

## **WORK SESSION AGENDA**

**CITY COUNCIL WORK SESSION  
TUESDAY  
MAY 10, 2022**

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

**All City Council Meetings are live streamed on the city's website  
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)**

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

**Verbal public comments may be given through a virtual public comment platform or in-person**

**If you want to provide a verbal comment during the Council Meeting, use the link below to join the virtual public comment room.**

### **VIRTUAL PUBLIC COMMENT WAITING ROOM**

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

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#### **1. Call to Order**

#### **NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION**

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

#### **2. ROLL CALL**

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

MAYOR DEASY  
VICE MAYOR SWEET  
COUNCILMEMBER ASLAN  
COUNCILMEMBER HOUSE

COUNCILMEMBER MCCARTHY  
COUNCILMEMBER SALAS  
COUNCILMEMBER SHIMONI

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

#### **MISSION STATEMENT**

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

## LAND ACKNOWLEDGEMENT

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

### **4. Public Participation**

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

### **5. Review of Draft Agenda for the May 17, 2022 City Council Meeting**

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

### **6. City Manager Report**

Information Only

The report will be provided to the City Council prior to the meeting.

### **7. Northern Arizona University Update**

NAU President José Luis Cruz Rivera will provide an update to the City Council

### **8. Presentation and Discussion on Development Listening Tour**

The item is for discussion only, no action is requested.

### **9. Carbon Neutrality Plan (CNP) Quarterly Update**

This is an informational update for the City Council and Flagstaff community.

### **10. Public Participation**

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

**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 \_\_\_\_\_, 2022.

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

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacy Saltzburg, City Clerk  
**Date:** 05/05/2022  
**Meeting Date:** 05/10/2022



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**TITLE:**

**City Manager Report**

**DESIRED OUTCOME:**

Information Only

The report will be provided to the City Council prior to the meeting.

**EXECUTIVE SUMMARY:**

These reports will be included in the City Council packet for regularly scheduled Council meetings, excluding Work Session meetings. The reports are intended to be informational, covering miscellaneous events and topics involving the City organization.

**INFORMATION:**

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**Attachments:** City Manager Report



# City Manager's Report

May 5, 2022

Council and Colleagues, greetings. These reports will be included in the City Council packet for regularly scheduled Work Sessions. The reports are intended to be informational, covering miscellaneous events and topics involving the City organization. This report will be supplemented with the Quarterly Update re Boards and Commissions.

## **Fire Department**

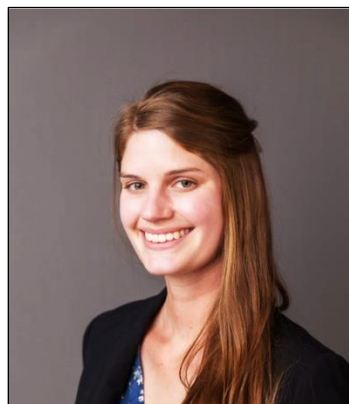
- Flagstaff Fire Department held 18 Firefighter interviews and completed Engineer testing.
- Fire Department personnel joined first graders at Knoles Elementary for a public education session and had multiple community members join them for a ride-along. Fun stuff!
- Not to be outdone by the kids from Knoles, our Dispatch personnel also joined the FFD for a ride-along.

## **HR & RM Stuff**

- With much gratitude, we will be bringing in Brad Hill as an Interim Director, part-time, while we endeavor to conduct a recruitment search for our Water Services Director. We will also be filling some vacancies within the Division at the Operations Management level with temporary promotions, all in effort to solidify our leadership with Andy Bertlesen's departure at the end of May.
- Procurement has been leading a diligent charge to solicit one or more professional recruiters to help us fill positions at leadership and executive levels, and perhaps other vacancies. We have scored the submittals and will be conducting interviews this week, with the full intent of moving expeditiously in this important pursuit. Stay tuned.
- Open enrollment has begun for City employees, so the HR & RM team is busy answering benefit questions and ensuring employees know how to make any changes to their benefit selections. Thank you to the HR & RM team!
- Risk Management personnel are working on the renewal of the City's insurance policies for next fiscal year.

### **Public Affairs Director**

Congratulations to Sarah Langley, who has been promoted to the Public Affairs Director position after serving in an interim capacity for the past nine months. Sarah started with the City in 2019 as a Management Analyst and loves the fast-paced and dynamic environment of the public affairs section. She has a master's degree in public administration from NAU and came to the City after several years in the academic sector.



### **Citizen Bond Committee**

The past two meetings have been largely in-person, with much appreciation to the PROSE Team for accommodating us at the Aquaplex. The meetings have also been facilitated, as the Committee is deep into its deliberative process to identify priorities for projects and programs to be recommended to the City Council.

We are extremely grateful to the Committee members for their steadfast dedication and hard work. The recommendations coming to Council should occur in early June. Stay tuned.

### **Police Department**

- Department employees participated in a mandatory training on the Seven Principles of Policing – best practices taught by AZPOST.
- Police personnel joined the Boys and Girls Club in celebration of the Youth of the Year awards. This involvement is especially appreciated and big props to those who were involved.
- FPD hosted “Coffee with a Cop” at the Peaks Senior Living Center and Warner’s Nursery Dottie’s Coffee Shop. I cannot speak to the quality of coffee at the Peaks, but have found Dottie’s Coffee Shop to be the real deal (not an endorsement).
- FPD and Sustainability staff hosted a drug drop and shred-a-thon at the Flagstaff Police Department.
- The bomb team provide an interactive display and presentation at the STEM celebration at Ft Tuthill.
- Another scary story with good outcome:

Sgt. Grant Kelly was on patrol near the Murdoch Center when he was approached by a citizen whose husband had confronted a suspect who had broken into their neighbor’s vehicle. The suspect fled and Sgt Kelly pursued. Sgt Kelly recognized the suspect from a department bulletin advising of multiple thefts and burglaries and armed and dangerous. The suspect stopped running and reached into his backpack for what was believed to be a firearm. When Sgt Kelly commanded the suspect drop the gun, the suspect began running again and barricaded himself inside of a southside residence.

With the assistance of SWAT resources, the suspect was taken safely into custody within an hour. The backpack was recovered and contained a stolen pistol among other items.

Sgt Kelly's experience, tactics, and leadership likely prevented a critical incident from occurring on this day. The quick work also likely brought to closure a multitude of burglary cases and an arrest of a dangerous suspect. Well done, Sgt Grant Kelly!

## **PROSE**

- If you didn't make the April 30<sup>th</sup> design charette for Thorpe Park Annex there is still another opportunity on June 11<sup>th</sup>, so save the date.
- Parks staff are busy repairing irrigation and turf maintenance to get the green spaces ready within City parks and athletic fields.
- The Open Space team worked with the Fire Department and Parks to align closures within the same restriction tier so messaging is more clear to the public.
- Joe C Montoya has some new floor coverings – thanks to the Recreation team for ensuring this improvement occurred with ease (see image).
- Hal Jensen staff and the transition school students worked together to pick up litter around the recreation center in celebration of Earth Day (see image).
- Flagstaff Junior Academy third and fourth grades classes joined Open Space personnel to learn about invasive weeds in Picture Canyon. Thanks to the students for working hard through the blustery day that started out in hail! (see image)



## **Public Works**

- Signs and marking crew members are working on painting refresh of red curbs.
- Streets partnered with Traffic Engineering to install a temporary traffic circle on University and Majestic Road.
- The concrete team continues to work with BNSF on the Fanning crossing concrete rebuild and refresh.
- Thank you to Todd Hanson and Landfill staff for the weekend response to support the Tunnel Fire clean up. Very much appreciated.
- John Schrade will be retiring from Facilities this week – congratulation to John!
- The Facilities maintenance team has completed over 20 work orders in 12 different buildings through the City – thank you for your continued hard work while we are short-staffed!
- There is great forward movement in filling some of the Landfill vacancies, including the Lead worker, HPC Environmental Specialist, and Administrative Specialist.
- Public Works staff will be joining the 2022 Community STEM celebration event at Ft Tuthill to share information about employment opportunities.



## **ADEQ Inspection**

The Arizona Department of Environmental Quality (ADEQ) conducted an inspection of the Arizona Snowbowl on Friday, April 22, 2022. The inspection was conducted just after the inspection of the Rio de Flag Water Reclamation Plant on the preceding day. ADEQ found no deficiencies in either inspection. Since Arizona Snowbowl is outside the Flagstaff City limits and jurisdiction, no one from the City was present at the Snowbowl inspection.

ADEQ conducted the inspection as a result of complaints they received. One complaint was “misapplying reclaim water and allowing runoff of reclaimed water or reclaimed water mixed with stormwater to runoff the direct reuse site”. The second complaint was over concerns of nutrient loading of the soil from applying reclaimed water. Here are the highlights of the ADEQ inspection at Snowbowl:

- ADEQ inspected a collection trench and rock retention basin. A small amount of moisture was observed in the trench from natural snowmelt, however there was no outlet to allow reclaim water to leave the trench.
- ADEQ observed some culvert outlets that collect runoff from parking areas. The culvert outlets were observed to be dry and having no runoff.
- ADEQ investigated snow located within the reuse area and did not observe any liquid water flowing from the snow due to snowmelt.
- ADEQ observed melted snow infiltrating into the ground once it melted.
- ADEQ found no evidence of reclaimed water running off the direct reuse site.

By the way, the ADEQ inspection of the Rio de Flag WRP found the plant to be in compliance, and all treatment components and operations were observed to be operating correctly and treating the water to Class A+ reclaimed water standards.

### **Boards and Commissions**

Attached hereto, with gratitude to our City Clerk's Office (thank you, Deputy City Clerk Stacy Fobar), is the quarterly report regarding Boards and Commissions. It's a great read. We are very grateful to the many commissions for their hard work and thoughtful deliberations.

### **Meetings**

#### **CBC**

As mentioned, the Citizen Bond Committee continues to meet weekly on Thursdays, and the meetings are now hybrid and facilitated.

#### **FDBA**

The Downtown Business Alliance had an informative meeting on Thursday May 5<sup>th</sup>. Representatives from Northern Arizona Health presented on the status of the hospital relocation.



#### **BNSF**

Progress continues, as we will be hosting the BNSF team in another afternoon meeting today, May 9<sup>th</sup>, here in City Hall. Kudos go to the entire team, but I will mention both Christine Cameron and Trevor Henry for their continued leadership in this amazing project, which is greatly appreciated. Stay tuned.

