

# **WORK SESSION AGENDA** **A M E N D E D**

CITY COUNCIL WORK SESSION  
TUESDAY  
MARCH 9, 2021

STAFF CONFERENCE ROOM  
SECOND FLOOR - CITY HALL  
211 WEST ASPEN AVENUE  
3:00 P.M.

## **ATTENTION**

**IN-PERSON AUDIENCES AT CITY COUNCIL MEETINGS HAVE BEEN SUSPENDED UNTIL FURTHER NOTICE**

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

## **PUBLIC COMMENT PROTOCOL**

**The process for submitting a public comment has changed and public comments will no longer be read by staff during the Council Meetings.**

All public comments will be taken either telephonically or accepted as a written comment.

**Public comments may be submitted to [publiccomment@flagstaffaz.gov](mailto:publiccomment@flagstaffaz.gov)**

If you wish to address the City Council with a public comment by phone you must submit the following information:

First and Last Name  
Phone Number  
Agenda Item number you wish to speak on

If any of this information is missing, you will not be called. We will attempt to call you only one time. We are unable to provide a time when you may be called.

All comments submitted otherwise will be considered written comments and will be documented into the record as such.

If you wish to email Mayor and Council directly you may do so at [council@flagstaffaz.gov](mailto:council@flagstaffaz.gov).

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## **AGENDA**

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 legal advice and discussion 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. Pledge of Allegiance and Mission Statement**

**MISSION STATEMENT**

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

**3. ROLL CALL**

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

MAYOR DEASY

VICE MAYOR DAGGETT

COUNCILMEMBER ASLAN

COUNCILMEMBER MCCARTHY

COUNCILMEMBER SALAS

COUNCILMEMBER SHIMONI

COUNCILMEMBER SWEET

**4. Public Participation**

*Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have 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 March 16, 2021 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. Presentation of International Association for Public Participation International Core Values Award for the Southside Community Plan**

**7. Human Resource Division Review**

**8. Economic Vitality Division Overview**

**9. Carbon Neutrality Plan Draft Review.**

**10. Sustainability and Forest Health collaborations within the Wildland Fire Management Program.**

**11. High Occupancy Housing Zoning Code Update**

- 12. **Legislative Update**
- 13. **Public Participation**
- 14. **Informational Items To/From Mayor, Council, and City Manager; future agenda item requests**
- 15. **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 \_\_\_\_\_, 2021.

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

## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council

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

**Date:** 02/23/2021

**Meeting Date:** 03/09/2021




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#### TITLE

**Presentation of International Association for Public Participation International Core Values Award for the Southside Community Plan**

#### STAFF RECOMMENDED ACTION:

None

#### EXECUTIVE SUMMARY:

International Association for Public Participation (IAP2) presentation of 2020 International Core Values Project of the Year to the City of Flagstaff and Southside Community Association for the Southside Community Specific Plan

The presentation of the award will include a brief presentation on the IAP2 Core Values and the outstanding qualities of the project by Kylie Cochran, International Chair of IAP2, and an Australasian IAP2 board member. Gwen Howard IAP2 USA President will also be in attendance.

#### INFORMATION:

The Southside Community Specific Plan was selected as the National and International Core Values Project of the Year because of its holistic approach to engaging the entirety of this historic community, to celebrate the past and to co-design how they will look to the future, is the embodiment of meaningful public participation. This program tackled a historically significant political and cultural issue affecting multiple ethnicities. When initial techniques did not elicit the kind and level of participation sought, they added and innovated techniques until the public participation objective of that phase was met before moving on to the next phase. Their robust partnering with community associations and their explicit attention to creating a plan that built in sustainable decision making and adaptation made this program an outstanding example of Public Participation.

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**Attachments:** [Presentation by IAP2 International Chair Kylie Cochran](#)  
[IAP2 Award Submission](#)

# Core Values Awards

2020

International

**iap<sup>2</sup>**  
international association  
for public participation

## CORE VALUES

IAP2 Federation's Core Values for Public Participation professionals define the expectations and aspirations of the public participation process. Processes based on the Core Values have been shown to be the most successful and respected.

**1** Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

**2** Public participation includes the promise that the public's contribution will influence the decision.

**3** Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.

**4** Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

**5** Public participation seeks input from participants in designing how they participate.

**6** Public participation provides participants with the information they need to participate in a meaningful way.

**7** Public participation communicates to participants how their input affected the decision.

# IAP2 International Core Values Awards

- Best of the Best
- Categories: Organisation, Project and Research Award
- 2020 Finalists from Australasia, Canada and United States
- Recognized for contributions to the field, including
  - Indigenous engagement
  - Community development
  - Health
  - Infrastructure
  - Environment
  - Disaster and emergency services

As well as for their *creativity, innovation and inclusion*

# International Jury



Kylie Cochrane  
International Chair  
Australasia



Sarah Huntley  
USA  
2019 Organization  
of the Year Winner



Francesca Jones  
USA  
2019 Project of the  
Year Winner



Amelia Visagie  
South Africa  
2019 Members at  
Large Winner

# Organization of the Year

International

# Finalists

- IAP2 Australasia Winner, Melbourne Water, “Next Generation Engagement at Melbourne Water”
- IAP2 Canada Winner, Nova Scotia Health Authority, “Evolving the Culture of Engagement in Nova Scotia Health Authority”

# 2020 Winner Organization of the Year

Nova Scotia Health Authority  
“Evolving the Culture of Engagement in Nova Scotia  
Health Authority”  
Canada



Engaging Patient and Family Advisors:  
**Are We Making a Difference?**  
2019 - 2020



[www.engage4health.ca](http://www.engage4health.ca)



# Project of the Year

International

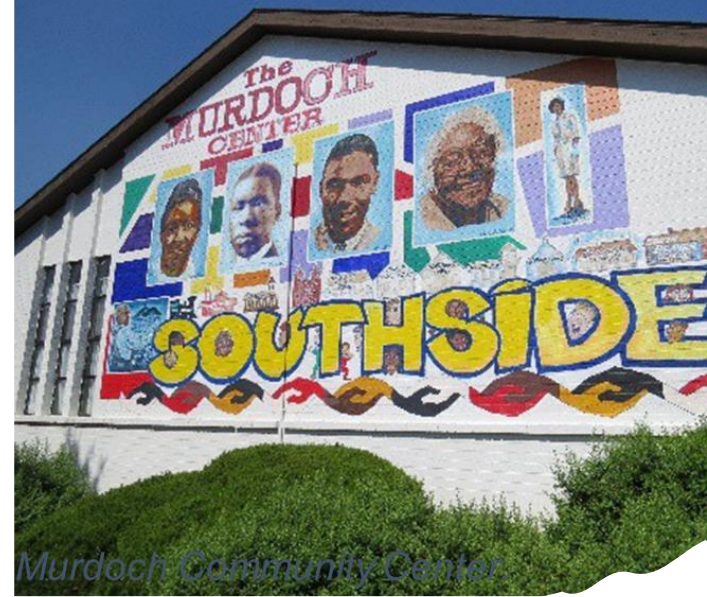
# Finalists

- IAP2 Australasia Winner, Planning, City of Sydney, “Planning for 2050”
- IAP2 Canada Winner, Creativity, Contribution and Innovation in the Field, City of Guelph, “A United Vision: Guelph's Community Plan”
- IAP2 USA Winner, General Project, City of Flagstaff, AZ and Southside Community Association, “Embracing Our Heritage; Enhancing Our Future: The Southside Community Specific Plan”

# 2020 Winner Project of the Year

City of Flagstaff, AZ and Southside Community  
Association (USA)

“Embracing Our Heritage; Enhancing Our Future: The  
Southside Community Specific Plan”



Congratulations!

## **Summary of the application for posting on the IAP2 Website and for Promotional Use**

The City of Flagstaff, AZ and Southside Community Association for Embracing Our Heritage; Enhancing Our Future: The Southside Community Specific Plan. The Southside is a culturally diverse and historic neighborhood in central Flagstaff that has been experiencing renewed development pressure. The City and community association built a process that leveraged partnerships and storytelling to address difficult historic topics, while helping the community look forward. Staff and volunteers focused on creating numerous meaningful small opportunities, many of them "on-the-street," to gain insight and understanding into the community's view of history and the City government. The suite of creative public participation methods and continual re-evaluation and adjustment of the process has rebuilt community trust and relationships. The Plan's adoption was delayed by the COVID-19 emergency.

# Embracing Our Past; Enhancing Our Future:

## Southside Community Specific Plan

IAP2 Core Values  
Awards Submission  
– May 2020



### ORGANIZATION NAME:

City of Flagstaff, AZ and Southside  
Community Association

### NOMINEE'S NAME:

Southside Plan Project Team

### CONTACT INFORMATION:

**Sara Dechter**, AICP, CP3  
211 W Aspen Ave.,  
Flagstaff, AZ 86001  
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### PUBLICATIONS:

Arizona Daily Sun (newspaper,  
Flagstaff, AZ); Planning Magazine  
(American Planning Association);  
KJZZ (Public Radio 91.5, Phoenix, AZ)

### REFERENCES:

**Dr. Ricardo Guthrie**,  
Northern Arizona University, Ethnic  
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**Deborah Harris**, Executive Director,  
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**Felipe Zubia**,  
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**Matthew Muchna**,  
NAU Office of Sustainability  
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matthew.muchna@nau.edu

### AWARD CATEGORY:

Respect for Diversity, Inclusion and  
Culture Award

<b>Title</b>	Embracing Our Past; Enhancing Our Future: The Southside Community Specific Plan
<b>Organizing Group</b>	City of Flagstaff, AZ, Southside Community Association
<b>Location</b>	Southside Community, Flagstaff, AZ, USA
<b>Key Question/Problem</b>	Can a neighborhood retain its unique character/culture and meet the needs of long-time current residents while welcoming opportunities for economic reinvestment and improving town-gown relationships?
<b>Sampling Methods</b>	Meeting announcements and project updates were sent to 1,914 property owners and renters, door hangers placed on 600 residential doors, flyers posted in most commercial business, e-newsletter sent to 228 interested parties, updates sent to every household via a city-wide publication, and a large sign posted at the Murdoch Community Center and updated 2-3 times per year. These sampling methods ensured a representative sample of residents' and their diverse goals for the neighborhood were considered.
<b>Results</b>	The Southside Community Specific Plan has been delayed due to COVID-19's impact on government operations. However, the project team has already implemented the best ideas that had no policy or budgetary barriers. In addition, the community, while guarded with the City, has been more willing to engage, share stories, and call city staff with concerns.
<b>Impact Level</b>	New, collaborative relationships between the City, the community association, local non-profits, and Southside residents have been formed. Surveys improved understanding of key issues, and workshops and field trips allowed relationships to form between older, existing residents and younger, newer residents. This coming together has resulted in a thoughtful, reflective plan that is widely supported by diverse interests.
<b>Time Frame</b>	Beginning November 2017 to TBD (Council adoption pending return from COVID-19)
<b>People Engaged</b>	The project team knocked on over 800 doors; 167 community members attended over 20 public meetings and events; 187 residents and 36 businesses participated in surveys.
<b>Web Link</b>	<a href="http://www.flagstaff.az.gov/southsideplan">www.flagstaff.az.gov/southsideplan</a>

## The Problem and Challenge

Historically, the Southside neighborhood in Flagstaff, Arizona, has best represented the ethnic diversity that evolved here during the first half of the 20th century. It contains the largest neighborhoods associated with the city's early Hispanic, Native American and African American residents. Until 1977, the Southside neighborhood was subjected to redlining and was, therefore, a place of formal and informal segregation, with the Anglo population to the north of the tracks, and Hispanic, Native American and African American communities to the south. Despite this history, the residents at that time, in the words of Dr. Ricardo Guthrie, *"..turned segregation into congregation, they invited other people in to create this rich and lively space where Blacks, Latinos, Native Americans and Whites all can congregate."*

The historic neighborhood, adjacent to Northern Arizona University, used to be a mix of residential, commercial, and industrial uses, largely populated with working class families.



Flagstaff Timber workers, ca. 1960

Additionally, in the early 20<sup>th</sup> century, to protect the properties of White businessmen, the Rio de Flag was re-routed through the neighborhood in an undersized channel. Today, the Southside is under a different kind of pressure. A pressure to change due to the expanded college presence. While some change has brought positive improvements to create a lively, eclectic neighborhood; the success of growth has also brought the inevitable tension created between old and new.

*"It used to be that no one cared about the Southside, and now developers are coming in with money and buying away family homes to tear down for students."* — **Unidentified Southside resident**

## The Role of Public Participation

The public had two major roles during the creation of Southside Community Specific Plan. The first was to define their neighborhood's assets and issues, as well as a vision for the future. The second was to develop and refine the goals, policies, and strategies that guided the plan framework and outcomes.

Helping the public reach these goals required a significant amount of teamwork. The City partnered with the Southside Community Association (SCA) before the official kick off of the project, Matrix Design Group provided consultant services surrounding creating the neighborhood's vision, and a local non-profit, Friends of the Rio, provided invaluable help with public participation around the neighborhood's longstanding flooding issues. These partnerships helped initiate and sustain dialog with and among community residents that, over time, defined the direction of the Plan.



Longtime resident helps students identify neighborhood assets.

*"Developing a Southside Community Plan presented challenges that the City of Flagstaff and the entire project team embraced with persistence, flexibility and creativity. For me, this effort represented a remarkable shift in attitude away from the carelessness of the past and toward recognition and support for the best parts of our community."* — **Marie Jones, Southside resident and community activist**

## Public Participation Methods

The selection of public participation methods appropriate to the Southside community's identity, history, values, and goals was based on a four-part framework (summarized below) and the regular evaluation of participation outcomes. The framework integrated key questions that needed to be answered before moving on to the next stage. For example, project partners asked, "Were the right people here and did they participate?" and if more collaboration was needed before moving forward with the next phase of engagement and participation goals.



The first two phases of the public participation element, *Community Visioning* and *Needs and Solutions* were about listening to stakeholder input. The first round included 15 stakeholder interviews and a visioning workshop that was poorly attended. When the team gathered to evaluate outcomes, community members felt that we had not heard from enough residents and that visioning was incomplete. The team decided to develop more dispersed and informal strategies and knocked on over 800 doors in the community to survey residents about neighborhood assets and issues and their visions for the Southside. Adjusting our methods allowed us to reach 187 residents, with a large percentage of respondents from African American, Native American and Hispanic families that had lived and worked in the neighborhood for generations.

During the *Community Visioning* and *Needs and Solutions* phases, the team created a variety of meeting formats that are detailed in the [Public Participation Plan](#) and in a variety of locations to ensure the diversity that characterizes the Southside was appropriately captured. The different opportunities for public participation are listed below.

- Two online and in-person surveys
- Six ArcGIS web maps
- One storytelling and visioning workshop
- Three topical workshops
- Open hours at the community center
- Six topical bus and walking tours
- One information booth at Juneteenth,
- Five on-the-street meetings

The project partners were confident with the breadth and depth of input from the community and transitioned to the *Polycymaking and Partnership* phase in Fall 2018. While partners began to develop a draft of the plan, another part of the City staff moved into a *Rapid Response* strategy. Stormwater, Traffic Engineering and Park Flag set up quick wins and community driven success that was critical to building trust in the plan.

The planning document itself was mostly developed through open houses, workshops, and a stakeholder group formed by the SCA. The group’s objective was to evaluate the public input received and to assess potential policies. Over the course of 14 meetings, the group was able to evaluate all materials and endorse a draft plan for public review.

*“The commitment of the stakeholder’s group was the best part of the process for me. People were engaged and did not hold back. People were honest in their opinions and concerns. The group was like minded in understanding the importance of the process and of coming to an agreement that considered everyone.” — Deb Harris, Executive Director, SCA*



*Deb Harris pitching in to help with community center improvements.*

A 60-day public review and comment period was the first step in the *Prepare and Adopt a Plan* phase. Digital and hard copies were made available in several places and three public workshops were held. The plan was presented to 15 city and county boards and commissions. During the review, concern was expressed regarding a connector segment of local trail system. To address this emerging issue and gain trust, a design professional and staff member went door to door take design input. During this effort the project team learned more through residents’ memories of having been marginalized by the City in years past. This impromptu input continues to inform the project approach and outcomes.

### Uniqueness of the Project

The Southside Community Specific Plan manifests community-driven ideas and stakeholder consensus, achieved through a suite of unique planning approaches. Many were adopted at the suggestion of project partners and the public:

**Storytelling** — The Southside Community Specific Plan brought together local government, non-profits, university faculty, long-term residents, and new residents to discuss the past, present, and future of the community. The process was remarkable because it did not shy away from learning about the hardships, discrimination, mistrust, and fear many families had experienced as minorities and Southside residents.

**Community Association leadership** — The Southside Community Association (SCA) began working with the City a year before the first public meeting. The organization helped evaluate contractors, develop branding, and conduct stakeholder interviews before there was ever a public announcement or mailing. During the “Summer of Southside,” SCA hosted get-to-know-you dinners for neighborhood property owners and facilitated conversations about the questions, concerns, and needs they thought people would be reluctant to talk about with the City.



*Murdoch Community Center.*

**Shared engagement** — The planning effort leveraged many sources of funding and community resources. The City Council jump started the project with money for a consultant, Matrix Design. A local non-profit, Friends of the Rio, was launching watershed planning, and the City partnered with this local non-profit organization to combine efforts and apply for an EPA Environmental Justice Small Grant based on the intertwined nature of past discrimination, future growth and change, and flooding in the Southside. The first two phases of the project were built on shared responsibility and decision-making among the City, the Southside Community Association, and the Friends of the Rio.



*New residents pitching in for neighborhood cleanup.*

**Honest and open evaluation** — Because partners had a stake in the process, they were not afraid to say that someone or something had been missed. Likewise, those managing the project were able to show sustained progress over a longer-than-expected project timeline without major project budget overruns. The project philosophy was to listen to criticism openly and to keep the door open for as long as possible. Even if the community members weren't ready to address issues or answer questions when first prompted by team members, every effort was made to keep communication channels and the participation process open and transparent.

*“Community trust is an effort that takes more than one outreach and engagement campaign. It takes an open door, willingness to listen, and shared decision-making power in order to rebuild trust in a shared governance process. We have started down that path with this effort and are excited to continue rebuilding together.” — Matt Muchna, former Southside resident and facilitator*

### Project Results

Adoption of the Southside plan has been delayed due to the COVID-19 pandemic. There is a strong desire to make use of community space for the required public hearing and offer residents the opportunity to participate in the adoption process in-person. However, the team is evaluating alternatives that are equally inclusive and meet all legal requirements for formalizing the plan. Telephone town halls, streaming services and managed in-person engagement are all being considered.

As of this submission, the Southside Community Specific Plan is undergoing a required legal review. Legal review occurs between the public draft review and comment period and the public draft hearing that we will occur in the summer of 2020 and result in the Flagstaff City Council adopting the plan. We have nevertheless capitalized on the momentum of the planning process and proceeded with smaller neighborhood improvements. Some of the largest hurdles to larger, longer-term goals have already been cleared.

The *Rapid Response* strategy, which was not part of the original public participation plan, is resulting in real-time improvements in the neighborhood, particularly in helping to solve parking issues. Eight new blocks in the Southside were brought into the managed parking system, which provides parking options and supply for residents and limits non-residents' use at all times. All community members, old and new, are happier with their parking situation.

Southside neighborhood planning momentum and goals are further influencing City decision-making in early consideration of park locations as stormwater and transportation improvements are being designed. Historically, the Southside neighborhood has lacked active outdoor open space, a problem that continues to this day. Through the outreach process residents, staff and

volunteers worked collaboratively to identify a suitable location for new active open space. As one can imagine, this was difficult given the built-out condition of the neighborhood. A City infrastructure project was identified where an active park can easily be incorporated. As a result, the park concept is now being incorporated in the early stages of the design and budgeting process of a City infrastructure project. This underscores the value of the public input process throughout this project from issue, to idea, to vision, to implementation. Importantly, this is being implemented prior to plan adoption.

### Alignment with IAP2 Core Values



*Neighborhood bus tour helping to educate on community assets.*

**Involving those most affected by the decision —** Outreach for the Southside Community Plan has touched every door and business in the Southside neighborhood. When issues were particularly difficult, long standing, or complex, city staff met with residents “on their turf,” two to three times. When rapid response issues were identified, residents most directly impacted were strongly encouraged to help design proposed work.

**Influence of the public’s contributions on the outcome —** The team restrained from forcing solutions and instead built trust through a sustain public engagement process. This restraint created space for hopeful ideas from a community that was weary of outside forces. The community’s ideas about public improvements were reflected in the *Rapid Response* strategy as well as in actual plan content such as, concept plan illustrations for parks, parking, transportation, and floodproofing. The proposed growth policies and subarea delineations are also based on the community’s input.

**Promoting sustainable decisions and the needs and interests of all participants —** In order to ensure that the goals and policies of the draft plan were sustainable, the plan includes policies on research, partnerships and support for community organizations in the Southside. Sustainability is also reflected in the plan’s approach to future planning and design with the inclusion of alternative scenarios, ensuring that the plan remains flexible and implementable through future uncertainty. Initial community feedback showed a distrust of professional certainty and frustration with the yes/ no swings of past project planning, especially related to flooding. As a result, the plan approached a pending flood control project with scenarios. This approach will allow the Southside Plan to be a more durable decision making tool and the sharing of uncertainty with the community helped diminish the impression that the City was “changing its story” or trying to go around the community when project parameters change.

**Facilitating the involvement of those most affected —** In addition to the extensive outreach throughout the process, the team paused the process for the stakeholder group several meetings in, when there was a realization that perspectives important to the decision were missing from the conversation. The SCA formed the long-term stakeholder group in May 2019; membership includes local residents, a property manager, a commercial property owner and church representative, a developer, a realtor, a representative of NAU and a professor from NAU who had been working with the community. The breadth of the group’s experiences and their commitment to understanding ensured that any bias or status quo thinking on the part of City staff and the public was tested and questioned in the development of the Plan.

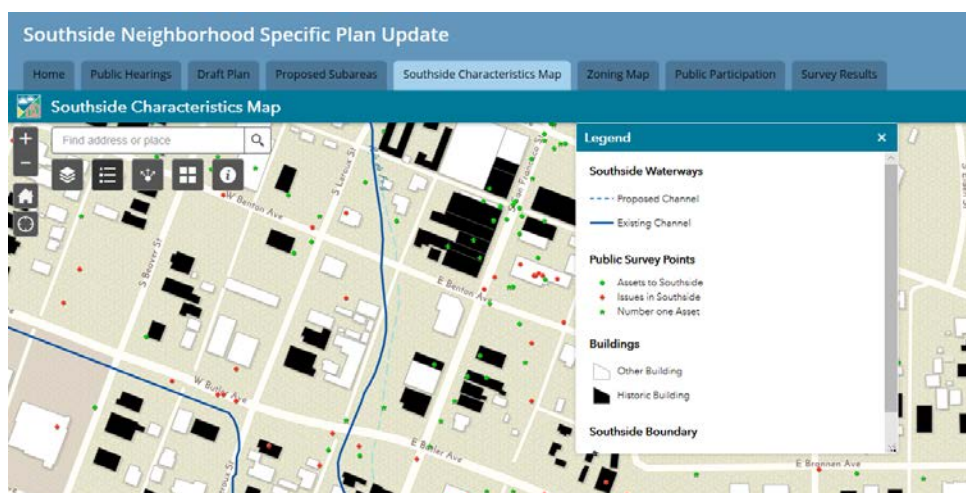
**Seeking input from participants on how they wished to participate** — When community members indicated they were not interested in attending meetings because past meetings and workshops failed to generate meaningful results, the team added online and in-person surveys, on-site meetings and site tours. Likewise, when a community member commented that businesses were underrepresented in a summary of stakeholder feedback, the team conducted a business survey. Thirty-six of the 68 businesses that were contacted responded. A 53% response rate.

*I especially liked the field trips when the city folks and community members went out and looked at the sites under discussion. I felt like a number of good insights came from those trips that never would have come up if we had just sat around a table.* — **Rick Miller Friends of the Rio**

**Supporting meaningful participation with information** — The feedback loop between technical experts and the community was key to successful engagement with the Southside. An example that stands out occurred during a walking trip to discuss a flooding issue. Two community members who were retired from utilities and construction work talked to staff about the way the City used to maintain a channel and remove brush from the Rio de Flag, which had since ceased. After consulting with staff, it was determined that maintenance ceased in 1986, the same year the Army Corps of Engineers began requiring permits for dredging and filling the channel and the City had ceased maintenance. A shared understanding on this kind of information allowed the City and the community to choose together the path forward. This 30-year-old missed communication had been a source of frustration for residents for years.

*“I have learned a lot from the meetings I have participated in and, was happy to give a lot of my ideas to help the Southside.”* — **David Rodriguez, Southside resident and business owner**

**Communicating how public input affected decisions** — In the beginning, community members believed the City was creating a plan, not for them, but for an outside interest like the university or a developer. To help dispel this perception a



*Interactive Community Asset Map*

project website was developed, [www.flagstaff.az.gov/southsideplan](http://www.flagstaff.az.gov/southsideplan), an on-going, interactive communication tool that allows for interactive web mapping, and communicates meetings notices and summaries. The frequent incorporation of the public comments on the website, in presentations and in the stakeholder meeting packets also reassured participant that their time and opinions were valued. The rapid response actions were also highlighted by many participants as a reason they started coming to later meetings when they had been uninterested in the earlier events.

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Jeanie Gallagher, Human Resources Director  
**Date:** 02/23/2021  
**Meeting Date:** 03/09/2021



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**TITLE****Human Resource Division Review****STAFF RECOMMENDED ACTION:**

This item is for discussion only (see attached presentation).

**EXECUTIVE SUMMARY:**

This item is intended to assist in orienting Council to their City Human Resource Division, to "meet" our team members and provide an overview of our programs and current initiatives.

**INFORMATION:**

The Human Resource Division presentation will provide information including:

- Purpose
- Team Members
- Organization Structure
- Budget
- Program Overview
- Current Initiatives

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**Attachments:** [HR Division Review](#)



CITY COUNCIL - DIVISION INTRODUCTION

# Human Resources

MARCH 9, 2021



- Purpose of Human Resources Division
- Meet the Team
- Organization Chart
- Budget Information
- Human Resource Programs and 2022 Priorities



# Purpose – Why Human Resources?

- All Human Resource programs are internal-facing, Shared Governance in Priority Based Budgeting terms.
- Our purpose is to support the people, or the “human resource” needs of the City.
- Our programs support employees from recruitment to retirement, and everything in between.
- How we design and deliver our programs has tremendous impact on the culture of the organization.



# Meet the Human Resources Team



Jessica



Alan



Jennifer



Anika



Michael



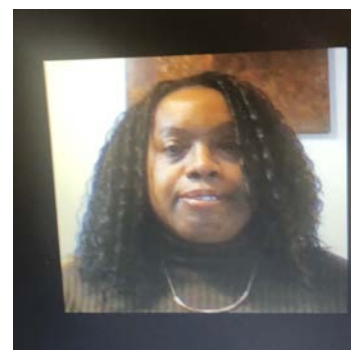
Cindy



Jen C.



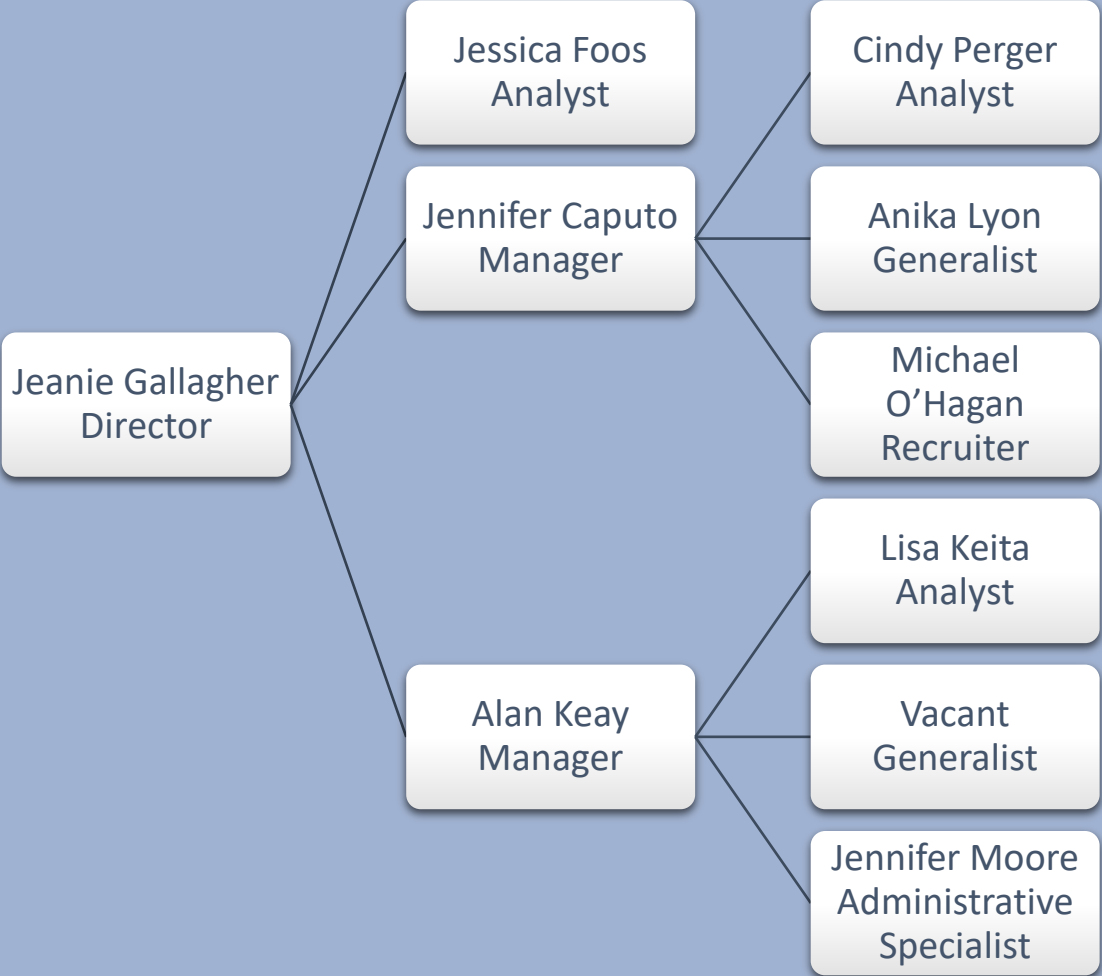
Jeanie



Lisa

VACANT  
GENERALIST

# Human Resource Organization Chart





# Budget Information FY 2021

- Labor
  - Human Resources is staffed with 10 full time positions
  - The current year labor budget is \$882,396
- Non-Labor
  - Base Budget \$41,287
  - One Time and Carry Forward \$208,817
  - Total Non-Labor: \$250,104
- Total Budget: \$1,132,500



# Programs and FY 22 Priorities

## Human Resource Information Technology

- Enhance services, access to information, efficiency without adding labor
- Neo Gov product suite
- On Base – electronic personnel files
- Electronic workflow (On Base)
- Human Resource/Payroll enterprise system



# Programs and FY 22 Priorities

## Classification and Compensation

- Compensation study
- Benchmark surveys
- Administer compensation programs and policies
  
- Compensation study implementation
- Policy revisions
- Job description revisions



# Programs and FY 22 Priorities

## Employee Training and Development

- City-wide for all employees
- Compliance and professional development
- Tuition Assistance
  
- LEARN
- Support career enrichment and advancement
- Leadership Development (Leader Academy)



# Programs and FY 22 Priorities

## Performance Management

- PERFORM
- Employee communication and development
- Ongoing dialogue regarding expectations and results
- Upholds City mission, values and performance objectives
  
- Focus on goals
- Check-ins
- Journaling



# Programs and FY 22 Priorities

## **Compliance, Employee Relations, Policy Administration**

- Compliance reporting such as Affordable Care Act, Equal Employment Opportunity, Unemployment
- Policy/ordinance management
- Coaching and support
- Establish a cultural framework
  
- Employee Handbook rewrite
- Exit Interview process



# Programs and FY 22 Priorities

## Recruitment

- Insight and the Online Hiring Center (OHC)
- Screening and testing
- Background screening
- Onboarding
  
- Video interviews
- Electronic fingerprints
- Maximize Insight and OHC utilization



# Programs and FY 22 Priorities

## Benefits

- Northern Arizona Public Employees Benefits Trust
- Online Benefits Center
- Wellness program
- Leave of absence administration
  
- Leaves management technology
- Open enrollment
- Benefit education and appreciation



**Thank you**

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Heidi Hansen, Economic Vitality Director  
**Date:** 03/02/2021  
**Meeting Date:** 03/09/2021



---

**TITLE:**

**Economic Vitality Division Overview**

**DESIRED OUTCOME:**

This presentation is for information only for our Council.

**EXECUTIVE SUMMARY:**

The City of Flagstaff's Economic Vitality Division consists of a dynamic group of programs. These programs include the Flagstaff Pulliam Airport, Discover Flagstaff (Convention and Visitors Bureau) and Visitor Services, The Flagstaff City-County Public Library System, and the Community Investment Section, which includes Economic Development, Arts and Science, Beautification, and Parking.

**Mission:** The Economic Vitality Division provides quality services to residents and visitors that preserve and enhance Flagstaff's prosperity and overall quality of life.

**Vision:** The Economic Vitality Division enriches the lives of our Flagstaff residents and visitors 365 days per year. We do this by providing safe and reliable air service, authentic experiences with responsible tourism practices, library services and resources that inspire learning, a healthy business climate, vibrant arts and culture programs, and a sense of place.

**INFORMATION:**

The Economic Vitality Division team will go over each of our programs within our four sections of the division that include the airport, tourism, community investment, and library. Staff will share the organization chart, budget, FY21 accomplishments, and what's next for our programs.

---

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



CITY COUNCIL - DIVISION INTRODUCTION

# Economic Vitality Division

MARCH 9, 2021



# Agenda:



- Overview of Division
- Org Chart and Division Managers/Directors, FTE's
- Budget Information
- FY21 Accomplishments
- What's Next...



# Overview of Division



## Economic Vitality Division



The City of Flagstaff's Economic Vitality Division consists of a dynamic group of programs. These programs include the **Flagstaff Pulliam Airport**, **Discover Flagstaff (Convention and Visitors Bureau)**, the **Flagstaff City-Coconino County Public Library system**, and the **Community Investment Section**, which includes **Economic Development, Arts & Sciences, Beautification, and Parking**.



CHOOSE  
**FLAGSTAFF**





# Overview of Division



## Economic Vitality Division

**MISSION:** The Economic Vitality Division provides quality services to residents and visitors that preserve and enhance Flagstaff's economic prosperity and overall quality of life.

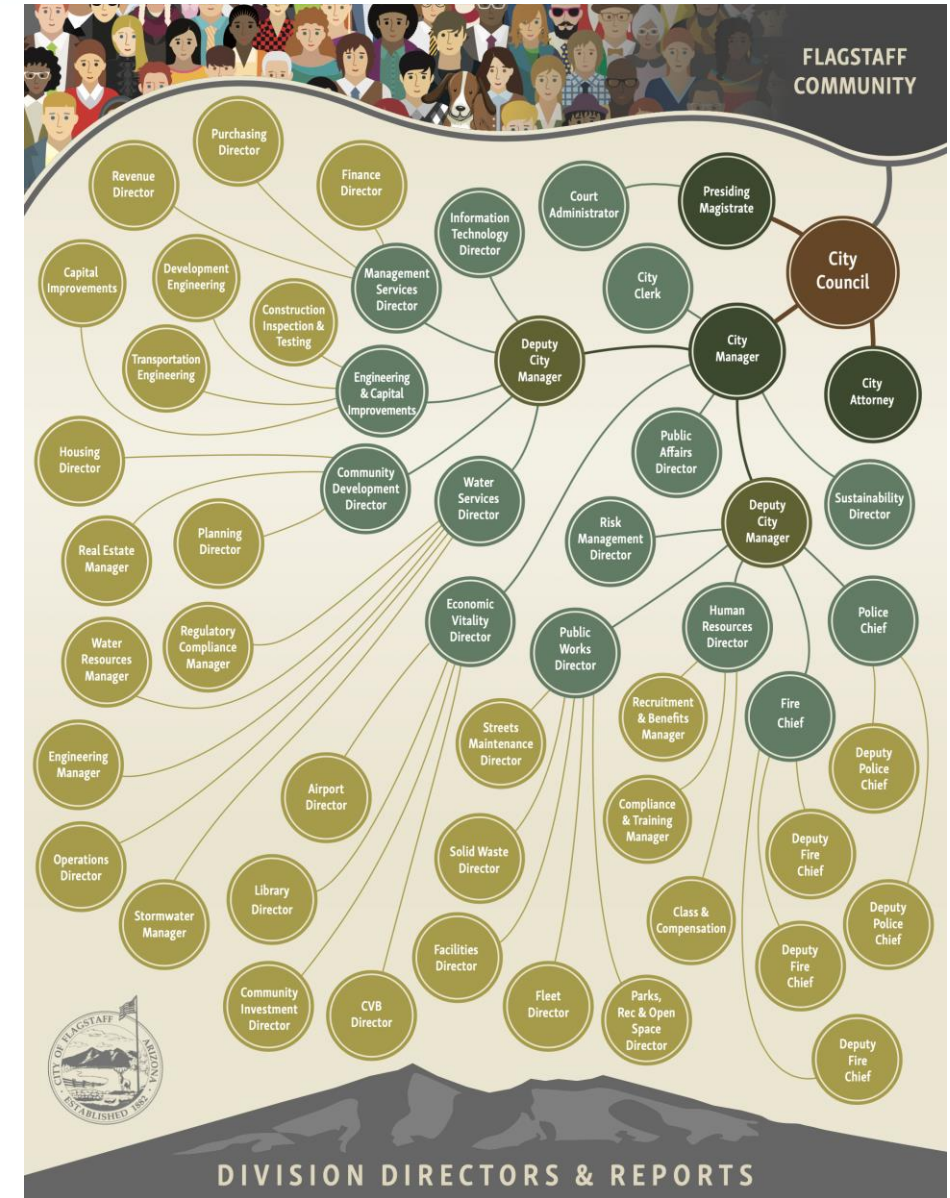
**VISION:** The Economic Vitality Division enriches the lives of our Flagstaff residents and visitors 365 days a year. We do this by providing safe and reliable air service, authentic experiences with responsible tourism practices, library services and resources that inspire learning, a healthy business climate, vibrant arts, and culture programs, and a sense of place.



