

## WORK SESSION AGENDA

CITY COUNCIL WORK SESSION  
TUESDAY  
DECEMBER 10, 2013

COUNCIL CHAMBERS  
211 WEST ASPEN AVENUE  
6:00 P.M.

1. Call to Order

2. Pledge of Allegiance

3. Roll Call

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

MAYOR NABOURS  
VICE MAYOR EVANS  
COUNCILMEMBER BAROTZ  
COUNCILMEMBER BREWSTER

COUNCILMEMBER ORAVITS  
COUNCILMEMBER OVERTON  
COUNCILMEMBER WOODSON

4. Public Participation

*Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk; **however, no public comments will be received on Item 8 at this meeting** . When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.*

5. Preliminary Review of Draft Agenda for the December 17, 2013, City Council Meeting.\*

*\* Public comment on draft agenda items may be taken under "Review of Draft Agenda Items" later in the meeting, at the discretion of the Mayor. Citizens wishing to speak on agenda items not specifically called out by the City Council for discussion under the second Review section may submit a speaker card for their items of interest to the recording clerk .*

6. Final Report - Art Incubator (aka ArtBox Institute)

7. Public Safety Impact Fee Update

8. Continuation of Council Retreat, if necessary, for: Discussion, Deliberation and Instruction to Staff Regarding the Regional Plan Parking Lot

***THERE WILL BE NO PUBLIC PARTICIPATION RECEIVED ON THIS ITEM***

**9. Review of Draft Agenda Items for the December 17, 2013, City Council Meeting.\***

*\*Public comment on draft agenda items will be taken at this time, at the discretion of the Mayor.*

**10. Public Participation**

**11. Informational Items To/From Mayor, Council, and City Manager, and possible future agenda items.**

**12. 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 \_\_\_\_\_, 2013.

\_\_\_\_\_  
Elizabeth A. Burke, MMC, City Clerk

# Memorandum

6.

## CITY OF FLAGSTAFF

**To:** The Honorable Mayor and Council  
**From:** Karl Eberhard, Comm Design & Redevelopment Mgr  
**Date:** 12/02/2013  
**Meeting Date:** 12/10/2013



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### TITLE:

**Final Report - Art Incubator (aka ArtBox Institute)**

### DESIRED OUTCOME:

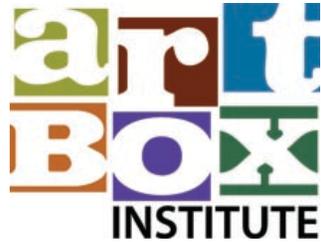
Receive presentation

### INFORMATION:

In April of 2011, on behalf of the Beautification and Public Art Commission, Chair Bruce Aiken presented a series of ideas to the City Council to stimulate the arts industry in Flagstaff. Among the possibilities was an idea to create an arts incubator, similar to facilities and programs in other cities. With positive support from the Council, BBB-Beautification funds were allocated to study this idea in greater detail. Shortly thereafter, a grant opportunity (National Endowment for the Arts - Our Town Grant) arose that could fund fifty percent of the study. The grant was applied for and awarded to Flagstaff Cultural Partners in partnership with the City, effectively reducing the City funding by fifty percent. Beginning in May of 2012, Flagstaff Cultural Partners sought an individual that could devote full-time to the exploration of this idea with major emphasis on community outreach and partnering, seeking consensus on the benefits, pro forma costs, and the best path forward. Laura Kelly has been leading this effort since and this presentation of the ArtBox Institute Final Report represents the formal "close-out" of the City's portion of this effort. The final report is attached to provide more details. It should be noted that the conclusion did not result in a recommendation to acquire or build a physical facility at this time; that the idea of incubation (programmatic assistance) for artists will continue under the ArtBox Institute of Flagstaff Cultural Partners; and that the final recommendations do not seek further financial support from the City. The Beautification and Public Art Commission goal of stimulating the arts industry through arts incubation is well developed and expected to be successful as the program is rolled out in January of 2014 and further refined over the following years of operation.

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**Attachments:** [ArtBox Final Report](#)



# **ARTBOX INSTITUTE COMPREHENSIVE REPORT & PLAN**

**Introduction  
Research  
Needs Assessment  
Conclusion  
Feasibility Study  
Business Plan**

November 25, 2013  
Laura Kelly, Project Director  
Flagstaff Cultural Partners

## **About This Report**

This report is the culminating document of a 15-month planning process to explore the development of an arts incubator, conducted by Flagstaff Cultural Partners, the local arts agency for Flagstaff and Coconino County, Arizona. FCP is a non-profit organization whose mission is to enhance the spectrum and quality of cultural experiences available to residents of and visitors to our community.

The ArtBox Institute, an arts incubator located in Flagstaff, Arizona, is a program of Flagstaff Cultural Partners. <http://culturalpartners.org/artbox>

This planning process, and resulting findings and document, have been made possible with support from our major contributors:

### **National Endowment for the Arts – Our Town Grant Program City of Flagstaff – Beautification & Public Art Commission**

Additional support has been provided by:

Coconino County  
Flagstaff Cultural Partners

#### **Contact Information**

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Project Director  
Laura Kelly  
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## INTRODUCTION

In 2011 a volunteer Arts Incubator Committee formed that included representatives of Flagstaff Cultural Partners, the City of Flagstaff (Beautification and Public Arts Committee and staff), Northern Arizona University (College of Arts and Letters), and the Artists' Coalition of Flagstaff.

The committee coalesced to explore a way to address a long-term community goal: supporting and nurturing artists and arts organizations. The committee noted that many artists have chosen to live and work in our region, drawn to the proximity and inspiration of the natural world, and the humane scale and tenor of everyday life. The same qualities that make Flagstaff a compelling place to live also make it a difficult place for artists to make a living. They encounter isolation, a dearth of professional development opportunities, few resources to help with the transition from university art school training to the professional world and limited markets for work. Artists, inarguably critical to the flavor of Flagstaff, struggle to make living wages. Arts organizations struggle to keep their doors open. Art galleries close as often as new ones open.

The committee moved into action.

In May 2012 Flagstaff Cultural Partners (FCP) was awarded a \$50,000 Our Town grant from the National Endowment for the Arts. As written into the grant: "Funding will be used to support a community-wide planning process, including a Feasibility Study and Comprehensive Business Plan, to serve as the first phase in the development of an Arts Incubator for Northern Arizona. The vision for the Arts Incubator is a program that mentors emerging artists in their approach to their work, marketing efforts, and business plan. Further, the Incubator facility, with gallery and artist studio space, will be in a well-positioned location in a high tourist traffic area of Flagstaff. Mentors will be established artists, marketing professionals and business advisors. Participating artists will receive reduced rent for participation in the program and active support of the operation of the Incubator gallery."

FCP's 12-month Our Town funding was matched by \$25,000 in funding from the Beautification and Public Arts funding of the City of Flagstaff and \$2,500 support from the Coconino County Board of Supervisors. Written into the Our Town grant was the decision to hire a full-time consultant who would audit resources and community needs, research programs and facilities for arts incubation, gather information to understand the feasibility of proposed projects and options, engender community support and offer the results of the data gathering. Laura Kelly was hired in October 2013 as Project Director, and this report documents the evolution and findings of her year of research and efforts.

## RESEARCH

It's only been since the 1980's that the term incubator worked its way into professional vernacular as a synonym for developing an enterprise, an idea or an individual.

The National Business Incubator Association (NBIA) was begun in 1985 as an umbrella organization and dates the advent of the incubator movement to 1959 when the Batavia Industrial Center (BIC) was created in upstate New York. The BIC not only leased workspace at rates lower than market value but also provided shared office services. The BIC is still in operation, offering what it calls in a promotional YouTube video "space, service and savvy."

A year after the NBIA was created, the nation's first arts incubator began in Chicago—the now-defunct Arts Bridge. Laura Schell, writing in *Chicago Arts Magazine*, outlines its arc: "In 1986 the term incubator expanded from start-up businesses to Chicago's underground art scene. Creative groups operating from basements and apartments found they needed office space and management training to keep up with the evolving arts market. Arts Bridge in Chicago became the first incubator developed for the arts in the country and went on to provide emerging nonprofit arts organizations with low-cost facilities and resources for 17 years."

Arts Bridge, which lasted until 2003, was a maverick in several notable ways: It was not the product of a local arts agency, as most arts incubators tend to be; instead, it was spearheaded by a management consulting firm. And secondly, Arts Bridge emphasized business assistance for its participants. Service and space shared equal billing in its mission statement.

What followed Arts Bridge was the first wave of U.S. arts incubators, a wave wherein arts incubators largely defined themselves in terms of place and space. Business was still a bad word for many artists, and the prevailing idea in the 80s and 90s was that helping artists meant offering them subsidized or reduced-rent space where they could create.

Many of those initial incubators have since closed their doors, the result of struggling to find sustainable funding models, succumbing to the challenges of non-profit management or being stymied by building maintenance or upgrade costs for fallow industrial spaces initially alluring because of an appearance of affordability.

**Case in point:** The Arts Incubator Kansas City (AIKC), which opened in 2001, was considered a darling among incubators and earned the NBIA's Incubator of the Year award in 2011. Subsidized by government and foundation monies and a revenue stream from rents, the AIKC housed 40 artist studios and was considered the centerpiece of the Crossroads Arts District in Kansas City. In 2011 city officials, led by the fire marshal, deemed the building unsafe; the AIKC could not afford

the necessary renovation and shut its doors.

Linda Essig is an Arizona State University professor who created ASU's arts entrepreneurship program in 2006. Essig is also regarded as one of the few national researchers on arts incubators. Essig's program in Arts Entrepreneurship has a vision of developing skills for artists so that they might widen opportunities and success possibilities in the marketplace. Essig says—and research conducted in this program supports this—that **incubators today fall into three basic types:**

- Those following a more traditional template and focus on offering craft studios or spaces to make art. (Art hotel is the derogatory term.) The shiniest success story is the slick and city-subsidized Torpedo Factory in Alexandria, Virginia, with 82 artists' studios, co-location with the Alexandria Archaeological Museum and 500,000+ annual visitors. Essig says that often these spaces lack two crucial components that she feels define genuine incubators—business training and mentoring. To be fair: The Torpedo Factory calls itself an art center, not an incubator.
- Those that incubate virtually (without a dedicated space) by offering services and development opportunities for artists, arts organizations, arts educators, arts investors, arts audiences. Some organizations begin by offering programming whilst in the process of securing a building. The Arts Incubator of the Rockies, which opened in 2012, aims toward renovating an existing Carnegie library to use as its physical space, but began with administrative offices and a plan to offer virtual services. According to AIR's website: "As an artist or creative professional, AIR will teach you the business skills to successfully launch a creative venture, and give you access to the many career paths where your skills can be applied. As a business or organization, AIR will teach you how to develop a more creative and innovative culture and connect you with people who can help you create greater success."
- Those that are some hybrid form of space and service.

Since arts incubators began 35 years ago, the market has shifted, the economy has contracted, the Internet has become its own nation state, attitudes about the relationship between art and business have reformed, and the definition of an arts incubator has morphed. Arts incubator, art center, creative economies incubator, arts entrepreneurship: There remains no perfect terminology to encompass the many forms these facilities and services take. In the wide array of iterations, the place/space arts incubator model still exists, but **the emphasis has shifted to developing artists into entrepreneurs--with or without a building.**

**Case in point:** From the website of the year-old Sacramento, CA-based Flywheel (a "creative economy incubator"): The Flywheel Incubator offers targeted, direct support services to a curated group of nonprofits, artists,

and creative start-ups. Benefits offered to participants include strategic plans, shared workspace, retail space, equipment, mentors, interns, consultants, administrative support, business development services and all of the marketing, financial, legal and communication tools needed to become sustainable operations that contribute to our community and economy.

## NEEDS ASSESSMENT

The initial five months (September 2012-January 2013) of the grant period was the discovery and needs assessment phase with these goals:

- Identifying community partners and reinforcing existing relationships with partners, arts groups, artists.
- Beginning an informal marketing/education campaign to alert community to the arts incubator idea and planning process.
- Researching existing and failed arts incubators around the country.
- Assessing needs of artists, arts administrators and larger community in relation to incubating artists.
- Investigating sustainable business models for possibly acquiring a physical space.
- Beginning the fundraising and grant application process.
- Reaching out to potential partners outside Flagstaff to build network and larger coalition.
- Remaining open and creating possibilities for unusual partnerships that might share resources, create synergy and yield fruit.

In the discovery phase the aim was research and data gathering, seeking as many sources of information as possible. To that end, Ms. Kelly conducted national, regional and local research to determine best practices, sustaining business models, current trends in incubators. She contacted government and public agencies, artist residencies, universities, and artist service organizations. She interviewed artists, directors of arts organizations, business owners, educators. Research included online searches, on-site visits, telephone interviews, creating a blog, holding forums, creating and conducting surveys.

The concrete steps of note taken in the discovery and needs assessment phase include:

- Creating a blog ([artboxflagstaff.wordpress.com](http://artboxflagstaff.wordpress.com)) that serves as a record and open conversation about the formation of the incubator. It is open to the public for comments. Stakeholders and leaders were invited as guest bloggers. Elizabeth Hellstern, the former marketing director of the College of Arts & Letters and a member of the core group that envisioned this project, was the first guest blogger and outlined the origins of the idea.
- Holding a 90-minute Arts Incubator Forum at Theatrikos on Dec. 11 with about 65 community members in attendance who offered suggestions, voiced concerns and contributed to the conversation about what incubating the arts could look like in Flagstaff. The forum was followed by a wine-and-cheese social gathering to allow people to meet Ms. Kelly and understand more about the process. Attendees included members of Flagstaff Community Foundation, artists, business owners, and civic leaders.
- Interviewing the directors of nine national arts incubators including the South Florida Arts Center, the Bakehouse Arts Complex, the Torpedo Factory and the

now-defunct Kansas City Arts Incubator. Information gathered ranged from best practices to fundraising to governing systems to mission statements.

- Making site visits to arts incubators in Las Vegas, Miami, Alexandria, New York City and Fort Collins.
- Meeting individually with local leaders and decision makers (including Liz Archuleta, John Stigmon, Dave Engelthaler, Russ Yelton, Coral Evans, Rich Bowen, Stacey Button, Karl Eberhard, Michael Vincent).
- Meeting with boards of directors from partner organizations (Chamber of Commerce, Flagstaff Cultural Partners, Artists' Coalition of Flagstaff).
- Meeting with members of Flagstaff 40 to discuss their STEM initiative and plan to bring/build a science museum to Flagstaff. Investigating the possibility of co-locating our facilities, creating efficiencies, enlarging our mutual audiences and creating possibilities for imaginative programming.
- Creating an awareness postcard campaign and distributing 2,000 postcards to alert readers to the existence of the blog, of the community conversation of the incubator and the benefits that vibrant arts bring to the community.
- Reconstituting the working group committee for the incubator. Meeting monthly to discuss attracting investors/donors and the possibility of co-locating with the Science Center.
- Meeting with and interviewing ASU professor Linda Essig, a national expert on arts incubators.
- Attending a Creative Placemaking conference in December 2013 at ASU.
- Conducting interviews with local stakeholders to learn about existing space and financial resources; the size and characteristics of the local artist community; professional development opportunities; potential funding sources; challenges to bringing the project to life; and, the qualities that make Flagstaff a special and unique place.
- Writing monthly reports summarizing findings, which were presented to the FCP board and project partners to challenge premises and look for missed opportunities, unforeseen barriers and overlooked resources for research and discovery.
- Subscribing to and regularly reading 10-15 blogs written about placemaking, developing artists communities and funding sources for assisting artists.
- Meeting with Bob Booker, executive director of Arizona Commission on the Arts.
- Creating a 3,500-word visioning document that summarized my findings. This document was presented to the City Council, the FCP Board of Directors and the ArtBox Advisory Council for vetting.

## CONCLUSION

The grant articulated a vision for an arts incubator as both a physical space and as programming that would further the business skills and professionalism of local artists. While the creation of an arts incubator as a physical space would most likely raise the community's arts profile in Flagstaff, build arts appreciation, brand the city regionally and nationally, assist individual artists and provide a component of economic vitality, the acquisition of a physical space is unlikely as an immediate endeavor but can remain a future project and vision. At the beginning of the funding period, there were early indicators that affordable physical space might be acquired through support from the City of Flagstaff. However, that possibility is currently not a priority for the City with its land holdings.

Securing a suitable and affordable physical space, the capital required for renovation, and the funding and income streams needed to create a sustainable business model is a process that would require at least 3-5 years of planning and execution. The process would also require full-time staff; the staff resources of FCP cannot accommodate a project of this size at this time.

Additionally, research has shown that the arts incubators that have sustained and enjoy financial stability and health have been those who have entered into partnership with local and county governments through ongoing financing or through the donation of a physical space. Neither of these conditions is likely in the current economic and political climate of Flagstaff.

While the vision of securing a physical space to incubate artists remains as a long-term goal, the overarching objective of developing artists remains tenable.

**This needs assessment suggests fulfilling the grant's stated objective of "mentoring artists in their approach to their work" through the creation of programming that is immediate, nimble and practical. Programming should build partnerships with local experts, use existing physical space for teaching, build relationships within the artist community and deliver a set of entrepreneurial skills to artists and creative professionals working in any medium and capacity.**

## FEASIBILITY STUDY

The next phase of this 15-month process involved the development of an idea to serve the stated goals and impact of the grant and honor the conclusion of the needs assessment. The objectives during this phase included:

- Refining an understanding of cultural, economic and governmental goals that could leverage local expertise, strategic partnerships and financial resources.
- Clarifying the needs of local artists and arts organizations.
- Articulating the transcendent values that underpin the necessity for a Flagstaff arts incubator.
- Defining the programs and services that differentiate a proposed professional development program for artists from existing resources.
- Establishing goals to generate earned and donated revenue.
- Building a layer of business intelligence that could be shared with the media, project partners, donors, institutional funders and the public.
- Achieving consensus about the critical benchmarks for program creation, so the growth trajectory is explicit and shared by all stakeholders.
- Articulating measurable outcomes to gauge the success or failure of every initiative and determine which programs and services are most fertile for investment and creation.
- Undertaking a transparent planning process so that the activities of Flagstaff Cultural Partners and strategic partners remain aligned and harmonious.
- Generating support for the arts in ways that span the mundane to the magnificent.
- Seeking untapped resources, unrealized collaborators, and unlikely partnerships.
- Connecting arts support to community benefit.
- Maximizing resources through creative sharing.
- Enabling artistic risk taking in ideas, programs and those we serve.
- Starting small; proceeding prudently.
- Preparing for long, hard and sustained work.

As the idea for a workforce development program took shape, the feasibility study included an assessment of the proposed program from an operations perspective. Is the project of value? Is it financially sustainable? Are there FCP staff resources to insure its delivery and success? Is there an audience for the program? If we build it, will they come?

A critical facet of determining feasibility was a review of the capacity of FCP to manage the proposed program, which provided further impetus for a dramatic management restructuring of the organization. The feasibility study was marked by further refining the priorities of both the program and the managing organization, outlining the idea

with sufficient detail and determining the necessary strategies and capital investment to initiate the project. This work yielded a preliminary Year 1 Operating Budget and contributed to the creation of an organizational restructuring plan for FCP that was approved by the FCP Board of Directors in Spring 2013 and put into place in Summer 2013, expanding the management capacity of the organization through reorganizing the structure and adding additional staff.

The feasibility study built on the data collected during the discovery phase. The concrete steps of note used to ascertain the feasibility of creating the ArtBox Institute included:

- Conducting more than 250 personal interviews with Flagstaff and Sedona artists, gallery owners and arts administrators. While the response was uniformly positive about the need for professional development for artists, there remained a gap between an artists agreeing that this is needed and then identifying themselves as someone who would participate in the ABI.
- Meeting with 8-10 arts faculty members at CCC and NAU. All said that the curriculum proposed for the ABI contains necessary skills. All found the approach professional and encompassing. All said they would support the creation of the ABI.
- Participating in a two-day professionally facilitated management restructuring retreat with John Tannous, FCP executive director, and FCP board president Melissa Collins Cripps.
- Summarizing and delivering the ArtBox Institute idea to the FCP Executive Director and Board of Directors. The summary included framing strategic goals for the project, including program and service offering, advocacy, governance, fundraising, marketing and communications, finance and controllership, human resources, information technology and facilities.
- Holding a public information forum in April 2013 at the Coconino Center for the Arts to outline the particulars of the ArtBox Institute, to encourage community buy-in, response, and feedback.
- Applying for and being awarded an Arizona Commission on the Arts Professional Development grant to enable attendance at an Emerging Arts Program Institute conducted by the Alliance of Artists Residencies at the Robert Rauschenberg Foundation in May 2013.
- Conducting informational meetings with artists groups including Flagstaff Photography Club, Artists' Coalition of Williams, Architects Club of Flagstaff, and the Flagstaff Potter's Guild.
- Securing funding to launch the program in its first year.

## BUSINESS PLAN

### Program: The ArtBox Institute

The ArtBox Institute (<http://www.culturalpartners.org/artbox>) is a nine-month, tuition-funded, skills-based, professional development program that will be administered by Flagstaff Cultural Partners. The program recognizes artists as entrepreneurs and offers them the skills to help them succeed in the marketplace. The aims of the ArtBox Institute are manifold: create jobs, incubate creative industries (small business), enhance civic vitality, strengthen cultural depth, and create economic impact and a more interconnected and professional arts community by broadening the entrepreneurial skills of artists and arts organizations.

The Institute will feature a roster of two dozen professionals as teachers, and a curriculum that encompasses marketing, financial literacy, presentation skills and fundraising. Classes are held twice monthly, and instructors are asked to serve as mentors and coaches.

The ArtBox Institute is intended to serve a cohort of 20-30 students. As the group learns and works with each other over the course of the nine-month program, they will develop strong connections with fellow students and with ArtBox instructors. Further, students will be required to complete a major class project before the completion of their course. An example of one such project is the production of a pop-up gallery and corresponding “opening event” for an art exhibition. This activity strengthens the collaboration and bond amongst students, and helps them apply what they’ve learned to a specific project with specific outcomes.

The ArtBox Institute curriculum includes:

- **STRATEGIC BUSINESS PLANNING:** Participants learn key business and management skills. Topics include business plans, business management, goal setting, communications and negotiation.
- **BRANDING & MARKETING:** Corporations work exhaustively to calibrate and convey their brand; artists and arts organization administrators must do the same. Artists must know exactly who they are and what they want, and carefully sculpt the messages they send. This presentation, coupled with interactive exercises, moves participants toward recognizing, articulating and creating their messages.
- **FINANCIAL LITERACY:** This series of classes offers an overview and hands-on exercises in bookkeeping, budgeting, tax preparation and financial management. Topics include individual taxes for artists, segregating personal and artistic finances, budgeting for your life and your artistic projects, tips for tracking deductible expenses and a self-employment primer.
- **FUNDING YOUR WORK:** This series of workshops will help evaluate a wide range of fundraising opportunities and explain how to tap these valuable resources.

- Topics include crowdfunding, applying for grants and residencies, working with a fiscal sponsor, preparing the right materials for the right donors, partnerships with venues, donors and funders, and determining and communicating the real cost of your work.
- **LEGAL ISSUES:** Understanding and familiarity of legal issues for artists. Understanding trade names, trademarks, copyright and insurance. Discussion of intellectual property, contracts.
  - **VERBAL COMMUNICATION:** These sessions use lectures, small group activities and videography to practice and improve interpersonal communications and public speaking.
  - **RELATIONSHIPS:** Often, artists and creative professionals need to create strong relationships with the media, government agencies and other key members of the community. Sessions explore effective approaches, understanding perspectives and more.
  - **PHOTOGRAPHY/VIDEOGRAPHY ESSENTIALS:** Photography and videography are often the introductory tools for presenting artists and arts organizations work to gallery owners, grantors, residencies and competition judges. Photography and videography populate arts websites. Learn and practice the fundamentals of taking stronger photographs and shooting video that conveys professionalism.
  - **GUERRILLA MARKETING:** Participants will hear from artists and marketing experts who have used unconventional techniques to increase awareness of their art and gain wider media coverage and audience attention.
  - **WORKING THE WEB:** Whether technologically savvy or a novice, this workshop helps participants sharpen their online presence to expand audience size and improve marketing and communications. Topics include best practices for social networking and media sharing, e-commerce, building and maintaining a promotional website, and blogs.
  - **SOCIAL MEDIA CAMPAIGNS:** How do you craft one? Do you need one? What are the most compelling aspects of a strong social media campaign?
  - **FUNDRAISING:** How do you ask? Who do you ask? When do you ask? The workshop includes information on how to organize fundraising events, e-mail campaigns, cultivation and individual appeals.
  - **GRANT WRITING & WRITING SKILLS:** Artists need to communicate their message, their story, and their ideas in writing. This series of classes focuses on the fundamentals of clear and effective business writing and storytelling. Additional topics include writing for grants, proposals, resumes and crafting a mission statement with snap.
  - **PORTFOLIO REVIEW:** The portfolio review is an opportunity to integrate everything learned in the marketing and career planning portions of the program into a portfolio review with representatives from galleries, museums, and granting organizations. Participants will present themselves and their portfolio to multiple reviewers, and receive immediate constructive feedback on their presentation skills.

## Management and Oversight

Flagstaff Cultural Partners, the non-profit local arts agency for Flagstaff and Coconino County, will serve as the ultimate decision-making authority for the ArtBox Institute. FCP's Board of Directors provides governance, and FCP's staff will provide day-to-day operations management. Specifically, FCP's Deputy Director of Community Engagement will manage the program, with support from FCP's Program Coordinator, interns and volunteers.

A 10-member ArtBox Advisory Council offers guidance and input to FCP staff on the curriculum, selection of instructors and overall direction of the program.

### **2013 ArtBox Advisory Council**

- Art Babbott, Coconino County Board of Supervisors
- John Stigmon, assistant director, ECONA
- Ellen Tibbetts, artist
- Chris Norlin, artist
- John Tannous, executive director, FCP
- Laura Kelly, ArtBox project director
- Elizabeth Vogler, deputy director of community engagement, FCP
- Bret Carpenter, business development consultant, SBDC
- Jenean Merk Perelstein, CEO of Welcoming Abundance
- Karl Eberhard, City of Flagstaff

## Operational and Financial Plan

To keep program costs affordable and leverage existing resources, the ArtBox Institute is a collaborative project, drawing on the facilities, funding and expertise of our primary partners: the City of Flagstaff, Flagstaff Cultural Partners, NACET, Coconino County Board of Supervisors and the Small Business Development Center of Coconino Community College. A scholarship program has been established with funds from the Coconino County Board of Supervisors and private donors to enable three participants (one Native American artist, one non-Flagstaff resident and one work-study) full participation in the program. Additional grant money has been secured from Full Circle Trade and Thrift to underwrite first year program costs.

The program is designed to be financially self-sustaining. While grants, donors and in-kind support will be sought to strengthen the program and provide scholarships, the core of the ArtBox revenue stream will be earned revenue through participant tuition. Students will pay \$750 for the nine-month course, receiving 70-80 hours of high-level instruction (20 students x \$750 = \$15,000). Additional revenue may be earned through one-time workshops and seminars.

With a budget funded largely by tuition fees, program sustainability appears likely. On the expense side, the primary costs are for staffing: instructors and management of the program. Additional costs are in marketing, materials and hospitality. After the pilot year the program should bear reduced marketing expenses, as word of mouth and program success will serve to advertise the program.

On the income side, class size could expand to 30 without detriment to the program or the most beneficial student-to-teacher ratio, which would negate the need for program sponsors for program sustainability. Securing two financial sponsors annually is a realistic goal for the operation of a non-profit business development program. Grant funding may be sought in future years.

The program can exist as an annual program or a biennial, depending upon the success and obstacles that arise after the first year of operation.

#### 2014 First Year Budget

##### **Income**

Tuition	\$13,500	18 participants x \$750	21 total/3 scholarships
Sponsorships	\$8,500	2 sponsors	County / Full Circle
<b>TOTAL</b>	<b>\$22,000</b>	Funding secured	As of 11/25/13

##### **Expense**

Instructors Fees	\$5,000	100 instructor hours @ \$50 hr.
Materials & Hospitality	\$4,000	Presentation materials, equipment, hospitality, and lunch for students on full days (7) etc.
Program Staff	\$6,000	Liaison to instructors and students, administration, monitoring classes, acquiring materials, reporting, etc.
Marketing	\$3,500	Direct mail, advertisements, website, etc.
Contingency fund	\$1,000	Unforeseen costs or seed fund
January Retreat	\$1,000	Facility, materials and hospitality
Graduation Ceremony	\$1,500	Facility, certificates of completion
<b>TOTAL</b>	<b>\$22,000</b>	

## Participants and Curriculum for First Year

The first class of students has confirmed participation with an initial payment towards the tuition: 22 total students, with 19 full paying participants and 3 as scholarship participants. With 22 students and two sponsors already in place, the program has achieved its first and most important benchmarks to success.

The inaugural class includes an architect, a blacksmith, a composer, an editor, two gallery owners, potters, painters and fabric artists. Most of our initial class resides in Flagstaff, but we also have participants from Sedona and Williams. Some participants are recent university graduates. Others are retirees now turning to their art full-time. And others identify themselves as mid-career. All have identified their need and desire to develop their business skills; work samples were not a part of the application process.

The curriculum and instructors have also been secured for the 2014 ArtBox session:

- **Visioning and Goal Setting**/Jenean Merk Perelstein, small business coach and CEO of Welcoming Abundance
- **Valuing Your Work**/Bruce Aiken, Joni Pevarnik, and Jill Divine, artists
- **Business Plan Development**/Bret Carpenter, business development consultant, Small Business Development Center of Coconino Community College
- **Branding Yourself and Your Art**/Tommy O'Connor, owner of We Are William and Julie Sullivan, owner of Julie Sullivan Design
- **Web Marketing + Creating an On-line Business Base**/Matt Beaty and Megan Zakrzewski, small business coach
- **Relationship Marketing**/Cindy May, owner of Cindy May Marketing
- **Crafting the Artist Statement**/Mary Tolan, journalism professor, NAU
- **Writing Press Releases**/Elizabeth Hellstern, deputy director, FCP
- **Grant Writing**/Jessica Rajko, program associate, Arizona Commission on the Arts
- **Videography Essentials**/Kent Wagner, adjunct film professor, NAU
- **Photography Essentials**/Dawn Kish, photographer
- **Public Speaking**/Jenean Merk Perelstein, CEO of Welcoming Abundance, and John Tannous, executive director of Flagstaff Cultural Partners
- **Pitching Your Art to the Media**/Seth Muller, editor of Mountain Living magazine
- **Legal Issues for Artists**/Richard Vihel, attorney
- **Insurance Issues for Artists**/Melissa Cripps, musician & State Farm agent
- **Working With Government**/Karl Eberhard, City of Flagstaff
- **Fundraising for Artists**/Becky Daggett, executive director of Flagstaff Arts & Leadership Academy
- **Financial Literacy**/LuAnn Roberts, CPA
- **Financial Organizational Tools for Artists**/Jody Seibert, owner of The Dog Ate My Books
- **Event Planning**/Elizabeth Vogler and Elizabeth Hellstern, deputy directors of FCP

# Memorandum

7.

## CITY OF FLAGSTAFF



**To:** The Honorable Mayor and Council  
**From:** Barbara Goodrich, Management Services Director  
**Co-Submitter:** Jim Cronk, Planning Director  
**Date:** 11/25/2013  
**Meeting Date:** 12/10/2013

---

### TITLE:

**Public Safety Impact Fee Update**

### DESIRED OUTCOME:

Council direction on the proposed path forward for the re-adoption of the Public Safety Impact Fees

### INFORMATION:

Arizona Revised Statute 9-463.05, adopted during the 2011 legislative session significantly amended development fee enabling legislation. Commonly known as SB1525, this legislation called for:

- Amending existing development program changes by January 1, 2012. The City met this condition by adopting the amendment of the existing development program on December 6, 2011; and,
- Abandoning the existing development fee programs by August 1, 2014. To accomplish the abandonment and subsequent adoption by August 1, 2014, the City must follow a prescribed schedule allowing adequate time for public input and Council discussion.

The work session will allow Tischler Bise (the City's consultant) to provide an overview of the statutory changes and the path forward.

City staff is requesting Council direction on whether to continue with the adoption of the Public Safety Development Impact fees.

Should the Council choose to continue, the schedule for adoption is as follows:

November 7, 2013; December 7, 2013, and December 22, 2013

- Published notice of public hearing on Land Use (LU) assumptions and Infrastructure Improvement Plan (IIP)
- Publish the draft plan on the City website

\*\*\*60 days\*\*\*

December 10, 2013 – City Council Work Session

- Work session presentation to Council by Tischler Bise.
- Council will be asked to provide direction on whether to continue the process of adopting revised Public Safety Development Impact Fees

January 7, 2014 – City Council Agenda Item

- Public hearing on LU and IIP

\*\*\*30 days\*\*\*

February 18, 2014 – City Council Agenda Item

- Adopt LU and IIP

March 1, 2014

- Provide notice of public hearing on development fees
- Publish draft fee report on municipal website

\*\*\*30 days\*\*\*

April 1, 2014 – City Council Agenda Item

- Public hearing on development fees

\*\*\*30 days\*\*\*

May 6 and May 13, 2014 – City Council Agenda Item

- Council's final opportunity to approve or not approve Public Safety Development Impact Fees

\*\*\*75 days\*\*\*

August 1, 2014

- Updated Development fees are effective

---

**Attachments:**     [Impact Fee Powerpoint](#)  
                              [11/01/13 Draft LU and IIP](#)



# Draft Land Use Assumptions, Infrastructure Improvements Plan, and Preliminary Development Fees

## City of Flagstaff, Arizona

December 10, 2013

**TischlerBise**  
Fiscal, Economic & Planning Consultants



# Overview of Adoption Process

## Round 1

- Land Use Assumptions
- Infrastructure Improvement Plans

## Round 2

### Development Fees

- Modify based on Round 1 input/decisions
  - Revenue projections
  - Required offsets

Effective by August 1, 2014

# Impact Fee Ground Rules

- Represent new growth's fair share of the cost for capital facility needs
- Used for **capacity** expansions
- Not a revenue raising mechanism but a way to provide growth-related infrastructure
- Three requirements must be met:
  - Impact: Growth is generating need for infrastructure
  - Benefit: Timing of improvements; Accounting and expenditure controls
  - Proportionality: Fair share of cost
- Fee is per residential unit and per square foot of nonresidential floor area
  - Optional fee schedule provided by size of housing unit (bedroom county) – new for this update

# Key Changes to Enabling Legislation

- Three integrated products
  - Land Use Assumptions (at least 10 years and approved by elected officials)
  - Infrastructure Improvements Plan (IIP) limited to 10 years (no build out analysis)
  - Development Fees part of broader revenue strategy
- Based on same Level-Of-Service (LOS) provided to existing development
- Limitations on Necessary Public Services
  - No regional training facilities for public safety
- Refunds can be requested if improvements are not built

# Development Fee Methods and Cost Components

Type of Necessary Public Services	Methodology		
	Cost Recovery (Past)	Incremental Expansion (Present)	Plan Based (Future)
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Facilities</li> <li>• Apparatus</li> <li>• Equipment</li> <li>• Communications Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicles</li> <li>• Communications Equipment</li> </ul>	Not Applicable
<b>Police</b>	<ul style="list-style-type: none"> <li>• Communications Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities</li> <li>• Vehicles</li> <li>• Communications Equipment</li> </ul>	Not Applicable

# Demographic and Service Areas

- Housing Units from U. S. Census Bureau and recent residential building permit records used to calculate population
- Peak population estimates and projections from City of Flagstaff 2012 Regional Plan Update;
  - High population growth scenario
- Jobs estimates from U.S. Census Bureau, and projections from City of Flagstaff 2012 Regional Plan Update
- Converted jobs to nonresidential floor area
- All IIPs and fees are citywide
- Demand Indicators – Population and Nonresidential Vehicle Trips

# Summary of Ten-Year Plan for Infrastructure Needed to Maintain Current LOS

## ➤ Fire

- Vehicles (\$700,000)
- Communications Equipment (\$7,000)
- Debt Service
  - Facilities, Apparatus, Equipment, Communications Infrastructure

## ➤ Police

- Facilities (\$1.1 million)
- Vehicles (\$270,000)
- Communications Equipment (\$25,000)
- Debt Service
  - Communications Infrastructure

# Preliminary Total Fees per Land Uses

		<i>Fire</i>	<i>Police</i>	<i>TOTAL Development Fee</i>
<b>Residential</b>		<i>Number of Bedrooms</i>		
		<i>Per Housing Unit</i>		
2+ Units	All Sizes	\$379	\$238	\$617
Single Unit	0-3	\$387	\$243	\$630
Single Unit	4+	\$485	\$305	\$790
<i>Single Unit</i>	<i>Avg</i>	\$406	\$255	\$661
<b>Nonresidential</b>		<i>Per Square Foot of Floor Area</i>		
Commercial		\$1.28	\$1.12	\$2.40
Office/Institutional		\$0.50	\$0.44	\$0.94
Industrial/Flex		\$0.17	\$0.15	\$0.32

# Current Total Fees per Land Uses

<i>Current Development Fee Schedule</i>		<i>Fire</i>	<i>Police</i>	<i>Current Development Fee</i>
<b>Residential</b>		<i>Per Housing Unit</i>		
	<b>Number of Bedrooms</b>			
2+ Units	All Sizes	\$352	\$184	\$536
Single Unit	0-3	\$444	\$231	\$675
Single Unit	4+	\$444	\$231	\$675
<i>Single Unit</i>	<i>Avg</i>	\$444	\$231	\$675
<b>Nonresidential</b>		<i>Per Square Foot of Floor Area</i>		
Commercial		\$0.81	\$0.68	\$1.49
Office/Institutional		\$0.28	\$0.24	\$0.52
Industrial/Flex		\$0.07	\$0.06	\$0.13

\*Source: TischlerBise. (28Nov11). *January 1, 2012 Interim Development Fees*

# Difference between Current and Preliminary Total Fees per Land Uses

		<i>Net Change</i>		
		<i>Fire</i>	<i>Police</i>	<i>Development Fee</i>
<b>Residential</b>		<i>Number of Bedrooms</i>		
		<i>Per Housing Unit</i>		
2+ Units	All Sizes	\$27	\$54	\$81
Single Unit	0-3	(\$57)	\$12	(\$45)
Single Unit	4+	\$41	\$74	\$115
<i>Single Unit</i>	<i>Avg</i>	(\$38)	\$24	(\$14)
<b>Nonresidential</b>		<i>Per Square Foot of Floor Area</i>		
Commercial		\$0.47	\$0.44	\$0.91
Office/Institutional		\$0.22	\$0.20	\$0.42
Industrial/Flex		\$0.10	\$0.09	\$0.19

# Flagstaff Adoption Process Schedule

- November 7, 2013 provide notice of public hearing on LU and IIP and publish draft on municipal website
  - 60 days for consensus building
- December 10, 2013 **Elected Officials Work Session** on Land Use Assumptions (LU) Infrastructure Improvements Plan (IIP)
- January 7, 2014 **public hearing** on LU & IIP
  - 30 days for consensus buildings and changes to LU & IIP
- February 18, 2014 **City Council adopts** LU & IIP,
- March 1, 2014 provide notice of public hearing on development fees and publish materials on website
  - 30 days for consensus building
- April 1, 2014 **public hearing** on development fees
  - 30 days for consensus building and changes to development fees
- May 6, 2014 and May 13, 2014 **City Council** adopts development fees
  - 75 day mandatory wait period
- August 1, 2014 fees become effective

**DRAFT – CITY OF FLAGSTAFF PUBLIC SAFETY  
DEVELOPMENT FEES,  
INFRASTRUCTURE IMPROVEMENTS PLAN,  
AND LAND USE ASSUMPTIONS**

Prepared for:  
*City of Flagstaff, Arizona*

November 1, 2013

**TischlerBise**  
Fiscal, Economic & Planning Consultants

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301.320.6900  
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## **EXECUTIVE SUMMARY**

The City of Flagstaff has engaged TischlerBise to update its Public Safety development fees for necessary public services pursuant to Arizona Revised Statutes 9-463.05. Municipalities in Arizona may assess development fees to offset infrastructure costs to a municipality associated with providing necessary public services to a development. The development fees must be based on an Infrastructure Improvements Plan. Development fees cannot be used for, among other things: projects not included in the Infrastructure Improvements Plan, projects related to existing development, or costs related to operations and maintenance.

This Infrastructure Improvements Plan and associated update to the City of Flagstaff Public Safety development fees include the following necessary public services:

- Fire
- Police

This plan includes all necessary elements required to comply with the Arizona Revised Statute 9-463.05.

### **ARIZONA DEVELOPMENT FEE ENABLING LEGISLATION**

---

Arizona Revised Statute 9-463.05 (hereafter referred to as “development fee enabling legislation”) governs how development fees are calculated for municipalities in Arizona. During the state legislative session of 2011, Senate Bill 1525 (SB 1525) was introduced which significantly amended the development fee enabling legislation. The changes included:

- Amending existing development fee programs by January 1, 2012;
- Abandoning existing development fee programs by August 1, 2014;
- A new development fee program structure developed from a unified Land Use Assumptions document and Infrastructure Improvements Plan;
- New adoption procedures for the Land Use Assumptions, Infrastructure Improvements Plan, and development fees;
- New definitions, including “necessary public services” which defines what categories and types of infrastructure may be funded with development fees;
- Time limitations in development fee collections and expenditures; and
- New requirements for credits, “grandfathering” rules, and refunds.

Governor Brewer signed SB 1525 into law on April 26, 2011. This update of the City’s Public Safety development fees will comply with all of the new requirements of SB 1525.

### **NECESSARY PUBLIC SERVICES**

---

The City of Flagstaff currently collects development fees for the following infrastructure categories:

- Fire
- Police

Under the new requirements of the development fee enabling legislation, development fees may be used only for construction, acquisition or expansion of public facilities that are necessary public services. “Necessary public service” means any of the following categories of facilities that have a life expectancy of three or more years and that are owned and operated on behalf of the municipality:

- Water Facilities
- Wastewater Facilities

- Storm Water, Drainage, and Flood Control Facilities
- Library Facilities
- Streets Facilities
- Fire and Police Facilities
- Neighborhood Parks and Recreational Facilities
- Any facility that was financed before June 1, 2011 and that meets the following requirements:
  1. Development fees were pledged to repay debt service obligations related to the construction of the facility.
  2. After August 1, 2014, any development fees collected are used solely for the payment of principal and interest on the portion of the bonds, notes, or other debt service obligations issued before June 1, 2011 to finance construction of the facility.

### **INFRASTRUCTURE IMPROVEMENTS PLAN**

---

Development fees must be calculated pursuant to an Infrastructure Improvements Plan (hereafter referred to as the “IIP”). For each necessary public service that is the subject of a development fee, by law, the infrastructure improvements plan shall include the following seven elements:

*Element #1: A description of the existing necessary public services in the service area and the costs to upgrade, update, improve, expand, correct or replace those necessary public services to meet existing needs and usage and stricter safety, efficiency, environmental or regulatory standards, which shall be prepared by qualified professionals licensed in this state, as applicable.*

*Element #2: An analysis of the total capacity, the level of current usage and commitments for usage of capacity of the existing necessary public services, which shall be prepared by qualified professionals licensed in this state, as applicable.*

*Element #3: A description of all or the parts of the necessary public services or facility expansions and their costs necessitated by and attributable to development in the service area based on the approved land use assumptions, including a forecast of the costs of infrastructure, improvements, real property, financing, engineering and architectural services, which shall be prepared by qualified professionals licensed in this state, as applicable.*

*Element #4: A table establishing the specific level or quantity of use, consumption, generation or discharge of a service unit for each category of necessary public services or facility expansions and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial and industrial.*

*Element #5: The total number of projected service units necessitated by and attributable to new development in the service area based on the approved land use assumptions and calculated pursuant to generally accepted engineering and planning criteria.*

*Element #6: The projected demand for necessary public services or facility expansions required by new service units for a period not to exceed ten years.*

*Element #7: A forecast of revenues generated by new service units other than development fees, which shall include estimated state-shared revenue, highway users revenue, federal revenue, ad valorem property taxes, construction contracting or similar excise taxes and the capital recovery portion of utility fees attributable to development based on the approved land use assumptions, and a plan to include these contributions in determining the extent of the burden imposed by the development.*

### **QUALIFIED PROFESSIONALS**

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The IIP must be developed by qualified professionals using generally accepted engineering and planning practices. A qualified professional is defined as “a professional engineer, surveyor, financial analyst or planner providing services within the scope of the person’s license, education, or experience.”

TischlerBise is a fiscal, economic, and planning consulting firm specializing in the cost of growth services. Our services include development fees, fiscal impact analysis, infrastructure financing analyses, user fee/cost of service studies, capital improvement plans, and fiscal software. TischlerBise has prepared over 800 development impact fee studies over the past 30 years for local governments across the United States.

## DEVELOPMENT FEES

### CALCULATION METHODOLOGIES

Development fees for the necessary public services generated by new development must be based on the same level of service provided to existing development in the service area. There are three basic methodologies used to calculate development fees. They examine the past, present, and future status of infrastructure. The objective of evaluating these different methodologies is to determine the best measure of the demand created by new development for infrastructure capacity.

- **Cost recovery method (past)** is used in instances when a community has oversized a facility or asset in anticipation of future development. This methodology is based on the rationale that new development is repaying the community for its share of the remaining unused capacity.
- **Incremental expansion method (present)** documents the current level of service for each type of public facility. The intent is to use revenue collected to expand or provide additional facilities, as needed to accommodate new development, based on the current cost to provide capital improvements.
- **Plan-based method (future)** utilizes a community’s capital improvement plan and/or other adopted plans or engineering studies to guide capital improvements needed to serve new development.

Figure 1 is a summary of the methodologies and components used to calculate the IIP.

**Figure 1: Recommended Calculation Methodologies**

				Methodology		
Type of Necessary Public Services	Cost Recovery (Past)	Incremental Expansion (Present)	Plan Based (Future)			
Fire	<ul style="list-style-type: none"> <li>• Facilities</li> <li>• Apparatus</li> <li>• Equipment</li> <li>• Communications Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicles</li> <li>• Communications Equipment</li> </ul>	Not Applicable			
Police	<ul style="list-style-type: none"> <li>• Communications Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities</li> <li>• Vehicles</li> <li>• Communications Equipment</li> </ul>	Not Applicable			

### Reporting Results

Calculations throughout this Study are based on analysis conducted using Excel software. Formulas and results are discussed herein using one-and two-digit place (in most cases), which represent rounded figures. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown in the Study (due to the rounding of figures shown, not in the analysis.)

**PROPOSED DEVELOPMENT FEES**

Based on the data, assumptions, and calculation methodologies in the Land Use Assumptions document and Infrastructure Improvements Plan, the proposed development fees are listed in the figure below:

**Figure 2: Proposed City of Flagstaff Public Safety Development Fees**

		<i>Fire</i>	<i>Police</i>	<i>TOTAL Development Fee</i>
<b>Residential</b>		<i>Number of Bedrooms</i>		
		~~~~~ Per Housing Unit ~~~~~		
2+ Units	All Sizes	\$379	\$238	\$617
Single Unit	0-3	\$387	\$243	\$630
Single Unit	4+	\$485	\$305	\$790
Single Unit	Avg	\$406	\$255	\$661
<b>Nonresidential</b>		~~~~ Per Square Foot of Floor Area ~~~~		
Commercial		\$1.28	\$1.12	\$2.40
Office/Institutional		\$0.50	\$0.44	\$0.94
Industrial/Flex		\$0.17	\$0.15	\$0.32

\*Source: TischlerBise. (28Nov11). *January 1, 2012 Interim Development Fees*

Source: TischlerBise

**COMPARISON TO CURRENT DEVELOPMENT FEES**

The City of Flagstaff currently collects development fees for the following infrastructure categories:

- Fire
- Police

The City’s current development fee summary is shown below:

**Figure 3: City of Flagstaff Current Development Fees**

<i>Current Development Fee Schedule</i>		<i>Fire</i>	<i>Police</i>	<i>Current Development Fee</i>
<b>Residential</b>		<i>Number of Bedrooms</i>		
		~~~~~ Per Housing Unit ~~~~~		
2+ Units	All Sizes	\$352	\$184	\$536
Single Unit	0-3	\$444	\$231	\$675
Single Unit	4+	\$444	\$231	\$675
Single Unit	Avg	\$444	\$231	\$675
<b>Nonresidential</b>		~~~~ Per Square Foot of Floor Area ~~~~		
Commercial		\$0.81	\$0.68	\$1.49
Office/Institutional		\$0.28	\$0.24	\$0.52
Industrial/Flex		\$0.07	\$0.06	\$0.13

\*Source: TischlerBise. (28Nov11). *January 1, 2012 Interim Development Fees*

The changes between the proposed fees and the current fees are shown in the figure below. Note: the red figures in parentheses represent decreases in fee amounts.

**Figure 4: Changes Between City of Flagstaff Current and Proposed Development Fees**

		<i>Net Change</i>		
		<i>Fire</i>	<i>Police</i>	<i>Development Fee</i>
		~~~~~ Per Housing Unit ~~~~~		
<b>Residential</b>	<b>Number of Bedrooms</b>			
2+ Units	All Sizes	\$27	\$54	\$81
Single Unit	0-3	(\$57)	\$12	(\$45)
Single Unit	4+	\$41	\$74	\$115
<i>Single Unit</i>	<i>Avg</i>	(\$38)	\$24	(\$14)
		~~~~~ Per Square Foot of Floor Area ~~~~~		
<b>Nonresidential</b>				
Commercial		\$0.47	\$0.44	\$0.91
Office/Institutional		\$0.22	\$0.20	\$0.42
Industrial/Flex		\$0.10	\$0.09	\$0.19

Source: TischlerBise

## **FIRE FACILITIES INFRASTRUCTURE IMPROVEMENTS PLAN**

### **OVERVIEW**

---

ARS 9-463.05 (T)(7)(f) defines the facilities and assets, which can be included in the Fire Facilities IIP:

*“Fire and police facilities, including all appurtenances, equipment and vehicles. Fire and police facilities do not include a facility or portion of a facility that is used to replace services that were once provided elsewhere in the municipality, vehicles and equipment used to provide administrative services, helicopters or airplanes or a facility that is used for training police and firefighters from more than one station or substation.”*

The Fire Facilities IIP includes components for the Fire facilities, Fire fleet (vehicles/apparatus/equipment), and the Fire Department’s proportionate share of the City of Flagstaff public safety communications command center system (communications equipment and infrastructure), and the cost of preparing the Fire Facilities IIP and Development Fee Study. Cost recovery is used to calculate the IIP for the Fire facilities, apparatus, equipment, and communications infrastructure. Incremental expansion is used to calculate the Fire vehicles and communications equipment elements of the Fire IIP and Development Fees.

### **SERVICE AREA**

---

The City’s Fire facilities and assets serve the entire city. The service area for the Fire Facilities IIP and development fees is Citywide.

**PROPORTIONATE SHARE**

ARS 9-463.05 (B)(3) states that the development fee shall not exceed a proportionate share of the cost of necessary public services needed to accommodate new development. The Fire IIP uses a proportionate share concept to allocate the demand between residential and nonresidential development. The demand for Fire facilities and assets in City of Flagstaff is measured by annual calls for service. Calls for service data from 2012 were used to determine the relative demand for service from residential and nonresidential development.

**Demand Units**

The Fire Facilities costs are allocated to both residential and nonresidential development based on an analysis of incident by land use type data (calls for service). For residential development, fees are calculated on a per capita basis, and then converted to an appropriate amount by type of housing unit based on persons per household.

For nonresidential development fees, TischlerBise recommends using nonresidential vehicle trips as the demand indicator for Fire Facilities. Trip generation rates are used for nonresidential development because vehicle trips are highest for commercial developments, such as shopping centers, and lowest for industrial/flex development. Office and institutional trip rates fall between the other two categories. Because the Fire Department responds to emergency medical services calls for service this ranking of trip rates is consistent with the relative demand for Fire services from nonresidential development.

Other possible nonresidential demand indicators, such as employment or floor area, would not accurately reflect the demand for service. For example, if employees per thousand square feet were used as the demand indicator, Fire development fees would be too high for office and institutional development because offices typically have more employees per 1,000 square feet than retail uses. If floor area were used as the demand indicator Fire development fees would be too high for industrial development. More information regarding the calculation of nonresidential vehicle trips can be found in Figure 16: Fire Facilities Ratio of Service Unit to Land Use.

**Fire Department Calls for Service**

Of the Fire Department’s 5,550 calls for service to existing development, 3,111 were to residential development, and 2,439 were to nonresidential development. This equates to a proportionate share factor for residential development of 56 percent, and 44 percent for nonresidential development.

Road related calls, open land fires and other unassigned calls are omitted from proportionate share calculations because they cannot be allocated to residential or nonresidential development. This should not be interpreted as implying that these types of calls for service have no impact on the Fire Department.

**Figure 5: Fire Facilities Proportionate Share**



Source: City of Flagstaff, Fire Department

Land Use	Proportionate Share	Estimated Calls for Service (CFS)	2013 Demand Units	CFS per Demand Unit
Residential	56%	3,111	74,941 Population	0.04
Nonresidential	44%	2,439	104,610 Nonres Vehicle Trips	0.02

### Public Safety Communications Command Center Calls for Service

The City of Flagstaff shares a Public Safety Communications Command Center and associated infrastructure with Coconino County and surrounding public safety agencies. The shared command center received 71,475 calls for service from all jurisdictions in calendar year 2012. Calls for service for the City of Flagstaff Fire Department accounted for 14 percent of the total public safety calls for service received. This proportionate share factor will be used to calculate the demands placed on the *communications equipment* (e.g., portable communication radios, and stationary computer components) by the Fire Department.

Proportionate share factors for demands placed on the *communications infrastructure* (e.g., telecommunications towers for wireless network) by the Fire Department were provided by the City of Flagstaff Police Department based on use by the City’s Fire, Police, and Public Works departments, and other jurisdictions. Proportionate share factors for *communications infrastructure* differ from *communications equipment* due to additional impact from Public Works. Proportionate share factors are shown below.

**Figure 6: Public Safety Communications Command Center Proportionate Share**

Public Safety Agency	Land Use	Calls for Service [1]	Proportionate Share for Communications	
			Equipment [1]	Infrastructure [2]
Other Jurisdictions		17,993	25%	26%
<b>Flagstaff Police</b>		<b>43,304</b>	<b>61%</b>	<b>27%</b>
	Residential	7,386		
	Nonresidential	8,653		
	Traffic and Other [3]	27,265		
<b>Flagstaff Fire</b>		<b>10,178</b>	<b>14%</b>	<b>18%</b>
	Residential	3,111		
	Nonresidential	2,439		
	Open Space and Other [3]	4,628		
Flagstaff Public Works		Not Applicable	0	29%
<b>Total Calls Received in 2012</b>		<b>71,475</b>	<b>100%</b>	<b>100%</b>

[1] Proportionate share factors for Communications Equipment are based on total calls for service dispatched by the Public Safety Communications Command Center

[2] Proportionate share factors (shown here as rounded figures) for Communications Infrastructure were provided by the City of Flagstaff Police Department. The City of Flagstaff Department of Public Works places demands on the communications infrastructure but not on the Public Safety Communications Command Center

[3] Road related calls, open land fires and other unassigned calls are omitted from land use proportionate share calculations because they cannot be allocated to residential or nonresidential development.

## **IIP FOR FIRE FACILITIES**

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For each necessary public service that is the subject of a development fee, ARS 9-463.05(E) requires that the IIP include seven elements. The sections below detail each of these elements. A forecast of new revenues generated by development fees can be found later in the report.

