

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
African Diaspora Advisory Council	Discusses community character, although the definition of Flagstaff's heritage and character is pretty narrow	Strengths	
African Diaspora Advisory Council	Discusses tribal relations	Strengths	
African Diaspora Advisory Council	Has goals addressing gentrification and "cultural preservation"	Strengths	
African Diaspora Advisory Council	Has some examination of Flagstaff demographics	Strengths	
African Diaspora Advisory Council	I think i referenced before the limited definition of Flagstaff's demographics	Weaknesses	
African Diaspora Advisory Council	Reinforces invisibility of marginalized groups by not considering their heritage, cultures, and contributions to the "character" of Flagstaff	Weaknesses	
African Diaspora Advisory Council	Limited engagement with diversity and cultural identities beyond white and Indigenous/Native	Weaknesses	
African Diaspora Advisory Council	Broaden definitions of Flagstaff's culture, heritage, and character	Opportunities	
African Diaspora Advisory Council	Take a broader look at Flagstaff's various cultural representations, histories, etc. for a more holistic engagement of Community ... Flagstaff's diverse cultures and communities are, I think, less likely to engage and take ownership of this process and plan if they don't see themselves in it	Opportunities	
African Diaspora Advisory Council	It's a little harder to define but generally the sense of who this plan is "for"... Reading through the sections i was able to, I definitely felt a bit left out of the vision of the plan	Threats	

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African Diaspora Advisory Council	it's kind of hard to engage with a document as massive as this is	Threats	
African Diaspora Advisory Council	Some inequitable impact of the time needed to engage ... It's harder for some people to have time to give	Threats	
African Diaspora Advisory Council	Failure to engage diverse groups and representation	Threats	
Airport Commission	A strong regional airport with two commercial airlines is an asset to residences, and helps retain and attract new business.	Strengths	
Airport Commission	The professionalism and consistency of the City in developing and using this plan.	Strengths	
Airport Commission	the airport has been able to incorporate and make progress on many of the policies in the plan	Strengths	
Airport Commission	infrastructure	Weaknesses	
Airport Commission	Unfriendly business policies	Weaknesses	
Airport Commission	Milton Rd needs an overhaul in the NAU area	Weaknesses	
Airport Commission	Competing values that can kill a vibrant economy	Weaknesses	
Airport Commission	To attract business that would utilize our airport even more.	Opportunities	
Airport Commission	Success of the airport can be success for businesses that are appropriate for the airport.	Opportunities	
Airport Commission	waiting list for hangers and importance of land preservation near the runways FOR the airport	Opportunities	

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Airport Commission	We need more employers who provide higher paying jobs	Opportunities	
Airport Commission	The area continues to increase in appeal to live	Opportunities	
Airport Commission	Vocal residents who want no growth	Threats	
Airport Commission	High cost of living	Threats	
Airport Commission	Inventory of homes for sale or rent is very low	Threats	
Airport Commission	limited room to grow	Threats	
Airport Commission	The city is landlocked	Threats	
Airport Commission	Lack of affordable housing	Threats	
Airport Commission	Limited workforce	Threats	
Bicycle Advisory Committee	Policy T.6.2. Establish and maintain a comprehensive, consistent, and highly connected system of bikeways and FUTS trails	Strengths	
Bicycle Advisory Committee	Recognizing need for long-term planning.	Strengths	
Bicycle Advisory Committee	Voter approved	Strengths	
Bicycle Advisory Committee	Strong emphasis on FUTS	Strengths	
Bicycle Advisory Committee	Weakness. Need better signage for wayfinding.	Weaknesses	
Bicycle Advisory Committee	Educating the public on current issues/transportation	Weaknesses	

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Bicycle Advisory Committee	Disconnect between high level vision to what is actually implemented in the city	Weaknesses	
Bicycle Advisory Committee	Not strong enough launage for prioritizing bike ped and making vehicle travel unattractive	Weaknesses	
Bicycle Advisory Committee	Opportunity to provide more connectivity between Futs and other trail systems. The system should be comprehensive and not have gaps between various parts.	Opportunities	
Bicycle Advisory Committee	Integrating public desire to achieve better fitness	Opportunities	
Bicycle Advisory Committee	Capitalizing on CNP and the momentum of climate change conversations going on	Opportunities	
Bicycle Advisory Committee	We definitely need to integrate the Climate Emergency Declaration into updating the plan. This MUST include much better infrastructure for Bike-Ped needs and expand that network for our desired future of many more bike-peds.	Opportunities	
Bicycle Advisory Committee	Educating the public on current issues/transportation options and useage	Opportunities	
Bicycle Advisory Committee	Population pressure on limited water resources	Threats	
Bicycle Advisory Committee	Population growth that overcrowds green-spaces and natural facilities	Threats	
Bicycle Advisory Committee	cyber attacks/hacking into technology	Threats	
Bicycle Advisory Committee	Assuming we will continue to travel the same way we are today. I.e. telecommuting, new mobility options, younger generations, ebikes	Threats	

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Bicycle Advisory Committee	The old way of doing things that prioritizes and accommodates automobiles.	Threats	
Beautification and Public Arts Commission	lack of participation by commission in creation of 2030 plan	Weaknesses	
Beautification and Public Arts Commission	No dedicated beautification and arts section in the plan	Weaknesses	
Beautification and Public Arts Commission	Broadening scope to include intentional consideration for beautification, aesthetics, and art in all aspects of the regional plan (i.e. transportation, housing planning, etc.)	Opportunities	
Beautification and Public Arts Commission	Lack of focus on beautification and arts could result in it being overlooked	Threats	
Coconino Hispanic Advisory Council	The 8 guiding principles	Strengths	
Coconino Hispanic Advisory Council	commitment to a sustainable and self-renewing environment	Strengths	
Coconino Hispanic Advisory Council	inclusion of diverse cultures	Strengths	
Coconino Hispanic Advisory Council	Sustainability is a central theme	Strengths	
Coconino Hispanic Advisory Council	Not having the voice of all residents	Weaknesses	

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Coconino Hispanic Advisory Council	Lacking Accessibility	Weaknesses	
Coconino Hispanic Advisory Council	opportunities to make the city more accessible, given the number of tourists who come through our community	Opportunities	
Coconino Hispanic Advisory Council	Flagstaff is incredibly devided by class and wealth status. Is this plan taking that into account?	Opportunities	
Coconino Hispanic Advisory Council	to add Navajo/Hopi and Spanish translations	Opportunities	
Coconino Hispanic Advisory Council	Infrastructure for remote workers and people who are working from Flag part of the year	Opportunities	
Coconino Hispanic Advisory Council	to include outcomes/results delivered on from the previous regional plan	Opportunities	
Coconino Hispanic Advisory Council	Improvement of internet connectivity, narrowing the digital divide, due to advances in technology	Opportunities	
Coconino Hispanic Advisory Council	Competing priorities from the State of AZ	Threats	
Coconino Hispanic Advisory Council	Growing number of investment property owners squeezing out first-time home buyers	Threats	
Coconino Hispanic Advisory Council	Shrinking water supplies	Threats	