That's a wrap, Council. We will be recognizing Work Anniversaries at the next work session. Onward and upward ...

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacy Saltzburg, City Clerk  
**Date:** 05/05/2022  
**Meeting Date:** 05/10/2022



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**TITLE:**

**Northern Arizona University Update**

**DESIRED OUTCOME:**

NAU President José Luis Cruz Rivera will provide an update to the City Council

**EXECUTIVE SUMMARY:**

**INFORMATION:**

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**Attachments:**

**To:** The Honorable Mayor and Council  
**From:** Dan Folke, Community Development Director  
**Date:** 05/02/2022  
**Meeting Date:** 05/10/2022



## Presentation and Discussion on Development Listening Tour

The item is for discussion only, no action is requested.

After a joint meeting between the Flagstaff City Council and the Greater Flagstaff Chamber of Commerce, Community Development proposed conducting a listening tour to hear from our customers. With the support of the City Manager's office, staff created a proposal for the interviews, and a listening panel was created along with a series of questions. The proposal was quite simple, tell us about your experience getting development approvals, building permits and final occupancy.

City staff created a proposal and list of questions for participants, which are attached to this report. The Greater Flagstaff Chamber of Commerce promoted the Listening Tour among its members and City staff contacted a number of development professionals that do projects in the City of Flagstaff. The Chamber recruited two members to join City staff on the listening panel. Guillermo Cortes of SWI Engineering and Mark Woodson of Woodson Engineering volunteered for the panel.

Sixteen development professionals participated in 9 interview sessions conducted between March and September, 2021. It is notable that this was about halfway between when the pandemic began and today. The listening panel members took notes which have been compiled and are attached as the Listening Tour notes. Participants shared experiences and opinions on a range of issues. Transitioning to remote work, partial re-opening and now back to full time hours certainly created challenges that were identified in the interviews. Since the interviews were conducted, the Interdivision Staff (IDS) development review team has completed a team Charter and work has begun on implementing an action plan (attached to this report). Additional initiatives are recommended for funding in the FY23 Budget. A comment summation is provided in the attached presentation along with next steps to complete.

**Attachments:**      DLT Proposal & Questions  
                              DLT Compiled Notes  
                              IDS Action Plan  
                              DLT Presentation

## **City of Flagstaff Development Listening Tour 2021**

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Why: The purpose of the listening sessions is to open a dialogue with our customers about the development process and procedures to find efficiencies and improve the overall experience for our applicants, owners and staff. Staff consistently hears concerns about the time and cost of the process to rezone property, site plan and building permit approval, and how it impacts the ability to deliver efficient commercial development, impacts to local small businesses, and the impacts to housing affordability. The listening session panel will engage a variety of community members who interact with development review staff with the goal of identifying and implementing changes that will improve efficiency and experience while maintaining community values represented in our standards, as well as the health and safety of the community. Listening tours have been done before by previous Deputy City Managers with results reported back to Community Development. While the listening sessions could become an ongoing monthly or quarterly activity, another potential outcome is the creation of an informal advisory panel that can work closely with the staff Development Oversight Team (DOT).

Who: Deputy City Manager Shane Dille, Community Development Director Dan Folke, City Engineer Rick Barrett, and a Chamber of Commerce representative will comprise the listening session panel that will meet with a variety of community members such as property and business owners, local service providers, contractors, developers, engineers, architects, designers and attorneys. Participants will be grouped with like professionals or a small group representing their company. To help identify participants we will work with Jessica Drum, city staff and the Chamber of Commerce to put out a call for participants.

What: Schedule 1.5-hour sessions with 2-3 participants that seek development approvals and services, such as rezoning and plat applications, concept and site plans, new construction building permits and over the counter permits. We will provide questions prior to the meeting so participants can think about responses



in preparation along with instructions on how the information gathered will be used. Topics will cover the review process, code and application requirements, affordability, incentives, concept and site plans, transportation, water and sewer impact analysis, plats, building permits and costs of doing a project in Flagstaff. The discussion will include a request for specific items we could adopt, alter or eliminate that will make the development process more efficient and cost effective.

The information received will be compiled and then shared with participants, the Chamber of Commerce, City Council, the public, city staff and the Development Oversight Team (DOT). The identity of the commenter will be kept confidential. Comments and ideas may be grouped into items we can take immediate action on, medium and long term actions. We will look for themes and commonly heard input. The DOT can assist in identifying which ideas to pursue and seek confirmation from the session panel. The team will create a timeline to implement identified changes.

When: Listening sessions will be scheduled using Teams or Zoom for 1.5 hours, 10:00 am on the first and third Friday of each month. The goal is to begin in February and continue until the interview panel determines initial results can be shared, while we continue the listening tour, as agreed by the interview panel. The listening tour may continue as a regular function of development oversight and may also lead to the creation of an advisory panel.

## City of Flagstaff and Greater Flagstaff Chamber of Commerce

### Development Listening Tour 2021 Questions

1. What type of development applications and services are you familiar with and what has been your role? (Ex: rezone, site plan, subdivision plat, civil plans, building permit, impact analysis, inspections...)
2. How would rate the overall experience working with the City of Flagstaff from 1-5? (1 lowest to 5 highest)
3. Please explain why you chose the rating you did.
4. What can the City of Flagstaff do to improve our customer service?
5. If you controlled the City of Flagstaff codes and procedures what 3 things would you change, eliminate or supplement?
6. Do you have an example of how other communities complete an application or process that you would like to see in Flagstaff?
7. What ideas do you have to improve the efficiency and cost of subject applications?
8. If you work on housing projects – what requirements would you change to lower the cost of dwelling units?
9. What topics have we not covered that you would like to discuss?

**1. What type of development applications and services are you familiar with and what has been your role? (Ex: rezone, site plan, subdivision plat, civil plans, building permit, impact analysis, inspections...)**

- Rezoning, everything under the sun
- Experience is across the board with the City – A to Z
- Home builder, single family, multi-family, rezone application.
- Lot splits, subdivision and master planned projects
- Residential and commercial projects in city and county, small subdivisions.
- Has done a lot with the City – most everything except subdivision
- Rezone, site plan, civil plans, building permits, Transportation Impact Analysis (TIA)
- commercial contractor (all over the country)
- Architect (commercial and some residential). 20+ years here in Flagstaff.
- Contractor and design professional – commercial contractor, office, business condominiums, restaurant rehabilitation, residential condominium
- Multi-family apartments, condominiums, restaurant interior tenant improvement (TI), and some other TI
- Concept plan, site plan, building permits
- Do most of the applications listed, typically not subdivisions
- Rezones, site plans, building permits, civil plan review and inspections
- Has experience in working through all of the development applications with the City
- Have not worked on high density, but have done single family

**2. How would rate the overall experience working with the City of Flagstaff from 1-5? (1 lowest to 5 highest)**

- 2.5 - getting better, 14 years – seen a change from engaging to less closed off
- 2.5-3 for overall experience
- 3 – hard to get somebody, get the permit ready, then you need to go through the steps, to pay for etc...
- 3 - Hard to get someone
- Rating a 3 because of the sheer complication of getting through the process to secure a permit. Scheduling issues – critical people just not available.
- 4 – everyone is really good to work with, want to help get you through the process
- 4 – 4½
- Academic, talent, etc... city staff is rating at 5; but, feels thought that there is way too much emotion expressed by staff. City staff takes it too personally. Not sure where that kind of pressure is coming from to create an environment where staff has to approach things as a win-lose proposition. Why can't staff work to a win-win outcome?

**3. Please explain why you chose the rating you did.**

- Very appreciative of Becky (Cardiff) and ability to get permits out
- Saw great improvements since COVID. Electronic payments and the ability electronically submit plans and permits have really been amazing. Really appreciates these changes to improve services.
- Hardest thing is finding someone who is available
- Thank you for having Brian (Gall) involved with projects, did improve customer services
- Not where we were 7-8 years ago, would sit with Building Official and talk about plans during construction
- Spoke to an experience where the bottom line is that a planner had some problems with the plat language, and said that the plat had to be taken back to the beginning rather than just coordinating that clean-up language with the appropriate Stormwater folks and the developer.
- Becky Cardiff does a great job, responds to customers
- Depends on who you get, who you deal with and the complexity of the project
- Availability or responsiveness to inquiries, e-mails or calls, need better response, days or week to hear back. Under the gun with the project and client, need timely response
- Would prefer to engage with the county in terms of responsiveness and code issues, years ago it was the reverse
- COVID response has been awesome, electronic submittal is great
- Digital copy is great, but on a particular project had to submit the civil and building permit all separate, very messy for us, why not one package, then we send it on its way
- If department heads could grab what they need and be on our way, that would be great
- Worked all over the country and all over Arizona, PHX, Tucson, Flagstaff the most difficult city to work in, from start to finish, pre-app to CO, 25 years, if did not need the money, would not do any more projects in Flagstaff
- Separate submittal for retaining walls – permit to building department, sat for some item until told we need a separate permit
- Open door discussions, the Interdivision Staff (IDS) process is closed, no chance to discuss a why, need to assist collaboratively during the process, back and forth takes a lot of time, too much back and forth, drawn out process, enjoy the standards, want to build nice projects, not ugly boxes, but the exactions take away from the quality of the building,
- Participated in both Development Review Board (DRB) and IDS, we can work together collaboratively
- Some staff more collaborative than others, noticed changes with staff, do get different interpretations, make sure any staff in decision making seat is consistent, but interpretation and implementation needs to be consistent
- Look at other projects and wonder how it was approved
- Other requirements take away from the building
- Takes really long time and hard to get things through Traffic. Always feel as though Traffic is always trying to get everything possible from the developer.
- IDS is where projects go to die. IDS has gotten a lot better recently.
- Team is always available for questions