# Org Chart



**+** Our amazing staff making us 97 FTE's STRONG!!!





# Flagstaff Pulliam Airport



**Airport Director**  
**Airport Operations Manager**  
**Airport Rescue Fire Fighters (ARFF) (9)**  
**Administrative Specialist**





# Flagstaff Pulliam Airport

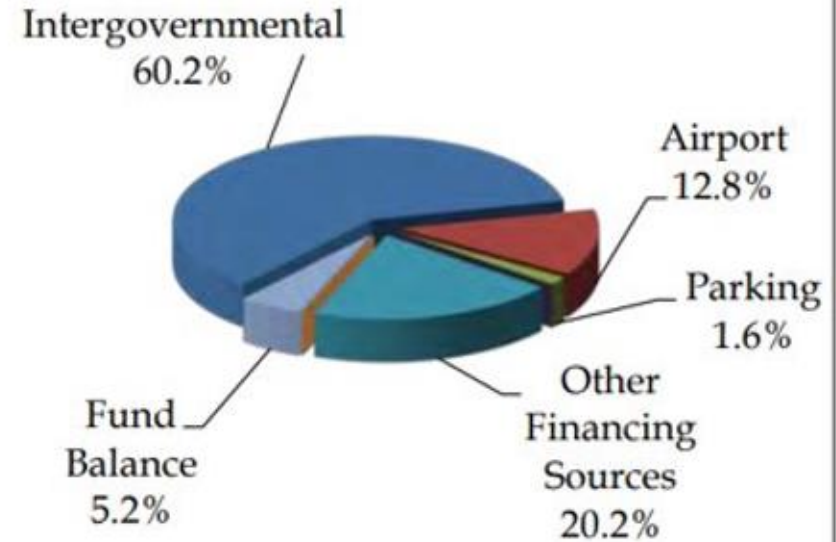


## BUDGET:

### Revenues/Other Sources

Intergovernmental	\$	11,929,808
Airport		2,547,324
Parking		320,000
Investment Earnings		1,500
Other Financing Sources		4,000,000
Miscellaneous		1,000
Fund Balance		1,040,789
	\$	<u>19,840,421</u>

### Airport Revenues/Other Sources





# Flagstaff Pulliam Airport

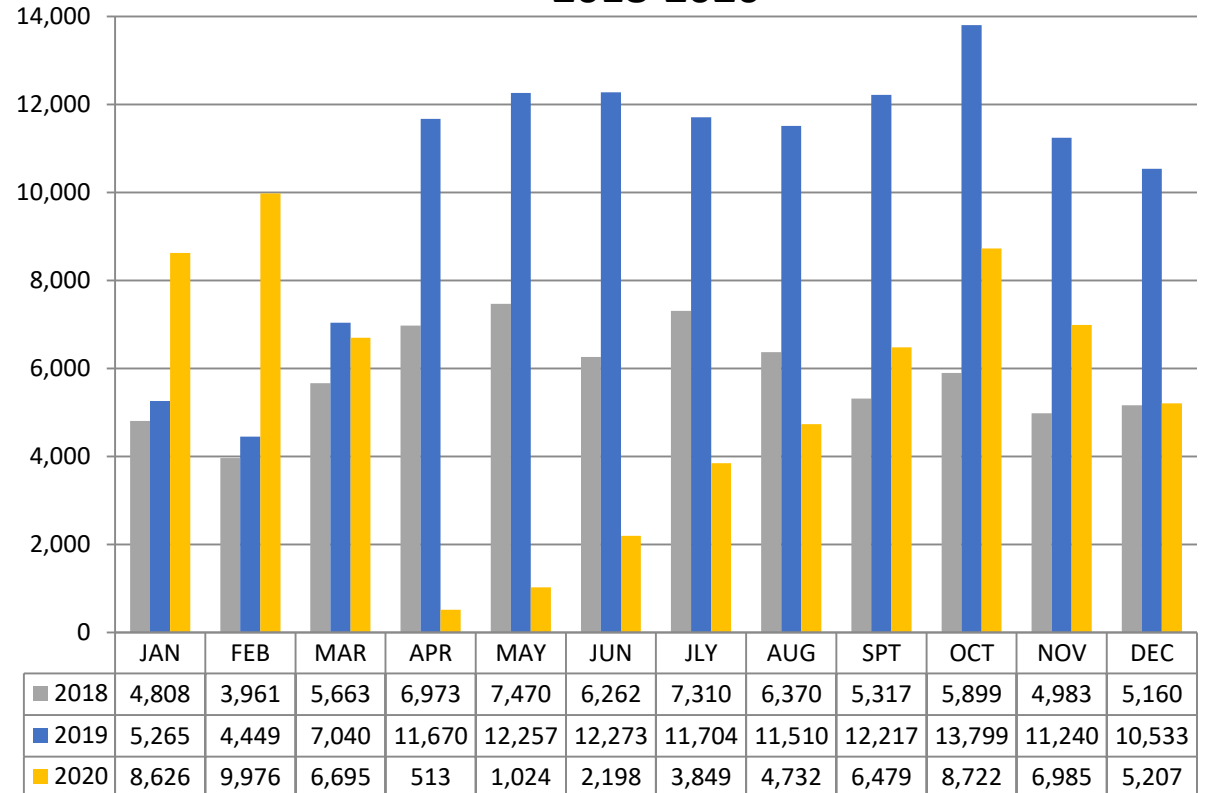


## FY21 ACCOMPLISHMENTS:

### ENPLANEMENTS:

- **2018: 70,176 total enplanements**
- **2019: 123,957 total enplanements, 76% increase over 2018**
- **2020: 65,006 total enplanements, was on pace to beat 2019 before COVID, kept pace with 2018**

**ENPLANEMENTS  
2018-2020**



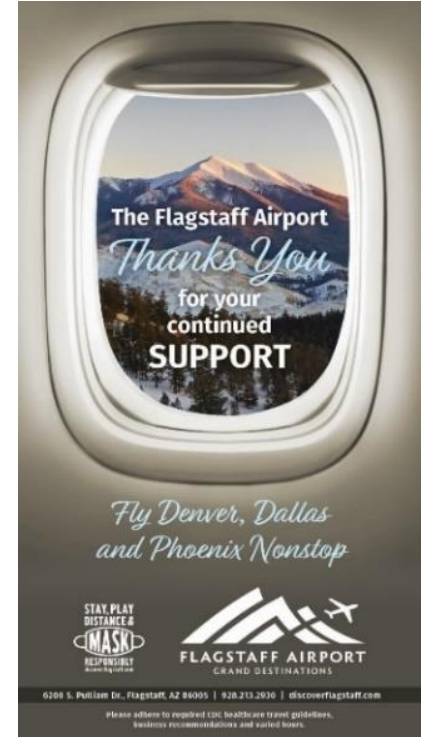


# Flagstaff Pulliam Airport



## FY21 ACCOMPLISHMENTS:

- AIRPORT TEMPORARY PARKING
- AIRPORT MARKETING
- AIRPORT SIGNAGE





# Flagstaff Pulliam Airport



## FY21 ACCOMPLISHMENTS:

### AIRPORT RESCUE FIRE FIGHTING

- SNOW REMOVAL EQUIPMENT
- NEW FIRE TRUCK
- ADDITIONAL STAFFING





# Flagstaff Pulliam Airport



**FY21 ACCOMPLISHMENTS:**



**CARES ACT FUNDING  
\$18.1 MILLION!!!**



# Flagstaff Pulliam Airport



## CARES ACT FUNDING:

- Terminal Enhancements
- Hangar Enhancements & more

## SUSTAINABILITY MASTER PLAN:

- Will continue to check items off our list.

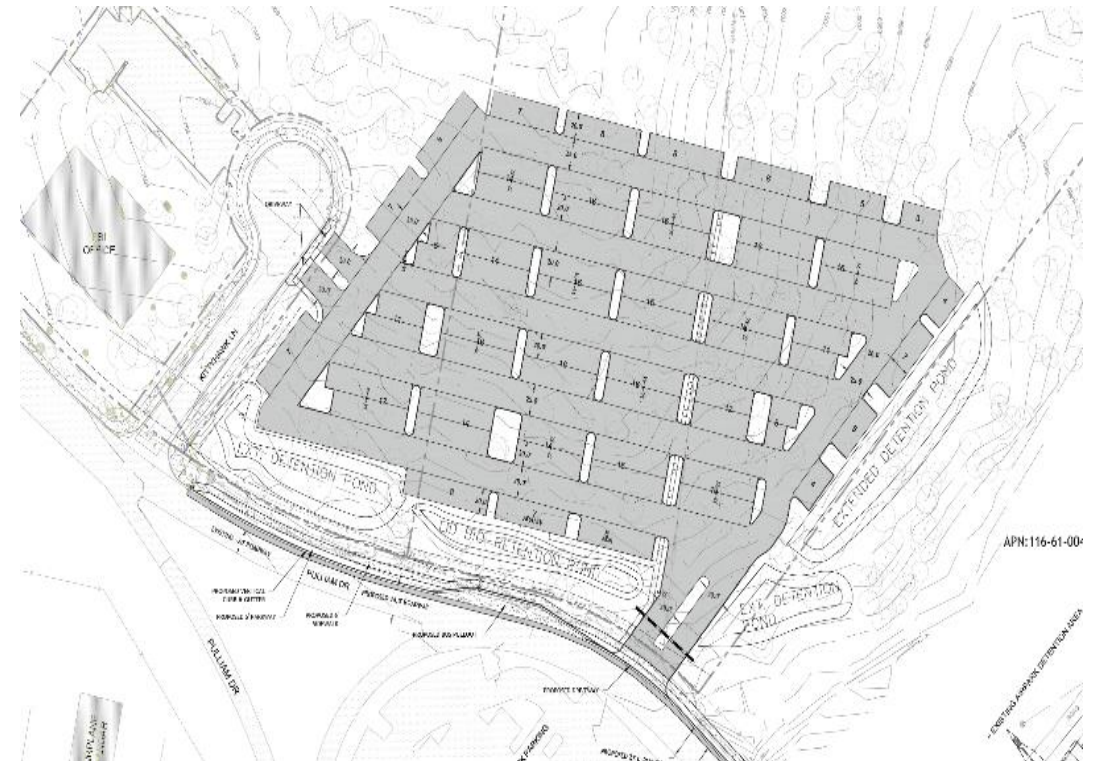
## ADDITIONAL STAFFING:

- Airport Program Manager

## SECOND PARKING LOT:

- **Concept A**
  - Approx. 413 parking stalls
  - Approx. 16,988 S.Y.
  - 41.1 S.Y./stall concept

## WHAT'S NEXT:





# Flagstaff Pulliam Airport



**THANK YOU!**





# Community Investment



- Community Investment Director**
- Business Retention & Expansion Manager**
- Business Attraction Manager**
- Beautification, Arts & Sciences Manager**
- Beautification Administrator**
- Park Flag Manager**
- Park Flag Lead Worker**
- Park Flag Aides (4)**
- Administrative Specialist**



**CHOOSE  
FLAGSTAFF**





# Arts & Science



## BUDGET:

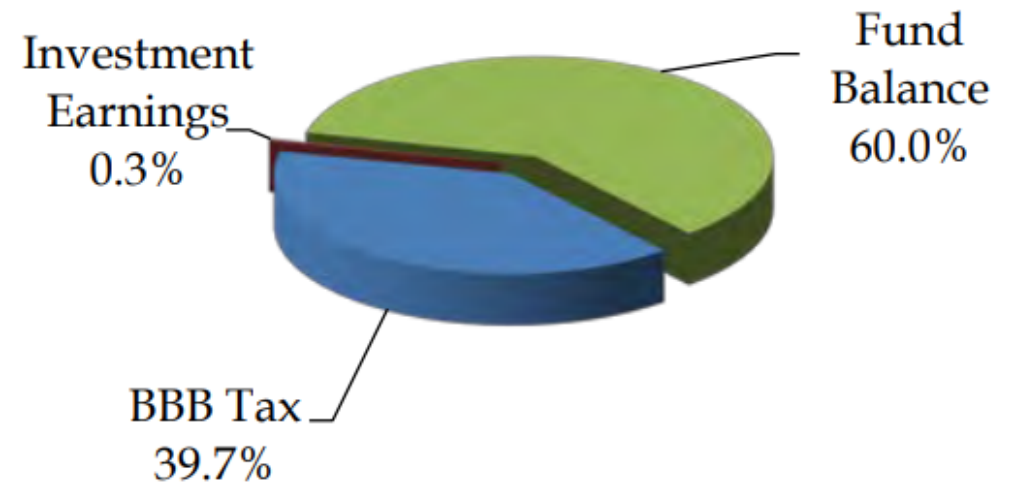
### Revenues/Other Sources

BBB Tax	\$	699,563
Investment Earnings		5,000
Fund Balance		1,057,230
	\$	<u>1,761,793</u>

### Appropriations

Economic Vitality	\$	1,249,998
Contingency		10,000
	\$	<u>1,259,998</u>

### Arts & Science Revenues/Other Sources





# Arts & Science



## FY21 ACCOMPLISHMENTS:

- Community grants to support close to 40 art, science and culture nonprofits, ~\$360,000 annually.
- Close to \$100,000 in additional COVID relief grants distributed.
- Increased public art projects with new staff structure.
- Over 500% increase in public participation in artist selection panels with new structure.



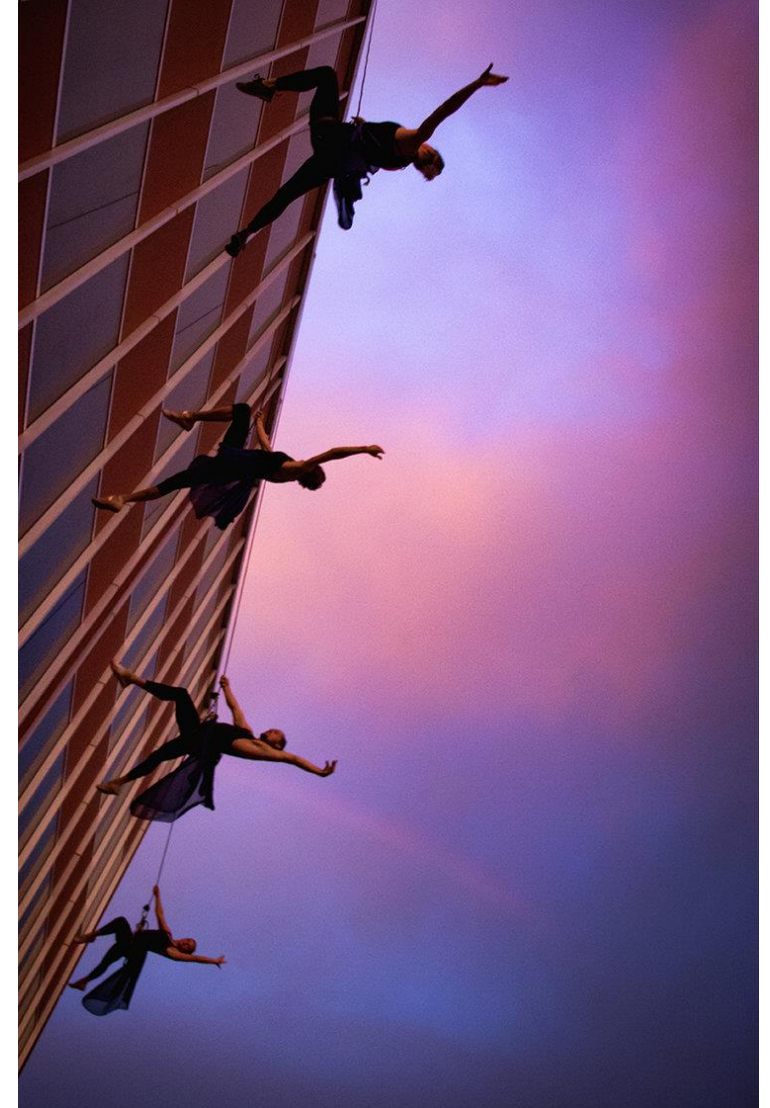


# Arts & Science



## WHAT'S NEXT:

- Continued increase in public art project delivery and public participation.
- Art, Science and Culture nonprofit grants for 2021 project and operating support grant levels will remain the same, despite recession.
- Update and enhance the public art map for improved public experience.





# Beautification



## BUDGET:

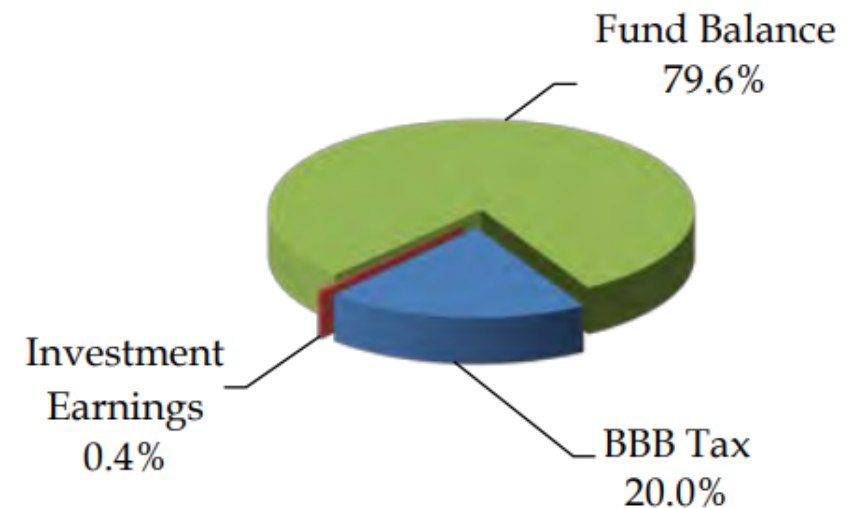
### Revenues/Other Sources

BBB Tax	\$	1,865,500
Investment Earnings		37,000
Fund Balance		7,402,757
	\$	<u>9,305,257</u>

### Appropriations/Transfers

Economic Vitality	\$	4,722,707
Contingency		10,000
Transfers (Net)		495,313
	\$	<u>5,228,020</u>

### Beautification Revenues/Other Sources





# Beautification



## FY21 ACCOMPLISHMENTS:

- Nine beautification projects complete or anticipated, including a pilot flower project program, beautification of the new Fourth Street Bridge, and a new Route 66 Monument.
- Updated Beautification in Action community grants (\$4,500 per project).





# Beautification



## WHAT'S NEXT:

- Large-scale projects such as the library entrance and integrating art and beautification into the Downtown Connection Center Plan.
- Beautification in Action community grant deadlines March and September 15.
- Beautification continuing to provide infrastructure for Expanded Use of Right-of-Way program.





# Economic Development



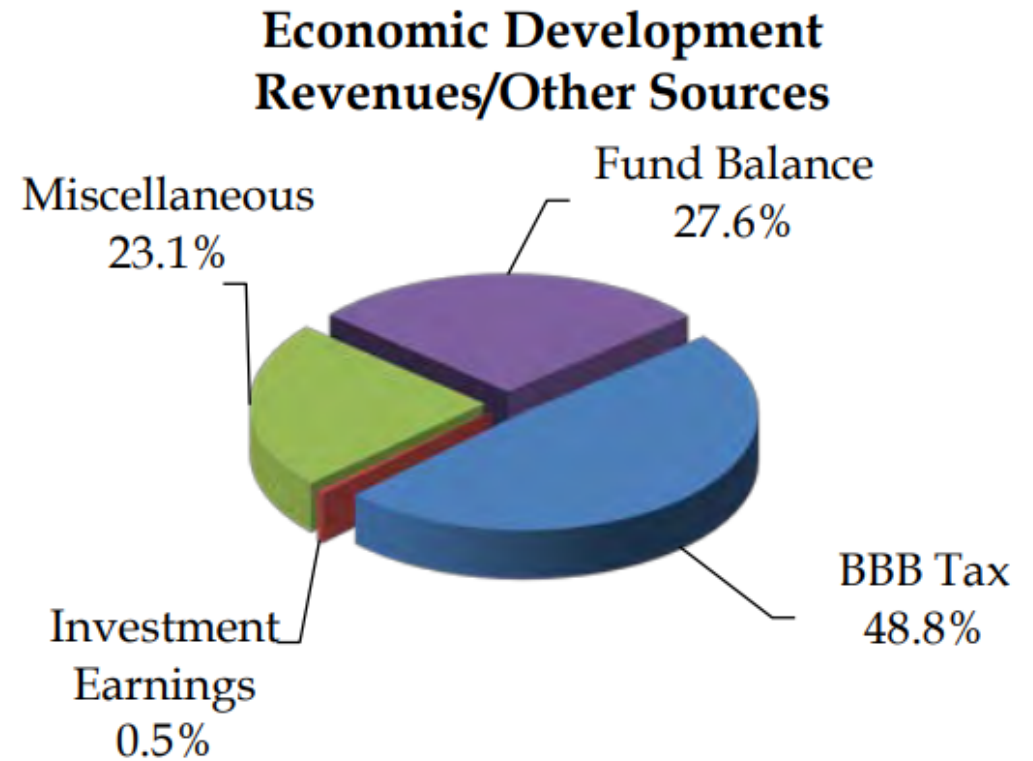
## BUDGET:

### Revenues/Other Sources

BBB Tax	\$	886,113
Investment Earnings		8,279
Miscellaneous		419,804
Fund Balance		501,783
	\$	<u>1,815,979</u>

### Appropriations/Transfers

Economic Vitality	\$	1,494,089
Contingency		45,000
Transfers (Net)		96,757
	\$	<u>1,635,846</u>





# Economic Development



## **BUSINESS ATTRACTION:**

Assisting businesses Choose Flagstaff:



**CHOOSE  
FLAGSTAFF**

- Targeted Ad Campaigns
- Trade Show Attendance
- Site Visits
- Enhancing the City's toolkit (Incentives)
- Inter-agency Collaboration
  - Economic Collaborative of Northern Arizona (ECoNA)
  - Arizona Commerce Authority (ACA)



# Economic Development



## FY21 ACCOMPLISHMENTS:

- Creation of three new incentive programs
- Job Creation Incentive: Partial funds awarded to Katalyst Space Technologies
- Development Reinvestment Incentive
- Sustainable Automotive Sales Tax Rebate
- Successful Request for Statement of Qualifications conducted for 31.45-acre airport parcel
- Master Development Negotiations ongoing





# Economic Development



## **BUSINESS RETENTION and EXPANSION FY21 ACCOMPLISHMENTS:**

- Providing Business Analytics and Support
  - Buxton data & \$10,000 - Business Relief Grants
- Business Retention and Expansion Incentive awarded to CozyHome
- Innovate Waste/Personal Protection Equipment Challenge 2020 awarded to Bee Well





# Economic Development



## EXPANSIONS:

- Joy Cone Company has added a third batter room and is hiring 30 new employees
- T-Gen has doubled in size to 60 employees
- Poba Medical now employs 18 people
  - Looking for 7 people across the Machine Solutions, Poba, Symple Surgical, ExperiENT family

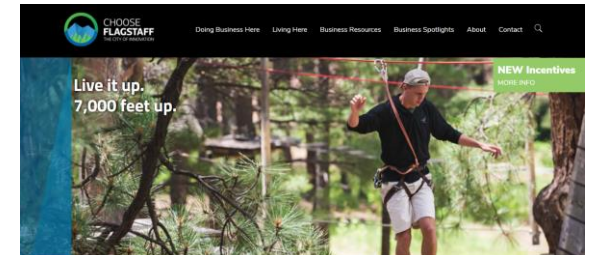
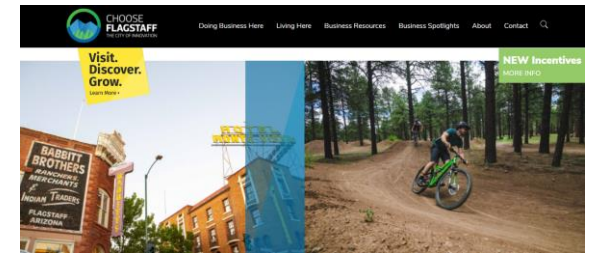


# Economic Development



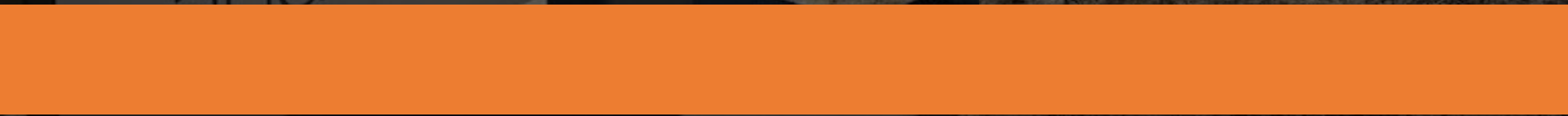
## FY21 OTHER HIGHLIGHTS:

- Workforce Development
  - Career Exploration Series
  - Elevate Pre-K
- Comprehensive Economic Development Strategy (CEDS)
- Marketing: 4 Articles plus 4 Advertisements
  - Over 1,000,000 Executive level subscribers
  - ~2 million digital impressions
- ChooseFlagstaff.com





# NACET / MOONSHOT





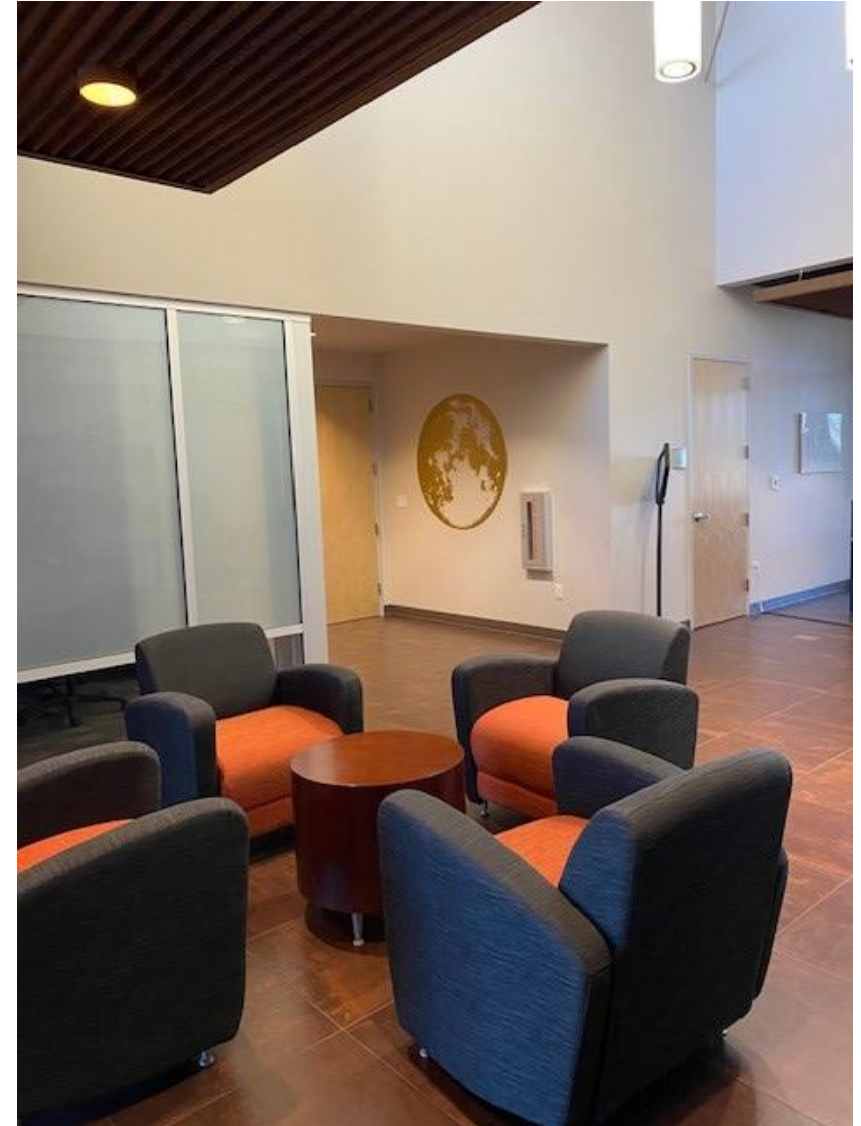
# Economic Development



- Occupancy
  - Incubator – 88% occupied
  - Accelerator – 37% occupied

A few examples of tenant companies

- Axolotl
- Bee Well
- Mitosynergy
- Armored Outdoor
- Hypo 2





# Economic Development



## WHAT'S NEXT:

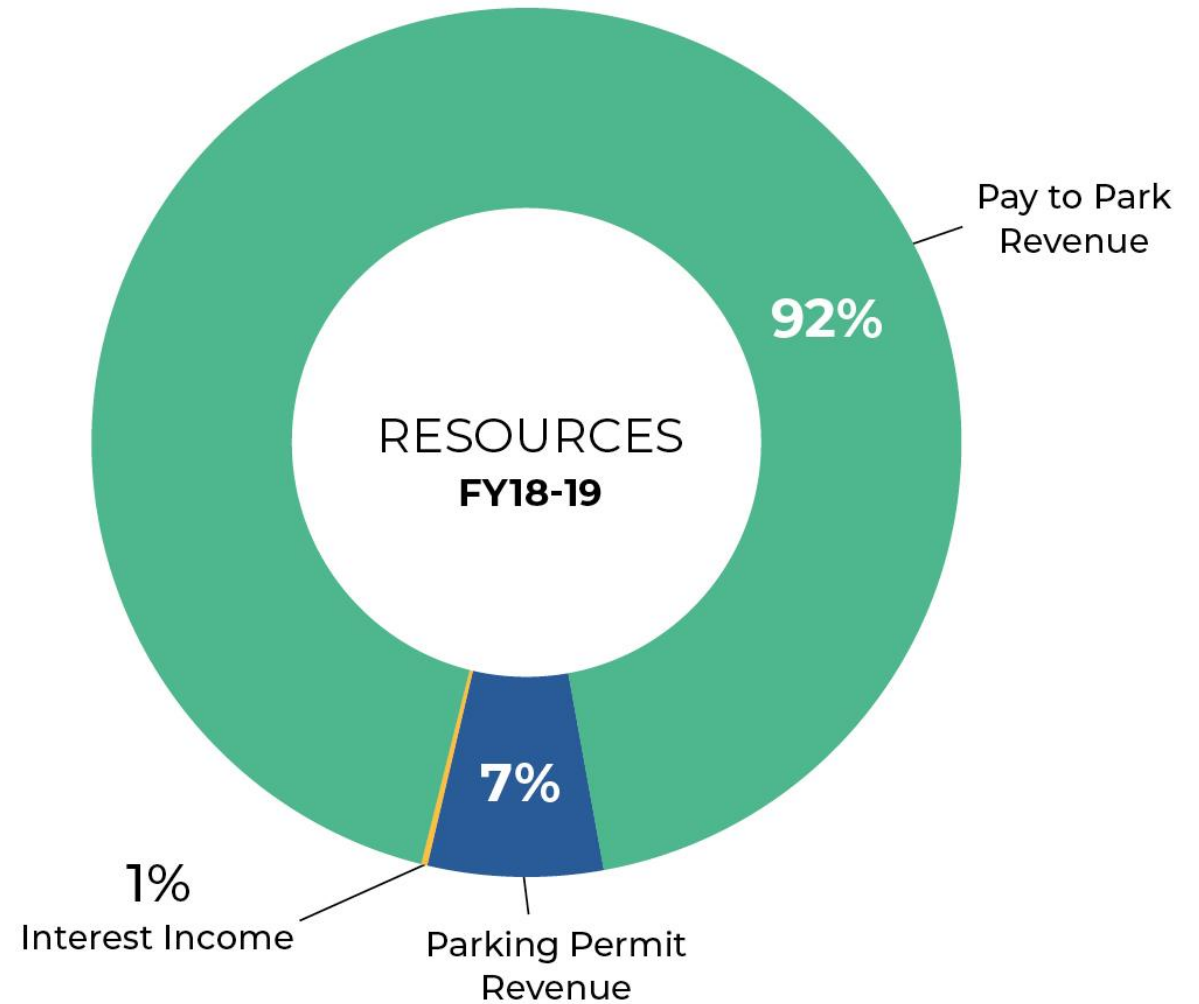
- New content to ChooseFlagstaff.com
- Innovate Waste/Personal Protection Equipment Challenge 2021
- Round 2 of incentives to attract and grow job opportunities for residents
- Master Development of the 31.45-acre airport parcel
- Maximize benefit of the NACET facilities
- Master Planning and "Cost of Doing Business" study



# ParkFlag



- Special Revenue Fund
- Lockbox is over \$700,000
- Reduced income anticipated

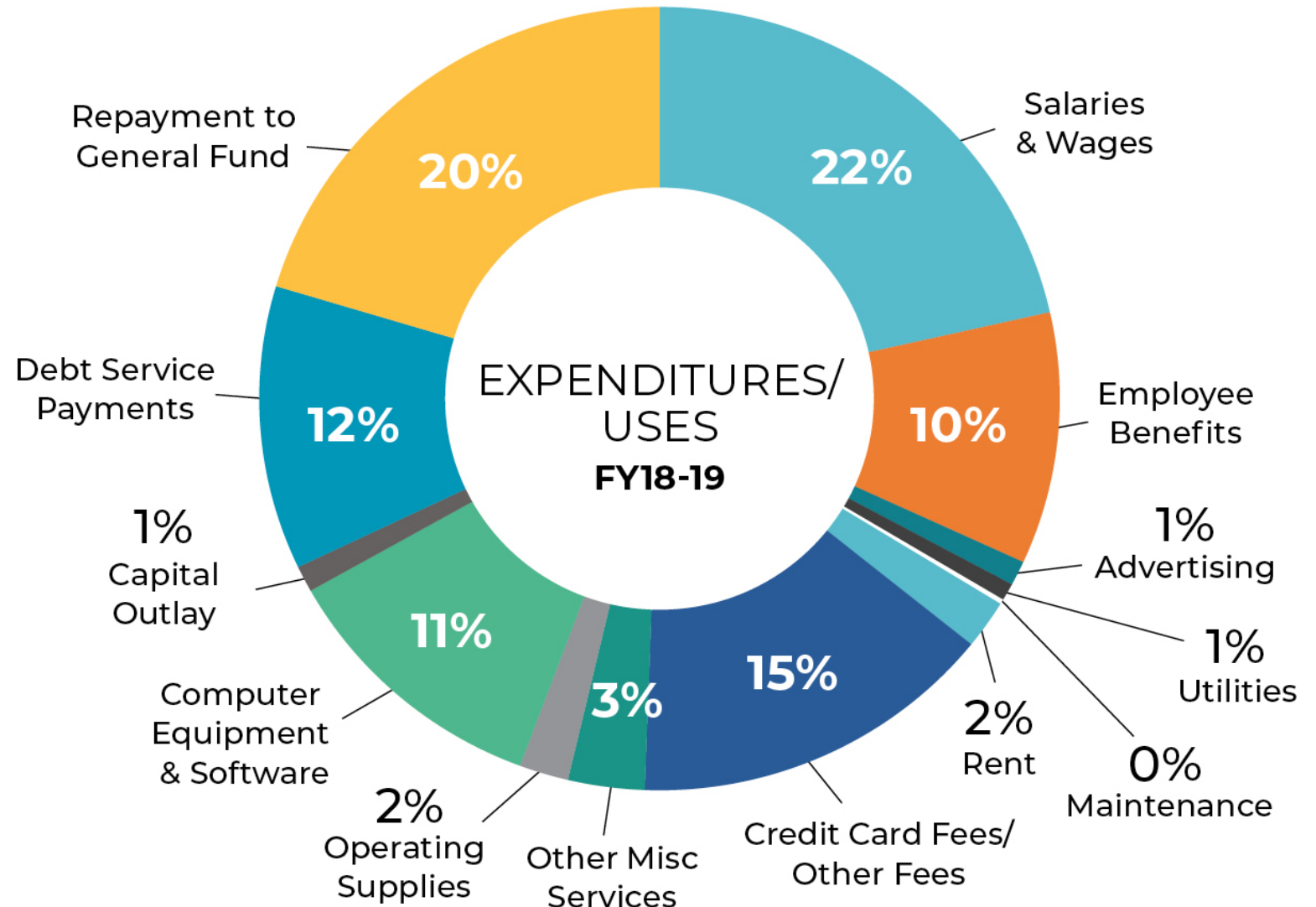




# ParkFlag



- Paying off debts,
- Paying for all expenses,
- Saving for new inventory!





# ParkFlag



## FY21 ACCOMPLISHMENTS:

- Successfully managed parking through suspension
- Installed parking signs with updated parking hours
- Developed kiosk hoods/  
hooded 102 kiosks





# ParkFlag



## FY21 ACCOMPLISHMENTS:

- Helped maintain a safe environment in downtown Flagstaff.
- Installed and managed multiple curbside pick-up zones
- Re-implemented paid parking program with improvements.





# ParkFlag



## WHAT'S NEXT:

- Install new parking software
- Hire Parking Manager and Parking Aide
- Continue work with EUROW (Expanded use - rights of way)
- Recover from suspension
- Add to lock box / increase parking supply





# Community Investment



**THANK  
YOU!**





# Library – City & County



**Library Director**

**Deputy Library Director –  
City Services**

**Deputy Library Director –  
County Services**

**District IT Manager**

**Executive Assistant**

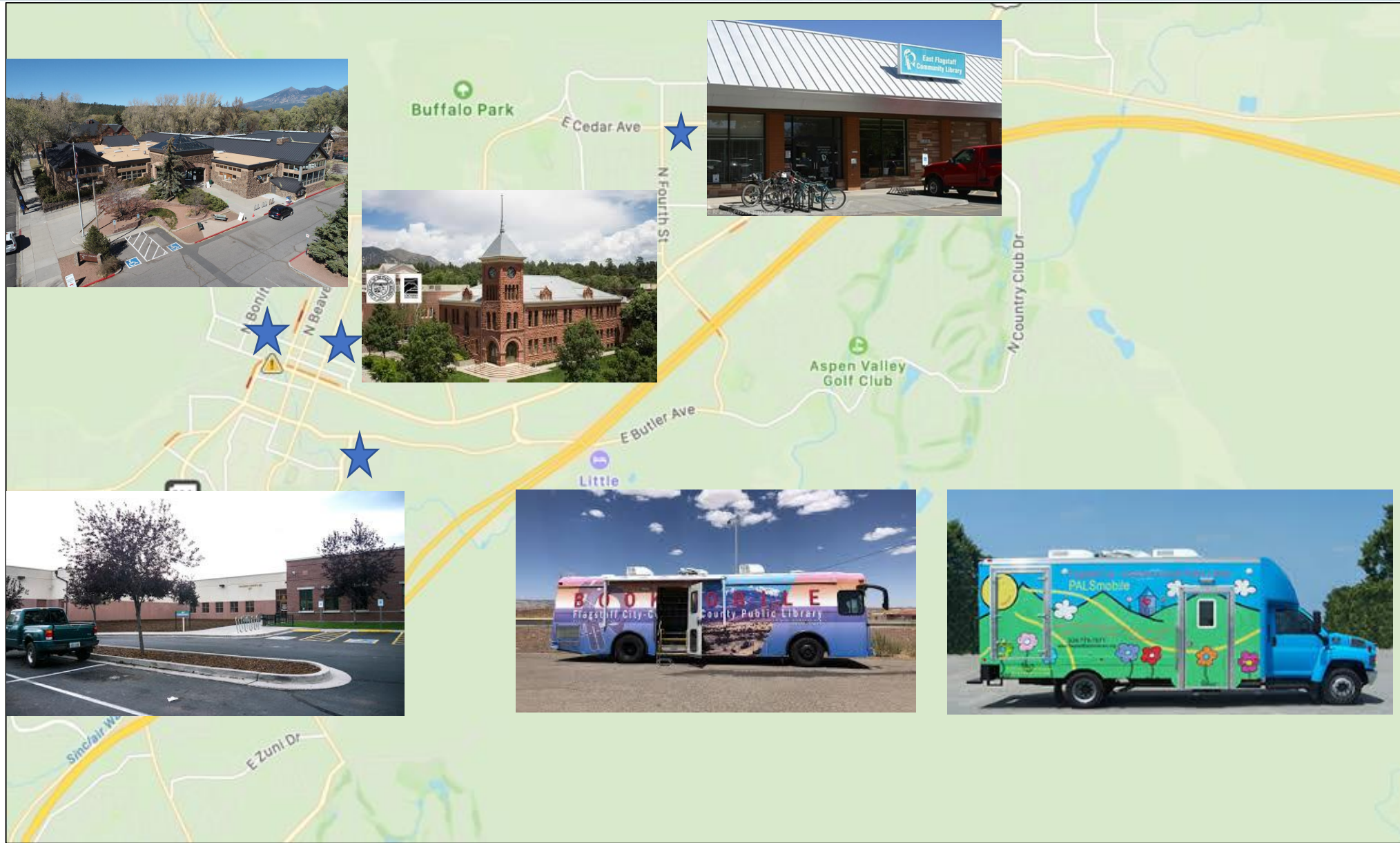




# Library – City & County



- **Downtown Library**
- **East Side Library**
- **Law Library**
- **Correctional Facilities Library**
- **Bookmobile**
- **PALS mobile**

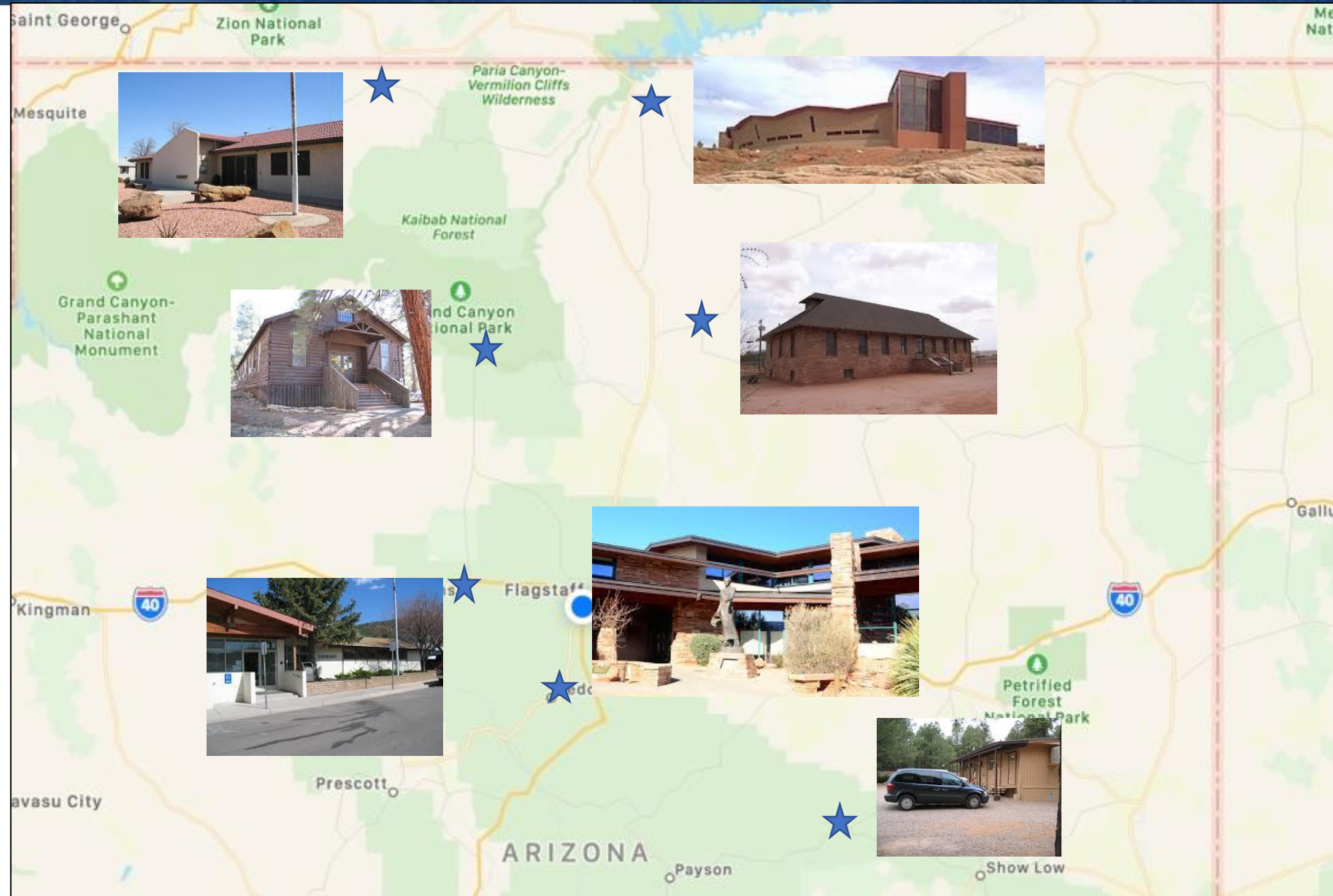




# Library – City & County



- Grand Canyon Public Library
- Tubas City Public Library
- Forest Lakes Public Library
- Fredonia Public Library
- Page Public Library
- Williams Public Library
- Sedonia Public Library