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Coconino Hispanic Advisory Council	Residential development and construction	Threats	
Coconino Hispanic Advisory Council	Weather and climate changes	Threats	
Commission on Diversity Awareness	awareness of utility of partnership with other jurisdictions, organizations, and citizens	Strengths	
Commission on Diversity Awareness	use of multiple potential "scenarios" for planning	Strengths	
Commission on Diversity Awareness	exceptionally strong planning for open spaces	Strengths	
Commission on Diversity Awareness	utilizes evidence-based data and strategic projections	Strengths	
Commission on Diversity Awareness	The intent to preserve the natural environment surrounding Flagstaff is a recurrent theme.	Strengths	
Commission on Diversity Awareness	Appendix B could use a table of contents	Weaknesses	
Commission on Diversity Awareness	goals and policies of plans in relation to diversity are not explicit or inclusive of methods to incorporate diverse voices.	Weaknesses	
Commission on Diversity Awareness	while cultural diversity is addressed, the plan does not address intervening on or with the complexity and adverse effects of systemic/institutional racism	Weaknesses	

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Commission on Diversity Awareness	needs to address economic disparities and impact of those disparities	Weaknesses	
Commission on Diversity Awareness	greater need for planning for public transportation	Weaknesses	
Commission on Diversity Awareness	Plans to provide housing opportunities to all economic sectors and eliminate homelessness need to be expanded and more aggressive.	Weaknesses	
Commission on Diversity Awareness	Difficult to identify which themes are prioritized by the City's residents vs. by the planning committee	Weaknesses	
Commission on Diversity Awareness	Need to clarify WIIFM "what's in it for me" with the "who does this benefit" response	Opportunities	
Commission on Diversity Awareness	Provide a space for a call to action - thematically (at the end of each section - "How can I get involved?") and potentially treat as combination of evergreen (apply to commission x) and rotating content (current vote on policy y). Can also include short links to this type of engagement in Tables of Content, landing page/side bars, etc.	Opportunities	
Commission on Diversity Awareness	Focus on strategies for including more "teeth" in planning for equity. Specific actions that can be taken to enhance equity and inclusion throughout topic areas and the respective goals and policies.	Opportunities	

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Commission on Diversity Awareness	the City has been implementing inclusion of diverse populations recently (RARE assessment, creation of Indigenous Commission); continue and expand this good work.	Opportunities	
Commission on Diversity Awareness	address climate impacts within the context of unequal impacts on diverse populations and communities and include those most negatively impacted in the planning process	Opportunities	
Commission on Diversity Awareness	we know now rthe impact of the unexepected (pandemic); this awareness can be a guiding principle.	Opportunities	
Commission on Diversity Awareness	address through ordinance or the negative effects of short-term rental (trash, noise, etc)	Opportunities	
Commission on Diversity Awareness	integrate on all levels of planning the simple question: "who benefits?"	Opportunities	
Commission on Diversity Awareness	The needs of diverse populations (ethnic, LGBTQ, etc.) - and the safety and well-being of those populations - could be addressed more specifically in the plan.	Opportunities	
Commission on Diversity Awareness	Consider Covid impact: people working from home, changes in local businesses, etc.	Opportunities	
Commission on Diversity Awareness	accountability of political bodies for adherence to Regional Plan	Threats	

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Commission on Diversity Awareness	Institutional/structural racism (example is lack of legal protection for the cultural value of the Peaks and legal prevention of the cultural/environmental destruction caused by Snowbowl)	Threats	
Commission on Diversity Awareness	rapidity of growth and acceleration of climate change	Threats	
Commission on Diversity Awareness	If many homes are owned by people who do not reside in Flagstaff, the character will change and sense of community in the city will decrease.	Threats	
Commission on Diversity Awareness	Housing costs in Flagstaff make it increasingly difficult for lower-income residents to live here.	Threats	
Commission on Diversity Awareness	Scope of the plan is extensive		
Housing Commission	Much of the discussion and goals and policies in the plan is very strong and accurate to the dynamics of housing issues	Strengths	
Housing Commission	No explicit housing affordability goals	Weaknesses	
Housing Commission	There's no prioritization of community values - everything is a value so every value competes against other values.	Weaknesses	
Housing Commission	Activity centers seem to be a barrier - they're not always in the "right" places based on best guesses when the current plan was created	Weaknesses	

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Housing Commission	Discussion of how "traditional development patterns" typically had less or no parking, smaller setbacks, and smaller lot sizes.	Weaknesses	
Housing Commission	Needs more discussion of the costs parking imposes on housing developments and the ways in which parking minimums inflate parking demand	Weaknesses	
Housing Commission	No discussion of potential tradeoffs between historic preservation and housing affordability	Weaknesses	
Housing Commission	I think the definition of "community character" is too soft, and as a result it's only ever invoked as a anti-housing cudgel. A more limited and grounded definition would be nice.	Weaknesses	
Housing Commission	The section on "viewsapes" does not discuss its tradeoffs with housing costs. "Viewscape" protection can harm housing affordability and encourage ecosystem destruction by preventing compact development.	Weaknesses	
Housing Commission	No discussion of how housing density interacts with open space goals by reducing or increasing development pressure on these areas	Weaknesses	
Housing Commission	No discussion of how Resource Protection requirements can be counterproductive if excessively applied to residential developments, by preventing compact growth. There is a tradeoff between the two.	Weaknesses	

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Housing Commission	Ecosystem Health goals & policies do not mention building up inside city limits as a way to reduce development pressure on outlying ecosystems	Weaknesses	
Housing Commission	Climate Change and Adaptation goals & policies do not explicitly talk about compact housing development as a way to reduce emissions	Weaknesses	
Housing Commission	Air quality goals & policies do not mention how reducing VMT would improve air quality. This factors into housing because greater housing densities around amenities is a top strategy to reduce VMT.	Weaknesses	
Housing Commission	Is there a way to make minor regional plan amendments more quickly? I believe anything needing a regional plan amendment takes a really long time.	Opportunities	
Housing Commission	Greater recognition now that housing and affordable housing needs to be a focus and priority for the community.	Opportunities	
Housing Commission	The housing Commission published detailed housing affordability goals and analysis that could be incorporated into the regional plan	Opportunities	
Housing Commission	Time. It seems regional planning activities always take longer than they are originally scheduled for. So things at the end of the process don't get as much focus as things at the beginning of the process.	Threats	

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Housing Commission	One of the problems with all long-term plans in the City is that past Councils/Plans/etc., usually cannot obligate future Councils. This means we often see the same arguments again and again...	Threats	
Housing Commission	What enforcement mechanisms, if any, are there in the plan? The 2030 plan already had some great goals & policies with regards to housing, but their implementation in the years after publication seems limited.	Threats	
Heritage Preservation Commission	Strong cooperation between the county, planning authority, transportation authority etc.	Strengths	
Heritage Preservation Commission	Mapping	Strengths	
Heritage Preservation Commission	Encouragement of walkable, compact development	Strengths	
Heritage Preservation Commission	Easily accessible opportunities for public awareness and participation.	Strengths	
Heritage Preservation Commission	Flexibility provided by activity centers not being set as zones, being malleable	Strengths	
Heritage Preservation Commission	Growth illustration is very clear	Strengths	
Heritage Preservation Commission	Focus on more efficient means of transportation, including biking, walking and transit	Strengths	

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Heritage Preservation Commission	Perspective of "growing in vs growing out" continues to rise	Strengths	
Heritage Preservation Commission	The natural resources and cultural resource maps are basically fluff and don't provide real information	Weaknesses	
Heritage Preservation Commission	Appears that it could be changed frequently and relatively easily, which could make it subject to political influence, rather than research based needs of the community	Weaknesses	
Heritage Preservation Commission	The number of goals is too high	Weaknesses	
Heritage Preservation Commission	Lack of timeline	Weaknesses	
Heritage Preservation Commission	Still primarily based on a Euclidian zoning system	Weaknesses	
Heritage Preservation Commission	Too many areas in white - why should there be any?	Weaknesses	
Heritage Preservation Commission	Plan appears to be more of a suggestion with no real way to implement if someone were to disagree	Weaknesses	
Heritage Preservation Commission	Incentives and/or designations for increased urban food sites to increase resilience of community	Opportunities	
Heritage Preservation Commission	Show how we changed from the previous plan, how does what we want our city to look like change	Opportunities	

