

*Flagstaff Regional Plan 2030*  
- 2018 ANNUAL REPORT -

**NATURAL ENVIRONMENT,  
BUILT ENVIRONMENT, &  
HUMAN ENVIRONMENT**



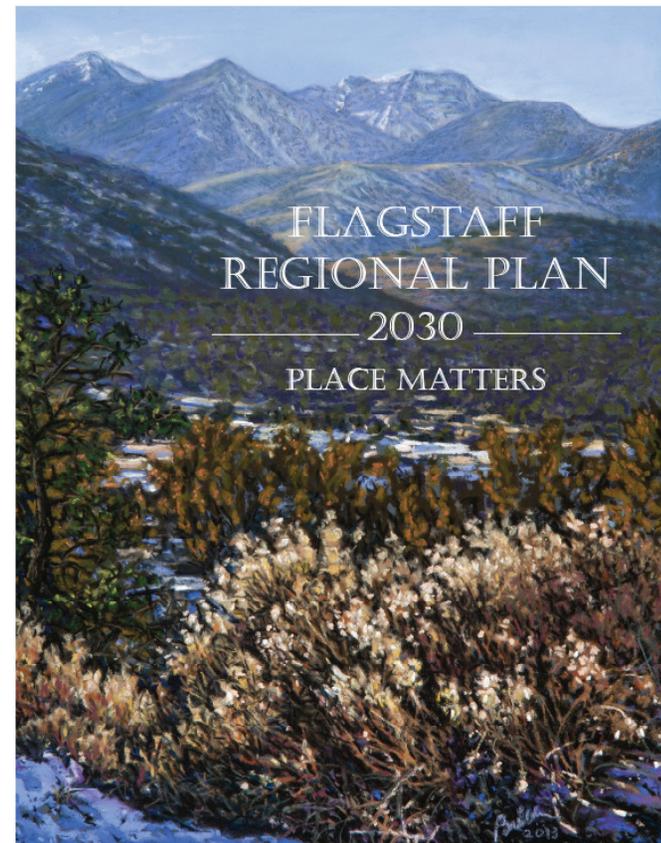
# INTRODUCTION

The *Flagstaff Regional Plan 2030 (FRP30)* is used for decision making so that Flagstaff City government is accountable for publicly-derived policy outcomes and goals. It provides the basis for policies and regulations to guide physical and economic development within the Flagstaff region. The Plan is used as a guide, or road map, for the future of the City and the region. It establishes priorities for public decisions and direction for complementary private decisions, thereby striving to establish predictability in the decision-making process.

The Annual Report consolidates metrics identified in Appendix D of the *FRP30* into a summary of the City's performance towards the Plan's goals, and an account of progress in Plan related work. While all the goals and policies in the Plan are directed to future needs and accomplishments, it is important to understand that many of them also reflect ongoing programs, initiatives, and actions already implemented by City, County, and other policy and decision makers. Progress towards the goals and policies in the Plan will be dependent on the community's ability or inability to fund the recommended actions, the policy decisions made by City Council and management, and the community support of the Plan.

This report is the fifth produced since the plan was adopted. It is the half way point between the 2014 Plan and the adoption of a new plan in 2024. Not all metrics are available on an annual basis. Gradual trends may be difficult to observe at this point in time. The report has a column to highlight the trends emerging so far. City staff strives to establish consistent methods of gathering the relevant data, even as policies and accounting systems may change. The report will note when a policy or management change has resulted in a change to the measurement, as opposed to a change that is the result of Plan implementation. If a date appears in parentheses after a measurement, it signifies that data from a different year was used. For instance, some data used in the 2014 report was based on data between 2011-2014, because of the timing and availability of data.

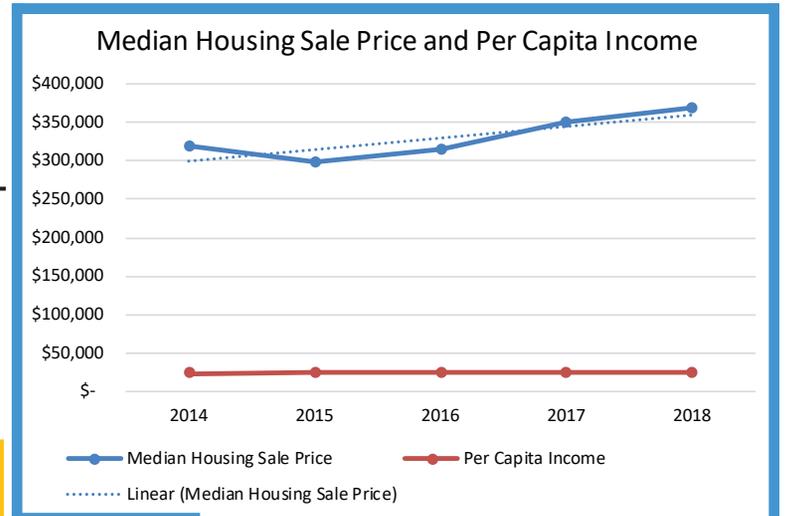
The Report is organized into metrics for the Natural, Built, and Human Environments. It also reports on the use of the goals in City Council decision making, Regional Plan accomplishments, and future projects to implement the Plan.



# Key Insights



## 5-Year Trends

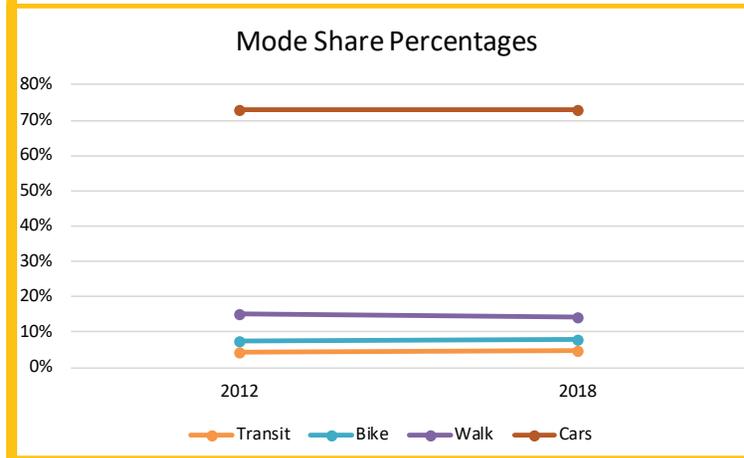


### HUMAN ENVIRONMENT 5.5 Million Visitors

2018's visitation number is 38 percent higher than 2014's. Visitation and population are the only non-budget-related Human Environment measures to have gone up every year. The strong economy is a major contributor to the visitation increases. With consumer confidence comes the reintroduction of expendable purchases. People are more eco-conscious than ever. It has become more popular to go on vacation where outdoor adventure abounds, and Flagstaff is a place with adventure along-side cultural attractions and a vibrant gastronomy scene. There is a growing trend in the traveling public that they want something different, authentic and memorable. The growth in visitation demonstrates Discover Flagstaff's and industry partner's success in targeting a broad variety of travelers. Discover Flagstaff wants visitors to feel invested in our community and travel responsibly while keeping the visitor numbers healthy.