#### **4. What can the City of Flagstaff do to improve our customer service?**

- Rezone – Sedona, Cottonwood, done in under a year, disconnect between the elected officials, affordable housing emergency, overlay for workforce housing, new impact fees on work force housing, don't put it on the work force units, put on higher end homes
- Look at real estate transfer fees, have not changed in a long time
- Amend building codes to eliminate the Traditional Neighborhood Design (TND)
- Culture, technology & policy
  - Technology – having a digital submission & tracking system in place for payments, etc...
  - Culture & policy – street widening needed for project – 3 separate sections of code that applied, they were not connected, where does the responsibility between policy and enforcement lie? figuring out the solution, 4-6 months on the schedule. Comes down to a culture of the organization, staff needs to own the code, the specific standards need to be owned by staff. Council does not know the right number for the standard.
- Things should only go wrong once, need to fix it. Tiffany did take ownership and worked through the issues, found a solution. Need to get the next level, what formal process to translate in to changes so it does not happen again.
- Preferred DRB process where applicant can talk to staff
- Need the Single Point of Contact (SPOC) to help shepherd comments through, rather than applicant gets the comments from staff and work with each program to solve the problem
- Staff is green and need folks with more experience to understand how to work out problems
- Understand slope easement is holding up plats, need to work on slope easements
- Right-of way (ROW) width, subgrade goes outside of ROW, require easement for subgrade. Added a note on the plat – at time of Certificate of Occupancy (CO), can get rid of easement, but adds a lot of time. Need to figure out a better way to work through these things
- Preliminary Plat issue - City of Sedona – not requiring slope easement adjacent to road, going to allow homes there
- Zoning code difficult to work with
- Hard to get through concept plan – concept plan getting in to more and more detail, than in site plan we get a comment that really impacts the project
- Annexation project – 3 concept plans, rezone question about uses, bounced from engineering to planning, keep adding on new requirements, cul-de-sac, etc...
- Does appreciate the coordination between the City and the School District. Specifically spoke to Brian's (Gall) effort.
- Also mentioned the good teamwork and service between Jeff (Bauman) and Rick (Barrett) on coordinating transportation/traffic needs.
- Flagstaff is the most difficult city to work in, from ground up. If didn't need money, he wouldn't do work in Flagstaff. The process is very difficult.
- Similar project in Phoenix (started 9 months after beginning the one here in Flag) - the one in Phoenix will likely finish before the one here in Flagstaff.
- Heritage Preservation requirements (staff is really good to work with) are much more cumbersome than in other cities.

- Rick (Barrett) has been great over the years
- Becky has been a huge resource and a bright star for the City.
- Think of the customer experience, how do you get them to come back and do more.
- If staff was more part of the team, how to facilitate to move forward rather than adversarial
- Work as team, get this done, then move on to the next project
- Timeliness of response
- Streamline process
- Anything to improve the back and forth with staff
- Pre-application meeting (PAM) is very helpful – round table setting to have a discussion, like the PAM very much
- Could you consider rolling concept and site plan in to one permit?
- Having full blown grading and drainage plan at concept is too much, much of the information is redundant, develop a streamline set of drawings
- Going from concept to site plan is messy and cumbersome, could it be one bucket?
- Becoming cost prohibitive to do city project because of time it takes to get through the whole process
- Concept has become more costly and takes too long, caught up on minor details
- Very high level of engineering at concept plan
- Could the pre-app and concept plan be merged, then roll in to site plan?
- Time is money – completeness review is a waste of time, it should be a box check, but gets in to detail, substantive review, kicked back for a cover page, cost the project 6 weeks
- Amount of information required for a concept approval is too much, why full landscaping plan, building elevations, lighting. Need to ask the basic questions at concept plan to allow owner make decisions.
- For developer to get buy in on the idea, it requires a huge investment up front, frustrating point at concept plan, stumbling block should be a true concept, need to have a happy medium
- Concept zoning needed development approval first
- Demonstrate to staff or have them experience what it is like to be an applicant/client, need to learn what the effect is of these decisions, Staff training to better understand the challenges
- Process to have all parties gather around a table to understand the process, after concept plan here is how the process will work
- Would be appreciated for staff to make stronger recommendations - “Council this is a strong engineering or planning solution...” A project has an approved site plan – for Council to now be pushing a bunch of changes on the infrastructure at this point – it's very difficult. Due to these changes by the Council, they lost a builder who was all set to deliver the project. Staff should have spoken to all the work, legal, public participation, and otherwise, that went into the TIA and ultimate ped/bike safe use and solution in the approved project.
- Still struggles to know whom the team leader or Single Point of Contact (SPOC) is on projects. Still gets comment, “I don’t know – that’s a Fire thing or that’s an Engineering thing!” SPOCs don’t seem to be empowered to help! They need to be able to tell other internal stakeholders, “You’re being ridiculous in your asks!!” and make a call to help get a

project/development across the finish line. Who's the friend to the development process? Most of the time (90%+) it's not a code issue, it's more about what a staff person wants to have – requiring stuff that is not backed by an approved code or policy document.

- Related to above - Not uncommon in having 5 – 10 submittals in before we are finalized. That is time and an extreme amount of expense that all end up in the cost of housing or projects just not coming to fruition.
- Administrative Completeness should be, do you have the TIA? Did you include it? This is different from Substantive Completeness.
- The Regional Plan analysis that staff does is way too detailed. The Regional Plan represents a target – there's no way that a project should be expected to hit every point in the Regional Plan.
- The present environment rewards the regulation and not the good work is being done.
- Staff is terrified, due to the tough political environment, to make a choice and decision.
- Provide back-up plan reviewers/inspectors (no redundancy in the system).
- Too reliant on effort of individuals.
- Longs for the personal relationships he used to have. Wants more informal meetings to develop relationships. Working on a plat, COF wanted to change the language, felt like staff thought it was a waste of time to meet, arguing about access easement, wanted new easement in the same place. Don't want to be adversarial relationship with staff.
- Seen culture flip, from we don't want density to we want density, the zoning code does not match up with city council goals, fire code and engineering does not match the new culture, transect zoning has screwed up subdivisions, lot standards don't match the property that is left.
- City has a good building permit process, succinct comments. Maybe a 3<sup>rd</sup> party review could be offered to help accelerate if applicant is willing to pay.
- Really tries to address issues at the lowest level possible with staff. Tries not to bother City Engineer /Community Development Director unless absolutely necessary. Enjoys strong relationships with city staff.



**5. If you controlled the City of Flagstaff codes and procedures what 3 things would you change, eliminate or supplement?**

- Traditional Neighborhood Design (TND) standards
- Rezoning process – overlays for exceptions for workforce housing
- No Impact fees on work force housing
- Felt that City hydrology services should be consolidated with City Engineering to help with efficiencies and continuities in the process. Of all the places they've built in, they've never seen hydrology outside of the Engineering group.
- Stormwater Pollution Prevention Plan (SWPPP) is a real pain and is very expensive. That continuity in communication would be really beneficial for the person trying to work with the City. Feels that Stormwater (hydrology) is really an engineering function.
- Impact fees v. exactions
- Can do better on 1 acre lots financially, than what the codes allow, more density.
- Time it takes to get projects through the process, zoning code has not improved the process. We submit best project, completely changed by the zoning code. No building type for the zone requirements, can't hit minimum densities when you put in streets, slope resources, Low Impact Development (LID), Fire Department requirements, not enough left to get a home in.
- Engineering has the ability to fix the standards, but planning & resources cannot get adjusted.
- What is the #1 goal City of Flagstaff wants from projects? Can help with planning priority, resource protection and density are priorities, but nothing left to develop.
- If you are giving relief on resources, what is the priority on the City of Flagstaff side?
- If you want to control cost of housing in Flagstaff, need to build more units than less, Land Trust won't make an impact, thousands more units
- Down in the details, dimensions on standards, cul-de-sacs, setbacks, building orientation
- Resource protection should be a low priority, health and safety first, design next, unless you have an iconic tree, that has value for us, want to keep big trees, trees drive the entire zoning code, slope and stormwater, trees define everything we do in new development.
- Tree resources tougher to work with wider roadway requirements, can't count the trees bladed out for right-of-way (ROW), stop counting trees on slopes, some credit, have to make up for the ones in roadway and slopes, trees in slope protection cannot be counted as resource trees.
- Require more tree resources in residential than commercial, yet residential folks plant trees.
- Spoke to the struggle in meeting the Dark Sky codes because the owner feels the "safety" aspect should be more important than the interest to protect against light pollution.
- Dark Sky lighting – cannot risk safety over dark sky lighting
- Combine pre-application and concept plan
- Less minutia, every little bit of the code needs to be followed
- Building forward, if you could swap location, can save more trees

- Allow staff to balance standards, location for tree protection – for example
- Call up staff and have a discussion, empower staff to make those types of decisions
- Have a dialogue and arrive at a solution that is mutually beneficial
- Resource protection amount is challenging – not that we don't want to save trees, but sometimes, unachievable and can kill a project, option to plant new trees vs. protecting
- Challenging when stipulations are so rock solid, the owner has to bear the cost of the standards
- Had to negotiate the Flagstaff Urban Trail System (FUTS) trail over the back of the property, requires retaining wall, had to change roof design
- Share the costs may be a good solution
- City should bear the costs for FUTS
- Building forward – fake doors and forces designers in to doing things that are not real, or honest, Disneyland fake
- Understand trying to get a good design
- Simplify concept plan
- On recent project staff comments told the engineer what to do, approve with comments should be used more, had a third review because the font was different on the plan sets
- 4-6 weeks on every resubmittal
- Not consistent when approve with comments vs. resubmittal
- Need to be able to talk to the staff and ask them to approve with comments
- Confusing to understand which commission or Board will be required for approval, for example Heritage Preservation, need to understand how to get that information
- Architectural standards, the offsets, not sure they work, most buildings don't look like mountain town.
- Will get better architecture when you work closely, not drawn-out process.
- 10-15% more expensive to build in Flagstaff to begin with
- Horizontal/vertical setbacks, architects cringe when they see the requirement on setbacks, need to allow some liberties
- Too restrictive on everything
- Stifles creative architecture
- But do not want subjectivity from staff, concerned about cronyism and lack of consistency
- Architectural presentation of the community is much better than it was.
- One size fits all - same process regardless of size, type complexity of application
- Always a new code being added that may make sense if you look at it by itself but can impact the overall process
- Example: rough grade has to be within 0.1' before utility installation. This impacts how a project can be phased.
- What can we do to improve our rezoning process? Flagstaff is far better than Tucson. A lot can be done. There is some old stuff from the late 90's and early 2000's that aren't applicable any longer. You can get rid of some of that stuff and still have good looking project

**6. Do you have an example of how other communities complete an application or process that you would like to see in Flagstaff?**

- Parcel split process in Phoenix was far easier than here in Flagstaff. Flagstaff required a “speculative development” before being able to proceed. This was not a hurdle required in Phoenix. Had to really jump into speculative detail that was time and money.
- Other places use variances more frequently than Flagstaff, combination of administrative and going to a commission. Codes need to work together.
- Sometimes there are competing asks/requirements. The Single Point of Contact (SPOC) could be helpful in that this person could take these competing demands and wrestle with them internally so that when the final review write-up is offered externally to the applicant the conflicts have already been resolved.
- Competing rules, some of the avenues are against each other, fire competes against another requirement.
- City of Phoenix – could parcel some land off and sell it. In Flagstaff want to parcel off 2-3 acres, labeled it commercial pad, staff wants to know what are you going to do on the parcel? Applicant does not know, staff insisted on showing some use, so we showed restaurant, then wanted parking, then can’t park in front of building, then landscape calculations, insisted on showing a speculative restaurant. Had to do a cultural resource survey.
- Fast track process in Phoenix, demonstrate the firm has the ability to get through the process, for local firms that are more familiar with the process.
- Provide some advantage for local firms, Registrant is taking the liability for design and inspection
- Use to be that way for residential permit, still gets permit, but now the level of review is greater
- On-line portal will help
- Building Department – feels back of house, closed door.
- Yuma has efficient process (they get a 5). Gilbert, Prescott and Chandler get a 1. Flagstaff does a pretty good job (4)
- Worked in San Francisco & New Orleans regulations & loopholes to jump through, standard thing to complain about each other, compared to SF or NO, Flagstaff is walk in the park, but they get an F. Interested to hear how we compare to others. Looking for solutions, not just sharing problems.