### **Analysis of Capacity, Usage, and Costs of Existing Public Services**

ARS 9-463.05(E)(1) requires:

*“A description of the existing necessary public services in the service area and the costs to upgrade, update, improve, expand, correct or replace those necessary public services to meet existing needs and usage and stricter safety, efficiency, environmental or regulatory standards, which shall be prepared by qualified professionals licensed in this state, as applicable.”*

ARS 9-463.05(E)(2) requires:

*“An analysis of the total capacity, the level of current usage and commitments for usage of capacity of the existing necessary public services, which shall be prepared by qualified professionals licensed in this state, as applicable.”*

**Fire Facilities**

**Level of Service**

The City recently completed a multi-year plan to relocate and expand its Fire facilities. The current inventory of qualified Fire facilities totals 59,197 square feet, which includes excess capacity to serve future demand. The level of service (LOS) for Fire facilities is a measure of square feet per demand unit. The current LOS for residential development is calculated as follows: (59,197 square feet X 56% residential proportionate share)/74,941 persons) = 0.44 square feet per capita. This calculation is repeated for nonresidential development using 2013 nonresidential vehicle trips. The results are shown in Figure 7.

**Figure 7: Level of Service – Fire Facilities**

Facility [1]	Total		Replacement
	Square Feet	Cost/SF	Cost
Station 1	7,913	\$520	\$4,114,760
Station 2	14,631	\$352	\$5,150,112
Station 3	9,340	\$333	\$3,110,220
Station 4	5,600	\$232	\$1,299,200
Station 5	7,913	\$487	\$3,853,631
Station 6	9,000	\$337	\$3,033,000
Station 10 (Airport)	2,800	\$250	\$700,000
Current Fire Mechanic Space	2,000	\$250	\$500,000
<b>TOTAL</b>	<b>59,197</b>	<b>\$368</b>	<b>\$21,760,923</b>

Source: City of Flagstaff Fire Department  
 [1] Reflects non-administrative space

Demand Units	Proportionate Share	2013	2020	2023
City Population	56%	74,941	80,919	83,025
	Square Feet Per Capita	<b>0.44</b>	<b>0.41</b>	<b>0.40</b>
Nonresidential Vehicle Trips	44%	104,610	111,541	114,646
	Square Feet per Nonresidential Vehicle Trip	<b>0.25</b>	<b>0.23</b>	<b>0.23</b>

Debt was issued in 2006 and 2012 to help fund the expansion of Fire facilities. As new development utilizes its proportionate share of the available capacity of existing Fire facilities, the City plans to have it pay a proportionate share of the remaining debt, scheduled to be retired in 2020 and 2023. As shown above, if no new Fire facilities are added and development occurs at the rate shown in the Land Use Assumptions, the LOS for Fire facilities will change over the next ten years. The current LOS is 0.44 square feet per capita and 0.25 square feet per nonresidential vehicle trips. By 2023, the LOS for current Fire facilities will be 0.40 and 0.23 respectively.

**Cost per Demand Unit**

Debt was issued in 2006 and 2012 to pay for the expansion of Fire facilities to the current square footage of 59,197. As new development utilizes its proportionate share of the available capacity of the Fire facilities, the City plans to have new development pay for its share of the remaining debt. Thus, the cost recovery methodology is used to calculate the cost per demand unit by land use. Growth share is based on projected persons and trips at the end of each bond term.

The City of Flagstaff has a fiscal year that runs July 1<sup>st</sup> through June 30<sup>th</sup>. The final payments for Fire facilities debt are due July 1<sup>st</sup>, or the start of the fiscal year. Therefore, the demand units at the time of the last July payment are used to calculate the growth share by land use for each debt schedule. The final payment for the 2006 Series A debt is due July 1, 2023. TischlerBise projects the City of Flagstaff will add 8,085 persons and see an additional 10,036 nonresidential vehicle trips between July of 2013 and 2023, which equates to 9 percent of the 2023 projected combined population and nonresidential trips. The formula to calculate growth share for the 2006 Series A debt is (197,671 population and nonresidential vehicle trips in 2023 – 179,551 population and nonresidential vehicle trips in 2013) / 197,671 population and nonresidential vehicle trips in 2023 = 9 percent (rounded).

The cost per demand unit for residential development is calculated as follows: ((9% growth share x \$10,901,463 remaining principal and interest) x 56% residential proportionate share)/8,085 net increase in persons = \$67.96 cost per capita. This calculation is repeated for each land use and each debt obligation. The results are a combined cost per demand unit for Fire facilities of \$87.33 per capita, and \$56.14 per nonresidential vehicle trip.

**Figure 8: Cost Recovery – Fire Facilities**

Debt Obligation		Year of Final	Remaining Principal
Name	Year Issued	Payment	and Interest
Series A	2006	2023	\$10,901,463

Land Use	Growth Share [1]	Proportionate Share [2]	Increase 2013-2023 Demand Units [3]	Cost per Demand Unit
Residential	9%	56%	8,085 Population	\$67.96
Nonresidential		44%	10,036 Nonres Vehicle Trips	\$43.01

Debt Obligation		Year of Final	Remaining Principal
Name	Year Issued	Payment	and Interest
Series 2011	2012	2020	\$2,954,241

Land Use	Growth Share [1]	Proportionate Share [2]	Increase 2013-2020 Demand Units [3]	Cost per Demand Unit
Residential	7%	56%	5,978 Population	\$19.37
Nonresidential		44%	6,931 Nonres Vehicle Trips	\$13.13

Source: City of Flagstaff, Finance Department

[1] Share of projected population and nonresidential vehicle trips attributable to new growth

[2] City of Flagstaff Fire Department, Calls for Service by Land Use

[3] TischlerBise. (2013). Development Fee Land Use Assumptions

Land Use	Combined Cost per Demand Unit
Residential	<b>\$87.33</b>
Nonresidential	<b>\$56.14</b>

## Fire Fleet - Vehicles, Apparatus and Equipment

### Level of Service

The City plans to maintain the current LOS for Fire vehicles, apparatus, and equipment. The City currently has a 37-unit fleet of Fire vehicles, apparatus, and equipment. Based on the proportionate share analysis discussed above, residential development creates 56 percent of the demand for the Fire fleet with nonresidential development accounting for 44 percent of the demand. The current LOS for residential development is calculated as follows:  $((37 \text{ units} \times 56\% \text{ proportionate share}) / (74,941 \text{ persons} / 1,000)) = 0.28 \text{ vehicles per } 1,000 \text{ persons}$ . This calculation is repeated for nonresidential development resulting in a LOS of 0.16 vehicles per 1,000 nonresidential vehicle trips.

**Figure 9: Level of Service Fire Fleet - Vehicles, Apparatus, and Equipment**

Type	Description	Units in Service	Unit Price [1]	Replacement Cost
Vehicle	Ladder Apparatus	1	\$895,034	\$895,034
Vehicle	Rescue - Heavy	1	\$560,867	\$560,867
Vehicle	TYPE 1 ENGINE	1	\$448,478	\$448,478
Vehicle	Pumper Apparatus	4	\$394,641	\$1,578,564
Vehicle	TYPE 1 PUMPER	1	\$359,539	\$359,539
Vehicle	TYPE 3 WILDLANDS	3	\$358,000	\$1,074,000
Vehicle	Water Tender	2	\$270,000	\$540,000
Vehicle	HAZMAT Truck	1	\$251,392	\$251,392
Vehicle	Rescue - Medic	1	\$244,247	\$244,247
Vehicle	TYPE 6 Engine	2	\$130,000	\$260,000
Vehicle	TYPE 6 BRUSH TRUCK	2	\$130,000	\$260,000
Vehicle	Rescue - Light	1	\$43,220	\$43,220
Vehicle	Light Duty Vehicle	9	\$26,139	\$235,253
Vehicle	Heavy Duty Vehicle	3	\$24,657	\$73,972
Vehicle	Trailers	2	\$4,586	\$9,171
Apparatus	Aerial Truck (quint ladder)	1	\$800,000	\$800,000
Apparatus	Pumper Truck	1	\$359,539	\$359,539
Equipment	SCBA Equipment	1	\$220,358	\$220,358
	<b>Total Fleet</b>	<b>37</b>	<b>\$221,990</b>	<b>\$8,213,633</b>

Source: City of Flagstaff Fire Department

[1] Reflects the unit cost at year of purchase adjusted for inflation to Feb 2013 CPI

Land Use	Proportionate Share	2013 Demand Units	Vehicles, Apparatus and Equipment Per 1,000 Demand Unit
Residential	56%	74,941 Population	0.28
Nonresidential	44%	104,610 Nonres Vehicle Trips	0.16

**Cost per Demand Unit**

The cost per demand unit for the incremental expansion of Fire vehicles, the cost recovery of Fire apparatus, and the cost recovery of Fire equipment are each calculated separately. The City of Flagstaff debt financed the purchase of large Fire apparatus--an Aerial Truck and Pumper Truck--and Fire equipment for use in the entire service area. As new development utilizes its proportionate share of the available capacity of these apparatus and equipment units the City plans to have new development pay for its share of the remaining debt. Thus, the cost recovery methodology is used to calculate the cost per demand unit for Fire apparatus, and for Fire equipment (explained below). The cost per demand unit for Fire vehicles is calculated using an incremental expansion methodology.

**Vehicles**

To calculate the cost per demand unit for the 34 units of Fire vehicles, the replacement costs for the apparatus and equipment were subtracted from the total replacement cost of the Fire fleet for an adjusted value of \$6,833,736 for the Fire vehicles. The current cost of Fire vehicles per demand unit for residential development is calculated as follows: ((34 vehicle units X 56% proportionate share) / (74,941 persons/1,000)) = 0.25 level of service X \$200,992 average cost per vehicle = \$51.07 cost per capita. This calculation is repeated for nonresidential development and results in a cost per demand unit of \$28.74.

**Figure 10: Incremental Expansion – Fire Vehicles**

Type	Description	Units in Service	Unit Price [1]	Replacement Cost
Vehicle	Ladder Apparatus	1	\$895,034	\$895,034
Vehicle	Rescue - Heavy	1	\$560,867	\$560,867
Vehicle	TYPE 1 Engine	1	\$448,478	\$448,478
Vehicle	Pumper Apparatus	4	\$394,641	\$1,578,564
Vehicle	TYPE 1 PUMPER	1	\$359,539	\$359,539
Vehicle	TYPE 3 Wildlands	3	\$358,000	\$1,074,000
Vehicle	Water Tender	2	\$270,000	\$540,000
Vehicle	HAZMAT Truck	1	\$251,392	\$251,392
Vehicle	Rescue - Medic	1	\$244,247	\$244,247
Vehicle	TYPE 6 Engine	2	\$130,000	\$260,000
Vehicle	TYPE 6 Brush Truck	2	\$130,000	\$260,000
Vehicle	Rescue - Light	1	\$43,220	\$43,220
Vehicle	Light Duty Vehicle	9	\$26,139	\$235,253
Vehicle	Heavy Duty Vehicle	3	\$24,657	\$73,972
Vehicle	Trailers	2	\$4,586	\$9,171
Apparatus	Aerial Truck (quint ladder)	1	\$800,000	\$800,000
Apparatus	Pumper Truck	1	\$359,539	\$359,539
Equipment	SCBA Equipment	1	\$220,358	\$220,358
	Total Fleet	37	\$221,990	\$8,213,633
	<b>Total for Fire Vehicles</b>	<b>34</b>	<b>\$200,992</b>	<b>\$6,833,736</b>

Source: City of Flagstaff Fire Department

[1] Reflects the unit cost at year of purchase adjusted for inflation to Feb 2013 CPI

Land Use	Proportionate Share	2013 Demand Units	Vehicles Per 1,000 Demand Unit	Cost per Demand Unit
Residential	56%	74,941 Population	0.25	<b>\$51.07</b>
Nonresidential	44%	104,610 Nonres Vehicle Trips	0.14	<b>\$28.74</b>

*Apparatus*

The cost per demand unit for the Fire apparatus (using the cost recovery methodology) is calculated using a growth share based on projected persons and nonresidential vehicle trips at the time of the last payment, July 1, 2019. Of the projected 190,764 combined population and nonresidential vehicle trips in 2019, 11,214 (6 percent) are attributable to new growth between 2013 and 2019. The formula to calculate growth share is as follows:  $(190,764 \text{ population and nonresidential vehicle trips in 2019} - 179,551 \text{ population and nonresidential vehicle trips in 2013}) / 190,764 \text{ population and nonresidential vehicle trips in 2019} = 6 \text{ percent (rounded)}$

The Fire apparatus cost per demand unit for residential development is calculated as follows:  $((6\% \text{ growth share} \times \$289,122 \text{ remaining principal and interest}) \times 56\% \text{ residential proportionate share}) / 5,294 \text{ net increase in persons} = \$1.83 \text{ cost per capita}$ . This calculation is repeated for nonresidential development and results in a cost per demand unit of \$1.29.

**Figure 11: Cost Recovery – Fire Apparatus**

Debt Obligation		Year of Final	Remaining Principal
Name	Year Issued	Payment	and Interest
Fire Vehicles	2010	2019	\$289,122

Land Use	Growth Share [1]	Proportionate Share [2]	Increase 2013-2019 Demand Units [3]	Cost per Demand Unit
Residential	6%	56%	5,294 Population	<b>\$1.83</b>
Nonresidential		44%	5,919 Nonres Vehicle Trips	<b>\$1.29</b>

Source: City of Flagstaff, Finance Department

- [1] Share of projected population and nonresidential vehicle trips attributable to new growth
- [2] City of Flagstaff Fire Department, Calls for Service by Land Use
- [3] TischlerBise. (2013). Development Fee Land Use Assumptions

*Equipment*

The cost per demand unit for the Fire equipment (using the cost recovery methodology) is calculated using a growth share based on projected persons and trips at the time of the last payment, July 1, 2023. Of the projected 197,671 combined population and nonresidential vehicle trips in 2023, 18,121 (9 percent) are attributable to new growth between 2013 and 2023. The formula to calculate growth share is as follows:  $(197,671 \text{ population and nonresidential vehicle trips in 2023} - 179,551 \text{ population and nonresidential vehicle trips in 2013}) / 197,671 \text{ population and nonresidential vehicle trips in 2023} = 9 \text{ percent (rounded)}$ .

The Fire equipment cost per demand unit for residential development is calculated as follows:  $((9\% \text{ growth share} \times \$169,414 \text{ remaining principal and interest}) \times 56\% \text{ residential proportionate share}) / 8,085 \text{ net increase in persons} = \$1.06 \text{ cost per capita}$ . This calculation is repeated for nonresidential development and results in a cost per demand unit of \$0.67.

**Figure 12: Cost Recovery – Fire Equipment**

Debt Obligation		Year of Final	Remaining Principal
Name	Year Issued	Payment	and Interest
SCBA Equipment	2006	2023	\$169,414

Land Use	Growth Share [1]	Proportionate Share [2]	Increase 2013-2023 Demand Units [3]	Cost per Demand Unit
Residential	9%	56%	8,085 Population	<b>\$1.06</b>
Nonresidential		44%	10,036 Nonres Vehicle Trips	<b>\$0.67</b>

Source: City of Flagstaff, Finance Department

[1] Share of projected population and nonresidential vehicle trips attributable to new growth

[2] City of Flagstaff Fire Department, Calls for Service by Land Use

[3] TischlerBise. (2013). Development Fee Land Use Assumptions

### Fire Communications System - Equipment and Infrastructure

The City of Flagstaff maintains an inventory of portable and stationary communications equipment, and the communications infrastructure associated with the shared Public Safety Communications Command Center system. The shared center dispatches calls for the City of Flagstaff, Coconino County and surrounding public safety agencies, as well as providing communications infrastructure for the City of Flagstaff Department of Public Works. Each agency places differing levels of demand on the system. As discussed above, annual calls for service by land use were used to calculate the share of the components allocated to the City of Flagstaff Fire Department, and the demands placed on the system by residential and nonresidential land uses in the service area.

#### Level of Service

There are two types of communications equipment associated with the shared system; first is the portable equipment assigned to staff and vehicles, and second is the computer equipment necessary to dispatch and track calls for service. Communications infrastructure includes the telecommunications towers for the wireless network.

Of the equipment and infrastructure that constitute the City of Flagstaff shared system, the City of Flagstaff Fire Department makes use of 51 components. Portable components used by the Fire Department are allocated to the Fire Department at 100 percent. Dispatch communications components like the computer system’s server are allocated based on demand on the system generated by the Fire Department, as determined by calls for service (see the Proportionate Share section above).

Demand placed on the *communications infrastructure* by the Fire Department was determined by the City of Flagstaff. According to the City, the Fire Department generates 18 percent of the total demand for the *communications infrastructure*, followed by the Police Department at 27 percent, and the Public Works Department at 29 percent.<sup>1</sup> The remaining demand on the *communications infrastructure* is generated by other jurisdictions.

<sup>1</sup> The portions of demand by department are shown as rounded figures. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown here (due to the rounding of figures shown, not in the analysis.)

As shown in Figure 13, these proportionate share factors are used to adjust the count of components to reflect only the share of the total 51 components used by the Fire Department. The Fire Department uses 100 percent of the 6 *portable communications* components, 14 percent of the 44 *dispatch communications* components, and 18 percent of the *communications infrastructure*. These shares equate to 12.45 units of communications equipment and infrastructure used by the Fire Department.

The communications equipment and infrastructure LOS for residential development is calculated as follows:  $(12.45 \text{ pieces of equipment} \times 56\% \text{ proportionate share}) / (74,941 \text{ person} / 1,000) = 0.09 \text{ pieces of equipment per } 1,000 \text{ persons}$ . This calculation is repeated for nonresidential development resulting in a LOS of 0.05 pieces of equipment per 1,000 nonresidential vehicle trips.

**Figure 13: Level of Service Fire Communications System - Equipment and Infrastructure**

Communications System	Units in Service	Fire Dept. Share of Units [1]	Units Used by Fire Dept.	Average Cost per Unit	Replacement Cost [2]
Equipment - Portable Communications	6	100%	6.00	\$5,733	\$34,400
Equipment - Dispatch Communications	44	14%	6.27	\$5,366	\$33,622
Infrastructure - Tower and Network [3]	1	18%	0.18	\$3,952,287	\$727,616
<b>TOTAL</b>	51		12.45	\$78,276	\$795,638

Source: City of Flagstaff Police Department

[1] City of Flagstaff Public Safety Communications Command Center

[2] Replacement cost is the Fire Department's share of Total Units multiplied by cost per unit.

[3] Infrastructure proportionate share: City of Flagstaff Police (27%), Fire (18%), Public Works (29%), Other Jurisdiction (26%)

Land Use	Proportionate Share	2013 Demand Units	Equipment & Infrastructure per 1,000 Demand Unit
Residential	56%	74,941 Population	0.09
Nonresidential	44%	104,610 Nonres Vehicle Trips	0.05

### Cost per Demand Unit

The costs per demand unit for the Fire *communications equipment* and *communications infrastructure* are calculated separately.

- **Communications Infrastructure:** The City of Flagstaff debt financed the expansion of the public safety *communications infrastructure* in 2011. As new development utilizes its proportionate share of the available capacity of the expanded system the City plans to have new development pay for its share of the remaining debt. Thus, the cost recovery methodology is used to calculate the cost per demand unit for Fire *communications infrastructure* (explained below).
- **Communications Equipment:** The cost per demand unit for Fire *communications equipment* is calculated using an incremental expansion methodology.

*Communications Equipment*

To calculate the cost per demand unit for Fire communications equipment the replacement costs are calculated for each component by multiplying the per unit cost by the share of units allocated to the Fire Department. Next, the replacement value for just the *communications equipment* was calculated resulting in a value of \$68,022 for the Fire *communications equipment* alone. (*Communications infrastructure* is calculated and shown separately). The current cost of Fire *communications equipment* per demand unit for residential development is calculated as follows: (\$68,022 replacement value X 56% proportionate share)/74,941 persons = \$0.51 per capita. This calculation is repeated for nonresidential development and results in a cost per demand unit of \$0.29.

**Figure 14: Incremental Expansion – Communications Equipment**

Communications System Equipment and Infrastructure	Units in Service	Fire Dept. Share of Units [1]	Units Used by Fire Dept.	Average Cost per Unit	Replacement Cost [2]
Equipment - Portable Communications	6	100%	6.00	\$5,733	\$34,400
Equipment - Dispatch Communications	44	14%	6.27	\$5,366	\$33,622
Infrastructure - Tower and Network [3]	1	18%	0.18	\$3,952,287	\$727,616
<b>TOTAL</b>	51		12.45	\$78,276	\$795,638
<b>Total for Communications Equipment</b>	<b>50</b>		<b>12.27</b>	<b>\$5,546</b>	<b>\$68,022</b>

Source: City of Flagstaff Police Department

[1] City of Flagstaff Public Safety Communications Command Center

[2] Replacement cost is the Fire Department's share of Total Units multiplied by cost per unit.

[3] Infrastructure proportionate share: City of Flagstaff Police (27%), Fire (18%), Public Works (29%), Other Jurisdiction (26%)

Land Use	Proportionate Share	2013 Demand Units	Equipment per 1,000 Demand Unit	Cost per Demand Unit
Residential	56%	74,941 Population	0.09	<b>\$0.51</b>
Nonresidential	44%	104,610 Nonres Vehicle Trips	0.05	<b>\$0.29</b>

*Communications Infrastructure*

Debt was issued in 2011 to pay for the expansion of the Public Safety Communications Command Center infrastructure. As new development utilizes its proportionate share of the available capacity of the *communications infrastructure*, the City plans to have new development pay for its share of the remaining debt. Thus, the cost recovery methodology is used, and the growth share is based on projected persons and trips at the end of the bond term.

The City’s Fire, Police, and Public Works Departments use the *communications infrastructure*, along with surrounding public safety agencies. According to the City of Flagstaff, the Fire Department generates 18 percent (rounded) of total demand on the infrastructure.

The City of Flagstaff has a fiscal year that runs July 1<sup>st</sup> through June 30<sup>th</sup>. The final payment for the *communications infrastructure* debt is due July 1<sup>st</sup>, or the start of the fiscal year. Therefore, the demand units at the time of the last July payment are used to calculate the growth share by land use. TischlerBise projects the City of Flagstaff will add 6,670 persons and see an additional 7,948 nonresidential vehicle trips between July of 2013 and 2021, which equates to 8 percent of the 2021 projected combined population and nonresidential trips. The formula to calculate growth share is as follows:  $(194,168 \text{ population and nonresidential vehicle trips in 2021} - 179,551 \text{ population and nonresidential vehicle trips in 2013}) / 194,168 \text{ population and nonresidential vehicle trips in 2021} = 8 \text{ percent (rounded)}$ .

The cost per demand unit for residential development is calculated as follows:  $(\$3,658,398 \text{ remaining principal and interest} \times 18\% \text{ Fire proportionate share} \times 8\% \text{ growth share} \times 56\% \text{ residential proportionate share}) / 6,670 \text{ net increase in persons} = \$4.52 \text{ cost per capita}$ .<sup>2</sup> This calculation is repeated for nonresidential development and results in a cost per nonresidential vehicle trip of \$2.98.

**Figure 15: Cost Recovery – Fire Communications Infrastructure**

Debt Obligation		Year of Final	Remaining Principal
Name	Year Issued	Payment	and Interest
Communications Equipment	2011	2021	\$3,658,398

Land Use	Portion Attributable to Fire Dept. [1]	Growth Share [2]	Proportionate Share [3]	Increase 2013-2021 Demand Units [4]	Cost per Demand Unit
Residential	18%	8%	56%	6,670 Population	<b>\$4.52</b>
Nonresidential			44%	7,948 Nonres Vehicle Trips	<b>\$2.98</b>

Source: City of Flagstaff, Finance Department

- [1] City of Flagstaff Public Safety Communications Command Center
- [2] Share of projected population and nonresidential vehicle trips attributable to new growth
- [3] City of Flagstaff Fire Department, Calls for Service by Land Use
- [4] TischlerBise. (2013). Development Fee Land Use Assumptions

<sup>2</sup> The portion attributable to the Fire Department is shown as a rounded figure. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown here (due to the rounding of figures shown, not in the analysis.)

**RATIO OF SERVICE UNIT TO DEVELOPMENT UNIT**

ARS 9-463.05(E)(4) requires:

*“A table establishing the specific level or quantity of use, consumption, generation or discharge of a service unit for each category of necessary public services or facility expansions and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial and industrial.”*

Shown in the table below are the ratios of a service unit to various types of land uses for residential and nonresidential development. The residential development table displays the persons per household unit for single family and multifamily homes.

For nonresidential development, average daily vehicle trips are used for the Fire Facilities IIP as a measure of demand by land use. TischlerBise recommends using nonresidential vehicle trips as the best demand indicator for Fire Facilities. Trip generation rates are used for nonresidential development because vehicle trips are highest for commercial developments, such as shopping centers, and lowest for industrial/flex development. Office and institutional trip rates fall between the other two categories. Because the Fire Department responds to emergency medical services, calls for service this ranking of trip rates is consistent with the relative demand for Fire services from nonresidential development.

Other possible nonresidential demand indicators, such as employment or floor area, would not accurately reflect the demand for service. For example, if employees per thousand square feet were used as the demand indicator, Fire development fees would be too high for office and institutional development because offices typically have more employees per 1,000 square feet than retail uses. If floor area were used as the demand indicator Fire development fees would be too high for industrial development.

**Figure 16: Fire Facilities Ratio of Service Unit to Land Use**

Residential Development	
Land Use	Persons per Household <sup>1</sup>
Single Unit	2.75
2+ Unit	2.57

1. TischlerBise.  
 Development Fee Land Use Assumptions

Nonresidential Development			
Land Use	Weekday Trip	Trip	Vehicle Trips (a X b)
	Ends <sup>2</sup> (a)	Adjustment <sup>3</sup> (b)	
Commercial KSF	42.70	33%	14.09
Office/Institutional KSF	11.03	50%	5.52
Industrial/Flex KSF	3.82	50%	1.91

2. Institute of Transportation Engineers. (2012). Trip Generation Manual 9th Edition  
 3. Average adjustment used to count every trip only once, at the point of final destination.

Vehicle trips are estimated using average weekday vehicle trips ends from the reference book Trip Generation published by the Institute of Transportation Engineers (ITE 9<sup>th</sup> Edition 2012). A vehicle trip end represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway).

Trip generation rates are adjusted to avoid double counting each trip at both the origin and destination points. Therefore, the basic trip adjustment factor of 50 percent is applied to the office/institutional, and industrial/flex categories. The commercial/retail category has a trip factor of less than 50 percent because this type of development attracts vehicles as they pass-by on arterial and collector roads. For example, when someone stops at a convenience store on the way home from work, the convenience store is not the primary destination. For the average shopping center, the ITE data indicates that 34 percent of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66 percent of attraction trips have the commercial site as their primary destination. Because attraction trips are half of all trips, the trip adjustment factor of 66 percent is multiplied by 50 percent to calculate a trip adjustment factor for commercial land use of 33 percent.

**PROJECTED SERVICE UNITS AND INFRASTRUCTURE DEMAND**

ARS 9-463.05(E)(3) requires:

*“A description of all or the parts of the necessary public services or facility expansions and their costs necessitated by and attributable to development in the service area based on the approved land use assumptions, including a forecast of the costs of infrastructure, improvements, real property, financing, engineering and architectural services, which shall be prepared by qualified professionals licensed in this state, as applicable.”*

ARS 9-463.05(E)(5) requires:

*“The total number of projected service units necessitated by and attributable to new development in the service area based on the approved land use assumptions and calculated pursuant to generally accepted engineering and planning criteria.”*

ARS 9-463.05(E)(6) requires:

*“The projected demand for necessary public services or facility expansions required by new service units for a period not to exceed ten years.”*

**Fire Facilities**

The development fee enabling legislation requires all development fees to be reevaluated every five years. For the five-year period of this Fire Facilities IIP and Development Fee Study, the City of Flagstaff will collect a Fire facilities fee to pay down the debt incurred to expand the Fire facilities with the capacity to absorb growth. Over the course of the next five years, the City of Flagstaff is projected to add an additional 4,618 persons, and see an additional 4,903 nonresidential vehicle trips. As shown in Figure 17, projected development between 2013 and 2018 will generate demand for the remaining Fire facilities capacity.

**Figure 17: Projected Demand for Fire Facilities**

		Existing Fire Facilities = 59,197 SF					
		Residential		Nonresidential		Demand for	Remaining
		Population	2018 LOS	Vehicle Trips	2018 LOS	Facility SF	Capacity
Base Yr	2013	74,941	0.42	104,610	0.24	56,106	3,091
1	2014	76,932	0.42	105,579	0.24	57,167	2,030
2	2015	77,577	0.42	106,550	0.24	57,667	1,530
3	2016	78,229	0.42	107,530	0.24	58,172	1,025
4	2017	78,890	0.42	108,520	0.24	58,682	515
5	2018	79,559	0.42	109,513	0.24	59,197	0

## Fire Apparatus

The development fee enabling legislation requires all development fees to be reevaluated every five years. For the five-year period of this Fire Facilities IIP and Development Fee Study, the City of Flagstaff will collect a Fire apparatus fee to pay down the debt incurred to purchase the large apparatus. Over the remaining period of the debt obligation, the City of Flagstaff is projected to add an additional 5,294 persons, and see an additional 5,919 nonresidential vehicle trips. As shown in Figure 18, projected development between 2013 and 2019 will generate demand for the remaining capacity of the Fire apparatus.

**Figure 18: Projected Demand for Fire Apparatus**

		Existing Fire Apparatus = 2 Units					
		Residential		Nonresidential		Demand for Apparatus	Remaining Capacity
		Population	2019 LOS	Vehicle Trips	2019 LOS		
<i>Base Yr</i>	2013	74,941	0.00001	104,610	0.00001	1.88	0.12
1	2014	76,932	0.00001	105,579	0.00001	1.91	0.09
2	2015	77,577	0.00001	106,550	0.00001	1.93	0.07
3	2016	78,229	0.00001	107,530	0.00001	1.95	0.05
4	2017	78,890	0.00001	108,520	0.00001	1.97	0.03
5	2018	79,559	0.00001	109,513	0.00001	1.98	0.02
6	2019	80,235	0.00001	110,529	0.00001	2.00	0.00

## Fire Equipment

The development fee enabling legislation requires all development fees to be reevaluated every five years. For the five-year period of this Fire Facilities IIP and Development Fee Study, the City of Flagstaff will collect a Fire equipment fee to pay down the debt incurred to purchase the Fire equipment. Over the remaining period of the debt obligation, the City of Flagstaff is projected to add an additional 8,085 persons, and see an additional 10,036 nonresidential vehicle trips. As shown in Figure 19, projected development between 2013 and 2023 will generate demand for the remaining capacity of the Fire equipment.

**Figure 19: Projected Demand for Fire Equipment**

		Existing Fire Equipment = 1 Unit					
		Residential		Nonresidential		Demand for Equipment	Remaining Capacity
		Population	2023 LOS	Vehicle Trips	2023 LOS		
<i>Base Yr</i>	2013	74,941	0.00001	104,610	0.000004	0.91	0.09
1	2014	76,932	0.00001	105,579	0.000004	0.92	0.08
2	2015	77,577	0.00001	106,550	0.000004	0.93	0.07
3	2016	78,229	0.00001	107,530	0.000004	0.94	0.06
4	2017	78,890	0.00001	108,520	0.000004	0.95	0.05
5	2018	79,559	0.00001	109,513	0.000004	0.96	0.04
6	2019	80,235	0.00001	110,529	0.000004	0.97	0.03
7	2020	80,919	0.00001	111,541	0.000004	0.97	0.03
8	2021	81,611	0.00001	112,558	0.000004	0.98	0.02
9	2022	82,314	0.00001	113,597	0.000004	0.99	0.01
10	2023	83,025	0.00001	114,646	0.000004	1.00	0.00

### Fire Communications Infrastructure

The development fee enabling legislation requires all development fees to be reevaluated every five years. For the five-year period of this Fire Facilities IIP and Development Fee Study, the City of Flagstaff will collect a Fire *communications infrastructure* fee to pay down the debt incurred to improve the network and add a telecommunications tower, to ensure the shared Public Safety Communications Command Center would have sufficient capacity to serve growth. Over the remaining period of the debt obligation, the City of Flagstaff is projected to add an additional 6,670 persons, and see an additional 7,948 nonresidential vehicle trips. As shown in Figure 20, projected development between 2013 and 2021 will generate demand for the remaining portion of *communications infrastructure* that is attributable to the Flagstaff Fire Department.

**Figure 20: Projected Demand for Fire Communications Infrastructure**

		Existing Fire Communications Infrastructure = 1 Unit					
		Residential		Nonresidential		Demand for Units	Remaining Capacity
		Demand Units	2021 LOS per 1,000	Demand Units	2021 LOS per 1,000		
Base Yr		Population	Demand Units	Vehicle Trips	Demand Units		
Base Yr	2013	74,941	0.001	104,610	0.0007	0.17	0.014
1	2014	76,932	0.001	105,579	0.0007	0.17	0.011
2	2015	77,577	0.001	106,550	0.0007	0.17	0.009
3	2016	78,229	0.001	107,530	0.0007	0.18	0.008
4	2017	78,890	0.001	108,520	0.0007	0.18	0.006
5	2018	79,559	0.001	109,513	0.0007	0.18	0.005
6	2019	80,235	0.001	110,529	0.0007	0.18	0.003
7	2020	80,919	0.001	111,541	0.0007	0.18	0.002
8	2021	81,611	0.001	112,558	0.0007	0.18	0.000

### Fire Vehicles and Communications Equipment

As shown in Figure 21 TischlerBise projects an additional 8,085 persons and 10,036 trips over the next ten years. The City of Flagstaff Fire Department expects to expand the fleet of Fire vehicles incrementally to serve growth at the current level of service, which equates to a demand for three new vehicles in the next ten years. Incremental investments in Communications equipment will be made by the Fire Department to maintain the current level of service, which equates to a demand for one new unit in the next ten years. The incremental demand to serve growth is shown in Figure 21 below.

The ten-year totals of the projected demand for the Fire vehicles, and the Fire Department’s share of the communications equipment is multiplied by the respective costs per average unit to determine the total cost to incrementally expand capacity for each category to accommodate the projected demand over the next ten years. For example, the projected development over the next ten years requires adding 3 vehicles. This is multiplied by the average cost of \$200,992 per average vehicle to calculate a total ten-year cost of \$701,328. This calculation is repeated for each category. See Figure 21 for additional details.

**Figure 21: Projected Demand for Fire Facilities**

Year =>	Base Yr 2013	1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	5-Yr Net Increase	10-Yr Net Increase
<b>DEMAND PROJECTIONS (cumulative)</b>													
Population	74,941	76,932	77,577	78,229	78,890	79,559	80,235	80,919	81,611	82,314	83,025	4,618	8,085
Nonresidential Vehicle Trips	104,610	105,579	106,550	107,530	108,520	109,513	110,529	111,541	112,558	113,597	114,646	4,903	10,036
<b>CAPITAL IMPROVEMENT NEEDS DUE TO GROWTH</b>													
<b>Fire Vehicles: Units Needed to Serve Growth</b>													
<b>CURRENT LEVELS OF SERVICE</b>													
Fire Vehicles (Units Needed)	Current LOS										5-Year Total	10-Year Total	
Unit Per 1,000 Persons	0.25												
Unit Per 1,000 Nonres Trips	0.14												
Annual Units	0.6	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3		
Cumulative Units	0.6	0.9	1.3	1.6	1.9	2.2	2.5	2.8	3.2	3.5		2	3
Cost/Unit													
Fire Vehicle Costs	\$200,992												
TOTAL CUMULATIVE COSTS	\$129,571	\$60,833	\$61,468	\$62,195	\$62,676	\$63,753	\$64,018	\$64,549	\$65,768	\$66,497		\$376,743	\$701,328
<b>Fire Communications Equipment: Units Needed to Serve Growth</b>													
<b>CURRENT LEVELS OF SERVICE</b>													
Fire Communications Equipment (Units Needed)	Current LOS										5-Year Total	10-Year Total	
Unit Per 1,000 Persons	0.09												
Unit Per 1,000 Nonres Trips	0.05												
Annual Units	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1		
Cumulative Units	0.2	0.3	0.5	0.6	0.7	0.8	0.9	1.0	1.1	1.3		1	1
Cost/Unit													
Fire Communications Equipment Costs	\$5,546												
TOTAL CUMULATIVE COSTS	\$1,290	\$606	\$612	\$619	\$624	\$635	\$637	\$643	\$655	\$662		\$3,750	\$6,981
<b>GRAND TOTAL FIRE COSTS (Annual Due to Growth)</b>													
GRAND TOTAL ANNUAL COSTS	\$130,861	\$61,438	\$62,080	\$62,814	\$63,300	\$64,388	\$64,655	\$65,191	\$66,423	\$67,159			
GRAND TOTAL CUMULATIVE COSTS	\$130,861	\$192,299	\$254,379	\$317,194	\$380,493	\$444,881	\$509,536	\$574,727	\$641,150	\$708,309		\$380,493	\$708,309

### Fire Facilities Improvements Plan

Lastly, the 10-year plan for necessary Fire Facilities improvements and expansions identified by City of Flagstaff are listed in Figure 22. The figure below reflects new purchases and does not include debt service costs associated with Fire facilities, apparatus, equipment, and communications infrastructure.

**Figure 22: Necessary Fire Facilities Expansions**

Fire

*Infrastructure Improvements Plans*

<u>Improvements</u>	<u>10-Year Plan</u>
Projects	
Incremental Expansion of Vehicles	\$701,327.68
Incremental Expansion of Communications Equipment	\$6,980.89
<i>TOTAL</i>	\$708,308.57

**PROPOSED FIRE FACILITIES DEVELOPMENT FEES**

The proposed development fees by land use for Fire Facilities are shown in the figure below.

**Figure 23: Proposed Fire Facilities Development Fees**

<i>Fire Level Of Service and Capital Costs</i>		<u>Per Person</u>
Fire Facilities - Debt Service		\$87.33
Fire Vehicles		\$51.07
Fire Apparatus - Debt Service		\$1.83
Fire Equipment - Debt Service		\$1.06
Fire Communications Equipment		\$0.51
Fire Communications Infrastructure - Debt Service		\$4.52
IIP and Development Fee Study		\$1.54
<b>GROSS CAPITAL COST</b>		<b>\$147.86</b>
Required Offset Revenue Credit		[Placeholder]
<b>NET CAPITAL COST</b>		<b>\$147.86</b>

<i>Fire Residential Development Fee Schedule</i>			Development Fee per Housing Unit		
<i>Unit Type</i>	<i>Number of Bedrooms</i>	<i>Persons per Household</i>	<i>Proposed Fee</i>	<i>Current Fee*</i>	<i>Increase (Decrease)</i>
2+ Units	All Sizes	2.57	\$379	\$352	\$27
Single Unit	0-3	2.62	\$387	\$444	(\$57)
Single Unit	4+	3.29	\$485	\$444	\$41
<i>Single Unit</i>	<i>Avg</i>	<i>2.75</i>	<i>\$406</i>	<i>\$444</i>	<i>(\$38)</i>

\*Source: TischlerBise. (28Nov11). January 1, 2012 Interim Development Fees

<i>Fire Level Of Service and Capital Costs</i>		<u>Per Trip</u>
Fire Facilities - Debt Service		\$56.14
Fire Vehicles		\$28.74
Fire Apparatus - Debt Service		\$1.29
Fire Equipment - Debt Service		\$0.67
Fire Communications Equipment		\$0.29
Fire Communications Infrastructure - Debt Service		\$2.98
IIP and Development Fee Study		\$1.14
<b>GROSS CAPITAL COST</b>		<b>\$91.25</b>
Required Offset Revenue Credit		[Placeholder]
<b>NET CAPITAL COST</b>		<b>\$91.25</b>

<i>Fire Nonresidential Development Fee Schedule</i>			Development Fee per Square Foot of Floor Area		
<i>Nonresidential Land Use</i>	<i>Weekday Vehicle Trip Ends</i>	<i>Trip Rate Adj. Factors</i>	<i>Proposed Fee</i>	<i>Current Fee*</i>	<i>Increase (Decrease)</i>
	<i>(Per 1,000 sq. ft.)</i>		<i>(Per Square Foot of Floor Area)</i>		
Commercial	42.70	33%	\$1.28	\$0.81	\$0.47
Office/Institutional	11.03	50%	\$0.50	\$0.28	\$0.22
Industrial/Flex	3.82	50%	\$0.17	\$0.07	\$0.10

\*Source: TischlerBise. (28Nov11). January 1, 2012 Interim Development Fees

**CASH FLOW ANALYSIS**

The cash flow summary shown in Figure 24 provides an indication of the development fee revenue, and the capital costs necessary to meet the demand for growth-related Fire Facilities. Debt service (principal and interest) associated with expanding the Fire facilities, buying Fire apparatus and equipment, and expanding communications infrastructure is reflected in the capital costs below. Necessary expenditures associated with the incremental expansion of Fire vehicles and Fire communications equipment are calculated based on current costs per unit, and on maintaining the current levels of service. The deficit shown in the cash flow below represents the portion of full debt service that will not be recouped through growth-related Fire Facilities development fee revenue.

**Figure 24: Fire Facilities Cash Flow Summary<sup>3</sup>**

(Current \$ in thousands)	1	2	3	4	5	5-Year	
	2014	2015	2016	2017	2018	Average Annual	Cumulative Total
<b>REVENUES</b>							
<b>FIRE</b>							
Fire Fee - Single Unit	\$44	\$45	\$45	\$45	\$45	\$45	\$224
Fire Fee - 2+ Unit	\$25	\$26	\$26	\$26	\$26	\$26	\$128
Fire Fee - Commercial	\$50	\$50	\$51	\$51	\$51	\$51	\$253
Fire Fee - Office/Instit	\$27	\$27	\$28	\$28	\$28	\$28	\$138
Fire Fee - Industrial	\$9	\$9	\$9	\$9	\$9	\$9	\$46
<b>Subtotal Fire Fees</b>	<b>\$156</b>	<b>\$156</b>	<b>\$158</b>	<b>\$159</b>	<b>\$160</b>	<b>\$158</b>	<b>\$789</b>
<b>CAPITAL COSTS</b>							
<b>FIRE</b>							
Fire Facilities	\$1,119	\$1,121	\$1,122	\$1,120	\$1,123	\$1,121	\$5,605
Fire Vehicles	\$130	\$61	\$61	\$62	\$63	\$75	\$377
Fire Apparatus	\$42	\$42	\$42	\$42	\$42	\$42	\$209
Fire Equipment	\$17	\$17	\$17	\$17	\$17	\$17	\$87
Fire Comm. Equipment	\$1	\$1	\$1	\$1	\$1	\$1	\$4
Fire Comm. Infrastructure	\$84	\$84	\$84	\$84	\$84	\$84	\$421
IIP & Development Fee Study	\$4	\$2	\$2	\$2	\$2	\$3	\$13
<b>Subtotal Fire Costs</b>	<b>\$1,398</b>	<b>\$1,329</b>	<b>\$1,329</b>	<b>\$1,328</b>	<b>\$1,332</b>	<b>\$1,343</b>	<b>\$6,715</b>
<b>CASH FLOW</b>							
<b>NET CAPITAL FACILITIES CASH FLOW- FIRE</b>						Current \$ in thousands	
Annual Surplus (or Deficit)	(\$1,242)	(\$1,172)	(\$1,172)	(\$1,169)	(\$1,172)	(\$1,185)	
Cumulative Surplus (or Deficit)	(\$1,242)	(\$2,414)	(\$3,586)	(\$4,754)	(\$5,927)	(\$5,927)	

<sup>3</sup> The cash flow is shown in rounded figures. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown in the memo (due to the rounding of figures shown, not in the analysis.)

## **POLICE FACILITIES INFRASTRUCTURE IMPROVEMENTS PLAN**

### **OVERVIEW**

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ARS 9-463.05 (T)(7)(f) defines the facilities and assets, which can be included in the Police Facilities IIP:

*“Fire and police facilities, including all appurtenances, equipment and vehicles. Fire and police facilities do not include a facility or portion of a facility that is used to replace services that were once provided elsewhere in the municipality, vehicles and equipment used to provide administrative services, helicopters or airplanes or a facility that is used for training police and firefighters from more than one station or substation.”*

The Police Facilities IIP includes components for the Police facilities, vehicles, the Police Department’s proportionate share of the City of Flagstaff public safety communications command center system (equipment and infrastructure), and the cost of preparing the Police Facilities IIP and Development Fee Study. Cost recovery is used to calculate the IIP for Police communications infrastructure. Incremental expansion is used to calculate the Police facilities, vehicles, and communications equipment elements of the Police Facilities IIP and Development Fees.

### **SERVICE AREA**

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The City of Flagstaff Police Department provides service to the entire city. The service area for the Police Facilities IIP and development fees is Citywide.

## **PROPORTIONATE SHARE**

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ARS 9-463.05 (B)(3) states that the development fee shall not exceed a proportionate share of the cost of necessary public services needed to accommodate new development. The Police IIP uses a proportionate share concept to allocate the demand between residential and nonresidential development. The demand for Police facilities and assets in the City of Flagstaff is measured by annual calls for service. Calls for service data from 2012 were used to determine the relative demand for service from residential and nonresidential development.

### **Demand Units**

Different demand indicators for residential and nonresidential development are used to calculate the Police Facilities IIP. Residential development fees are calculated based on resident population, and then converted to an appropriate amount by type of housing unit based on persons per household.

For nonresidential development fees, TischlerBise recommends using nonresidential vehicle trips as the demand indicator for Police Facilities. Trip generation rates are used for nonresidential development because vehicle trips are highest for commercial developments, such as shopping centers, and lowest for industrial/flex development. Office and institutional trip rates fall between the other two categories. This ranking of trip rates is consistent with the relative demand for Police services from nonresidential development.

Other possible nonresidential demand indicators, such as employment or floor area, would not accurately reflect the demand for service. For example, if employees per thousand square feet were used as the demand indicator, Police development fees would be too high for office and institutional development because offices typically have more employees per 1,000 square feet than retail uses. If floor area were used as the demand indicator Police development fees would be too high for industrial development. More information regarding the calculation of nonresidential vehicle trips can be found in Figure 32: Police Facilities Ratio of Service Unit to Land Use.

**Police Department Calls for Service**

Of the Police Department’s 16,039 calls for service to existing development, 7,386 were to residential development, and 8,653 were to nonresidential development. The proportionate share factor for residential development is 46 percent, with nonresidential development accounting for the remaining 54 percent of the demand for Police facilities and assets.

Road related calls are omitted from proportionate share calculations because they cannot be allocated to residential or nonresidential development in that a person could be on their way home, or to work, or passing through the City. This should not be interpreted as implying that road-related calls for service have no impact on the Police Department. Calls to unidentifiable land uses were also omitted from this analysis.

**Figure 25: Police Proportionate Share**

	<b>2012</b>
<i>Total Calls for Service</i>	16,039

*Source: City of Flagstaff, Police Department*

Land Use	Proportionate Share	Estimated Calls for Service (CFS)	2013 Demand Units	CFS per Demand Unit
Residential	46%	7,386	74,941 Population	0.10
Nonresidential	54%	8,653	104,610 Nonres Vehicle Trips	0.08

### Public Safety Communications Command Center Calls for Service

City of Flagstaff shares a public safety command center and associated infrastructure with Coconino County and surrounding public safety agencies. The shared command center received 71,475 calls for service from all jurisdictions in calendar year 2012. Calls for service for the City of Flagstaff Police Department accounted for 61 percent of the total public safety calls for service received. This proportionate share factor will be used to calculate the demands placed on the *communications equipment* (e.g., portable communication radios, and stationary computer components) by the Police Department.

Proportionate share factors for demands placed on the *communications infrastructure* (e.g., telecommunications towers for wireless network) by the Police Department were provided by the City of Flagstaff Police Department based on use by the City’s Fire, Police, and Public Works departments, and other jurisdictions. Proportionate share factors for *communications infrastructure* differ from *communications equipment* due to additional impact from Public Works. Proportionate share factors are shown below.

**Figure 26: Public Safety Communications Command Center Proportionate Share**

Public Safety Agency	Land Use	Calls for Service [1]	Proportionate Share for Communications	
			Equipment [1]	Infrastructure [2]
Other Jurisdictions		17,993	25%	26%
<b>Flagstaff Police</b>		<b>43,304</b>	<b>61%</b>	<b>27%</b>
	Residential	7,386		
	Nonresidential	8,653		
	Traffic and Other [3]	27,265		
<b>Flagstaff Fire</b>		<b>10,178</b>	<b>14%</b>	<b>18%</b>
	Residential	3,111		
	Nonresidential	2,439		
	Open Space and Other [3]	4,628		
Flagstaff Public Works		Not Applicable	0	29%
<b>Total Calls Received in 2012</b>		<b>71,475</b>	<b>100%</b>	<b>100%</b>

[1] Proportionate share factors for Communications Equipment are based on total calls for service dispatched by the Public Safety Communications Command Center

[2] Proportionate share factors (shown here as rounded figures) for Communications Infrastructure were provided by the City of Flagstaff Police Department. The City of Flagstaff Department of Public Works places demands on the communications infrastructure but not on the Public Safety Communications Command Center

[3] Road related calls, open land fires and other unassigned calls are omitted from land use proportionate share calculations because they cannot be allocated to residential or nonresidential development.

## **IIP FOR POLICE FACILITIES**

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For each necessary public service that is the subject of a development fee, ARS 9-463.05(E) requires that the IIP include seven elements. The sections below detail each of these elements. A forecast of new revenues generated by development fees can be found later in the report.

### **Analysis of Capacity, Usage, and Costs of Existing Public Services**

ARS 9-463.05(E)(1) requires:

*“A description of the existing necessary public services in the service area and the costs to upgrade, update, improve, expand, correct or replace those necessary public services to meet existing needs and usage and stricter safety, efficiency, environmental or regulatory standards, which shall be prepared by qualified professionals licensed in this state, as applicable.”*

ARS 9-463.05(E)(2) requires:

*“An analysis of the total capacity, the level of current usage and commitments for usage of capacity of the existing necessary public services, which shall be prepared by qualified professionals licensed in this state, as applicable.”*

**Police Facilities**

**Level of Service and Cost per Demand Unit**

The City plans to maintain the level of service (LOS) for Police facilities that it provides to existing development. Thus, the incremental expansion methodology is used to calculate this component of the Police IIP. The City currently has 46,672 square feet of qualified Police facilities. Based on the proportionate share analysis discussed above, residential development creates 46 percent of the demand for Police facilities, with nonresidential development accounting for 54 percent of the demand. The current LOS for residential development is calculated as follows: (46,672 square feet X 46% residential proportionate share)/74,941 persons = 0.29 square feet per capita. This calculation is repeated for nonresidential development resulting in a LOS of 0.24 square feet per nonresidential vehicle trip.<sup>4</sup>

The cost per demand unit is the product of square feet per demand unit and the average cost per square foot. The cost per demand unit for residential development is calculated as follows: 0.29 square feet per capita X \$239 average cost per square foot = \$68.47 cost per demand unit. This calculation is repeated for nonresidential development resulting in a cost of \$57.58 per nonresidential vehicle trip.

**Figure 27: Incremental Expansion – Police Facilities**

Facility	Total Square Feet	Cost per Square Foot	Replacement Cost [2]
LEAF Facility (City Police share) [1]	32,148	\$252	\$8,104,898
Police Share of Coconino Facility	8,000	\$252	\$2,016,896
Southside Substation	64	\$252	\$16,135
Sunnyside Substation	400	\$252	\$100,845
Garage/Warehouse (Win Oil leased)	3,500	\$252	\$882,392
Purchased "Pod" Storage Space	2,560	\$5	\$12,000
<b>TOTAL</b>	<b>46,672</b>	<b>\$239</b>	<b>\$11,133,166</b>

Source: City of Flagstaff, Police Department

[1] Reflects non-administrative space

[2] 2007 values adjusted for inflation to Feb 2013 CPI

Land Use	Proportionate Share	2013 Demand Units	Square Feet per Demand Unit	Cost per Demand Unit
Residential	46%	74,941 Population	0.29	<b>\$68.47</b>
Nonresidential	54%	104,610 Nonres Vehicle Trips	0.24	<b>\$57.58</b>

<sup>4</sup> Level of service is shown as a rounded figure. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown here (due to the rounding of figures shown, not in the analysis.)

**Police Vehicles**

The City plans to maintain the LOS for Police vehicles that it provides to existing development. Thus, the incremental expansion methodology is used to calculate this component of the Police IIP. The City currently has a fleet of 78 Police vehicles. Based on the proportionate share analysis, residential development creates 46 percent of the demand for police vehicles, with nonresidential development accounting for 54 percent of the demand. The current LOS for residential development is calculated as follows: (78 vehicles x 46% proportionate share)/(74,941 persons/1,000) = 0.48 vehicles per 1,000 persons. This calculation is repeated for nonresidential development resulting in a LOS of 0.40 vehicles per 1,000 nonresidential vehicle trips.<sup>5</sup>

The cost per demand unit is the product of LOS and the average cost per unit. The cost per demand unit for residential development is calculated as follows: (0.48 LOS/1,000) X \$34,300 average cost per unit = \$16.42 cost per demand unit. This calculation is repeated for nonresidential development resulting in a cost of \$13.81 per nonresidential vehicle trip.

**Figure 28: Incremental Expansion – Police Vehicles**

Type of Vehicle	Units in Service	Unit Price [1]	Replacement Cost
Patrol Sedan	32	\$38,054	\$1,217,741
Patrol Motorcycle	4	\$16,157	\$64,629
Patrol Motorcycle Trainer	3	\$11,480	\$34,440
Patrol Utility Vehicle	2	\$38,905	\$77,810
Patrol 4x4 Pickup Truck	1	\$28,594	\$28,594
Prisoner Transport Van	1	\$44,220	\$44,220
Patrol Surveillance Van	1	\$162,210	\$162,210
Bomb Squad Response Vehicle	1	\$176,028	\$176,028
Bomb Squad Trailer	1	\$85,038	\$85,038
Mobile Command Post	1	\$60,377	\$60,377
Radar/Sign Board Trailer	3	\$25,511	\$76,534
Full Service Sedan [2]	23	\$21,259	\$488,967
Graffiti Eradication Van	1	\$31,995	\$31,995
Street Crimes Task Force Vehicle	2	\$36,779	\$73,558
Utility Trailer	1	\$3,720	\$3,720
Animal Control 4x4 Pickup Truck	1	\$51,916	\$51,916
<b>TOTAL</b>	<b>78</b>	<b>\$34,300</b>	<b>\$2,677,776</b>

Source: City of Flagstaff, Police Department

[1] Includes all pieces of equipment to place the vehicle in service; Adjusted for Inflation Feb 2013 CPI

[2] Reflects updated inventory to remove vehicles used for administrative services

Land Use	Proportionate Share	2013 Demand Units	Vehicles per 1,000 Demand Unit	Cost per Demand Unit
Residential	46%	74,941 Population	0.48	<b>\$16.42</b>
Nonresidential	54%	104,610 Nonres Vehicle Trips	0.40	<b>\$13.81</b>

<sup>5</sup> Level of service is shown as a rounded figure. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown here (due to the rounding of figures shown, not in the analysis.)

## **Police Communications System - Equipment and Infrastructure**

The City of Flagstaff maintains an inventory of communications equipment and infrastructure associated with the Public Safety Communications Command Center. The shared center dispatches calls for the City of Flagstaff, Coconino County and surrounding public safety agencies, as well as providing communications infrastructure for the City of Flagstaff Department of Public Works. Each agency places differing levels of demand on the system. As discussed above, annual calls for service by land use were used to calculate the share of the components allocated to the City of Flagstaff Police Department, and the demands placed on the system by residential and nonresidential land uses in the service area.

### ***Level of Service***

There are two types of communications equipment associated with the shared system; first is the portable equipment assigned to staff and vehicles, and second is the computer equipment necessary to dispatch and track calls for service. Communications infrastructure includes the telecommunications towers for the wireless network.

Of the communication equipment and infrastructure that constitute the City of Flagstaff shared system, the City of Flagstaff Police Department makes use of 72 components. Portable components used by the Police Department are allocated to the Police Department at 100 percent. Dispatch communications components like the computer system's server are allocated based on demand on the system generated by the Police Department, and determined by calls for service (see the proportionate share section above).

Demand placed on the *communications infrastructure* by the Police Department was determined by the City of Flagstaff. According to the City, the Police Department generates 27 percent of the total demand for the *communications infrastructure*, followed by the Fire Department at 18 percent, and the Public Works Department at 29 percent.<sup>6</sup> The remaining demand on the *communications infrastructure* is generated by other jurisdictions.

