existing buildings and public facilities through efficient building construction, orientation, and appliances.

**Policy CA.3** Advance the electrification of aircraft, trains, buses, micromobility devices, and vehicles by increasing the availability of charging infrastructure in public and private development projects.

## COMPLEMENTARY PRIORITY: A WALKABLE MIXED-USE COMMUNITY

Since 2001, the Regional Plan has been moving the community toward [walkability](#) and creating neighborhoods with a mix of uses that support the daily needs of residents. Walkable, mixed-use neighborhoods promote physical health and social well being, and foster community interactions. They provide lower barrier to entry for economic development and are more economically nimble. They can also decrease household transportation costs and increase use of [multimodal transportation](#). They are easier to serve with transit and create interesting and vibrant places.

Historic neighborhoods like La Plaza Vieja, Southside, Sunnyside, and Downtown already support small businesses and walkability, which can be further enhanced through [adaptive reuse](#), increasing housing stability, and redevelopment. Conversely, many neighborhoods developed between the 1950s and the early 2000s have less connectivity, less access to transit, less variety of housing types, and fewer commercial uses that residents can access. This pattern of development moves the community away from achieving the **core** priorities of [carbon neutrality](#) and [housing attainability](#). The Region's greenfield areas present opportunities to develop better patterns of connectivity and mixed uses in Centers, along Corridors, and in Neighborhood Commercial sites. Helping all of these areas achieve greater walkability and mix of uses will help create a better quality of life for residents.

[Chapter 5, Social and Economic Systems](#), [Chapter 6, Transportation](#), and [Chapter 8, Parks, Recreation, and Open Space](#) contain action items related to this **complementary** priority.



The Hopi Building in Heritage Square  
Downtown Flagstaff

## A WALKABLE MIXED-USE COMMUNITY - GOALS AND POLICIES

### Development Pattern Goal (DP)

The Region promotes development patterns that support attainable housing in a resilient and sustainable community.

**Policy DP.1** Promote compact and pedestrian-oriented design appropriate to, and within the context of, each land use category: Urban, Suburban, and Rural.

**Policy DP.2** Support development and redevelopment with a diversity of housing types by expanding opportunities for missing middle housing.

**Policy DP.3** Keep standards up to date on emerging land use issues that support housing attainability and carbon neutrality, such as legislative changes, short-term rental regulations, and carbon-dioxide-removal technology.

**Policy DP.4** Support the conversion of buildings that allow for an increase in units and for new units to be added to existing parcels over time.

**Policy DP.5** Support the incorporation of nature-based infrastructure solutions in new development, parks, and open space to enhance climate resilience, manage stormwater, promote land-use efficiency, and reduce impacts to significant natural resources.

**Policy DP.6** Expand support for agriculture, food systems, and traditional food practices throughout the Region.

**Policy DP.7** Create and enhance the sense of place in walkable mixed-use communities and public spaces.

### Best Practices for Creating a Sense of Place

- » Designing entrances to public spaces to promote a sense of arrival.
- » Creating a pedestrian-oriented design at street level to create vibrant and active civic spaces for residents, neighbors, and visitors.
- » Repeating the patterns of streets, alleys, buildings, and civic spaces from within nearby historic districts or neighborhoods in the site planning of new development in or adjacent to historic districts.
- » Repeating elements of the natural environment and compatible historic design from nearby historic districts in the design of new development and redevelopment.
- » Utilizing design that breaks up building footprints or bulk and mass to ensure transportation connectivity and a comfortable pedestrian environment.
- » Prioritizing [accessibility](#) by incorporating universal design features to ensure inclusivity for all.
- » Integrating native landscaping with an emphasis on evergreen and mature plants to promote regional ecological identity.
- » Honoring Indigenous homelands by weaving culturally significant and appropriate materials, art, and narratives into [built environment](#) design in collaboration with Indigenous communities to ensure respectful integration.

