

COMBINED SPECIAL MEETING WORK SESSION AGENDA

SPECIAL MEETING / WORK SESSION  
TUESDAY  
JUNE 10, 2025

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

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

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

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

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

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

[ONLINE VERBAL PUBLIC COMMENT](#)

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

---

1. Call to Order

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

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

2. Roll Call

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

MAYOR DAGGETT  
VICE MAYOR SWEET  
COUNCILMEMBER ASLAN  
COUNCILMEMBER GARCIA

COUNCILMEMBER HOUSE  
COUNCILMEMBER MATTHEWS  
COUNCILMEMBER SPENCE

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

**MISSION STATEMENT**

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

**LAND ACKNOWLEDGEMENT**

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

**4. Open Call to the Public**

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

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

**5. PROCLAMATIONS**

**i. Proclamation: Pride Month**

**6. Review of Draft Agenda for the June 17, 2025 City Council Meeting**

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

**7. Annual Report from Moonshot at the Flagstaff Campus - 2025**

The City contracts with Moonshot to provide business development, entrepreneurial support, and property management services. As part of their agreement, Moonshot presents an annual report to City Council. The desired outcome of this report is to keep both the Council and the community informed about the accomplishments under the contract and Moonshot's broader impact in collaboration with the City of Flagstaff.

**8. Update on July 4th Drone Show**

The Parks, Recreation, Open Space and Events (PROSE) Division, along with the Economic Vitality Division, will share with the Council and public the upcoming 4th of July events planned for Flagstaff.

**9. Presentation of the 2025-2026 Implementation Plan for the 10-Year Housing Plan**

Informational only

**10. Presentation to Flagstaff City Council on the Flagstaff Police Department's 2025 Crime Reduction Plan.**

This presentation to the council will serve as our commitment to transparency and accountability with the Flagstaff City Council and to all members of our community. We will overview crime trends, our goals, and the role each member of the Flagstaff Police Department has to reduce crime and victimization in our community.

**11. Adjournment**

## SPECIAL MEETING

**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 special meeting, the City Council may vote to go into executive session, which will not be open to the public, for discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).*

- 2. Council Confirmation of Direction:** Council met in executive session on June 10, 2025 to consult with and give instructions and direction to its legal counsel regarding the lease agreement with CBAR 19 Flagstaff, LLC.

**STAFF RECOMMENDED ACTION:**

Direct staff to follow City Council instruction and direction given in executive session.

**3. Open Call to the Public**

**4. Informational Items To/From Mayor, Council, and City Manager; future agenda item requests**

**5. Adjournment**

CERTIFICATE OF POSTING OF NOTICE

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

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

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

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

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

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Creag Znetko, Administrative Specialist  
**Date:** 05/29/2025  
**Meeting Date:** 06/10/2025



---

**TITLE:**

**Annual Report from Moonshot at the Flagstaff Campus - 2025**

**DESIRED OUTCOME:**

The City contracts with Moonshot to provide business development, entrepreneurial support, and property management services. As part of their agreement, Moonshot presents an annual report to City Council. The desired outcome of this report is to keep both the Council and the community informed about the accomplishments under the contract and Moonshot's broader impact in collaboration with the City of Flagstaff.

**Executive Summary:**

The City of Flagstaff contracts with Moonshot to deliver business development services and manage the Flagstaff campus, which includes a 10,000-square-foot Business Incubator and a 28,000-square-foot Business Accelerator. The contract supports entrepreneurship and job growth in key sectors such as research and development, science, technology, clean energy, bioscience, healthcare, manufacturing, digital products, emerging technologies, tourism, and astronomy. These efforts are aimed at advancing economic opportunity for the City of Flagstaff, its residents, and the State of Arizona. Moonshot provides an annual update to City Council highlighting achievements under the contract as well as broader regional economic development initiatives.

**Information:**

Moonshot operates under a Master Lease and Service Agreement with the City of Flagstaff to provide business development services, entrepreneurial support, and property management at the Flagstaff campus. The City received substantial funding from the U.S. Economic Development Administration (EDA) for the development of the campus, which imposes restrictions on its use. As a result, activities at the campus must align with specific industry sectors, as outlined in the Executive Summary.

As will be detailed in the upcoming presentation, Moonshot has consistently maintained occupancy at the facilities and has played a significant role in supporting the growth of local businesses. Their performance has yielded measurable benefits in key areas such as the number of businesses assisted, jobs created, facility occupancy, revenue to the City, and private investment in client companies. In addition, Moonshot collaborates with the City on special initiatives like the Innovate Green Challenge, Economic Development Week and other economic programs.

The City's partnership with Moonshot has remained stable over several years. The current agreements began on January 1, 2019, and are set to expire in December 2028. In January 2024, the first five-year renewal was signed. However, the contract includes one more optional five-year renewal period, subject to mutual agreement.

The City receives rent revenue from the campus and pays management and maintenance expenses. The City

currently provides just over \$273,000 towards Moonshot's budget for both business support services and campus property management. Rent generated from the campus helps offset these costs.

The Incubator is 100% occupied and is home to seventeen different businesses, while there are 14 businesses located in the Accelerator with 77% occupancy. The accumulative occupancy rate as of May 2025 is 82%. With that said, there are three more companies that have been approved and are in the process of moving in. The occupancy percentage will be over 90% by the end of the summer of 2025. This is the highest occupancy rate we have seen. The difference in businesses creates a diverse economic environment while creating a unique entrepreneurial network.

---

**Attachments:**    [Moonshot - Flagstaff City Council June 2025](#)



**Moonshot**<sup>®</sup>  
**Flagstaff**  
Campus

2024-25 Update

*Presented by*



**Moonshot**<sup>®</sup>

**Scott Hathcock**  
President & CEO

Presenting...

# 2024 Year End Report



Scan the QR code  
to access the report or go to  
[moonshotflagstaff.com](https://moonshotflagstaff.com) and  
click **ABOUT US** in the menu.

# 2024 LOCAL IMPACT

**Q1 2024**

**Q2 2024**

**Q3 2024**

**Q4 2024**



**Jobs Created: 5**

**Jobs Created: 14**

**Jobs Created: 9**

**Jobs Created: 5**

**Jobs Retained: 121**

**Jobs Retained: 208**

**Jobs Retained: 242**

**Jobs Retained: 350**



**Investment Received**  
**\$979,078.00**

**Investment Received**  
**\$1,532,817.00**

**Investment Received**  
**\$516,455.00**

**Investment Received**  
**\$972,756.14**

**Gross Revenue**  
**\$897,663.50**

**Gross Revenue**  
**\$2,273,300.00**

**Gross Revenue**  
**\$418,558,708.49**

**Gross Revenue**  
**\$400,020,120.02**



 **Moonshot.**  
**Flagstaff**  
Campus



# 28 CAMPUS EVENTS IN 2024

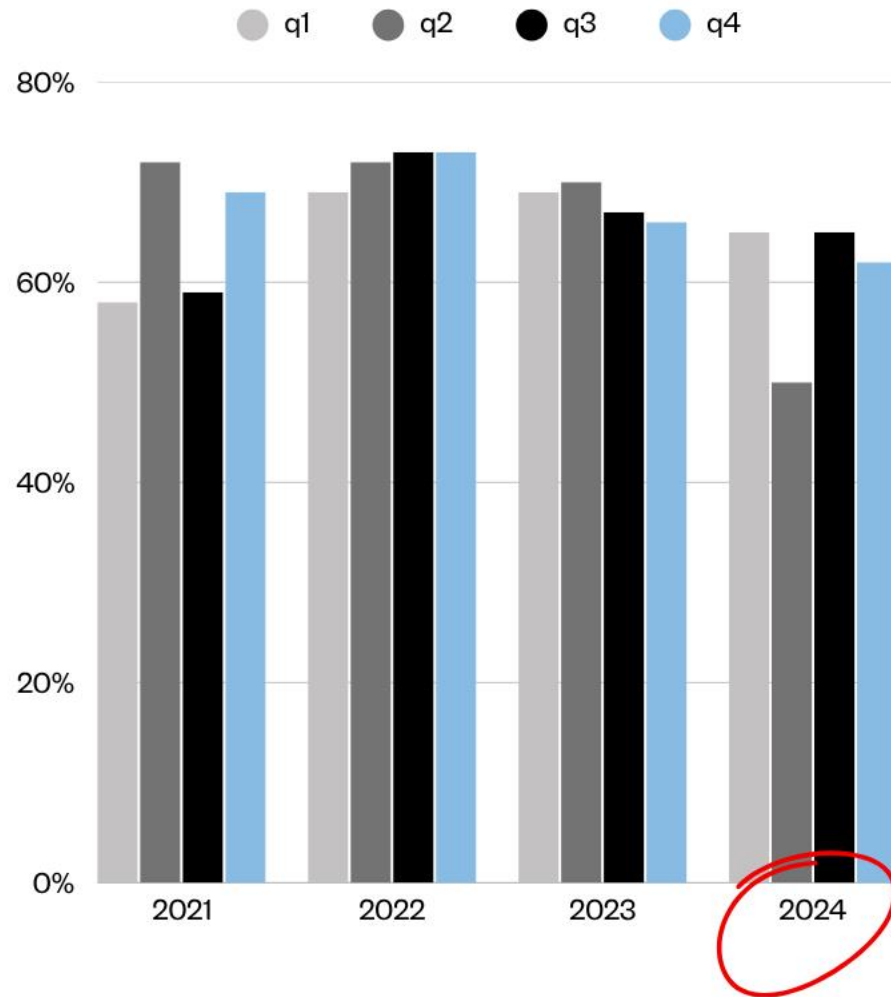
**Delivered 560% to goal**

**Contract: 5 Expected  
Delivered: 28**



# A Brief Review

## Combined Occupancy %



# Current Combined Occupancy %

**Goal: 75%**

**As of June 1, 2025**

# 86%

**Incubator Building: 100%**  
**Accelerator Building: 83%**

 **Moonshot**<sup>®</sup>  
**Flagstaff**  
Campus

*Special thanks to...*

**Angela Hamby**

**Director of Flagstaff Campus Operations**





## **Moonshot was invited to a be charter member.**



**ARIZONA  
VENTURE  
ALLIANCE**

**The strategic goals of the AVA within the next three years include:**

- Supporting five unicorns (Arizona startups valued at \$1 billion)**
- Relocating over 50 startups to Arizona**
- Catalyzing at least \$500 million in private investment to Arizona startups**



**Moonshot**  
**\$2.2 Million Dollar Grant**  
**WINNER**



**Moonshot Wins \$2.2 Million Grant to Help Rural Arizona Entrepreneurs**

GOVERNOR HOBBS ANNOUNCES NEARLY \$8 MILLION TO SUPPORT ARIZONA SMALL BUSINESSES - Arizona Commerce Authority awarded Department of...

September 17, 2024

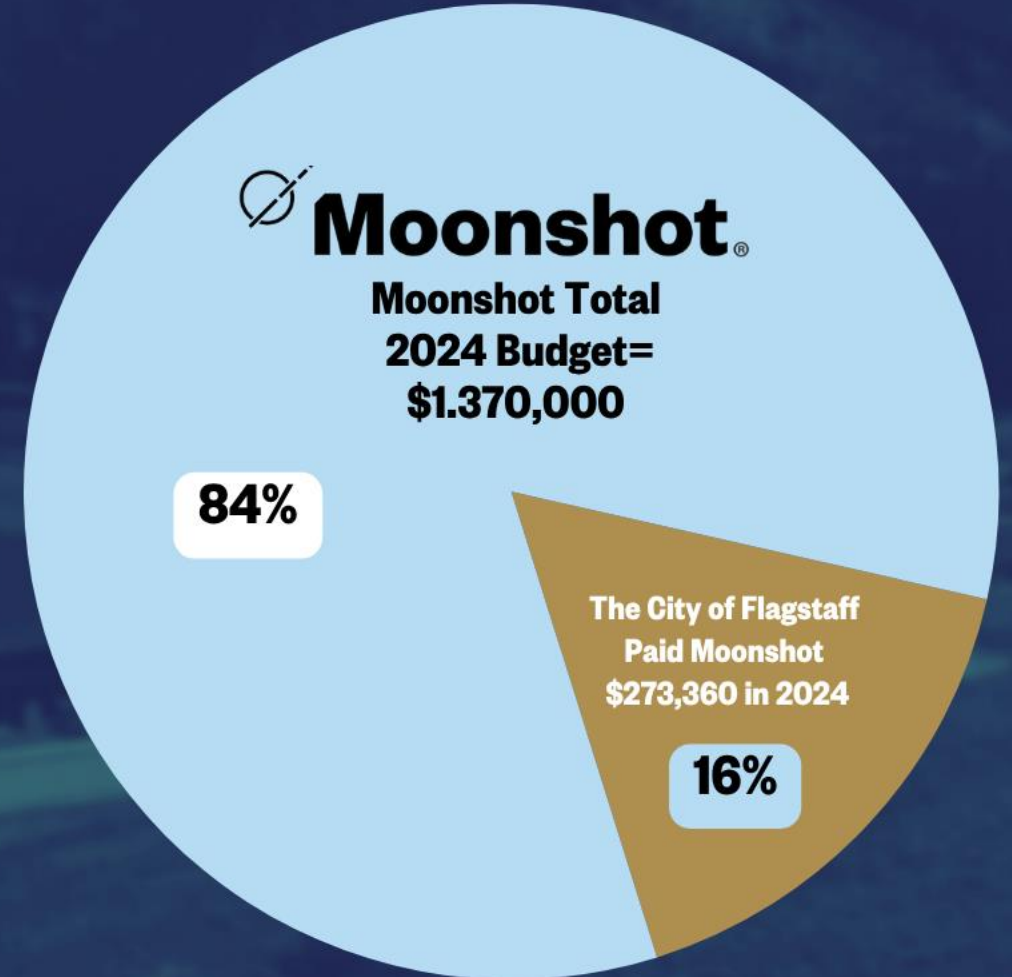
# BUDGET & CONTRACT

**Moonshot (a 501c3) is contracted by the City of Flagstaff to execute the following:**

- Manage facilities and leasing for both buildings on campus.
- Advertise and recruit new tenants; however, those tenants must fall into specific categories in order to be permitted to lease space on campus.
- Keep the total combined occupancy level at 75% while simultaneously graduating companies out of the program in a timely manner.
- Cover rent due to the City of Flagstaff when a tenant does not submit payment on time.
- Provide entrepreneurship support services and programs.
- Lease office space on campus for Moonshot staff.
- Manage meeting room reservations for three rooms on campus.
- Network and recruit potential tenants throughout the state of Arizona.
- Build brand awareness state-wide.
- Offer free workshops and programs to the community at large.