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<sup>6</sup> The portions of demand by department are shown as rounded figures. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown here (due to the rounding of figures shown, not in the analysis.)

As shown in Figure 29, these proportionate share factors are used to adjust the count of components to reflect only the share of the total 72 components used by the Police Department. The Police Department uses 100 percent of the 27 *portable communications* components, 61 percent (26.66 units) of the 44 *dispatch communications* components, and 27 percent of the *communications infrastructure*. These shares equate to 53.92 units of communications equipment and infrastructure used by the Police Department.

The communications equipment and infrastructure LOS for residential development is calculated as follows:  $(53.93 \text{ pieces of equipment} \times 46\% \text{ proportionate share}) / (74,941 / 1,000) = 0.33 \text{ pieces of equipment per 1,000 persons}$ . This calculation is repeated for nonresidential development resulting in a LOS of 0.28 pieces of equipment per 1,000 nonresidential vehicle trips.

**Figure 29: Level of Service Police Communications System - Equipment and Infrastructure**

Communications Equipment and Infrastructure	Units in Service	Police Dept. Share of Units [1]	Units Used by Police Dept.	Average Cost per Unit	Replacement Cost [2]
Equipment - Portable Communications	27	100%	27.00	\$3,900	\$105,300
Equipment - Dispatch Communications	44	61%	26.66	\$5,366	\$143,050
Infrastructure - Tower and Network [3]	1	27%	0.27	\$3,952,287	\$1,048,542
<b>TOTAL</b>	72		53.93	\$56,431	\$1,296,891

Source: City of Flagstaff Police Department

[1] City of Flagstaff Public Safety Communications Command Center

[2] Replacement cost is the Police Department's share of Total Units multiplied by cost per unit.

[3] Infrastructure proportionate share: City of Flagstaff Police (27%), Fire (18%), Public Works (29%), Other Jurisdictions (26%)

Land Use	Proportionate Share	2013 Demand Units	Equipment & Infrastructure per 1,000 Demand Unit
Residential	46%	74,941 Population	0.33
Nonresidential	54%	104,610 Nonres Vehicle Trips	0.28

**Cost per Demand Unit**

The costs per demand unit for the Police *communications equipment* and *communications infrastructure* are calculated separately. The City of Flagstaff debt financed the expansion of the public safety *communications infrastructure* in 2011. As new development utilizes its proportionate share of the available capacity of the expanded system the City plans to have new development pay for its share of the remaining debt. Thus, the cost recovery methodology is used to calculate the cost per demand unit for Police *communications infrastructure* (explained below). The cost per demand unit for Police *communications equipment* is calculated using an incremental expansion methodology.

**Communications Equipment**

To calculate the cost per demand unit for Police *communications equipment*, first the replacement costs are calculated for each component by multiplying the per unit cost by the share of units allocated to the Police Department. Next, the replacement value for just the *communications equipment* was calculated resulting in a value of \$248,350 for the Police *communications equipment* alone. (*Communications infrastructure* is calculated and shown separately). The current cost of Police *communications equipment* per demand unit for residential development is calculated as follows:  $(\$248,350 \times 46\% \text{ proportionate share}) / 74,941 \text{ persons} = \$1.52 \text{ per capita}$ . This calculation is repeated for nonresidential development and results in a cost per demand unit of \$1.28.

**Figure 30: Incremental Expansion –Communications Equipment**

Communications Equipment and Infrastructure	Units in Service	Police Dept. Share of Units [1]	Units Used by Police Dept.	Average Cost per Unit	Replacement Cost [2]
Equipment - Portable Communications	27	100%	27.00	\$3,900	\$105,300
Equipment - Dispatch Communications	44	61%	26.66	\$5,366	\$143,050
Infrastructure - Tower and Network [3]	1	27%	0.27	\$3,952,287	\$1,048,542
<b>TOTAL</b>	<b>72</b>		<b>53.93</b>	<b>\$56,431</b>	<b>\$1,296,891</b>
<b>Total for Communications Equipment</b>	<b>71</b>		<b>53.66</b>	<b>\$4,628</b>	<b>\$248,350</b>

Source: City of Flagstaff Police Department

[1] City of Flagstaff Public Safety Communications Command Center

[2] Replacement cost is the Police Department's share of Total Units multiplied by cost per unit.

[3] Infrastructure proportionate share: City of Flagstaff Police (27%), Fire (18%), Public Works (29%), Other Jurisdictions (26%)

Land Use	Proportionate Share	2013 Demand Units	Equipment per 1,000 Demand Unit	Cost per Demand Unit
Residential	46%	74,941 Population	0.33	<b>\$1.52</b>
Nonresidential	54%	104,610 Nonres Vehicle Trips	0.28	<b>\$1.28</b>

*Communications Infrastructure*

The City of Flagstaff issued debt in 2011 to pay for *communications infrastructure* improvements. As new development utilizes its proportionate share of the available capacity of the *communications infrastructure*, the City plans to have new development pay for its share of the remaining debt. Thus, the cost recovery methodology is used, and the growth share is based on projected persons and nonresidential vehicle trips at the end of the bond term.

The City’s Police, Fire, and Public Works Departments use the *communications infrastructure*, along with surrounding public safety agencies. According to the City of Flagstaff, the Police Department generates 27 percent (*rounded*) of total demand on the infrastructure.

The City of Flagstaff has a fiscal year that runs July 1<sup>st</sup> through June 30<sup>th</sup>. The final payments for debt obligation are due July 1<sup>st</sup>, or the start of the fiscal year. Therefore, the demand units at the time of the last payment, July 1, 2021, are used to calculate the growth share by land use. TischlerBise projects the City of Flagstaff will add 6,670 persons and see an additional 7,948 nonresidential vehicle trips between July of 2013 and 2021, which equates to 8 percent of the 2021 projected combined population and nonresidential trips. The formula to calculate growth share is as follows:  $194,168 \text{ population and nonresidential vehicle trips in 2021} - 179,551 \text{ population and nonresidential vehicle trips in 2013} / 194,168 \text{ population and nonresidential vehicle trips in 2021} = 8 \text{ percent (rounded)}$ .

The cost per demand unit for residential development is calculated as follows:  $(\$3,658,398 \text{ remaining principal and interest} \times 27\% \text{ Police proportionate share} \times 8\% \text{ growth share} \times 46\% \text{ residential proportionate share}) / 6,670 \text{ net increase in persons} = \$5.35 \text{ cost per capita}$ .<sup>7</sup> This calculation is repeated nonresidential and results in a cost per nonresidential vehicle trip of \$5.27.

**Figure 31: Cost Recovery – Police Communications Infrastructure**

Debt Obligation		Year of Final	Remaining Principal
Year Issued	Name	Payment	and Interest
2011	Communications Equipment	2021	\$3,658,398

Source: City of Flagstaff, Finance Department

Land Use	Portion Attributable to Police Dept. [1]	Growth Share [2]	Proportionate Share [3]	Increase 2013-2021 Demand Units [4]	Cost per Demand Unit
Residential	27%	8%	46%	6,670 Population	<b>\$5.35</b>
Nonresidential			54%	7,948 Nonres Vehicle Trips	<b>\$5.27</b>

Source: City of Flagstaff, Finance Department

[1] City of Flagstaff Public Safety Communications Command Center

[2] Share of projected population and nonresidential vehicle trips attributable to new growth

[3] City of Flagstaff Police Department, Calls for Service by Land Use

[4] TischlerBise. (2013). Development Fee Land Use Assumptions

<sup>7</sup> The portion attributable to the Police Department is shown as a rounded figure. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown here (due to the rounding of figures shown, not in the analysis.)

**RATIO OF SERVICE UNIT TO DEVELOPMENT UNIT**

ARS 9-463.05(E)(4) requires:

*“A table establishing the specific level or quantity of use, consumption, generation or discharge of a service unit for each category of necessary public services or facility expansions and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial and industrial.”*

Figure 32 displays the ratio of a service unit to various types of land uses for residential and nonresidential development. The residential development table displays the persons per household unit for single family and multifamily homes.

For nonresidential development, average daily vehicle trips are used for the Police development fee category as a measure of demand by land use. Vehicle trips are estimated using average weekday vehicle trip ends from the reference book, Trip Generation, 9th Edition, published by the Institute of Transportation Engineers (ITE) in 2012. A vehicle trip end represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway).

Trip generation rates are adjusted to avoid double counting each trip at both the origin and destination points. Therefore, the basic trip adjustment factor of 50 percent is applied to the office/institutional, and industrial/flex categories. The commercial/retail category has a trip factor of less than 50 percent because this type of development attracts vehicles as they pass-by on arterial and collector roads. For an average size shopping center, the ITE (2012) indicates that on average 34 percent of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66 percent of attraction trips have the shopping center as their primary destination, of which half (33%) are trip ends.

**Figure 32: Police Facilities Ratio of Service Unit to Land Use**

Residential Development	
Land Use	Persons per Household <sup>1</sup>
Single Unit	2.75
2+ Unit	2.57

1. TischlerBise.  
 Development Fee Land Use Assumptions

Nonresidential Development			
Land Use	Weekday Trip	Trip	Vehicle Trips (a X b)
	Ends <sup>2</sup> (a)	Adjustment <sup>3</sup> (b)	
Commercial KSF	42.70	33%	14.09
Office/Institutional KSF	11.03	50%	5.52
Industrial/Flex KSF	3.82	50%	1.91

2. Institute of Transportation Engineers. (2012). Trip Generation Manual 9th Edition  
 3. Average adjustment used to count every trip only once, at the point of final destination.

## **PROJECTED SERVICE UNITS AND INFRASTRUCTURE DEMAND**

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ARS 9-463.05(E)(3) requires:

*“A description of all or the parts of the necessary public services or facility expansions and their costs necessitated by and attributable to development in the service area based on the approved land use assumptions, including a forecast of the costs of infrastructure, improvements, real property, financing, engineering and architectural services, which shall be prepared by qualified professionals licensed in this state, as applicable.”*

ARS 9-463.05(E)(5) requires:

*“The total number of projected service units necessitated by and attributable to new development in the service area based on the approved land use assumptions and calculated pursuant to generally accepted engineering and planning criteria.”*

ARS 9-463.05(E)(6) requires:

*“The projected demand for necessary public services or facility expansions required by new service units for a period not to exceed ten years.”*

### Police Communications Infrastructure

The development fee enabling legislation requires all development fees to be reevaluated every five years. For the five-year period of this Police Facilities IIP and Development Fee Study, the City of Flagstaff will collect a Police *communications infrastructure* fee to pay down the debt incurred to improve the network and add a telecommunications tower, to ensure the shared Public Safety Communications Command Center would have sufficient capacity to serve growth. Over the remaining period of the debt obligation, the City of Flagstaff is projected to add an additional 6,670 persons, and see an additional 7,948 nonresidential vehicle trips. As shown in Figure 33, projected development between 2013 and 2021 will generate demand for the remaining portion of *communications infrastructure* that is attributable to the Flagstaff Police Department.

**Figure 33: Projected Demand for Police Communications Infrastructure**

		Existing Police Communications Infrastructure = 1 Unit					
		Residential		Nonresidential		Demand for Units	Remaining Capacity
		Demand Units	2021 LOS per 1,000	Demand Units	2021 LOS per 1,000		
Base Yr		Population	Demand Units	Vehicle Trips	Demand Units		
2013		74,941	0.001	104,610	0.001	0.25	0.02
1	2014	76,932	0.001	105,579	0.001	0.25	0.02
2	2015	77,577	0.001	106,550	0.001	0.25	0.01
3	2016	78,229	0.001	107,530	0.001	0.25	0.01
4	2017	78,890	0.001	108,520	0.001	0.26	0.01
5	2018	79,559	0.001	109,513	0.001	0.26	0.01
6	2019	80,235	0.001	110,529	0.001	0.26	0.00
7	2020	80,919	0.001	111,541	0.001	0.26	0.00
8	2021	81,611	0.001	112,558	0.001	0.27	0.00

### Police Facilities, Vehicles, and Communications Equipment

TischlerBise projects an additional 8,085 persons and 10,036 trips over the next ten years. This new development will demand approximately 4,734 additional square feet of Police facilities. The City of Flagstaff Police Department will need to expand its fleet of Police vehicles incrementally by eight units to maintain the current level of service, and add five units of *communications equipment*.

The ten-year totals of the projected demand for each existing Police category is multiplied by the respective costs per unit to determine the total cost of each category to accommodate the projected demand over the next ten years. For example, the projected development over the next ten years requires eight additional Police vehicles. This is multiplied by the average cost of \$34,300 per vehicle to calculate the total ten-year cost of Police vehicle improvements to be \$271,374. This calculation was repeated for each Police Component. See Figure 34 for additional details.

Figure 34: Projected Demand for Police Facilities

Year =>	Base Yr 2013	1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	5-Yr Net Increase	10-Yr Net Increase
<b>DEMAND PROJECTIONS (cumulative)</b>													
Population	74,941	76,932	77,577	78,229	78,890	79,559	80,235	80,919	81,611	82,314	83,025	4,618	8,085
Nonresidential Vehicle Trips	104,610	105,579	106,550	107,530	108,520	109,513	110,529	111,541	112,558	113,597	114,646	4,903	10,036

**CAPITAL IMPROVEMENT NEEDS DUE TO GROWTH**

**Police Facilities Necessary Public Service**

**Police Facilities: Square Feet Needed to Serve Growth**

<b>CURRENT LEVELS OF SERVICE</b>		1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	5-Year Total	10-Year Total
Police Facility (Sq. Ft. Needed)	Current LOS												
	SF Per Person	0.29											
	SF Per Nonres Trip	0.24											
	Annual Square Feet	804	419	423	428	431	439	440	443	452	457		
	Cumulative Square Feet	804	1,223	1,646	2,073	2,504	2,943	3,383	3,826	4,277	4,734	2,504	4,734
	Cost/SF												
	Police Facility Costs	\$239											
	TOTAL CUMULATIVE COSTS	\$192,188	\$100,045	\$101,077	\$102,252	\$102,931	\$104,834	\$105,106	\$105,905	\$107,977	\$109,130	\$598,493	\$1,131,444

**Police Vehicles: Units Needed to Serve Growth**

<b>CURRENT LEVELS OF SERVICE</b>		1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	5-Year Total	10-Year Total
Police Vehicles (Units Needed)	Current LOS												
	Unit Per 1,000 Persons	0.48											
	Unit Per 1,000 Nonres Trips	0.40											
	Annual Units	1.3	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.8		
	Cumulative Units	1	2	3	3	4	5	6	6	7	8	4	8
	Cost/Unit												
	Police Vehicle Costs	\$34,300											
	TOTAL CUMULATIVE COSTS	\$46,096	\$23,996	\$24,243	\$24,525	\$24,688	\$25,144	\$25,209	\$25,401	\$25,898	\$26,174	\$143,547	\$271,374

**Police Communications Equipment: Units Needed to Serve Growth**

<b>CURRENT LEVELS OF SERVICE</b>		1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	5-Year Total	10-Year Total
Police Communications (Units Needed)	Current LOS												
	Unit Per 1,000 Persons	0.33											
	Unit Per 1,000 Nonres Trips	0.28											
	Annual Units	0.9	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5		
	Cumulative Units	1	1	2	2	3	3	4	4	5	5	3	5
	Cost/Unit												
	Police Communications Equipment Costs	\$4,628											
	TOTAL CUMULATIVE COSTS	\$4,279	\$6,506	\$8,757	\$11,033	\$13,325	\$15,659	\$17,999	\$20,357	\$22,761	\$25,191	\$13,325	\$25,191

**GRAND TOTAL POLICE COSTS (Annual Due to Growth)**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	5-Yr Net Increase	10-Yr Net Increase
GRAND TOTAL ANNUAL COSTS	\$242,562	\$126,268	\$127,570	\$129,054	\$129,910	\$132,312	\$132,655	\$133,663	\$136,279	\$137,734		
GRAND TOTAL CUMULATIVE COSTS	\$242,562	\$368,831	\$496,401	\$625,455	\$755,365	\$887,677	\$1,020,332	\$1,153,996	\$1,290,274	\$1,428,008	\$755,365	\$1,428,008

### Police Facilities Improvements Plan

Lastly, the 10-year plan for necessary Police Facilities improvements and expansions identified by the City of Flagstaff are listed in the figure below. The figure below reflects new purchases and does not include debt service costs associated with Police communications infrastructure.

**Figure 35: Necessary Police Facilities Expansions**

Police

*Infrastructure Improvements Plans*

<i>Improvements</i>	<i>10-Year Plan</i>
Projects	
Facilities	
Emergency Operations Center	<b>\$139,954.17</b>
Incremental Expansion of Police Facilities	<b>\$991,489.89</b>
Incremental Expansion of Vehicles	<b>\$271,373.54</b>
Incremental Expansion of Communications Equipment	<b>\$25,190.81</b>
<i>TOTAL</i>	<b>\$1,428,008.41</b>

**PROPOSED FEE**

The proposed development fees by land use for Police Facilities are shown in the figure below.

**Figure 36: Proposed Police Development Fees**

<b>Police Level Of Service and Capital Costs</b>		<b><u>Per Person</u></b>
Police Facilities		\$68.47
Police Vehicles		\$16.42
Police Communications Equipment		\$1.52
Police Communications Infrastructure - Debt Services		\$5.35
IIP and Development Fee Study		\$1.19
<b>GROSS CAPITAL COST</b>		<b>\$92.95</b>
Required Offset Revenue Credit		[Placeholder]
<b>NET CAPITAL COST</b>		<b>\$92.95</b>

<b>Police Residential Development Fee Schedule</b>			<b>Development Fee per Housing Unit</b>		
<b>Unit Type</b>	<b>Number of Bedrooms</b>	<b>Persons per Household</b>	<b>Proposed Fee</b>	<b>Current Fee*</b>	<b>Increase (Decrease)</b>
2+ Units	All Sizes	2.57	\$238	\$184	\$54
Single Unit	0-3	2.62	\$243	\$231	\$12
Single Unit	4+	3.29	\$305	\$231	\$74
<i>Single Unit</i>	<i>Avg</i>	<i>2.75</i>	<i>\$255</i>	<i>\$231</i>	<i>\$24</i>

\*Source: TischlerBise. (28Nov11). January 1, 2012 Interim Development Fees

<b>Police Level Of Service and Capital Costs</b>		<b><u>Per Trip</u></b>
Police Facilities		\$57.58
Police Vehicles		\$13.81
Police Communications Equipment		\$1.28
Police Communications Infrastructure - Debt Services		\$5.27
IIP and Development Fee Study		\$1.32
<b>GROSS CAPITAL COST</b>		<b>\$79.26</b>
Required Offset Revenue Credit		[Placeholder]
<b>NET CAPITAL COST</b>		<b>\$79.26</b>

<b>Police Nonresidential Development Fee Schedule</b>			<b>Development Fee per Square Foot of Floor Area</b>		
<b>Nonresidential Land Use</b>	<b>Weekday Vehicle Trip Ends</b>	<b>Trip Rate Adj. Factors</b>	<b>Proposed Fee</b>	<b>Current Fee*</b>	<b>Increase (Decrease)</b>
	<i>(Per 1,000 sq. ft.)</i>		<i>(Per Square Foot of Floor Area)</i>		
Commercial	42.70	33%	\$1.12	\$0.68	\$0.44
Office/Institutional	11.03	50%	\$0.44	\$0.24	\$0.20
Industrial/Flex	3.82	50%	\$0.15	\$0.06	\$0.09

\*Source: TischlerBise. (28Nov11). January 1, 2012 Interim Development Fees

## CASH FLOW ANALYSIS

The cash flow summary shown in Figure 37 provides an indication of the development fee revenue, and the capital costs necessary to meet the demand for growth-related necessary police services.

The debt service (principal and interest) associated with expanding the communications infrastructure is included in the capital costs. Necessary expenditures associated with the incremental expansion of Police facilities, vehicles and communications equipment are calculated based on current costs per unit, and on maintaining the current levels of service. The deficit shown in the cash flow represents the portion of the *communications infrastructure* debt service that will not be recouped through Police Facilities development fee revenue.

**Figure 37: Police Cash Flow Summary<sup>8</sup>**

(Current \$ in thousands)	1	2	3	4	5	5-Year		
	2014	2015	2016	2017	2018	Average Annual	Cumulative Total	
<b>REVENUES</b>								
<b>POLICE</b>								
Police Fee - Single Unit	\$28	\$28	\$28	\$28	\$28	\$28	\$141	
Police Fee - 2+ Unit	\$16	\$16	\$16	\$16	\$16	\$16	\$81	
Police Fee - Commercial	\$44	\$44	\$44	\$45	\$45	\$44	\$221	
Police Fee - Office/Instit	\$24	\$24	\$24	\$24	\$24	\$24	\$120	
Police Fee - Industrial	\$8	\$8	\$8	\$8	\$8	\$8	\$41	
<b>Subtotal Police Fees</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$121</b>	<b>\$121</b>	<b>\$604</b>	
<b>CAPITAL COSTS</b>								
<b>POLICE</b>								
Police Facilities	\$192	\$100	\$101	\$102	\$103	\$120	\$598	
Police Vehicles	\$46	\$24	\$24	\$25	\$25	\$29	\$144	
Police Comm. Equipment	\$4	\$2	\$2	\$2	\$2	\$3	\$13	
Police Comm. Infrastructure	\$121	\$121	\$121	\$121	\$121	\$121	\$606	
IIP & Development Fee Study	\$4	\$2	\$2	\$2	\$2	\$2	\$12	
<b>Subtotal Police Costs</b>	<b>\$367</b>	<b>\$249</b>	<b>\$250</b>	<b>\$252</b>	<b>\$253</b>	<b>\$275</b>	<b>\$1,373</b>	
<b>CASH FLOW</b>								
<b>NET CAPITAL FACILITIES CASH FLOW- POLICE</b>							Current \$ in thousands	
Annual Surplus (or Deficit)	(\$247)	(\$129)	(\$130)	(\$132)	(\$132)	(\$154)		
Cumulative Surplus (or Deficit)	(\$247)	(\$376)	(\$506)	(\$638)	(\$770)	(\$770)		

<sup>8</sup> The cash flow is shown in rounded figures. However, the analysis itself uses figures carried to their ultimate decimal places; therefore the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown in the memo (due to the rounding of figures shown, not in the analysis.)

**APPENDIX A – COST OF PROFESSIONAL SERVICES**

The table below displays each section of the Public Safety IIP and Development Fee Study. Each necessary public service is assigned a cost, followed by the proportionate share factors used to allocate the cost to residential and nonresidential land uses. Next, the table displays the change in demand units between 2013 and 2018, and finally the cost per demand unit. (Because development fees are updated at least every five years, the cost is assessed against the demand units for only 5 years.)

**Figure A38: IIP and Development Fee Study**

**Fire Development Fee Report**

Service Unit		Residential	Nonresidential
<b>Proportionate Share</b>		<b>56%</b>	<b>44%</b>
Fire Consultant Fee	\$12,729	\$7,135	\$5,594

Demand Unit		Person	Vehicle Trip
Increase in Demand Unit	2013-2018	4,618	4,903
Cost per Demand Unit		<b>\$1.55</b>	<b>\$1.14</b>

**Police Development Fee Report**

Service Unit		Residential	Nonresidential
<b>Proportionate Share</b>		<b>46%</b>	<b>54%</b>
Police Consultant Fee	\$11,981	\$5,511	\$6,470

Demand Unit		Person	Vehicle Trip
Increase in Demand Unit	2013-2018	4,618	4,903
Cost per Demand Unit		<b>\$1.19</b>	<b>\$1.32</b>

Source: TischlerBise; Development Fee Land Use Assumptions

## **APPENDIX B – REVENUE STRATEGY AND REQUIRED OFFSET ANALYSIS**

ARS 9-463.05(E)(7) requires:

*“A forecast of revenues generated by new service units other than development fees, which shall include estimated state-shared revenue, highway users revenue, federal revenue, ad valorem property taxes, construction contracting or similar excise taxes and the capital recovery portion of utility fees attributable to development based on the approved land use assumptions, and a plan to include these contributions in determining the extent of the burden imposed by the development as required in subsection B, paragraph 12 of this section.”*

TischlerBise has projected on-going and one-time revenues based on the development projections in the Land Use Assumptions document, characteristics of new development, and the City’s current revenue structure and rates.

The revenues included in this analysis and the applicable rates and calculation methodologies are shown in the figure below.

**Figure B39: Revenue Assumptions, Rates, Calculation Methodologies**

[placeholder]

**Figure B40: Revenue Characteristics of New Development**

[placeholder]

**Figure B41: Forecast of Revenues**

[placeholder]

## **APPENDIX C – LAND USE ASSUMPTIONS**

Arizona Revised Statutes (ARS) 9-463.05 (T)(6) requires the preparation of a *Land Use Assumptions* document, which shows:

*“projections of changes in land uses, densities, intensities and population for a specified service area over a period of at least ten years and pursuant to the General Plan of the municipality.”*

TischlerBise prepared current demographic *estimates* and future development *projections* for both residential and nonresidential development that will be used in the Infrastructure Improvement Plan (IIP) and calculation of the development fees. Current demographic data estimates for FY12-13 are used in calculating levels-of-service (LOS) provided to existing development in the City of Flagstaff. Although long-range projections are necessary for planning infrastructure systems, a shorter period of five to ten years is critical for the development fee analysis. Arizona’s Development Fee Act requires fees to be updated at least every five years and limits the Infrastructure Improvements Plan to a maximum of ten years. The estimates and projections presented here were calculated from data used by the City of Flagstaff to develop the 2012 Regional Plan Update for the City of Flagstaff planning region.

### **SUMMARY OF GROWTH INDICATORS**

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Development projections and growth rates are summarized in Figure C42. These projections will be used to estimate development fee revenue and to indicate the anticipated need for growth-related infrastructure. However, development fee methodologies are designed to reduce sensitivity to accurate development projections in the determination of the proportionate-share fee amounts. If actual development is slower than projected, development fee revenues will also decline, but so will the need for growth-related infrastructure. In contrast, if development is faster than anticipated, the City will receive an increase in development fee revenue, but will also need to accelerate capital improvements to keep pace with development.

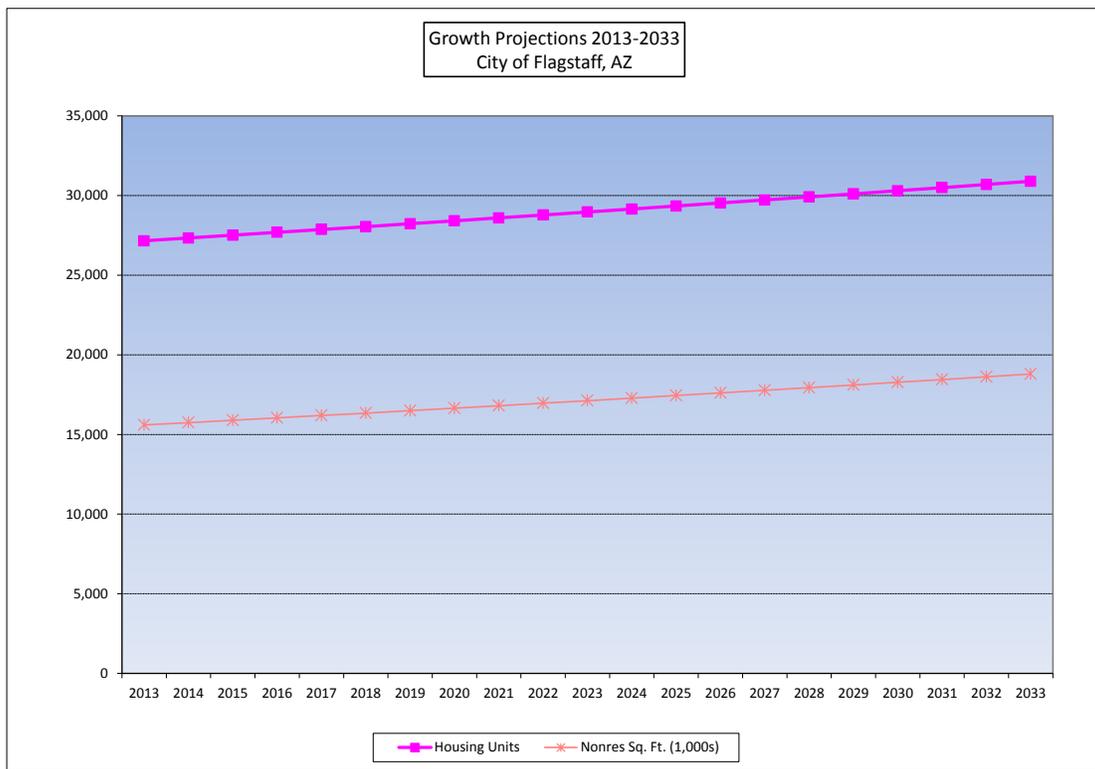
Development projections are calculated through a three-step process. First, TischlerBise used historic population, housing, and employment data from the U.S. Census Bureau, and building permit data provided by the City of Flagstaff to calculate base year 2013 estimates. Second, TischlerBise had discussions with staff and used projections developed by the City of Flagstaff for the 2012 Regional Plan Update process. The City of Flagstaff calculated 20-year projections for population, housing, employment, and land use, based on 2010 decennial census counts and an internally designed high population growth assumption. Finally, TischlerBise applied exponential growth formulas based on the City of Flagstaff 2030 projections of year-round population, housing units, and jobs to estimate projections for each year beyond the base year 2013. See Figure C42 below for a summary of the base year estimates and 20-year projections. The City of Flagstaff is expected to add an average of 187 housing units and 160,000 square feet of non-residential floor area annually.

The City of Flagstaff calculated projections based on two growth scenarios using a low annual growth rate of 0.79 percent and a high annual growth rate of 1.06 percent. Housing unit, employment and land development projections for the Regional Plan Update were all calculated based on the high annual growth rate to ensure the City of Flagstaff is as prepared as possible to absorb potential growth.

**Figure C42– Summary of Development Projections and Growth Rates**

	Base Yr	Five-Year Increments ==>													Cumulative Increase	Avg. Ann. Increase
	2013	1	2	3	4	5	6	7	8	9	10	15	20	2013-2033		
<b>SUMMARY OF DEMAND PROJECTIONS (City Limits)</b>																
<b>RESIDENTIAL DEVELOPMENT</b>																
<b>Housing Units</b>																
Single Family	16,833	16,942	17,052	17,162	17,273	17,385	17,497	17,610	17,724	17,839	17,954	18,542	19,148	2,315	116	
Multifamily	10,324	10,391	10,458	10,526	10,594	10,662	10,731	10,800	10,870	10,940	11,011	11,371	11,743	1,419	71	
<b>TOTAL</b>	<b>27,157</b>	<b>27,333</b>	<b>27,510</b>	<b>27,688</b>	<b>27,867</b>	<b>28,047</b>	<b>28,228</b>	<b>28,410</b>	<b>28,594</b>	<b>28,779</b>	<b>28,965</b>	<b>29,913</b>	<b>30,891</b>	<b>3,734</b>	<b>187</b>	
<b>NONRESIDENTIAL DEVELOPMENT</b>																
<b>Nonres Floor Area (1,000 SF)</b>																
Commercial (1,000 SF)	4,195	4,234	4,273	4,313	4,353	4,393	4,434	4,474	4,515	4,557	4,599	4,816	5,044	849	42	
Office/Insttit (1,000 SF)	6,084	6,139	6,193	6,248	6,303	6,359	6,416	6,473	6,530	6,588	6,648	6,948	7,262	1,178	59	
Industrial/Flex (1,000 SF)	5,316	5,370	5,424	5,478	5,532	5,588	5,643	5,700	5,757	5,815	5,873	6,172	6,487	1,171	59	
<b>TOTAL</b>	<b>15,595</b>	<b>15,742</b>	<b>15,890</b>	<b>16,038</b>	<b>16,188</b>	<b>16,339</b>	<b>16,493</b>	<b>16,648</b>	<b>16,802</b>	<b>16,960</b>	<b>17,119</b>	<b>17,936</b>	<b>18,793</b>	<b>3,198</b>	<b>160</b>	
<b>ANNUAL INCREASES (City Limits)</b>																
	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	27-28	32-33	2013-2033		
Housing Units		176	177	178	179	180	181	182	184	185	186	192	198	187		
Nonres Floor Area (1,000 SF)		147	148	148	150	151	154	155	154	158	160	165	175	160		

Source: City of Flagstaff; TischlerBise



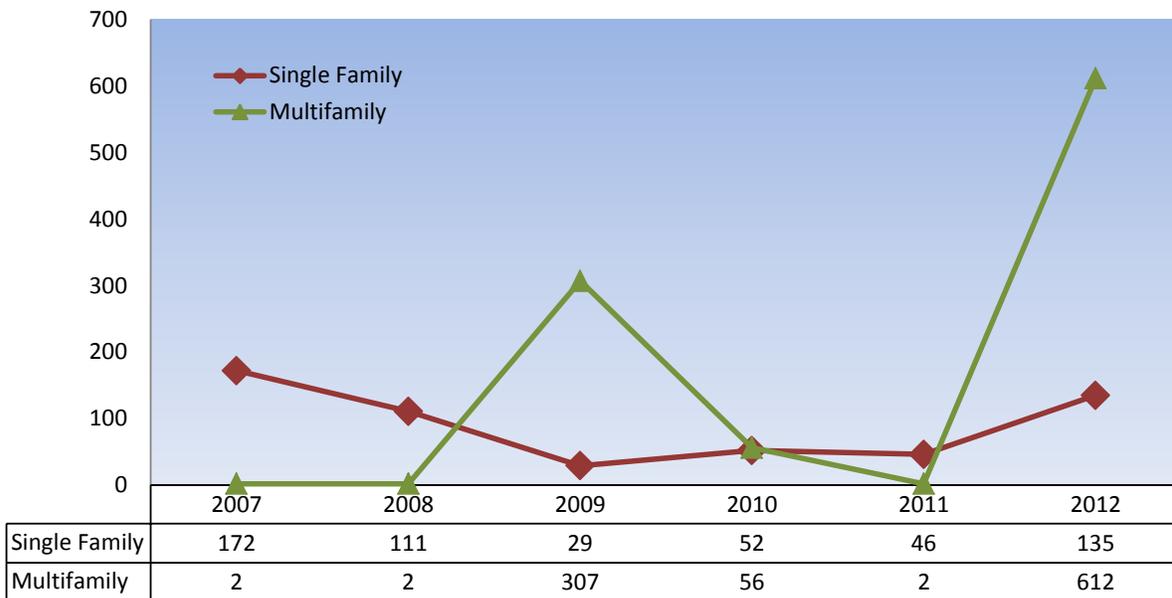
**RESIDENTIAL DEVELOPMENT**

Current estimates and future projections of residential development are detailed in this section, including population and housing units by type.

**Current Housing Unit Estimates**

Development fees require an analysis of current levels of service. For residential development, current levels of service are determined using estimates of population and housing units. To estimate current housing units in the City of Flagstaff, TischlerBise obtained building permit information from the City. This information is then used to determine a base year estimate of housing units. Figure C43 shows residential building permit trends by number and type of housing units for the City of Flagstaff.

**Figure C43 – Residential Building Permits in the City of Flagstaff, 2007-2012**



Source: City of Flagstaff

Residential housing units, and building permit trends, by type are shown in Figure C44 below. To calculate total housing units, the distribution of 63 percent single family and 37 percent multifamily units in the City was calculated from the 2011 U.S. Census American Community Survey (ACS), 1-Year Estimates for *Units in Structure*. This distribution was applied to the total number of units reported by the 2010 decennial census to get 16,600 single family units, and 9,654 multifamily units in the City of Flagstaff in 2010.

**Figure C44 – Residential Housing Units in the City of Flagstaff**

<b>Building Permits [1]</b>		<b>2010*</b>	<b>2011*</b>	<b>2012*</b>	<b>Total</b>	<b>Average</b>
Single Family [2]		52	46	135	233	78
Multifamily [3]		56	2	612	670	223
<b>Total</b>		<b>108</b>	<b>48</b>	<b>747</b>	<b>903</b>	

*\*Issued during calendar year*

		<b>Base Year</b>				
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	
<b>Housing Units [4]</b>	<b>2010 Distribution [5]</b>					<b>2013 Distribution<sup>^</sup></b>
Single Family	63%	16,600	16,652	16,698	16,833	62%
Multifamily	37%	9,654	9,710	9,712	10,324	38%
<b>Total</b>		<b>26,254</b>	<b>26,362</b>	<b>26,410</b>	<b>27,157</b>	

<sup>^</sup> Reflects the addition of issued permits

- [1] City of Flagstaff Community Development Department, Monthly Construction Permits
- [2] Single Family include detached, attached, and mobile homes
- [3] Multifamily includes structures with 2 or more units
- [4] U.S. Census Bureau, 2010 Decennial Census: DP1
- [5] U.S. Census Bureau, 2011 American Community Survey 1-Year Estimates: Table B25024

To estimate 2011, 2012, and 2013 housing units, the building permits issued each year were added to the housing units, starting with the 2010 census count. TischlerBise estimates the City of Flagstaff had 27,157 housing units at the start of base year 2013. The addition of 612 multifamily units in 2012 changed the 2013 distribution of housing units by type to 62 percent single family and 38 percent multifamily.

**Current Household Size and Peak Population**

According to the U.S. Census Bureau, a household is a housing unit that is occupied by year-round residents. Development fees often use per capita standards and persons per housing unit (PPHU) or persons per household (PPH) to derive proportionate share fee amounts. When PPHU is used in the fee calculations, infrastructure standards are derived using year-round population. When PPH is used in the fee calculations, the development fee methodology assumes a higher percentage of housing units will be occupied, thus requiring seasonal or peak population to be used when deriving infrastructure standards. TischlerBise recommends that development fees for residential development in the City of Flagstaff be imposed according to the number of persons per household. This methodology recognizes the impacts of seasonal population peaks.

Persons per household requires data on population in occupied units and the types of units by structure and bedroom count. The 2010 decennial census did not obtain detailed information using a “long-form” questionnaire. Instead, the U.S. Census Bureau switched to a continuous monthly mailing of surveys, known as the American Community Survey (ACS), which has limitations due to sample-size constraints. For example, data on detached housing units are now combined with attached single units (commonly known as townhouses). For development fees in Flagstaff, “single family” residential units include detached (both stick-built and manufactured) and attached (commonly known as townhouses, which share a common sidewall, but are constructed on an individual parcel of land). The second residential category includes duplexes and all other structures with two or more units on an individual parcel of land. (Note: housing unit estimates from the ACS will not equal decennial census counts of units. These data are used only to derive the custom PPH factors for each type of unit).

Figure C45 below shows the ACS 2011 1-Year Estimates for the City of Flagstaff. To calculate the PPH, persons (57,726) is divided by households (21,534). Dwellings with a single unit per structure (detached, attached, and mobile homes) averaged 2.75 persons per household. Dwellings in structures with multiple units averaged 2.57 PPH. The 2011 City of Flagstaff total PPH was 2.68.

**Figure C45 – Persons per Household by Type of Housing**

Units in Structure	Renter & Owner		Persons per Household	Housing Units	Persons Per Hsg Unit	Vacancy Rate
	Persons	HsehlDs				
Single Family	32,735	11,891	2.75	14,879	2.20	20%
Mobile Homes	4,358	1,601	2.72	1,703	2.56	6%
2+ Units	20,633	8,042	2.57	9,643	2.14	17%
Total	57,726	21,534	2.68	26,225		
				Vacant/Seasonal HU	4,691	

2011 Summary by Type of Housing	Persons	Households	PPH	Housing Units	PPHU	Housing Mix
Single Family [1]	37,093	13,492	2.75	16,582	2.24	63%
Multifamily [2]	20,633	8,042	2.57	9,643	2.14	37%
Subtotal	57,726	21,534	2.68	26,225	2.20	Vacancy Rate
Group Quarters	8,178					
TOTAL	65,904	21,534		26,225		17.9%

Source: U.S. Census Bureau, 2011 American Community Survey 1-Year Estimates

[1] Single Family includes detached, attached, and mobile homes

[2] Multifamily includes duplex and all other units with 2 or more units per structure

### Peak Population Estimate

The first step in estimating a base year peak population is to calculate a *peak occupancy rate* using ACS estimates of housing units by occupancy. The *peak occupancy rate* is used to determine the number of *peak households* (occupied housing units during seasonal/peak periods). Occupied and vacant housing unit estimates, shown in Figure C46, are from the 2011 ACS 1-Year Estimates, which is the most recent information available for the City. Due to data availability, the share of vacant units counted as “vacant units for seasonal, recreational, or occasional use” is from the ACS 3-Year Estimates, and was used to estimate the percentage of 2011 vacant units that were occupied by seasonal population. Based on the ACS 3-Year Estimates, 51 percent (2,398) of the estimated 4,691 vacant units are seasonally populated. Peak households (23,932) is the sum of year-round occupied households (21,534) and seasonally populated units (2,398). The 2011 Peak Occupancy Rate of 91 percent is the relationship of peak households (23,932) to total housing units (21,534 occupied plus 4,691 vacant). Using peak households reduces the vacancy rate from a year-round rate of 17.9 percent to a seasonal rate of 8.7 percent.

**Figure C46 – Household Occupancy Rates for City of Flagstaff**

2011 Peak Households Estimate	Housing Units			Peak Households		Peak Occ.
	Occupied	Vacant	Seasonal*	Count	Share	Rate
Single Family	11,891	2,988	1,535	13,426	56%	90%
Mobile Homes	1,601	102	48	1,649	7%	97%
2+ Units	8,042	1,601	815	8,857	37%	92%
Total	21,534	4,691	2,398	23,932	100%	91%

Source: U.S. Census Bureau, 2011 American Community Survey 1-Year Estimates

\*Seasonal share of vacant units estimated from U.S. Census Bureau, 2011 ACS 3-Year Estimates

Next in the process to estimate a base year peak population is to apply the peak occupancy rates by unit type to the 2010-2012 residential building permit data from Figure C44 above to determine how many peak households have been added since the 2010 decennial census count. According to the 2011 ACS 1-Year Estimates, occupied single family units are 63 percent of the City’s households. The distribution is applied to the 2010 decennial census count of peak households (23,891) to calculate an estimate of 15,181 single family households and 9,539 multifamily households. The annual units added are adjusted by the peak occupancy rates calculated in Figure C46 above, and then added to the 2010 estimate to determine the 2013 peak households by type. See Figure C47 for additional detail.

**Figure C47 – Peak Households**

2010 Peak Households Estimate	Peak		Peak Households Added Annually [2]			2013 Peak
	Households [1]	Occupancy	2010	2011	2012	Households
Single Family	14,969	91%	47	42	123	15,181
Multifamily	8,922	92%	52	2	563	9,539
Total	23,891	91%	99	44	686	24,720

[1] U.S. Census Bureau, 2010 Decennial Census

[2] City of Flagstaff Community Development Department, Monthly Construction Permits

The last step in calculating a base year peak population for the City of Flagstaff is to apply the persons per household by housing type (see Figure C45) to the base year peak households by housing type (see Figure C47). The final 2013 peak population estimate for City of Flagstaff is the population in single family and multifamily households (66,267) plus the estimated 2013 population living in *group quarters*, which includes Northern Arizona University student housing. As part of the 2012 Regional Plan Update, The City of Flagstaff used 2010 decennial census as the base year figures from which to calculate a projected annual *group quarters* population growth rate of 2.41 percent (assuming the high population growth scenario used for other demographic and housing projections). As shown in Figure C48, the 2013 *group quarters* population estimate of 8,674 is added to the peak households population estimate of 66,267 to determine a base year 2013 peak population of 74,941 persons in the City of Flagstaff.

**Figure C48 – Peak Population Estimate**

2013 Peak Households Estimate	Persons Per Household	Peak	
		Households	Population
Single Family	2.75	15,181	41,736
Multifamily	2.57	9,539	24,474
Total	2.68	24,720	66,267
		Group Quarters*	8,674
		Total Base Year Peak Population	74,941

\*City of Flagstaff 2012 Regional Plan Update, high population growth scenario

### Peak Population and Housing Unit Projections

TischlerBise analyzed recent growth trends, reviewed the City of Flagstaff 2012 Regional Plan Update data, and had discussions with staff. Based on the high population growth scenario and 2010 decennial census counts, the City of Flagstaff projects a 2030 housing unit estimate of 30,300 units, which equates to an annual growth rate of 0.72 percent. TischlerBise adjusted the annual growth rate to reflect the 2013 base year housing unit estimate of 27,157. The adjusted growth rate of 0.65 percent was used to calculate an estimate of housing units for each year past 2013. Housing units were divided into single family and multifamily unit estimates as described above, and then peak occupancy rates and persons per household factors were applied to the annual housing units added to calculate annual additional peak population in households. See Figure C49 for a summary of the projections.

Included in the City of Flagstaff 2012 Regional Plan Update demographic projections was the assumption that the *group quarters* population within the City (and including Northern Arizona University student housing) would grow at an annual rate of 2.41 percent, to reach a 2030 projected total of 13,000 persons. The annual growth rate was applied to the 2010 decennial census *group quarters* population count of 8,076 to estimate a *group quarters* population for each year beyond 2010. See Figure C49 for a summary of the projections.

**Figure C49 – Peak Population and Housing Unit Projections**

#### Population Share

	Decennial Census [1]	Estimates [2]			Projection [3]			Exponential Growth Rates	
	2010	2011	2012	2013	2018	2023	2030	2010-30	2013-30
Housing Units	26,254	26,362	26,410	27,157	28,047	28,965	30,300	0.72%	0.65%
Peak Population in Households [4]			64,428	66,267	69,789	72,021	75,269		0.75%
Group Quarters	8,076	8,271	8,470	8,674	9,770	11,005	13,000	2.41%	2.41%
Peak Population [4]			72,898	74,941	79,559	83,025	88,269		0.97%

[1] U.S. Census Bureau, 2010 Decennial Census

[2] Estimates calculated using the 2010-2030 Exponential Growth Rate

[3] 2030 projections from City of Flagstaff 2012 Regional Plan Update, high population growth scenario

[4] TischlerBise

Annual population projections for the City of Flagstaff are the sum of the peak population in households and the group quarter population. The 2013 base year estimate of 74,941 and the 2030 peak population projection of 88,269 persons were used to calculate an exponential growth rate of 0.97 percent for the City of Flagstaff peak population.

**Year-Round Population Estimates and Projections**

The City of Flagstaff used U.S. Census Bureau 2010 decennial census data as the foundation for the City’s 2012 Regional Plan Update. Arizona Department of Administration data from December of 2012 was used to calculate 2012 base year estimates. Intercensal population estimates produced by the Arizona Department of Administration demonstrate an average annual growth rate for the City of Flagstaff that has slowed from a 2007 peak of 3.3 percent and a 2010 peak of 2.2 percent. While the City of Flagstaff does not expect to return to past growth rates, it does expect annual growth well into the future and that the City will host a growing share of the Coconino County population. Population projections calculated from the decennial census assume a sustained annual growth rate of 1.06 percent and a 2030 population of 81,300.

To calculate a 2013 year-round population, TischlerBise used annual Arizona Department of Administration Interim Intercensal July Population Estimates for 2010, 2011, and 2012. Next, the annual exponential growth rate of 1.06 percent was calculated from the 2010 and 2030 populations used by City of Flagstaff for the high growth scenario. According to the high growth scenario assumptions, the 2013 City of Flagstaff population is 67,024. The annual exponential growth rate of 1.14 percent was calculated from the 2013 population estimate and the 2030 projection, and then applied to each projection year past 2013 to match the City of Flagstaff projected 2030 population of 81,300. Figure C50 presents a summary of the population projections for the City of Flagstaff and Coconino County.

**Figure C50 - Population Estimates and Projections for City of Flagstaff**

	<i>April Census [1]</i>	<i>Annual July Population Estimates [2]</i>					<i>Population Projections [3]</i>			<i>Exponential Growth Rates</i>	
	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2018</b>	<b>2023</b>	<b>2030</b>	<b>2010-30</b>	<b>2013-30</b>	
City of Flagstaff	65,870	65,985	66,013	66,322	67,024	70,941	75,086	81,300	1.06%	1.14%	
Coconino County	134,421	134,679	134,162	134,313	135,394	141,632	148,157	157,800	0.80%	0.90%	
City Share	49.0%	49.0%	49.2%	49.4%	49.5%	50.1%	50.7%	51.5%			

[1] U.S. Census Bureau, 2010 Decennial Census

[2] Arizona Department of Administration, Interim Intercensal Population Estimates

[3] 2030 population projection from City of Flagstaff 2012 Regional Plan Update, high population growth scenario

Year-round population estimates and projections are presented here to demonstrate the difference in growth patterns for the year-round (1.14%) and peak populations (0.97%) of the City.

Peak Population and housing unit projections are used to illustrate the possible future pace of service demands, revenues, and expenditures. As these factors will vary to the extent that future development varies, there will be virtually no effect on the actual amount of the development fee. See Figure C51 below for a summary of population and housing unit projections.

**Figure C51 – Population and Housing Unit Projections in the City of Flagstaff, 2013-2033**

		Base Yr 2013	Five-Year Increments ==>												Cumulative Increase 2013-2033	Avg. Ann. Increase 2013-2033	
			1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	15 2028	20 2033			
<b>SUMMARY OF DEMAND PROJECTIONS (City Limits)</b>																	
	<i>Growth Rates</i>																
TOTAL YEAR-ROUND POPULATION	1.14%	67,024	67,790	68,564	69,347	70,139	70,941	71,751	72,571	73,400	74,238	75,086	79,474	84,118	17,094	855	
TOTAL PEAK POPULATION	0.97%	74,941	76,932	77,577	78,229	78,890	79,559	80,235	80,919	81,611	82,314	83,025	86,722	90,669	15,728	786	
TOTAL GROUP QUARTERS POPULATION	2.41%	8,674	8,883	9,097	9,316	9,540	9,770	10,005	10,246	10,493	10,746	11,005	12,396	13,962	5,288	264	
TOTAL HOUSING UNITS	0.65%	27,157	27,333	27,510	27,688	27,867	28,047	28,228	28,410	28,594	28,779	28,965	29,913	30,891	3,734	187	
<b>RESIDENTIAL DEVELOPMENT</b>																	
<b>Housing Units</b>																	
	<i>Unit Mix</i>																
Single Family	62%	16,833	16,942	17,052	17,162	17,273	17,385	17,497	17,610	17,724	17,839	17,954	18,542	19,148	2,315	116	
Multifamily	38%	10,324	10,391	10,458	10,526	10,594	10,662	10,731	10,800	10,870	10,940	11,011	11,371	11,743	1,419	71	
<b>TOTAL</b>		<b>27,157</b>	<b>27,333</b>	<b>27,510</b>	<b>27,688</b>	<b>27,867</b>	<b>28,047</b>	<b>28,228</b>	<b>28,410</b>	<b>28,594</b>	<b>28,779</b>	<b>28,965</b>	<b>29,913</b>	<b>30,891</b>	<b>3,734</b>	<b>187</b>	
<b>Peak Population in Households</b>	<i>Peak</i>	66,267	68,050	68,481	68,914	69,350	69,789	70,230	70,673	71,118	71,568	72,021	74,327	76,707	10,440	522	
<b>Added Annually by Housing Units</b>	<i>Occ. %</i>																
	<i>PPH</i>																
Single Family	91%	338	273	274	276	278	279	281	282	285	287	288	298	307	6,129	306	
Multifamily	92%	1,445	158	159	160	161	162	162	163	165	166	167	172	178	4,796	240	
<b>TOTAL</b>		<b>1,783</b>	<b>431</b>	<b>433</b>	<b>436</b>	<b>439</b>	<b>441</b>	<b>443</b>	<b>445</b>	<b>450</b>	<b>453</b>	<b>455</b>	<b>470</b>	<b>485</b>	<b>10,925</b>	<b>546</b>	
<b>ANNUAL INCREASES (City Limits)</b>																	
		12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	27-28	32-33	2013-2033		
															Avg Annual		
	Peak Population		1,992	645	652	660	669	676	684	692	703	712	759	811	786		
	Housing Units		176	177	178	179	180	181	182	184	185	186	192	198	187		

Source: City of Flagstaff; TischlerBise

**NONRESIDENTIAL DEVELOPMENT**

**Employment Estimates and Projections**

In addition to data on residential development, the calculation of development fees requires data on nonresidential square footage and employment (number of jobs) in the City of Flagstaff.

TischlerBise analyzed recent employment trends, reviewed data provided by the City of Flagstaff, and had discussions with staff. According to the analysis conducted by the City of Flagstaff, the City historically hosts between 60 and 65 percent of all Coconino County employment. The City expects this trend to continue well into the future. See Figure C52 below for additional information on County and City employment trends. According to the City of Flagstaff, 2010 employment in the City was approximately 37,100. The city projects 2030 employment will reach 44,600, based on the high population growth scenario used for the Regional Plan Update. TischlerBise used 2010 and 2030 data to calculate an exponential employment growth rate of 0.92 percent for the City and 0.69 percent for the County. Employment estimates and projections between 2010 and 2030 were calculated with the exponential growth rates. TischlerBise estimates the City of Flagstaff had 38,139 jobs for the base year of 2013.

**Figure C52 – Employment Trends in Coconino County and City of Flagstaff**

	City of Flagstaff Estimates [1]			Employment Estimates			Employment Projections [2]			Exponential Growth Rates	
	2000	2004	2010	2011	2012	2013	2018	2023	2030	2010-30	2013-30
City of Flagstaff	38,400	39,244	37,100	37,443	37,789	38,139	39,936	41,817	44,600	0.92%	0.92%
Coconino County	58,400	62,200	61,100	61,523	61,948	62,377	64,565	66,829	70,133	0.69%	0.69%
City Share	65.8%	63.1%	60.7%	60.9%	61.0%	61.1%	61.9%	62.6%	63.6%		

[1] City of Flagstaff 2012 Regional Plan Update; based on the 2010 employment estimate from U.S. Census Bureau LEHD web-based application OnTheMap, "all jobs" plus 5% assumed undercount  
 [2] 2030 projections from City of Flagstaff 2012 Regional Plan Update, high population growth scenario

**Employment by Industry Type**

In addition to projecting total employment, as part of the City of Flagstaff 2012 Regional Plan Update process, the City analyzed employment trends and set economic development priorities for the future. City staff made three assumptions to project employment distribution into the future. First, total employment assumes the high population growth scenario used for the Regional Plan Update. Second, as the County seat, the region will have a high percentage of government office jobs. Third, Industrial/Flex jobs will grow at a faster rate (1.00%) than Commercial/Retail jobs (0.93%) and Office/Institutional jobs (0.89%). Between 2010 and 2030, the City of Flagstaff expects to add 7,500 jobs. Figure C53 shows the incremental growth in employment by industry type.

**Figure C53 – Employment Distribution by Industry Type**

	City of Flagstaff Estimates		Employment Estimates		Industry Employment Projection*	
	2010	2010 Share	2013	2013 Share	2030	Growth Rate
Commercial/Retail	8,162	22%	8,390	22%	9,812	0.93%
Office/Institutional	19,663	53%	20,214	53%	23,496	0.89%
Industrial/Flex	9,275	25%	9,535	25%	11,292	1.00%
<b>TOTAL</b>	<b>37,100</b>	<b>100%</b>	<b>38,139</b>	<b>100%</b>	<b>44,600</b>	<b>0.92%</b>

Source: City of Flagstaff, 2012 Regional Plan Update, high population growth scenario

\*Due to development activity since the 2012 Regional Plan Update process, the projected industry employment figures deviate from previous assumptions

### NONRESIDENTIAL SQUARE FOOTAGE DEVELOPMENT

Job estimates are used to estimate nonresidential square footage based on nationally recognized average square feet per employee data published by The Institute of Transportation Engineers (ITE), and shown in Figure C54.