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Heritage Preservation Commission	Fully explore and document the challenges of balancing a desire for sustainability, which effectively equals density, and the general desire for single family homes/low density	Opportunities	
Heritage Preservation Commission	Lack of maps on the Heritage Preservation Snapshot PDF	Opportunities	
Heritage Preservation Commission	Perspective of the increasing effects of climate change on our community	Opportunities	
Heritage Preservation Commission	Not have a broad cross section of our community provide input	Threats	
Heritage Preservation Commission	Could be subject to monetary power of those wanting to do something that doesnt align with the plan	Threats	
Heritage Preservation Commission	Overwhelming amount of content - although well organized and displayed, it's a lot!	Threats	
Heritage Preservation Commission	Trying to do everything with one document/process. There is a limit to what the plan can do	Threats	
Heritage Preservation Commission	Could be subject to political influence	Threats	
Commission on Inclusion and Adaptive Living	Sheer breadth of issues and concerns addressed.	Strengths	
Commission on Inclusion and Adaptive Living	Clear vision by the community and it's members.	Strengths	

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Commission on Inclusion and Adaptive Living	Clear vision of Inclusion and Adaptable Living for Flagstaff.	Strengths	
Commission on Inclusion and Adaptive Living	The plan should reflect inclusion needs.	Weaknesses	
Commission on Inclusion and Adaptive Living	Ageism - seeming lack of consideration for older adults.	Weaknesses	
Commission on Inclusion and Adaptive Living	Relative to our commission, concerns relative to accessibility are now joined by concerns relative to inclusion.	Weaknesses	
Commission on Inclusion and Adaptive Living	Competing goals/	Weaknesses	
Commission on Inclusion and Adaptive Living	Not a lot of detail as presented	Weaknesses	
Commission on Inclusion and Adaptive Living	Opportunity to improve transportation options to/from destinations outside City limits (not limited to inside City)	Opportunities	
Commission on Inclusion and Adaptive Living	Opportunity to present in multiple languages.	Opportunities	
Commission on Inclusion and Adaptive Living	Opportunity to collaborate with NPO's	Opportunities	
Commission on Inclusion and Adaptive Living	Opportunity to extend equity to underserved communities of Flagstaff.	Opportunities	

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Commission on Inclusion and Adaptive Living	Food deserts	Opportunities	
Commission on Inclusion and Adaptive Living	Opportunity to improve housing access (affordability and accessibility) for people who are differently abled.	Opportunities	
Commission on Inclusion and Adaptive Living	Opportunity to continue to educate the public.	Opportunities	
Commission on Inclusion and Adaptive Living	Opportunity to expand the focus of our commission.	Opportunities	
Commission on Inclusion and Adaptive Living	Lack of Participation by underserved areas and groups.	Threats	
Commission on Inclusion and Adaptive Living	Developers with different goals than what the public wants in the Regional Plan.	Threats	
Commission on Inclusion and Adaptive Living	Lack of representation of all stakeholders.	Threats	
Indigenous Commission	The plan has strong input from the general public and who have access to how and when to participate. On the flip side, it does not have Indigenous voice who may lack the access.	Strengths	
Indigenous Commission	Meaningful development of diverse communities and protection of diversity	Weaknesses	
Indigenous Commission	identifying environmental impacts and environmental yields	Weaknesses	
Indigenous Commission	lack of youth input on the planning as it affects their future	Weaknesses	

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Indigenous Commission	People losing interest. What would keep them involved. Compensation and intensive could be a real alternative.	Weaknesses	
Indigenous Commission	Promotion of inclusion of indigenous communities in the project projections	Weaknesses	
Indigenous Commission	Having multiple Indigenous nation members to provide input	Opportunities	
Indigenous Commission	Making sure that younger people and youth have input	Opportunities	
Indigenous Commission	Not enough Indigenous input and involvement	Threats	
Indigenous Commission	Not giving community who have a lack of access to have input	Threats	
Indigenous Peoples Advisory Council	Public input and part of the process.	Strengths	
Indigenous Peoples Advisory Council	Additionally, builders build without using "Dark Sky" lighting. This is absolutely essential to keep the night sky.	Weaknesses	
Indigenous Peoples Advisory Council	The "Implementation", which necessitated CIP, Zoning, Housing, and Engineering Standards to be in compliance had no enforcement. This is because Zoning and City Council permitted too many exemptions, e.g., student housing, loss of green spaces, high rise apartments, etc. Architecture of buildings, save a few, are boxes, unsightly, and does not reflect the mountain community. Builders and their financiers have more power and sway with Councils.	Weaknesses	

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Indigenous Peoples Advisory Council	Not enough input from Indigenous community members or county population	Weaknesses	
Indigenous Peoples Advisory Council	Include a land acknowledgement to honor and recognize the Indigenous peoples in this region	Weaknesses	
Indigenous Peoples Advisory Council	To start saying "NO" to excessive growth. Saying "NO" to architecture that is bland, unsightly, and blocks views. Be honest about water issues. I've only lived her 8 years but I continue to hear about the 100 year water supply. Why are authorities not saying 90 now? Also, why not add in a realistic assessment that factors in the negative impact on water supply due to project growth, increase water usage, climate change, and builders who fail to plan low water and indigenous plants, etc.	Opportunities	
Indigenous Peoples Advisory Council	A weak Zoning committee, City Council, or BOS. Undue influence on the plan by outside sources (builders, etc.).	Threats	
Mountain Line BOD	Gives a guiding document for the future	Strengths	
Mountain Line BOD	Plan embraces community desires well	Strengths	
Mountain Line BOD	Ties in city and county	Strengths	
Mountain Line BOD	Strong emphasis on bike/ped/transit needs/goals	Strengths	
Mountain Line BOD	Values seem in line with community values	Strengths	

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Mountain Line BOD	Strong collaboration	Strengths	
Mountain Line BOD	Brings community together	Strengths	
Mountain Line BOD	Policies are well outlined	Strengths	
Mountain Line BOD	Data Driven	Strengths	
Mountain Line BOD	Hard to predict issues of the future	Weaknesses	
Mountain Line BOD	Information can get lost within the document	Weaknesses	
Mountain Line BOD	need more community input	Weaknesses	
Mountain Line BOD	Could better speak to comfort needs of bike/pedestrian	Weaknesses	
Mountain Line BOD	Reality is not inline with what is in this plan	Weaknesses	
Mountain Line BOD	City efforts don't reflect what is written in RP	Weaknesses	
Mountain Line BOD	Could use better explanation of how accountability will be kept	Weaknesses	
Mountain Line BOD	Further embrace public transit as a city	Opportunities	
Mountain Line BOD	Better alignment with Transit and Bike/Ped goals/needs	Opportunities	
Mountain Line BOD	Bring community together in the discussion	Opportunities	
Mountain Line BOD	More accountability	Opportunities	

