

Meeting Subject: **LASS+CAP Steering Committee #1 (LASS DISCUSSION ONLY)**

Meeting Date: 3/6/2024 2:30 PM

Participating Divisions and Sections:

- Planning
- Housing
- Sustainability
- Engineering
- Real Estate
- City Attorney's office
- Building Safety
- PROSE
- Solid Waste
- Water Services
- Fire
- Mountain Line

Key Themes + Discussion Topics

- 1. Flagstaff has 2 different types of opportunity sites: 1) specific vacant and underdeveloped opportunity sites in the LASS report, and 2) retrofitting existing low-density areas (downtown and suburban neighborhoods) to get additional density.**
 - Flagstaff has a lot of underutilized land due to existing low-density development patterns (either through single-family zoning or through practice). Some low-density areas may also be good candidates for adding additional density, but they were not included in the LASS as undeveloped or underdeveloped sites. We should not lose sight of this, especially given that Flagstaff has a very low average density compared to our peer cities.
 - Approaches to foster developments in specific sites, like the opportunity sites identified in the LASS report, include extending our infrastructure, which is cost-intensive and may not always fix housing and climate issues (depending on the specific site location and infrastructure readiness level).
 - Retrofitting existing subdivisions to get additional density performs a lot better in the Regional Plan scenario planning process (with respect to metrics and outcomes from the 10-year housing plan and CNP) than developing on the periphery.
 - Encouraging infill in downtown is different than encouraging infill in suburban neighborhoods. And different neighborhoods will have different approaches to get to medium density.
- 2. AZ State Land owns most of the vacant land. We need to set up these large parcels to have an easier path to a rezone so that when these properties develop, the type of development is more likely to advance city housing and climate goals.**
 - This can happen through Regional Plan land use designations and potentially other planning processes, in addition to the TIA (Traffic Impact Analysis) and WSIA (Water Sewer Impact Analysis) process.

- b. AZ State Land wants the highest and best use for each property to auction land at a higher price. Land can go for a higher price if we show higher density, mixed-use, etc. is possible and doable before these parcels go to auction.
3. **The following infrastructure topics are important and will be discussed further in the Regional Development Cost Reduction Strategy portion of the LASS.**
- a. **If we fund infrastructure upfront to support high-density housing, such as through bonds and other funding mechanisms, we are much more likely to get higher-density development that advances housing and climate goals.**
 - i. The current developer fee model for infrastructure development will likely continue the large-lot, high-income subdivisions we currently see.
 - ii. If we let the fact that it is expensive to maintain and build new infrastructure, we are on our way to becoming a luxury community.
 - b. **We need larger conversations about infrastructure capacity—particularly water and sewer.** Can our infrastructure support the desired density?
 - c. **In downtown, our aging water and sewer infrastructure and tight areas may not support the highest level of density/redevelopment** on all of the opportunity sites identified in the LASS.
 - i. This is something we need more information on.
 - ii. How do we get more density and maintain our historic downtown core?
 - iii. Infrastructure is another challenge – how can we increase it to support reinvestment in downtown?
 - d. **We need to tie the Regional Plan to the Capital Improvement Plan (CIP).**
 - i. State law requires the CIP to coordinate with the Regional Plan. We need to make the Regional Plan 2045 and the CIP work together to identify and prioritize infrastructure investments.
 - e. **It would also be helpful to identify costs (how many people are benefitting vs. cost per resident) for developing infrastructure to serve different sites, and how reduction strategies might impact costs.**
 - f. Further Discussion
 - i. What type of development are we going to build infrastructure to support?
 - 1. Just single-family homes?
 - 2. Single family + other land uses?
 - 3. High density?
 - ii. We need to make sure we get the biggest bang for our buck with respect to where we build infrastructure.
 - iii. How do we incentivize the development we want, such as giving additional points for development in transit corridors.
 - 1. Examples of what other communities have done would be helpful.
 - iv. BOLD goals require BOLD strategies, which require BOLD implementation!!!!
4. **There are larger questions about whether we want to grow up or grow out. This relates to larger LASS/CAP and the Regional Plan conversations.**