**Figure C54 – The Institute of Transportation Engineers, Employee and Building Area Ratios, 2012**

ITE Code	Land Use / Size	Demand Unit	Weekday Trip Ends per Demand Unit*	Employee*	Emp Per Dmd Unit**	Sq Ft Per Emp
<b>Commercial / Shopping Center</b>						
820	Average	1,000 Sq Ft	42.70	na	2.00	500
<b>General Office</b>						
710	Average	1,000 Sq Ft	11.03	3.32	3.32	301
<b>Other Nonresidential</b>						
770	Business Park***	1,000 Sq Ft	12.44	4.04	3.08	325
760	Research & Dev Center	1,000 Sq Ft	8.11	2.77	2.93	342
610	Hospital	1,000 Sq Ft	13.22	4.50	2.94	340
565	Day Care	student	4.38	26.73	0.16	na
550	University/College	student	1.71	8.96	0.19	na
530	High School	student	1.71	19.74	0.09	na
520	Elementary School	student	1.29	15.71	0.08	na
520	Elementary School	1,000 Sq Ft	15.43	15.71	0.98	1,018
320	Lodging	room	5.63	12.81	0.44	na
254	Assisted Living	bed	2.66	3.93	0.68	na
151	Mini-Warehouse	1,000 Sq Ft	2.50	61.90	0.04	24,760
150	Warehousing	1,000 Sq Ft	3.56	3.89	0.92	1,093
140	<b>Manufacturing</b>	<b>1,000 Sq Ft</b>	<b>3.82</b>	<b>2.13</b>	<b>1.79</b>	<b>558</b>
110	Light Industrial	1,000 Sq Ft	6.97	3.02	2.31	433

\* Trip Generation, Institute of Transportation Engineers, 9th Edition (2012).

\*\* Employees per demand unit calculated from trip rates, except for Shopping Center data, which are derived from Development Handbook and Dollars and Cents of Shopping Centers, published by the Urban Land Institute.

TischlerBise used 2012 data from the ITE to calculate the total nonresidential floor area for three categories of development used for the calculation of development fees. To estimate current nonresidential floor area, 2013 job estimates by category were multiplied by ITE square feet per employee factors. It is estimated the City of Flagstaff has approximately 16 million square feet of nonresidential space in active use. The estimated square footage in 2013 for each major category of nonresidential development is shown below in Figure C55.

**Figure C55 - Estimated Employment and Nonresidential Floor Area in City of Flagstaff, 2013**

	2010 City of Flagstaff [1]		2013 Estimated Jobs	Square Feet Per Employee [2]	2013 Nonresidential Floor Area	
	Total	Distribution			Square Feet	Distribution
Commercial/Retail	8,162	22%	8,391	500	4,195,290	27%
Office/Institutional	19,663	53%	20,214	301	6,084,260	39%
Industrial/Flex	9,275	25%	9,535	558	5,316,497	34%
<b>TOTAL</b>	<b>37,100</b>	<b>100%</b>	<b>38,139</b>	<b>409</b>	<b>15,596,046</b>	<b>100%</b>

[1] City of Flagstaff, 2012 Regional Plan Update using U.S. Census Bureau, OntheMap.com "all jobs" estimate based on approximate region geography, plus 5% assumed undercount

[2] Trip Generation Manual, Institute of Transportation Engineers, 9th Edition (2012).

### **Nonresidential Floor Area and Employment Projections**

Future employment growth and nonresidential development in the City of Flagstaff are projected based on information provided by City staff, and TischlerBise's analysis of past trends in the City. To project employment for the City, TischlerBise applied an annual growth rate of 0.92 percent for each year beyond the base year 2013 estimate of 38,139 jobs.

The projected increase in employment by industry type is then used to project growth in nonresidential square footage using the employee per square footage data previously discussed. Results are shown in Figure C56. The City expects to add on average 385 jobs a year for the next twenty years. To keep pace with employment growth, the City should expect to add roughly 160,000 square feet of nonresidential development each year.

**Figure C56 - Nonresidential Floor Area and Employment Projections in City of Flagstaff, 2013-2033**

		<i>Five-Year Increments ==&gt;</i>													<b>Cumulative Increase 2013-2033</b>	<b>Avg. Ann. Increase 2013-2033</b>
	<i>Growth Rates</i>	<b>Base Yr 2013</b>	<b>1 2014</b>	<b>2 2015</b>	<b>3 2016</b>	<b>4 2017</b>	<b>5 2018</b>	<b>6 2019</b>	<b>7 2020</b>	<b>8 2021</b>	<b>9 2022</b>	<b>10 2023</b>	<b>15 2028</b>	<b>20 2033</b>		
<b>SUMMARY OF DEMAND PROJECTIONS (City Limits)</b>																
TOTAL JOBS	0.92%	38,139	38,492	38,848	39,207	39,569	39,935	40,304	40,678	41,053	41,433	41,816	43,786	45,849	<b>7,710</b>	<b>385</b>
<b>NONRESIDENTIAL DEVELOPMENT Employment By Type</b>																
Commercial/Retail	0.93%	8,390	8,468	8,546	8,625	8,705	8,785	8,867	8,949	9,031	9,115	9,199	9,633	10,087	<b>1,697</b>	<b>85</b>
Office/Institutional	0.89%	20,214	20,394	20,575	20,758	20,942	21,129	21,316	21,506	21,697	21,890	22,085	23,084	24,128	<b>3,914</b>	<b>196</b>
Industrial/Flex	1.00%	9,535	9,630	9,727	9,824	9,922	10,021	10,121	10,223	10,325	10,428	10,532	11,069	11,634	<b>2,099</b>	<b>105</b>
<b>TOTAL</b>		<b>38,139</b>	<b>38,492</b>	<b>38,848</b>	<b>39,207</b>	<b>39,569</b>	<b>39,935</b>	<b>40,304</b>	<b>40,678</b>	<b>41,053</b>	<b>41,433</b>	<b>41,816</b>	<b>43,786</b>	<b>45,849</b>	<b>7,710</b>	<b>386</b>
<b>Nonres Floor Area (1,000 SF)</b>																
Commercial (1,000 SF)	27% ITE 500	4,195	4,234	4,273	4,313	4,353	4,393	4,434	4,474	4,515	4,557	4,599	4,816	5,044	<b>849</b>	<b>42</b>
Office/Instit (1,000 SF)	39% ITE 301	6,084	6,139	6,193	6,248	6,303	6,359	6,416	6,473	6,530	6,588	6,648	6,948	7,262	<b>1,178</b>	<b>59</b>
Industrial/Flex (1,000 SF)	34% ITE 558	5,316	5,370	5,424	5,478	5,532	5,588	5,643	5,700	5,757	5,815	5,873	6,172	6,487	<b>1,171</b>	<b>59</b>
<b>TOTAL</b>		<b>15,595</b>	<b>15,742</b>	<b>15,890</b>	<b>16,038</b>	<b>16,188</b>	<b>16,339</b>	<b>16,493</b>	<b>16,648</b>	<b>16,802</b>	<b>16,960</b>	<b>17,119</b>	<b>17,936</b>	<b>18,793</b>	<b>3,198</b>	<b>160</b>
<b>ANNUAL INCREASES (City Limits)</b>																
		12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	27-28	32-33	<b>2013-2033</b>	
Jobs			353	356	359	362	366	369	374	375	380	383	401	420	<b>385</b>	
Nonres Floor Area (1,000 SF)			147	148	148	150	151	154	155	154	158	160	165	175	<b>160</b>	

Source: City of Flagstaff; TischlerBise

## AVERAGE DAILY VEHICLE TRIPS

Nonresidential average Daily Vehicle Trips are used for the Public Safety development fee category as a measure of demand by land use. Vehicle trips are estimated using average weekday vehicle trip ends from the reference book, *Trip Generation, 9<sup>th</sup> Edition*, published by the Institute of Transportation Engineers (ITE) in 2012. A vehicle trip end represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway).

### Trip Rate Adjustments

Trip generation rates are adjusted to avoid double counting each trip at both the origin and destination points. Therefore, the basic trip adjustment factor of 50 percent is applied to the office/institutional, and industrial/flex categories. The commercial/retail category has a trip factor of less than 50 percent because this type of development attracts vehicles as they pass-by on arterial and collector roads. For an average size shopping center, the ITE (2012) indicates that on average 34 percent of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66 percent of attraction trips have the shopping center as their primary destination.

### Estimated Vehicle Trips in Flagstaff

Trip adjustment factors are used in conjunction with average weekday vehicle trip ends provided by ITE (2012) to calculate average vehicle trips in City of Flagstaffs based on existing development. Figure C57 details the calculations to determine that existing nonresidential development in the City generates an average of 104,610 vehicle trips on an average weekday. An example of the calculation is as follows for commercial land uses: 4,195 x 42.70 vehicle trips per day per 1,000 square feet x 34 percent adjustment factor = 60,903 total vehicle trips per day from commercial development in the City. The same calculation is done for each land use type.

**Figure C57 - Average Daily Trips from Existing Development in City of Flagstaff**

	Base Year	
<b>Nonresidential Vehicle Trips on an Average Weekday**</b>	<b>2013</b>	
<b>Nonresidential Gross Floor Area (1,000 sq. ft.)</b>	<i>Assumptions</i>	
Commercial/Retail	4,195	
Office/Institutional	6,084	
Industrial/Flex	5,316	
<b>Average Weekday Vehicle Trips Ends per 1,000 Sq. Ft.**</b>	<i>Trip Rate</i>	<i>Trip Factor</i>
Commercial	42.70	34%
Office/Institutional	11.03	50%
Industrial/Flex	3.82	50%
<b>Nonresidential Vehicle Trips on an Average Weekday</b>		
Commercial	60,903	
Office/Institutional	33,553	
Industrial/Flex	10,154	
<b>Total Nonresidential Trips</b>	<b>104,610</b>	

\*\*Trip rates are from the Institute of Transportation Engineers (ITE) Trip Generation Manual (2012)

**DEMAND INDICATORS BY SIZE OF DETACHED HOUSING**

As part of the development fee effort for the City of Flagstaff, TischlerBise further analyzed demographic data to present the option to refine the development fee schedule to be more progressive for residential development. This can be done by developing fees by size of housing unit based on bedroom count. Household size can be derived using custom tabulations of demographic data by bedroom range from survey responses provided by the U.S. Census Bureau in files known as Public Use Micro-data Samples (PUMS). Because PUMS data are only available for areas of roughly 100,000 persons, the City of Flagstaff is in Arizona Public Use Micro-data Area (PUMA) 0400. Data is first analyzed for the PUMA area and then calibrated to conditions in the City of Flagstaff.

TischlerBise used 2011 ACS 1-Year Estimates to derive persons per household by number of bedrooms. As shown in Figure C58, TischlerBise derived trip generation rates and average persons, by bedroom range, using the number of persons. Recommended multipliers were scaled to make the average value by type of housing for Arizona PUMA 0400 match the average value derived from ACS data specific to Flagstaff. As the number of bedrooms increase so do the persons per household.

**Figure C58 - Average Persons and Trip Ends by Bedroom Range in City of Flagstaff**

	AZ PUMA 0400 [1]		Recommended Multipliers for Municipality [2]
	Households	Persons	Persons per Household
Single Family 0-3 Bdrms	457	1,258	2.62
Single Family 4+ Bdrms	109	376	3.29
<i>Single Family Subtotal</i>	566	1,634	2.75
Multifamily Total	102	220	2.57
AZ PUMA 0400 TOTAL	668	1,854	

[1] American Community Survey, Public Use Microdata Sample for AZ PUMA 0400 (unweighted data for 2011).

[2] Recommended multipliers are scaled to make the average value by type of housing for AZ PUMA 0400 match the average value for Flagstaff, derived from American Community Survey 2011 data, with persons adjusted to the Citywide average of 2.75 persons per single family household.

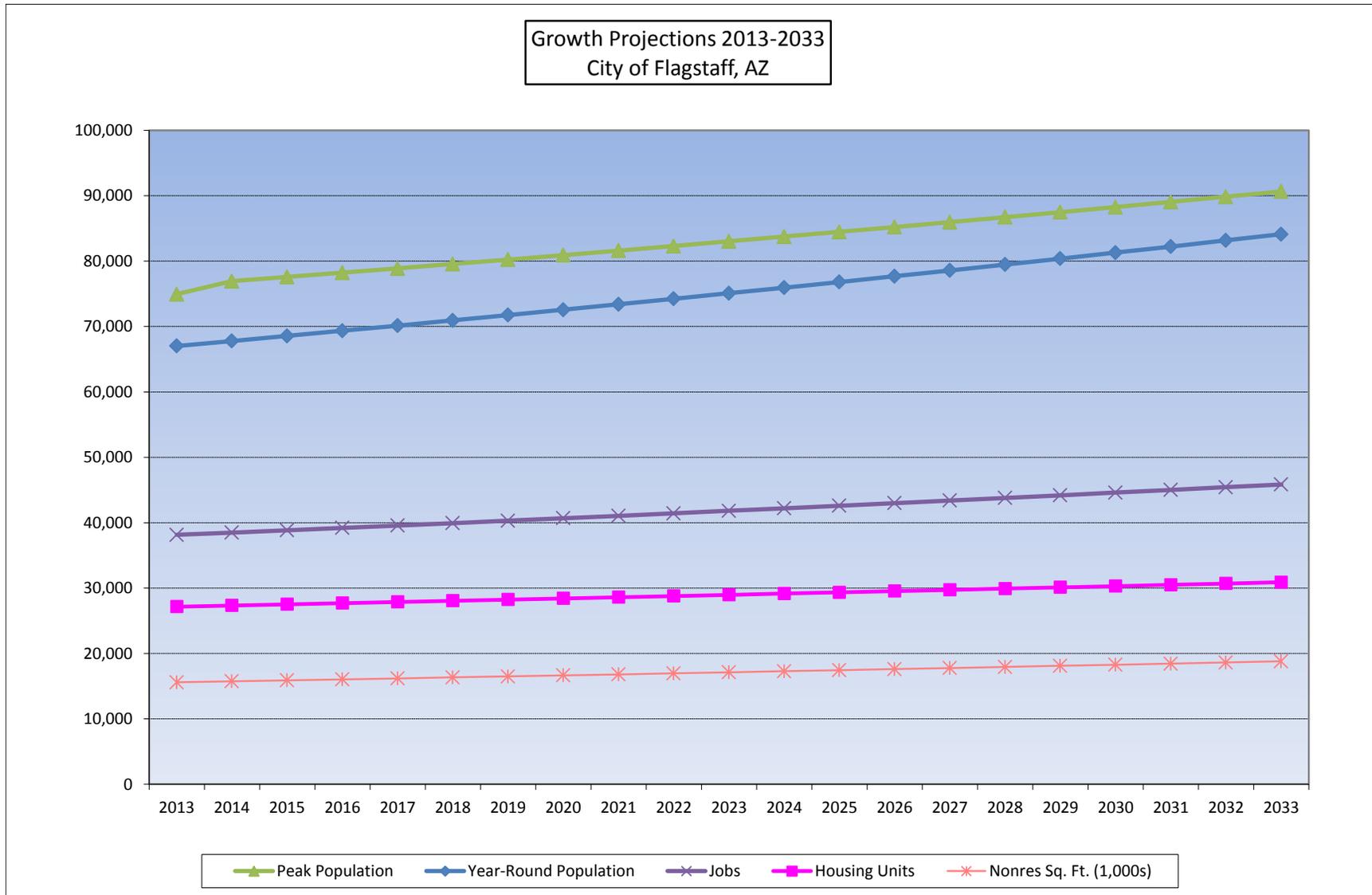
**SUMMARY**

Provided on the next page is a summary of annual demographic and development projections to be used for the development fee study. Base year estimates for 2013 are used in the development fee calculations. Development projections are used to illustrate a possible future pace of service demands and cash flows resulting from revenues and expenditures associated with those service demands.

**Figure C59 – Summary – City of Flagstaff Land Use Assumptions, 2013-2033**

	Base Yr 2013	Five-Year Increments ==>												Cumulative Increase 2013-2033	Avg. Ann. Increase 2013-2033
		1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	15 2028	20 2033		
<b>SUMMARY OF DEMAND PROJECTIONS (City Limits)</b>															
TOTAL YEAR-ROUND POPULATION	67,024	67,790	68,564	69,347	70,139	70,941	71,751	72,571	73,400	74,238	75,086	79,474	84,118	17,094	855
TOTAL PEAK POPULATION	74,941	76,932	77,577	78,229	78,890	79,559	80,235	80,919	81,611	82,314	83,025	86,722	90,669	15,728	786
TOTAL HOUSING UNITS	27,157	27,333	27,510	27,688	27,867	28,047	28,228	28,410	28,594	28,779	28,965	29,913	30,891	3,734	187
TOTAL JOBS	38,139	38,492	38,848	39,207	39,569	39,935	40,304	40,678	41,053	41,433	41,816	43,786	45,849	7,710	385
<b>RESIDENTIAL DEVELOPMENT</b>															
<b>Housing Units</b>															
Single Family	16,833	16,942	17,052	17,162	17,273	17,385	17,497	17,610	17,724	17,839	17,954	18,542	19,148	2,315	116
Multifamily	10,324	10,391	10,458	10,526	10,594	10,662	10,731	10,800	10,870	10,940	11,011	11,371	11,743	1,419	71
<b>TOTAL</b>	<b>27,157</b>	<b>27,333</b>	<b>27,510</b>	<b>27,688</b>	<b>27,867</b>	<b>28,047</b>	<b>28,228</b>	<b>28,410</b>	<b>28,594</b>	<b>28,779</b>	<b>28,965</b>	<b>29,913</b>	<b>30,891</b>	<b>3,734</b>	<b>187</b>
<b>NONRESIDENTIAL DEVELOPMENT</b>															
<b>Employment By Type</b>															
Commercial/Retail	8,390	8,468	8,546	8,625	8,705	8,785	8,867	8,949	9,031	9,115	9,199	9,633	10,087	1,697	85
Office/Institutional	20,214	20,394	20,575	20,758	20,942	21,129	21,316	21,506	21,697	21,890	22,085	23,084	24,128	3,914	196
Industrial/Flex	9,535	9,630	9,727	9,824	9,922	10,021	10,121	10,223	10,325	10,428	10,532	11,069	11,634	2,099	105
<b>TOTAL</b>	<b>38,139</b>	<b>38,492</b>	<b>38,848</b>	<b>39,207</b>	<b>39,569</b>	<b>39,935</b>	<b>40,304</b>	<b>40,678</b>	<b>41,053</b>	<b>41,433</b>	<b>41,816</b>	<b>43,786</b>	<b>45,849</b>	<b>7,710</b>	<b>386</b>
<b>Nonres Floor Area (1,000 SF)</b>															
Commercial (1,000 SF)	4,195	4,234	4,273	4,313	4,353	4,393	4,434	4,474	4,515	4,557	4,599	4,816	5,044	849	42
Office/Instit (1,000 SF)	6,084	6,139	6,193	6,248	6,303	6,359	6,416	6,473	6,530	6,588	6,648	6,948	7,262	1,178	59
Industrial/Flex (1,000 SF)	5,316	5,370	5,424	5,478	5,532	5,588	5,643	5,700	5,757	5,815	5,873	6,172	6,487	1,171	59
<b>TOTAL</b>	<b>15,595</b>	<b>15,742</b>	<b>15,890</b>	<b>16,038</b>	<b>16,188</b>	<b>16,339</b>	<b>16,493</b>	<b>16,648</b>	<b>16,802</b>	<b>16,960</b>	<b>17,119</b>	<b>17,936</b>	<b>18,793</b>	<b>3,198</b>	<b>160</b>
<b>ANNUAL INCREASES (City Limits)</b>															
	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	27-28	32-33	2013-2033 Avg Annual	
Year-Round Population		766	774	783	792	801	810	820	829	838	848	898	950	855	
Peak Population		1,992	645	652	660	669	676	684	692	703	712	759	811	786	
Housing Units		176	177	178	179	180	181	182	184	185	186	192	198	187	
Jobs		353	356	359	362	366	369	374	375	380	383	401	420	385	
Nonres Floor Area (1,000 SF)		147	148	148	150	151	154	155	154	158	160	165	175	160	

Source: City of Flagstaff; TischlerBise



# Memorandum

8.

## CITY OF FLAGSTAFF



**To:** The Honorable Mayor and Council  
**From:** Roger Eastman, Zoning Code Administrator  
**Date:** 12/06/2013  
**Meeting Date:** 12/10/2013

---

### TITLE:

**Continuation of Council Retreat, if necessary, for: Discussion, Deliberation and Instruction to Staff Regarding the Regional Plan Parking Lot**

***THERE WILL BE NO PUBLIC PARTICIPATION RECEIVED ON THIS ITEM***

### DESIRED OUTCOME:

Provide direction to staff regarding the parking lot items relating to the Flagstaff Regional Plan.

### INFORMATION:

The final version of the parking lot was distributed to the Council on December 4, 2013, and was discussed further at the December 6, 2013 Regional Plan retreat. The retreat was an all day meeting to enable the Council to review, discuss, and provide direction to staff on the revised parking lot so that specific amendments could be presented back to the Council. This item is now on the December 10, 2013, Work Session agenda to allow for further discussion/direction, if necessary, to complete the task.

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**Attachments:** Revised Land Use Chapter  
Parking Lot



# LAND USE & GROWTH AREAS



The **Land Use and Growth** component of the Flagstaff Regional Plan is a community vision of how land use in the region should occur for the next 20 years. It also sets the legal framework for more specific planning and guiding zoning regulations. It is important to recognize that this is a diverse community that demands land use options while recognizing private property rights. To promote a balanced land use pattern, the region will consider the following concepts:

## Area Types

This chapter is organized around three area types: urban, suburban and rural. Flagstaff enjoys existing urban, suburban, and rural areas as neighborhoods, shopping areas, roadways, and other spaces. Within each area type, there are distinct areas called place types. Employment Centers can exist within all place types, but along with Special Planning areas, they need special consideration.

## Place Types

Place types include activity centers, neighborhoods, and corridors, and provide the framework around which communities are built. Land uses that occur within the different place types are further designated into categories such

as residential, commercial, and institutional, which define the type of use and zoning for those place types. The land uses appropriate for each activity center are listed on the urban, suburban, and rural area character tables.

## Growth

Future growth will be concentrated in reinvestment areas and will include a balance of infill and redevelopment in existing neighborhoods as well as the development of “greenfields” within the growth boundary.

## Inside this Chapter:

### EXISTING LAND SUPPLY

<i>Existing Land Ownership Map #16</i>	IX-9
<i>Development Potential of Vacant Parcels Map #18</i>	IX-13
<i>Future Growth Illustration - FMPO Scale #19</i>	IX-15
<i>Future Growth Illustration - City Scale #20</i>	IX-17

### AREA TYPES

Urban	IX-22
Suburban	IX-33
Rural	IX-39
Employment	IX-46
Special Planning Areas	IX-48

### PLACE TYPES

Activity Centers & Corridors	IX-49
<i>Activity Centers &amp; Corridor Map #22</i>	IX-51
Neighborhoods	IX-56

### GROWTH

Reinvestment Areas	IX-57
<i>Transitions Map #23</i>	IX-59
<i>Public Utilities &amp; Activity Centers Map #24</i>	IX-61
Greenfield Development	IX-65

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## Our Vision for the Future

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In 2030, our community continues to grow in a smart and connected way, as compact development makes investments in efficient infrastructure, alternative travel modes, and image. The land use decisions made in the region promote a healthy lifestyle and quality of life desired by many.

# EXISTING LAND SUPPLY

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## Context of Land Uses

Flagstaff's historical pattern of land uses was driven by the early economics of the railroad, sawmills, the university, and ranching. New development needs to be contextually sensitive to fulfill the Flagstaff Regional Plan's guiding principles and provide lifestyle choices for the community.

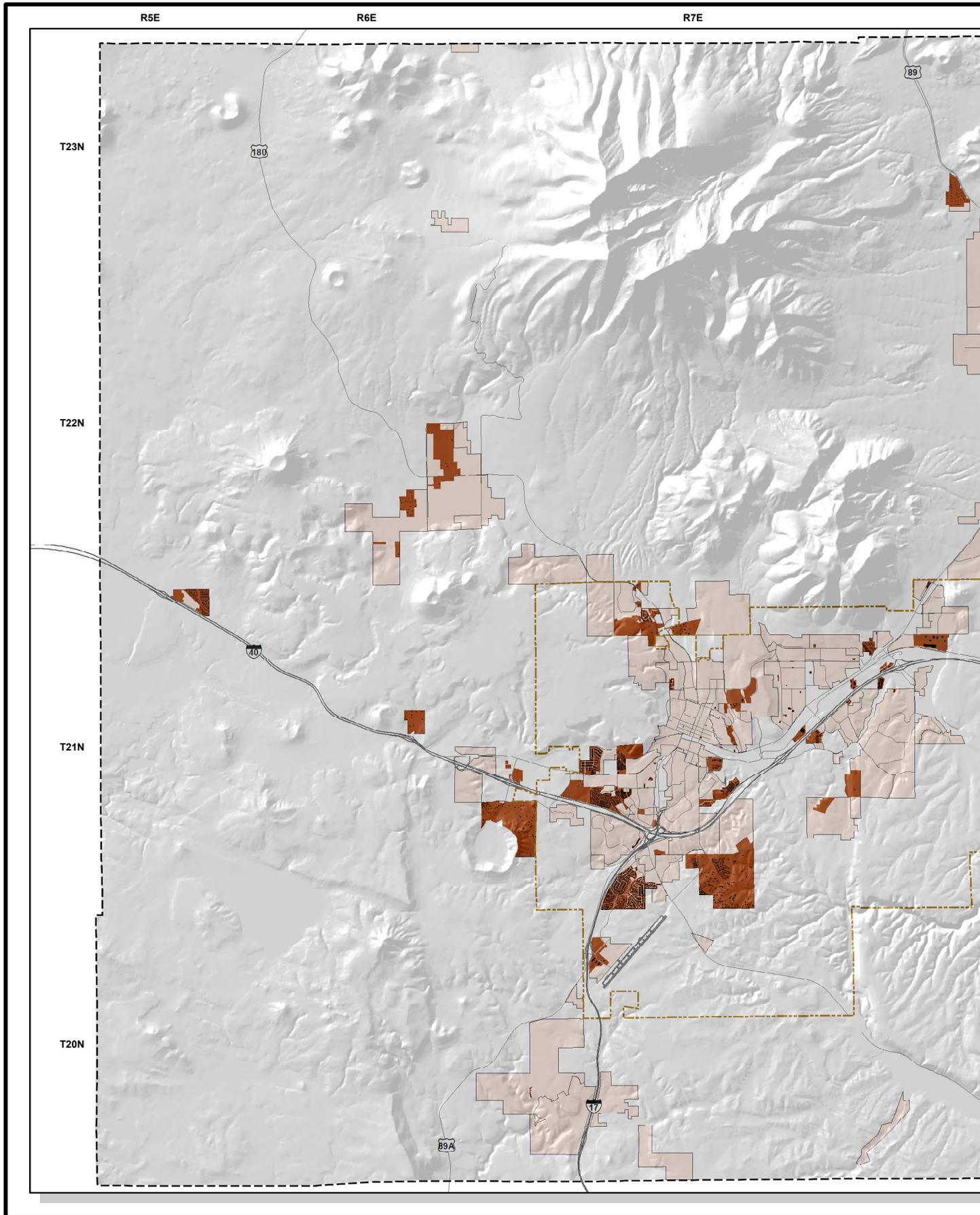
Within each area type are groups of place types – all working together to complete and connect homes with jobs, school, activities, and shopping. **The community vision is to focus infrastructure investments where they will have the most impact** – in reinvestment areas of activity centers and corridors, as well as preservation of existing neighborhoods, **and to make walking and bicycling from and to all place types an opportunity for residents and visitors.** This chapter covers land designations for future growth patterns, and the Future Growth Illustrations (Maps #19 and #20) identifies the area types of urban, suburban, and rural character. It is expected that more detailed plans, activity center and civic spaces specific plans, public facility planning, and neighborhood plans will define the context and particulars for development, reinvestment, and conservation in any given specific vicinity.

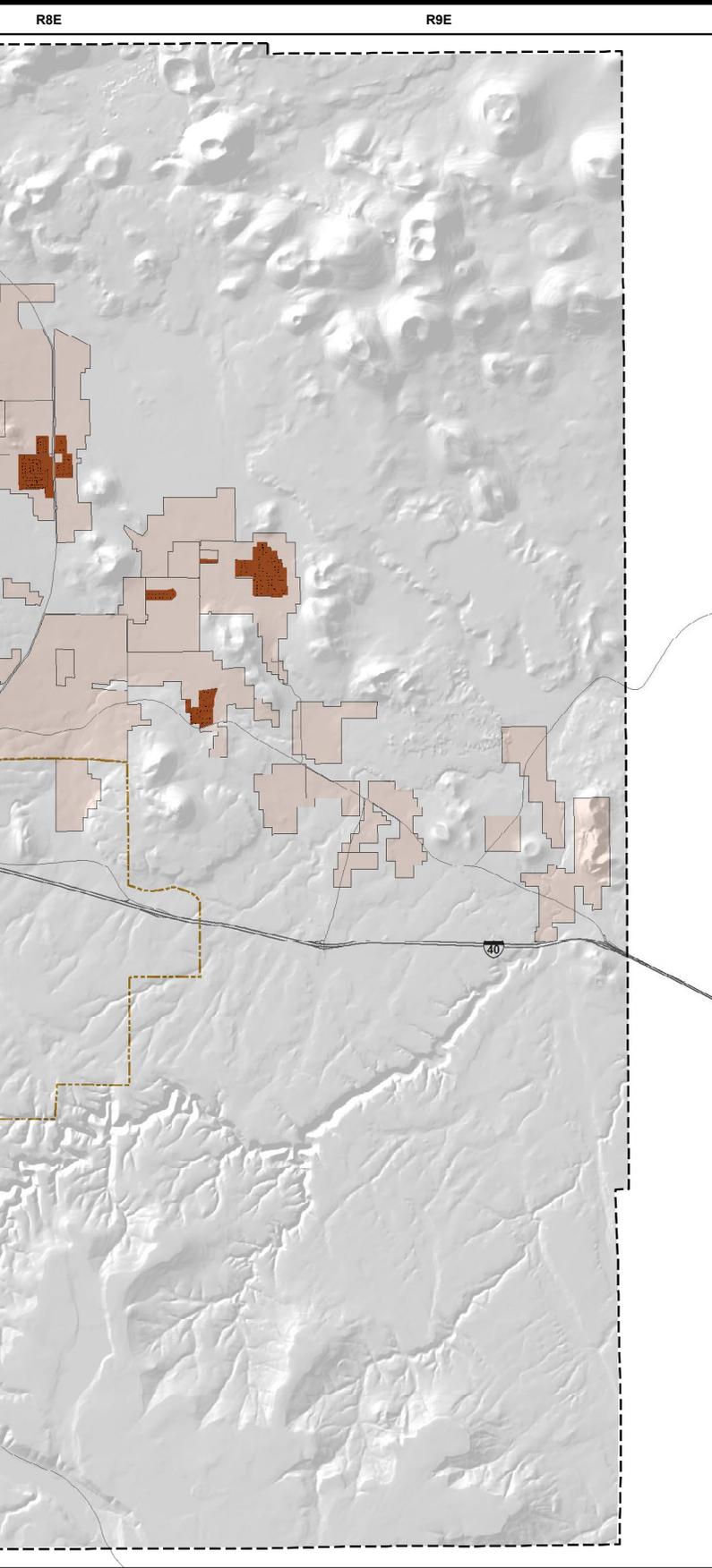
## How Land is Evaluated

**Land Use versus Zoning – Policy versus Ordinance.** Land use refers to the general activity that occurs on land. Zoning regulates building size, bulk, density, and in every case, the land use. Land use is regulated through the zoning ordinance. The adoption of ordinance is guided through policy language. This is a policy document intended to help decision makers evaluate new ordinance.

**Property Rights** - Property owners may develop and maintain their properties subject to existing regulations, primarily the adopted zoning, building, and fire codes. This plan works in coordination with private property rights and the City of Flagstaff and Coconino County Zoning and Building Codes. If a private-property owner wants to develop or redevelop property and the desired proposal conforms with the Zoning Code, but not with the Flagstaff Regional Plan, the private property owner may develop in conformance with the Zoning Code without seeking an amendment to the Regional Plan. If, however, the desired proposal does not conform with either the Zoning Code or the Regional Plan, the property owner must apply for both a Regional Plan amendment and a Zoning Map amendment. See Amendment Table, Chapter III - How This Plan Works.

The following, “Growth From 2000-2012” Map #15, identifies properties developed since the adoption of the last Regional Plan.

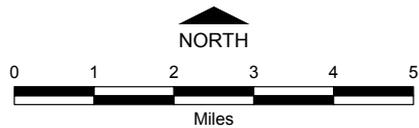




**Figure 15:  
GROWTH FROM 2000 - 2012**

-  Buildings within new Growth Areas
-  Growth Areas 2000-2012
-  Neighborhoods
-  City of Flagstaff

Total Acres added from 2000- 2012	# Parcels	Acres
Residential	6633	2,928.83
Commercial	137	424.35
Industrial	207	222.87
Institutional	6	7.50
General	201	292.97



**FLAGSTAFF REGIONAL PLAN  
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Map #15 above shows the land that has been developed in the planning area since 2000. Refer to Goal LU.3. for policies pertaining to annexation.

# EXISTING LAND SUPPLY

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## Existing Conditions and Trends

Today's home buyers, renters, and entrepreneurs all demand one thing: **choice**. If the community can offer choices of jobs, commuting options, housing types, and recreational opportunities as well as a variety of entertainment and shopping, national studies show these are characteristics of a thriving community. The overall rural mountain character of the Flagstaff region offers these lifestyle **choices**.

### National Trends

Future trends foresee **smaller houses, smaller lots, multi-family, and multi-generational housing** – quality built with modern technologies and accessible to community amenities<sup>1</sup>; commercial space within easy access (walking and biking) to homes and amenities; more “third-places” and tele-commuting. National trends show growing markets in downtowns and walkable neighborhoods, especially with those having good transit service, commanding the highest premiums on space.<sup>2</sup> Typical suburban development should be re-thought to accommodate a wide range of ages, incomes, and public transit.<sup>3</sup>

#### The Third Place

The term third place was first used by sociologist Ray Oldenburg and appeared in his 1990 book *The Great Good Place*, a celebration of the places where people can go to relax and commune with friends, neighbors, and whoever shows up. The subtitle says it all: “Cafes, Coffee Shops, Community Centers, Beauty Parlors, General Stores, Bars, Hangouts and How They Get You through the Day.”

### Local Trends

- **Geography** and the Northern Arizona climate greatly influence development. The ownership patterns of private and public lands and topography also played a significant role in determining the development patterns.
- **Growth areas in the past 10 years** have been significant single-family subdivisions (for example, Boulder Pointe, Ponderosa Trails, and Anasazi Ridge) with recent multi-family residential additions. This reflects the needs of the university and demographic shifts. The metro-area regional market is reflected in the fact that housing has generally followed retail development.
- **Growth boundaries** have been established by Flagstaff to promote compact development and efficient infrastructure within the city. Rural Growth Boundaries in county areas are established in respect of public and private land ownership.
- **Mixed-use** development promotes a compact, walkable urban form, and can be seen locally in Flagstaff's historic downtown and more recently around the University campus. Mixed-use opportunities exist in this region where planned activity centers host a significant amount of growth in office space, retail business, and multi-family housing.

### Other Conditions Affecting Development:

- **Open spaces** continue to be an important aspect to the region's character, ecosystem health, and a draw for businesses, workers, and visitors. Continuing the work of the 1998 Flagstaff Area Open Spaces and Greenways Plan, this particular land use category will be considered in each context: rural, suburban, and urban. In the larger context, Picture Canyon Conservation Area (city) and Rogers Lake Conservation Area (county), both purchased in 2012 with Open Space Acquisition funding, Walnut Canyon National Monument, the surrounding National Forest System Lands, and the ongoing and much celebrated Flagstaff Urban Trail System (FUTS) all are imperative to the region's system of open spaces.
- **Public and quasi-public uses** include many of our largest employers in the region such as: the City of Flagstaff, Coconino County, Northern Arizona University, Coconino Community College, Flagstaff Medical Center, Flagstaff Unified School District, and federal offices. Many have plans for facility growth, consolidation, and shared resources to meet their employment, service, and space needs.

<sup>1</sup>National Association of Realtors: <http://www.realtor.org/field-guides/field-guide-to-the-small-house-movement>

<sup>2</sup>Kaid Benfield; October 25, 2012.

<sup>3</sup><http://www.realtor.org/articles/building-a-new-suburbia-for-all-generations>

# EXISTING LAND SUPPLY

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- **Public spaces** are one of the most important design aspects of a city, they serve as its collective commons—the shared public spaces where people gather, including streets, squares, parks, markets, playgrounds, or sports facilities. The Flagstaff region hosts a number of public spaces, yet the population desires more designed public spaces. As Heritage Square attests, good public spaces produce a lot of use. This plan reflects on how those spaces interact with homes and businesses as well as how they are connected together.
- **Regulations** – Zoning codes, building codes, fire codes, health codes, and engineering standards are regulatory documents intended to promote the goals and policy for Flagstaff. Regulations are in place to serve the greater good of public health and safety, and to promote a well-planned community.
- **Reinvestment areas** implement the goals for revitalization, redevelopment, and infill to promote activity centers and walkable neighborhoods. Many of these areas require utility upgrades and infrastructure to be provided as incentives for private investment. As the private and public sectors continue to work together, parcel assemblage and infrastructure needs will need to be met to assist in enhanced reinvestment projects.

## Why Compact Development?

Successful compact development for the region features the following, respecting the Flagstaff region's scale and design traditions:

- Well connected access for pedestrians, bicyclists, cars, and transit
- Pedestrian-, bicycle-, and transit-friendly design
- Concentrations of population and/or employment
- Medium to high densities appropriate to context
- Smaller housing choices on small lots and multi-family options with shared amenities
- A mix of uses
- Interconnected streets
- Innovative and flexible approaches to parking
- Access and proximity to transit

Compact development can be built anywhere, and can be adapted to the urban, suburban and rural context. It encompasses residential and commercial development. Single-family houses, townhomes, apartments and live-work units all have a place in compact development. Employment centers are also important candidates for compact development.

Some examples of revitalization projects in the urban and suburban context are: Sawmill at Aspen Place, a 40-acre commercial infill and brownfield redevelopment project; the Lumberyard Brewery adaptive-reuse and historic preservation; Barnet Dulaney Perkins Eye Surgical Center redevelopment on Switzer Canyon Drive.

- **Transportation options** are more complex than creating a bus route, building sidewalks, or striping a bike lane (even though those are all important). Expanding transportation choices demands a shift in our land use patterns and the way we locate and shape future development. To complement land use changes, we must challenge our current notions of space and how we get from Point A to Point B on a daily basis. Public and private traffic engineers can design for pedestrian and bicyclist safety and experience first, automobile driver experience second, transit options next, and auto capacity and speed last. This will be a paradigm shift from the current automobile-only focus.

- **Utilities** - The availability or absence of public water or sewer service, together with some soil and topographic restrictions, serve as development constraints. These constraints should influence land use and development patterns. Up to now, water availability has not been as strong a deterrent to residential development, as public services have extended, and hauling water and some private wells have been accepted.

The land available for development and redevelopment within the Flagstaff region is both privately and publicly held. Intergovernmental cooperation is paramount in seeing the community vision realized. Only with all landowners working together can critical growth issues be addressed, such as economic development, connectivity, infrastructure, and open space protection. The broad objective is mutually benefiting multiple entities.

# EXISTING LAND SUPPLY

## Land Ownership

Land ownership in the planning area is tabulated in the table at the right and illustrated on Map 16.

**U.S. Forest Service** - National Forest System lands equate to 380 square miles regionally and 21.4 square miles within the city limits (13,696 acres). Management challenges include urban-wildland interfaces, developing and maintaining public trail access, and managing public recreational and economic uses of public lands.

**Department of Defense** - Camp Navajo is managed by the National Guard Bureau and Arizona Department of Emergency and Military Affairs for national defense purposes including military training, storage, and maintenance. The U.S. Naval Observatory’s (USNO) Flagstaff station, a few miles west of the city, is one of two Navy dark-sky sites for optical and near-infrared astronomy. Both sites are critically impacted by development in the region.

**National Park Service** - There are two national monuments in the greater Flagstaff region: Walnut Canyon and Sunset Crater. Protection of the Walnut Canyon National Monument and the surrounding area is a high priority to the community. In 2002, City Council and the County Board of Supervisors voted for additional protection for lands around Walnut Canyon and requested the federal Walnut Canyon Area Special Study. Any development contiguous to the Walnut Canyon National Monument area must be sensitive to the important cultural resources. Sunset Crater National Monument consists of lava flows, volcanic cinder cones, and craters. It is a relatively pristine and undisturbed environment.

**State Trust Lands** within the city limit total 6,555.5 acres, and constitute over 25,000 acres within the FMPO boundaries. State Trust lands are subject to sale for conservation or development. Most State Trust parcels are surrounded by National Forest System lands and serve as part of the larger eco-system landscape. At this time, the Arizona State Land Department has identified its holdings as “appropriate for conservation” or as “development potential.” By state statute, Arizona State Land Department parcels hold development rights (entitlements) of one-unit per acre, unless shown for a higher level of use or has a classification of “appropriate for conservation”.

Owner	Acres	Percent
<b>Public Multiple-Use Lands</b>		
Coconino Multiple-Use Lands	243,005	72%
Camp Navajo - Dept of Defense Property	12,017	4%
Walnut Canyon National Monument	3,228	1%
Sunset Crater National Monument	3,048	1%
City-owned Land	3,684	1%
County-owned Land within FMPO	3,248	1%
Northern Arizona University	740	<1%
<b>Total Public Lands</b>	<b>268,970</b>	<b>80%</b>
<b>Private Lands</b>		
Arizona State Trust Land	25,627	8%
Other privately owned land	41,782	12%
<b>Total Private Lands</b>	<b>67,409</b>	<b>20%</b>
<b>Total FMPO</b>	<b>336,379</b>	<b>100%</b>

# EXISTING LAND SUPPLY

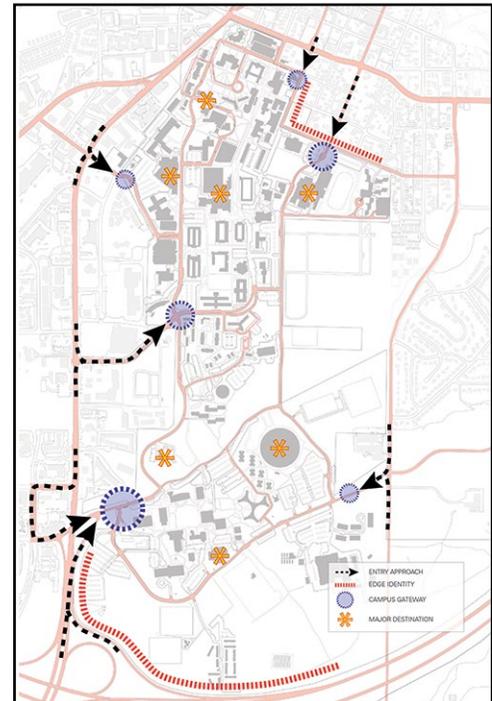
Coconino County Land Ownership (in FMPO)	Acres
County Parks	598.68
Facilities	121.66
Open Space / Drainage / ROW	2467.95
Other	59.76
<b>Total</b>	<b>3,248.00</b>

City of Flagstaff Land Ownership	Acres
City Parks	870.58
Facilities	1,458.39
Open Space / Drainage / ROW	809.46
Other	545.91
<b>Total</b>	<b>3,684.35</b>

**City of Flagstaff/Coconino County** owned land is for the purposes, generally, of maintaining facilities, right-of-way (ROW) of roads, streets, alleys, sidewalks, drainage, stormwater collection, and for parks, FUTS, and public access to the Coconino National Forest. Parcels which have been acquired for various other reasons, may be disposed of.

**Northern Arizona University's** 740 acres have been developed since 1899, first as a teacher's college (Arizona State Teacher's College) to today's university campus comprising six colleges, 18,000 Flagstaff-campus students, and over 800 faculty members. The most recent University campus master plan (2008) incorporates many opportunities and challenges shared by the community as a whole. Map 17 highlights opportunities for better connectivity to the surrounding community to and from campus (Northern Arizona Master Plan Update 2008, Airs-Saint-Gross).

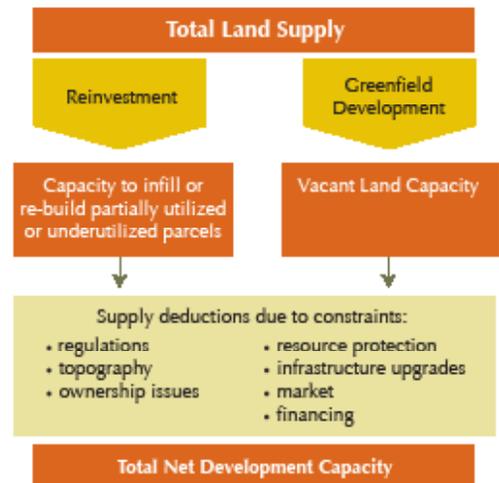
**Private Land** - Only 12 percent of the land in the planning area is privately held. Given this small amount of land, determining how to encourage development patterns that fulfill the community vision is a significant task.

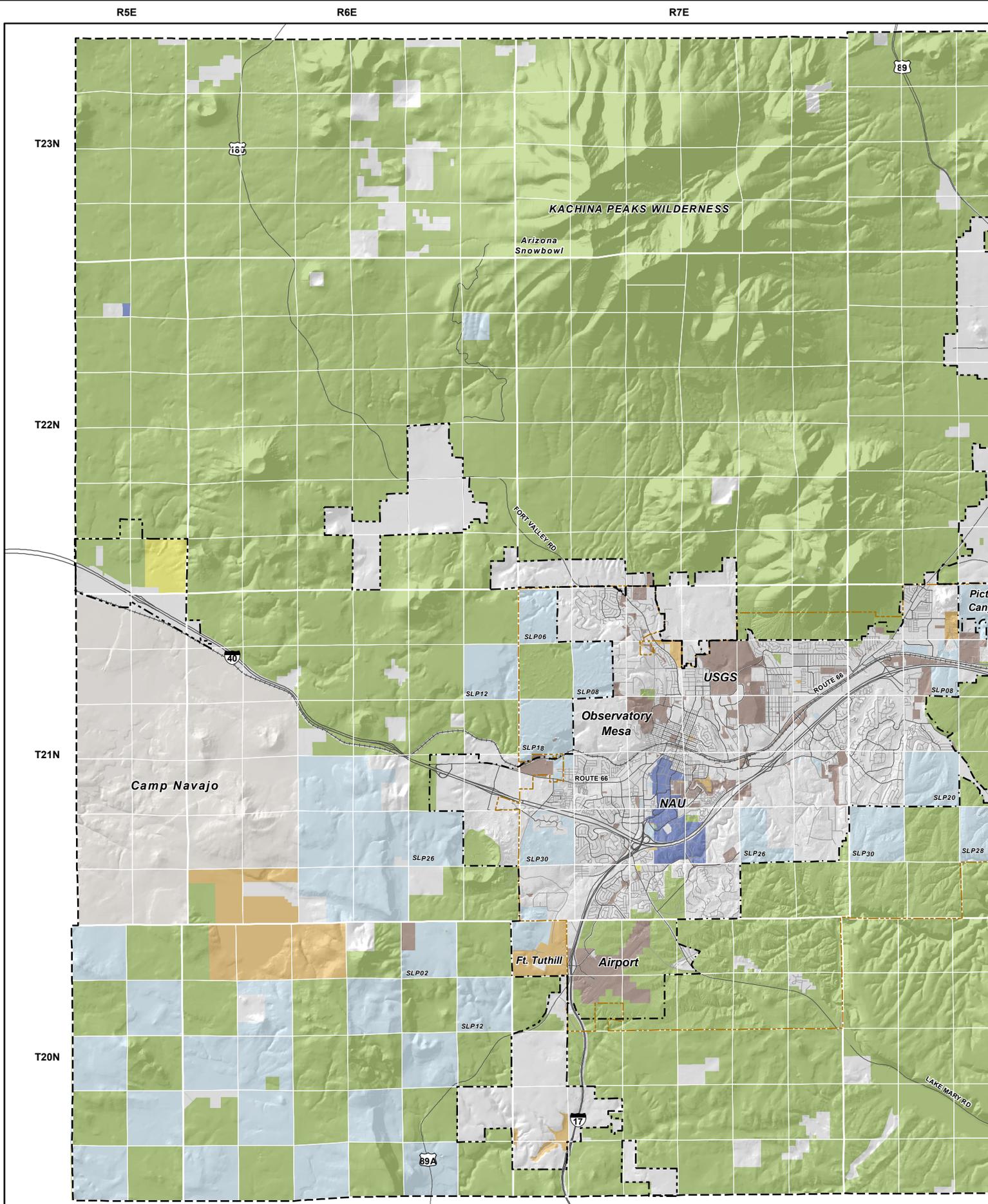


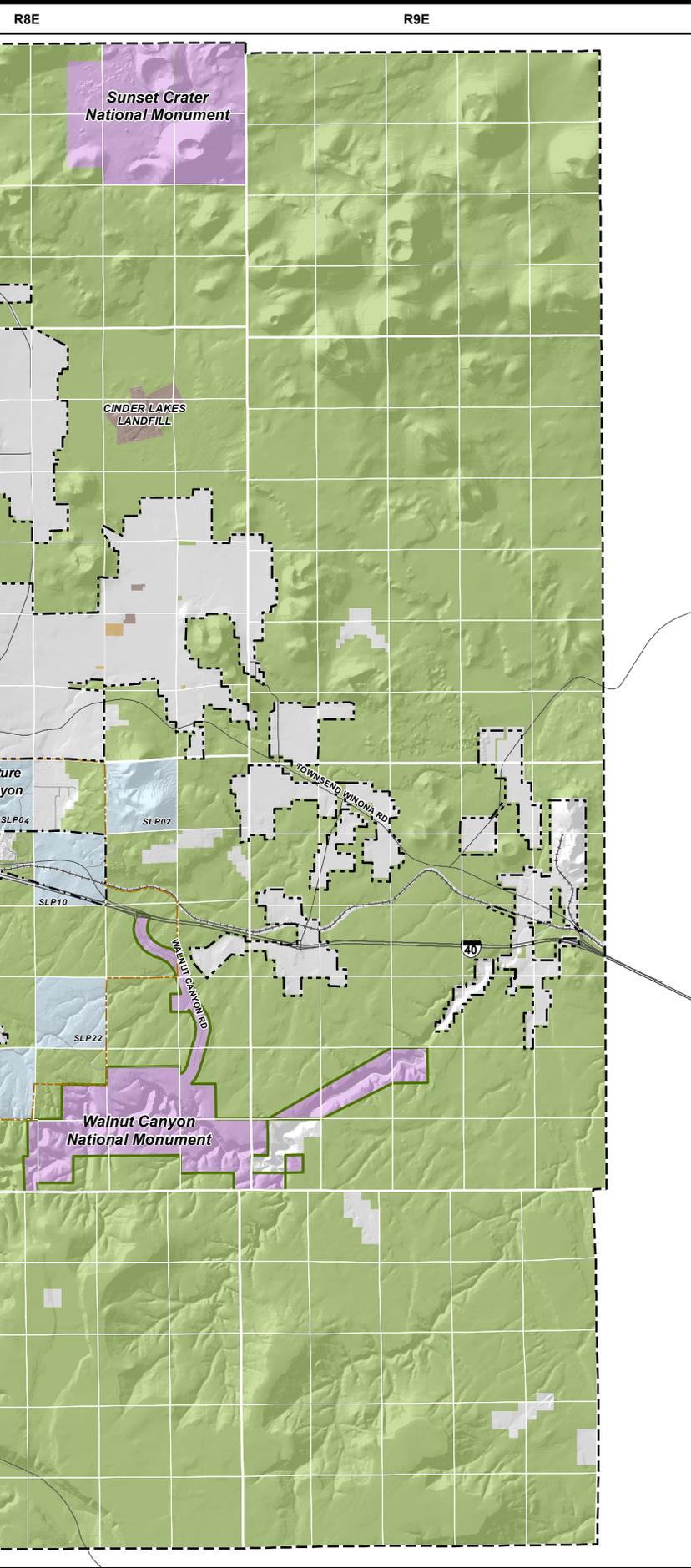
Map #17: NAU Connectivity

## Overall Land Supply

Existing land available for development (*Refer to Map #18*) illustrates the current limits of urban and suburban areas, and the potential for rural growth. With that in mind, thoughtful planning and cooperative efforts (between developers, with the use of public/private partnerships, and various public entities) can produce a balanced land use pattern. Demand for greenfield development will be reduced as reinvestment, redevelopment, and infill of underutilized and vacant buildings and parcels accelerates. Land use planning must also take into account water supply.



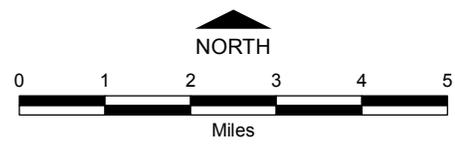




**Figure 16:  
EXISTING LAND OWNERSHIP**

- Private Land
- State Land
- National Forest
- National Monument
- City of Flagstaff
- Coconino County
- Navajo Army Depot
- Arizona Board of Regents (NAU)
- Arizona Game and Fish
- Urban Growth Boundary
- FMPO Boundary
- City of Flagstaff

Please see [www.flagstaffmatters.com](http://www.flagstaffmatters.com) for an interactive GIS map.



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## Land Use Tool Box

**Activity Centers** are mixed-use areas where there is a concentration of commercial and other land uses. The activity centers are encompassed by 1/4 mile pedestrian shed, which indicates appropriate location for higher-density residential development, live-work units and home-based businesses, and the need for a high-degree of pedestrian and bicycle connectivity to the center or commercial core of the activity center.

**Pedestrian Shed** is the basic building block of walkable neighborhoods. A pedestrian shed is the area encompassed by the walking distance from a town or activity center. Pedestrian sheds are often defined as the area covered by a 5-minute walk (about 1/4 mile, 1,320 feet, or 400 meters). They may be drawn as perfect circles, but in practice pedestrian sheds have irregular shapes because they cover the actual distance walked, not the linear (crow flies) distance. Linear Pedestrian Shed – extends for a 1/4 mile radius along a pedestrian-oriented

street (corridor and/or Great Street).

**Block Size** – an area of land bounded by a street, or combination of streets and other land uses with defined boundaries. Block sizes vary, with smaller blocks in walkable urban areas, larger blocks in suburban and large tracts of land in rural areas.

**Coconino County Assessor’s on-line tool** is a way to determine current land use, zoning, lot description, property tax history, and other information about any piece of property within Coconino County: <http://assessor.coconino.az.gov/assessor/web/login.jsp>

**Density** (dwelling units per acre) is the number of homes (single-family, townhouses, apartments, live/work units, etc.) per acre. Many community resources and recreational facilities use density to calculate facilities needed to serve the growing population.

**Intensity** of commercial development

describes the concentration of development on a site, or the degree to which land is occupied. There is no single measurement of the intensity of land use; it is usually conveyed by dwelling units per acre density, amount of traffic generated, and FAR.

**Land Measurements** – acres and square feet

**Floor-area-Ratio (FAR)** – is the total floor area of all buildings or structures on a lot divided by the gross area of the lot. *See the illustration below.*

Refer to Chapter III - How This Plan Works to understand:

- How a development project is processed through the city / county
- What the process is if a development desires a land use or zoning change

### FAR Illustrated

Every zoning district has a **floor area ratio (FAR)**.  
 Multiplying the FAR by the lot size will give you the permitted **floor area (size)** of a building.

10,000 sf lot x 1.0 FAR = 10,000 sf building  
 10,000 sf lot x 2.0 FAR = 20,000 sf building

The diagram shows three 10,000 square foot lots, each bounded by streets. The first lot has a 1-story building covering 100% of the lot. The second lot has a 2-story building covering 50% of the lot. The third lot has a 4-story building covering 25% of the lot. The buildings are shown in perspective, with their footprints on the lot and their height relative to the lot size.

