

WORK SESSION AGENDA  
AMENDED

CITY COUNCIL WORK SESSION  
TUESDAY  
JUNE 24, 2025

COUNCIL CHAMBERS  
211 WEST ASPEN AVENUE  
3:00 P.M.

All City Council Meetings are live streamed on the city's YouTube page  
(<https://www.youtube.com/@FlagstaffCityGovernment>)

**\*\*\*PUBLIC COMMENT\*\*\***

Verbal public comments not related to items appearing on the posted agenda may be provided during the "Open Call to the Public" at the beginning and end of the meeting and may only be provided in person.

Verbal public comments related to items appearing on the posted agenda may be given in person or online and will be taken at the time the item is discussed.

To provide online verbal comment on an item that appears on the posted agenda, use the link below.

[ONLINE VERBAL PUBLIC COMMENT](#)

Written comments may be submitted to [publiccomment@flagstaffaz.gov](mailto:publiccomment@flagstaffaz.gov). All comments submitted via email will be considered written comments and will be documented in the record as such.

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1. Call to Order

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

*Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).*

2. Roll Call

*NOTE: One or more Councilmembers may be in attendance through other technological means.*

MAYOR DAGGETT  
VICE MAYOR SWEET  
COUNCILMEMBER ASLAN  
COUNCILMEMBER GARCIA

COUNCILMEMBER HOUSE  
COUNCILMEMBER MATTHEWS  
COUNCILMEMBER SPENCE

3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

**MISSION STATEMENT**

*The mission of the City of Flagstaff is to protect and enhance the quality of life for all.*

**LAND ACKNOWLEDGEMENT**

*The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.*

4. **Open Call to the Public**

*Open Call to the Public enables the public to address the Council about an item that is not on the prepared agenda. Comments relating to items that are on the agenda will be taken at the time that the item is discussed. Open Call to the Public appears on the agenda twice, at the beginning and at the end. The total time allotted for the first Open Call to the Public is 30 minutes; any additional comments will be held until the second Open Call to the Public.*

*If you wish to address the Council in person at today's meeting, please complete a comment card and submit it to the recording clerk as soon as possible. Your name will be called when it is your turn to speak. You may address the Council up to three times throughout the meeting, including comments made during Open Call to the Public and Public Comment. Please limit your remarks to three minutes per item to allow everyone an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.*

5. **Review of Draft Agenda for the July 1, 2025 City Council Meeting**

*Citizens wishing to speak on agenda items not specifically called out by the City Council may submit a speaker card for their items of interest to the recording clerk.*

6. **June Work Anniversaries**

Recognition of employees celebrating work anniversaries in June.

7. **City Manager Report**

A. **Discussion and direction on letter of opposition of the sale of public lands as outlined in the One Big Beautiful Bill Act**

8. **Flagstaff Airport Triennial Full-Scale Exercise After-Action Report and Improvement Plan Update**

Provide an update to the Council regarding the outcomes of the objectives and sub-objectives derived from the comprehensive exercise, which will evaluate the identified strengths and areas for enhancement.

9. **Discussion of opportunities and considerations of potential City involvement in preserving the Orpheum Theater as a historic community asset for public benefit.**

Council will be informed about, and provide feedback on, the City's opportunity to participate in the preservation of the Orpheum Theater as a community asset and for the benefit of arts and culture in Flagstaff.

10. **Regional Plan Implementation**

The Regional Plan Update team is preparing the public hearing draft of the Flagstaff Regional Land Use Plan 2045, which is scheduled for release in July. This work session will seek additional feedback on three topics discussed at the May 2 Joint City-County Retreat.

1. Implementation of Future Land Use categories with examples,
2. Creation of a Hospitality Overlay on the Future Growth Illustration, and
3. Updated appearance of "Planned Trails" on policy maps.

- 11. Open Call to the Public
- 12. Informational Items To/From Mayor, Council, and City Manager; future agenda item requests
- 13. Adjournment

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on \_\_\_\_\_, at \_\_\_\_\_ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
Stacy Saltzburg, MMC, City Clerk

THE CITY OF FLAGSTAFF ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 213-2076 or email at [stacy.saltzburg@flagstaffaz.gov](mailto:stacy.saltzburg@flagstaffaz.gov) to request an accommodation to participate in this public meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Flagstaff makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Flagstaff City Council meetings are live-streamed and recorded and may be viewed on the City of Flagstaff's website. If you permit your child to attend/participate in a televised Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Georganna Staskey, Deputy City Clerk  
**Date:** 06/18/2025  
**Meeting Date:** 06/24/2025



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**TITLE:**  
**June Work Anniversaries**

**DESIRED OUTCOME:**  
Recognition of employees celebrating work anniversaries in June.

**Executive Summary:**

**Information:**

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**Attachments:** [Presentation](#)

*Happy* to  
**WORKKIVERSARY**

# First Year Anniversaries

- Cory Woodall, Beauty & Public Art Project Manager
- Carlton Johnson, Transportation Planner
- Ellis Stacy, Meter Technician
- Joseph Maloney, Water Operator I
- Kelly Neises, Police Officer
- Michael Caroleo, Street Light Technician
- Michael Hatch, Maintenance Technician I
- Parker Sweat, Police Emergency Communications Specialist
- Sarah Sorne, Human Resources Manager
- Sean Connolly, Police Chief

# Five Year Anniversary



Jonathan Damico  
Systems Administrator Senior



# Five Year Anniversary



**Kenneth Fergason**  
**Project Manager**



# Ten Year Anniversary



Creag Znetko  
Economic Development Administrator

# Ten Year Anniversary



David Pedersen  
Project Manager Senior Lead

# Ten Year Anniversary



Matthew Kakert  
IT Manager

Ten Year Anniversary



Alexandra Pineda  
Evidence Technician



Twenty Year Anniversary



Colin Challifour  
Fire Captain

# Twenty-Five Year Anniversary

Jason has been a steady hand and a dependable resource with his years of experience. He has embraced our advancements in technology as we have migrated to Citiworks based workflow for assets other than meter changeouts. He has embraced the use of the meter app for service material identifications and meter locations. This will be the 2nd year in a row for testing the most fire hydrants. His knowledge and advice on how to do things is utilized frequently by his coworkers.



Jason Hoyungowa  
Water Operator IV

# Thirty Year Anniversary

Over the past 30 years, Todd has been very involved with all aspects of the Flagstaff Fire Department. Early in his career, he started managing various programs, including bee veils and all the keys on our fire engines to gain access to emergency scenes. As an engineer, Todd was instrumental in implementing our driver course, which he has continued to do as a Captain. Todd has also been a part of the driving portion of the Engineers' promotional process. He continues to train and develop our Engineers and acting Engineers. Todd has been a FFD special operations team member for over 15 years. As a Captain, Todd is a training Captain and a program manager for the wildland callout program. Todd is a safe, honest, hard-working Captain who brings quick wit and humor to many situations. Todd embodies the selfless sacrifice and devotion to our community that have made the FFD great for years.



Todd George  
Fire Captain

Congratulations

The image features the word "Congratulations" written in a flowing, gold-colored cursive font. The text is centered on a black rectangular background that is densely covered with small, gold, star-shaped confetti. On either side of this central panel, the background transitions to a soft, golden bokeh effect. Scattered throughout these golden areas are numerous small, glowing hearts and additional pieces of confetti, creating a festive and celebratory atmosphere.

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STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Georganna Staskey, Deputy City Clerk  
**Date:** 06/18/2025  
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**TITLE:**  
City Manager Report

**DESIRED OUTCOME:**

**Executive Summary:**

These reports will be included in the City Council packet for regularly scheduled Work Session meetings. The reports are intended to be informational, covering miscellaneous events and topics involving the City organization.

**Information:**

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**Attachments:** City Manager Report  
EV report

# City Manager's Report

June 18, 2025

Council and Colleagues, greetings. These reports are intended to be informational, covering miscellaneous events and topics involving the city organization.

## Fire Department

- Mark and Noah worked with a few NAU students this spring semester to study how wildfire safety and preparedness information is distributed in Flagstaff. They produced two videos and presented a poster as part of their senior project. (see below)
  - Is Your Home Wildfire Ready? Here's What You Need To Know: <https://youtu.be/HkGFboJ03iY?si=43mKB9SXvfyXLyF5>
  - Wildfire Season Is Here, Are You Ready? Advice from Fire Professionals: [https://youtu.be/uJyCDweXrzc?si=MwpJOtr6KiW\\_hdU9](https://youtu.be/uJyCDweXrzc?si=MwpJOtr6KiW_hdU9)

The screenshot shows a presentation slide with the following content:

### Flagstaff Wildfire Preparedness and Community Engagement

Hope Johnson, Jaime Kunkin, Clarice Linskey, Samantha Logerwell, Emily Oller, Rian Topping  
School of Earth and Sustainability, Northern Arizona University, Flagstaff, AZ

Is Wildfire Safety and Preparedness Information Evenly Distributed Throughout Various Neighborhoods with Different Socioeconomic Backgrounds?

**Project Overview**  
As wildfires pose an increasing threat to communities in Northern Arizona, proactive education is essential. This project supported the Flagstaff Fire Department in improving and implementing a wildfire preparedness initiative aimed at enhancing public awareness and safety. We worked closely with Mark Adams (Wildland Community Risk Reduction Specialist), Neil Chapman (Wildland Forest Health Specialist), and Noah Baker (Wildfire, Climate, and Community Health Specialist).  
Our community partners identified a significant disparity in the way risk assessment and fire hazard information is communicated and accessed. A newer system, fully implemented in January, places the burden on individual homeowners and renters to reach out to the fire department, specifically to Mark Adams for assessments. However, this model has unintentionally created unequal access. In practice, only affluent homeowners who often have more time and resources are utilizing the system. As a result lower-income residents, renters, and those with demanding work or family obligations are left without crucial expert fire safety information, further exacerbating existing vulnerabilities in our community.

**Home Assessments and Community Outreach**  
Map showing Outreach Locations (red triangles) and Home Assessment Locations (blue circles) in the Flagstaff area. Legend: Outreach Location, Home Assessment Location.  
**Overarching Goal:** Contribute to and provide aid for an ongoing effort to address disparities in wildfire education and preparedness by equitably informing and supporting all communities, especially the underserved, in the greater Flagstaff area.

**Final Products**  
Fourth Street Laundromat, Downtown Flagstaff, Murdoch Community Center, Risk Assessment Trend Analysis.

**Community Outreach**  
Posters were distributed throughout the Flagstaff community, focusing on the South Side and Sunny Side Neighborhoods; available in Spanish and English.  
This was our team's effort to directly bridge the gap between underserved communities from lower socioeconomic backgrounds—not only by sharing important information but also by encouraging community members to seek out resources and take initiative for themselves.  
**Future potential with community outreach:**  
Determine how effective this outreach is based on how many calls Mark Adams receives to schedule a home assessment in underserved neighborhoods.  
Track how many times the QR codes are scanned.  
Conduct interviews with underserved community members and ask if they have heard about this information previously in their area.

**Risk Assessment**  
Home and property risk assessments provide solutions to help communities and property owners reduce wildfire risk. However, this is niche expert advice/experience that relies on the homeowner. To address the identified disparity, informational videos were filmed and produced with Mark Adams and Noah Baker, showing how to protect and prepare homes before wildfire events. Videos were made available on the City of Flagstaff website and their YouTube page to make this niche advice not so specialized.  
Previous home and property assessment data from the greater Flagstaff area was thoroughly analyzed and interpreted. The goal of this analysis was twofold: first, to assist our community partners in better understanding and drawing meaningful insights from the assessment data; and second, to identify common patterns and recurring trends across various properties in the region. These findings were then translated into a user-friendly infographic, designed to clearly communicate the most prevalent household hazards in a generally accessible way.

**Air Filters**  
Educational materials are extremely important when it comes to wildfire communication and safety, keeping yourself and your family safe is on the forefront of many people's mind during wildfire season. Facts about air filters are not well known enough, which is why we created an information presentation to educate affected underserved communities.  
There are many reasons air filters are important, one of those being filtering out smoke in homes. Smoke inhalation can be very dangerous and lead to many problems such as reduced oxygen levels, carbon monoxide poisoning, and other respiratory problems. That is why air filters are a necessity, because using an air filter helps improve indoor air quality by removing dust, pollen, pet dander, and other airborne particles. It can reduce allergy and asthma symptoms by trapping irritants before they circulate through your home.

**Acknowledgements**  
Mark Adams-Flagstaff Fire Department  
Neil Chapman-Flagstaff Fire Department

### **Police Department**

- Trafficking and Child Luring Operations have collectively resulted in over 30 arrested – thank you to Detective Hyde for her leadership and all who are participating in the operations.

### **Public Works**

- KAFF Radio (93.5 FM) is teaming up with Public Works to host a weekly “Public Works Professionals” segment each Wednesday from 7:30 to 7:45 am to highlight the great work and programs of Public Works. Hope you enjoy!
- Twelve concrete barriers were removed along Fort Valley Road by Northwood Apartments (see photo). Exciting to be at this point following the installation of flood mitigation efforts.



- Public Works staff, Loven Construction, and Reece Studio Architect met to discuss Montalvo STEM Education Community Center and it was a productive discussion with plenty of great ideas about how the building could be designed and utilized. (see picture). Thanks to Mr. Overton for orchestrating this event.



**Mary Jo Jenkins Leader of the Year Award**

On Monday, June 16<sup>th</sup>, the Extended Leadership Team met in person at the Core Services facility to share accomplishments and highlights from each division over the 2024 calendar year, and to honor one of its own with the prestigious *Mary Jo Jenkins Leader of the Year Award*.

And it was a great surprise! With her family secretly present in the back of the room, Stacy Saltzburg was called out to receive this award for her amazing leadership to the organization. With wonderful comments by many attendees, she was duly recognized for her many achievements. We will further recognize her during the Council meeting on Tuesday, the 24<sup>th</sup>. Joining her in the below photo are many of the past recipients of this award.



That's all for now, Council. Onward and upward ...



**TOURISM METRICS: MAY 2025**

**YOY RevPAR for the Month of May:**

The total RevPAR drop for May YOY was -9%. This can be attributed mostly to a decline in international visitation. *Efforts are underway for the Route 66 Centennial Celebration in 2026 to help capture back our international travelers.*

**Rationale:**

On a typical year, international represents about 15% of our overall visitor economy for Flagstaff. Experts in travel data are saying that western Europe is currently at a decline of 17% to the US and Canada is at a minimum of 30% decline YOY. We are working hard to fill in this gap seen in the international markets with our domestic customers – both drive-market and fly-drive from medium haul origins.

Following is a snapshot of the metrics for May 2025:

May	2024	2025	Diff
OCC	79.1%	75%	-5.2%
ADR	\$144.92	\$139.14	-4%
RevPAR	\$114.59	\$104.30	-9%

**MARKETING:**



Out-of-home signage was activated in our #1 drive market, metro-Phoenix, with creative motivating responsible visitation. **Be Fire Aware** creative educates visitors with a 'know before you go' message and ran 5.17 – 5.25 covering the Memorial holiday.

**Festival** content ran 5.23 – 5.31, and various festivals content will continue to run in rotation through October.



## WEBSITE:

Comparisons are made YOY to 2024

- Domestic and International engaged sessions experienced weak performances: Phoenix had a slight uptick of .24% with 11,921 engaged sessions, Los Angeles was down 32%, NY increased 46% to 1,257 engaged sessions, Las Vegas decreased 25% to 1,177, Chicago and Dallas were both down by 50%.
- International engaged sessions experienced decreases: Canada was down 41%, UK down 13%, MX down 10%, Germany down 50%, while China increased 91%. Sessions for top performing landing pages: Things to do decreased 16.3% to 4,643, web cams increased 5.6% to 4,483, events decreased 7% to 2,853, and festivals decreased 16% to 1,237.
- Users by interest included: avid news readers, travel buffs, food and dining, and shopping.
- 3,631 outbound links to partner sites, 356 Visitor Guide requests, 43 opt-in email addresses collected
- User attributes included: 51% female, 49% male, top three age demographics were 25-34 which had 2,338 users, the 55-64 age bracket had 2,231 users, while ages 35-44 had 2,178 users.
- Pages enhanced and optimized for search success:  
*(Optimized generally includes title tag and meta description, query key words, image alt text, headlines, adding additional content and inbound links)*
  - Optimized 4<sup>th</sup> of July Events, Weather page, Beer Festival page
  - Highest rated restaurants blog published – created with the strategy of the headline being preferred by search engines

All Blogs > The Highest Rated Restaurants in Flagstaff

## THE HIGHEST RATED RESTAURANTS IN FLAGSTAFF

Enjoy a plethora of diverse cuisines and flavors in Flagstaff, where you can satisfy your cravings and find the best eats.



When you think of Flagstaff, you may only think of [Route 66 activities](#), skiing, hiking, and other [outdoor fun](#), but we're here to tell you that there's also a top-tier culinary scene. As you make your way through an out-of-this-world observatory, downtown shops, the ski runs of Arizona Snowbowl, or the nearby Grand Canyon National Park, satiate your adventurous spirit with exceptional restaurants, eateries, and bars.

We've gathered the highest ranked restaurants and excerpts of the top reviews from TripAdvisor, Yelp, and Google for your meal planning schedule. Thumbs up and star ratings have been given! You can dine like a local and eat your way through Flagstaff's hidden gems and unique restaurants serving up one of a kind culinary experiences.

## EARNED MEDIA:

- **Media assists in May 2025: 13** (May 2024: 11)
- **Journalists hosted in 3:** (May 2024: 3)
  - Lauren Wong, Cities Sun Media
  - Ulrich Cleff, German travel magazine dist mostly via airlines/airports
  - Michael Juhran, Germany newspaper, Circ. 100k+
- **Total articles generated: 191** (per Cision, our media tracking software provider).
  - (2024: 112)

**Discover Flagstaff marketing themes supported in coverage:** Dark skies/astrotourism and Route 66 were the themes covered in publications with the highest readership for the month. The large jump in the total number of stories featuring Flagstaff can be attributed to news releases from vendors at the Overland Expo that generated many short stories that were widely syndicated. Freaky Foot Tours similarly issued a news release celebrating its 10-year anniversary that resulted in several pickups, and an MSN story about an uncertain international tourism market this year published in multiple sources.

**Highlights of media coverage:**

**Explore the Wild Side of Route 66 with these natural wonders:** Discover Flagstaff hosted the reporter, Sage Scott, last fall. Her story was syndicated by the AP and ran nationwide on 25+ newspaper, TV, and travel websites, including in Seattle, Iowa, Kentucky, Columbia Missouri, Wyoming. The story lists 12 natural wonders along the entire Chicago-California route, and four of them are near Flagstaff, (Petrified Forest, Walnut Canyon, Meteor Crater, and the city of Flagstaff itself thanks to Lowell Observatory). This link is to a publication without a subscriber paywall: <https://fooddrinklife.com/route-66-natural-attractions/>

**Daily Telegraph (London)/Yahoo News: The definitive guide to America's best old-school diners.**

Galaxy Diner was ranked No. 7. Discover Flagstaff hosted the journalist last year and included Galaxy on her Route 66 itinerary. <https://www.yahoo.com/lifestyle/definitive-guide-america-best-old-150000851.html>

**ABC 15: Exploring Walnut Canyon National Monument.** DF worked with the reporter to coordinate this story with NPS and joined him to provide on-camera commentary.

<https://www.abc15.com/entertainment/absolutely-arizona/hike-through-history-explore-the-cliff-dwellings-of-walnut-canyon-national-monument>

**Die Weltwoche: Shining example.** Feature on dark-sky places. DF coordinated with the writer and photographer in 2024, including for a permit allowing overnight access to Buffalo Park.

<https://weltwoche.ch/story/leuchtendes-vorbild/>

**AZCentral/Arizona Republic: Top summer road trips.** Barefoot Trail, First Friday ArtWalk included. DF assisted the reporter: <https://www.azcentral.com/story/travel/arizona/2025/05/16/summer-road-trips-in-arizona-2025/83609094007/>

**AZDaily Sun: The stargazer's getaway.** Part of the 99 Things to do edition. DF provided editorial. [https://azdailysun.com/99things/the-stargazers-getaway-take-advantage-of-flagstaff-s-famous-night-sky/article\\_dd3cb646-1e56-41c9-8977-dae57a04e371.html](https://azdailysun.com/99things/the-stargazers-getaway-take-advantage-of-flagstaff-s-famous-night-sky/article_dd3cb646-1e56-41c9-8977-dae57a04e371.html)

**Flagstaff Business News: Picture perfect scenery draws filmmakers to N. Ariz.:** DF assisted reporter with quotes. [https://www.flagstaffbusinessnews.com/picture-perfect-scenery-draws-filmmakers-to-northern-](https://www.flagstaffbusinessnews.com/picture-perfect-scenery-draws-filmmakers-to-northern-arizona/?fbclid=IwY2xjawKLbhRleHRuA2FlbQlxMABicmlkETE4OU1mRFhmUXY0MmJRZE80AR6mdCUkej7787z6afITAP6syeHGdz4dM1cpDpk8TTtR5GuPgEuF7zCWZoDECg_aem_0HgNyH44Brx0H22n0AofVg)

[arizona/?fbclid=IwY2xjawKLbhRleHRuA2FlbQlxMABicmlkETE4OU1mRFhmUXY0MmJRZE80AR6mdCUkej7787z6afITAP6syeHGdz4dM1cpDpk8TTtR5GuPgEuF7zCWZoDECg\\_aem\\_0HgNyH44Brx0H22n0AofVg](https://www.flagstaffbusinessnews.com/picture-perfect-scenery-draws-filmmakers-to-northern-arizona/?fbclid=IwY2xjawKLbhRleHRuA2FlbQlxMABicmlkETE4OU1mRFhmUXY0MmJRZE80AR6mdCUkej7787z6afITAP6syeHGdz4dM1cpDpk8TTtR5GuPgEuF7zCWZoDECg_aem_0HgNyH44Brx0H22n0AofVg)

**U.S. News and World Report: Most underrated travel destinations.** FLG was No. 16. AZCentral, AZ Family and other outlets also reported on the accolade. <https://travel.usnews.com/rankings/best-underrated-destinations-usa/>

**AZCentral, many publications across the country: May Hicks Curtis House among most endangered.** DF

provided news release from city hall to AZCentral.

<https://www.azcentral.com/story/news/local/arizona-history/2025/05/13/2-historic-az-buildings-are-among-most-at-risk-in-us/83499275007/?tbref=hp>

**ABC 15 (and other outlets): Fat Olives is No. 35 on most family friendly restaurant list from Yelp.**

<https://www.abc15.com/news/business/six-arizona-restaurants-make-yelps-top-100-family-friendly-list-gilbert-eatery-ranks-no-2>

**Phoenix New Times: Five Arizona brewers among best in the world:**

<https://www.phoenixnewtimes.com/restaurants/arizona-craft-beers-named-among-best-in-the-world-21673018>

## **FILM OFFICE:**







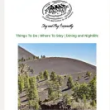

**Film permits issued: 1** (May 2024: 4)

Ghost Adventures, Tupelo Entertainment, filmed 5 days across the city

**Film assists: 4** (May 2024: 4)

## **EMAIL CAMPAIGN:**

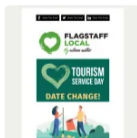
- **Discover Flagstaff**
  - Reach 30,474
  - Open rate 34%
  - The 2025 subject headline was "Plan NOW to enjoy - cool summer temps in Flagstaff" so to encourage itinerary building and hotel bookings. The top three clicks were City of Seven Wonders, Accommodations, and the Festival Sweepstakes.
- **Dining drip**
  - Reach 507
  - Open rate 48%
  - The Dining Drip email was repurposing our mocktail content with the subject headline "Sip Smart this Summer - Discover Flagstaff" so to keep the content fresh and top of mind year-round opposed to solely in "dry January" and holiday season.
- **Events drip**
  - Reach 1,718
  - Open rate 48%
  - The 2024 subject headline was "Live music in the pines - this stunning outdoor venue..." while the 2025 subject headline was "Outdoor Activities - Discover Flagstaff" which

	<b>Dining Drip May 25</b> Published  Email • Published May 27, 2025 at 10:49am MST 507 sends • 238 (48%) opens • 18 (4%) clicks • 14 (3%) bounces • 1(1...)	Copy ...
	<b>Outdoor Drip May 25</b> Published  Email • Published May 26, 2025 at 10:30am MST 1,876 sends • 639 (35%) opens • 50 (3%) clicks • 42 (2%) bounces • 2...	Copy ...
	<b>Event Drip May 25</b> Published  Email • Published May 24, 2025 at 10:30am MST 1,718 sends • 808 (48%) opens • 84 (5%) clicks • 20 (1%) bounces • 7...	Copy ...
	<b>May 2025</b> Published  Email • Published May 22, 2025 at 10:35am MST 30,474 sends • 9,740 (34%) opens • 334 (1%) clicks • 1,482 (5%) bounces...	Copy ...

shows the audience might want more specifics about each event and its unique qualities.

- **Outdoor drip**
  - Reach 1,876
  - Open rate 35%
  - The 2024 subject headline was "Stellar Views - Early Birds and Night Owls" while the 2025 subject headline was "Outdoor Activities Downtown - Discover Flagstaff" so thinking the audience preferred the variety of opportunity in the 2024 subject headline.

- **Flagstaff Local**



**Flagstaff Local e-Newsletter May 2025**

Published • Published May 20, 2025 at 8:30am MST  
 1,434 sends • 621(44%) opens • 31(2%) clicks • 19(1%) bounces • 0(0%) unsubscribes

- Reach 1,434
- Open rate 44%
- Top clicks went to the 4th of July Drone Show, Puppy Yoga with Dark Sky Brewery and High Country Humane, and the Flagstaff 365 Calendar. It was sent the same day/time as usual so thinking "puppy yoga" in the subject headline inspired opens.

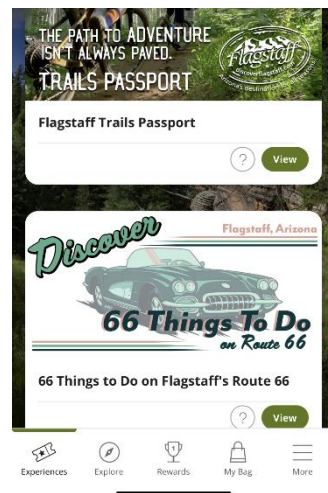
## PASSPORTS:

- **Trails Passport**

- Sign-ups 65
- Check-ins 18
- A post went out on social media promoting the trails passport, it is nice to see 65 sign-ups, but it is disappointing to see the decrease in signups YoY. A segment featuring the trails passport is going out in June 2025 so hopefully that boosts signups and check-ins.

- **Route 66 Passport**

- Sign-ups 80
- Check-ins 61
- A booklet is being created to be handed out at the Visitor Center and will hopefully increase the number of sign-ups and check-ins with people who are already on Route 66.



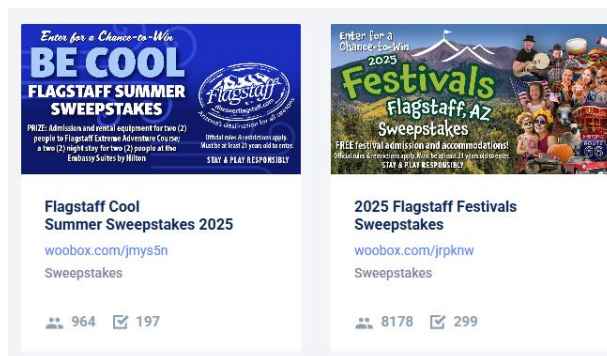
## SWEEPSTAKES:

- **Flagstaff Festival Sweepstakes**

- 299 entries
- Sweepstakes are always shown to people with high propensity to visit Flagstaff, but maybe featuring the sweepstakes on Flagstaff Local will increase entries.

- **Be Cool Summer Sweepstakes**

- 197 entries



- Sweepstakes are always shown to people with high propensity to visit Flagstaff, but maybe featuring the sweepstakes on Flagstaff Local will increase entries.

## SOCIAL MEDIA:

- **Top post** this month was highlighting **National Astronaut Day**, with 10,560 in reach and 368 engagements. The second top post earned 5,765 in reach and 243 engagements, promoting the 66 Things to Do Passport.
- Posted in support of the May Tourism Service Day cleanup, Festivals, and the Electric Vehicle Ride and Drive.
- Top post on Instagram this month was a meme with Owen Wilson, which gained 7,033 in reach and 678 in engagements. Another top post was promoting Fire Safety, with 5,809 in reach and 233 engagements.
- One video on YouTube this month - an Arizona's family segment on International Dark Sky Week. This had on average more views than our normal content, with 721 views compared to a 100-view average!

### Top Facebook Posts:

**FlagstaffArizona**  
May 5, 2025 at 09:00 am

🎉 Happy National Astronaut Day from Flagstaff, Arizona! 🎉

Did you know? Every astronaut who has walked on the Moon trained right here in Flagstaff!

From the rugged terrains of Sunset Crater and the volcanic fields to the meticulously crafted lunar landscapes at Cinder Lake, Flagstaff played a critical role in preparing astronauts for one of humanity's greatest adventures.

As the birthplace of lunar training and a proud part of space exploration history, Flagstaff continues to inspire dreamers, explorers, and future astronauts every day. 🌌 🚀

Here's to the pioneers who reached for the stars!

#DiscoverFlagstaff #StayAndPlayResponsibly #AstronautDay #Astronauts #FlagstaffLunarLegacy #Space #Astrotourism



**FlagstaffArizona**  
May 26, 2025 at 09:00 am


Get your kicks in Flagstaff! 🚗

Discover 66 iconic, quirky, and classic spots along Route 66 with our 66 Things to Do Digital Passport—a self-guided journey that mixes vintage charm with modern vibes.

- 🌲 Breathe in fresh mountain air
- 🍺 Check in at breweries & roadhouses
- 📸 Snap selfies under neon signs
- 🍴 Dine at James Beard-nominated spots
- 🏆 Earn points and win prizes!

Sign up today and explore Route 66 like never before—only in Flagstaff 📄 [bit.ly/3SDdPoJ](https://bit.ly/3SDdPoJ)

#DiscoverFlagstaff #StayAndPlayResponsibly #Route66Flagstaff #GetYourKicks #MotherRoadMagic #DiscoverFlagstaff



Top Instagram Posts: “Us when we see the San Francisco Peaks”  
<https://www.instagram.com/p/DJpltPzSURd/>



Discover Flagstaff May the 4th be with you! 🌌  
 Visit Flagstaff, and you might see something from a galaxy far, far away 🌌  
 #StayAndPlayResponsibly #MayThe4thBeWithYou #DiscoverFlagstaff #HopiR2 #StarWars  
 May 4, 2025 at 09:00 am



Discover Flagstaff As temperatures rise, it's important to stay vigilant and #BeFireAware.  
 Here are some key tips to keep Flagstaff safe during your visit:  
 🔥 Know Your Restrictions: Stay informed about fire restrictions and bans in our area. Check with local authorities and the Coconino National Forest Service for the latest updates.  
 🔥 Practices Safe Outdoor Activities: Whether you're camping, hiking, or having a barbecue, always use designated fire pits and grills. Never leave fires unattended - it is illegal to abandon a campfire in Flagstaff - ensure they are fully extinguished before leaving.  
 🔥 Stay on the Trail: Only use designated open forest roads and trails for recreation.  
 🔥 Smoking is Prohibited in Public Areas: Smoking use of e-cigarettes is prohibited in the city's public spaces.  
 🔥 Be Aware of Chains and Parkings: Dragging chains or tow straps can spark wildfires. Secure your chains and straps before traveling. Parking over grassy areas can spark wildfires, park in areas clear of grasses and foliage.  
 🔥 Report Suspicious Activity: If you see something, say something! Report any signs of smoke or suspicious activity to authorities immediately.  
 🔥 Stay Prepared: Have an emergency evacuation plan in place for your family, and keep important documents and belongings ready to go in case of evacuation.  
 Lets work together to keep Flagstaff and its surrounding natural beauty safe. Remember, only you can stop forest wildfires!  
 🌲 Coconino National Forest  
 #DiscoverFlagstaff #StayAndPlayResponsibly #FireAwareness #WildfireAwareness #Nature #FireSafety  
 May 24, 2025 at 11:00 am

**SALES:**

**INTERNATIONAL TRAVEL TRADE:**

● **HOSTED ARIZONA OFFICE OF TOURISM DER TOURISTIK TRADE FAM**

- The Arizona Office of Tourism and Discover Flagstaff hosted twelve agents and one AOT German Representative from Travel Marketing Romberg TMR GmbH.
- The focus of the FAM was to promote northern Arizona. The group visited Kingman, Williams, Page, and Flagstaff.
- Der Touristik is a top German Tour Operator. The group travelled from Las Vegas to Arizona and stayed at the Aiden by Best Western while in Flagstaff.
- Their itinerary included the Flagstaff Visitor Center, Route 66, area national monuments, and Lowell Observatory.
- The feedback received was outstanding! *“It was the first time in Arizona for most of the participants (2 or 3 have been to AZ once 15-20 years ago) and the group really appreciated their stay and everything they were able to see.”*

● **MARKETING–**

- Visit USA Committee Germany and Visit USA Committee Switzerland May E-Newsletter published content about Flagstaff’s Astrotourism as the First Dark Sky City.
- FVW Travel Talk Akademie E-Newsletter
  - German Market with digital content was published about Arizona with lead photo as Flagstaff’s Galaxy Diner.
  - “Klassiker und Geheimtipps” – translates to English as “Classics and Insider Tips”



- Discover Flagstaff concluded the Arizona Office of Tourism FVW Akademie German campaign. The year-long campaign launched May 28, 2024, that educated and inspired travel to our destination. The FVW Akademie is the central and independent portal for training and education in tourism and business travel. The portal's focus lies on travel sales. The FVW Akademie reaches more than 13,300 registered users with average page impressions per month at 78,000, average visits per month at 4,200 and 5,000 users receive the FVW Akademie newsletter. The course program had travel experts engaged with Arizona content on 21,600 individual web pages. It issued more than 1,200 Arizona certificates with Flagstaff garnering 228 certificates.
- Visit USA Committee UK May E-Newsletter published content about the "Best Route 66 Road Trip."



**FVW AKADEMIE**

**Arizona**

### Klassiker und Geheimtipps

Der Grand Canyon, der Monument Valley Navajo Tribal Park und der Antelope Canyon gehören zu Arizonas Top-Zielen. Etwas weniger bekannt, aber einen Besuch wert: die Metropole Phoenix und kleinere Orte entlang der legendären Route 66 oder inmitten bewaldeter Berge wie Prescott, Williams oder Flagstaff.