## **7. What ideas do you have to improve the efficiency and cost of subject applications?**

- As the city drives more density, the off-site costs put on the private side of development increase, acts as an incentive to do 1 acre lots.
- Staff is willing to meet, do get along with everybody, solve it internally, then let us know, Single Point of Contact (SPOC) does not have authority to make decisions with review partners.
- Delays cost applicants! Any time the City could make first round of communications more comprehensive of the demands from the City. This would prevent the back and forth and changes in direction that often lead to delays.
- Lay it out from the beginning, this is what we need. Find out you need this permit, then find out something else you need, lay out a timeline for the entire process.
- On our project, find out you need this, then told something different, understand what you need from day one.
- Delay may cost \$250,000 in costs due to rising material costs
- You cannot get a ground-up permit in Flagstaff in under 12 months. You don't get "what you can do" from Flagstaff – you only get "what you can't do."
- The length of the process involved from going from concept plan to design. It just takes way too long.
- Too often have had City planners actually design projects. It's not right.
- The building department is reviewing the developer's Request for Information (RFI), should not have to have them reviewed. That's liability that the City shouldn't assume. Those RFIs are stamped by the Architect and Engineer of record. Other cities don't do this.
- Division between Engineering and Building
- The Engineering side of this process is so difficult
- No consistency. (Staff right now is better, but the process is very difficult to deal with). Issue with the "router". Ground up projects are much more difficult. One person wants it one way, and another person wanted something different.
- On a recent project Traffic Control study required on a road that is privately owned, before permit can be issued to connect to sewer.
- Fees are piece-mealed (why can't all the fees and permits all be paid at once?) One payment would be great!
- If the City where to put greater focus on the Customer's experience and view the process through the lens of the customer so that the customer wants to come back again – great improvement would occur.
- City to try to find ways to get to 'yes'.
- You don't get help to make a project work, you only get why it won't work, need to tell you what you can do rather than what you can't do.
- On the concept and site plan process is so lengthy, need to do something to speed it up, 3000 square feet takes a year to get a permit.
- Planners need to guide them through the process, planners want to design the building, nothing throws me for more of a loop.

- Division between engineering and building very difficult, Engineering – nothing is ever consistent, fees come in pieces, why not get all the permits together and pay at once, instead of each individually, need to be able to show client the fees up front.
- Engineering – personnel are good Development Engineer Project Manager (DEPM), but the process is difficult, the router is started by the DEPM, getting the router around seems better by building, but more difficult in engineering, they need so many, it varies from staff to staff, had to write 10 letters to get the router started, on another job, one letter got it started.
- Deadlines are everything – it costs money, hard to get the Certificate of Occupancy (CO)
- During design had to dedicate 7-foot easement on Beaver Street to move sidewalk to create a parkway, designed so water meter is just inside property, then had to move so it will be in the parkway, but in the sidewalk to begin, had to hammer rock to get it where they are, then it moved again behind the sidewalk, after we removed the rock.
- During design asked for 7 feet for 5-foot parkway, asked why didn't the City of Flagstaff build it that way? No response from COF on the question. Felt like it was stalling, let's give it to them, but we should be compensated. Had to get easement recorded – cost \$\$, is it realistic to get the parkway ever built along all of Beaver?
- The code in terms of volume and thickness Flagstaff is winning
- Code says you have to have 18-inch stoop, had to raise the building because it says to in the book, after raising was told the building is too tall.
- Conflict between zoning code and building code on live/work amount of commercial space.
- A reasonable clause – one size does not fit all, need a staff variance to allow the project to proceed.
- Opportunities to combine applications
- Do have staff that are easier to work with than others
- Would be interesting to see it from staff side
- The list of things you have to provide is a lot- TIA, etc..
- Do like the SPOC, did create efficiencies
- SPOC has done a good job of bringing staff together
- Application costs are passed on to client, it is what it is based on built in city costs
- Single Point of Contact (SPOC) is the bearer of bad news from other Departments
- Projects need to have a "champion" to be successful
- Have a predictable schedule where the champion acts to achieve timeliness on behalf of applicant

**8. If you work on housing projects – what requirements would you change to lower the cost of dwelling units?**

- Affordable/Workforce Housing – Here's the real problem in Flagstaff – there is no private land, which makes it the most expensive land market this participant ever seen across the country. More money, grants, isn't the answer. Recent project has lost \$20K per lot due to the huge increases in material costs and land costs.
  - What's going to solve the problem fastest is to rezone some of these light industrial areas to provide more housing. Microsoft, Tesla, and the like are not going to come – use these properties for this purpose. Should be an overlay zoning district applied so that a developer doesn't have to spend \$\$\$\$ and a lot of time to get a rezone approved.... In part the City's Zoning Code is part of this problem.
  - The land trust idea isn't moving the needle fast enough or far enough. Futile effort. Folks aren't going to buy in a land trust because they're locked in and don't have options. Folks want to build equity when they buy a home. A shared equity would be better than no equity. Feels that the 1X affordability model is the best option at this point for Flagstaff. Shared benefit of the equity between homeowner and the City's trust. Most people are struggling to qualify for the affordable unit. Seen them move then to try to qualify for the market lots.
  - During the rezoning here's what they tried to do with the City - to put the money that they would have lost in creating the affordable unit and just take that money to lower the permanent price of the market lots. Not sure they are going to be successful with their affordable housing contribution on this project.
- Need to rezone land, do an overlay if you do workforce housing, will approve like a normal plat, need to allow housing on industrial property
- Land trust – won't buy an affordable land trust unit because the owner gets part of the appreciation, but does not get the full equity. Instead of losing money on the land trust units, let us put that money in to market units.
- Affordable rental \$300 bucks a month, not losing at the same rate as affordable for sale
- Not enough private land, the codes are the problem, regional plan amendment
- 1000 acres on east side, the code requirements for resource protection, Fire Department street widths, cannot accommodate the standards economically, forcing mid-rise, high-rise to get density, tree resources, pavement widths add too much cost. Council becoming more at odds with the zoning code. What is the higher priority, density or resources? Who takes the priority – Fire Department always takes the priority. Cul-de-sac at recent project required by fire code, city did not have to accept the model code. Planning drives the cost not engineering.
- Flagstaff is in a unique position. Demand is high to locate here from Phoenix Valley, California and other places.
- The amount of code and processes required, does add to the cost here.
- Really does come down to economics (supply & demand), and public housing/affordable housing where possible

- COVID has changed the housing market, with people moving to Flagstaff, did some HUD housing with scattered site housing
- Requires continuing to talk to stakeholders, the amount of code and review adds to the cost, have not mentioned lighting
- To lower the cost need public/private partnerships
- The market is the biggest influence on the cost of housing
- Streamlined
- High Occupancy Housing (HOH) standards is a problem for single family
- Have not worked on low income housing in Flagstaff
- Porch house – variety of cost, tried to pre-fabricate design
- Building offset, architectural standards, cannot look like Aspen Place
- The cost of water meters, Sewer/water impact fee high
- Cost of fees were double between Scottsdale and Flagstaff, came to sewer and water meter cost
- Master metering on multi-family, with a submeter for each unit,
- Rather than one meter per building, why not master meter for the project?
- Electric has extra expense compared to natural gas, more affordable for the tenant (gas)
- City and County hold the key
- Consider districts with lower tax base
- Isabel was a good example that should be repeated
- Put a cap/floor on impact fees for workforce housing

## 9. What topics have we not covered that you would like to discuss?

- Concerned that the institutional knowledge has left the City. This makes it tough for developers and people trying to do business with the City.
- Loss of institutional knowledge
- Presidio in the Pines fix, use to work with Mark Landsiedel and Mark Sawyers, don't see the give and take on working out issues. Don't know the City Manager, things have changed. Not good, only have relationships with Rick (Barrett), Gary (Miller), Tiffany (Antol) and Alax (Pucciarelli).
- When will hydrology (stormwater) be in Engineering?
- Builders are doing affordable housing for political reasons, not because the incentives work.
- Why do low density vs. high density – infrastructure costs, on-site and off-site, impact analysis results in more costs, more time, return on investment not comparable.
- Cumulative deal on the zoning code, FUTS, every bite adds up too much
- Development fees for infrastructure vs. offsites – would rather pay a fee on each unit than deal with offsites, water, transportation, etc...
- Off-sites end up paying for everyone else that uses that infrastructure
- Concept rezone vs. direct ordinance – always a drive to get to concrete answer and solution, major issue in infill – if we rezone with a site plan, we see Council process gets held hostage to political desires of council, write a check for the cause, arbitrary and capricious way to meet the goals of FRP 2030. Need a much simpler way to rezone without having a site plan.
- Staff sticks with the code, which if it does not support what council wants, if it goes to City Council, it turns into exactions or requests during the hearing.
- Comment coming during final plat, missed at preliminary plat, FUTS are expensive, required materials cannot be locally sourced.
- Recent plat - new dedication language asked for at final plat, asks from outside review partners, conversations need to continue each month, every decision by committee.
- Single point of contact, but not single point of decision
- The review fees are more than it costs for the work.
- Hard to get the City to make a decision
- Layers of comments, FUTS driving projects vs amenities, someone at the City to stand and say no to comments.
- FUTS: Use local materials, seems like building another street, it's a larger community need versus a project need
- Allowing non-residents with expertise on the Housing Commission
- Customer service to have one with more authority to make decisions and solve issues
- Regional Plan – density and grid not practical in Flagstaff, more professionals, architects and engineers to be involved in the process
- Tearing out existing infrastructure to provide a parkway – tore out landscaping and sidewalk to create sidewalk
- Need to remind staff to take some risks, and managers will support you