# Library – City & County



## Funding & Intergovernmental Agreement (IGA)

- Property Tax
- Flagstaff sales Tax

Shared library services

- Electronic Resources
- Integrated Library System (ILS)
- Some Library IT services

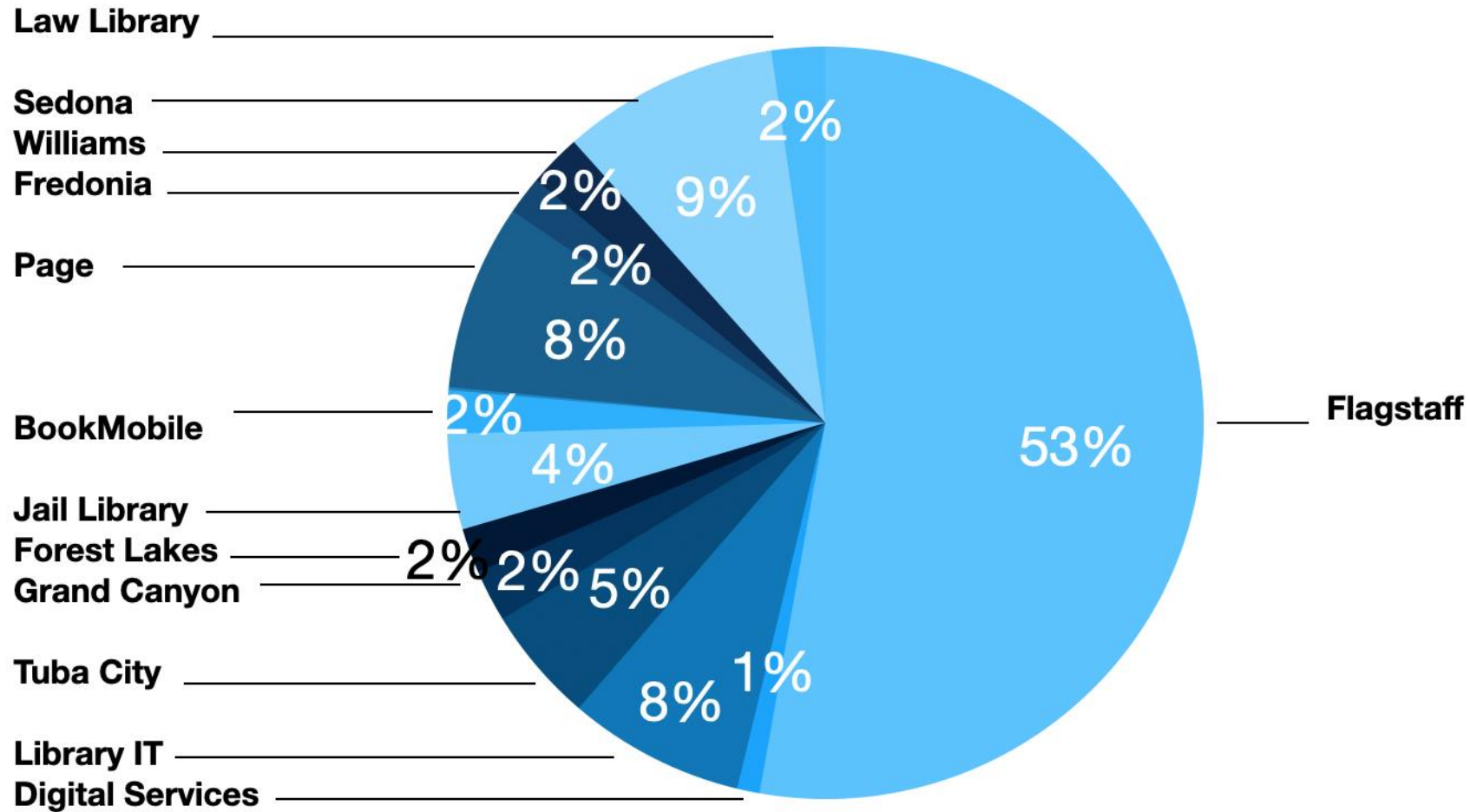




# Library – City & County



Library District Distribution of Funds



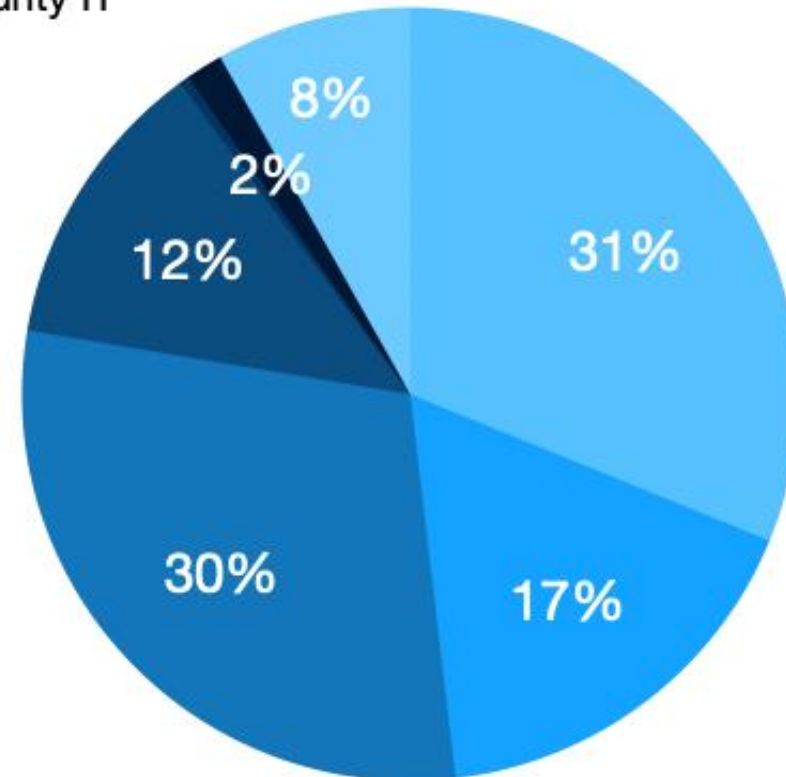


# Library – City & County



## BUDGET:

- City/ County: \$4,305,003
  - **General Administration**
  - **Collection Management Services**
  - **Public Services**
  - **East Flagstaff Library**
  - **Main Library Automation**
  - **PALS Mobile**
  - **County IT**



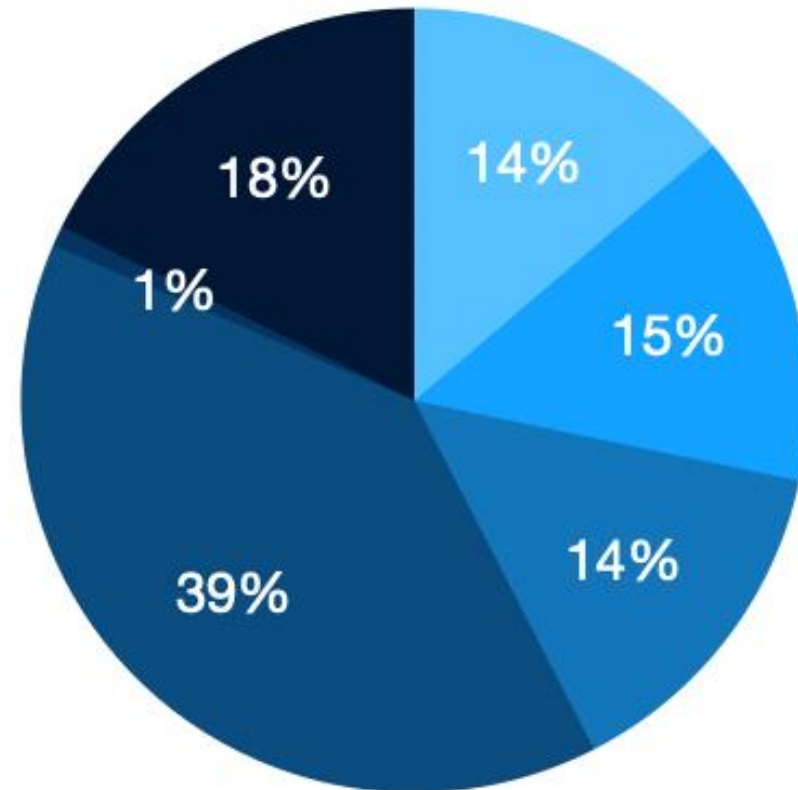
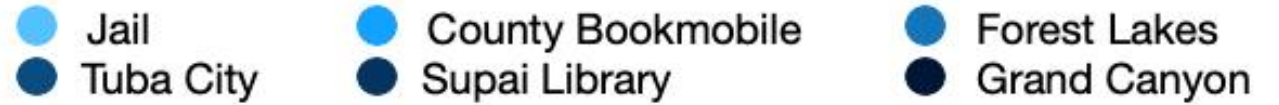


# Library – City & County



## BUDGET:

- County:\$633,373
  - **County Bookmobile**
  - **Jail Library**
  - **Forest Lakes**
  - **Tuba City**
  - **Supai Library**
  - **Grand Canyon**

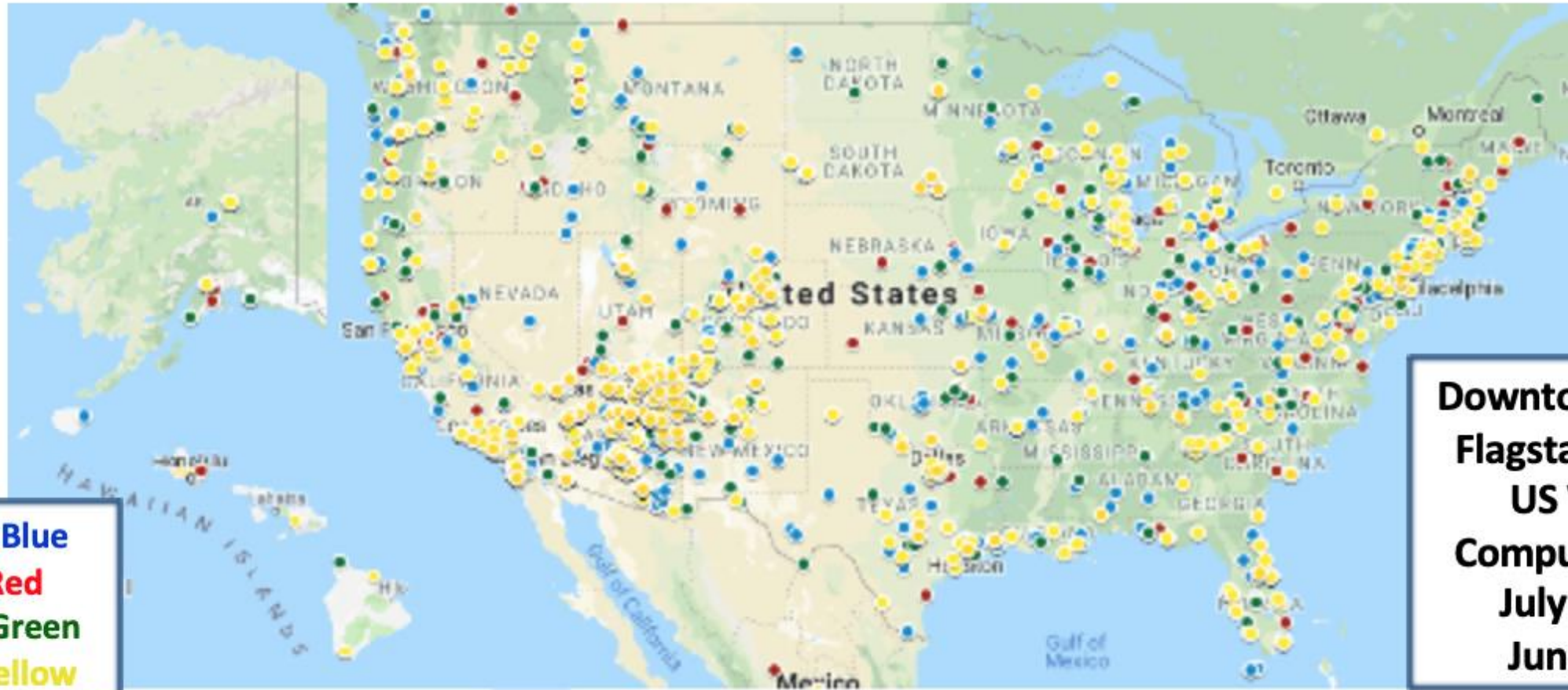




# Library – City & County



## Residents and Visitors:



**July-Sept – Blue**  
**Oct-Dec – Red**  
**Jan-Mar – Green**  
**Apr-Jun - Yellow**

**Downtown & East  
Flagstaff Library  
US Visitor  
Computer Users  
July 2018 –  
June 2019**

The Flagstaff Libraries had 9,927 US visitors from all 50 states, plus D.C., from July 2018 to June 2019.



# Library – City & County



## Residents and Visitors:

### Visitor Computer Users

July-Sept 3,572  
 Oct-Dec 2,071  
 Jan-Mar 2,341  
 Apr-June 2,394  


---

 Total: 10,378

### Visitor Wi-Fi Users

July-Sept 6,542  
 Oct-Dec 4,420  
 Jan-Mar 3,948  
 Apr-June 5,759  


---

 Total: 20,669

**Downtown & East Flagstaff Library  
Visitor Computer Users  
July 2018 – June 2019**



**From July - June, 24.64% of computer users at the Library are visitors & 24.97% of Wi-Fi users are visitors, the average of these two is 24.8%. If 24.8% of total walk-ins are visitors then the Library served 150,138 visitors out of 605,396 library users.**



# Library – City & County



**FY21:**



- **Curbside Service**
- **Good Night Flagstaff**
- **Virtual Book Clubs & Story times**
- **Increased E-Materials and services**



# Library – City & County



## What's Next:



- **Grand Canyon Renovation**
- **Library Entrance Project**
- **County Mobile Services**
- **New Patron Services**



# Library – City & County



**THANK  
YOU**





# Tourism & Visitor Services



- **Convention & Visitors Bureau Director**
- **Marketing & Media Relations Manager**
- **Creative Services Manager**
- **(3) Creative Services Specialists**
- **Travel Trade Sales Manager**
- **Meetings & Events Sales Specialist**
- **Communications Specialist**
- **Marketing Specialist**
- **Administrative Specialist**





# Tourism & Visitor Services



- **Visitor Center Manager**
- **Visitor Center Specialists**
- **Part-time Staff**



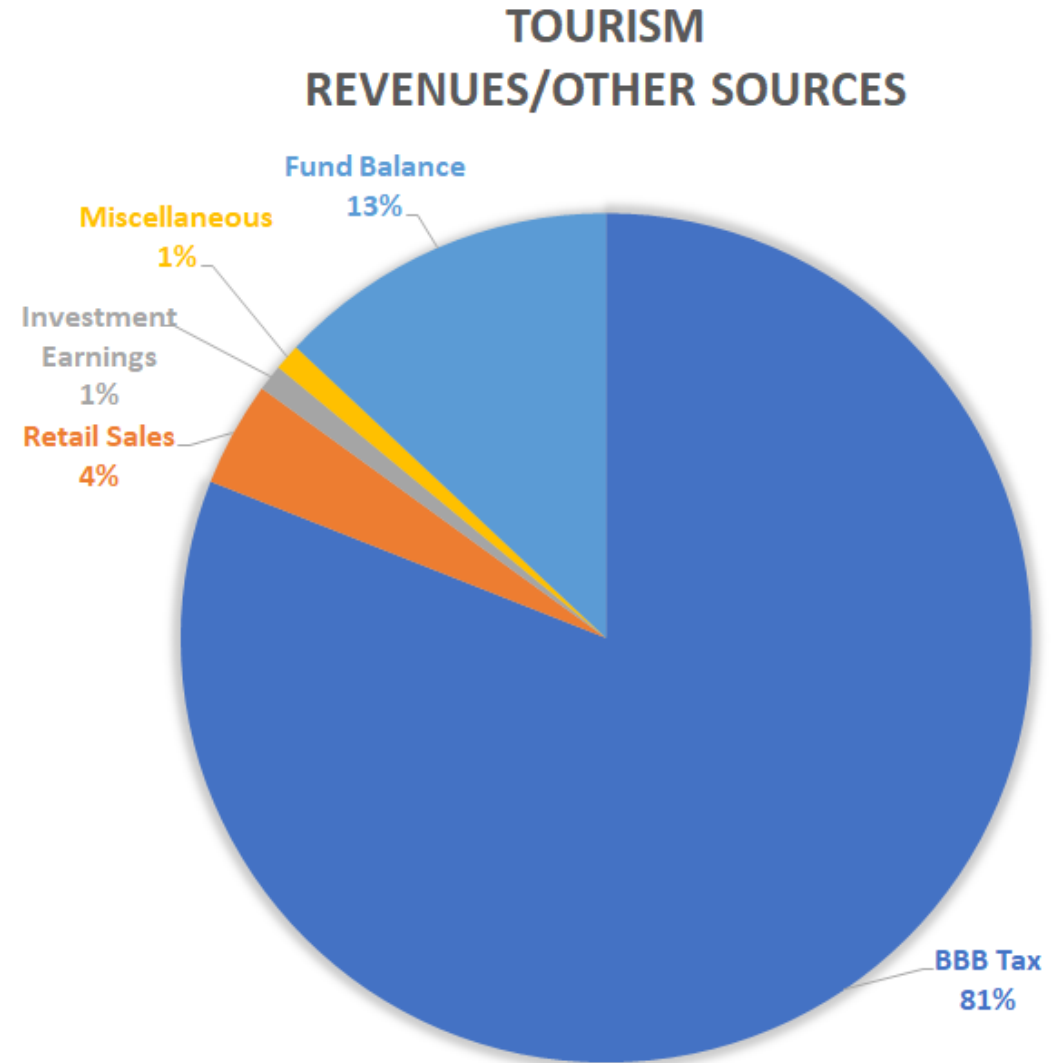


# Tourism & Visitor Services



## BUDGET:

<b>Revenues/Other Sources</b>	
BBB Tax	\$2,298,000
Retail Sales	\$123,360
Investment Earnings	\$10,166
Miscellaneous	\$20,327
Fund Balance	\$392,121
	<hr/>
	<b>\$2,843,974</b>





# Tourism & Visitor Services



## FY21 ACCOMPLISHMENTS:

- 'Stay, Play, Distance & Mask Responsibly' and Small Act/Big Deal were ubiquitous throughout the community and in all visitor outreach
- Winter Recreation Map updated and produced in two languages
- Discover Flagstaff Website sessions up 39%
- Social media platforms as an aggregate on track to grow by 11%
- Implemented a program to help our meetings hotels re-book lost business
- Earned media reach is on track to be up 46% YOY





# Tourism & Visitor Services



## FY21 ACCOMPLISHMENTS:

- 80,000 walk-ins served
- \$156,000 in retail sales
- Winter snow play hotline on track to receive 5,000 calls
- Launched Flagstaff Local – My Actions Matter
- Shared fire restrictions and promoted ongoing fire safety practices



### Enjoy winter responsibly

<p><b>Be prepared.</b> Travel with emergency supplies. Tell someone where you're going and your plans to return.</p>	<p><b>Leave no trace.</b> If you bring a sled, be sure to take it home. Dispose or recycle trash. Sleds are not recycled by city.com.</p>
<p><b>Safety first.</b> Locate designated snow play areas in advance. If you should become lost in adverse conditions, remain where you are and wait for Search &amp; Rescue.</p>	<p><b>Spend the night.</b> Weather is unpredictable. Plan to stay overnight.</p>
<p><b>Respect property.</b> Do not play on private lands. Keep your public lands clean.</p>	<p><b>Have an alternative plan.</b> Snow play areas full? Catch a movie or explore a local attraction.</p>

365 EVENTS CALENDAR flagstaff365.com

Please adhere to required CDC healthcare travel guidelines, business recommendations and varied hours, and fire restrictions.

WASH YOUR HANDS OFTEN | AVOID CLOSE CONTACT | COVER YOUR MOUTH AND NOSE WHEN AROUND OTHERS | COVER COUGHS AND SNEEZES | CLEAN AND DISINFECT

FOR MORE INFORMATION VISIT: DISCOVERFLAGSTAFF.COM/COVID19 • DISCOVERFLAGSTAFF.COM/COVIDINFO

## WE KNOW YOU CARE PLEASE BE FIRE AWARE

**FIRE RESTRICTIONS IN EFFECT Know Before You Go!**

- ⊘ Campfires and charcoal use are banned. Propane devices with on/off switches are still allowed for outdoor cooking.
- ⊘ No smoking outside of vehicles and buildings. Use appropriate ash receptacles.
- ⊘ Fireworks use is prohibited on public lands and within city limits while in fire restrictions.
- ⊘ Check for dragging chains or tow straps as they could spark a wildfire.
- ⊘ Avoid parking in grassy areas where a hot muffler may spark a wildfire.
- ⊘ No chainsaw use between the hours of 9 am-8 pm.

Only use designated open roads and trails. Pick up a free copy of the Coconino National Forest Motor Vehicle Use Map at the Flagstaff Visitor Center (1 E. Route 66) or visit [fs.usda.gov/coconino](https://fs.usda.gov/coconino). To learn more, visit [firerestrictions.us/az](https://firerestrictions.us/az)

PLEASE STAY, PLAY DISTANCE & MASK RESPONSIBLY

Keep our forests beautiful, take your trash with you. Remember LEAVE NO TRACE.

Please adhere to required CDC healthcare travel guidelines, business recommendations and varied hours, and fire restrictions. Stay, play, distance and mask responsibly.



# Tourism & Visitor Services



## WHAT'S NEXT:

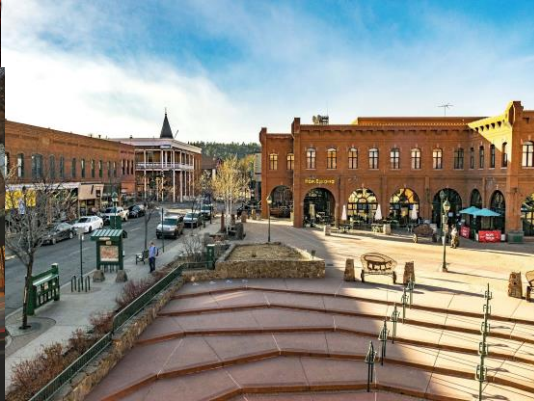
- New destination video
- Collaboration with Sustainability
- Grow both our digital footprint and social media fanbase
- More content creation
- Utilization of 'user generated content'
- Earned media push
- International markets & meetings, events, and conferences will be opening again





# THANK YOU!

TEAM FLAGSTAFF  
WE MAKE THE CITY BETTER



## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Nicole Antonopoulos, Sustainability Director  
**Date:** 02/25/2021  
**Meeting Date:** 03/09/2021



### TITLE:

**Carbon Neutrality Plan Draft Review.**

### DESIRED OUTCOME:

Staff is seeking direction from City Council on the Carbon Neutrality Plan.

### EXECUTIVE SUMMARY:

In June 2020 City Council declared a climate emergency declaration through Resolution 2020-09. The resolution accelerates sustained and meaningful action to address the climate emergency. It identifies eight specific actions. Action 7 advances the goals of the 2018 Climate Action and Adaptation Plan to achieve carbon neutrality by 2030. A Carbon Neutrality Plan (CNP) was drafted in response to the declaration. The draft CNP identifies a path to reach carbon neutrality. It was developed with the assistance of the Flagstaff community, Climate Action and Adaptation Steering Committee, and technical experts.

To achieve carbon neutrality Flagstaff will need to focus on the following seven target areas for action:

1. Clean Electricity
2. Reduced Building Energy Use
3. Building Fuel Switching
4. Decreased Dependence on Cars
5. Electric Mobility
6. Sustainable Consumption and Waste Management
7. Sequestration, Certificates and Offsets

Staff are providing City Council with two scenarios to consider for the final plan. Scenarios A and B both arrive at carbon neutrality by 2030 and use similar strategies. Scenario A is more heavily focused on local investments and reductions in emissions from energy and transportation, while scenario B is more heavily focused on carbon sequestration. Both scenarios require bold action, strong and consistent commitment, and funding.

### INFORMATION:

The draft Carbon Neutrality Plan is comprised of a vision, an approach to carbon neutrality, target areas for action, and a plan for implementation. The overarching goals for the plan are to:

1. Achieve carbon neutrality by 2030.
2. Reduce greenhouse gas emissions by 42 percent (scenario A)/ 33 percent (scenario B)

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

To achieve carbon neutrality Flagstaff will need to focus on the following seven target areas for action:

1. **Cleaner Electricity:** Flagstaff will obtain its electricity from sources that do not produce greenhouse gas emissions.
2. **Reducing Building Energy Use:** Flagstaff will need to significantly reduce greenhouse gas emissions from heating, cooling and powering buildings.
3. **Building Fuel Switching:** Flagstaff will shift building fuel sources from fossil fuels to electricity on everything from water heaters and stoves to industrial processes, enabling us to take advantage of the emissions reduction pathway unlocked by electricity being cleaner than fossil fuels today, and continuing to get cleaner over time.
4. **Decreased Dependence on Cars:** Flagstaff will depend far less on cars, reducing vehicles miles traveled (VMT) and shifting many more trips to walking, biking and the bus.
5. **Electric Mobility:** Flagstaff will embrace the electrification of mobility options, shifting to vehicle-replacing e-bikes and bike share, electrifying our busses and taking advantage of the rapidly evolving vehicle market
6. **Reduced Emissions from Consumption and Waste:** Flagstaff will move towards sustainable consumption, divert more materials from the landfill through reuse and recycling, and then reduce emissions from the landfill.
7. **Sequestration, Certificates and Offsets:** Flagstaff will achieve carbon neutrality by measuring the remaining community emissions produced each year, and then balancing with an equivalent amount of removal through negative emissions initiatives such as carbon sequestration.

**To implement the goals of the Carbon Neutrality Plan, the City and Flagstaff community will need to:**

- Dramatically increase its **ambition** to combat climate change through **bold action**.
- Ensure this mobilization effort is City-wide, spanning all sectors of the Flagstaff economy and community.
- **Prioritize appropriate funding** for implementation of climate goals and action.
- **Engage and educate** our residents about the current climate emergency and inspiring action, **especially Flagstaff's youth**.
- **Strive for full community participation and leadership** by residents of Flagstaff, community organizations and other allies.
- Keep the concerns of **vulnerable communities, BIPOC, and those experiencing poverty** central to all transition and climate emergency mobilization efforts, and facilitate their active participation in this work.
- Develop and reinforce **respectful collaborations** with surrounding Tribal nations, traditional agricultural communities, regional governments, the State of Arizona, and the U.S. Government.
- Prioritize adaptation and mitigation **in all City decision-making processes**.
- Prioritize the creation of **high-quality, good-paying jobs** with comprehensive benefits for those who will be impacted by this transition.

Staff are seeking direction from the City Council on which scenario (A or B) to incorporate into the Carbon Neutrality Plan. Scenario A strives to reduce greenhouse gas emissions by 43 percent, heavily focusing strategies on the energy and transportation target areas. Scenario B reduces strategies in the transportation target area and increases the need for carbon sequestration/carbon offsetting. Both scenarios require bold action, strong and consistent commitment, and funding.

With direction from the City Council staff will return with the final Carbon Neutrality Plan for formal adoption on April 6, 2021.

### **Scenario A**

On Road Transit: VMT set to be held at ACTUAL 2019 levels [797M total; 2.35M/day (total); 1.59M/day (internal)]

30% Remaining Miles electric (or zero tailpipe)  
2000 home solar systems installed (5kW each) for 10MW distributed residential

Includes 50MW Solar at RGR and 10MW Solar at Landfill - assumes 25MW goes to offset COF, and then APS allows half of the remaining solar (35MW/2) to be attributed to the commercial/residential sectors at 7.5/10 split. (This does include some policy optimism - that APS and ACC will allow)

12,500 Total Residential Retrofits - ~50% of existing homes

25% of all commercial accounts (NOT COF or NAU) get a deep EE retrofit

Commercial Sector Brings on 10MW Solar by 2030

Industrial Sector Brings on 5MW Solar by 2030

NAU 50% Net Zero Buildings by 2030

COF 100% RE by 2025 (likely to require 25-30MW); + EE and FS across the municipality by 2030

15% of commercial accounts/establishments electrify (not including COF or NAU)

Landfill gas collection and flare online

### **Scenario B**

On Road Transit VMT allowed to increase 7% from ACTUAL 2019 values [853M total/year; 2.52M/day (total); 1.76M/day (internal)]; 7% reduction from BAU

15% Remaining Miles electric (or zero tailpipe)

1000 home solar systems installed (5kW each) for 5MW distributed residential.

Includes 50MW Solar at RGR and 10MW Solar at Landfill - assume 25MW goes to offset COF. Remaining unavailable to community attribution unless/until policy changes with ACC/APS.

6,250 Total Residential Retrofits - ~25% of existing homes

10% of all commercial accounts (NOT COF or NAU) get a deep EE retrofit

Commercial Sector Brings on 5MW Solar by 2030

Industrial Sector Brings on 0MW Solar by 2030

NAU 50% Net Zero Buildings by 2030

COF 100% RE by 2025 (likely to require 25-30MW); + EE and FS across the municipality by 2030

7.5% of commercial accounts/establishments electrify (not including COF or NAU)

Landfill gas collection and flare online

---

**Attachments:**    [Carbon Neutrality Plan Draft Presentation](#)  
                          [Carbon Neutrality Plan Draft March 2021](#)

# Carbon Neutrality Plan Draft

March 9, 2021



# Discussion

1. The Path to Carbon Neutrality
2. Work since the Climate Emergency Declaration passed in June 2020
3. The Carbon Neutrality Plan Draft Review
4. Scenario Review
5. Direction from the City Council



# The Path to Carbon Neutrality

- Requires **bold action** and **big shifts**
- Requires sustained and focused commitment
- Requires aligning decisions through the carbon neutrality lens
- Requires re-aligning systems and revisiting existing policies
- Requires a framework for action that is constantly evolving and responding to changing conditions and **opportunities** (The Carbon Neutrality Plan)



# Since the Climate Emergency Declaration was passed in June 2020...



- Conducting analysis and impact scenarios with technical experts
  - Updating strategies and actions in the Climate Action and Adaptation Plan to align with carbon neutrality by 2030, which will be incorporated in the Carbon Neutrality Plan
- Conducting community engagement
  - Since the last update to City Council in January, staff has engaged with an additional 430+ community members
  - To date staff has engaged with more than 1,760 community members
- Simultaneously working to advance climate action in existing programs

# Carbon Neutrality Plan Draft Review

# Flagstaff Carbon Neutrality Plan Introduction

## **Vision**

The Flagstaff community takes ambitious action to reduce greenhouse gas emissions and build community resilience, resulting in a higher quality of life for all residents.

This transformation involves the entire community, is supported by collaborations with regional and tribal partners, and centers vulnerable communities in an equitable transition towards carbon neutrality.



# Flagstaff Carbon Neutrality Plan Introduction



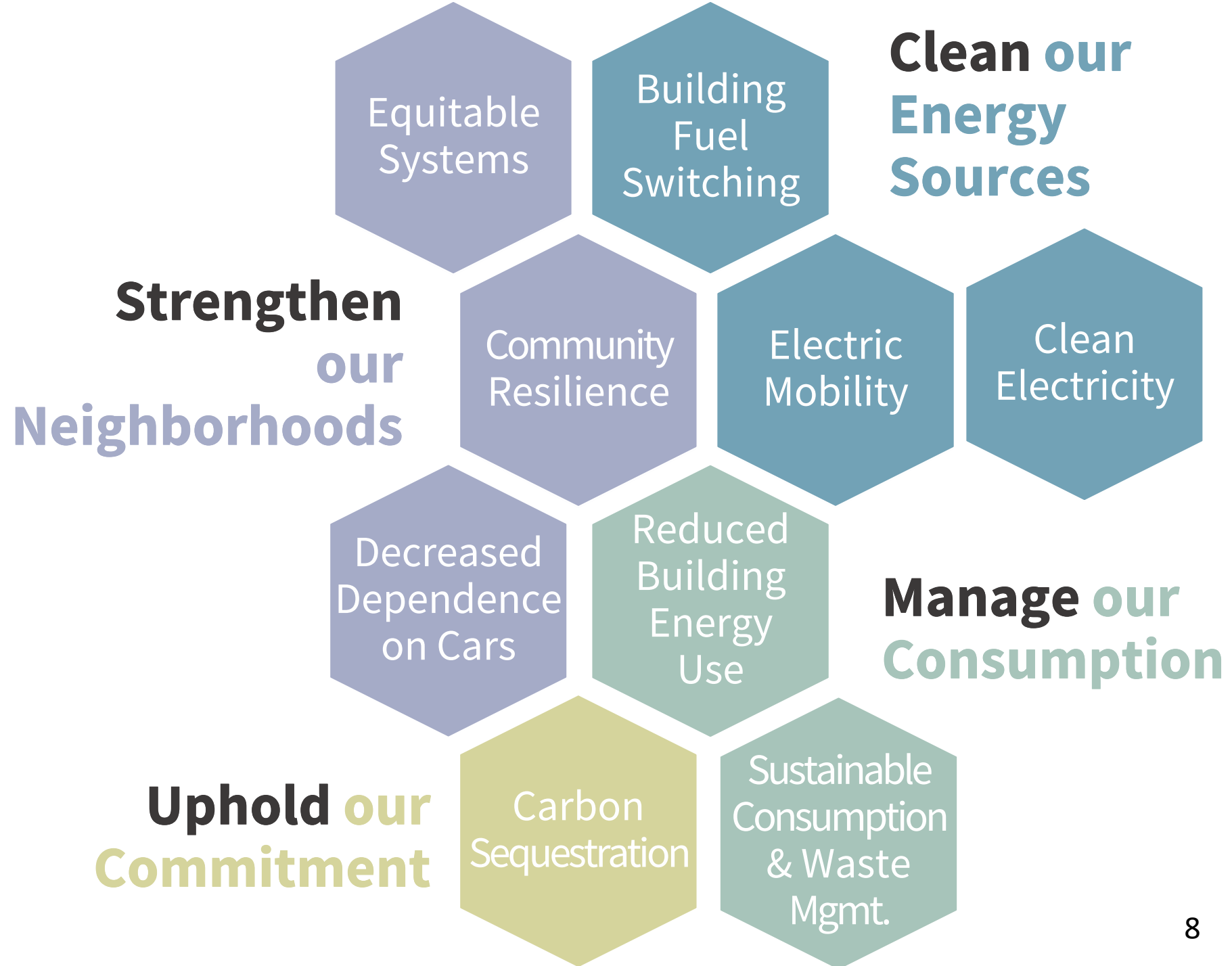
## **Mitigation goal:**

- Achieve carbon neutrality by 2030

## **Adaptation and equity goals – from the 2018 Climate Action and Adaptation Plan:**

- Prepare the city's communities, systems, and resources to be more resilient to climate change impacts.
- Address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.

# To achieve carbon neutrality, we will...



# To achieve carbon neutrality, we will...



# Decreased Dependence on Cars

← TARGET AREA

What this means

← FLAGSTAFF WILL...

Strategies

← BROAD STEPS FOR HOW WE'LL GET THERE.

- Identified in the Plan with a code, like *DD-2*, or *CE-3*.
- Used to provide a broad plan of action.

**In the Draft Plan, each strategy is illustrated with several *opportunities for action*.**

- These examples do not represent the entire spectrum of possible actions.

# Decreased Dependence on Cars – continued

## Strategies

- DD-3:** Create inclusive networks for walking and biking that are continuous, attractive, safe, comprehensive, and convenient for people of all ages.
- DD-4:** Encourage Flagstaff residents and visitors to walk, bike, roll and take the bus.
- DD-5:** Transform transportation policies and planning to incorporate greenhouse gas emissions analysis and reduce dependence on driving.

# Decreased Dependence on Cars – continued

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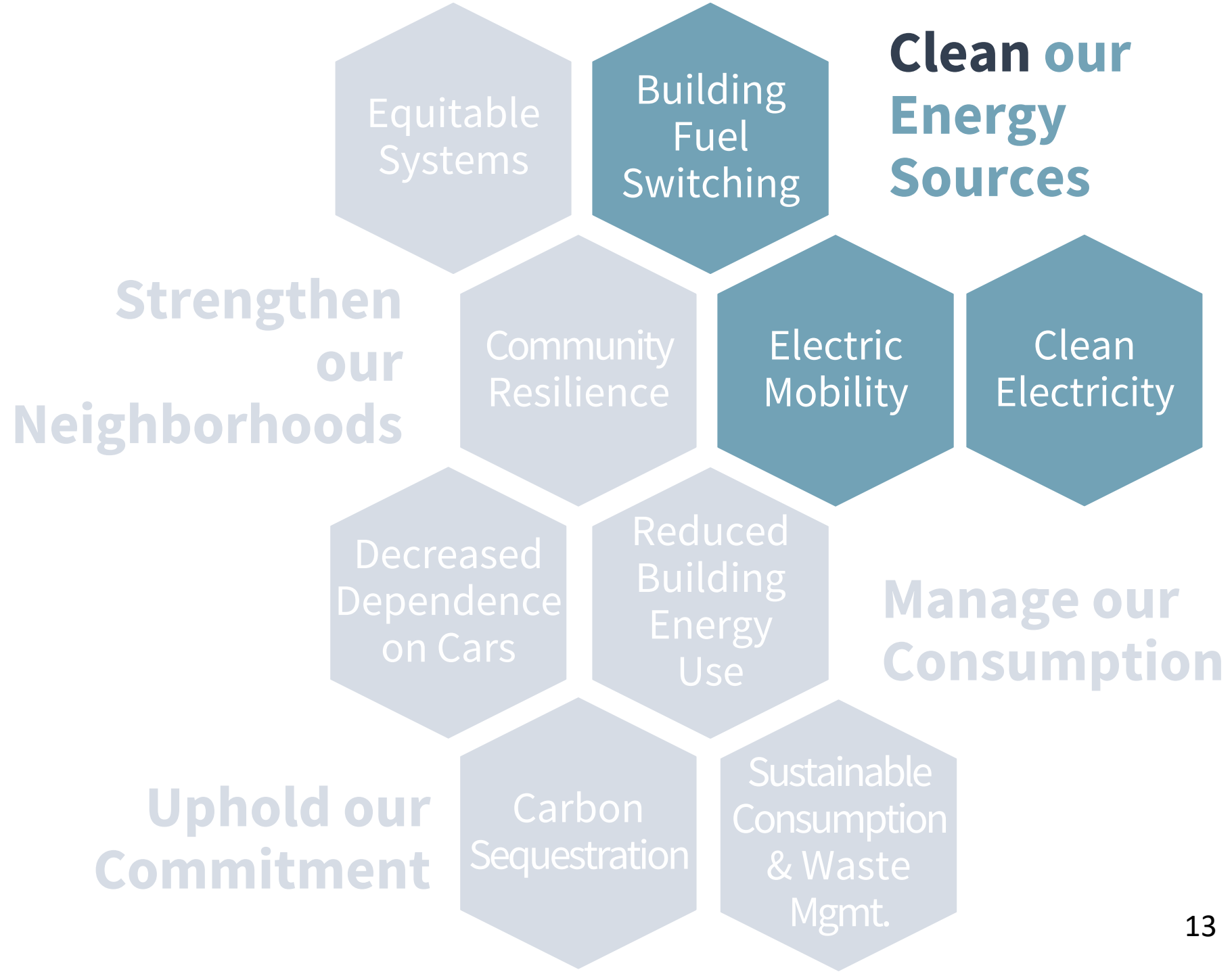
## Strategies

**DD-6:** Support transit operations.

**DD-7:** Avoid Congestion Mitigation and Air Quality (CMAQ) non-attainment status.

---

# To achieve carbon neutrality, we will...



# Electric Mobility

## What this means

Flagstaff will embrace the electrification of mobility options, shifting to vehicle-replacing e-bikes and bike share, electrifying our busses and taking advantage of the rapidly evolving vehicle market.