[Zur Anmeldung](#)

Latest Travel Opportunities in the USA...

Visit USA <info@visitusa.org.uk>  
To Meg Roederer

[If there are problems with how this message is displayed, click here to view it in a web browser.](#)

**USA Travel Inspirations**

Visit USA  
visitusa.org.uk

May 2025

Welcome to the latest Visit USA Newsletter, containing ideas and information about traveling to and within the USA over the coming months.

**Best Route 66 Roadtrip!**

Flagstaff, Arizona is the only 100-mile stretch of the original, historic Route 66 that still exists to celebrate the Route 66 Centennial. From the original, highest peak of Mount Wheeler and overlooking with natural parks and monuments to the gateway to the road trip including Grand Canyon, Shoshone and indigenous lands.

[Discover Flagstaff](#)  
[Discover the Route 66](#)

**MEETINGS/EVENTS/CONFERENCES:**

**CONFERENCE/ROOMS LEADS/BOOKINGS:** 2 Leads were sent in the Month of May for a total of 80 rooms and an estimated economic Impact of \$23,920. At time of reporting both groups had booked in Flagstaff.

**MEETINGS/CONFERENCE SERVICES:** Staff attended the AzSAE Board Meeting, CEC Meeting, EAC Meetings, provided conference services/assists for 2 groups, and had meetings/site visits with 4 partners.

**CONFAB FOR PLANNER’S TRADESHOW:** Staff attended the ConFab for Planners Tradeshow with two partners. This was a one-day trade show for Phoenix area Planners to learn about different destinations and properties for their meetings.



**VISITOR SERVICES:**

May	2024	2025	YoY Change
Walk-ins	15,584	14,097	-10%
Retail Sales	\$53,394	\$47,864	-10%

**Model Train**

- The Model Train ran 107 times during the month of May.

**Brewery Trail**

- Visitor Center gave out 75-pint glasses for Flagstaff Brewery Trail redemptions!

**Reviews**

- Visitor Center received many positive reviews on our Google and Yelp listings below are a couple examples.



**Rick White**  
Local Guide • 1271 reviews • 10015 photos

★★★★★ 2 weeks ago **NEW**

The visitor center inside the train station has lots of travel and tourist information. There are numerous freight trains that roll through Flagstaff each day along with Amtrak which is perfect for rail fans. There is also lots of Route 66 nostalgia and easy access to restaurants.

**PDiane Osby**  
Local Guide • 99 reviews • 22 photos

★★★★★ 3 weeks ago **NEW**

Wow lots of great things that I was looking for. Very interesting place. Staff Very friendly and helpful.

**Randy Brown**  
Local Guide • 191 reviews • 7 photos

★★★★★ 2 weeks ago **NEW**

Worth stopping in to gather information on the area, Friendly, gave helpful recommendations for lunch and shopping.

## CREATIVE SERVICES:

### ADVERTISING:

- **ROUTE 66 CENTENNIAL:** Assisted with video and photoshoots for the Route 66 Centennial promo video.
- **GCOT:** Created a t-shirt design for GCOT.
- **PHOTO:** Provided photos for various media requests.
- **IPW:** Created a patch to represent Flagstaff for AOT at IPW.
- **DRONE SHOW:** Assisted with planning and storyboard for the drone show.
- **LOOK BOOK:** Updated and ordered new look books for Media.
- **GREEN BOOK:** Finalized plaques installation for the Green Book Tour.
- **COLORING BOOK:** Continued work on a coloring book themed Route 66
- **DRIVE MARKET/NATIONAL CAMPAIGNS:** Produced digital ads for May **Datafy**, **2News.com (Be Fire Aware-Stage 1)**, **AZCentral.com**; news tickers (Stage 1) for **12News Broadcast**, print ad for **Certified Traveler Info Guide-Route 66**, **LMGI Compass Magazine (Film)**, **Discovery Map**, **Phoenix Times Summer Guide**.
- **PHOENIX BILLBOARD:** Produced refreshed creative for the Legends District vinyl billboard that will be accompanied with new 7 feet high 3-D hiking boots. Installation expected to happen within the next few weeks.
- **JULY 4<sup>TH</sup> CELEBRATION:** Continue work on detailed map for the July 4<sup>th</sup> Drone Show to include additional viewing areas and construction routes.



### WEBSITE:

- **DRONE SHOW:** Updated the [4<sup>th</sup> of July web page](#) containing details for the upcoming drone show in Flagstaff

### CITY JOBS:

- **LOCAL PRINT ADS:** Created a “Fly Easy, Fly FLG” Flagstaff Airport ad and a 4<sup>th</sup> of July Drone Show badge ad for June’s Flagstaff Business News and “Be Fire Aware” ad for the Arizona Daily Sun
- **DISCOVER FLAGSTAFF CAR WRAP:** Designed a new Chevy Traverse wrap design featuring “As Grand AZ it Gets” on the sides and Route 66 on the back.
- **OPEN SPACE:** In review - a 3 x 2’ draft for the interpretive sign to be located by the Pit House Overlook at Picture Canyon.
- **ARTS, SCIENCES & BEAUTIFICATION:** The Flagstaff Public Art Map Guide has been reformatted into a brochure for ease of use. Guide to be printed in June.
- **FLAGSTAFF PD RECRUITMENT:** Created a recruitment popup banner and tablecloth for Flagstaff Police.
- **PD:** Provided PD with various magnet ideas to promote recruitment with photos from a photoshoot we conducted.
- **FIRE DEPARTMENT:** Assisted the Fire department with vectorizing a new logo.
- **BUSINESS CARDS:** Processed business cards requests for various city divisions.





**MAKE YOUR CAREER MOVE**



**NOW HIRING**



**NOW HIRING**  
POLICE OFFICERS & DISPATCH





**LEARN MORE!**



**JOIN TEAM FLAGSTAFF**





**THE ONLY 7,000-FOOT ELEVATION, PINE-FRESH, DARK-SKY CITY ON THE MOTHER ROAD.**

FOR A FREE VISITOR GUIDE, VISIT [DISCOVERFLAGSTAFF.COM](http://DISCOVERFLAGSTAFF.COM)

OFFICIAL FLAGSTAFF VISITOR CENTER'S EXPERTS ARE READY TO ASSIST YOU WITH YOUR ITINERARY.

FLAGSTAFF VISITOR CENTER | One E. Route 66 | Flagstaff, Arizona 86001  
928.213.2951 | 800.842.7293 | Open Monday-Saturday 8 am-5 pm, Sunday 9 am-4 pm

**2025 Festivals Flagstaff, AZ**

**MAY**  
OVERLAND EPIC WEST | 5/16-5/18  
WINE & FIBER FESTIVAL | 5/29-31

**JUNE**  
HOLLARADO | 6/7-6/8  
FOLK FESTIVAL | 6/14-6/15  
PRIDE IN THE PINES | 6/21  
BEER FESTIVAL | 6/21  
HERITAGE FESTIVAL OF ARTS & CULTURE | 6/28-6/29

**JULY**  
FLAGSTAFF SOCIETY | 7/4  
ART IN THE PARK | 7/4-7/6  
SHAKESPEARE FESTIVAL | 7/10-1/3  
AZ HIGHLAND ECLECTIC FESTIVAL | 7/19-7/20

**AUGUST**  
CHILI FESTIVAL | 8/2-8/3  
MOTOR ROAD CLASSIC CAR SHOW | 8/16  
INTERNATIONAL FILM FESTIVAL | 8/16-8/17  
HOPI ARTS & CULTURAL FESTIVAL | 8/23-8/24  
ART IN THE PARK | 8/29-9/1

**SEPTEMBER**  
PICKIN' ON THE PINES BLUEGRASS & ACoustic MUSIC FESTIVAL | 9/12-9/14  
FLAGSTAFF FESTIVAL OF SCIENCE | 9/18-9/20  
MUSIC FESTIVAL | 9/20  
FLAGSTAFF STARB PARTY | 9/25-9/27  
BARS & BREWS | 9/27  
CONCORDIA FALL FESTIVAL 9/27-9/28

**OCTOBER**  
OCTOBERFEST | 10/4  
SHAKESPEARE FESTIVAL | 10/17-10/19  
CELEBRACIONES DE LA GENTE | OCTOBER

BOOK YOUR ACCOMMODATIONS EARLY!  
[DISCOVERFLAGSTAFF.COM](http://DISCOVERFLAGSTAFF.COM)



**BE FIRE AWARE**  
KNOW BEFORE YOU GO  
[discoverflagstaff.com](http://discoverflagstaff.com)

Arizona's destination for all seasons  
Stay & Play Responsibly

**FREE FLAGSTAFF JULY 4TH CELEBRATION**  
★ PATRIOTIC DRONE SHOW ★ PARADE ★ OUTDOOR SYMPHONY CONCERT ★ ART IN THE PARK  
ENJOY 200+ RESTAURANTS & 8 AWARD-WINNING BREWERIES.

**WE KNOW YOU CARE**



**BE FIRE AWARE**  
KNOW BEFORE YOU GO

- Be aware and knowledgeable of fire restrictions.
- Be aware dragging chains or tow straps can spark a wildfire.
- Be aware parking in dry, grassy areas can spark a wildfire.
- It is illegal to abandon a campfire.
- Smoking is prohibited in Flagstaff's public places.
- Only use designated open forest roads & trails for recreation.

For a free map, visit [fs.usda.gov/coconino](http://fs.usda.gov/coconino)



Scan or visit [discoverflagstaff.com/fireaware](http://discoverflagstaff.com/fireaware) to learn more.



Arizona's destination for all seasons  
STAY & PLAY RESPONSIBLY



**AIRPORT**

**AIRCRAFT RESCUE FIREFIGHTING (ARFF)**

A new Airport Operations/ARFF Specialist has been hired and will be replacing a current Specialist who is set to be promoted to Airport Operations/ARFF Lead (Captain) in July, following an upcoming retirement.

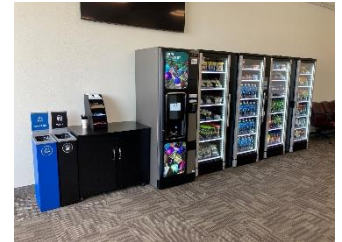
### EXPRESS VISITOR’S CENTER

Construction of the Airport Visitor Center is nearing completion, and a soft opening is expected in June. The contractor has installed the glass storefront and doors and is completing the final touchup work.



### MICRO-MARKET

The micro-markets and coffee kiosks (both pre- and post-security) are operational. Additional vending units have been shipped and will be installed once they arrive. Instructional and wayfinding graphics are being designed and will be installed soon.



### AIR SERVICE ATTRACTION

Staff attended an air service attraction roundtable in North Carolina and received updates from eight airlines. Airlines continue to tighten capacity, particularly in U.S. regional markets, contributing to an average fare increase of approximately 15% in Q2 2025. Additionally, some carriers are delaying aircraft deliveries due to newly imposed tariffs.

### MARKETING + ADVERTISING

The new general awareness campaign, Fly easy, fly FLG, launched in mid-March. In May, the digital campaign generated 3,163,480 impressions.

**FLAGSTAFF AIRPORT**  
GRAND DESTINATIONS

**Fly easy, fly FLG.**

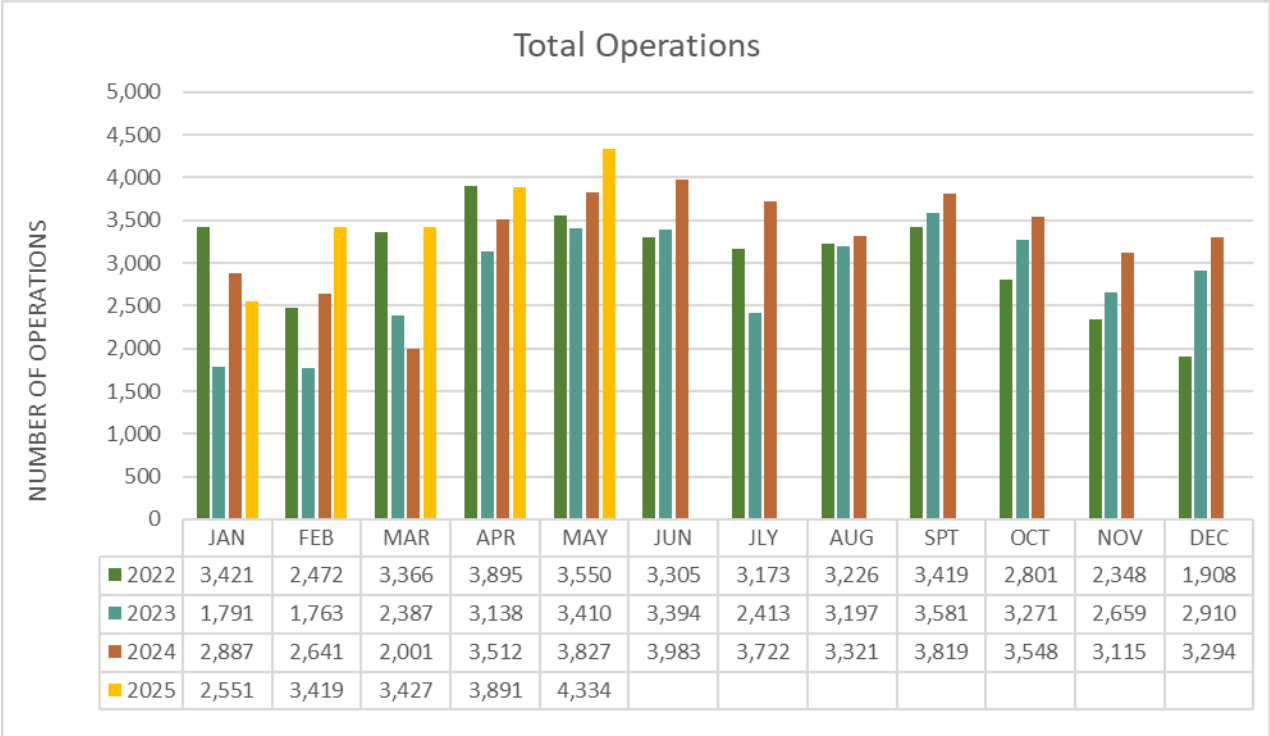
**Closer. Faster. Friendlier.**

Your vacation starts here.  
Skip the drive and enjoy the conveniences of your local airport.  
Service to PHX and DFW on American Airlines.  
Book now at [flyflagstaffaz.com](http://flyflagstaffaz.com).

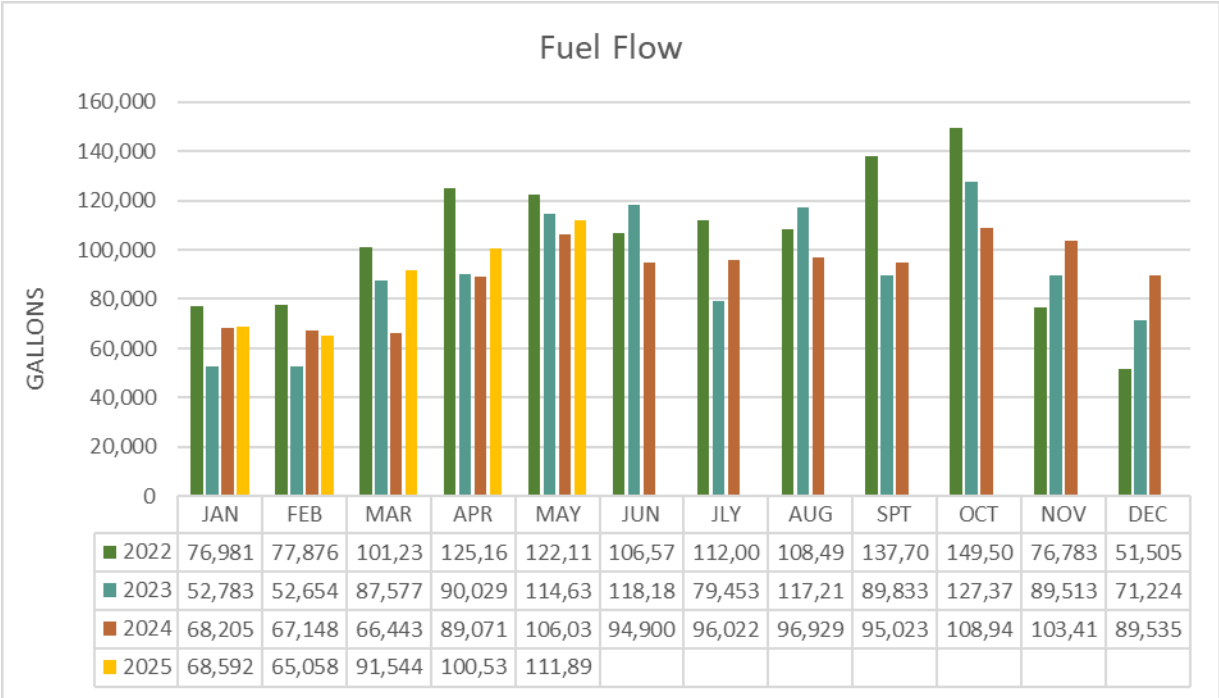
### AIRPORT ENPLANEMENTS, OPERATIONS, AND FUEL FLOW:



Enplanements are defined as revenue passengers boarding flights. May’s enplanements were up 9.5% over 2024.



Each aircraft takeoff or landing is counted as an operation. May's operations were up 13% from 2024.



May's fuel flow was up 5.5% from 2024.



## ECONOMIC DEVELOPMENT:

### WORKFORCE DEVELOPMENT:

- **The Arizona State Veterans Home** recently hosted a resource and employment fair, providing an opportunity for regional employers to showcase their services and job openings. Economic Development staff attended the event and engaged with both job seekers and facility representatives. During the event, staff met with the facility administrator to discuss ways to strengthen future collaboration. One idea that emerged was the possibility to schedule a follow-up meeting in November to coincide with the one-year anniversary of the facility's opening. This milestone could serve as a meaningful opportunity to reflect on the year's progress and explore expanded partnership opportunities.
- **Coconino County Workforce Development Board** had staff attendance. Several key topics were discussed, including conflicts of interest, updates on the One Stop Shop, financial reports from the Board, and the review of applications for prospective new Board members. The meeting provided valuable insight into ongoing workforce initiatives and highlighted opportunities for greater regional alignment and collaboration.



### ECONOMIC DEVELOPMENT WEEK:

- **Economic Development Week** was celebrated, May 11<sup>th</sup> -17<sup>th</sup>. The City of Flagstaff honored Quality Connections for its significant role in fostering inclusive economic growth. The City Council's proclamation highlighted Quality Connections as a "community leader for over 25 years," emphasizing its dedication to empowering individuals with disabilities through job training, inclusive employment, and social enterprises like QC Office. By employing over 200 staff, Quality Connections not only supports its members but also contributes to Northern Arizona's economy. This recognition underscores the organization's commitment to creating opportunities for individuals with disabilities and enhancing the community's economic vitality.



## BUSINESS RETENTION AND EXPANSION:

- **Business retention efforts** continue. Staff continue to support tenants at 1300 S. Milton by assisting with their transition and exploring available office space options for relocation. All current leases are set to expire at the end of July, and staff are working to ensure a smooth and timely move.



## SUSTAINABLE ECONOMIC DEVELOPMENT:

- **Northern Arizona Mayoral Roundtable** was hosted by staff, held in Williams, Arizona. The event brought together mayors and vice mayors from across the region to share updates on community accomplishments, sustainable economic development efforts, and ongoing challenges. Discussions highlighted opportunities for regional collaboration, particularly around infrastructure, workforce development, and strategic growth.

The event also featured remarks from the Arizona Association for Economic Development and the Arizona Commerce Authority's broadband initiative. It provided a valuable forum for networking and aligning local priorities across Northern Arizona communities.



- **Local Layers**, a visual platform that uses Augmented and Virtual Reality to bring Flagstaff's architectural history to life, is being developed by Chase Wheeler. Wheeler, a recent graduate of Northern Arizona University, is developing an innovative venture that enables users to take immersive historical tours of existing buildings, view archival photographs, and access curated summaries detailing each site's past. Economic Development staff met with Chase and representatives from NAU's Venture Studio to explore potential ways the city can support this creative and culturally enriching initiative in the Sustainable Tourism market.
- **Green Business Boot Camp in Flagstaff**, hosted by Local First AZ, provides hands-on training and practical guidance for sustainable business practices tailored to our local community. Participants are learning actionable strategies for reducing waste, conserving energy, and minimizing their carbon footprint while enhancing brand value. The event fosters peer networking and collaboration opportunities, empowering business owners to adopt greener operations and contribute to Flagstaff's environmental sustainability. This cohort will graduate next month, stay tuned for more information on the projects the businesses are working on!

### **BUSINESS ATTRACTION:**

- **FireFlight** held their grand opening at Moonshot. The event was followed by a class on the basics of AI, taught by Areil Strong. FireFlight is a Flagstaff-based business and an awardee of the 2024 Innovate Waste & Carbon Neutrality Challenge. Founded by Ariel Strong, this company designs and deploys AI-centered drones that help manage forest health, flooding, and firefighting capabilities.



### **LAND AVAILABILITY USE:**

- **City of Flagstaff Community Development** held a project update on the Land Availability and Sustainability Study accompanying Code Analysis, Economic Development staff attended. The initiative involves a comprehensive review of available land, ongoing and planned housing projects, and potential code revisions aimed at improving development processes. The project's goal is to identify opportunities to streamline regulations and maximize the use of vacant land parcels within the city, supporting more efficient and strategic growth.

### **CHILDCARE INITIATIVES:**

- **Childcare discussion** continues- a collaborative working group composed of local organizations has come together to explore innovative solutions to address the growing childcare challenges in the community. Economic Development staff are actively participating in this effort, which aims to expand access to quality childcare options for families while supporting and strengthening existing childcare providers. The group is focused on identifying sustainable strategies that not only increase availability but also uphold the highest standards of care and early childhood education.
- **Rebecca Cirzan**, Director of the Early Learning and Development Center (ELDC) at Northern Arizona University, delivered a presentation to City Council focused on the challenges and gaps in local childcare resources. She emphasized how the limited availability of affordable, high-quality childcare significantly contributes to rising costs and adds stress to working families across the community. Her remarks underscored the direct connection between childcare access and workforce stability. Rebecca also shared that the ELDC is actively exploring new partnerships, funding opportunities, and program enhancements aimed at easing the burden on working parents while continuing to provide top-tier early childhood education and care.

### **Choose Flagstaff LinkedIn:**

- During the month of May, Choose Flagstaff LinkedIn garnered **1,510 organic impressions**, 89 reactions, 6 comments, and 2 reposts. Choose Flagstaff LinkedIn is nearing 300 followers, a 25% increase since January 2025. Choose Flagstaff shared pictures, text posts, and a video interview with the 2025 Innovate Green winner.

**Moonshot:**

**CAMPUS ACTIVITIES:**

- **5/13** - WE Mean Business with Kathrine O'Donnell - Communication in business/Fundraising.
- **5/13** - Hosted Arizona Hispanic Chamber Job and Resource Fair event
- **5/14** - Founders Forum with Paul Sciame.
- **5/28** - FireFlight Open House/Ribbon Cutting



**BEAUTIFICATION, ARTS & SCIENCES:**

Completed Projects

**Multicultural County Park Sculpture Exhibition, Year Two:  
Elizabeth “Liz” C. Archuleta County Park, 703 E. Sawmill Rd.**



The *Multicultural Park Sculpture Exhibition* honors outstanding artistry and brings multicultural visibility to the forefront of shared public spaces. Large-scale immersive installations by Oliverio Balcells, Isaac Caruso, Joe Ray, Adrian Wall, and Lance Yazzie represent compelling perspectives, individual or collective, and transform the park into a space of discovery and joy for residents and visitors. Featured artists were recommended by a selection panel comprised of representatives from the City of Flagstaff Beautification and Public Art Commission, Indigenous Commission, and the Commission on Diversity Awareness, and Coconino County Parks and Rec Commission, Indigenous Peoples Advisory Council, Hispanic Advisory Council, and the African Diaspora Advisory Council. The panel evaluated the merits of the artists’ proposals, as well as the artistic quality of past work and experience with site specific public art projects. Panel recommendations were approved by the City of Flagstaff’s Beautification and Public Art Commission last fall. The project is presented in partnership with Coconino County. To learn more visit <https://www.flagstaff.az.gov/4935/Multicultural-County-Park-Sculpture-Exhi> (From left to right, *The Thunderstorm* by Adrian Wall, *Changing Woman* by Lance Yazzie, *Celestial Juggler* by Joe Ray, *Wings of Ancestors* by Isaac Caruso, and *Atl-Tlachinolli* by Oliverio Balcells.)

### **BIA Grant, Utility cabinet wrap at Fort Valley Road and Meade Lane:**



Jillian Sander's design was installed at Ft. Valley and Meade, which illustrates local fungus enjoy recreational activities within the familiar landscape of the San Francisco peaks. The artist says, "Flagstaff is home to a wonderfully unique biome and foraging and mycology is a common interest that binds members of the community together." Her design highlights the connective network among mushrooms, utility boxes, and inhabitants of Flagstaff.



### **Beautification/Public Art Capital Projects in Process**

- **Art Glass at the DCC:** Art Glass delivered to DCC site.
- **Cleo Murdoch Park 3D art:** Staff approved a proposal on-call engineering firm to design the foundation and set project timeline.
- **Downtown Mile, Milton Railroad Underpass:** Survey submissions compiled (148 contributors/161 contributions) and sent to designer.
- **Historic Dunbar School Plaque:** Marie Jones submitted revised renderings based on community feedback which was reviewed by staff. Updated renderings will be presented to BPAC for approval at July meeting.
- **FUTS Trail Sculpture:** Proposal solicited and received for *Rockman and Pebble* sculpture by Craig Grey.
- **Joe C. Montoya Community Center:** Staff and Prose determined feasibility for a sculpture garden project at the Community Center utilizing artwork chosen for Multicultural County Park Sculpture Exhibitions. Will present to BPAC as a new project idea this summer.
- **Southside Grove Sculpture @ the DCC:** Landscape installed.
- **Spruce Wash Wedge:** Artist team design contract language finalized and sent for signatures.
- **Switzer Canyon Roundabout 3D Art:** RSOQ issued on May 21<sup>st</sup>, closes on July 1<sup>st</sup>. Proposal reviewed and revisions requested of landscape architect.
- **Traffic Signal & APS Utility Cabinets:**
  - RFIP for Utility Cabinet Vinyl Artwraps sent to vendors FILMTEQ, NOAZ & Signarama. One response received; selection panel set in June to review.
  - For the four locations, selection panels met, and scores submitted. Scoresheets compiled and sent to Procurement for review. Recommendations of the panels finalized for BPAC meeting in June.

### **Programming, Grants, Maintenance + Outreach:**

- **Art Donation:** Exact location determined at Frances Short Pond in Thorpe Park and cement footing installed for the sculpture donated by Gene Galazan. At the artist's request, staff collecting nominations for titling the sculpture from BPAC Members and BAS staff.

- **Arts & Sciences Non-Profit General-Operating-Support Grants:** Staff’s selection panel service included applicant presentations, final scoring, and recommended allocations.
- **BPAC:** May meeting held. Action items included approval of BIA grants (part one of two) after listening to applicant presentations, and approval of Beth Nybeck’s final design of *Rustle* (image right), the sculpture for the Cleo Murdoch Park. Discussion items included presentations by Mountain Line, PROSE, and Community Investment regarding the programming elements at the new Civic space at the Downtown Connection Center, and a presentation by Laura Mielcarek of Wheat Design Group for a public art project at the Milton Street overpass in conjunction with the Downtown Mile project.
- **Beautification in Action (BIA) Grant Program:** All applicants reviewed by BPAC on May 12<sup>th</sup> meeting notified of outcome.
- **Collections Management**
  - Staff research conducted regarding Councilmember request regarding “Two-Spot” Train in the collection. Will work in conjunction with Historic Preservation.
  - Five works were added to the Public Art Archive public-facing site.
  - **Southside Grove/Art Glass:** Staff, artist team, and Mountain Line determined direction of plaque content and installation location.
- **Downtown Flowers Program:** Staff submitted insurance information from vendor to ADOT for Route 66 hanging baskets. Staff began to coordinate the delivery of spruce trees to facilities. Council approved contract renewal for Summer 2025/Winter 2026, which vendor signed. Vendor collected the needed supplies for this year from the warehouse. Old coconut liners offered to Sustainability for repurposing.
- **Downtown Wayfinding:** Staff met with FDBA to discuss way finding needs.
- **Festival of Science:** Staff partnering with Flagstaff Family Food Center for a proposal based on BIA grant project, including an open house and cooking class.
- **Lead Art Agency RSOQ:** Council approved contract for Creative Flagstaff on May 20<sup>th</sup> meeting.
- **Maintenance:**
  - **Library Entry Handrails:** Staff purchased insulating coating for Library metal railings to reduce summer heat.
  - **Motion refurbishment:** Staff requested proposal from a vendor from a list of potential vendors identified with Procurement staff.
  - **Route 66 Preservation Project:** Landscape architect and staff reviewed potential scope expansion for designated parking, selfie pad at monument sign, and accessible crossings to the FUTS trail that leads to the Preservation Site. ADA issues were identified as prohibitive of all but the selfie pad, which will be included as an add-on option.
- **Outreach:**
  - **E-subscribers** added to BAS listserv and e-blast sent highlighting the Multicultural County Park Sculpture Exhibition, Call to Artists for the Contemporary Indigenous Artisan Market, and Call to Artists for the State of New Mexico Large-Scale Purchase Initiative.



- **Multicultural County Park Sculpture Exhibition:** Social media posts highlighting the opening reception ran across CoF social media platforms. Press release featured as a top story in the Arizona Daily Sun: [City of Flagstaff, Coconino County partnering for 2nd year of Multicultural County Park Sculpture Exhibition | Local News | azdailysun.com](#). Staff



- executed, the opening reception. Attendees included CoF/Coconino County staff; CoF Mayor, Vice-Mayor and select councilmembers; select County Board of Supervisors; selection panel representatives; community members; and all artists. Photos prepared and sent to City Manager.
- **PROSE:** Staff attended a PROSE Commission meeting and addressed upcoming art projects, including the Gene Galazan donation, temporary sculpture exhibition, and the ineligible BIA Grant application for Public Art Walls at handball courts.
- **Route 66 Preservation Project:** Staff responded to AZ Family Channel 3 Media Request regarding lack of parking near project. Subsequent article and news story garnered statewide attention. The refurbishment plans do not include adjacent parking but do include designated parking at the Flagstaff Mall and directional signage.
- **Switzer Canyon Roundabout 3D Art:** Staff sent RSOQ opportunity to Albuquerque Public Art, Americans for the Arts, Arizona Commission on the Arts, Arts Foundation of Tucson & Southern Arizona, California Arts Council, Colorado Creative Industries, Creative Flagstaff, Denver Public Art, Fort Collins Public Art, Nevada Arts Council, PAN Listserv, Public Art Exchange, Santa Fe Arts Commission; opportunity uploaded to the BAS webpage; personalized email sent to 30 Multicultural County Park Sculpture Exhibition applicants; CoF social media graphic in design and posts scheduled, and eblast and press release being designed and written.

#### [Highlighted Arts & Science Grant Recipient Program:](#)



#### **Mother's Day Appreciation Event at the Arboretum**

4001 S. Woody Mountain Rd.

**Held Sunday, May 11 from 10am to 1pm**

Standard admission fee, \$12/adults; \$6/youth; Children under 5 free; members free.

Participants enjoyed springtime flora with refreshments, local music, crafts for kids, and family portraits.

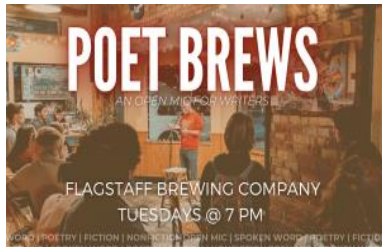
### Ugly Dolls Workshop

Held Friday, May 16, 1pm

\$45/sliding scale, Ages 16+

Threaded Together, 2710 N. Steves Blvd. Suite 2, Flagstaff, AZ 86004

Participants learned basic sewing skills like hand sewing, machine sewing and appliqué techniques. Opportunity provided to design, sew, and stuff a unique “ugly” doll to keep. This workshop was offered for beginners and experienced sewists alike. All materials and tools were included.



### Poet Brews

Held May 27, 7pm (Weekly), sign up began at 6:45pm

FREE; 21+ or accompanied by guardian.

Presented by Northern Arizona Book Festival at Flagstaff Brewing Company, 16 East Route 66

Participants could read up to ten minutes...anything from fiction, poetry, nonfiction, a text sent to an ex, something written while listening to others, a standup routine. This stage welcomed ALL readers and writers at any stage and encouraged new writers or readers to come out.

## PARKFLAG:

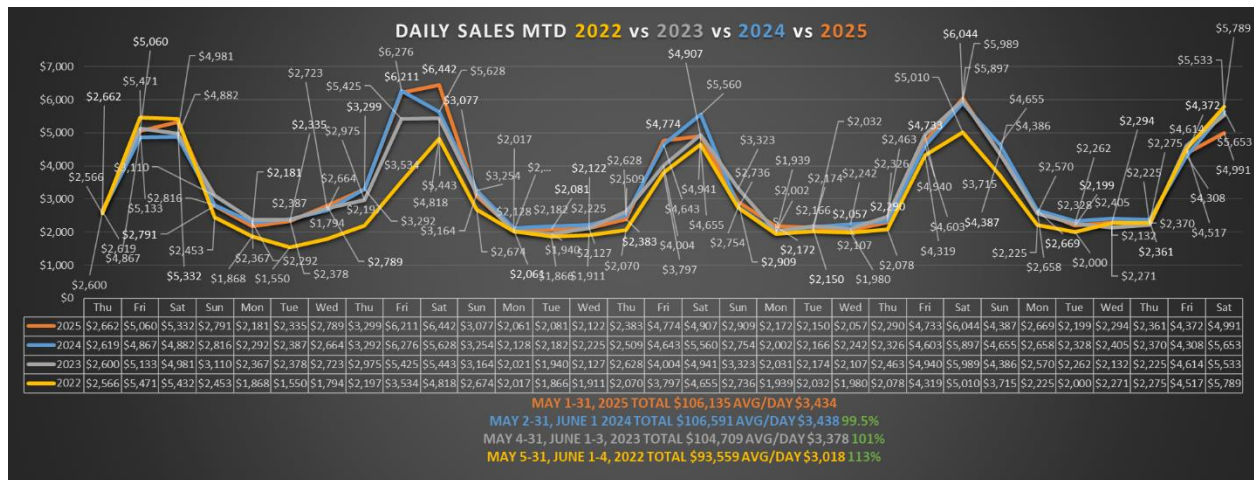
### PARKFLAG OPERATION UPDATES:

- **Spring Cleaning:** Staff continued spring cleaning efforts throughout the Parking District. Kiosks were cleaned, and a major cleanup of the Flagstaff Senior Living (FSL) Cherry Avenue lot (pictured right) was completed. This included trimming trees, pulling weeds, and removing a significant number of debris and trash, which was taken to the dump.
- **Parking Rate Study:** In collaboration with the Legal and Finance departments, staff began collecting data necessary to conduct a comprehensive parking rate study. This effort will help evaluate current rates and support future planning.
- **Request for Proposals: Curbside Parking Management Plan:** Proposals were received from two consulting firms for the development of a curbside parking management plan. We will move forward with the selected proposal and begin negotiations in June.



