

**JOINT FLAGSTAFF CITY COUNCIL/COCONINO COUNTY BOARD OF SUPERVISORS/COCONINO  
COUNTY FLOOD CONTROL DISTRICT BOARD OF DIRECTORS  
WORK SESSION AGENDA**

JOINT CITY/COUNTY WORK SESSION  
MONDAY  
OCTOBER 17, 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

2. **ROLL CALL**

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

CHAIRWOMAN HORSTMAN  
VICE-CHAIRMAN VASQUEZ  
SUPERVISOR BEGAY

SUPERVISOR FOWLER  
SUPERVISOR RYAN

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 on an item that is on the agenda 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 an opportunity to speak.*

*The Coconino County Board of Supervisors will resolve as the Coconino County Flood Control District Board of Directors.*

**5. Flooding update**

For information only.

*The Coconino County Flood Control District Board of Directors will resolve as the Coconino County Board of Supervisors.*

**6. Update on the Flagstaff Regional Plan Process**

Discussion only.

**7. Military Installation Sustainability (MIS) Grant Update**

The item is for information only.

**8. County and City Ballot Measures**

County and City staff will share information with City Council and County Board of Supervisors about the Jail District Sales Tax and Propositions 441 and 442.

**9. Informational Items To/From Chairman, Supervisors and County Manager, Mayor, Council and City Manager**

**10. Public Participation**

**11. 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:** Sarah Langley, Management Analyst  
**Date:** 10/10/2022  
**Meeting Date:** 10/17/2022



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**TITLE:**

**Flooding update**

**DESIRED OUTCOME:**

For information only.

**EXECUTIVE SUMMARY:**

Staff from both the City of Flagstaff and the County Flood Control District will present to the City Council, Board of Supervisors and community the latest information about post-wildfire flooding and long-term mitigations in the Schultz Creek/ Pipeline West area.

**INFORMATION:**

Staff from both the City and Flood Control District will present an overview of flood mitigation efforts.

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**Attachments:** [City Presentation](#)  
[County Presentation](#)

**Minutes Attachments**

*No file(s) attached.*

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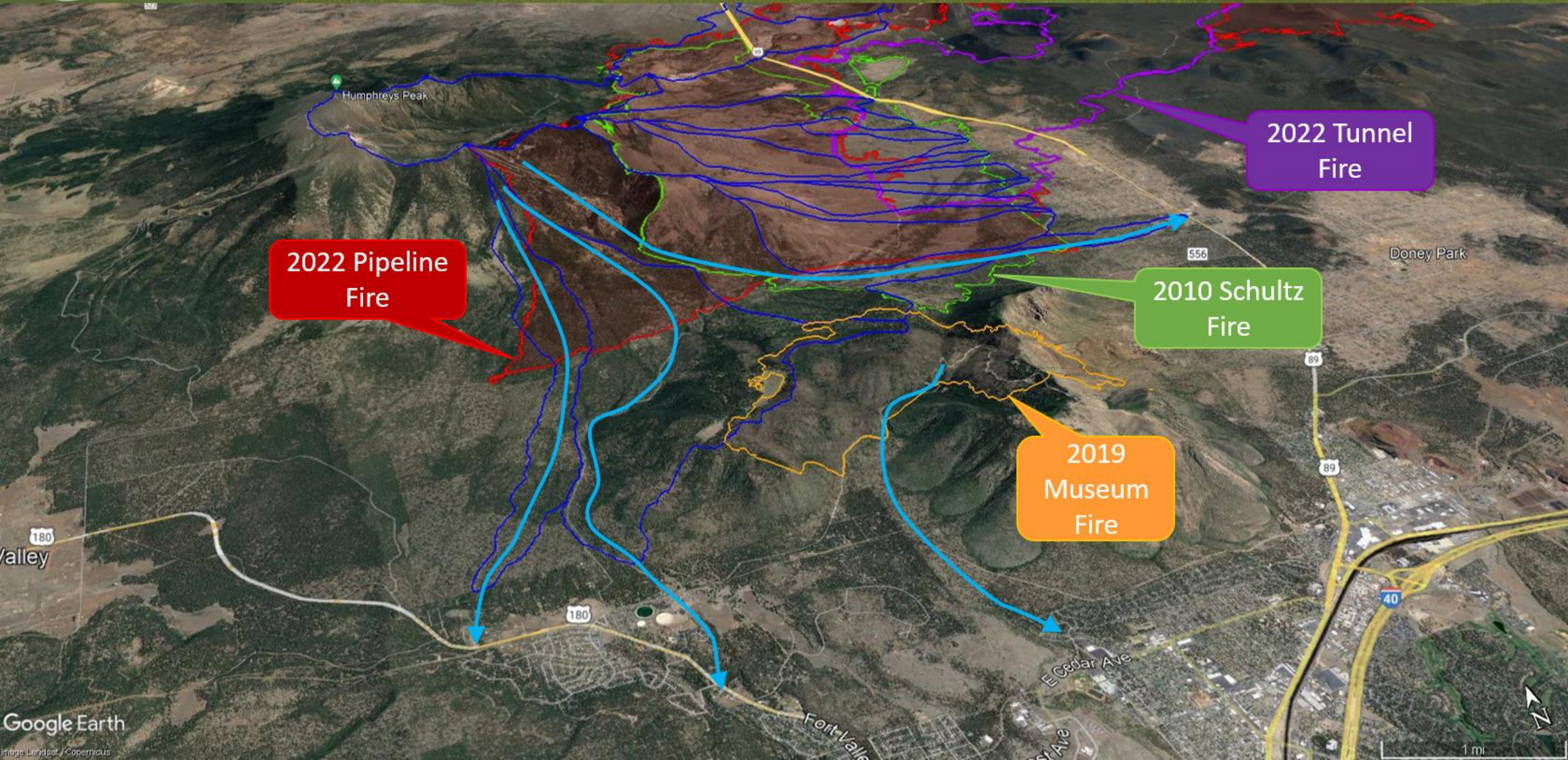
# Post-Wildfire Flooding Update

October 17, 2022





# Flood Risk Assessment Overview



2022 Pipeline Fire

2022 Tunnel Fire

2010 Schultz Fire

2019 Museum Fire

# Pipeline West Flood Area





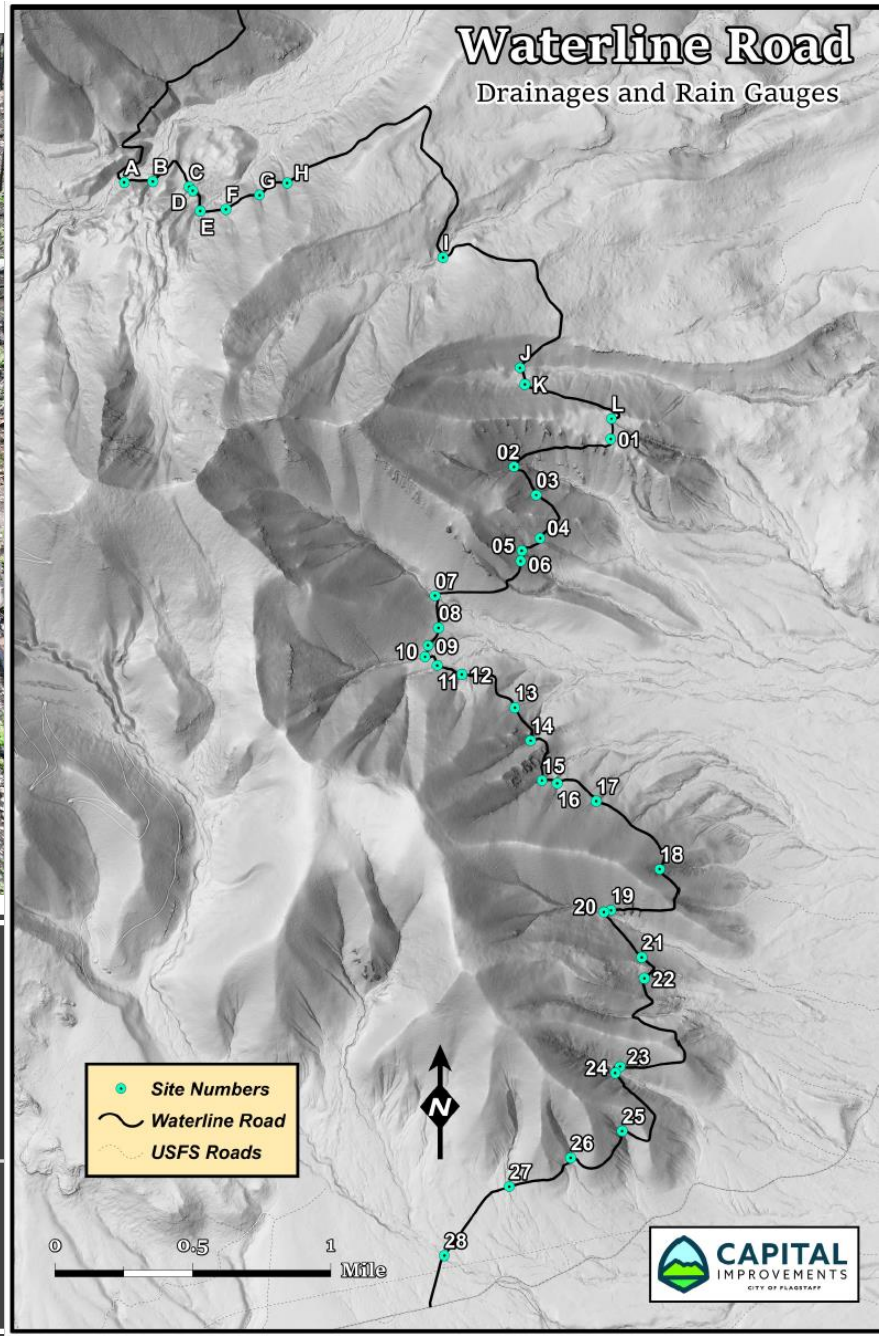
# Rainfall intensity, 2022



Date	Area	Max 15-Min Depth Measured (Inches)	Max @	Max Recurrence Interval (Years)
25-Jun	East Pipeline Fire	0.51	Thames - Brandis	1
26-Jun	East Pipeline Fire	0.71	Thames / Peaceful Way	2-5
29-Jun	East Pipeline Fire	0.51	Museum Fire South	1
14-Jul	East and West Pipeline Fire	0.71	Government Tank	2-5
15-Jul	East Pipeline Fire	0.87	Lenox-Wupatki Trails	5
23-Jul	East Pipeline Fire	0.98	Government Tank	5-10
24-Jul	East and West Pipeline Fire	0.12	Schultz Creek near Highway 180	1
26-Jul	East Pipeline Fire	0.47	Thames - Brandis	1
27-Jul	West Pipeline Fire	<0.50	Upper Schultz Creek	1
28-Jul	East Pipeline Fire	<0.40	Lenox-Wupatki Trails	1
29-Jul	West Pipeline Fire	0.71	Upper Schultz Creek	2-5
30-Jul	East Pipeline Fire	0.63	Schultz Basin 7 Upper Campbell	2
31-Jul	East Pipeline Fire	0.75	Thames / Peaceful Way	2-5
7-Aug	East & West Pipeline Fire	0.39	Schultz Creek Headwaters	1
11-Aug	East Pipeline Fire	0.39	Lenox-Wupatki Trails	1
13-Aug	East Pipeline Fire	0.79	Thames-Brandis	5
14-Aug	East Pipeline Fire	0.73	Government Tank	2-5
17-Aug	East Pipeline Fire	0.8	Thames-Brandis	5
24-Aug	East Pipeline Fire	0.4	Thames-Brandis	1