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Mountain Line BOD	Better checks and balances with staff and City efforts	Opportunities	
Mountain Line BOD	Seek Community input prior to design	Opportunities	
Mountain Line BOD	Better public outreach with our Capital Projects	Opportunities	
Mountain Line BOD	Explore new vision coming from the broad community	Opportunities	
Mountain Line BOD	Align our policies to our practice	Opportunities	
Mountain Line BOD	Establish buy-in among stakeholders for adoption	Opportunities	
Mountain Line BOD	Develop stronger community input	Opportunities	
Mountain Line BOD	Lack of understanding of mode shift opportunity	Threats	
Mountain Line BOD	Economic impacts - inflation, slowed economy, reduction in revenue, etc.	Threats	
Mountain Line BOD	City Council not following the RP	Threats	
Mountain Line BOD	Buy in from key players	Threats	
Mountain Line BOD	Prioritization of Vehicle movement (LOS) over other priorities	Threats	
Mountain Line BOD	Community	Threats	
Mountain Line BOD	Lack of Leadership	Threats	
Mountain Line BOD	lack of transparency	Threats	

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Mountain Line BOD	City Staff (lol)	Threats	
Mountain Line staff	Recognizes that public transit needs to be "baked in" to the permitting process for all development	Strengths	
Mountain Line staff	Prioritizes transit and multimodal transportation	Strengths	
Mountain Line staff	the goals and policies make for a great City.	Strengths	
Mountain Line staff	activity centers support transit	Strengths	
Mountain Line staff	engaged community stakeholder engagement - and voters	Strengths	
Mountain Line staff	multi agency cooperation	Strengths	
Mountain Line staff	Great goals and policies - well defined	Strengths	
Mountain Line staff	current regional plan assumes affordable housing must be higher density	Weaknesses	
Mountain Line staff	Despite what the plan says, roads/cars always seem to "win"	Weaknesses	
Mountain Line staff	focus is on map over policies	Weaknesses	
Mountain Line staff	Disconnect between the amazing things in the plan and the actual execution in the development process	Weaknesses	
Mountain Line staff	staffing/ resources to implement	Weaknesses	
Mountain Line staff	Disconnect between Regional Plan policies and implementation tools (TIA, zoning, roadway classification/complete streets, etc.)	Weaknesses	

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Mountain Line staff	Shared opportunities to build infrastructure for large vehicles and facilities that serve partners in meeting carbon neutrality objectives	Opportunities	
Mountain Line staff	Mountain Line/ school district transportation coordination to make an impact on parent drop off	Opportunities	
Mountain Line staff	multimodal hubs strategically located with multiuse hubs	Opportunities	
Mountain Line staff	Talk about the importance of the Street Network for transit and other modes	Opportunities	
Mountain Line staff	Developer buy in to operations and getting free passes to people (ecoPass requirements)	Opportunities	
Mountain Line staff	used regional plan for regional streets to develop citywide "masterplan" of street network that can guide developers and City capital	Opportunities	
Mountain Line staff	consider transit a utility	Opportunities	
Mountain Line staff	short term rentals - airbnbs - incentive non-residential use of housing stock	Threats	
Mountain Line staff	state law regarding zoning and change in value increase threats of city lawsuits	Threats	
Mountain Line staff	Lack of connection of City budget process for staffing to implement mid-level policy updates	Threats	
Mountain Line staff	PTN is hard for development in a very costly real estate market	Threats	
Mountain Line staff	ADOT jurisdiction through heart of town and suburban part of Hwy 180 is road block to creating vision for great streets - multimodal	Threats	

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Mountain Line staff	Flexible wording could lead to lack of execution	Threats	
Mountain Line staff	Many leaders do not use transit, so they are not familiar with the system strengths/weaknesses and what people actually want in a system	Threats	
Mountain Line staff	Struggles with getting ADOT on board	Threats	
Mountain Line staff	Staffing time to implement	Threats	
Mountain Line staff	Policies without funding won't gain traction	Threats	
Mountain Line staff	More people working from home which creates less need for transportation.	Threats	
Mountain Line staff	Limited transit funding - without more \$\$ we cannot implement anything else	Threats	
Mountain Line staff	car-centric thinking	Threats	
Mountain Line TAC	Broad ranges of topics well-integrated	Strengths	
Mountain Line TAC	Inclusive of participation	Strengths	
Mountain Line TAC	extensive mapping	Strengths	
Mountain Line TAC	reasonable timeframe for review & creation	Strengths	
Mountain Line TAC	public participation	Strengths	
Mountain Line TAC	very large document	Weaknesses	

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Mountain Line TAC	reasonableness of activity centers proposed at what feels like most every major intersection	Weaknesses	
Mountain Line TAC	Activity centers are not scaled to actual market potential - number of prospective dwelling units within a defined area, accessibility by different modes, etc.	Weaknesses	
Mountain Line TAC	Position the region for several technological advances: automated vehicles, clean energy, manufactured housing technologies	Opportunities	
Mountain Line TAC	Having more departments contribute to and utilize the plan	Opportunities	
Mountain Line TAC	increased land use and transportation connection discussions	Opportunities	
Mountain Line TAC	possibility of micro-mobility pilot program for social services & airport to help with providing transit to areas outside regular routes	Opportunities	
Mountain Line TAC	NIMBYS have turned into BANANAS increasing the obstacles to any kind of growth.	Threats	
Mountain Line TAC	failing to understand impacts of Maricopa County growth (visitation, 2nd home demand, travel time to Phoenix, etc.)	Threats	
Mountain Line TAC	In the past support for residential density has not always materialized at the project level	Threats	
Mountain Line TAC	big dreams, small wallets (not having the funding to support the plan)	Threats	
Open Space Commission	Informational graphics and mapping	Strengths	
Open Space Commission	Seems to be a good aspirational plan full of ideas	Strengths	