- Use of existing infrastructure capacity, and the last one in has to pay for the improvement, adds many costs.
- It would be helpful to have all the divisions know what the others are doing. Coordinating for the benefit of the applicant. (did express gratitude for the many things Flagstaff does do right in comparison to other communities.)
- For dilapidated properties, what can be done to allow this effort to be expedited. What qualifies as a maintenance fix vs. a new build?
- Make sure all the departments know what is going on, have talked to other communities about how we work together
- Want to address safety issues quickly
- Had to do mixed used in a residential neighborhood, staff insists that they include commercial on ground floor, only want to do residential
- How do our fees compare? - water fees are expensive, less than Williams, but more than Scottsdale and Phoenix. \$10,000 for ¾ inch water meter - pretty big cost
- \$40,000 seems rather expensive, but some are more some are less
- If we eliminated fees, would the cost of housing go down? The cost we sell is directly tied to the cost of the project, so if the permit fees were less than it would be passed on, \$40,000 for permits on a condominium project, not including the water fees - \$150,000 in fees, water, permits, etc....
- Living in unprecedented times, the great reshuffling is happening
- Expressed appreciation for this exercise and opportunity
- Expressed respect for the staff team that the City has in Legal, Engineering and Community Development
- Comments are shared in the highest respect all the way around.
- Views Flagstaff with a love-hate relationship. Some of the people in the industry he loves and respects the most are in Flagstaff. Spoke to the culture that has been built in Flagstaff as being very difficult, but again not something that can be fixed. Said that many developers are at a point in Flagstaff where rather than push against the challenges and try to make the process/experience better, they just put their heads down and go with the flow.
- Due to climate change, every subdivision should have reclaimed water system for non-potable use.
- Because the City never built an Impact Fee structure – everything is now done through exactions, which are totally subjective. Emotions are involved, which works against objectivity. At the very least, the City should seriously look to adopt Traffic Impact Fees, the larger development community would welcome it!! Doing so would really help the developer wanting to come into the Flagstaff market to better know what is expected. Impact Fees equalize everything – from by right-right projects to projects building in an area that isn't so built out.
- Jeff (Bauman) and Rick (Barrett) have been very helpful with student drop off and pick up
- Need a meeting to walk the public through the Citizen's Access portal



## Interdivision Staff (IDS) Team Charter Action Plan

### Our Priorities

- **Processes:** Review processes and increase coordination for more efficiency, who needs to be at which meetings, when are developers present, software use or other options AND document process for future use and training, update check lists, update and review applications, external partner requirements process created, less smaller meetings with better prep on who needs to be in the room.
- **Training:** New members, cross training roles, coaching, update or create manual or guide (internal & external), FAQs, roles & responsibilities, process, on boarding, purpose of IDS, how to be prepared for meetings, formatting of comments, what is a site plan for external, facilitating meetings for best outcomes, training on enterprise, email alerts, supervisors and political figures for purpose and process.
- **Communication:** Internally to better meet deadlines for comments, ASK when unclear & knowing who to ask, the why of decisions made and in system, requirements communicated to applicants & IDS, history & context of new projects clearly communicated internally from beginning, with partners-communicating process, external-SPOC.
- **Commitment:** To prioritizing reviews-identifying what's in the way and problem solving around it to meet deadlines, prepared for meetings, consider giving more time since every 3 weeks, top-down support.
- **Capacity:** How might we increase capacity or reduce workload? Can we use those who are at the table better?

### Questions that guided our action steps:

- **Processes:** What is each step of the process? How might we improve coordination between departments? Who needs to be at which meetings? When should developers be present? What ideas do you have for process improvement? Who will document processes for future use? Who will update check lists and applications? Who will create a process for external partner requirements? What can we do to be more efficient? What are the goals for each step in the project process?
- **Training:** What action steps do we need to take to ensure all IDS members are clear on roles, responsibilities, process, and purpose? What are the FAQs that need answered? How might we on board new members? What do new members need to know? What do external partners need to know and how can we better inform them? How can we creatively inform supervisors and political figures of the purpose and process of IDS?
- **Communication:** What needs to be communicated and how will it be communicated to improve clarity on projects? Who needs this communication? What are our common goals?
- **Commitment:** How might we solicit more top-down support? How can we make it easier for IDS members to be prepared for meetings and meet deadlines?
- **Capacity:** How might we increase capacity or reduce workload? How might we better utilize those who are at the table? Is it possible to set deadlines further out to accommodate for high workloads? How might we use technology to reduce workloads?



## Communication Action Steps:

- Communicate the goal of each step in the process to developers and IDS members.
- Consider reviewing check lists and who is responsible for what on lists.
- Communicate IDS needs for effective review: brainstorm how to accommodate for outliers.
- Consider making pre-application meetings required and provide check lists and tailor check lists for each project.
- Ensure communication flows through the SPOC. Develop communication workflow for IDS with SPOC at center and share.
- Create a training video for best practices, tips for success, and process for applicants.
- Identify who is the core team for clarity on who to communicate what to on which issue.

### **Our 6 Communication Principles:**

- Clarity for the applicant and the SPOC.
- Courtesy and honesty for the team.
- Communicate large obstacles/rocks in the road early to help the team stay on track, even if you are not scheduled to review. Adjusting the timeline when needed and communicate it to the developer.
- Make sure your reviews are comprehensive and figure out issues WITH partners.
- When there is an obstacle, focus on next steps.
- Timeliness is more than “on time.”

## Commitment Action Steps:

- Communicate IDS purpose, process, and benefits to City leadership for support.
- Inform leadership (division directors, city manager, etc.) of the importance of SPOC involvement in all communications of the project and that leadership is aware of who the SPOCs are.
- Identify what resources are needed to meet workloads and deadlines and communicate resource needs to leadership.
- Add email notifications for COMDEV assignments.
- Identify opportunities for more automation in the process.

## Process Action Steps:

- Document the process and share
- Identify what about the process needs to be updated-current planners will take the lead
- Update applications
- Review check lists and color code for which reviewer is responsible for which item
- Ensure reviewers needs are on check lists
- Notify repeat developers as needed
- Have each department review their process and applications
- Document their process and train staff on it
- Develop a process diagram that informs communication process
- Create an internal training video on dedications and exactions



- Come to consensus on when the developer should be present

## Training Action Steps:

- Consider creating a written guide on process and procedures and goals of each step
- Create an FAQ for internal and external and post to a website
- Create an IDS leadership team and create a strategic plan to improve efficiency and clarity of process
- Communicate charter and listening tour to council and IDS and share the recording
- Add projects to Citizen Access Portal for information and train on it
- Identify most pressing needs for cross training for roles and begin process
- Identify training needs for external partners
- Inform the why behind the process
- Review website and create a place for training materials as needed

## Capacity Action Steps:

- Create time to work on action steps by identifying where we may need to re-prioritize workload so we can move forward.
- Trust SPOCs to loop reviewers into the process at the right time for more efficiency on staff time.
- Consider lengthening or extending statutory timelines and communicate why to developers.
- Ensure there is support from leadership.
- Consider capping the number of applications accepted to be in alignment with current capacity limits due to low staff.
- Check with legal on the process of this.
- Build in time for emergency projects set by council or ask them to prioritize.
- Make sure city manager is informed of what the realistic timelines are and communicating it to council.
- Consider changing order requests for alignment on needed resources and time.
- Identify how we can increase offers to fill positions to increase capacity.
- Develop a resource schedule to communicate back to leadership with better data to make decisions from.



# Development Listening Tour

May 10, 2022







# Development Listening Tour

## Presentation Outline

1. Introduction
2. The proposal
3. The participants
4. Note summation
5. Next steps
6. Questions



# Development Listening Tour

## Responding to the Pandemic

- Service Delivery has changed
- Continuity of service
  - Dedication of Leadership and team members
  - Period of growth combined with staffing challenges
- New technology
  - Citizen's access portal
  - Digital plan review
  - Remote work



# Development Listening Tour

## Timing of Results

- Interviews 1 year ago
- Filled key staff positions
  - Planning & Housing sections
- Current work programs
  - IDS Charter and Action Plan
  - 10 Year Housing Plan implementation
  - Affordable Housing Incentives
  - Carbon Neutrality Plan implementation





# Development Listening Tour

- Why – to engage our customers in a discussion on process and requirements
- Who – contractors, developers, engineers, architects, designers, attorneys – folks that do business with us
- What – 1.5 hour interviews with 2-3 participants
  - provided questions ahead of time
  - Identity kept confidential
  - information used to take action
- When – 1<sup>st</sup> & 3<sup>rd</sup> Friday of each month



# Development Listening Tour

- 9 Interview Sessions (March – September 2021)
- 16 Participants
  - 6 Contractors/Home Builders
  - 3 Engineers
  - 2 Developer/Builders
  - 2 Architects
  - 1 Developer
  - 1 Facility Manager
  - 1 Attorney

## Interview Panel

- Guillermo Cortes, SWI Engineering
- Mark Woodson, Woodson Engineering
- Shane Dille, Deputy City Manager
- Rick Barrett, City Engineer
- Dan Folke, Community Development Director



# Development Listening Tour

1. What type of development applications and services are you familiar with and what has been your role? (Ex: rezone, site plan, subdivision plat, civil plans, building permit, impact analysis, inspections...)
2. How would rate the overall experience working with the City of Flagstaff from 1-5? (1 lowest to 5 highest) (Average was 3.49)
3. Please explain why you chose the rating you did.
4. What can the City of Flagstaff do to improve our customer service?
5. If you controlled the City of Flagstaff codes and procedures what 3 things would you change, eliminate or supplement?
6. Do you have an example of how other communities complete an application or process that you would like to see in Flagstaff?
7. What ideas do you have to improve the efficiency and cost of subject applications?
8. If you work on housing projects – what requirements would you change to lower the cost of dwelling units?
9. What topics have we not covered that you would like to discuss?