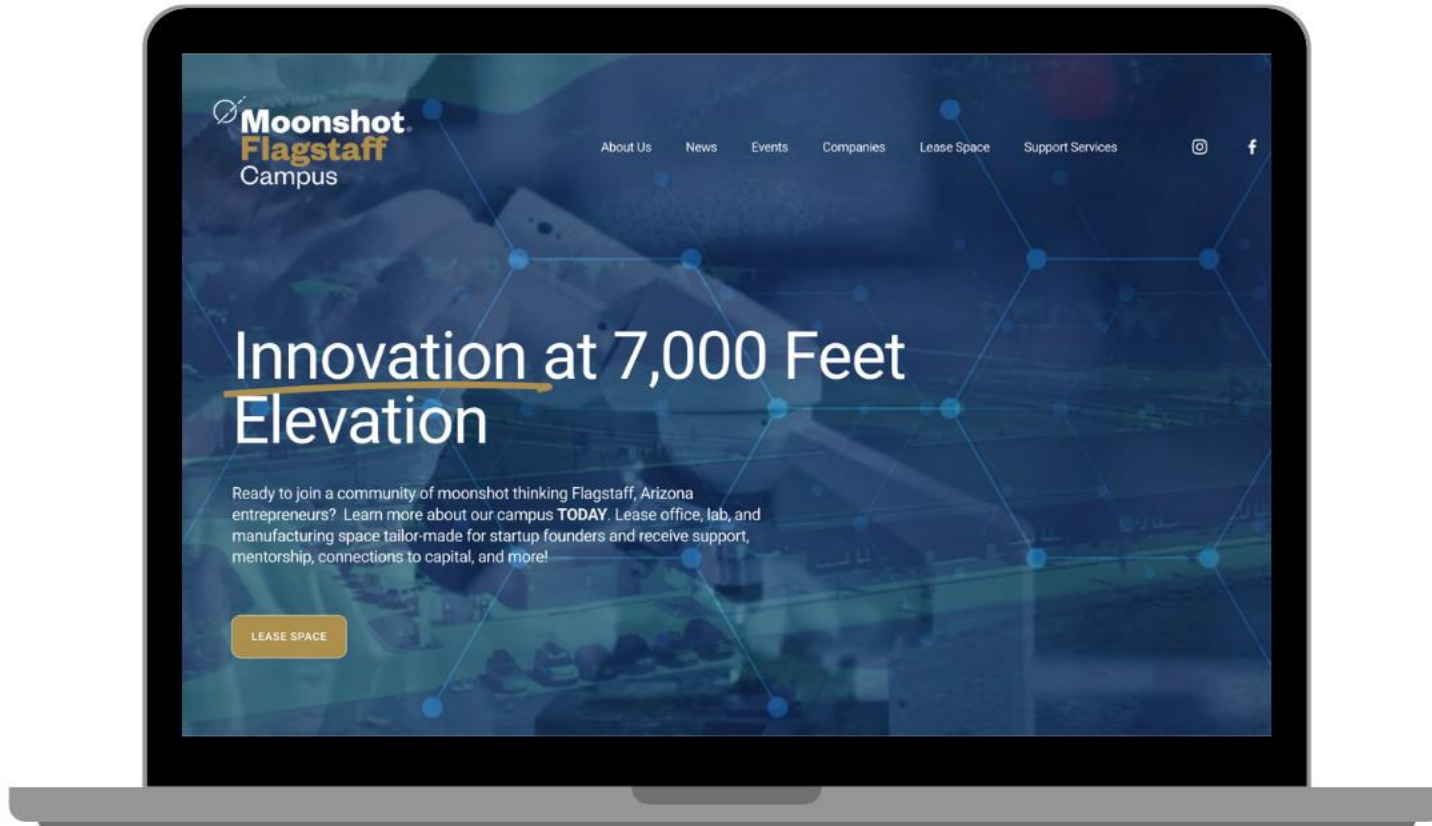


**Moonshot paid The City of Flagstaff \$26,010 to lease office space on campus in 2024.**



# NEW WEBSITE

moonshotflagstaff.com



**Success Stories | Videos | Leasing Info | Education | Company Features & News & More!**

**Downloadable Tenant Packet**

 **Moonshot.**  
**SUMMER**  
**LAUNCH PARTY**

*Campus Open House*

**AUGUST 7, 2025**



JOIN US FOR A VERY SPECIAL CAMPUS OPEN HOUSE!

- Tour the Campus
- Meet Moonshot Founders
- Free Workshops
- Going Green Certification
  - Food & Drinks
  - Ice Cream
- Inspirational Speakers
  - Resources
  - Networking





**SHARK TANK STYLE PITCH COMPETITION FOR FLAGSTAFF!**

**ENTER TO COMPETE  
TO WIN CASH PRIZES!**

**REGISTER  
NOW**

 **Moonshot™**  
**RURAL ARIZONA**  
**PITCH**  
**COMPETITION**  
**2025**



**Flagstaff, AZ**  
FREE TO PARTICIPATE  
**September 18, 2025**



THE 6TH ANNUAL PITCH TOUR IS PRESENTED BY  
  **ARIZONA**

**SIGN UP AT [MOONSHOTAZPITCH.COM](https://moonshotazpitch.com)**



Desert Financial Credit Union

*presents*



Join us for the 4<sup>th</sup> Annual Shoemaker Awards Dinner Celebrating Moonshot Entrepreneurs and Supporters in Flagstaff, Arizona

**September 18, 2025**  
**Lowell Observatory**





# AZ TECH WEEK 2026

Coming April 2026

**Moonshot is on the steering/planning committee led by Arizona Commerce Authority to create the first statewide AZ Tech Week for Arizona.**



**Moonshot**<sup>®</sup>  
**Flagstaff**  
Campus



*Thank you*

[moonshotflagstaff.com](https://moonshotflagstaff.com)

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Heidi Hansen, Economic Vitality Director  
**Co-Submitter:** Amy Hagin  
**Date:** 05/29/2025  
**Meeting Date:** 06/10/2025




---

**TITLE:**  
Update on July 4th Drone Show

### DESIRED OUTCOME:

The Parks, Recreation, Open Space and Events (PROSE) Division, along with the Economic Vitality Division, will share with the Council and public the upcoming 4th of July events planned for Flagstaff.

### Executive Summary:

Each 4th of July holiday, the PROSE and EV divisions get together to help plan an event for the community for Independence Day. In the past, a fireworks show was offered during the festivities, but due to the increasing awareness of fire safety in our community, we have been steered away from them. Therefore, we have experienced offering other options, such as a laser light show, which has been well-received, and now we are moving onto a new option of a drone show.

So, what is a drone show? Drone shows are aerial displays that show brilliant LED lights that create different shapes, patterns, and scenes in the night sky. These shows can last for several minutes, the same amount of time as fireworks or even longer. Drone shows have become incredibly popular in cities like Salt Lake, Boulder and Lake Tahoe. The reason being, the impact that pyrotechnics can have on an environment is great and the worry of a forest fire starting is imminent.

Through the FY23-24 budget process, leadership identified a transfer of funds from Tourism to PROSE for a Fourth of July special drone show. Over the winter months, PROSE performed a formal procurement process through a Request for Proposals (RFP) with the result being an award to Open Sky Productions, LLC. PROSE brought forward an agenda item which was approved unanimously on March 18th, 2025. The selected vendor has extensive experience in producing drone shows of all sizes, including in Arizona; however, this will be the first drone show in the Flagstaff community.

The identified launch location is Coconino High School with the drone display hovering over the McMillan Mesa Natural Area, which creates a large viewing area for the community in general, plus amazing aspects for the Sunnyside Neighborhood. As previously discussed, the duration of the drone show will be 23-minutes in length with synchronized music that can be heard from a car radio, for example. The special event will be planned under a collaborative group that discusses, plans, and executes the larger events in the community from an Incident Action Plan (IAP) lens, bringing together many aspects that make up event production.

Discover Flagstaff will also be promoting the drone show along with other community events, like the 2025 Greater Chamber of Commerce Independence Day Parade and their Downtown Mile run, A Flag Fourth - Flagstaff Symphony free concert, and Art in the Park. Staff have media buys with the Arizona Daily Sun, KAFF radio, Flagstaff Business News, all social media platforms, and our e-newsletter Flagstaff Local - My Actions Matter. For visitors, we use a combination of owned, earned, and paid media to get the message out.

### Information:

PowerPoint presentation will be shared during the council meeting.

---

**Attachments:** 4th of July Drone Show

# 4<sup>th</sup> of July Drone Show

PROSE and Discover Flagstaff





# 4<sup>th</sup> of July Drone Show



**Celebrating  
America's Freedom**

# ★ DRONE SHOW ★

**July 4th, 2025 | East Flagstaff**

**PROSE**  
CITY OF FLAGSTAFF  
PARKS, RECREATION,  
OPEN SPACE & EVENTS

*Flagstaff*  
discoverflagstaff.com  
Arizona's destination for all seasons



# 4<sup>th</sup> of July Drone Show



An Incident Action Planning (IAP) process was established with the contract approval with the drone show producer in March 2025. The planning team has assembled numerous times and will throughout the entire process.

Planning discussions include visible notification, traffic control pre, during and post special event, multi-modal opportunities, information for the community including visiting community.



# 4<sup>th</sup> of July Drone Show

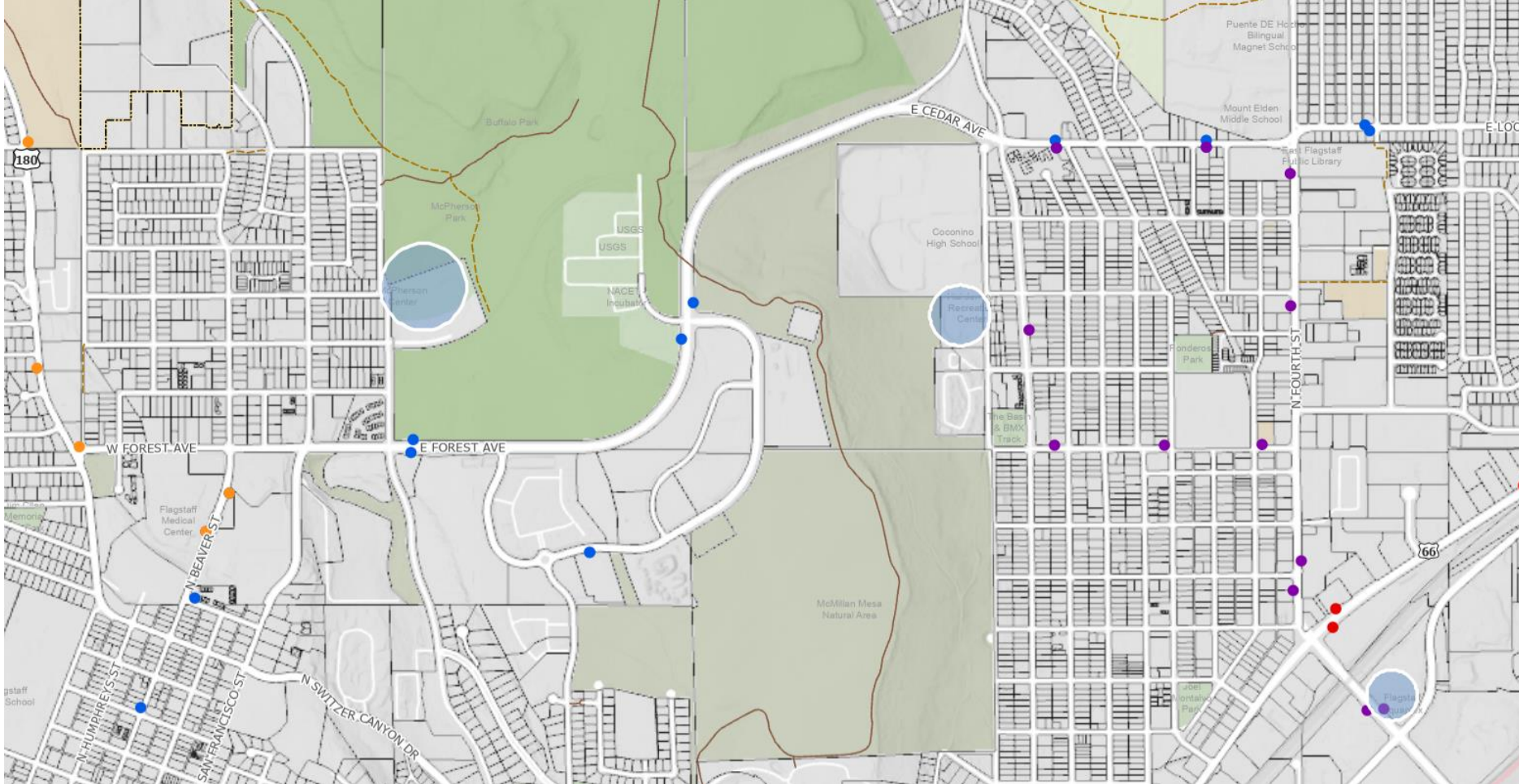


Traffic control devices:  
electronic message  
boards and no parking  
identified

Flagstaff Police  
Department providing  
rolling traffic support  
with additional staffing



# 4<sup>th</sup> of July Drone Show



PROSE will provide for additional programming before the main event at Hal Jensen, Jay Lively and Aquaplex recreation centers!