These best practices should also be used in conjunction with Guidelines in [Chapter 4, Growth and Land Use](#).

Because of the following statute, the Policy Map 3-1 does not identify sections of State and private land as future parks and [open space](#):

*"In applying an open space element or a growth element of a general plan, a municipality shall not designate private land or state trust land as open space, recreation, conservation or agriculture unless the municipality receives the written consent of the landowner or provides an alternative, economically viable designation in the general plan or zoning ordinance, allowing at least one residential dwelling per acre. If the landowner is the prevailing party in any action brought to enforce this subsection, a court shall award fees and other expenses to the landowner. A municipality may designate land as open space without complying with the requirements of this subsection if the land was zoned as open space and used as a golf course pursuant to a zoning ordinance adopted pursuant to article 6.1 of this chapter before May 1, 2000 and the designation does not impose additional conditions, limitations or restrictions on the golf course, unless the land is state trust land that was not planned and zoned as open space pursuant to title 37, chapter 2, article 5.1."*

Policy Map 3-1 on page 3-11 identifies parts of the Region where there is a need to acquire land for parks or open space, but a parcel or specific location has not been identified.

"JLUS" refers to the [2019 Coconino Joint Land Use Study](#), a cooperative land use planning effort between the County, the City, Camp Navajo, and the Naval Observatory Flagstaff Station (NOFS) with the goal of ensuring the lasting compatibility of military installations and their neighboring communities.

The category labeled "City Owned Parcels with Open Space Dedications and/or Recreational Access" includes a variety of parcels that are neither official parks nor open space. They may have a primary function other than recreation, such as serving as a site for [public facilities](#) or stormwater drainage. Some parcels have been dedicated as open space but are maintained by other City departments.

## ~~COMPLEMENTARY PRIORITY:~~ NATURAL AND CULTURAL RESOURCES

For centuries, the Region's landscape has sustained Indigenous cultures, wildlife, dark skies, forestry, agriculture, and natural beauty. The Region has a variety of vegetation types and diverse geology as well as world famous dark skies and [cultural resources](#). Stewardship of these resources contributes to the quality of life for everyone who lives in, works in, and visits the Region. These resources also support the Region's climate resilience and are vulnerable to the impacts of [climate change](#).

[Chapter 7, Resource Stewardship and Resilience](#) and [Chapter 8, Parks, Recreation, and Open Space](#) contain action items related to this **complementary** priority.

## NATURAL AND CULTURAL RESOURCES - GOALS AND POLICIES

### Natural Resource Stewardship Goal (RS)

The Region stewards its natural resources using scientific, social, economic, and cultural best practices.

**Policy RS.1** Preserve dark skies as a natural resource that supports ecosystem health and brings scientific and economic benefits to the Region.

**Policy RS.2** Mitigate hazards to reduce the risk of uncharacteristic wildfires and post-fire flooding while improving the health, structure, condition, function, and resilience of forest ecosystems through forestry best practices and wildland fire science.

**Policy RS.3** Create resilient and sustainable flood management practices and systems that protect and enhance ecosystems and human health throughout the Region.

**Policy RS.4** Support healthy watersheds to prepare for changing climatic conditions through the preservation and restoration of natural water courses, protection and enhancement of riparian and native vegetation, prevention of water pollution, stormwater harvesting, and other best management practices.

**Policy RS.5** Incorporate the protection, conservation, and restoration of significant natural resources (see [Information Maps 7-2 and 7-3](#)) in the development of regulations and property acquisition.

**Policy RS.6** Focus conservation activities on sensitive and uncommon habitats, and landscapes that support the health and resilience of regional wildlife and plant populations and ecosystems.

**Policy RS.7** Prevent, inventory, treat, and remove invasive plant species to preserve native plant communities, preserve indigenous cultural practices, and reduce the risk of uncharacteristic wildland fires.

**Policy RS.8** Recognize and incorporate Indigenous knowledge and cultural practices into natural and cultural resource affairs and projects.