**FINANCIAL PERFORMANCE AND PARKING STATS:**

- **Revenue Overview:** ParkFlag generated \$106,135 in pay-to-park revenue in May, reflecting an approximate 0.5% decrease compared to May 2024.
- **Permit Sales:** Permit sales totaled \$6,801, reflecting an approximate 4% decrease in monthly permit sales compared to March.
- **Parking Stats:** In May, parkers parked a total of 106,135 hours within the pay-to-park district, with the average session lasting 2 hours and 4 minutes.



May Month to Date Year over Year Revenues



**YOUTH SERVICES:**

A large crowd of kids, teens and parents showed up for the Summer Reading Challenge kickoff to sign up and to participate in a variety of activities and crafts.



**REFERENCE:**

The Wily Writers group continues to have steady attendance, and attendees take an active role in the program, setting up a calendar of who will bring work for critique in the coming months. They have also expressed interest in other, one-time writing workshops with a specific focus. Staff is looking forward to offering some of these in the fall. On May 17th, eighteen hikers met staff at the trailhead



to explore

Hart Prairie. During the hike, Roving Rangers and library staff spoke to participants about the geology of the area (maar volcano), the settler homesteading history (Michelbach family), the historic crops grown in the area, and thinning projects being done to both protect the rare Bebb Willows and reduce the risk of catastrophic fire. Participants also saw and identified many birds and plants.



## PR and Marketing:

- Staff hosted a table to offer information about library resources and services at the High-Country Veterans Standdown. The event was attended by many people and staff had a chance to discuss and promote a variety of library services, resources, events, and programs.
- Library resources and services were also promoted by the library director who was the featured speaker at the Flagstaff Rotary Club meeting on May 20<sup>th</sup>.

## East Flagstaff Community Library:

- Crafty Corner participants used pipe cleaners to make fun creations. A fan favorite was the butterfly rings. Other creations included pipe cleaner dogs and cats.



- Spring sessions for Lego Club and Game Day ended strong with solid attendance and kids excited for the new games and controllers that are coming this summer for Game Day.

- The May Climate Conversation covered "Multimodal Transportation" in Flagstaff with a presentation lead by MetroPlan. The presentation discussed their vision, the problems Flagstaff faces as a community, and ways for all to help improve the wellbeing of the community, while also helping the environment.
- Queer Board Game Night at EFCL went well. The group played Here to Slay and another group, that meets weekly played, euchre.

## Collection Management Services:

The library received a large donation of Manga graphic novels and will be adding about seventy titles to the collection.

## Staff News & Training:

- Andrea Barrantes was hired to fill the vacant Jail Library Specialist position. Prior to this Andrea was serving as an Outreach Specialist at the Downtown Library.
- EFCL hired two new part-time temporary clerks, Elias Lindstrom, and Fallon Fruchey along with a full-time permanent clerk, Carrie Begay.
- Andrea Barrantes attended the training "Beyond the Pizza Party: A Panel Discussion on How to Maintain Staff Morale" on Thursday, May 8th.

## County Libraries:

### Forest Lakes:

Forest Lakes Library is working with the fire department to supply emergency response radios. The radios alert people 24/7 on all safety issues. People coming in for the radios are being encouraged sign up their kids and grandkids for the reading map this summer.



### Grand Canyon Community Library:

- This month GCCL had a little shout out in the weekly National Parks Service Newsletter when an employee, who was being interviewed was asked what they had recently read. The person said, "I just read *Brave the Wild River: The Untold Story of Two Women Who Mapped the Botany of the Grand Canyon*. It was really really good! I returned it to the library so go check it out!"
- A visitor to the park came into the library to use the Wi-Fi and asked about a book set in the Grand Canyon that his teacher had read to his class when he was a child. Staff was able to identify the book as *Brightly of the Grand Canyon*, which was available in the library collection. He then signed up for a library card and checked the book out to read during his stay.
- A mother and child were playing with the doctor toy set in the children's area and the little boy used the stethoscope to check the heartbeat of his favorite book.

## Bookmobile:

- The bookmobile did its first visit to the North Rim in May since resuming service this year and library users were super excited to see it.

- Staff was given free cookies at Jacob's Lake and met some very nice young people at the North Rim residential stop.



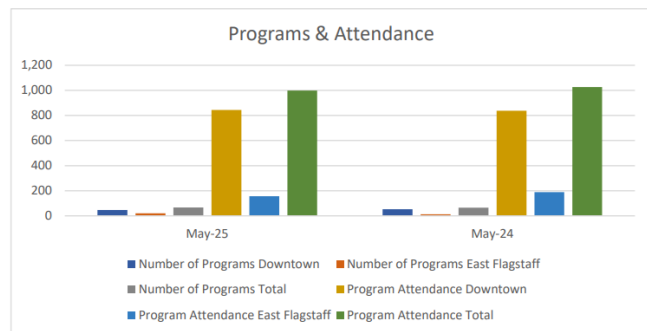
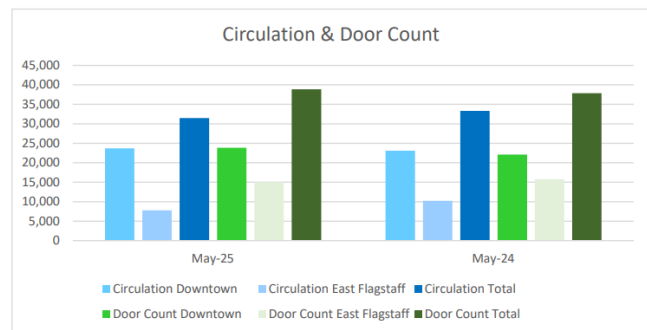
## LIBRARY STATS:

### STATISTICS

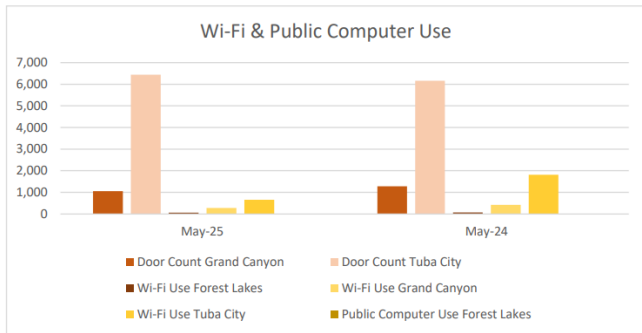
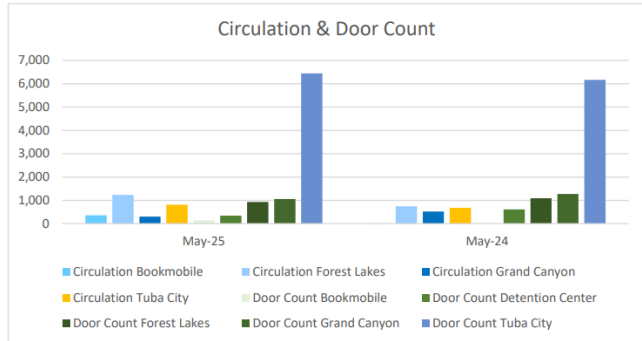
Countywide		May-25	May-24	Difference
Overdrive Circulation	All Libraries & Sora	10,560	9,219	14.55%

Downtown & EFCL		May-25	May-24	Difference
Circulation	Downtown	23,678	23,108	2.47%
	East Flagstaff	7,804	10,242	-23.80%
	<b>Total</b>	<b>31,482</b>	<b>33,350</b>	<b>-5.60%</b>
Value of Loaned Materials	Downtown	\$412,277	\$410,713	0.38%
	East Flagstaff	\$133,150	\$170,466	-21.89%
	<b>Total</b>	<b>545,427</b>	<b>581,179</b>	<b>-6.15%</b>
In-House Use	Downtown	20,060	18,439	8.79%
	East Flagstaff	6,521	7,047	-7.46%
	<b>Total</b>	<b>26,581</b>	<b>25,486</b>	<b>4.30%</b>
Door Count	Downtown	23,861	22,090	8.02%
	East Flagstaff	15,011	15,781	-4.88%
	<b>Total</b>	<b>38,872</b>	<b>37,871</b>	<b>2.64%</b>
Wi-Fi Use	Downtown	3,218	5,808	-44.59%
	East Flagstaff	2,556	1,871	36.61%
	<b>Total</b>	<b>5,774</b>	<b>7,679</b>	<b>-24.81%</b>
Public Computer Use	Downtown	2,397	2,415	-0.75%
	East Flagstaff	1,588	1,820	-12.75%
	<b>Total</b>	<b>3,985</b>	<b>4,235</b>	<b>-5.90%</b>
Number of Programs	Downtown	47	53	-11.32%
	East Flagstaff	20	12	66.67%
	<b>Total</b>	<b>67</b>	<b>65</b>	<b>3.08%</b>
Program Attendance	Downtown	843	838	0.60%
	East Flagstaff	156	189	-17.46%
	<b>Total</b>	<b>999</b>	<b>1,027</b>	<b>-2.73%</b>
Reference Help	Downtown	2,491	3,111	-19.93%
	East Flagstaff	1,588	2,318	-31.49%
	<b>Total</b>	<b>4,079</b>	<b>5,429</b>	<b>-24.87%</b>



Branches		May-25	May-24	Difference
Circulation	Bookmobile	366	0	3659900.00%
	Forest Lakes	1,237	746	65.82%
	Grand Canyon	303	519	-41.62%
	Tuba City	813	682	19.21%
In-House Use	Detention Center	867	1,340	-35.30%
	Forest Lakes	17	12	41.67%
	Grand Canyon	228	131	74.05%
	Tuba City	72	99	-27.27%
Door Count	Bookmobile	149	0	1489900.00%
	Detention Center	351	612	-42.65%
	Forest Lakes	937	1,089	-13.96%
	Grand Canyon	1,057	1,278	-17.29%
	Tuba City	6,444	6,164	4.54%
Wi-Fi Use	Forest Lakes	63	68	-7.35%
	Grand Canyon	277	418	-33.73%
	Tuba City	656	1,814	-63.84%
	Public Computer Use	Forest Lakes	0	0
	Grand Canyon	105	0	1049900.00%
	Tuba City	337	332	1.51%
Number of Programs	Bookmobile	0	0	0.00%
	Forest Lakes	0	4	-99.75%
	Grand Canyon	6	0	59900.00%
	Tuba City	5	6	-16.67%
Program Attendance	Bookmobile	0	0	0.00%
	Forest Lakes	0	0	0.00%
	Grand Canyon	23	35	-34.29%
	Tuba City	34	68	-50.00%
Reference Help	Bookmobile	31	0	309900.00%
	Detention Center	43	65	-33.85%
	Forest Lakes	215	1,241	-82.68%
	Grand Canyon	544	253	115.02%
	Tuba City	488	294	65.99%



**COMING SOON – 4<sup>th</sup> of JULY  
DRONE SHOW!!!!**  
Brought to you by  
**PROSE**  
and  
**DISCOVER FLAGSTAFF**



**THANK YOU FOR YOUR CONTINUED SUPPORT OF THE ECONOMIC VITALITY DIVISION!**

**CITY OF FLAGSTAFF**  
**STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacey Brechler-Knaggs, Grants, Contracts & Emergency Management Director  
**Co-Submitter:** Brian Gall, Airport Director & Daniel Kelly, Emergency Manager  
**Date:** 05/16/2025  
**Meeting Date:** 06/24/2025



**TITLE:**  
**Flagstaff Airport Triennial Full-Scale Exercise After-Action Report and Improvement Plan Update**

**DESIRED OUTCOME:**

Provide an update to the Council regarding the outcomes of the objectives and sub-objectives derived from the comprehensive exercise, which will evaluate the identified strengths and areas for enhancement.

**Executive Summary:**

EM partners, LLC, was contracted to revise the Airport Emergency Plan and assist in the execution of the Airport's Triennial Full-Scale Exercise. A component of the scope of work involved the engagement of Master Exercise Practitioners (MEPs) possessing expertise in the design, facilitation, and evaluation of exercises that comply with the Homeland Security Exercise Evaluation Program (HSEEP), including the design, facilitation, and evaluation of airport triennial exercises. The exercise incorporated the participation of 26 distinct partner agencies.

"Operation Ready FLG 2024" was designed and conducted to meet Flagstaff Pulliam Airport's (FLG) FAA Title 14 CFR Part 139 requirement for a triennial full-scale exercise involving an aircraft crash that results in a Mass-Casualty Incident (MCI).

The exercise was held on Monday, September 9, 2024, from 12:00 pm -- 5:00 pm and involved three primary components:

- 1) Response to an Alert-3 aircraft accident and MCI
- 2) Transporting patients to Flagstaff Medical Center (FMC) via ground and air
- 3) Coconino County Emergency Operations Center (EOC) support and coordination

The After-Action Report/Improvement Plan (AAR/IP) identifies strengths and areas for improvement observed during Operation Ready FLG 2024. This report aims to determine which actions and strengths should be maintained, identify gaps in the response, and develop an improvement plan to enhance FLG's response to an Alert 3 aircraft incident.

The report was developed in accordance with FEMA's Homeland Security Exercise and Evaluation Program (HSEEP) standards and guidelines. The findings in this report were derived from Exercise Evaluation Guides (EEGs), hotwash/participant feedback forms, debriefing meetings with partner agencies, and an After-Action Review (AAR) Meeting. Due to confidential information in the report related to safety and security, the report is not being shared publicly.

**Information:**

City staff will present the results from the After-Action Report and Improvement Plan

**Attachments:** [Operation Ready FLG 2024 AAR](#)

6/24/25

# Operation Ready FLG 2024

## After-Action Report





# Operation Ready FLG 2024

## Planning

### Core Planning Team

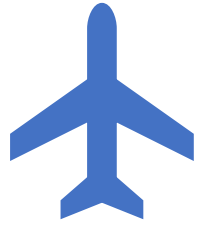
- Pulliam Airport
- City Emergency Management
- Flagstaff Fire Department
- Flagstaff Police Department
- Coconino County Emergency Management
- Guardian Medical Transport
- Flagstaff Medical Center
- Emergency Management Partners, LLC

Kickoff meeting March 13, 2024



# Operation Ready FLG 2024

## Executive Summary



**FAA Title 14 CFR Part 139**



**Three primary components:**

Response to an Alert 3 – aircraft accident and MCI

Transporting patients to FMC via ground and air

Coconino County EOC support and coordination



**Conducted on September 9, 2024**

26 different partner agencies



# Operation Ready FLG 2024

## Exercise Scenario



Weather

Hot and dry

Winds out of the south at eight mph



Wildfire in the area over the past several days has limited visibility



HC-130 (79<sup>th</sup> Rescue Squadron) carrying Air Force personnel traveling to support wildfire operations, notified ATCT of an emergency declaration from the pilot due to instrument failure, 40 souls on board



# Operation Ready FLG 2024

## Capability Analysis

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Capability 1: Fire Management and Suppression

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Capability 2: Mass Search and Rescue Operations

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Capability 3: On-Scene Security and Protection and Law Enforcement

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Capability 4: Operational Coordination

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Capability 5: Situational Assessment



# Operation Ready FLG 2024

## Capability Analysis

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Capability 6: Public Health, Healthcare, and Emergency Medical Services

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Capability 7: Critical Transportation

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Capability 8: Public Information and Warning

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Capability 9: Operational Communication



# Operation Ready FLG 2024

## Objective 1

- Emergency Response to an Alert 3
  - Demonstrate the capability of airport personnel, first responders, and partner agencies to respond to an Alert-3 aircraft incident on the de-icing ramp
  - Conduct fire suppression operations on a simulated aircraft engine fire
  - Perform rescues of entrapped victims inside the aircraft
  - Manage a Mass-Casualty Incident (MCI) and effectively triage and treat victims on-scene
  - Maintain a security perimeter and passenger control in/around the crash site
  - Control and preserve the crash site for the NTSB investigation



# Operation Ready FLG 2024

## Objective 2

- Establish Incident / Unified Command
  - Establish an Incident Command Post (ICP) and a Unified Command Structure
  - Establish a staging area for mutual aid resources and effectively coordinate and integrate mutual aid resources into the MCI response
  - Test interoperable communications between the Unified Command Structure and mutual aid resources



# Operation Ready FLG 2024

## Objective 3

- Health and Medical
  - Utilize patient tracking mechanisms to maintain situational awareness of victims transported from FLG to FMC for medical care.
  - Test Guardian Medical Transport's interoperable communication capabilities to assign incident channels, deploy on-scene tactical duplex channels, and effectively integrate mutual aid channels.
  - Conduct disaster registration of incoming patients to FMC's Emergency Room (ER).
  - Implement traffic control and deploy security personnel at FMC.



# Operation Ready FLG 2024

## Objective 4

- Alerting and Warning
  - Test FLG's emergency notification system to dispatch initial resources to respond to an Alert-3 utilizing the crash phone, radio, and/or cell phone communication systems.
  - Utilize Flagstaff's RAVE emergency notification system to disseminate incident information to internal stakeholders.
  - Collect, analyze, verify, compile, and disseminate timely and approved incident information to all internal stakeholders, the media, and the public.



# Operation Ready FLG 2024

## Objective 5

- Coconino County Emergency Operations Center (EOC) Support and Coordination
  - Manage city of Flagstaff requests to the Coconino County EOC.
  - Provide logistical support to ICP/Unified Command operations at the airport.
  - Utilize Coconino County's incident management system to maintain situational awareness and manage logistics requests.



# Operation Ready FLG 2024

## Strengths



### Successful Transfer of Command

The seamless transfer of command from the first arriving on scene FLG ARFF firefighters to a single Incident Commander (HFD), and the integration of the Flagstaff Police Department



### Strength of the Fire Mutual Aid System

The regional fire mutual aid system proved extremely effective in creating a collaborative, cooperative, whole community approach



### Flagstaff Medical Center's Medical Surge Plan

FMC activation of their Medical Surge plan proved critical in managing a large influx of patients



# Operation Ready FLG 2024

## Areas for Improvement

### FLG ARFF Personnel Dual Responsibilities

- ARFF personnel, responsible for ARFF duties and Airport Operations, faced significant challenges

### Patient Tracking and Triage

- Fire units were overwhelmed by the large number of patients at the crash site, which led to delays and difficulties in patient tracking

### Radio Communications

- Unified Command operated off a single radio frequency to manage all response operations



# Operation Ready FLG 2024

## Improvement Plan

- Objective 1: Response to an Alert-3
  - **Gap:** Second ARFF crash truck was delayed, and arrived on-scene in 5-6 minutes, failing to meet FAA's second truck 4-minute response requirement.
  - **Corrective Action:**
    - *Short term* - during minimal staffing times, utilize ARFF truck to perform airport operation tasks. **(6 months)**
    - *Long term* - FLG Administration to work with Finance/Budget personnel to secure funding to separate ARFF and Airport Ops. **(through FY26)**



# Operation Ready FLG 2024

## Improvement Plan

- **Objective 1: Response to an Alert-3 (cont.)**
  - **Gap:** The lack of START triage tags at the early onset of the MCI resulted in several passengers not effectively contacted and/or triaged.
  - **Corrective Action:** Increase joint training exercises focusing on START triage and hands-on triage tag application. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- **Objective 1: Response to an Alert-3 (cont.)**
  - **Gap:** An effective and properly organized MCI treatment area was not established.
  - **Corrective Action:** Provide MCI and ICS refresher training for all fire mutual aid resources. Explore patient tracking software solutions for effective patient tracking. **(through FY26)**



# Operation Ready FLG 2024

## Improvement Plan

- **Objective 2: Establish Incident Command/Unified Command**
  - **Gap:** Groups within ICS structure had unclear knowledge of roles and responsibilities.
  - **Corrective Action:** Review Flagstaff Fire training protocols to include annual NIMS/ICS training. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 2: Establish Incident Command/Unified Command (cont.)
  - **Gap:** Unified Command utilized a single frequency and hampered operational coordination and response.
  - **Corrective Action:** Establish a standardized communication plan for joint training exercises, ensuring all necessary parties have appropriate radio access. **(6 months, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 3: Health and Medical
  - **Gap:** Flagstaff Medical Center experienced challenges with patient flow of helicopter patients from the helipad pad directly to trauma bays.
  - **Corrective Action:** Flagstaff Medical Center should update SOPs outlining the flow of arriving helicopter crews transporting patients to the victim staging area using the helipad elevator instead of directly to trauma bays. **(6 months, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 3: Health and Medical (cont.)
  - **Gap:** Flagstaff Medical Center Security Services experienced a loss of the inner security perimeter due to staffing resource limitations.
  - **Corrective Action:** Flagstaff Medical Center should explore alternative security staffing models to support a large incident impacting the hospital. **(6 months, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 4: Alert and Warning
  - **Gap:** City EM was delayed in sending a RAVE emergency notification.
  - **Corrective Action:** Training for first response agencies on city EM's capabilities for support at ICP. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 4: Alert and Warning (cont.)
  - **Gap:** Lack of information flow between Unified Command and PIO Group.
  - **Corrective Action:** Training for Unified Commanders on PIO use protocols; updating procedures. **(1 year, Ongoing)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 5: Coconino County EOC
  - **Gap:** DEMA Teams platform challenges
  - **Corrective Action:** Continue to coordinate with AZ DEMA on improving the Teams environment for resource management. **(6 months)**



# Operation Ready FLG 2024

## Improvement Plan

- Objective 5: Coconino County EOC (cont.)
  - **Gap:** The EOC Logistics Chief received a high number of resource requests rapidly from the ICP, highlighting the need for adequate staff for Logistics.
  - **Corrective Action:** Work to deepen the EOC Command and General Staff bench depth. **(through FY26, Ongoing)**



**TEAM FLAGSTAFF**  
WE MAKE THE  
CITY BETTER

# Questions?



**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** David McIntire, Community Investment Director  
**Co-Submitter:** Joanne Keene  
**Date:** 06/12/2025  
**Meeting Date:** 06/24/2025



**TITLE:**

**Discussion of opportunities and considerations of potential City involvement in preserving the Orpheum Theater as a historic community asset for public benefit.**

**DESIRED OUTCOME:**

Council will be informed about, and provide feedback on, the City's opportunity to participate in the preservation of the Orpheum Theater as a community asset and for the benefit of arts and culture in Flagstaff.

**Executive Summary:**

The Orpheum Theater has been an important part of the Flagstaff community, and the Downtown specifically, for more than 100 years. The owner of the building and the business operation have discussed the potential change of ownership and contacted the City first with an opportunity to participate in its preservation and future use. This would make the Orpheum Theater available as a part of efforts to support art and culture in the community. The conversation has involved discussion of numerous potential ways for the City to participate, but has focused recently on the City as a potential direct purchaser of the building. This would require a significant investment, and potentially long-term engagement, but would also assist in addressing a key finding of the recent City-sponsored study, Art, Culture, Science and the Future in Flagstaff, which was that the community had a significant lack of affordable and available venue space. Action by the city could also preserve the historically significant building and ensure the space can continue to be used for community, non-profits and public agencies.

**Information:**

The Orpheum was first constructed in 1916 by John Weatherford (of the hotel) after the Majestic Theater collapsed. It was reopened under its current ownership after an interior remodel in 2002 and has been serving in that capacity since then. There will be additional history provided as part of the presentation. It is located within the Downtown Historic Overlay Zone, but is not individually listed in the National Register of Historic Places. Its zoning, CB (Central Business), would allow for a number of uses which could lead to a change in use and potential demolition if sold on the open market.

The Orpheum was previously provided City support, because of its acknowledged critical role in the vitality of the downtown, through a development agreement using the Government Property Lease Excise Tax incentive tool which provided tax benefits in exchange for improvements to building health, safety, accessibility and historic preservation. They completed their responsibilities and are in good standing with the City.

As mentioned above, the owners have approached the City to offer the opportunity to either purchase the building directly or work with alternative options to preserve it. After some discussion, the concept of the City as purchasing agent is being brought to the Council for discussion. The Orpheum is currently operating as a venue for music, film and other cultural offerings. There is a bar, a balcony, and a restaurant; the Aspen Deli, leases a separate space in the building. Per the owner, the structure is approximately 12,000 square feet including the deli, and could seat nearly 700 people with a full capacity of 1180 for a standing event. There has not been a current appraisal performed at this time, but that would be a necessary part of due diligence should the City proceed with investigating this opportunity.

## **Potential Models and Benefits**

There are numerous situations in Arizona and throughout the country where municipal governments own theaters, some historic, as a way to:

- 1) Provide artistic and cultural venue space for the community - Municipal-owned cultural facilities can be used to enrich the community culturally through providing event space, theater/dance space, educational space and for other uses as appropriate.
- 2) Create economic impact in commercial/historic areas - These types of uses are often beneficial to the Downtown core and assist in providing a draw for local and visiting audiences as well as activating commercial areas.
- 3) Preserve community heritage and historic buildings - The preservation of historic buildings is never guaranteed after a sale on the open market. City ownership would allow and require preservation and care of the theater.

Some examples of similar situations include Tucson, Scottsdale, Phoenix and many others. City staff met with leaders from Scottsdale and Tucson to discuss successful models and learn about the benefits and challenges of this type of strategy. In some instances, the City partners with a non-profit, or for-profit, entity to manage, operate and activate the venue. This allows the City to protect the civic assets while not needing to staff and manage the operations themselves.

The City's Beautification, Arts and Science Program recently completed, with support from a consultant, a study assessing the City's investment in the arts, culture and science sectors and seeking input on the current and potential future status of those sectors. One consistent theme from the public was the lack of, and need for, more affordable and available venues for community use. The Orpheum could be a part of filling that gap. Additionally, Creative Flagstaff commissioned an assessment of venue spaces in 2018, and it also determined that there was a lack of appropriate venue space for a community our size. The purchase of the Orpheum would not solve that challenge, but would be a step forward.

## **Challenges**

The purchase would be a significant investment of City resources and would require upkeep over time to maintain the historic property in appropriate condition for use and preservation. It is believed the purchase would require voter approval per the City Charter. Managing any partner contracts or operations would require ongoing effort as well. It would be important to maintain the facility as an asset to the prosperity of the Downtown while avoiding competition with downtown businesses.

## **Summary**

The City has a rare opportunity to acquire property in the Downtown core that is a part of the community's history and a potential benefit to the identified need for additional venues in this creative community. There are examples of other cities successfully owning theaters for community benefit in Arizona and other parts of the nation. Once that opportunity passes, there is no guarantee the Orpheum will still exist or be made available in the future. Other City investment needs will also be discussed during the presentation to provide the Council with an opportunity to provide direction on further exploring this opportunity.

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**Attachments:**    [Presentation](#)

# Orpheum Theater Discussion

June 24, 2025





# Background on the Orpheum

## History of the Venue

- 1911 – Majestic Opera House Opens
- 1915 – Majestic Collapses (5 ft of snow)
- 1916 – New Theater – Orpheum – Opens
- 1970 – Restaurant added
- 1999 – Closed abruptly after Lease ends
- 2002 – Reopened – New Ownership
- 2010 – Stage Left Deli Opens
- 2015 – Mural Installed on eastern side
- 2015 – Aspen Deli takes over restaurant





# Background on the Orpheum

## History of the Venue and Discussions

- Background on Current Ownership
  - Chris Scully and Charles Smith
- Past Economic Development Discussions
- Discussion on Centralized Arts Venue
  - Flagstaff Arts Council Report
  - Beautification, Arts and Science Report





# Framing the Discussion

## Why are we having this discussion today?

- Potential change of ownership in the near future
- Approached by owners to explore options for City to acquire building
- Request by Owners for the City to Explore Keeping the Orpheum Theater as a Community Asset



# Framing the Discussion

## Background on Conversations

- Meetings with City of Flagstaff and Orpheum Management Began a Year Ago
- Meetings with Scottsdale and Tucson
- Meeting with Creative Flagstaff





# Framing the Discussion

## Benefits of Keeping Orpheum as a Community Asset

- Ensuring Space for the Community, Non-Profits, Public Agencies
- Maintaining Historically Significant Building
- Repeat Model Used Locally (Center for the Arts, Pepsi Amphitheater, Theatrikos)
- Threat of losing Orpheum Theater to Other Development



# Discuss Potential Scenarios

## Scenario 1

- City Acquisition/Private Management
  - City Acquires Venue
  - Through Competitive Process Selects a Management Arrangement (Public or Private)





# Discuss Potential Scenarios

## Scenario 2

- City Acquisition/District Oversight
  - City acquires venue
  - Creates a special district (potential arts district) scenario
  - Other venues could fall under district umbrella
  - Possible transition to local arts organization



# Discuss Potential Scenarios

## Scenario 3

- City Does Not Acquire Property
  - Owners Sell the Property (and Business) on the Open Market



# Considerations

- Timeline
  - Can the City Move Fast Enough?
- Management
  - Best Structure?
- Financing
  - Need Appraisal
  - If over \$3 Million, would need to go to Voters
- Property Considerations
  - Existing Zoning
  - Historic Preservation Opportunities
- Facility Condition
  - 107-Year Plus Building
  - Would need to do a Facility Assessment and



# Other Considerations

## City Needs on the Horizon

- Funding for the Indigenous Community Cultural Center
  - Possible Integration with Orpheum Funding
- Funding for Public Safety
  - New Fire Station and Associated Needs
  - Future Council Conversation
- Wastewater Treatment Plant
- East Flagstaff Community Library
  - Future Council Conversation

# Questions and Direction

June 24, 2025



**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Sara Dechter, AICP, Comprehensive Planning Manager  
**Date:** 06/10/2025  
**Meeting Date:** 06/24/2025




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**TITLE:**  
**Regional Plan Implementation**

**DESIRED OUTCOME:**

The Regional Plan Update team is preparing the public hearing draft of the Flagstaff Regional Land Use Plan 2045, which is scheduled for release in July. This work session will seek additional feedback on three topics discussed at the May 2 Joint City-County Retreat.

1. Implementation of Future Land Use categories with examples,
2. Creation of a Hospitality Overlay on the Future Growth Illustration, and
3. Updated appearance of "Planned Trails" on policy maps.

**Executive Summary:**

The Flagstaff Regional Land Use Plan 2045 is being revised to improve the feasibility and implementability of the 60-day public review draft. Implementability of the plan influences both the costs and affordability of development in the Region and must reflect community values and priorities. Staff is seeking direction on key decision points before public hearings in order to ensure that the draft plan is ready to move forward on schedule.

**Information:**

The Flagstaff Regional Land Use Plan 2045 is both a visionary and a living document that can serve the community and guide its future. It is also a practical document that must be implementable within the legal system and governmental resources available. It must be adaptable to macro-economic, financial, legislative, and social influences on development and government; reflect community values and priorities; and be realistic about constraints and uncertainties.

The Regional Plan must be applied within a broad set of existing laws, regulations, and court decisions determining what is permissible in land use decision-making. It cannot override any federal or state laws, or any constitutional limits on the authority of jurisdictions to exercise police powers, and it cannot be used in a manner inconsistent with common law in the state of Arizona.

The Regional Plan is an opportunity to set a bold direction for the Region's future. As such, it is written and structured to be incorporated broadly and flexibly. At the same time, the Regional Plan cannot:

- Change existing entitlements without further action.
- Commit City or County resources or preempt decisions of the current or future City Council and County Board of Supervisors.
- Compel a private property owner to develop a particular use or type of building.
- Influence applications that are already under review at the time of its ratification or adoption of a plan amendment

The City and County have been working together on updating the Flagstaff Regional Plan. Though it is a shared policy document, it has different State and Code requirements for the City that determine how it is

implemented. The most common decisions made by the City using the Flagstaff Regional Plan are Zoning Map and Text Amendments and Annexations. Title 9 of the Arizona Revised Statutes and Title 10 of the Flagstaff City Code provide direction on how the City should make a finding of conformance with the General Plan. Proposals that cannot meet this finding must also propose an amendment to the Regional Plan as outlined in this chapter, Title 11 of the City Code. Amendments may be classified as major or minor, which also introduces additional analysis and notification requirements.

The City and County met at a joint retreat on May 2, and staff is incorporating the feedback on areas of the plan that were unclear. Staff received direction to work on updates to the Flagstaff Urban Trails System Map to differentiate between trails for which we have already acquired entitlements and those that the City has not yet acquired but plans to through purchase or dedication.

Staff also has met with the owner of Little America and is researching the potential to add a Hospitality Overlay to the Future Growth Illustration as proposed by the property owner at the May 2 Retreat. Flagstaff's Zoning Code allows the uses that might make up a resort such as a spa, golf course, retail, housing, and travel accommodations in a variety of ways. However, the Code does not currently have a single zone or land use that would accommodate a resort similar to those seen in other municipalities within the State. Introducing this concept into the plan would indicate a need to update the Zoning Code to implement the Regional Plan 2045.