Images from NYC Department of City Planning

Community Board Training Series – Land Use 101  
 Office of the Manhattan Borough President Scott M. Stringer

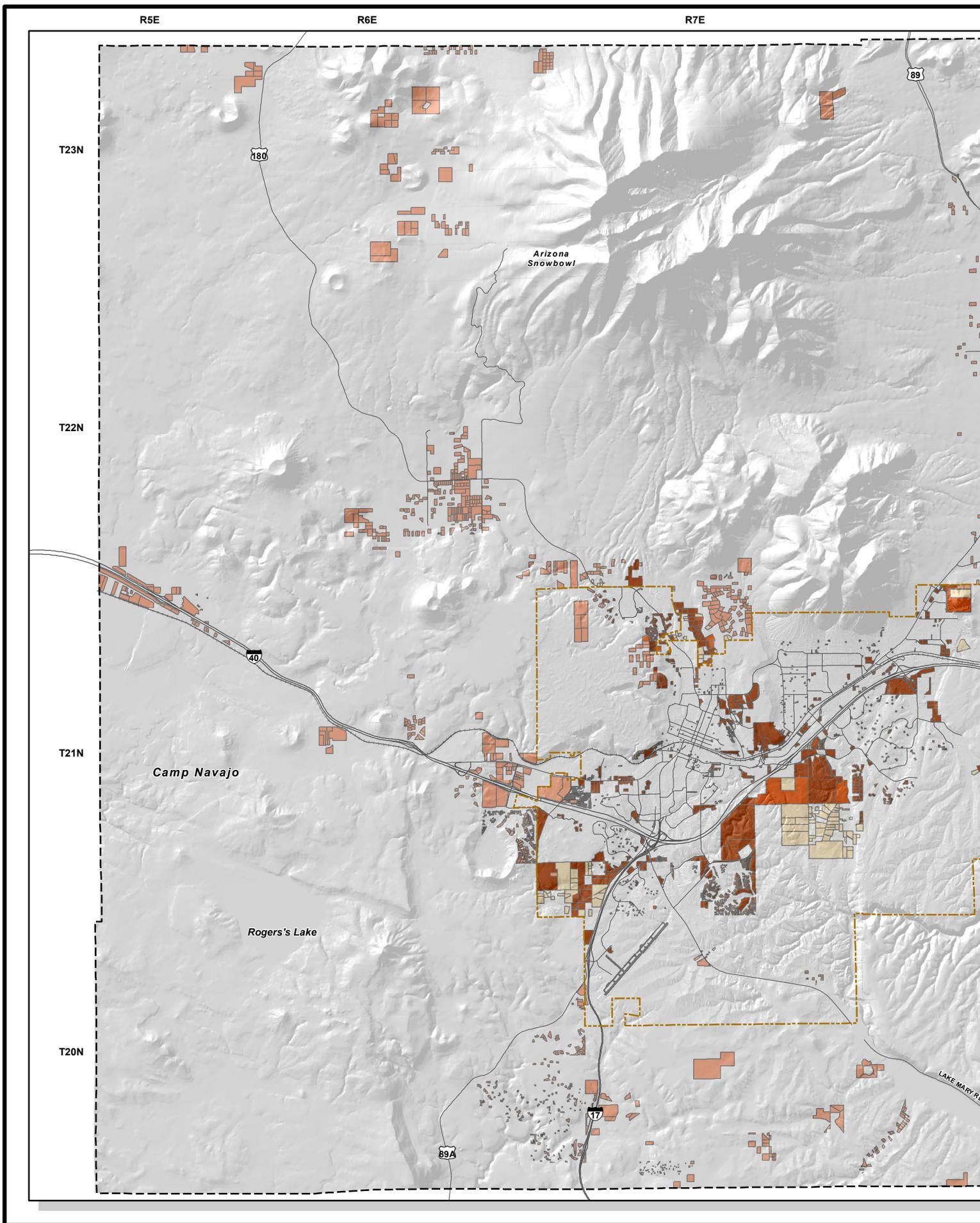
# EXISTING LAND SUPPLY

## Vacant Land Available for Development Based on Current Zoning

	Demand in Acres						Land Supply			Surplus/Deficit			
	2010-2030		2030-2050		Totals		Demand Total	Supply Total	City Acres	County Acres	Total	City Acres	County Acres
	City	County area	City	County area	City	County area							
<b>Residential</b>													
Single Family	395	3,564	150	2,053	545	5,617	6,162	7,114	1,303	5,810	952	758	193
Single Family At- tached	182	(2)	156	-	338	(2)	336	638	638	-	302	300	2
Multifamily	128	1	97	(5)	225	(4)	221	193	179	14	(28)	(46)	18
Group-Quarters							-						
<b>Non-residential</b>													
Retail & Service	159		180		338	-	338	614	346	268	275	8	268
Industrial	215		84		299	-	299	839	337	503	541	38	503
Institutional (health, education, public administra- tion)	77		39		116	-	116				(116)	(116)	-
<b>Parks</b>													
Neighborhood	31		23		54	-	54				(54)	(54)	-
Community	100		75		176	-	176				(176)	(176)	-
Regional	154		116		270	-	270				(270)	(270)	-
<b>Total</b>	<b>1,441</b>	<b>3,563</b>	<b>920</b>	<b>2,048</b>	<b>2,361</b>	<b>5,611</b>	<b>7,971</b>	<b>9,398</b>	<b>2,803</b>	<b>6,594</b>	<b>1,426</b>	<b>443</b>	<b>983</b>

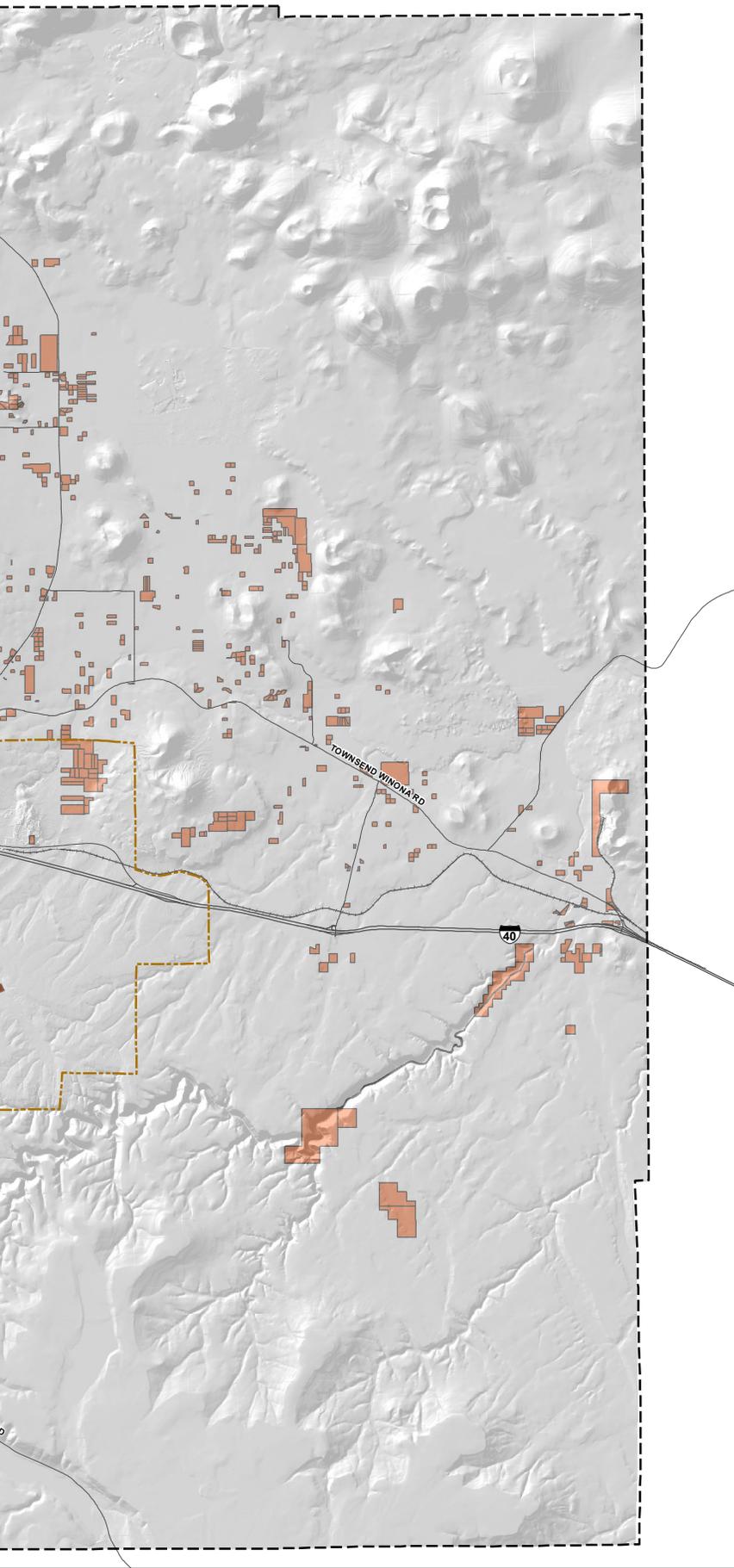
**Notes:**

- All property owners have the ability to re-zone and re-build underutilized parcels. Property owners have a “right” to apply for re-zoning, but not a “right” to receive zone change approval.
- For tools to increase reinvestment, refer to the Reinvestment section on page IX-57, the Activity Centers section on page IX-49, and the discussion of “Great Streets” in Chapter VIII - Community Character.
- This table is based upon vacant / greenfield land with existing zoning.
- This table uses an annual 1.1% population growth rate to base projected needs
- “Land Supply” Source: City GIS analysis from 2009, based on zoning classification
- Vacant lands in the first part of 2009, excluding flood plains, but including slopes 35% and less
- All lands designated planning reserve area within the City are placed in the Single-family category, none in commercial
- 50% of traditional neighborhood properties are placed in single-family attached and 50% in multi-family, none in commercial
- All lands in the County containing “Industrial” and “Mineral Resource” in the category text are industrial; all lands containing “Commercial” in the commercial category are commercial.
- The division of land planned for non-residential uses between the City and County is not known at this time, so the demand is placed entirely in the City category
- The land needed for schools and parks has not been vetted with respective departments or agencies.



R8E

R9E

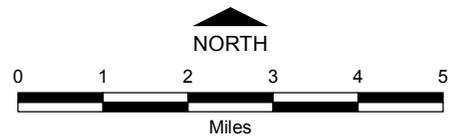


**Figure 18**  
**DEVELOPMENT POTENTIAL OF VACANT PARCELS**

-  **Vacant with utilities- 1541 Parcels, 2,721.4 Acres**
-  **Vacant within 250 feet of utilities- 49 Parcels, 453.7 Acres**
-  **Outside service area- 2030 Parcels, 6,987.2 Acres**
-  **Within service area greater than 250 from utilities- 110 Parcels, 1,051.9 Acres**

Vacant with Utilities		
	# Parcels	Acres
Residential	1344	1,936.96
Commercial	132	548.07
Industrial	49	81.62
Institutional	12	120.10
Public Lands	4	34.62
Vacant 250ft from Utilities		
	# Parcels	Acres
Residential	41	363.76
Commercial	4	4.11
Industrial	4	85.70
Vacant greater than 250 from Utilities		
	# Parcels	Acres
Residential	107	993.34
Industrial	2	57.34
Public Lands	1	1.17
Vacant Outside Service Area		
	# Parcels	Acres
Residential	1944	6,215.24
Commercial	31	228.70
Industrial	41	345.48
Public Lands	14	197.75

Source: Tyler Tax Tables July 2013



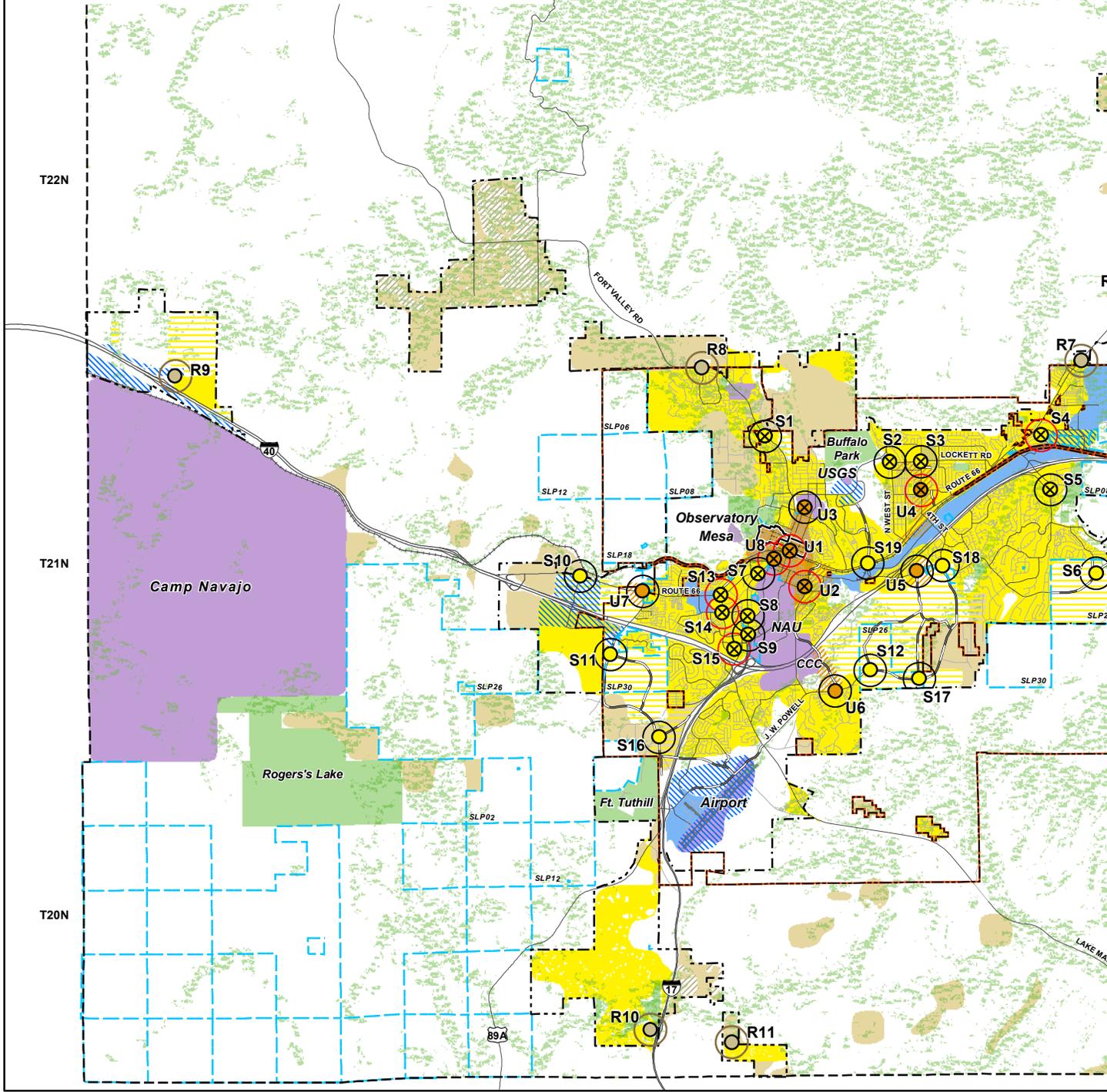
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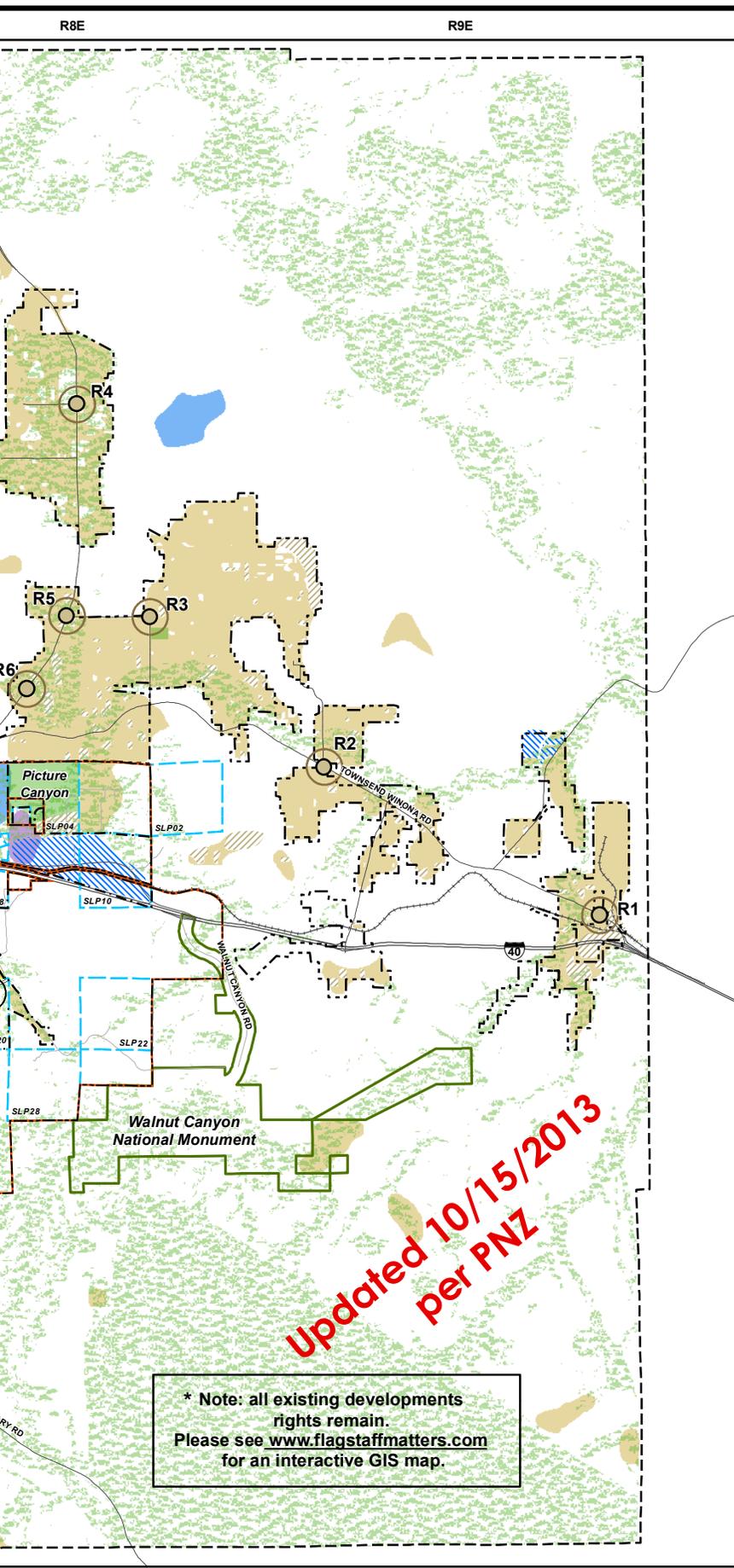
R5E

R6E

R7E

The Future Growth Illustration defines the geographic locations of area types and place types, showing spatial relationship of existing and future development. This illustration is intended to be used in conjunction with the Natural Environment Maps and the Transportation Illustration. Areas on the Illustration shown as white will retain their existing entitlements. (For example, State Trust land would retain its 1 residential unit per acre density entitlement.)



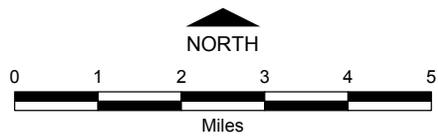


**Updated 10/15/2013  
per PNZ**

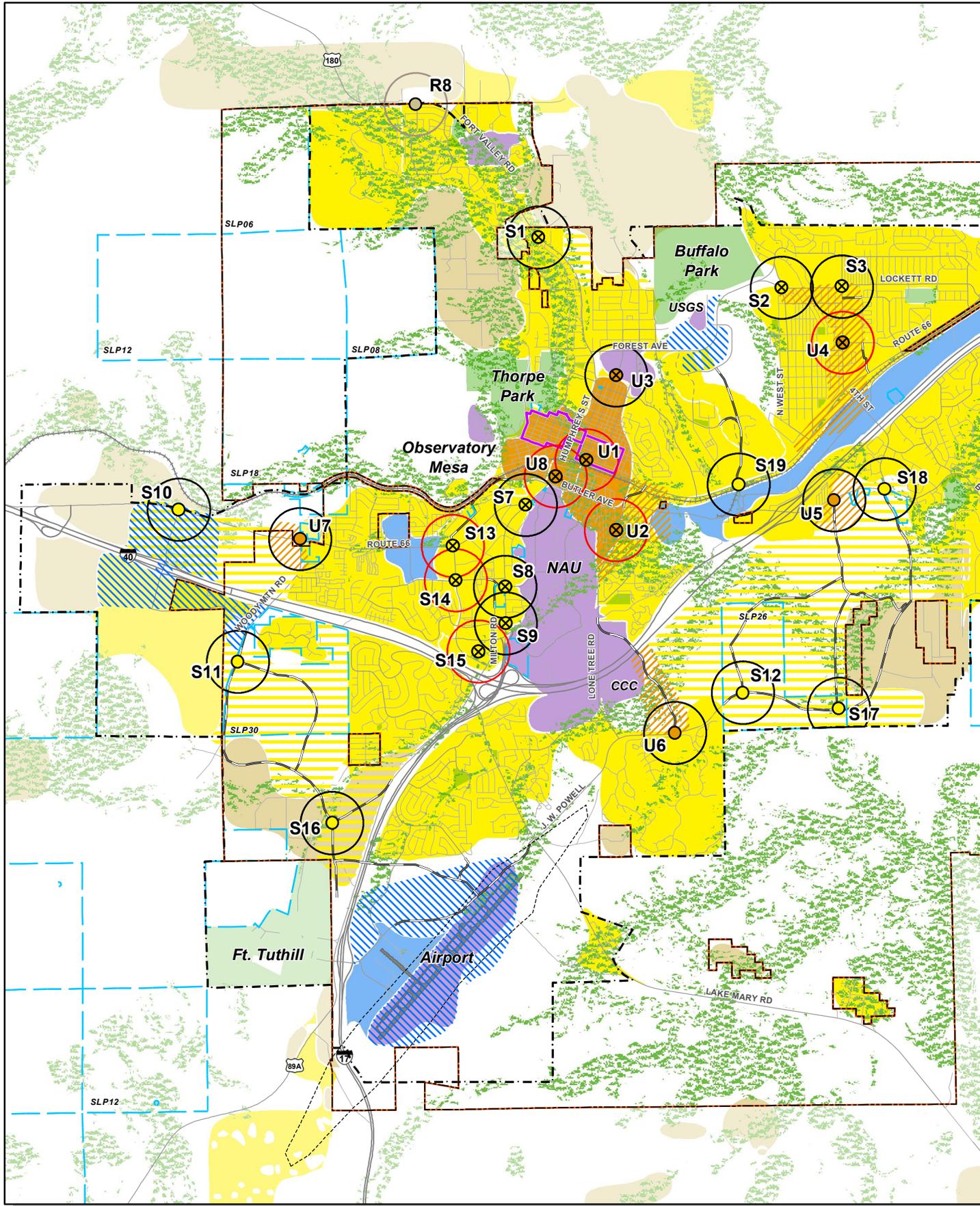
\* Note: all existing developments rights remain.  
Please see [www.flagstaffmatters.com](http://www.flagstaffmatters.com)  
for an interactive GIS map.

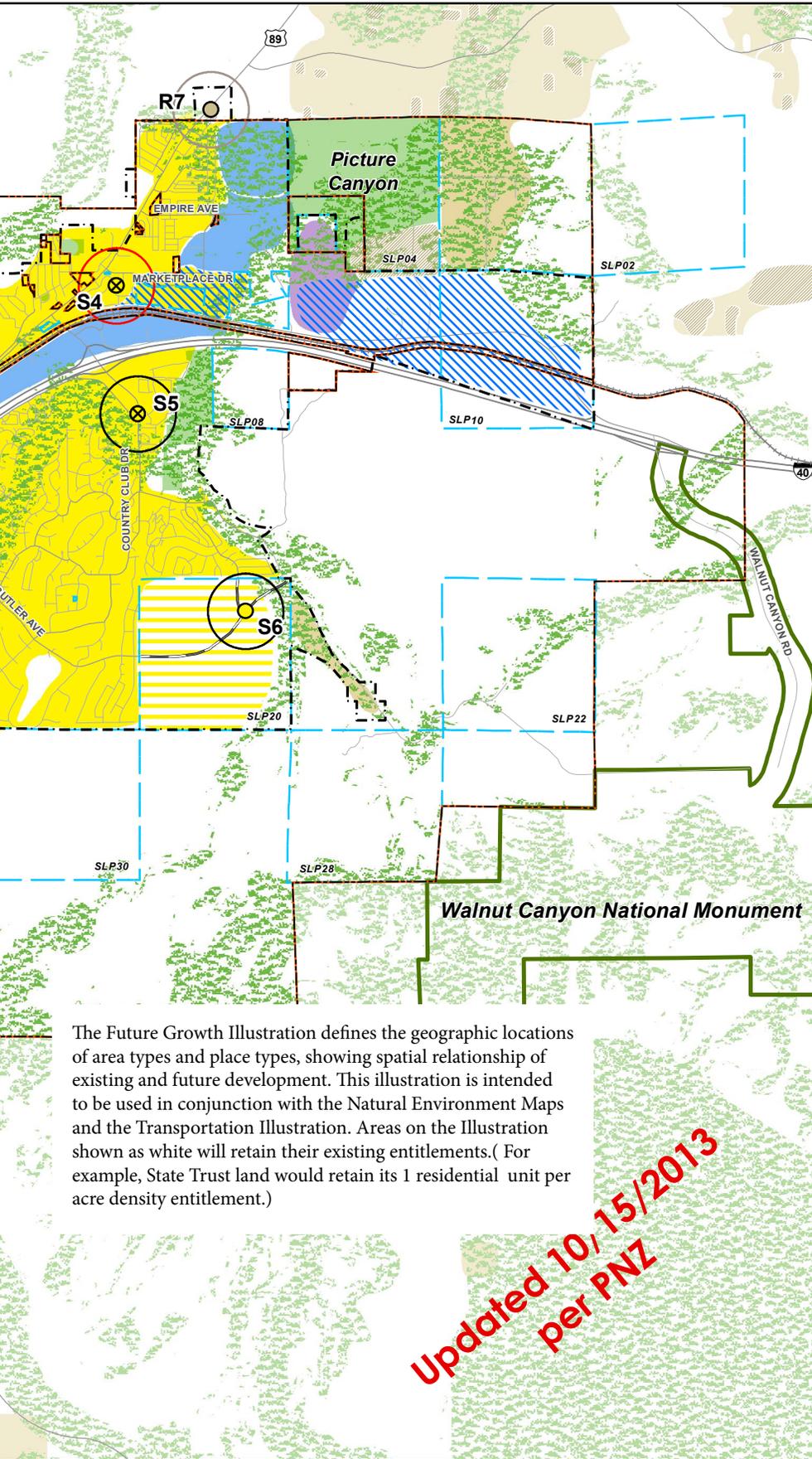
**Figure 19:  
FUTURE GROWTH ILLUSTRATION**

- FMPO Boundary
- Urban Growth Boundary
- Rural Growth Boundary
- City Limits
- Future Activity Center**
- Suburban Activity Center (S1)  
'x' symbol identifies existing center
- Urban Activity Center (U1)  
'x' symbol identifies existing center
- Rural Activity Center
- Neighborhood Activity Center  
1/4 Mile Walking Radius
- Regional Activity Center  
1/4 Mile Walking Radius
- Rural Activity Center  
1/4 Mile Walking Radius
- Rural - Existing
- Rural - Future
- Suburban - Existing
- Suburban - Future
- Urban - Existing
- Urban - Future
- Special Planning Area
- Existing Employment/Light Ind.
- Future Employment
- Park/Open Space
- Concentration of Natural Resources
- Historic District
- State Land
- White designates "as is" - existing entitlements remain \*



**FLAGSTAFF REGIONAL PLAN  
VISION 2030: PLACE MATTERS**





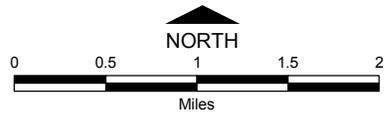
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**Updated 10/15/2013  
per PNZ**

**Figure 20:  
FUTURE GROWTH ILLUSTRATION**

- Urban Growth Boundary
- City of Flagstaff
- Future Activity Center**
- Suburban Activity Center (S1)  
'x' symbol identifies existing center
- Urban Activity Center (U1)  
'x' symbol identifies existing center
- Rural Activity Center
- Neighborhood Activity Center  
1/4 Mile Walking Radius
- Regional Activity Center  
1/4 Mile Walking Radius
- Rural Activity Center  
1/4 Mile Walking Radius
- Rural - Existing
- Rural - Future
- Suburban - Existing
- Suburban - Future
- Urban - Existing
- Urban - Future
- Special Planning Area
- Existing Employment/Light Ind.
- Future Employment
- Historic District
- Park/Open Space
- Concentration of Natural Resources  
(see Figure 8)
- RTP Future Road Network
- White designates "as is" -  
existing entitlements remain \*
- Fly Zone

**\* Note: all existing developments  
rights remain.  
Please see [www.flagstaffmatters.com](http://www.flagstaffmatters.com)  
for an interactive GIS map.**



**FLAGSTAFF REGIONAL PLAN  
VISION 2030: PLACE MATTERS**

## What We Have VS. Where We Are Going

Whether new development occurs in the urban, suburban, rural, or employment context, the following set of goals and policies are applicable to all projects. In addition, the goals and policies for the specific *area type* (urban, suburban, or rural) must also be applied.

### APPLICABLE TO ALL LAND USES - GOALS AND POLICIES



#### **Goal LU.1. Continue to enhance the region's unique sense of place within the urban, suburban, and rural context.**

Policy LU.1.1. Within the urban, suburban, and rural context, use neighborhoods, activity centers, corridors, public spaces, and connectivity as the structural framework for development.

Policy LU.1.2. Coordinate land use, master planning, and recreational uses, when feasible, with local, state, and federal land management agencies and tribal land owners.

Policy LU.1.3. Protect sensitive cultural and environmental resources with appropriate land uses and buffers.

Policy LU.1.4. Promote transitions between urban, suburban, and rural areas with appropriate change in development intensity, connectivity, and open space.

*Note: The Community Character and Economic Development chapters of this plan include further policies regarding Flagstaff's unique sense of place. Also refer to the Neighborhoods, Housing, and Urban Conservation chapter for existing neighborhoods policies.*

Policy LU.1.5. Allow and encourage urban agriculture including home gardens, community gardens, urban farms, chickens, greenhouses, on-site sales of produce, and farmer's markets within urban, suburban, and rural contexts and in selected open space parcels.

#### **Goal LU.2. Balance housing and employment land uses with the preservation and protection of our unique natural and cultural setting.**

Policy LU.2.1. Develop neighborhood plans, specific plans, area plans, and master plans for all neighborhoods, activity centers, corridors, and gateways.

Policy LU.2.2. Utilize the following as guidance in the development process: Natural Environment maps, Environmental Planning and Conservation policies, Considerations for Development, Cultural Sensitivity, and Historical Preservation maps, and Community Character policies, while respecting private property rights.

#### **Goal LU.3. Apply compact development principles to achieve efficiencies and open space preservation.**

*Note: For more information, refer to "Tools for Conservation" in the Open Space chapter.*

Policy LU.3.1. Confine development patterns to the designated growth boundaries to sustain efficient infrastructure projects and maintenance.

Policy LU.3.2. Promote infill development over peripheral expansion to conserve environmental resources, spur economic investments, and reduce the cost of providing infrastructure and services.

Policy LU.3.3. Promote compact development appropriate to and within the context of each area type: urban, suburban, and rural.

Policy LU.3.4. Plan for and promote compact commercial development as activity centers with mixed uses, allowing for efficient multi-modal transit options and infrastructure.

Policy LU.3.5. Encourage the distribution of density within neighborhoods to relate to the access of associated activity centers and corridors, infrastructure, transportation, and natural constraints like slopes and drainages.

Policy LU.3.6. Place institutional and public buildings centrally within a compact neighborhood to promote walkability and multi-use recreation spaces.

Policy LU.3.7. Require any Forest Service land trades within the planning area to be consistent with the Regional Plan.

#### **Goal LU.4. Provide for a mix of land uses.**

Policy LU.4.1. Consider a variety of housing types and employment options when planning new development and redevelopment projects.

Policy LU.4.2. Consider commercial core areas, corridors, activity centers, employment centers, research and development parks, special planning areas, and industrial uses as appropriate place types and area types for employment opportunities.

Policy LU.4.3. Provide for new mixed-use neighborhoods in appropriate locations within the growth boundary.

Policy LU.4.4. Provide appropriate recreational and cultural amenities to meet the needs of residents.

#### **Goal LU.5. Provide for public services and infrastructure.**

Policy LU.5.1. Concentrate urban development in locations that use land efficiently, and are served by roads, water, sewer, and other public facilities and services; support transit, reduce vehicle trips, and conserve energy and water.

Policy LU.5.2. Require unincorporated properties to be annexed prior to the provision of city services, or that a pre-annexation agreement is executed when deemed appropriate.

Policy LU.5.3. Require development proposals to address availability of adequate public services.

#### **Goal LU.6. Balance future growth with available water resources.**

*Note: Refer to Water Resources Goals & Policies.*

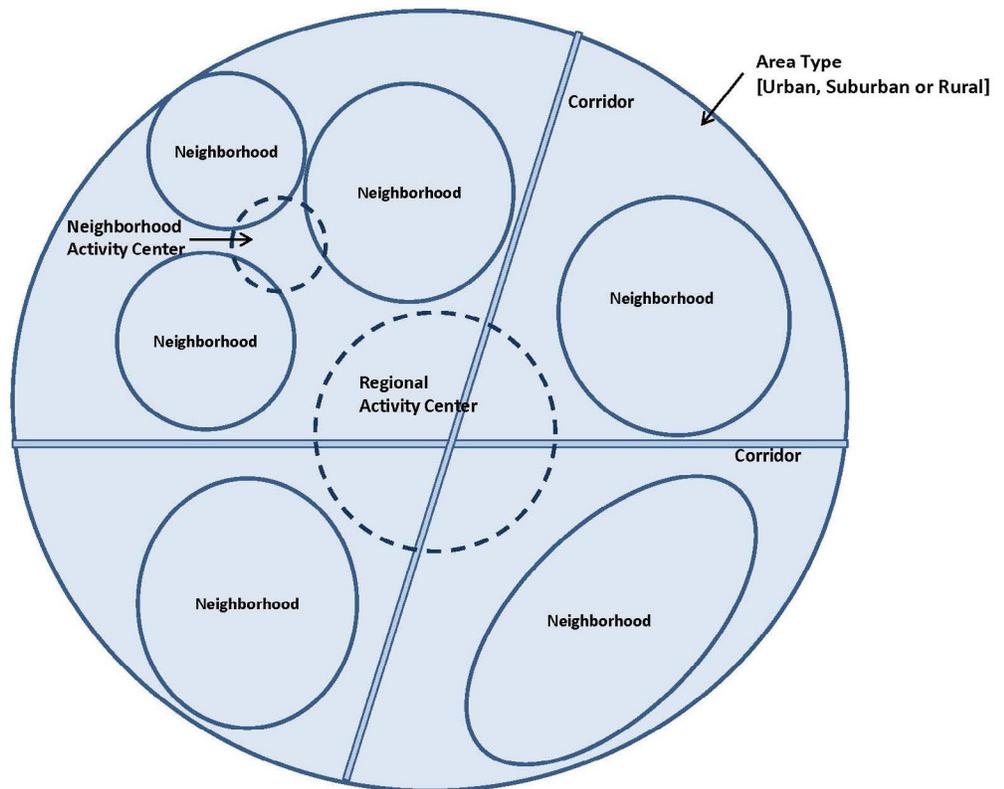
Policy LU.6.1. Available water resources should be a consideration for all major development and subdivision applications.

Policy LU.6.2. Impacts on the city's water delivery infrastructure should be a consideration for all residential and nonresidential development proposals.

# AREA AND PLACE TYPES

The following pages contain a series of development standards for new projects. These standards are broken down according to *area type*: urban, suburban, and rural. The character within each area type is different, therefore development standards will vary depending where development is taking place. The three area types (urban, suburban, and rural) have several tables that describe the *place types* within each: neighborhoods, activity centers, and corridors. Activity centers occur in many parts of the city and county- they are not exclusive to the most urbanized places. Since activity centers are encouraged in any area type, they can take the role of a regional or neighborhood activity center, as the graphic shows.

The Regional Plan uses this hierarchy of area and place types to better categorize the eventual look of a place. Activity centers, corridors, and neighborhoods are encouraged in all area types, whether they are urban, suburban, or rural.



*Definitions for all of these terms are included here, and will be referred to throughout the chapter.*

**Urban Area Type:** Higher density of people, residences, jobs and activities; buildings are taller and close to the street; streets and sidewalks are in a grid pattern of relatively small blocks; the area is walkable and a variety of services and goods are available; served by public transportation.

**Suburban Area Type:** Medium to low densities of people, residences, jobs and activities; the streets and sidewalks vary in pattern; the area is drivable to access homes and jobs, yet walkable by special pedestrian facilities such as FUTS trails; some services and goods are available to the residents; the area may have access to public transportation.

**Rural Area Type:** Low density of people, residences, jobs and activities; paved and unpaved two-lane roads with natural edges; minimal services and goods available to the residents; FUTS connectivity and public transit commuting opportunities may exist; abundant open spaces and agricultural uses.

**Activity Centers:** Mixed-use centers that vary by scale and activity mix depending on location. They include commercial, retail, offices, residential, shared parking, and public spaces. This plan identifies existing and potentially new activity centers throughout the planning area, including urban, suburban, and rural centers.

**Corridors:** Community and neighborhood connectors, transportation routes, and energetic places that are magnets for mixed-use development including residential uses. Corridors are defined by pedestrian-oriented streetscapes, and frequented as local gathering places (i.e. cafes, restaurants, plazas).

**Neighborhoods:** Includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as a church, school, or social agency.

# AREA TYPES

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## Urban

Flagstaff’s historic urban neighborhoods were primarily developed prior to the 1920s in the heart of Flagstaff surrounding the Downtown, and include Southside, La Plaza Vieja, Flagstaff Townsite, and Northside. These neighborhoods developed in a traditional compact urban pattern where a person could live with limited reliance on the automobile. They were conducive to walking and cycling for daily needs such as groceries, retail shopping, and entertainment.

Many of these walkable characteristics are still evident today as these urban areas are still supported through a network of interconnected tree-lined streets laid out in a grid pattern with small block sizes, on-street parking, and a diversity of housing types. These areas also support public transit due to their compact nature. Unfortunately, neighborhood-serving commercial uses are now limited in many of these historic neighborhoods by larger grocery stores which developed later in the peripheral corridors that are not within walking distance. The historic neighborhoods average 3.6 units per acre.

Most of Flagstaff’s residents and visitors agree that Flagstaff’s unique historic urban areas contribute to defining the local character and identity, and are strong proponents of protecting and preserving this special urban form and character.

*To develop a project in an urban area type, refer to the Urban Neighborhood Characteristics Table ( pg. IX-23), the Urban Activity Center Characteristics Table (pg. IX-24), and the Urban Corridor Characteristics Table (pg IX-27). See also Illustration of Urban Character (pg IX-25) and Urban Goals and Policies (pg. IX-28).*



Photo credit: City of Flagstaff

Flagstaff’s **urban areas** have a higher density of people, residences, jobs, and activities; buildings are taller and close to the street; streets and sidewalks are in a grid pattern of relatively small blocks; the area is walkable and a variety of services and goods are available; served by public transportation.

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## A Vision for Our Urban Areas

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Flagstaff’s existing urban areas should be preserved, especially within designated historic districts. New development should be built to appropriate scale and design, perpetuating this unique sense of place. Moderate increases in density and intensity within the activity centers and respective pedestrian sheds of these neighborhoods is appropriate.

Walkable urban development can be integrated into older, less walkable neighborhoods to create new urban neighborhoods and centers. This walkability could be achieved through a variety of reinvestment activities, and establishment of densities supportive of alternative transportation modes and through greater connectivity.

# URBAN NEIGHBORHOOD CHARACTERISTICS

Urban areas have a higher density of people, residences, jobs and activities; buildings are taller and close to the street; streets and sidewalks are in a grid pattern of relatively small blocks; the area is walkable and a variety of services and goods are available; served by public transportation and with various forms of shared parking (lots, garages, etc.) and street parking

	 <p>Existing Urban Area *Symbol from Future Growth Illustration #20</p>	 <p>Future Urban Area *Symbol from Future Growth Illustration #20</p>
Desired Pattern	Minimum 2 stories within commercial core, neighborhood corridors and regional corridors.	
Block Size	300 X 300 to 300 x 600	
Density Range	Minimum 8 units per acre. Increased density within the ¼ mile pedestrian shed; exception for established Historic Districts.	
Intensity	(FARs) of 0.5 +. Higher range of intensity within commercial core of activity centers and corridors; exception for established Historic Districts.	
Air Quality	Consider long-term impacts to air quality by proposed development. <i>Refer to Air Quality Goal E&amp;C.1.</i>	
Solar Access	Consider solar access for all development, allowing passive/active solar collection.	
Corridors	Include regional and neighborhood corridors. <i>Refer to Urban Corridor Characteristics table, pg. IX-27</i>	
Mixed-Use	Urban mixed-use includes supporting land uses such as neighborhood shops and services, residential, business offices, urban parks and recreation areas, religious institutions, and schools. A full range of urban services and infrastructure is required as well as high pedestrian, bicycle and transit connectivity.	
Residential	Residential uses in urban neighborhoods will be incorporated into mixed use projects. This includes apartments, condominium complexes, duplexes, townhomes, and other forms of attached housing, and single-family which is subdivided into smaller lots.	
Commercial	Commercial development is to be located within activity centers and along regional commercial and neighborhood commercial corridors.	
Public/ Institutional	As part of mixed-use development – vertical preferred. Make central to urban neighborhood and connected with transit and FUTS.	
Employment – Research and development Industrial	Industrial not appropriate for urban context. Research and Development offices, medical, services, professional offices, retail, hotel, and restaurants as part of urban form and within mixed-use development.	
Parks	Urban Parks can be publicly or privately owned and designated for recreation use, allowing for both active and passive activities, as well as special use functions. May include special facilities and swimming pools, and neighborhood and community parks. Future park development is contingent upon density and intensity of proposed development; and this plan's policies outline the need for recreational opportunities for all residents and visitors. <i>Refer to Chapter XV - Recreation</i>	
Open Space Public Space	Open Space in urban areas include greenways streetscapes, waterways, cemeteries, floodplains, riparian areas, corridors, boulevard viewsheds, and public plazas and squares and are used for passive activities. These spaces may be restored for their aesthetic value, vistas, and archaeological and historic significance. <i>Refer to Chapter IV - Environmental Planning and Chapter V - Open Space</i>	
Conservation	Refer to Natural Resources Maps 7 and 8, and 'Considerations for Development' in Chapter IV - Environmental Planning and Conservation.	
Agriculture	Urban food production – potted vegetables, greenhouses and conservatories, roof-top gardens, animal husbandry, community gardens.	
Special Planning Areas	Northern Arizona University to become more urban. Refer to NAU Master Plan.	
Master Plans	Presidio West; Juniper Point	

# URBAN ACTIVITY CENTER CHARACTERISTICS

An area within a ¼ mile walking radius (the pedestrian shed) located on two main thoroughfares. Urban activity centers include mixed-use, mixe of housing type, mixed price range, walkable, transit-oriented-design; can include regional commercial or neighborhood commercial.



**Regional Urban Activity Center** - Larger, mixed-use centers at intersections of Regional Travel and Circulation Corridors; with direct access of multiple residential developments; with entertainment & cultural amenities; public spaces; serves regional residents and visitors.

**Neighborhood Urban Activity Center** – smaller, mixed-use centers at intersections of Circulation Corridors and Access Roads; with access to surrounding neighborhood; with local goods and services, public spaces; serves local residents; transit and FUTS access.

Characteristics	Each Activity Center is unique with contextual and distinctive identities, derived from environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality urban design. They are well-designed for the purpose of maintaining a unique sense of place and to attract the residents / clients desired. Refer to the Activity Centers table on pg. IX-53.	
Desired Pattern	 	
Density Range	Residential Only: 13+ units per acre Residential mixed-use: 8+ units per acre	
Intensity	Regional scale and design Floor area ratios (FARs) of 1.0+	Neighborhood scale and design Floor area ratios (FARs) of 0.5+
Mix of Uses	<p><b>Within commercial core:</b> Government, services, education, offices, retail, restaurant, and tourism-related. Residential opportunities, residential mixed-use, public spaces, place-making.</p> <p><b>Within the pedestrian shed but not in commercial core:</b> higher-density residential, live-work units, home-based businesses, educational, greater connectivity to commercial core.</p>	
Transportation	Easy-to-access parking available via garages, shared lots, and street parking. Transit stops and routes centrally located. Bicycle access and parking abundant. Pedestrian-oriented design.	

# AREA TYPES

## Illustration of Urban Character



Urban spaces formed by appropriate density.



Urban streetscapes are vibrant public spaces.

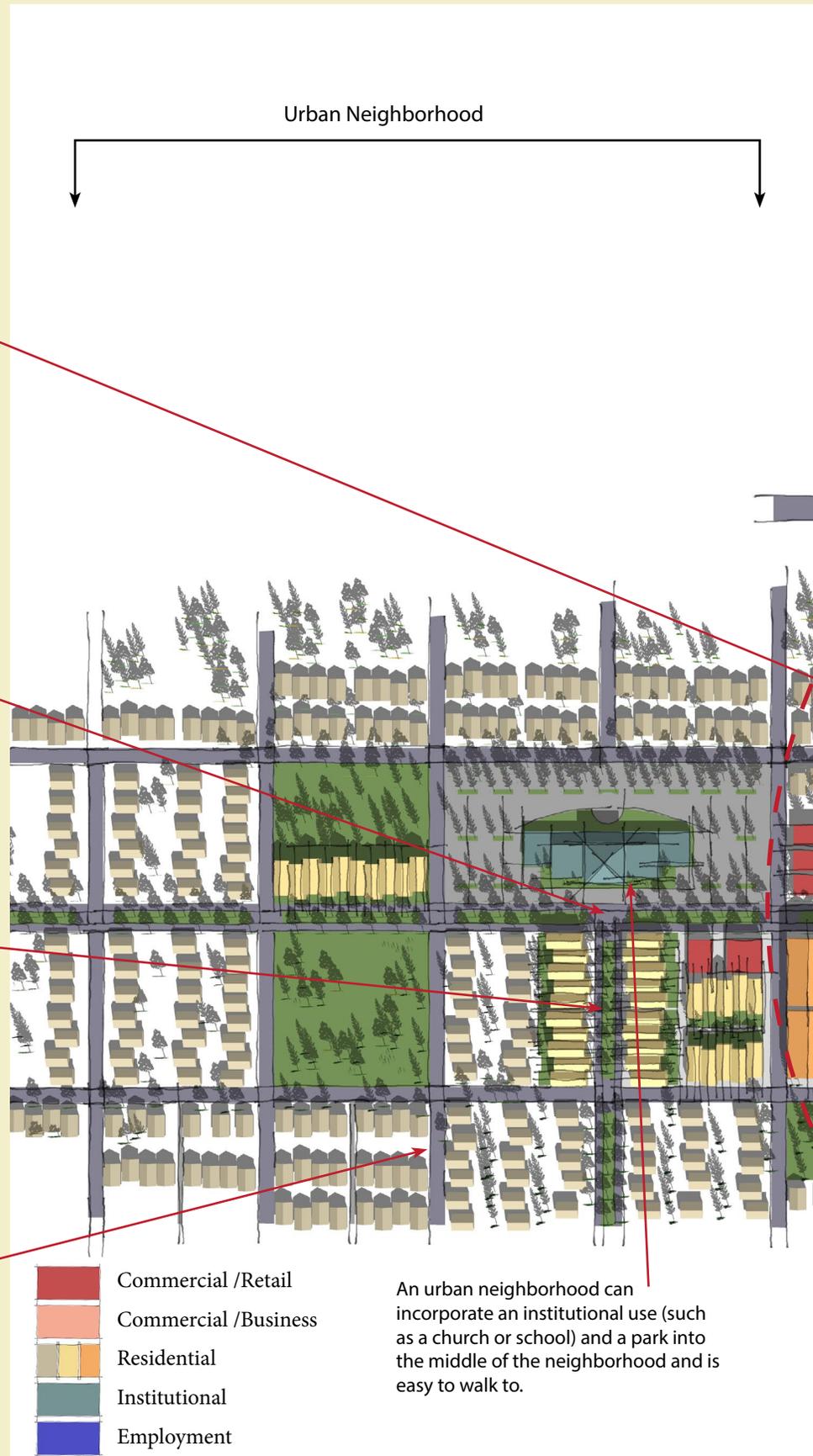


Urban housing comes in many forms.



Urban single-family homes in historic district.

Photos credit: City of Flagstaff



Urban Activity Center

Urban Corridors

Single-family homes

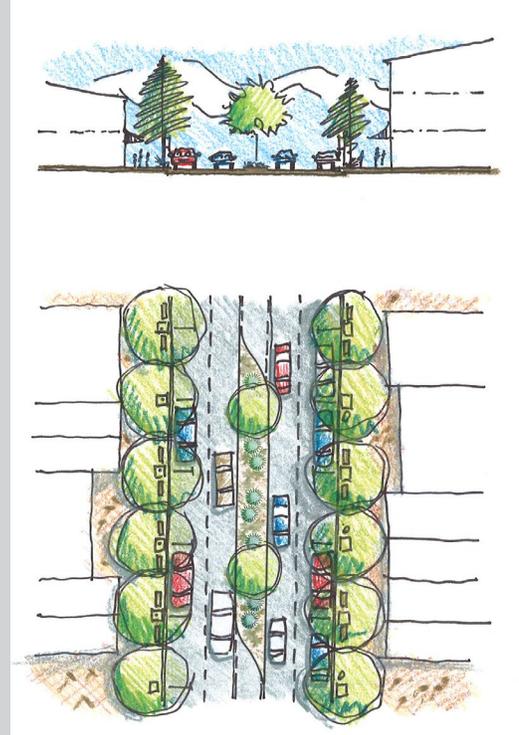
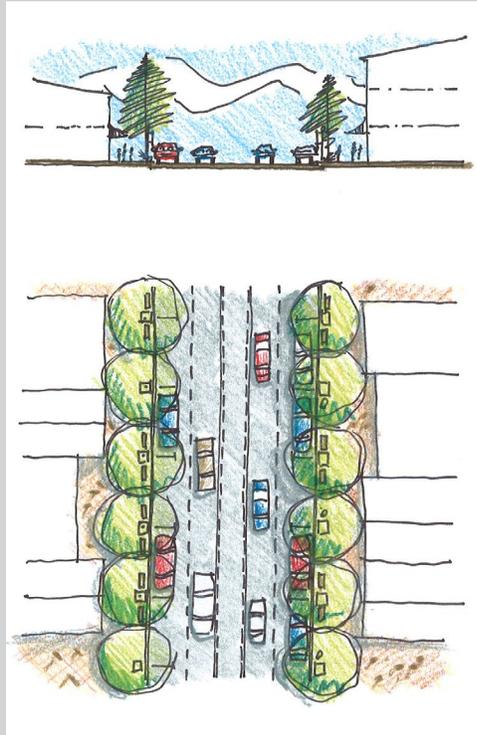
Townhomes & Apartments

The pedestrian shed extends 1/4 mile from the center intersection of the activity center, a 5 minute walk. The densest and most active area is near the center intersection.

# URBAN CORRIDOR CHARACTERISTICS

Corridors are where commercial development is encouraged; Urban corridors are not highways or neighborhood streets. Great Streets are corridors with the greatest potential for reinvestment, beautification, and appropriate land uses. Refer to *Activity and Corridors*, page 50, and *Great Streets Map #14*

## Characteristics of an Urban Corridor



### Regional Corridor

Serves larger capacities of vehicles and people, with more intense land uses. These corridors will be wider with faster speed limits, yet consideration must be made for pedestrian and bicycle safety, and will provide well designed signage, landscaping, and public spaces. Examples of urban regional corridors include: Milton Rd, Route 66, and 89N.

### Neighborhood Corridor

Serves the surrounding neighborhoods, with shops and services in buildings that front the street. Street parking is encouraged and pedestrian safety is a priority. Examples of urban neighborhood corridors include: Cedar Avenue and Humphreys Avenue, and Fort Valley Rd.

## Character of an Urban Activity Center





Goal LU.7. Focus investments, partnerships, regulations, and incentives on developing or redeveloping central urban areas.

Policy LU.7.1. Invest in urban areas.

Goal LU.8. Increase the proportion of urban neighborhoods to achieve walkable, compact growth.

Policy LU.8.1. Prioritize connectivity within all urban neighborhoods and activity centers.

Policy LU.8.2. Support on-street parking, shared lots, and parking structures.

Policy LU.8.3. Value the traditional neighborhoods established around downtown by maintaining and improving their highly walkable character, transit accessibility, diverse mix of land uses, and historic building form.

Policy LU.8.4. Develop specific plans for each urban neighborhood and activity center to foster desired scale and form.

Policy LU.8.5. Consider vacant and underutilized parcels within the City's existing urban neighborhoods as excellent locations for contextual redevelopment that adds housing, shopping, employment, entertainment, and recreational options for nearby residents and transit patrons.

Policy LU.8.6. Encourage residential spaces located above and behind commercial within urban centers as well as a variety of housing types in the urban context.

Policy LU.8.7. Commercial and office uses within mixed-use development will occupy the first floor of multistory buildings.

Policy LU.8.8. Invest in infrastructure and right-of-way enhancements as an incentive for private investment in urban neighborhoods and activity centers.

Policy LU.8.9. Include institutional uses, including schools, within the urban context.

Policy LU.8.10. Civic spaces must be well designed, accessible, and central to the urban fabric.



Heritage Square, Downtown Flagstaff

Photo credit: Tom Bean

## AREA TYPES

### Urban Neighborhood: Downtown Flagstaff



Photo by: City of Flagstaff

The arrival of the railroad in the small community of Flagstaff in 1882 ensured the downtown area as the business center for northern Arizona. Within this region a wide variety of activity was pursued, including lumbering, transportation, education, cattle and sheep ranching, tourism, and later scientific research – all centered on this transportation hub. This strong economic base resulted in consistent growth throughout most of Flagstaff’s history. In response to this economic prosperity and frequent destructive fires, buildings were increasingly well constructed of substantial materials, such as stone and brick.

#### *Planning for Suburban Areas in the Context of Form*

Downtown Flagstaff is an acknowledged urban design treasure with a rich architectural and cultural heritage. Shared investment by property owners and the City resulted in the 1997 update to the downtown’s streetscape, creating appealing public and civic gathering spaces. This vibrant urban fabric supports an engaging mix of retail, restaurant, entertainment, civic, and office uses. Downtown Flagstaff is remarkably intact, with most of the historic buildings standing and the traditional street grid in place providing the highest quality pedestrian environment in the city.



Photo by: City of Flagstaff

While downtown is unique, it functions as the focus point of a larger core area anchored by Northern Arizona University to the south and the Flagstaff Medical Center’s campus to the north. The downtown has long been a popular shopping destination for visitors and as an entertainment center for local residents, with parades, marathons, First Fridays, and New Years Eve celebrations. With a solid anchor of government offices, the downtown remains the main regional urban center of Northern Arizona and competes well for sales and interest with much newer auto-oriented development along the corridors and on the periphery of the city. Zoning within downtown is illustrated on the Downtown Regulating Plan, Map #21.