# Inner Basin Pipeline





# Long-term Projects

## **Immediate mitigation projects**

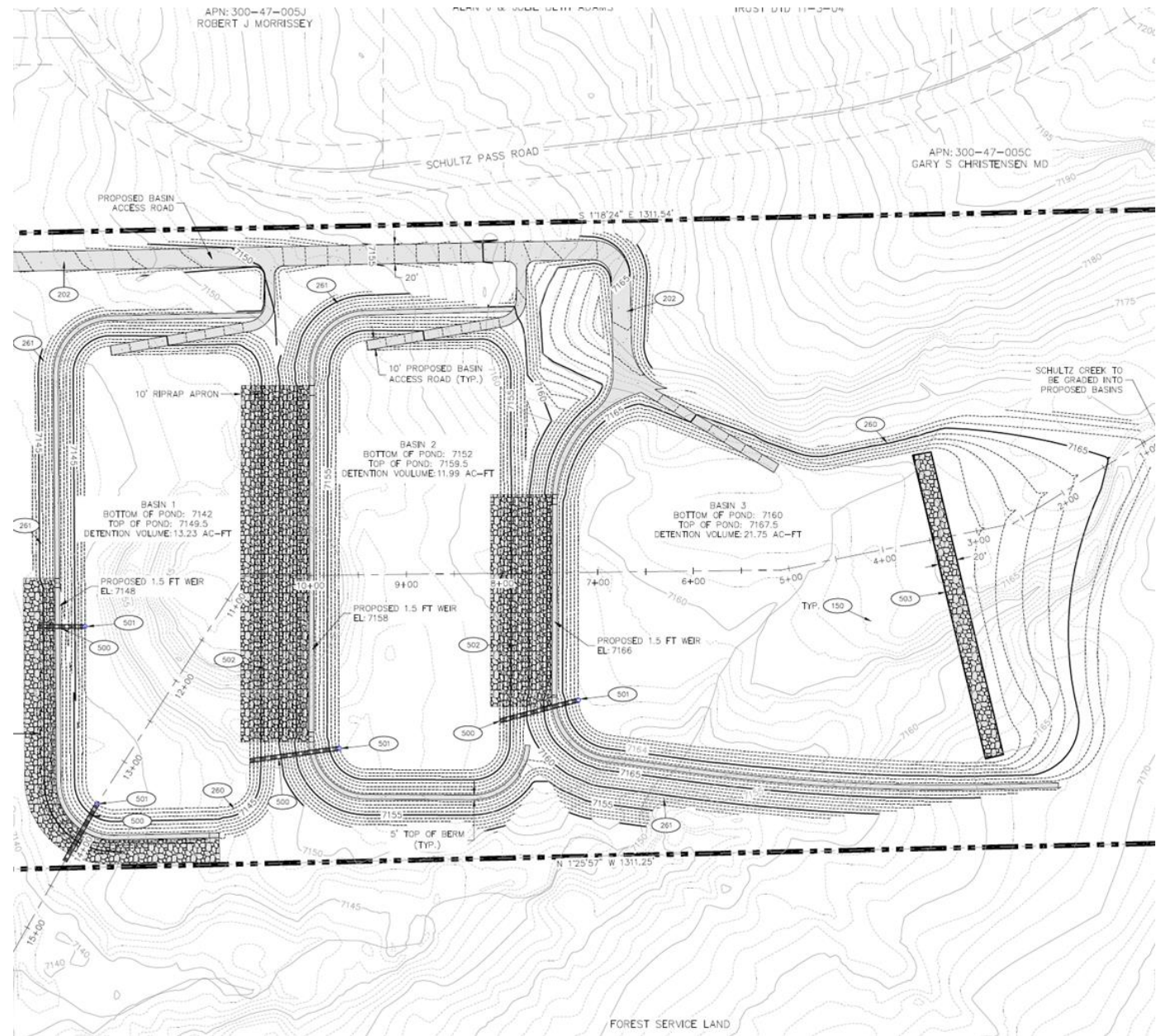
- 20-acre Schultz Creek Sediment & Detention Basins
- Schultz Creek Downstream Channel Stabilization

## **Long-term mitigations**

- Box culvert improvements at Hwy 180
- Inner basin Pipeline repairs and mitigations

# Schultz Creek Detention Basins

- 20-acre City owned Parcel
- Incorporating trail access, trailhead parking, historic interpretation, and landscaping.





# Schultz Creek Detention Basins



- Complete by 10/26
- Functionally complete with work continuing on stabilization, concrete headwalls and overflow weir structures.



# 180 Improvements



- The City has contracted with SWI to provide options and conceptual designs for an improvement of the culvert at Hwy 180.
- Considerable hurdles including multiple jurisdictions, private property owners, funding, and utility conflicts.
- After several meetings the options have been narrowed to two viable concepts.
- Both concepts allow for ~950 CFS which would fully contain the flow within channel from a 100 year event.






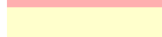
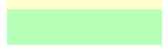


# 180 project – Matrix



<b>Decision Matrix</b>					
<b>ID</b>	<b>Construction Cost</b>	<b>Management Complexity</b>	<b>Constructibility</b>	<b>City Limits</b>	<b>Property Acquisition</b>
<b>Option 1</b>	\$4.99 Million	A portion of project within City owned parcel. Coordination with multiple other property owners.	More complex closure of ADOT Hwy 180 for removal of existing box culvert and construction of new skewed box culvert	No	41,100 sf across 4 properties
<b>Option 2</b>					
<b>Option 3</b>	\$5.34 Million	Coordination with only 2 property owners.	Simplified closure of ADOT Hwy 180 for construction of new box culvert - existing infrastructure can remain in place and used as an overflow. Option provides no adverse impact to downstream properties.	Yes	47,600 sf across 2 properties

### Legend

-  No / Worst
- 
-  Yes / Best



# Season wrap-up

## Short-term Mitigation

- End of 2022 monsoon clean-up
  - Resident access
    - Pallet requests for sandbags (928) 213-2102
  - Concrete barrier removal
- Winter Preparations



# Questions?





***Schultz/Pipeline Fire  
Post-Wildfire Flooding Disaster***

***Joint District/City Meeting  
October 17, 2022***

***Lucinda Andreani  
Flood Control District Administrator  
Deputy County Manager***



**COCONINO**  
COUNTY ARIZONA

**FLOOD CONTROL DISTRICT**

# ***Brief History of Post-Wildfire Flood Mitigation***

# ***History of Post-Wildfire Flooding***

- **Schultz Fire/Flood – 2010**
  - Govt. Tank Small Area Burned; 7 Other Watersheds Burned Severely; Schultz Creek not burned; Over 50 flood events in the first two years
  - 5 Watersheds Mitigated – no flooding since construction
  - Given limited, short-term impacts, no mitigation pursued in Govt. Tank; 2 Watersheds Declined Mitigation
- **Slide Fire/Flood -2014 (Oak Creek Canyon)**
- **North Schultz Flood – 2018 – 1,000 Year Rainfall Event**
- **Museum Fire/Flood – District has spent on \$6 million to date**
- **Pipeline Fire/Flood – 2022 – approaching \$7 million to date**
- **Total Cost for Prior Post-Wildfire Response & Mitigation +/- \$85 Million**

# ***History of Post-Wildfire Flooding***

- **Integrated Strategies...**
- **Game Changer is On-Forest Watershed Restoration; Same True for Museum Flood Area**
- **However, the flows are 7 – 22 times greater since the Pipeline Fire so in most areas overwhelming Schultz mitigation**





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**FLOOD CONTROL DISTRICT**

***Schultz-Pipeline  
Severe & Repetitive Flooding***

***Lucinda Andreani***

6:01 PM  
Jul 15, 2022





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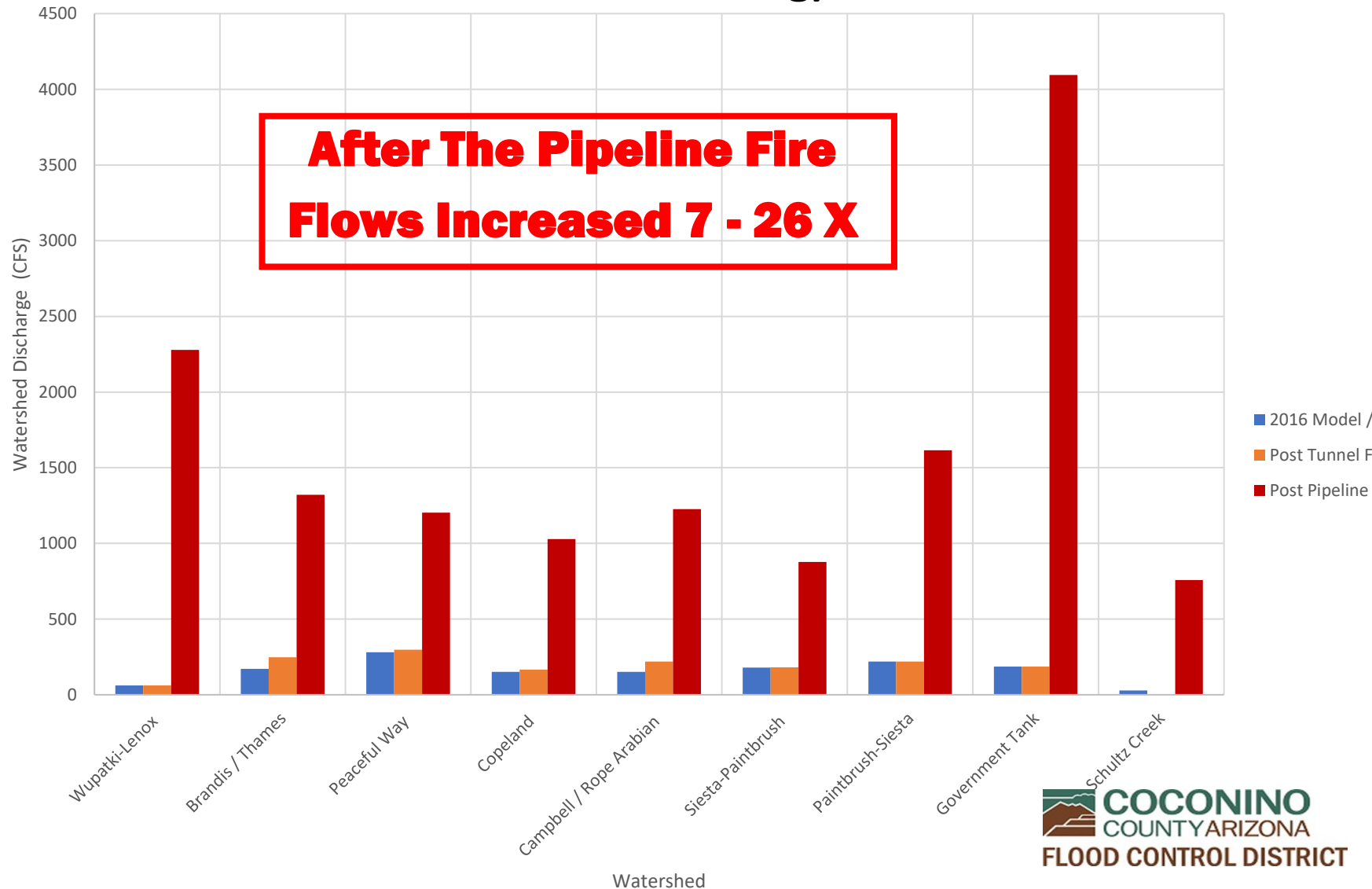
 **COCONINO**  
COUNTY ARIZONA  
FLOOD CONTROL DISTRICT