## Strategies

**EM-1:** Electrify busses across flagstaff.

**EM-2:** Welcome electric micro-mobility devices as legitimate, healthy, affordable and low-carbon modes of transportation.

**EM-3:** Support residents, companies & institutions in the transition to electric vehicles.

# Clean Electricity

## What this means

Flagstaff will obtain as much of its electricity as possible from sources that do not produce greenhouse gas emissions.

## Strategies

**CE-1:** Produce 100% renewable electricity to cover all City of Flagstaff municipal electricity needs.

**CE-2:** Increase renewable energy installations and usage in new buildings.

**CE-3:** Support solar installations on existing buildings.

# Building Fuel Switching

## What this means

Flagstaff will shift building fuel sources from fossil fuels to electricity enabling us to take advantage of increasingly cleaner electricity.

## Strategies

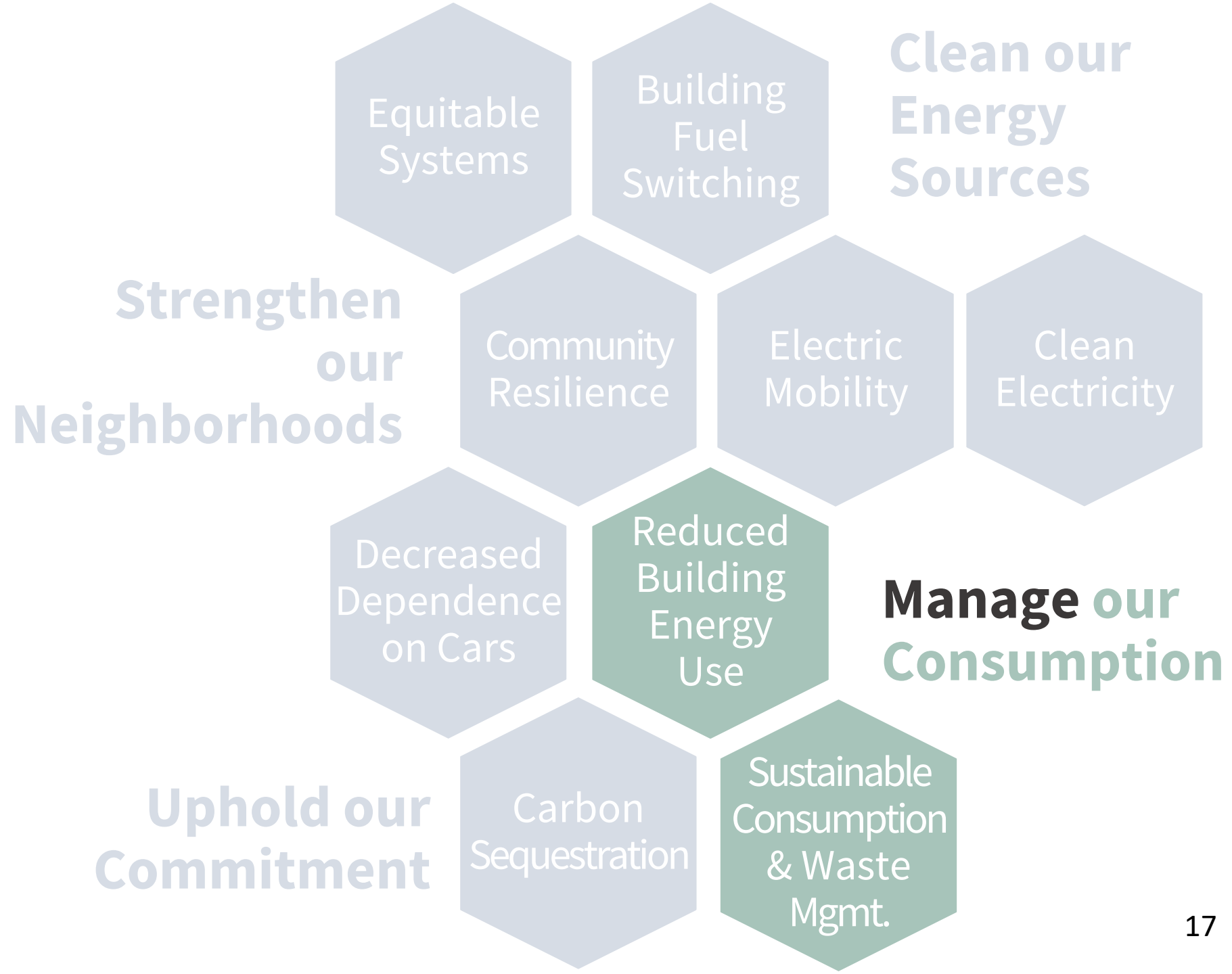
**FS-1:** Support fuel switching in existing buildings.

**FS-2:** Encourage new buildings to rely on the electric grid as their main, or only, power source.

**FS-3:** Reduce or remove natural gas usage in municipal buildings.

**FS-4:** Provide training & education on fuel switching.

# To achieve carbon neutrality, we will...



# Reduced Building Energy Use

## What this means

Flagstaff will significantly reduce greenhouse gas emissions from heating, cooling and powering buildings.

## Strategies

- BE-1:** Achieve net zero energy homes in Flagstaff.
- BE-2:** Reduce energy use in existing buildings.
- BE-3:** Achieve net zero City of Flagstaff facilities by 2030.

# Sustainable Consumption and Waste Management

## What this means

Flagstaff will move towards sustainable consumption, divert more materials from the landfill through reuse and recycling, and then reduce emissions from the landfill.

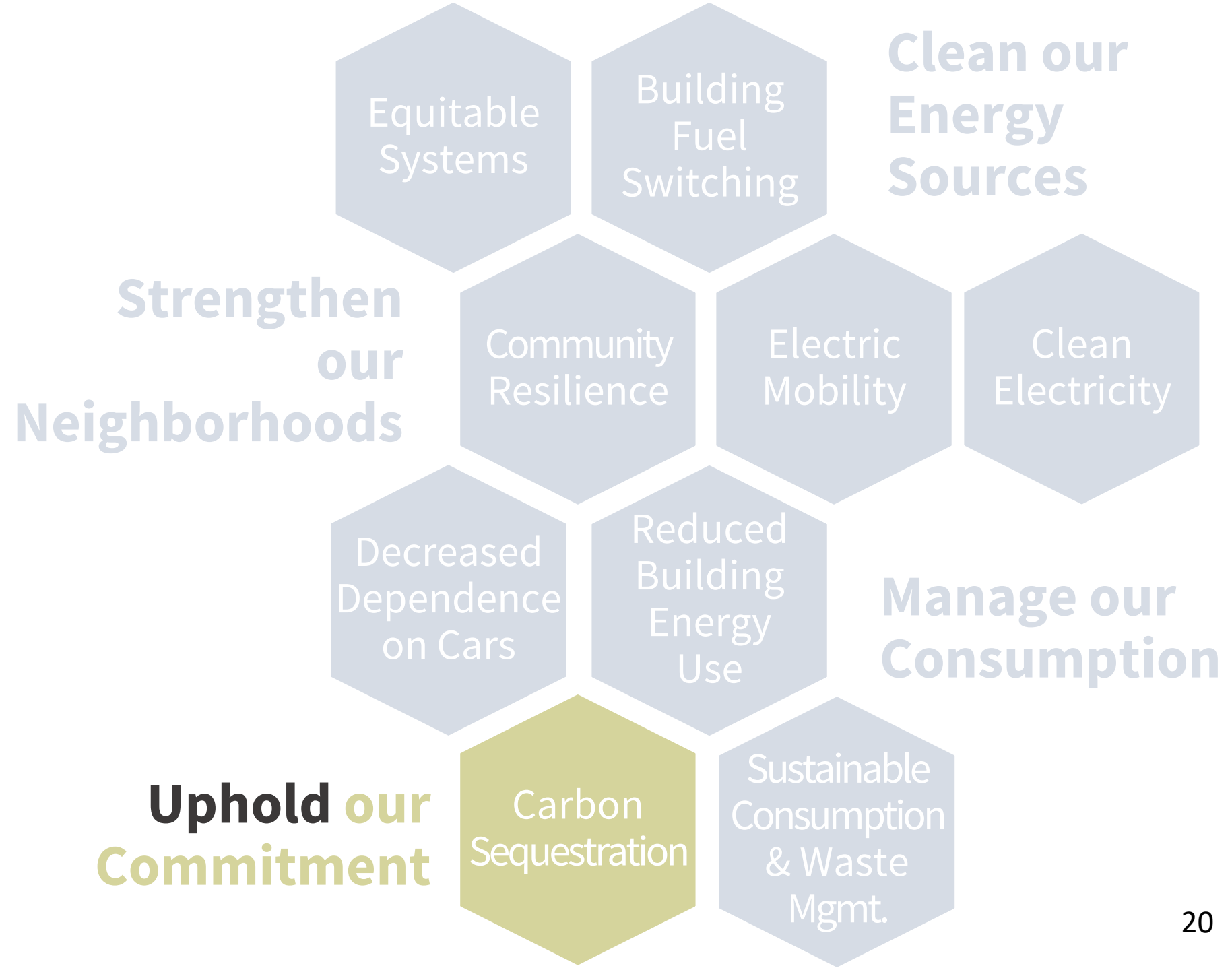
## Strategies

**MM-1:** Manage emissions from the Cinder Lakes Landfill.

**MM-2:** Encourage sustainable consumption.

**MM-3:** Divert more waste from the landfill.

# To achieve carbon neutrality, we will...



# Carbon Sequestration

## What this means

Flagstaff will measure the remaining community emissions not reduced through target strategies, then balancing with an equivalent amount of removal through negative emissions initiatives such as carbon sequestration.

## Strategies

**CS-1:** Establish and support a portfolio of negative emission initiatives in Northern Arizona to handle most of Flagstaff's carbon sequestration needs.

# Carbon Sequestration

## Filling the gap

Carbon sequestration must be part of a carbon neutrality portfolio

- It is not realistic to achieve zero emissions by 2030 (or perhaps ever).
- Sequestration helps to ‘fill the gap,’ by counter-balancing our remaining emissions.

Unavoided CO2 emissions remaining

Sequestration and other negative emissions initiatives



# The Path to Carbon Neutrality Scenario Review



# Scenario Reduction Strategies

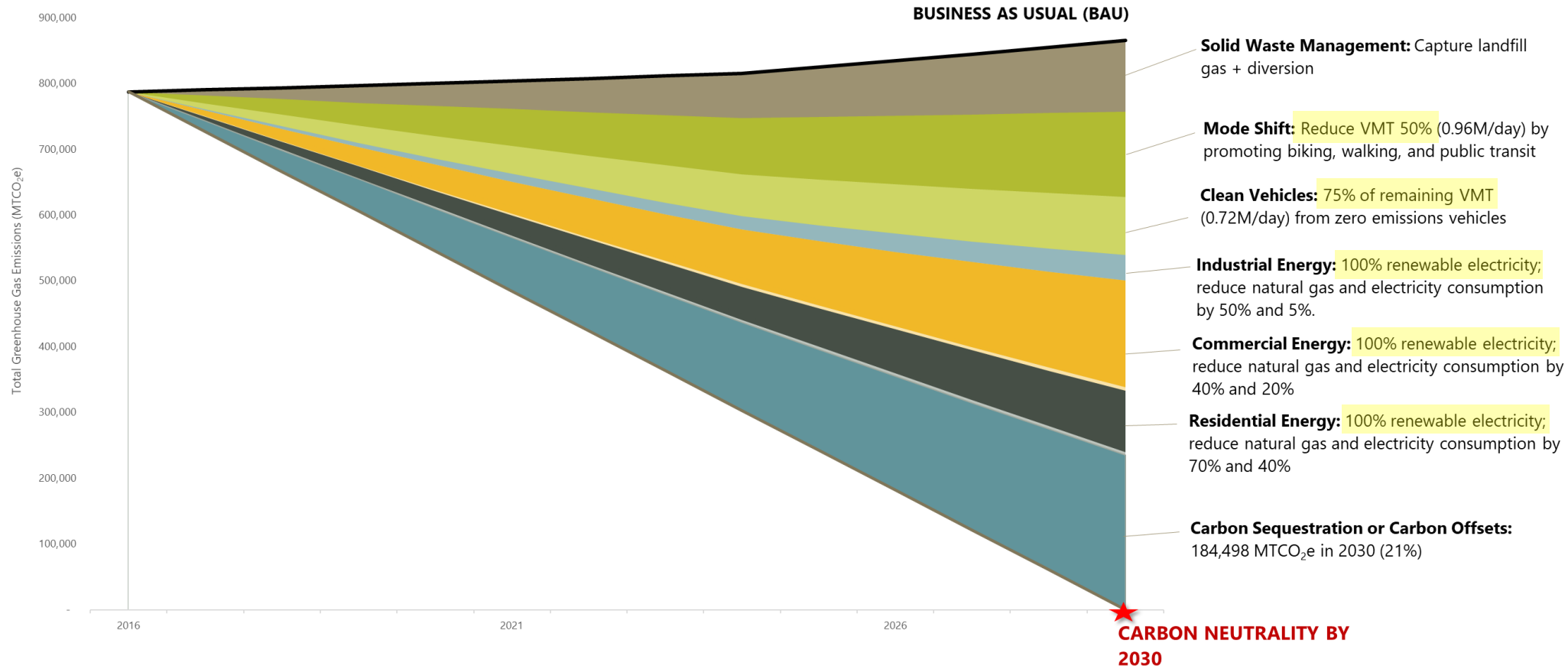


## Preliminary Wedge

Building Energy 42%  
 Transportation 25%  
 Consumption 12%  
 Sequestration 21%

## Constraints

- Legislative restrictions
- APS' energy portfolio will be 65% clean by 2030
- 50% VMT reduction was not supported as being attainable



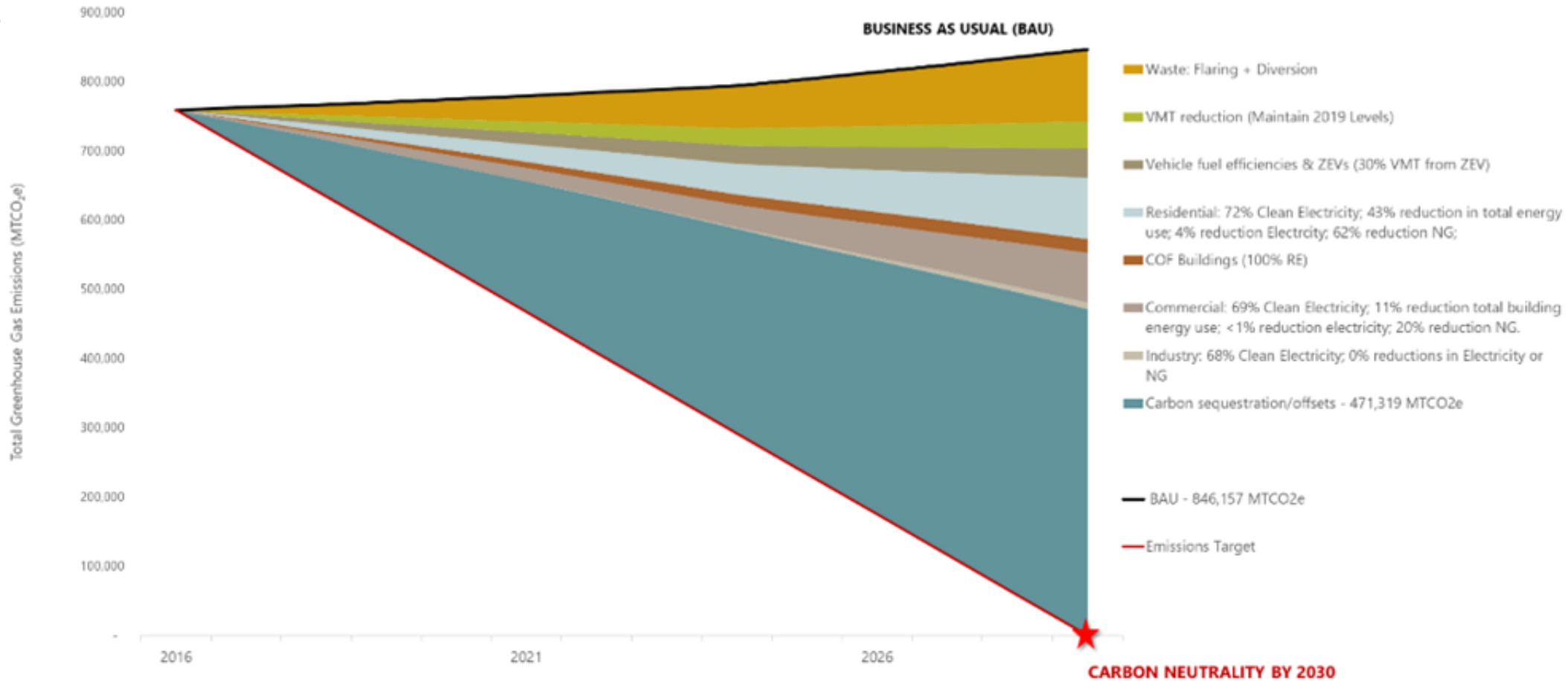


# Scenario Reduction Strategies



## Scenario A

Building Energy 22%  
 Transportation 10%  
 Consumption 12%  
 Sequestration 56%



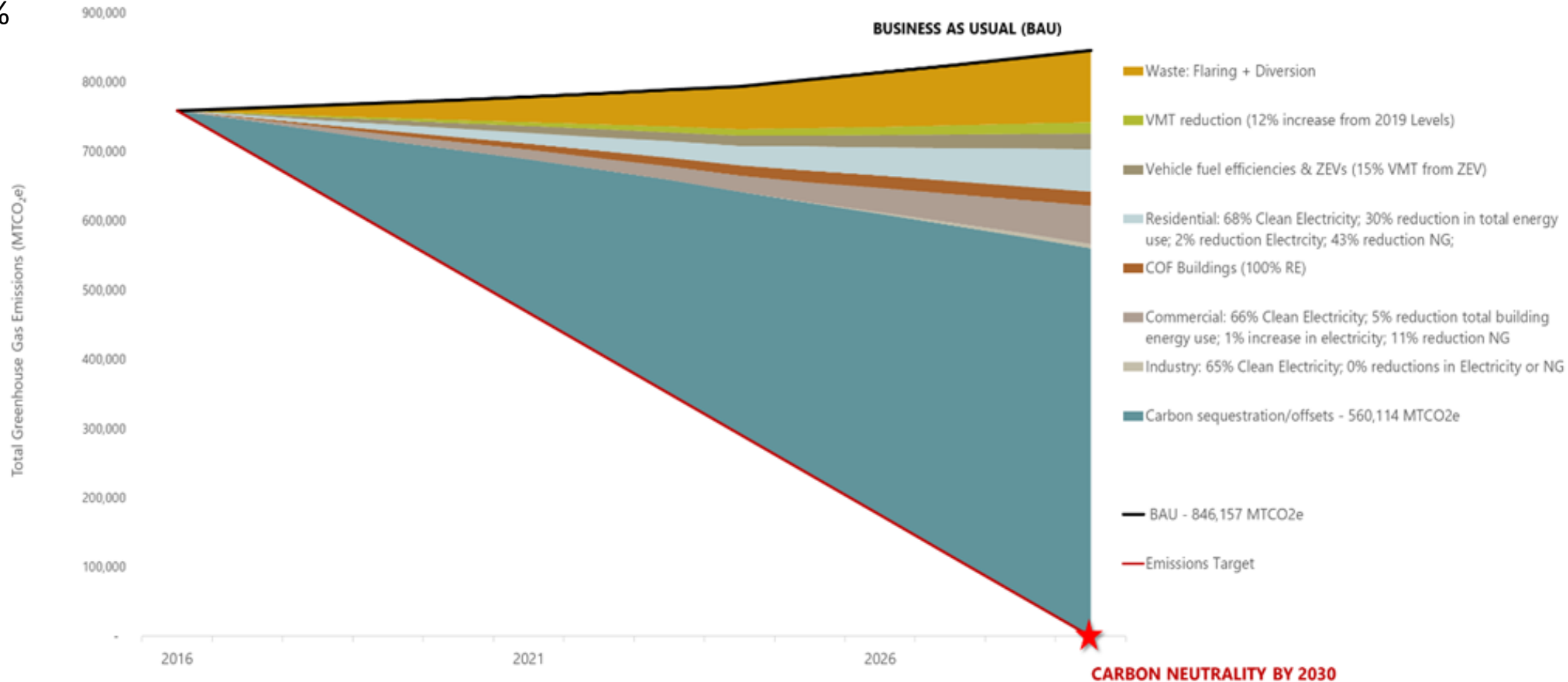


# Scenario Reduction Strategies

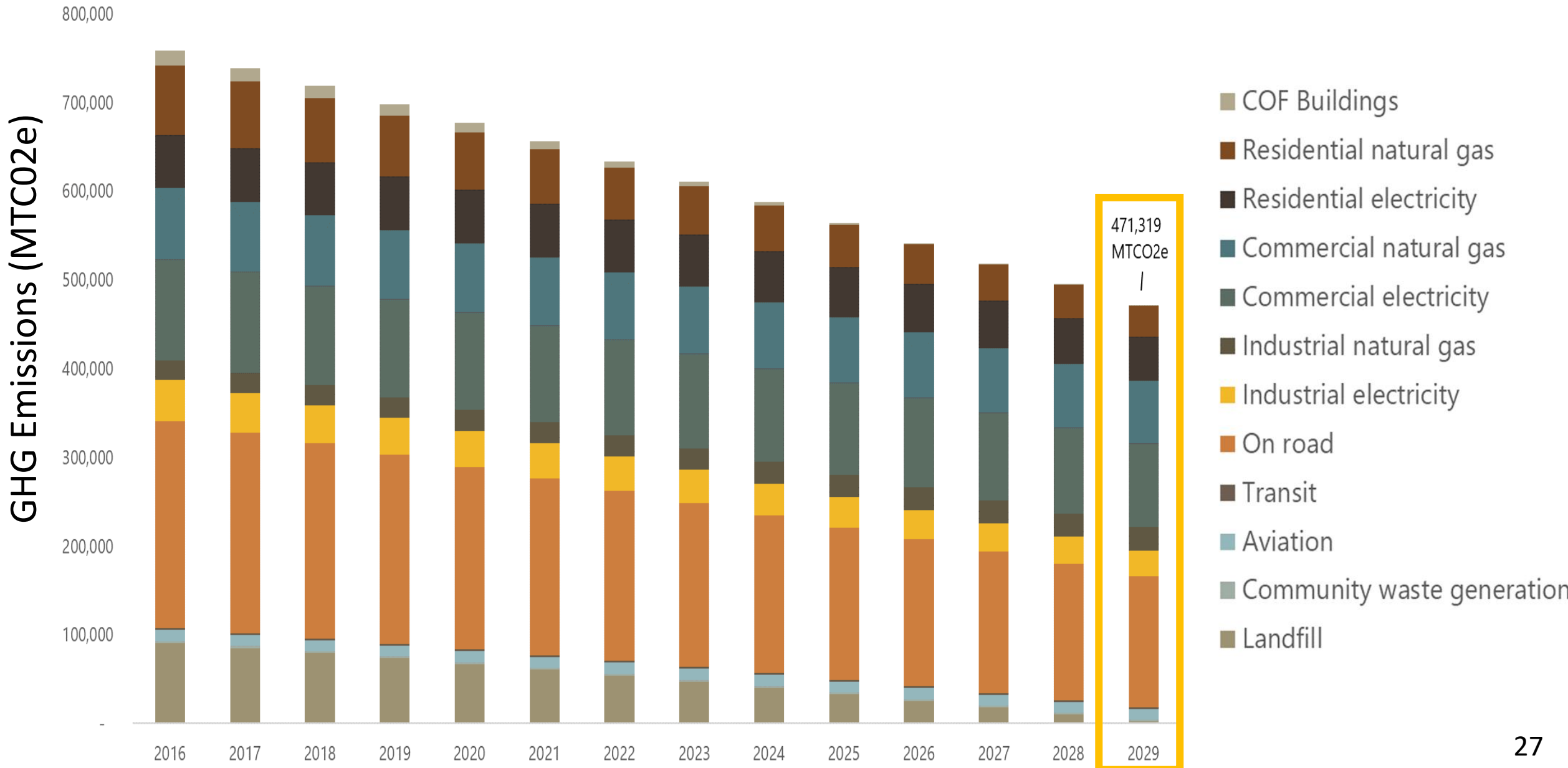


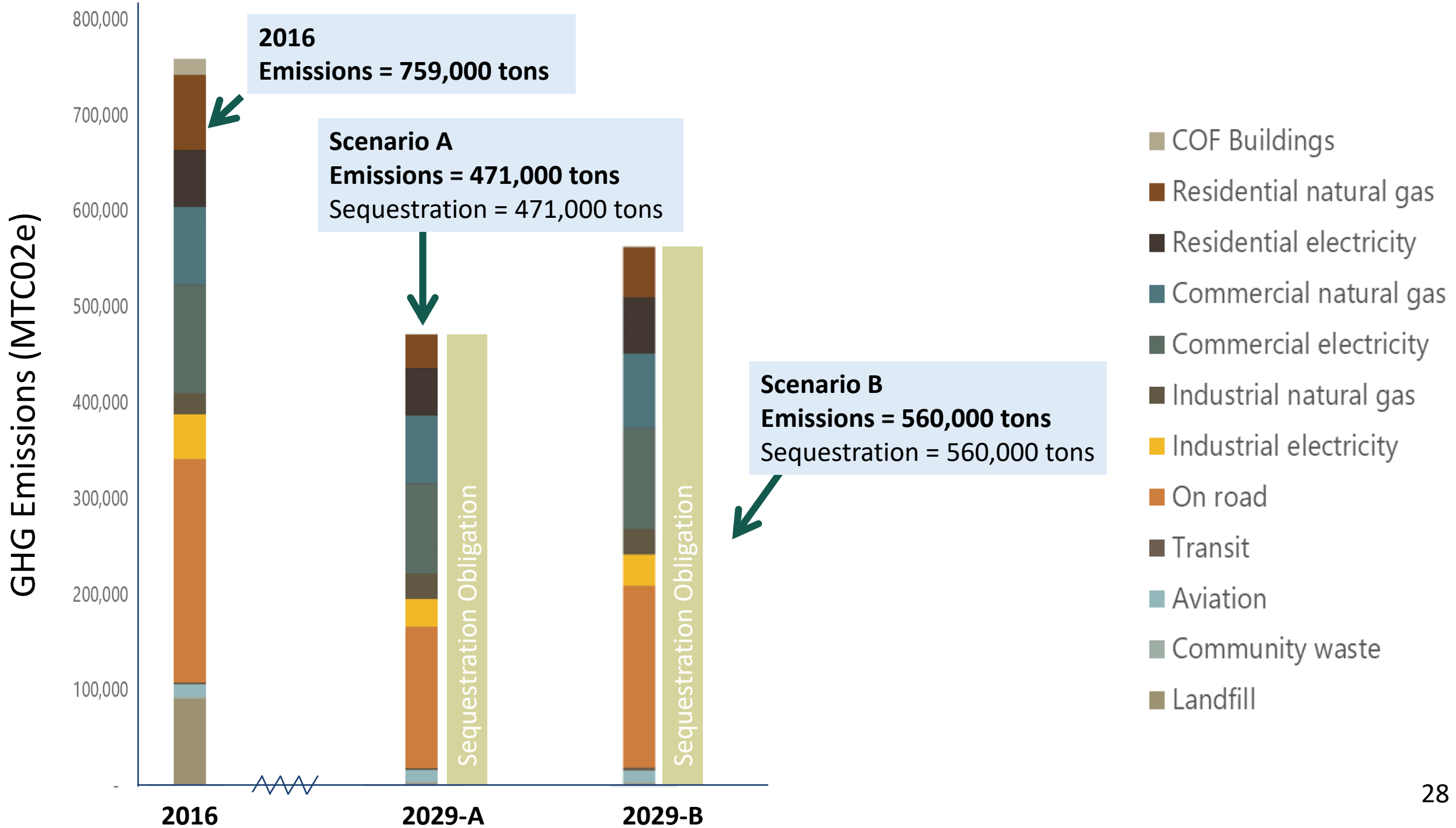
## Scenario B

Building Energy 17%  
 Transportation 5%  
 Consumption 12%  
 Sequestration 66%



GHG Emissions Trends: Modeled Scenario





# Scenario example: On-road transportation

## Scenario A

## Scenario B

Outcome	Vehicle miles traveled (VMT) in Flagstaff	<p><b>1.59 million miles per day</b></p> <p>This would mean we held VMT at 2019 levels.</p>	<p><b>1.78 million miles per day</b></p> <p>Allow VMT to increase 12% from 2019 levels. This is a 7% reduction from expected VMT growth (business as usual).</p>
How We Get There	<b>Residential Density</b>	20% increase	10% increase
	<b>Average Distance to Transit</b>	25% decrease	12% decrease
	<b>Status of ATMP</b>	<ul style="list-style-type: none"> <li>Fully funded and implemented, including portions that have yet to identify dedicated funding sources.</li> <li>Assumes the Primary Bikeways Network is fully in place.</li> </ul>	<ul style="list-style-type: none"> <li>Adopted but not fully implemented or funded by 2030.</li> <li>Primary Bikeways Network still in progress.</li> </ul>

# Scenario example: Home retrofits

## Scenario A

## Scenario B

Outcome	<b>Homes retrofitted by 2030</b>	<b>12,500 residential retrofits</b> (~50% of existing homes)	<b>6,250 residential retrofits</b> (~25% of existing homes)
How We Get There	<b>City-funded programs</b>	<b>4,000</b> retrofits will take place through a relaunched COF residential retrofit program.	<b>2,000</b> retrofits will take place through a relaunched COF residential retrofit program.
	<b>Financing assistance</b>	Revolving loan and rebate programs.	Revolving loan and rebate programs.
	<b>Impact gap</b>	<p><b>LARGE impact gap.</b> ~7,000 retrofits will need to happen without COF support.</p> <p><b>This gap will need to be filled by:</b></p> <ul style="list-style-type: none"> <li>• Utility, state, Federal programs</li> <li>• The market</li> <li>• Additional support from COF</li> <li>• Or a combination of these options</li> </ul>	<p><b>Smaller, but still significant impact gap.</b> ~3,000 retrofits will need to happen without COF support.</p> <p><b>This gap will need to be filled by:</b></p> <ul style="list-style-type: none"> <li>• Utility, state, federal programs</li> <li>• The market</li> <li>• Additional support from COF</li> <li>• Or a combination of these options</li> </ul>



# The Path Forward

## Which scenario would the Council prefer?

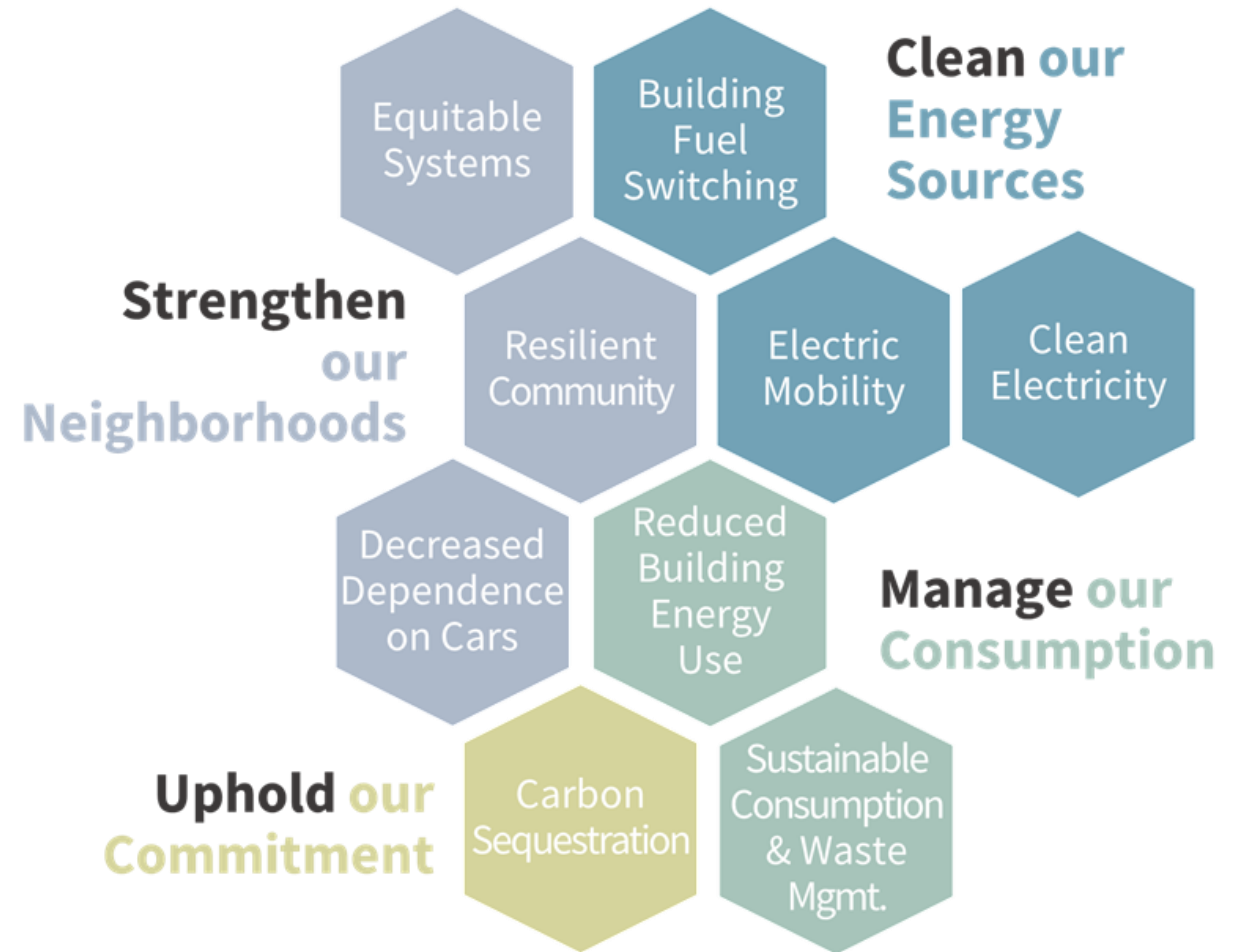
### 1) Scenario A reduction strategies?

Building Energy 22%	Consumption 12%
Transportation 10%	Sequestration 56%

### 2) Scenario B reduction strategies?

Building Energy 17%	Consumption 12%
Transportation 5%	Sequestration 66%

### 3) A more aggressive scenario per City Council direction?



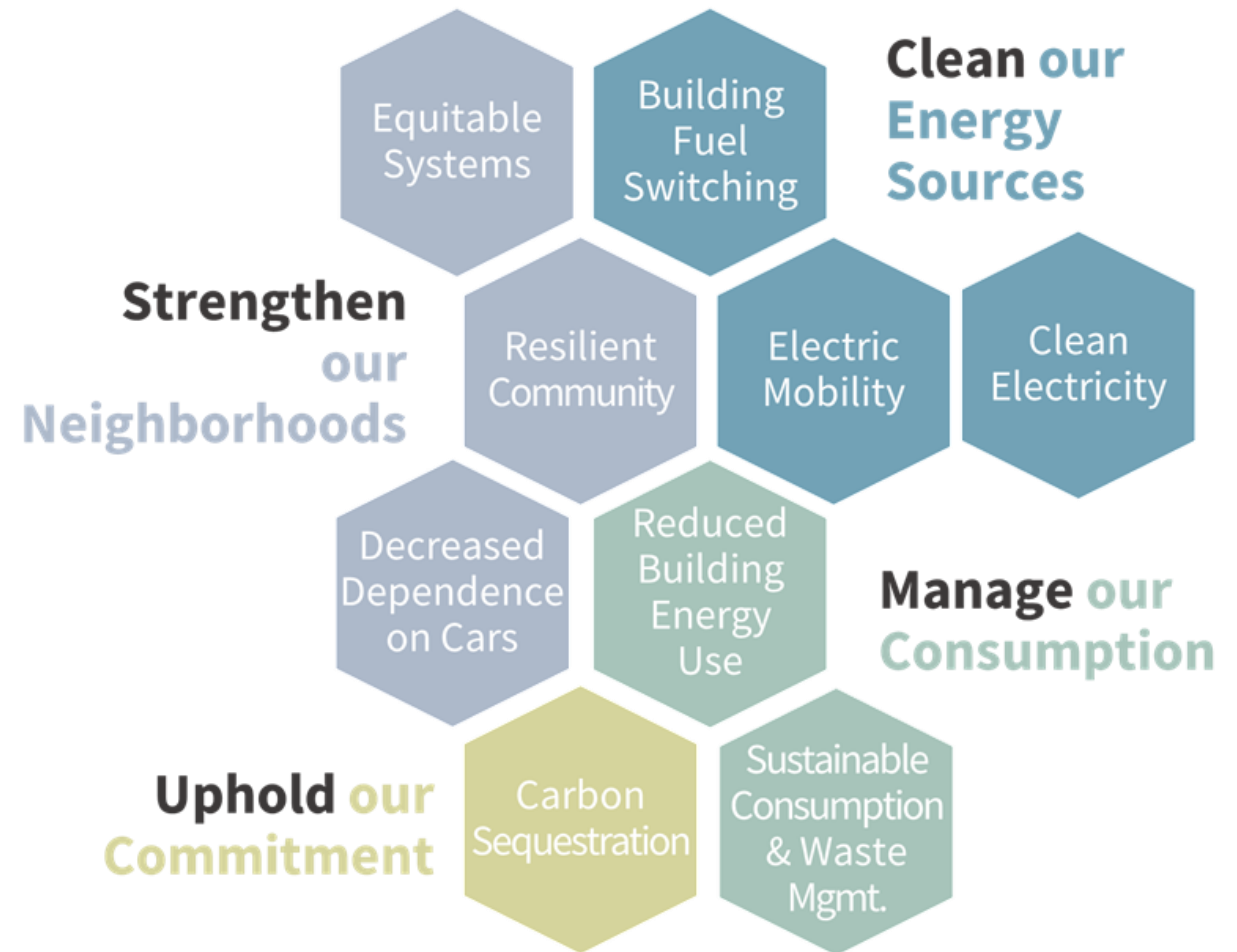


# The Path Forward

1) If scenario A or B are preferred, staff will:

- a. Launch a 3<sup>rd</sup> public survey seeking input on the final plan – the survey would be open for two weeks
- b. Propose the final plan the Sustainability Commission on March 25, 2021
- c. Return to City Council April 6, 2021 for consideration of formal adoption

2) If a different scenario is preferred, staff will return to City Council to present an updated draft plan on April 6, 2021



# Thank you.



# THE FLAGSTAFF CARBON NEUTRALITY PLAN

MARCH 2021 DRAFT

An update to the  
2018 Flagstaff Climate Action and Adaptation Plan

## IMPORTANT NOTE FOR READERS OF THIS DRAFT PLAN

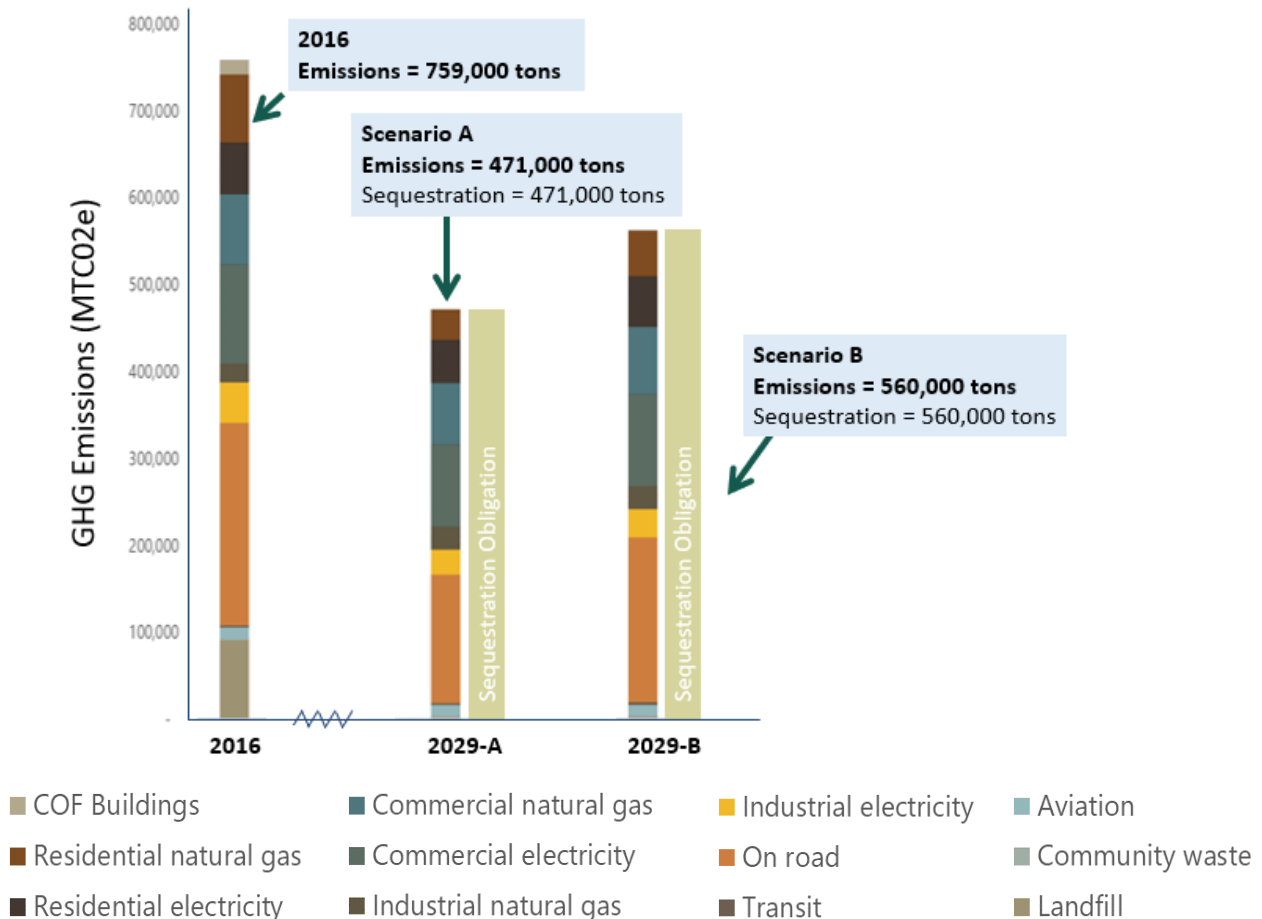
In the below pages, you will find the draft Flagstaff Carbon Neutrality Plan. This Plan lays out our general strategy for achieving carbon neutrality.