### BUILT ENVIRONMENT 73 Percent Car Trips

A Trip Diary Survey was conducted in 2018 to determine the mode share of residents in the City. The last Trip Diary Survey was in 2012. The Key Insight with the 2018 values is their lack of progress. 24 goals in the Regional Plan connect to increasing multi-modal transportation opportunities or decreasing vehicular miles traveled. However, there is the same 73 percent of trips by car in 2018 as in 2012. Changes between 2012 and 2018 fall within the survey's margin of error.



### HUMAN ENVIRONMENT \$368,000 Median Housing Sale Price

The median housing sale price increased from \$320,000 in 2014 to \$368,500 in 2018 (15 percent increase). 2015 shows a low point over the past 5 years. Prices increased 23 percent between 2015 and 2018. These numbers only account for homes sold, and are therefore more variable than what the same home is actually worth. For example, a few really expensive or inexpensive homes can skew the overall price of homes sold that year. Therefore the dotted best-fit line on the chart above is a better representation of general price trends. It shows a price increase of close to 20 percent over the past 5 years. Meanwhile, per capita income has only increased 5 percent in the past 5 years per the American Community Survey's 5-year estimate.

# NATURAL ENVIRONMENT

## ENVIRONMENTAL & CONSERVATION PLANNING

Measure	2014	2015	2016	2017	2018	Trend
Acres of protected open space within city limits	20 new; 2,769 total	0 new; 2,769 total	0 new; 2769 total	300 new; 3,069 total	0 new; 3,069 total	→
Open space - per acre budget	not available	\$8.1	\$11.7	\$10.6	\$10.6	→
Volunteer Hours on Open Space	727	858	3,850	557	443	↘
Number of community gardens and gardeners	5 community gardens 78 participants	5 community gardens 94 participants	5 community gardens 126 participants	5 community gardens 90 participants	5 community gardens 87 participants	→

The trend for Environmental and Conservation Planning is stable. Before 2014, the City purchased thousands of acres of State lands for conservation. The purchasing of open space is leveling off, the program is now focused more on the management of these lands.

## PUBLIC FACILITIES - SOLID WASTE

Measure	2014	2015	2016	2017	2018	Trend
Amount of solid waste disposed in Cinder Lake landfill and remaining useable life	85,473 tons Est closure date: 2054	86,891 tons Est closure date: 2054	91,150 tons Est closure date: 2054	99,146 tons Est closure date: 2054	96,862 tons Est closure date: 2054	↗
Tons of recycling and waste diversion rate (SF homes diversion rate)	5,912 tons 39% (14%)	7,254 tons 42% (17%)	6,094 tons 43% (13%)	6,881 tons 27% (15%)	6,632 tons 9% (15%)	→

The overall volume of solid waste is increasing. 2018's landfill tonnage dropped a little from 2017's in part because Nestle Purina decided to haul waste to the Phoenix area for composting, Waste Management took more residential waste to their Transfer Station to go to other landfills, and it was a full year without taking paper millings and sludge from SCA Tissue. Staff revised how the tons of recycling and the diversion rate were calculated in 2018. The new tons calculation now accounts for the contaminated recyclables (about 34% of collected recyclables) that are delivered to the recycling center but sorted out and delivered to the landfill as trash. This calculation also incorporates the large amount of material from a business that was diverted through use as alternative daily cover up until 2017 when the business closed, significantly lowering the diversion rate.

## ENERGY

Measure	2014	2015	2016	2017	2018	Trend
Municipal energy consumption in City facilities per square foot (in kilowatt hours)	23.9 kWh	24.5 kWh	25.8 kWh	25.3 kWh	23.9 kWh	→
Renewable energy generated by City facility installations	3,496 MWh, 6.5% of City's energy use	3,553 MWh, 6.7% of City's energy use	2,902 MWh, 5.5% of City's energy use	2,729 MWh, 5.4% of City's energy use	2,936 MWh, 5.6% of City's energy use	↘

Energy consumption for City buildings has remained fairly steady. Renewable energy generation decreased in 2016 and has remained lower due in large part to the combined heat and power (cogeneration) system at the Wildcat Water Reclamation Plant not running. A new cogeneration system is expected to be installed in the next year or so.

**MISSING METRICS from the NATURAL ENVIRONMENT:** Wildlife corridors and habitat land consumed or preserved by development (Arizona Game and Fish Department-designated), Concentration of natural resources, conservation priority areas, open space acres protected through conservation easement, purchase, etc., Biodiversity (birds, plants, amphibians, fish, mammals, reptiles) – total species count – Arizona Game and Fish Department data (when available), Update Natural environment maps with pertinent information

## WATER RESOURCES

Measure	2014	2015	2016	2017	2018	Trend
Water, Wastewater, Reclaimed Water and Stormwater Annual Operating Budget <sup>1</sup>	FY15: \$15.9 million	FY16: \$17.3 million	FY17: \$17.8 million	FY18: \$18.4 million	FY19: \$18.5 million	
<b>Potable Water</b>						
Total Water usage (billed) (gallons per capita per day)	94	88	93	91	85	
kWh of energy used to produce and deliver potable water	21,117,850 kWh	19,253,690 kWh	20,279,800 kWh	17,899,000 kWh	18,141,300 kWh	
Gallons of potable water produced and delivered	2.4 billion gal	2.3 billion gal	2.6 billion gal	2.6 billion gal	2.6 billion gal	
Energy cost per thousand gallons of potable water produced and delivered <sup>3</sup>	\$0.76	\$0.72	\$0.78	\$0.71	\$0.71	
Peak day consumption vs. total capacity (in million gallons)	Peak = 12.1 MG on 6/21 Total capacity = 18.84 MG	Peak = 10.9 MG on 6/26 Total capacity = 18.69 MG	Peak = 11.4 MG on 6/23 Total capacity = 18.69 MG	Peak = 10.8 MG on 7/6 Total capacity = 18.69 MG	Peak = 10.5 MG on 6/29 Total capacity = 17.6 MG	
<b>Wastewater &amp; Reclaimed Water</b>						
Gallons of wastewater treated	2.007 billion	2.031 billion	1.981 billion	2.050 billion	1.813 billion	
Energy cost per thousand gallons of wastewater treated <sup>3</sup>	\$0.53	\$0.61	\$0.56	\$0.48	\$0.57	
Kilowatt hours used to treat effluent and produce reclaimed water	9,996,126 kWh	10,832,092 kWh	10,822,467 kWh	10,038,214 kWh	10,500,199 kWh	
Gallons of reclaimed water produced and delivered <sup>4</sup>	1.910 billion produced 630,195,834 delivered	1.967 billion produced 625,959,771 delivered	1.947 billion produced 592,071,267 delivered	2.050 billion produced 578,680,000 delivered	1.813 billion produced 589,701,484 delivered	
<b>Stormwater</b>						
Number of nonconforming properties brought into compliance with stormwater regulations	13	3	5	2	5	

<sup>1</sup> See page 8 for FY19 CIP Budget pie chart.