# **2022 Post-Wildfire Flooding Severe & Repetitive**

- Pipeline Fire – 27,000 acres = nine watersheds; reburn from 2010 Schultz Fire
- Severely burned steep slopes of several watersheds not previously burned
- 45 major flood events
- 155 NWS Flash Flood Warnings
- 45 County RAVE Emergency Notifications
- 1,500+ homes at risk for flooding
  - Property Valuation - \$1.3 Billion
- Multiple closures of State highways



# Model Results for 2" Rainfall Event in 45 Minutes (25-year event, which is approximately a 4% chance of occurring)



# Measured Recurrence Intervals

## Pipeline Fire Scar

Date	Area	Max 15-Min Depth Measured (Inches)	Max @	Max Recurrence Interval (Years)
25-Jun	East Pipeline Fire	0.51	Thames - Brandis	1
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17-Aug	East Pipeline Fire	0.8	Thames-Brandis	5
24-Aug	East Pipeline Fire	0.4	Thames-Brandis	1
10-Sep	East Pipeline Fire	0.67	Thames-Brandis	2

# ***Major Emergency Mitigation & Response Efforts***

- Produced over 1,000,000 sandbags
- Placed about 4 miles of concrete barriers
- Mitigation exhibits for about 1,000 properties
- Repaired on-and off-forest measures damaged by wildfires
- Continuous removal of debris from mitigation measures & roads
- Response costs about \$8 million for monsoon season
- District secured \$2M in NRCS EWPP Exigency funding for barriers and sandbags – Expended \$3.5 million
- Greater than normal rainfall, but events not as intense – never experienced the modeled storm



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COUNTY ARIZONA

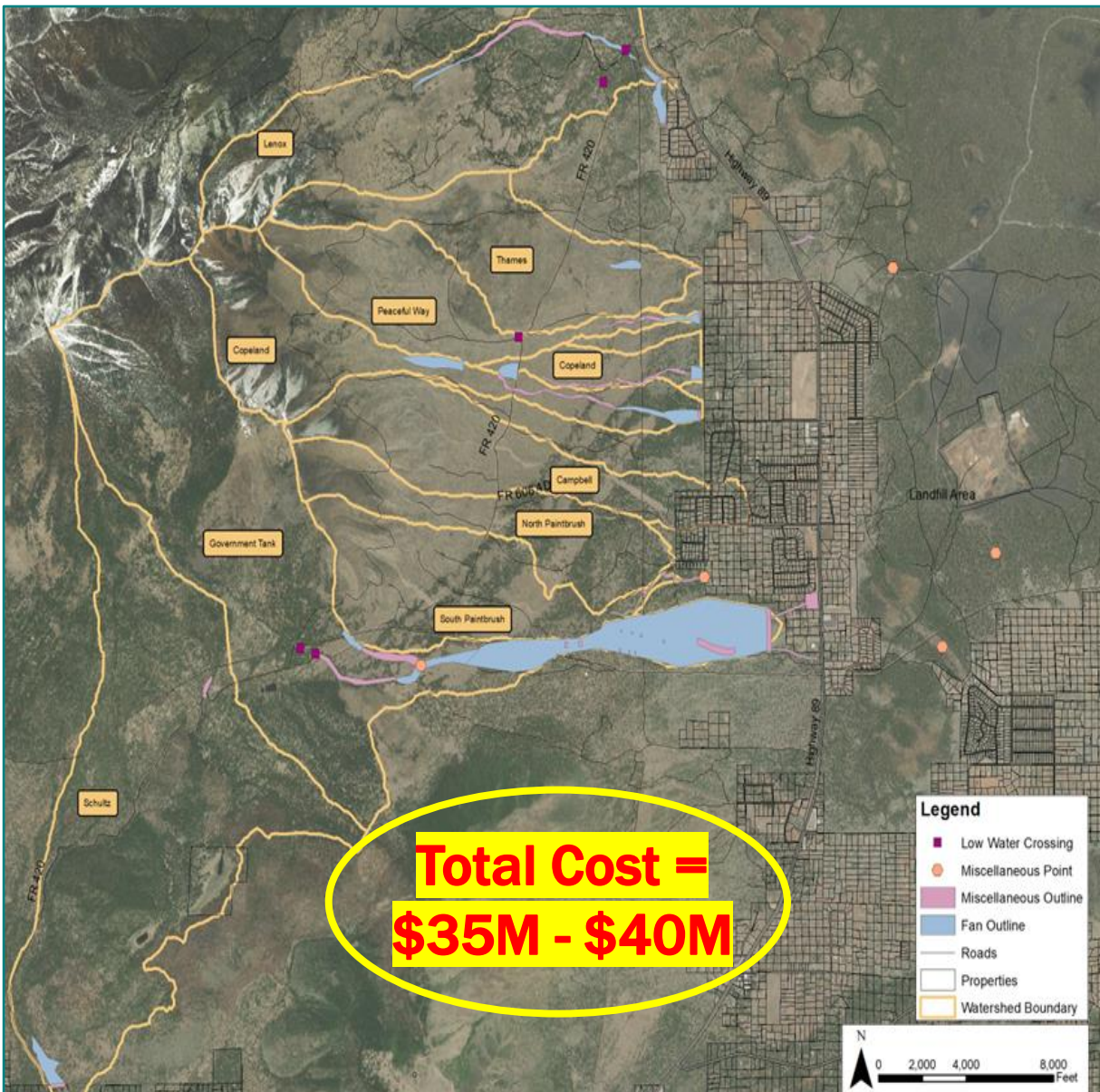
**FLOOD CONTROL DISTRICT**

# ***Schultz/Pipeline Flood Area Long-Term Flood Mitigation Plan***

## **Three Integrated Strategies:**

- ***On-Forest Watershed Restoration***
- ***Flood Mitigation in Neighborhoods***
- ***Highway Drainage Improvements***

# On Forest Proposed Work Areas



- 4 New Major Watershed Projects, including Schultz Creek  
~ 300 acres of alluvial fan and ~1,000 new grade control features
- Expansion and repair on 5 existing alluvial fans

# ***On-Forest Proposed Work Areas***

- Schultz Creek \$3.6 Million
- Government Tank \$12.0 Million
- Lenox \$4.5 Million
- Copeland \$8.0 Million
- Peaceful Way \$5.2 Million
- Campbell \$0.45 Million
- Thames \$1.22 Million
- N. Paintbrush \$0.425 Million
- S. Paintbrush \$1.43 Million
- Girls Ranch \$0.70 Million
- East of SR 89 \$1.9 Million

**Estimated Total ~\$40 Million**

# ***Flood Mitigation in East Side Neighborhoods***

- Concrete channels and box culvert improvements to reduce flooding of neighborhoods
- New flood mitigation in three flood corridors: Peaceful Way, Copeland (2 channels), Government Tank
- Govt Tank – the most complex & 1/2 of total cost+
- Major expansion in one flood corridor: Wupatki Trails
- Some expansion & stabilization in four flood corridors: Brandis, Campbell, North & South Paintbrushes
- Two applications submitted to NRCS

**Estimated Total Cost for Neighborhood Flood Mitigation  
\$50M - \$55 million**



# ***2022 Post Pipeline Design***

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# ***Highway Drainage Improvements***

■ Wupatki Trails – Lenox Road	\$5 Million
■ Girls Ranch Road - Hwy 89 Channel	\$6 Million
■ Brandis - Hwy 89 Channel	\$2.5 Million
■ Copeland Sedimentation Basins	\$4 Million
■ Copeland Detention Basins	\$8.5 Million
■ Government Tank – South Campbell	\$12 Million

**Estimated Cost of Highway Drainage Improvements:  
~ \$40 Million**

# ***Summary of Mitigation Costs***

- On-Forest Watershed Restoration  
\$40 - \$45 Million
- Flood Mitigation in the Neighborhoods  
\$50 - \$55 Million
- Highway Drainage Improvements  
\$40 - \$45 Million

**GRAND TOTAL: \$130 - \$145 Million\*\***

*\*\*Costs are estimates at conceptual level of engineering and evaluation of potential adverse impacts and other factors will impacts total costs*



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***Schultz Creek***  
***On-Forest Watershed Restoration***



***The goal of on forest watershed restoration is reduction of sediment source and transport through restoration of channels and alluvial fans***



# Stabilization & Grade Control



# Reseeding & Mulching

# ***Process Steps Moving Forward***

## **Still Many Steps Needed**

- **Secure Funding – Placed on waiting list, need Congressional Action to Fund EWPP & On-Forest Measures**
- **Preliminary Engineering & Conduct No-Adverse Impact Analysis**
- **Secure Rights of Entry, Drainage Easements & Mortgage Releases**
- **Finalize Engineering**
- **Secure All Required Approvals**
  - US Forest Service for On-Forest Measures (if no prior NEPA)
  - NRCS for All Final Designs & Costs (where no prior work)
  - Flood Control District Board for EWPP Match and Ineligible Costs
- **Engage in Contracting Process**
- **Construction Seasons are Limited**

# ***Forest Restoration Initiative Upper Rio de Flag Watershed***

- District Board increased the FCD tax to increase investments in forest restoration
- About \$30 million to be invested on the Upper Rio de Flag Watershed Steep Slopes
- Post-wildfire flooding from this watershed's steep slopes is the greatest threat to Flagstaff
- District wants partnership with the City of Flagstaff & USFS to move this critical work forward





# ***Questions***

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Sara Dechter, AICP, Comprehensive Planning Manager  
**Date:** 10/09/2022  
**Meeting Date:** 10/17/2022



### TITLE:

**Update on the Flagstaff Regional Plan Process**

### DESIRED OUTCOME:

Discussion only.

### EXECUTIVE SUMMARY:

The Flagstaff Regional Plan Update is in Phase 2 of its [Public Participation Plan](#) (What's Possible?/What's the Vision?). Visioning Workshops are underway through November 14th and a contract for scenario planning has been placed on the October 18th City Council meeting agenda for approval.

### INFORMATION:

The Flagstaff Regional Plan is a policy guide, serving as the general plan for the City of Flagstaff and an amendment to the Coconino County Comprehensive Plan. As mandated by state law, the plan covers a range of topics with information on current conditions and our vision for the future as it relates to the topic at hand. In addition, the plan outlines carefully developed goals and policies to realize the future vision.