# Development Listening Tour

## Notes Compilation Attachment

- Providing comments “unfiltered”
- Not fact checked
- Interviews conducted March – September, 2021
- Numerous items have been addressed



# Development Listening Tour

## Common Terms

- Interdivision Staff (IDS)
- Single Point of Contact (SPOC)
- Codes & Standards
- Concept/Site Plan

## Process

- Pre-application meeting
- Concept Plan
- Site Plan
- Building & associated permits
- Civil plan review
- Inspections
- Certificate of Occupancy





# Development Listening Tour

## Comment Summation

1. Customer service
2. Work for the success of the applicant
3. Review of process and requirements for efficiencies
4. Consistency across codes – how they work together
5. Consistent implementation
6. Community discussion on priorities and potential tradeoffs
7. Community discussion on how infrastructure is provided
8. Review codes and standards



# Development Listening Tour

## Next Steps

- Continue discussion with IDS Team
- Coordinate budget priorities
  - Plan implementation
    - Code review
  - Affordable Housing Incentives
  - Land Availability and Suitability study
- Implement change
  - Internal process and procedure – IDS Charter & Action Plan
  - Code amendments – Community discussion



# Development Listening Tour



Thank You for Listening!



## **CITY OF FLAGSTAFF STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Nicole Antonopoulos, Sustainability Director  
**Date:** 04/05/2022  
**Meeting Date:** 05/10/2022



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### **TITLE:**

**Carbon Neutrality Plan (CNP) Quarterly Update**

### **DESIRED OUTCOME:**

This is an informational update for the City Council and Flagstaff community.

### **EXECUTIVE SUMMARY:**

Staff will provide an update on the work over the last quarter to advance the Carbon Neutrality Plan.

### **INFORMATION:**

Staff will provide highlights of work over the last quarter and introduce the total community investment analysis.

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**Attachments:** [CNP Summary Booklet](#)  
[CNP Quarterly Update](#)

# A Bold Vision: Flagstaff Carbon Neutrality Plan Summary

JUNE 2021





# MOVING FORWARD

- > **CLIMATE CHANGE**, accelerated by human-caused greenhouse gas emissions, is **disrupting global weather patterns and threatening communities across the world**. If the increasing amount of greenhouse gases in the atmosphere is not reduced, life as we understand it will be irreversibly altered.
- > **THE CLIMATE EMERGENCY** requires an urgent mobilization effort to restore a safe climate, protect the earth's diversity of culture and life, and prioritize vulnerable communities.

In response to community appeals, the Flagstaff City Council declared a Climate Emergency in June 2020, calling for a dramatic increase in ambition and a city-wide mobilization towards an equitable transition.

The Climate Emergency Declaration is the foundation for this document and Flagstaff's goal to reach carbon neutrality by 2030.

**The Flagstaff Carbon Neutrality Plan outlines how the Flagstaff community will respond to the climate emergency. The path to carbon neutrality will require leadership, bold action, perseverance and creativity. Each step closer to carbon neutrality offers hope for a healthy, prosperous, and equitable future for the Flagstaff community—and the world.**

- > **FLAGSTAFF COMMUNITY MEMBERS** spurred the creation of the **Climate Emergency Declaration**, starting with a citizen petition. Residents formed coalitions representing groups with unique perspectives on climate change, from business owners to grandparents. Hundreds of community members organized to attend City Council meetings and request the Climate Emergency Declaration.

Community involvement continued throughout the development of this Plan. **Community voices will remain integral as the City moves forward to reach Flagstaff's climate goals.**

- > **CLIMATE CHANGE AFFECTS PEOPLE DIFFERENTLY**. Vulnerable communities, including low-income families, communities of color, and the elderly, will face the greatest challenges from climate change. Equity and climate justice will be foundational elements of our work, to avoid harm to underserved groups and to ensure the benefits of climate action are fairly distributed.



## OUR VISION



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

## OUR GOALS

1

### **Achieve carbon neutrality by 2030.**

Flagstaff will arrive at carbon neutrality, also known as net-zero community greenhouse gas emissions, by 2030. Flagstaff will first reduce emissions as much as possible, and then balance the remaining emissions with carbon dioxide removal.

2

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

Climate changes have already taken place in northern Arizona; natural and societal shifts will continue to occur. Flagstaff must respond to climate change through adaptation, or preparing for change and strengthening our social, economic, and infrastructure systems.

3

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

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



# OUR PATH TO CARBON NEUTRALITY

## We will:

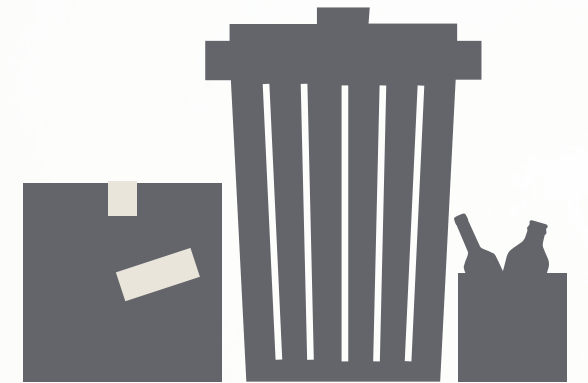
### > STRENGTHEN OUR NEIGHBORHOODS

- Resilient Community
- Equitable Systems
- Decreased Dependence on Cars



### > MANAGE OUR CONSUMPTION

- Reduced Building Energy Demand
- Sustainable Consumption and Waste Management



### > CLEAN OUR ENERGY SOURCES

- Clean Electricity
- Building Fuel Switching
- Electric Mobility



### > UPHOLD OUR COMMITMENT

- Carbon Dioxide Removal

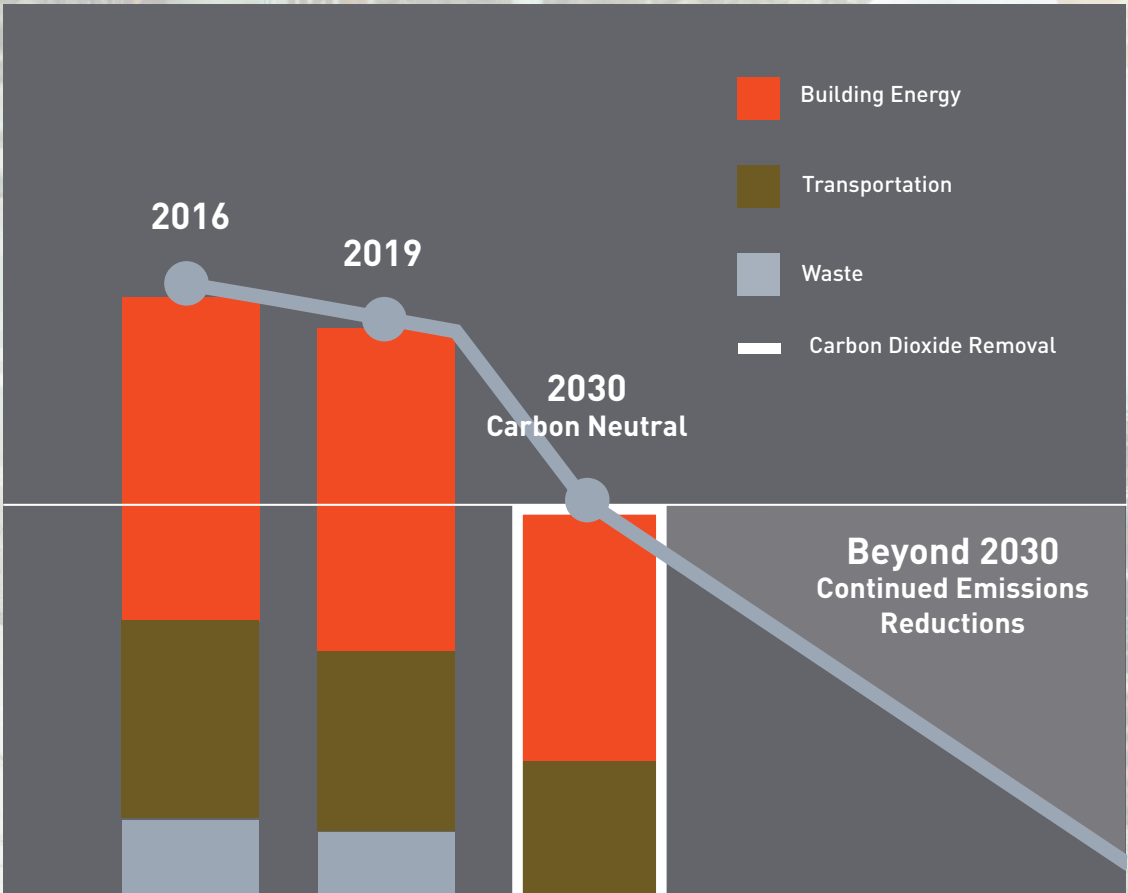




We will tackle Flagstaff's major sources of greenhouse gas emissions.



# FLAGSTAFF'S PATH TO CARBON NEUTRALITY



Carbon neutrality will be achieved through a combination of local emissions reductions and carbon dioxide removal initiatives to offset the remaining community emissions that the City does not eliminate. The City of Flagstaff will work to achieve the greatest reductions in greenhouse gas emissions possible, a projected reduction of 44%. Because our community will still cause emissions in 2030, carbon dioxide removal (CDR) will be necessary. CDR helps to fill the gap between current emissions and zero emissions, counter-balancing remaining emissions with projects that remove emissions from the atmosphere. CDR is a part of all carbon neutrality portfolios, though the proportion of emissions reductions achieved can vary greatly from community to community.



# OUR ACTION PLAN



## > STRENGTHEN OUR NEIGHBORHOODS

### > RESILIENT COMMUNITY

- Ensure all mitigation actions improve Flagstaff's ability to adapt to the future.
- Strengthen existing community systems to create resilience to both short-term shocks and long-term change.

### > EQUITABLE SYSTEMS

- Incorporate equity as a foundational element of every climate action the City develops and implements.
- Proactively engage community members on an ongoing basis.
- Design targeted policies and programs to serve vulnerable communities first.
- Actively seek to recognize past harms, repair trust, and build deeper relationships with community members.

### > DECREASED DEPENDENCE ON CARS

- Encourage vibrancy, appropriate density, and attainability in existing neighborhoods, so that more residents can live within walking distance to their daily needs.
- Create inclusive networks for walking and biking that are continuous, attractive, safe, comprehensive, and convenient for people of all ages.
- Encourage Flagstaff residents and visitors to walk, bike, roll and take the bus.
- Transform transportation policies and planning to incorporate greenhouse gas emissions analysis and reduce dependence on driving.
- Invest in comprehensive and equitable transit.
- Proactively invest to protect Flagstaff's clean air status.