FUTS and bus stops providing access from multiple directions toward the best viewing!



# 4<sup>th</sup> of July Drone Show - marketing





**Celebrating America's Freedom**

**FREE**

# DRONE SHOW

**July 4th, 2025 | Show begins around 9:10 pm**

Drones launch in East Flagstaff ★ Bring your lawn chairs & blankets

<p><b>Some Places to View the Show with Parking</b></p> <ul style="list-style-type: none"> <li>• Buffalo Park, 2400 N. Gemini Dr. Stay on FUTS trails and please DO NOT block the trails. No motorized vehicles.</li> <li>• Moonshot, 2225 N. Gemini Dr.</li> <li>• The Flagstaff Aquaplex, 1702 N. Fourth St.</li> <li>• Greealaw Shopping Center, on N. Fourth St. north of Walgreens and south of E. 6th Ave.</li> </ul>	<p><b>Good Things to Know</b></p> <p>★ <b>BUS TRANSPORTATION:</b> (Mountain Line route information pending.)</p> <p>★ <b>WALK OR RIDE YOUR BIKE ON THE URBAN TRAILS:</b> For a map of the Flagstaff Urban Trail System (FUTS), visit the Flagstaff Visitor Center or scan the QR code.</p>
<p><b>Some Places to View the Show (limited parking)</b></p> <ul style="list-style-type: none"> <li>• McMillan Mesa Natural Area, 1140 Ponderosa Pkwy. Stay on FUTS trails and please DO NOT block the trails. No motorized vehicles.</li> <li>• Hal Jensen Recreation Center, 2403 N. Isabel St.</li> <li>• The Basin BMX Freestyle Facility, 1700 E. 6th Ave.</li> <li>• Joel Montalvo Park, 2211 E. First Ave.</li> </ul>	<p><b>Viewing Range</b> Please note that tall trees, vegetation and buildings may block views.</p> <ul style="list-style-type: none"> <li>• <b>Best Viewing (within 1/2 mile)</b>—optimal distance for a quality experience.</li> <li>• <b>Fairly Good Viewing Distance (within 1 mile).</b></li> <li>• <b>Viewable from 1-1/2 miles away,</b> but animations may be compromised.</li> </ul>



**PARKING DOs**

- Abide by on-street parking governances.
- Respect private property & residences.
- Park on paved or established parking areas only.

**PARKING DON'Ts**

- DO NOT PARK along Cedar Avenue
- DO NOT PARK on the protected open space of McMillan Mesa
- DO NOT block driveways.

**Why drones this year?** Drones present significantly less wildfire risk than fireworks.






**FLAGSTAFF VISITOR CENTER**  
 One E. Route 66 | Flagstaff, Arizona 86001  
 928-213-2951 | 800-842-7289  
 Open Monday-Saturday 8 am-5 pm, Sunday 9 am-4 pm  
[discoverflagstaff.com/july4events](https://discoverflagstaff.com/july4events)



# 4<sup>th</sup> of July Drone Show - marketing



**Celebrating America's Freedom**

**FREE**

**DRONE SHOW**

**July 4th, 2025 | Show begins around 9:10 pm**

Drones launch in East Flagstaff ★ Bring your lawn chairs & blankets

### Some Places to View the Show with Parking

- **Buffalo Park**, 2400 N. Gemini Dr. Stay on FUTS trails and please **DO NOT** block the trails. No motorized vehicles.
- **Moonshot**, 2225 N. Gemini Dr.
- **The Flagstaff Aquaplex**, 1702 N. Fourth St.
- **Greenlaw Shopping Center**, on N. Fourth St. north of Walgreens and south of E. 6th Ave.

### Some Places to View the Show (limited parking)

- **McMillan Mesa Natural Area**, 1140 Ponderosa Pkwy. Stay on FUTS trails and please **DO NOT** block the trails. No motorized vehicles.
- **Hal Jensen Recreation Center**, 2403 N. Izabel St.
- **The Basin BMX Freestyle Facility**, 1700 E. 6th Ave.
- **Joel Montalvo Park**, 2211 E. First Ave.

### Good Things to Know

★ **BUS TRANSPORTATION:** (Mountain Line route information pending.)



★ **WALK OR RIDE YOUR BIKE ON THE URBAN TRAILS:** For a map of the Flagstaff Urban Trail System (FUTS), visit the Flagstaff Visitor Center or scan the QR-code.

### Viewing Range

Please note that tall trees, vegetation and buildings may block views.

- **Best Viewing (within 1/2 mile)**—optimal distance for a quality experience.
- **Fairly Good Viewing Distance (within 1 mile).**
- **Viewable from 1-1/2 miles away**, but animations may be compromised.



### PARKING DOs

- Abide by on-street parking governances.
- Respect private property & residences.
- Park on paved or established parking areas only.

### PARKING DON'Ts

- **DO NOT PARK** along Cedar Avenue
- **DO NOT PARK** on the protected open space of McMillan Mesa
- **DO NOT** block driveways.

Why drones this year? Drones present significantly less wildfire risk than fireworks.



### FLAGSTAFF VISITOR CENTER

One E. Route 66 | Flagstaff, Arizona 86001  
 928.213.2951 | 800.842.7293  
 Open Monday-Saturday 8 am-5 pm, Sunday 9 am-4 pm  
[discoverflagstaff.com/july4events](https://discoverflagstaff.com/july4events)



# 4<sup>th</sup> of July Drone Show - marketing

**MAY**  
 OVERLAND EXPO WEST | 5/16-5/18  
 WOOL & FIBER FESTIVAL | 5/31- 6/1

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


**JULY**  
 FLAGSTAFF FOURTH | 7/4  
 ART IN THE PARK | 7/4-7/6  
 SHAKESPEARE FESTIVAL | 7/10-8/3  
 AZ HIGHLAND CELTIC FESTIVAL | 7/19-7/20

**AUGUST**  
 CHILI FESTIVAL | 8/2-8/3  
 MOTHER ROAD CLASSIC CAR SHOW | 8/16  
 INTERNATIONAL FILM FESTIVAL | 8/16-8/17  
 HOPI ARTS & CULTURAL FESTIVAL | 8/23-8/24  
 ART IN THE PARK | 8/30-9/1

**SEPTEMBER**  
 PICKIN' IN THE PINES BLUEGRASS & ACOUSTIC MUSIC FESTIVAL | 9/12-9/14  
 FLAGSTAFF FESTIVAL OF SCIENCE | 9/18-9/28  
 MUSIC FESTIVAL | 9/20  
 FLAGSTAFF STAR PARTY | 9/25-9/27  
 BARKS & BREWS | 9/27  
 CORNUCOPIA FALL FESTIVAL 9/27-9/28

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

 **MORE 2025 FESTIVALS AT DISCOVERFLAGSTAFF.COM**

 **BOOK YOUR ACCOMMODATIONS EARLY!**

## FREE FLAGSTAFF JULY 4TH CELEBRATION

★ PATRIOTIC DRONE SHOW ★ PARADE ★ OUTDOOR SYMPHONY CONCERT ★ ART IN THE PARK  
 ENJOY 200+ RESTAURANTS & 8 AWARD-WINNING BREWERIES.



# 4<sup>th</sup> of July Drone Show - marketing





# 4<sup>th</sup> of July Drone Show - marketing



**FREE**

Celebrating  
America's Freedom  
**DRONE SHOW**

July 4th, 2025  
East Flagstaff



Arizona's destination for all seasons



**FLAGSTAFF**  
CELEBRATING AMERICA'S FREEDOM  
**FREE**  
**DRONE SHOW**  
JULY 4



Arizona's destination for all seasons

STAY & PLAY RESPONSIBLY | BE FIRE AWARE



**FLAGSTAFF**  
CELEBRATING AMERICA'S FREEDOM  
**FREE**  
**DRONE SHOW**  
JULY 4



Arizona's destination for all seasons

STAY & PLAY RESPONSIBLY  
BE FIRE AWARE



**FLAGSTAFF**  
CELEBRATING AMERICA'S FREEDOM  
**FREE DRONE SHOW**  
JULY 4



# 4<sup>th</sup> of July Drone Show



Questions?

Thank you.

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Adriana Fisher, Housing Program Manager  
**Date:** 05/05/2025  
**Meeting Date:** 06/10/2025



---

**TITLE:**  
**Presentation of the 2025-2026 Implementation Plan for the 10-Year Housing Plan**

**DESIRED OUTCOME:**  
Informational only

**Executive Summary:**  
Housing staff will present the 2025-2026 Implementation Plan as related to the 10-Year Housing Plan.

**Information:**  
Please see the attachments.

---

**Attachments:** [2025-2026 Implementation Plan](#)  
[2025-2026 Implementation Plan Presentation](#)



CITY OF  
**FLAGSTAFF**

# 2025-2026 Implementation Plan

---

FOR THE 10-YEAR HOUSING PLAN



# 2025-2026 Implementation Plan

## Introduction

In response to a citizen petition and the growing demand for affordable housing, the Flagstaff City Council declared a Housing Emergency on December 1, 2020. The declaration emphasized the urgent need to prioritize "safe, decent and affordable housing opportunities for all community members" within City operations and throughout the community.

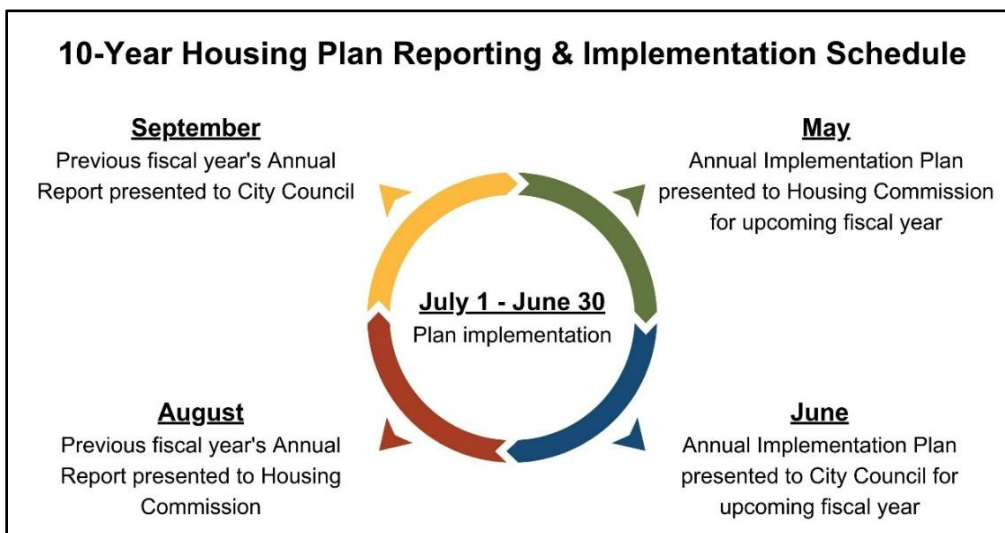
The Housing Emergency declaration led to the creation of the 10-Year Housing Plan, designed to address Flagstaff's housing challenges and serve as a foundational framework for guiding the City's work programs, setting staff priorities, and allocating resources for implementation. Developed by the Housing Section in 2021 through an inclusive public engagement process, the Plan was formally adopted by City Council on February 15, 2022, setting a bold goal:

**"Reduce the current affordable housing need in our community by half over the next ten years."**

Two key elements support the goal:

1. Impact at least 6,000 low-to-moderate income Flagstaff residents through a combination of unit creation or subsidy provision.
2. Create or preserve 7,976 housing units by 2031 with a minimum of 10% of them being affordable. This will increase the overall supply of market rate, workforce, and affordable housing occupied by local residents.

The Plan's overarching goal is supported by 13 policy initiatives and 58 comprehensive strategies. This document



outlines the specific strategies chosen by the Housing Section for implementation during the 2025-2026 fiscal year. It includes both newly prioritized strategies and those that are still in progress from previous years. A corresponding annual report will provide updates on progress, reinforcing transparency

and accountability throughout implementation.

## Strategy Prioritization

This is the third annual implementation plan developed since the adoption of the 10-Year Housing Plan, which serves as a living document that adapts to changing market conditions, evolving community housing needs, and budgetary constraints.

For fiscal year 2025-2026, the Housing Section identified various strategies based on feasibility, anticipated impact, and alignment with the current political and housing climate. The selection of strategies was guided by the following criteria:

- > **Dependent on Other Strategy Completion:** Determines if a strategy depends on another strategy's completion before it can be started or completed.
- > **Time Commitment:** Indicates the anticipated time necessary to achieve the strategy.
- > **Public Engagement:** Indicates the extent of public engagement required to achieve the strategy.
- > **Requires Council Consideration:** Indicates whether parts of this strategy will require Flagstaff City Council approval for implementation.
- > **Funding Required Over Staff Time:** Indicates if funding is necessary in addition to staff time.
- > **Anticipated Timeline of Strategy Implementation from 02/15/2022:** Indicates the targeted timeline for implementing the strategy from February 15, 2022.
- > **City Division/Section Collaboration:** Indicates which City of Flagstaff divisions and/or sections are identified as collaborators on the strategy.

Strategies are categorized as "Not Started," "In Progress," "Completed," or "Ongoing," with additional status comments provided.

## 2025-2026 Strategies

The strategies outlined below are structured as defined projects, each with a clear start and end point. Ten strategies have been newly prioritized for the 2025-2026 fiscal year, while eight are carried over from previous implementation plans.

The following strategies will be addressed through revising the **Incentive Policy for Affordable Housing (IPAH)**:

- ▶ Create 1.2: Update the City's affordable housing incentive policy to implement the goals and policies of the 10-Year Housing Plan.
- ▶ Create 1.3: Amend the City code to implement the revised affordable housing incentive policy.
- ▶ Create 1.4: Explore implementing reduced fees and waivers to incentivize the development of affordable housing.
- ▶ Create 1.5: Explore in-lieu alternatives to providing affordable housing units (i.e. down payment assistance program, donation of finished lots, in-lieu payment, etc.).
- ▶ Create 1.6: Explore expedited review as an incentive to developments that provide affordable housing units.