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Open Space Commission	Better connected FUTS system, more passive transportation opportunities	Strengths	
Open Space Commission	Lack of specifics in order to implement.	Weaknesses	
Open Space Commission	Shared community values to drive vision and goals.	Weaknesses	
Open Space Commission	people want things now- no specifics on implementation/timelines	Weaknesses	
Open Space Commission	The Conservation Land System has not been implemented	Weaknesses	
Open Space Commission	Use of enterprise risk management to identify the risks that could prevent goals from not being achieved. Applying ERM to a strategic plan can improve success in achieving goals. ERM looks at a spectrum of risks and how they can impact objectives and goals. Those risks can then be prioritized and managed.	Opportunities	
Open Space Commission	Greater emphasis of how to get to our goals.	Opportunities	
Open Space Commission	Active public conversations for roads and bridges- shifting in transportation focus	Opportunities	
Open Space Commission	Public interest in bike infrastructure	Opportunities	
Open Space Commission	Uncertain changes in economic conditions that could impact tourism or residents within the Flagstaff region. I.e. housing becomes unattainable. Travel becomes too expensive.	Threats	
Open Space Commission	Future technology developments with modes of transportation	Threats	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Open Space Commission	Continued pressure on funding to implement plan.	Threats	
Open Space Commission	road and housing development pressures taking priority over passive transportation	Threats	
Planning and Zoning Commission (Joint City/County)	Flagstaff urban areas staying historical, walkable, and open to all.	Strengths	
Planning and Zoning Commission (Joint City/County)	Guiding Principles	Strengths	
Planning and Zoning Commission (Joint City/County)	Scenery and Natural beauty	Strengths	
Planning and Zoning Commission (Joint City/County)	Carbon Neutrality and Energy	Strengths	
Planning and Zoning Commission (Joint City/County)	Heritage and Culture	Strengths	
Planning and Zoning Commission	Conservcation of the Natural Environment and Open Space	Strengths	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Average
(Joint City/County)			
Planning and Zoning Commission (Joint City/County)	Local input	Strengths	
Planning and Zoning Commission (Joint City/County)	Mixed use developments	Strengths	
Planning and Zoning Commission (Joint City/County)	The current plan is wide-ranging in scope (as it should be) and attempts to directly address challenges facing the region related to planning, land use, & the built environment. Related to Chapter IX - Growth Areas & Land Use: Strengths are evident with the detail related to Reinvestment & Infill portions of Chapter IX (Goals LU.1, LU.9, LU.10, LU.11) emphasizing reinvestment and infill development in previously developed urban areas. These goals are stated clearly and directly.	Strengths	
Planning and Zoning Commission (Joint City/County)	Reinvestment policies	Strengths	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Planning and Zoning Commission (Joint City/County)	Inclusion of activity centers, arts, science and education	Strengths	
Planning and Zoning Commission (Joint City/County)	The Plan is a reasonably well balanced effort to express the positive values held by the greater Flagstaff community.	Strengths	
Planning and Zoning Commission (Joint City/County)	Reflection of city and citizen interactions is quite comforting and informative	Strengths	
Planning and Zoning Commission (Joint City/County)	Attention to neighborhood concerns and plans	Strengths	
Planning and Zoning Commission (Joint City/County)	Urgency of Climate Change	Weaknesses	
Planning and Zoning Commission (Joint City/County)	Not harvesting windpower to the best of our ability.	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Planning and Zoning Commission (Joint City/County)	No plans for potable water to residential homes to be used for outdoor gardening/watering. The promotion of rock lawns or artificial lawns will have the ill effect to make temperatures in neighborhoods and throughout the city, rise.	Weaknesses	
Planning and Zoning Commission (Joint City/County)	Adoption of denser activity centers has led to the unpopular high rises in the community and looks like "Phoenixing Flagstaff." The "mountain town" flavor of the community is being lost.	Weaknesses	
Planning and Zoning Commission (Joint City/County)	Great streets don't exist much south of Butler.	Weaknesses	
Planning and Zoning Commission (Joint City/County)	Weaknesses seam to be (predictably) associated with how to craft text that is applicable to a variety of conceivable land-use scenarios. These more open-ended areas seam to be mostly associated with rural/greenfield development and natural resources. (LU.2, LU.8, LU.14, LU.17).	Weaknesses	
Planning and Zoning Commission (Joint City/County)	Increase surveying of underrepresenting groups: Latina/o, Indigenous, Black etc.	Weaknesses	
Planning and Zoning Commission	Creation of smaller affordable homes	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
(Joint City/County)			
Planning and Zoning Commission (Joint City/County)	Caring about growth in our community - neighborhoods, people, planners	Opportunities	
Planning and Zoning Commission (Joint City/County)	establish a strong foundation based on environment and equity	Opportunities	
Planning and Zoning Commission (Joint City/County)	The impacts of population growth and climate change are now farther along and more obvious than they were a decade ago.	Opportunities	
Planning and Zoning Commission (Joint City/County)	There are more opportunities for outreach and messaging about the Plan and the need for community input such as the platform NextDoor and enlisting the assistance of realtors to share messaging.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Educational institutions that train future planners and city leaders.	Opportunities	
Planning and Zoning Commission	More knowledge of what works and what doesn't work.	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
(Joint City/County)			
Planning and Zoning Commission (Joint City/County)	As the indirect impacts of climate change are more directly felt on the local community (increased tourism during heat waves, increased fire activity, etc.) I'm curious if there may be more public interest/support in pursuing land use policies & goals that directly respond to climate and carbon neutrality goals. More broadly, local jurisdictions simplifying or incentivizing desired development typologies (such as the City of Flagstaff's recent ADU incentives) are also opportunities to guide development patterns in a way that align with stated goals of the Regional Plan	Opportunities	
Planning and Zoning Commission (Joint City/County)	The ability to plan for the weaknesses and threats.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Circle up more engagement with content and service experts who have skills and experience in Diversity, Equity and Inclusion	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Average
Planning and Zoning Commission (Joint City/County)	Welcome new knowledge approaches from new and outgoing residents: Those who come to the mountain can explain better why they are here; and their experiences can help retain others.	Opportunities	
Planning and Zoning Commission (Joint City/County)	There is the need for more collaboration between city and county with regard to planning for land use and zoning. The city is limited and can not be all things to all residents in the future as far as housing, space for business/employers, as well as goods & services. The county has more developable land than the city will need to plan for the growth and needs that the region is currently experiencing which is inevitable to continue in the future.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Create a City/County task force to help coordinate tribal input on regional issues.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Address the issues of height and set back for commercial properties in the Flagstaff Zoning Code in ways that do not trigger Proposition 207 lawsuits. (Most commercial property in Flagstaff is zoned for 60' height 10' back from the sidewalk, leading to projects like the new apartment building that looms over the Highway 180 gateway near Forest Ave.)	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Average
Planning and Zoning Commission (Joint City/County)	Create a joint City/County workforce housing agency with housing land trusts and as a primary goal. (The City has a very good start on this that would be strengthened by County involvement.)	Opportunities	