City staff have developed two scenarios for action. These options are described below in **Scenario A** and **Scenario B**. Both scenarios achieve carbon neutrality by 2030, and use similar strategies and approaches. Scenario A and Scenario B *differ* significantly in terms of ambition and the local emissions reductions achieved.

Staff will discuss these scenarios in depth at the March 9<sup>th</sup> Flagstaff City Council meeting. At that meeting, staff will request direction on which scenario Council would like to pursue. After receiving that direction, staff will update this document to reflect the chosen scenario.

**For the sake of simplicity, this DRAFT document reflects Scenario A.**

The core differences between scenario A and scenario B are below. For more details, please see Appendix A at the back of this document, starting on page 55.



The graph above shows the following emissions reduction outcomes from Scenario A and Scenario B:

**Proportion of total emissions reductions**

Sector	Scenario A	Scenario B
Building energy	22%	17%
Transportation	10%	5%
Consumption	12%	12%
Sequestration required	56%	66%

The details of Scenario A and Scenario B are explained below. Further elaboration on these outcomes, and the assumptions and actions required to achieve them, **are available in Appendix A starting on page 55.**

Scenario A
On Road Transportation: Vehicle Miles Traveled (VMT) set to be held at 2019 levels [ <b>1.59M/day (internal)</b> ].
30% Remaining miles electric (or zero tailpipe).
2000 home solar systems installed (5kW each) for 10MW distributed residential.
Commercial Sector Brings on 10MW Solar by 2030.
Industrial Sector Brings on 5MW Solar by 2030.
Includes a 50MW Solar installation at Red Gap Ranch + 10MW solar at landfill; assumes 25MW goes to make all City of Flagstaff (COF) electricity renewable. Assumes half of the remaining solar to be attributed to the commercial/residential sectors at 7.5MW/10MW split.
COF 100% renewable electricity by 2025 (likely to require 25-30MW); + energy efficiency and fuel switching across the municipality by 2030.
12,500 total residential retrofits ~50% of existing homes. City directly supports between 4000 – 5500 of these retrofits.
25% of all commercial accounts get a deep energy efficiency retrofit (NOT including COF or NAU).
15% of commercial accounts/establishments fully electrify (not including COF or NAU).
Landfill gas collection and flare is online.

Scenario B
On Road Transportation: Vehicle Miles Traveled (VMT) increase 12% from 2019 values [ <b>1.78M/day (internal)</b> ]; this is a 7% reduction from BAU.
15% Remaining miles electric (or zero tailpipe).
1000 home solar systems installed (5kW each) for 5MW distributed residential capacity.
Commercial Sector Brings on 5MW Solar by 2030.
Industrial Sector Brings on 0MW Solar by 2030.
Includes 25+ MW solar installation at Red Gap Ranch + 10MW solar at landfill; assumes 25MW goes to make all City of Flagstaff (COF) electricity renewable. Assumes any remaining <u>unavailable</u> to community attribution.
COF 100% renewable electricity by 2025 (likely to require 25-30MW); + energy efficiency and fuel switching across the municipality by 2030.
6,250 total residential retrofits ~25% of existing homes. City directly supports between 2000 – 3500 of these retrofits.
10% of all commercial accounts get a deep energy efficiency retrofit (not including COF or NAU).
7.5% of commercial accounts/establishments fully electrify (not including COF or NAU).
Landfill gas collection and flare is online.

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## KEY TERMS

A few key climate terms are used throughout this Plan. We have defined these terms below to clarify what these words mean in the context of Flagstaff's work.

- ▲ **Carbon neutrality:** Reducing as many carbon emissions as possible and then balancing those that cannot be eliminated through emissions removal.
- ▲ **Greenhouse gas emissions:** Greenhouse gas (GHG) emissions include carbon dioxide, methane, nitrous oxide, and fluorinated gases that are released into the atmosphere naturally or through human activities. The increased concentration of GHG emissions in the atmosphere causes climate change. GHG emissions are often standardized and reported in metric tons of carbon dioxide equivalent (MT CO<sub>2</sub>E).
- ▲ **Climate Change:** A shift in long-term, average weather patterns fueled by increased greenhouse gas emissions into the atmosphere. Globally, climate change is leading to increased temperatures and energy in the atmosphere, causing extreme weather events like drought, rising sea levels, and catastrophic wildfire.
- ▲ **Electrification:** Converting appliances, machines, and systems that rely on natural gas, oil, or coal to operating on electrical power.
- ▲ **Carbon Sequestration:** Capturing carbon emissions from the atmosphere and storing the emissions in terrestrial, geological, and oceanic reservoirs or products.
- ▲ **Mitigation:** Actions that increase the ability to withstand, respond to, or cope with climate change impacts.

## INTRODUCTION

Climate change, driven largely by human-caused greenhouse gas emissions, is disrupting global weather patterns and threatening communities worldwide. While climate shifts have occurred in the past, current climate change is happening at a faster rate than any recorded in history. If the increasing amount of greenhouse gases in the atmosphere is not reduced, life as we understand it will be altered irreversibly. In June 2020, The Flagstaff City Council declared a Climate Emergency, calling on each of us to do all we can to protect the earth's diversity of culture and life.

This Carbon Neutrality Plan (the Plan) establishes a vision for how Flagstaff will create a carbon-neutral future. Achieving this goal will require reducing our greenhouse gas emissions through drastic shifts in how we heat our buildings, travel from place to place, and dispose of waste. These shifts must occur at multiple levels within our community, as well as the state, country, and world. This Plan includes seven target areas for reducing our community's emissions, each with specific strategies to guide Flagstaff's work. This Plan updates the 2018 Flagstaff Climate Action and Adaptation Plan (CAAP) and draws upon its goals of adaptation and centering equity in our climate work.

The Flagstaff community will be an integral voice in deciding how the City of Flagstaff reaches the Plan's goals. The road to carbon neutrality will not be easy and will require perseverance and creativity. But each step closer to carbon neutrality offers hope for a healthier, safer, and more prosperous future for the Flagstaff community—and the world.

## ACKNOWLEDGEMENTS

### Climate Emergency Steering Committee

- Rick Barrett, City of Flagstaff
- Greg Clifton, City of Flagstaff
- Justin Emerick, City of Flagstaff
- Dan Folke, City of Flagstaff
- Joe Galli, Chamber of Commerce
- Geoffrey Gross, Coconino County
- Todd Hanson, City of Flagstaff
- Gail Jackson, Economic Collaborative of Northern Arizona (ECONA)
- Natalie Jacobs, Citizens' Climate Lobby
- Megan Kelly, Grand Canyon Trust
- Dara Marks Marino, Climate Activist
- Dave McCain, City of Flagstaff Sustainability Commission
- Dave McIntire, City of Flagstaff
- Kate Morley, Mountain Line
- Matt Muchna, Northern Arizona University
- Amanda Ormond, Ormond Group, LLC
- Judson Tillinghast, APS
- Jed Westover, Loven Contracting

### Flagstaff Sustainability Program Staff and Interns

- Ramón DC Alatorre
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- Lee Bryant
- Deirdre Conroy
- Jillian Goulet
- Dylan Lenzen
- Anona Miller
- Marie Nabors
- Jenny Niemann
- Emily Shaffer
- Isabelle Wilhelm

Technical emissions analysis provided by the Cascadia Consulting Group

## THE CLIMATE EMERGENCY DECLARATION

The Flagstaff City Council adopted the Climate Emergency Declaration on June 23, 2020. The declaration establishes eight resolutions:

Section 1. The City of Flagstaff declares that a climate emergency threatens our City, region, state, nation, civilization, humanity and the natural world, and recognizes the need for a dramatic increase in its ambition to combat climate change, so that it meets or exceeds the current recommendations of the foremost climate scientists working around the world.

Section 2. The City of Flagstaff commits to its own City-wide transition and climate emergency mobilization effort, utilizing Flagstaff's Climate Action and Adaptation Plan as the foundational framework in recognition of accelerating climate changes and prioritizing appropriate funding for its implementation.

Section 3. The City of Flagstaff commits to educating residents and especially Flagstaff's youth about the current climate emergency and inspiring action.

Section 4. The City of Flagstaff underscores the need for full community participation, and recognizes that the residents of Flagstaff, and community organizations and other such allies will be integral to and in the leadership of the mobilization effort.

Section 5. The City of Flagstaff commits to keeping the concerns of vulnerable communities, minorities, and those experiencing poverty central to all transition and climate emergency mobilization efforts and to facilitate the active participation of such communities.

Section 6. The City of Flagstaff joins a nationwide call for an emergency mobilization collaborative effort, in full partnership with surrounding Tribal nations and traditional agricultural communities, at all levels of government to prioritize adaptation and mitigation in relation to climate change while making all government decisions.

Section 7. The City of Flagstaff will take steps to revise the goals outlined in the Climate Action and Adaptation Plan to be in alignment with the United Nations' November 2019 Emissions Gap Report, while maintaining equal emphasis on adaptation, mitigation, and equity, by advancing the Climate Action and Adaptation Plan's goals to achieve carbon neutrality by 2030.

Section 8. The City of Flagstaff calls on the State of Arizona, the United States of America, and all governments and peoples worldwide to initiate a transition and climate emergency mobilization effort to mitigate global warming and create high-quality, good-paying jobs with comprehensive benefits for those who will be impacted by this transition.

## CARBON NEUTRALITY: OUR CURRENT FOCUS

This Carbon Neutrality Plan implements Section 7 of the Declaration: it updates the Climate Action and Adaptation Plan's mitigation goal to carbon neutrality by 2030. Achieving carbon neutrality will require more ambitious action on a more aggressive timeline than the 2018 Climate Action and Adaptation Plan.

For more information on carbon neutrality and our emissions, see the Carbon Neutrality and Greenhouse Gas Emissions sections on page 10 and 19, respectively.

## Vision and Goals

### OUR VISION FOR THE FUTURE

The Flagstaff community takes ambitious action to reduce greenhouse gas emissions and build community resilience, resulting in a higher quality of life for all residents. This transformation involves the entire community, is supported by collaborations with regional and tribal partners, and centers vulnerable communities in an equitable transition towards carbon neutrality.

### GOALS

**Goal 1:**

**Achieve carbon neutrality by 2030.**

Flagstaff will arrive at carbon neutrality, also known as net-zero community greenhouse gas emissions, by 2030. Carbon neutrality will be achieved through a combination of local emissions reductions and negative emissions initiatives to offset the remaining community emissions that the City does not eliminate. For more information, see the Carbon Neutrality section on page 12.

**Mitigation target: Reduce emissions by 44% by 2030, from the business as usual emissions projection.**

By 2030, Flagstaff will not be able to reduce 100% of our community emissions. Rather, this Plan envisions a 44% decrease in local emissions from the business as usual projections by 2030. Despite the efforts of this Plan, some vehicles will still use gasoline and diesel, natural gas will still be used in some appliances and buildings, and electricity usage will continue to create some emissions that must be accounted for. The remainder of emissions will be accounted for through sequestration or offsets.

**Goal 2:**

**Prepare the City's communities, systems, and resources to be more resilient to climate change impacts.**

The first two goals of this Plan focus on mitigation, also known as reducing our greenhouse gas emissions. However, mitigation is not enough to address changes that have already happened, and the climate changes we know are coming. We must also focus on adaptation, or strengthening our community's systems, so they are better equipped and more resilient to both short-term shocks and long-term change.

**Goal 3:**

**Address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.**

Climate change disproportionately impacts communities of color and low-income neighborhoods. These communities contribute the least to greenhouse gas emissions but suffer the greatest effects of climate change and its turbulent impacts. Historical and political systems play a significant role in creating this disparity and will not be dismantled easily. The City of Flagstaff must center equity in its climate action decisions to ensure all communities in Flagstaff can benefit from a carbon-neutral future.

## Our Path to Carbon Neutrality

To reach carbon neutrality, we will...



## TARGET AREAS OF ACTION

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

- ▲ Strengthen **our neighborhoods**:
  - Decreased Dependence on Cars
  - Community resilience
  - Equitable systems
- ▲ Clean **our energy sources**
  - Clean electricity
  - Building Fuel Switching
  - Electric Mobility
- ▲ Manage **our consumption**:
  - Reduced Building Energy Use
- ▲ Sustainable consumption and waste management Uphold our commitment:
  - Sequestration, Certificates, and Offsets

These target areas and supporting actions are detailed starting on page 24. We have summarized the most critical results of these efforts in the table below.

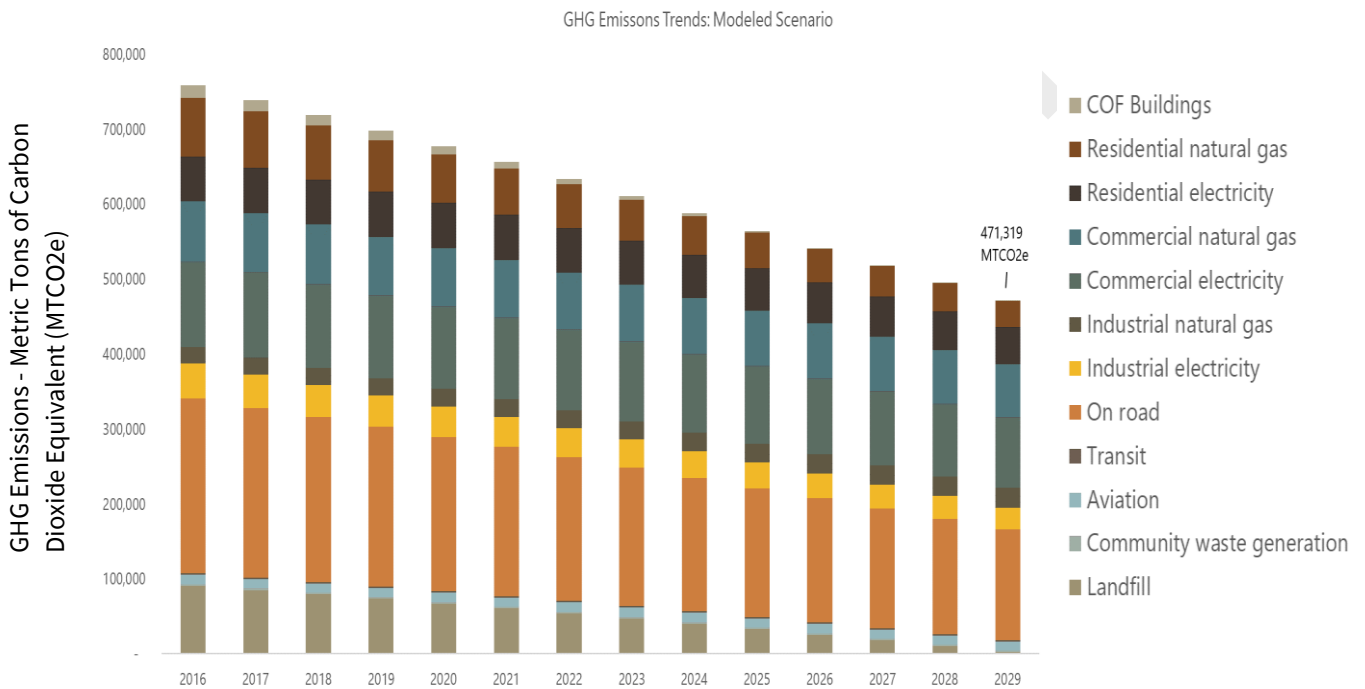
Doing the math: Key shifts contributing to our reduced emissions
On Road Transportation: Vehicle Miles Traveled (VMT) set to be held at 2019 levels [ <b>1.59M/day (internal)</b> ].
30% of our miles traveled will be in electric vehicles (or have zero tailpipe emissions).
2000 home solar systems installed (5kW each) for 10MW distributed residential.
Commercial Sector Brings on 10MW Solar by 2030.
Industrial Sector Brings on 5MW Solar by 2030.
Includes a 50MW Solar installation at Red Gap Ranch + 10MW solar at landfill; assumes 25MW goes to make all City of Flagstaff (COF) electricity renewable. Assumes half of the remaining solar to be attributed to the commercial/residential sectors at 7.5MW/10MW split.
COF 100% renewable electricity by 2025 (likely to require 25-30MW); + energy efficiency and fuel switching across the municipality by 2030.
12,500 total residential retrofits ~50% of existing homes. City directly supports between 4000 – 5500 of these retrofits.
25% of all commercial accounts get a deep energy efficiency retrofit (NOT including COF or NAU).
15% of commercial accounts/establishments fully electrify (not including COF or NAU).
Landfill gas collection and flare is online.

## PROJECTED EMISSIONS REDUCTION FROM PLAN IMPLEMENTATION

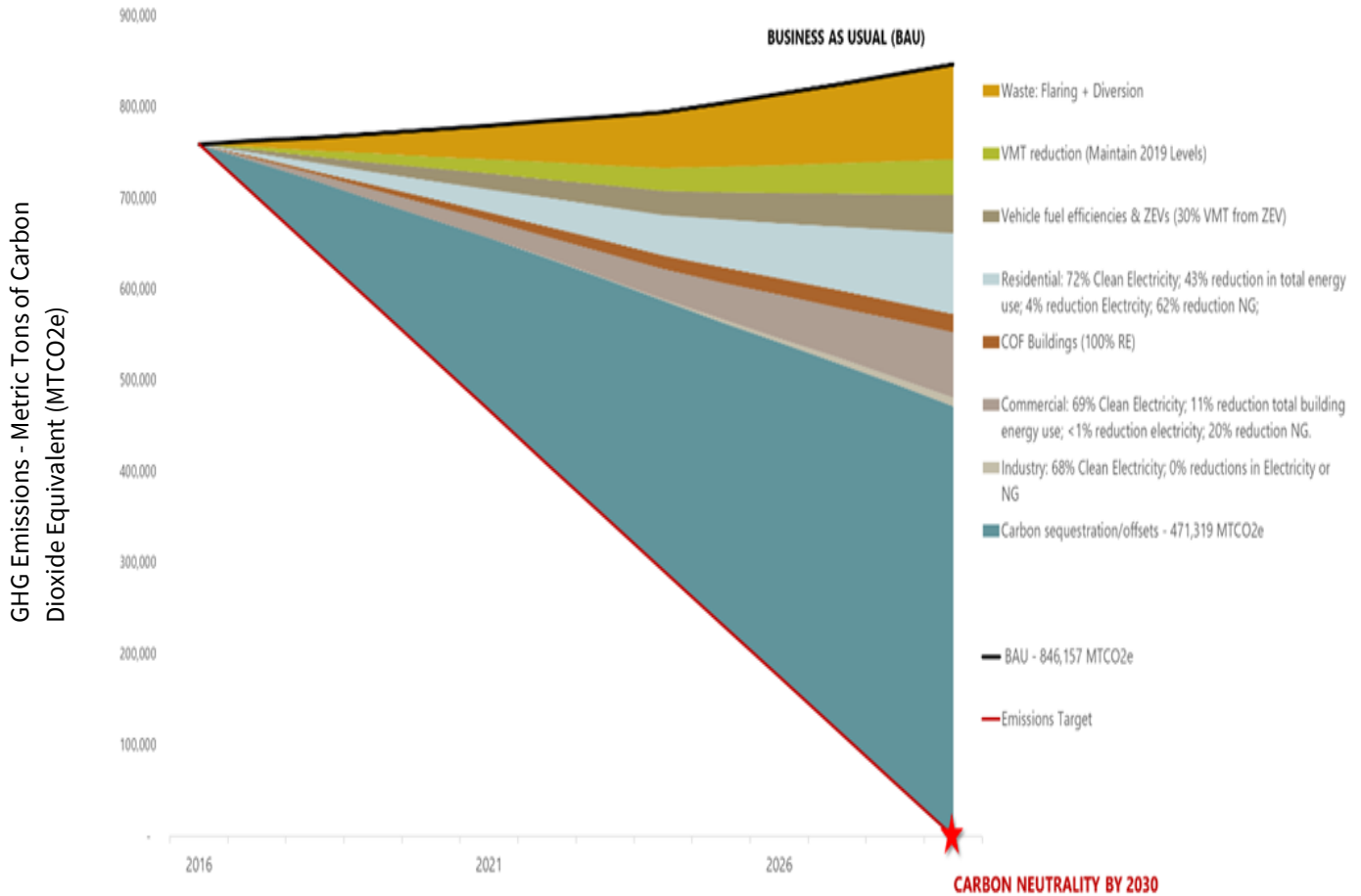
The strategies described in the target areas of actions above will lead to a 44% reduction in emissions from the business as usual (BAU) projection. This results in estimated total community emissions of 471,319 metric tons of carbon dioxide equivalent (MTCO<sub>2</sub>e) in 2029.

To achieve carbon neutrality, the city will need to sequester 471,319 MTCO<sub>2</sub>e, comprising over half (56%) of the total emissions reduction/removal required.

The two graphs below display these emission reductions, in different ways.



**Image B:** Remaining Emissions: Total and Sector



**Image C:** Wedge graphic of carbon neutrality: Inferred emissions reductions and carbon sequestration required (equivalent to measured emissions remaining) to achieve net-zero emissions by 2030.

## Our Approach

### COMMUNITY-DRIVEN

On September 20<sup>th</sup>, 2019, Flagstaff community members gathered on the City Hall lawn for the Global Climate Strike. At the strike, community activists and organizers gathered signatures for a citizen petition, calling on Flagstaff City Council to declare a climate emergency. This Citizen Petition was submitted September 24<sup>th</sup>, 2019, and on January 28<sup>th</sup>, 2020, hundreds of Flagstaff community members, organized coalitions from farmers and doctors to students and grandparents, provided over three hours of public comment at the City Council meeting. Finally, on June 23<sup>rd</sup>, 2020, the Climate Emergency Declaration was adopted unanimously by the Flagstaff City Council.

For more information on community involvement in the development of this Plan, see page 16.

#### Climate Change in Flagstaff

As the climate changes, Flagstaff will continue to experience warmer temperatures, an increase in aridity, lower snowpack levels, and increased wildfire risk.

The 2018 Climate Action and Adaptation Plan details the many changes expected in Flagstaff due to global warming and climate change. We encourage you to reference the [2018 Climate Action and Adaptation Plan](#) or the [City of Flagstaff climate website](#) for additional information and details on expected changes to

### CARBON NEUTRALITY – A FRAMEWORK OF ACCOUNTABILITY

The 2018 Climate Action and Adaptation Plan set an overarching goal to reduce greenhouse gas emissions by 80% by 2050. Goals like this, based solely on emissions reductions, provide little accountability for failure to deliver.

Carbon neutrality, on the other hand, is a framework of accountability by design. To be carbon neutral, each year, we will first measure Flagstaff's community emissions – those that we were not able to eliminate. Once we have measured the remaining emissions produced by our community, we will then have to remove an equal amount of greenhouse gases from the atmosphere in order to arrive at net-zero

emissions.” If we fail to meet our emissions reduction goals, then our sequestration/removal obligation will increase proportionally.



In this way, the carbon neutrality framework has a built-in accountability feature. It ensures that regardless of emissions reductions, we can still reach carbon neutrality through negative emissions initiatives. This framework will help us uphold our commitment, primarily through carbon sequestration. Read more about our plans for sequestration on page 53.

## THE BIG SHIFT

With the framework of carbon neutrality in place, the 'rules of the game' have been established. Ultimately, our community and our leadership will decide the 'gameplan.'

As we began development on the 2030 Carbon Neutrality Plan, we started by asking the question, "What level of emissions reductions might be possible, IF our leadership and community were truly committed to prioritizing this effort locally?" This question resulted in an initial model that showed Flagstaff could reduce local emissions by 80% if we committed to ambitious, transformative change, and then everything goes exactly right. Many of the actions in this maximum reduction scenario are critical but not especially noticeable in terms of how they might impact someone's daily life. For example, when you turn on the faucet and feel warm water, you cannot tell whether that water is heated by a fossil fuel like natural gas or by a clean source like renewable electricity. Likewise, an electric car is still a car, and the day to day

experience of operating either an electric vehicle (EV) or car fueled with gasoline is basically indistinguishable.

Other actions in this 'maximum reduction scenario' would be more noticeable, especially if only thinking about the end result and glossing over the years-long transition. Many people will think that these noticeable impacts are beneficial and even preferred, while others are likely to be more skeptical if not outright unconvinced. Actions related to the key strategy of reducing dependence on personal vehicles are likely to be the most noticeable. Imagine cutting in half, or more, the total mileage you drive in town while still getting to socialize, shop, and otherwise meet all of your daily needs. This outcome would only be realized if we fundamentally shift our approach to neighborhood design and transportation. We would build our transportation corridors with various forms of micro-mobility as the guiding principle, rather than supporting the continued growth of the automobile. We would build our neighborhoods so that they were more connected and complete; it wouldn't be necessary to travel across town as often because people can get what they need nearby. This would entail growing the housing options, density, and businesses or services available in and around our neighborhoods. These and other actions that truly maximize emissions reductions by considering aspects of community design have been dubbed locally as the "Big Shift."

The alternative to the "Big Shift" might be framed as the "behind the scenes" scenario. In this alternative scenario, there is less tolerance for "noticeable" or "disruptive" actions, and there is a considerably higher tolerance for paying third party groups to complete the reductions that we are unable or unwilling to achieve for ourselves. In this alternative scenario, significant local emissions reduction potential will go unrealized in favor of familiarity, particularly in the transportation sector. The only realistic way to significantly reduce transportation emissions by 2030 is to make it possible for people to accomplish all of their needs while driving far less – which would require the "Big Shift" to accomplish. Indeed, if we remove the strategy of reducing dependence on personal vehicles from the preliminary model, the amount of carbon sequestration required to achieve carbon neutrality in 2030 would nearly double - as would the annual price tag for sequestration. The tradeoff for this higher tolerance – less disruption to our approach to local transportation and the design of our streets, neighborhoods, and community.

## EQUITY AND ADAPTATION

Equity and adaptation are core objectives of the 2018 Flagstaff Climate Action and Adaptation Plan. Their importance is maintained in our Carbon Neutrality work.

The 2018 CAAP outlines the three overarching goals of mitigation, adaptation, and equity. These interconnected goals continued to be guiding principles in the development of this Carbon Neutrality Plan, both at the staff level and from the perspective of the Steering Committee. Since the framework of carbon neutrality is specific and quantitative in nature, attention to the numeric mitigation impacts has been necessarily spotlighted in some sections. However, the focus on mitigation to satisfy the quantitative framework cannot be, and has not been, so focused as to lose sight of these other guiding principles.

**Equity** is defined as the just distribution of the benefits of climate protection and alleviation of unequal burdens created by climate change.

**Adaptation** refers to actions that increase the ability to withstand, respond to, or cope with climate change impacts.

In many cases these guiding principles are highly synergistic. Actions that reduce emissions often have adaptation and equity co-benefits. This can be particularly apparent when such mitigating actions serve disadvantaged communities first while also increasing individual, family, and community resilience. For example, a large-scale effort to support the retrofitting of homes occupied by low and middle income (LMI) residents to reduce their energy demand

- a) reduces emissions (mitigation)
- b) increases the resilience of the homes, the community, and the energy infrastructure to withstand shocks (adaptation) and
- c) improves the affordability/accessibility of the retrofit for the LMI occupants, making them more comfortable and decreasing the monthly operating expenses of the homes (equity potential).

Still, other mitigating actions offer fewer adaptation and equity co-benefits. When identified, our Steering Committee advised that such actions are be given less emphasis and resources. For example, transitioning to Electric Vehicles (EV) was acknowledged as a piece of the puzzle for reducing transportation emissions. However, our Steering Committee cautioned that too strong an emphasis on municipally supported EV adoption for individuals could be a distraction to more impactful, equitable strategies that would benefit and be *accessible* to the larger community - —not just those who can afford a new electric car. Rather than thinking about how to subsidize getting another car on the road, electric or not, the guidance given was that the City's focus and resources should be prioritized on transforming our community with infrastructure and policy to support biking, walking, public transit, and other forms of micro-mobility. This guidance is reflected in the framing and actions within the Target Areas related to transportation – Decreased Dependence on Cars and Electric Mobility.

This is just one example that illustrates how the guiding principles of equity and adaptation were used to evaluate proposed mitigation strategies, with the level of perceived co-benefits used to either elevate or temper the amount of emphasis and resources committed by the City. Going forward, this Plan will be subject to review by an Equity Review Committee, as will every subsequent annual update.

## About this Plan

### The Benefits of a Plan

Climate change is bringing changes in temperature, snowpack, water availability, and wildfire risk to Flagstaff. These changes threaten Flagstaff's natural resources, economy, infrastructure, and quality of life. This Carbon Neutrality Plan will guide the Flagstaff community in achieving more aggressive carbon neutrality goals to prepare for climate risks, reduce greenhouse gas emissions, and protect the wellbeing of residents for decades to come.

The economic damages from climate change will increase the longer action is delayed – climate change is a threat multiplier. On the other hand, climate action has co-benefits ranging from economic development and jobs, to financial benefits from investments. Climate action can benefit families, when energy efficiency improvements reduce monthly costs, while accessible trails can improve mental and physical health.

### How this Plan was developed

This Plan was created based on technical analysis, best practices from peer cities, and feedback from Flagstaff community members.

Community organizers and residents led the creation of the Climate Emergency Declaration, and their involvement has continued throughout the development process for this Plan. A Steering Committee of community members was formed to guide Plan development and incorporate resident voices from the start. Sustainability staff have engaged with over 1,500 people in Flagstaff. Community members have completed four different surveys, attended over 30 virtual Forums and Open Houses, and created videos for the Climate Emergency Open House website.

Community partners played an integral role in advising the Plan and inviting their networks provide input. These actions allowed Sustainability staff to understand the priorities of community members and incorporate them into this Plan.

## A Call for Partners

This Plan illustrates what the City of Flagstaff will do to reach carbon neutrality. However, the City will not be able to achieve its goals alone -- the actions of residents and collaborative partnerships will be crucial. The City will engage residents and partner with community organizations to change behavior and develop creative local projects, to complement work on systemic shifts and policy change.

Regional, federal, and state actions and market shifts are all necessary to move Flagstaff in the right direction. Regulatory organizations will also play a key role in shifting energy sources from natural resources (e.g., coal, oil, natural gas) to renewable and more sustainable options (e.g., solar, wind, hydroelectric, electric).

While this Plan's strategies focus on actions the City can take, it highlights areas where legislative change is needed, and where community engagement can lead to positive climate and resilience impacts.

## How this document relates to the 2018 Climate Action and Adaptation Plan

This document builds on the 2018 Climate Action and Adaptation Plan— also known as the CAAP.

The 2018 CAAP was developed over a year and a half of community conversations to create the first climate plan for Flagstaff. It was adopted unanimously, and was the first community-wide climate plan in Arizona. It established broad goals for reducing emissions, preparing for change, and ensuring that we act equitably, prioritizing our most vulnerable community members.

When we started to write the 2018 CAAP, it aligned with the best available science that was the foundation for the Paris Climate Agreement. One month before adoption, the scientific community updated its recommendations on the pace of action needed to avoid catastrophic climate change. The Intergovernmental Panel on Climate Change (IPCC) published a report: Global Warming of 1.5° C, saying that more needed to be done, much more quickly, across the globe. Council adopted the CAAP in late 2018, acknowledging that this was a first step and that community conversations around this IPCC report were needed. Community members brought this conversation back to City Council with their request for a Climate Emergency Declaration.

**This Plan will update the 2018 CAAP.** While we have a new mitigation goal – for carbon neutrality by 2030 – we will continue to reference the 2018 CAAP for the other overarching goals on adaptation and equity.

Yet, the climate emergency calls for more aggressive action on equity and adaptation, too. After we adopt this Carbon Neutrality Plan, we will start conversations with the community about bold action on adaptation and equity, and will revise our plans to reflect the Climate Emergency Declaration's calls for greater resilience and a focus on climate justice.

**A Living Document**

The climate emergency is an evolving state, with the possibility for new challenges and opportunities. The pace of change is accelerating, and technologies are rapidly advancing. The coming years will see improved batteries and new approaches to carbon sequestration. Conditions on the ground are changing as well: Flagstaff's monsoons are more variable, wildfire patterns are shifting, and our community is adjusting as housing, jobs and visitation evolve.

Accordingly, the Carbon Neutrality Plan must be a living document – grounded in core principles but flexible in its approach. To reflect changing conditions and an expanding knowledge base, the Plan will be updated on an annual basis. This will allow shifts in tactics and creative partnerships as needed to meet the City's goals.

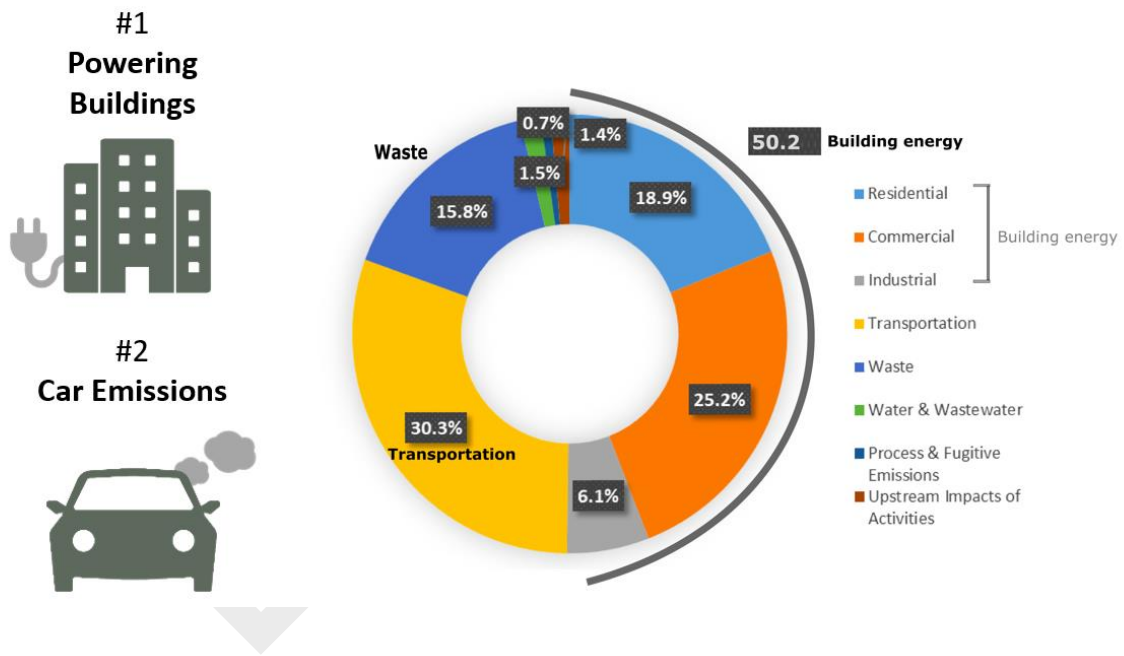
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# Flagstaff's Greenhouse Gas Emissions

## HOW WE CONTRIBUTE TO CLIMATE CHANGE

To reach carbon neutrality, we must understand how Flagstaff contributes to climate change through greenhouse gas emissions. Each year the Flagstaff Sustainability Program completes a community-scale greenhouse gas emissions inventory. This inventory calculates the emissions produced by the activities taking place in our community. Activities we can measure include the release of greenhouse gas emissions when fossil fuels are burned for transportation and energy, when solid waste breaks down, and when water and wastewater are produced and treated.

### 2019 Flagstaff Community Emissions



Our Greenhouse gas emissions fall into three main categories:

1. **Building Energy** contributes to 50% of our emissions. This category represents emissions coming from the use of electricity and natural gas in our homes, and commercial and industrial buildings. Most of these emissions are split between commercial and residential buildings.
2. **Transportation** contributes to 30% of our emissions. This represents emissions from the fuels we use to get around town in vehicles.

3. **Other emissions** are produced from solid waste (16%), water and wastewater treatment (2%), upstream impacts of activities (1%), and process and fugitive emissions (0.7%). While smaller relative to other sectors, these categories are all important to measure and manage to achieve our emissions reduction goals.

Currently, our inventory methods do not allow us to account for the imported or embedded emissions in the products that we consume. For example, an apple grown in Washington state and consumed in Flagstaff will have embedded emissions associated with the growing, picking, packaging, and transportation to Flagstaff that are not captured using our inventory method. For this reason, it is reasonable to assume that the results of our sector-based inventory represent the minimum emissions attributable to our community activities.<sup>1</sup>

## A SECTOR-BASED GREENHOUSE GAS INVENTORY

Each year the Flagstaff Sustainability Program completes a community-scale greenhouse gas emissions inventory. This inventory calculates the emissions produced by the activities taking place in our community. Activities we can measure include the release of greenhouse gas emissions when fossil fuels are burned for transportation and energy, when solid waste breaks down, and when water and wastewater are produced and treated.