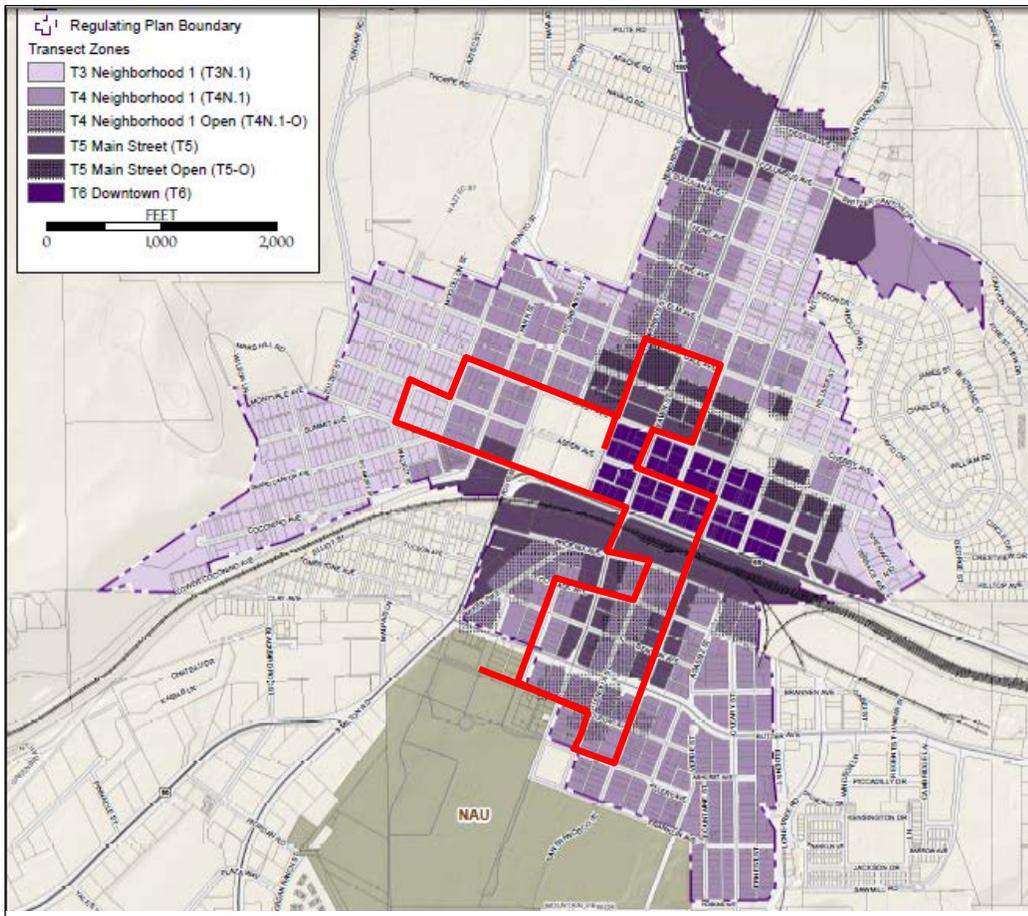
*To develop a project in downtown, refer to the Urban Neighborhood Characteristics Table ( pg. IX-23), the Urban Activity Center Characteristics Table (pg. IX-24), and the Urban Corridor Characteristics Table (pg IX-27). See also Illustration of Urban Character (pg IX-25) and both Urban and Downtown Goals and Policies (pgs. IX-28 & IX-30).*

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### A Vision for Our Downtown Area

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As the historic downtown is considered the heart of the city, it must remain healthy and attractive to locals, visitors, and business owners alike. Flagstaff needs to foster this valuable asset as a vibrant twenty-first century destination. Downtown revitalization, balanced with historic preservation efforts, will anchor and enhance the overall character of the city and contribute toward Flagstaff’s long-term sustainability. Parking solutions have been outlined in numerous plans and need to be implemented with careful attention to placement, design, and accessibility. Clean streets and sidewalks, accessible parking, public art, performances, and activities continue to make downtown Flagstaff one of America’s favorite places. Shifts in policy could increase livability and housing in downtown and create a strong base for transit expansion throughout the region.



*Map #21: Downtown Regulating Plan*

Source: Flagstaff Zoning Code

## DOWNTOWN GOALS AND POLICIES



Goal LU.9. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination of culture, civics, and the arts.

Policy LU.9.1. All businesses and community services on the ground floor should be pedestrian accessible directly from a public space, such as a street, alley, square, plaza, or interior corridor.

Policy LU.9.2. Encourage new multi-story mixed-use buildings to have windows and doors facing the sidewalks.

Policy LU.9.3. Design new downtown buildings to have a majority of the total linear frontages of mixed-use and nonresidential building facades built to the sidewalk.

Policy LU.9.4. Encourage various housing types that appeal to a diverse range of ages and income.

Policy LU.9.5. Encourage adaptive re-use of historic structures for a variety of commercial spaces and housing options.

Policy LU.9.6. Strive for a wide variety of activities in downtown to create a healthy mix of housing, employment, shopping, cultural, and civic uses.

Policy LU.9.7. Include new and improved civic buildings and civic spaces into downtown redevelopment strategies.

Policy LU.9.8. Maintain and enhance Heritage Square and Wheeler Park as critical civic space for social gathering and community well-being.

**Goal LU.10. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.**

*Note: For more information, refer to the Transit section of the Transportation chapter as well as related transit plans listed in Appendix A.*

Policy LU.10.1. Invest in downtown's streets and sidewalks so that they remain Flagstaff's premiere public spaces.

Policy LU.10.2. Create a downtown parking strategy plan that continues to utilize and improve upon on-street parking, public parking lots and garages, and shared private parking spaces, with clear signage for wayfinding and to inform the public of all parking options.

Policy LU.10.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas.

Policy LU.10.4. Incorporate liner buildings and larger mixed-use projects into parking facilities.

Policy LU.10.5. Maintain rear alleys for access to mid-block parking spaces to provide an out-of-sight location for utility equipment, and to allow the fronts of buildings to be free of driveways and parking garage entrances.

Policy LU.10.6. Revise parking regulations to encourage shared parking between various uses within existing structures.

Policy LU.10.7. Provide multiple routes and pathways for vehicular and pedestrian movement.

Policy LU.10.8. Provide for strong connections from the Flagstaff Medical Campus to the Northern Arizona University campus via pedestrian paths, bicycle connections, and transit service.

Policy LU.10.9. As defined in the FUTS Master Plan, include downtown trail access points, bicycle parking, and bicycle facilities.

Policy LU.10.10. Seek opportunities to improve ADA accessibility in downtown.

*Other related policies: Policy T.2.3 in the Transportation chapter.*

# AREA TYPES

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## Suburban

Many of Flagstaff’s developed areas are best described as suburban development, and were developed primarily during the 1950s and in the following decades toward the periphery of a growing Flagstaff.

### *Planning for Suburban Areas in the Context of Form*

Characteristic of most suburban areas, land uses are segregated into isolated areas with varying degrees of density and intensity. Suburban uses include single-family and multi-family residential development, as well as commercial development such as strip centers and big box stores with large parking lots to a mixture of retail establishments, office buildings, automobile dealerships, gas stations, and motels.

Suburban development tends to be less compact than traditional urban development, and without a distinct center leaving large distances between uses. Suburban neighborhoods have a hierarchical street pattern rather than being interconnected. They are made up of local streets, cul-de-sacs, and collector streets that connect to arterial streets which carry most of the traffic.

Suburban streets are typically paved and may include sidewalk, curb, and gutter. Public water and sewer utilities are provided. Open space is accommodated by neighborhood parks, trails, and sometimes golf courses. Walking or riding a bike for recreational purposes is common.

*To develop a project in an suburban area type, refer to the Suburban Neighborhood Characteristics Table ( pg. IX-33), the Suburban Activity Center Characteristics Table (pg. IX-34), and the Suburban Corridor Characteristics Table (pg IX-37). See also Illustration of Suburban Character (pg IX-35) and Suburban Goals and Policies (pg. IX-38).*

**Suburban areas** have medium to low densities of people, residences, jobs and activities; the streets and sidewalks vary in pattern; the area is drivable to access homes and jobs, yet walkable by special pedestrian facilities such as FUTS trails; some services and goods are available to the residents; the area may have access to public transportation.

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## A Vision for Our Suburban Areas

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Single- and multi-family residential subdivisions as well as apartments and commercial development will continue to be established in Flagstaff. However, because drivable suburban areas typically have a higher environmental impact per capita than walkable urban areas, this Plan envisions future suburban development that incorporates more sustainable elements such as greater connectivity for walking and biking, civic spaces such as parks, greens, or playgrounds, and opportunities for local neighborhood-serving commercial uses such as a corner store, coffee shop, daycare, etc. NAIPTA bus routes and rapid transit system (RTS) stops and transfer centers offer independence to those who live in drivable neighborhoods but do not have access to a car. The land near transfer centers and RTS stops offers major redevelopment opportunities to take special advantage of those facilities. Feasibility/ benefits of varying service levels need to be considered. The possibility of retrofitting an existing suburban neighborhood exists if the residents of that neighborhood assert such requests. Examples of suburban residential neighborhoods within the City include Continental Country Club, Ponderosa Trails, or Cheshire, while an example of commercial suburban development is located on Woodlands Village Boulevard and South Plaza Way. Suburban neighborhoods within the county include Kachina Village, Mountaire, and Bellemont. This developed in the 1960s and 70s as second home enclaves, and are now bedroom neighborhoods for Flagstaff.

As Flagstaff’s suburban areas comprise a significant portion of the existing development fabric of the City, they will continue to provide opportunities for homes, schools, shopping, employment, and recreation needs for a majority of Flagstaff’s residents. Suburbs are part of our greater community.

# SUBURBAN NEIGHBORHOOD CHARACTERISTICS

Suburban areas have medium to low densities of people, residences, jobs and activities; the streets and sidewalks vary in pattern; the area is drivable to access homes and jobs, yet walkable by special pedestrian facilities like the Flagstaff Urban Trail System (FUTS); some services and goods are available to the residents; the area may have access to public transportation.

	Existing Suburban <i>*Symbol from Future Growth Illustration #20</i>	Future Suburban <i>*Symbol from Future Growth Illustration #20</i>
Desired Pattern	Well-connected neighborhoods, designed around an Activity Center.	
Block Size		
Density Range	Residential lots 2 to 10 units/acre. Increased density is preferred within pedestrian shed of 6 units/acre +. For a change of density range, a specific plan or development master plan must be developed for the pedestrian shed. Residential Mixed-Use: 6 units/acre+	
Intensity	Floor area ratios (FARs) of 0.2 and above. Suburban commercial, offices space, medical facilities, and institutional in commercial core of an activity center.	
Air Quality	Consider long-term impacts to air quality by proposed development, see page IV-10.	
Solar Access	Consider solar access for all development, allowing passive and active solar collection.	
Residential	Quiet residential neighborhoods, consisting of single-family homes, located toward the periphery of developed areas of the city. In or near activity centers, a mix of single-family homes, duplexes, townhouses, and low-rise apartments would also be suitable. This classification may also include such supporting land uses as parks and recreation areas, religious institutions, and schools. A full range of services and infrastructure is required, including public transit and bike trails.	
Commercial	Commercial development in suburban neighborhoods is minimal, such as home-based businesses and childcare. <i>Refer to Suburban Activity Centers table for more commercial development options</i>	
Public/Institutional	Uses like schools and churches make a central and well-connected neighborhood. <i>Refer to Illustration of Suburban Character on pg. IX-35.</i>	
Employment – Research and Development Industrial	See Suburban Activity Centers – Research and development parks, business parks, and associated services within suburban context and contextual with surrounding neighborhoods, campus settings, or within mixed-use development preferred within the pedestrian shed or “employment” locations. Light industrial within “employment” locations only.	
Parks	Suburban parks and recreation facilities are either publicly or privately owned and allow both active and passive activities, as well as special use functions like recreation centers, golf courses, and swimming pools. This category is inclusive of neighborhood parks, community parks, conservation parks and special purpose facilities. Future park development is contingent upon the density and intensity of proposed development. <i>Refer to Chapter XV- Recreation and the City of Flagstaff and Coconino County Parks &amp; Recreation Master Plans.</i>	
Open Space Public Space	Suburban open space areas are for public or private use. Open spaces include natural areas, greenways, trails, streetscapes, waterways, cemeteries, drainage ways, floodplains, corridors, wildlife refuges, wetlands, riparian areas, and preserves. They are used for passive recreation such as hiking, picnicking, bicycling, horseback riding, and fishing. Open space areas also may be preserved or restored for their aesthetic value, scenic areas and vistas, ecological value, archeological and historical significance, and wildlife habitat. <i>Refer to Chapter IV - Environmental Planning and Chapter V - Open Space</i>	
Conservation	<b>Refer to the Natural Resources maps in Chapter IV - Environmental Planning and Conservation.</b>	
Agriculture	Food production – yard gardens, community gardens, fruit trees, greenhouses and conservatories, animal husbandry.	
Special Districts	Airport Business Park – Specific Plan needed Flagstaff Cultural Center – Specific Plan needed Coconino Community College campus Innovation Mesa	
Master Plans	Canyon del Rio	

# SUBURBAN ACTIVITY CENTERS CHARACTERISTICS

are areas within a ¼ mile walking radius (the pedestrian shed) located on two collectors / neighborhood streets, of mixed-use (mix of any: businesses, retail, residential, offices, medical, services, etc.) vertical or horizontal, serving the surrounding neighborhoods. can include REGIONAL COMMERCIAL or NEIGHBORHOOD COMMERCIAL.

<p>Map Symbol</p>	 <p>Regional Suburban Activity Center: Larger, mixed-use centers at intersections of Regional Travel and Circulation Corridors; with access of large residential developments; with entertainment &amp; cultural amenities; public spaces; serves regional residents and visitors</p> <p>Neighborhood Suburban Activity Center: Smaller, mixed-use centers at intersections of Circulation Corridors and Access Roads; with access to surrounding neighborhood; with local goods and services, public spaces; serves local residents; transit and FUTS access.</p>
<p>Desired Pattern</p>	 <p>Photos credits: City of Flagstaff</p>
<p>Density Range</p>	<p>Residential Only: 6 - 10 units per acre. Residential mixed-use: 6+ units per acre</p>
<p>Intensity</p>	<p>Regional scale and design at Flagstaff Mall. Floor area ratios (FARs) of 0.5+</p> <p>Neighborhood scale centers at all others. Floor area ratios (FARs) of 0.35+</p>
<p>Mix of Uses</p>	<p>Within commercial core: Services, offices, retail, restaurant and tourism-related. Residential opportunities, residential mixed-use. Public spaces, place-making. Within Pedestrian Shed but not in commercial core: higher-density residential, live-work units, home-based businesses, educational, greater connectivity to commercial core.</p>
<p>Commercial</p>	<p>Regional Commercial is intended for all commercial and service uses that serve the needs of the entire region, those which attract a regional or community-wide market, as well as tourism and travel-related businesses. While uses located in this category typically tend to be auto-oriented, the regional commercial category emphasizes safe and convenient personal mobility in many forms, with planning and design for pedestrian, bicycle and transit access and safety as an activity center.</p> <p>Neighborhood Commercial is intended for all commercial retail and service uses that meet consumer demands for frequently needed goods and services, with an emphasis on serving the surrounding residential neighborhoods. These areas are typically anchored by a grocery store, with supporting retail and service establishments. Development in this category may also include other neighborhood-oriented uses such as schools, employment, day care, parks, and civic facilities, as well as residential uses as part of a mixed-use development activity center.</p>
<p>Transportation</p>	<p>Easy-to-access parking available via shared lots, shared parking structures, lots and street parking. Transit stops available. Bicycle access and parking. Pedestrian safety.</p>

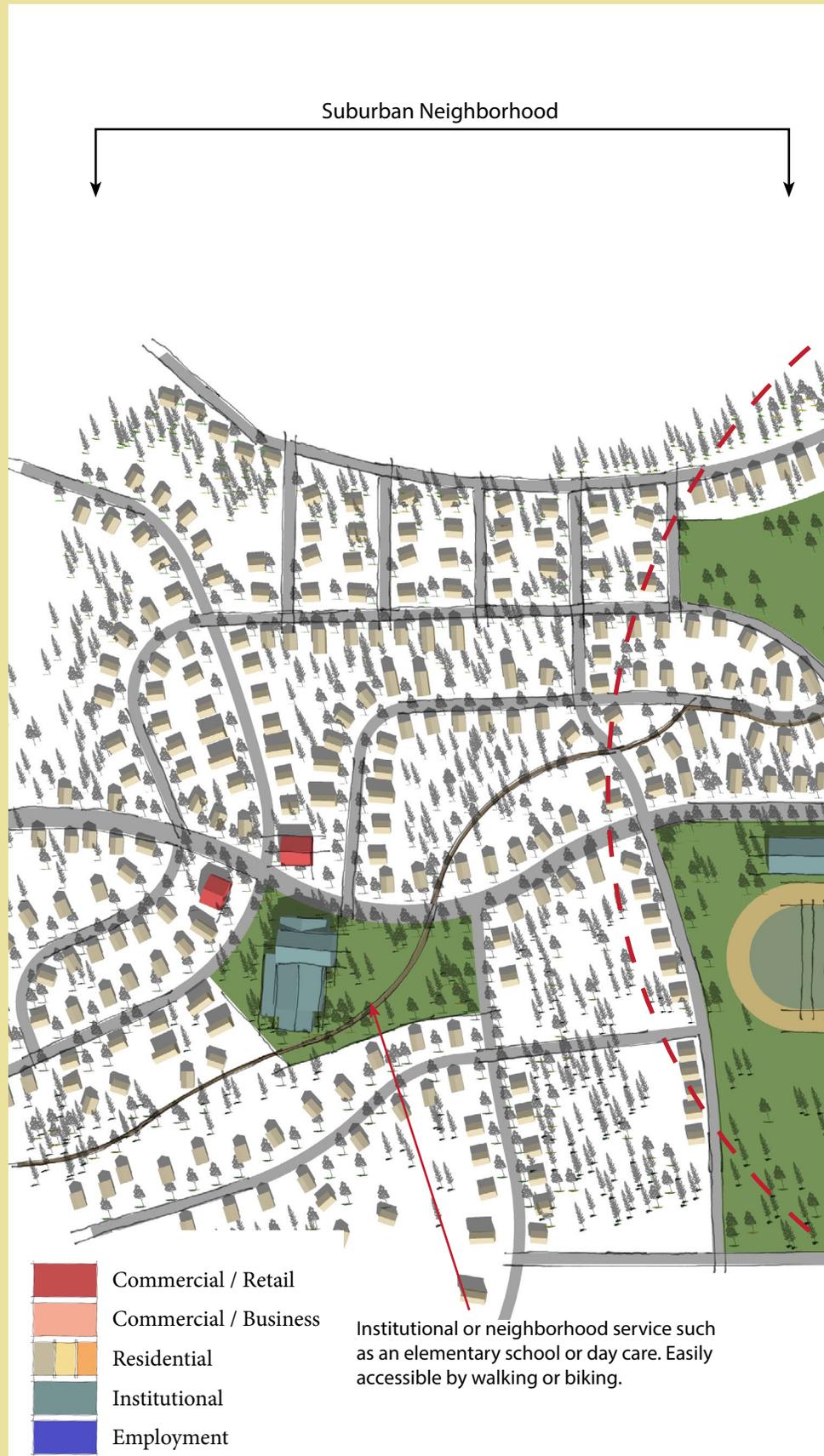
# AREA TYPES

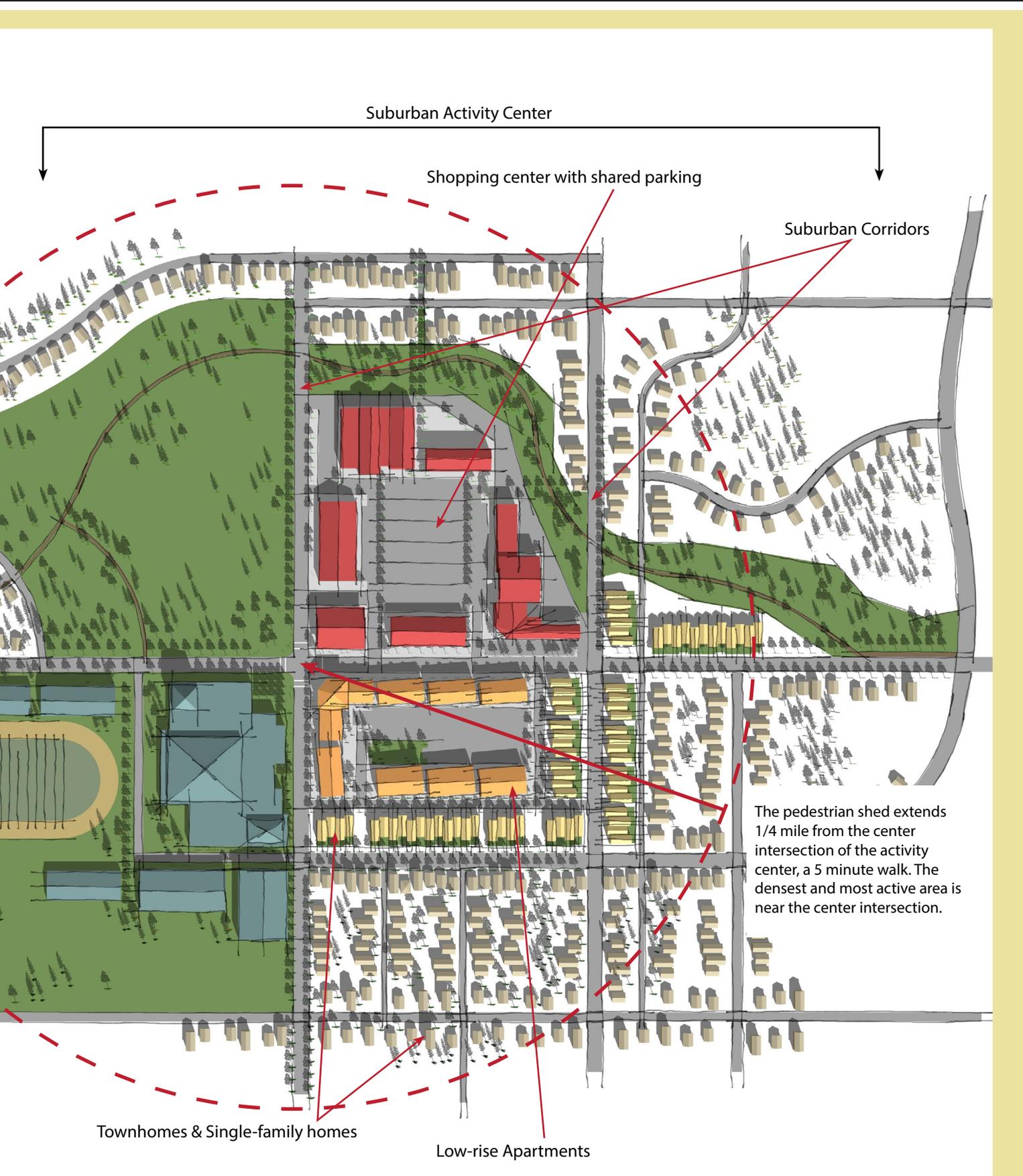
## Illustration of Suburban Character



Suburban neighborhoods

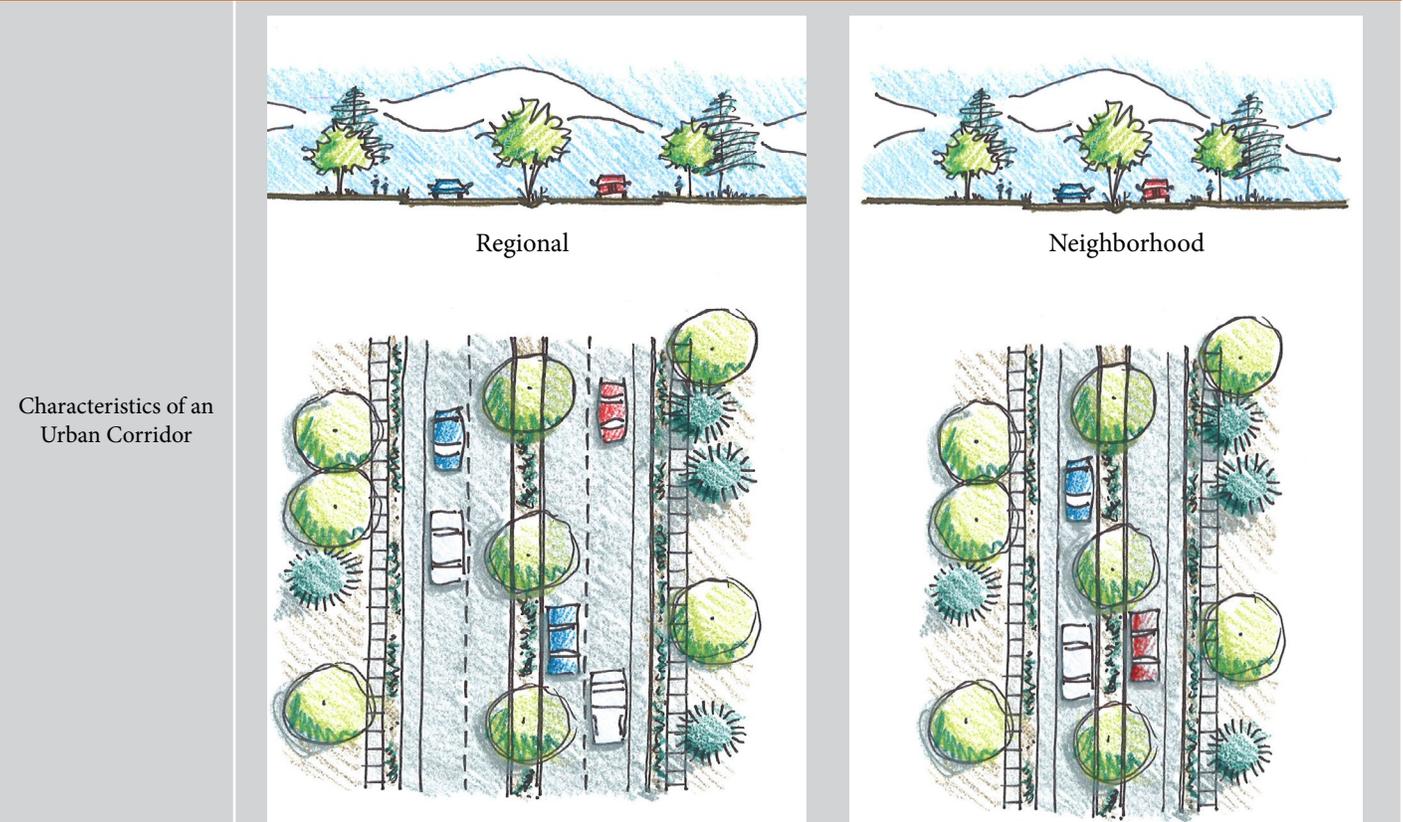
Photos by: City Staff





# SUBURBAN CORRIDOR CHARACTERISTICS

Corridors are where commercial development is encouraged



**Regional Corridor** Serves larger capacities of vehicles and people, with more intense land uses. These corridors will be wider with faster speed limits, yet consideration must be made for pedestrian and bicycle safety, and will provide well designed signage, landscaping, and public spaces. Examples of suburban regional corridors include: Fort Valley Rd and parts of Butler.

**Neighborhood Corridor** Serves the surrounding neighborhoods, with shops and services in buildings that front the street. Street parking is encouraged and pedestrian safety is a priority. Examples of suburban neighborhood corridors include: Country Club Dr.

## Character of a Suburban Activity Center





**Goal LU.11. Increase the variety of housing options and expand opportunities for employment and neighborhood shopping within all suburban neighborhoods.**

Policy LU.11.1. Prioritize connectivity for walking, biking, and driving within and between surrounding neighborhoods.

Policy LU.11.2. Consider public transit connections in suburban development.

Policy LU.11.3. Consider retro-fitting suburbs for walkability and mixed-use.

Policy LU.11.4. Plan suburban development to include a variety of housing options.

Policy LU.11.5. Encourage developers to consider at least one floor of apartments or offices over commercial development in commercial cores of mixed-use and activity centers and corridors.

Policy LU.11.6. Include a mix of uses and access to surrounding neighborhoods in new suburban commercial development.

Policy LU.11.7. Include employment opportunities in all suburban activity centers.

Policy LU.11.8. Locate civic spaces, parks, and institutional uses within neighborhood pedestrian sheds.

Policy LU.11.9. Use open space and FUTS trails to provide walking and biking links from residential uses to employment, shopping, schools, parks, and neighborwoods.

Policy LU.11.10. Protect wildlife corridors where appropriate.

# AREA TYPES

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## Rural

Historically, county areas were primarily developed as large ranches supporting the cattle and sheep industries, along with sizeable pinto bean and potato farming. These areas have subdivided since the 1950's, primarily by large lot land divisions, keeping the rural roads and individually provided water and sewer (well or hauled water and septic systems). The rural areas are a mix of lot splits and subdivisions leads to a fragmented infrastructure system.

### *Planning For Rural Areas In The Context Of Form*

Rural communities within the region, such as Fort Valley, Doney Park, and areas east of Flagstaff such as Cosnino provide opportunities for traditional notions of rural living characterized by low density development on large lots (typically from 1 to 5 acres), animal keeping (horses, cattle, and goats are common), and a quiet rural independent lifestyle in conjunction with proximity to open space provided by the Coconino National Forest. The more outlying areas often have the greatest opportunity to balance growth with natural resource amenities – where it is more critical to do so given that resources such as wildlife corridors, springs, and other resources are still relatively intact. Coconino County's Comprehensive Plan supports integrated conservation design to meet this balance. The protection of natural and cultural areas is discussed in more detail in Chapter IV - Environmental Planning and Conservation, Chapter V - Open Space, and Chapter XV - Recreation as well as on the Natural Environment maps in Chapter IV.

**Rural areas** have a low density of people, residences, jobs, and activities; paved and unpaved two-lane roads with natural edges; minimal services and goods available to the residents; FUTS connectivity and public transit commuting opportunities may exist; abundant open spaces and agricultural uses.

While some rural neighborhoods may include public utilities such as water, electricity, and natural gas, in the more outlying areas of the region, wells and septic tanks are common, and propane is used instead of natural gas. Most roads are unpaved and privately maintained, and there is low street connectivity.

*To develop a project in a rural area type, refer to the Rural Neighborhood Characteristics Table ( pg. IX-40) , the Rural Activity Center Characteristics Table (pg. IX-41), and the Rural Corridor Characteristics Table (pg. IX-42). See also Illustration of Rural Character (pg. IX-43) and Rural Goals and Policies (pg. IX-45).*

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## A Vision for Our Rural Areas

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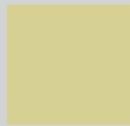
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This plan envisions that future rural development will continue to play an important part of the Flagstaff economy and northern Arizona's characteristic lifestyle as there will always be residents who desire larger lots on the periphery of the city, greater privacy, or the ability to keep animals. Opportunities for local neighborhood serving commercial uses such as a convenience store, farm supply store, local gathering place (e.g., a coffee shop or restaurant), or post office, are contemplated as local activity centers at appropriate intersections. Industrial opportunities will exist with dependant infrastructure provisions. Schools can be central community centers, along with rural civic spaces of parks and national forest access points. In rural areas, FUTS trails, Forest Service Trails, and the Arizona Trail provide a comprehensive system for biking, hiking, and horse-back riding, and trails are incorporated into development proposals.

# RURAL NEIGHBORHOOD CHARACTERISTICS

Rural areas have a low density of people, residences, jobs and activities; paved and unpaved two-lane roads with natural edges; minimal services and goods available to the residents; FUTS connectivity and public transit commuting opportunities may exist; abundant open spaces and agricultural uses. Rural Communities and rural rural.

Existing Rural  
\*Symbol from Future Growth Illustration, #20



Future Rural  
\*Symbol from Future Growth Illustration, #20

Desired Pattern



Block Size

N/A– Refer to Coconino County Subdivision Ordinance

Density Range

Non-residential Commercial Uses are minimal and targeted for Rural Activity Centers. Cottage industry and home-based businesses, subject to regulations.

Intensity

Residential lots typically 1 house per 1 to 10 acres - 0.2 to 1 DU per acre. Accessory dwelling units / guest houses and barns allowed.

Air Quality

Consider long-term impacts to air quality by controlled burns and use of wood stoves.

Solar Access

Consider solar access for all development, allowing passive and active solar collection.

Residential

Low-density, large lot, single-family homes in a rural setting found primarily on the urban fringe, abutting national forest land. The character of development is rural, with retained natural features and agricultural uses. Where sanitary sewer and potable water services are available, zoning may permit development of one acre lots. Rural development may be clustered to maximize protection of natural resources and open space. Typically surrounded by public lands, served by non-maintained roads and have no or limited public services.

Commercial

Commercial at intersections of major roads and rural activity centers. Home-based businesses – subject to regulations. Refer to Rural Activity Centers table on the next page

Public/  
Institutional

Public and quasi-public spaces are often open space, parks, schools, churches, and fire stations.

Industrial/  
Business Park

Limited infrastructure is a barrier to Industrial and Business park opportunities.

Parks

Rural parks and recreation facilities are either publicly or privately owned and allow both active and passive activities, as well as special use functions like recreation centers, golf courses, and swimming pools. This category is inclusive of neighborhood parks, community parks, conservation parks and special purpose facilities. Future park development is contingent upon the density and intensity of proposed development. Refer to Coconino County Parks & Recreation Master Plan

Open Space

Rural open space is public or private and primarily undeveloped landscape that provides scenic, ecological, or recreational opportunities, or are set aside for resource protection/conservation. Rural open Space includes areas of managed production such as forestland, rangeland, or agricultural land that is essentially free of visible obstruction.

Conservation

See Natural Resources Maps 7 & 8 – wildlife corridors, habitat, riparian, forest, meadows, soils and views.

Agriculture

Food production, farming and ranches, equestrian and animal husbandry

Transportation

Mostly auto mobiles, some public transit/ bike ped opportunity but not a focus. Plenty of parking. Mix of public and private roads. Rural roads.

Special District

Fort Tuthill Master Plan and Landfill

Master Plans

County Area Plans: Doney Park, Timberline-Fernwood Area Plan, Kachina Village Area Plan, Fort Valley Area plan, Mountaineer Area Plan

# RURAL ACTIVITY CENTER CHARACTERISTICS

Designated locations in unincorporated areas that are appropriate for locally-serving retail and service businesses; serve as focal points for the community in which they are located. The uses that each activity center may contain will vary depending upon the characteristics, needs, and zoning of the location. The range of uses may include small-scale retail, offices, and other business and personal services designed to meet the needs of area residents. Other appropriate uses may include schools, transit stops, parks, or other civic uses. The objective is to provide opportunities to meet area resident needs locally, reducing the requirement to travel out of the area to meet day-to-day needs. Development in this category may be subject to special standards, including size limits and design standards, so as to maintain a scale and architectural character appropriate to the rural community.

Existing Rural  
Symbol from Future Growth Illustration, #20

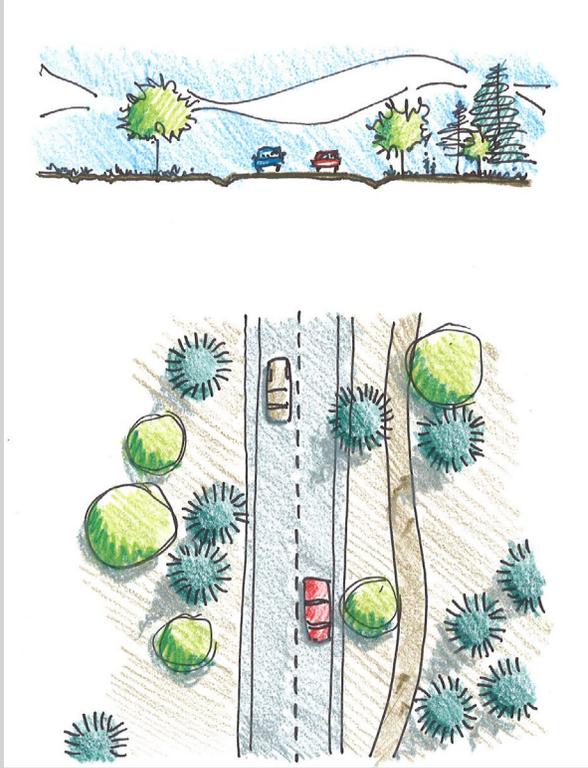


Characteristics	Rural Centers are intended to meet the needs of rural communities and local residents. They are characterized as destinations that offer few amenities. Drivable Rural and local access designed to serve the local community.
Desired Pattern	<p>Photo by Alan English</p>
Density Range	Non-residential Horizontal Mixed-Use. 1+ Stories with street frontage activities.
Mix of Uses	Is intended to be both residential and non-residential uses that are designed and developed with quality design standards. The primary objective is to provide a mix of housing types, including single-family detached and attached, and multi-family dwellings; shopping, restaurants, commercial and service uses, offices and employment centers are included as part of an activity center. Other supporting land uses, such as parks and recreation areas, religious institutions, and schools, feed stores, small groceries and supplies, gas station, etc. may be included. A full range of services and infrastructure is required.
Commercial	<p>Regional Commercial is intended for all commercial and service uses that serve the needs of the entire region, those which attract a regional or community-wide market, as well as tourism and travel-related businesses. While uses located in this category typically tend to be auto-oriented, the regional commercial category emphasizes safe and convenient personal mobility in many forms, with planning and design for pedestrian, bicycle and transit access and safety as an activity center.</p> <p>Neighborhood Commercial is intended for all commercial retail and service uses that meet consumer demands for frequently needed goods and services, with an emphasis on serving the surrounding residential neighborhoods. These areas are typically anchored by a grocery store, with supporting retail and service establishments. Development in this category may also include other neighborhood-oriented uses such as schools, employment, day care, parks, and civic facilities, as well as residential uses as part of a mixed-use development activity center.</p>
Location	Located at intersections of major roads – arterials and collectors. Ease of access and parking available to minimize the impacts of traffic on neighborhoods.
Design Principles	Open space character, agricultural, well connected trail and access to National Forest lands
Transportation	Street design rural. Easy-to-access parking available via shared lots, lots and street parking. Park & ride potential. Bicycle access and parking available; equestrian accessibility; pedestrian safety.

# RURAL CORRIDOR CHARACTERISTICS

Corridors are where commercial development is encouraged within a designated activity center.

Characteristics of a Rural Corridor



Regional Corridor

These corridors within rural areas tend to be highways and major arterials where access management is a significant issue to allow for the efficient use of these corridors. Commercial services are encouraged within designated activity centers.

Neighborhood Corridor

These corridors serve local residents and are a mixture of public and private roadways of varying standards. Commercial development is encouraged in designated activity centers that frequently intersect with regional corridors.

## Character of a Rural Activity Center

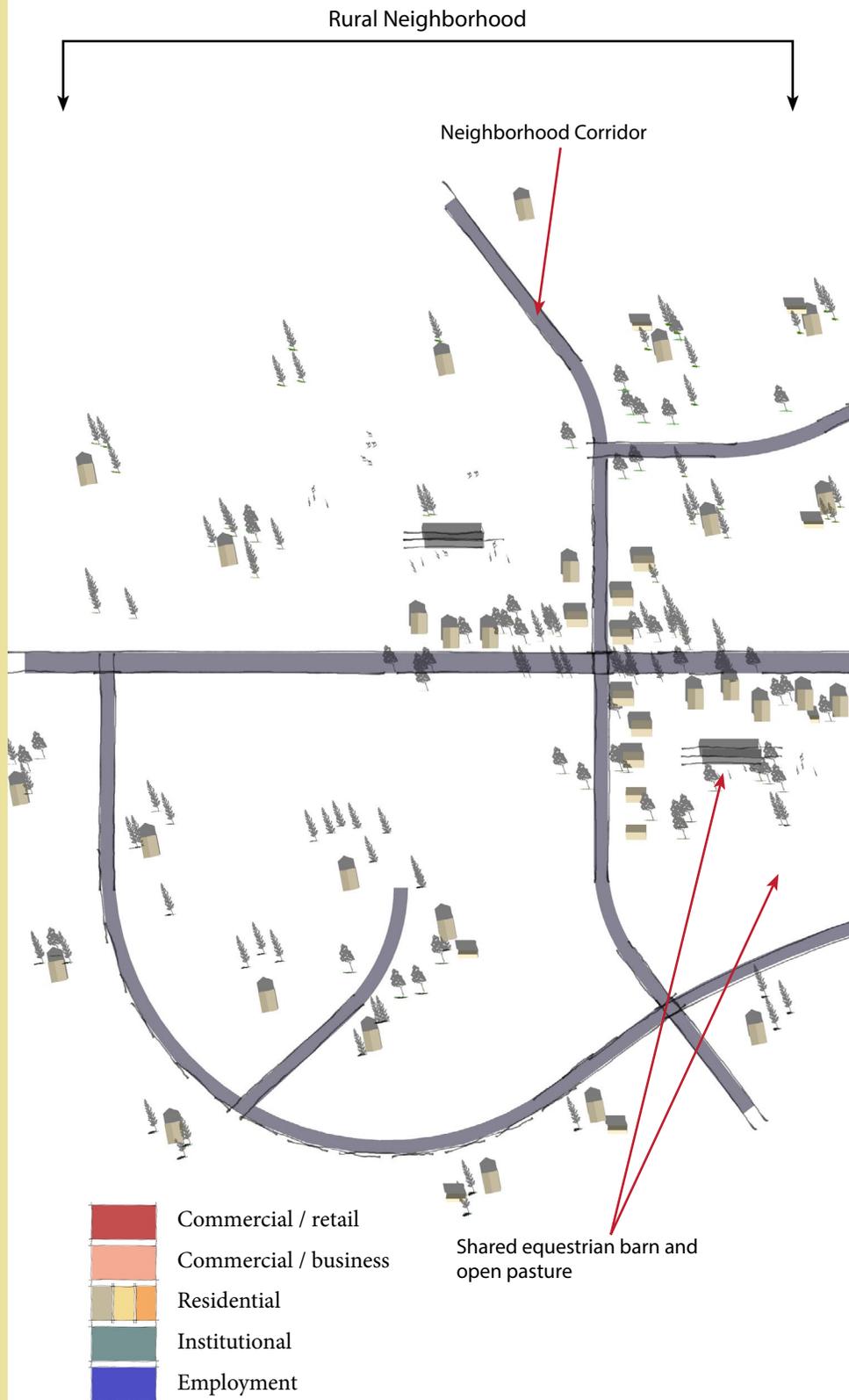


# AREA TYPES

## Illustration of Rural Character



Photos by: John Aber





Rural Activity Center

Rural Corridor

Rural activity centers serve the surrounding neighborhood

## RURAL AREAS GOALS AND POLICIES



### Goal LU.12. Maintain the character of existing rural communities.

Policy LU.12.1. Maintain rural growth boundaries to balance while preserving the integrity of open spaces identified in the Greater Flagstaff Open Spaces and Greenways Plan and updates.

Policy LU.12.2. Promote the coordination of the Flagstaff Regional Plan, Coconino County Comprehensive Plan, and area plans that takes into account local conditions and preferences of area residents.

Policy LU.12.3. Require future development in the unincorporated county areas to be consistent with the goals, policies, and conservation guidelines of the Coconino County Comprehensive Plan and any applicable local area plans.

Policy LU.12.4. Connect rural neighborhoods using roads, trails (equestrian, foot, and bicycle), and public access to the National Forest.

Policy LU.12.5. Promote cluster development as an alternative development pattern in appropriate locations as a means of preserving rural resources and to minimize service and utility costs.

Policy LU.12.6. Plan for development outside of the rural growth boundary to be very low density and to have integrated conservation design.

Policy LU.12.7. Establish opportunities for rural activity centers in specifically designated county areas with a range of uses, sizes, and designs appropriate to the communities they serve.

Policy LU.12.8. Locate commercial uses in the county in specifically designated activity centers intended to serve as focal points and meet local needs for the community, while avoiding a strip commercial pattern of development along the region's major roadways.

Policy LU.12.9. Preserve the rural character, open spaces, wildlife corridors, and neighborwoods at the periphery or just outside of the planning area as defined by the FMPO boundary.



Photo by: John Aber



Photo credit: Copeland Architects

# AREA TYPES

## Employment Centers, Business Parks, and Industrial Areas

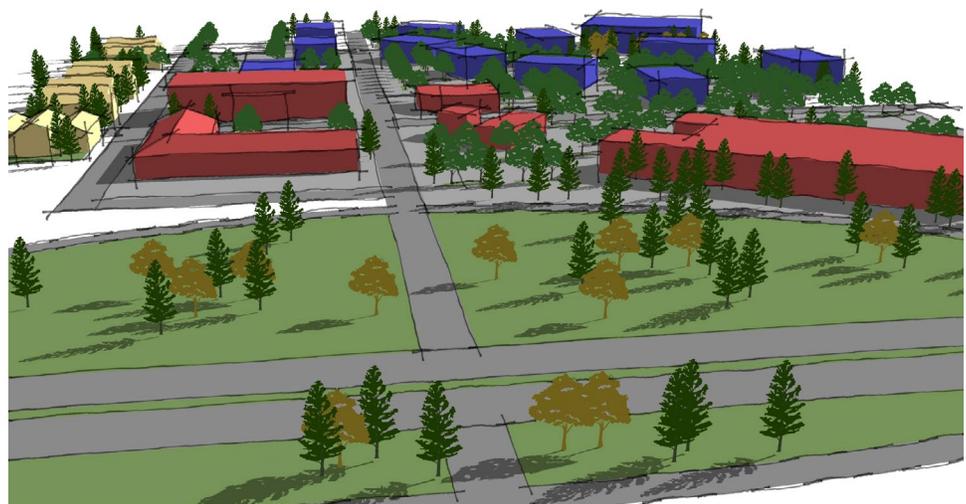
Flagstaff is fortunate to be in close proximity to the interstate highway system, local arterial and collector roads, the BNSF railway line, and the Flagstaff Pulliam Airport. Policies in this section promote the region’s position as a major regional and interstate employment center through continuation of existing operations, promotion of new industries, and improvements in job accessibility. Providing for continued growth of the existing employment centers and encouraging the reuse of underutilized, vacant or obsolete commercial and industrial spaces, these policies provide for new manufacturing, research and development, flex space, industry incubators, professional office, and similar uses that range from high-intensity, mixed-use office centers, large business parks, warehouses, and distribution facilities to manufacturing and other heavy industrial areas. “Clean” industries, such as light manufacturing, research and development, and high technology, will take advantage of the education and skills of the city’s population.

An **Employment Center** is an activity center with mixed-use; research and development offices; medical offices; office space; business park; retail, restaurant, and tourism center; light-industrial; heavy-industrial; live-work spaces; and home-based businesses.

**Office - Research and Development - Business Park - Light Industrial** is intended to provide locations for a variety of workplaces that develop as a business park setting or integrated into a commercial mixed-use project as part of an activity center. These projects are to be designed and developed as buildings with attractively landscaped outdoor spaces and continue the vitality and quality of life in adjacent residential neighborhoods. Other supporting uses can be included which complement the primary workplace uses, such as restaurants, hotels, child care, and convenience shopping, if included as part of an overall planned development. Sites designated for this category should have good access to existing or planned transportation facilities and be compatible with adjacent land uses.

**Light-Medium Industrial** is intended to provide a location for a variety of work processes and work places such as light industrial uses; manufacturing, warehousing, and distributing; indoor and outdoor storage; and a wide variety of heavy commercial and industrial operations. Uses in this category are typically involved in the secondary processing of materials into components; the assembly of components into finished products, transportation, communication and utilities, wholesaling, and warehousing. Transportation requirements are usually met by truck, although rail and air transportation may be utilized as well. These facilities need to be developed with viewsheds in mind.

	Commercial / retail
	Commercial / business
	Residential
	Institutional
	Employment



Character of potential employment center

# AREA TYPES

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**Heavy Industrial** is often characterized by uses that can be hazardous, offensive, or unsightly. The uses are typically involved in the primary processing of raw materials into refined materials. Often requiring large energy supplies and large volumes of raw materials. Processing may generate liquid or solid wastes, air pollutants, and other emissions, such as noise, glare, light, vibration, or heat. Examples of such uses include lumber and wood products; paper, chemicals, and primary metal manufacturing; storage of hazardous materials; cinder pits; and concrete and asphalt plants.

## EMPLOYMENT AREAS GOALS AND POLICIES



**Goal LU.13. Plan for and encourage employee-intensive uses throughout the area as activity centers, corridors, research and development offices, business parks, and light industrial areas to encourage efficient infrastructure and multimodal commuting.**

Policy LU.13.1. Encourage the grouping of medical and professional offices, light industrial, research, and skill training with other necessary workforce services and transportation options.

Policy LU.13.2. Consider the compatible integration of residential uses and proposed employment centers to reduce vehicle trips and commute times.

Policy LU.13.3. Incorporate neighborhood/support retail and other commercial uses, including childcare facilities, within new and renovated employment centers..

Policy LU.13.4. Accommodate safe and convenient walking, biking, and transit facilities in existing and proposed employment centers.

Policy LU.13.5. Provide an attractive, high-quality employee environment in new and renovated employment center design.

**Goal LU.14. Establish heavy industrial areas that provide for the manufacturing of goods, flexible space, and intermodal facilities that are well maintained, attractive and compatible with adjoining nonindustrial uses.**

*Other related policies: Policy ED.3.9 in the Economic Development chapter.*

Policy LU.14.1. Encourage the continued intensification, expansion, and protection of existing industrial, warehousing, and distribution uses from encroachment.

Policy LU.14.2. Ensure new industrial areas are compatible with surrounding areas.

Policy LU.14.3. Locate new industrial areas near the rail line or interstate, and ensure they are designed to be compatible with surrounding uses and gateway features.

Policy LU.14.4. Limit the impacts of truck traffic on residential areas.

Policy LU.14.5. Consider all health impacts on the community in the design of new industrial uses, such as wastewater treatment, traffic safety, noise, and other impacts.

# AREA TYPES

## Special Planning Areas

Not all existing or proposed facilities and uses fall within the area types of urban, suburban or rural; and thus special planning areas may be described within the Flagstaff region. These include specific districts unique to the area:

- Flagstaff Pulliam Airport
- Northern Arizona University
- Flagstaff Medical Center
- Museum of Northern Arizona
- U.S. Geological Survey and Innovation Mesa
- Public and quasi-public uses requiring campus-like setting

Many of these districts, such as Northern Arizona University, City Hall, public schools, etc., have many of the characteristics of employment uses. An institutional use is intended to accommodate public and semi-public land uses, such as governmental facilities, schools, utilities, and institutions.

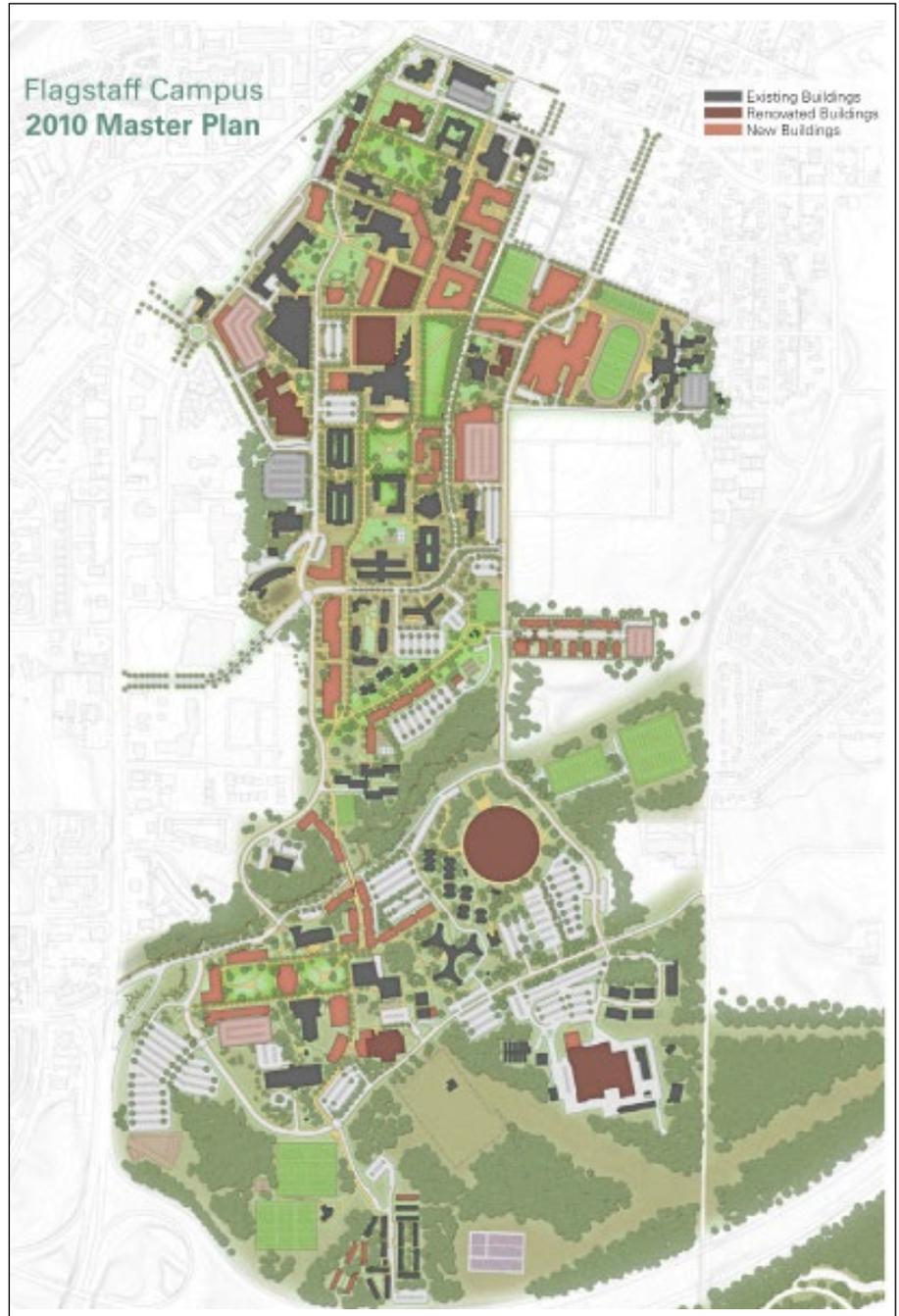


Photo credit: Northern Arizona University, Master Plan

### SPECIAL PLANNING AREAS GOALS AND POLICIES

**Goal LU.15. Protect, manage, and enhance the region's Special Planning Areas to benefit the whole community.**

Policy LU.15.1. Enhance connectivity and coordinated planning efforts with neighborhoods contiguous to special planning areas.



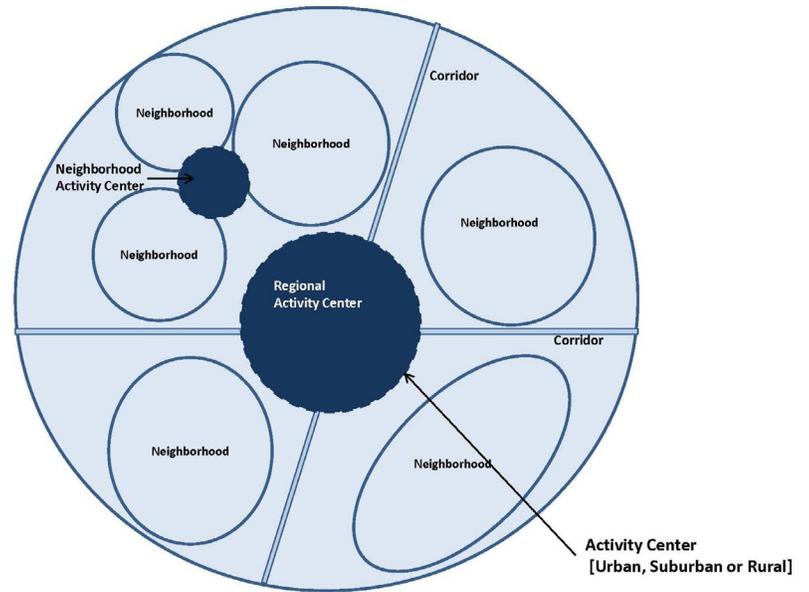
# PLACE TYPES

## Activity Centers

Flagstaff has many existing activity centers (Map #22), which this plan identifies, along with a number of potential future activity centers. With a focus of investments and development to the urban core as a growth management strategy, activity centers are vital in producing the compact urban nodes necessary for efficient infrastructure, transit, walkability, job creation, and protection of our natural resources.