So far, the Flagstaff Regional Plan team has:

- Produced 21 webinars and 12 background documents called Regional Snapshots
- Conducted a SWOT (strengths, weaknesses, opportunities, and threats assessment with over 20 boards, commissions, and partners
- Attended 12 community events for outreach and project education, such as the FUSD STEAM Day, Concerts in the Park, and the Coconino County Fair
- Conducted art-based outreach with community-based organizations and schools such as Northland Family Health Care and we are coordinating to continue this outreach in more organizations through Spring 2023.
- 15 meetings with community organizations and partners scheduled at their board or staff preferences.
- Sent over 40,000 postcards to City and County residents announcing visioning workshops and the availability of the online visioning survey/
- Grown the email list for the project to 312 recipients

The next major tasks for the project are to begin scenario planning with the assistance of the selected consultant and to expand outreach to include technical experts and community-based organizations that



# Flagstaff Regional Plan Update for 2045

October 17, 2022

Sara Dechter and Melissa Shaw





# The Next Regional Plan



## Guiding Process Principles

*Based on:*

- *Lessons Learned*
- *Practice from specific and area plans*
- *Feedback from partners and staff*





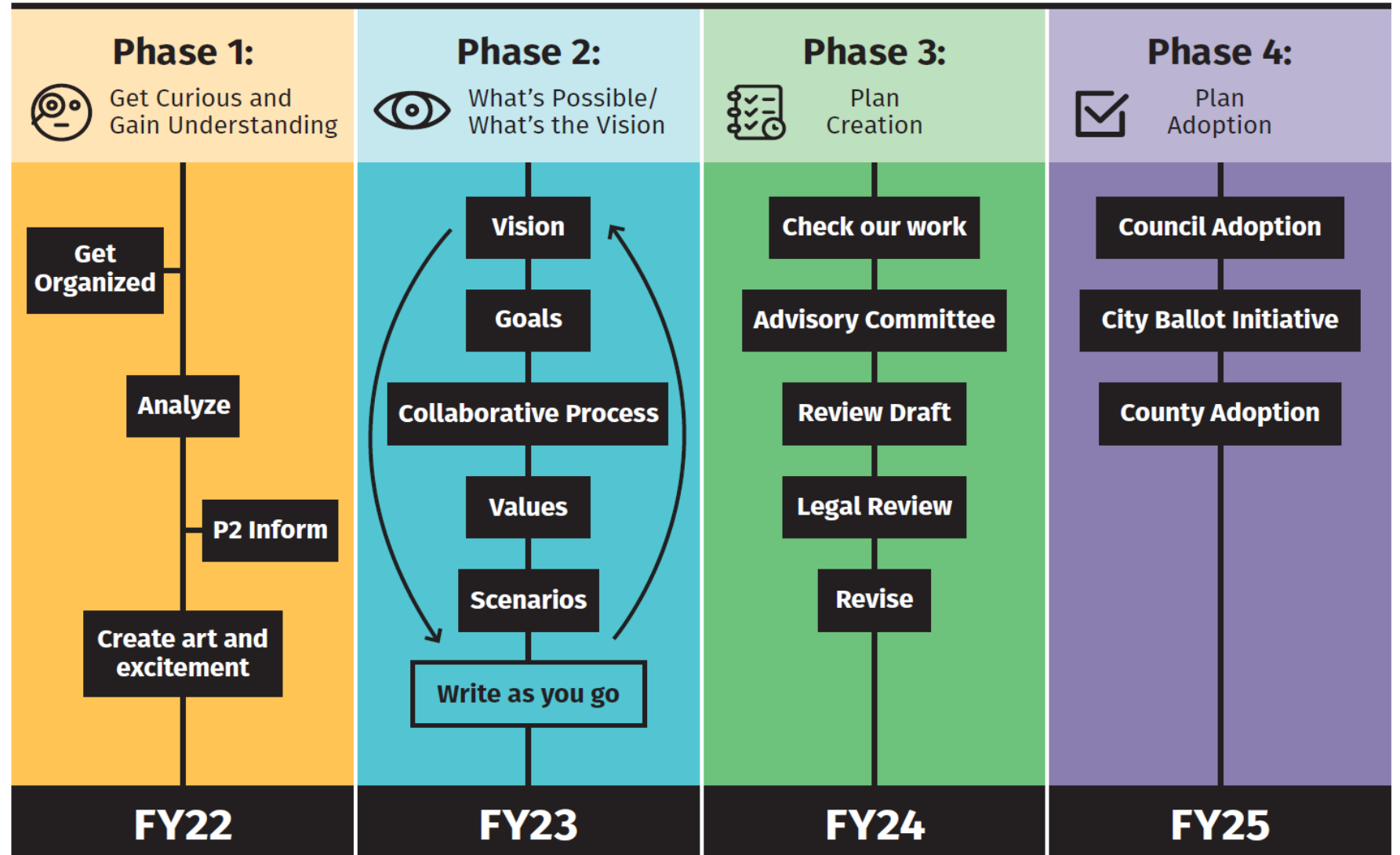
# Update Process



## Levels of Public Participation

We are now in Phase 2

## Regional Plan 2045 Update Process





# Boards and Commissions Outreach



## Strengths, Weaknesses, Opportunities, and Threats

- 21 City and County Commissions, Boards, Committees, Advisory Councils participated
- 561 comments received

Strengths	Weaknesses
Scope of the plan is extensive	Appendix B could use a table of contents
awareness of utility of partnership with other jurisdictions, organizations, and citizens	goals and policies of plans in relation to diversity are not explicit or inclusive of methods to incorporate diverse voices.
use of multiple potential "scenarios" for planning	while cultural diversity is addressed, the plan does not address intervening on or with the complexity and adverse effects of systemic/institutional racism
exceptionally strong planning for open spaces	needs to address economic disparities and impact of those disparities
utilizes evidence-based data and strategic projections	greater need for planning for public transportation
The intent to preserve the natural environment surrounding Flagstaff is a recurrent theme.	Plans to provide housing opportunities to all economic sectors and eliminate homelessness need to be expanded and more aggressive.
	Difficult to identify which themes are prioritized by the City's residents vs. by the planning committee
Opportunities	Threats
Need to clarify WiifM "what's in it for me" with the "who does this benefit" response	accountability of political bodies for adherence to Regional Plan
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.	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)
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.	rapidity of growth and acceleration of climate change
the City has been implementing inclusion of diverse populations recently (RARE assessment,	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.
	Housing costs in Flagstaff make it increasingly difficult for lower-income residents to live here.



## Example of What We Heard

### • General Strengths

- Thorough and comprehensive – covers many topic areas
- Extent and depth of goals and policies
- The plan is actually used in city decision-making

### • General Weaknesses

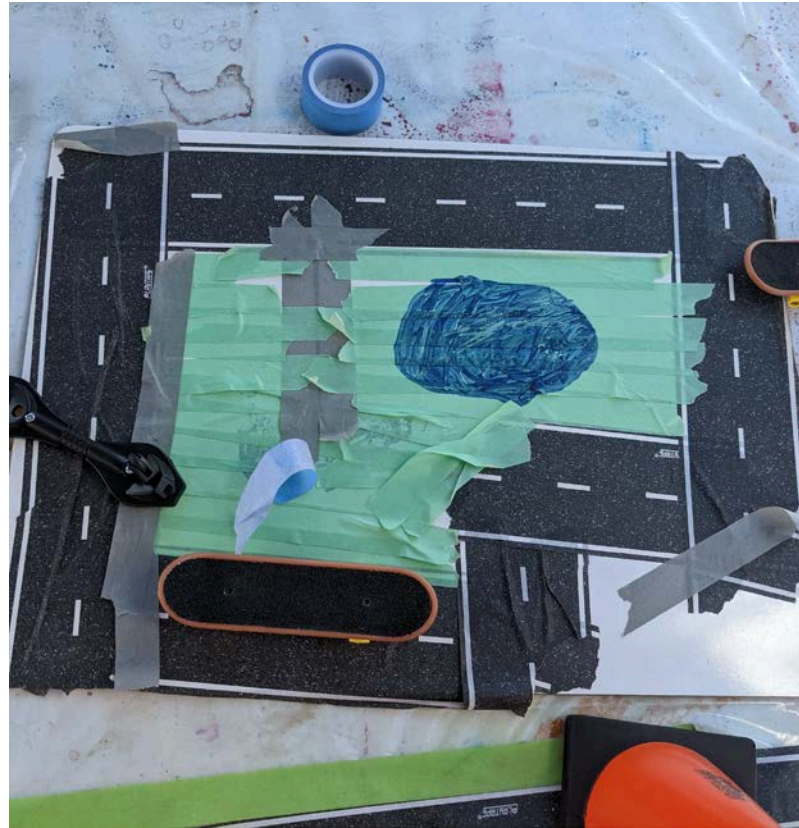
- Lack of goal and policy prioritization
- Lack of specific implementation strategies or timeline
- Not enough information on trade-offs and/or competing goals and policies



# Community Events

**Attended 12, including:**

- County Fair
- Juneteenth Celebration
- Concerts in the Park (x7)
- FUSD STEAM day
- High Country StandDown
- First Friday



# Youth Outreach

BPAC funded art outreach in Schools and Shelters



# Visioning Workshop Agenda



## How do we build a community so everyone can thrive through 2045 and beyond?

Sign in and Welcome (15 minutes)

Presentation (20 minutes).

Break out stations (70 minutes).

- “What makes our community strong?”
- “What challenges or trade-offs do we need to plan for?”
- “What is OUR Vision?”
- “Talk with your neighbors”

### Last 2 Visioning Workshops!

Monday October 17 at 6pm at the Murdoch Community Center and online

Monday November 14 at 6pm at the Ft. Valley Lodge (US 180 and Snowbowl Road)



# This Regional Plan Update

## What are the ingredients of the Regional Plan?



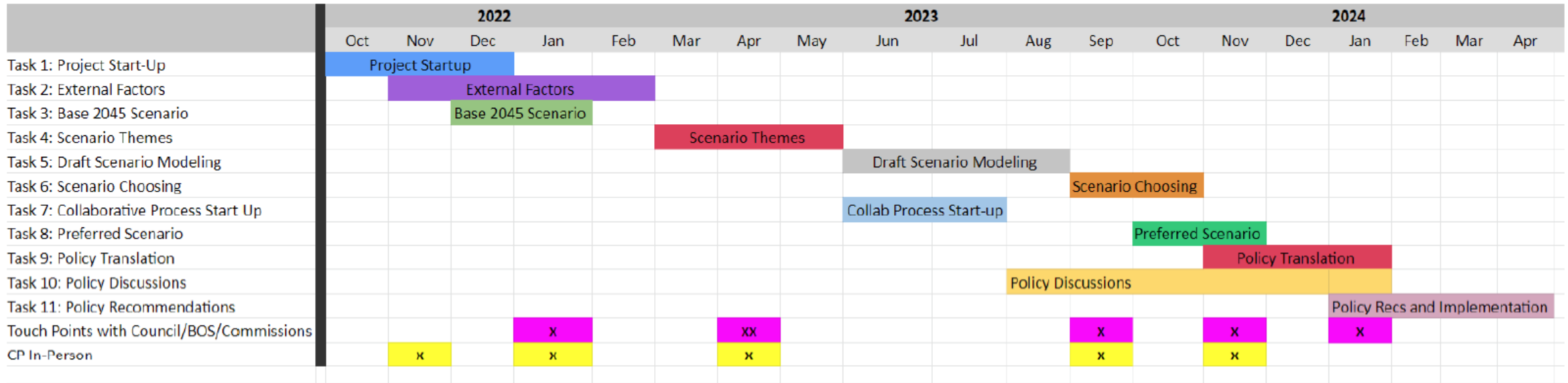


# Scenario Planning



## Approval of Contract scheduled for the City Council decision on October 18th

### Proposed Schedule





# Scenario Planning



## Planning and Zoning, City Council and Board of Supervisors Touchpoints

- January 2023 – Team and Process Introductions, Initial Review of External Factors
- April 2023 – Final Review of External Factors and Initial Review of Scenario Themes
- Fall 2023 – Report cards on the Modeled Scenarios, Choosing a Preferred Scenario, and Policy Translation



# Upcoming Project Needs



## **Need for Facilitation/Outreach in other languages**

Some availability is expected in the Summer of 2023 for Scenario Planning but there is a gap between now and then in resources.

## **Coordination with the Comprehensive Plan Update**

County Comprehensive Plan update is expected to begin in early 2023 and will consider the Scenario Planning and policies created in the Regional Plan update.