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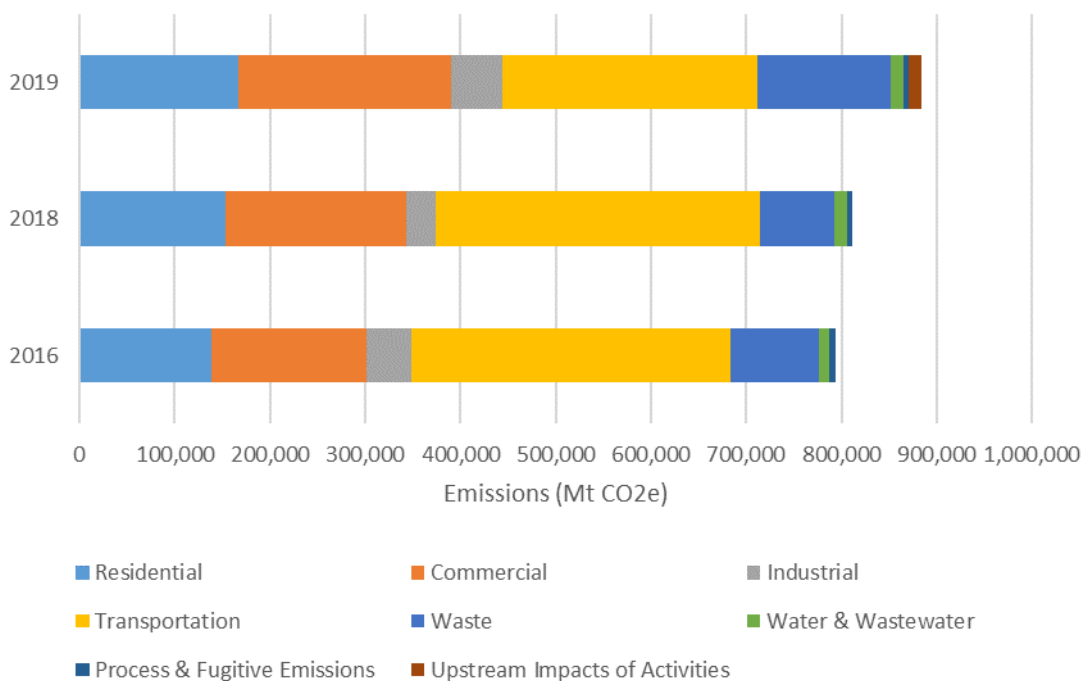
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<sup>1</sup> <https://www.c40.org/researches/consumption-based-emissions>

## BASELINE: COMMUNITY EMISSIONS BEFORE CLIMATE ACTION

The City of Flagstaff has been tracking community greenhouse gas emissions since 2006. Since then, the way we track emissions has evolved. Today, the City uses the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions. This global standard for community-level greenhouse gas inventories creates a reliable methodology that enables Flagstaff to compare its emissions to other communities. Methods and protocols will continue to evolve and improve over time, as will data collection and availability.

The following graph shows the greenhouse gas emissions by sector for 2016, 2018, and 2019.



The apparent jump observed in 2019 should be considered with the following factors in mind. In 2019:

- Contractual natural gas was accounted for the first time, increasing the emissions of the industrial and commercial sectors.
- The treatment of daily vehicle miles traveled (VMT) was updated, resulting in a net reduction in transportation emissions.
- The protocol for the waste sector was updated from an in-jurisdiction protocol to a methane-commitment protocol, increasing the annual emissions accounted and creating a framework with greater impact potential for waste diversion efforts.
- 2019 was the first year that Upstream Impacts of Activities were included in the Flagstaff inventory.

Each year, the annual greenhouse gas inventory methodology will be updated to utilize the best available practices. When possible and prudent, Flagstaff will also work to retroactively and transparently apply updates and improvements to relevant projections-based models so that their baselines and forecasts might better reflect current methods and data. Indeed, to be more consistent with the 2019 data and methods for buildings and transportation, the 2016 baseline used for the carbon neutrality modeling was amended to 758,796 MTCO<sub>2</sub>e. (See Projected Emissions Reduction From Plan Implementation on page 10.)

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*For more information on our greenhouse gas inventory and how our methodology and results have changed over time, see: [www.flagstaff.az.gov/climate](http://www.flagstaff.az.gov/climate).*

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The first Flagstaff Climate Action and Adaptation Plan was adopted in November 2018. While the 2019 inventory reflects emissions after adoption of the CAAP, it will take a few years for the impacts on our emissions to be observed. For instance, in 2019, City Council adopted a building code that will ensure new buildings use significantly less energy. However, this code was not mandatory until January 2020, and its emissions reductions will only be truly apparent after buildings built in 2020 and beyond become a greater portion of Flagstaff's building stock.

## HOW DO WE MEASURE GREENHOUSE GAS EMISSIONS?

On average, Flagstaff contributes to the production of 759,000 metric tons of carbon dioxide equivalents (MTCO<sub>2</sub>e).

In order to try to imagine what 759,000 MTCO<sub>2</sub>e might look like, one might first start by imagining a piece of coal burning, smoking, and releasing CO<sub>2</sub> emissions into the atmosphere. Now, if for some reason we wanted to have a single-day bonfire that would emit the entirety of our annual emissions - 759,000 MTCO<sub>2</sub>e - we would need to gather a lot of coal. Because we are in Flagstaff, we might choose to use our local train tracks to help us bring in all the coal we need for this bonfire.

If we were to fill every railcar with coal, we would require an impossibly long train made up of 4,168 railcars' worth of coal. This would stretch over 41 miles. If you were to get caught behind the gates when this train came by, even if it could travel at the full legal in-town speed limit, you would be waiting at the gates for nearly an hour.<sup>3</sup>

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<sup>3</sup> EPA's greenhouse gas equivalencies calculator: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

# IMPLEMENTATION STRATEGY

The climate emergency declaration outlines the following priorities for the mobilization of resources. These priorities will guide the implementation of this Plan.

The City of Flagstaff will:

- ▲ Dramatically increase its **ambition** to combat climate change through **bold action**.
- ▲ Ensure this mobilization effort is City-wide, spanning all sectors of the Flagstaff economy and community.
- ▲ **Prioritize appropriate funding** for the implementation of climate goals and action.
- ▲ **Engage and educate** our residents about the current climate emergency and inspiring action, **especially Flagstaff's youth**.
- ▲ **Strive for full community participation and leadership** by residents of Flagstaff, community organizations and other allies.
- ▲ Keep the concerns of **vulnerable communities, Black, Indigenous, and People of Color, and those experiencing poverty** central to all transition and climate emergency mobilization efforts, and facilitate their active participation in this work.
- ▲ Develop and reinforce **respectful collaborations** with surrounding Tribal nations, traditional agricultural communities, regional governments, the State of Arizona, and the U.S. Government.
- ▲ Prioritize adaptation and mitigation **in all City decision-making processes**.
- ▲ Prioritize the creation of **high-quality, good-paying jobs** with comprehensive benefits for those who will be impacted by this transition.

# THE PATH TO CARBON NEUTRALITY



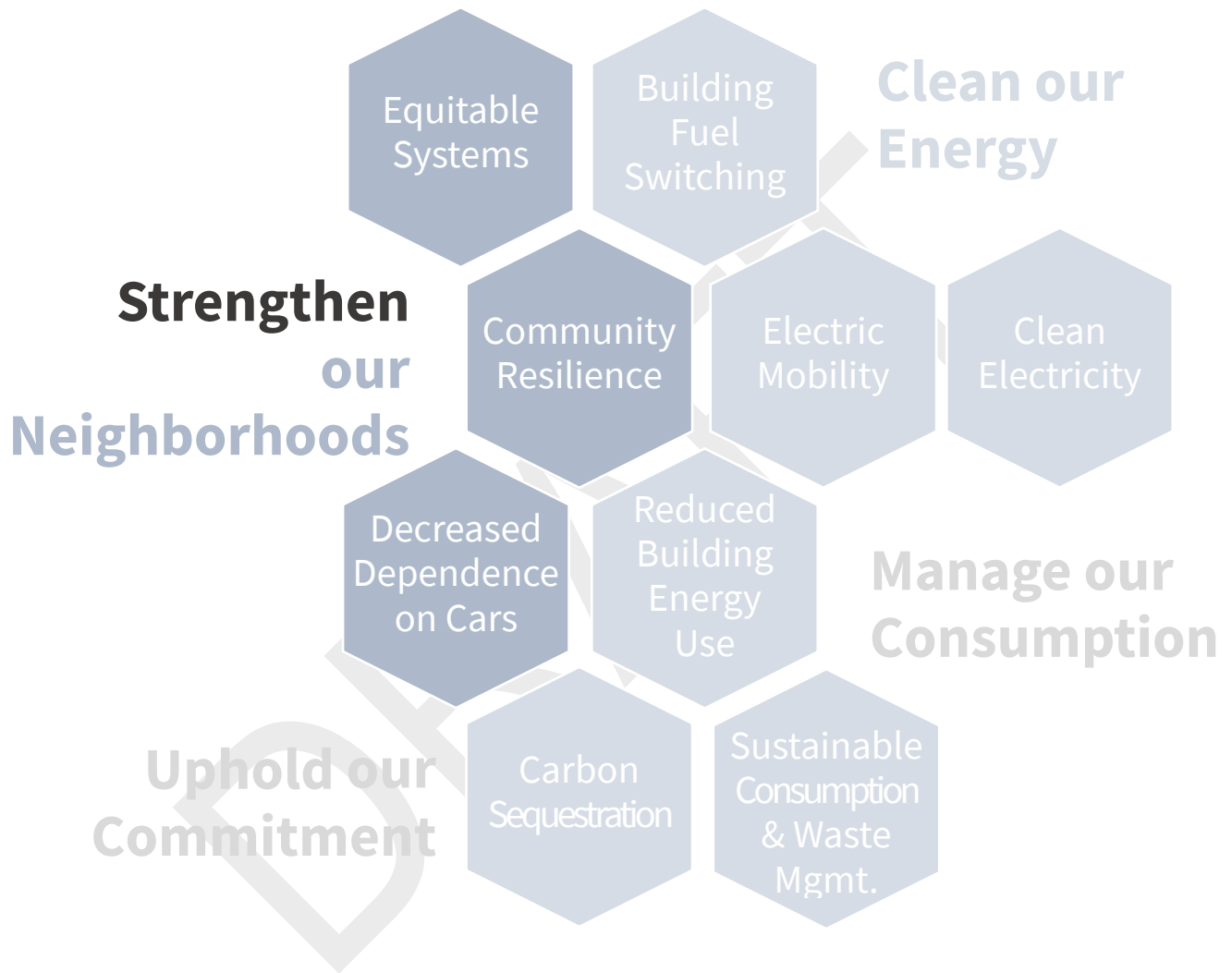
To achieve deep emissions reductions and carbon neutrality, we have developed a framework of target areas of action:

- ▲ **Our neighborhoods:**
  - Decreased Dependence on Cars
  - Community resilience
  - Equitable systems
- ▲ **Our energy sources**
  - Clean electricity
  - Building Fuel Switching
  - Electric Mobility
- ▲ **Our consumption:**
  - Reduced Building Energy Use
  - Sustainable consumption and waste management
- ▲ **Our commitment:**
  - Sequestration, Certificates, and Offsets

These same areas of action show up in the climate action plans of cities around the world. They may get combined or split, re-packaged or reframed from city to city, but at a high level, it is generally known what needs to be done to achieve aggressive climate goals.

The first six target areas above focus on reducing emissions through *prevention*. The last target area aims to further reduce community emissions by literally *extracting and storing* emissions from the atmosphere. These target areas are deeply interconnected, with some even being required to unlock the power of others. We will examine these connections further in the sections that follow.

## Focus One: Our Neighborhoods



### We will strengthen our neighborhoods through:

- ▲ Decreased dependence on cars
- ▲ Equitable systems
- ▲ Community resilience

## Decreased Dependence on Cars

Flagstaff will depend far less on cars, reducing the number of miles we travel by car and shifting trips to walking, biking, and the bus.

### WHAT IT MEANS

Reductions in GHG emissions from the transportation sector will require enhancing community mobility and decreasing community-wide vehicle miles traveled (VMT) – or the miles Flagstaff residents travel in cars every day. This reduction in VMT must be accomplished simultaneously with an also-necessary transition to clean, low-/zero-emission vehicles (see Electric Mobility on page 35). Transportation-related emissions account for approximately 30% of Flagstaff's community-wide GHG emissions, so making progress toward reducing commuting miles and increasing equitable access to goods and services are essential to effective climate action.

### HOW WE'LL GET THERE

Vehicle emissions are a result of a combination of factors: fuel efficiency, the carbon content of the fuel, and VMT. Gains in the first two areas may be potentially offset by losses in the third (VMT). Transitioning to electric vehicles (EV's) is not enough to decarbonize the transportation sector completely in the near-term and therefore it's important that while Flagstaff implements EV's, action is taken to simultaneously reduce vehicle miles traveled through better land use planning and encouraging modes other than -single-occupancy vehicles such as transit, walking, and biking.

Transportation costs are a significant expense for households and car ownership can often be a burden or inhibitor for low-income families. Personal single-occupancy electric vehicle adoption does nothing to address these existing inequities. Furthermore, transportation costs tend to be lower for those living in neighborhoods where it's safe and accessible to walk, bike, or take transit. Parking requirements add to the cost of housing, and single-family neighborhoods have an exclusionary history that in many ways continues today. Promoting these modes of transportation and reducing VMT both reduces emissions and is more equitable.

The City can reduce dependence on cars on multiple fronts: prioritizing pedestrian and bicycle infrastructure development and enhancements, can make walking and biking the default choice. This will happen through alignment with and implementation of the forthcoming Active Transportation Master Plan. The City of Flagstaff will partner with Mountain Line, Flagstaff's transit agency, to maintain and enhance multi-modal transit services and related facilities, including better access to and from transit.

There are several transportation projects that are already considered in Flagstaff's transportation future, which will likely increase VMT – road expansion projects and greenfield development like the John Wesley Powell Boulevard extension. These projects align with the goals of the most recent Regional Transportation Plan (2017), which projects VMT more than doubling over the next 70 years.

**The Big Shift: Rethinking mobility.**

Flagstaff must commit to a fundamental shift in the way we think about our road systems and move around our community. This is necessary to both achieve our climate goals and to improve quality of life, health, and affordable living in Flagstaff.

The emphasis of our transportation planning must pivot from congestion mitigation to mobility improvement - to improve the way community members move around town, outside of their cars. As Flagstaff grows, we have a choice: we can invest in building more roads and more lanes to attempt to make traffic better, knowing that adding more vehicle lanes rarely improves traffic flow. Alternatively, we can manage demand, decreasing the demand for car trips and car infrastructure - thus helping people to choose active, healthy, enjoyable transportation while reducing the number of cars on the road. We must reimagine how our transportation can work, and shift our approach in the City's policies, processes, and plans, from the Regional Plan and the Regional Transportation Plan to our policies that encourage driving and parking.

At the same time, our community must better utilize our limited space by accepting and celebrating appropriate density in our neighborhoods and activity centers. Density reduces emissions from building energy use and transportation, while also contributing to more lively, welcoming, and diverse neighborhoods.

Flagstaff is growing and will continue to do so – see the box to the right. To welcome new neighbors to Flagstaff, we need to create homes for those who live here. To add more homes in our limited land area, we must increase the number of homes in our existing and new neighborhoods – from allowing backyard cottages to welcoming small apartment buildings and tall buildings where appropriate.

Transportation solutions range from converting lanes into micro-mobility zones, allowing neighborhoods to reclaim their streets through slow zones, and prioritizing transit over car movements. Land use solutions are complementary to our transportation actions, and impact our ability to achieve our transportation and emissions goals.

Flagstaff can learn from some of the most successful transportation cities in the world, who are focusing on converting car space into streets and public spaces that accommodate people outside of their cars - walking, biking, gathering, recreating, or shopping. Flagstaff's peer cities are also recognizing the high cost of parking, both in its contributions to housing costs as well as the way that it shapes our neighborhoods around cars. Cities across the country are allowing buildings to be built without parking, or charging more for parking on the street and within buildings, making a trade-off between ample parking and a walkable and affordable community. Flagstaff can reduce the amount of space dedicated to parking and car storage

**Flagstaff is Growing**

Flagstaff is projected to grow significantly in the coming decades – even without the influence of climate change. We must prepare for greater than expected growth as the population center of Phoenix – now exceeding five million people – continues to grow, and as summers in Central Arizona become hotter., We can expect visitation and migration to Flagstaff to increase, with domino effects on Flagstaff's housing market and land use.

in our community, in order to improve affordability, better utilize limited space, and reduce automobile subsidies.

Flagstaff residents deserve what are called 15-minute neighborhoods: places to live where you can meet many of your daily needs with just a simple walk. Some of our neighborhoods already function this way: someone living in the townsite neighborhood can reach office buildings, a grocery store, the post office, ten restaurants and even a park within a 15-minute walk. Southside similarly has access to jobs, a small neighborhood store, dining, and a community center within their neighborhood. We can choose to allow our neighborhoods to evolve in ways that could mimic these traditional neighborhood designs, providing for a higher quality of life for Flagstaff residents.

Through these shifts, we will be able to achieve deep reductions in greenhouse gas emissions from our transportation sector while improving livability, health, and community resilience in Flagstaff.

## GOALS

Goal	Year
Hold vehicle miles traveled in the community to 2019 levels. This is a 17% reduction from our business as usual projections in VMT growth.	2030
54% of all trips will be taken by biking, walking, or taking the bus.	2030
34% of all work commute trips will be taken by biking, walking, or taking the bus.	2030
Reduce vulnerability of new developments to fire and flooding, by encouraging development to locate in areas of lower vulnerability.	2030

## STRATEGIES

### **DD-1:** Transform our transportation and land use systems.

*Opportunity for action:*

1. Commit to the big shift, as outlined on page 27.

### **DD-2:** Encourage vibrancy, appropriate density, and attainability in existing neighborhoods, so that more residents live within walking distance of their daily needs.

*Opportunities for action:*

1. Incorporate more flexibility and appropriate density into residential neighborhoods, such as accessory dwelling units, duplexes, triplexes, small apartment buildings and other housing options, to provide more diverse and attainable housing opportunities, create vibrant neighborhoods, and decrease travel distances.
2. Encourage the rapid development of carbon-neutral Accessory Dwelling Units (ADUs) to increase the housing stock.
3. Lower parking minimums for new developments to decrease housing costs, decouple rent from parking costs, reduce impervious surfaces, and create more walkable neighborhoods.
4. Change City policies to increase cottage housing, transit-supportive density, redevelopment, infill development, mixed housing types, multiple story buildings, and mixed-use transit nodes throughout Flagstaff.

### **DD-3:** Create inclusive networks for walking and biking that are continuous, attractive, safe, comprehensive, and convenient for people of all ages.

*Opportunities for action:*

1. Adopt, fund, and implement the Active Transportation Master Plan (ATMP).
2. Fully fund bike and pedestrian infrastructure capital improvements, to create complete and comfortable bike and pedestrian networks, safe routes to school improvements, and a complete and comfortable system of pedestrian crossings and sidewalks.
3. Convert streets to multi-modal, complete streets, through road diets or creating multi-modal lanes. When right-of-way is limited, redistribute the available space to accommodate more users and better reflect climate priorities.
4. Create an integrated system of protected lands, the Flagstaff Urban Trail System, and trail corridors that support mode shift, public health, and affordable living.

### Investing in walking and biking

A one-time investment of \$90 million is needed to build comprehensive walking and biking networks. These networks are necessary to get people to walk, bike and take the bus - - we cannot ask people to change their behavior if those behaviors are not easy, safe, comfortable and even fun. To further support these choices, the City will need to provide \$600,000 to \$1,000,000 per year for programming.

While these investments seem large, from an infrastructure perspective creating these networks will cost similarly to a large roadway project: The recently approved Lone Tree Bridge over the railroad tracks will cost a projected \$72 million, and simply designing a highway interchange can cost \$3 million. We must invest in biking, walking and transit with the same level that we invest in supporting infrastructure for cars.

#### **DD-4:** Encourage Flagstaff residents and visitors to walk, bike, roll and take the bus.

##### *Opportunities for action:*

1. Significantly increase funding for programming to increase biking and walking, improve micro-mobility options, provide encouragement programming and infrastructure improvements in school zones, and increase transportation demand management (TDM) programming.
2. The City will improve support to incentivize City employees to commute by walking, biking, and transit, such as employee showers at work, benefits to employees for walking, biking and taking transit, or support for carpool coordination.
3. Reconsider how and where we allow pedestrian crossings to create safe and convenient crossings based on land use, activity centers, transit stops, and trails.

#### **DD-5:** Transform transportation policies and planning to incorporate greenhouse gas emissions analysis and reduce dependence on driving.

##### *Opportunities for action:*

1. Incorporate transportation demand management (TDM) philosophy and policies into transportation and development engineering and planning processes.
2. Evaluate the greenhouse gas emissions and vehicle miles traveled (VMT) of transportation capital infrastructure projects, transportation system operations, and new development planning, and update the Transportation Impacts Analysis (TIA) process to incorporate greenhouse gas emissions impacts into the decision-making process.
3. Actively work to lower emissions and VMT created by new developments, shifting to mobility enhancement strategies rather than congestion reduction.

4. Require Carbon Neutrality Plans for new large buildings and new neighborhood developments, to increase communication and collaboration between developers and the City on how developments contribute to the City's carbon neutrality goals and how the property will work to manage transportation demand. Involve more stakeholders in City capital and infrastructure project planning, by bringing projects to citizen commissions and interdepartmental staff review, enabling review through the lens of other community objectives including public health, sustainability, and economic vitality.
5. When working with developers on new large developments, analyze and balance community priorities when making requests for infrastructure improvements.

**DD-6: Support transit operations.**

*Opportunities for action:*

1. Implement the transit-supportive recommendations of the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) Five-Year Transit Plan for the Mountain Line, to increase ridership and transit frequency on the permanent transit network.
2. Prioritize transit trips over car trips, and the movement of busses over cars, to improve bus operations on Flagstaff's road network, through mechanisms such as signal prioritization, bus slip lanes, and dedicated bus lanes.
3. Incorporate transit analysis and requests into analysis performed for new large developments, incorporating transit needs into our conversations surrounding transportation system needs.

**DD-7: Avoid Congestion Mitigation and Air Quality (CMAQ) non-attainment status.**

*Opportunities for action:*

1. Create a local ordinance to protect air quality and prevent Congestion Mitigation and Air Quality (CMAQ) non-attainment status, to support and fund mobility enhancement.

**Connections to the Flagstaff 2018 Climate Action and Adaptation Plan:**

Transportation and Land Use Strategy 1: Advance land use planning that minimizes the distance people have to travel by car and that increases community resiliency.

Transportation and Land Use Strategy 2: Prioritize, incentivize and promote transportation by biking, walking and transit. Transportation and Land Use Strategy 5: Manage transportation demand and reduce the frequency with which people drive alone.

### **Improvements in transit infrastructure, operations, and encouragement**

Mountain Line provides transit service to the City of Flagstaff. Mountain Line and the City must partner to adequately fund improved transit infrastructure and operations, in order to move more trips onto transit.

High-priority transit improvements include:

- Identify funding to double service on Mountain Line route, to create high-frequency bus lines that are more usable and attractive for riders. This would require \$5 million in additional funding annually.
- Partner with Coconino County to increase transit service coverage and frequency in the greater Flagstaff area considering enhancing bus, vanpooling, and shuttle services for outlying communities such as Kachina Village and Bellemont.
- Develop transit services for visitors to Flagstaff, including to popular destinations such as Snowbowl, Twin Arrows, and the Grand Canyon, and between Phoenix and Flagstaff.
- Focus on improving access to transit stations by helping riders to complete their ‘first mile’ and ‘last mile’ trips to get to stations.
- Consider eliminating bus ridership fees, encouraging organizations and businesses to purchase transit passes for their employees or providing in-house incentives for employees who switch from driving to public transit.

## Equitable Systems and Community Resilience

Flagstaff will incorporate equity and resilience principles into its climate actions, while working towards transformative systems change.

### WHAT IT MEANS

**Equity** is defined as the just distribution of the benefits of climate protection and alleviation of unequal burdens created by climate change.

**Resilience** is the ability of communities to anticipate, accommodate, and positively adapt to and thrive amidst changing climate conditions or hazard events and enhance quality of life, reliable systems, economic vitality, and conservation of resources. Resilience is often grouped with a similar concept, adaptation.

Equitable Systems and Community Resilience are not target areas like transportation or clean energy. Rather, they are overarching principles that must be integrated into the implementation of this Plan. These principles are in the *Our Neighborhoods* action umbrella because the necessary changes are not limited to one sector. They must be community-wide, integrated throughout our neighborhoods and the way we do business.

### HOW WE'LL GET THERE

Equity and resilience are reflected in two overarching goals of this plan:

**Goal 2: Prepare the City's communities, systems, and resources to be more resilient to climate change impacts.**

This preparation will help the City and its residents to be better equipped and prepared to handle both short-term shocks (such as flooding or a wildfire) and long-term change (such as rising housing prices or reduced snowfall). A resilient community is one that can bounce *forward* after a challenge, not only recovering but improving on the status quo.

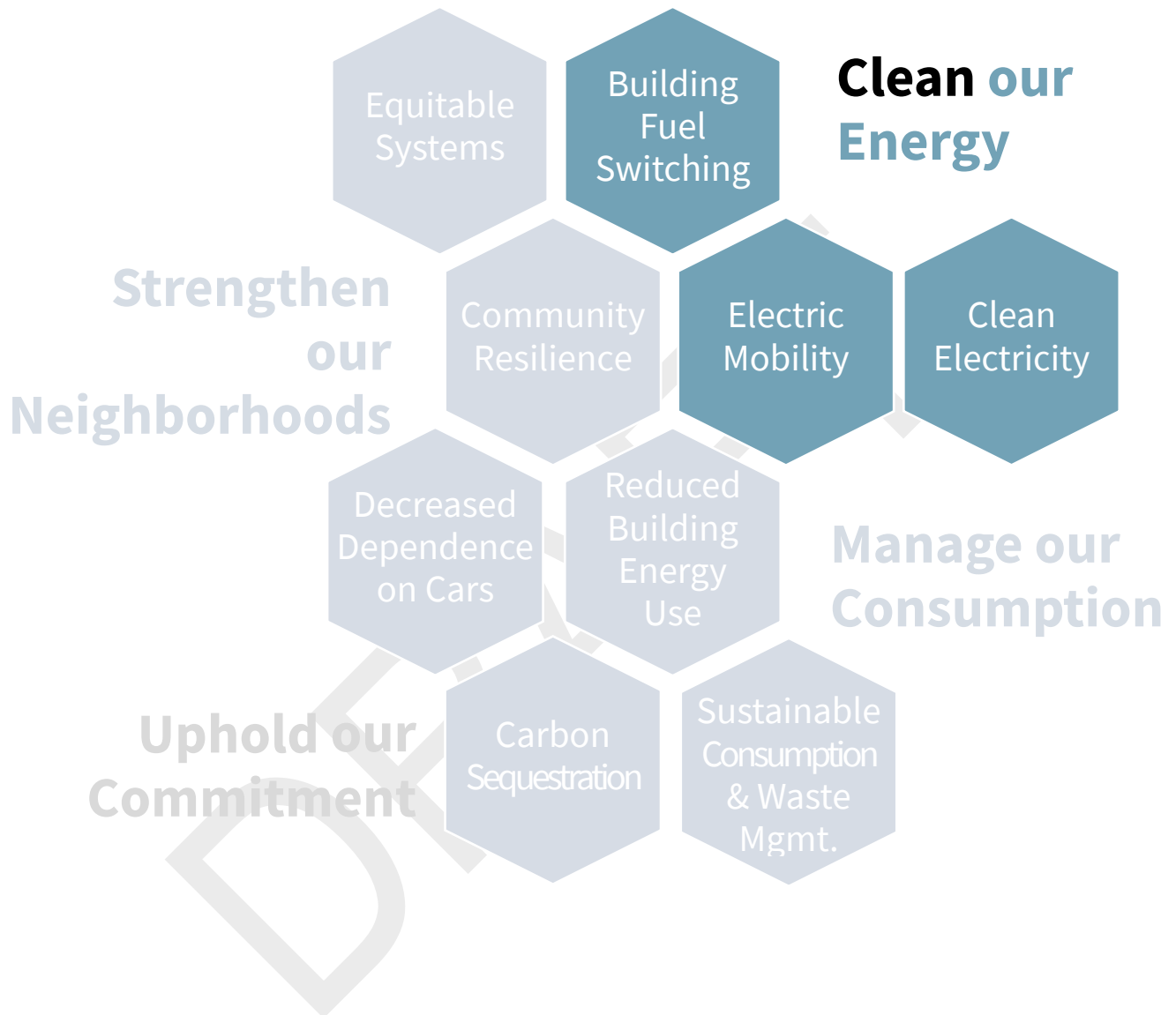
**Goal 3: Address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.**

Climate change disproportionately impacts communities of color and low-income neighborhoods. These communities contribute the least to greenhouse gas emissions but suffer the greatest effects of climate change and its turbulent impacts.

**Equity and resilience will be the guiding principles of Plan implementation.** City staff will create accountability systems to ensure these principles are incorporated into all aspects of our carbon neutrality work. Activities to reduce emissions can be designed to have equity, resilience, and adaptation co-benefits – see page 14 for a discussion of how these concepts are interconnected.

To further the goals of the Climate Emergency Declaration, the City will dive deep into equity and resilience over the next year. We will host conversations with the community about these elements of climate action, and how we can create systems of accountability as we implement our carbon neutrality goals.

## Focus Two: Our Energy



### We will strengthen our neighborhoods through:

- ▲ Electric mobility
- ▲ Clean electricity
- ▲ Building fuel switching

# Electric Mobility

Flagstaff will embrace the electrification of mobility options, shifting to vehicle-replacing e-bikes and bike share, electrifying our busses and taking advantage of the rapidly evolving vehicle market.

## WHAT IT MEANS

Reductions in GHG emissions from the transportation sector will require a transition to clean, low-/zero-emission vehicles while simultaneously enhancing community mobility through increased access to bicycle, pedestrian and public transit modes of transportation and decreasing community-wide vehicle miles traveled (VMT). Transportation related emissions accounts for approximately 30% of Flagstaff's community-wide GHG emissions, so in addition to reducing VMT, making progress toward more efficient and lower-carbon vehicles is critical.

## HOW WE'LL GET THERE

The widespread transition to zero-emission vehicles is a long-term strategy. The City of Flagstaff can support this transition by investing in and advancing (through Codes, partnerships, incentives etc.) the necessary supporting infrastructure. In addition, the City of Flagstaff will look to transition our own fleet and while educating, encouraging and helping to facilitate partnerships so that other local fleets might also make the transition over time to be electric. We know that it matters which vehicles are electrified – by prioritizing the transition of fleet vehicles and other high usage vehicles that drive a disproportionate number of miles, we can expect to see an outsized impact. i.e. if the top 20% of vehicles by mile are electric by 2030, the reduction in fuel use will be considerably larger than 20%.

While the City of Flagstaff can support the transition to EVs by taking early action to establish infrastructure in place, a considerable amount of the momentum for EV adoption will come from external sources and factors. Many of these factors are currently unknown or exist only as projections at this time. Some of these factors may include Federal incentives, both for infrastructure development and for vehicle purchase. Some of these factors will be market driven – Tesla for example has installed 12 SuperChargers in Flagstaff, and according to ChargeHub there are an additional 50 level 2 and level 3 charging stations in the City that have been installed by businesses and organizations on their own accord.

## GOALS

Goal	YEAR
The City will provide 50 publicly available Level 2 electric vehicle charging stations	2025

## STRATEGIES

### **EM-1:** Electrify busses across Flagstaff.

*Opportunities for action:*

1. Mountain Line will electrify its bus fleet according to its Zero Emissions Bus (ZEB) Transition Plan.
2. NAU will begin electrifying its bus fleet, to comply with its under-development carbon neutrality plan.
3. Partner with FUSD to explore funding options for fleet electrification.

### **EM-2:** Welcome electric micro-mobility devices as legitimate, healthy, affordable and low-carbon modes of transportation.

*Opportunities for action:*

1. Establish an electric micro-mobility device share service.
2. Distribute electric micro-mobility rebates to community members through local businesses to reduce barriers to residents acquiring these affordable transportation devices.

#### What is electric micro-mobility?

Micro-mobility technology is a rapidly-evolving category of light-weight individual transportation devices. Examples include electronic scooters and electric bikes (e-bikes), scooters, Segways, electric skateboards, and hoverboards.

While these devices represent very new ways of travel, they are already present in our community, obtainable at local and national retailers, and are already providing affordable, low-carbon transportation options.

**EM-3:** Support Flagstaff residents, companies and institutions in the transition to electric vehicles.

*Opportunities for action:*

1. Focus electrification engagement efforts on the vehicles that drive the most miles – for instance heavily used fleet vehicles.
2. Install electric vehicle charging stations at City facilities to serve the City fleet, City staff vehicles, and the public where appropriate.
3. Develop public and private partnerships for the installation of Level II and Level III DC fast-charging electric vehicle charging stations in publicly accessible parking areas along tourism corridors, at workplaces, and in multi-family housing developments.
4. Adopt a policy requiring 100% of new light-duty City fleet vehicles to be electric vehicles starting in 2022, complemented by aggressive goals to test, evaluate, and, where feasible, acquire electric vehicles for medium and heavy-duty fleet vehicles and equipment categories.
5. Encourage and incentivize existing multi-family housing to offer electric vehicle charging stations.

**Connections to the Flagstaff 2018 Climate Action and Adaptation Plan:**

Transportation and Land Use Strategy 3: Support the use of clean, energy -efficient vehicles

## Clean Electricity

Flagstaff will obtain as much of its electricity as possible from sources that do not produce greenhouse gas emissions.

### WHAT IT MEANS

Significant reductions in GHG emissions from both the built environment and transportation sectors can be unlocked with a rapid transition to clean, renewable electricity. With clean, renewable electricity available as a resource, appliances, vehicles, and other tools that directly utilize fossil fuels can switch onto this resource. (See Building Fuel Switching on page 42 and Electric Mobility on page 35.)

Emissions from electricity currently constitute approximately 25% of all community emissions. This means that even without making any other changes (see the Sections Reduced Building Energy Use, Building Fuel Switching and Electric Mobility, starting on page 24), a 100% clean electricity grid could eliminate one quarter of Flagstaff's emissions. In combination with the various fuel switching strategies, the impact of clean electricity could be even greater.

### HOW WE'LL GET THERE

APS is the investor-owned utility that provides grid electricity to the community of Flagstaff. As of January 2020, APS has made a 'carbon free' commitment by 2050, with an expectation of 65% carbon free grid electricity by 2030. (See the APS Integrated Resource Plan.<sup>4</sup>) This is a 30% improvement compared to the local grid in 2020.

While APS makes the transition to renewable electricity, Flagstaff can increase the prevalence of local renewable energy projects such as rooftop or utility sponsored community solar (traditional community solar would require a change in State laws) to achieve even greater near-term emissions reductions. The municipality can work with the utilities to develop large-scale renewable installations to power *municipal operations* with clean electricity. However, unless there are policy changes at the Arizona Corporation Commission (ACC) and/or APS, it is uncertain whether any additional electricity generated by these municipally supported installations may be able to be directly acquired by, or attributed to, local residents or businesses. Flagstaff will continue to monitor the evolving electricity policy landscape and consider supporting actions that would unlock strategies for large scale renewable development for the community. Until then, this Plan has been developed with only projected on-site residential and commercial installations being able to improve upon the APS grid forecast.

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<sup>4</sup> <https://www.aps.com/en/About/Our-Company/Doing-Business-with-Us/Resource-Planning>

## GOALS

Goals	YEAR
100% of municipal electricity use will be from renewables (%)	2025
68% of community electricity use from zero carbon energy (%)	2030

The Flagstaff City Council established a goal of 100% renewable electricity by 2050 through the 2018 Climate Action and Adaptation Plan. Our carbon neutrality models suggest that Flagstaff can achieve 68% clean electricity for the community by 2030. While we will endeavor to reach 100% renewable electricity prior to 2050, the current policy landscape suggests that 68% clean electricity is feasible for 2030.

## STRATEGIES

**CE-1:** Produce 100% renewable electricity to cover all City of Flagstaff municipal electricity needs.

*Opportunities for action:*

1. Expand capacity of municipally owned property for on-site solar electric and solar thermal generation.
2. Replace or repair the co-digestion system at Wildcat Hill Water Reclamation Plant and increase clean energy production.
3. Install solar at landfill when sections get capped to support City energy usage and eventually connect to grid.
4. Update the City of Flagstaff Sustainable Building Resolution, requiring that newly constructed municipal buildings be built to net zero energy standards.

**Project in the Pipeline:**

Utility-scale Solar Installation at Red Gap Ranch - The primary intention of this project is to first satisfy the 100% renewable electricity for the municipality by 2025 goal.

**Net zero energy buildings** – Regular grid-tied homes that are so air-tight, well insulated, and energy efficient that they produce as much renewable energy as they consume over the course of a year, leaving the occupants with a net zero energy bill, and a carbon-free home.<sup>5</sup>

**CE-2:** Increase renewable energy installations and usage in new buildings.

*Opportunity for action:*

1. Implement progressively more aggressive building codes, requiring net zero energy buildings by 2030. Net zero energy buildings often incorporate renewable energy installations – primarily rooftop solar- into the design and construction to offset onsite energy use.

**CE-3:** Support solar installations on existing buildings.

*Opportunity for action:*

1. The Solar United Neighbors program will assist residents in obtaining solar electricity for a lower price.

**Solar electricity is now the cheapest energy source in history.**

This development will accelerate the rapid electrification of the electric grid. Market forces will help to facilitate this transition, but there remains a role for government policy makers to remove barriers to this transition, ensuring equity for communities that have been impacted by resource extraction and those that could be negatively impacted by the transition to renewable electricity.

Due to the cheap cost of solar, solar photovoltaic panels are a wonderful opportunity for Flagstaff residents and businesses to produce their own energy on-site, with financial and resilience benefits.

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<sup>5</sup> Learn more: <https://zeroenergyproject.org/buy/zero-energy-homes>

### **Legislative change**

There are policies and strategies being pursued around the country that are not currently available to the City of Flagstaff because of State-level policies. Many of these strategies have the potential to unlock collaborations, financing and other opportunities that could positively contribute to the goal of achieving Carbon Neutrality.

The City will keep an eye on the policy landscape and may choose to lobby or otherwise advocate for some of these strategies including (but not limited to) Community Choice Aggregation, PACE financing (C-PACE and R-PACE), non-utility Community Solar and more. If any of these become available, this living document may be updated to incorporate the newly available mechanism(s).

The City of Flagstaff should also encourage the ACC and DOE to renew and increase renewable energy production incentives for residential and commercial solar and other distributed generation and storage projects, without additional metering fees or other disincentives.

### **Connections to the Flagstaff 2018 Climate Action and Adaptation Plan:**

Energy Strategy 2. Expand renewable energy generation and use.

## Building Fuel Switching

Flagstaff will shift our building fuel sources from fossil fuels to electricity on everything from water heaters and stoves to industrial processes, enabling us to take advantage of increasingly cleaner electricity.

### WHAT IT MEANS

Fuel switching requires transitioning buildings from appliances, processes and generators that directly combust fossil fuels on-site (including natural gas, propane and diesel) to ones that utilize decarbonized electricity (see the Clean Electricity Section on page 38) as well as solar thermal and other renewable sources of heat and energy. These on-site fossil fuels include natural gas, propane and diesel. While switching technology to run on clean electricity, it will also be necessary to ensure that buildings are well sealed and energy efficient (see Reduced Building Energy Use Section on page 46) to manage total electrical demand and costs.

According to RMI<sup>6</sup>, Arizona has already passed the breakeven or tipping point in the decarbonization of the electricity grid so switching from natural gas to electricity-based space and water heating will have an immediate emissions benefit. Additionally, compared to a gas furnace, a heat pump installed in 2020 is expected to result in a net reduction in emissions of over 50% for the lifetime of the appliance.

### HOW WE'LL GET THERE

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*"In every city we analyzed, a new all-electric, single-family home is less expensive than a new mixed-fuel home that relies on gas for cooking, space heating, and water heating."<sup>7</sup>*

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Approximately 45% of Flagstaff's building emissions, including approximately 56% of residential emissions, come from the on-site combustion of natural gas. Due to the relatively long lifetimes of buildings and appliances, actions now set the stage for a quick and painless transition from natural gas and other on-site fossil fuels to clean electricity. This will be crucial for ensuring deep, rapid and long-term emission reductions. These actions include introducing education and incentives to ensure that when existing major appliances require replacement, electric and other renewable alternatives are adopted. This Plan envisions the electrification of 12,500 major residential appliances as they require replacement as well as significant fuel switching in the commercial sector. Additional efforts can be made to encourage and incentivize

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<sup>6</sup> <https://rmi.org/its-time-to-incentivize-residential-heat-pumps/>

<sup>7</sup> <https://rmi.org/all-electric-new-homes-a-win-for-the-climate-and-the-economy/>

electric-only new construction, which has been shown to offer net savings in development and construction costs.

## GOALS

Goal	Year
Reduction in Natural Gas usage by Sector: Industrial: 0% reduction Commercial: 20% reduction Residential: 62% reduction	2030
12,500 residential properties (~50% of residential properties currently connected to natural gas) will have conducted a deep Energy Efficiency retrofit including the electrification of at least 1 major appliance.	2030
25% of commercial properties (not including NAU or municipal accounts) will have conducted a deep Energy Efficiency retrofit including the electrification of at least 1 major appliance. 15% of commercial properties fully electrify.	2030

## STRATEGIES

### FS-1: Support fuel switching in existing buildings.

*Opportunities for action:*

1. Establish a revolving loan fund for major appliance electrification upgrades and solar thermal hot water upgrades for residential and commercial properties.
2. Increase the pace of home and commercial electrification by funding home energy electrification rebates and completing home energy electrification via the home energy retrofit program.
3. Establish an Electrification Permit Fund to pay for the permits for existing households and businesses to electrify their appliances.
4. Develop incentives to promote the mass installation of solar thermal water heating within the community.

