

# EXCERPTS RELATED TO PRIORITIES AND GOALS

The goals and policies are organized under the six Regional Plan priorities: two core priorities and four complementary priorities. While each goal and policy is organized under a singular priority, the goals and policies are interrelated and can advance more than one priority.

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

In some cases, there are conflicts in the consideration of goals and policies. When this occurs staff should weigh more heavily the policies that directly advance the Regional Plan's core priorities.

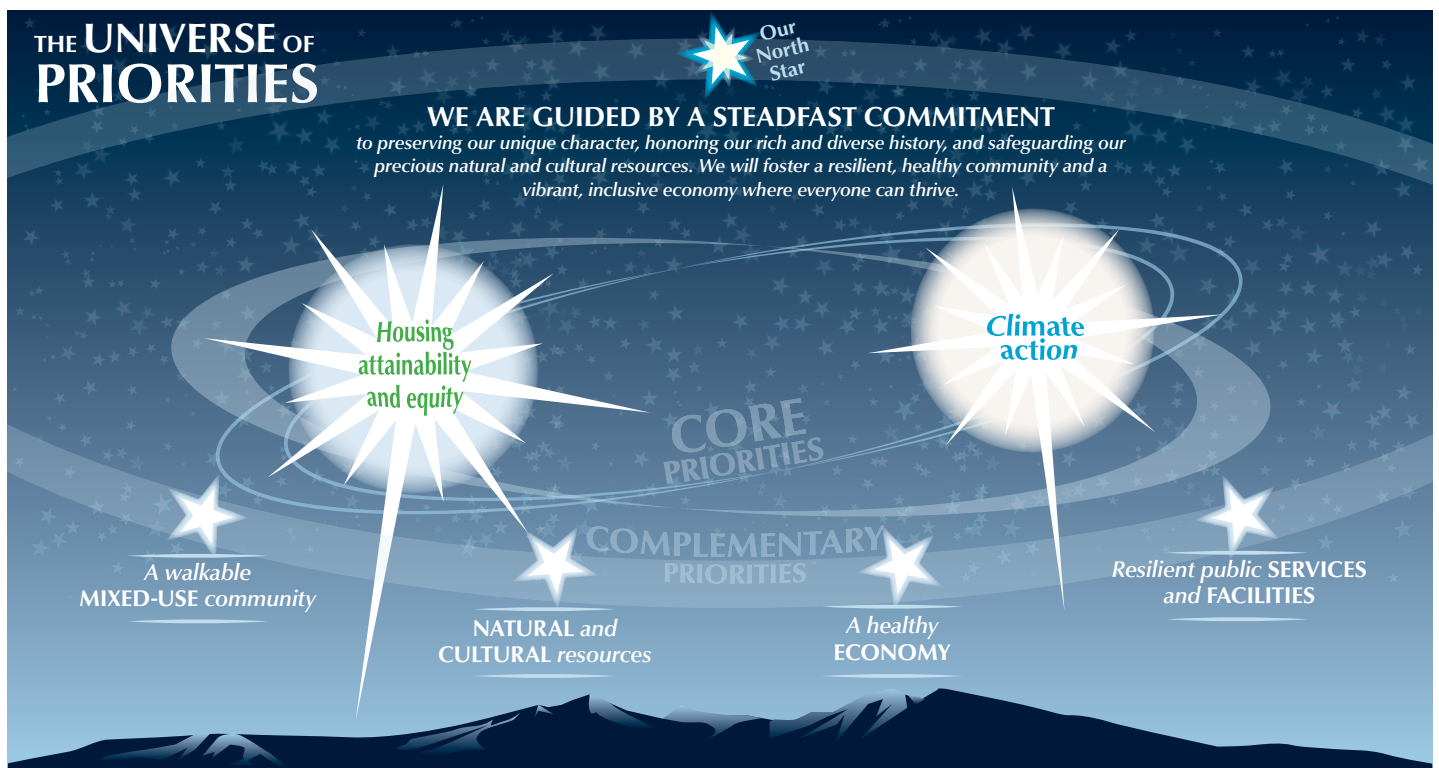
## Core Priorities

The Regional Plan identifies **Housing Attainability and Equity** and **Climate Action** as its two core priorities. Together, they make up the non-negotiable objectives that define success and serve as the key drivers to align with the vision.

## Complementary Priorities

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

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



## CORE PRIORITY: HOUSING ATTAINABILITY AND EQUITY

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

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

The Ten-Year Housing Plan, the Preferred Scenario, and the LASS-CAP have demonstrated that the best opportunity for improving housing attainability is to combine several key strategies:

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

## HOUSING ATTAINABILITY AND EQUITY - GOALS

### Housing Attainability (HA)

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

### Neighborhoods and Equity (NE)

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

### Cost of Development (CD)

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

### Parking (PK) - City Only

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

## CORE PRIORITY: CLIMATE ACTION

The Climate Action Core Priority encompasses three complementary pillars that strengthen the community:

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

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

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

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

## CLIMATE ACTION - GOALS

### Climate Action (CA)

**Goal CA.a** – The City achieves and maintains carbon neutrality by reducing emissions from all sectors (City only).<sup>1</sup>

**Goal CA.b** – The County supports and advances the goals and policies designed to address and respond to climate change (County only).