### Best Practices for the Conservation of Significant Natural Resources

Significant Natural Resources identified within the Region are geological faults, important bird habitats, rare plants, riparian areas, springs and seeps, wildlife corridors, old Ponderosa pines, and prairie dog colonies. [Chapter 7, Resource Stewardship and Resilience](#), provides more details about Significant Natural Resources.

- » Consider the proximity of known faults in capital planning and in developing regulations for site planning and structural design.
- » Include known bird habitats in public [open space](#) conservation priorities.
- » Preserve natural topography in public open spaces, especially where there are rare plants and unique geology.
- » Minimize compaction of soil or fragmentation of riparian areas when locating roads, trails, or buildings.
- » Minimize incision and channelization<sup>3</sup> and, during flood events, allow the natural movement of water over the landscape when possible.
- » Include wildlife corridors in public open space conservation priorities.
- » If disruption of wildlife corridors with roads, walls, fences, or pavement cannot be avoided, mitigate the impacts by allowing for alternate wildlife routes and follow design standards that are compatible with animal movement.
- » Encourage prairie dog colony translocation with assistance from the Arizona Game and Fish Department (AZGFD) when possible.
- » On property with Ponderosa pines, make efforts to maintain or restore stands with old and large trees surrounded by grassy openings, similar to the historic range of variability.
- » Avoid excavation below the tree canopy when trees are being preserved on sites under construction.

### Cultural Resources Goal (CR)

The Region maintains an enduring and unique sense of place that celebrates its diverse ecosystems and community heritage.

**Policy CR.1** Preserve historic buildings, sites, and structures through restoration, rehabilitation, design guidelines, grants, and incentives, where possible; when it is not, create opportunities for education, mitigation, and documentation.

**Policy CR.2** Include public art, interpretation, and placemaking in public projects and, with willing private partners, tell the story of the Region's Indigenous Peoples, pioneers of all races and ethnicities, innovators, and community makers to celebrate the culture of the Flagstaff community and inspire current and future residents.

### Outstanding Open Spaces and Parks Goal (OS)

The Region conserves natural and cultural resources through the purchase and design of parks and open spaces.

**Policy OS.1** Incorporate and highlight the Region's defining landscapes and vistas and create visually interesting facilities through architecture, public art, and landscape design in trails, parks, and open spaces.

**Policy OS.2** Focus the purchase and management of regional preserves and connector open spaces on protecting cultural or significant natural resources, while allowing for concentrated development in areas that support housing supply and climate action.

## ~~COMPLEMENTARY PRIORITY:~~ HEALTHY ECONOMY

Economic diversity is critical to viable, resilient communities. The Region has a vibrant economy based in education, health, science, and tourism. Business expansion and retention efforts address the availability of space for new and existing businesses and the costs of business in the community. Strengthening everyone's ability to thrive economically and addressing the cost of living requires a diverse approach that supports not only businesses but neighborhoods, public health, climate action, and housing.

[Chapter 5, Social and Economic Systems](#), and [Chapter 6, Transportation](#) contain action items related to this **complementary** priority.

## HEALTHY ECONOMY - GOALS AND POLICIES

### Healthy Economy Goal (HE)

The Region creates and maintains a vibrant and diverse economy for all that supports a thriving workforce, innovative businesses, and expansion of compatible new industries.

**Policy HE.1** Attract and retain businesses and industries that complement the Region's vision and priorities and support a stable and healthy workforce.

**Policy HE.2** Seek out opportunities to support existing and small businesses, nurture entrepreneurship, and support economic stability and vitality; identify measures to avoid amplifying displacement pressure, especially in areas near low-and-middle-income residents.

**Policy HE.3** Promote employment pathways, skills training, and job creation in targeted sectors and needed industries such as construction, forestry, advanced manufacturing, health care, astronomy, and bioscience.