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**Attachments:**    Presentation  
                         Excerpts from an updated draft of Chapter 4: Future Land Use Framework  
                         FUTS Trail Map from May 2nd Retreat  
                         Updated FUTS Map  
                         Little America - Hospitality Overlay request

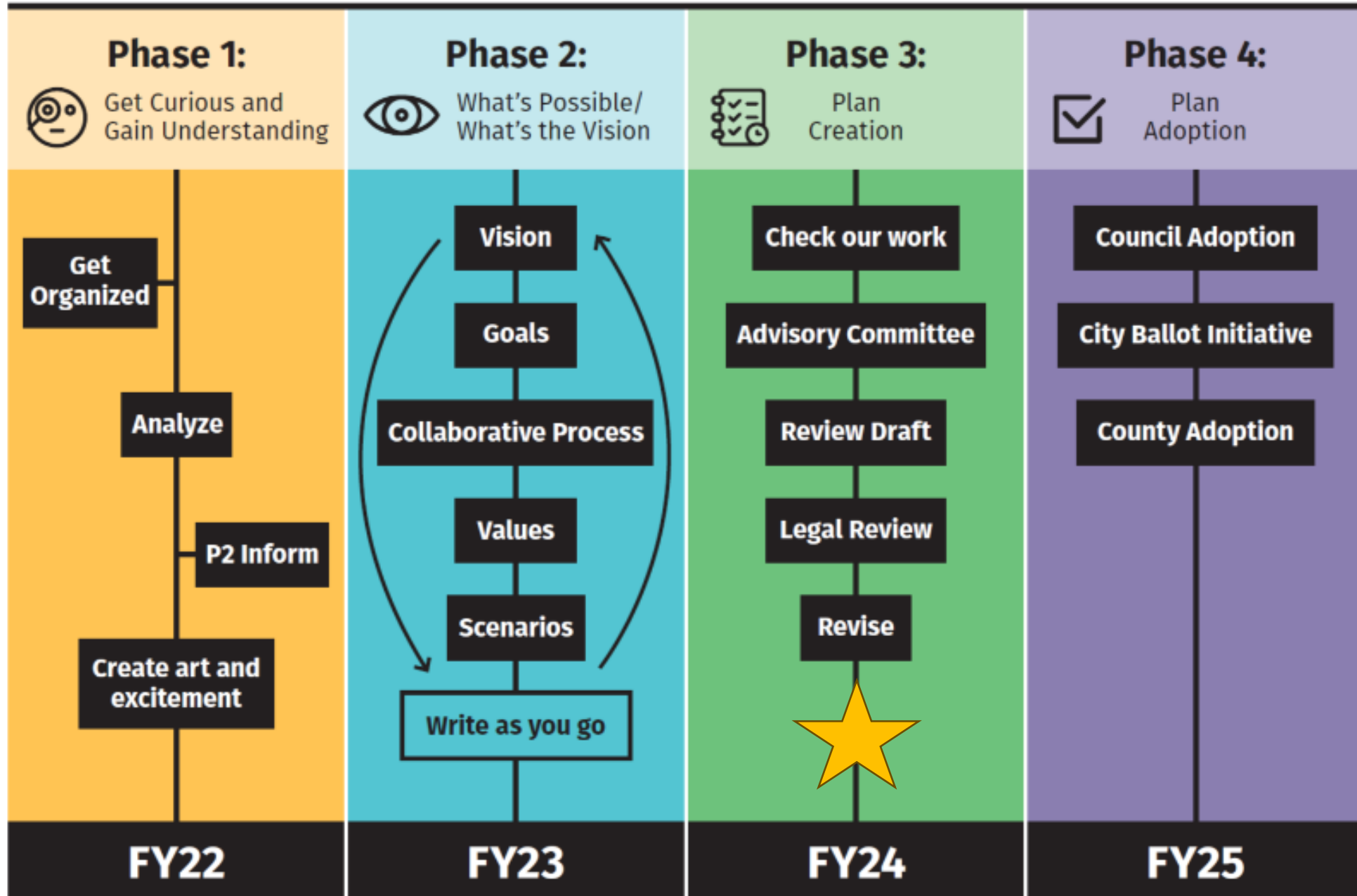
# Regional Plan Implementation

Sara Dechter, AICP

June 24, 2025



# Regional Plan 2045 Update Process





# Objectives



- Get feedback on the intention for plan implementation
- Review two items from the Retreat:
  - Hospitality Overlay
  - Trails Map



# Critical Success Factors

- **Feasible and Implementable**
- User friendly and concise
- **Reflects community values**
- Incorporates diverse cultural perspectives of land, water and natural resources.
- Incorporates critical thinking about vulnerabilities, uncertainties and complexities
- Considers the vision of different area plans appropriately
- Clarifies activity centers and how they will be achieved
- **Addresses cost constraints and affordability concerns for the community**

# THE PLANNING PYRAMID

**Funding, rules, standards, and other mechanisms needed to put plans into action.**

- » Budgets and funding mechanisms (revenue, grants, bonds)
- » Capital Improvement Programs

- » Engineering standards
- » Zoning ordinances

**Building block guidance for targeted areas or services to solve current problems, and set goals and priorities to build their future.**

- » Transportation plan
- » Housing plan
- » Carbon Neutrality plan

- » Area, Community, and Neighborhood plans
- » Parks and Recreation plan

**Foundational guidance for longer-term preservation and basis for growth in the years to come.**

- » Flagstaff Regional Land Use Plan 2045





# Process and Costs

## How is the process of implementing the Plan related to costs and affordability?

More complex requirements and conflicting policies can:

- 1) Reduce the area of a site that can be developed
- 2) Increase the cost of development by adding additional requirements
- 3) Add uncertainty to the process
- 4) Slow progress towards plan priorities

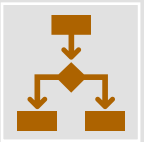


# Process and Values

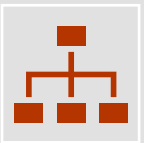
## How is the process of implementing the Plan related to community values?



Competing community values are inherent in land use planning.



The priorities, goals, policies are set to reflect community values.



To ensure the plan is implementable, there should be a clear process for how competing values would be resolved considering the priorities.



# State requirements

## 9-462.01. Zoning regulations; public hearing; definitions

*F. All zoning and rezoning ordinances or regulations ...*

- 1) Shall be consistent with and conform to the adopted general plan...*
- 2) ....Conforms with the **land use element** of the general plan if it proposes land uses, densities or intensities within the range of identified uses, densities and intensities of the land use element*
- 3) In the case of uncertainty .... be construed in a manner that will **further the implementation of, and not be contrary to,** the goals, policies and applicable elements.*



# The Plan and City Code

## The Plan

- Amendment categories
- **Land use categories**
- **Goals and policies**
- Action items
- Required elements



## The Code (Titles 10 and 11)

- Process for amendments
- **Findings of Conformance**
- Application requirements
- Impact Analysis
- Zoning Categories
- Standards and Guidelines for all development



# What did we require in the past?

## Flagstaff Regional Land Use and Transportation Plan (2001)

- Conformance to this plan was only based on the Land Use Plans and Roadway System Plan.
- Focus on approving specific land uses.
- Had a Neighborhood Commercial land use.
- Had a Planning Reserve Area that did not have land use designations.
- Had 19 goals and 88 policies that were rarely used in conformance analysis



# What did we require now?

## Flagstaff Regional Plan 2030 (2014)

- Conformance to this plan was based goal and policy analysis.
- Area-place types are used to determine if a major or minor plan amendment is required.
- Areas types provide some additional policies.
- 97 goals and over 500 policies that are applied as they are applicable.



# Code-Plan relationship

## Findings for Zoning Map Amendments (Title 10)

- (1) The proposed amendment is consistent with and conforms to the goals of the General Plan and any applicable specific plans;
- (2) The proposed amendment will not be detrimental to the public interest, health, safety, convenience, or welfare of the City and will add to the public good as described in the General Plan;



# Code-Plan relationship

## **Findings for Text Amendments (Title 10)**

- (1) The proposed amendment is consistent with and conforms to the objectives and policies of the General Plan and any applicable specific plan;

## **Findings for Specific Plans (Title 11)**

- (1) No Specific Plan may be adopted or amended unless the proposed plan or amendment is in substantial conformance with the General Plan.



# Code-Plan relationship

## Findings for Regional Plan Amendments (Title 11)

How the proposed amendment(s) will affect the vision expressed in the written goals, objectives and policies of the General Plan that are most relevant to the proposed amendment. When a proposed amendment(s) is inconsistent with General Plan goals, objectives and policies, the proposed amendment(s) must include one (1) of the following:

- (1) Justification for an exception to the written goals, objectives, and policies; or
- (2) A proposal to modify or eliminate the inconsistent goals, objectives, and policies;



# Implementability

## Changes to Chapter 4 based on the Retreat discussion

1. Make the levels of density more uniform
2. Add clarity on when the zoning applies and when the density ranges do.
3. Add subcategories to the Future Land Use Category Guidelines
4. Move some policies and guidelines into a section with Guidelines for all land use categories.
5. Think about ways the Code could be updated to make findings of conformance clearer



HIGH DENSITY HOUSING (H)		
Density	Housing Type	Location
31 or more dwelling units per acre	Multi-Family Apartments (3 stories or more), Vertical and Horizontal Mixed Use	Urban and Suburban land use categories that support vertical mixed use development. Transit centered. Integrated community and recreational spaces. May be located on major roads.



MEDIUM-HIGH DENSITY HOUSING (MH)		
Density	Housing Type	Location
15 to 30 dwelling units per acre	Duplexes, Triplexes, Quadplexes, Multi-Family Apartments (3 stories or more), Live/Work Units, Vertical and Horizontal Mixed Use	Urban and Suburban land use categories where housing, commercial uses, and jobs are intermixed. Transit supportive.



MEDIUM DENSITY HOUSING (M)		
Density	Housing Type	Location
5 to 14 dwelling units per acre	Detached Single Family, Attached Single Family, Accessory Dwelling Units, Duplexes, Triplexes, Quadplexes, Multi-Family Apartments (2-3 stories), Live/Work Units	Urban and Suburban land use categories with highly connected bicycle and pedestrian infrastructure, where housing can be set back from major roads. Higher densities in this range should be located close to major roads, commercial areas, and may be located where there is existing or planned transit. Lower densities should be located in areas with significant natural and cultural resources to be preserved.



LOW DENSITY HOUSING (L)		
Density	Housing Type	Location
0 to 4 dwelling units per acre	Farms, Ranches, Detached Single Family, Clustered Housing, Accessory Dwelling Units	Rural and Suburban land use categories where there are significant natural or cultural resources being preserved, agricultural uses, or limited infrastructure.

# Updated Density Ranges

- Density grouped into 4 categories
- High Density exceeds current High Density Residential Zoning.

# TABLE OF ZONING COMPATIBILITY FOR EACH LAND USE CATEGORY

**City only:** This table is used to determine compatible zoning categories for findings of conformance and related Category Guidelines. If an application is requesting a zoning category other than those listed below, it may be considered if the proposal meets the future desired density and intensity and conforms to the Category Guidelines in this chapter. Future Desired Density/Intensity is not considered when the requested zoning category is compatible.

Future Growth Illustration Category	Future Desired Density/ Intensity (duac) <sup>9</sup>	Existing Compatible Zoning Categories (City) <sup>10</sup>	Existing Compatible Zoning Categories (County)
<b>CENTERS</b>			
Urban Center (UC)	H, MH	CB, CC, NCC, HR, PF	NA
Suburban Center (SC)	H, MH	HC, NCC, HR, PF, RD	NA
Rural Center (RC)	MH, M	SC, CS, NCC, HR, MR, PF, POS	CG-10,000, CN, PC, PRD, PS, RM-10/A, RM-20/A, RS-6,000
<b>COMMERCIAL DISTRICTS</b>			
Urban Corridor (UCO)	H, when residential or mixed use is proposed	CS, CC, NCC, PF, HR	NA
Suburban Corridor (SCO)	H, MH when residential or mixed use is proposed	SC, CS, HC, NCC, PF, HR	NA
<b>EMPLOYMENT DISTRICTS</b>			
Employment District (EMP)	Desired density is dependent on the compatibility with and pattern of the primary use and surrounding context.	RD, HI, HI-O, LI-O, LI, PF <i>Commercial and residential zones, when complementary to a primary zone in a master planned development, may be allowed.</i>	CG-10,000, CH-10,000, IH-6,000, IL-10,000, IP-20,000, MR
University & Research District (URD)	Desired density is dependent on the compatibility with and pattern of the primary use and surrounding context.	RD, LI-O, LI, PF <i>Limited HI when part of a campus plan. Commercial and residential zones may be allowed when complementary to a primary zone in a master plan or campus plan.</i>	CG-10,000, CH-10,000, IH-6,000, IL-10,000, IP-20,000, PS
<b>LANDSCAPES</b>			
Parks and Open Space (PS)	NA	PF, POS	PS, OS
Federal Lands and Working Landscapes	NA	PLF, PF, POS	Existing entitlements

Future Growth Illustration Category	Future Desired Density/ Intensity (duac) <sup>9</sup>	Existing Compatible Zoning Categories (City) <sup>10</sup>	Existing Compatible Zoning Categories (County)
<b>NEIGHBORHOODS</b>			
Urban Neighborhood (UN)	H, MH MH, M in a historic district	HR, MR, PF, MH, NCC, CS <i>POS zoning may be considered as an accessory zone to a development project.</i>	NA
Suburban Neighborhood (SN)	H, MH, M in the UGB M, L outside the UGB	R1, R1-N, MR, HR, PF, POS, MH, SC, NCC	RS zones, RM 10/a, RM 20/a, MHP, RMH, PC, PRD
Rural Neighborhood (RN)	L	R1, RR, ER, PF, POS, MH	G, AR zones, RR zones, RS zones, PC, PRD
<b>Legend of Table Abbreviations:</b>		High Density Residential (HR)	Public Lands Forest (PLF)
<b>Duac:</b> Dwelling units per acre.		Highway Commercial (HC)	Public Open Space (POS)
<b>City Zoning Abbreviations:</b>		Light Industrial (LI)	Research and Development (RD)
Central Business (CB)		Light Industrial Open (LI-O)	Rural Residential (RR)
Commercial Service (CS)		Manufactured Housing (MH)	Single-Family Residential (R1)
Community Commercial (CC)		Medium Density Residential (MR)	Single-Family Residential Neighborhood (R1N)
Estate Residential (E)		Neighborhood Community Commercial (NCC)	Suburban Commercial (SC)
Heavy Industrial (HI)		Public Facility (PF)	
Heavy Industrial Open (HI-O)			
<b>County Zoning Abbreviations:</b>		Industrial Park (IP-20,000)	Residential and Manufactured Home Zone (RMH)
Agricultural Residential (AR)		Light Industrial-10,000 sq. ft. (IL-10,000)	Residential Multiple Family-10 units (RM-10/A)
Commercial General-10,000 sq.ft. min (CG-10,000)		Manufactured Home Park (MHP)	Residential Multiple Family-20 units (RM-20/A)
Commercial Heavy-10,000 sq.ft. min (CH-10,000)		Mineral Resource (MR)	
General-10AC min (G)		Open Space and Conservation (OS)	
Heavy Industrial - 6,000 sq. ft. min (IH-6,000)		Planned Community (PC)	
		Planned Residential Development (PRD)	
		Public and Semi-Public (PS)	

For more information on City and County zones, see the [City of Flagstaff Zoning Code 10-40](#) and the [Coconino County Zoning Ordinance](#).

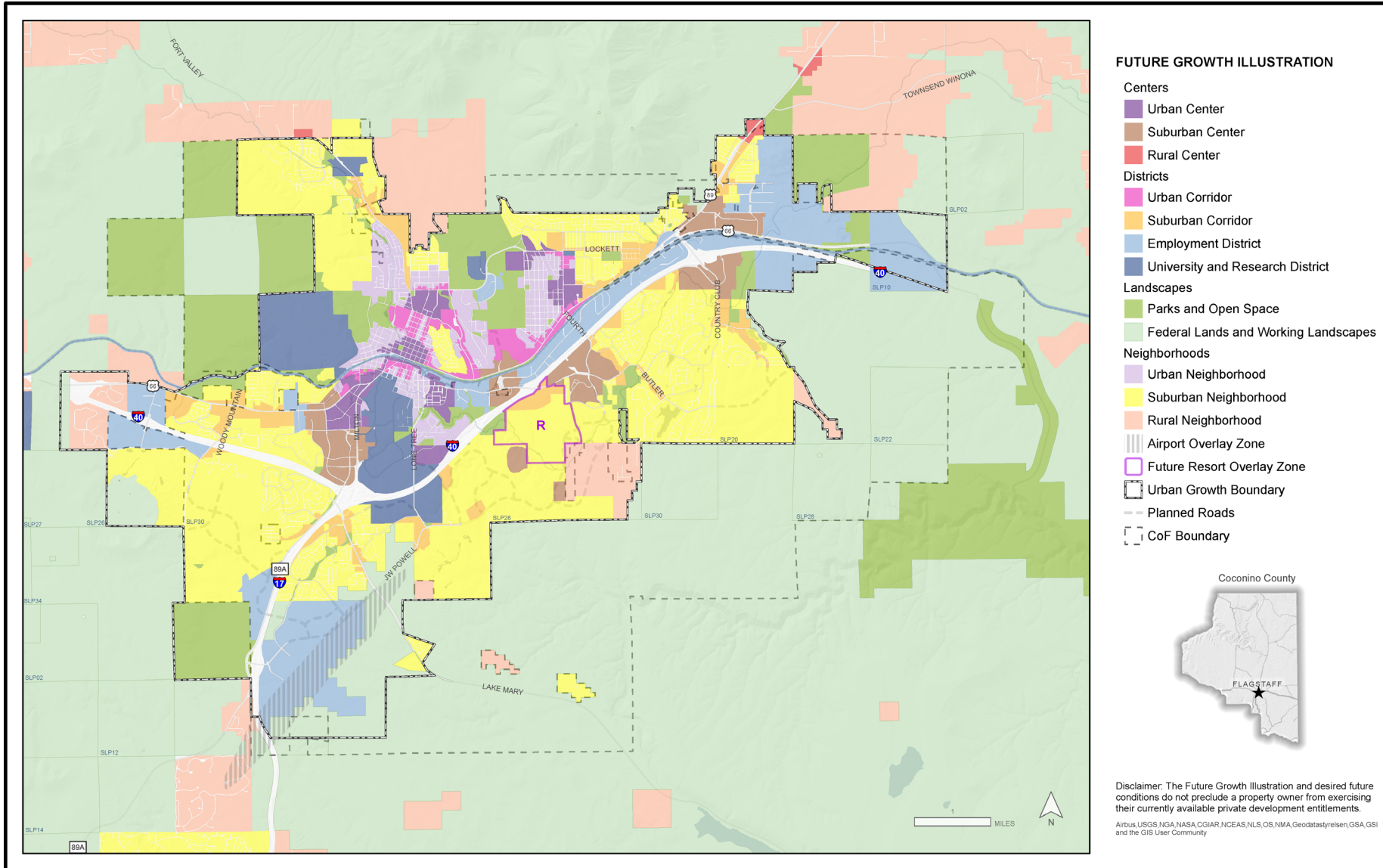
This table should be updated as part of the ordinance for Zoning Code Text Amendments concurrently without the need for a separate plan amendment process. If one jurisdiction adopts a change to the table or map, the other entity can update its version administratively with a notice at a City Council or Board of Supervisors' meeting.

### Density Calculations:

- Density is calculated using the methods and procedures outlined in the respective Zoning Code of the City or County.
- If proposed as part of a master block plat or specific plan, density can be calculated across the entire area included within the plat or plan.



# Future Growth Illustration



# TABLE OF ZONING COMPATIBILITY FOR EACH LAND USE CATEGORY

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<b>EMPLOYMENT DISTRICTS</b>			

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	Public Facility (PF)																										

# Pause for Questions before Examples





# Example 1

## Owner wants to rezone a property from RR to R1

- The property is in a Suburban Neighborhood.
- No plan amendment required because R1 is a compatible zone listed on the Table.
- Conform to SN guidelines

- The property is in a Rural Neighborhood.
- No plan amendment required because R1 is a compatible zone listed on the Table.
- Conform to RN guidelines



# Example 2

## Owner wants to build apartments in a Suburban Corridor (SCO)

- Current Zoning is Highway Commercial (HC).
  - Allowed with a Use Permit using High Density Residential (HR) standards.
  - Allowed by right as part of a mixed use development.
- Current Zoning is R1.
  - Zoning Map Amendment to HC or HR required.
  - Apartments meeting HR requirements allowed because HC and HR are a compatible zones listed on the Table.
  - Conform to SCO guidelines



# Example 3

## Owner wants to build 5 story apartments in a Suburban Neighborhood (SN)

- Current Zoning is Highway Commercial (HC).
  - Allowed with a Use Permit using HR standards
  - Allowed by right as part of a mixed-use development.
- Current Zoning is R1.
  - Zoning Map Amendment to HC or HR
  - No plan amendment required because high density is a desired future density in SN
  - Conform to SN guidelines



# Example 4

## Property in Rural Neighborhood proposed for subdivision

- Rezoning to R1
  - No Plan amendment required because R1 is a compatible zone RN
  - Conform to Rural Neighborhood policies
- Rezoning to R1 and MR to allow for missing middle housing near intersection
  - Minor Plan Amendment because MR is not a compatible Zone
  - Conform to Suburban Neighborhood policies



# Example 5



## Owner wants to build 8 unit apartments in a UN

- Currently zoned CC
  - Allowed with a Use Permit
  - No Plan Amendment required
- Currently zoned R1N
  - Need to Rezone to HR
  - Lot size would need to be 0.267 acres or more in a historic district.
  - Would need to meet Urban Neighborhood guidelines
  - Conformance to Zoning Code may require more land for parking, setbacks, etc.



# Example 6

## Staff requests to amend the Zoning Code

- Want to increase the range of density allowed in some zones
- Evaluate proposal against the Future Desired Density and guidelines
- Updates to Housing and Sustainability Incentives
- Would need to be evaluated against the goals and policies of the plan.

### Other Potential Zoning Code Updates in the Near Future

Parking, Resource Protection, and Landscaping Standards

Changes to the Development Review Process and Procedures



# Flagstaff Regional Land Use Plan 2045



## What could we require for the new Plan's finding of conformance?

- Return to State statute intent and focus conformance on the Land Use Framework (element).
- Ensure that proposals further plan priorities and are not contrary to the other plan priorities.
- Limit full analysis of goals and policies to projects requiring plan amendments.



# Flagstaff Regional Land Use Plan 2045



## Potential New Conformance Findings for Zoning Amendments

1. Conform to the guidelines in the Land Use Framework (Chapter 4)
2. Furthers at least one plan priority and is not in contradiction with other plan priorities.
3. Conforms to policy maps within the General Plan.
4. Conforms to any relevant policies and maps in applicable Specific Plans.

# THE UNIVERSE OF PRIORITIES



Our  
North  
Star

## WE ARE GUIDED BY A STEADFAST COMMITMENT

*to preserving our unique character, honoring our rich and diverse history, and safeguarding our precious natural and cultural resources. We will foster a resilient, healthy community and a vibrant, inclusive economy where everyone can thrive.*

**Housing  
attainability  
and equity**

**Climate  
action**

CORE  
PRIORITIES

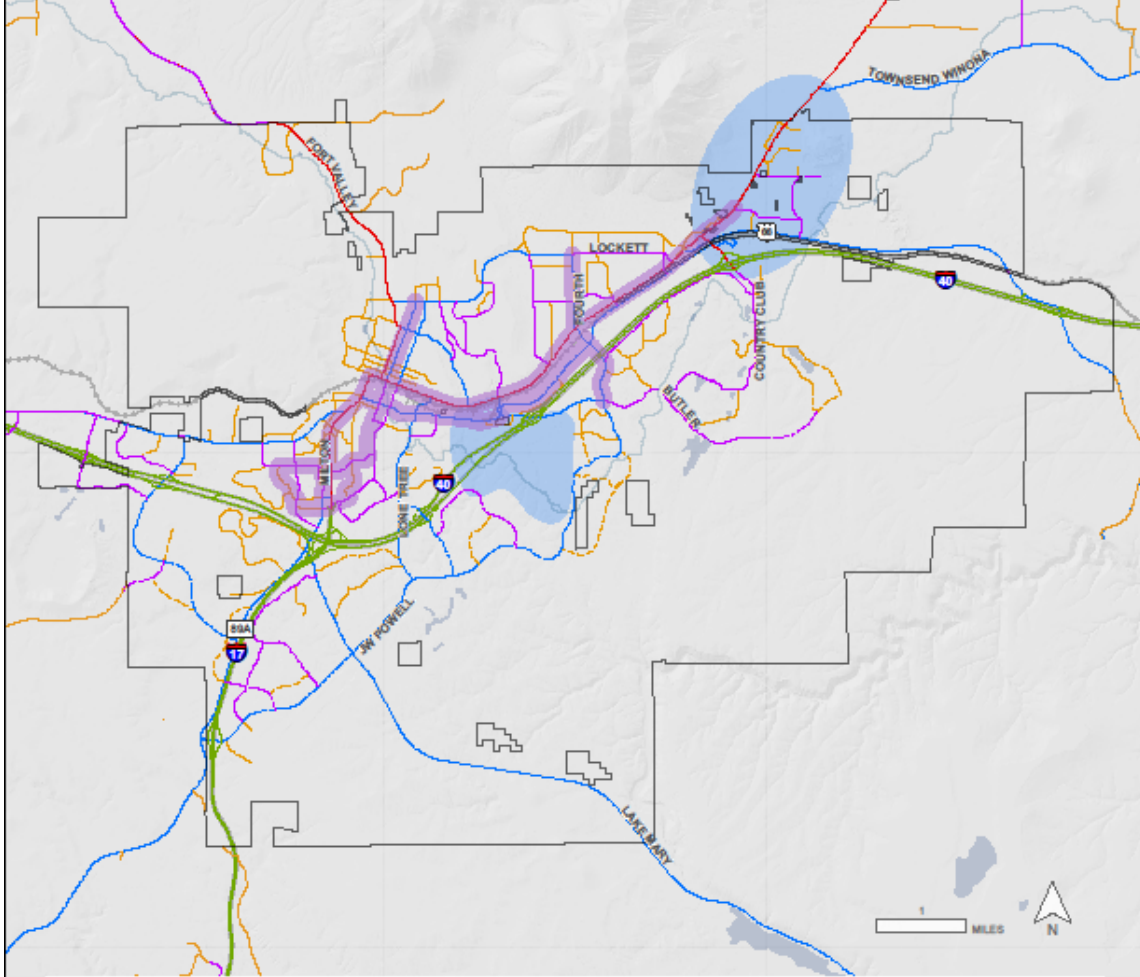
COMPLEMENTARY  
PRIORITIES

A walkable  
MIXED-USE community

NATURAL and  
CULTURAL resources

A healthy  
ECONOMY

Resilient public SERVICES  
and FACILITIES



**Street Functional Class - Existing**

- Interstate
- Interstate Ramp
- Major Arterial
- Minor Arterial
- Major Collector
- Minor Collector

**Street Functional Class - Planned**

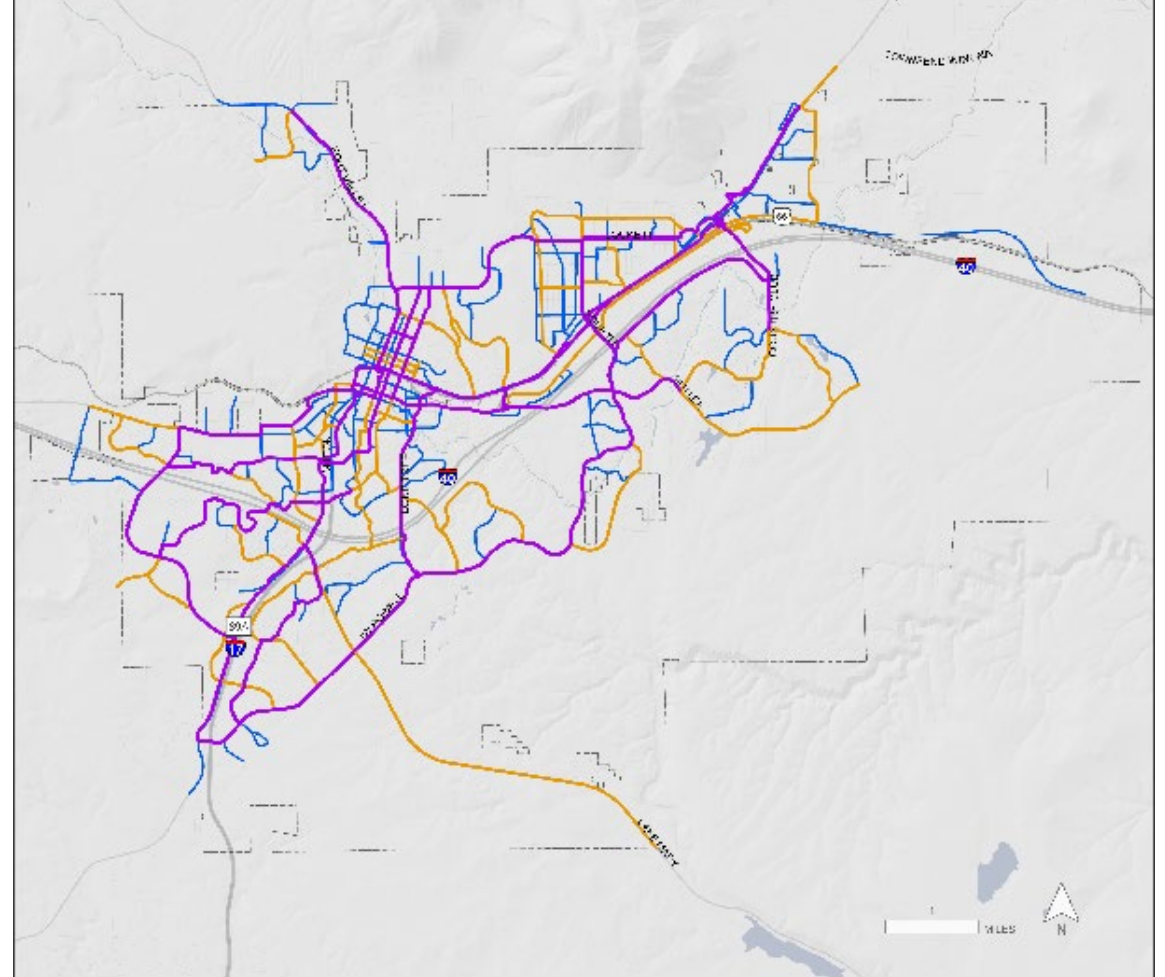
- Interstate Ramp
- Minor Arterial
- Major Collector
- Minor Collector

- Areas subject to future connectivity study
- Mountain Line Permanent Transit Network



Disclaimer: Designation of planned roads does not constitute a final location or legal access unless there is a legal road easement. Future roads are conceptual in nature and may be redesigned as development is proposed to provide a similar connection with alternative alignment.

Airbus, USGS, NGA, NASA, CGIAR, NCEAS, NLS, OS, NMA, Geodatastyrelsen, OSA, OSI and the GIS User Community



**Planned Bikeways by Class**

- 1 Primary
- 2 Secondary
- 3 Tertiary



Airbus, USGS, NGA, NASA, CGIAR, NCEAS, NLS, OS, NMA, Geodatastyrelsen, OSA, OSI and the GIS User Community



# Flagstaff Regional Land Use Plan 2045



## Potential New Conformance Findings for Major and Minor Plan Amendments and Specific Plans

1. The proposed amendment is consistent with and conforms to the goals, policies and guidelines of the General Plan and any applicable specific plans;
2. Provides an explanation of the community benefits related to the priorities of the General Plan.
3. Justification for an exception to the written goals, objectives, and policies; or
4. A proposal to modify or eliminate the inconsistent goals, objectives, and policies;



# Flagstaff Regional Plan 2045



## Major Plan Amendment categories

- Decreases in intensity or density within the UGB
- Increases in intensity or density outside the UGB
- Expanding the UGB
- Changing an area to a Corridor that does not have direct access to an arterial or collector road.
- Decreasing the area of Parks/Open Space, and Federal Lands and Working Landscapes categories.
- Deletion of a goal or policy.



# Examples of treatments

## Current

- Broad finding of conformance
- Narratives are 10 to 20 pages and cover every applicable goal and policy

## Updated

- Could more specifically call out what parts of the plan different decisions conform with
- Narrative for Zoning Code amendments could be 5-6 pages
- Narratives for projects requiring plan amendments could be longer



# Benefits



## What would we gain from a new approach?

- Streamlined process for projects that do not require a plan amendment.
- More organized and shorter staff reports.
- Clearer expectations for applicants.
- Less time spent back and forth over the review.



# Differences



## Current plan

- Use goals and policies and land use is mostly used for screening
- Policies applied directly to all cases and sometimes poor fit.
- No priorities
- College – essay like

## Proposed Plan

- Use Land Use Framework as the implementation of goals and policies
- Policies applied directly to more limited cases and in a more targeted way.
- Focus on the priorities.
- Short form worksheet

# Questions and Feedback



# Hospitality Overlay

Little America requested consideration of a Hospitality Overlay on the Future Growth Illustration at the Retreat



- Staff researched creating a Resort Overlay similar to Phoenix.
- These are identified on the Land Use Map with a letter R.
- It states: “The ‘R’ symbol for resort indicates a specific type of commercial use, not a broad range.”
- Resorts as a use are defined differently in other City County codes.

# Resort Use

What is described in other zoning codes?