<sup>2</sup> Calculation based on a Flagstaff population of 74,736 - Arizona Office of Economic Opportunity for July 1, 2018.

<sup>3</sup> All costs presented are energy only (not including operation and maintenance).

<sup>4</sup> Difference between reclaimed gallons produced and delivered is water discharged to the Rio de Flag in the off season.

The overall water resources' patterns are difficult to see from comparing year-to-year metrics. Water consumption per capita has been dropping over the last 25 years. Annual variability is related to population accuracy and variability of water use within the industrial and commercial sectors. Water Services is continually replacing aging infrastructure, including water mains, pumps, blowers, motors, and electrical components, all of which either reduce water losses or improve energy efficiency. There is not a trend, up or down, with wastewater influent. Since population estimates indicate an increasing trend, a stable influent volume is an indication that either people are using less water indoors (consistent with a reduction in water use) and/or we have seen a reduction in inflow and infiltration into the sewer system. This can be an illegal discharge, intentional or not, of stormwater or other water into the sewer system, or it can come from stormwater that finds its way through cracks and into the sewer pipeline. Two to five properties removed from the Special Flood Hazard Area is a more typical result than the 13 reported in 2014.

# BUILT ENVIRONMENT

## COMMUNITY CHARACTER

Measure	2014	2015	2016	2017	2018	Trend
Dollars allocated to beautification of public areas	Operations: \$141,823 Capital: \$3,026,213 Total: \$3,168,036	Operations: \$182,714 Capital: \$3,767,477 Total: \$3,950,191	Operations: \$339,408 Capital: \$4,303,050 Total: \$4,642,458	Operations: \$328,379 Capital: \$3,891,890 Total: \$4,220,269	Operations: \$333,722 Capital: \$5,544,672 Total: \$5,878,394	
Number of brownfield environmental site assessments completed (within city limits)	5	6	2	0	0	
Number of brownfield redevelopment projects approved	0	0	0	0	0	
Heritage resources inventoried, saved, and demolished <sup>1</sup>	Not available	123 inventoried, 8 saved, 5 demolished	81 inventoried, 5 saved, 3 demolished	139 inventoried, 0 saved, 0 demolished	55 inventoried, 0 saved, 3 demolished	

<sup>1</sup>All historic projects are now processed in Innoprise. This will allow for more accurate reporting from year to year.

The overall trends for Community Character are stable. Beautification funding, which is generated by tourism revenues, has continued to increase. Brownfield and heritage resource numbers are expected to vary from year to year depending on specific projects.

## GROWTH AREAS & LAND USE

Measure	2014	2015	2016	2017	2018	Trend
<b>Permits &amp; Development Projects</b>						
Residential permits issued for new construction	183 permits	229 permits	258 permits	260 permits	356 permits	
New residential units permitted	422 new units	409 new units	493 new units	719 new units	406 new units	
Accessory Dwelling Unit permits	Not available	4	7	14	13	
Commercial, industrial and other non-residential permits issued	35	28	27	37	29	
Commercial, industrial and other non-residential space permitted (s.f.)	532,215	147,855	593,326	237,866	165,413	
Green buildings built – residential (r) or commercial (c)	City: 6 (r), Cnty w/in FMPO: 4 (r), NAU: 3 (c)	City: 7 (r), 1 (c), Cnty w/in FMPO: 5 (r), NAU: 1 (c)	City: 9 (r), 1 (c), Cnty w/in FMPO: 9 (r), NAU: 3 (c)	City: 6 (r), 2 (c), Cnty w/in FMPO: 11 (r), NAU: 1 (c)	City: 7 (r), 0 (c), Cnty w/in FMPO: 10 (r), NAU: 1 (c)	
Number of mixed use developments	0	1; Village at Aspen Place	2; The Loft, RP Electric	2; The Hub, The Standard	0	
Number of infill or redevelopment projects	11 infill 7 redevelopment	2 infill 1 redevelopment	8 infill 5 redevelopment	6 infill 5 redevelopment	9 infill 2 redevelopment	

There is steady growth within the City. Residential permit numbers continue to climb, predominantly because of the strong economy. Residential units permitted shows more annual variability based upon specific projects' completion. Accessory Dwelling Units did not grow this year but are still higher than years in the past. This is likely related to the knowledge of their feasibility being in the community now, and the current rate is more representative of their demand. The remaining measures show that development is happening and they show a variation that is indicative of which specific projects move forward each year.

## GROWTH AREAS & LAND USE (Continued)

Measure	2014	2015	2016	2017	2018	Trend
<b>Land Use</b>						
Acres annexed into city limits	0	180	832	20	0	n/a
Number of major and minor amendments to the plan	0	1 major: Map 25 Transportation Network Illustration, 2 minor: La Plaza Vieja Neighborhood Specific Plan, Core Services Yard map amendment	0 major 5 minor: McMillan Mesa Village Amendment, Buffalo Park W, Guadalupe Park, Highland Ave Open Space, Observatory Mesa Open Space	0 major 3 minor: Chapter 3 Plan Amendments Part 1 and 2, Schultz Y Trailhead	1 major: McMillan Mesa Natural Area 1 minor: High Occupancy Housing Specific Plan	n/a
Area types changed on the Future Growth Illustration (acres)	0	Area in White to Existing Suburban = 15 Future Urban to Existing Suburban = 9.7 Future Suburban to Existing Suburban = 4	Area in White to Park / Open Space = 2,279.2 Area in White to Existing Suburban = 6.3 Existing Urban to Park/ Open Space = 1.1 Existing Suburban to Park/ Open Space = 5.3	Area in White to Park / Open Space = 20	Area in White to Park / Open Space = 231.1 Special District to Park / Open Space = 1.5 Employment to Park/ Open Space = 36.5 Existing Suburban to Park/Open Space = 58.9 Area in White to Special District = 10.0	n/a
Land Use zoning distribution within activity centers (in acres)	Commercial: 814 Industrial: 201 Public: 434 Open Space: 0 Residential: 628 Transect Zone: 1.2	Commercial: 813 Industrial: 201 Public: 487 Open Space: 0 Residential: 951 Transect Zone: 1.4	Commercial: 815 Industrial: 198 Public: 486 Open Space: 0 Residential: 954 Transect Zone: 4.0	Commercial: 814 Industrial: 198 Public: 484 Open Space: 0 Residential: 955 Transect Zone: 4.0	Commercial: 823 Industrial: 186 Public: 476 Open Space: 0 Residential: 921 Transect Zone: 3.9	n/a
Land Use zoning distribution outside activity centers (in acres)	Commercial: 891 Industrial: 1,294 Public: 15,581 Open Space: 268 Residential: 17,605	Commercial: 901 Industrial: 1,421 Public: 15,579 Open Space: 268 Residential: 17,276	Commercial: 910 Industrial: 1,367 Public: 15,589 Open Space: 2,990 Residential: 16,048	Commercial: 910 Industrial: 1,364 Public: 15,591 Open Space: 3,009 Residential: 16,040 Transect Zone: 0.5	Commercial: 927 Industrial: 1,365 Public: 15,591 Open Space: 3,023 Residential: 16,048 Transect Zone: 1.0	n/a
City building and total impervious surface coverage percentage <sup>1</sup>	Bldg. = 3.9% Impervious = 15.7%	Bldg. = 4.1% (1,678ac) Impervious = 15.8%	Bldg. = 4.2% (1,652ac.) Impervious = n/a	Bldg. = 4.2% (1,663ac.) Impervious = n/a	Bldg. = 4.3% (1,707ac.) Impervious = n/a	