**FS-2:** Encourage new buildings to rely on the electric grid as their main, or only, power source.

*Opportunities for action:*

1. Provide monetary incentives to builders that construct or retrofit to achieve net zero energy prior to 2030.
2. Provide incentives to builders to forego natural gas infrastructure in new sub-developments and new buildings.

**FS-3:** Reduce or remove natural gas usage in municipal buildings.

*Opportunities for action:*

1. Develop and implement a Municipal Building Electrification Plan, to achieve net zero energy in occupied City facilities.
2. Build 100% electric buildings on new City of Flagstaff affordable housing sites, to support affordable living.
3. Electrify appliances during upgrades at existing City of Flagstaff affordable housing sites.

**FS-4:** Provide training and education on fuel switching.

*Opportunities for action:*

1. Fund and implement a contractor training program for solar thermal, electric water heaters, electric heat-pump space heaters, and conversions from gas to electric appliances.
2. Develop a program to offer technical assistance, help schedule contractors for fuel switching upgrades, and offer incentives above and beyond what is offered by the utility.
3. Create a Residential Energy Efficiency and Fuel Switching Information Hub for exchanging information about net-zero renovations, electrification, and at-home climate mitigation strategies.

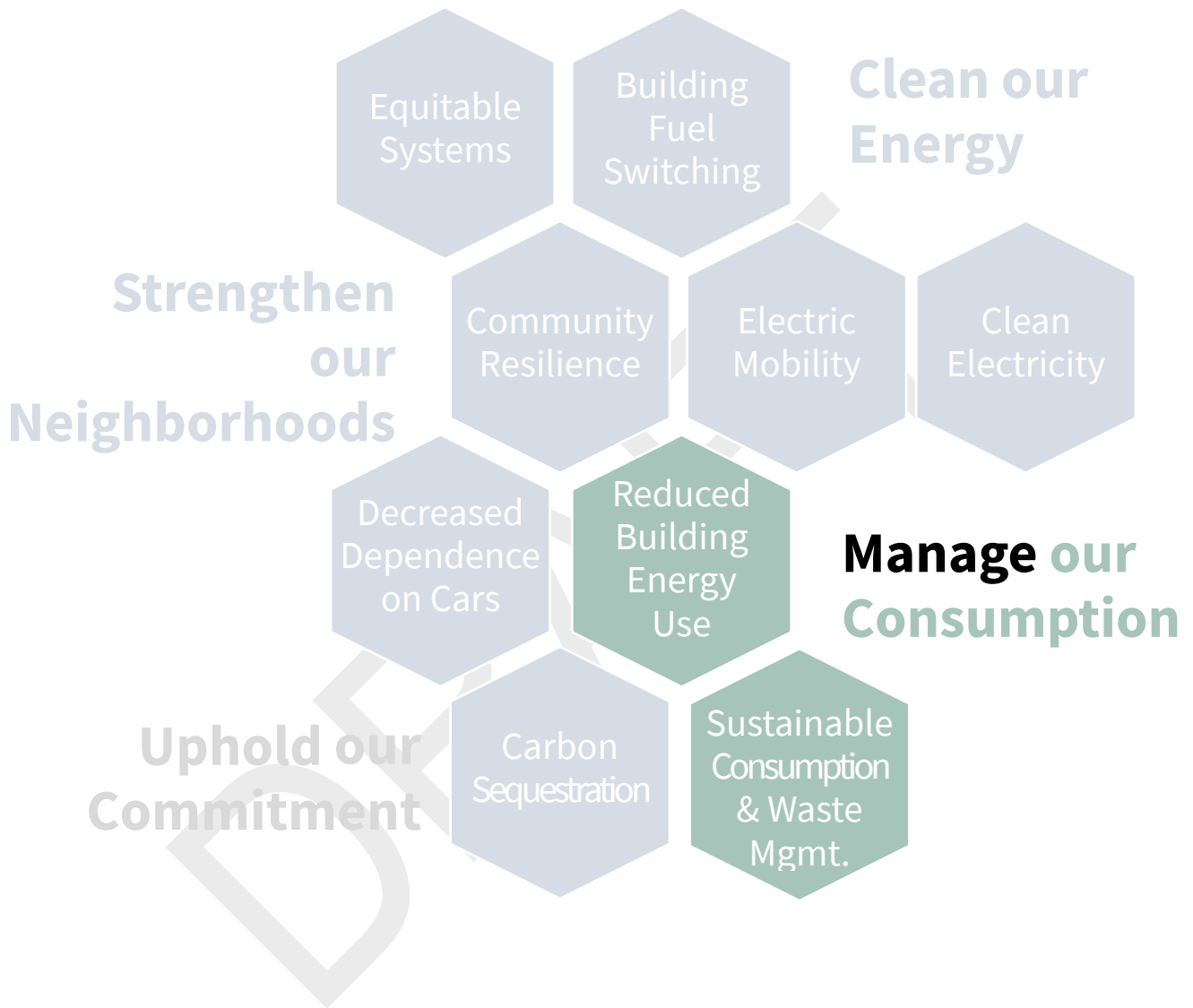
**Legislative change**

Lobby at the Arizona Corporation Commission for more energy efficiency and electrification programs for all sectors.

**Connections to the Flagstaff 2018 Climate Action and Adaptation Plan:**

Energy Strategy 2. Expand renewable energy generation and use.

## Focus Three: Our Consumption



### We will strengthen our neighborhoods through:

- ▲ Reduced building energy use
- ▲ Sustainable consumption and waste management

## Reduced Building Energy Use

Flagstaff will significantly reduce greenhouse gas emissions from heating, cooling and powering buildings.

### WHAT IT MEANS

Reducing energy demand is one of the quickest and most affordable methods to reduce emissions from buildings.

Whether for new construction or for retrofitting existing buildings, energy efficiency solutions are well understood. Weatherization improves the building envelope and insulation, while other solutions utilize technology (i.e. smart thermostats, energy efficient appliances, distributed energy storage) to optimize energy use. The payback on retrofits, depending on the building, is five to seven years on average.<sup>8</sup>

Reductions in building energy demand will provide immediate emission reductions from the use of both electricity and natural gas, while also making our homes and businesses more comfortable to live in and more affordable to operate. While APS is making the transition to 100% carbon free electricity (see Clean Electricity Target Area on page 38), reducing building energy demand will also improve the ability of the Utility to meet demand with cleaner fuel mixes. Reducing building energy demand is especially critical given the various fuel switching strategies in this Plan (see Building Fuel Switching and Electric Mobility on page 35). Fuel switching without energy efficiency measures will increase electrical demand significantly. Fuel switching combined with energy efficiency can temper or even reduce electrical demand, thus making it easier and cheaper to bring online the magnitude of clean electricity infrastructure required to meet our future needs.

### HOW WE'LL GET THERE

Emissions from buildings currently constitute approximately 44% of all community emissions. To reduce energy demand Flagstaff must set aggressive reduction targets for both new and existing building stock. Due to their long lifetimes and the rate of growth in Flagstaff, it will be important to integrate more energy-efficiency technologies and infrastructure into new construction in the near-term through policies, incentives and economics. The 2018 Climate Action and Adaptation Plan forecast a goal of a net-zero construction code for all new residential and commercial buildings by 2040. This goal will be accelerated to 2030 with an intermediary glidepath to net-zero building code in 2025. While it is important for new buildings to be energy efficient, today's existing building stock is expected to make up over 90% of the community buildings in 2030. Therefore, it will be critical that a significant number of these buildings, especially the older and lower performing ones, undergo building retrofits to both reduce their energy demand and improve their comfort and utility for their occupants. This Plan envisions and supports performing home energy and electrification retrofits on 12,500 homes (~50% of the existing housing stock)

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<sup>8</sup> <https://drawdown.org/solutions/building-retrofitting>

in addition to a significant number of building retrofits in the commercial sector. Performing retrofits at this scale will be an enormous opportunity for jobs and partner collaboration.

## GOALS

Goal	YEAR
Reduce greenhouse gas emissions from heating, cooling and powering buildings by 34% from BAU.	2030
Reduce electricity usage by building sector:	2030
Industrial: 0% reduction	
Commercial: 0% reduction	
Residential: 4% reduction	
Reduce natural gas usage by building sector:	2030
Industrial: 0% reduction	
Commercial: 20% reduction	
Residential: 62% reduction	

## STRATEGIES

### BE-1: Achieve net zero energy homes in Flagstaff.

*Opportunities for action:*

1. Implement progressively more aggressive building codes, requiring net zero energy buildings.
2. City staff should ensure the City's building code is reflective of rapidly changing technology related to energy efficiency, renewable energy, energy or battery storage, and electrification.
3. Provide incentives to builders to construct net zero energy buildings, prior to a net zero energy code requirement. Use these buildings to showcase the feasibility, benefits and innovation.
4. Require Carbon Neutrality Plans for new large buildings and new neighborhood developments, to increase communication and collaboration between developers and the City on how developments contribute to the City's carbon neutrality goals.

### BE-2: Reduce energy use in existing buildings.

*Opportunities for action:*

1. Incentivize and subsidize home energy efficiency retrofits on a sliding scale based on income.

2. Establish a revolving loan fund for energy efficiency upgrades to make affordable financing available to both commercial and residential properties.
3. Work with real estate energy partners to obtain energy efficiency information during real estate transactions, such as requiring home energy efficiency scores when homes are sold or ownership is transferred.
4. Catalyze energy efficiency and more affordable living in rental housing, increasing energy efficiency in rental homes through incentives and potential minimum standards.
5. Expand energy efficiency outreach, including energy efficiency workshops, education on energy price signals, and how to navigate time-of-use pricing.

**BE-3:** Achieve net zero City of Flagstaff facilities by 2030.

*Opportunities for action:*

1. Perform a full-scale energy audit and implement recommended energy retrofits for all City of Flagstaff facilities from this audit.
2. Require new City of Flagstaff Affordable housing sites to be net zero energy.
3. Retrofit existing City of Flagstaff Affordable housing sites to be net zero energy.

**Legislative change**

This strategy would benefit from enabling legislation to allow:

- 1). Energy use disclosure and benchmarking for all buildings, and
- 2). An Arizona PACE program to encourage property owners to make energy-related investments and upgrades to buildings using a special property assessment, for both residential and commercial properties.

**Connections to the Flagstaff 2018 Climate Action and Adaptation Plan:**

Energy Focus Area Strategy 1. Improve energy efficiency in all sectors.

## Sustainable Consumption and Waste Management

Flagstaff will move towards sustainable consumption, divert more materials from the landfill through reuse and recycling, and then reduce emissions from the landfill.

### WHAT IT MEANS

Given our current sector-based inventory methods (see page 20), community emissions related to solid waste come almost entirely from landfill gas, a natural byproduct of the decomposition of organic material. Landfill gas tends to be 40-60% methane, with the rest being carbon dioxide and other non-methane organic compounds. Methane is a potent greenhouse gas that is 28-36 times more effective than carbon dioxide at trapping heat in the atmosphere over a 100-year period.<sup>9</sup>

### HOW WE'LL GET THERE

While reported emissions related to solid waste account for approximately 16% of Flagstaff's current emissions profile, the impact of waste and consumption is likely to be significantly underestimated due to the fact that Flagstaff currently conducts a sector-based rather than a consumption-based inventory (see the Sector Based Greenhouse Gas Inventory on page 20). Therefore, many of the prevention actions in this Target Area are expected to have unmeasured beneficial impacts beyond even what can be captured using our current methods of measurement. Additionally, many of the actions in this Target Area offer environmental, economic, and social co-benefits. For example, actions such as rescuing edible food from the landfill and redistributing to food donation programs not only reduces methane emissions, it also helps to address hunger in local communities.

The main strategy in this Plan for managing landfill emissions calls for installing a gas collection and flaring system once the currently open sequences at the Cinder Lakes landfill are closed and capped. This is expected to occur between 2026-2029. Flaring was chosen over other potential options (i.e. gas to energy) after assessing the expected returns and determining that they did not justify the increased price. Flaring has been shown to have a 98% destruction efficiency.

Finally, it should be noted that the ReThink Waste Plan was adopted by Resolution in 2018, the same year as the Climate Action and Adaptation Plan. These two plans were largely aligned in terms of goals and timelines. Given that the Climate Emergency Declaration has advanced the goals and timelines of the CAAP, the ReThink Waste Plan should also be updated. Indeed, the actions below should be considered a starting point and sneak peek for some of the updates to come in the ReThink Waste Plan.

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<sup>9</sup> <https://www.epa.gov/lmop/basic-information-about-landfill-gas>

## GOALS

Goal	YEAR
Reduce emissions from the landfill by 98%	2030
Provide equal access to recycling services at all properties that currently utilize City services for trash and/or recycling.	2030
80% community waste prevented and diverted from landfill	2030

## STRATEGIES

### MM-1: Manage emissions from the Cinder Lakes Landfill.

*Opportunities for action:*

1. Establish a gas capture and flare system at the Cinder Lakes Landfill, anticipating a 98% destruction efficiency.
2. Explore the feasibility of a large-scale digestion or other composting mechanisms.

### MM-2: Encourage sustainable consumption.

*Opportunities for action:*

1. Expand educational programming to encourage sustainable consumption by residents and businesses.
2. Collaborate with local and regional partners to reduce construction and demolition waste.
3. Encourage low-carbon food consumption.

### MM-3: Divert more waste from the landfill.

*Opportunities for action:*

1. Convert the materials recovery facility (MRF) to a transfer station to expand allowable recyclable materials and increase diversion from landfill.
2. Utilize MRF space for a Center for Hard to Recycle Materials (CHARM). Host regular community events and drop off days at this facility and partner with businesses to divert the material.
3. Incorporate residential "Pay as you Throw" volumetric pricing to divert more waste from the landfill.
4. Complete waste characterization study to identify recoverable materials that create economic development opportunities.

**MM-4: Reduce organic waste going to the landfill and feed hungry people.**

*Opportunities for action:*

1. Expand composting services to reduce food waste and yard waste going to the landfill, starting with a drop off composting service for residential customers and eventually offering curbside collection service.
2. Offer a composting service to commercial customers.
3. Expand educational programming to prevent wasted food in households and businesses.
4. Work with local partners and provide municipal support and resources to maximize food rescue and redirect that food to help address food insecurity in our community
5. Incentivize or mandate the use of locally produced compost to increase demand.

**The importance of developing a market for compost material**

A composting operation large enough to accept Flagstaff's organic waste will be a major financial investment. In order for the operation to be successful, there needs to be a robust market to sell finished compost and drive greater organic waste diversion. If there is too little demand for compost material, the price of the material will be too low to justify the investment. Thankfully, there are great examples of jurisdictions across the county that we can look to for examples of how to boost demand for compost material. States such as Washington, Oregon, and others require its use in highway development and stormwater infrastructure, while other communities encourage the use of compost as part of new housing developing. Not only does this help sustain composting programs but it also improves soil quality and sequesters carbon.

**Connections to the Flagstaff 2018 Climate Action and Adaptation Plan:**

Waste and Consumption Strategies:

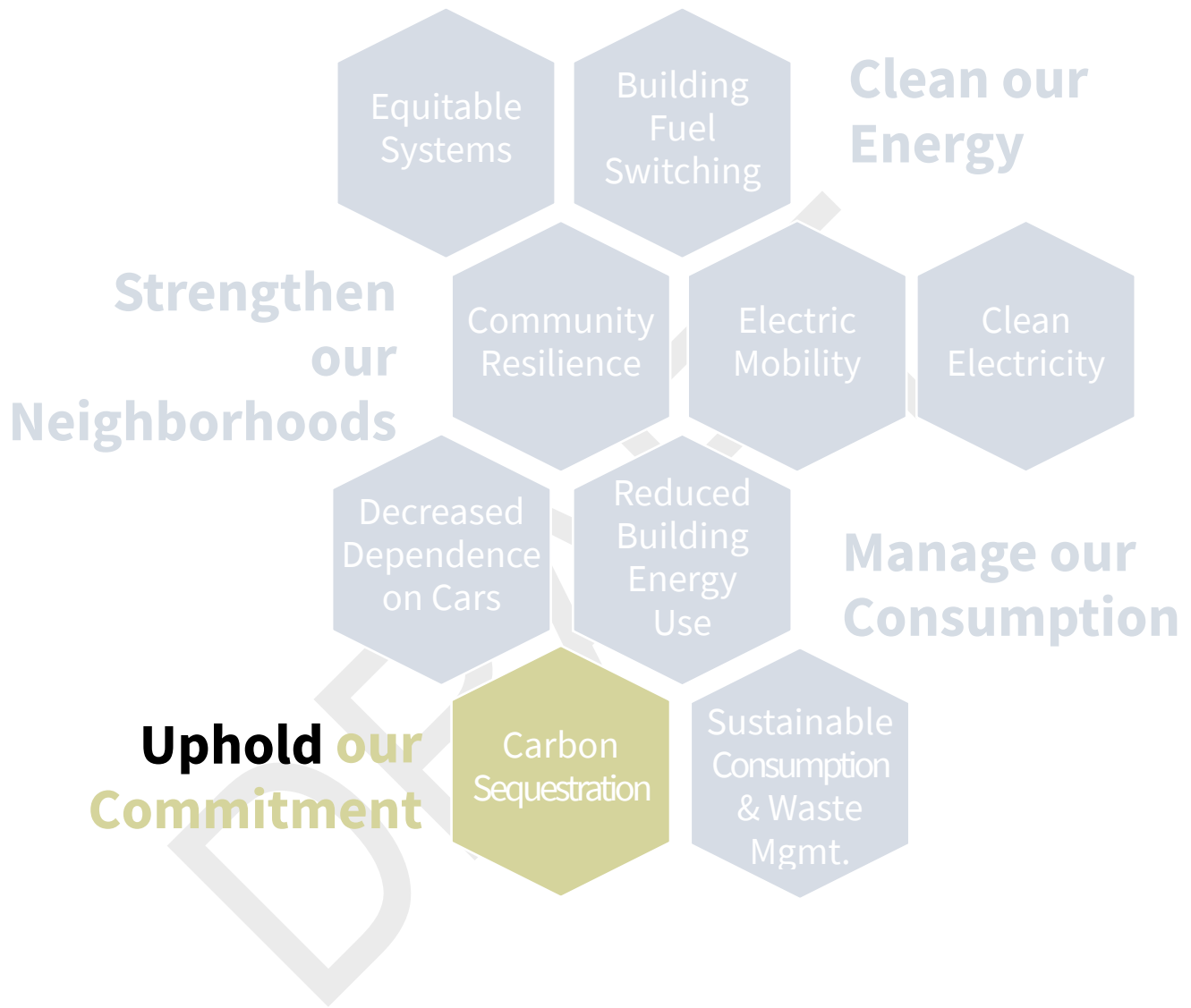
Strategy 1. Increase waste diversion

Strategy 2. Support sustainable and accessible production and consumption.

Strategy 3. Optimize collection and disposal systems to minimize greenhouse gas emissions.

Strategy 4. Improve data collection on consumption, waste, and diversion.

## Focus Four: Our Commitment



**We will uphold our commitment through:**

- ▲ Carbon sequestration

## Carbon Sequestration, Certificates, and Offsets

Flagstaff will ultimately achieve carbon neutrality by first measuring the remaining community emissions produced each year, and then balancing with an equivalent amount of removal through negative emissions initiatives such as carbon sequestration.

### WHAT IT MEANS

Carbon sequestration is the process of capturing and storing atmospheric carbon dioxide. Captured carbon can be stored in terrestrial, geological, and oceanic reservoirs and can also be stored in products. Each approach is associated with a different deployment maturity, permanence of storage, drawdown potential, as well as costs, location suitability, co-benefits, risks, and uncertainties.

### HOW WE'LL GET THERE

Since a 100% reduction in local emissions is infeasible by 2030, negative emission strategies such as sequestration will be necessary to achieve carbon neutrality. The magnitude required will ultimately depend on, and be equivalent to, the amount of unavoided emissions measured each year. If all other local reduction strategies outlined in this Plan meet projections, then it is expected that there will be over 471,000 MTCO<sub>2e</sub> still produced locally.

As a City and community, we might first investigate the feasibilities of standing up and supporting local sequestration and negative emissions initiatives. These could include local initiatives related to urban trees, regenerative agriculture and soils, biochar and more. They could also include setting up various funds and programs to achieve guaranteed future local reductions.

If we are unable to meet our negative emissions obligation locally, we will also have to consider paying into third party programs – Certificates and Offsets- to perform the sequestration on our behalf. The markets for Certificates are in their infancy and the price forecast is highly uncertain. Offsets have had a checkered history in terms of verification, additionality and permanence and are generally regarded as being ineffective at best.

Therefore, it is widely recommended that communities pursuing carbon neutrality prioritize local reductions to minimize their negative emissions obligation, and then investigate options that prioritize equity and efficacy. The prioritization of investing in local reductions (for example retrofitting additional homes to be more efficient and affordable to operate) rather than Certificates or Offsets also advances the co-benefit of increasing resilience, both for individuals as well as our community.

## GOALS

Goal	YEAR
Offset approximately 471,000 MTCO <sub>2</sub> e on an annual basis through sequestration. This number can be reduced each year as greater local reductions continue to be achieved.	2030

## STRATEGY

**CS-1:** Establish and support a portfolio of negative emission initiatives in Northern Arizona to handle the majority of Flagstaff's carbon sequestration needs.

*Opportunities for action:*

1. The City's Red Gap Ranch property east of Flagstaff on the I-40 corridor is a possible site for an innovative high desert sequestration project.
2. Explore the feasibility of smaller-scale regenerative agriculture, meadows, and forests as sequestration sinks in Flagstaff's high desert environment.
3. Collaborate with Northern Arizona University and other governmental organizations and non-profits in Northern Arizona and on the Colorado Plateau to explore opportunities for regional sequestration.
4. Establish a local emissions reduction fund and establish protocols that would allow donations and dedicated funding to reduce verifiable quantities of emissions.

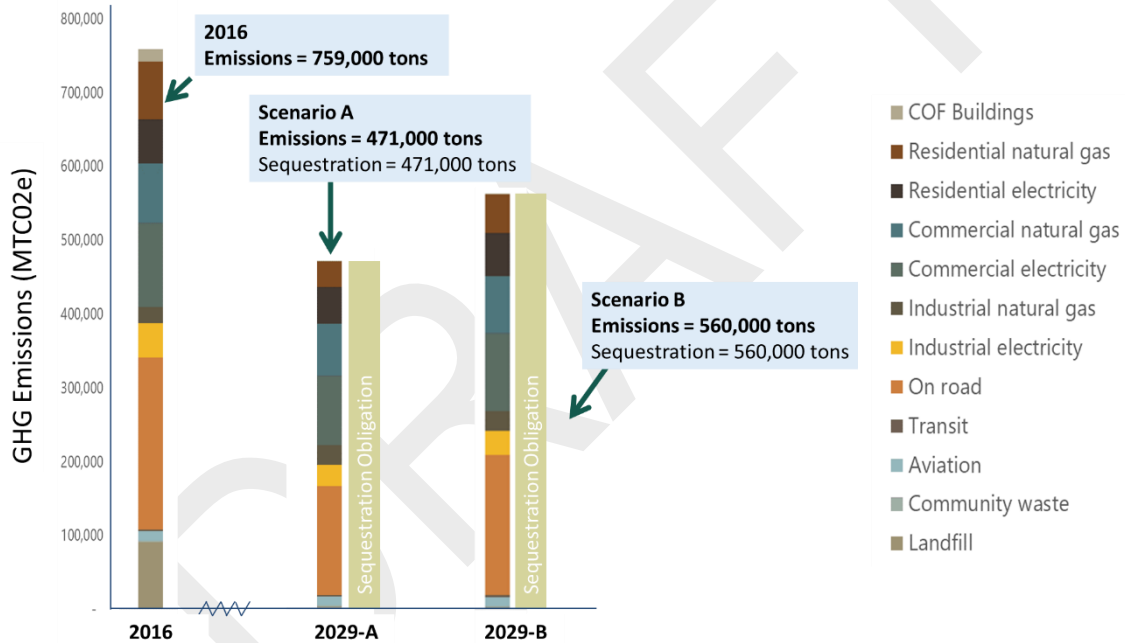
**Connections to the Flagstaff 2018 Climate Action and Adaptation Plan:**

Natural Environment Strategy 1. Protect existing forests, resources, and meaningful open spaces.

## APPENDIX A

The information in this Appendix is intended to give more detailed insights into *some* of the actions and ambition (i.e. number of retrofits) that were used to arrive at the outcomes for Scenario A and Scenario B. Again, both scenarios achieve carbon neutrality by 2030, and use similar strategies and approaches. Scenario A and Scenario B *differ* significantly in terms of ambition with regard to local emissions reductions achieved.

Staff will discuss these scenarios in more depth at the March 9<sup>th</sup> Flagstaff City Council meeting. At that meeting, staff will request direction on which scenario Council would like to pursue. After receiving that direction, staff will update this document to reflect the chosen scenario.



Scenario A - Outcomes	Example COF Supporting Actions in the Model
<p>On Road Transportation:</p> <p>Vehicle Miles Traveled (VMT) set to be held at 2019 levels [1.59M/day (internal)]</p>	<p>*20% increase in residential density                      *25% decrease in distance to transit                      *ATMP fully funded and implemented, including portions that have yet to identify dedicated funding sources; Assumes the Primary Bikeways Network is fully in place</p>
<p>30% Remaining miles electric (or zero tailpipe)</p>	<p>*All new light duty COF Fleet vehicles EV or ZEV starting 2021                      *50 EVCS provided by COF for community.                      *Additional EVCS as needed for fleet operations.</p> <p>**Impact Gap! Some of this will have to happen without COF support. <b>The 30% goal was modeled</b>, either the market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>
<p>2000 home solar systems installed (5kW each) for 10MW distributed residential</p>	<p>*Facilitate a twice annual Northern Solar Co-op with SUN                      *New home building codes</p>
<p>Commercial Sector Brings on 10MW Solar by 2030</p>	
<p>Industrial Sector Brings on 5MW Solar by 2030</p>	
<p>Includes a 50MW Solar installation at RGR + 10MW Solar at Landfill</p> <p>Assumes 25MW goes to make all COF electricity renewable</p> <p>Assumes COF works with APS to allow half of the remaining solar to be acquired/attributed to the commercial/residential sectors at 7.5MW/10MW split.</p> <p>Note: This does include some policy optimism - that APS and ACC will allow.</p>	<p>*COF works with APS to get utility scale solar at RGR</p>
<p>COF 100% renewable electricity by 2025 (likely to require 25-30MW); + EE and FS across the municipality by 2030</p>	<p>*See utility scale solar above                      *Complete COF municipal energy audit and ESCO</p>

<p>12,500 Total Residential Retrofits ~50% of existing homes.</p> <p>Note: This plan includes actions whereby the City directly supports between 4000 – 5500 of these retrofits.</p>	<p>*Relaunch and retool the ARRA era residential retrofit program: Design program for 4000 retrofits.                  *Revolving loans funds                  *Rebate programs</p> <p>**Impact Gap! Some of these have to happen without COF support. <b>The 12500 goal was modeled.</b> Either the utilities/State/Fed/market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>
<p>25% of all commercial accounts (NOT COF or NAU) get a deep EE retrofit</p>	<p>*Revolving loan funds                  *Rebate programs</p> <p>**Impact Gap! Some of these have to happen without COF support. <b>The 25% goal was modeled.</b> Either the utilities/State/Fed/market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>
<p>15% of commercial accounts/establishments fully electrify (not including COF or NAU)</p>	<p>*Revolving loan funds                  *Rebate programs</p> <p>**Impact Gap! Some of these have to happen without COF support. <b>The 15% goal was modeled.</b> Either the utilities/State/Fed/market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>
<p>Landfill gas collection and flare is online</p>	<p>*COF installs system when current sequences are capped.</p>



Scenario B - Outcomes	Example COF Supporting Actions in the Model
<p>On Road Transportation:</p> <p>Vehicle Miles Traveled (VMT) increase 12% from 2019 values [<b>1.78M/day (internal)</b>]; this is a 7% reduction from BAU</p>	<p>*10% increase in residential density                      *12% decrease in distance to transit                      *ATMP adopted but not fully implemented or funded by 2030; Primary Bikeways Network still in progress</p>
<p>15% Remaining miles electric (or zero tailpipe)</p>	<p>*All new light duty COF Fleet vehicles EV or ZEV starting 2021                      *25 EVCS provided by COF for community.                      *Additional EVCS as needed for fleet operations.</p> <p>**Impact Gap! Some of this will have to happen without COF support. <b>The 15% goal was modeled.</b> Either the utilities/State/Fed/market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>
<p>1000 home solar systems installed (5kW each) for 5MW distributed residential capacity.</p>	<p>*Facilitate an annual Northern Solar Co-op with SUN                      *New home building codes</p>
<p>Commercial Sector Brings on 5MW Solar by 2030</p>	
<p>Industrial Sector Brings on 0MW Solar by 2030</p>	
<p>Includes 25+ MW Solar at RGR + 10MW Solar at Landfill;</p> <p>Assumes 25MW goes to make all COF electricity renewable.</p> <p>Assumes any remaining <u>unavailable</u> to community attribution unless/until policy changes with ACC/APS.</p>	<p>*COF works with APS to get utility scale solar at RGR</p>
<p>COF 100% renewable electricity by 2025 (likely to require 25-30MW); + Energy Efficiency and Fuel Switching across the municipality by 2030</p>	<p>*See utility scale solar above                      *Complete COF municipal energy audit and ESCO</p>
<p>6,250 Total Residential Retrofits ~25% of existing homes</p> <p>Note: This plan includes actions whereby the City directly supports between 2000 – 3500 of these retrofits.</p>	<p>*Relaunch and retool the ARRA era residential retrofit program: design program for 2000 retrofits.                      *Revolving loans funds                      *Rebate programs</p> <p>**Impact Gap! Some of these have to happen without COF support. <b>The 6250 goal was modeled.</b> Either the utilities/State/Fed/market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>

<p>10% of all commercial accounts (NOT COF or NAU) get a deep EE retrofit</p>	<p>*Revolving loan funds *Rebate programs</p> <p>**Impact Gap! Some of these have to happen without COF support. <b>The 10% goal was modeled.</b> Either the utilities/State/Fed/market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>
<p>7.5% of commercial accounts/establishments fully electrify (not including COF or NAU)</p>	<p>*Revolving loan funds *Rebate programs</p> <p>**Impact Gap! Some of these have to happen without COF support. <b>The 7.5% goal was modeled.</b> Either the utilities/State/Fed/market needs to fill the gap or COF will need to add additional support. OR BOTH.</p>
<p>Landfill gas collection and flare is online</p>	<p>*COF installs system when current sequences are capped.</p>

DRAFT

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Neil Chapman, Forest Health Supervisor  
**Co-Submitter:** Nicole Antonopoulos  
**Date:** 03/01/2021  
**Meeting Date:** 03/09/2021



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**TITLE:**

**Sustainability and Forest Health collaborations within the Wildland Fire Management Program.**

**DESIRED OUTCOME:**

This is an informational update.

**EXECUTIVE SUMMARY:**

Staff will provide an update to City Council on the Sustainability and Forest Health collaborations, specific wildfire risk reduction projects and community programming.

**INFORMATION:**

This agenda item supports the following Key Community Priorities:

1. High Performing Governance
2. Safe and Healthy Community
3. Inclusive and Engaged Community
4. Environmental Stewardship

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

# 2021 Report on Wildland Fire Management & Sustainability Programs





# Discussion



1. Climate Predictions
2. Wildland Fire Management
3. 2021 Wildland Fire Management Risk Reduction Programming
4. Community Programming



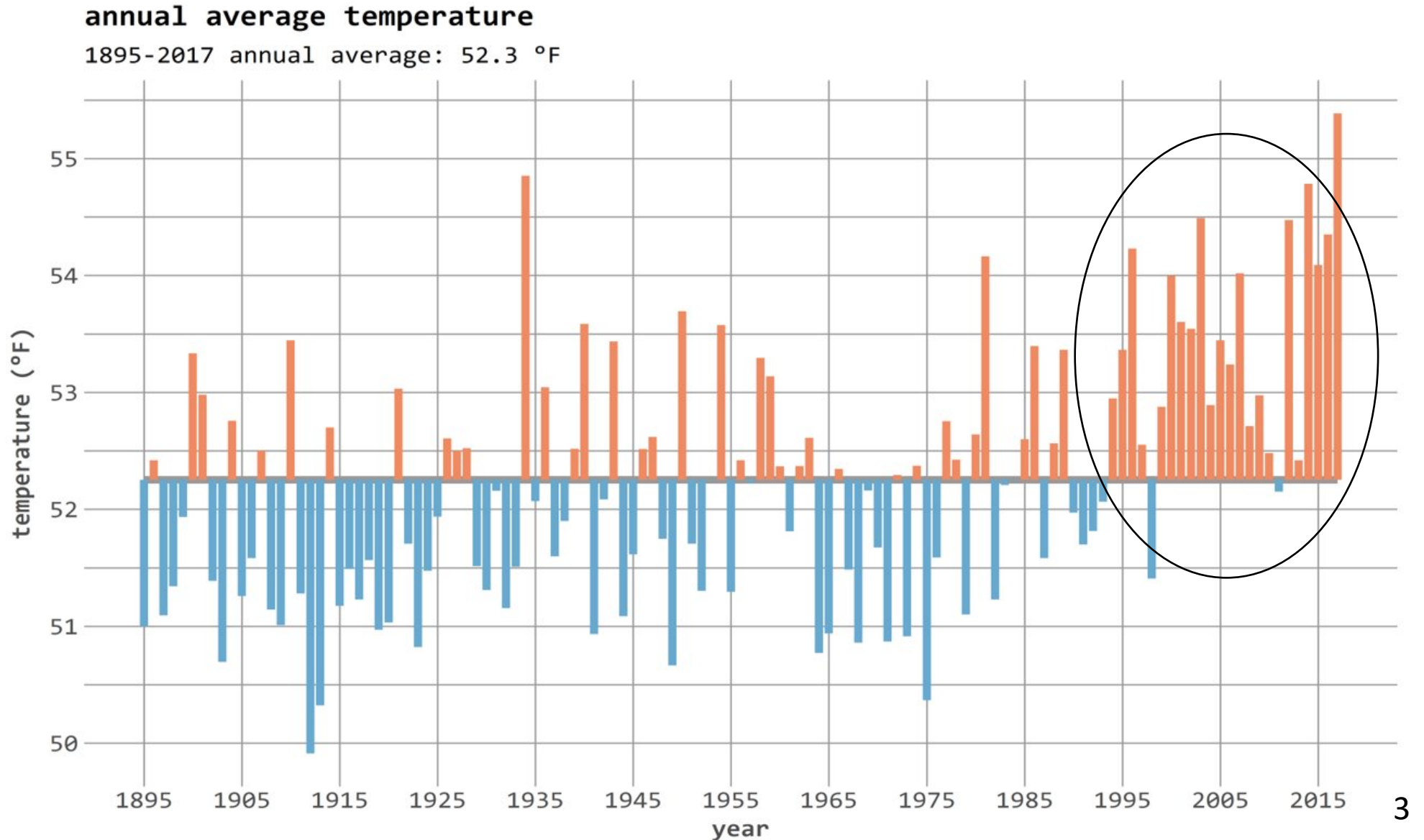


# Climate Projections for Coconino County



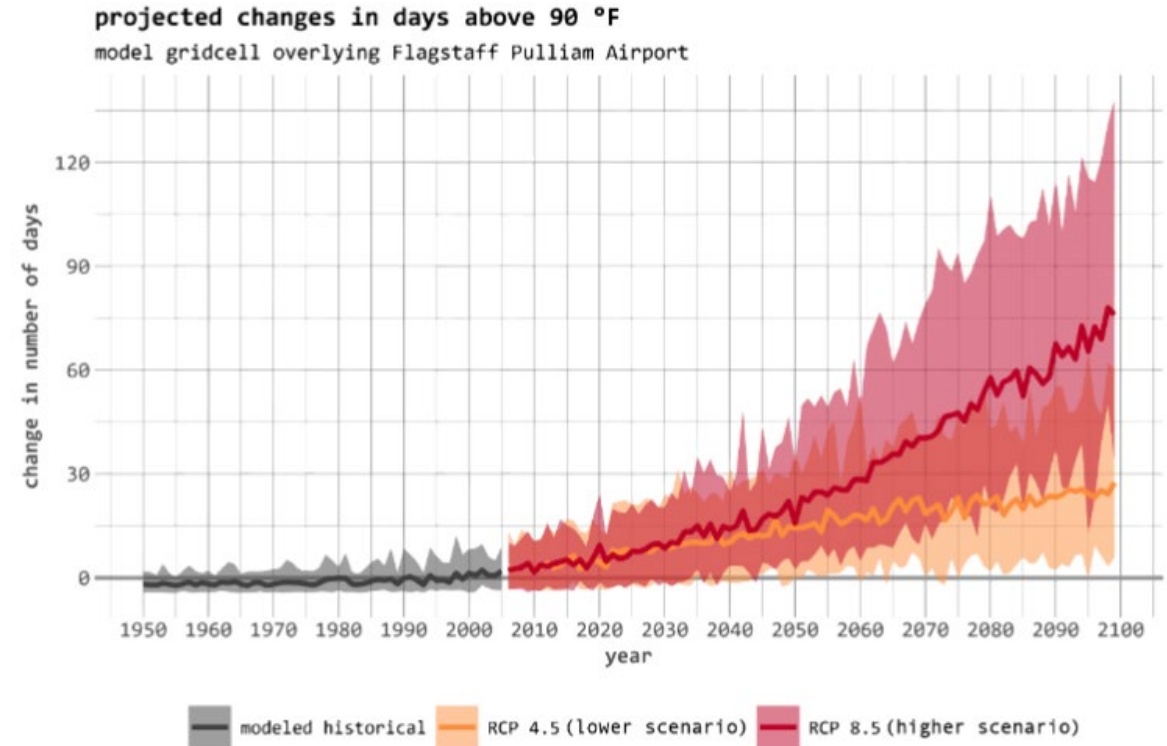
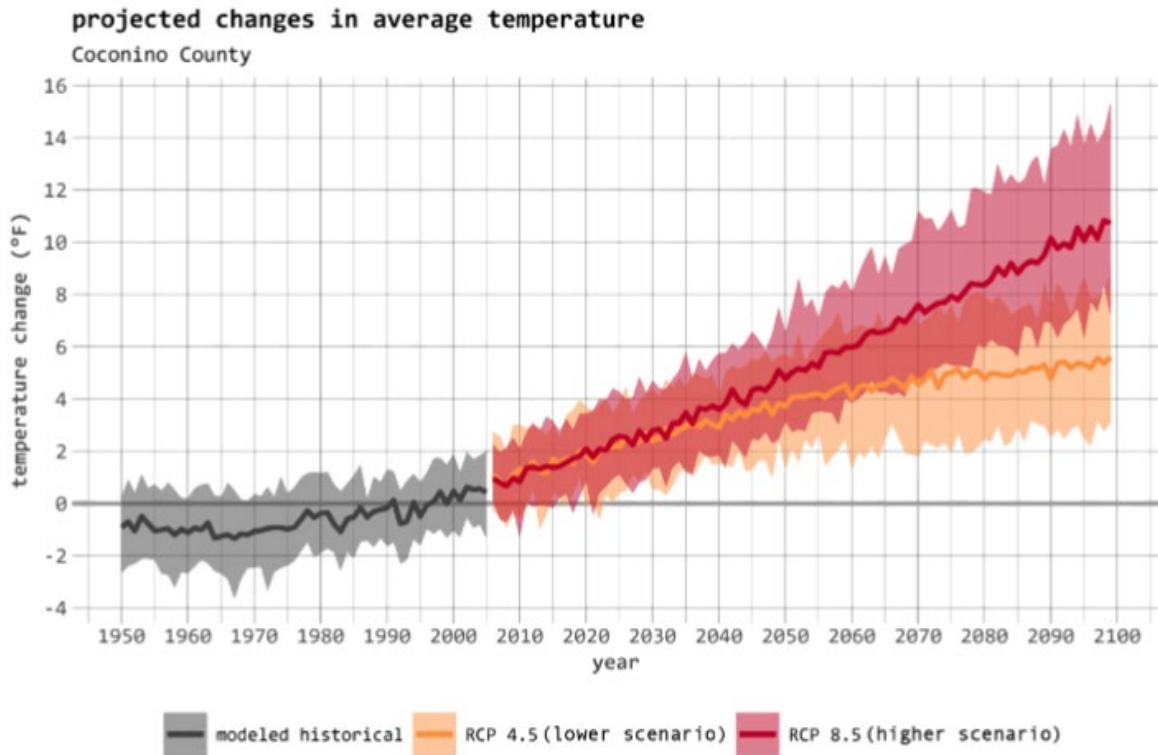
Average annual temperatures in Coconino County have increased.