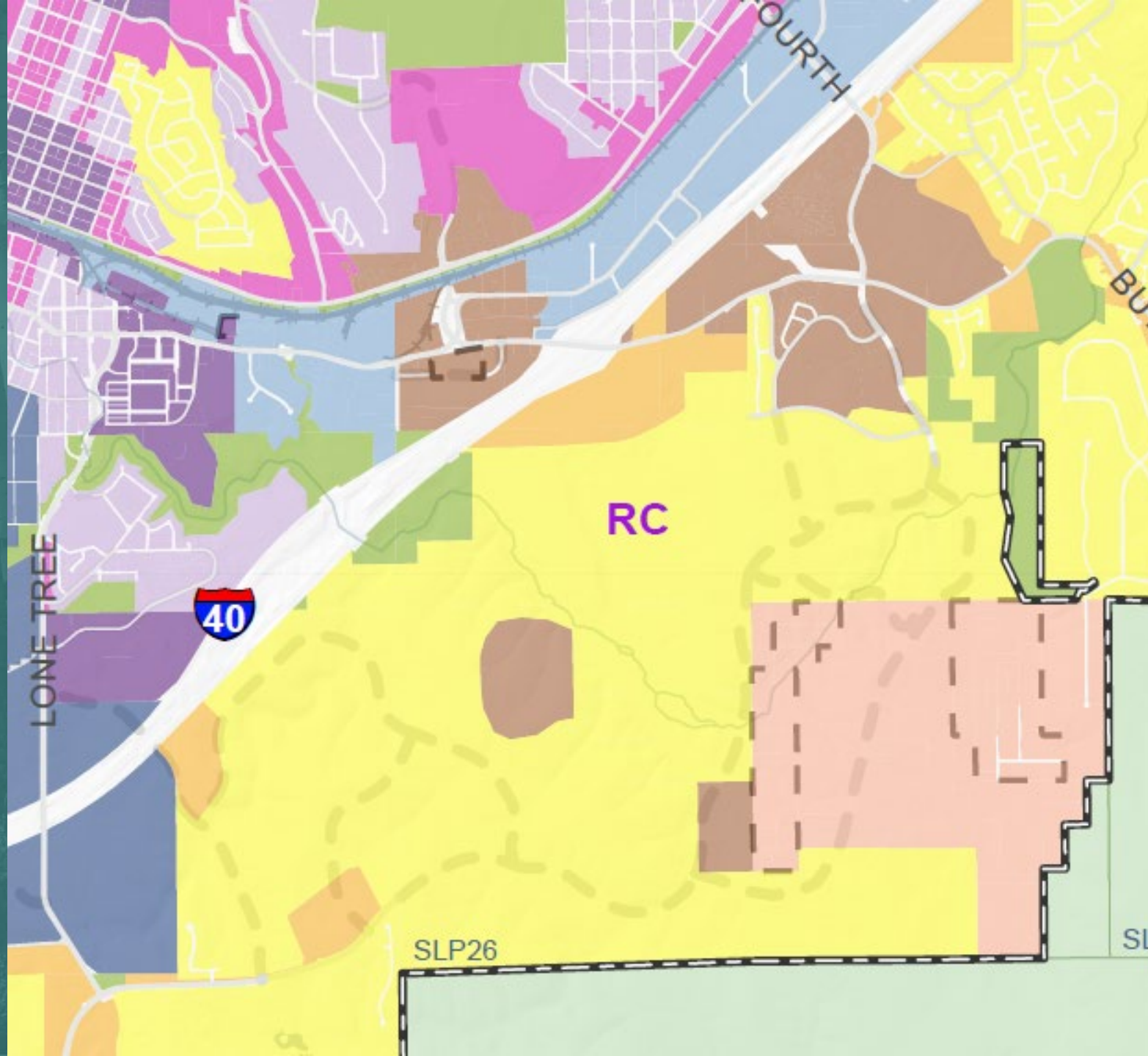
- Allows for interchangeability for hotel rooms and dwelling units within a property.
- Allows for a mix of amenities that are not currently allowed in any one zone in Flagstaff
- Have 30-80% open space requirements depending on jurisdiction.
- Considered a commercial use even when it includes dwelling units.



# Hospitality Overlay

## Suburban Corridor (SCO)

Compatible Zones: SC,  
CS, HC, NCC, PF, HR  
H, MH (15 duac or more)  
when residential or  
mixed use is proposed



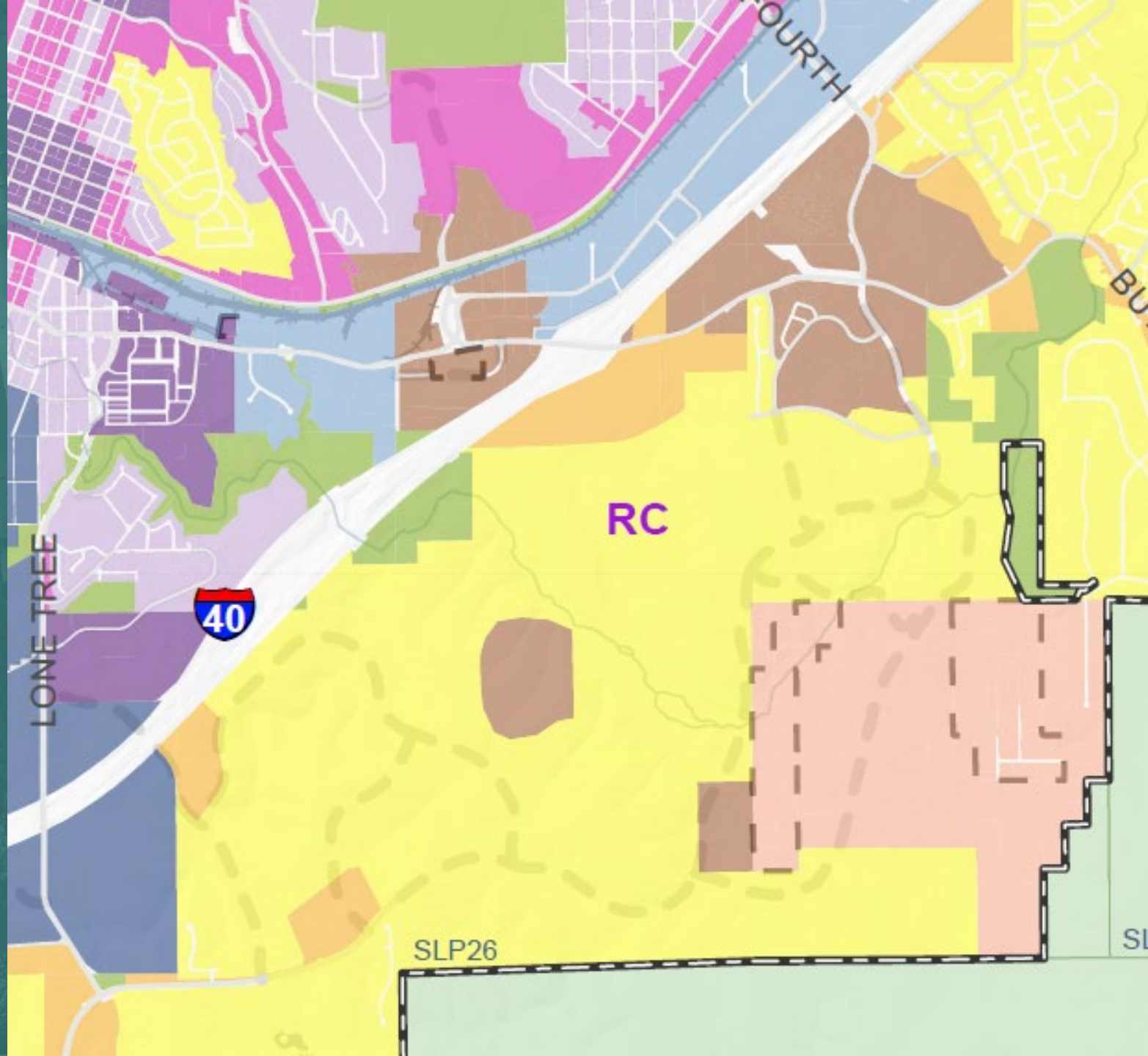
# Hospitality Overlay

## Suburban Neighborhood (SN)

Compatible Zones: R1,  
R1-N, MR, HR, PF, POS,  
MH, SC, NCC

H, MH (15 duac or more)

MH, M in a historic district  
(4-30 duac)



# Hospitality Overlay

Flagstaff's Zoning  
Code does not have  
a land use or zone  
for Resort.



- The Plan can identify that the Little America property and properties zoned RC in the County as a “Resort Community”
- Creating a modern resorts will require a new zone or new land use be created in the Zoning Code at a later date. (new Action Item)
- Adding a new Resort Community could be a minor amendment if the property is not in a Corridor or Center.

# Questions and Feedback

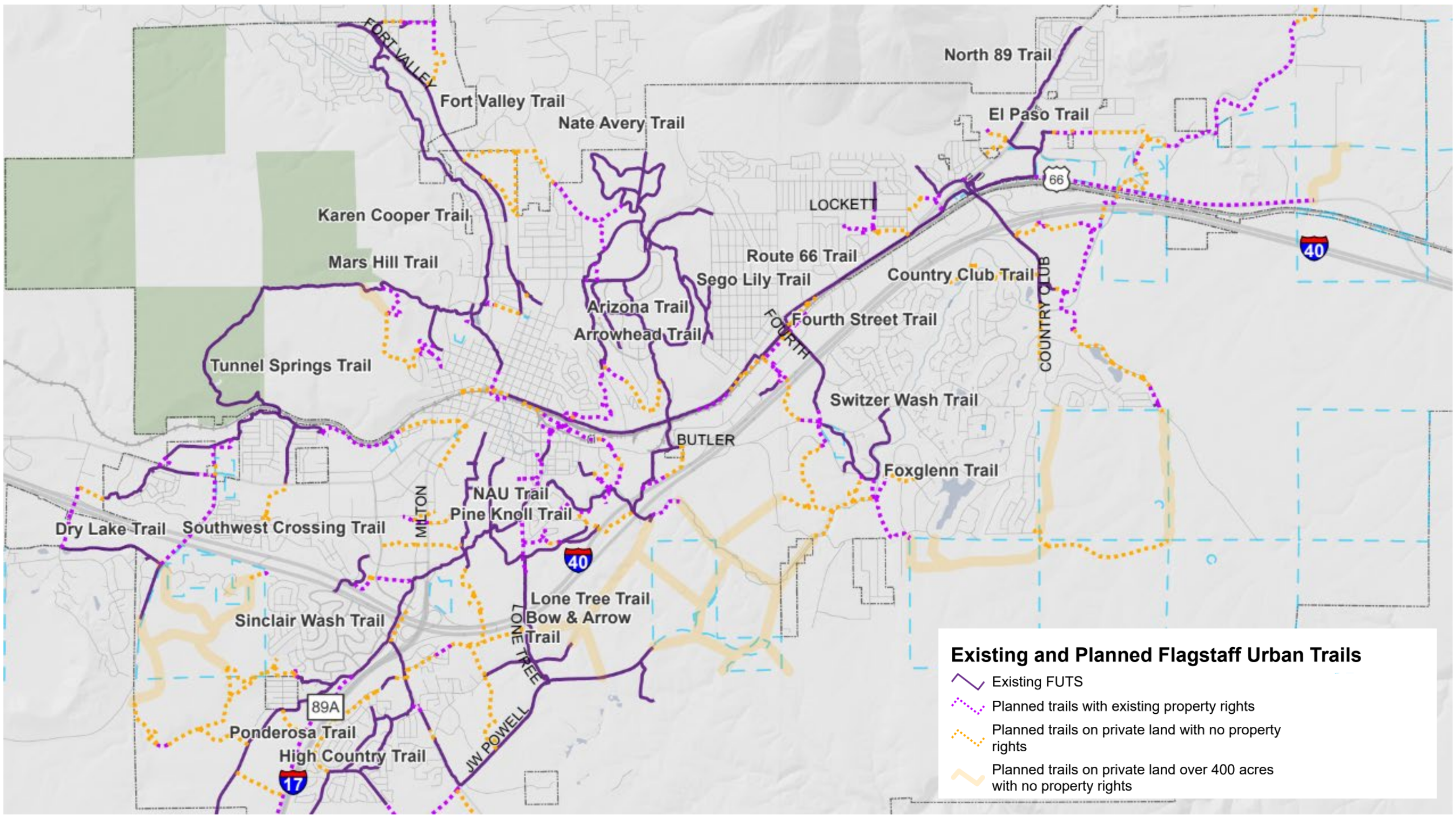


# Updated Trails Map





At the Retreat, Council requested a map that showed more general symbology for future trails to demonstrate flexibility

- Show Planned Trails with and without property rights
- Larger properties need more flexibility to realign trails across their property.





**Existing and Planned Flagstaff Urban Trails**

-  Existing FUTS
-  Planned trails with existing property rights
-  Planned trails on private land with no property rights
-  Planned trails on private land over 400 acres with no property rights

# Questions and Feedback





## FUTURE GROWTH ILLUSTRATION

The Future Growth Illustration on the pages that follow is the map that defines the “proposed general distribution and location and extent of land uses for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of public and private uses of land as may be appropriate to the municipality.”<sup>4</sup> The Future Growth Illustration and this chapter’s guidelines set the context for the Regional Plan’s goals and policies. This context influences how a private development proposal, or a public investment, contributes to achieving the Regional Plan’s goals and policies and whether a proposed land-use change conforms to the Regional Plan.

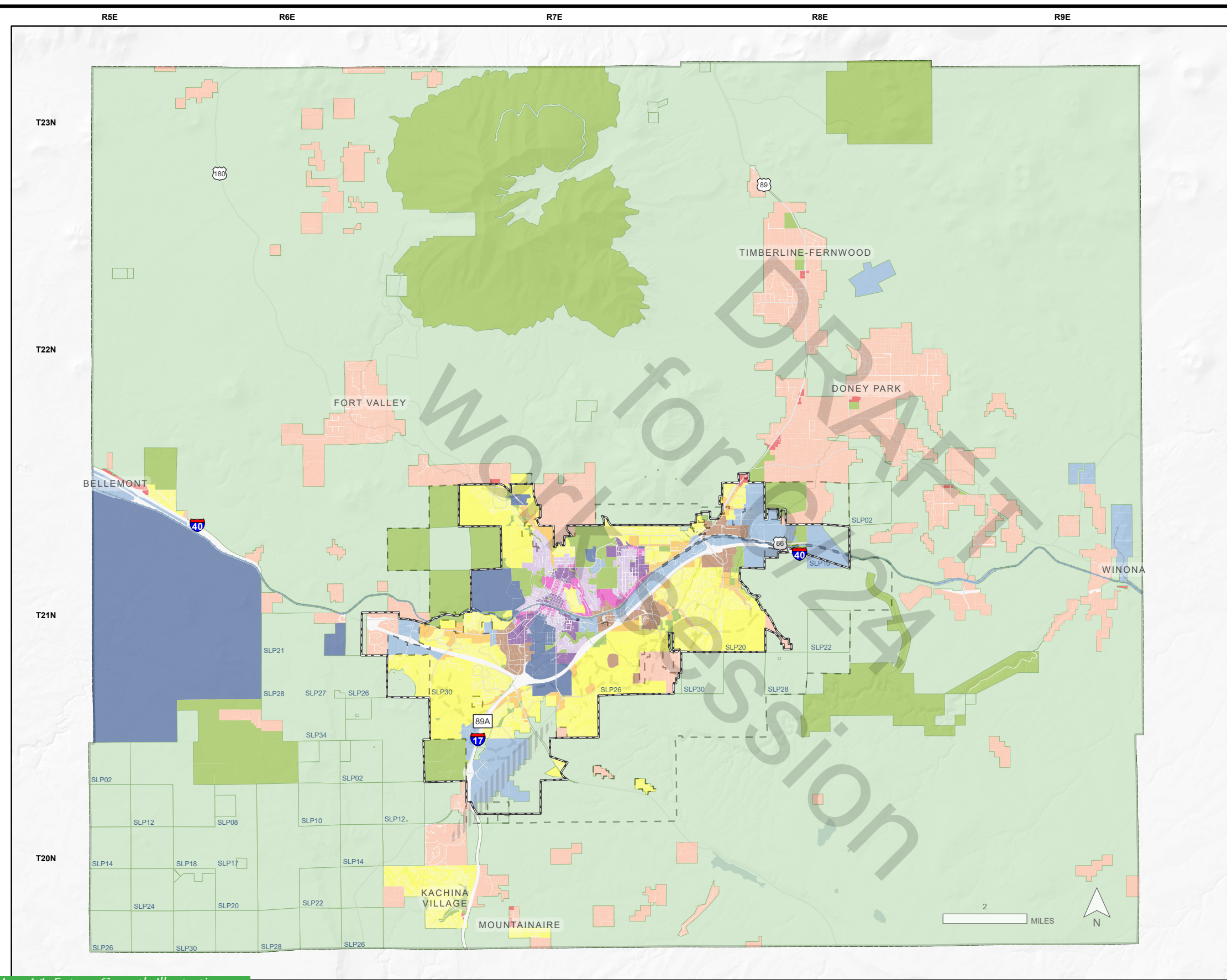
The Future Growth Illustration is built on a framework that defines the types of places that exist in the Region today and others that would be encouraged in the future. It is made up a series of building blocks, which help explain how different parts of the Region relate to one another. For example, the building blocks identify which areas support primarily residential activity versus areas that support more commercial and employment activity. The building blocks are Centers, Corridors, Districts, Neighborhoods, and Landscapes, which are defined for different contexts including Urban, Suburban, Rural, Employment, or University and Research. The following pages go into more detail on each building block and land use category.

The Future Growth Illustration takes into account issues such as access and topography limitations, existing entitlements, and the availability of infrastructure and services to create a coherent vision for how the Region will grow.

An online interactive map is available [here](#).

## FUTURE LAND USE CATEGORIES

Each category depicted on the Future Growth Illustration has a set of Category Guidelines, which describe the characteristics anticipated for these areas as they develop or redevelop. The guidelines apply to development proposals seeking a finding of plan conformance<sup>5</sup> or a plan amendment. The purpose of these guidelines is to determine the appropriateness of a proposal for the Future Land Use Category for Direct-to-Ordinance Zoning Map Amendments<sup>6</sup> and Conditional Use Permits, if applicable. Appropriate zoning for each Future Land Use Category and the future desired densities for Concept Zoning Map Amendments can be found in the Table of Zoning Compatibility for each Land Use Category. [Flagstaff City Code 10-20.50.040.D](#) describes both types of zoning map amendments. Text amendments to the Zoning Code should focus on Goals and Policies in [Chapter 2](#).



**FUTURE GROWTH ILLUSTRATION**

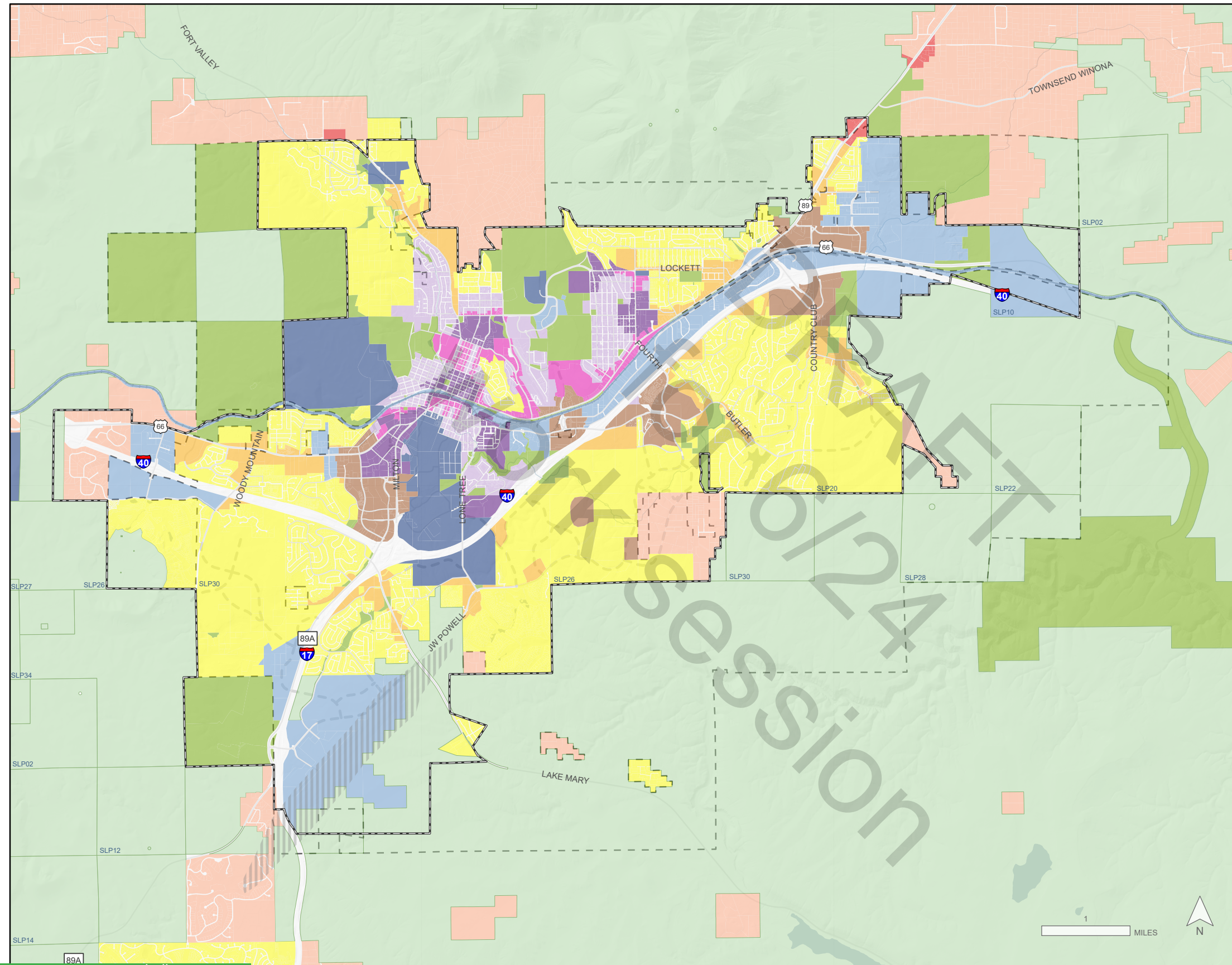
- Centers**
  - Urban Center
  - Suburban Center
  - Rural Center
- Districts**
  - Urban Corridor
  - Suburban Corridor
  - Employment District
  - University and Research District
- Landscapes**
  - Parks and Open Space
  - Federal Lands and Working Landscapes
- Neighborhoods**
  - Urban Neighborhood
  - Suburban Neighborhood
  - Rural Neighborhood
- Airport Overlay Zone
- Planned Roads
- Urban Growth Boundary
- CoF Boundary



Disclaimer: The Future Growth Illustration and desired future conditions do not preclude a property owner from exercising their currently available private development entitlements.

Airbus, USGS, NGA, NASA, CGIAR, NCEAS, NLS, OS, NMA, Geodatastyrelsen, GSA, GSI and the GIS User Community

Policy Map 4-1: Future Growth Illustration - Regional Scale



**FUTURE GROWTH ILLUSTRATION**

- Centers**
  - Urban Center
  - Suburban Center
  - Rural Center
- Districts**
  - Urban Corridor
  - Suburban Corridor
  - Employment District
  - University and Research District
- Landscapes**
  - Parks and Open Space
  - Federal Lands and Working Landscapes
- Neighborhoods**
  - Urban Neighborhood
  - Suburban Neighborhood
  - Rural Neighborhood
- Airport Overlay Zone
- Urban Growth Boundary
- Planned Roads
- CoF Boundary



Disclaimer: The Future Growth Illustration and desired future conditions do not preclude a property owner from exercising their currently available private development entitlements.

Airbus, USGS, NGA, NASA, CGIAR, NCEAS, NLS, OS, NMA, Geodatastyrelsen, GSA, GSI and the GIS User Community

Policy Map 4-2: Future Growth Illustration - City Scale

# TABLE OF DENSITY RANGES

HIGH DENSITY HOUSING (H)		
Density	Housing Type	Location
 <p>30 or more dwelling units per acre</p>	Multi-Family Apartments (3 stories or more), Vertical and Horizontal Mixed Use	Urban and Suburban land use categories that support vertical mixed use development. Transit centered. Integrated community and recreational spaces. May be located on major roads.
MEDIUM-HIGH DENSITY HOUSING (MH)		
Density	Housing Type	Location
 <p>15 to 29 dwelling units per acre</p>	Duplexes, Triplexes, Quadplexes, Multi-Family Apartments (3 stories or more), Live/Work Units, Vertical and Horizontal Mixed Use	Urban and Suburban land use categories where housing, commercial uses, and jobs are intermixed. Transit supportive.
MEDIUM DENSITY HOUSING (M)		
Density	Housing Type	Location
 <p>5 to 14 dwelling units per acre</p>	Detached Single Family, Attached Single Family, Accessory Dwelling Units, Duplexes, Triplexes, Quadplexes, Multi-Family Apartments (2-3 stories), Live/Work Units	Urban and Suburban land use categories with highly connected bicycle and pedestrian infrastructure, where housing can be set back from major roads. Higher densities in this range should be located close to major roads, commercial areas, and may be located where there is existing or planned transit. Lower densities should be located in areas with significant natural and cultural resources to be preserved.
LOW DENSITY HOUSING (L)		
Density	Housing Type	Location
 <p>0 to 4 dwelling units per acre</p>	Farms, Ranches, Detached Single Family, Clustered Housing, Accessory Dwelling Units	Rural and Suburban land use categories where there are significant natural or cultural resources being preserved, agricultural uses, or limited infrastructure.

Table 4-4: The Four Density Ranges

# TABLE OF ZONING COMPATIBILITY FOR EACH LAND USE CATEGORY

**City only:** This table is used to determine compatible zoning categories for findings of conformance and related Category Guidelines. If an application is requesting a zoning category other than those listed below, it may be considered if the proposal meets the future desired density and intensity and conforms to the Category Guidelines in this chapter. Future Desired Density/Intensity is not considered when the requested zoning category is compatible.

Future Growth Illustration Category	Future Desired Density/ Intensity (duac) <sup>9</sup>	Existing Compatible Zoning Categories (City) <sup>10</sup>	Existing Compatible Zoning Categories (County)
<b>CENTERS</b>			
Urban Center (UC)	H, MH	CB, CC, NCC, HR, PF	NA
Suburban Center (SC)	H, MH	HC, NCC, HR, PF, RD	NA
Rural Center (RC)	MH, M	SC, CS, NCC, HR, MR, PF, POS	CG-10,000, CN, PC, PRD, PS, RM-10/A, RM-20/A, RS-6,000
<b>COMMERCIAL DISTRICTS</b>			
Urban Corridor (UCO)	H, when residential or mixed use is proposed	CS, CC, NCC, PF, HR	NA
Suburban Corridor (SCO)	H, MH when residential or mixed use is proposed	SC, CS, HC, NCC, PF, HR	NA
<b>EMPLOYMENT DISTRICTS</b>			
Employment District (EMP)	Desired density is dependent on the compatibility with and pattern of the primary use and surrounding context.	RD, HI, HI-O, LI-O, LI, PF <i>Commercial and residential zones, when complementary to a primary zone in a master planned development, may be allowed.</i>	CG-10,000, CH-10,000, IH-6,000, IL-10,000, IP-20,000, MR
University & Research District (URD)	Desired density is dependent on the compatibility with and pattern of the primary use and surrounding context.	RD, LI-O, LI, PF <i>Limited HI when part of a campus plan. Commercial and residential zones may be allowed when complementary to a primary zone in a master plan or campus plan.</i>	CG-10,000, CH-10,000, IH-6,000, IL-10,000, IP-20,000, PS
<b>LANDSCAPES</b>			
Parks and Open Space (PS)	NA	PF, POS	PS, OS
Federal Lands and Working Landscapes	NA	PLF, PF, POS	Existing entitlements



Future Growth Illustration Category	Future Desired Density/ Intensity (duac) <sup>9</sup>	Existing Compatible Zoning Categories (City) <sup>10</sup>	Existing Compatible Zoning Categories (County)
<b>NEIGHBORHOODS</b>			
Urban Neighborhood (UN)	H, MH MH, M in a historic district	HR, MR, PF, MH, NCC, CS <i>POS zoning may be considered as an accessory zone to a development project.</i>	NA
Suburban Neighborhood (SN)	H, MH, M in the UGB M, L outside the UGB	R1, R1-N, MR, HR, PF, POS, MH, SC, NCC	RS zones, RM 10/a, RM 20/a, MHP, RMH, PC, PRD
Rural Neighborhood (RN)	L	R1, RR, ER, PF, POS, MH	G, AR zones, RR zones, RS zones, PC, PRD
<b>Legend of Table Abbreviations:</b>			
<b>Duac:</b> Dwelling units per acre.	High Density Residential (HR)	Public Lands Forest (PLF)	
<b>City Zoning Abbreviations:</b>	Highway Commercial (HC)	Public Open Space (POS)	
Central Business (CB)	Light Industrial (LI)	Research and Development (RD)	
Commercial Service (CS)	Light Industrial Open (LI-O)	Rural Residential (RR)	
Community Commercial (CC)	Manufactured Housing (MH)	Single-Family Residential (R1)	
Estate Residential (E)	Medium Density Residential (MR)	Single-Family Residential Neighborhood (R1N)	
Heavy Industrial (HI)	Neighborhood Community Commercial (NCC)	Suburban Commercial (SC)	
Heavy Industrial Open (HI-O)	Public Facility (PF)		
<b>County Zoning Abbreviations:</b>			
Agricultural Residential (AR)	Industrial Park (IP-20,000)	Residential and Manufactured Home Zone (RMH)	
Commercial General-10,000 sq.ft. min (CG-10,000)	Light Industrial-10,000 sq. ft. (IL-10,000)	Residential Multiple Family-10 units (RM-10/A)	
Commercial Heavy-10,000 sq.ft. min (CH-10,000)	Manufactured Home Park (MHP)	Residential Multiple Family-20 units (RM-20/A)	
General-10AC min (G)	Mineral Resource (MR)	Rural Residential (RR)	
Heavy Industrial - 6,000 sq. ft. min (IH-6,000)	Open Space and Conservation (OS)	Residential Single Family (RS)	
	Planned Community (PC)		
	Planned Residential Development (PRD)		
	Public and Semi-Public (PS)		

For more information on City and County zones, see the [City of Flagstaff Zoning Code 10-40](#) and the [Coconino County Zoning Ordinance](#).

This table should be updated as part of the ordinance for Zoning Code Text Amendments concurrently without the need for a separate plan amendment process. If one jurisdiction adopts a change to the table or map, the other entity can update its version administratively with a notice at a City Council or Board of Supervisors' meeting.

**Density Calculations:**

1. Density is calculated using the methods and procedures outlined in the respective Zoning Code of the City or County.
2. If proposed as part of a master block plat or specific plan, density can be calculated across the entire area included within the plat or plan.
3. Calculations of density for the purpose of Regional Plan conformance exclude use of density bonuses when the proposal would achieve more than the maximum density.
4. Commercial or industrial parcels that do not include housing should not be included in the density calculation.



# GUIDELINES FOR ALL FUTURE LAND USE CATEGORIES

## All Categories

Still under construction. These are still under staff review.  
Policies moved to this section would need to be deleted from Chapter 3.

## All Neighborhoods

Still under construction. These are still under staff review.  
Policies moved to this section would need to be deleted from Chapter 3.

## Transportation and Utilities

Still under construction. These are still under staff review.  
Policies moved to this section would need to be deleted from Chapter 3.

Still under construction. These are still under staff review.  
Policies moved to this section would need to be deleted from Chapter 3.

## BUILDING BLOCK: CENTERS

Centers provide basic goods, services, and employment to significant parts of the Region and areas outside it. They may include one or more neighborhoods and serve adjoining neighborhoods. Some Centers may provide unique or specialized opportunities (such as arts and entertainment) that define their character and are best supported by larger markets.

Existing Urban Centers, such as Downtown Flagstaff and the Flagstaff Medical Center, Suburban Centers like South Milton Road, and Rural Centers such as Shadow Mountain Drive in Bellemont, are located around the intersection of major transportation corridors. Centers should contain a mix of housing, jobs, and services at densities that are appropriately scaled to their context (Urban, Suburban, Rural), as well as appropriate transportation and transit infrastructure.

Still under construction. These are still under staff review.

Policies moved to this section would need to be deleted from Chapter 3.

### WHAT IS TRANSIT-SUPPORTIVE LAND USE?

Transit does not operate efficiently if destinations, people, and jobs are spread out and difficult to access. Transit-supportive land use is a style of development that puts people and places within easy reach by using transit. The Code Analysis Project has determined that transit supportive densities in the City should be no less than eight dwelling units per acre (duac). The exploratory scenario planning efforts showed the community would realize more benefits from supporting higher-density developments in Centers and Corridors. Increasing density in proximity to existing transit can support higher frequency services. Transit-supportive locations provide people who live, work, and visit the Region with a range of mobility options, services, and recreational opportunities, as well as access to key destinations such as employment centers and schools, within a short distance from their homes. Building to support transit use is the economical and efficient way to add travel capacity without significantly increasing roadway capacity, helping more people travel without increasing travel times. Although it is not a new concept, it could be a new consideration as the Region continues to grow. Successful transit-supportive land use has the following characteristics:

- » **Public Realm:** Streets, sidewalks, and public gathering spaces make up the public realm. Transit-supportive public realms focus on walking. Short blocks are a sign of a well-connected street network. Wider sidewalks and engaging streetscapes make walking feel more comfortable. Bike lanes and crosswalks allow multiple transportation modes to share the roadway.
- » **Physical Form:** Transit-supportive land use does not stop at the sidewalk. The ways that buildings are designed and that vehicles are parked have a significant impact on the way people interact with a neighborhood, corridor, or district. Transit-supportive design principles focus on improving the pedestrian realm. Key features include active ground-floor uses, accessible and inclusive spaces, parking lots that do not front the roadway, and direct pedestrian connectivity from the building to the bus stop.
- » **People:** Activity is the biggest driver of transit ridership. Transit-supportive land use promotes a compact mix of people and jobs. Destinations should be diverse with a mix of uses to keep activity high throughout the day.

## Urban Center (UC)

Urban Centers have a higher intensity of people, residences, jobs, and activities. Where feasible, streets and sidewalks are in a grid pattern of relatively small blocks. The area is walkable, and a variety of services and goods is available. Creating large, vehicle-oriented intersections is avoided by introducing more frequent and better connected arterial and collector roadways. Urban Centers are transit-supportive districts that encourage increasing transit frequency, ridership, and stops.

### Category Guidelines

#### Urban Centers should:

##### Connectivity

- » Be designed based on gridded streets, while considering constraints on connectivity such as topography, the railroad, and highways.
- » Develop high pedestrian, bicycle, and transit connectivity via the street network and improved with dedicated facilities.
- » Provide access and services through sidewalks and alleys which in some locations, also provide attractive and interesting public spaces.

##### Housing Types

- » Mixed use Buildings, Apartments, Live- Work Units, Historic buildings

##### Mix and Location of Uses

- » Encourage commercial uses and mixed-use developments with co-located residential and commercial uses.
- » Prefer vertical-mixed uses; buildings that are solely commercial should be a minimum of two stories.
- » Locate midrise apartment buildings without a commercial first floor walking distance from the central commercial area.
- » Locate limited auto-oriented uses such as gas stations, car washes, and drive-through restaurants on major and minor arterials while ensuring they have a pedestrian-oriented design.
- » Allow for limited drive-up booths and drop-off areas for banks, hotels, food and beverage kiosks, and similar uses.
- » Implement managed parking, such as a ParkFlag district.

##### Design and Other Considerations

- » Provide accessibility to ground-floor businesses and community services for pedestrians directly from a public space.
- » Allow for residential and mixed-use buildings facing arterials to be set back for larger pedestrian zones and to reduce noise for residents.
- » Encourage new multi-story, mixed-use buildings to have windows and doors facing sidewalks.
- » Give preference to adaptive reuse of buildings and development of vacant and underutilized parcels over demolishing historic buildings and landmarks.