- a. For example: The development of large AZ State Land parcels on the periphery relates to larger questions about building up vs. out, and where the city wants to encourage development.
5. **LASS is focused on residential development, but we can't lose sight of community needs to support residential, like job centers and parks.**
- a. Meeting notes:
 - i. **We need to make sure we set aside land for neighborhood-scale parks and open space** as vacant and underutilized sites develop.
 - ii. The best metric to measure park access is everyone being within a 10-minute walk to a park or open space area.
 - iii. The City is in the process of updating the Parks Master Plan, but it will likely be a year or more before it is finished (the current plan is from 2013).
 - iv. Flagstaff doesn't currently have impact fees for parks and open space. Without these, we don't have a good way to set aside and pay for new park space.
 - v. It is important to plan for connectivity between parks and open space, and think of open space as a larger network that people can use to travel throughout the city and to larger open space areas and national forest land (as opposed to just creating isolated parks/open space areas).
 - b. Additional discussion
 - i. We need to plan for *and* finance parks.
 - ii. Industrial and commercial centers may be more vulnerable to redevelopment because existing infrastructure already better serves them.
 - iii. If we clean up code to help tackle climate and housing emergencies, it will benefit all end-users, including commercial, industrial, and parks.
6. **There needs to be a continuing conversation about environmental hazards. Fire and post-fire flooding risk are important policy issues that the LASS/CAP, the Regional Plan, and other planning documents, policies, and projects can make progress on.**
- a. Flagstaff is in the Wildland Urban Interface (WUI), so everywhere is vulnerable to fire. But, we need to be more explicit about how this risk happens.
 - i. Where are the most vulnerable vacant and underutilized parcels to fire and post-fire flooding? Vulnerability relates to the location of drainages and the status of tree cover/density, among other factors.
 - b. What are the factors that foster catastrophic structure fires? There is emerging research on this.
 - i. We need to talk about how many trees are very close to houses in neighborhoods throughout Flagstaff.
 - ii. Every neighborhood is vulnerable to catastrophic structure fire under the right wind conditions - that assumption should be part of the LASS/CAP, the Regional Plan, and other policy discussions and documents.
 - iii. These discussions need to consider the four types of fire transmission in the WUI:
 1. Vegetation - vegetation
 2. Vegetation to structure
 3. Structure - vegetation

4. Structure - structure
 - c. Costs of building Firewise vs. not Firewise. Research shows that building Firewise from the start may not be much more expensive than building not Firewise. We need more information about how this applies to Flagstaff.
 - d. Further discussion
 - i. There are places that have existing entitlements where people can build, but there are also larger questions about how we build, especially in vulnerable areas.
 - ii. Once fire maps are updated, we will need to figure out how they impact land use and infrastructure planning, such as building design, easements to accommodate post-fire flooding, questions about wastewater and where it goes, etc.
 - iii. The more we build, the more water security we will need to fight fire. How does water security play in?

Meeting Subject: **LASS+CAP Steering Committee #2 (Draft CAP Code Diagnostic Report)**

Meeting Date: 3/26/2024 11:00 AM

Participating Divisions and Sections:

- Planning
- Housing
- Sustainability
- Engineering
- Real Estate
- City Attorney's office
- Building Safety
- PROSE
- Public Works
- Water Services
- Fire
- Mountain Line

Key Themes + Discussion Topics

1. The review of best practices needs to include communities that deal with snow seasons.
2. The review of street design standards needs to also include collector and arterial streets.
3. The review of the TIA analysis needs to be stronger in regards to the TIA impact on climate goals, including adding the focus on active transportation modes as Transportation Demand Management (TDM). Need other alternative than development impact fees.
4. Code barriers should take into account second homes and short-term rentals. Incentivizing long-term rentals should be part of future discussions about how to address the barriers.
5. Future code changes to address barriers may result in budget changes for infrastructure improvements. The barriers are not always code but the funding resources available.

6. The report needs to include the full list of state law preemptions that affect the city's ability to meet housing and climate goals, including short-term rentals, second homes, natural gas, recycling, etc.
7. More internal conversation is necessary on snow removal, street width standards, parkways, and landscaping, on street parking requirements, and fire code standards. All of these factors contribute to overall street width, which relates to the cost of developments
8. Need to prioritize our priorities.
9. Engineering standards and public improvement standards in the Zoning Code can be a barrier to infill development and missing middle housing due to meter and infrastructure improvement requirements.
10. It is important to examine the Development Agreement process as part of the larger review of development processes.
11. The LASS/CAP project aims to make Flagstaff a safer place to live while also meeting climate and housing goals.