The following strategies will be implemented through the **Resource Protection Overlay Standards** project:

- ▶ Create 4.5: Evaluate and amend the Resource Protection Overlay standards to ensure that the minimum densities can be met on most sites, including making the requirements for residential sites to be similar to those for a commercial site.
- ▶ Create 4.6: Evaluate Resource Protection Overlay standards in terms of consistent application across each zone and allow for greater maximum densities.

The following strategies will be implemented as part of the **Flagstaff Regional Plan 2045**:

- ▶ Create 2.1: Update the Regional Plan policies to support increased density related to affordable housing.
- ▶ Create 2.2: Identify suburban areas to support greater density and intensity of development.
- ▶ Create 2.3: During the update of the Flagstaff Regional Plan, revise the Community Character chapter for goals and policies to include cost-saving methods that reduce the conflict between affordable housing, historic preservation, and urban design.
- ▶ Preserve 1.2: Review the Land Use Goals and Policies in the Regional Plan, Specific Plans, and City code to remove barriers to adaptive reuse for the creation of affordable housing.

The following strategies are **independent of upcoming projects**, yet they hold equal priority for the 2025-2026 fiscal year:

- ▶ Create 1.8: Explore the use of the community land trust model and public/private partnerships to incentivize the development of ownership units that are priced significantly below market rate.
- ▶ Create 3.2: Create a fund for the purpose of acquiring land/units for affordable housing in order to be able to respond to opportunities as they arise.
- ▶ Create 3.3: Identify ongoing resource opportunities for the purpose of assisting households experiencing homelessness, households at risk of becoming homeless, first-time homebuyers, and affordable housing targeted to these populations.
- ▶ Create 5.5: Explore alternative Engineering and Fire requirements to minimize the cost of development without compromising Fire and Life Safety.
- ▶ Create 5.9: Prioritize the development of City of Flagstaff owned land designated for affordable housing and evaluate other City-owned parcels for affordable and mixed-income housing.
- ▶ Preserve 2.2: Acquire and rehabilitate already built properties for affordable housing projects when financially feasible.
- ▶ Protect 3.3: Research ways to provide incentives to landlords who rent to those with any housing voucher or housing barriers, such as poor credit, criminal history, etc.

## Ongoing Strategies

Six of the 15 ongoing strategies listed below have been prioritized for the fiscal year 2025-2026. Although these strategies have been in progress in various forms since the adoption of the 10-Year Housing Plan, they are not defined projects with a clear start and end point. Instead, they represent continuous, long-term efforts that support the Plan's overarching goal. Their inclusion in this implementation plan demonstrates a heightened focus and attention in the coming year.

### Ongoing strategies newly **prioritized in 2025-2026**:

- ▶ Connect 2.4: Utilize City of Flagstaff resources to educate the community about financing and housing opportunities with an emphasis on assisting low- to moderate-income households to advance through the housing continuum and to address past racial disparities.
- ▶ Connect 3.2: Encourage neighborhoods, housing types, and building practices that increase health.
- ▶ Preserve 1.1: Explore the use of Low-Income Housing Tax Credit in conjunction with Historic Preservation Tax Credit for the acquisition and rehabilitation of affordable housing where appropriate.
- ▶ Preserve 2.1: Continue homeownership rehabilitation programs and create an affordable rental rehabilitation program with a focus on establishing safe, decent, and sustainable housing.
- ▶ Protect 1.1: Advocate to the State of Arizona to allow greater local control of vacation rentals and second homes.
- ▶ Protect 2.2: Encourage diversity of housing options in all neighborhoods, understanding that exclusive communities are incompatible with the City of Flagstaff's mission to protect and enhance the quality of life for all.

### Ongoing strategies **carried out from past implementation plans**:

- ▶ Create 1.1: Ensure that modifications to the zoning code improve and maintain the effectiveness of the density incentives for affordable housing.
- ▶ Create 1.7: Explore ways to incentivize employers to offer Employer Assisted Housing (EAH) programs.
- ▶ Create 5.7: Construct and promote net zero or Net Zero Ready affordable housing when funding is available and encourage private developers to do the same.
- ▶ Connect 1.3: Continue to support and develop Coordinated Entry as a meaningful process that provides linkages to healthcare, behavioral health, and housing.
- ▶ Connect 2.1: Evaluate housing policies and strategies in City of Flagstaff planning documents through an equity lens.
- ▶ Connect 2.2: Encourage community organizations such as the local Continuum of Care to continue to integrate equity into programs and policies.
- ▶ Connect 3.1: Raise awareness of housing security as a social determinate of health.
- ▶ Protect 1.2: Pursue local and legislative changes that increase the preservation, creation, and protection of affordable housing as necessary.
- ▶ Protect 2.4: Implement a public outreach campaign to educate the community about the critical role affordable housing plays in a thriving community, create a groundswell of support for affordable housing, and combat community opposition to housing and affordable housing.

## Conclusion

The strategies prioritized for fiscal year 2025-2026, as well as the ongoing, long-term strategies, reflect a coordinated and multifaceted approach to addressing Flagstaff's Housing Emergency. Continued collaboration among City staff, City Council, and community stakeholders will drive the successful implementation of the 10-Year Housing Plan.

By removing systemic barriers, increasing housing supply, and ensuring equitable access to safe, affordable housing, the City of Flagstaff is making strides toward lessening its housing challenges. Regular updates and transparent progress reporting will ensure the Plan remains on track, paving the way to meet the City's housing needs now and into the future.

# 2025-2026 Implementation Plan Strategies

The charts below offer a detailed overview of the comprehensive strategies and corresponding policy initiatives identified for fiscal year 2025–2026 (first column). Each strategy features key context from the 10-Year Housing Plan that informs its prioritization in the current housing and policy environment (middle column). The final column shows the current status of each strategy, along with relevant comments or updates.

## 2025-2026 Strategies

*Create housing options for households at all income levels and family sizes occupied by local residents.*

<p><b>Create 1.2: Update the City's affordable housing incentive policy to implement the goals and policies of the 10-Year Housing Plan.</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> A minor administrative amendment was approved by City Council on May 20, 2025, allowing Water and Sewer System Fees as an allowable reimbursement category. The entire Incentive Policy for Affordable Housing (IPAH) will be revised after the Land Availability &amp; Suitability Study and Code Analysis Project (LASS+CAP) is completed.</p>
<p><b>Create 1.3: Amend the City code to implement the revised affordable housing incentive policy.</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Zoning Code, Planning, Management Services, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> The City code will be revised in conjunction with the update of the Incentive Policy for Affordable Housing (IPAH), which will occur after the completion of the Land Availability &amp; Suitability Study and Code Analysis Project (LASS+CAP).</p>
<p><b>Create 1.4: Explore implementing reduced fees and waivers to</b></p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p>	<p><b>Status:</b> 🕒 In Progress</p>

<p><b>incentivize the development of affordable housing.</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Zoning Code, Planning, Management Services, Water Services, Housing Section</p>	<p><b>Status Comments:</b> This strategy will be explored with the Incentive Policy for Affordable Housing (IPAH) rewrite.</p>
<p><b>Create 1.5: Explore in-lieu alternatives to providing affordable housing units (i.e. down payment assistance program, donation of finished lots, in-lieu payment, etc.).</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Zoning Code, Management Services, Housing Section, Planning</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> This strategy will be explored with the Incentive Policy for Affordable Housing (IPAH) rewrite.</p>
<p><b>Create 1.6: Explore expedited review as an incentive to developments that provide affordable housing units.</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Zoning Code, Planning, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> This strategy will be explored through the Incentive Policy for Affordable Housing (IPAH) rewrite.</p>
<p><b>Create 1.8: Explore the use of the community land trust model and public/private partnerships to incentivize the development of</b></p>	<p><b>Dependent On Other Strategy Completion:</b> No</p> <p><b>Time Commitment:</b> Medium</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> Research is underway, and housing staff will</p>

<p><b>ownership units that are priced significantly below market rate.</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Real Estate Section, Housing Section</p>	<p>present a comprehensive list of City-owned parcels designated for affordable housing to City Council in the fall of 2025.</p>
<p><b>Create 2.1: Update the Regional Plan policies to support increased density related to affordable housing.</b></p> <p><b>Policy Initiative:</b> Ensure that the Flagstaff Regional Plan includes robust affordable housing goals and policies (Create 2).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify it in May 2026.</p>
<p><b>Create 2.2: Identify suburban areas to support greater density and intensity of development.</b></p> <p><b>Policy Initiative:</b> Ensure that the Flagstaff Regional Plan includes robust affordable housing goals and policies (Create 2).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify it in May 2026.</p>
<p><b>Create 2.3: During the update of the Flagstaff Regional Plan, revise the Community Character chapter for goals and policies to include cost-saving methods that reduce the conflict between affordable housing, historic preservation, and urban design.</b></p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> A Regional Plan update is underway. The update will go to City Council for approval by Fall 2025. Voters will then ratify it in May 2026. The Community Character chapter is proposed to be eliminated and incorporated as</p>

<p><b>Policy Initiative:</b> Ensure that the Flagstaff Regional Plan includes robust affordable housing goals and policies (Create 2).</p>	<p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	<p>Best Practices for Creating a Sense of Place in the Goals and Policies Chapter.</p>
<p><b>Create 3.2: Create a fund for the purpose of acquiring land/units for affordable housing in order to be able to respond to opportunities as they arise.</b></p> <p><b>Policy Initiative:</b> Create a dedicated funding source for affordable housing in Flagstaff (Create 3).</p>	<p><b>Dependent On Other Strategy Completion:</b> No</p> <p><b>Time Commitment:</b> Low</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Management Services, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> Housing was awarded \$500,000 through the City’s fiscal year 2024-2025 budget and will utilize this funding when appropriate opportunities arise.</p>
<p><b>Create 3.3: Identify ongoing resource opportunities for the purpose of assisting households experiencing homelessness, households at risk of becoming homeless, first-time homebuyers, and affordable housing targeted to these populations.</b></p> <p><b>Policy Initiative:</b> Create a dedicated funding source for affordable housing in Flagstaff (Create 3).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 3.1</p> <p><b>Time Commitment:</b> Low</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Management Services, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> Research is underway, and a bond approved by voters will partially support this strategy through the expansion of the existing down payment assistance program. Additionally, the Housing Office’s grant applications, beyond traditional funding sources, will further contribute to this strategy, in alignment with CDBG Council priorities.</p>
<p><b>Create 4.5: Evaluate and amend the Resource Protection Overlay standards to ensure that the minimum densities can be met on most sites, including making the requirements for residential sites to be similar to those for a commercial site.</b></p> <p><b>Policy Initiative:</b> Amend the Flagstaff Zoning Code to facilitate</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Long-Term (5-10 years)</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> This strategy is currently in progress and will be completed with several amendments, taking time to implement fully.</p>

<p>the development of all housing types (Create 4).</p>	<p><b>City Division/Section Collaboration:</b> Zoning Code, Planning, Housing Section</p>	
<p><b>Create 4.6: Evaluate Resource Protection Overlay standards in terms of consistent application across each zone and allow for greater maximum densities.</b></p> <p><b>Policy Initiative:</b> Amend the Flagstaff Zoning Code to facilitate the development of all housing types (Create 4).</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Long-Term (5-10 years)</p> <p><b>City Division/Section Collaboration:</b> Zoning Code, Planning, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> A draft pilot program is underway. Staff have been conducting public outreach, and a City Council Public Hearing is scheduled for June 17, 2025.</p>
<p><b>Create 5.5: Explore alternative Engineering and Fire requirements to minimize the cost of development without compromising Fire and Life Safety.</b></p> <p><b>Policy Initiative:</b> Explore regulatory efficiency and cost-saving practices (Create 5).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Long-Term (5-10 years)</p> <p><b>City Division/Section Collaboration:</b> Building Safety, Engineering &amp; Capital Improvements, Planning, Flagstaff Police Department, Flagstaff Fire Department, Water Services, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> Staff are working to develop recommendations for City code and standard updates based on the best available wildfire risk reduction science. Wildland Fire Management staff are specifically focused on updating the International Wildland-Urban Interface Code, resource protection standards, and landscaping standards. In 2024, Flagstaff was selected by the Headwaters Economics Community Planning Assistance for Wildfire team to receive technical assistance with land use planning. Wildfire-adapted building codes and construction practices are well aligned with energy efficiency and insurance cost mitigations.</p>
<p><b>Create 5.9: Prioritize the development of City of Flagstaff owned land designated for affordable housing and evaluate other City-owned parcels for</b></p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> High</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> An inventory of City-owned land was completed through the Land</p>

<p><b>affordable and mixed-income housing.</b></p> <p><b>Policy Initiative:</b> Explore regulatory efficiency and cost-saving practices (Create 5).</p>	<p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Long-Term (5-10 years)</p> <p><b>City Division/Section Collaboration:</b> Housing Section, Real Estate Section</p>	<p>Availability and Sustainability Analysis (LASS) part of the LASS+ Code Analysis Project (CAP). Staff will present this report to City Council in the fall of 2025 to determine the next steps.</p>
---	---	---

*Preserve affordable housing.*

<p><b>Preserve 1.2: Review the Land Use Goals and Policies in the Regional Plan, Specific Plans, and City code to remove barriers to adaptive reuse for the creation of affordable housing.</b></p> <p><b>Policy Initiative:</b> Encourage the adaptive reuse of buildings (Preserve 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Long-Term (5-10 years)</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> A Regional Plan update is underway. The update will go to City Council for approval by Fall 2025. Voters will then ratify it in May 2026. Also, Housing staff have \$3 million in bond funding available for this purpose.</p>
<p><b>Preserve 2.2: Acquire and rehabilitate already built properties for affordable housing projects when financially feasible.</b></p> <p><b>Policy Initiative:</b> Expand efforts to preserve existing housing stock (Preserve 2).</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 3.1</p> <p><b>Time Commitment:</b> High</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Long-Term (5-10 years)</p> <p><b>City Division/Section Collaboration:</b> Real Estate, Management Services, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> This strategy relies heavily on collaboration with private development partners as opportunities emerge.</p>