## > CLEAN OUR ENERGY SOURCES

### > ELECTRIC MOBILITY

- Advance the electrification of buses across Flagstaff.
- Welcome electric micro-mobility devices as legitimate, healthy, affordable and low-carbon modes of transportation.
- Support residents, businesses, and institutions in the transition to electric vehicles.

### > CLEAN ELECTRICITY

- Produce 100% renewable electricity to cover all City of Flagstaff municipal electricity needs.
- Increase renewable energy installations and usage in new buildings.
- Support solar installations on existing residential and commercial buildings.

### > BUILDING FUEL SWITCHING

- Reduce or remove natural gas usage in municipal buildings.
- Encourage new buildings to rely on the electric grid as their main energy source.
- Support fuel switching in existing residential and commercial buildings.
- Provide training and education on fuel switching.



# OUR ACTION PLAN

## > MANAGE OUR CONSUMPTION

### > REDUCED BUILDING ENERGY DEMAND

- Achieve net zero energy City of Flagstaff facilities.
- By 2030, require new homes in Flagstaff to be net zero energy homes.
- Reduce energy use in existing buildings.

### > SUSTAINABLE CONSUMPTION AND WASTE MANAGEMENT

- Manage emissions from the Cinder Lake Landfill.
- Encourage sustainable consumption.
- Divert more waste from the landfill.
- Reduce organic waste going to the landfill and feed hungry people.

## > UPHOLD OUR COMMITMENT

### > CARBON DIOXIDE REMOVAL

- Develop a portfolio of local and regional carbon dioxide removal initiatives to meet Flagstaff's commitment to carbon neutrality.
- If local carbon dioxide removal projects are insufficient, obtain high-quality carbon offsets and CO2 Removal Certificates (CORCs).



**Stay informed. Get involved.**

**[www.flagstaff.az.gov/climate](http://www.flagstaff.az.gov/climate)**



Take a picture of this QR code  
to connect to our climate site.

Learn more about this plan, and the steps we'll take to achieve our goals.

The City of Flagstaff is committed to keeping you up to date on our work as it develops, the progress we're making, and how you can contribute to this work.

**We want to hear from you.**

Use the link above to sign up for our monthly newsletter  
and follow **@flgsustain** on social media.



# Carbon Neutrality Plan Quarterly Update

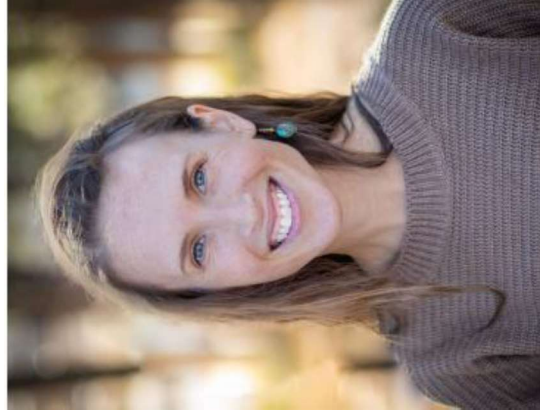
May 10, 2022







## Our Team



**Jenna Ortega**  
Equity, Resilience,  
Community  
Engagement



**Jenny Niemann**  
Transportation and  
Land Use, Climate  
Planning



**Nicole Antonopoulos**  
Renewable Energy,  
Resilience Planning,  
Energy Efficiency



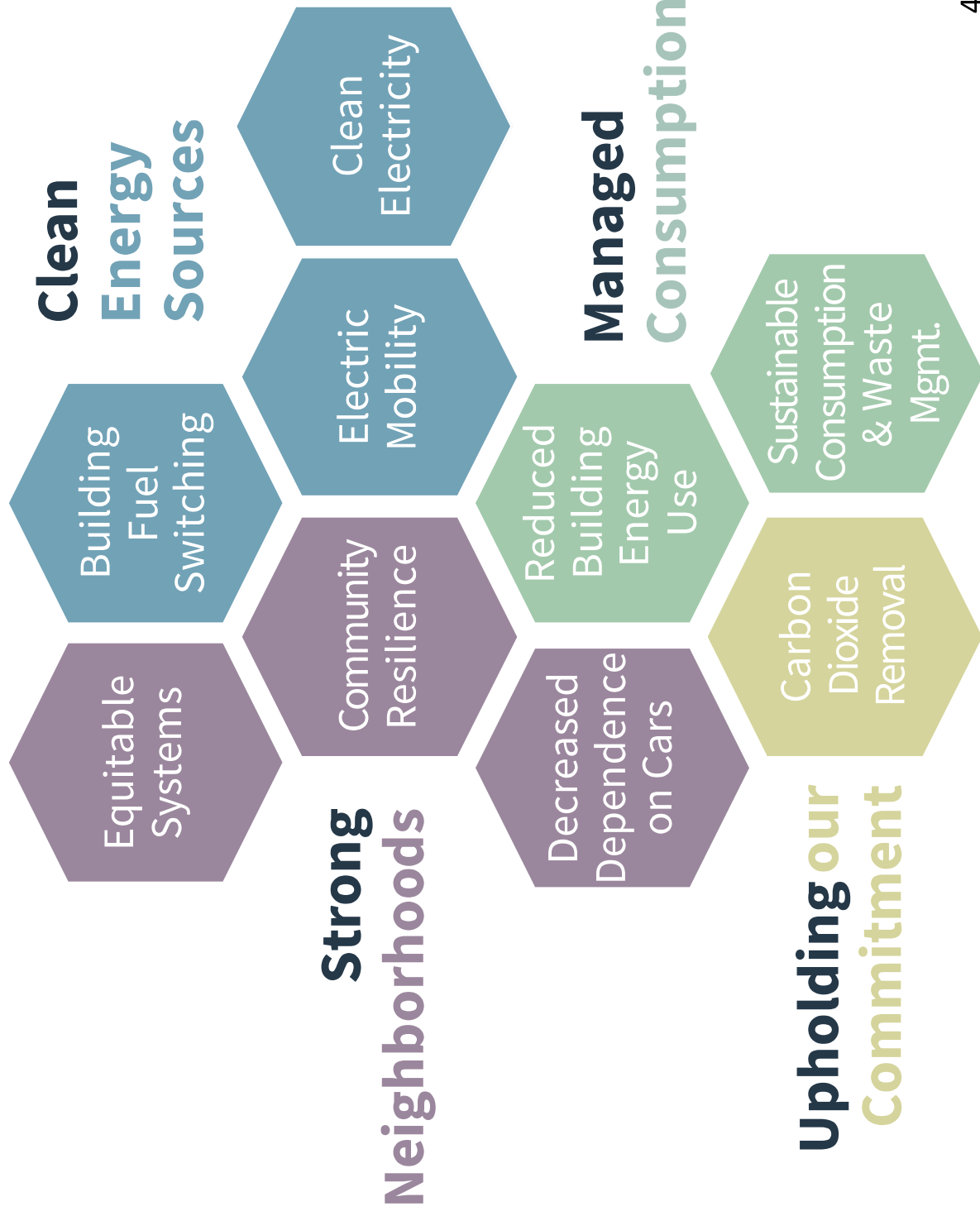
**Ramón Alatorre**  
Greenhouse Gas  
Analysis, Fuel  
Switching, Carbon  
Dioxide Removal 2



# Today's Discussion

1. Reaching Carbon Neutrality - Action Update
  - Strong neighborhoods
  - Clean Energy Sources
  - Managed Consumption
  - Upholding our Commitment
2. CNP Annual Emission Calculations and Revisions
3. Investment Strategy

# Carbon Neutrality Action Updates



# Community Resilience

- National League of Cities Grant
  - Flagstaff HEPA Filter Program
  - Resilient Neighborhood Network
  - Museum Fire Flood Mitigation
- APS Grant
  - Flagstaff HEPA Filter Program
- Key Partners advancing climate planning:
  - Flagstaff Unified School District
  - Northern Arizona University – *Carbon Neutrality Commitment*

Is your home air quality impacted by forest fires?

---

## Apply for a **FREE** air purifier

Application deadline:  
May 21st, 2021  
*see below for details*



# Community Resilience

- Three AmeriCorps VISTA positions are currently open with our climate team!
- Youth Climate Leadership
- Clean Jobs Workforce Development
- Equitable Recovery and Resilience

## JOIN OUR

## CLIMATE TEAM!

### YOUTH CLIMATE LEADERSHIP VISTA

Work with Flagstaff's high school and middle school students to accelerate climate action in schools. Empower Youth leaders.

### CLEAN JOBS & WORKFORCE DEV. VISTA

Develop an initiative that prepares Flagstaff's workforce for the climate jobs of the future, from electric vehicles to efficient homes.

### EQUITABLE RECOVERY & RESILIENCE VISTA

Build strength and resilience in Flagstaff's neighborhoods. Build capacity to help our community recover and bounce forward.



VISTAs serve a full year term in our office - 35 hours / week.

**PRIORITY application**  
deadline: **May 1st**



Apply today: [www.Flagstaff.AZ.gov/Sustainability](http://www.Flagstaff.AZ.gov/Sustainability)



# Equitable Systems

- Climate Advisory Groups: Bringing community voices and participation into local climate action
  - **Youth** Advisory Group
    - Earth Day Celebration
  - **Business** Advisory Group
    - First meeting on May 12<sup>th</sup>
  - **Equity** Advisory Group
    - Recruitment happening now!