<sup>1</sup>The City Stormwater Division is developing a master impervious coverage GIS layer that is not ready yet, but is expected to be an improvement in accuracy for future years.

Details about each amendment can be found in the Regional Plan Accomplishments section. The Future Growth Illustration experienced a large increase to the Park/Open Space area type because of the McMillan Mesa Natural Area. Transect zoning is generally growing. Transect acres shifted in location because activity centers' extents were redefined as part of the HOH Plan. The City's building percentage is growing, which illustrates the general growth of Flagstaff.

# BUILT ENVIRONMENT

## TRANSPORTATION

Measure	2014	2015	2016	2017	2018	Trend
Walkability and Bikeability (scores out of 100)	Walk score = 33 Bike score = n/a	Walk score = 33 Bike score = 73	Walk score = 36 Bike score = 73	Walk score = 37 Bike score = 64	Walk score = 37 Bike score = 64	→
Mode share numbers from Trip Diary Survey <sup>1</sup>	Transit: 4.3% Bike: 7.6% Walk: 15.1% Cars: 73%	n/a	n/a	n/a	Transit: 4.9% Bike: 7.8% Walk: 14.3% Cars: 73%	→
Pedestrian and bicycle crash numbers and percent of total crashes	44 ped (2.5%) 70 bike (4.0%)	26 ped (1.4%) 33 bike (1.8%)	26 ped (1.3%) 32 bike (1.6%)	27 ped (1.4%) 38 bike (1.9%)	18 ped (1.2%) 25 bike (1.6%)	↘
Miles of FUTS/new FUTS installed	0.6 mile added 55.2 total FUTS miles	1.0 mile added 56.2 total FUTS miles	0.0 mile added 56.2 total FUTS miles	0.16 mile added 55.8 total FUTS miles	1.2 miles added 57.0 total FUTS miles	↗
Percent of streets with sidewalks along both sides	major roads = 42% public roads = 51%	major roads = 52% public roads = 54%	major roads = 55% public roads = 54%	major roads = 55% public roads = 55%	major roads = 56% public roads = 54%	→
Complete bike lane percentages <sup>2</sup>	n/a	n/a	71%	72%	72%	→
Percentage of population within 3/4 mile of transit stop <sup>3</sup>	73%	73%	59%	60%	60%	→
Percentage of population within 1/4 mile of high frequency transit (peak headways under 10 mins) (New) <sup>3</sup>	n/a	n/a	n/a	n/a	11%	n/a
Transit Score (New)	n/a	n/a	n/a	35	35	→
Transit Boardings (New)	1,870,842	1,878,075	2,007,489	2,212,913	2,530,626	↗
Internal vehicle miles traveled (VMT), average VMT/capita/day <sup>4</sup>	1,474,767 VMT/day 17 VMT/capita/day ('13)	1,524,069 VMT/day 17 VMT/capita/day	1,537,765 VMT/day 16.9 VMT/capita/day	1,604,288 VMT/day 17.4 VMT/capita/day	1,615,410 VMT/day 17.3 VMT/capita/day	→
Number of passengers, enplanements and operations at Flagstaff Pulliam Airport	enplanements: 68,754 operations: 41,986	passengers: 134,517 enplanements: 67,421 operations: 44,527	passengers: 133,416 enplanements: 66,526 operations: 46,850	passengers: 146,531 enplanements: 72,679 operations: 43,527	passengers: 140,464 enplanements: 70,160 operations: 44,909	↗

<sup>1</sup>The 2014 column is actually 2012 data.

<sup>2</sup>The percentage is based on streets eligible for bike lanes as decided by City Engineering and the FMPO, it primarily omits local roads.

<sup>3</sup>Methods changed for calculating the percentage of population near a transit stop for 2016. The previous method likely overestimated the percentage of people near transit stops by only using residential units via GIS (2014 used 40,495 units) since occupancy and completeness of data varies throughout the FMPO, from 2016 on, the numbers instead use population through NAIPTA's own Remix software that is based on current ACS data and an extrapolation of the total FMPO population per Arizona Office of Economic Opportunity data (extrapolation is per a multiplier to the sum of Flagstaff City and other Census Designated Places within the FMPO, the multiplier is based on the difference in those same places and a known FMPO population in 2010, the multiplier is 1.107, 2018 population estimate is 93,547).

<sup>4</sup>Per capita data based on total FMPO population per footnote 3

Overall walkability in Flagstaff is remaining stagnant. Flagstaff's bike score fell in 2017 because Walk Score updated their measuring techniques. A trip diary survey was conducted in 2018 and shows similar numbers to 2012's (see Key Insights). The number of bicycle and pedestrian crashes decreased in 2018 but more years with similar data are needed to show a decreasing trend vs. annual variability. The new FUTS mileage is west of Railroad Springs, behind (north of) Crestview to Route 66. Transit has continued to service the same general area over the past several years. Three new measures were added to better illuminate transit patterns. More data is needed to see trends in the population served by high frequency transit and the Transit Score but we were able to incorporate prior year's data on boardings and it shows a steady increase. VMT per capita is staying steady. The airport has a general trend toward being busier, passenger numbers are higher the last couple of years because the commercial planes are larger.