Planning and Zoning Commission (Joint City/County)	Encourage Accessory Dwelling Units in the City and County as a way to provide more housing while maintaining community character.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Implement standards to create wide multimodal sidewalks instead of street level bike lanes, especially on streets with speed limits over 25mph.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Encourage all-electric utilities in new construction and renovation.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Work with the Snow Bowl on a plan that would provide potable water for snow making in exchange for City water conservation projects funded by Snow Bowl.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Create a plan to incorporate potable re-use into the City water system.	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Planning and Zoning Commission (Joint City/County)	Prioritize the Conservation Land System goal to maintain critical wildlife and vegetation resources on a landscape scale. This is especially important as we see landscape scale renewable energy development being developed.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Create a high level task force to rapidly and effectively implement the Four Forest Restoration Initiative. Council, Supervisors, federal and state agency heads, US Senators and Members of Congress, the Governor.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Create a joint City/County Plant Ecologist position to coordinate the many Comprehensive Plan goals related to vegetation. This would be parallel to the function provided across all jurisdictions by AZGF to maintain goals relating to wildlife.	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Planning and Zoning Commission (Joint City/County)	Discuss the "build forward" element in modern city planning. Target is the old model, with parking in front and the building in the rear. The Standard is the new model, with the building at the sidewalk and parking behind or inside. Imagine a nicely landscaped 5' berm in front of Target so that cars driving by saw only the landscaping, the tops of the trees in the parking lot and the mountains beyond. In contrast, imagine Fourth Street built out in the modern style with 60' buildings at the sidewalk and no view of Mt Elden. That canyon effect is the current plan.	Opportunities	
Planning and Zoning Commission (Joint City/County)	Climate Concerns - water...fire	Threats	
Planning and Zoning Commission (Joint City/County)	state legislature restrictions against self-governance, property rights that conflict with good planning	Threats	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Planning and Zoning Commission (Joint City/County)	Rapidly increased construction costs over the last few years will likely impact financial viability for infill, and adaptive re-use projects (and their associated Land Use Goals in Chapter XI). Incentivizing these types of projects would seem to be crucial in ensuring the Urban reinvestment portions of Chapter XI are attainable).	Threats	
Planning and Zoning Commission (Joint City/County)	Lack of creativity, courage, regional coordination and financial resources. The Four Forest Restoration Initiative is 12 years old and critical watersheds in the Flagstaff region are still not thinned to make them safe. The City, County and USFS have become masters of flood control but have been unable to address the cause of the flooding - wildfires across landscapes that need thinning. A fire across the Rio de Flag watershed could cause flooding that would cost \$billions and put Flagstaff out of business for years.	Threats	
Planning and Zoning Commission (Joint City/County)	Apathy. The city has asked for community input on many issues lately and there is the threat that people will tune out and not engage on this issue. Also, many of our younger residents that are not established or are fearing they will never be home owners here in the Flagstaff area due to the housing crisis will likely not engage if they dont see themselves able to stay here.	Threats	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Planning and Zoning Commission (Joint City/County)	Future growth	Threats	
Planning and Zoning Commission (Joint City/County)	4th street has not improved--buildings don't fit with the character of Flagstaff. The road itself is fine, but there are businesses that are so run down, they should be torn down. Look at the number of buildings that are not occupied and what can be done about the "urban blight" in the corridor.	Threats	
Planning and Zoning Commission (Joint City/County)	Milton Road not being able to handle the increase in traffic. Milton road is not very safe for pedestrian or bikes.	Threats	
Planning and Zoning Commission (Joint City/County)	Land ownership by Feds and State create less land to use. This is also a strength.	Threats	
Planning and Zoning Commission (Joint City/County)	Political environment/logjam/seems to threaten collaboration and needed progress on city and county planning and implementation	Threats	
Planning and Zoning Commission (Joint City/County)	Existing legal and policy frameworks stymie efforts to provide residents greater control over resources, utilities, affordable homes, child care needs and new jobs.	Threats	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Planning and Zoning Commission (Joint City/County)	There are not enough inroads for BIPOC collaborations that don't already serve the dominant social order.	Threats	
Planning and Zoning Commission (Joint City/County)	Structural barriers, banking, policy planning, decisionmakers who maintain a status quo that might be considered "structured racism" (not attitudes, but continued control by those who have inherited power, wealth and privilege via racial privilege).	Threats	
Planning and Zoning Commission (Joint City/County)	Not enough affordability of housing, jobs, schooling for diverse populations	Threats	
Pedestrian Advisory Committee	Focus on continuing to further connect current ped/bicycle paths	Strengths	
Pedestrian Advisory Committee	comprehensive and thorough	Strengths	
Pedestrian Advisory Committee	Flagstaff is a prime candidate for being promoted not only as a great destination, but also as one of the world's "15-Minute" cities!	Strengths	
Pedestrian Advisory Committee	recognition that Flagstaff is a great place to encourage ped/bike traffic - 30% of work commute trips being under 10 minutes lends itself to getting people out of cars	Strengths	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Pedestrian Advisory Committee	The actual inclusion of pedestrian and bike issues is a positive!	Strengths	
Pedestrian Advisory Committee	complete streets policies	Strengths	
Pedestrian Advisory Committee	continued acceptance that cars "should" or "will" be the primary mode of transportation - doesn't lean into the "big shift" idea enough	Weaknesses	
Pedestrian Advisory Committee	lots of goals and policies - but the plan doesn't include a lot of "specifics" on how each will be accomplished	Weaknesses	
Pedestrian Advisory Committee	a bit unclear how so many different plans fit together - region plan, atmp, carbon neutrality plan, etc - makes it seem like a lot of government paperwork without anything happening	Weaknesses	
Pedestrian Advisory Committee	The language in section 5 is nice, and comprehensive, but sounds very standard and uninspiringâ€¦ i would like to see use of the words "increase" and "commitment"	Weaknesses	
Pedestrian Advisory Committee	Too many policies	Weaknesses	
Pedestrian Advisory Committee	508 policies seems to be in the weeds for such a broad plan	Weaknesses	
Pedestrian Advisory Committee	hard to determine how such a large number of goals and policies will be evaluated	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Pedestrian Advisory Committee	More emphasis on how to regulate vehicle traffic. I mainly walk or bike as transportation and I ALWAYS see cars driving 20+ MPH over the speed limit on small 1-2 lane roads that also have common bike or ped paths.	Opportunities	
Pedestrian Advisory Committee	more emphasis on traffic calming techniques	Opportunities	
Pedestrian Advisory Committee	Accommodating micro-mobility	Opportunities	
Pedestrian Advisory Committee	Policies are detailed and thorough but may still have the opportunity to combine/streamline some of them	Opportunities	
Pedestrian Advisory Committee	Looking for best practices in other similar communities?	Opportunities	
Pedestrian Advisory Committee	It could be useful to incorporate more focus on driving habits and drivers rate to abiding to laws since a huge part of pedestrian experience and feeling of safety is whether or not drivers are actually paying attention, ect. Example: drivers automatically making right turns and only looking left for oncoming traffic rather than checking towards their right for either pedestrians or cyclists.	Opportunities	
Pedestrian Advisory Committee	Plan based on aspirational carbon neutrality goals rather than current ped-bike usage (eg imagine an intersection has high bike-ped use and prohibit RTOR)	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Parks & Recreation Commission	emphasis on walkability	Strengths	
Parks & Recreation Commission	Strong vision for providing parks and recreation facilities for Flagstaff	Strengths	
Parks & Recreation Commission	I really like that it goes into some detail about other organizations and what they offer to the region	Strengths	
Parks & Recreation Commission	High quantity of parks	Strengths	
Parks & Recreation Commission	Approach towards sustainability	Strengths	
Parks & Recreation Commission	In depth, data driven approach	Strengths	
Parks & Recreation Commission	Lack of understanding what the plan does and means for an individual.	Weaknesses	
Parks & Recreation Commission	Unclear if the plan has obtainable (SMART) goals included	Weaknesses	
Parks & Recreation Commission	Lack of prioritization of recreation to meet current and future demand	Weaknesses	
Parks & Recreation Commission	The complexity of 180 data driven metrics.	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Parks & Recreation Commission	Lack of funding for additional park and rec facilities	Weaknesses	
Parks & Recreation Commission	Complex, not easy to understand	Weaknesses	
Parks & Recreation Commission	Potentially more coordination between existing agencies	Opportunities	
Parks & Recreation Commission	Integration of accessible and equitable designs for all parks and rec facilities	Opportunities	
Parks & Recreation Commission	coordination with transportation services.	Opportunities	