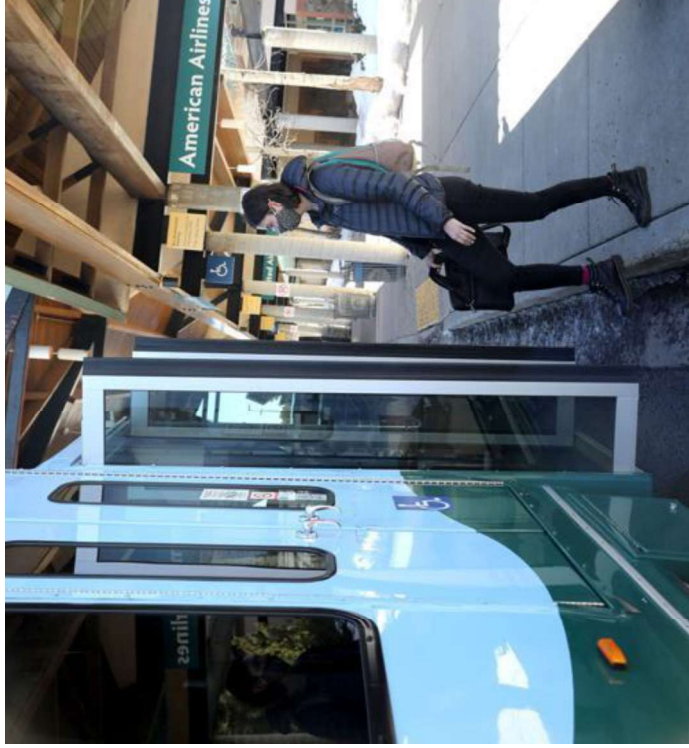
## Community Engagement

- Sustainability Leaders
- Award of Distinction by Arizona Forward
- Flagstaff Regional Plan Snapshot Series
- Climate Ambassadors
- Home Energy Efficiency Workshops
- Innovate Waste and Carbon Dioxide Removal Challenge
- Cold Weather Heat Pump Workshops
- Flagstaff Earth Day Celebration

958 residents were engaged in 94 climate engagement activities from January – April

PLUS ~ 1,000 Earth Day attendees

# Decreased Dependence on Cars



Jake Bacon, Arizona Daily Sun

- The first development took advantage of the Residential Sustainable Building Incentive, Aura:
  - reduced natural gas usage to ~ 1.5% of total building energy usage
  - is located within a 5-minute walk of transit
  - will be 15% more energy efficient than the current City code
  - will provide MORE housing than standard zoning allows, due to the incentive
- City-NAU partnership: students in the Community-University Public Inquiry (CUPI) program focused on student awareness and use of transit
- Recommendation to the Federal Highway Administration advising how the administration of Infrastructure Investment and Jobs Act (IIJA) funding can accelerate city climate action and equity priorities

## Decreased Dependence on Cars



The City and MetroPlan hosted a two-day Transforming Transportation Workshop:

- Over 30 transportation-related staff from the City, MetroPlan, Mountain Line, the County, ADOT, and NAU participated
- Reviewed national best practices in sustainable transportation – both big ideas and real-world examples
- Helped excite staff and support them in making the Big Shift in their work



### **Why Electric MOBILITY, not just EVs?**

Electric vehicles do not assist us with:

- Reducing congestion
- Reducing roadway or parking infrastructure costs
- Improving mobility for non-drivers
- Improving public health beyond air quality
- Reducing sprawl or protecting habitat

*Todd Litman, VTPI*

- Electric mobility continues to grow nationally:
  - EV sales DOUBLED from 2020 to 2021
  - And still, in 2021, more e-bikes were sold than electric vehicles
- Exploring shared scooter partnerships
- Developing practical policies for the implementation of an electric fleet
- Collaborating with ADOT on its plan for EV charging infrastructure funded by the Infrastructure Investment and Jobs Act (IIJA)
- APS Take Charge AZ EV stations

# Building Fuel Switching

## Flagstaff warms up to climate-friendly heat pumps

Sean Gallagher Apr 15, 2022 Updated Apr 15, 2022 1



Ramon Alatorre leans on a heat pump unit in the back garden of his Flagstaff home on Thursday.  
Jake Bacon/Arizona Daily Sun

Jake Bacon, Arizona Daily Sun

- The City hosted two workshops with the Electric League of Arizona:
  - Education for residents: 170 registrations! Recording available until 6/29/22
  - Technical training: 16 local contractors and building professionals
- Coming Soon: Expanded Energy Rebate Program





## Join the Northern Arizona Solar Co-op!



Save money & stress by going solar in a group.

[SOLARUNITEDNEIGHBORS.ORG/NAZ2022](https://SOLARUNITEDNEIGHBORS.ORG/NAZ2022)



## Solar United Neighbors Round 2

May 16	Launch
May 24	Educational webinar #1
June 6	RFP issued to installers
June 20	Bids due from installers
June 22	Educational Webinar #2
June 28	Installer selected
July 31	Co-op closes
August 31	Deadline for all participants to receive a proposal
September 30	Deadline for participants to sign a contract

# Reduced Building Energy Use

- Coming Soon: Federally funded Deep Energy Retrofit Program funded to launch in fall 2022

ESCO Milestones		Estimated Date
Kickoff Meeting		<del>Jan 2022</del>
Planning and Logistics		<del>Jan - Feb, 2022</del>
Site Work		<del>Mar - Apr 2022</del>
Evaluation, Workshops (Scope, Finance, Legal)		Apr - May 2022
Finalize Investment Grade Audit and Energy Services Contract		Jul - Aug 2022
Council Discussion		Sep 2022
Execute Contract, Notice to Proceed		Oct 2022
Procurement, Design & Construction		Nov - Dec 2022

# Sustainable Consumption & Waste Management



- Community Gardens/ Composting
  - Chicken Coop and Composter Rebate Program
  - Plot registration and workshop series
  - Residential Food Scraps Drop-Off
- Waste Diversion Education
  - Recycling QR code stickers
- Material Recovery Facility Transition
  - Solicitation closed, recommendation for a consultant in the coming months
- Waste Diversion Events
  - Fix-it Clinic (3/26/22)
  - Drop-off Day (4/30/22)



# Carbon Dioxide Removal



- Innovate Waste and Carbon Neutrality Challenge with Moonshot at NACET
  - 6 exciting proposals received
  - \$31,000 in awards to Windswept Acres, Crosswalk Labs and Restoration Soils
- Carbon Dioxide Removal coalition
  - Narrowing project scope
  - Recruiting additional local governments
  - Exploring partnerships to expand the pool of eligible fiscal participants



## CNP Annual Revisions

The CNP will be revised on an annual basis, to respond to the changing landscape and adjust projections

The 2022 revisions will include:

1. Updates to the wedge and emissions projections
  - Impacts of key partner organizations
2. Investment Needed
3. Incorporate CAAP resilience strategies:
  - Natural Resources
  - Water Resources
  - Public Health, Services, Facilities and Safety



# Total Community Investment Analysis



Since initial conversations began on the Climate Emergency Declaration, staff has discussed the large investment that will be required

- We have built an investment analysis through careful evaluation by experts
- The numbers you'll see represent the projected costs and projected *fiscal* benefits
- The numbers do not include indirect benefits including public health, greenhouse gas emissions reductions, home safety, equity, resilience, and livability

# Financial Analysis Methodology

To quantify, design, and create funding strategies around specific climate action programs and projects:

## 1. Design Sprints

- Building Energy Retrofits
- Carbon Dioxide Removal
- Building Electrification

## 2. Best Practices Scan

## 3. Quantification

## 4. Program Design and Funding Strategy





# Investment Analysis - Quantification

1. Strategy
2. Metric Tons Carbon Dioxide Equivalent (MTCO<sub>2</sub>e)
3. Investment
4. Cost per MTCO<sub>2</sub>e
5. Revenue
6. Net investment
7. Net investment per MTCO<sub>2</sub>e





# Total Community Investment Needed

## An Evolving Framework For Action Iteration 1



Total Projected Cost	Emissions Reduction	Net Benefit
\$599,389,000	857,039 MTCO2e	\$22,338,000



## Total Community Investment in Perspective

1. Ann Arbor, Michigan
2. Road infrastructure projects
3. Water treatment project



Estimated Cost	Emissions Reduction
\$1,056,409,000	2,188,950 MTCO2e

Strategy		Metric Tons / CO2		Cost	Cost/MTCO2e	Revenue	Net	Net \$/MTCO2e
Active Transportation Master Plan Implementation		38,751		\$200,000,000	\$5,161	\$-	\$(200,000,000)	\$(5,161)
COF-Installed EV Chargers		1,831		\$176,810	\$97	\$-	\$(176,810)	\$(97)
COF Electric Vehicle Fleet		1,044		\$2,630,000	\$2,520	\$2,923,245	\$293,245	\$281
Clean Energy Purchase / Project		14,756		\$38,947,334	\$2,639	\$20,237,774	\$(18,709,560)	\$(1,268)
City of Flagstaff ESCO		5,212		\$1,500,000	\$288	\$500,000	\$(1,000,000)	\$(192)
Electrification Rebate and Bulk Buy		25,142		\$104,967,500	\$4,175	\$305,133,005	\$200,165,505	\$7,962
LMI Deep Energy Retrofit Programs		16,626		\$157,304,350	\$9,461	\$170,641,237	\$13,336,887	\$1,105
Residential Loan Financing		28,372		\$6,300,000	\$222	\$105,000,000	\$98,700,000	\$3,479
Green New Construction		11,571		\$5,440,970	\$470	\$-	\$(5,440,970)	\$(470)
Green Building Policies		4,100		\$-	\$-	\$-	\$-	\$-
Improved recycling & Expanded Composting		548		\$19,704,535	\$35,939	\$17,291,122	\$(2,413,413)	\$(4,402)
Landfill Gas Capture		103,149		\$11,663,000	\$113	\$-	\$(11,663,000)	\$(113)
Commercial Energy Retrofits		14,605		\$708,074	\$48	\$-	\$(708,074)	\$(48)
Carbon Dioxide Removal		471,619		\$47,161,900	\$100	\$-	\$(47,161,900)	\$(100)
Programs Requiring Only Staff Time		119,713		\$2,884,261	\$24	\$-	\$(2,884,261)	\$(24)





## **Pause for a Breath ....**

The Carbon Neutrality Plan is about building a stronger more resilient Flagstaff. The plan costs out significant infrastructure projects:

- Active Transportation Master Plan - \$200,000,000
- Clean energy projects – \$38,947,334
- Landfill gas capture - \$11,663,000
- Recycling and composting - \$19,704,535
- City Fleet - \$2,630,000



## Moving the Needle

- **Market change**
  - Electric mobility vehicles and electric bikes
  - Rapidly changing energy markets
  - Solar Co-op “bulk purchase”
- **Technology**
  - Carbon Dioxide Removal
  - Heat pumps and home electrification
  - City of Flagstaff Energy Conservation Contract
- **Behavior change**
  - Hybrid work policies, e.g. City of Flagstaff



## Total Community Investment - Funding Potential

1. Federal funds and grants
2. Philanthropic grants
3. Utility incentives
4. State funds and grants
5. General obligation bonds
6. Environmental Management Fee
7. General funds
8. **Community partner investments**

# Thank you

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[www.flagstaffaz.gov/climate](http://www.flagstaffaz.gov/climate)



## One A Day in May

Litter Clean-up Challenge

May 1st - May 31st

Pick up one piece of litter each day during the month of May