# Plan Update Committee



- Staff will set up a meeting with the City and County Clerks to discuss the process in January 2023
- Will follow up with separate work sessions with City Council and Board of Supervisors in March 2023.
- Key points of discussion:
  - Timeframe and Committee Objectives/Scope
  - Number of members
  - Rules and Procedures (City's or County's)
  - Methods of soliciting and making appointments

# Project Contacts

City of Flagstaff Contact

Sara Dechter, (928) 213-2631  
sdechter@flagstaffaz.gov

Coconino County Contact

Melissa Shaw, (928) 679-8868  
mshaw@coconino.az.gov



## VISIT the Regional Plan Website

<https://www.flagstaff.az.gov/regionalplan2045>

## JOIN the Mailing List

<https://bit.ly/RegionalPlanMailingList>

# SWOT ANALYSIS OF THE FLAGSTAFF REGIONAL PLAN 2030

February to August 2022

City of Flagstaff, AZ and Coconino County, AZ

## Project Background

The Flagstaff Regional Plan is a policy guide, serving as the general plan for the City of Flagstaff and an amendment to the Coconino County Comprehensive Plan. The plan covers a range of topics with information on current conditions, our vision for the future, and carefully developed goals and policies to realize the future vision.

The current Regional Plan was adopted in 2014 and under state law must be updated or readopted every 10 years. To ensure that the plan reflects and accounts for the dynamic changes occurring in the region, the City of Flagstaff and Coconino County are working toward a full plan update. Once developed, the updated plan will be presented to voters in the City of Flagstaff and the County Board of Supervisors in 2025.

## SWOT Analysis Overview

As part of the first phase of the Regional Plan update process, the Regional Plan update team invited all City and County Commissions, Boards, Advisory Councils, and Committees to participate in a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats and during the exercise, the commission/committee/board members were asked to enter their assessment of the current Flagstaff Regional Plan 2030 related to the group's subject matter and to consider what opportunities or threats could be foreseen in the update process. The Regional Plan team asked each group to consider the following specific questions:

**Strengths:** What are the strengths of the Flagstaff Regional Plan 2030?

**Weaknesses:** What are the weaknesses of the Flagstaff Regional Plan 2030?

**Opportunities:** As we are revising the Flagstaff Regional Plan, what opportunities do we have that we did not have in the past?

**Threats:** What could negatively impact the creation or implementation of an updated Regional Plan?

The Regional Plan team utilized the software, GroupMap, for the SWOT exercise, and commission/committee/board members were able to enter their assessment digitally. After entering their assessments, members were then invited to rate the items on an importance scale from 1 (not important) to 10 (very important).



Figure 1. GroupMap software illustration

The following report summarizes the feedback received and will provide a reference document for the Regional Plan update team to assess whether the update process and plan are achieving similar successes, avoiding weaknesses in the

current plan, and staying attentive to the opportunities and threats identified.

## Commission List

The SWOT analysis was conducted with the following commissions, committees, councils, and boards.

### City of Flagstaff

Airport Commission	Pedestrian Advisory Committee	Commission on Inclusion and Adaptive Living	Tourism Commission
Parks and Recreation Commission	Indigenous Commission	Sustainability Commission	Heritage Preservation Commission
Bike Advisory Committee	Water Commission	Transportation Commission	Open Space Commission
Housing Commission	Beautification and Public Arts Commission	Commission On Diversity Awareness	Planning and Zoning Commission

### Partner Organizations

Mountain Line Board of Directors	Mountain Line Transit Advisory Committee	Mountain Line Staff
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### Coconino County

Coconino Hispanic Advisory Council	African Diaspora Advisory Council	Indigenous Peoples Advisory Council	Planning and Zoning Commission
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## Approach to SWOT Analysis Summary

Through the SWOT analysis process, the Regional Plan team received 561 comments from 21 City and County commissions and, by request, Mountain Line staff. The Regional Plan team reviewed and categorized the SWOT comments by applying the following methodology.

In order to understand the breadth and depth of these comments, a bottom-up topic coding process was used to categorize SWOT comments into topics and subtopics. Bottom-up coding is an approach to content analysis where codes (topics and subtopics) are developed as content is analyzed. This is differentiated from top-down coding where the coder applies a predetermined/previously created codebook to the content being analyzed.

Staff began the coding process by organizing all comments in an excel spreadsheet (one comment per row). Comments were filtered by the four SWOT categories and each comment was then read and split into multiple rows based on distinct and differentiable content within the comment, resulting in over 570 rows of content. An initial short-description code was applied to the split comments during this process. After reading through all comments, the short description codes were sorted and organized into groups of similar codes. Each group was assigned an overarching topic category and the short-description codes were further sorted to develop subtopics within each topic. This process resulted in 7 topic areas that were used across all four SWOT sections and between 32 – 56 subtopics per SWOT section. The final topic groups are:

1. General Plan Comments
2. Economic
3. Environment and Natural Resources
4. Equity and Inclusion
5. Public Participation, Plan Development, Community Values
6. Transportation and Infrastructure
7. Land Use, Development, and Community Character

Although these topic groups have consistent names across the four SWOT categories, what they capture differs and a description of each is provided in each of the SWOT Result and Analysis sections in this report. Subtopics are identified in each section of the SWOT analysis as bulleted lists.

Unlike many comment or content analysis efforts, reviewing and categorizing SWOT comments is intended as an information gathering/scoping exercise and is not intended to quantitatively gauge perceptions of the Regional Plan – it is not a survey. This document presents the breadth and depth of comments that staff received, without any reference to the number or percent of similar comments that were received.

The purpose of this report is to serve as a reference document throughout the Regional Plan update process. Staff will refer back to this report with questions such as:

- Are we replicating the strengths that were identified in the current regional plan?
- Are we avoiding the weaknesses in the current regional plan?
- Are we incorporating the opportunities that were identified?

## Regional Plan SWOT Analysis Summary Report

- Are we adequately addressing the threats that could stand in the way of plan creation, adoption, and implementation?
- Where did we receive potentially conflicting perspectives that we need to address?
- Are there things (SWOTs) that were identified that fall outside of the scope of the regional plan but that should be shared with other staff/departments?

## SWOT Results and Analysis – What we Heard

### Strengths

Question: What are the Strengths of the Current Flagstaff Regional Plan 2030: Place Matters

#### **General**

Most commissions provided several general comments about the current Regional Plan. These comments were not topic-specific and covered the length, breadth, and thoroughness of the plan, how the plan is implemented and used, the clarity of writing and structure, and the guiding principles and vision for the plan. Generally, commissions appreciated that the current regional plan was thorough and comprehensive, that it is used in city decision-making (not a plan that gathers dust on a shelf), guides the future, that it is clear and understandable, that it is aspirational in nature, and that it is grounded in data.

Key Strengths Identified:

- Thorough and comprehensive – covers many topic areas
- Extent and depth of goals and policies
- Guiding principles and vision reflect the community
- Plan is aspirational
- The plan is used in city decision-making
- The plan is future looking and provides guidance to achieve a future vision
- Writing and structure and clear and understandable
- Contains good data and maps that are easy to understand

#### **Economic**

Several commissions identified strengths in the current regional plan related to economic development and local business. These comments were general but indicated that the current regional plan supported the region’s retail and local business environment, tourism, and investment in the community.

Key Strengths Identified:

- Supportive of local businesses
- Supportive of events, festivals, and tourism
- Intended to promote reinvestment

#### **Environment and Natural Resources**

Strengths that fall under Environment and Natural Resources included the plan’s support for and goals/policies to protect the region’s unique natural resources, ecosystems, and dark skies, planning for parks and recreation, general sustainability, and recently added goals and policies aimed at addressing climate change.

Key Strengths Identified:

- Planning for and preservation of the region’s forests, plants, ecosystems, and dark skies

- Support for National Parks, Monuments, and other natural sites
- Goals, Policies, and planning for the region’s parks and open spaces
- Modeling and planning for the City’s water supply designation
- Goals, policies, and planning to both mitigate and address the impacts of climate change

### **Equity and Inclusion**

Strengths that fall under equity and inclusion include those related to sections of the current regional plan that address inclusion and adaptive living, the inclusion of specific heritages, cultures, and groups – especially Native American culture -, accessibility concerns related to parks, recreation, and other services, and gentrification and displacement. The short demographic analysis in the current regional plan was also perceived as a strength – although there was a preference for expanding the analysis.

Key Strengths Identified:

- Inclusion and Adaptive living
- Goals, policies, and general planning for improved and equitable access to parks
- Discussion, goals, and policies that address culture, heritage, and diversity
- Goals and policies recognizing and attempting to address gentrification and displacement
- Inclusion of demographic data and analysis

### **Land use, Development, and Community Character**

At the core of the Regional Plan is land use. Numerous commissions identified strengths in the current Regional Plan related to how the plan envisions, plans for, and sets goals and policies around neighborhood and community character, mixed-use/walkable development patterns, density, attainable and affordable housing, and adaptive reuse and infill development. Staff also heard an appreciation for the robust scenario modeling/planning that supports the future growth illustration and 100-year water supply designation.

Key Strengths Identified:

- Goals, policies, and discussion surrounding neighborhood and community character
- Goals and policies that promote activity centers, mixed-use development, and walkable urban environments
- Goals and policies that support growing up, increasing density in core areas, and a discussion of the benefits density provides
- The land use section generally supports attainable and affordable housing
- Robust scenario planning/modeling basis for future growth illustration and water supply designation
- Goals and policies that support infill development and adaptive reuse of buildings

### **Public Participation, Plan Development, and Community Values**

Strengths in the public participation, plan development, and community values category referred to the public engagement efforts that were a part of the current plan’s development, inter-agency and stakeholder input, how well the plan reflects community values, and how the plan is adopted. Most commissions appreciated that there was a high level of public involvement in plan development and that there was close collaboration between the City, County, community groups, key stakeholders, and

subject matter experts. Several City commissions noted that the state requirement for the plan to be adopted by voters in the City is a strength.

### Key Strengths Identified:

- Strong public participation and involvement in plan development
- Strong inter-agency, community group, stakeholder, subject matter expert collaboration
- Reflective of community values and desires
- Adopted by voters in the City

### Transportation and Infrastructure

Strengths related to transportation and infrastructure largely relate to bike and pedestrian issues, transit, and the Flagstaff airport. Commissions identified that the plan's emphasis on promoting bike and pedestrian infrastructure, connectivity, and active transportation-supportive land use patterns was a strength. Several commissions specifically called out the plan's support for the Flagstaff Urban Trail System and its role in supporting multi-modal transportation. Similar supportive goals and policies for transit were also seen as a strength. Finally, a few commissions identified support for a strong regional airport as a strength.

### Key Strengths Identified:

- Strong goals, policies, and planning content that supports a multi-modal and active transportation system – specifically, bike, pedestrian, and transit connections and infrastructure
- Bike, pedestrian, and transit-supportive land use section
- Goals and policies that support a strong regional airport

## **Weaknesses**

Question: What are the Weaknesses of the Current Flagstaff Regional Plan 2030: Place Matters?

### **General**

General weaknesses of the current Regional Plan constitute the largest group of comments that staff received. Commission members felt that the plan did not do a very good job of prioritizing goals and policies, didn't contain enough specifics as to how the plan would be implemented, and didn't speak to the competing goals or trade-offs that might occur in implementing the plan. Some commission members stated that the plan was too broad and contained too many goals and policies. Another common weakness was that implementation of the plan seemed minimal or unclear and that implementation of the plan is limited by the City and County's resources and tools (time, money, etc.). Several commission members also suggested that the implementation of the plan is also subject to the political climate at any given time and that there is often a disconnect between the implementation tools, such as the zoning code, and the plan's goals and policies.

Some commission members noted that the plan is not clear or understood well enough by the general public and that the plan doesn't make clear how it impacts people in their daily life.