**Protect people from housing discrimination and remove housing barriers.**

<p><b>Protect 3.3: Research ways to provide incentives to landlords who rent to those with any housing voucher or housing barriers, such as poor credit, criminal history, etc.</b></p> <p><b>Policy Initiative:</b> Continue Flagstaff's commitments to further federal and Arizona Fair Housing laws in all housing-related services and programs, value the efforts of those who seek to reduce barriers to equitable housing opportunities, and provide Fair Housing education and resources to the community (Protect 3).</p>	<p><b>Dependent On Other Strategy Completion:</b> No</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Short-Term (1-4 years)</p> <p><b>City Division/Section Collaboration:</b> Management Services, Housing Section</p>	<p><b>Status:</b> 🕒 In Progress</p> <p><b>Status Comments:</b> In progress through the City of Flagstaff Housing Authority.</p>
--	---	---



**Ongoing Strategies**




**Create housing options for households at all income levels and family sizes occupied by local residents.**


<p><b>Create 1.1: Ensure that modifications to the zoning code improve and maintain the effectiveness of the density incentives for affordable housing.</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 5.1</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	<p><b>Status:</b> 🔄 Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>
<p><b>Create 1.7: Explore ways to incentivize employers to offer Employer Assisted Housing (EAH) programs.</b></p> <p><b>Policy Initiative:</b> Incentivize the creation of affordable units</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 3.1</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> No</p>	<p><b>Status:</b> 🔄 Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>

<p>through various programs and mechanisms (Create 1).</p>	<p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	
<p><b>Create 5.7: Construct and promote net zero or Net Zero Ready affordable housing when funding is available and encourage private developers to do the same.</b></p> <p><b>Policy Initiative:</b> Explore regulatory efficiency and cost-saving practices (Create 5).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Preserve 2.2</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>

***Connect people to equitable housing solutions.***

<p><b>Connect 1.3: Continue to support and develop Coordinated Entry as a meaningful process that provides linkages to healthcare, behavioral health, and housing.</b></p> <p><b>Policy Initiative:</b> Reduce homelessness in the Flagstaff community and seek creative solutions to foster housing permanency for all (Connect 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> No</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Housing Section</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>
<p><b>Connect 2.1: Evaluate housing policies and strategies in City of Flagstaff planning documents through an equity lens.</b></p> <p><b>Policy Initiative:</b> Implement a framework for centering equity in proposed and existing housing</p>	<p><b>Dependent On Other Strategy Completion:</b> Yes - Create 5.1</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>




<p>practices, policies, and programs (Connect 2).</p>	<p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Housing Section</p>	
<p><b>Connect 2.2: Encourage community organizations such as the local Continuum of Care to continue to integrate equity into programs and policies.</b></p> <p><b>Policy Initiative:</b> Implement a framework for centering equity in proposed and existing housing practices, policies, and programs (Connect 2).</p>	<p><b>Dependent On Other Strategy Completion:</b> No</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> No</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Housing Section</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>
<p><b>Connect 2.4: Utilize City of Flagstaff resources to educate the community about financing and housing opportunities with an emphasis on assisting low- to moderate-income households to advance through the housing continuum and to address past racial disparities.</b></p> <p><b>Policy Initiative:</b> Implement a framework for centering equity in proposed and existing housing practices, policies, and programs (Connect 2).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Protect 2.4</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> No</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Housing Section</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>
<p><b>Connect 3.1: Raise awareness of housing security as a social determinate of health.</b></p> <p><b>Policy Initiative:</b> Integrate healthcare into housing programs, and housing into healthcare programs, as appropriate (Connect 3).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Protect 2.4</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> No</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>


	City Division/Section Collaboration: Housing Section	
<p><b>Connect 3.2: Encourage neighborhoods, housing types, and building practices that increase health.</b></p> <p><b>Policy Initiative:</b> Integrate healthcare into housing programs, and housing into healthcare programs, as appropriate (Connect 3).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 5.1</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> No</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Planning, Housing Section, Transportation, PROSE</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>

*Preserve affordable housing.*

<p><b>Preserve 1.1: Explore the use of Low-Income Housing Tax Credit in conjunction with Historic Preservation Tax Credit for the acquisition and rehabilitation of affordable housing where appropriate.</b></p> <p><b>Policy Initiative:</b> Encourage the adaptive reuse of buildings (Preserve 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Create 5.3</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> No</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Planning, Real Estate, Housing Section</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>
<p><b>Preserve 2.1: Continue homeownership rehabilitation programs and create an affordable rental rehabilitation program with a focus on establishing safe, decent, and sustainable housing.</b></p> <p><b>Policy Initiative:</b> Expand efforts to preserve existing housing stock (Preserve 2).</p>	<p><b>Dependent On Other Strategy Completion:</b> No</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Medium</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>

***Protect people from housing discrimination and remove housing barriers.***

<p><b>Protect 1.1: Advocate to the State of Arizona to allow greater local control of vacation rentals and second homes.</b></p> <p><b>Policy Initiative:</b> City Council will continue to lobby and support federal and state legislation to encourage changes to federal and state laws, and to increase the amount of funding available for the preservation and construction of affordable housing (Protect 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Protect 2.4</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Economic Vitality, Management Services, Housing Section</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>
<p><b>Protect 1.2: Pursue local and legislative changes that increase the preservation, creation, and protection of affordable housing as necessary.</b></p> <p><b>Policy Initiative:</b> City Council will continue to lobby and support federal and state legislation to encourage changes to federal and state laws, and to increase the amount of funding available for the preservation and construction of affordable housing (Protect 1).</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Protect 2.4</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> Yes</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Housing Section, Management Services</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>
<p><b>Protect 2.2: Encourage diversity of housing options in all neighborhoods, understanding that exclusive communities are incompatible with the City of Flagstaff's mission to protect and enhance the quality of life for all.</b></p> <p><b>Policy Initiative:</b> Ensure affordable housing is a part of every Flagstaff neighborhood and work to address disparate impact as part of any</p>	<p><b>Dependent On Other Strategy Completion:</b> Partially - Protect 2.4</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> Low</p> <p><b>Requires Council Consideration:</b> No</p> <p><b>Funding Required Over Staff Time:</b> No</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p>	<p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>

<p>development or redevelopment (Protect 2).</p>	<p><b>City Division/Section Collaboration:</b> Housing Section, Planning, Transportation, PROSE</p>
<p><b>Protect 2.4: Implement a public outreach campaign to educate the community about the critical role affordable housing plays in a thriving community, create a groundswell of support for affordable housing, and combat community opposition to housing and affordable housing.</b></p> <p><b>Policy Initiative:</b> Ensure affordable housing is a part of every Flagstaff neighborhood and work to address disparate impact as part of any development or redevelopment (Protect 2).</p>	<p><b>Dependent On Other Strategy Completion:</b> No</p> <p><b>Time Commitment:</b> Medium</p> <p><b>Public Engagement:</b> High</p> <p><b>Requires Council Consideration:</b> No</p> <p><b>Funding Required Over Staff Time:</b> Yes</p> <p><b>Anticipated Timeline of Strategy Implementation from 02/15/2022:</b> Ongoing</p> <p><b>City Division/Section Collaboration:</b> Housing Section</p> <p><b>Status:</b>  Ongoing</p> <p><b>Status Comments:</b> Ongoing</p>



# 2025-2026 Implementation Plan for the 10-Year Housing Plan

Adriana Fisher, Housing Program Manager

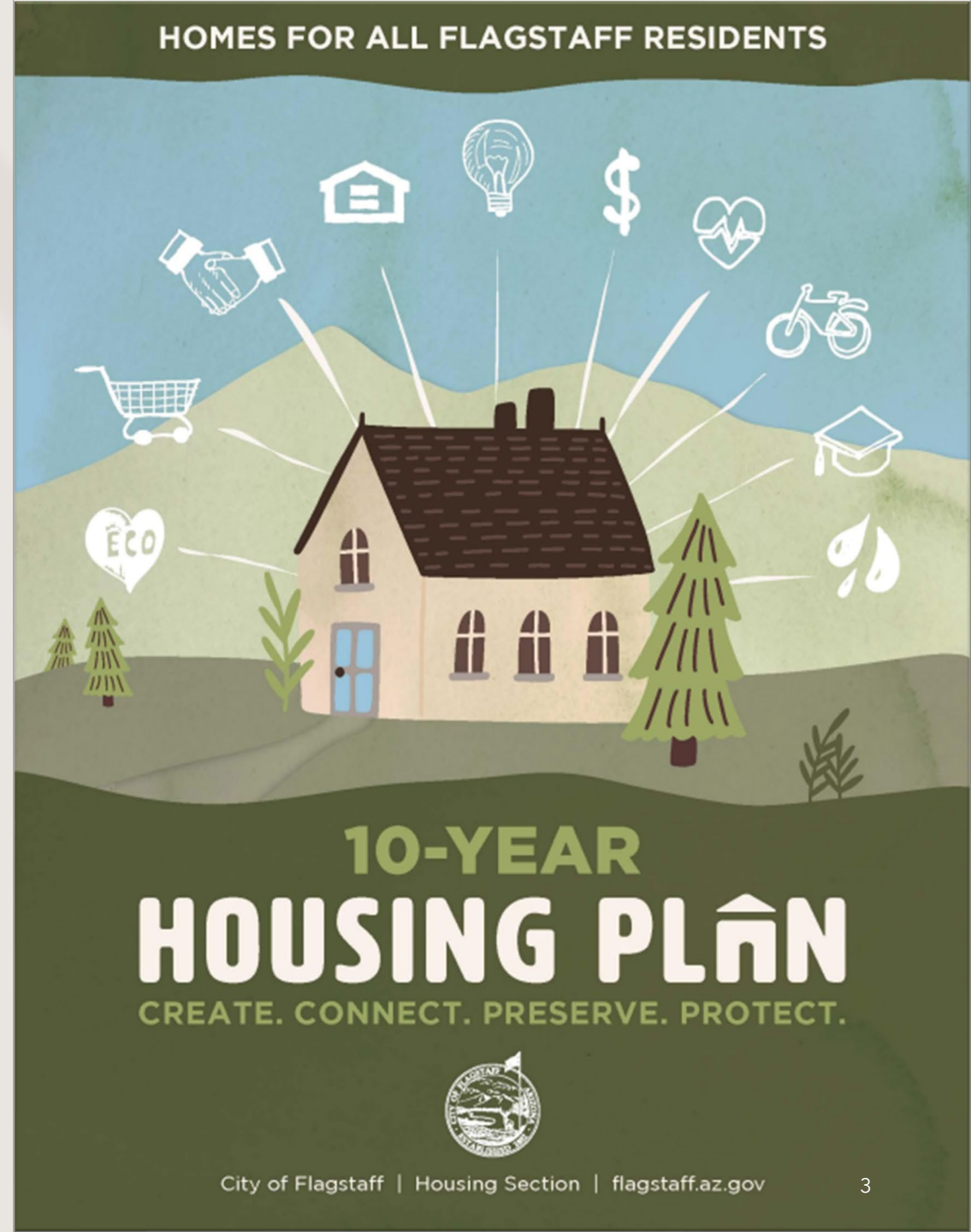
June 10, 2025

# Agenda

- Housing Plan:
  - Timeline
  - Framework
  - Progress
- 2025-2026 Implementation Plan
- Comments & Questions



# 10-Year Housing Plan Refresher



# Creation Timeline



Citizen  
Petition to  
City Council  
(2020)



City Council  
Declares  
Housing  
Emergency  
(2020)



Plan Creation  
(2021)



10-Year  
Housing Plan  
Adopted by  
City Council  
(2022)

# Framework

## Vision

- Create a vibrant, livable community with housing options for all income levels and household sizes.

## Overarching Goal

- Cut housing need by half.

## 2 Elements

- Impact 6,000+ LMI residents
- Create/preserve 7,976 homes (10%+ affordable)

## 13 Robust Policy Initiatives

## 58 Comprehensive Strategies

# Overarching Goal Progress

## PROGRESS TOWARD OVERARCHING GOAL

February 15, 2022 - March 31, 2025



**Residents Impacted**  
since 02/15/2022 of  
6,000+ goal  
(Element One)



**Market Rate Units**  
created or preserved since  
02/15/2022 of 7,178 goal\*  
(Element Two)



**Affordable Units**  
created or preserved since  
02/15/2022 of 798 goal\*\*  
(Element Two)

\*The goal is to create or preserve 7,976 housing units by 2031 with 10% being affordable (7,976 - 10% = 7,178).  
\*\*10% of 7,976 total units created or preserved is 798.