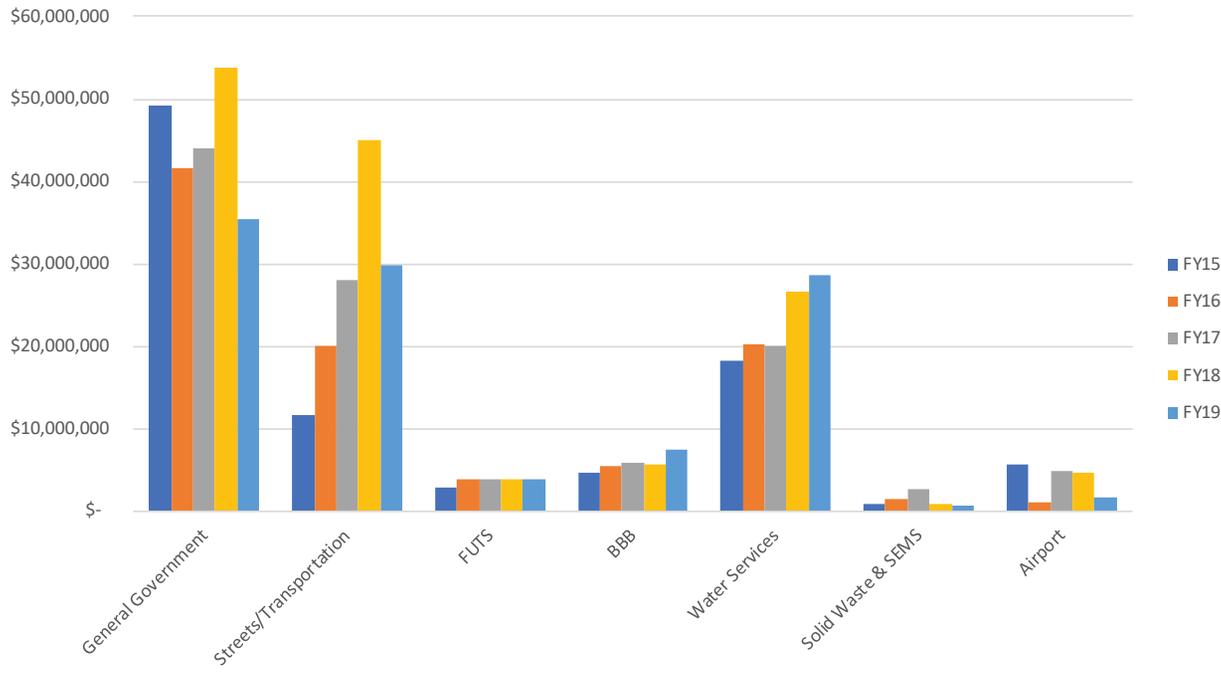
## COST OF DEVELOPMENT

Measure	2014	2015	2016	2017	2018	Trend
Percent of total City budget devoted to Capital Improvement Projects (CIP)	39%	39%	41%	42%	39%	→
Dollars spent on road improvement CIP projects	\$8 million	\$10.7 Million	\$8.8 Million	\$20.4 Million	\$7.4 Million	↘
Miles of road improvements	Not available	Road Repair & Street Safety = 125.9 lane miles CIP = 1.55 lane miles	Road Repair & Street Safety = 99 lane miles CIP = 3.4 lane miles	Road Repair & Street Safety = 63.6 lane miles CIP = 18.3 lane miles	Road Repair & Street Safety = 46.4 lane miles CIP = 3.1 lane miles	↘

*1This amount is the known expenditures through the first three quarters of the fiscal year.*

Capital Improvements Projects' spending and improvement miles show a highly variable amount that depends upon the stage of individual projects. After a busy year of construction in 2017, 2018 spent less money and completed less lane miles. Expense and lane mile completion varies depending on whether individual projects are ready for construction or if they are still in the process of the less-expensive design. Most of the significant improvements, including water and sewer line repairs/replacements, will take place over the next 5 years. The program is funded by a sales tax increase approved by voters in November 2014 and will continue for 20 years. Every paved street maintained by the City will be improved during the term of the tax.

CIP Budget



In the CIP budget, funding for streets and transportation was decreased from \$45 million in FY2018 to \$30 million in FY2019 as shown in the chart to the left. General Government funding decreased from \$53 million in FY2018 to \$35 million in FY2019. In FY2019, the total budget decreased from \$140 million to \$108 million. In general, FY2018 had a higher budget than other evaluated years. FY2018's additional budget is higher than other years primarily because of where projects were in their process, more specific projects happening or more projects in the expensive construction phase.

**MISSING METRICS - BUILT ENVIRONMENT:** 100-year water demand studies per city project (part of Utilities Division updates), Connectivity of roadways – measure in intersections per square mile (future FMPO metric)

# HUMAN ENVIRONMENT

## INDICATORS OF OVERALL COMMUNITY WELL BEING

Measure	2014	2015	2016	2017	2018	Trend
Total population <sup>1</sup>	Total population = 68,729	Total population = 70,088	Total population = 71,459	Total population = 71,975	Total population = 73,964	→
Median age <sup>2</sup>	Median age = 25.7	Median age = 25.9	Median age = 25.6	Median age = 25.2	Median age = 25.1	→
Percent population living in poverty <sup>2</sup>	Living in poverty = 24.6%	Living in poverty = 24.9%	Living in poverty = 24.2%	Living in poverty = 23.3%	Living in poverty = 21.7%	→
Educational attainment <sup>2</sup>	90.6% high school graduate or higher	91.2% high school graduate or higher	94.4% high school graduate or higher	92.2% high school graduate or higher	93.1% high school graduate or higher	→
Voter turnout (ballots cast/registered voters (% turnout))	Primary Election Aug 26: 8,737/28,002 (31%) General Election Nov 4: 16,910/31,140 (54%) Special Election May 20: 7,079/28,069 (25%)	Special Election Nov 3: 6,745/28,513 (24%) Special Election May 19: 4,604/29,409 (16%)	General Election Nov 8: 29,401/38,493 (76%)	n/a	General Election Nov 6: 28,134/40,399 (70%)	n/a

<sup>1</sup>Population is per US Census Population Estimate as of July 1 of the listed year.

<sup>2</sup>Numbers are per the American Community Survey's 5-year estimates and are one year behind (e.g. 2018 Median age is actually the 2017 5-year estimate).

The data demonstrate an increasing trend for population. The Census produces ongoing revisions to all estimates, so per capita estimates elsewhere throughout the report may have used State population numbers. Poverty rates have gone down slightly the last couple of years but it will require more data before we can conclude that this trend is more than margin of error. Educational attainment is not showing a strong pattern, the annual differences are within the margin of error. 2016 was a high-profile year for voter participation since it was a presidential election year, 2018 shows a strong turnout considering it was not a presidential election year.