By promoting activity centers and mixed-use development in the Flagstaff region, the community will benefit from:

- Places for people to shop, eat, and entertain
- Sites for community events, activities, and celebrations
- A range of housing types and configurations
- New destinations within a short distance of existing neighborhoods
- Opportunities to increase walking, biking, and transit use
- More efficient use of existing public infrastructure
- Opportunity to foster vibrant, walkable communities
- Incubators for art, community, or non-profit enterprises
- Activity centers with anchors that appeal to locals, not just visitors
- Active, healthier lifestyles
- Conservation of land by accommodating more people in less space
- A range of transportation alternatives
- Reduced congestion
- Lower infrastructure costs for communities, families, and individuals
- Reduced household expenses related to transportation and energy
- Added convenience by putting destinations closer together



**Activity Centers and Corridors:** Mixed-use centers that vary by scale and activity mix depending on location. They include commercial, retail, offices, residential, shared parking, and public spaces. This plan identifies existing and potentially new activity centers throughout the planning area, including urban, suburban, and rural centers.

**Neighborhoods:** Includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as a church, school, or social agency.



# PLACE TYPES

## A Vision for Our Activity Centers

Existing activity centers have great potential for increased activities, densities and mixed-use with focused reinvestment by both the public and private sectors. These are ideal locations for optimal transit connectivity, increased pedestrian and bicycle use, and infrastructure improvements. For example, activity centers around Northern Arizona University could also meet the demand for more multi-family housing units, and student-oriented services and goods.

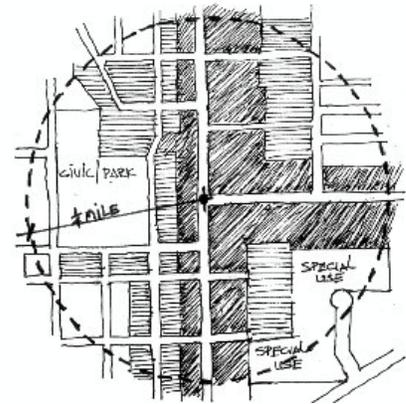
Potential new activity centers have been located where the future road network intersects, and future development has been proposed. This plan is encouraging that future development focus on, and plan around activity centers.

Every activity center works at its own scale, serving the needs of the surrounding community. That scale is directly related to the road types serving the center and surrounding development. Regional centers – the biggest centers – are located at the intersection of major roads and have multiple large residential developments with direct access to it. Neighborhood centers are established at circulation and access roads, but not all of these intersection types establish centers.

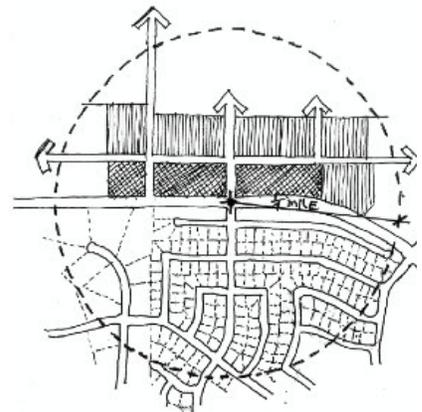
An **urban activity center** holds the greatest densities of housing and intensities of commercial and retail space, yet it is still appropriately designed for the region, contextual in scale and form, and architecturally compliments the environment and views. Even the most urban areas of Flagstaff host the most amazing views of the mountains, and respecting the views will maintain our unique sense of place. Higher densities and maintaining views may seem like a contradiction, but it is a matter of thoughtful and sensitive design. Urban activity centers create the densities that make transit work and provide the intense creative places and social interactions desired by today’s and tomorrow’s workforce.

**Suburban activity centers** provide the node for a neighborhood’s schools, parks, local restaurants, and grocery stores and are located next to higher-density residential development easily accessible by walking or biking. They may provide an opportunity for medium-density mixed-use.

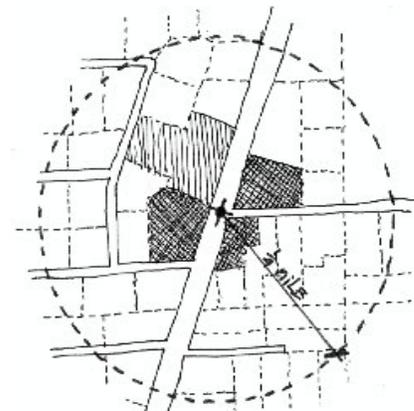
**Rural activity centers** are appropriate in scale to the rural community and may be two or three stories in height, in which one additional activity is considered “growth.” These are strategically located to provide convenience for those living in the rural areas.



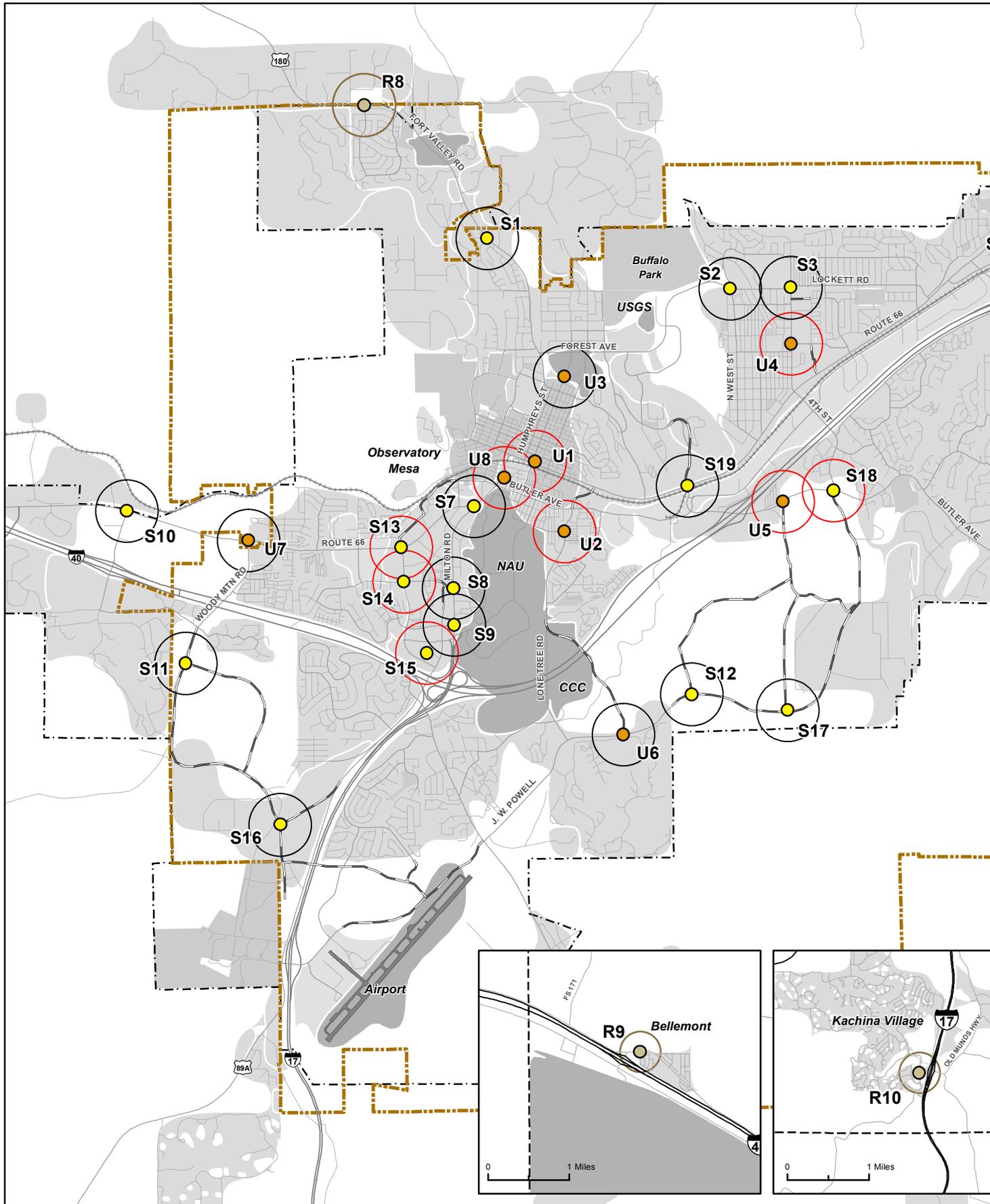
Urban Activity Center



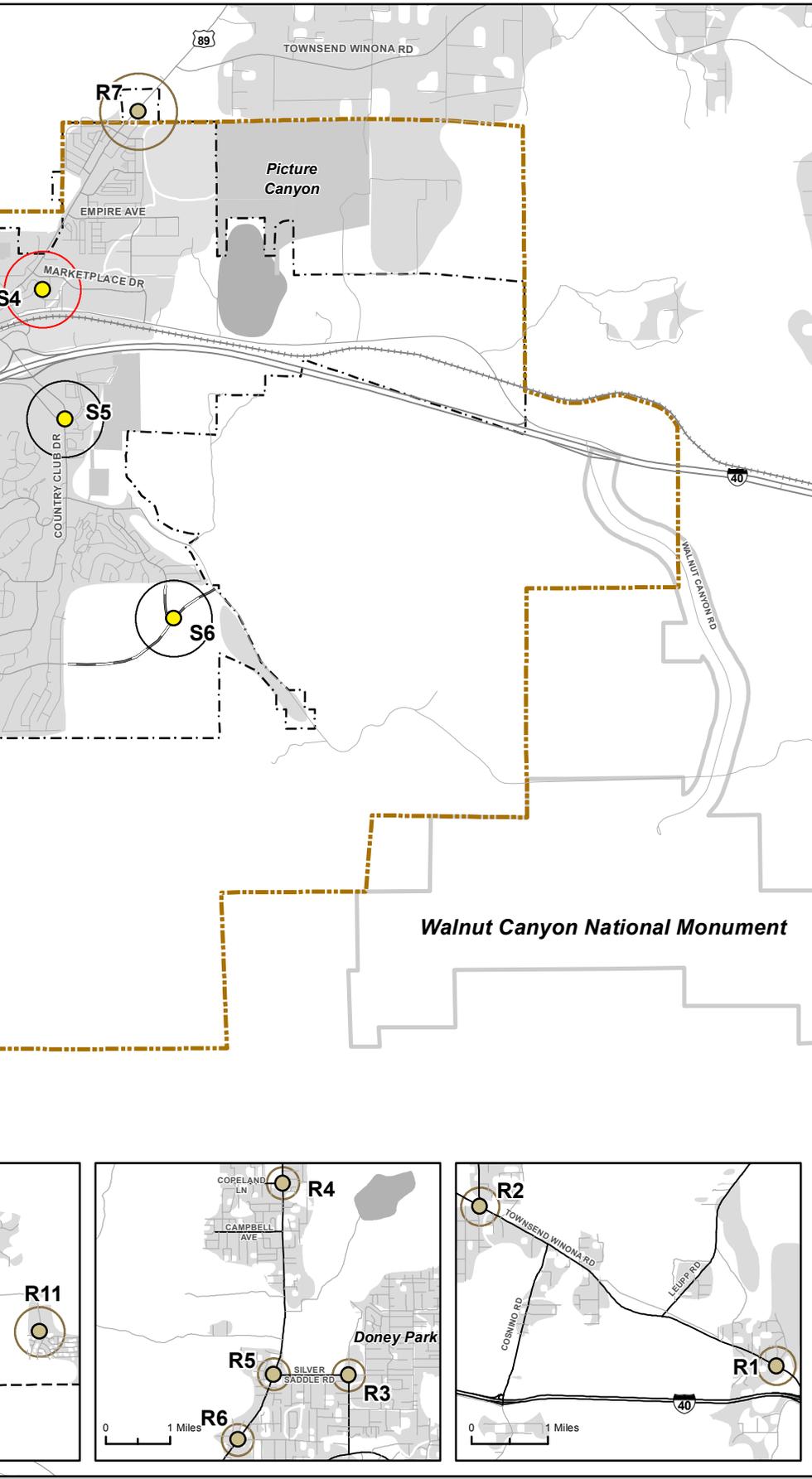
Suburban Activity Center



Rural Activity Center

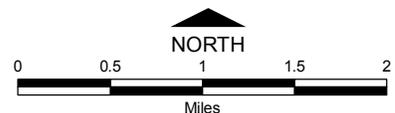


**Figure 22:  
ACTIVITY CENTERS**



- FMPO Boundary
- Urban Growth Boundary
- City of Flagstaff
- Suburban Activity Center (S1)
- Urban Activity Center (U1)
- Rural Activity Center (R1)
- Rural Activity Center 1/4 Mile Walking Radius
- Neighborhood Activity Center 1/4 Mile Walking Radius
- Regional Activity Center 1/4 Mile Walking Radius
- Special District
- Urban - Existing
- Suburban - Existing
- Rural - Existing
- Industrial / Business Park - Existing
- Open Space - Preserved (Typically USFS)
- RTP Future Road Network

Please see [www.flagstaffmatters.com](http://www.flagstaffmatters.com) for an interactive GIS map.



**FLAGSTAFF REGIONAL PLAN  
VISION 2030: PLACE MATTERS**

# LOCATION OF ACTIVITY CENTERS

Refer to Activity Centers Map #22, pages 49-50

URBAN		SUBURBAN		RURAL
<b>Regional Scale</b>				
Downtown	U1	Flagstaff Mall	S4	
Invest in appearance, cleanliness, etc. Business Improvement District		Work towards East Gateway Plan – Field Paoli (2001)		
Sawmill – Butler Ave / Lone Tree Rd	U2	Woodlands Village Blvd / Rt 66	S13	
Fourth Street - Fourth St / 6th Ave / 7th Ave	U4	Specific Plan or Development Masterplan Woodlands Village Blvd / Forest Meadows St	S14	
Assess zoning needs; develop overlay district; address urban form and parking issues. Utilize Capital Improvement Program to upgrade infrastructure to desired density needs. Land assemblage for redevelopment.		Specific Plan or Development Masterplan		
		Woodlands Village Blvd / Beulah	S15	
		Specific Plan or Development Masterplan		
<b>Neighborhood Scale</b>				
Plaza Shopping Center – Humphrey’s St & Beaver St.	U3	Ft Valley Cultural Corridor – Ft Valley Road	S1	Townsend Winona Rd / I-40
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan		
**Little America – Butler Ave / Harold Ranch Rd	U5	Cedar Shopping Center – Cedar Ave / West St	S2	Townsend Winona Rd/ Slayton Ranch Rd (Doney Park)
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan		
**Juniper Point – JW Powell Blvd / Lone Tree Rd (new)	U6	East Flagstaff Civic Center – Cedar Ave / Fourth St	S3	Silver Saddle Rd / Kock Field Rd
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan		
**Presidio – Route 66 and Woody Mountain Rd	U7	Country Club Center - Country Club Dr / Solier Ave	S5	89 N / Campbell Rd
Specific Plan or Development Masterplan		Specific Plan or Development Masterplan		
Milton Rd / Butler Ave	U8	**Butler Ave / Walnut Hills Dr	S6	89 N / Silver Saddle Rd
Milton Road Corridor Plan		Specific Plan or Development Masterplan		
		Milton Rd / Route 66	S7	89 N / Burris Lane (Doney Park / Timberline)
		Milton Road Corridor Plan		
		Milton Rd / University Dr (new alignment)	S8	89 N / South of Townsend-Winona Road
		Milton Road Corridor Plan		

# LOCATION OF ACTIVITY CENTERS

Refer to Activity Centers Map #22, pages 49-50

URBAN		SUBURBAN		RURAL	
		Milton Rd / Forest Meadows St - potential GATEWAY	S9	Ft Valley Rd / Peakview (Cheshire)	
		Milton Road Corridor Plan			
		*W Route 66 / Flagstaff Ranch Rd	S10	Bellemont	
		Specific Plan or Development Masterplan			
		**Woody Mntn Rd / FS 532 (South of Kiltie Lane)	S11	Kachina Village	
		Specific Plan or Development Masterplan			
		**JW Powell Blvd / future road	S12	Mountaineire	
		Specific Plan or Development Masterplan			
		**Purple Sage Trail / FS 532 (Vil-lagio Montano)	S17		
		Specific Plan or Development Masterplan			
		**Butler Ave / Fourth St (Canyon del Rio)	S18		
		Specific Plan or Development Masterplan			
		Switzer Mesa / Route 66	S19		
		Specific Plan or Development Masterplan			



Photo credit: City of Flagstaff



**Goal LU.16. Develop well designed activity centers and corridors with a variety of employment, business, shopping, civic engagement, cultural opportunities, and residential choices.**

Policy LU.16.1. Design activity centers and corridors appropriate to and within the context of each area type: urban, suburban, or rural.

Policy LU.16.2. Strive for activity centers and corridors that are characterized by contextual and distinctive identities, derived from history, environmental features, a mix of uses, well-designed public spaces, parks, plazas, and high-quality design.

Policy LU.16.3. Redevelop underutilized properties, upgrade aging infrastructure, and enhance rights-of-way and public spaces so that existing activity centers and corridors can realize their full potential.

*Note: Refer to Cost of Development Chapter XI, especially for the potential of public-private partnerships.*

Policy LU.16.4. Encourage activity centers and corridors to provide housing of various types and price points, especially attached and multi-family housing.

Policy LU.16.5. Plan for and support pedestrian and transit-friendly activity centers and corridors.

Policy LU 16.6. Support increased densities within activity centers and corridors.

Policy LU.16.7. Concentrate commercial, retail, services, and mixed use within the activity center commercial core.

Policy LU.16.8. Increase residential densities, live-work units, and home occupations within the activity center’s pedestrian shed.

Policy LU.16.9. Adopt traffic regulations to prioritize pedestrian-oriented design for all activity centers.

Policy LU.16.10. Plan activity centers and corridors appropriate to their respective regional or neighborhood scale.

Policy LU.16.11. Corridors should increase their variety and intensity of uses as they approach activity centers.

Policy LU.16.12. Land use policies pertaining to a designated corridor generally apply to a depth of one parcel or one and one-half blocks, whichever is greater.

Policy LU.16.13. Corridors should focus commercial development to the corridor frontage and residential to the back.

Policy LU.16.14. Promote higher density development in targeted areas where economically viable and desired by the public.

Policy LU.16.15. Endorse efficiency of infrastructure with compact development within targeted activity centers.

Policy LU.16.16. Actual pedestrian-shed boundaries will be established considering opportunities and constraints posed by natural and man-made barriers like terrain or the interstate, road networks, and existing development patterns.

**Goal LU.17. Develop a manageable evolution of the main corridors into contextual place makers.**

Policy LU.17.1. Develop a specific plan for each “Great Street” corridor.

Policy LU.17.2. Establish the context and regional or neighborhood scale of each corridor prior to design with special consideration for those intended to remain residential or natural in character.

Policy LU.17.3. Enhance the viewsheds and frame the view along the corridors through design.

Policy LU.17.5. Balance automobile use, parking, bicycle access, while prioritizing pedestrian safety along all corridors.

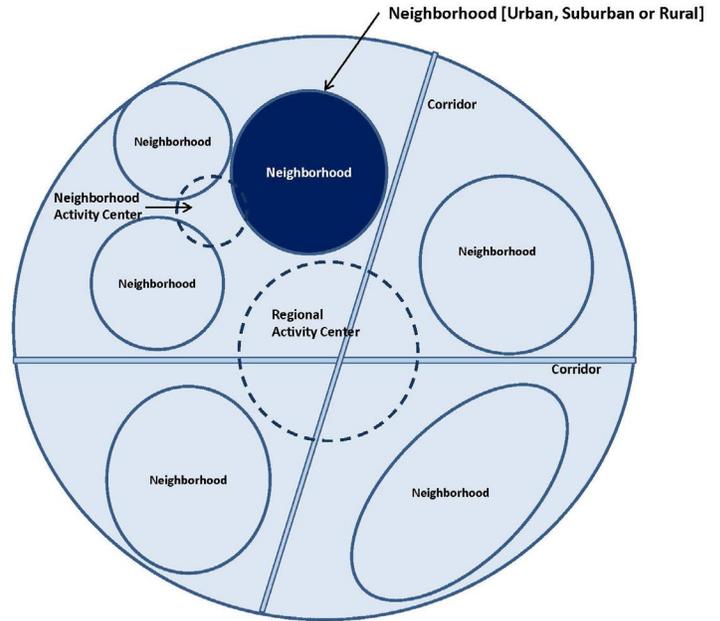
*Note: Refer to the discussion of “Great Streets” in the Community Character chapter.*

# PLACE TYPES

## Neighborhoods

Neighborhoods are defined by mostly residential areas that are knitted together with connections of roads, trails, and sidewalks. Each neighborhood defines itself differently in the way of age, development patterns, architectural style, and other elements. For more information about neighborhoods in the Flagstaff region, refer to Chapter VIII - Community Character and Chapter XIII - Neighborhoods, Housing, and Urban Conservation.

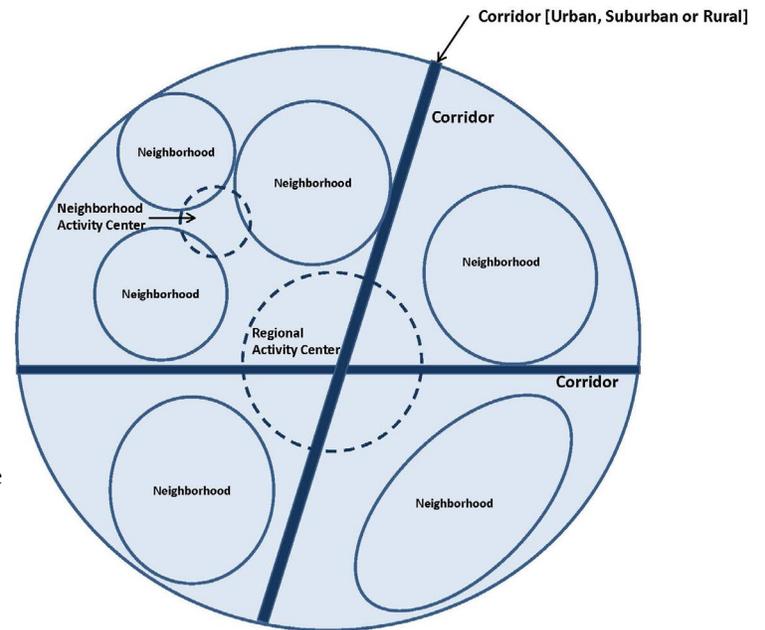
**Neighborhood:** Includes both geographic (place-oriented) and social (people-oriented) components, and may be an area with similar housing types and market values, or an area surrounding a local institution patronized by residents, such as a church, school, or social agency.



## Corridors

The “Great Streets” discussion in Chapter VIII - Community Character identifies a number of corridors in the Flagstaff region that could benefit from reinvestment, revitalization, and retrofit efforts. Refer to *Great Streets Map #14*

Policies promote corridors as community and neighborhood connectors, transportation routes, and energetic places that are a magnet for mixed-use development and residential uses. Corridors are defined by pedestrian-oriented streetscapes, and frequented as local gathering places (i.e. cafes, restaurants, plazas). These areas support surrounding neighborhoods and contribute to a more compact and consistent pattern of development. Development adjacent to established neighborhoods will transition from higher to lower intensities to mitigate impacts on residential areas.



# GROWTH

Historically, growth areas in the Flagstaff region have clustered around jobs, from the earliest railroad stop and lumberyards, to the University and downtown Flagstaff. The future will focus investments and development potential to urban areas and compact growth as growth management strategies. The discussion of growth areas is paramount in reducing sprawl, protecting open space, and promoting efficiencies in infrastructure and services.

## Where Should Growth Occur?

The Flagstaff region will accommodate residential, commercial, institutional, and public space growth needs by focusing infrastructure and incentives for:

1. Revitalization of the urban core, particularly existing and under-utilized activity centers
2. Infill of the vacant lots in urban, suburban, and rural neighborhoods

## Reinvestment Areas

A community reinvests in an area through revitalization, redevelopment, infill, brownfield redevelopment, and historic preservation, all of which play a vital role in improving the quality of life for those living in and traveling to the City of Flagstaff and the region. Reinvestment promotes the resurgence of existing activity centers and walkable neighborhoods in areas suffering from lack of maintenance, and within activity centers and corridors and their respective pedestrian shed. More detailed planning, such as specific plans or corridor plans will be required as these areas resume or begin more active roles within the community. Activity centers and corridors as “Great Streets” are the biggest reinvestment potential, as these are located in areas of greatest return on investment. *Refer to Chapter VIII - Community Character for a full discussion.*

Many of the region’s existing areas need utility upgrades and improvements as incentives to attract reinvestment and development. As the private and public sectors continue to work together, parcel assemblage and infrastructure needs must be met to assist in enhanced revitalization projects. Map 24 shows public utilities in the Flagstaff region over 50 years old that could benefit from upgrades. *Refer to Public Utilities & Activity Centers Map #24, pg. IX-61.*

Reinvestment, redevelopment, and infill at the neighborhood scale relates to aesthetic treatment of the existing developed area. Examples of this include repairing what is already in place, remodeling, fixing-up and adding-on; addressing the need for neighborhood retail, bus stops, social spaces, green spaces, sidewalks, crosswalks, and public art, while preserving community integrity, character, safety, and livability. *Refer to Transitions Map #23.*

### Helpful Terms:

**Reinvestment Areas** - Infill, redevelopment, brownfield redevelopment, preservation, and adaptive re-use are all ways to revitalize areas of our community.

**Greenfield Development** - Areas that exist mostly on the periphery of the city, within or contiguous with the urban service boundary, can be considered for greenfield development.

### Revitalization Toolbox

There are many tools available for revitalization and redevelopment efforts, including but not limited to:

- Brownfield redevelopment projects
- Economic Development Strategic Plan (in conjunction with all regional economic development partners)
- Government Property Lease Excise Tax (GPLET)
- Industrial incentives (Industrial Development Authority)
- Infill Incentive Districts (Arizona Revised Statutes Section 9-499.10)
- Infrastructure investment and construction - upgrades/replacement program (Capital Improvement Program)
- Land acquisition/land bank/preparation
- Neighborhood economic development strategies
- Public/private partnerships
- Special districts (taxing or assessment)
- Transfer of development rights/transfer of obligation

# GROWTH



Example of Revitalization Areas

*Note: Revitalization is both insertion of new or rebuilt buildings as well as public space investments*

Reinvestment at the regional scale inspires new development while keeping the character of the surrounding community; employs modern technology in context; maintains and promotes a sense of place; promotes walkability over auto-oriented design. Reinvestment is an important tool communities can use to encourage a portion of the area's growth into established yet underutilized areas with existing infrastructure.

Example of Reinvestment in Stages:



Existing street



Same street with buried power lines



Same street with public street improvements



Same street with private development improvements

Source: [www.urbanadvantage.com](http://www.urbanadvantage.com) for NAIPTA

## Helpful Terms:

**Revitalization** - Is to repair what is already in place, adding new vigor by remodeling and preserving.

**Redevelopment** - Is when new development replaces outdated and underutilized development.

**Infill** - Occurs when new buildings are built on vacant parcels within city service boundaries and surrounded by existing development.

**Preservation** - Is an endeavor that seeks to preserve, conserve, and protect buildings, objects, landscapes, or other artifacts of historical significance.

**Adaptive Re-use** - Is fixing up and remodeling a building or space, adapting the building or space to fit a new use.

## Planning Document Terms:

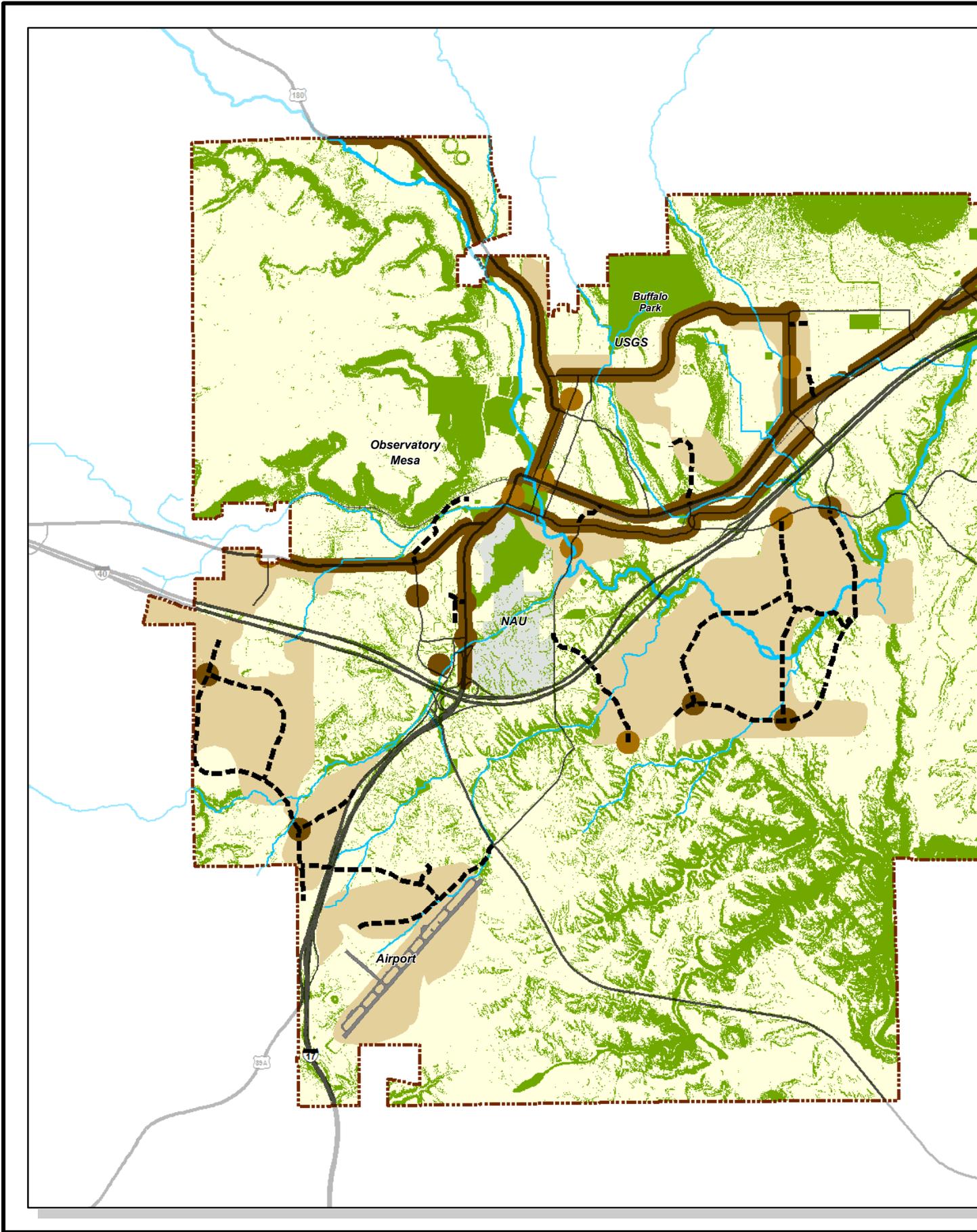
**General Plan** - A policy document that is used to guide land use decisions

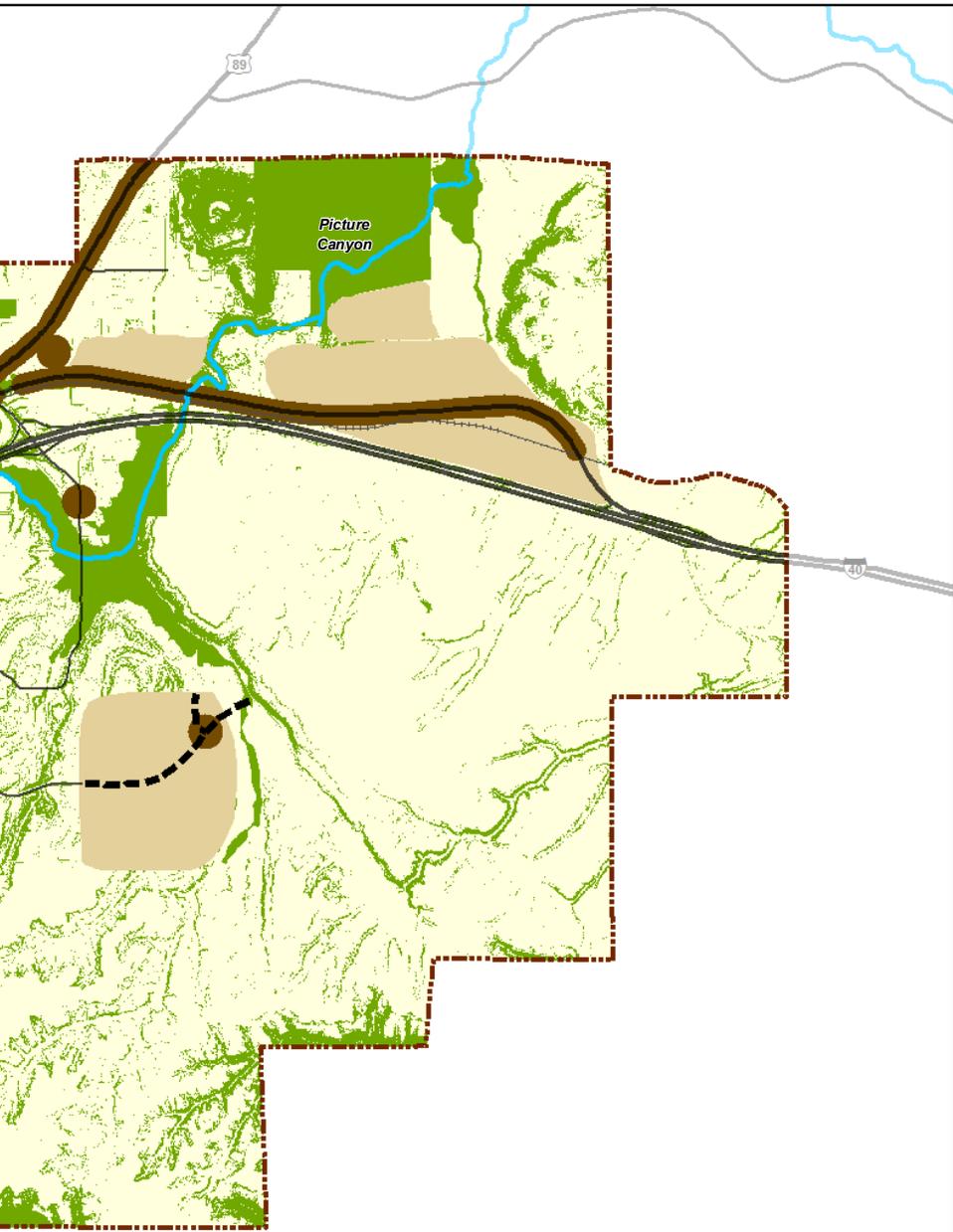
**Specific Plan** - Detailed element of the General Plan enacted under the provisions of ARS 9-461.08 that provides a greater level of detail for a specific geographic area or element of the General Plan, and that provides specific regulations and standards for the systematic implementation of the General Plan. When applied to a highway corridor, a specific plan includes the highway right-of-way (ROW) as well as property outside of the ROW included with the planning area boundary.

**Illustrative Plan** - A plan or map that depicts (illustrates, but does not regulate) the streets, lots, buildings, and general landscaping of a proposed development

**Development Master Plan** - A comprehensive conceptual plan for the development of a large or complicated land area, the platting of which is expected in progressive steps as required by Title 11 (Subdivisions)

**Corridor Plan** - Can be developed by the public or private sector and can be an Illustrative or a Specific Plan.

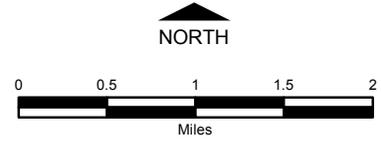




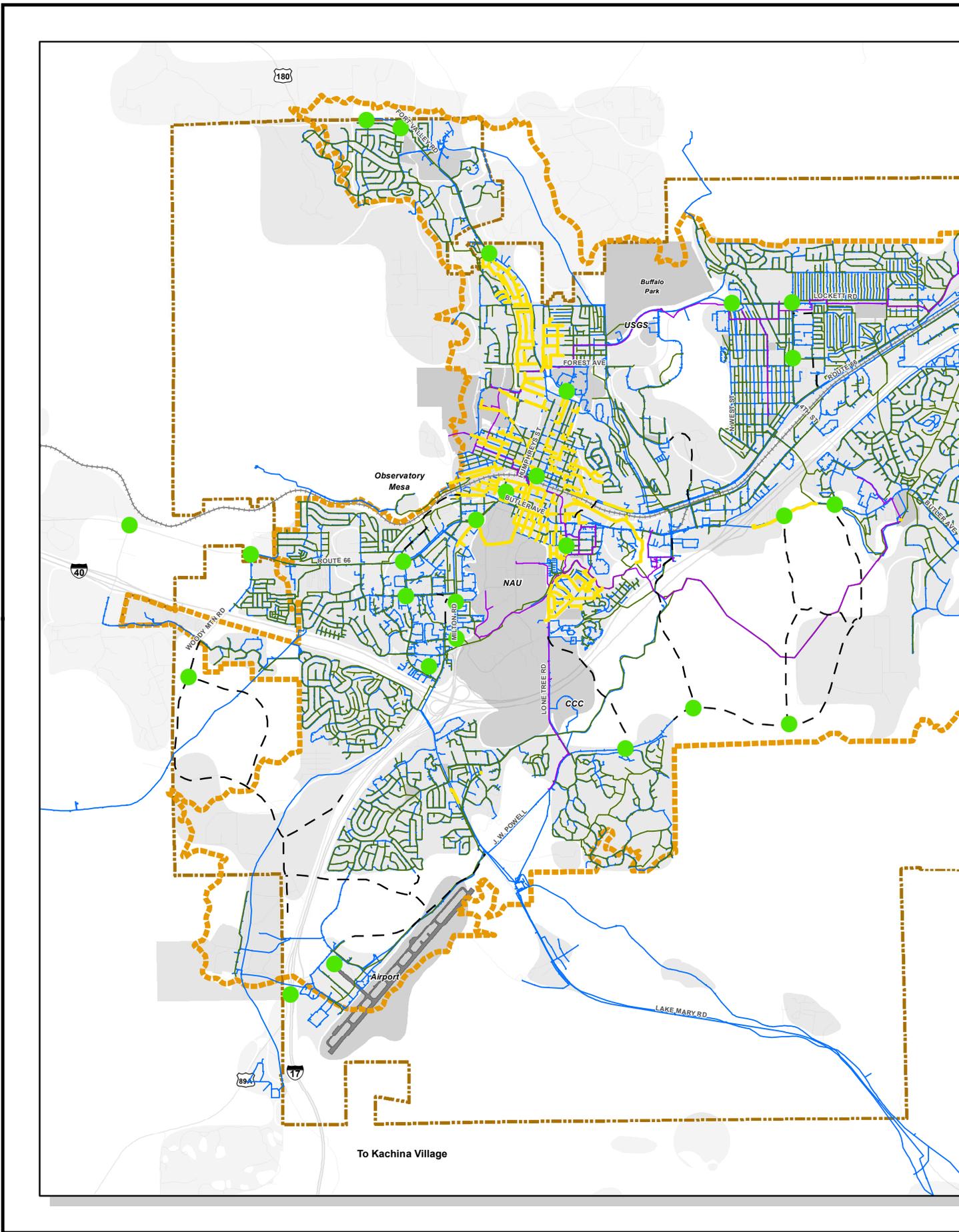
**Figure 23:  
TRANSITIONS MAP**

-  **Concentration of Natural Resources**  
- Parks, Floodplains, Steep Slopes
-  **Preserve and Enhance**
-  **Improve and Evolve**  
- Great Streets  
- Suburban and Rural Activity Centers
-  **Transform- Urban**  
- Urban Activity Centers
-  **Transform- New Growth**  
- New Urban and Suburban Areas as need arises
-  **RTP Future Rd Network**
-  **City Limits**

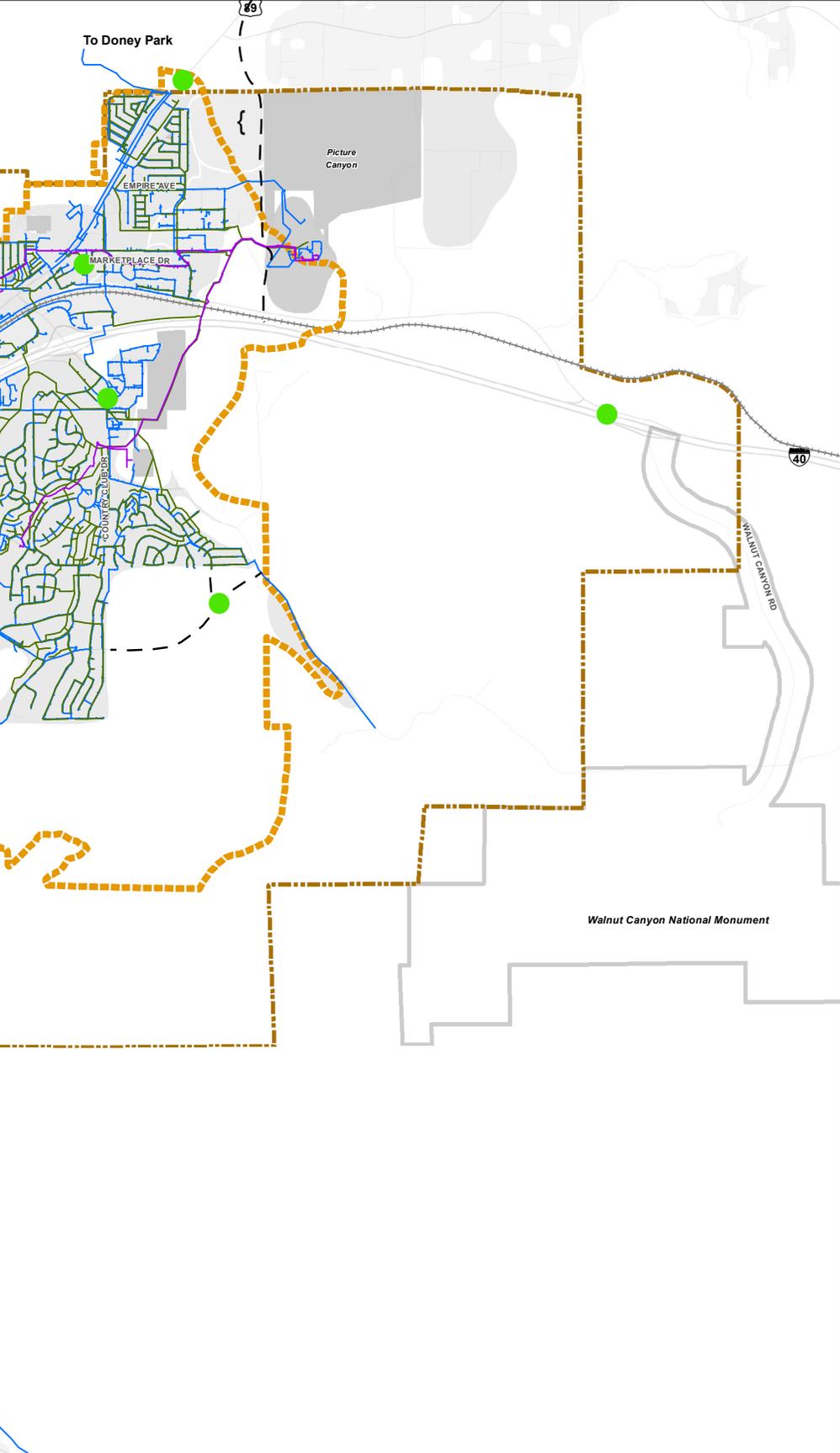
**Updated 10/15/2013**



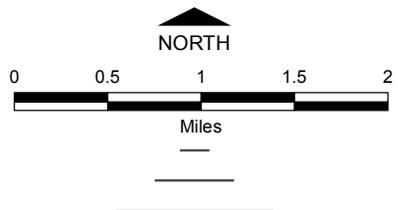
**FLAGSTAFF REGIONAL PLAN  
VISION 2030: PLACE MATTERS**



**Figure 24:  
PUBLIC UTILITIES - AGED  
(OVER 50 YEARS)**



- Future Activity
- ↘↗ Utility Line built Pre 1965
- ↘↗ City Reclaim Water Line
- ↘↗ City Sewer Line
- ↘↗ City Water Line
- ↘↗ Future Circulation
- ⬮ Urban Service Boundary
- ⬮ City of Flagstaff
- Open Space - Preserved (Typically USFS)
- Industrial / Business Park - Existing
- Rural - Existing
- Suburban - Existing
- Urban - Existing
- Special District



**FLAGSTAFF REGIONAL PLAN  
VISION 2030: PLACE MATTERS**

# GROWTH

Sawmill at Aspen Place

Photos by: City of Flagstaff



before



after

Lumberyard Brewery

Photos by: Winnie Hanseth



before



after

Barnet Dulaney Perkins Eye Surgical Center

Photos by: City of Flagstaff



before



after

Some revitalization projects in the urban and suburban content to learn from are: Sawmill at Aspen Place, a 40-acre commercial infill and Brownfield Redevelopment Project; the Lumberyard Brewery adaptive reuse and historic preservation; and the Barnet Dulaney Perkins Eye Surgical Center Redevelopment on Switzer Canyon Drive.

## REINVESTMENT GOALS AND POLICIES



### **Goal LU.18. Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.**

Policy LU.18.1. Plan for and support reinvestment within the existing city centers and neighborhoods for increased employment and quality of life.

Policy LU.18.2. Develop reinvestment plans with neighborhood input, identifying the center, mix of uses, connectivity patterns, public spaces, and appropriate spaces for people to live, work, and play.

Policy LU.18.3. Promote reinvestment at the neighborhood scale to include infill of vacant parcels, redevelopment of underutilized properties, aesthetic improvements to public spaces, remodeling of existing buildings and streetscapes, maintaining selected appropriate open space, and programs for the benefit and improvement of the local residents.

Policy LU.18.4. Attract private investment by reinvesting in transportation infrastructure improvements as well as public utilities infrastructure for desired development size.

Policy LU.18.5. Maintain and upgrade existing infrastructure and invest in infrastructure to make redevelopment and infill an attractive and more financially viable development option.

Policy LU.18.6. Establish greater flexibility in development standards and processes to assist developers in overcoming challenges posed by redevelopment and infill sites.

Policy LU.18.7. Consider creative policy and planning tools (such as transfer of develop rights or transfer of development obligations) as a means to incentivize redevelopment and infill.

Policy LU.18.8. Encourage and invest in voluntary land assemblage in an effort to create better utilization and opportunities for development.

Policy LU.18.9. Provide public education regarding the sustainability and beneficial economics of redevelopment and infill.

Policy LU.18.10. Consider adaptive reuse possibilities when new big box developments are proposed.

# GROWTH

## Greenfield Development

While suburban retrofits, urban infill and activity center redevelopment projects take precedence, greenfield development is still an option. The relevant goal and policies apply to state land parcels identified for development in the Growth Illustration Map as well as larger, vacant tracts of private land, much of it south of I-40 between Woody Mountain Road and Fourth Street. Important opportunities for greenfield development may exist in the Bellemont area.

Flagstaff patterns of growth have been primarily subdivisions of single family houses. This form of development forces residents to travel by automobile for daily needs, and makes it difficult to stay within the same neighborhood when they need a different type or size of housing. This plan discourages development of this type and promotes a preferred pattern of development for new neighborhoods.

Outward expansion may be a demonstrated growth need in balance with infill redevelopment. State land parcels and privately owned tracts within the growth boundaries are excellent locations for such expansion.



Photo credit: City of Flagstaff

### GREENFIELD DEVELOPMENT GOALS AND POLICIES



#### **Goal LU.19. Develop Flagstaff's greenfields in accordance with the Regional Plan and within the growth boundary.**

Policy LU.19.1. Design new neighborhoods to embody the characteristics of Flagstaff's favorite neighborhoods – that is, with a mix of uses, a variety of housing types and densities, public spaces, and greater connectivity with multimodal transportation options.

Policy LU.19.2. Design new development to coordinate with existing and future development, in an effort to preserve viewsheds, strengthen connectivity, and establish compatible and mutually supportive land uses.

Policy LU.19.3. New development should protect cultural and natural resources and established wildlife corridors, where appropriate.

Policy LU.19.4. Utilize Low Impact Development strategies and stormwater best practices as part of the overall design for new development.

Policy LU.19.5. Plan greenfield development within the rural context to encourage formal subdivisions with shared infrastructure instead of wildcat development, and to protect open spaces, and access to public lands.