Parks & Recreation Commission	Cost recovery opportunities	Opportunities	
Parks & Recreation Commission	Encouraging development of facilities in private developments	Opportunities	
Parks & Recreation Commission	Public- Priavate partnership	Opportunities	
Parks & Recreation Commission	Adding parks and recreation facilities to underserved communities	Opportunities	
Parks & Recreation Commission	Making sure we have the most sustainable facilities as we work across all departments due to the emergency declaration	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Parks & Recreation Commission	Consideration of underutilized community parks.	Opportunities	
Parks & Recreation Commission	Community engagement	Opportunities	
Parks & Recreation Commission	focus on the FUTS Trail	Opportunities	
Parks & Recreation Commission	Potentially running out of space	Threats	
Parks & Recreation Commission	Inflation	Threats	
Parks & Recreation Commission	Expiration of BBB tax funding	Threats	
Parks & Recreation Commission	The results of the previous regional plan(?)	Threats	
Parks & Recreation Commission	time frame to implement changes.	Threats	
Parks & Recreation Commission	Financial capabilities	Threats	
Parks & Recreation Commission	Affordability of services	Threats	
Sustainability Commission	modes of transportation	Strengths	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Sustainability Commission	Comprehensive and addresses diverse issues	Strengths	
Sustainability Commission	Adding more bus stops is probably the most important thing we could do to make buses a viable means of transportation for more people here.	Strengths	
Sustainability Commission	The plan was approved by voters!	Strengths	
Sustainability Commission	A more robust, timely Climate Change and Adaptation section was added this year - good job Sustainability Section :)	Strengths	
Sustainability Commission	Most of the goals presented in the plan are important. These include increased economic diversification, expansion of renewable energy sources, and reducing housing costs	Strengths	
Sustainability Commission	Accountability for implementation	Weaknesses	
Sustainability Commission	Community involvement "deeper" than it could have been (too few folks doing too much work)	Weaknesses	
Sustainability Commission	I know that this may be out of the purview of a document of this length, but there seems to be relatively little in the way of concrete strategies to pursue the goals laid out.	Weaknesses	
Sustainability Commission	There is little integration between different parts of the plan. For example, I didn't see much discussion in the economic development section on how to integrate economic development goals with sustainability goals.	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Average
Sustainability Commission	It's good to emphasize education, and an educated population is absolutely a good thing, but I think it is possible to overstate how much of an impact an educated population has on our economy.	Weaknesses	
Sustainability Commission	Although it's alluded to a couple times, I couldn't find in any of the goals in the economic development section a reference to effectively meeting the needs of all of Flagstaff's residents. Since this is the most fundamental purpose of any economy, and since it's not always an identical goal with all business interests, I think it's worth including.	Weaknesses	
Sustainability Commission	I don't know if this is the purview of the Flagstaff Regional Plan, but there does not seem to be any mention of restricting the number of properties going to speculators and investors that price out Flagstaff residents.	Weaknesses	
Sustainability Commission	I may have missed it, but I didn't see anything regarding management of overgrown ponderosa within city limits. This issue wakes me up in the middle of the night - I'm waiting for University Heights to go up in a ball of flames and the city cannot afford to wait for a citizen with extra time to organize a neighborhood-wide thinning effort. A map of high priority thinning areas along with a strategy that prioritizes Firewise landscaping is critical.	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Sustainability Commission	Provide more robust engagement and accountability	Opportunities	
Sustainability Commission	Having difficult discussions during the creation of the plan provides greater clarity on how to resolve the myriad tensions inherent in community planning. This would include prioritizing goals across all areas of the plan.	Opportunities	
Sustainability Commission	Climate change will increase the need for air conditioning in Flagstaff. I wonder if we could mitigate this need through planned land use, for example by using building materials that are good at reflecting heat.	Opportunities	
Sustainability Commission	An increased focus and awareness of climate and sustainability that can be at the forefront of the new plan.	Opportunities	
Sustainability Commission	In economic development, it would be nice if we could do something to support and encourage the development of worker owned co-ops. This business model has a lot of advantages for the community at large.	Opportunities	
Sustainability Commission	I wonder how possible it would be to expand FUTS?	Opportunities	
Sustainability Commission	City resources contract due to a recession (or other crisis) leading aspects of the plan requiring resources to be dropped and pushing department heads to put out fires rather than do the non-urgent, important work the plan invites.	Threats	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Average
Sustainability Commission	The same folks that tend to give feedback to the city dominate the community engagement elements of plan creation and there is limited ownership of the plan by the larger community	Threats	
Sustainability Commission	The cultural/societal/municipal inertia toward development and economic growth frustrates the overarching goal of creating well-being for all especially as it relates to climate action	Threats	
Sustainability Commission	As we've seen, fires have the potential to quickly and drastically change our local ecology with many downstream effects, and we're likely to see more and more of them.	Threats	
Sustainability Commission	City Manager turnover persists leaving doubt as to whether the City will make the Plan as high a priority as it deserves	Threats	
Sustainability Commission	Skyrocketing home prices that are rising faster than this regional plan will be implemented.	Threats	
Sustainability Commission	There is a high chance of increased political and economic volatility in the coming years. There is a chance of future state or national policy that could interfere with these plans, and the volatility itself could also interfere.	Threats	
Tourism Commission	Bars, Brews & Restaurants	Strengths	
Tourism Commission	walkable historic downtown	Strengths	
Tourism Commission	Native American culture	Strengths	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Tourism Commission	world's largest contiguous Ponderosa forest	Strengths	
Tourism Commission	dark skies	Strengths	
Tourism Commission	San Francisco Peaks	Strengths	
Tourism Commission	Festivals	Strengths	
Tourism Commission	City of Seven Wonders	Strengths	
Tourism Commission	Native culture	Strengths	
Tourism Commission	Access to the Grand Canyon	Strengths	
Tourism Commission	National monuments, parks, etc. generate strong traffic	Strengths	
Tourism Commission	Strong City Tourism Team	Strengths	
Tourism Commission	responsible tourism	Strengths	
Tourism Commission	Total community involvement	Strengths	
Tourism Commission	airport	Strengths	
Tourism Commission	high altitude	Strengths	
Tourism Commission	Lots to promote	Strengths	
Tourism Commission	Broad experience base	Strengths	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Tourism Commission	Lots of previous work to glean from	Strengths	
Tourism Commission	tourism goals are clear and relate to other community values	Strengths	
Tourism Commission	Pet Friendly	Strengths	
Tourism Commission	Family Friendly	Strengths	
Tourism Commission	Not enough parks	Weaknesses	
Tourism Commission	No luxury lodging - no spas, etc	Weaknesses	
Tourism Commission	Tourism worthy transportation	Weaknesses	
Tourism Commission	event venues	Weaknesses	
Tourism Commission	Funding	Weaknesses	
Tourism Commission	Affordable hotel rooms	Weaknesses	
Tourism Commission	Public Parking	Weaknesses	
Tourism Commission	qualified workforce	Weaknesses	
Tourism Commission	Unknowns	Weaknesses	
Tourism Commission	high-density student housing	Weaknesses	
Tourism Commission	Lack of facilities	Weaknesses	
Tourism Commission	new air service	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Tourism Commission	Embracing unconventional venues for attractions and programming.	Opportunities	
Tourism Commission	Consider the arts and creative economy as a related key policy.	Opportunities	
Tourism Commission	winterrecreation	Opportunities	
Tourism Commission	Parking structure downtown	Opportunities	
Tourism Commission	Expansion of I17	Opportunities	
Tourism Commission	Discover Flagstaff supporting public private partnerships and sustainable tourism	Opportunities	
Tourism Commission	high altitude training	Opportunities	
Tourism Commission	PHX is the fastest growing City	Opportunities	
Tourism Commission	Inclusion or reference to community group strategic plans that are not necessarily adopted by the City.	Opportunities	
Tourism Commission	Lack of infrastructure investment - need a robust transportation system	Threats	
Tourism Commission	Cost of living	Threats	
Tourism Commission	Budgetary Constraints	Threats	
Tourism Commission	not having the right infrastructure in place	Threats	