## NEIGHBORHOODS, HOUSING & URBAN CONSERVATION

Measure	2014	2015	2016	2017	2018	Trend
Affordability Index: average housing + transportation cost as a percentage of income	Not available	Not available	57%: 32% Housing + 25% Transportation	56%: 31% Housing + 25% Transportation	56%: 31% Housing + 25% Transportation	→
Median Housing Sale Price (just houses that sold that year)	\$319,595	\$298,000	\$315,500	\$350,000	\$368,000	→
Median rents (fair market rents for Coconino County)	\$710 efficiency units \$816 1 bedroom \$1,021 2 bedrooms \$1,296 3 bedrooms \$1,651 4 bedrooms	\$761 efficiency units \$909 1 bedroom \$1,135 2 bedrooms \$1,408 3 bedrooms \$1,687 4 bedrooms	\$704 efficiency units \$835 1 bedroom \$1,037 2 bedrooms \$1,309 3 bedrooms \$1,551 4 bedrooms	\$782 efficiency units \$920 1 bedroom \$1,129 2 bedrooms \$1,446 3 bedrooms \$1,719 4 bedrooms	\$898 efficiency units \$1,007 1 bedroom \$1,137 2 bedrooms \$1,611 3 bedrooms \$1,948 4 bedrooms	→
Rental/ownership ratio <sup>1</sup>	50% rental 50% ownership	55% rental 45% ownership	54.9% rental 45.1% ownership	55% rental 45% ownership	55% rental 45% ownership	→

## NEIGHBORHOODS, HOUSING & URBAN CONSERVATION (Continued)

Measure	2014	2015	2016	2017	2018	Trend
Housing mix (SF/MF/ etc.) <sup>2</sup>	Total units: 26,340 11,866 1-unit detached (45%) 2,637 1-unit attached (10%) Multi-family: 2,569 2-4 units (9.8%) 4,129 5-19 units (15.7%) 3,340 20+ units (12.7%) 1,799 Mobile home, RV, etc. (6.8%)	Total units: 26,506 12,222 1-unit detached (46.1%) 2,754 1-unit attached (10.4%) Multi-family: 2,565 2-4 units (9.6%) 4,153 5-19 units (15.7%) 3,141 20+ units (11.9%) 1,671 Mobile home, RV, etc. (6.3%)	Total units: 26,501 12,227 1-unit detached (46.1%) 2,826 1-unit attached (10.7%) Multi-family: 2,604 2-4 units (9.8%) 4,599 5-19 units (17.4%) 2,579 20+ units (9.7%) 1,666 Mobile home, RV, etc. (6.3%)	Total units: 26,481 12,656 1-unit detached (47.8%) 2,668 1-unit attached (10.1%) Multi-family: 2,505 2-4 units (9.5%) 4,966 5-19 units (18.7%) 2,106 20+ units (8.0%) 1,580 Mobile home, RV, etc. (6.0%)	Total units: 27,056 12,577 1-unit detached (46.5%) 3,025 1-unit attached (11.2%) Multi-family: 2,477 2-4 units (9.1%) 5,370 5-19 units (19.8%) 1,979 20+ units (7.3%) 1,628 Mobile home, RV, etc. (6.0%)	→
Number of affordable housing units built by residential projects	1 ownership	2 ownership	1 ownership, 3 rental	0	0	→
Number of neighborhood/specific/ illustrative plans completed	0	1; La Plaza Vieja Neighborhood Plan adopted	1: McMillan Mesa Specific Plan was amended	0	1: High Occupancy Housing Plan adopted	→
Number of distressed buildings identified; number of demolitions <sup>3</sup>	36 distressed (2013) 3 demolished	15 distressed demos not tracked	1 distressed	17 distressed	20 distressed 1 demolished 1 renovation	→
Allocation of Community Development Block Grant (CDGB) funding	FY2015 Total Entitlement Award = \$570,941 Previous Year's Reallocation and Program Income = \$44,528 Total = \$615,469	FY2016 Total Entitlement Award = \$579,591 Previous Year's Reallocation and Program Income = \$235,758 Total = \$815,349	FY2017 Total Entitlement Award = \$599,050 Previous Year's Reallocation and Program Income = \$41,743 Total = \$640,793	FY2018 Total Entitlement Award = \$599,000 Previous Year's Reallocation and Program Income = \$177,433.20 Total = \$776,433.20	FY2018 Total Entitlement Award = \$621,718 Previous Year's Reallocation and Program Income = \$36,737.50 Total = \$658,455.50	→

<sup>1</sup>2014 numbers per Chapter XIII in the FRP30; subsequent numbers are per American Community Survey and are one year behind.

<sup>2</sup>Numbers per American Community Survey and are one year behind. They are based on sampling with a margin of error around 400 units each, for example, 2017's 20+ unit metric dropped 473 units but we are unaware of any large apartment demo.

<sup>3</sup>The buildings identified are based on a visual survey each year from a list of potential candidates, some remain for multiple years, it is not a cumulative figure.

Flagstaff still has a high Affordability Index. A "rule of thumb" goal would be for housing to be under 30% and transportation to be under 15% for a total affordability index under 45%. Housing costs are still on an increasing trend (see Key Insights). The number of rental households has remained steady with more renters than owners, likely due to the high cost of home ownership and the large percentage of students that live in Flagstaff that are more likely to rent than to buy. New affordable housing units are being generated very slowly, many promised affordable units are expected in several upcoming large developments.

# HUMAN ENVIRONMENT

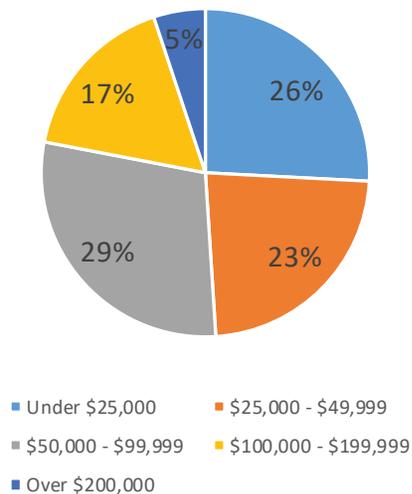
## ECONOMIC DEVELOPMENT

Measure	2014	2015	2016	2017	2018	Trend
Median earnings and per capita income <sup>1</sup>	Median earnings: \$19,516 Per capita: \$24,455	Median earnings: \$18,632 Per capita: \$24,702	Median earnings: \$18,760 Per capita: \$25,179	Median earnings: \$19,610 Per capita: \$25,540	Median earnings: \$19,115 Per capita: \$25,738	→
Population to workforce ratio (16 yrs+) <sup>1</sup>	55,045 to 38,606 (70.1%)	55,922 to 38,998 (69.7%)	56,630 to 38,838 (68.6%)	57,748 to 38,748 (67.1%)	58,626 to 39,600 (67.5%)	→
Dollars allocated to business attraction and retention	Business Retention & Expansion: \$98,687 Business Attraction: \$157,008 Business Incubator: \$267,563	Business Retention & Expansion: \$97,550 Business Attraction: \$129,629 Business Incubator: \$267,563 Business Accelerator: \$241,320	Business Retention and Expansion: \$104,943 Business Attraction: \$155,221 Business Incubator: \$317,563 Business Accelerator: \$233,820	Business Retention and Expansion: \$107,068 Business Attraction: \$249,846 Business Incubator: \$317,563 Business Accelerator: \$233,820	Business Retention & Expansion: \$115,161 Business Attraction: \$254,886 Business Incubator: \$264,005 Business Accelerator: \$230,884	→
Total visitors per year	4 million	4.6 million	4.8 million	4.9 million	5.5 million	→