##### Parks

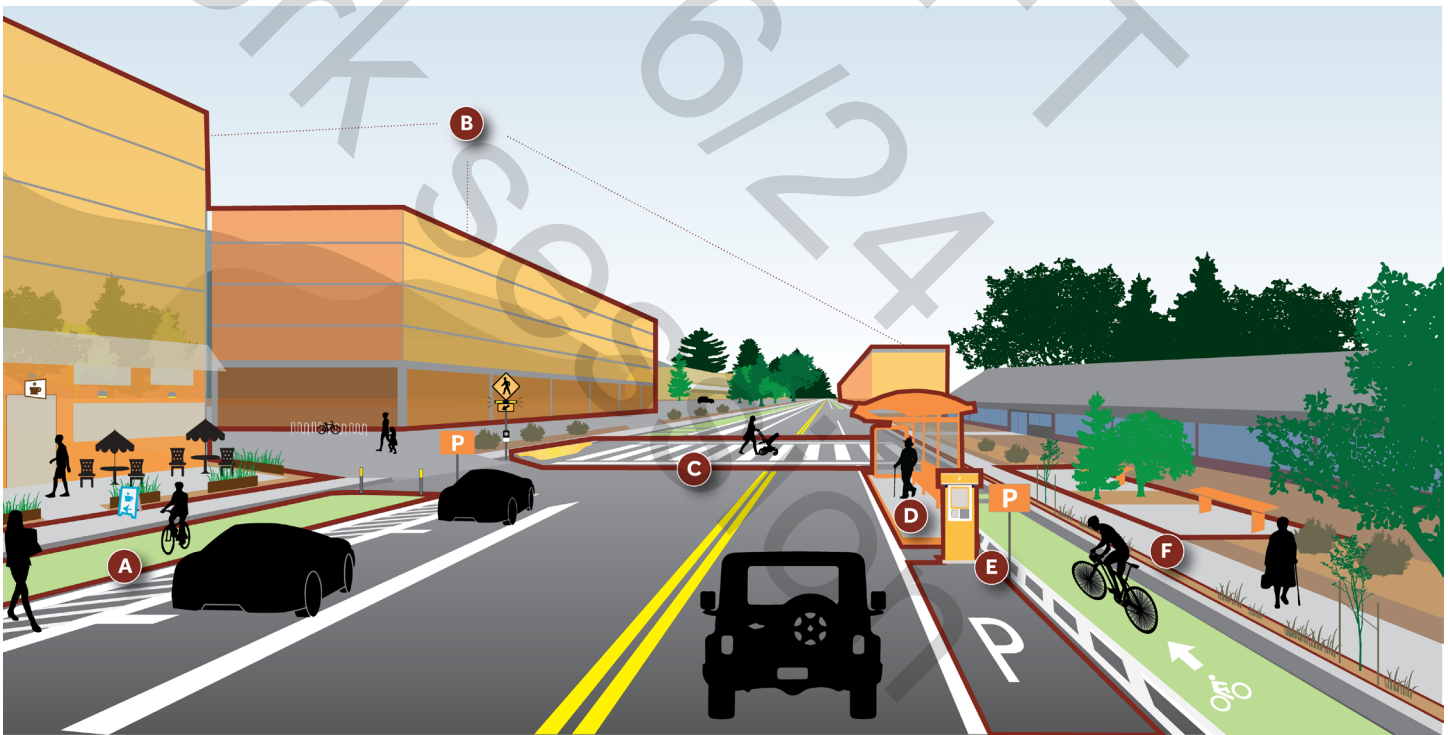
- » Create central and activated public spaces.
- » Provide connectivity to open spaces and parks within a quarter to one-third of a mile walking distance.



Village at Aspen Place (75 duac)

The concept below illustrates a shopping area (top image) that developed into an urban form, with taller, mixed-use buildings and improvements to bicycle, pedestrian, transit, and parking infrastructure (bottom image). The building forms are conceptual and do not reflect specific architectural styles, massing, or details.

**Figure 4-2: Current and Desired Condition of an Urban Center**



- A** Improved bicycle infrastructure
- B** Mixed use buildings or midrise apartments
- C** Enhanced pedestrian crossings
- D** Transit options
- E** On street parking with pedestrian safety buffer
- F** Improved landscaping and street furniture

## Suburban Center (SC)

Suburban Centers have a medium-to-high intensity of people, residences, jobs, and activities. The area is walkable, and a variety of services and goods are available. Arterial and collector streets and sidewalks are well connected and support all transportation modes. Separated paths for active transportation are commonly found midblock. Transit-supportive development is desired.

### Category Guidelines

#### Suburban Centers should:

##### Connectivity

- » Develop backage roads and retrofitted street connections using commercial local or collector systems to create access for businesses and mixed-use areas.
- » Connect bike and pedestrian infrastructure across the block and not solely around the block edges.
- » Encourage transit-supportive development.

##### Housing Types

- » Mixed use Buildings, Apartments

##### Mix and Location of Uses

- » Support developments such as horizontal and vertical mixed-use, multistory, large commercial, office, multifamily, and residential.
- » Encourage residential uses co-located with commercial uses within mixed-use developments.
- » Consider employment and compatible industrial land uses.

##### Design and Other Considerations

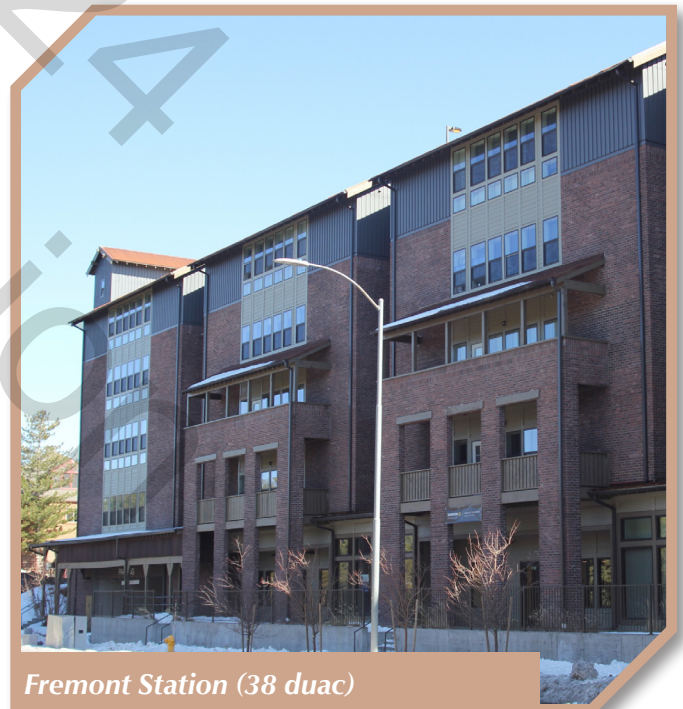
- » Use shared parking, managed parking, and cross property access to create efficient parking and circulation that serves multiple properties whenever possible.

##### Parks

- » Provide connectivity to open spaces and parks within a quarter to one-third of a mile walking distance.



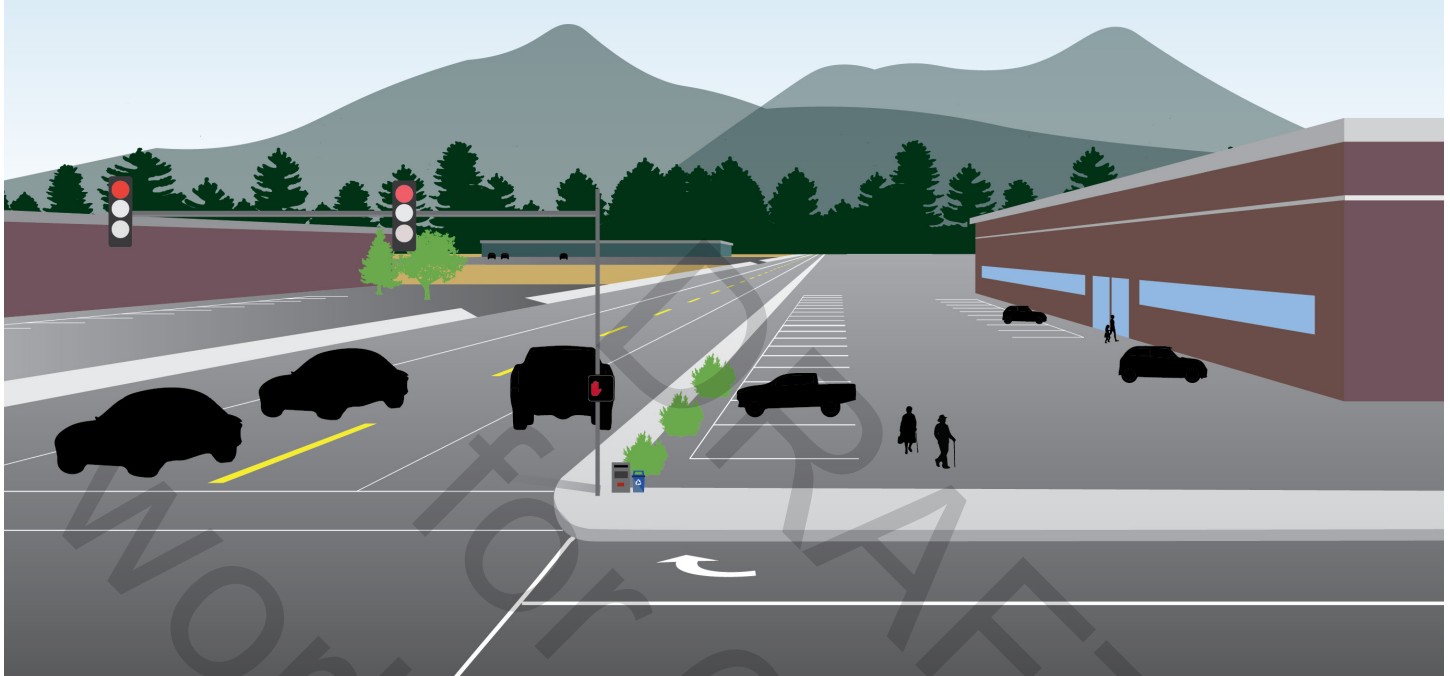
*The Standard (51 duac)*



*Fremont Station (38 duac)*

The concept below illustrates a shopping area (top image) where a taller, mixed-use building has been added and space for parking was reallocated for two-story infill buildings and civic space (bottom image). Pedestrian, bicycle, transit, and parking improvements have also been added. The building forms are conceptual and do not reflect specific architectural styles, massing, or details.

**Figure 4-3: Current and Desired Condition of a Suburban Center**



- A** Transit options
- B** Mixed use buildings or midrise apartments
- C** Enhanced pedestrian crossings
- D** Improved bicycle infrastructure
- E** Plaza/ civic space
- F** Incremental infill
- G** On street parking
- H** Landscape buffer

## Rural Center (RC)

Rural Centers are designated locations in unincorporated areas and the edge of the City that are appropriate for locally serving retail and service businesses. Rural Centers serve as focal points for the community in which they are located. Their objective is to reduce the need to travel out of the area to meet day-to-day needs. Development in this category maintains a scale, height, intensity, and architectural character appropriate to the rural community and may include retail, civic and office uses, transit, agricultural uses, and schools.

### Category Guidelines

#### Rural Centers should:

##### Connectivity

- » Provide bicycle and pedestrian access to and from nearby commercial and residential areas.
- » Provide park-and-ride services.

##### Housing Types

- » Single family homes may be located behind businesses and services.
- » Include mixed-use and multifamily housing where appropriate.

##### Mix and Location of Uses

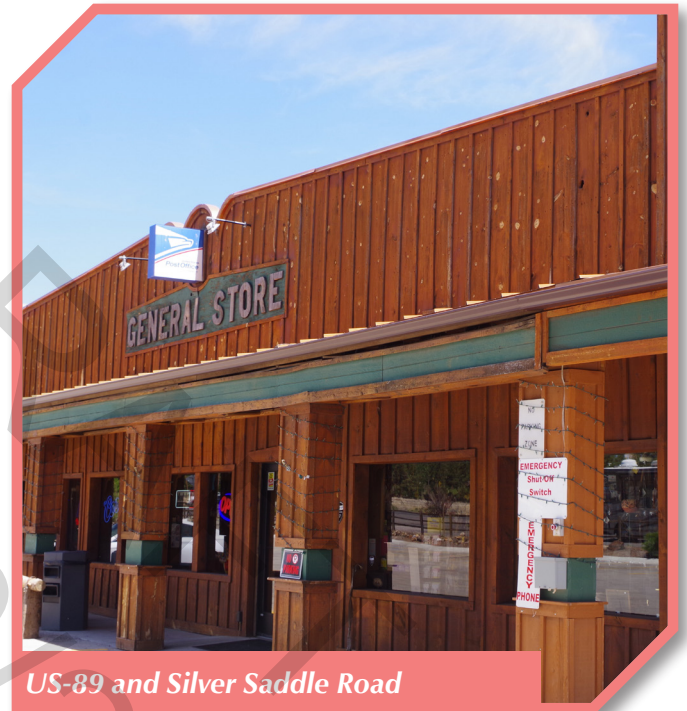
- » Highly encourage services that support agriculture.

##### Design and Other Considerations

- » Have easily accessible parking in shared lots and street parking.

##### Parks

- » Provide social gathering places.
- » Provide connectivity to open spaces and parks to the extent possible.
- » Consider equestrian accessibility from rural neighborhoods.



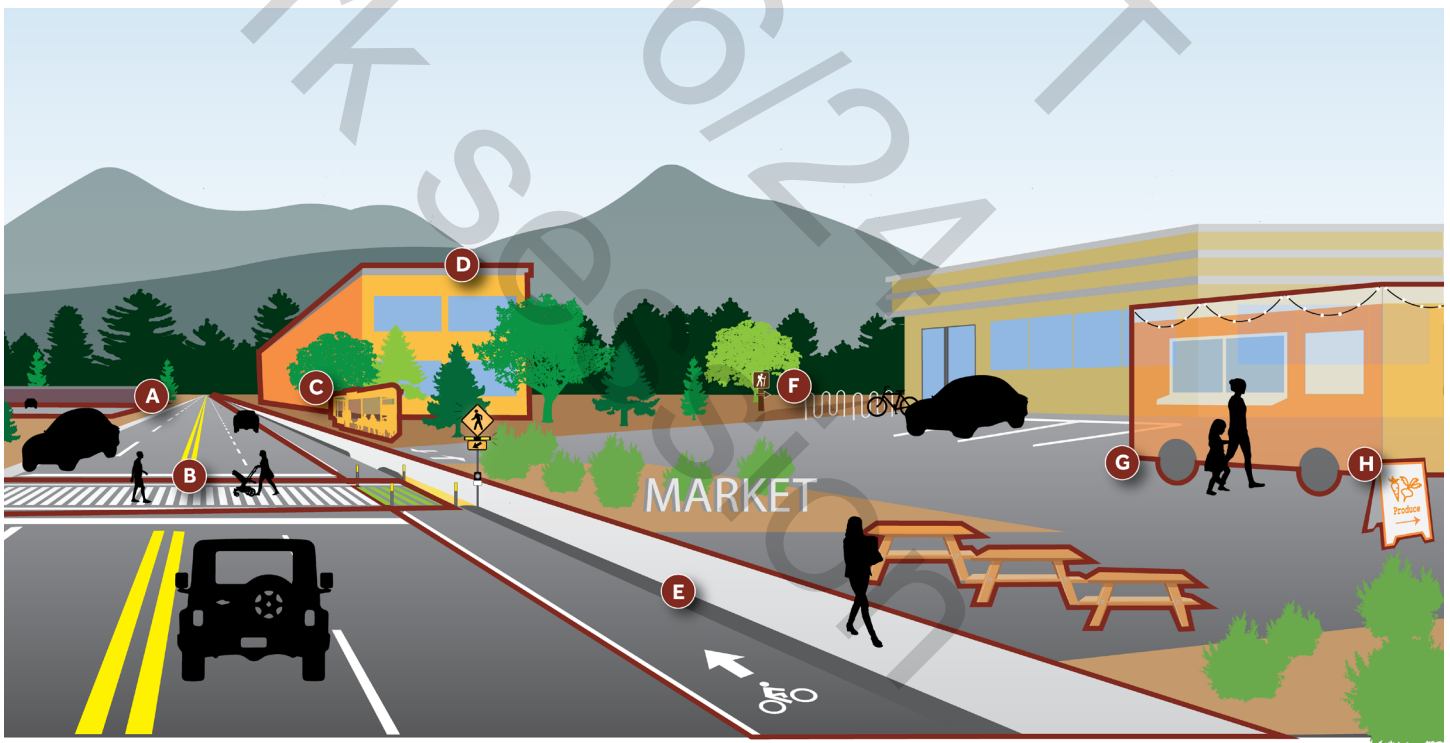
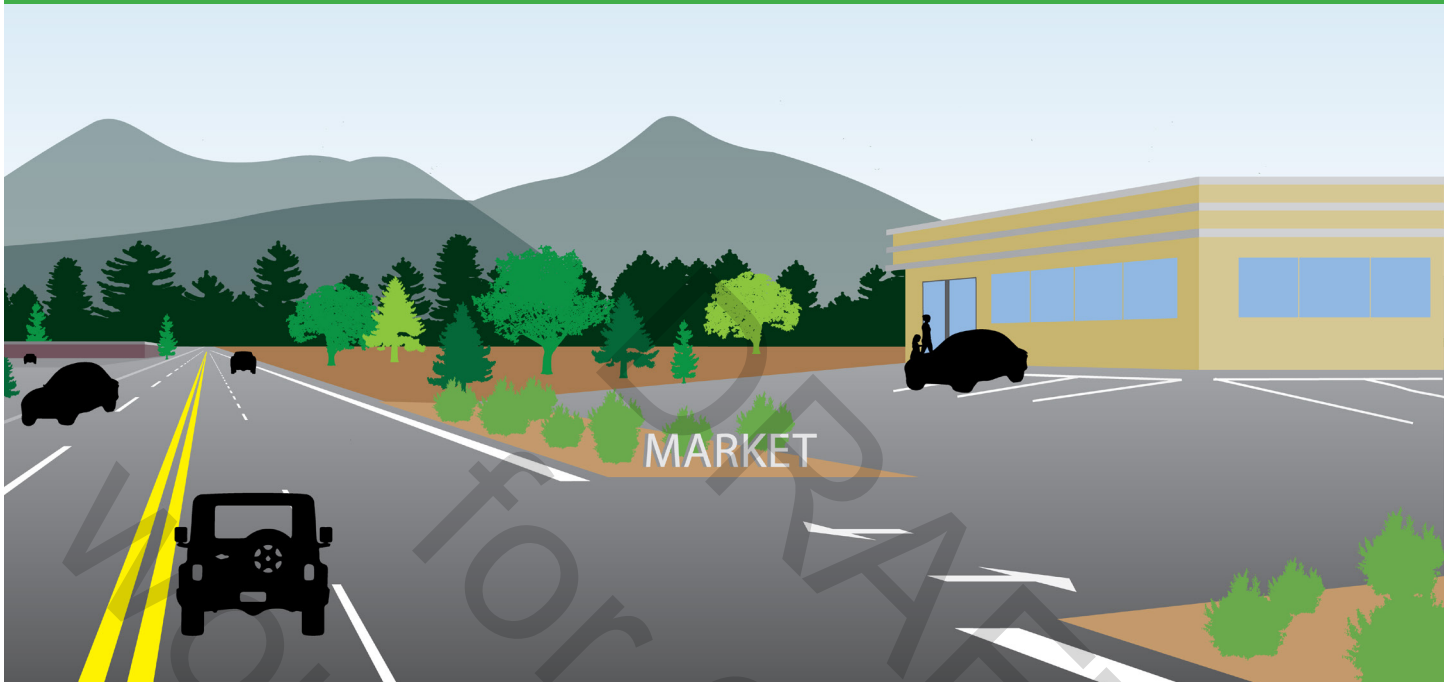
US-89 and Silver Saddle Road



7810 US-89

The concept below illustrates a rural shopping area (top image) that developed into a more active center with a mixed-use building including residential; a temporary produce stall and seating area; and pedestrian, bicycle, and transit infrastructure improvements (bottom image). The building forms are conceptual and do not reflect specific architectural styles, massing, or details.

**Figure 4-4: Current and Desired Condition of a Rural Center**



- A** Park and ride opportunity
- B** Enhanced pedestrian crossing
- C** Public transit
- D** Incremental infill
- E** Sidewalk and bike lane improvements
- F** Trail connections
- G** Active temporary uses
- H** Support of agriculture

# BUILDING BLOCK: DISTRICTS

There are two types of Districts: Commercial and Employment. Districts have less mixed use than Centers but allow for a variety of uses to support the District's purpose.

## Commercial Districts

Urban and Suburban Corridors are linear areas of properties outside of or connecting Centers that have frontage on major roads, emphasize commercial development, and support high-density residential. Auto-oriented commercial uses are more typical in these areas and improvements to safe, convenient bicycle and pedestrian infrastructure and transit facilities are important. The land uses, characteristics, and densities of these areas support residential and commercial development at densities and intensities that are high enough to support transit.

## Urban Corridor (UCO)

Urban Corridors are made up of parcels with direct access to arterials and collectors that serve large capacities of people and vehicles for commercial purposes in an urban context outside of Centers. Street parking, active transportation, and transit are encouraged, and pedestrian safety is a priority. Urban Corridors provide well-designed signage, landscaping, and public spaces, with shops, services, and multifamily housing in buildings that front the street. A variety of services and uses meet the daily needs of residents in nearby neighborhoods and the Region.

**Future Desired Density/Intensity:** High Density, when residential or mixed use is proposed.

### Category Guidelines

**Urban Corridors should:**

#### Connectivity

- » Develop a system of high-quality, accessible pedestrian, bicycle, and transit facilities along urban corridors.

#### Mix and Location of Uses

- » Support transit- and pedestrian-oriented commercial development.
- » Encourage residential and office uses located above commercial uses.
- » Give preference to vertical mixed use with commercial buildings that are at least two stories tall.
- » Minimize the impact of automotive-oriented uses, such as drive-throughs and car washes, on active transportation facilities.



Route 66 and N WC Riles Street

See *Urban Center for Housing Types, Parks and Design and Other Considerations*

## Suburban Corridor (SCO)

Suburban Corridors are made up of parcels with direct access to arterials and collectors that serve large capacities of people and vehicles for commercial purposes outside of Centers. More intense land uses and pedestrian safety are a priority in this setting. A variety of services and uses meet the daily needs of residents in nearby neighborhoods and the Region.

**Future Desired Density/Intensity:** High Density and Medium-High Density, when residential or mixed use is proposed.

### Category Guidelines

**Suburban Corridors should:**

#### Connectivity

- » Develop high-quality, accessible pedestrian, bicycle, and transit facilities on or parallel to streets.
- » Provide off-street pedestrian and bicycle facilities at regular intervals to connect with nearby neighborhoods and other residential developments.
- » Provide backage roads and cross property connections where needed to manage access on the collector or arterial.

#### Mix and Location of Uses

- » Encourage multifamily residential uses located above and behind commercial uses.
- » Increase the variety of housing types along a corridor where only commercial is present.
- » Allow for automotive-oriented uses and drive-throughs.



**2080 S Milton Road**

*See Suburban Center for Housing Types, Parks and Design and Other Considerations*

## Employment Districts

Employment Districts are larger land areas dominated by a primary employment sector or industrial uses. Sectors may include industrial, commercial, education, technology, transportation, and other appropriate categories. The concentration or nature of the employment can require specialized transportation such as rail and interstate access. The nature of an Employment District may require mitigating impacts to nearby land uses. These areas are some of the Region's economic engines and should be protected against significant encroachment from non-employment uses. While these districts can include housing and commercial uses, they would not be the primary uses. When centrally located, these districts can be well served by public transportation infrastructure and achieve intensities high enough to support transit.

### Employment District (EMP)

Employment Districts are for office parks, light and heavy industrial uses, and mixed-use business parks. Their purpose is to support jobs and economic vitality within the Region.

#### Category Guidelines

#### Employment Districts should

#### Mix and Location of Uses

- » Encourage the continued intensification and expansion of uses in an Employment District, and protect existing industrial, warehousing, and distribution uses from encroachment of incompatible uses.
- » Locate new industrial areas near the airport, rail line, major highways or the interstate, and ensure they are designed to mitigate impacts to surrounding uses.
- » Promote non-residential development adjacent to existing or planned aggregate/mineral mining operations.
- » Discourage land uses incompatible with airport and flight operations.

*Proposed commercial or residential uses should prove that they meet the following criteria:*

1. The use is part of an overall planned development<sup>7</sup>.
2. The commercial or residential use does not inhibit those uses identified for the specific light industrial, heavy industrial, or business park areas.
3. The use does not encroach on the ability to recruit new business or expand existing businesses, such as: (a) the site characteristics and those of the surrounding area mean that the commercial or residential use is removing the potential for a future office, research and development, business park, or industrial use; or (b) there is sufficient vacant land within the business park to allow for the expansion of the existing industries and complementary uses that can



**Gore Campus**



**S Flagstaff Ranch and Dark Sky roads**



improve their performance.

- 4. Workforce housing tied to a specific employer in proximity to their workplace may be considered in all employment areas.

### Design and Other Considerations

- » Fencing should be limited where riparian areas and wildlife corridors are identified. Wildlife-friendly fencing is preferred in all areas with wildlife corridors.

### Parks

- » May include parks that support healthy living and open space preservation that support protection of significant natural resources and cultural resources.

## University and Research District (URD)

University and Research Districts are places for industry, tourism, research and development, and education that are master planned to support creativity and innovation. They have many features of Employment Districts but are usually anchored by an institutional, medical, or military use. They support research, testing, prototyping and experiential learning as well as more traditional university and business park uses. They may be planned as campuses that allow students, faculty, employees, researchers, and others to live and work in a walkable and cohesive district.



NAU Campus

### Category Guidelines

#### University and Research Districts should:

##### Connectivity

- » Ensure that the road connectivity and pedestrian and bicycling infrastructure support a park-once environment.
- » Ensure there is access to public transit.

##### Mix and Location of Uses

- » Support a mix of uses and campus-like settings that support the anchor institution’s mission and purpose, including housing.
- » Allow for public and quasi-public settings.
- » Encourage conformance with the [Joint Land Use Study \(JLUS\)](#) for Camp Navajo and the Naval Observatory Station – Flagstaff.

# BUILDING BLOCK: LANDSCAPES

Landscapes are made up of parks, open spaces, recreational lands, federally and state-managed lands, and private inholdings surrounded by National Forests. These areas may be sparsely populated with very low-density housing and have major utility corridors, isolated industrial uses (such as lumbermills and materials mining), agricultural operations, and recreational land uses. The priority for these areas is to provide access to natural landscapes and to conserve natural and cultural resources. They are also essential areas to support rural development and community resilience to many hazards (see [Chapter 8, Parks, Recreation, and Open Space](#), for more information). Landscapes should be managed to maintain low fuel densities.

## ⋮ Parks and Open Spaces.....

This land-use category supports parks, open spaces, recreational and cultural facilities, and event spaces. See [Chapter 8, Parks, Recreation, and Open Space](#) for more information.

### Category Guidelines

#### Parks

- » In greenfield sites and new developments, incentivize the creation of public parks and open space that fit the identified needs of the City and County master plans.
- » As greenfield sites are developed, ensure that new parks and open spaces have a balance of amenities, a flow with the natural and historical surroundings, are accessible to all, and provide complementary amenities to existing public parks in the Region. Ensure that park and open space opportunities are identified in neighborhood and area plans and are included in capital planning and acquisition plans.
- » Ensure that regional parks and the nearby neighborhood parks have a balance of amenities that are appropriate to the park classification and context.
- » Design walking and bicycling improvements to achieve access of 10 minutes or less to City parks and designated open space for City residents (City only).
- » Design urban parks in neighborhoods of concentrated low-to-moderate-income households, and where the accessibility to parks and open spaces within a 10-minute walk has been diminished or is missing (City only).

#### Design and Other Considerations

- » In urban parks, provide activated and safe public spaces of various sizes where there are gaps in accessibility to open space (City only).
- » Ensure that the landscaping, buildings, and activities within urban parks support safety and reflect the character of the surrounding neighborhood.
- » Design the parking, access points, and entrances and exits of regional parks to support safe and well organized, higher-impact recreational activities such as fairs, expos, rodeos, concerts, performances, farmer’s markets, and tournaments.



**Bushmaster Park**

## Federal Lands and Working Landscapes

Federal Lands are managed by a federal land management agency or as a Department of Defense installation. Federal properties may also be assigned other land uses.

Working Landscapes are state, city, or private inholdings in large areas of Federal Lands that may contain a residence but may also be managed for natural and cultural resources including sacred sites, forest restoration, research, workforce development and training, managed recreation, ecotourism and facilities, ranching, mining, or other agricultural or industrial uses.

### Category Guidelines

#### Connectivity

- » Development that requires road access should not exceed what is permitted by federal agencies that provide road use permits or easements.<sup>8</sup>
- » Seek opportunities for linking urban trails to public lands.

#### Housing Types

- » Development of housing subdivisions should be discouraged on these lands because of lack of infrastructure and access. Employee housing may be appropriate. Residential uses may be developed under existing entitlements.

#### Mix and Location of Land Uses

- » Forestry, mineral extraction, recreation developments, and land uses compatible with surrounding federal land management plans may be considered appropriate uses so long as they do not require extension of water and sewer infrastructure.

#### Design and Other Considerations

- » When housing is proposed using existing entitlements, housing development should be designed using the principles of integrated conservation design to preserve natural and cultural resources.



*View of cinder cones and the San Francisco Peaks from federal lands*



*A timber landing site*

## BUILDING BLOCK: NEIGHBORHOODS

Neighborhoods focus on providing the Region’s housing and a social community with amenities for residents. Neighborhoods can be defined by architecture, history, and social and familial connections. The scenario planning effort demonstrated that the Region will need incremental increases in density throughout existing neighborhoods, and steady development with increased density in new growth or greenfield areas to address its housing affordability challenge and the impacts of climate change.

Neighborhoods that provide a variety of housing types and have a walkable pattern of development are key to overcoming these challenges. To support active transportation and transit goals, the Region must allow a broad range of denser compact housing types and improve bicycle and pedestrian infrastructure in and between neighborhoods (See [Chapter 3](#) for active transportation maps).

### Neighborhood Commercial

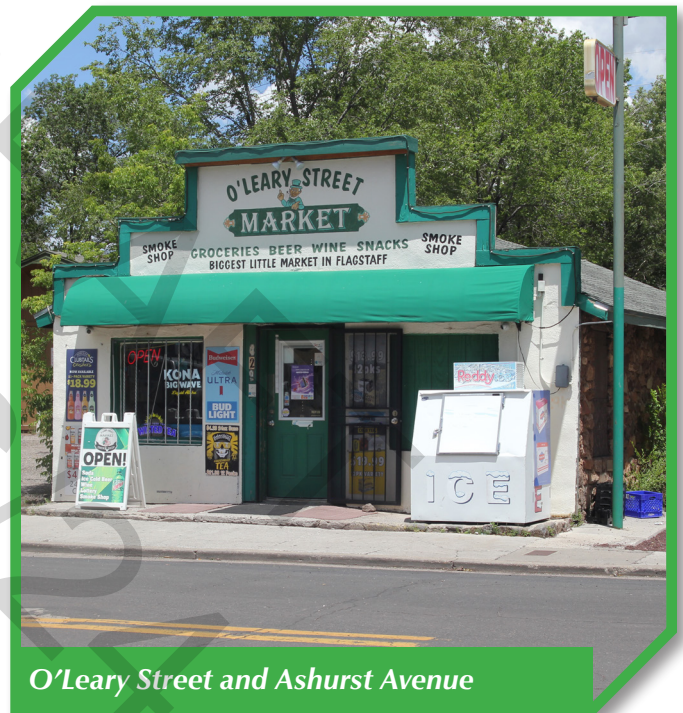
Neighborhood Commercial is a subcategory of the uses promoted in Urban and Suburban Neighborhoods. Neighborhood Commercial areas provide public and commercial gathering places and access to a variety of services or goods within walking or biking distance of residents’ homes. They could be anchored by an existing business or neighborhood institution in an otherwise residential area, a park or civic space, or even a single vacant lot with temporary uses. Neighborhood Commercial uses can grow incrementally around an existing commercial business, new areas based on a gap in walkable services in an existing neighborhood, or can be included in the development of greenfield neighborhoods. This incremental approach to commercial development supports community vitality. Some Neighborhood Commercial may remain small, temporary, and seasonal.

Neighborhood Commercial areas are not mapped on the Future Growth Illustration. Their location may be identified as part of new development proposals, in neighborhood plans, or in a city-wide effort. Neighborhood Commercial allows any parcel in a Suburban or Urban Neighborhood to be rezoned to zoning categories that allow low-to-moderate intensity commercial uses of 45 feet or less in height without a plan amendment.

#### Subcategory Guidelines

##### Mix and Location of Land Uses

- » Potential uses include permanent locations for temporary uses, home-based businesses, food-related retail, stand-alone commercial, and mixed-use buildings.
- » Neighborhood Commercial locations in existing neighborhoods may be identified in neighborhood plans or area plans.
- » Building and zoning codes may be revised to allow by-right, conditional use permits, and lower-cost development for a broad range of temporary and commercial uses in preferred locations.
- » Provide a regulatory framework to support micro-entrepreneurship in Neighborhood Commercial areas.
- » Neighborhood Commercial locations should be on streets that can support on-street parking or commercial traffic and are safely accessed by pedestrians and bicyclists.



*O'Leary Street and Ashurst Avenue*

The Neighborhood Commercial concept below illustrates a neighborhood street with an existing store (top image), where additional commercial uses have been added, including a temporary food truck pop-up in a parking lot and a home-based business (bottom image). Pedestrian and bicycle improvements have also been made. The building forms are conceptual and do not reflect specific architectural styles, massing, or details.

*Figure 4-5: Current and Desired Condition of Neighborhood Commercial*



- A** Traffic calming and rainwater catchment landscaping
- B** Active temporary uses
- C** Neighborhood serving retail

## Urban Neighborhood (UN)

Urban Neighborhoods support a variety of missing middle housing types, such as apartments, townhomes, live-work units, quadplexes and triplexes, duplexes, and single-family housing on small lots with accessory dwelling units. Mixed and commercial uses supporting shops, services, offices, and institutions are also common in Neighborhood Commercial areas.