Flagstaff Regional Plan 2030														
Council Parking Lot - Final Ranked Priorities for December 6, 2013 Retreat														
Item #	Orig. Item	Status	Source	Page #	Comment	Council Priority								
Introduction Chapters I-III						CB	MW	CE	KB	SO	JN	JO	TOTAL	
1	10	Council Consideration	P&Z Commission	II-8	Second sentence under Growth Constraints: verbiage seems harsh, is this sentence necessary? - Delete?	1	1	1	1		1	1	6	
2	13	Council Consideration	P&Z Commission	III-1	<b>Replace</b> the last paragraph with this statement from the old regional plan, " <u>General Plans are not static documents; they recognize growth as a dynamic process, which may require revisions to the plan as circumstances or changes warrant.</u> "	1	1	1	1		1	1	6	
3	8	Council Consideration	P&Z Commission	I-3	From first paragraph: Remove the clause "and their achievement over time depends on putting into effect specific, carefully framed policies."	1	1		1		1	1	5	
4	9	Council Consideration	P&Z Commission	II-5	Text says "Other analysis suggests a higher percentage," This is a large discrepancy, where does this analysis come from? <b>Revise text</b> to read, "Flagstaff also has a substantial seasonal population, with Census data and City of Flagstaff Housing studies indicating that second homes make up approximately 10 - 18% of the total housing stock in the city."	1		1	1		1	1	5	
5	3	Council Decision Point	Mayor Nabours	I-4	Pyramid Illustration - needs definition of policy - definitive course of action		1		1		1	1	4	
6	4	Council Consideration	Mark Woodson	I-0	Why is "thoughtful preservation of buildings" one of the highlighted assets of our community? Will this cause more restriction of future renovations and revitalization?		1		1		1	1	4	
7	5	Council Consideration	Mark Woodson	I-0	Why do we have the statement – "Regional policy makers are committed to careful decision making to manage the <b>cost of development</b> to support fair, predictable, and cost-effective growth"? What role of government are we trying to define here?		1		1		1	1	4	
8	6	Council Consideration	Mark Woodson	I-0	The last paragraph talks about "providing housing" – does this imply that the Government will do more to provide housing? – because this shouldn't be the focus of where and how housing opportunities are created.		1		1		1	1	4	
9	7	Council Consideration	Mark Woodson	I-0	The last paragraph talks about "reusing" space, yet a prior section stresses "preservation". This contradiction will need to be resolved.		1		1		1	1	4	
10	8	Council Consideration	Mark Woodson	I-4	The 4 <sup>th</sup> bullet should be reworded to say "a framework for general planning", rather than "specific"; i.e. delete specific.		1		1		1	1	4	
11	12	Council Consideration	P&Z Commission	III-1	Third sentence under How this Plan is Used, add: "This plan will be used as a guide, or roadmap, for the future of the city and region, and it acts as a framework for public action and private decisions, thus striving to serve as a basis in the decision making process."	1	1	1					3	
12	2	Council Consideration	Mark Woodson	GP-1	Too many Goals and Policies – can this be reduced?		1		1			1	3	
13	3	Council Consideration	Mark Woodson	I-0	Focus on the three common themes noted on this page throughout the document		1		1			1	3	
14	103		Celia Barotz	III-9	Open Space minor versus major amendment - clarification necessary. MW - "NOT HERE"	1		1					2	
15	5	Council Decision Point	Celia Barotz		Provide an example of two conflicting goals and policies to show how one will prevail over the other and show how we use the language	1		1					2	
16	1	Council Discussion Item	Jeff Oravitz	I-1	Vision - revisit at end						1	1	2	
17	2	Council Discussion Item	Jeff Oravitz	I-3	Guiding Principles - revisit at end						1	1	2	
18	3	Council Decision Point	Jeff Oravitz	I-2	Sustainable Flagstaff - revisit at end								0	
19			Mayor Nabours (12/3/13)	III-9	Reconsider the definition of major amendment - 5 acres is too small for a "fuzzy boundary". Consider increasing this threshold.						1		1	
20			Mayor Nabours (12/3/13)	III-9	Is the addition of a new activity center a major amendment?						1		1	

Flagstaff Regional Plan 2030														
Council Parking Lot - Final Ranked Priorities for December 6, 2013 Retreat														
Item #	Orig. Item	Status	Source	Page #	Comment	Council Priority								
<b>Environmental Planning and Conservation Chapter IV</b>														
1	18	<b>Council Decision Point</b>	Kevin Burke		Need a definition of conservation land system as well as identifying who would establish and manage it.	1	1	1	1	1	1		6	
2	17	<b>Council Decision Point</b>	Coral Evans/ Mark Woodson	IV-9	Reword box at bottom page from "why do developers..." to "why do we choose...." JN - "Delete box". MW - For the box at the bottom of the page, change the wording to "Why do we buy, build, and choose to live and work in the Flagstaff area? Because of our unique natural and cultural resources, <u>the climate, economic opportunities, excellent education system and the people.</u>		1	1	1		1	1	5	
3	10	<b>Council Consideration</b>	Mark Woodson	IV-9	For the box at the bottom of the page, change the wording to "Why do <u>we</u> buy, build, and choose to live and work in the Flagstaff area? Because of our unique natural and cultural resources, <u>the climate, economic opportunities, excellent education system and the people.</u>		1	1	1		1	1	5	
4	15	<b>Council Consideration</b>	Mark Woodson	IV-12	Policy E&C 2.1 – remove the wording "fossil-fuel generated". Let's have a goal to reduce ALL energy consumption.		1	1	1		1	1	5	
5	15	<b>Council Decision Point</b>	Mayor Nabours/ Mark Woodson	IV-13	Dark Skies (last paragraph) -1) restricting activity centers in any area designated as Lighting Zone 1. Check to be sure language in this section is clear. Policy E&C.5.3 Enforce dark sky ordinances. This policy is redundant and doesn't seem to be the best way to reinforce dark sky protection.		1		1		1	1	4	
6	21	<b>Council Consideration</b>	P&Z Commission	IV-10	<b>Remove</b> 2 sentences in middle paragraph: "More than a dozen facilities operate within or adjacent to Coconino County that produce significant amounts of carbon monoxide, nitrogen oxides, volatile organic compounds, sulfur dioxide, particulate matter, or ammonia." and "However, on some days, perceptible reductions in visibility do occur."	1	1		1		1		4	
7	22	<b>Council Consideration</b>	P&Z Commission	IV-12	<b>Delete</b> the words "through local action" from the last sentence on the page JN - "Delete paragraph"	1	1		1		1		4	
8	11	<b>Council Consideration</b>	Mark Woodson	IV-11	Change the title on this page to "Climate Variations and Adaptation", and change to that verbiage throughout the document.		1		1		1	1	4	
9	12	<b>Council Consideration</b>	Mark Woodson	IV-11	For the 6 <sup>th</sup> bullet in the middle of the page, remove the word "adverse", as not all climate variations are adverse.		1		1		1	1	4	
10	13	<b>Council Consideration</b>	Mark Woodson	IV-12	In the 3 <sup>rd</sup> paragraph, why is "transition to compact development" the only option mentioned? We should have a much broader list of opportunities.		1		1		1	1	4	
11	14	<b>Council Consideration</b>	Mark Woodson	IV-12	Climate Change and Adaptation Goals and Policies – again, change the word "Change" to "Variations".		1		1		1	1	4	
12	16	<b>Council Consideration</b>	Mark Woodson	IV-12	Policy E&C 2.2 - This policy will be hard to define and should be deleted.		1		1		1	1	4	
13	17	<b>Council Consideration</b>	Mark Woodson	IV-12	Policy E&C 3.1 – This policy is too overarching and should be deleted.		1		1		1	1	4	
14	18	<b>Council Consideration</b>	Mark Woodson	IV-12	Policy E&C 3.4 – This policy is too overarching and should be deleted.		1		1		1	1	4	
15	20	<b>Council Consideration</b>	Mark Woodson	IV-12	Policy E&C 4.1 – As an undertaking, this might be unrealistic and could be very costly. Consider deleting.		1		1		1	1	4	
16	21	<b>Council Consideration</b>	Mark Woodson/ Jeff Oravitz	IV-12	Policy E&C 4.2 – change the word "minimize" to "reduce" – for a more realistic goal. JO - "Policy E&C.4.2 (climate change and water resources"		1		1		1	1	4	
17	22	<b>Council Consideration</b>	Mark Woodson	IV – 13	Policy E&C 5.3 – Eliminate this policy. We already do this and it looks awkward to note otherwise. [Refer to attached suggested P&Z preamble language]		1		1		1	1	4	

Flagstaff Regional Plan 2030 Council Parking Lot - Final Ranked Priorities for December 6, 2013 Retreat													
Item #	Orig. Item	Status	Source	Page #	Comment	Council Priority							
18	23	Council Consideration	Mark Woodson	IV-15	Policy E&C 6.3 – We have to be careful with the restoration of animals and ecosystems and what the overall impact this may have on the growth and development of the region and we have included “private lands” . This needs to be given careful consideration.		1		1		1	1	4
19	24	Council Consideration	Mark Woodson	IV-15	Policy E&C 6.4 – This might be more appropriate in the broader context of the region, but not realistic within the City limits or the scope of the plan area.		1		1		1	1	4
20	25	Council Consideration	Mark Woodson/ Coral Evans	IV-15	Policy E&C 6.6 – Remove the specific reference to 4FRI. While we are still working to make sure that 4FRI happens, it will be out of date at some point and time.		1		1		1	1	4
21	26	Council Consideration	Mark Woodson	IV-15	Policy E&C 6.7 – Remove the word “environmental” and the overall policy will be broadened.		1		1		1	1	4
22	28	Council Consideration	Mark Woodson	IV-15	Policy E&C 6.9 – Delete this policy and leave this activity to State and Federal agencies for guidelines. We don't need to add another layer.		1		1		1	1	4
23	29	Council Consideration	Mark Woodson	IV-16	Policy E&C 7.2 – Delete the word “all”.		1		1		1	1	4
24	27	Council Consideration	Mark Woodson	IV-15	Policy E&C 6.8 – We should reconsider including and encouraging “edible” species in our urban landscaping.		1		1		1		3
25	10	Council Decision Point	Jeff Oravitz	IV-10	Do not want to discourage the use of wood burning stoves		1				1	1	3
26	12	Council Decision Point	Jeff Oravitz	IV-13	Text addressing non-conforming lighting. Is there a proposition 207 issue?		1				1	1	3
27	20	Council Consideration	P&Z Commission	IV-9	<b>Add</b> the following sentence to the Importance paragraph of the <i>Wildlife Linkages</i> section: "Of particular importance are the corridors west of Flagstaff linking the San Francisco Peaks with the Rim." This change is suggested because wildlife corridors have been largely compromised, thus making the existing corridors critical.	1			1				2
28	23	Council Consideration	P&Z Commission	IV-12	Policy E&C.2.1. "Promote programs and incentives for the reduction of fossil fuel..." If the City has an ordinance, then it would <b>state</b> , " <u>continue to effect the reduction of fossil fuel through these existing programs.</u> " MW - "N - but my book reads differently"	1			1				2
29	11	Council Decision Point	Jeff Oravitz	IV-12	Last paragraph before goals and policies confirms that everyone wants to live in a compact community when that is not the case. <b>Suggested Edit:</b> "For the purposes of the <i>Flagstaff Regional Plan</i> , <del>if how</del> we develop land and transition to compact development and walkable communities <del>this could will</del> have the biggest impact on our reduction of greenhouse gas emissions and mitigating climate change through local action."		1		1				2
30	8	Council Discussion Item	Jeff Oravitz	IV-12	Policies E&C.3.2 (climate change impacts) and		1						1
31	9	Council Decision Point	Jeff Oravitz	IV-8,9	Considerations for development would be best in an appendix.		1						1
32	19	Council Consideration	P&Z Commission	IV-8	Publicly submitted revision of the paragraph following <i>How to use the Natural and Cultural Environment Map</i> .								0
<b>Open Space Chapter V</b>													
1	15	Council Discussion Item	Jeff Oravitz	V-2	2nd paragraph - cause conflicts with development because of watershed issues		1						1
2	16	Council Discussion Item	Jeff Oravitz	V-4	Flag whole page - Applying an Open Space Plan, partners, members of CAC		1						1
3	18	Council Decision Point	Jeff Oravitz	V-6	Should this be in an appendix? (Tools for Open Space Planning, Acquisition, and Conservation)		1						1
4	17	Council Discussion Item	Jeff Oravitz	V-5	All goals and polices								0
			Mayor Nabours (12/3/13)	V-4	Applying and Open Space Plan, first paragraph: concern with the statement "regardless of ownership"						1		1

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<b>Water Resources Chapter VI</b>													
1	31	Council Decision Point	Mayor Nabours	VI-8	12% potable water loss - goal or policy that covers reducing water loss through leakage. MW - And overall system efficiency		1	1			1	1	4
2	32	Council Decision Point	Jeff Oravitz	VI-8	Add policy addressing identifying and developing and transportation of new water supplies			1	1		1	1	4
3	30	Council Consideration	Mark Woodson	VI-13	Policy WR 3.6 – We should change this to require any turfed areas over 1 acre to be irrigated with reclaimed water no matter who the developer of what type of development.		1		1		1	1	4
4	31	Council Consideration	Mark Woodson	VI-13	Policy WR 4.3 – While the Urban Service Boundary is our guide today, and a good one; will it continue to be the definition during the life of this document?		1		1		1	1	4
5	32	Council Consideration	Mark Woodson	VI-16	Policy WR 5.4 – Eliminate this policy. We already do this and it looks awkward to note otherwise.		1		1		1	1	4
7	36	Council Consideration	Mark Woodson	VI-19	Policy WR 6.5 - Eliminate this policy. We already do this and it looks awkward to note otherwise.		1		1		1	1	4
8	29	Council Discussion Item	Jeff Oravitz		Address water usage by pine trees - thinning in relation to water usage		1				1	1	3
9	30	Council Decision Point	Mayor Nabours	VI-16	Review Health District information on adding policy in regards to mosquito prevention/abatement. "WR.5.8 Reduce mosquito populations in residential areas by removing standing water."		1				1	1	3
10	28	Council Discussion Item	Jeff Oravitz	VI-13	WR.3.2 adjust word "favor" - what about business who bring resource or pay for resources						1	1	2
<b>Energy Chapter VII</b>													
1	42	Council Decision Point	Mayor Nabours		Policy E.2.4 rewards and encourages accessory wind energy systems - but there is a potential for neighborhood issues. How can we say no we won't allow one with this type of policy.		1		1		1	1	4
2	37	Council Consideration	Mark Woodson	VII-3	Policy E 1.5 c – including “street planting strips” in this section for promoting cost-effective, energy-efficient technologies may not be realistic when the true costs of developing and maintaining these are included in the overall efficiency equation.		1		1		1	1	4
3	38	Council Consideration	Mark Woodson	VII-3	Policy E 1.6 – end the sentence after the word “efficiency”. The rest is unnecessary and limiting.		1		1		1	1	4
4	39	Council Consideration	Mark Woodson	VII-3	Policy E 1.7 – end the sentence after the word “consumption”. The rest is unnecessary and limiting.		1		1		1	1	4
5	40	Council Consideration	Mark Woodson	VII-3	Policy E 1.8 – add ... energy systems and “alternatives” and remove “zoning and building”. Let this apply to all City Codes.		1		1		1	1	4
6	41	Council Consideration	Mark Woodson	VII-5	Policy E 2.3 – Change “Develop City and County” to “Promote”. This might encourage others, not just the City and County, to work on these programs.		1		1		1	1	4
7	42	Council Consideration	Mark Woodson	VII-5	Policy E 2.6 – Not sure if this should be in here or not as it's referring to lands outside of the Planning Area.		1		1		1	1	4
8	38	Council Discussion Item	Mark Woodson		Most policies could be broadened as the proposed edits above do							1	1
9	45	Council Consideration	P&Z Commission	VII-3	Recommend modifying on of the energy efficiency policies to highlight passive solar design and technology.	1							1
<b>Community Character Chapter VIII</b>													

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Item #	Orig. Item	Status	Source	Page #	Comment								
1	46	<b>Council Decision Point</b>	Mayor Nabours/ Mark Woodson	VIII-22	Would like a more specific goal or policy about eliminating overhead lines along important view shed points. MW - New policy possible for the City to invest in undergrounding utilities in reinvestment areas		1		1		1	1	4
2	43	<b>Council Consideration</b>	Mark Woodson	VIII-3	Goal CC 1 – Why is the word “reflect” in this sentence?		1		1		1	1	4
3	45	<b>Council Consideration</b>	Mark Woodson	VIII-3	Policy CC 1.3 – If we preserve all “forested settings”, we may severely restrict where development can occur and force it to less sustainable sites.		1		1		1	1	4
4	46	<b>Council Consideration</b>	Mark Woodson	VIII-3	Policy CC 1.5 – In Policy 1.3 we are protecting forested lands and in this policy we want to protect “Open Lands”; where then can someone develop?		1		1		1	1	4
5	47	<b>Council Consideration</b>	Mark Woodson	VIII-3	Policy CC 1.6 – What is the definition of “Cluster” and “Compact”, etc, in how we craft these policies? And the reasons to do this could also include: to reduce our development footprint, to create more sustainable development, etc.		1		1		1	1	4
6	49	<b>Council Consideration</b>	Mark Woodson	VIII-20	The second paragraph talks about the benefits of traditional neighborhood design. I'm not sure that Flagstaff has ever defined its “Traditional Neighborhood”. What appears to have been done is some other “idyllic community” is being superimposed over development and revitalization in Flagstaff to try to “create” someone else’s desired neighborhood design. Front porches and street trees have only limited use in the history of development in Flagstaff. Collector and Arterial streets are often not suitable to “TN” designs due to traffic counts, speeds and other attributes that cannot easily be changed. [City adopted TND ordinance in Nov. 2007 - incorporated into ZC]		1		1		1	1	4
7	50	<b>Council Consideration</b>	Mark Woodson	VIII-23	Policy CC 4.1 – Streetscapes also need to consider traffic safety and cost to construct and maintain.		1		1		1	1	4
8	51	<b>Council Consideration</b>	Mark Woodson See also Jeff O. - Page IX-57	VIII-23	Policy CC 4.4 – We need to be realistic about the use of the automobile. It is not going away during the time frame of this plan. To “de-emphasize” it is asking for problems with parking and other needs and uses.		1		1		1	1	4
9	52	<b>Council Consideration</b>	Mark Woodson	VIII-26	Policy CC 5.3 – Remove this policy, or at least the part that refers to “Private”. The definition of “Art” is too subjective.		1		1		1	1	4
10	54	<b>Council Consideration</b>	Mark Woodson	VIII-26	Policy CC 6.1 and 6.2 – should both be removed. These are not relevant to the Regional Plan.		1		1		1	1	4
11	4		Staff	VIII-15	Amend heritage preservation goals and policies as suggested by a North End resident. Add C.C.2.6. Expand a program to educate the owners of historic resources of the heritage value of their properties.	1	1	1	1				4
12	48	<b>Council Decision Point</b>	Coral Evans	VIII-27	Arts Box - at bottom where it says "in addition, the region is host to many diverse events and festivals, such as the annual Route 66 Festival" add Celtic, Juneteenth, Dia de Los Muertos (Day of the Dead), and Pride Festivals.		1	1					2
13	53	<b>Council Consideration</b>	P&Z Commission	VIII-26	Possibly <b>remove</b> last sentence in first paragraph: "However, without coordination, preservation, and promotion, it is possible that these activities and resources can be lost through indifference or unintended development decisions or policies."		1		1				2
14	49	<b>Council Decision Point</b>	Coral Evans	VIII-17	Sunnyside is not designated as a historic district but the map could be a good beginning for informing people about possible future designations or significant areas and their unique history								0
<b>Land Use and Growth Areas Chapter IX</b>													
1	59	<b>Council Decision Point</b>	Scott Overton	IX-46	Is this the only place to address industrial. Need more in depth information. This section is too limited. Where is future long term planning for industry (heavy and medium industrial needs.		1	1	1		1	1	5

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Item #	Orig. Item	Status	Source	Page #	Comment	Council Priority								
2	3		Staff	IX	Clearly define "downtown compared to "urban core", "central area", "commercial core", etc.	1	1	1	1	1				5
3	57	<b>Council Decision Point</b>	Jeff Oravitz/ Mark Woodson	IX-55	The plan should not prefer compact development over all other types of development but instead should support a holistic approach to land use consistent with zoning codes that allow for a variety of development options. What is "compact development"? MW - Again, the use of Compact should be reconsidered.		1		1		1	1		4
4	58	<b>Council Decision Point</b>	Jeff Oravitz	IX-57	Adequately plan for and expand auto capacity and circulation while also addressing alternative transportation and pedestrian options.		1		1		1	1		4
5	3	<b>Council Consideration</b>	Mark Woodson/ P&Z Commission	IX-11, 20, 24, 25-26	The distance used in the "pedestrian shed" should be greater; like double. While this may be a planning standard, it is too restrictive and underestimates the vitality of people in Flagstaff. Proposed new policy that addresses where density within activity centers should be concentrated: Under Applicable to All Land Uses, Goal LU3, Policy LU.3.5.; "Encourage the distribution of density within neighborhoods to relate to the access of associated activity centers and corridors, infrastructure, transportation, and natural constraints like slopes and drainages." See also Activity Centers, page IX-50 in revised land use chapter. Redefine "Activity Centers" and "Neighborhoods" using definitions from the glossary for consistency		1		1		1	1		4
6	6	<b>Council Consideration</b>	Mark Woodson	IX-17/18	Map 20 - We should include the State Land Dept recommendation to include Section 30 for future development.		1		1		1	1		4
7	7	<b>Council Consideration</b>	Mark Woodson	IX-19	Policy LU 1.2 is unnecessary		1		1		1	1		4
8	8	<b>Council Consideration</b>	Mark Woodson	IX-19	Policy LU 2.1 – remove the word "all" and end the sentence with "as necessary".		1		1		1	1		4
9	9	<b>Council Consideration</b>	Mark Woodson	IX-19	Policy LU 2.2 – Delete this policy. The list it includes just adds more potential layers of unforeseen regulation to the process.		1		1		1	1		4
10	11	<b>Council Consideration</b>	Mark Woodson	IX-19	Goal LU 3 – Can a development proposal trade some resource protection for a more compact development? We should have this in a policy to encourage the possibility.		1		1		1	1		4
11	12	<b>Council Consideration</b>	Mark Woodson	IX-20	Policy LU 3.6 – Reword to say "Encourage institutional and public buildings within a neighborhood to promote walkability."		1		1		1	1		4
12	13	<b>Council Consideration</b>	Mark Woodson	IX-20	Policy LU 4.2 – delete, it is not needed.		1		1		1	1		4
13	15	<b>Council Consideration</b>	Mark Woodson	IX-19	Policy LU 1.5 – We need to be careful as to what is allowed. Does this allow livestock and what are appropriate zoning restrictions?		1		1		1	1		4
14	16	<b>Council Consideration</b>	Mark Woodson	IX-20	Policy LU 4.4 – includes providing "cultural amenities" to meet the needs of residents. Not all residents have the same definition of what a cultural amenity is and this portion should be deleted or better defined.		1		1		1	1		4
15	18	<b>Council Consideration</b>	Mark Woodson	IX-28	Goal LU 7 and Policy LU 7.1 – delete these as they are too limiting.		1		1		1	1		4
16	19	<b>Council Consideration</b>	Mark Woodson	IX-28	Goal LU 8 – The word "increase" doesn't make sense in this context.		1		1		1	1		4
17	21	<b>Council Consideration</b>	Mark Woodson	IX-28	Policy LU 8.6 and 8.7 – combine. They say virtually the same thing.		1		1		1	1		4
18	22	<b>Council Consideration</b>	Mark Woodson	IX-28	Add a Policy that states that new development will provide adequate parking.		1		1		1	1		4
19	23	<b>Council Consideration</b>	Mark Woodson	IX-30	Goal LU 9 – replace the end of the sentence "of cultural, civics and the arts" with "for all"		1		1		1	1		4
20	24	<b>Council Consideration</b>	Mark Woodson (This edit was already included in the draft chapter presented to Council)	IX-30	Policy LU 9.7 – delete the end of the sentence that says "that are integrated into ..."		1		1		1	1		4

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21	25	Council Consideration	Mark Woodson	IX-31	Policy LU 10.9 – delete the word "downtown" from the sentence and it broadens the benefit.		1		1		1	1	4
22	26	Council Consideration	Mark Woodson	IX-31	Policy LU 10.8 – add "streets" to the list to cover all mode alternatives.		1		1		1	1	4
23	27	Council Consideration	Mark Woodson (This edit was already included in the draft chapter presented to Council)	IX-38	Policy LU 11.1 – delete the word "selected" to broaden the benefit.		1		1		1	1	4
24	29	Council Consideration	Mark Woodson	IX-47	Policy LU 14.1 – add "where appropriate" to the end of the sentence.		1		1		1	1	4
25	30	Council Consideration	Mark Woodson	IX-47	Policy LU 14.4 – add "major highways" to the list. [This is now LU 14.3]		1		1		1	1	4
26	31	Council Consideration	Mark Woodson	IX-55	Goal LU 16 – add "vehicle" to the list.		1		1		1	1	4
27	32	Council Consideration	Mark Woodson	IX-55	Policy LU 16.5 – add "vehicle" to the list.		1		1		1	1	4
28	33	Council Consideration	Mark Woodson	IX-55	Policy LU 16.9 – to the end of the sentence add "with adequate vehicle access".		1		1		1	1	4
29	34	Council Consideration	Mark Woodson	IX-64	Policy LU 18.2 – not all old neighborhood fit this criteria and they may not desire the changes noted in the list.		1		1		1	1	4
30	35	Council Consideration	Mark Woodson	IX-64	Policy LU 18.8 – this needs to be reworded to clarify that the City should stay out of private development as much as possible.		1		1		1	1	4
31	2		Staff	IX-11	Delete linear pedestrian shed	1	1	1	1				4
32	63	Council Consideration	P&Z Commission (This edit was already included in the draft chapter presented to Council)	IX-20	<b>Proposed new policy</b> that addresses where density within activity centers should be concentrated: Under <i>Applicable to All Land Uses</i> , Goal LU3, Policy LU.3.5.; <u>"Encourage the distribution of density within neighborhoods to relate to the access of associated activity centers and corridors, infrastructure, transportation, and natural constraints like slopes and drainages."</u> See also Activity Centers, page IX-50 in revised land use chapter.	1	1	1					3
33	1		Staff	IX-23	Exempt historic districts from commercial, employment-research and possibly mixed use	1		1	1				3
34	55	Council Decision Point	Coral Evans	IX-57	Nothing in this section speaks to "people". Want to see language that speaks to this important issue.		1	1					2
35	60	Council Decision Point	Coral Evans	IX-31	Need policy addressing parking in residential areas		1	1					2
36	61	Council Decision Point	Coral Evans	IX-64	Need policy dealing with gentrification and displacement of existing residences as well as a relocation policy in the housing chapter.		1	1					2
37	54	Council Decision Point	Coral Evans	IX-64	Add Policy LU.18.11. The needs of existing residents should be thoughtfully considered during the reinvestment process. MW - "Combine or incorporate with another policy"			1					1
38	56	Council Decision Point	Coral Evans	IX-57	Need a relocation policy for both this reinvestment section of land use and Housing Section. MW - "Utilize existing policies"			1					1

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39	62	Council Consideration	P&Z Commission (This edit was already included in the draft chapter presented to Council)	IX-55	The maps should be seen as a tool for setting priorities for specific parcels. A location on a map should give clues as to the appropriate priorities for that place. With that in mind, mapping should be done with a keen awareness of where potential conflicts may exist and avoid them whenever possible. The places I see, when I consider this, are places where Activity Centers overlap areas identified as having a high degree of natural resources. Specifically, I recommend relocation or rescaling of the following Activity Centers: S1, S6, S16, S17, U2. The following policy suggestion addresses concerns about Activity Center boundaries: <b>Proposed new policy</b> that addresses the boundaries of pedestrian sheds: <i>Under Activity Centers</i> , Policy.16.16.; "Actual pedestrian-shed boundaries will be established considering opportunities and constraints posed by natural resources and man-made barriers like steep slopes and floodplains, or the interstate, road networks, and existing development patterns."	1								1
40			Scott Overton (12/3/13)	IX-28	Review language from Charlotte Welch for Policy LU8.4; Develop specific plans and amend zoning, <u>except in designated historic districts</u> , as necessary for each urban neighborhood and activity center to foster desired scale and form.					1				1
<b>Transportation Chapter X</b>														
1	65	Council Discussion Item	Mayor Nabours	X-3/4	Map 25 - Reconsider A-1 by-pass Map 25 - as an alternative route to Fort Valley Road and the 89 Eastside by-pass		1	1	1			1	1	5
2	65	Council Discussion Item	Mayor Nabours	X-3/4	Map 25 - Reconsider the 89 Eastside by-pass		1	1	1			1	1	5
3	68	Council Decision Point	Scott Overton	X	Is the FMPO Mission accomplished with the regional plan? How does the County land use pattern affect the transportation network and is it as closely considered as it is in the City.	1	1	1	1				1	5
4	36	Council Consideration	Mark Woodson	X-3	We should show a western transportation corridor to connect I-40 to 180 and will the proposed acquisition of State Land on Observatory Mesa prohibit the development of this corridor in the future?		1		1			1	1	4
5	37	Council Consideration	Mark Woodson	X-5	Policy T 1.8 – should end with "and provide adequate parking".		1		1			1	1	4
6	38	Council Consideration	Mark Woodson	X-8	Policy T 3.2 – while this is a noble policy, it will be necessary to change things at a much larger, national or global, scale for this to have a real benefit.		1		1			1	1	4
7	39	Council Consideration	Mark Woodson	X-14	Policy T 6.3 = should include the discussion of clarifying "rules of the road" for bicyclists and how these will be enforced. Not just selectively.		1		1			1	1	4
8	41	Council Consideration	Mark Woodson	X-17	Goal T 7 – needs to include the need to balance the benefits and costs of these infrastructure elements with others such as streets and the need to their ongoing maintenance and safety improvements.		1		1			1	1	4
9	42	Council Consideration	Mark Woodson	X-20	Policy T8.3 – add "and maintain traffic safety".		1		1			1	1	4
10	67	Council Discussion Item	Mayor Nabours	X-3/4	Map 25 - Consider the Ponderosa Parkway-Gemini connection		1					1	1	3
11	70	Council Consideration	P&Z Commission	X-5	Policy T.1.8 is unclear, <b>delete</b> it and revise Policy T.1.1. to say, "In future development, integrate a balanced, multimodal regional transportation system."	1	1		1					3
12	73	Council Consideration	P&Z Commission	X-14	Policy T.6.4 <b>revised</b> : "Encourage bikeways and bicycle infrastructure to serve the needs of a full range of bicyclist experience levels. "	1	1		1					3
13	69	Council Consideration	P&Z Commission	X-1	Borrowing from the previous plan, this sentence is well-worded and might be <b>added</b> to the intro: "The Transportation Element of the Regional Plan can be summed up in 5 words: safety, balance, connectivity, efficiency, and diversity."	1			1					2
14	72	Council Consideration	P&Z Commission	X-13	Policy T.5.6. and the <i>Note</i> at bottom was <b>removed</b> .	1	1							2

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15	72	Council Consideration	P&Z Commission	X-13	The following was <b>added</b> to Policy T.5.7: Coordinate with NAIPTA to establish rural transit service within the region that is consistent with county land use plans, based on funding availability, cost effectiveness, location of major trip generators, distance between generators, and the needs of transit-dependent individuals <u>who can only get around via public transit, who do not own a car or cannot drive.</u>	1	1							2
16	72	Council Consideration	P&Z Commission	X-13	Also, Policy T.5.2. Rewrite as "Provide public transit centers and transit options that are effectively distributed throughout the region to increase access to public transit."	1	1							2
17	74	Council Consideration	P&Z Commission	X-11	Planned Transit Service Levels Map #26: <b>add</b> a "Standard" level of service buffer on JWP/4th from I-17 to Butler. It was omitted because NAIPTA's plan only had funding assumed to 2030 and couldn't afford the service in that area and there was no definitive calls for development at the time. The Growth Illustration Map shows future development in the area so the Transit Service Map should reflect that growth. MW - "Is this the right place to do this?"	1	1							2
18	76	Council Consideration	P&Z Commission	X-1	<b>Add</b> to the introduction: " <u>The Transportation Element of the Regional Plan can be summed up in 5 words: safety, balance, connectivity, efficiency, and diversity.</u> Because transportation right-of-way is the most heavily used and experienced public space; because network design influences whether an area can be urban, suburban or rural; and because streetscapes strongly contribute to community character, future land use patterns and transportation systems must be planned together. The primary goals of the regional transportation system are to improve the mobility of people and goods, provide choices to enhance the quality of life, provide infrastructure to support economic development, protect the natural environment and sustain public support for transportation planning efforts. In order to meet these goals, this element promotes safety; context sensitive solutions; complete streets; environmental responsibility; the integration and connectivity of transportation systems; efficient system management and operation; and improvements to existing intermodal transportation system. This chapter addresses the everyday need to move about the community.	1				1				2
19	23	Council Decision Point	Jeff Oravitz	X	Add policy "maintain existing streets to high standards"		1							1
20	24	Council Decision Point	Jeff Oravitz	X	Add policy "develop off-ramp at I-40 and Lonetree"		1							1
21	25	Council Decision Point	Jeff Oravitz	X	Add policy "develop a railroad overpass at Lonetree"		1							1
22	21	Council Discussion Item	Jeff Oravitz	X	Add policy "create a four lane corridor from Milton to Highway 180 via Butler, 4th St., Cedar & Lockett"									0
<b>Cost of Development Chapter XI</b>														
<b>Public Buildings, Services, Facilities, and Safety Chapter XII</b>														
1	82	Council Decision Point		XII-10	Policy PF2.4 - Define "Enhanced Civic Design"		1		1		1	1		4
2	44	Council Consideration	Mark Woodson	XII-6	Policy PF 1.3 – include and prioritize "historic data" in these efforts.		1		1		1	1		4
3	45	Council Consideration	Mark Woodson	XII-10	Policy PF 2.4 – add "as funding allows".		1		1		1	1		4
4	46	Council Consideration	Mark Woodson	XII-10	Policy PF 2.5 – we would hope that this is standard procedure and this policy is not necessary.		1		1		1	1		4

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5	80	Council Decision Point	Coral Evans	XII-7	Third paragraph - Insert the following text after affordability. "While many Flagstaff neighborhoods will experience change over time, existing neighborhood values and character, as well as cultural diversity, must be upheld during the redevelopment process. Efforts to stabilize certain neighborhoods during redevelopment may also be necessary." MW - "Isn't this related to XIII-7?"		1	1	1					3
6	85	Council Consideration	P&Z Commission	XII-10	Insert new statement after public Infrastructure: "Flagstaff Citizen's Cemetery, located on City-owned land on San Francisco St. currently has adequate capacity for this planning cycle. See Citizen's Cemetery master Plan, 2000. MW - "but work should be done to relocate the entrance off of NAU Campus"	1	1		1					3
<b>Neighborhoods, Housing, and Urban Conservation Chapter XIII</b>														
1	86	Council Decision Point	Coral Evans/ Mark Woodson	XIII-3	Managing our Needs - NAU needs for off-site housing need to be dealt with in a better way. Where will off-site dorms be located? Not normal apartment units. Unique living situation - address it. How will this fit into character of the neighborhood? MW - This section does not discuss the growth of NAU and how we plan to deal with it and the positive and negative impacts on the community.		1	1	1				1	4
2	89	Council Decision Point	Coral Evans	XIII-10	Add policy NH.6.3. When planning for redevelopment, the needs of existing residents should be addressed as early as possible in the redevelopment process. MW Y - but add to end of 6.1		1	1	1	1				4
3	47	Council Consideration	Mark Woodson	XIII-9	Policy NH 1.2 – this should be deleted as it asks the city to act like a community HOA.		1		1			1	1	4
4	49	Council Consideration	Mark Woodson	XIII-9	Policy NH 1.4 – remove the word "central". Not all neighborhoods are suitable to have their activity centers at the geographic center.		1		1			1	1	4
5	50	Council Consideration	Mark Woodson	XIII-9	Policy NH 1.5 – Traditional Neighborhood Design fits only a limited number of neighborhoods in Flagstaff and should not be touted as the solution to all development and redevelopment proposals. Like "Compact", "Smart Code" is not necessarily what we desire for all development and redevelopment proposals. While this may be a good option, it should not be the only allowed or required guide.		1		1			1	1	4
6	52	Council Consideration	Mark Woodson	XIII-9	Policy NH 3.2 – How do we know where it is appropriate to "promote accessory dwelling units"? Perhaps we need a Policy on this, as many people in neighborhoods might not want the problems of inadequate parking, etc.		1		1			1	1	4
7	53	Council Consideration	Mark Woodson	XIII-10	Goal NH 4 – The policies within this Goal have too much focus on rehabilitation and renovation and no balance with remove and replace.		1		1			1	1	4
8	54	Council Consideration	Mark Woodson	XIII-10	Policy NH 4.2 – This wording doesn't make sense.		1		1			1	1	4
9	55	Council Consideration	Mark Woodson	XIII-10	Policy NH 4.7 – is unnecessary.		1		1			1	1	4
10	56	Council Consideration	Mark Woodson	XIII-10	Goal NH 5 – As stated is a social program and not a housing program. This should have it's own section.		1		1			1	1	4
11	57	Council Consideration	Mark Woodson	XIII-10	Goal NH 6 – and its policies need to be reviewed as they conflict with Goal NH 4 and its policies in many ways.		1		1			1	1	4
12	87	Council Decision Point	Coral Evans	XIII-7	Need emphasis on approving neighborhood plans. LPV and 4th Street Plans		1	1						2
13	88	Council Decision Point	Coral Evans	XIII-9	Add policy NH.1.7. Prioritize the stabilization of a neighborhood's identity and maintain existing cultural diversity as new development occurs. MW - but modify another and add "as appropriate"		1	1						2

# Flagstaff Regional Plan 2030

## Council Parking Lot - Final Ranked Priorities for December 6, 2013 Retreat

Item #	Orig. Item	Status	Source	Page #	Comment	Council Priority								
<b>Economic Development Chapter XIV</b>														
1	90	Council Discussion Item	Mayor Nabours	XIV-1	Chamber of Commerce redline comments (to be considered all together) MW - But where are these? <b>See details of all Chamber of Commerce comments below</b>		1		1		1	1		4
2	58	Council Consideration	Mark Woodson	XIV-4	Policy ED 1.2 – Not sure that this can be accomplished.		1		1		1	1		4
3	59	Council Consideration	Mark Woodson	XIV-4	Policy ED 1.3 – Not sure that this is government's responsibility as this is worded.		1		1		1	1		4
4	60	Council Consideration	Mark Woodson	XIV-4	Policy ED 1.6 – This should be moved to a section on infrastructure.		1		1		1	1		4
5	61	Council Consideration	Mark Woodson	XIV-4	Policy ED 1.7 – remove the word “cultural” and broaden the impact of this policy.		1		1		1	1		4
6	62	Council Consideration	Mark Woodson	XIV-10	Policy ED 3.2 – the list is of new efforts in tourism and doesn't include the types of tourism we already work to attract.		1		1		1	1		4
7	63	Council Consideration	Mark Woodson	XIV-10	Policy ED 3.9 – add “or plan for their relocation or redevelopment”.		1		1		1	1		4
8	64	Council Consideration	Mark Woodson	XIV-10	Policy ED 3.10 – again, should be in a section on Infrastructure.		1		1		1	1		4
9	65	Council Consideration	Mark Woodson	XIV-11	Policy ED 4.6 – reword so that this does not imply that the development will be done by the government. We need to stay out of that business.		1		1		1	1		4
10	66	Council Consideration	Mark Woodson	XIV-11	Policy ED 4.8 – add “in balance with community needs”.		1		1		1	1		4
11	67	Council Consideration	Mark Woodson	XIV-11	Question – where in this plan do we address the needs of the workers who already live here and want to do better?		1		1		1	1		4
12	28	Council Decision Point	Jeff Oravitz	XIV	Need to encourage broad and diverse job creation and not be so specific		1		1		1	1		4
13	29	Council Decision Point	Jeff Oravitz	XIV	Need more about business retention and attraction - on the private side too		1		1		1	1		4
14	98	Council Decision Point	Karla Brewster	XIV	More information is needed about the direct correlation of NAU and CCC students to the Flagstaff economy				1		1	1		3
15	91	Council Decision Point	Coral Evans	XIV-1	Item #2 should include gentrification/displacement/relocation - needs to be addressed in this section		1	1						2
16	93	Council Decision Point	Coral Evans	XIV	There are no specific goals or policies that address tourism - should be it's own section MW " - should be a subset of this section"		1	1						2
17	100	Council Decision Point	Coral Evans	XIV	Flagstaff Cultural Partners has studied the impacts of arts and cultural tourism on the economy. MW - "and ...?"			1	1					2
18	89	Council Discussion Item	Coral Evans	XIV-12	ED.5.3. leverage of assets. Need a list of the policies that talk about preservation of these assets.			1						1
19	94	Council Decision Point	Coral Evans	XIV	Not enough specific information about economic trade between the City and the many sovereign nations who surround us			1						1
20	95	Council Decision Point	Coral Evans	XIV-9	More information needs to be provided under FUSD, NAU, SEDI, ECONA & City MW - "or less, Again the problem with lists."			1						1
21	92	Council Decision Point	Coral Evans	XIV-1	Item #3 what is our community's image and how are we defining it?									0
22			Flagstaff Chamber of Commerce	XIV-1	The region's economy, while independent, also influences and is influenced by the greater context of the global community. By continuing to be adaptable to the global economy and supportive with strategic investments supportive with targeted investments in economic development, the region will be able to increase business diversity and opportunities, supply local needs, increase exports, and build a broad tax base. Understanding that the purpose of economic development is to improve overall community prosperity, the region's residents and businesses support collaborative economic development activities resulting in balanced growth.									4

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Item #	Orig. Item	Status	Source	Page #	Comment	Council Priority													
23			Flagstaff Chamber of Commerce	XIV-1	<p>This chapter focuses on the encouragement of private investment: <del>This chapter focuses on three priority areas of public investment:</del></p> <p>1. <del>Educational Partnerships</del> Maintaining and expanding infrastructure to support and promote economic development.</p> <p>2. <del>Balanced and diverse industries</del> Concentrating development for higher efficiencies.</p> <p>3. <del>Responsive government attuned to the need of job creation and retention.</del> Maintaining and enhancing our community's image.</p>									4					
																4			
																		4	
																			4
24			Flagstaff Chamber of Commerce	XIV-1	"Our Vision for the Future: In 2030, the Flagstaff region enjoys a robust and resilient economy that is concurrently independent and globally connected. The region invests in education, workforce training, and job creation" - <i>This makes no mention of promoting growth.</i>									4					
25			Flagstaff Chamber of Commerce	XIV-2	In Helpful Terms box: "Community Vitality" refers to the overall well-being of residents, and the economic strength of the region. The "livability index" is a means to quantitatively measure "quality of life" in a particular city. The number is based upon various factors, such as average wage, cost of living, pollution, social services, cultural opportunities, <u>job growth</u> , and diversity.									4					
26			Flagstaff Chamber of Commerce	XIV-2	Flagstaff is home to a highly educated population, which presents the potential for increased <u>business diversity and wage growth</u> <del>wages</del> as time goes on.									4					
27			Flagstaff Chamber of Commerce	XIV-3	Due to its geographically remote location, the region requires economic security and self sufficiency in the way of a responsive education system to effectively train a workforce for future needs, industrial land served by infrastructure, efficient communication and high-speed internet, a culture of healthy idea- exchange, <del>accessible</del> <u>affordable</u> housing options, efficient transportation, and protection of the existing high quality of life									4					
28			Flagstaff Chamber of Commerce	XIV-3	Add a section on tourism industry in the Flagstaff region with goals and policies.. <b>See attachment</b>									4					
			<b>Inadvertently omitted from Parking Lot</b>		Add a section on the airport with goals and policies. <b>See attachment</b>									4					
29			Flagstaff Chamber of Commerce	XIV-4	A responsive government is one that goes beyond providing basic services; it understands the <b>community vision</b> (- Which is what?) and develops policies and procedures to create a healthy and sustainable business environment. Good government processes lead to transparency and consistent decision making. This is attractive to the businesses of tomorrow looking for a particular quality of life and a predictable business environment. Governing agencies can collaborate with regional economic development partners and use available economic development tools to identify ways to advance <u>Strategic targeted</u> investments in infrastructure, encourage private investment, create jobs, and <u>encourage</u> <del>ensure better planned</del> new development. This leads to overall increased community prosperity and <u>economic vitality</u> .									4					

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Item #	Orig. Item	Status	Source	Page #	Comment								
30			Flagstaff Chamber of Commerce	XIV-5	Flagstaff boasts a highly educated population (based on 2010 Census data, 39.4 percent of residents hold university degrees, compared to the national average of 24.4 percent). In addition, workforce training is a priority. <del>Since our future workforce will focus on research/development and innovative thinking,</del> regional efforts for education and training should provide for the full range of jobs, including all service industries, high-tech industries, manufacturing, customer service, innovative thinking, and creative problem-solving <u>and entrepreneurship</u> . A high-quality labor force is essential in attracting a new business, as it is a primary factor in determining a new business location as well as a local business' ability to expand. A well-trained, well-compensated, and diversified labor force contributes to a healthy local economy and positive community image.								4
31			Flagstaff Chamber of Commerce	XIV-5	The purpose of this chart is very unclear. Flagstaff cannot arbitrarily declare that someone in a particular profession should be paid a certain wage compared to another city. Remove average wage information.								4
32			Flagstaff Chamber of Commerce	XIV-6	In City of Flagstaff Public Schools table: No mention of student-to-teacher ratios.								4
33			Flagstaff Chamber of Commerce	XIV-6	Why is there no listing of the private and charter schools? They still significantly contribute to education in the city and could be an attractive option for families and businesses looking to move here.								4
34			Flagstaff Chamber of Commerce	XIV-7	Higher Education: This list should include the private higher education schools like College America.								4
35			Flagstaff Chamber of Commerce	XIV-7	Why is there no mention of the first-rate programs offered at NAU that can be directly related to the types of jobs that would be available in Flagstaff for a recent grad?								4
36			Flagstaff Chamber of Commerce	XIV-7	"The college currently supports a commuting student population and is not intended to become a residential facility or to develop athletic programs." - <i>What is the point of mentioning this?</i>								4
37			Flagstaff Chamber of Commerce	XIV-7	As quality employers and employees demand high-quality K-12 / pre-school through university education for their children and future workforce, the region's educational institutions are incorporating the Science, Technology, Engineering and Mathematics (STEM) Initiative, making Flagstaff America's first self-appointed STEM city, <u>an initiative that is supported by the community.</u>								4
38			Flagstaff Chamber of Commerce	XIV-7	Policy ED.2.2. Support collaborative workforce training efforts by Coconino Community College, Northern Arizona University, <u>High School</u> , and regional economic development partners.								4
39			Flagstaff Chamber of Commerce	XIV-9	In workforce training table, add Goodwill of Northern Arizona. County to appoint as a "one stop shop" for workforce development.								4
40			Flagstaff Chamber of Commerce	XIV-9	In workforce training table, "ECoNA: Facilitator among workforce development entities." - <i>Expand further, this seems awfully thin for what ECoNA does.</i>								4

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Item #	Orig. Item	Status	Source	Page #	Comment	Council Priority								
41			Flagstaff Chamber of Commerce	XIV-10	There needs to be greater recognition of the robust tourism industry here in Flagstaff. List some of the bigger sectors of the tourism industry; <u>Little America, Marriott, Snowbowl, Pulliam Airport; Add Health Care: Flagstaff Medical Center, North Country; Research: Lowell Observatory; Remove BNSF.</u>									4
42			Flagstaff Chamber of Commerce	XIV-10	Policy ED.3.3. Strengthen the arts, culture and education sectors as important economic drivers in the community. Policy ED.3.4. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors. - <b>Move ED.3.3 and ED.3.4</b>									4
43			Flagstaff Chamber of Commerce	XIV-10	Policy ED.3.9. Protect existing business and industrial areas from encroachment and allow for their expansion. - <b>Does this prevent someone from moving to Flagstaff or being 'home grown?'</b>									4
44			Flagstaff Chamber of Commerce	XIV-11	The Flagstaff region emphasizes a diverse local economy, welcoming all industry sectors to help create a strong economic base. Strategic recruitment of <del>targeted</del> industry sectors will expand and diversify the economic base, benefiting the community as a whole. Economic development <del>partners will work</del> partners are encouraged to work together to develop and manage a strong, singular marketing message. Public private partnerships are needed to invest in the necessary infrastructure. Attraction efforts should focus on high-skill, high-wage and <del>low-impact</del> jobs as evidenced in Flagstaff's current growth sectors and emerging technologies.									4
45			Flagstaff Chamber of Commerce	XIV-11	Replace picture, it doesn't really seem to fit with business attraction.									4
46			Flagstaff Chamber of Commerce	XIV-12	There is no mention of how we are spending public funds to attract businesses in the Business Attraction Goals & Policies									4
47			Flagstaff Chamber of Commerce	XIV-12	Goal ED.4. Support efforts to recruit <u>diverse</u> new businesses and <u>diverse</u> industries <del>compatible with the region.</del>									4
48			Flagstaff Chamber of Commerce	XIV-12	Policy ED.4.7. Prioritize attraction of companies that contribute to low-impact and livable wage jobs. - <b>This should just be ALL companies</b>									4
49			Flagstaff Chamber of Commerce	XIV-13	Replace picture, Flagstaff doesn't have a rodeo anymore									4
50			Flagstaff Chamber of Commerce	XIV-13	Policy ED.5.2. Coordinate <del>and manage</del> community branding to effectively position the region for global marketing. - <b>The city "managing" its brand could have the unintended consequence of discouraging particular sectors in the global marketplace from doing business in/with Flagstaff</b>									4
Recreation Chapter XV														
Implementation														
1	104		Mayor Nabours	APP D	Annual report does not need to be this detailed. What has worked, what may need to be amended?		1			1	1	1		4

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Item #	Orig. Item	Status	Source	Page #	Comment								
<b>General - not chapter specific</b>													
1	1	Council Consideration	Mark Woodson	TOC	Why do each of the 3 major sections mention the "Environment" and not the "People" or the "Place"		1	1	1			1	4
2	69	Council Consideration	Mark Woodson	General	We should add a statement for the entire document to say something to the effect that "Goals and Policies presented in this document do not override the community's ability or inability to fund the recommended actions."		1		1		1	1	4
3	1	Council Discussion Item	Jeff Oravitz		Simplify and streamline the plan. Concern with the complexity of the Plan and its contradictory nature.		1		1			1	3
4	27	Council Discussion Item	Jeff Oravitz		Plan Vote Date [Scheduled for discussion on December 17th]		1						1
<b>Clerical and Technical Edits - Text and Maps</b>													
1	36	Council Consideration	P&Z Commission	VI-8	Define the term "Grey Water." - <b>Put in glossary</b>	1	1	1	1		1	1	6
2			Mayor Nabours	III-4	Amend pyramid to reflect moving strategies from Appendix B to a separate document						1		1
3	11	Preamble	P&Z Commission	III-1	Somewhere we should discuss the FMPO, what it really is, is it elected officials or appointed? City and County representation, etc. - <b>Add to Glossary</b>	1	1	1	1				4
4	2	Preamble	Coral Evans	II-2	Last paragraph under "Where We've Been" needs to accurately reflect the diverse population who helped build this town.		1	1	1				3
5	9	Council Consideration	P&Z Commission	II-5	<b>Provide</b> date for Map #4.	1		1	1		1	1	5
6	9	Council Consideration	Mark Woodson	I-4	The 1 <sup>st</sup> bullet of the last section should include "a mandate for or against development".		1		1		1	1	4
7	19	Council Consideration	Mark Woodson	IV-12	Goal E&C 4 – reword to say "Integrate [delete 'the best'] available science into [delete 'all'] policies governing ..."		1		1		1	1	4
8	34	Council Decision Point	Jeff Oravitz	VI-13	WR.3.4 where appropriate "and practical"		1		1		1	1	4
9	37	Council Consideration	P&Z Commission	VI-18	Stormwater Facilities Map: <b>Define</b> dashed line (city limits)	1	1				1	1	4
10	34	Council Consideration	Mark Woodson	VI-19	Policy WR 6.1 – Remove the word "closely".		1		1		1	1	4
11	35	Council Consideration	Mark Woodson	VI-19	Policy WR 6.2 – Remove the word "increasing".		1		1		1	1	4
12	44	Council Consideration	Mark Woodson	VIII-3	Policy CC 1.1 – Remove the word "large" from the end of the sentence. It is important to consider preserving any stand of Ponderosa – if it is healthy and suitable.		1		1		1	1	4
13	48	Council Consideration	Mark Woodson	VIII-4	We should mention here that Transportation has its own Chapter 10		1		1		1	1	4
14	2	Council Consideration	Mark Woodson	IX-1	In the bottom box under "our Vision...", the word "Image" at the end of the first sentence doesn't make sense.		1		1		1	1	4
15	4	Council Consideration	Mark Woodson	IX-5	The 2 <sup>nd</sup> paragraph should be restated to say "Future trends foresee a <u>greater emphasis on</u> smaller houses, ..." so that we are not requiring only the housing types listed.		1		1		1	1	4
16	20	Council Consideration	Mark Woodson	IX-28	Policy LU 8.4 – delete "each urban" and change to neighborhoods... (plural)		1		1		1	1	4
17	40	Council Consideration	Mark Woodson	X-14	Policy T 6.6 – delete the word "Fully" from the start of the sentence.		1		1		1	1	4
18	43	Council Consideration	Mark Woodson	XII-6	Policy PF 1.2 – add "Allocate <u>available</u> public resources ..."		1		1		1	1	4
19	96	Council Decision Point	Mayor Nabours	XIV-8,9	Too many acronyms on table		1		1		1	1	4
20	68	Council Consideration	Mark Woodson	XV-6	Goal on this page is a misprint.		1		1		1	1	4
21	4	Council Decision Point	Celia Barotz	I-4	Include definition of Ordinance, and what happens when policies conflict <b>Add to Glossary</b> "Zoning Ordinance: A set of legally binding provisions adopted by the City Council to govern zoning. The Zoning Ordinance is used to implement the goals, objectives, and policies of the regional plan."	1		1			1		3
22	33	Council Decision Point	Jeff Oravitz	VI-13	Water Demand should also address new supplies		1		1			1	3

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Item #	Orig. Item	Status	Source	Page #	Comment								
23	35	Council Decision Point	Jeff Oravitz	VI-16	WR.5.2 add "when practical"		1		1			1	3
24	97	Council Decision Point	Mayor Nabours	XIV-6	Why list only public schools and not charter schools.				1		1	1	3
25	71	Council Consideration	P&Z Commission	X-6	Tables are confusing to read and hard to interpret. The symbols for the table are to be <b>labeled</b> , "High Priority, Medium Priority, and Low Priority" and accompanying text reorganized so that it better relates to the table.	1	1						2
26	83	Council Consideration	P&Z Commission	XII-8	Include citation in the Cinder Lake Landfill paragraph: "...In March 1999 the City purchased the landfill property (175 acres) plus an additional 168 acres from the U.S. Forest Service. According to the City's Solid Waste section, the landfill is expected to have a useful life of approximately 40 years..."	1			1				2
27	101	Council Decision Point	Coral Evans	XV-2	Under Community Partnerships - add the two Diamondback ballparks and Theatrikos building. Note: Theatrikos is mentioned in Community Character, Arts, Science and Education.		1	1					2
28	102	Council Decision Point	Coral Evans		Spell 'Murdoch' correctly	1		1					2
29	30		Jeff Oravitz	App B	Where should these strategies go? [Staff - Decision to move them to a separate document? Check]		1						1
30	50	Council Decision Point	Coral Evans	VIII-27	Education Resources Box - we do not mention the private higher education institutions, also include the Joe Montoya Senior Center to the list of various neighborhood centers			1					1
31	5	Preamble	Mark Woodson	IX-5	The paragraph on "Growth Areas" should end with "that housing has generally followed retail development but sometimes the reverse occurs".		1		1		1	1	4
32	77	Council Consideration	P&Z Commission	X-3	Road Network illustration Map #25 - a.) <b>Connect</b> Lockett Rd to 66 b.) <b>Add</b> two Existing Interchange symbols at Flagstaff Ranch exit and the airport exit. MW - "OK"	1							1
33	81	Council Decision Point	Mayor Nabours	XII-10	Policy PF2.1 and 2.2 - cross-reference with "Cost of Development"		1						1
34	99	Council Decision Point	Coral Evans	XIV	There are a number of private colleges as well			1					1
35	75	Council Consideration	P&Z Commission	X-15	FUTS Map #27: need to <b>add</b> planned trail systems. MW - "Aren't these already shown. And should the difference between existing and planned be noted, or is that better handled elsewhere." [All proposed FUTS will be added - inadvertently omitted]								0
36	22	Council Decision Point	Jeff Oravitz	XI-3	Policy CD.1.5 missing word "rough"								0
37	53	Council Consideration	Mark Woodson	VIII-26	Policy CC 5.5 – This should be in a section for Economic Development		1		1		1	1	4
38	84	Council Consideration	P&Z Commission	XII-9	Include language about the reduction of waste volume and extending the life of the landfill.	1							1
<b>Preamble Items - Addressed in Proposed Prefatory Language</b>													
1	6	Preamble	Mayor Nabours		Need a preface for the whole document similar to the note on Maps 7 & 8 stating that any word or phrase is not intended to become a rule.		1		1			1	3
2	7	Preamble	Mark Woodson		Use of the word "all" is mandatory		1		1			1	3
3	6	Preamble	Jeff Oravitz		Remove definitive language throughout document. Guide with suggestions.		1		1			1	3
4	4	Preamble	Jeff Oravitz	I-4	Purpose of the Regional Plan		1		1				2
5	5	Preamble	Jeff Oravitz		Clearly define if this is a policy document and what that means of if this is a guidebook and what that means.		1		1				2
6	7	Preamble	Jeff Oravitz		Visions need to include the protection of private property rights		1		1				2
7	13	Preamble	Jeff Oravitz	IV-15	Policy E&C.6.5 (preserving wetlands) has a property rights issues. What is inappropriate development?		1						1
8	14	Preamble	Jeff Oravitz	IV-19	policy E&C.10.3. - language too definitive		1						1
9	19	Preamble	Jeff Oravitz	V-1	Open Space Vision for the Future needs to be reviewed for property rights		1						1
10	33	Preamble	Mark Woodson	VI-16	Policy WR 5.5 – Change the word "require" to "encourage" in the 2 <sup>nd</sup> sentence.		1		1		1	1	4

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Item #	Orig. Item	Status	Source	Page #	Comment								
11	44	Preamble	Mayor Nabours		A preface could be developed that states that words like develop and promote are not directions to take a particular action. [This has already been completed]		1		1			1	3
12	43	Preamble	Mayor Nabours	VII-3	Policy E.1.6, E.1.8, E.1.9 the language is too definitive - says we will do these things- not maybe		1		1			1	3
13	20	Preamble	Jeff Oravitz	VII-3	Policies E.1.6 - 1.9 change the language from develop/support/incorporate to encourage/consider		1		1				2
14	52	Preamble	P&Z Commission/ Mayor Nabours	VIII-23	Policy CC.3.1. "Encourage" instead of "Require"	1	1		1				3
15	10	Preamble	Mark Woodson	IX-19	Policy LU 3.1 – change “confine” to “encourage”.		1		1		1	1	4
16	14	Preamble	Mark Woodson	IX-20	Policy LU 4.3 – change “provide” to “encourage”.		1		1		1	1	4
17	28	Preamble	Mark Woodson	IX-47	Policy LU 13.5 – delete as this is a private property issue.		1		1		1	1	4
18	26	Preamble	Jeff Oravitz	XII-10	Policy PF2.2 - do not use "Require"		1		1				2

Submitted from the Planning & Zoning Commission as a recommendation:

As none of the policies mention ordinances or programs that already exist within the City, it could be construed by the reader that the City is deficient in certain areas. **The proposed following statement acknowledges existing programs the City has in place that can supplement the new Plan's policies. It may function well as an introductory statement to a new Appendix B - Comprehensive List of Goals and Policies** (Assumes all strategies have been moved to a separate document):

"This appendix is a comprehensive list of all the goals and policies included in the Flagstaff Regional Plan. As noted previously in the Introduction, these goals and policies support the community's vision for Flagstaff and its region. They are, therefore, a statement or reflection of future intent and achievement (goals) supported by deliberate statements on how to achieve the goals and guide decisions (policies). 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."

## Flagstaff Pulliam Airport

The Pulliam Airport is located on 795 acres on the southwest side of the City, just off I-17 with a traffic interchange, at an elevation of 7,011 feet above sea level. The airport was constructed in 1949 on United States Forest Service land deeded to the City through the Federal Airport Act. The federal government structured the land deed around the airport to support sustainable revenue streams, which are to support airport facilities and operations. Thus, land leasing and appropriate land use are important elements to future planning efforts for an Airport Business Park. An existing Pulliam Airport Masterplan governs the operations of the airport, with federal airport regulations and guidelines for airport expansion and growth. An Airport Business Park Plan (as an Activity Center) would guide and encourage appropriate use, infrastructure for business growth, and gateway opportunities outside of and around the actual airport land. The land currently surrounding the airport - which is not federal forest land - is currently zoned for industrial uses, and could support approximately 11 million square feet of commercial/business development, yet lacks the infrastructure (road, water, sewer, power and data) to support that growth. As a first step, APS is building a new substation in 2014.

### PULLIAM AIRPORT GOALS AND POLICIES

**Goal ED. 5. The Pulliam Airport will continue to serve the Northern Arizona region for air transportation, multi-modal connectivity and business growth potential.**

Policy ED.5.1. Develop an Airport Business Park Specific Plan, outlining potential for connectivity, business and light industrial growth, and gateway opportunities.

Policy ED.5.2. Provide a clear process for becoming a business park leasee.



## Tourism

Flagstaff prospers from its proximity to all the cultural and natural wonders of our region, including national parks, Route 66, Ponderosa pine forest, and tribal lands. These factors have led to healthy growth in our economy, with over four million visitors coming through Flagstaff each year. This visitation has created over 390 million visitors coming through Flagstaff each year. It is in our shared interest to increase tourism by offering a wider range of activities and attractions, along with the necessary amenities to support them. Expanding opportunities in eco-tourism, adventure-tourism, and heritage-tourism have great potential to increase the existing visitor base. Northern Arizona's extensive trail systems and high altitude are prime conditions for hosting special athletic events and establishing athletic training facilities for both domestic and international athletes. Furthermore, continued development of seasonal recreation activities strengthens year-round visitation to the Flagstaff area. Our Dark Sky designation is another unique attraction with possibilities for educational- and science-based tourism activities. Continued efforts to evolve downtown amenities, special events programming, area attractions, and access among different modes of travel will contribute to a heightened travel experience, resulting in greater economic prosperity for Flagstaff and the region.

### TOURISM GOALS AND POLICIES

**Goal ED. 6. Tourism will continue to provide a year-round revenue source for the community, while expanding specialized tourist resources and activities.**

Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, with heritage-, eco-, and adventure-tourism.

Policy ED.6.2. Encourage cultural tourism with the advancement of heritage sites and special events.

Policy ED.6.3. Develop a business plan for an annual Native American Pow-Wow.

Policy ED.6.4. Develop a business plan for an annual regional rodeo.

Policy ED.6.5. Continue to advance high-altitude athletic training and "extreme sport" events and programs.

Policy ED.6.6. Encourage business education about the importance of tourism and its positive impacts on our region.