**Policy HE.4** Develop industrial properties that support light and heavy industrial uses, manufacturing, and forestry industries necessary for jobs and climate resilience in the Region.

**Policy HE.5** Support improved nutrition, food security, and jobs in the Region, and associated workforce development, by encouraging local agricultural activity and the production, manufacturing, and distribution of food at various scales.

**Policy HE.6** Reduce barriers to creating home-based businesses and live-work structures and expanding entrepreneurship without negatively impacting housing goals.

### Employment District Goal (ED)

The Region maintains and protects a supply of land to accommodate the needs of existing and future employment and manufacturing.

**Policy ED.1** Promote a variety of employment uses, including heavy and light industrial uses, to allow for the creation of quality employment for a variety of trades and industries and affordable construction practices.

**Policy ED.2** Expand opportunities for research and development and technical employment in Employment Districts.

**Policy ED.3** Allow for workforce housing in Employment Districts to support recruitment and retention of employees when it can be accommodated without environmental impacts to residents and does not encroach on the potential for future expansion by employers.

### Airport Goal (A)

The Region strengthens and expands the role of Flagstaff Pulliam Airport as the dominant hub for air passenger, air freight, public safety, and firefighting aircraft operations, general aviation, and other related services in Northern Arizona.

**Policy A.1** Provide safe, efficient, reliable, resilient, and sustainable transportation facilities that encourage and accommodate air and related ground services at the Flagstaff Pulliam Airport.

### Freight and Rail Goal (FR)

The Region supports the area’s economic vitality by improving the location and design of infrastructure that supports freight and rail—especially in appropriate employment areas—and maintaining interstate and rail access.

**Policy FR.1** Promote development of rail and trucking connections and an intermodal freight facility or facilities to serve the Region and support viable economic growth.

## ~~COMPLEMENTARY PRIORITY:~~ RESILIENT PUBLIC SERVICES AND FACILITIES

Resilient public services and facilities support resilient and sustainable water and sewer, stormwater, flood control, fire, police, emergency management, solid waste, internet, electricity and other public services and facilities. The way that the City, County, and private utilities manage and provide these services has wide-ranging implications for the cost and quality of life in the Region. These services are necessary for public safety and to support a healthy environment and community.

The Water Resource Management goals and policies support the quality and quantity of water throughout its cycle in the Region and the management of drinking and reclaimed water, wastewater, and stormwater.

[Chapter 7, Resource Stewardship and Resilience](#), [Chapter 9, Water Resource Management](#), [Chapter 10, Energy and Climate Action](#), and [Chapter 11, Infrastructure and Public Safety](#) contain action items related to this **complementary** priority.

## RESILIENT PUBLIC SERVICES AND FACILITIES - GOALS AND POLICIES

### Water Resource Management Goal (WR.a)- City only

Goal WR.a – Balance water demand and water supply to maintain the 100-year water adequacy designation<sup>4</sup>, support sustainable regional hydrology, and meet ecosystem needs.

### Water Resource Management Goal (WR.b)- County only

Goal WR.b – Balance water demand and water supply for social and economic well-being while supporting sustainable regional hydrology, and meeting ecosystem needs.

**Policy WR.1** Manage infrastructure and develop partnerships that support water, stormwater, wastewater, and reclaimed water utility facilities that are safe, secure, reliable, cost effective, and adequate for the Region’s future growth and continued environmental health.

**Policy WR.2** Support and incentivize water conservation and other water efficiency measures to protect water resources, support projected community growth, reduce the costs for water systems, and conserve energy.

**Policy WR.3** Maximize the beneficial use of all water sources by implementing water reuse programs.

**Policy WR.4** Provide sustainable and reliable water and sewer services within the Urban Growth Boundary.

**Policy WR.5** Encourage irrigation efficiency and limit private or public green spaces that require irrigation to those using reclaimed water (where available) and those necessary for private, ecosystem, or recreational beneficial use.