Trend largely driven by increasing low temperatures.





# Climate Projections for Coconino County



Average annual temperatures in Coconino County will increase.

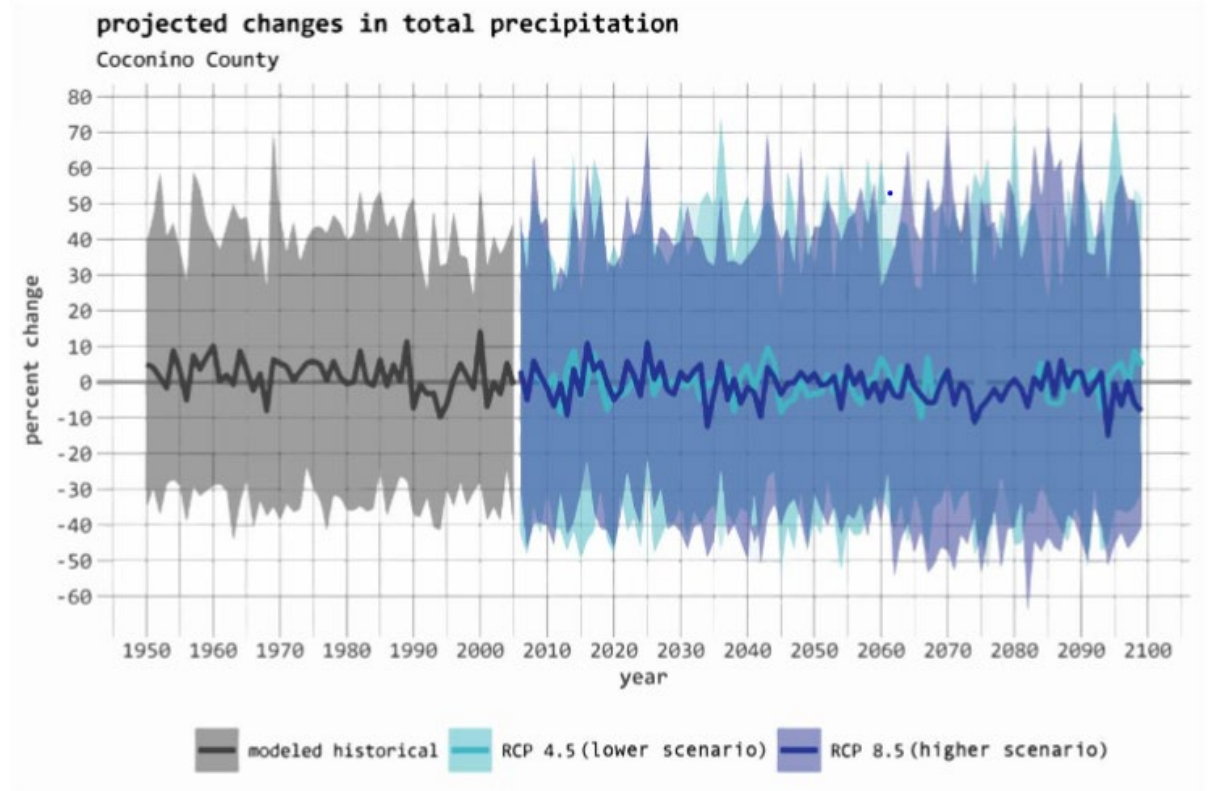


# Climate Projections for Coconino County



## Changes in Precipitation

- Rising temperatures will increase evaporation and transpiration rates, which will lead to drier soils and contribute to more frequent and severe drought.
- Rising low temperatures also indicate a likely change from precipitation falling as snow to more of the precipitation falling as rain during colder months of the year.





# Wildland Fire Management

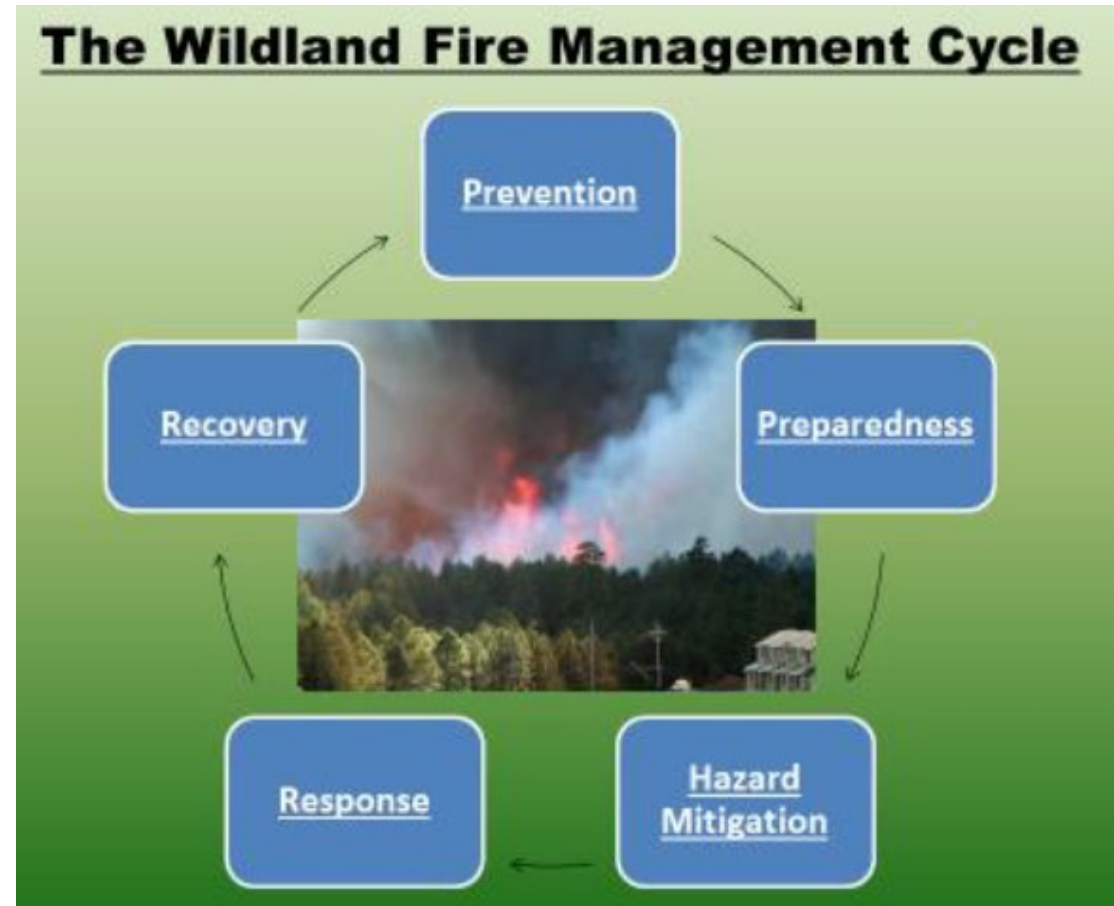


## Our Mission

Protect Flagstaff and its priority watersheds from the effects of catastrophic wildfire

## Our Vision

We envision a community where Flagstaff thrives due to the Wildland Fire Management Division's unique skills, knowledge, and abilities within Wildland Fire Operations, Forest Management, Firewise development and Wildland Urban Interface code enforcement.





# WFM Response to Drought Conditions



- Interagency communication and cooperation-based fire response processes are in place and ongoing.
- The value of risk reduction investments and partnerships shows a strong return during this time.
- Due to the recently adopted Water Resource and Infrastructure Protection Fee, the Wildland Fire Management Program is in a better position to adapt to the now year-round fire risk.
- **2021 Wildfire Outlook presentation to Council planned for late April- early May**

# 2021 Risk Reduction Projects



## 2021 WFM & FWPP

Midway Cost Share Agreement

Private Land Fuel Reduction Projects (200 acres)

Picture Canyon (200 acres)

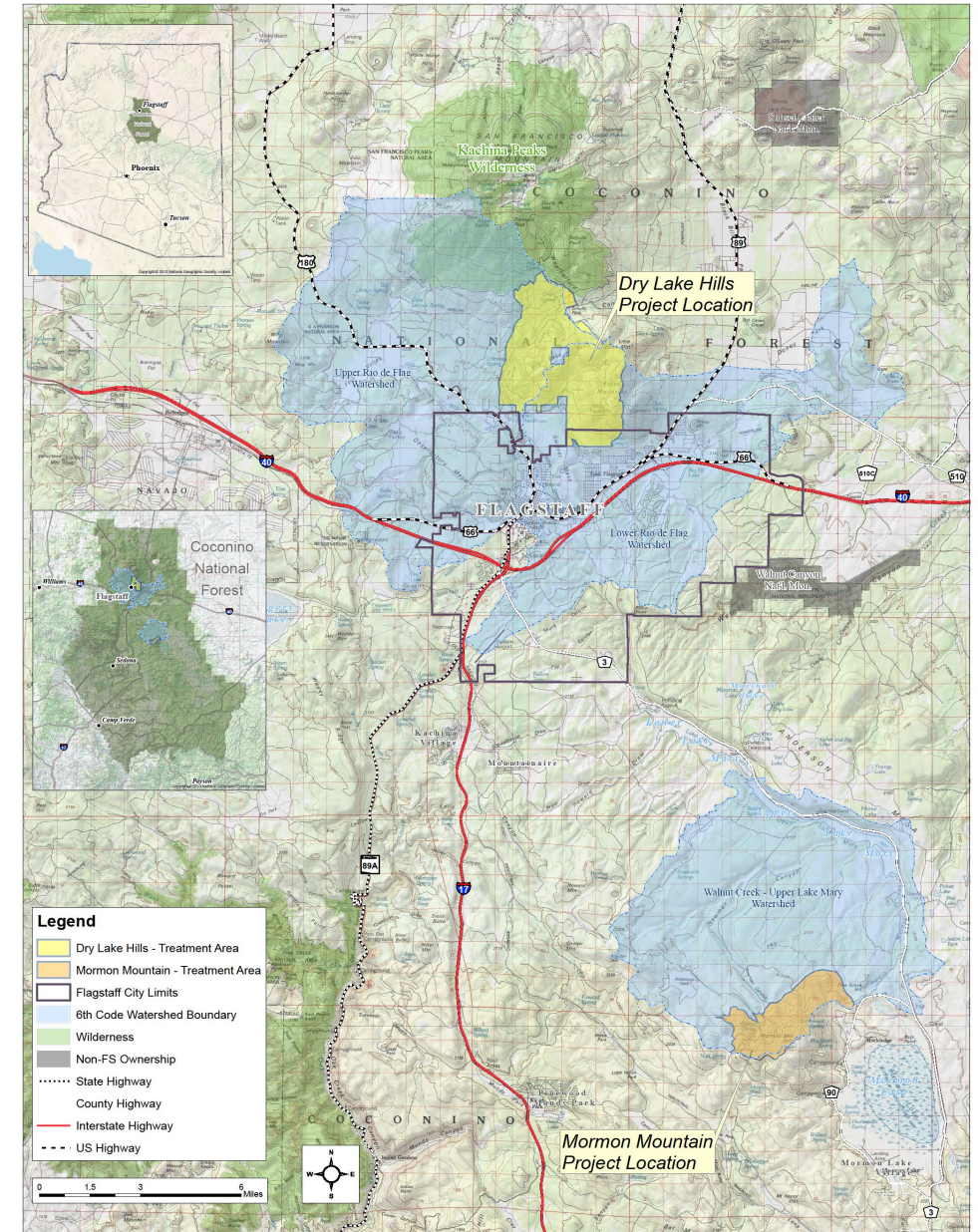
Dry Lake Hills Stewardship Contract (600 acres)

Shultz Tank Timber Sale (500 acres)

Phase III: Mormon MTN & Upper Lake Mary Watershed (20K acres)

## Flagstaff Watershed Protection Project

General Location of Treatment Areas





# 2021 Risk Reduction Collaborations



## Fall 2021 Flagstaff Prescribed Fire Training Exchange

Increase WFM capacity to implement prescribed fire across land ownership boundaries



## Fire Adapted Communities Learning Network

Working with communities across the nation to create a more wildfire-resilient future.

## Indigenous Peoples Burning Network

Revitalizing traditional fire practices in a contemporary context. Indigenous knowledge-holders are vital partners in advancing forest resilience and hazardous fuel reduction.





# 2021 Community Programs

## Fire Adapted Community

**“Smoke Adaptation must become part of Fire Adaptation”**

HEPA Air Purifier Pilot

Clean Air Hubs

Other Community Resources



**Smoke Sense**



# 2021 Community Programs



## HEPA Air Purifier Pilot

\$15K Grant: Filter Purchase

Estimate about 175 filters

\$7K Grant: Website development and outreach materials

## Smokewise Ashland Free Air Purifier Program

The City of Ashland secured a grant from the Oregon Department of Environmental Quality to protect our most vulnerable citizens from the effects of smoke by supplying free HEPA-grade room air purifiers to those who qualify. Community organizations partnering with Smokewise Ashland will be assisting with distribution of room air purifiers to qualified participants who live in the City of Ashland.

Due to high demand for air purifiers and a limited supply, applicants will be qualified based on the following criteria:

- 1) Age vulnerability to include children under 15 and residents over 65
- 2) Citizens predisposed by heart and lung problems including asthma and COPD
- 3) Participants with the greatest financial need



**Apply at: [ashland.or.us/airpurifier](http://ashland.or.us/airpurifier)**

*If you cannot apply electronically, please call (541) 552-2218 for assistance.  
Applications close at Midnight on Sunday, February 21st, 2021.*

Thank you.

Questions?



## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Dan Symer, Zoning Code Manager  
**Date:** 02/18/2021  
**Meeting Date:** 03/09/2021



### TITLE

#### High Occupancy Housing Zoning Code Update

### STAFF RECOMMENDED ACTION:

Hold a work session to allow the City Council and the public to ask questions, seek clarification, have discussions, and provide direction to staff regarding modifications to the Zoning Code related to the High Occupancy Housing provisions.

### EXECUTIVE SUMMARY:

On November 17, 2020, the City Council adopted a Zoning Code Amendment (Ordinance No. 2020-28 and Resolution No. 2020-59) that implemented the High Occupancy Housing Specific Plan. At the time of the adoption, the City Council incorporated by motion modifications to the definitions of the High Occupancy Housing Development and Mixed-Use High Occupancy Housing Development land uses. The modifications to the definitions exempted affordable housing developments that provide 100% of the dwelling units to persons or families with a household income equal to 60 percent of the Area Median Income. Since the adoption of the above-referenced Zoning Code Amendment, Staff has evaluated the modifications that were made by motion and is requesting direction from the City Council on possible amendments to the Zoning Code to resolve items that have been identified.

### INFORMATION:

#### I. City Council Questions:

For your reference, below is a general overview of the questions on which staff is seeking the City Council's comments and direction.

1. Should the Area Median Income cutoff for a household be changed from 60% to 80% or less, in order to be consistent with the affordable housing incentives in the Zoning Code?
2. Should the Zoning Code be amended to permit an affordable housing development as an allowed High Occupancy Housing Development or Mixed-Use High Occupancy Housing Development land use without the requirement for a Conditional Use Permit and, if so, should some high occupancy housing requirements be modified for affordable housing developments?

Note: These modifications would only apply to 100% permanent affordable housing developments.

#### II. Background:

On November 17, 2020, the City Council adopted a Zoning Code Amendment (Ordinance No. 2020-28 and Resolution No. 2020-59) that implemented the High Occupancy Housing Specific Plan. The amendment incorporated provisions pertaining to definitions, property development standards, parking

standards, appendixes, and related provisions for the High Occupancy Housing Development and Mixed-Use High Occupancy Housing Development land uses. When the amendment was adopted, the City Council incorporated by motion modifications to the definitions of the High Occupancy Housing Development and Mixed-Use High Occupancy Housing Development land uses (Attachment 1). These modifications excluded affordable housing developments that provide 100% of the dwelling units to persons or families with a household income equal to 60 percent of the Area Median Income from the referenced definitions. It should be noted that the exemption is for affordable housing developments regardless of the number of units, bedrooms, zoning, or if the units are for sale or rent. The modification by motion also failed to address affordable housing developments serving households earning less than 60% of the Area Median Income, and by its terms only applies to those developments serving households earning exactly 60%.

In summary, the expressed purpose of the modifications was to exclude the aforementioned affordable housing developments from the requirement of obtaining the approval of a Conditional Use Permit that otherwise would be required for a High Occupancy Housing Development or Mixed-Use High Occupancy Housing Development. Also, the modifications were intended to minimize the cost and simplify the approval process for these developments.

Note: For the purpose of the analysis below, an affordable housing development that provides 100% of the dwelling units to persons or families with a household income equal to 60 percent of the Area Median Income regardless of the number of units, bedrooms, zoning, or if the units are for sale or rent, is hereafter referred to as the "Affordable Housing Development."

### **III. Assessment:**

Upon receipt and review of the modifications by zoning, Staff has identified the following items that should be addressed:

1. The exemption that was incorporated into the High Occupancy Housing Development and Mixed-Use High Occupancy Housing Development definitions is limited to persons or families with a household income equal to 60% of the Area Median Income. To provide affordable housing, owners of these developments typically allow for a range of incomes equal to and less than a specific maximum amount, rather than a limited, precise income. Also, the income threshold of 60% is below the income maximum of 80% that is typically used for the affordable housing incentives of the Zoning Code.
2. The U.S. Department of Housing and Urban Development publishes multiple regulations pertaining to the Area Median Income for U.S. cities, areas, and territories. As adopted, the assumption is that the Area Median Income to be utilized is based upon the amounts established by the U.S. Department of Housing and Urban Development for the City of Flagstaff, although it is not stated. Since an Area Median Income is not stated, the standard is open to interpretation.
3. The modification by motion did not have its intended impact on Non-Transect Commercial zones. Since an Affordable Housing Development would not be considered a High Occupancy Housing Development or Mixed-Use High Occupancy Housing Development, the development would be regarded as either a Single-family, Duplex, Mixed-use, or Multiple-Family Development. In the Non-Transect Commercial zones, the property owner of a Duplex and Multiple-Family Development is required to obtain a Conditional Use Permit approval, and a Mixed-Use Development would be allowed by right. Therefore, the incorporated modifications do not alleviate an Affordable Housing Development from obtaining a Conditional Use Permit.
4. In the Non-Transect Commercial zones, only developments that are considered to be High Occupancy Housing Developments or Mixed-Use High Occupancy Housing Developments are permitted to exceed the allowed density and bedrooms per acre specified in a zone. Therefore, an Affordable Housing Development that is a Multiple Family or Mixed-Use Development that proposes to exceed the zone's allowed density and bedrooms per acre would be prohibited.
5. The modifications by motion allow for an Affordable Housing Development that may otherwise be



## Staff Presentation

**High Occupancy Housing Development and Mixed-use High Occupancy Housing Development Definitions**

Modification to the definition made by the City Council at the November 17, 2020 City Council meeting are shown in CAPITAL LETTERS.

- High Occupancy Housing Development (HOHD): Means any of following: High Occupancy Housing Development, Single-Family; High Occupancy Housing Development, Two-units; High Occupancy Housing Development, Three-units; and High Occupancy Housing Development, Four-units and Greater (see definitions below). HOUSING DEVELOPMENT, EITHER FOR RENTAL OR PURCHASE, IN WHICH ALL DWELLING UNITS ARE PERMANENTLY AFFORDABLE AND OFFERED AT 60 PERCENT OF THE AREA MEDIAN INCOME (AMI) IN COMPLIANCE WITH THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT REGULATIONS SHALL NOT BE CATEGORIZED AS HIGH OCCUPANCY HOUSING DEVELOPMENT, REGARDLESS OF THE NUMBER UNITS, BEDROOMS, OR ZONING.
  
- Mixed-Use High Occupancy Housing Development (MHOHD):
  1. A mixed-use development with:
    - a. More than 20 percent of the total dwelling units have four bedrooms or more;
    - b. One or more dwelling unit(s) containing four or more sanitation facilities; or
    - c. The total number of dwelling units per acre, or bedrooms per acre, requires a Conditional Use Permit for an MHOHD in accordance with the building form and property development standards of the property’s designated Non-Transect Zone; or, if the property owner has elected a Transect Zone, the density is greater than 29 dwelling units per acre or 72.5 bedrooms per acre.
  
  2. MIXED-USE HOUSING DEVELOPMENT, EITHER FOR RENTAL OR PURCHASE, IN WHICH ALL DWELLING UNITS ARE PERMANENTLY AFFORDABLE AND OFFERED AT 60 PERCENT OF THE AREA MEDIAN INCOME (AMI) IN COMPLIANCE WITH THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT REGULATIONS SHALL NOT BE CATEGORIZED AS HIGH OCCUPANCY HOUSING DEVELOPMENT, REGARDLESS OF THE NUMBER OF UNITS, BEDROOMS, OR ZONING.

High Occupancy Housing Development and a Mixed-Use High Occupancy Housing Development  
Specific to Use Requirements

**10-40.60.175 High Occupancy Housing Developments and Mixed-Use High Occupancy Housing Developments**

**A. General Requirements.**

1. The applicant of an HOHD or MHOHD with four dwelling units or more shall submit typical floor plans or a typical residential unit study that illustrates how the residential units of an HOHD or MHOHD could be converted to a residential unit that is no longer an HOHD or MHOHD with minimal structural or minimal plumbing modifications. The required study shall be designed and sealed by an Arizona Registrant.
2. An HOHD or MHOHD with four or more dwelling units shall be located inside of a pedestrian shed of an activity center delineated in the General Plan or applicable Specific Plan.
3. An HOHD or MHOHD with four dwelling units or more, and that has more than 29 dwelling units per acre or more than 72.5 bedrooms per acre shall have:
  - a. A minimum of 20% of the bedrooms contained in studio and/or one-bedroom dwelling units; and
  - b. A maximum of 30% of bedrooms contained in dwelling units with four bedrooms or more.
4. An HOHD or MHOHD with four dwelling units or more, and that has 29 dwelling units per acre or less or 72.5 bedrooms per acre or less shall not exceed a Bedroom-to-Dwelling Unit Ratio greater than 3.5.
5. The maximum number of bedrooms in a two-unit HOHD or MHOHD: 10.
6. The maximum number of bedrooms in a three-unit HOHD or MHOHD: 12.
7. Inside of a pedestrian shed of a Regional Activity Center, an HOHD or MHOHD in a commercial zone may contain more than 50 dwelling units per acre and/or 125 bedrooms per acre.
8. An HOHD in a Commercial Zone shall be:
  - a. On a lot or parcel that is setback at least 300 feet from the centerline of a street classified as a Commercial Corridor identified on the General Plan; and
  - b. There shall be an existing primary mixed-use development or commercial use(s), excluding primary transportation and infrastructure uses, on the lot(s) or parcel(s) between the HOHD and the Commercial Corridor street.
9. An MHOHD shall comply with the mixed-use development standards of Section 10-40.60.260.
10. Prior to the final approval of a land division that creates one or more lots or parcels with a development that conforms to the definition of an HOHD or MHOHD, the property owner shall obtain approval of a Conditional Use Permit for the Development Site that will contain the HOHD or MHOHD.
11. An MHOHD shall be on a lot or parcel that:

- a. Abuts a street classified as a commercial corridor shown on the General Plan; and
- b. Is located inside of a pedestrian shed of an activity center delineated on the General Plan or applicable Specific Plan.

**B. Building Footprint<sup>(1)</sup> Sizes and Separation Requirements.**

1. Maximum building footprint<sup>(1)</sup> inside a pedestrian shed of a Historic Activity Center delineated in the General Plan or applicable Specific Plan, excluding properties zoned Commercial Business (CB): Equal to, or less than, 5,000 square feet.
2. Maximum building footprint<sup>(1)</sup> inside a pedestrian shed of a Historic Activity Center delineated in the General Plan or applicable Specific Plan, and on a property zoned Commercial Business (CB): Equal to, or less than, 22,000 square feet.
3. Maximum building footprint<sup>(1)</sup> inside a pedestrian shed of a Regional Activity Center delineated in the General Plan or applicable Specific Plan: No Maximum.
4. Maximum building footprint<sup>(1)</sup> inside a pedestrian shed of an activity center in all other areas not described in subsection B.1., B.2., and B.3. of this section: Equal to, or less than, 22,000 square feet.
5. Excluding the Commercial Business (CB) zone, the minimum separation between the building footprints of structures on the same lot or parcel, and structures on an abutting lot or parcel, shall be separated by a distance that is the greater of 10 feet, or 1/3 the height of the taller structure.
6. Where the area of a pedestrian shed of an activity center intersects with the area of a pedestrian shed of another activity center, the pedestrian shed with the more restrictive maximum building footprint requirement shall govern the intersecting area. The locations of the pedestrian sheds of the activity centers are identified in the General Plan, including any applicable Specific Plans.

Note 1. For the purpose of the requirements of subsection B of this section, the maximum allowable building footprint is equal to the largest floor plate of a structure, including interior courtyards, abutting and interior, or partial interior, podium and above ground parking structure(s), and structures connected with a continuous roof.

**C. Waste Management Plan.**

1. The property owner of an HOHD or MHOHD with four dwelling units or more shall obtain approval of a waste management plan from the City's Public Works Director, or designee, prior to the approval of the site plan.
2. Prior to the issuance of any building permit, the property owner shall incorporate into the construction documents the improvements required to comply with the approved waste management plan.
3. If a Certificate of Occupancy is not required, the property owner shall provide all necessary apparatus, equipment, and improvements within 182 days from the date of the approval of the CUP, or another date specified in the Conditions of Approval for the CUP.

- a. The Director may approve a one-time 91-day extension, for no-more than 273 days from the date of the CUP approval, to allow the property owner to complete the improvements. The property owner shall request an extension at least 14 days prior to the date indicated in subsection C.3. of this section.
  4. The HOHD or MHOHD shall be maintained in compliance with the approved Waste Management Plan.
- D. Crime Free Multi-Housing Program.**
  1. The property owner of an HOHD or MHOHD shall maintain compliance with the Flagstaff Police Department's Crime Free Multi-Housing Program, unless exempted by the Police Department's Crime Free Multi-Housing Program representative.
  2. Prior to the issuance of the Conditional Certificate of Occupancy, or Certificate of Occupancy, whichever is first, or within 63 days of the approval of the Conditional Use Permit if a Certificate of Occupancy is not required, the property owner of a HOHD or MHOHD shall enter into an agreement with the City to comply with the Flagstaff Police Department's Crime Free Multi-Housing Program.
  3. The property owner, or agent, shall:
    - a. Utilize a Crime Free Lease Addendum, or an alternative approved by the Flagstaff Police Department's representative, as part of each tenant lease;
    - b. Obtain written verification as part of a tenant lease that each tenant has received and agreed to the Crime Free Lease Addendum or the approved alternative; and
    - c. Have completed the Flagstaff Police Department's Crime Free Multi-Housing Program required training within the Program's required time frames.
  4. Within 182 days from the date of the agreement, the property owner, or managing agent, shall have completed the first phase requirements of the Flagstaff Police Department's Crime Free Multi-Housing Program.
  5. A new Flagstaff Police Department's Crime Free Multi-Housing Program first phase training and related requirements shall be completed within 182 days from the date of a change of ownership, management company, or a site manager of an existing HOHD or MHOHD.
  6. Every two years from the date of the agreement, the property owner, or managing agent, shall complete the required training that complies with the Flagstaff Police Department's Crime Free Multi-Housing Program.
- E. Additional Conditional Use Permit Criteria.** In addition to the criteria of Section 10-20.40.050.E., the Planning and Zoning Commission shall not approve a Conditional Use Permit unless:
  1. For the properties subject to Division 10-30.30 Heritage Preservation, the City's Historic Preservation Officer or the Heritage Preservation Commission has made a determination that the proposed HOHD or MHOHD has no adverse effect or has appropriately mitigated its effects on the historic cultural resource .

2. Adequate transit service is available to the Development Site containing four dwelling units or more. Adequate transit service from a Development Site to a permanent transit stop is:
  - a. Less than or equal to 1,320 feet; or
  - b. A distance greater than 1,320 feet when the Planning and Zoning Commission finds that the route to the permanent transit stop has adequate nighttime lighting and does not have a significant grade change, and the distance does not impede reasonable access to transit.

The distance between the permanent transit stop to the Development Site shall be measured following a continuously improved sidewalk and/or public paved trail.

### **10-50.80.050 Bicycle Parking**

#### **B. Required Bicycle Parking Spaces.**

1. All uses, excluding a High Occupancy Housing Development and a Mixed-Use High Occupancy Housing Development.
  - a. Minimum standard bicycle parking spaces required: The greater of two bicycle spaces, or 5% of the required vehicle parking.
  - b. Maximum standard bicycle parking spaces required: 100 bicycle spaces.
  - c. Location: Within 50 feet of the primary pedestrian entrance to the development and in accordance with the provisions of Appendix 1.4. The bicycle parking spaces shall be distributed throughout a Development Site that has multiple primary pedestrian entrances.
  - d. Exceptions. Attached and Detached Single-Family and Duplex Developments are not required to provide standard bicycle parking spaces .
2. High Occupancy Housing Developments.
  - a. Standard bicycle parking spaces.
    - i. Minimum spaces required: Two bicycle spaces, or equal to 5% of the total number of bedrooms, whichever is greater.
    - ii. Maximum spaces required: 40 bicycle spaces.
    - iii. Location: Within 50 feet of the primary resident pedestrian entrance to the development and in accordance with the provisions of Appendix 1.4.
  - b. Secure bicycle parking spaces.
    - i. Minimum spaces required: Equal to 15% of the total number of bedrooms.
    - ii. Location: A maximum of 20 secure bicycle parking spaces may be provided outside in secure bicycle lockers. The remainder of the required secure bicycle parking spaces shall be provided in a bicycle storage room or cage within a building or parking structure.
  - c. Exceptions. Single-Family and duplex High Occupancy Housing Developments are not required to provide standard or secure bicycle parking spaces .
3. Mixed-Use High Occupancy Housing Developments.

- a. Minimum outdoor non-residential standard bicycle parking spaces required: Two bicycle spaces, or 5% of the required non-residential vehicle parking spaces, whichever is greater.
  - b. Location of non-residential standard bicycle parking spaces: Within 50 feet of the primary pedestrian entrance to the non-residential development and in accordance with the provisions of Appendix 1.4. The bicycle parking spaces shall be distributed throughout a Development Site that has multiple primary pedestrian entrances.
  - c. Minimum residential bicycle parking spaces required: Compliance with the High Occupancy Housing Developments requirements, subsection B.2. of this section.
- C. Bicycle Parking Space Design.**
- 1. Secure Bicycle Parking Spaces.
    - a. All indoor required secure bicycle parking spaces provided in a building or parking structure shall be designed in accordance with the provisions of Appendix 1.4., except as allowed in subsections C.1.b. of this section.
    - b. Bicycle lockers shall be designed in accordance with the provisions of Appendix 1.4.
  - 2. Standard Bicycle Rack Design.
    - a. All required bicycle racks shall be designed in accordance with the provisions of Appendix 1.4.

**10-50.80.061 Transit Pass Parking Reduction Pilot Program**

- A.** The purpose of the Transit Pass Parking Reduction Pilot Program (TPPR) is to allow:
- 1. Property owners the option to reduce a development's vehicle parking requirements by providing annual transit passes to tenants and employees; and
  - 2. The City to determine the effectiveness of the program to reduce a development's parking demand, and to determine if the tenants and employees are utilizing transit.
- B.** Program Term. Unless otherwise extended by a separate ordinance approved by the City Council, the TPPR shall terminate at 11:59 p.m. on December 31, 2026.
- C.** Maximum Parking Reduction. The Director may approve up to a 20 percent reduction in the parking requirements of Section 10-50.80.040 in accordance with the minimum requirements of subsection D of this section, and the approval of a transit pass agreement specified in subsection E of this section.
- 1. This reduction shall not be approved on a site that utilizes any reduction specified in 10- 50.80.060.
- D.** Minimum Requirements.
- 1. The TPPR is only available to HOHD and MHOHD developments.
  - 2. This reduction may only be approved for an HOHD or MHOHD that has a vehicle parking requirement equal to, or greater than, 100 spaces.
  - 3. The total residential parking requirement shall not be reduced to an amount less than 0.65 spaces per bedroom. The required parking for a development shall be

calculated in accordance with Table 10-50.80.040.A. before any reduction is applied.

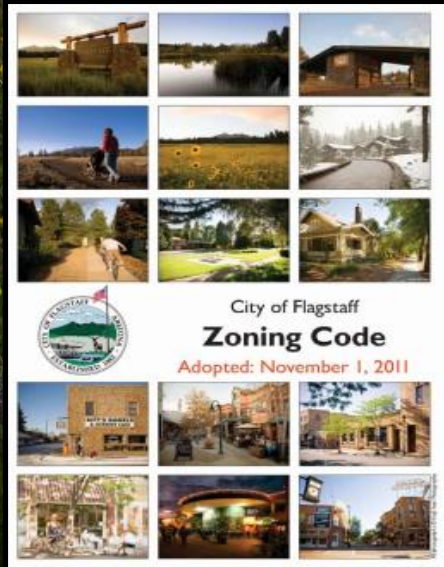
4. The TPPR is only available to a Development Site within 1,320 feet of a permanent transit stop. The distance between the permanent transit stop to the Development Site shall be measured following a continuously improved sidewalk and/or public paved trail..
5. The property owner shall make available annual transit passes to all tenants and employees of the HOHD or MHOHD. The transit pass(es) shall be provided at no cost to the tenants and employees. No tenant and employee shall be refused a transit pass.
6. The requirement to provide the transit passes shall be perpetual, unless the property owner provides the minimum number of parking spaces required (without any TPPR parking reduction) by the Zoning Code for the Development Site, and the Transit Pass Agreement of subsection E of this section is terminated.
7. The termination of the TPPR does not alleviate a property owner from providing the transit passes that are required for participation in the TPPR until the Transit Pass Agreement is terminated and the minimum parking spaces are provided as set forth herein.

**E. Transit Pass Agreement.**

1. The Director may enter into a Transit Pass Agreement with the property owner to allow a reduction in the required number of residential parking spaces in accordance with the provisions of this section. The agreement shall be in a form satisfactory to the City Attorney, or designee.
2. The agreement shall be perpetual unless terminated in accordance with the provisions of this section and the agreement.
3. The agreement shall include, but is not limited to:
  - a. The type of transit passes to be provided;
  - b. Notification requirements to tenants and employees of the availability of transit passes to them at no cost;
  - c. A requirement to obtain, maintain, and provide the City with the following information:
    - i. The number and types of transit passes requested and provided;
    - ii. Utilization frequency reports from the transit provider;
    - iii. Documentation of the annual transit pass proof of purchase;
    - iv. Bedroom occupancy rates; and
    - v. The number of tenant vehicles stored onsite and offsite within the city of Flagstaff.
  - d. An agreement to assist the City of Flagstaff employee(s) and/or City contractor(s) in the collection of vehicle and/or transit usage data, and other City studies to determine the effectiveness of the TPPR;
  - e. Reasonable access for City of Flagstaff employee(s) and/or City contractor(s) to study and count onsite parking utilization rates upon delivery of a written notice;

- f. Annual reporting requirements;
  - g. Violations and remedies; and
  - h. Any other provision necessary as determined by the City Attorney, Director, or designee to document the requirements and enforcement of this section and the agreement.
4. The agreement shall be approved by the Director and property owner prior to the issuance of any building permit for the Development Site.
  5. The City shall record the approved Transit Pass Agreement against the real property of the Development Site. Recordation fees shall be paid by the property owner prior to the issuance of any building permit for the Development Site.

# High Occupancy Housing Zoning Code Update



**Dan Symer, AICP**  
**Zoning Code Manager**

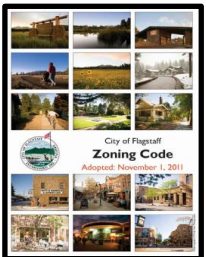


# High Occupancy Housing Zoning Code Update

## Proposed Work Session

***Receive City Council direction on following:***

- 1. Should the Area Median Income cutoff for a household be changed from 60% to 80% or less, in order to be consistent with the affordable housing incentives in the Zoning Code?**
- 2. Should the Zoning Code be amended to permit an affordable housing development as an allowed High Occupancy Housing Development or Mixed-Use High Occupancy Housing Development land use without the requirement for a Conditional Use Permit and, if so, should some high occupancy housing requirements be modified for affordable housing developments?**



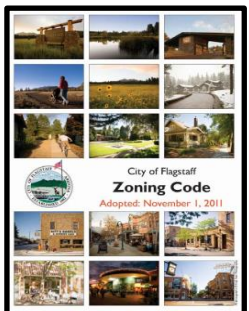


# High Occupancy Housing Zoning Code Update

## Definitions:

- The following was added to the High Occupancy Housing Development (HOHD) and Mixed-Use High Occupancy Housing Development (MHOHD) definitions by motion:

***HOUSING DEVELOPMENT, EITHER FOR RENTAL OR PURCHASE, IN WHICH ALL DWELLING UNITS ARE PERMANENTLY AFFORDABLE AND OFFERED AT 60 PERCENT OF THE AREA MEDIAN INCOME (AMI) IN COMPLIANCE WITH THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT REGULATIONS SHALL NOT BE CATEGORIZED AS HIGH OCCUPANCY HOUSING DEVELOPMENT, REGARDLESS OF THE NUMBER UNITS, BEDROOMS, OR ZONING.***

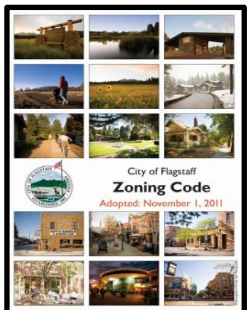




# High Occupancy Housing Zoning Code Update

## Assessment:

- **The incorporated provision is limited to Affordable Housing Developments equal [at] 60% of the Area Median Income (AMI)**
  - **The Affordable Housing Incentive of the Zoning Code are available to affordable housing developments that provide dwelling units equal to, or less than, 80% of the Area Median Income (AMI)**
- **The amendment by motion did include affordable housing development that serve less than 60% of the Area Median Income (AMI)**
- **The region on which the Area Median Income (AMI) is based is not specified**
  - **The U.S. Department of Housing and Urban Development threshold for the City of Flagstaff is utilized**

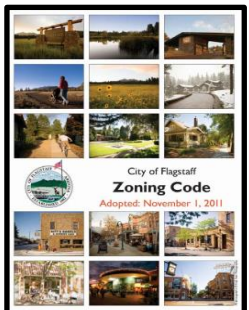




# High Occupancy Housing Zoning Code Update

## Assessment:

- **Duplex and Multiple-Family Developments in the Non-Transect Commercial zones still require a Conditional Use Permit**
- **Non-Transect Commercial zones. Only developments that are considered to be High Occupancy Housing Developments or Mixed-Use High Occupancy Housing Developments are permitted to exceed the allowed density and bedrooms per acre**
- **Affordable Housing Developments that meet amendment criteria are allowed anywhere in Flagstaff, except in the Non-Transect Commercial zones**
  - **Consistency with the High Occupancy Housing Specific Plan**

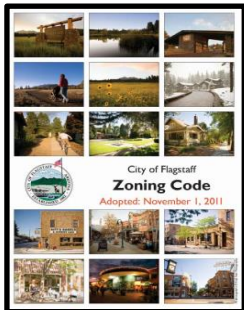




# High Occupancy Housing Zoning Code Update

## Staff Recommendation

- 1. Should the Area Median Income cutoff for a household be changed from 60% to 80% or less, in order to be consistent with the affordable housing incentives in the Zoning Code?**
  - Yes. This modification would maintain consistency with other Zoning Code Affordable Housing Incentives and allow for a broader income range.**

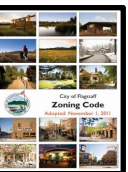




# High Occupancy Housing Zoning Code Update

## Staff Recommendation

2. **Should the Zoning Code be amended to permit an affordable housing development as an allowed High Occupancy Housing Development or Mixed-Use High Occupancy Housing Development land use without the requirement for a Conditional Use Permit and, if so, should some high occupancy housing requirements be modified for affordable housing developments?**
  - **Yes. This modification would:**
    - **Maintain conformance with the High Occupancy Housing Specific Plan**
    - **Eliminate the need for a Conditional Use Permit**
    - **Allow for affordable housing High Occupancy Housing Developments and Mixed-Use High Occupancy Housing Developments in all applicable zones**
    - **Allow alternative solutions for affordable housing developments**





# High Occupancy Housing Zoning Code Update

## City Council Direction

- 1. Should the Area Median Income cutoff for a household be changed from 60% to 80% or less, in order to be consistent with the affordable housing incentives in the Zoning Code?**
- 2. Should the Zoning Code be amended to permit an affordable housing development as an allowed High Occupancy Housing Development or Mixed-Use High Occupancy Housing Development land use without the requirement for a Conditional Use Permit and, if so, should some high occupancy housing requirements be modified for affordable housing developments?**