### Category Guidelines

#### Urban Neighborhoods should:

##### Connectivity

- » Include direct local street connections between Urban Neighborhoods and adjacent centers – supplemented by off-street pedestrian and bicycle connections to improve accessibility to nearby destinations and transit—in the design of new developments.
- » When establishing connectivity in new urban neighborhoods, consider constraints such as topography, the railroad, and highways when building gridded streets.

##### Housing Types

- » Support a variety of housing types, intermixed throughout the neighborhood as the predominant housing pattern.
- » Design missing middle housing to respect the design traditions of historic neighborhoods.

##### Mix and Location of Uses

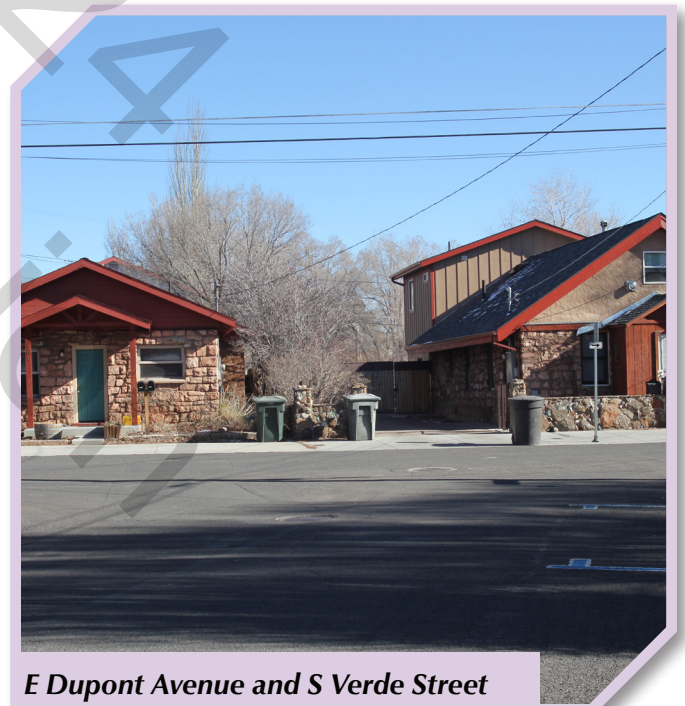
- » Encourage the creation of more housing units, especially where access to transit is readily available.
- » Industrial uses are limited in Urban Neighborhoods but may be allowed where there is a historic context for them, such as the Southside and Sunnyside neighborhoods.
- » Neighborhood Commercial areas are common in Urban Neighborhoods and are an amenity for nearby residents.

##### Design and Other Considerations

- » Encourage adaptive reuse to increase the number of units within larger historic structures.

##### Parks

- » See Parks and Open Space



## Suburban Neighborhood (SN)

Suburban Neighborhood areas are residential neighborhoods that support a variety of single-family, missing middle, and multifamily housing types, such as single-family homes, duplexes, triplexes, quadplexes, townhomes, and apartments. The street pattern and block sizes may be variable.

### Category Guidelines

#### Suburban Neighborhoods should:

##### Connectivity

- » Have streets that are well organized and provide additional mid-block pedestrian and bicycle access to Centers, Corridors, Neighborhood Commercial, transit stops, parks and open space.

##### Housing Types

- » Support a wide variety of missing middle housing types that may be located in larger groupings and blocks compared to Urban Neighborhoods.
- » Outside the UGB, single family homes with intermixed missing middle housing is the predominant housing pattern.

##### Mix and Location of Uses

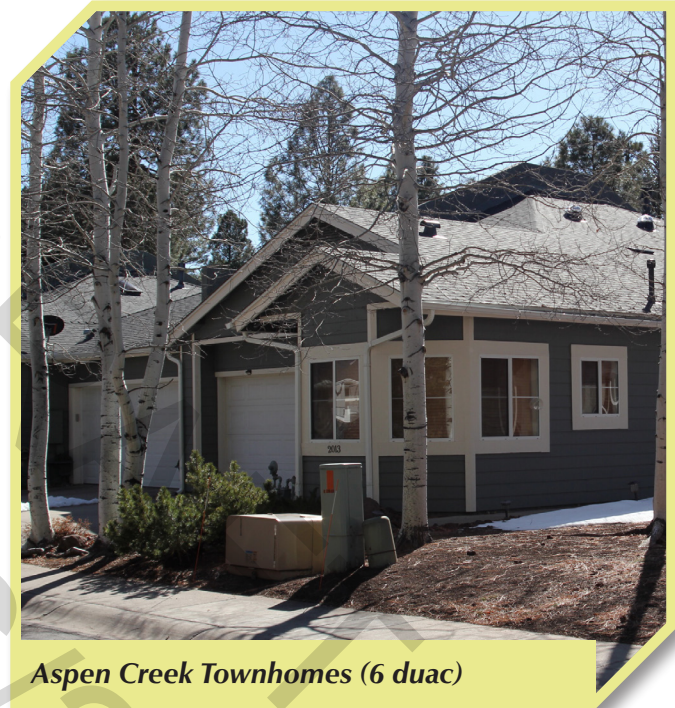
- » Promote cluster development to preserve natural and cultural resources with tools such as conservation easements and cluster subdivisions, planned residential or unit development, and transfer of development rights.
- » Home-based businesses, schools, and recreational facilities are appropriate.
- » Neighborhood Commercial areas are common in Suburban Neighborhood and are an amenity for nearby residents.

##### Design and Other Considerations

- » Allow for housing units to be divided to provide more housing and to have additions that support more units.
- » A portion of neighborhoods should be dense enough to support transit (at least 8 duac) in proximity to existing and planned stops.

##### Parks

- » See Parks and Open Space



## Rural Neighborhood (RN)

Rural Neighborhoods have a low density of people, residences, jobs, and activities; paved and unpaved two-lane roads with natural edges; and minimally available services and goods for residents. Connectivity to designated paths and trails exists when possible. Rural public transit and opportunities to transfer to carpool and transit commuting may exist. Open space and agricultural uses are abundant.

### Category Guidelines

#### Rural Neighborhoods should:

##### Connectivity

- » Provide trail access at trailheads, within a short drive from residences, or at an edge of the neighborhood.

##### Housing Types

- » Single family homes with accessory dwelling units and agricultural buildings

##### Mix and Location of Uses

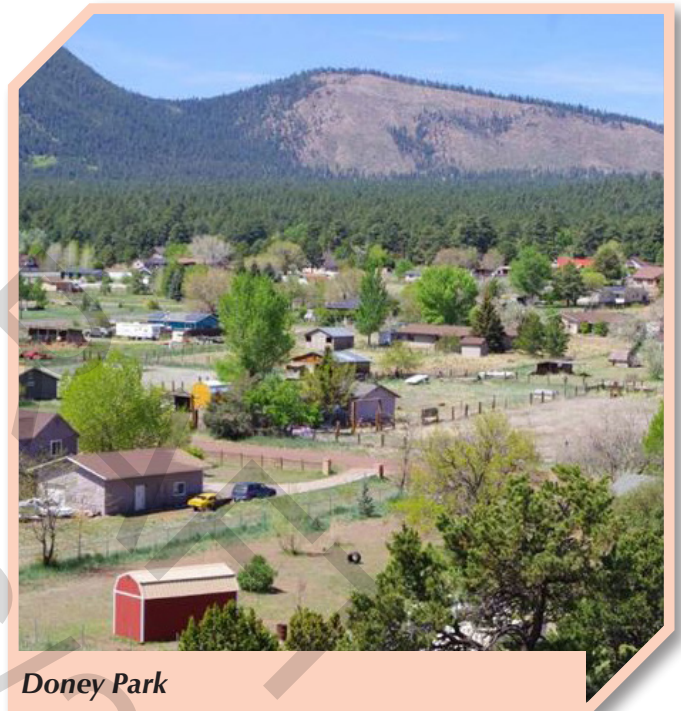
- » Permit agricultural uses and home-based businesses with low traffic needs as part of the neighborhood's character.

##### Design and Other Considerations

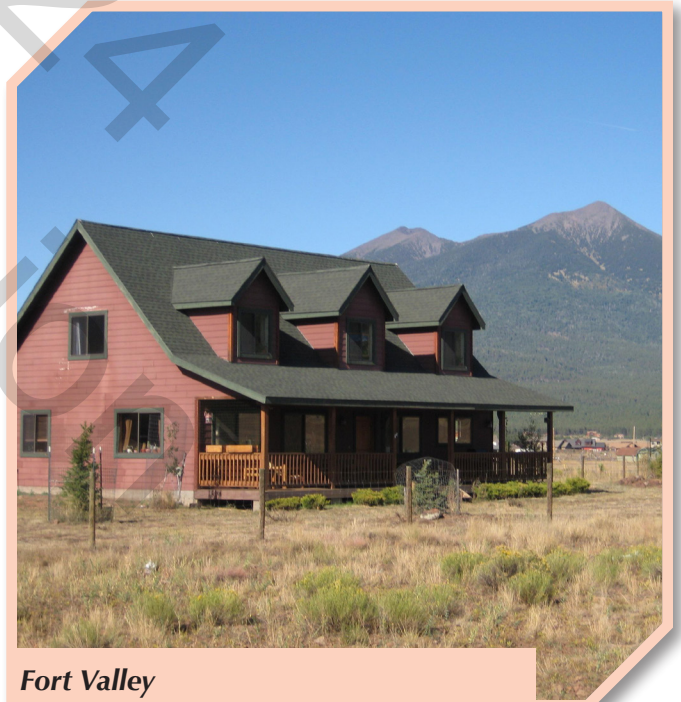
- » Locate houses with large lots appropriately to reduce their risk of fire and flood damage and allow for future emergency, trail, and road access.
- » Promote cluster development to preserve natural and cultural resources, and to build infrastructure efficiently, using tools such as conservation easements and cluster subdivisions, planned residential or unit development, and transfer of development rights.
- » Limit fencing where riparian areas and wildlife corridors are identified. Wildlife-friendly fencing is preferred in all areas with wildlife corridors.

##### Parks

- » See Parks and Open Space



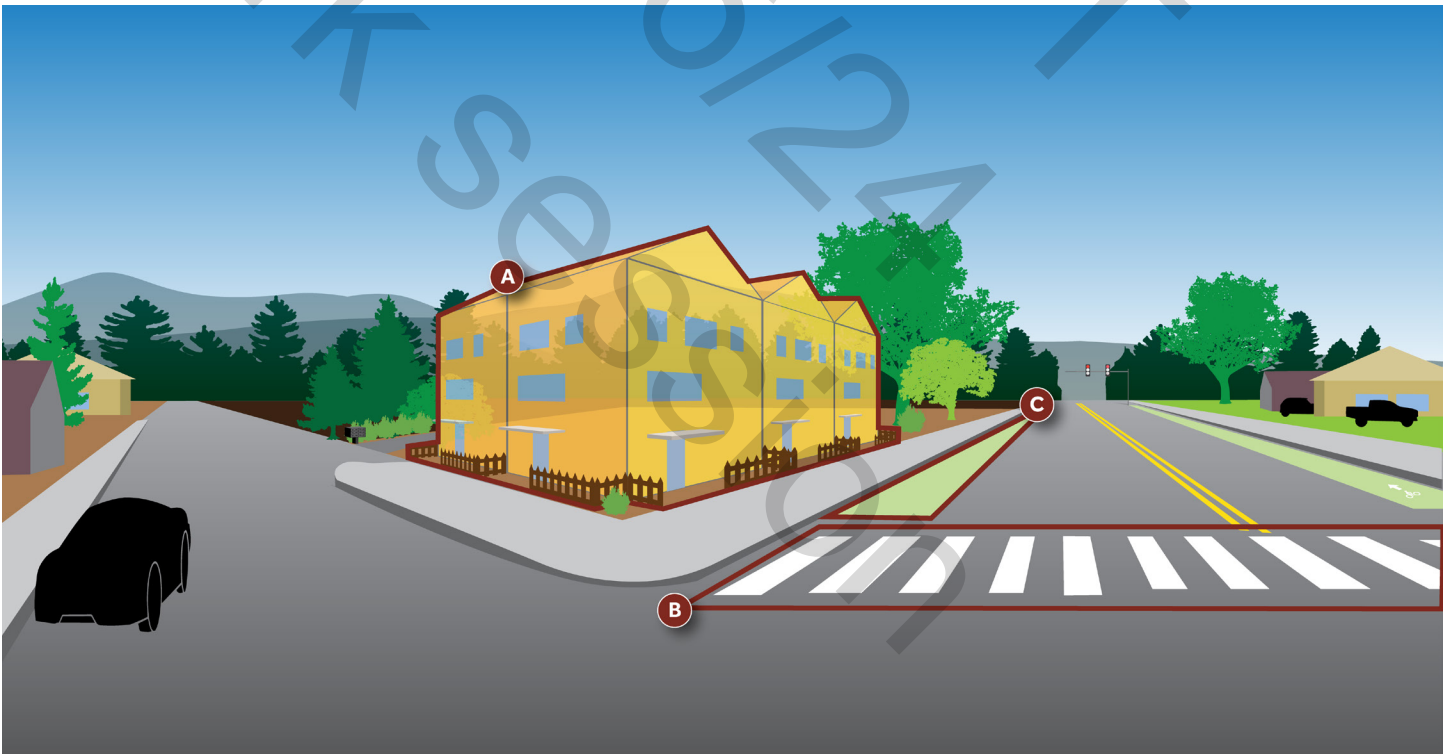
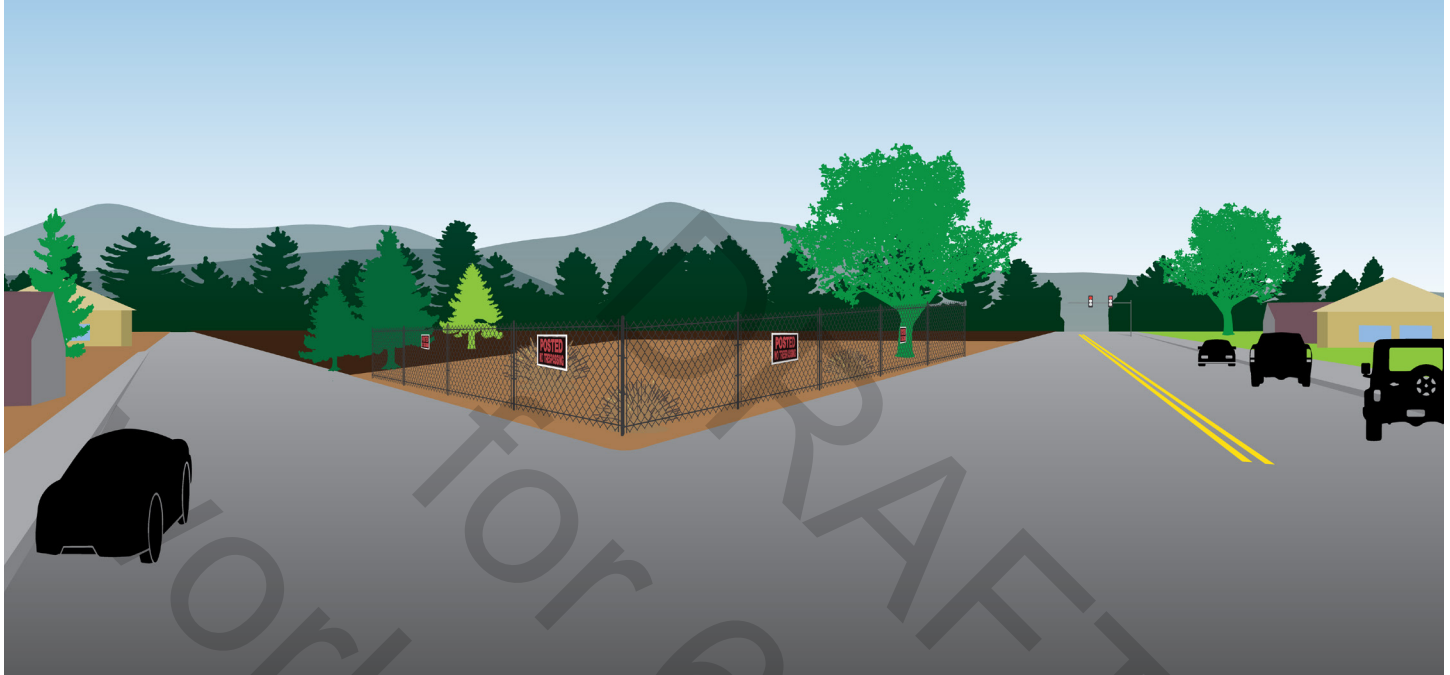
*Doney Park*



*Fort Valley*

The concept below illustrates a small, eight-plex apartment building being constructed on a vacant lot (top image and improvements to bicycle and pedestrian infrastructure (bottom image). This is one example of incremental development that could occur in the future in neighborhoods throughout the Region. The building forms are conceptual and do not reflect specific architectural styles, massing, or details.

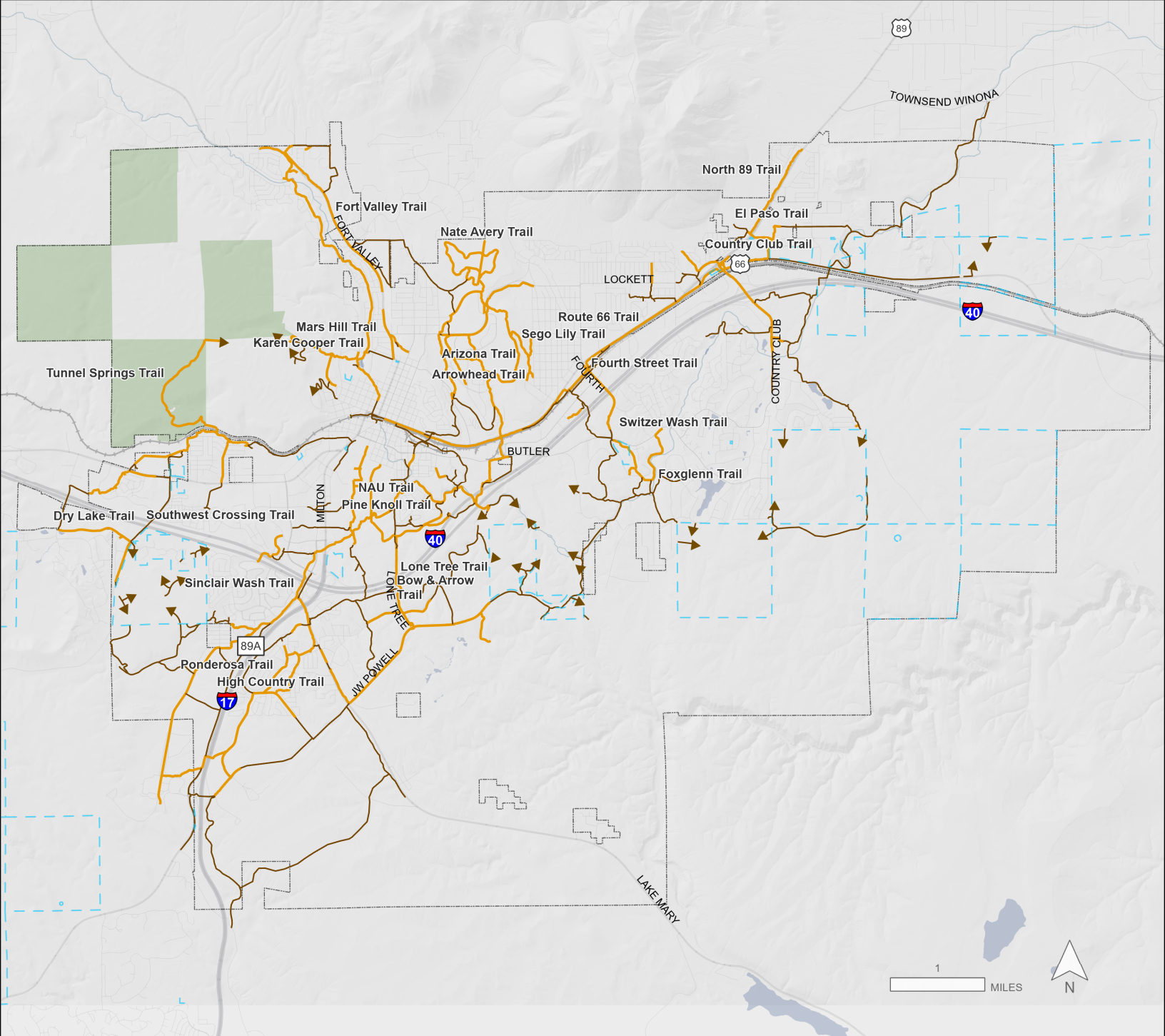
**Figure 4-6: Current and Desired Condition of a Neighborhood Infill Site**







**A** Multifamily housing options

**B** Sidewalks

**C** Bike lanes



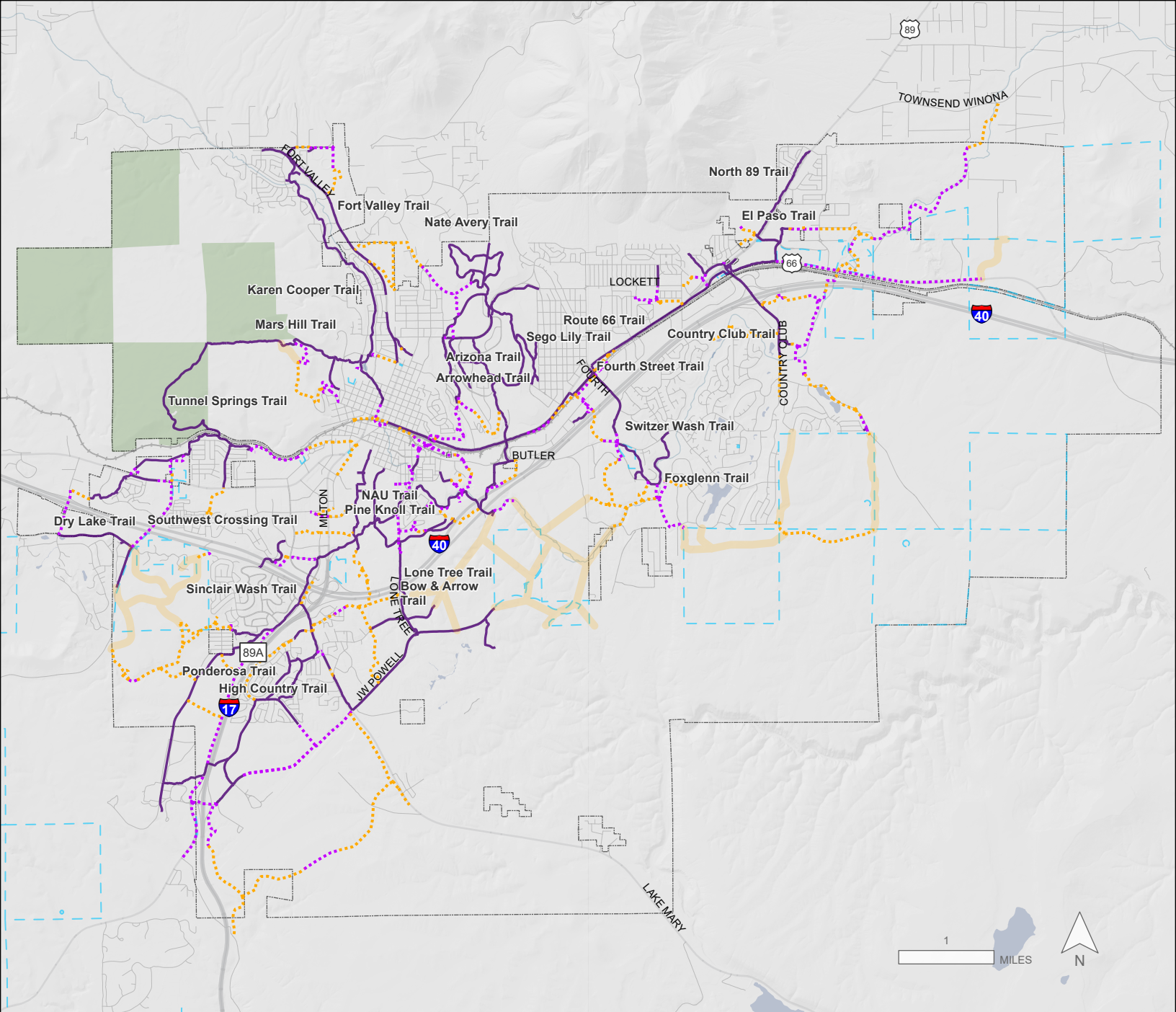
## Existing and Planned Flagstaff Urban Trails

-  Planned FUTS
-  Existing FUTS
-  Arizona State Land Department (ASLD)
-  Observatory Mesa Trail Plan

Depiction of planned trails on State Trust Land do not constitute final location of or legal access to trails unless a legal trail easement is obtained from ASLD. In the absence of a legal trail easement, any recreational use of State Trust Land requires that individuals and/or groups obtain a Recreation Permit. Permits can be acquired through ASLD's online portal at <https://asld.secure.force.com/recreationalpermit/>. Please note that certain State Trust Lands may be closed to some or all recreational activities, such as camping or campfires.

**Disclaimer:** Designation of planned trails does not constitute a final location or legal access unless there is a legal trail easement. Future trails are conceptual in nature and may be redesigned as development is proposed to provide a similar connection with alternative alignment.





## Existing and Planned Flagstaff Urban Trails

- Existing FUTS
- Planned trails with existing property rights
- Planned trails on private land with no property rights
- Planned trails on private land over 400 acres with no property rights
- Arizona State Land Department (ASLD)
- Observatory Mesa Trail Plan

Depiction of planned trails on State Trust Land do not constitute final location of or legal access to trails unless a legal trail easement is obtained from ASLD. In the absence of a legal trail easement, any recreational use of State Trust Land requires that individuals and/or groups obtain a Recreation Permit. Permits can be acquired through ASLD's online portal at <https://asld.secure.force.com/recreationalpermit/>. Please note that certain State Trust Lands may be closed to some or all recreational activities, such as camping or campfires.

Disclaimer: Designation of planned trails does not constitute a final location or legal access unless there is a legal trail easement. Future trails are conceptual in nature and may be redesigned as development is proposed to provide a similar connection with alternative alignment.



# Snell & Wilmer

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April 21, 2025

## VIA E-MAIL

Sara Dechter, AICP  
Comprehensive Planning Manager  
City of Flagstaff  
211 West Aspen Avenue  
Flagstaff, AZ 86001

Re: Little America Hotel - Flagstaff Comments to Proposed Flagstaff Regional Plan  
Retreat Agenda for May 2, 2025

Dear Sara:

On behalf of Little America Hotel - Flagstaff, owner and operator of the 247-room resort located at 2515 East Butler Avenue (the "Resort"), we respectfully submit the following comments regarding the draft Flagstaff Regional Plan 2045 (the "Plan") and request consideration by the City Council to add discussion and consideration of the proposed modifications to the Flagstaff Regional Land Use Plan 2045 Regional Plan Retreat ("Retreat") Agenda for May 2, 2025 at a timeslot/topic area most appropriate for such dialog.

According to the currently posed City Council meeting agenda for the Work Session on April 22, 2025, agenda Item 10 is review of the draft agenda for the Retreat. As you are aware, there have been a number of comments provided by the Resort regarding the Plan.

In our letter of December 19, 2024, there was a request to make a modification to (i) the Future Grown Illustration to expand the "Suburban Corridor" designation per the exhibit provided, (ii) to modify the Existing and Future Arterials and Collectors Maps as shown, (iii) to remove defined locations of the FUTS through the Resort property on the Flagstaff Urban Trails Map, and (iv) to clarify language in the Future Desired Density/Intensity provisions of the Table of Zoning Compatibility. Please see Attachment A.

In our letter of March 6, 2025, regarding the Regional Plan Committee Agenda, the above concerns were restated and two (2) additional comments to specific agenda items, one being density minimums not applying to mixed-use development that does not include residential uses

Sara Dechter, AICP  
April 21, 2025  
Page 2

and that secondly the Suburban Neighborhood-Medium Density classification changes proposed to High Density (with corresponding higher minimum residential density and a loss of single-family zoning districts) not be made to the Resort. At this point we proposed an alternative of a Resort specific planning tool, such as an overlay or other designation to ensure flexible long-term land use planning and implementation for the Resort (Attachment B).

It is our understanding that some of the requested modifications have (or will be) made to the Plan. However, the request for a flexible planning tool more appropriate to a large non-residentially focused property has not yet been provided.

The Resort would like to propose such a tool. Attachment C proposes addition to the Plan of a new “Regional Hospitality” classification. This would not be mapped, but rather qualified for by meeting specific criteria (such as size in acres, a 200 room resort hotel as well as unified ownership). Once defined as such a classification, the developer would provide area wide conceptual plans to address project phasing, proposed trail network and circulation to be updated as each portion of the area develops. This will ensure orderly development while avoiding a need to amend any of the applicable maps in the Plan that proprot to show a future trail or other feature on the Resort property.

This classification would also require that a rezoning proposal be generally compliant with the Future Land Use Category as to a majority of the final assigned zoning categories, zoning districts and other features. It waives strict conformance to specific density minimums and specific prescriptive elements as to the “Plan Conformance” finding. This allows for an application for rezoning to be reviewed and processed with the Regional Plan being informative but avoiding the unintended consequences of a hard number that might conflict with a part of a proposal.

For example, a rezoning request for 100 acres that included 10 acres of R1 that happens to be in the Suburban Corridor area (where R1 is not allowed by the Table) could be found to be in Plan Conformance using the generally compliant finding due to the nature of the remaining 90 acres. This flexibility is important to the future development of the Resort over time, and with growth occurring all around the property, now is the time for adopting flexible long range planning tools for this unique property that is important to the economic health of the City.

We look forward to the dialog at the Retreat and appreciate your attention to this request.

Respectfully submitted,

Snell & Wilmer



Noel J. Griemsmann AICP  
Sr Urban Planner

cc: Michelle McNulty, Planning Director

# **Attachment A**

# Snell & Wilmer

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December 19, 2024

## VIA E-MAIL

Sara Dechter, AICP  
Comprehensive Planning Manager  
City of Flagstaff  
211 West Aspen Avenue  
Flagstaff, AZ 86001

Re: Little America Hotel - Flagstaff Comments to Proposed Flagstaff Regional Plan  
2045 60-Day Public Review Draft

Dear Sara:

On behalf of Little America Hotel - Flagstaff, owner and operator of the 247 room resort located at 2515 East Butler Avenue (the “Resort”), I am pleased to provide the following comments and suggestions on the Proposed Flagstaff Regional Plan 2045 (the “Plan”).

For context on the comments below, it is important to note that the Resort has been in operation in Flagstaff for over 50 years and owns approximately 536 acres of land south of Interstate 40. The Resort is currently undergoing a significant master planning effort to establish its long term vision for an expansion of its hotel operations and supportive facilities, with a goal of becoming destination resort that offers unparalleled experiences for the users of its accommodations and amenities. This focus is on the northern portions of the Resort property, with the area south of the existing campus the subject of internal visioning process to establish its best future use. As these efforts are still in their early phases, it is critical for the future success of the Resort that development flexibility be maintained as to the future boundaries between the hotel/resort functions and the remaining land, as well as the types of uses permitted.

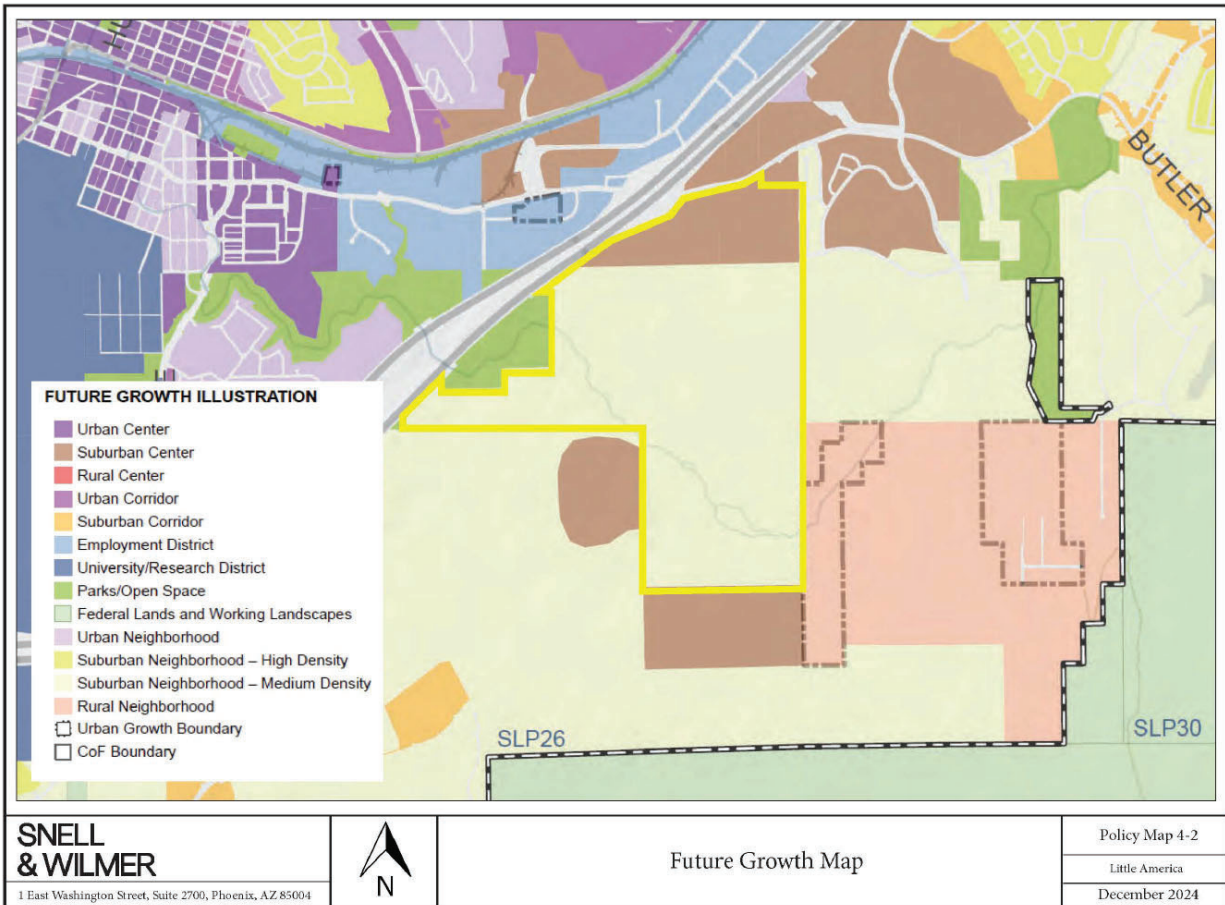
While it is understood that the Plan is a policy tool and non-regulatory, it is best for the community at large, as well as for the Resort, to ensure that the Plan reflects the flexibility that would support future, more detailed planning and entitlement efforts without the need to seek future amendments to the Plan, barring a significant change in direction for either the Resort or the City at large.