# Strategy Progress

---

12 strategies completed

---

23 strategies underway

---

19 strategies ongoing

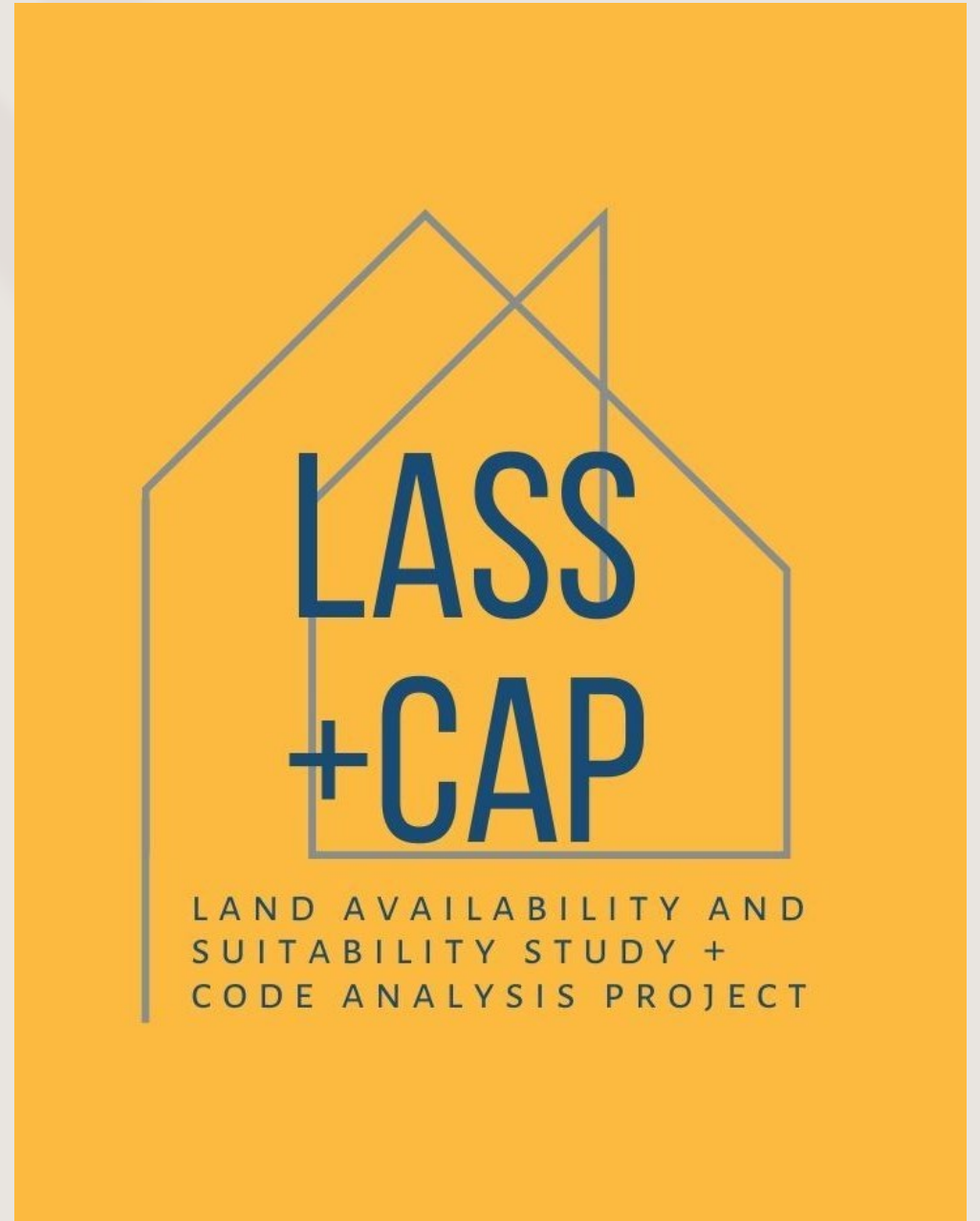
---

4 strategies not started

# Completed FY2024-2025 Strategies

Completed strategies:

- Cost-saving tools and techniques for development (Create 5.2)
- New Housing Navigator (Connect 1.2)
- Protections for fair housing classes (Protect 1.3)





CITY OF  
**FLAGSTAFF**

# 2025-2026 Implementation Plan

FOR THE 10-YEAR HOUSING PLAN



# 2025-2026 Implementation Plan

# Strategies Listed

33 total strategies:

- 18 regular
  - 10 new
- 15 ongoing
  - 6 new

# Strategy Prioritization

Factors influencing which strategies are chosen each year:



Dependent On  
Other Strategy  
Completion



Time  
Commitment



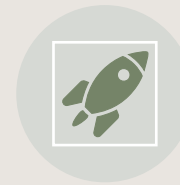
Public  
Engagement



Requires  
Council  
Consideration



Funding  
Required Over  
Staff Time



Anticipated  
Timeline of  
Strategy  
Implementation  
from  
02/15/2022



City  
Division/Section  
Collaboration

# 2025-2026 Strategies

## Incentive Policy for Affordable Housing (IPAH):

- Update and implement in City code (Create 1.2 & 1.3)
- Explore fee reductions, waivers, in-lieu options, and expedited review (Create 1.4, 1.5 & 1.6)



# 2025-2026 Strategies



## Resource Protection Overlay (RPO) Standards:

- Adjust for minimum densities (Create 4.5)
- Ensure consistent standards & increase max densities (Create 4.6)

# 2025-2026 Strategies

## Affordable Development & Landlord Incentives:

- Explore cutting development costs and maintaining safety (Create 5.5)
- Use City land for affordable housing (Create 5.9)
- Research incentives for inclusive landlord participation (Protect 3.3)



# 2024-2025 Strategies In Progress

## Regional Plan Strategies:

- Update Plan for higher density (Create 2.1)
- Identify suburban areas for increased density (Create 2.2)
- Revise for cost-saving methods (Create 2.3)
- Remove adaptive reuse barriers (Preserve 1.2)



**FLAGSTAFF**  
**REGIONAL PLAN 2045**

# 2024-2025 Strategies In Progress

## Investment & Access:

- Explore land trusts and partnerships for ownership (Create 1.8)
- Create a land and unit acquisition fund (Create 3.2)
- Identify ongoing resources (Create 3.3)



# 2023-2024 Strategies In Progress

## Property Acquisition & Rehabilitation:

- Acquire and rehabilitate properties (Preserve 2.2)



# Ongoing Strategies



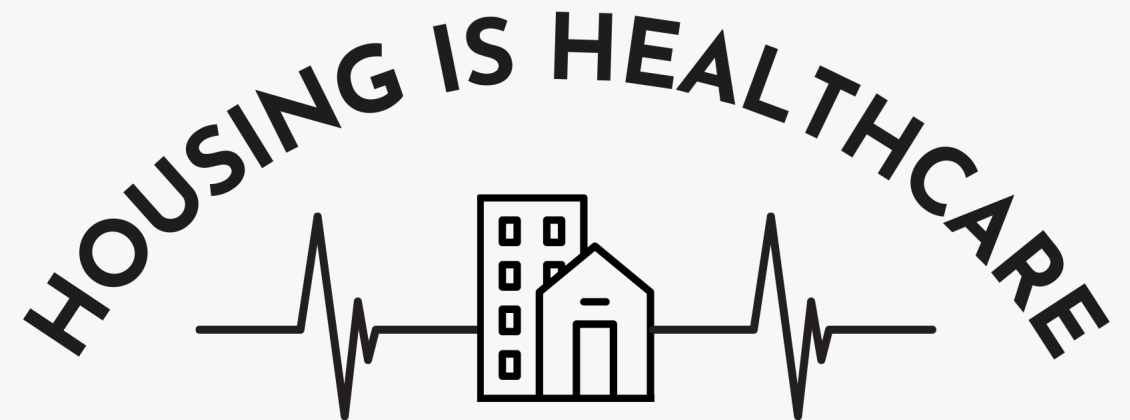
## Preservation, Rehabilitation & Advocacy:

- Explore tax credits for acquisition & rehab (Preserve 1.1)
- Rehab ownership & rental homes (Preserve 2.1)
- Advocate for local control of vacation rentals (Protect 1.1)

# Ongoing Strategies

## Equity, Education & Inclusivity

- Educate on financing and housing opportunities (Connect 2.4)
- Encourage healthy and diverse housing and practices (Connect 3.2 & Protect 2.2)



CITY OF FLAGSTAFF HOUSING SECTION

Instagram: @cityofflagstaffhousing

Facebook: @housingflagstaff

# Ongoing Strategies

## Policy & Incentive Tools:

- Enhance zoning code for density incentives (Create 1.1)
- Explore incentives for Employer Assisted Housing (Create 1.7)
- Pursue policy changes for preservation, creation, and protection (Protect 1.2)



# Ongoing Strategies

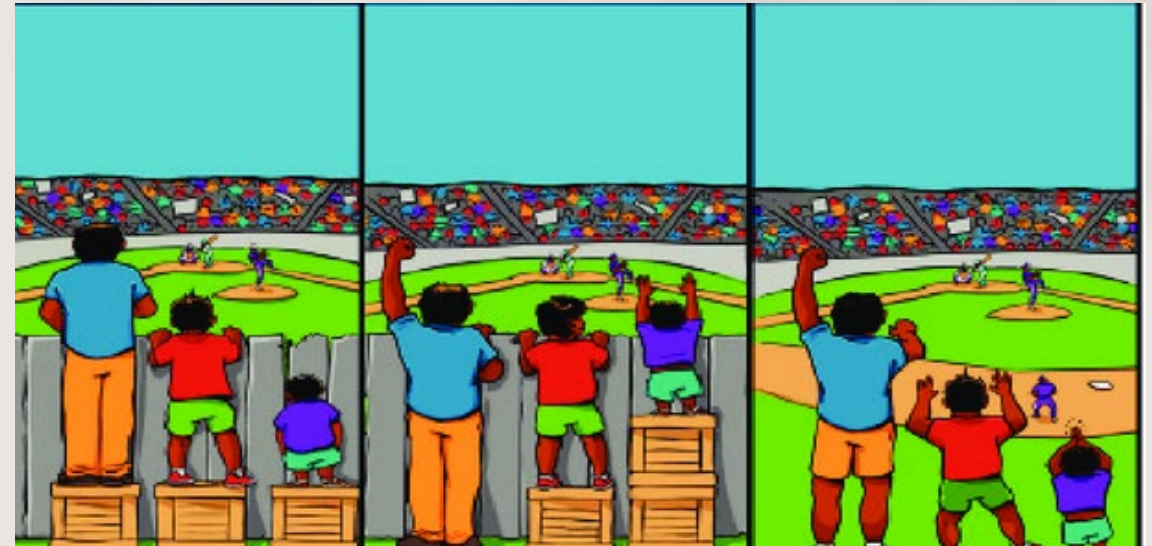
## Equity & Community Health:

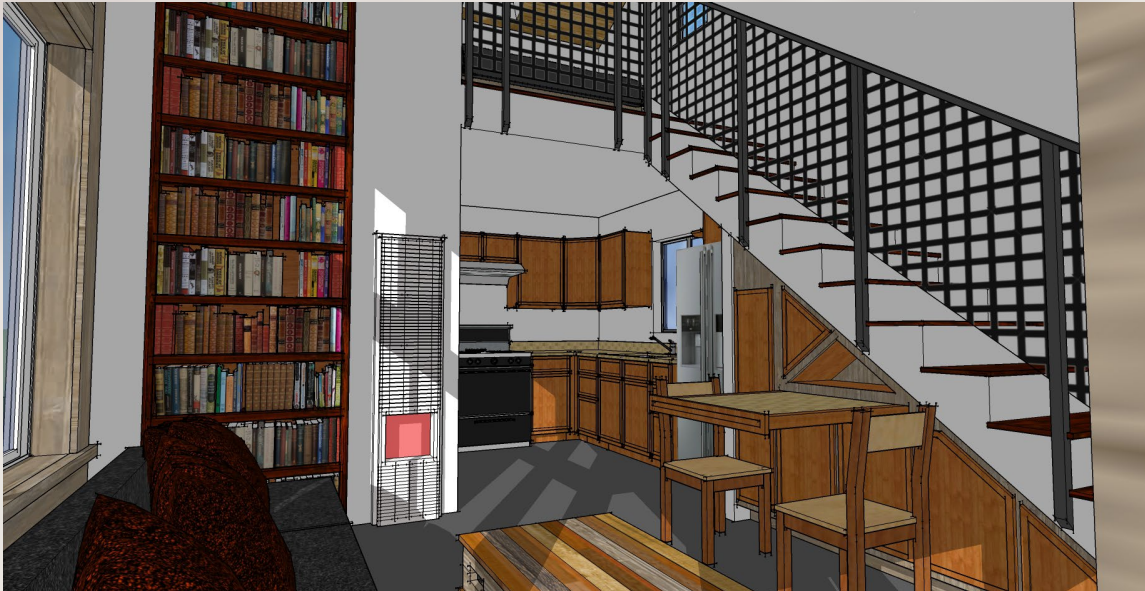
- Support Coordinated Entry (Connect 1.3)
- Evaluate policies & strategies through equity lens (Connect 2.1)
- Support equity in community programs (Connect 2.2)
- Promote housing security as key to health (Connect 3.1)



front door

a pathway to end homelessness





# Ongoing Strategies

## Sustainable & Public Awareness:

- Construct and promote net zero (Create 5.7)
- Educate and build support for affordable housing (Protect 2.4)

Comments?

Questions?



**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Collin Seay, Deputy Police Chief  
**Date:** 05/27/2025  
**Meeting Date:** 06/10/2025



---

**TITLE:**

**Presentation to Flagstaff City Council on the Flagstaff Police Department's 2025 Crime Reduction Plan.**

**DESIRED OUTCOME:**

This presentation to the council will serve as our commitment to transparency and accountability with the Flagstaff City Council and to all members of our community. We will overview crime trends, our goals, and the role each member of the Flagstaff Police Department has to reduce crime and victimization in our community.

**Executive Summary:**

The 2025 Crime Reduction Plan presents a comprehensive statistical overview of crime and victimization in our community, and it serves as a roadmap to reduce future victimization. The Crime Reduction Plan analyzes the most violent people, the places where crime is occurring, and the specific types of crime occurring in Flagstaff. This plan spells out the assignment of each section within the Flagstaff Police Department, and it narrates how we will work together with the community to reduce Part 1 Violent Crime by 8% and property crime by 5%. This plan also highlights our goals of leveraging technology to make us a smarter police department, advance our recruiting and retention efforts, and collaborate in our efforts to make our roadways safer for all citizens of Flagstaff.

**Information:**

Please refer to the 2025 Crime Reduction Plan attachment for further.

---

**Attachments:** [2025 Crime Reduction Plan](#)

---

FLAGSTAFF POLICE DEPARTMENT

**2025**  
**CRIME**  
**REDUCTION**  
**PLAN**

---



*Chief Sean Connolly*

---

# Table of Contents

Message from Chief Connolly	<b>3</b>
Overview	<b>4</b>
Current Crime Trends	<b>6</b>
Traffic Safety Data	<b>7</b>
Flagstaff Overdose Information	<b>8</b>
Performance Goals	<b>9</b>
Hotspot Mapping	<b>10</b>
CompStat Accountability	<b>12</b>

---

## INTRODUCTION

# WHERE WE ARE NOW

---

*Message from Chief Connolly*

In 2025, the Flagstaff Police Department issued a comprehensive Crime Reduction Plan which detailed our approach to preventing and controlling crime, providing public safety, and bringing justice to the victims of crime. In 2024, we have seen a 52% increase in violent crime and 5% increase in property crime, and this crime plan serves as a road map for the deployment of resources to reduce these trends in 2025.