Key Weaknesses Identified:

- Lack of goal and policy prioritization
- Lack of specific implementation strategies or timeline
- Not enough information on trade-offs and/or competing goals and policies
- Too many topic areas
- Too many goals and policies
- Insufficient implementation resources – staff, time, money
- Political influence in the implementation process
- Too complex and unclear to the general public how it affects them
- Unclear how much of the plan has been implemented and at what scale

### **Economic**

Commissions identified several weaknesses in the current regional plan related to economic development and the local economy. Some commission members recognized that certain goals and policies in the plan might have economic trade-offs or present competing values. The lack of an in-depth discussion of those trade-offs or competing values was seen by some as a weakness. Another weakness identified is that the economic development section goals and policies didn't clearly state the goal of effectively meeting the needs of all of Flagstaff's residents. Another comment also raised the possibility that the plan might overstate the economic impact of a formally educated population.

Several weaknesses that were identified were not specific to the Regional Plan content and instead addressed weaknesses in the current state of the region. These included a lack of affordable visitor accommodations, a difficult labor market, and a challenging economic environment.

Key Weaknesses Identified:

- Goals and policies that have economic trade-offs or competing values with economic development
- Lack of emphasis on meeting the economic needs of all Flagstaff Residents
- The plan might overstate the importance of education on economic prosperity
- Current conditions - including affordable tourism accommodations, labor market shortages, and challenging macroeconomic conditions

**Environment and Natural Resources**

Weaknesses related to environment and natural resources addressed the current regional plan content on climate change mitigation and adaptation, parks and recreation, natural resource conservation and management, and clean energy. Several commission members felt that the current regional plan did not go far enough in planning for future parks and open spaces, and the capacity of such facilities to meet future demand. Others suggested that the plan should have more robust content on the management of forests in populated areas for wildfire mitigation and stormwater capture. Several comments suggested that the plan's content on climate change mitigation and adaptation didn't go far enough in connecting development and land use to the carbon neutrality plan's goal of reducing VMT. Other climate change comments wanted to see more emphasis on the urgency of climate change and the role of renewable energy. One comment expressed concern that new developments are not installing dark sky lighting.

Key Weaknesses Identified:

- Insufficient park, open space, and recreation planning – facilities and future capacity
- Need more robust content on the management of forest resources for wildfire mitigation and stormwater capture
- The climate change section doesn't connect clearly enough to land use and development and their impact on VMT
- Not enough emphasis on the urgency of climate change and the role of renewable energy
- Concern about new developments not adhering to dark sky lighting practices

**Equity and Inclusion**

Weaknesses that commission members identified related to equity and inclusion include definitions and the scope of content around cultural diversity, inclusivity, and accessibility, demographic data, systemic racism, and disparities. Specifically, some commission members thought that the current Regional Plan could expand on content related to cultural diversity and how the plan examines and defines community character. Others thought that the idea of accessibility was too narrowly focused and that it could be expanded to include a more holistic sense of accessibility. Several commission members noted that the goals and policies related to preserving community character, cultural diversity, and accessibility and inclusion were not specific enough to ensure that diverse voices are heard in future planning processes. Staff also heard that the plan doesn't contain enough content surrounding the intersection and complexity of systemic discrimination and the topics within the plan.

Key Weaknesses Identified:

- Too narrow on what is included in the cultural diversity conversation
- Accessibility goals and policies are too limited - should be more inclusive and aspirational

- Limited engagement and content relative to the wide range of cultural identities. Goals and policies are not explicit enough.
- The Community character section is too narrowly formulated
- The plan does not adequately speak to the complexity of systemic discrimination and how planning can contribute to or be used to address it
- Does not include an explicit land acknowledgment
- Limited definition and evaluation of Flagstaff’s demographics

### **Land use, Development, and Community Character**

The weaknesses identified in the current Regional Plan related to land use, development, and community character are wide-ranging. Some include concerns that the current plan supports too much density and assumes too much of a connection between density and affordability. Conversely, some weaknesses noted that the plan doesn’t clearly identify existing barriers or trade-offs to denser affordable housing such as parking, open space, and resource protection standards. Other comments suggested that the lack of clear housing affordability and unsheltered population goals and policies is a weakness.

Activity centers and the future growth illustration were identified as lacking some level of economic or ground truthing. Some comments indicated that there were too many activity centers identified, and some were identified in the wrong locations.

The City’s Beautification and Public Arts Commission provided one unified weakness that the current plan does not have a dedicated beautification and public art section.

#### Key Weaknesses Identified:

- Supports too much density
- Assumes affordability is connected to density
- Doesn’t explicitly address the impact of speculation and investors on land/housing
- Supports traditional/Euclidean zoning
- Doesn’t address the unsheltered population
- Too many activity centers are identified and not always in the correct locations
- No clear housing affordability goals
- Not clear enough on the impact of parking on development patterns and costs
- Lacking discussion on the wide-ranging trade-offs of land use decisions and development types
  - Heritage preservation - housing affordability
  - Parking – density, walkability, housing affordability
  - Open space – housing affordability
  - Viewscapes – housing affordability
  - Resource protection – density, compact growth, housing affordability
- Lacks dedicated beautification and public arts section

### **Public Participation, Plan Development, and Community Values**

Weaknesses related to public participation and plan development suggested that the current Regional Plan could have had more general community input, more input from youth, and more input from

traditionally underrepresented groups. Some noted that there was a high level of public participation fatigue due to the length of involvement in the current regional plan development.

### Key Weaknesses Identified:

- Could have had more community input in plan development
- Lack of youth input
- Public participation fatigue in the plan development process
- Public participation didn't include an educational component
- Not all voices represented
- Not enough input from traditionally underrepresented groups

### Transportation and Infrastructure

Weaknesses identified related to transportation and infrastructure indicated that the current Regional Plan was not strong enough on elements related to shifting transportation modes away from individual vehicles. This includes not strong enough prioritization of bike and pedestrian infrastructure, no complete streets policy, and lack of implementation of elements that were included in the plan.

Several commission members provided comments about existing conditions and infrastructure that were perceived as community weaknesses.

- Not strong enough language around prioritizing bike and pedestrian transportation and making vehicle travel less attractive
- Not strong enough on public parking
- Needs content on better wayfinding
- No complete streets policy included
- A lot of bike and pedestrian elements have not been implemented
- Concerns about specific street sections and automotive infrastructure

## **Opportunities**

Question: As we are revising the Flagstaff Regional Plan, what opportunities do we have that we did not have in the past?

### **General**

Commissions identified numerous general opportunities for the regional plan update.

Key Opportunities Identified:

- Look for ways to reduce and streamline the number of goals and policies
- Incorporate new best practices
- Include a funding section to plan for and anticipate new funding sources
- Create a prioritization scheme for goals and policies
- Improve the regional plan implementation reporting and accountability mechanisms
- Improve and expand implementation strategies
  - Enterprise risk management as a potential strategy
- Include emerging issues and new technologies in the plan
  - public health
- Enhance public-facing GIS offerings
- Enhance and improve online and digital offerings
- Incorporate beautification and arts throughout the plan
- Acknowledge the unexpected – awareness as a guiding principle

### **Economic**

Commissions identified several opportunities related to economic development that could be included in the next Regional Plan. Some suggested that the plan update provides an opportunity to support and attract a wide range of businesses and employers to the area. Others see an opportunity to extend the city's focus on sustainability to the tourism industry.

Key Opportunities Identified:

- Include more robust content on attracting businesses and employers and supporting various business models
- Support compatible development around the airport
- Leverage the area's appeal and high quality of life
- Include content, goals, and policies that support the creative economy
- Extend sustainability goals and policies to consider tourism

### **Environment and Natural Resources**

Opportunities related to the environment and natural resources addressed the improvements in knowledge regarding climate change mitigation and adaptation, environmental justice and equity, equitable access to parks and open space, urban food systems, ecosystem preservation, and sustainable building practices.

Regarding climate change, numerous commission members felt there is an opportunity to connect the Regional Plan more closely to the City's Carbon Neutrality Plan and address the equity implications of climate change more directly. Staff also heard that addressing environmental justice and equity more broadly was also an opportunity in the next Regional Plan, specifically as they pertain to climate impacts, park and open space access, and environmental hazards.

### Key Opportunities Identified:

- Align the Regional Plan with the Carbon Neutrality plan
- Expand goals and policies around equitable access and design for parks and open space
- Climate and sustainability at the forefront of the plan
  - We know more about the science and impacts today than we did before
  - Climate mitigation and adaptation could be more prominent in the next plan
- Incorporation of urban food systems
- Sustainable public facilities
- Reclaimed water systems and use
- Sustainable development practices
  - Consider incentives
- Renewable energy systems
- Improve collaboration with USFS and other agencies to ensure forest health
- Environmental justice and equity
- Add clarity on water resources and limits
- More on the region's ecosystems and wildlife and ways to protect and maintain their health

### Equity and Inclusion

The predominant opportunities that were identified related to equity were to translate the plan into multiple languages and to expand the plan's equity considerations.

### Key Opportunities Identified:

- Translate the plan into multiple languages
- Add more specific equity considerations throughout the plan, including narrative, goals and policies, and implementation strategies
  - Consider how the plan can be used to improve housing access for people with varying needs
  - Include a discussion of economic disparities and how the plan can be used to address them

### Land use, Development, and Community Character

Commissions identified several opportunities related to land use, development, and community character. Some commission members saw scenario planning as a way to test gaps in goals and policies, and others wanted to see more robust scenario planning in the update process. Other opportunities included incentivizing brownfield development and private development amenities, and including goals and policies to forward cost recovery mechanisms. Numerous comments suggested expanding housing types outlined in the plan to include middle missing housing and focusing goals and policies on smart growth principles. Some also suggested looking into the opportunity for land use planning to address climate impacts.

## Summary of Regional Plan SWOT Analysis

### Key Opportunities Identified:

- Use scenario planning to test goals and policies
- Incentivize brownfield development over greenfield
- Incorporate cost recovery mechanisms
- Encourage amenities and facilities in private development
- Land use solutions to climate impacts
- Incorporate and promote a wide range of housing types
  - Middle missing housing
- Land use solutions to affordable housing
- Make the connection between land use and transportation more robust
- Incorporate smart growth principles
  - Walkable/Dense/mixed-use development
- Include goals and policies to create a city/county land trust

### Public Participation, Plan Development, and Community Values

A key opportunity identified across commissions is more robust public participation. Although many thought that the public engagement in the current plan was good, the plan update provides another opportunity to improve and work to include people that are typically absent from these types of processes. Suggestions were also made to think through a wide range of outreach methods that may be more accessible to a wide range of citizens and stakeholders.

Related to better public involvement, some commission members also felt that public education about the plan and how it impacts people's lives could be improved.

Staff also heard that the update presents an opportunity for more robust inter-agency collaboration and collaboration between government, non-profit, education, and community organizations.

### Key Opportunities Identified:

- Robust public engagement and involvement in plan development
  - Call out for better indigenous involvement
  - Wide variety of outreach methods
  - Work to get input from those typically absent from the process
  - Partner with people that have local knowledge and expertise
- Inter-agency and organization collaboration
- Public Education
  - Issues trade-offs and other hard discussions
  - Clarify the "what's in it for me?" and "who does it benefit?" comments
- Include reference to other plans and documents
- Goals and policies to direct better outreach for capital projects
- Create a more inclusive vision and guiding principles

### Transportation and Infrastructure

Several opportunities were identified related to transportation and infrastructure. Suggestions included adding best practices for traffic calming, consideration of emerging technology and services, adding more robust content related to promoting bike, pedestrian, and transit usage, and planning for a more robust internet infrastructure.