### Energy (E)

**Goal E** – Increase and diversify the Region’s use of renewable energy sources and systems while planning for the infrastructure needed to support an expanding and evolving electric grid.

### Transit (TR)

**Goal TR** – Increase public transportation frequency, safety, accessibility, and services to make it an affordable and convenient alternative to driving in the Region.

### Multimodal Transportation (MT)

**Goal MT** – Promote a variety of affordable and accessible transportation modes to reduce reliance on single-occupancy vehicles, reduce transportation costs for residents, and provide safe, and convenient transportation options.

## COMPLEMENTARY PRIORITY: A WALKABLE MIXED-USE COMMUNITY

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

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

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

### Development Pattern (DP)

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

### Accessible Parks, Recreation, and Open Space (PROS)

**Goal PROS** – The Region's system of parks, open spaces, and community centers that supports its public and environmental health provides diverse recreational needs; is accessible to all residents and visitors; and is interconnected by trails and greenways between Flagstaff, regional open space, and other County communities

### Transportation System (TS)

**Goal TS** – The Region creates an inclusive, safe, comprehensive, and continuous transportation system that provides access, mobility, and efficient transportation options.

### Enhanced Street Design (SD)

**Goal SD** – The City designs Great Streets and Gateways to accommodate all people safely and to include art; contextual landscaping; attractive pedestrian, bicycle, and transit facilities; and appropriate architectural features.

## COMPLEMENTARY PRIORITY: NATURAL AND CULTURAL RESOURCES

The Region is a place where the natural and cultural resources and the community's relationship with the land, sky, and water is an incomparable gift. For centuries, the Region's landscape has sustained Indigenous cultures, wildlife, dark skies, forestry, agriculture, and natural beauty. The Region has a variety of vegetation types and diverse geology as well as world famous dark skies and cultural resources. Stewardship of these resources contributes to the quality of life for everyone who lives in, works in, and visits the Region. These resources also support the Region's climate resilience and are vulnerable to the impacts of climate change.

## NATURAL AND CULTURAL RESOURCES - GOALS AND POLICIES

### Natural Resource Stewardship (RS)

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

### Cultural Resources (CR)

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

### Outstanding Open Spaces and Parks (OS)

**Goal OS** – Conserve natural and cultural resources through the purchase and design of parks and open spaces.

## COMPLEMENTARY PRIORITY: HEALTHY ECONOMY

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

### HEALTHY ECONOMY - GOALS

#### Healthy Economy (HE)

**Goal HE** – Creates and maintains a vibrant and diverse economy for all that supports a thriving workforce, innovative businesses, and expansion of compatible new industries.

#### Employment Districts (ED)

**Goal ED** – Maintain and protect a supply of land to accommodate the needs of existing and future employment and manufacturing.

#### Airport (A)

**Goal A** – Strengthen and expand the role of Flagstaff Pulliam Airport as the dominant hub for air passenger, air freight, public safety, and firefighting aircraft operations, general aviation, and other related services in Northern Arizona.

#### Freight and Rail (FR)

**Goal FR** – Support the area's economic vitality by improving the location and design of infrastructure that supports freight and rail—especially in appropriate employment areas—and maintaining interstate and rail access.

## COMPLEMENTARY PRIORITY: RESILIENT PUBLIC SERVICES AND FACILITIES

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

### RESILIENT PUBLIC SERVICES AND FACILITIES - GOALS AND POLICIES

#### Growth Management

**Goal GM** – Future development and associated infrastructure in the Region uses land and water resources efficiently and is built to mitigate the impacts of climate change.

#### Water Resource Management (WR)

**Goal WR.a** – Balance water demand and water supply to maintain the 100-year water adequacy designation,<sup>2</sup> support sustainable regional hydrology, and meet ecosystem needs (City only).

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

#### Water Quality and Stormwater Management (WQ)

**Goal WQ** – Manage watersheds and stormwater to address flooding concerns, water quality, and environmental protections.

#### Resilience (R)

**Goal R** – Work across all government operations and services to reduce the risk of natural and human-caused hazards.

#### Infrastructure (I)

**Goal I** – Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.

#### Public Safety (PS)

**Goal PS** – Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport services for all.

#### Chapter 3 Endnotes

1. The City of Flagstaff adopted a Carbon Neutrality Plan with the goal of achieving carbon neutrality by 2030.
4. Water adequacy requires evaluating the technological and fiscal feasibility of alternative water sources, treatment technologies, and management through regular Utility Master Plans and is approved by the Arizona Department of