With a continued commitment to these goals, this document sets forth the 2025 Crime Plan which relies on data driven strategies that are victim-centered and trauma-informed. We understand our community is plagued by the diseases of addiction and homelessness, and we will police with empathy and compassion to all people in Flagstaff. This plan focuses on leveraging technology, community resources, and strategic partnerships to function as a force multiplier. We will continue to focus on that small percentage of people responsible for the majority of crime. Our department is working toward opening a Real-time Operations Center which will allow us to use the latest technology available to keep our entire community safe and reduce crime and victimization.

This plan acts as the framework for more specific strategies that will be crafted, customized, and implemented for each area of our city. Please use this plan as a guideline for the work that your squads and units do on a daily basis. The focus will continue to be on the most violent offenders, the most active areas, prohibited possessors, and those with warrants. In addition, we will strategize on addressing the fentanyl epidemic plaguing our city and the increase in juvenile violent crime. We have seen an increase in juveniles involved in teenage violence and gang related activity, and the effects of the fentanyl epidemic on our community have been immense.

We are committed to building strong, trusting relationships with our community and the key to that is transparency and accountability at every level of our organization. Amidst the challenges that come our way, we continue to evolve and remain vigilant in our mission to protect our community. We must remember, at the center of all of this is the safety and quality of life of all who live in, work in and visit our great city.

It is the honor of a lifetime to continue to lead the sworn and professional staff of the Flagstaff Police Department. Remember, we are all in this together.

## CRIME REDUCTION MISSION

*The mission of the Flagstaff Police Department is to protect and preserve life, property, and public order through elite service.*

## Crime Reduction Guiding Principles

**Crime Fighting with a Victim-Centered Approach:** The community is faced with a high number of unsheltered individuals who frequently suffer from the diseases of addiction to alcohol, illegal drugs, and behavioral health issues. We will collaborate closely with community social service providers to extend alternatives to incarceration where possible. We will be professional, vigilant, and thorough in our response to criminal activity and our subsequent investigation of crime.

**Community Engagement:** We will strive to positively engage the community on every shift to build relationships, rapport, and trust. Each of us will work together in the community to co-produce solutions to make Flagstaff a safer place. We want to empower each officer to support community policing within their beats.

**Professional Development of our Staff:** Our department will provide our officers with the highest level of training possible producing exemplary service to our community. Our greatest obligation to our employees is job satisfaction and professional development. These two aspects create a foundation for retention, recruitment, and exceptional service.

**Officer Wellness and Safety:** The hearts and minds of our officers is paramount in creating exceptional police officers. We will work tirelessly to ensure we are mentally, emotionally, and physically capable of providing the highest level of policing to the citizens of Flagstaff.

**Compstat and Intelligence Driven Policing:** We will aggregate accurate and timely data to analyze crime trends on a daily basis to assist us in the strategic deployment of resources. All members of the department are empowered to be problem solvers in reducing crime and preventing disorder. It is our expectation that everyone in the organization take extreme ownership of the crime trends on behalf of creating a safer Flagstaff.

## Strategic Priorities and Focus Areas

This crime plan is a priority for every member of the Flagstaff Police Department. We will focus on the root-causes of crime, disorder, and victimization. We will accomplish this with a hyper-focus on the most violent people, the most dangerous places, and the violent behavior associated with them. In 2024, our community experienced 311 Part 1 Violent Crime offenses. The majority of these offenses involved Aggravated Assaults and Robberies. Drug and alcohol intoxication were the nexus for these crime categories. We will work intelligently to identify serial offenders in our community. We will rely on community members, prosecuting partners, other law enforcement agencies, and social service providers for assistance to find the best solutions for the causation of crime in our community.

The three strategic priorities for the prevention and control of criminal activity in the City of Flagstaff are:

<p>1. The most violent people</p>	<p>The most violent crime suspects are engaged in a high volume of violence in the community. The early identification, investigation, apprehension, and prosecution of these individuals provides the highest probability of preventing more crime.</p>
<p>2. The most dangerous places</p>	<p>A disproportionate amount of the criminal behavior in our city is concentrated in specific geographical locations. Patrol officers are expected to perform intelligence directed patrol activities designed to prevent and control crime while identifying criminal offenders by focusing on the instrumentalities of crime such as firearms, stolen vehicles, etc.</p>
<p>3. Violent offenders with outstanding arrest warrants</p>	<p>Violent offenders with outstanding warrants present a threat to our communities and the Department will utilize a department-wide prioritized tiered approach.</p>

For each Strategic Priority and Focus Areas, crime reduction strategies will be employed, concentrating on high-crime locations, chronic offenders, prohibited firearm possessors, fentanyl related crime and disorder, and juvenile violent crime. A department-wide tiered apprehension approach will continue to be applied. The strategies provide a department-wide framework while also allowing for customization within each squad, dependent on their unique issues and challenges. Additionally, the following strategies are not exhaustive of all strategies that will be employed, but they reflect the priorities identified in the focus areas and commitment to reducing criminal activity in our community utilizing a community and victim-centered approach.

This plan includes specific goals within each focus area, corresponding Key Performance Indicators, the resources needed, and the responsible work unit(s). Federal, county, city, and community resources are also critical to the successful execution and sustainability of this plan and have been identified as key partners.

# Current Crime Trends

In 2024, our community experienced a 52% increase in Part 1 Violent Crime from 2023. This was driven by 311 total violent offenses which consisted of 216 Aggravated Assaults, 58 Sexual Assaults, 32 Robberies, and 5 Homicides for 2024. Property Crime saw a 4% increase in 2024 when compared to 2023. The table below shows the Part 1 crime trends over the past five years in the City of Flagstaff. In 2021, the Flagstaff Police Department transitioned to the National Incident Based Reporting System (NIBRS) to document violent crime in our community. We are committed to providing the community, our staff, and our partners transparent and accurate crime data for community. Our command and executive teams review this data on a daily basis to deploy our teams in the most strategic fashion to reduce violent crime in our community.

Part 1 Crime Type	2021	2022	2023	2024	% Change 2023-2024
Homicide	2	4	2	5	150.00%
Sexual Assault	39	45	46	57	23.91%
Robbery	39	43	26	32	23.08%
Agg Assault	126	143	131	217	65.65%
<b>Total Part 1 Violent</b>	<b>206</b>	<b>235</b>	<b>205</b>	<b>311</b>	<b>51.71%</b>
Residential Burglary	56	48	54	50	-7.41%
Commercial Burglary	52	46	39	28	-28.21%
Burglary from Vehicle	165	163	132	112	-15.15%
Motor Vehicle Theft	75	67	50	81	62.00%
Arson	3	11	16	14	-12.50%
Larceny Theft excluding Burglary from Vehicle	1361	1559	1391	1458	4.82%
<b>Total Part 1 Property</b>	<b>1712</b>	<b>1894</b>	<b>1682</b>	<b>1743</b>	<b>3.63%</b>

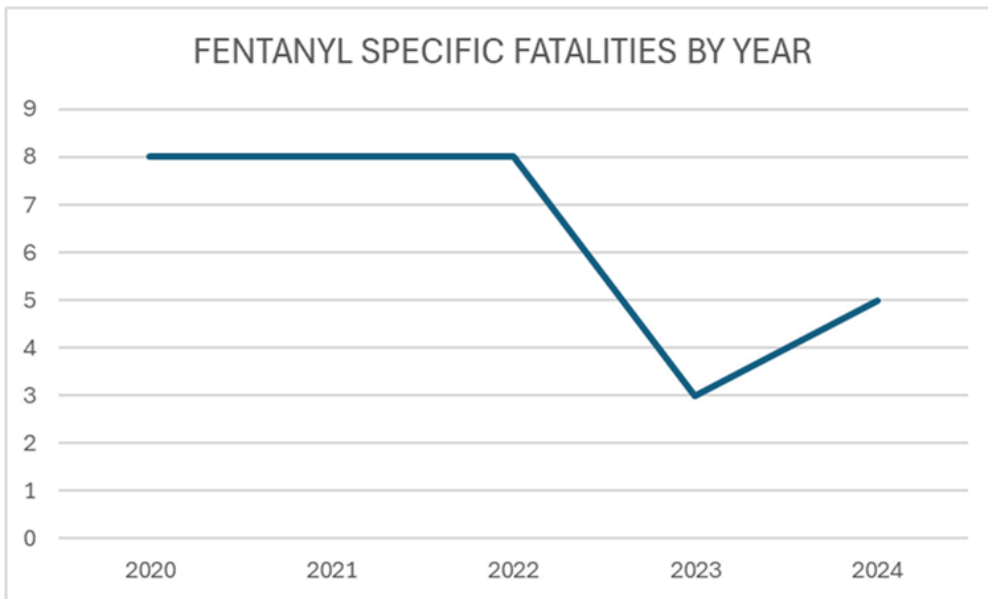
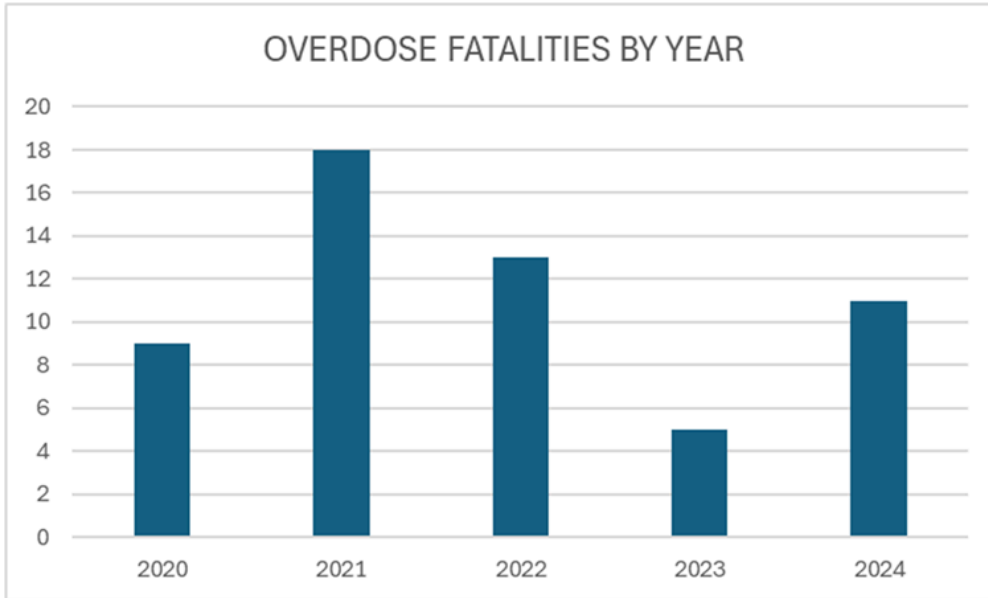
# Traffic Safety Data

One of our community safety priorities at the Flagstaff Police Department is to ensure our roadways are safe as possible for our motorists, bicyclists, and pedestrians. In 2024 there were 5 traffic fatalities in Flagstaff which is a reduction from 2023 in which we experienced 6 traffic fatalities. We will sustain our commitment to officer presence and traffic enforcement and education within our city, especially in hot spot location and at intersections with a high volumes of traffic violations and collisions. Every patrol officer is a traffic officer, and each squad will diligently commit to the department's mission of keeping our roadways safe for the entire community.

	2023	2024	% Change
Total Fatalities	6	5	-16.7%
Alcohol-Related	2	1	-50.0%
Impaired-Related	0	3	100.0%
Speed-Related	2	4	100.0%
Pedestrian	2	1	-50.0%
Bicycle	0	0	-

# Flagstaff Overdose Information

In 2024, Flagstaff experienced 11 fatal overdoses involving illegal drugs. 82% were male and 18% were female. Fatal overdose rates have increased 120% between 2023 and 2024, although the average from 2020 through 2023 was 11.25 fatal overdoses. One of our greatest missions is to protect this community from fentanyl and other dangerous drugs, and each squad will be proactive in the enforcement of the trafficking of drugs. Our enforcement will focus on incarceration of dealers spreading this poison in our community, and the hope that a treatment-focused approach for our end users. Officers, patrol squads, detectives, and Metro Narcotics Detectives need to work close together to generate intelligence to remove illicit drugs from our community.



# Performance Goals

By analyzing data and trends over the last year, revised performance goals have been identified for this year's plan. Reviewing the data from 2024, we identified an increase in Aggravated Assaults and Robberies which significantly contributed to a 52% increase in Part 1 Violent Crime.

**Goal 1:** Reduce the number of violent crimes in the City of Flagstaff by 8% and the number of property crimes by 5%

**Goal 2:** Increase the number of cases submitted for prosecution for the sale and distribution of illegal drugs by 3%. This includes fentanyl, methamphetamine, cocaine, and heroin. We will expand education and prevention efforts while utilizing multiagency intelligence dashboards and community partnerships ensuring a comprehensive approach to addiction and illegal drug distribution in our community.

**Goal 3:** Increase and leverage technology to assist and support our crime reduction efforts. These technological enhancements will increase our capacity to capture, aggregate, and understand crime analytics. This will result in efficiencies, effective resource allocation, and effective crime prevention and reduction.

**Goal 4:** Recruit and advanced officer training will continue to be a priority for 2025. Our goal is to fully transition our field training officer program to the "Next-Gen FTO" model by late summer/fall of 2025. This program will serve as a "weed-in" mindset for new recruits and is the latest advancement in new officer training. We will increase our advanced officer proficiency training time while modernizing our training experience.