#### Key Opportunities Identified:

- Include best practices in traffic calming
- Inclusion of emerging technology and services
  - EV, micro-transit/mobility, autonomous
- Include transportation behavior research
  - Speeding, telecommuting, bike/ped usage
- More robust content, goals, and policies around promoting bike, pedestrian, and transit use
  - FUTS expansion, transit planning and service, street design and connectivity, infrastructure
- Include planning for a downtown parking structure
- Plan for additional roadway expansions
- Emission analysis for new infrastructure
- Inclusion of regional street network and design policies
- Internet/broadband infrastructure

## **Threats**

Question: As we are revising the Flagstaff Regional Plan, what could negatively impact the creation or implementation of an updated Regional Plan?

### **General**

The commissions identified many general threats in the current regional plan. This topic was the bulk of the comments in the Threat category. Within that, most of the comments were related to how the plan could be implemented. Some members felt the current plan and new plan will be subject to changing political wills, especially at the State and Federal levels where the city and county have little sway. Many members commented on the lack of accountability and transparency in the current plan translating into the same issues in the next plan. Others felt that the current plan covered too much and that doing so again would result in difficulty accomplishing its goals.

Key Threats Identified:

- Less transportation needs due to work-from-home shift
- Cyber security risks associated with new technologies
- State and Federal legislatures may have conflicting goals
- Lack of necessary resources to implement the types of change being discussed
  - Length of document
- No way to ensure individual cooperation and responsibility
- Political influence may change what the plan's future looks like
  - Monetary influence
  - A lack of political consensus could stonewall efforts

### **Economic**

The commissions identified a variety of economic threats the region may face when attempting to create or implement the next Regional Plan. These ranged from the increasing cost of living to the current housing market in the region. There was also a comment about local tourism competition.

Key Threats Identified:

- The cost of living has been increasing, pricing people out of living here
  - Unsheltered individuals could harm the tourism industry
- Inflation and slowed economic functions could be detrimental
- Multiple areas in the region that are competing for tourism in their local economies
- The available housing market is increasingly unaffordable
- Workforce is shrinking

### **Environment and Natural Resources**

The commissions found multiple threats to the Regional Plan that arise from local resources and the environment. These include topics like the region's current population growth, wildfires, and the implications of global climate change.

Key Threats Identified:

- Current and future public health issues
  - Global pandemics

- Air quality
- Growing instability in many facets of life-related to climate change
  - Limitation of water as a resource
- Increased risk of natural disasters throughout the region
- Population growth beyond what can be accommodated currently

### **Equity and Inclusion**

Threats related to equity and inclusion noted that structural and institutional racism/discrimination threatens broad citizen participation and buy-in and that upholding the status-quo environment will likely result in no change to systems and outcomes.

Key Threats Identified:

- Institutional racism creates long-lasting barriers for many community members
- Upholding the “status quo” ends up perpetuating harmful policies to affected community members

### **Land Use, Development, and Community Character**

The commissions pointed to multiple threats related to land use, development, and community character. There were several concerns related to housing density. Some were pointing at nearby growth as also a potential problem. Others discussed the community character and how it is influenced. There was also a comment acknowledging limitations on growth by pointing out the city is landlocked by National Forest.

Key Threats Identified:

- The real, spatial limitations of developable land
- Higher housing density and development construction could hurt the community
- Lack of focus on arts and the community
- The public and Private sectors have conflicting goals
- Current land is not used to its potential
  - Coupled with the lack of available land

### **Public Participation, Plan Development, and Community Values**

The commissions identified many threats related to public participation, plan development, and community values. Most of these comments were about the need for more broad community input. Commission members also pointed out the need for more agreement among the key players.

Key Threats Identified:

- The city may run into involvement fatigue due to the wide net being cast
  - Regional Plan, RTP, and County Comprehensive plan all happening at the same time
- Public participation needs to cover a broader cross-section of the community – not obtaining that might result in a lack of buy-in
- Need more buy-in from stakeholders

### **Transportation and Infrastructure**

The commissions noted several threats linked to transportation and infrastructure. There were comments about the region’s car-centric thinking, the lack of existing infrastructure to support the number of vehicles on the roads, and the conflicts between local and ADOT interests.

### Key Threats Identified:

- Much of our current lifestyle and economy is centered on automobile travel, but the plan is shifting away from this
- Lack of investment and infrastructure for both new and existing modes of transit
  - Passive transportation not prioritized
- ADOT jurisdiction on roads leads to the city's/county's inability to act on those areas
- Tourists affect our transportation systems but are not included in this process

## Appendix A

### Top Three Strengths, Weaknesses, Opportunities, Threats

As part of the SWOT analysis, each member was given the opportunity to rate the importance of each comment/item on a scale from 1 (not important) to 10 (very important). The following section outlines the top three comments that received the highest average score for each commission. The African Diaspora Advisory Council, Beautification and Public Arts Commission, Coconino Hispanic Advisory Council, Commission on Diversity Awareness and the Indigenous Commission did not rate their comments, feeling that all of their input should be equally weighted. The items listed here are the verbatim responses, with no topical coding applied.

#### **Airport Commission**

##### *Strengths*

1. "A strong regional airport with two commercial airlines is an asset to residences, and helps retain and attract new business."
2. "The professionalism and consistency of the City in developing and using this plan."
3. "The airport has been able to incorporate and make progress on many of the policies in the plan"

##### *Weaknesses*

1. "infrastructure"
2. "Competing values that can kill a vibrant economy"
3. "Milton Rd needs an overhaul in the NAU area"

##### *Opportunities*

1. "Success of the airport can be success for businesses that are appropriate for the airport."
2. "waiting list for hangers and importance of land preservation near the runways FOR the airport"
3. "To attract business that would utilize our airport even more."

##### *Threats*

1. "limited room to grow"
2. "The city is landlocked"
3. "Limited workforce"

#### **Bicycle Advisory Committee (BAC)**

##### *Strengths*

1. "Policy T.6.2. Establish and maintain a comprehensive, consistent, and highly connected system of bikeways and FUTS trails"
2. "Strong emphasis on FUTS"
3. "Recognizing need for long-term planning."

*Weaknesses*

1. “Not strong enough language for prioritizing bike ped and making vehicle travel unattractive”
2. “Disconnect between high level vision to what is actually implemented in the city”
3. “Educating the public on current issues/transportation”

*Opportunities*

1. “Opportunity to provide more connectivity between Futs and other trail systems. The system should be comprehensive and not have gaps between various parts.”
2. “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.”
3. “Educating the public on current issues/transportation options and usage”

*Threats*

1. “The old way of doing things that prioritizes and accommodates automobiles.”
2. “Population pressure on limited water resources”
3. “Assuming we will continue to travel the same way we are today. I.e. telecommuting, new mobility options, younger generations, ebikes”

**Housing Commission**

*Strengths*

1. “Much of the discussion and goals and policies in the plan is very strong and accurate to the dynamics of housing issues”

*Weaknesses*

1. “No explicit housing affordability goals”
2. “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.”
3. “No discussion of potential tradeoffs between historic preservation and housing affordability”

*Opportunities*

1. “Greater recognition now that housing and affordable housing needs to be a focus and priority for the community.”
2. “The housing Commission published detailed housing affordability goals and analysis that could be incorporated into the regional plan”
3. “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.”

*Threats*

1. “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...”

2. "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."
3. "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."

### **Heritage Preservation Commission (HPC)**

#### *Strengths*

1. "Strong cooperation between the county, planning authority, transportation authority etc."
2. "Easily accessible opportunities for public awareness and participation."
3. "Perspective of growing in vs growing out as the population continues to rise"

#### *Weaknesses*

1. "Lack of timeline"
2. "The natural resources and cultural resource maps are basically fluff and don't provide real information"
3. "The number of goals is too high"

#### *Opportunities*

1. "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"
2. "Lack of maps on the Heritage Preservation Snapshot PDF"
3. "Show how we changed from the previous plan, how does what we want our city to look like change"

#### *Threats*

1. "Trying to do everything with one document/process. There is a limit to what the plan can do"
2. "Not have a broad cross section of our community provide input"
3. "Overwhelming amount of content - although well organized and displayed, it's a lot!"

### **Commission on Inclusion and Adaptive Living**

#### *Strengths*

1. "Clear vision of Inclusion and Adaptable Living for Flagstaff."
2. "Clear vision by the community and it's members."
3. "Sheer breadth of issues and concerns addressed."

#### *Weaknesses*

1. "The plan should reflect inclusion needs."
2. "Ageism - seeming lack of consideration for older adults."
3. "Competing goals/"

### *Opportunities*

1. “Opportunity to improve housing access (affordability and accessibility) for people who are differently abled.”
2. “Opportunity to continue to educate the public.”
3. “Opportunity to extend equity to underserved communities of Flagstaff.”

### *Threats*

1. “Lack of Participation by underserved areas and groups.”
2. “Lack of representation of all stakeholders.”
3. “Developers with different goals than what the public wants in the Regional Plan.”

## **Indigenous Peoples Advisory Council (IPAC)**

### *Strengths*

1. “Public input and part of the process.”
  - Note: Only had one

### *Weaknesses*

1. “Include a land acknowledgement to honor and recognize the Indigenous peoples in this region”
2. “Not enough input from Indigenous community members or county population”
3. “Additionally, builders build without using "Dark Sky" lighting. This is absolutely essential to keep the night sky.”

### *Opportunities*

1. “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.”
  - Note: Only had one

### *Threats*

1. “A weak Zoning committee, City Council, or BOS. Undue influence on the plan by outside sources (builders, etc.).”
  - Note: Only had one

## **Mountain Line Board of Directors (BOD)**

### *Strengths*

1. “Strong emphasis on bike/ped/transit needs/goals”
2. “Strong collaboration”
3. “Data Driven”

*Weaknesses*

1. "City efforts don't reflect what is written in RP"
2. "Could use better explanation of how accountability will be kept"
3. "Hard to predict issues of the future"

*Opportunities*

1. "Seek Community input prior to design"
2. "Align our policies to our practice"
3. "Develop stronger community input"

*Threats*

1. "Lack of understanding of mode shift opportunity"
2. "Buy in from key players"
3. "Economic impacts - inflation, slowed economy, reduction in revenue, etc."

**Mountain Line Staff**

*Strengths*

1. "Recognizes that public transit needs to be "baked in" to the permitting process for all development"
2. "multi agency cooperation"
3. "Prioritizes transit and multimodal transportation"

*Weaknesses*

1. "Despite what the plan says, roads/cars always seem to "win""
2. "staffing/ resources to implement"
3. "Disconnect between Regional Plan policies and implementation tools (TIA, zoning, roadway classification/complete streets, etc.)"

*Opportunities*

1. "consider transit a utility"
2. "Permanent Transit Network"
3. "New Downtown Connection Center - multimodal hub"

*Threats*

1. "Staffing time to implement"
2. "PTN is hard for development in a very costly real estate market"
3. "Struggles with getting ADOT on board"

**Mountain Line Transit Advisory Committee (TAC)**

*Strengths*

1. "Inclusive of participation"

2. “public participation”
3. “extensive mapping”

*Weaknesses*

1. “very large document”
2. “Activity centers are not scaled to actual market potential - number of prospective dwelling units within a defined area, accessibility by different modes, etc.”
3. “reasonableness of activity centers proposed at what feels like most every major intersection”

*Opportunities*

1. “Position the region for several technological advances: automated vehicles, clean energy, manufactured housing technologies”
2. “increased land use and transportation connection discussions”
3. “Having more departments contribute to and utilize the plan”

*Threats*

1. “NIMBYS have turned into BANANAS increasing the obstacles to any kind of growth.”
2. “big dreams, small wallets (not having the funding to support the plan)”
3. “In the past support for residential density has not always materialized at the project level”

**Open Space Commission**

*Strengths*

1. “Better connected FUTS system, more passive transportation opportunities”
2. “Informational graphics and mapping”
3. “Seems to be a good aspirational plan full of ideas”

*Weaknesses*

1. “Shared community values to drive vision and goals.”
2. “people want things now- no specifics on implementation/timelines”
3. “Lack of specifics in order to implement.”