Tourism Commission	Litter and lack of responsibility in visitation	Threats	
Tourism Commission	Closure of I-17 due to accidents, etc	Threats	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Tourism Commission	climate change	Threats	
Tourism Commission	anti-visitation sentiments and BANANAs	Threats	
Tourism Commission	Williams, Cottonwood, Verde Valley	Threats	
Tourism Commission	federal shutdowns	Threats	
Tourism Commission	Pandemics	Threats	
Tourism Commission	Fire events	Threats	
Tourism Commission	Growth of Tusayan AZ	Threats	
Tourism Commission	Community sentiment regarding density / housing	Threats	
Tourism Commission	Lack of affordable housing to support	Threats	
Transportation Commission	Extensive Mapping	Strengths	
Transportation Commission	The region plan includes the futire growth areas	Strengths	
Transportation Commission	Vision of mode shift holds true per recent MetroPlan survey	Strengths	
Transportation Commission	Comprehensive, addressed bike-ped-transit as stand-alone categories for metrics	Strengths	
Transportation Commission	Does the current map have to much detail and need to broken into layers?	Weaknesses	
Transportation Commission	We never adopted complete streets policies or invcorprated context sensitive solutions into our city code.	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Transportation Commission	more specific for how to achieve goals/policies	Weaknesses	
Transportation Commission	Include vision zero goal	Weaknesses	
Transportation Commission	identify broader performance measures	Weaknesses	
Transportation Commission	How to do the future growth illustration and not have it serve as a "zoning map".	Weaknesses	
Transportation Commission	New initiatives (e.g. VMT goals)	Weaknesses	
Transportation Commission	update to include the Permanent Transit network	Opportunities	
Transportation Commission	More interactive and digital content	Opportunities	
Transportation Commission	Prioritize resource protection - a hierarchy	Opportunities	
Transportation Commission	Affordable Housing	Opportunities	
Transportation Commission	Plan ahead with affordable land areas that are in the middle of the city	Opportunities	
Transportation Commission	Huge document	Threats	
Transportation Commission	Goals and policies	Threats	
Transportation Commission	People have concern with density - sounds good until it actually happens	Threats	
Transportation Commission	Conflicting unprioritized goals	Threats	
Water Commission	Holistic and comprehensive look at future growth	Strengths	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Water Commission	modes of transportation	Strengths	
Water Commission	Supports a sustainable and high quality water supply	Strengths	
Water Commission	ahead of regulation	Strengths	
Water Commission	clear	Strengths	
Water Commission	Acknowledgement of, and planning to adhere to, EPA and other regulatory requirements	Strengths	
Water Commission	A process to update the plan on an annual basis, thus creating a (relatively) living document	Strengths	
Water Commission	conservative	Strengths	
Water Commission	Lots of excellent information in bullet format. Focus on maintaining the character of Flagstaff with open space, urban trails, etc. is good along with many other topics.	Strengths	
Water Commission	Water usage reduce to 100 gal per person and increase in reclaim water.	Strengths	
Water Commission	a realistic solution for the homeless problem	Weaknesses	
Water Commission	a realistic plan to bring in tech jobs	Weaknesses	
Water Commission	walkability	Weaknesses	
Water Commission	parks and athletic facilities	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Water Commission	It appears that the 2030 plan does not have an overall prioritization of issues. It appears that all goals are created equal (?)	Weaknesses	
Water Commission	Is the 2030 plan trying to tackle too many issues? Should it be simplified to land use, water use and transportation infrastructure?	Weaknesses	
Water Commission	I not sure how many format this document is in but it feels somewhat disconnected. Not sure because I do not have time to review this document in detail so this may not be a valid comment. I would start with overriding views. We love the the smaller town feel and the amazing beautiful place and all the outdoor activities. The university town with NAU and CCC. How do we retain this quality of life as we grow. The problems we face, fire and then flood, drought and water supply, affordable housing crisis, and other issues. Start with blessing and challenges and the interconnectedness of them and the solutions.	Weaknesses	
Water Commission	separated bicycling infrastructure away from cars	Weaknesses	
Water Commission	I have not experienced any significant weaknesses, but I would like to know from City staff the weaknesses they see when capital improvements are being implemented and development is happening.	Weaknesses	
Water Commission	Storm Water potential damage without sufficient capture of storm water run off.	Weaknesses	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Water Commission	Use reclaimed water effectively	Opportunities	
Water Commission	working with the permitting dept to award hyper-efficient developments with a preferred water/wastewater rate schedule	Opportunities	
Water Commission	zoom towns: build for remote teleworkers and the zoom economy	Opportunities	
Water Commission	van nomads; build for our seasonal van visitors	Opportunities	
Water Commission	mass transit to Sedona; link with our suburb!	Opportunities	
Water Commission	people want to bike but can't; give them routes!	Opportunities	
Water Commission	The flooding and "almost at capacity" status of the water treatment system can/should create heightened awareness of wastewater and stormwater issues.Â This should generate revised/new policies to address this core need.	Opportunities	
Water Commission	When developing the upcoming plan, analyze how the city has changed (both through private development and capital improvements) in relation to the past plan.Â Determine where the plan succeeded and failed, and methods for improving implementation of the upcoming plan.	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Water Commission	Provide fully integrated GIS maps of all of the identified categories. A project team should be able to go to one map to identify local and surrounding issues, constraints and goals of that may influence the design.	Opportunities	
Water Commission	Flagstaff has many strengths in this place. We need to think out of the box and work together with NAU, CCC, the Forest Service, BLM, the state, all the non profits, USGS, and other forward thinking cities to solve problems. As the tunnel fire reinforces we need to think about how we build house, make them more fire proof. Encourage the use of roof top solar and backup batteries. Look at micro grids for power sharing. Encourage the use of electric cars and make charging each. All the other stuff mentioned in the plan is great also. Advance treatment of our water for direct reuse of reclaimed water for potable water (DPR). Flagstaff can and should be a leader	Opportunities	
Water Commission	With recent success in having Lake Mary provide up to 50% of water supply, the potential to rebalance infrastructure/spending that may extend the aquafer water supply into the future (?)	Opportunities	
Water Commission	Increased collaboration with USFS, state and county agencies for increased focus on the health of the Coconino forest, our single largest asset	Opportunities	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Water Commission	Macroeconomic and budgetary challenges and constraints	Threats	
Water Commission	Catastrophic fire and flooding	Threats	
Water Commission	traffic jams cause everyone to go to Williams instead	Threats	
Water Commission	shutting down important recreation activities and economic benefits due to water cost (skiing, golf, etc.)	Threats	
Water Commission	the homeless problem will get worse and could ruin the economy. this is a tourist town.	Threats	
Water Commission	cost of living cannot be contained. how will we accept that and adapt?	Threats	
Water Commission	more rapidly increasing temperatures, which may have effect on the local environment (?)	Threats	
Water Commission	focus on the wrong conservation priorities (anything but outdoor water use) which distracts	Threats	
Water Commission	green energy mandates make power use a lot more expensive and thus water also	Threats	
Water Commission	Local progressive politics prioritizing unaffordable wants like social housing for all over infrastructure needs like roads, parks, public safety, water.	Threats	
Water Commission	Integration of too many issues can water down the whole plan	Threats	

Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
Water Commission	Climate change and affordable housing are Flagstaffs greatest threats to quality of life and our economy. We must respond creatively and not just rely on the state and federal government which have their problems. One issue I did not see in the plan was the problem of smoke from wood stoves for heating in winter in low areas of Flagstaff causing health effect. The city and county should encourage the use of EPA rated stoves and inserts and ways to reduce this problem especially on low wind days with inversions at night.	Threats	
Water Commission	Storm Water damage, Inflation that will effect constructing more wells and infrastructure.	Threats	
Water Commission	Population and development outpacing water supply and waste treatment - balance must be maintained	Threats	
Water Commission	Flooding issues overwhelming stormwater and wastewater treatment infrastructure	Threats	