**Goal 5:** We will make our roadways safer for community. This will be accomplished through targeted and data-driven enforcement of impaired drivers and dangerous traffic offenders. Our goal is to increase proactive enforcement resulting in the reduction of fatal and injury traffic collisions. Our goal is to reduce fatal and injury collisions by 5%. We will also focus on advanced DUI training for our staff, and increase the number of certified Advanced Roadside Impaired Driving Enforcement (ARIDE) and Drug Recognition Expert (DRE) officers.

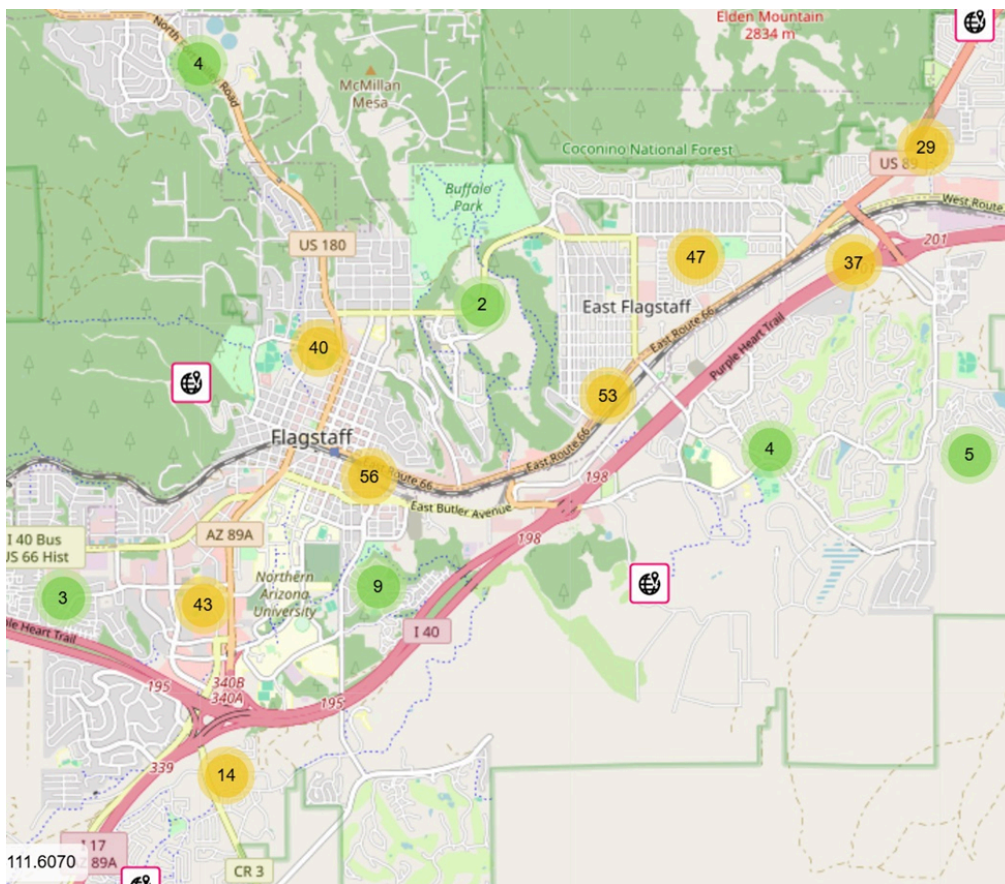
# Hot Spot Mapping

The Department will utilize hotspot mapping strategies to identify locations which are disproportionately producing high levels of crime.

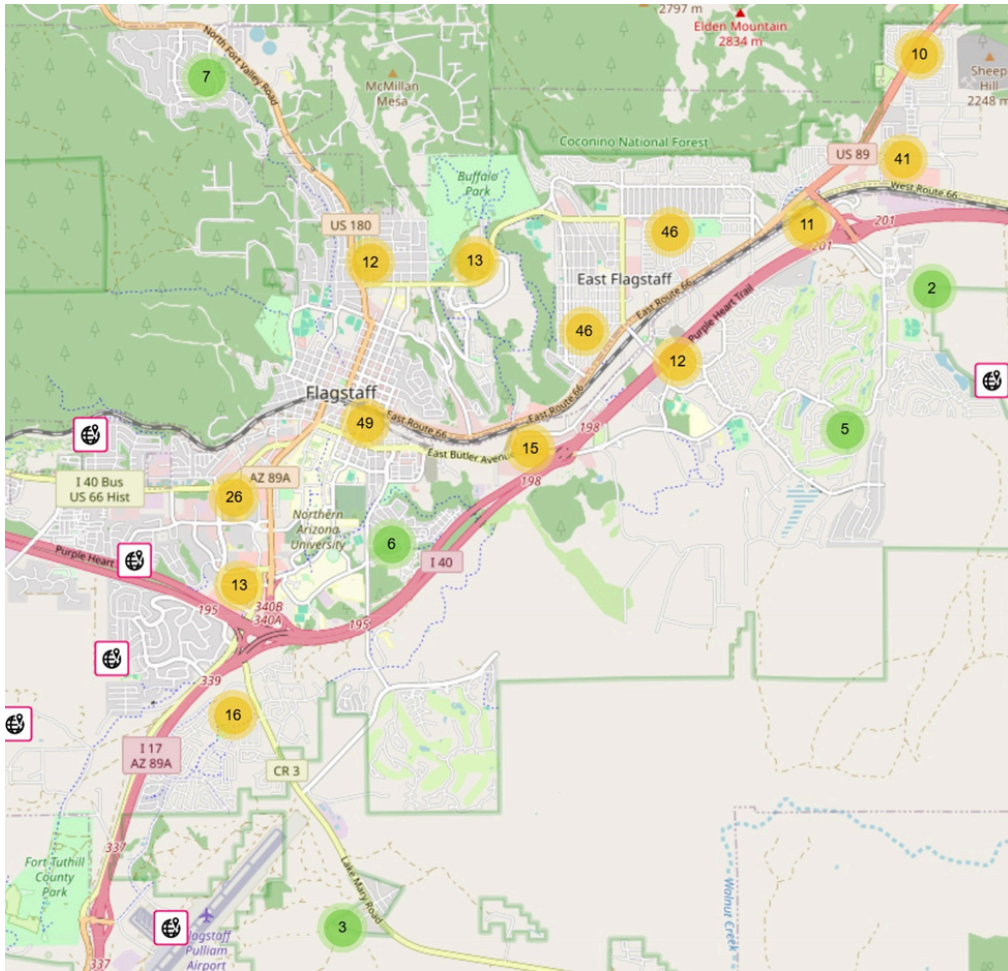
By addressing these locations, the chronic offenders and their behavior, with a focus on the most active and most violent individuals, we will achieve a reduction in criminal activity.

The following maps shows violent crime person offenses then property crime offenses citywide.

Each squad will be presented weekly Part 1 Violent and Property crime data in real time from their Lieutenants in squad briefing. Each Sergeant will report to a CompStat meeting quarterly to discuss Part 1 Crime on their shifts, their officer activity, and their overtime report. CompStat meetings will occur on Mondays for Dayshifts, Fridays for Swing Shifts, and Saturdays for Graveyard squads. Each Sergeant and Lieutenant is responsible for the crime that occurs within their beat during their watch and will be required to provide the Executive Team with action plans, operational plans, and deployment models to reduce crime within the beats.



**Part 1 Violent Crime Heat Map**



**Part 1 Property Crimes Heat Map**

# CompStat Accountability

The Executive Team and Command Staff comprehensively review departmental data on a weekly basis which is also disseminated through the organization by the Command Staff. The Executive Team will hold quarterly Compstat meetings to discuss crime fighting and community engagement with all Lieutenants, Sergeants, and Corporals on a quarterly basis. These meetings will analyze accurate and timely information and will be solution oriented. Lieutenants and Sergeants are expected to produce crime prevention and reduction operational plans.

## Department Unit Work Roles

All members of the department will utilize this document as a guide to our unified crime prevention and reduction efforts in 2025. The goals set within the document are for all members of the department with the sole intent of making our community a safer place to live for our residents. Success can only happen if each section works together towards one vision of a safer community that we serve and live.

### Patrol

Patrol officers are the backbone of our police department and are the first to engage our community on crime and victimization. Every sworn officer at the department is a patrol officer and must have the ability to put on a uniform and assist in the patrol mission. It is imperative patrol officers provide the community with exemplary customer service. Our legitimacy and transparency with our community is built one contact at a time. This is achieved through overwhelming professionalism, customer service, and accurate and timely reporting. Every member of patrol is expected to work together as a team and have strong relationships. Community partnerships and teamwork is essential to carrying out the patrol mission.

Patrol officers will achieve this through:

- A prompt response times to citizen calls for service.
- Providing high visibility patrol and investigative follow up.
- Performing high-quality initial investigations.
- Utilizing effective communication, quality team tactics, and data-driven information to engage in apprehending violent and repeat offenders.
- Working collaboratively with all internal and external partners to address quality of life issues.

## **Crime Suppression Unit (CSU)**

The Flagstaff Police Department is committed to the investigation and suppression of crime in the City of Flagstaff. Although it is the responsibility of each member of the Department to identify and prevent these types of activities, the Crime Suppression Unit (CSU) has been established for the specific purpose of: proactive crime prevention and reduction while problem solving and producing solutions for the community. They are also vital to the tiered approach to apprehension of individuals who are identified as the most violent with dangerous warrants in our community. This unit is also responsible for the coordination of the woods watch program and dignitary security.

## **Traffic Unit**

The Flagstaff Police Department Traffic Unit is focused on improving roadway safety for all travelers. We will prioritize addressing impaired driving, reckless behavior, and other dangerous violations that threaten motorists, cyclists, and pedestrians. Our efforts include increased DUI enforcement, enhanced patrols in key areas such as school zones, and leading a proactive impaired driver task force. Through strategic enforcement, community education, and awareness campaigns, we aim to reduce traffic incidents and create safer streets in Flagstaff. Our community engagement focus will empower residents to take an active role in promoting traffic safety.

## **Criminal Investigations Division**

The Detective Division is responsible for investigating felony crimes and complex cases, while also supporting Patrol, identifying crime trends, and focusing on apprehending repeat offenders who significantly impact local crime rates. Detectives are dedicated to resolving criminal investigations successfully, guided by a steadfast commitment to justice and a victim-centered focus. Additionally, the Detective Division works to keep the Flagstaff community informed with awareness updates as crime patterns evolve.

## **Metro Narcotics**

METRO Narcotics will continue to focus on several aspects of investigations as it relates to the mission and values of the Flagstaff Police Department. These aspects include; providing plain clothes resources to Uniform Patrol and Criminal Investigations, conducting drug related investigation to include UC or CI buy walks, UC or CI buy busts in order to combat illegal drugs within our community, assisting with search warrants and preparing thorough investigations for successful prosecution, providing educational opportunities to the citizens of this community and developing uniform officers as it relates to METRO Narcotic duties, continuing state and federal partnerships as they relate to deterring and preventing criminal activity within the City of Flagstaff and the State of Arizona.

## **Northstar Anti-Human Trafficking Taskforce**

This task force was developed to partner several agencies in Northern Arizona to combat human trafficking. *North Star Task Force's mission* is to lead with survivor-informed practices, raise awareness, and deliver a coordinated response to human trafficking in Northern Arizona. By centering survivor voices and leveraging multidisciplinary partnerships, the task force will bridge critical service gaps, enhance community understanding, and implement trauma-informed systems to better serve survivors, prevent and address exploitation in our community.

## **Emergency Services Response Team**

The Emergency Services Response Team (ESRT) is made up of the Northern AZ Regional SWAT team, Explosive Ordinance Device (EOD) Team, Crisis Negotiator Team, and Rapid Response Team. Each team's mission is to protect and preserve life, property and public order through their respective advanced trainings, equipment, and tactics. The ESR Team is ready to deploy at any time of the day and night. This team is committed to utilizing their advanced knowledge/experience to conduct high level training to department staff.

The SWAT Team exists to support patrol and criminal investigations in arresting violent offenders who pose the most danger to the Flagstaff community and residents in Coconino County. The SWAT team is committed to supporting various operations including critical incident apprehension, Metro operations, surveillance details and special event security details. The EOD Team is federally trained and used for found explosive calls, event sweeps and rendering safe suspicious packages. They are also used to assist SWAT details with explosive breaching and technology needs. The Crisis Negotiation Team ensures strategic, accurate and critical communication is utilized during critical incidents. The Rapid Response Team is called upon to ensure safe and lawful assemblies like protests and large crowd gatherings.

## **GIITEM State Gang Task Force**

The state gang task force will be returning to the City of Flagstaff, and it is a multi-agency task force designed to reduce gang violence and crime in our community. The task force will focus on identifying street gang members, violent offenders with connection to street gangs, and they will also provide community education about gangs to deter juvenile entry into street gangs. Our community has experienced an increase in gang crime and gang violence in our neighborhoods.

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Georganna Staskey, Deputy City Clerk  
**Date:** 06/04/2025  
**Meeting Date:** 06/10/2025



---

**TITLE:**

**Council Confirmation of Direction:** Council met in executive session on June 10, 2025 to consult with and give instructions and direction to its legal counsel regarding the lease agreement with CBAR 19 Flagstaff, LLC.

**STAFF RECOMMENDED ACTION:**

Direct staff to follow City Council instruction and direction given in executive session.

**Executive Summary:**

Council met in executive session on June 10, 2025 to consult with and give instructions and direction to its legal counsel regarding the City's lease agreement with CBAR 19 Flagstaff, LLC pertaining to its lease of a portion of Tract 7B of the Pulliam Airport Airpark Unit 1, and related reimbursement agreement for right-of-way improvements.

**Financial Impact:**

**Policy Impact:**

**Previous Council Decision or Community Discussion:**

**Options and Alternatives to Recommended Action:**

**Connection to PBB Priorities and Objectives:**

**Connection to Regional Plan:**

**Connection to Carbon Neutrality Plan:**

**Connection to 10-Year Housing Plan:**

---

**Attachments:**