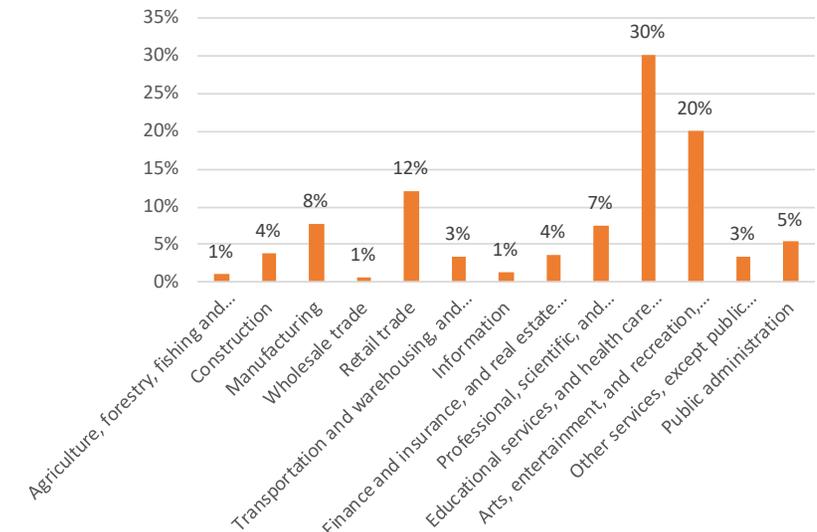
<sup>1</sup>These numbers are per the American Community Survey's 5 year estimates and are one year behind (e.g. 2018 numbers are actually the 2017 5-year estimate).

Overall, Flagstaff's earnings and income statistics show consistency, changing slightly from year to year with no strong patterns emerging yet. Per capita income is showing a steady but slow increase. If this trend continues, we can more confidently conclude that incomes are increasing and it is more than the margin of error variation but it so far is not even keeping up with inflation (see Key Insights). Flagstaff's workforce population is hovering around 70% with a slightly decreasing trend, likely because of NAU students accounting for much of the overall population growth and these students are less likely to work full-time. Visitor numbers have increased each year (see Key Insights). Education and healthcare-related industries (see below) like Northern Arizona University and Flagstaff Medical Center are the largest industries, making up 30% of the employment base.

2018 Income Characteristics



2018 Employment by Industry



RECREATION						
Measure	2014	2015	2016	2017	2018	Trend
Acres added to the Parks system	26 new 735 total	0 new 735 total	31 new 766 total	0 new 766 total	0 new 766 total	→
Dollars allocated to parks and recreation venues	FY15: Parks: \$3,230,736 Recreation: \$3,289,748	FY16: Parks: \$3,371,232 Recreation: \$3,310,670	FY17: Parks: \$3,545,505 Recreation: \$3,391,443	FY18 Parks: \$3,806,340 Recreation: \$3,871,089	Parks: \$4,162,701 Recreation: \$3,945,739	→

There were no new parks in 2018. Recreation dollars are on an increasing trend.

#### Programming of recreational events and activities:

- The Athletics programmed partnered with the Arizona Diamondbacks to hold a week long baseball camp at Continental Little League Fields. The Arizona Coyotes held a Street Hockey Clinic at Bushmaster Park Roller Rink. Athletics also hosted a Discover Adult Athletics Night at Thorpe Softball Fields.
- The Aquaplex continues its partnership with North Country Health Care to host small business and children's health fairs. We also partner with agencies to provide group passes for Coconino County Juvenile Court, Guidance Center and Child & Family Support Center. Northern Arizona Health Care provides free health screenings at the facility approximately once a month. We partner with Medicare and Medicaid to offer discounted membership contracts for Silver & Fit and Silver Sneakers participants. We also partner with Southwest Behavioral Health Services to provide fitness and wellness programming for community members. We also partner with local school and sports organizations to provide gymnasium space for practices and games.
- The Office of Community Events continues all previous partnerships to enhance our events including the Downtown Business Alliance, NAU, and local arts and music organizations. We also partnered with REI to offer free outdoor recreation classes at various parks. We partnered with Special Olympics Arizona to offer the first unified hiking trail experience in northern Arizona at Buffalo Park (kickoff event was canceled due to weather but is rescheduled for June 2019).
- The Hal Jensen Recreation Center continues to partner with Saint Mary's Food Bank to provide free meals to youth under 18. In 2018, we extended the Kids Café Summer Lunch Program into a year round service by providing meals to youth and children through the Afterschool Supper Program. Oxendale Kia provided game tickets for some of our Youth Basketball participants to attend a NAU Men's Basketball game. Semillas del Desierto (Desert Seeds), a non-profit organization, held a book drive and donated approximately 500 books to the Center to improve our reading library.
- The Siler Homes Activity Center is a partnership with the Flagstaff Housing Authority in the Siler Homes Neighborhood and provides afterschool programming for youth and children. Program attendance grew approximately 20% in 2018 compared to participation in 2017.
- The Jay Lively Activity Center partnered with the Flagstaff Figure Skating Club to host free skating lessons as part of the National Skating Month in January. We also continue partnerships with local skating and hockey clubs for youth and adults.
- The Joe C. Montoya Community and Senior Center continues work with existing partnerships including NAU Nursing Program, Coconino County, AARP, and other local agencies. New partnerships in 2018 included NAU Social Work and Psychology Programs to provide real life experiences for students who interact with our program participants. We also partner with Coconino County's injury prevention specialist to provide free Tai Chi classes at the Center. We have also established a partnership with the Piatigorsky Foundation to provide high level music concerts for free to patrons.
- We continue to participate in the Flagstaff Out of School Time Alliance (previously the FACTS Advisory Council) to support and coordinate out of school time programs and activities.

# MOST CITED REGIONAL PLAN GOALS IN CITY STAFF REPORTS

Goals from all 15 chapters of the Plan (70 out of 75 goals) were cited in staff reports in 2018. Community Development cited a total of 193 goals, Public Works cited 85 goals, Fire cited 18, Water Services cited 9, Administration cited 4, Police cited 4, City Attorney cited 35, and Management Services cited 10. Below are the top 11 most cited goals in staff reports to City Council between January 2018 and December 2018. Goals not cited in any staff reports were: E&C.9, CC.6, LU.9, LU.14, ED.1.

- **Goal E&C.3.** Strengthen community and natural environment resiliency through climate adaptation efforts. (Cited 17 times)
- **Goal E&C.2.** Reduce greenhouse gas emissions. (Cited 16 times)
- **Goal WR.2.** Manage a coordinated system of water, wastewater, and reclaimed water utility service facilities and resources at the City level and identify funding to pay for new resources. (Cited 13 times)
- **Goal E.1.** Increase energy efficiency. (Cited 13 times)
- **Goal E&C.1.** Proactively improve and maintain the region's air quality. (Cited 12 times)
- **Goal E&C.4.** Integrate available science into policies governing the use and conservation of Flagstaff's natural resources. (Cited 12 times)
- **Goal T.1.** Improve mobility and access throughout the region. (Cited 12 times)
- **Goal T.2.** Improve transportation safety and efficiency for all modes. (Cited 11 times)
- **Goal T.5.** Increase the availability and use of pedestrian infrastructure, including FUTS, as a critical element of a safe and livable community. (Cited 11 times)
- **Goal T.6.** Provide for bicycling as a safe and efficient means of transportation and recreation. (Cited 11 times)
- **Goal PF.2.** Work across all government operations and services to prepare for the impacts of natural and human-caused hazards. (Cited 11 times)

The most cited goals of 2018 dealt primarily with addressing the environment and mobility. The most frequently referenced goals reflect a busy year of Climate Action and Adaptation Plan efforts, McMillan Mesa Natural Area Plan Amendments, and capital improvement transportation projects.