Sara Dechter, AICP  
 December 19, 2024  
 Page 2

These comments are provided in that spirit of cooperation and the goal of establishing a planning framework that will support the Resort’s current and future operations.

**Comment #1: Future Growth Illustration Pages 4-7 and 4-8**

The current draft of the Plan delineates the Resort as “Suburban Center” (north quarter) and “Suburban Neighborhood Medium Density” (south three quarters):



The Suburban Center designation is intended for a mixed-use environment, described by the Plan as having “a medium-to-high intensity of people, residences, jobs, and activities. The area is walkable, and a variety of services and goods are available. Arterial and collector streets and sidewalks are well connected and support all transportation modes. Separated paths for active transportation are commonly found midblock. The area is walkable, and a variety of services and goods is available. Transit-supportive development is desired.”

Then the criteria expand on this stated vision:

*Suburban Centers should:*

*Support developments such as horizontal and vertical mixed-use, multistory, large commercial, office, multifamily, and residential.*

*Encourage residential uses co-located with commercial uses within mixed-use developments.*

*Connect bike and pedestrian infrastructure across the block and not solely around the block edges.*

*Encourage transit-supportive development.*

*Use shared parking, managed parking, and cross property access to create efficient parking and circulation that serves multiple properties whenever possible.*

*Develop backage roads and retrofitted street connections using commercial local or collector systems to create access for businesses and mixed-use areas.*

*Consider employment and compatible industrial land uses.*

*Provide connectivity to open spaces and parks within a quarter to one-third of a mile walking distance.*

*Prioritize capital and utility investments to support infill, attainable housing, transit, and walkability.*

The above criteria conflict with the Resort's unique operational characteristics and large "one-owner" land holding (unlike other areas where ownership is bifurcated amongst many properties). For example, the Resort would not have a likely development scenario where there would be "large commercial, office, multifamily, and residential" uses in a mixed-use environment nor any "co-located" residential uses.

Furthermore, this area is unlikely to include a more intensive mixed-use environment, it will be focused on current automotive oriented uses (highway traveler services) and of course the Resort itself. Even if mixed use or residential development was proposed, this land use category calls for more than 29 du/ac, a very intense level of residential use that would be out of context with the form of existing and likely future Resort development.

A better fit with likely development scenarios is the "Suburban Corridor" category, which is defined as being: "composed of parcels with direct access to arterials and collectors that serve large capacities of people and vehicles for commercial purposes outside of Centers. More intense land uses and pedestrian safety are a priority in this setting. A variety of services and uses meet the daily needs of residents in nearby neighborhoods and the Region."

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The criteria for this land use category better describe current context and likely future development patterns:

*Suburban Corridors should:*

*Encourage multifamily residential uses located above and behind commercial uses.*

*Increase the variety of housing types where only commercial is present.*

*Develop high-quality pedestrian, bicycle, and transit facilities on or parallel to them.*

*Provide off-street pedestrian and bicycle facilities at regular intervals to connect with nearby neighborhoods and other residential developments.*

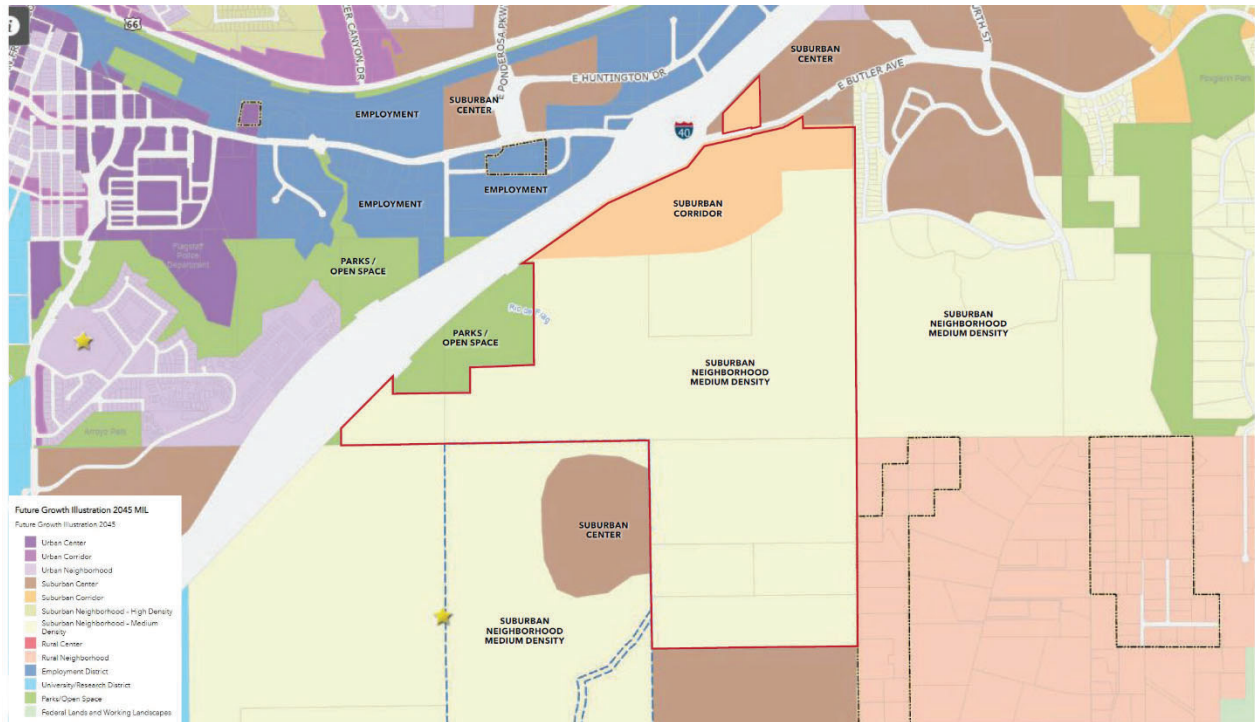
*Allow for automotive-oriented uses and drive-throughs.*

The current development along Butler Avenue includes more automotive and highway supportive uses, including fuel sales, truck parking and repair, operated by Little America. These uses existing uses are those types of “automotive-oriented uses” that are allowed by this land use category and may be a feature of future development efforts.

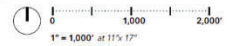
Additionally, if/when including residential in a project, this land use category supports a 20 duac or higher density, more appropriate to the scale of existing and likely development in this area, which is more suburban in scale, plus taller/denser structures would impact the Resort’s surrounding context, which is an important consideration with long-range planning efforts for the Resort and its immediate neighbors.

Furthermore, the Resort master planning doesn’t cleanly fit on the current parcel lines. A more flexible zone for future Resort development is appropriate, more along the lines of the image below:

***See Following Page***



Regional Plan 2045 | Future Growth Illustration - Proposed Revision



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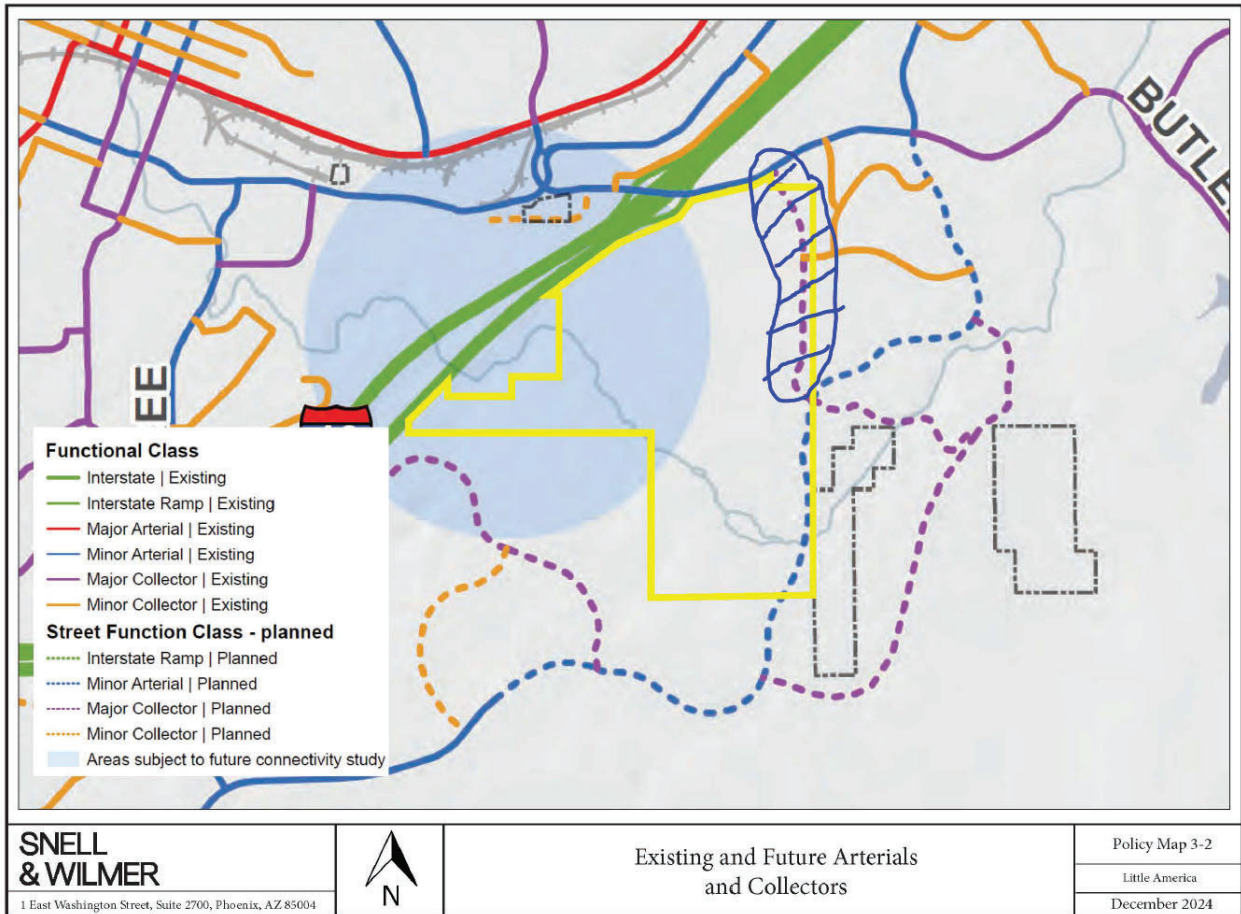
In summary, the Resort would request a change from the “Suburban Center” land use category to the “Suburban Corridor” land use category, along with an expansion of the area in a manner similar to the image above, to “fit” future Resort master planning efforts.

**Comment #2: Existing and Future Arterials and Collectors Maps Pages 3-5 and 3-6**

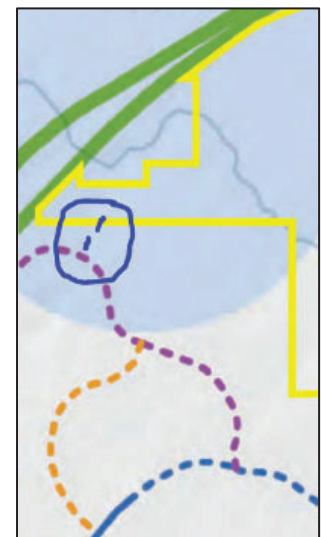
The proposed Existing and Futures Arterials and Collectors Map, Policy Map 3-2, shows a north/south major collector roadway along the eastern edge of the Resort property connecting Butler Avenue and the future John Westly Powell Boulevard. The roadway network in this area does not need this north/south connection with the construction of John Westly Powell Boulevard and would severely impact Resort master planning. If, after a more detailed traffic study indicates such a route would be needed to support future Resort development, such an alignment could be proposed. However, at this time, this roadway should not be planned for.

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The Resort would request that this map be amended to remove this north/south route.



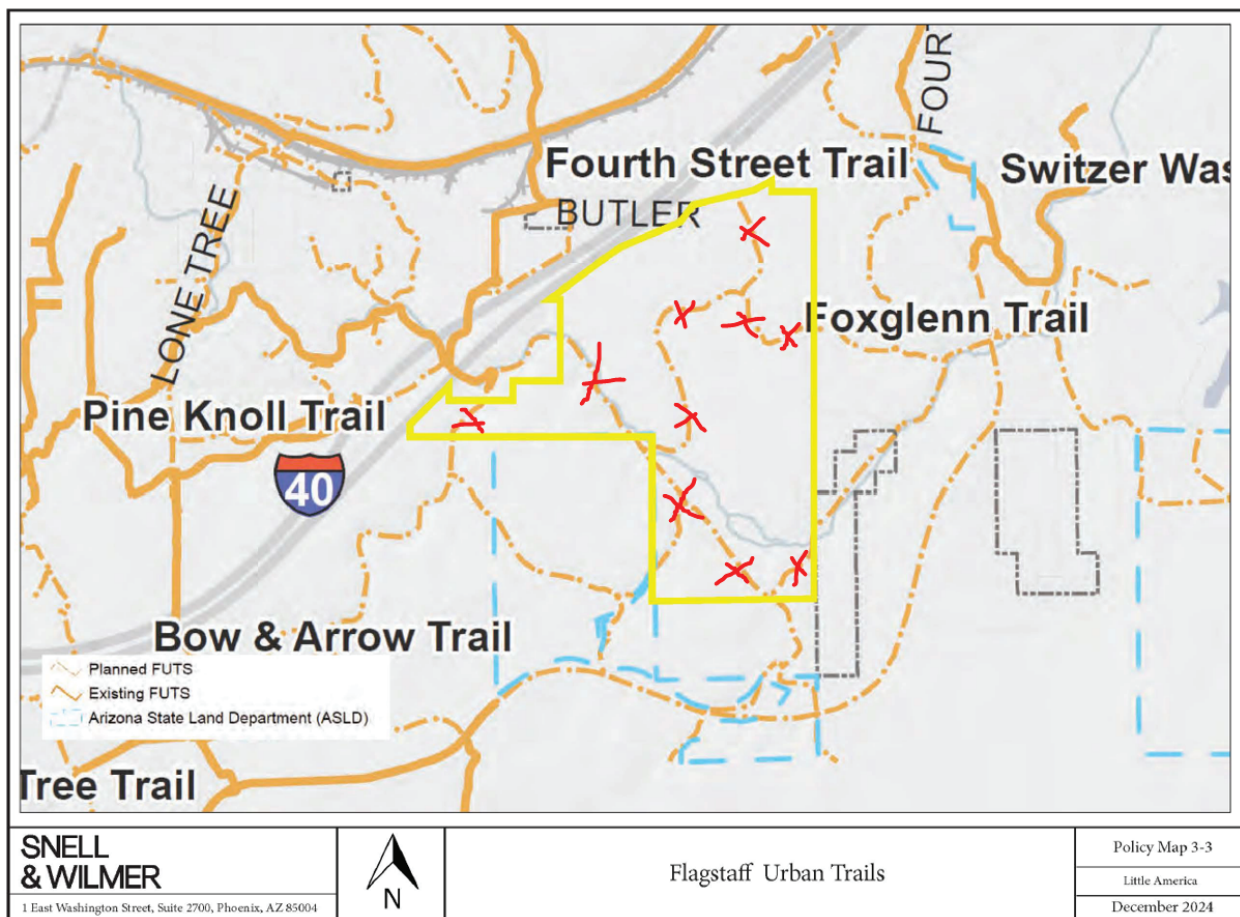
In addition, the west side of the property will likely require collector service to support future development without attempting to cross the Rio de Flag (impactful both from an environmental as well as cost perspective). Resort ownership has been engaged with this abutting property owner on concepts to create a roadway corridor to service this area in the future. Additional support for such a connection in the Plan would be helpful policy as this area is planned out by both parties.



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### Comment #3: Flagstaff Urban Trails Map Pages 3-7

The Resort recognizes the importance of public railway connections such as the Flagstaff Urban Trail (“FUTS”) system. However, such pathways require more detailed study of topography, connection points, roadway crossings and of course the location of future land uses and development. Because the Resort’s master planning process is not yet complete, there is not sufficient information to provide a proposed location for a future FUTS trail around or through the property.



The Resort requests that this map be updated to simply delete these lines, with the understanding that more detailed planning will be performed with future development efforts.

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In addition, the map includes a disclaimer related to State Trust Lands:

Depiction of planned trails on State Trust Land do not constitute final location of or legal access to trails unless a legal trail easement is obtained from ASLD. In the absence of a legal trail easement, any recreational use of State Trust Land requires that individuals and/or groups obtain a Recreation Permit. Permits can be acquired through ASLD's online portal at <https://asld.secure.force.com/recreationalpermit/>. Please note that certain State Trust Lands may be closed to some or all recreational activities, such as camping or campfires.

Given that the Plan includes both existing and proposed trails, it is requested that this disclaimer be broadened to provide clarity to readers that any “proposed” trails are not yet trails and are not to be utilized as such.

More specifically, the Resort would propose the addition of text similar to the following on the FUTS Plan to address this issue:

*Depiction of planned trails on private property do not constitute final location of or legal access to trails. Until a “Planned FUTS” route is finalized and appropriately dedicated for public use, any such route shown herein is for planning purposes only and it is noted that any public use of private land without permission is trespassing.*

With the removal of the proposed FUTS network over the Resort, and the inclusion of the disclaimer above, the Resort can master plan the correct location for the FUTS connections around its property and any readers of the Plan will be on notice that any shown future routes are simply that, planned routes, and not lawful trail routes.

**Comment #4: Future Desired Density/Intensity Provisions of the Table of Zoning Compatibility of Each Land Use Category Pages 4-28 and 4-29**

The table provides for a description of each future growth illustration category (such as Suburban Corridor), as well as the compatible zoning categories for each. There is a bit of ambiguity in the “Future Desired Density/Intensity” column.

For example, the “Centers” are listed as “More that X duac” such as Suburban Center at 29 or more:

Future Growth Illustration Category	Future Desired Density/ Intensity (duac) <sup>7</sup>	Existing Compatible Zoning Categories (City) <sup>8</sup>	Existing Compatible Zoning Categories (County)
<b>CENTERS</b>			
Urban Center (UC)	More than 50 duac	CB, CC, HC, NCC, HR, PF	NA
Suburban Center (SC)	More than 29 duac	HC, CC, NCC, HR, PF, RD	NA
Rural Center (RC)	More than 7 duac	SC, CS, NCC, HR, MR, PF, POS	CG-10,000, CH-10,000, CN, PC, PRD, PS, RM-10/A, RM-20/A, RS-6,000

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 December 19, 2024  
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However, in the Commercial Districts type, that language changes to “More than X duac, when residential or mixed use in proposed”:

COMMERCIAL DISTRICTS			
Urban Corridor (UCC)	More than 29 duac, when residential or mixed use is proposed	CC, CS, HC, NCC, PF, HR	NA
Suburban Corridor (SCC)	More than 20 duac, when residential or mixed use is proposed	SC, CC, CS, HC, NCC, PF, HR	NA

It could be inferred that there is a purposeful distinction between these types, with Centers requiring X duac, while Commercial Districts only subject to X duac if developing as residential or mixed use.

For the Resort, there will not likely be any dwelling units with the expansion of the resort proper. Two concerns. First, if the Suburban Center classification is retained contrary to the Resort’s request (see Comment #1), the current text appears to require a minimum of 29 duac in any development type (as the qualifiers are not included). This does not seem to be the intent, however, the language does infer such an interpretation.

Second concern is under the Resort’s preferred Suburban Corridor classification. While no residential units are contemplated, the Resort is a type of mixed-use environment with hotel rooms, restaurant facilities and convention space. Additional clarification is desired to ensure that there is not an expectation of future Resort expansion efforts to be required to include residential units due to the Resort being deemed a “mixed-use” environment.

The Resort would propose a minor clarifying addition to this table:

Add a footnote to “Future Desired Density/Intensity” as #10 to note that:

*“Desired Density is only applicable to those projects that include residential dwelling units.”*

This would clarify that non-residential development is allowed and encouraged by the Plan, and that mixed-use (which includes residential) or residential only projects would need to meet the density targeted by this table.

# Snell & Wilmer

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On behalf of the Resort, with these above modifications, the Plan would be more accommodating to their future master planning and long-term investment in the Flagstaff community. I am happy to set up a meeting to discuss the above further.

Thank you for your consideration of these comments.

Respectfully submitted,

Snell & Wilmer

A handwritten signature in blue ink, appearing to read 'Noel J. Griemsmann', is positioned above the printed name.

Noel J. Griemsmann AICP  
Sr Urban Planner

cc: Michelle McNulty, Planning Director

# **Attachment B**

# Snell & Wilmer

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(602) 382-6824  
ngriemsmann@swlaw.com

March 6, 2025

## VIA E-MAIL

Sara Dechter, AICP  
Comprehensive Planning Manager  
City of Flagstaff  
211 West Aspen Avenue  
Flagstaff, AZ 86001

Re: Little America Hotel - Flagstaff Comments to Proposed Flagstaff Regional Plan  
2045 Modifications Proposed in the Regional Plan Committee Agenda for  
March 6, 2025

Dear Sara:

On behalf of Little America Hotel - Flagstaff, owner and operator of the 247-room resort located at 2515 East Butler Avenue (the "Resort"), I am pleased to provide the following comments and suggestions regarding the City staff proposed modifications to the draft Flagstaff Regional Plan 2045 (the "Plan") that is agendized for discussion by the Regional Plan Committee ("Committee").

For context on the comments below, it is important to note that the Resort has been in operation in Flagstaff for over 50 years and owns approximately 536 acres of land south of Interstate 40. The Resort is currently undergoing a significant master planning effort to establish its long-term vision for an expansion of its hotel operations and supportive facilities, with a goal of becoming a destination resort that offers unparalleled experiences for the users of its accommodations and amenities. This focus is on the northern portions of the Resort property, with the area south of the existing campus the subject of an internal visioning process to establish its best future use.

As these efforts are still in their early phases, it is critical for the future success of the Resort that development flexibility be maintained as to the future boundaries between the hotel/resort functions and the remaining land, as well as the types of uses permitted.

Sara Dechter, AICP  
March 6, 2025  
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While it is understood that the Plan is a policy tool and non-regulatory, it is best for the community at large, as well as for the Resort, to ensure that the Plan reflects the flexibility that would support future, more detailed planning and entitlement efforts without the need to seek future amendments to the Plan, barring a significant change in direction for either the Resort or the City at large. These comments are provided in that spirit of cooperation and the goal of establishing a planning framework that will support the Resort's current and future operations.

I do want to start with summarizing the four (4) primary comments from the Resort that were raised in my letter of December 19, 2024 and have been discussed with you and the City team. We have requested the following:

1. With respect to the Future Growth Illustrations (Pages 4-7 & 4-8) we request that the northern portion Resort property (see Exhibit A) be classified as the "Suburban Corridor" future land use category rather than "Suburban Center" to better align with current and likely future development of the Resort property.
2. Please modify the Existing and Future Arterials and Collectors Map (Pages 3-5 & 3-6) (i) to widen the proposed "areas subject to future connective study" bubble to the south and east to illustrate that, in order to minimize crossings of the Rio de Flag, abutting property connections to/from the western portion of the Resort property may be required after more detailed analysis and (ii) to remove the north/south "minor arterial" identified as "planned" along the western edge of the Resort property.
3. Please remove the "Planned FUTS" lines on the Existing and Planned Flagstaff Urban Trails Map (Page 3-7) and replace them with text noting (i) that the future FUTS at the Resort property is subject to future detailed planning and, (ii) in the event any trails are shown in the final Plan, proper notes are added making it clear to the reader that any such "future" trails are for planning purposes only and not open/established or otherwise lawful to utilize.
4. Clarifications to the Future Desired Density/Intensity column of the Table of Zoning Compatibly for Each Land Use Category (Pages 4-28 & 4-29). The current language requires that any "residential" development be at a target density but also implies that "mixed-use" development also be at said density level, which in the case of Suburban Corridor is more than 20 du/acre. As "mixed-use" is not a defined term in the Plan, potentially any Resort development requiring a zoning amendment that includes more than one land use would trigger a requirement to include dwelling units. Please provide clarifying language that non-residential "mixed-use" is not required to include residential uses of any density.

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On the above items, we are waiting upon the updated maps, graphics and text and will continue to work with you and your team on acceptable content that will support the Resort and its long-term planning options.

This letter is focused on bringing to your and the Committee's attention additional comments on the Plan that we identified in the agenda for the Committee. More specifically, this letter provides comments on the following two (2) items before the Committee.

A. Agenda Item 9.a Density Calculations in the Plan. On this item, the density concern regarding mixed-use projects that do not include residential uses (noted above as Item 4) appears to be being addressed via a proposal to except out "commercial or industrial parcels" from density calculations.

The Resort is supportive of such exception so long as it is applicable to non-residential mixed-use as well, and would like to see final text that makes it very clear to future readers of the Plan that residential minimums do not apply to projects that do not include residential uses to ensure that any future non-residential mixed-use development is deemed in conformance with the "Table of Zoning Compatibly for Each Land Use Category" and other provisions of the Plan.

It is important that there is no ambiguity in the use of the term mixed-use as to the commercial or industrial exception to density minimums.

B. Agenda Item 9.b Changes to Suburban Neighborhood Category. As to this item, the staff memorandum proposes modifying all "Suburban Neighborhood" identified properties to a "Suburban Neighborhoods-High Density" classification.

Most of the Resort property is identified as "Suburban Neighborhood-Medium Density" in the current draft of the Plan. A move from Medium to High density will modify the lowest permissible density from 2 du/acre to 7 du/acre, a 250% increase in base density. With 536 acres, likely to be master planned (and noting some will be in the Suburban Corridor category not factored into the following numbers), the Resort would have to provide 3,752 dwelling units in a future development proposal to meet this base standard (vs 1,072 at 2 du/ac). For comparison, today's zoning permits only 536 (1 du/ac).

This designation change would also remove the option to zone some of the property to a Single-Family Residential or Neighborhood zoning district, removing a key land use option from the site. The Resort requests that their property retain the "Suburban Neighborhood-Medium Density" designation as currently proposed by the Plan or alternative text be provided to retain the ability to have as low as 2 du/acre and the option to utilize single-family zoning if/as desired in future master planning efforts for the Resort property.

An option that we would suggest is for the Committee to provide a recommendation to City staff to establish a more Resort specific planning tool, such as a unique future land use

# Snell & Wilmer

Sara Dechter, AICP

March 6, 2025

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category or an overlay note on the Future Growth Illustration (“Map”) that would be on the Resort property that would refer back to some specific allowances that would address the unique nature of the Resort, its operations, future flexibility required as well as avoiding conflict with planning efforts for the remainder of the community.

For example, a “Resort” designation on the Map that then refers to a subsection of the Future Land Use Categories section (pages 4-9 to 4-27) which could contain more Resort related items that would not apply City-wide.

It is important that the final Plan be accommodating to the Resort’s future master planning and supportive of their long-term investment in the Flagstaff community. As always, the Resort is open to how their comments and concerns are incorporated into the final Plan and we look forward to working with you as the final draft Plan is prepared for the 60-day public review process.

Thank you for your consideration of these comments.

Respectfully submitted,

Snell & Wilmer

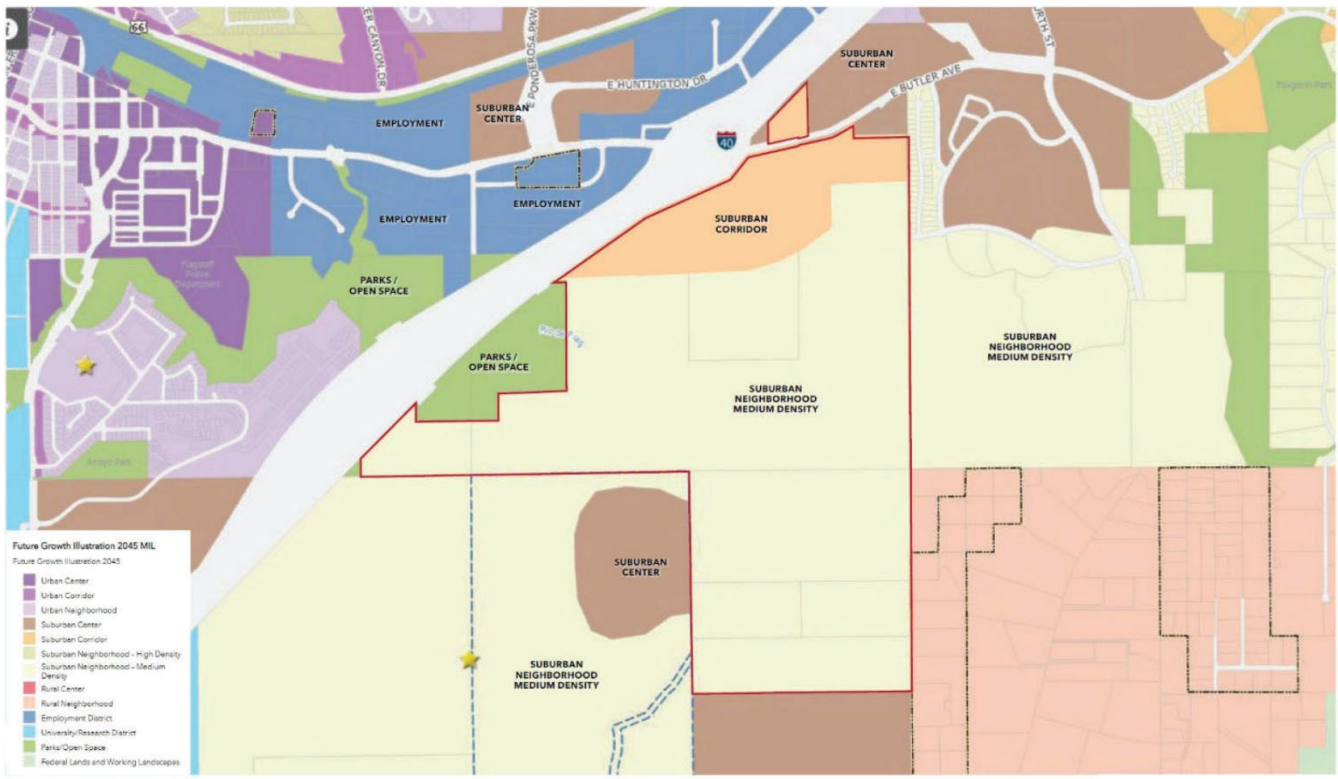


Noel J. Griemsmann AICP  
Sr Urban Planner

cc: Michelle McNulty, Planning Director

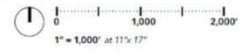
Sara Dechter, AICP  
March 6, 2025  
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## Exhibit A – Resort Future Land Use Requested Classifications



Regional Plan 2045 | Future Growth Illustration - Proposed Revision

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# **Attachment C**

# BUILDING BLOCK: DISTRICTS

There are two types of districts: Commercial and Employment. Districts have less mixed use than Centers but allow for a variety of uses to support the District's purpose.

## Commercial Districts

### **Corridors**

Corridors are a linear area of properties outside of or connecting Centers that have frontage on major roads, emphasize commercial development, and support high-density residential. Auto-oriented commercial uses are more typical in these areas and improvements to safe, convenient bicycle and pedestrian infrastructure and transit facilities are important. The land uses, characteristics, and densities of these areas support residential and commercial development at densities and intensities that are high enough to support transit.

### **Neighborhood Commercial**

Neighborhood Commercial is intended to provide commercial opportunities, gathering places, and services generally convenient to residents. These areas are a subcategory of Urban and Suburban Neighborhoods. They are envisioned as a few adjacent parcels and are not mapped on the Future Growth Illustration. Their location may be identified as part of new development proposals, in neighborhood plans, or in a city-wide effort.

For more information see the [Building Blocks: Neighborhood](#) section.

\*\*\*INSERT NEW TEXT HERE\*\*\*

### **Regional Hospitality**

Regional Hospitality provides for areas within the City where large and flexible master planning of hospitality focused development is required due to the unique nature of such sites, including unified ownership of the properties, the need to implement, over time, development of such areas in a unified way while maintaining long-term flexibility such sites require. Due to the large scale of such areas (400+ acres) and the significant flexibility required for more detailed planning of site-specific development, these types of properties will need to generally comply with the identified underlying Future Land Use Category (Center, Corridor, Neighborhood or other) as to a majority of the final assigned zoning categories, character descriptions and policies. To ensure flexibility over time, conformance to any detailed specifications such as density minimums or maximums, future proposed features maps (such as roadways, trails or other facilities) or similar prescriptive elements of this plan are not applicable when making a determination and/or finding of plan conformance. While not mapped on the Future Growth Illustration, such areas will be identified, so long as they meet the criteria for designation (see Glossary), by the developer as part of a new development proposal requiring a rezoning approval or may be identified by the City as part of a Specific Plan or other city-wide planning effort.

\*\*\*END NEW TEXT HERE\*\*\*

## Addition Two:

# GLOSSARY

## Terms

NEW TEXT FOLLOWS:

**Regional Hospitality** – Areas within the City limits that are (i) at least 400 contiguous acres in total size, (ii) are controlled by one master developer or ownership entity at the time of designation, (iii) include a resort hotel of no less than 200 rooms, and (iv) provide, with any rezoning application, the following conceptual master plans to the City for the entirety of the Regional Hospitality area:

- a. Conceptual Phasing Plan. Identifying phases of development.
- b. Conceptual Trails Plan. Identifying likely routes for trails, with an emphasis on connecting identified trail linkages where trails are planned to abut the development area edge per Policy Map 3-3, FUTS Plan.
- c. Conceptual Circulation Plan. Identifying proposed locations of the primary interior roadway network and bikeway plan for the development area.

Once designated, as development occurs within the Regional Hospitality area, the above conceptual plans will be updated with each subsequent phase of development until build-out is reached. Such requirement will be included in the rezoning approval. When rezoning, these areas may include use of the Traditional Neighborhood Community Plan, as well as Transect and Non-Transect zones of the City of Flagstaff Zoning Code.