## Most Cited Goals - 5 Year Totals

74 out of 75 Regional Plan goals were cited in staff reports over the last five years. The **one goal never cited** in the last five years was **Goal LU.14. Maintain the character of existing rural communities**. This makes some sense since staff reports are specifically for City projects and many of the Regional Plan's rural areas are outside the City limits. It also demonstrates a lack of change in the rural areas within the City, or a lack of pressure to change these rural areas, so there is no need to cite that goal, and the goal is therefore being accomplished. The fact that all other goals were cited at least once over the past five years demonstrates the usefulness of each goal and concept for the community.

Seven goals were cited more than 50 times over the past five years. See below for these most-used goals.

- **Goal T.1.** Improve mobility and access throughout the region. (Cited 69 times)
- **Goal E&C.6.** Protect, restore and improve ecosystem health and maintain native plant and animal community diversity across all land ownerships in the Flagstaff region. (Cited 63 times)
- **Goal LU.7.** Provide for public services and infrastructure. (Cited 56 times)
- **Goal T.2.** Improve transportation safety and efficiency for all modes. (Cited 56 times)
- **Goal E&C.3.** Strengthen community and natural environment resiliency through climate adaptation efforts. (Cited 54 times)
- **Goal E&C.10.** Protect indigenous wildlife populations, localized and larger-scale wildlife habitats, ecosystems processes, and wildlife movement areas throughout the planning area. (Cited 54 times)
- **Goal PF.2.** Work across all government operations and services to prepare for the impacts of natural and human-caused hazards. (Cited 52 times)

## REGIONAL PLAN ACCOMPLISHMENTS

The Regional Plan is a living, working plan that serves as a guiding policy document for the City of Flagstaff. Its implementation depends on the ability to keep the Plan flexible and current, the actions of the City Council and staff, and community investment from the private and public sector, among many factors. Not every Plan implementation accomplishment is easily measurable. This section describes the work of the Comprehensive Planning program and other City staff, which the metrics do not capture.

## Regional Plan Amendments and Updates

The City Council adopted two plan amendments in 2018. The first amendments were proposed along with the High Occupancy Housing Specific Plan. This included

an update to the scale and type of activities centers as well as the deletion of one Regional Plan policy and the addition of eight new policies. The second amendment was the designation of the McMillan Mesa Natural Area as Parks/Open Space on the Future Growth Illustration. The amendment brought the Regional Plan in alignment with the outcome of a ballot initiative that restricted the use of some City properties on McMillan Mesa to passive recreation and open space. This amendment also required the removal of a future road connection across this property from the Road Network Illustration.

The Flagstaff voters approved the continuation of the existing transportation tax (Proposition 419) and a tax increase to fund the Lone Tree Overpass (Proposition 420) in 2018. These propositions fund roadway and FUTS improvements consistent with the Regional Plan's future transportation network as it shows on Maps 25 and 26.

City Council adopted the Climate Action and Adaptation Plan in 2018. This Plan helps implement the climate change goals in Chapter 4 of the Regional Plan.

## **Specific Plan Outreach, Adoption and Implementation**

Comprehensive Planning staff completed a community survey of over 100 Southside residents and nine public meetings and workshops in support of the Southside Community Specific Plan in 2018. A draft plan is expected in the Fall of 2019 and completed in Spring 2020. The project website is: [www.flagstaff.az.gov/southsideplan](http://www.flagstaff.az.gov/southsideplan).

La Plaza Vieja Neighborhood Association, and the Parks and Recreation staff collaborated to improve parking and playground equipment at Guadalupe Park. This was the second park improvement completed from the 2015 La Plaza Vieja Neighborhood Plan.

In addition to the adoption of the specific plan and plan amendments from the High Occupancy Housing Plan, City staff took action on five implementation strategies, including removing the commercial block building type from the T4N.1 zone, implementing an IGA and programs with NAU to improve community relations, and changed a policy to allow for smaller parks to be created.

## **FUTURE PLANNING PROJECTS**

### **Future Amendments and Update Preparation**

Since 2014, City staff has completed two specific plans, two major plan amendments, and four minor plan amendment to the Flagstaff Regional Plan 2030. In addition to staff-led work, there has been one minor map amendment and specific plan

amendment initiated by a private property owner. There are two remaining amendment tasks to be completed. Comprehensive Planning anticipates working on a minor amendment to address both tasks to begin in Fall 2020. The amendment tasks will clarify the use of terminology "Great Streets" and "corridors" along with any qualifiers used in the Plan, and correct numerous non-substantive and miscellaneous editing errors. For full details on future plan amendments, visit <http://www.flagstaff.az.gov/1308/regional-plan-amendments>.

Data development and survey work to prepare for the comprehensive update of the Flagstaff Regional Plan 2030 will begin in Summer 2021. The City will develop a survey on attitudes, values and beliefs and hold informal small group meetings in 2021 with the objective of developing a public participation plan for the City Council to endorse by the end of calendar year 2021.

### **Future Planning Efforts**

In 2018, the City began work on the J.W. Powell Public Facilities and Services Specific Plan. This plan will provide a strategy for accomplishing the Regional Plan goals for the development of the land between Lone Tree Road and Fourth Street South of I-40 through the provision of water services, transportation, public safety, parks and recreation, open space, and other public services. On April 8, 2018, the US Treasury Department designated the Census tracts within this area as an Economic Opportunity Zone, which opens the possibility of using money from Qualified Opportunity Funds to fund development within the area.

In Fiscal Year 2019, City Council included a new Neighborhood Planner/Heritage Preservation Officer position in the Comprehensive Planning Program. With the additional capacity, staff hopes to work on the Pine Knoll-Brannen Neighborhood Plan starting in Fall-Winter 2020. This neighborhood will be impacted by the future expansion of Lone Tree and the neighborhood planning effort will coordinate with those transportation planning efforts.

Arizona Department of Transportation is working in partnership with the City, NAU, NAIPTA, and Coconino County to develop Master Plans for Milton Road and US 180, two Great Streets identified in the Regional Plan. NAIPTA is working with the same partners to simultaneously prepare a Bus Rapid Transit Plan that would increase bus frequency and develop a concept for bus supporting infrastructure on major roads.

FLAGSTAFF  
REGIONAL PLAN  
2030  
PLACE MATTERS

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If you have questions, please contact:

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