*Opportunities*

1. “Greater emphasis of how to get to our goals.”
2. “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.”
3. “Active public conversations for roads and bridges- shifting in transportation focus”

*Threats*

1. “Uncertain changes in economic conditions that could impact tourism or residents within the Flagstaff region. I.e. housing becomes unattainable. Travel becomes too expensive. “
2. “road and housing development pressures taking priority over passive transportation”
3. “Future technology developments with modes of transportation”

## **Planning & Zoning Commission (P&Z) – Joint City/County**

### *Strengths*

1. “Flagstaff urban areas staying historical, walkable, and open to all.”
2. “Conservation of the Natural Environment and Open Space”
3. “Scenery and Natural beauty”

### *Weaknesses*

1. “Urgency of Climate Change”
2. “Increase surveying of underrepresenting groups: Latina/o, Indigenous, Black etc.”
3. “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.”

### *Opportunities*

1. “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.)”
2. “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.”
3. “The impacts of population growth and climate change are now farther along and more obvious than they were a decade ago.”

### *Threats*

1. “Climate Concerns - water...fire”
2. “state legislature restrictions against self-governance, property rights that conflict with good planning”
3. “Not enough affordability of housing, jobs, schooling for diverse populations”

## **Pedestrian Advisory Committee (PAC)**

### *Strengths*

1. “Focus on continuing to further connect current ped/bicycle paths”
2. “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”
3. “complete streets policies”

### *Weaknesses*

1. “continued acceptance that cars “should” or “will” be the primary mode of transportation - doesn’t lean into the “big shift” idea enough”
2. “The language in section 5 is nice, and comprehensive, but sounds very standard and uninspiring i would like to see use of the words increase/best etc.. to demonstrate a true commitment”
3. “lots of goals and policies - but the plan doesn't include a lot of “specifics” on how each will be accomplished”

*Opportunities*

1. “creating goals and policies in line with the carbon neutrality plan”
2. “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)”
3. “more emphasis on traffic calming techniques”

*Threats*

1. “tourists and visitors don't have a say in these plans but influence our transportation system heavily”
2. “Always easy to be reactionary and backslide on bike/ped goals (ex: potential gas tax holiday)”
3. “Increasing housing prices and especially recent year-round-profitability of short term rental investments mean that most of my coworkers can't afford to live in town so only the most athletic are leaving their cars”

**Parks & Recreation Commission**

*Strengths*

1. “Strong vision for providing parks and recreation facilities for Flagstaff”
2. “Emphasis on equitable access to parks”
3. “Neighborhood emphasis”

*Weaknesses*

1. “Lack of funding for additional park and rec facilities”
2. “Unclear if the plan has obtainable (SMART) goals included”
3. “Complex, not easy to understand”

*Opportunities*

1. “Community engagement”
2. “Integration of accessible and equitable designs for all parks and rec facilities”
3. “Adding parks and recreation facilities to underserved communities”

*Threats*

1. “Expiration of BBB tax funding”
2. “Financial capabilities”
3. “Affordability of services”

**Sustainability Commission**

*Strengths*

1. “The plan was approved by voters!”
2. “modes of transportation”
3. “Comprehensive and addresses diverse issues”

*Weaknesses*

1. "Accountability for implementation"
2. "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."
3. "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."

*Opportunities*

1. "An increased focus and awareness of climate and sustainability that can be at the forefront of the new plan."
2. "Provide more robust engagement and accountability"
3. "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."

*Weaknesses*

1. "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"
2. "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."
3. "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"

**Tourism Commission**

*Strengths*

1. "San Francisco Peaks"
2. "National monuments, parks, etc. generate strong traffic"
3. "Native American culture"

*Weaknesses*

1. "qualified workforce"
2. "event venues"
3. "No luxury lodging - no spas, etc"

*Opportunities*

1. "Parking structure downtown"
2. "Expansion of I17"
3. "Discover Flagstaff supporting public private partnerships and sustainable tourism"

*Threats*

1. "Cost of living"
2. "Lack of affordable housing to support"

3. “Fire events”

**Transportation Commission**

*Strengths*

1. “Comprehensive, addressed bike-ped-transit as stand-alone categories for metrics”
2. “The region plan includes the future growth areas”
3. “Vision of mode shift holds true per recent MetroPlan survey”

*Weaknesses*

1. “identify broader performance measures”
2. “We never adopted complete streets policies or incorporated context sensitive solutions into our city code.”
3. “more specific for how to achieve goals/policies”

*Opportunities*

1. “update to include the Permanent Transit network”
2. “Affordable Housing”
3. “Plan ahead with affordable land areas that are in the middle of the city”

*Threats*

1. “People have concern with density - sounds good until it actually happens”
2. “Conflicting unprioritized goals”
3. “Goals and policies”

**Water Commission**

*Strengths*

1. “Acknowledgement of, and planning to adhere to, EPA and other regulatory requirements”
2. “modes of transportation”
3. “ahead of regulation”

*Weaknesses*

1. “Is the 2030 plan trying to tackle too many issues? Should it be simplified to land use, water use and transportation infrastructure?”
2. “Storm Water potential damage without sufficient capture of storm water run off.”
3. “a realistic plan to bring in tech jobs”

*Opportunities*

1. “Increased collaboration with USFS, state and county agencies for increased focus on the health of the Coconino forest, our single largest asset”
2. “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.”

3. “The flooding and "almost at capacity" status of the water treatment system can/should create heightened awareness of wastewater and stormwater issues. This should generate revised/new policies to address this core need.”

### *Threats*

1. “Catastrophic fire and flooding”
2. “Integration of too many issues can water down the whole plan”
3. “Flooding issues overwhelming stormwater and wastewater treatment infrastructure”

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
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	

## Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Averag
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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. Â 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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

Commission	SWOT Comment	SWOT Category	Average
Mountain Line staff	Yield to bus.	Weaknesses	
Mountain Line staff	Economy	Weaknesses	
Mountain Line staff	current plan has great high level goals/policies but weak on tying to the "how" of getting it done	Weaknesses	
Mountain Line staff	develop a financial section of regional plan for new funding mechanisms.	Opportunities	
Mountain Line staff	Permanent Transit Network	Opportunities	
Mountain Line staff	during plan development - test run how some projects would be permitted and find the gaps in the mid and lower policies/standards;	Opportunities	
Mountain Line staff	Brownfield development gets more "points" <del>on the map</del>	Opportunities	
Mountain Line staff	CDOT has implemented an emissions analysis on all roadway projects, with results dictating how that roadway is designed <a href="https://www.codot.gov/programs/environmental/greenhousegas">https://www.codot.gov/programs/environmental/greenhousegas</a>	Opportunities	
Mountain Line staff	Rank goals and create a scoring mechanism to use for development documentation on achieving RP policies	Opportunities	
Mountain Line staff	paradigm shift post covid - more telecommuting - traffic pattern changes -	Opportunities	
Mountain Line staff	New Downtown Connection Center - multimodal hub	Opportunities	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	Averag
(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	Average
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	Average
Pedestrian Advisory Committee	creating goals and policies in line with the carbon neutrality plan	Opportunities	
Pedestrian Advisory Committee	public feedback could help choose the most desired goals and narrow down how broad the plan is	Opportunities	
Pedestrian Advisory Committee	tourists and visitors don't have a say in these plans but influence our transportation system heavily	Threats	
Pedestrian Advisory Committee	Always easy to be reactionary and backslide on bike/ped goals (ex: <span style="font-family: monospace;">????????????????????????????????</span> )	Threats	
Pedestrian Advisory Committee	Increasing housing prices and especially recent year-round-profitability of short term rental investments mean that most of my coworkers can't afford to live in town so only the most athletic are leaving their cars	Threats	
Pedestrian Advisory Committee	Unless there is public and political support, it probably won't go that far?	Threats	
Pedestrian Advisory Committee	public seemed to want transparency and accountability - a lack of evaluation for each of the goals/policies may dampen the enthusiasm for an updated plan	Threats	
Parks & Recreation Commission	Emphasis on equitable access to parks	Strengths	
Parks & Recreation Commission	Neighborhood emphasis	Strengths	

## Aggregate SWOT Comments

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	Averag
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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

<b>Commission</b>	<b>SWOT Comment</b>	<b>SWOT Category</b>	<b>Averag</b>
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	

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Dan Folke, Community Development Director  
**Co-Submitter:** Jay Christelman, Coconino County Community Development Director  
**Date:** 10/11/2022  
**Meeting Date:** 10/17/2022



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**TITLE:**  
**Military Installation Sustainability (MIS) Grant Update**

**DESIRED OUTCOME:**  
The item is for information only.

**EXECUTIVE SUMMARY:**  
In response to the Joint Land Use Study (JLUS) grant that was completed in 2018, Coconino County applied for a follow-up grant to implement the recommendations from the JLUS. The new grant is called the Military Installation Sustainability (MIS) and the sum of ~\$920,000 was awarded in August of 2020. Matrix Design Group was awarded the contract after a competitive procurement as the MIS contractor in the fall of 2020 with work starting shortly thereafter. A presentation will be provided at the joint meeting.

- INFORMATION:**  
Tasks of the Military Implementation Sustainability grant include:
- Task 1. Dark Sky non-conforming lighting database with a City of Flagstaff demonstration project, outreach brochures and after-action report.
  - Task 2. Outreach and education campaign highlighting the military installation missions.
  - Task 3. Forest industry feasibility study.
  - Task 4. Legislative analysis and strategic engagement plan (specific to installation protection).
  - Task 5. Installation resiliency report
  - Task 6. Camp Navajo/Naval Observatory economic impact modeling and report.

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**Attachments:** [Presentation](#)

**Minutes Attachments**

*No file(s) attached.*

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COCONINO



MILITARY INSTALLATION  
SUSTAINABILITY



# Dark Sky Lighting

October 17, 2022



# Joining You Today



# Matrix



**Celeste Werner, FAICP**  
*Project Manager*



**Ed Boik, AICP**  
*Deputy Project Manager*

# Today's Presentation

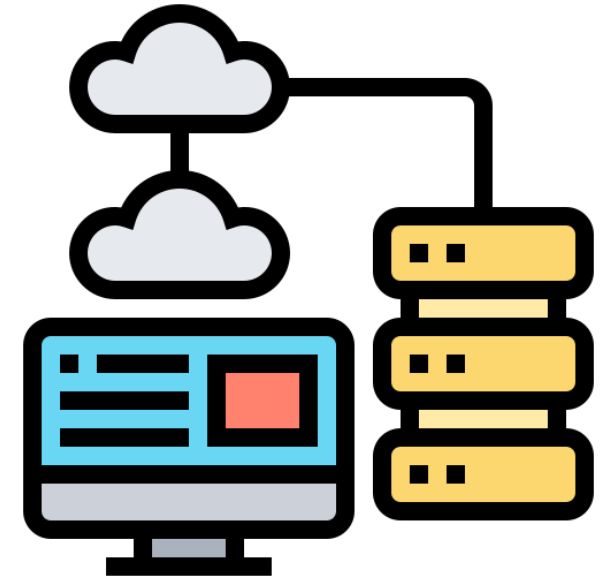
- **What is Coconino Military Installation Sustainability (MIS)?**
- **Dark Sky Task**
  - Non-conforming Lighting Database
  - Outreach Materials
  - Site Demonstration
- **Thank you, Questions and Answers**

# Non-conforming Lighting Database



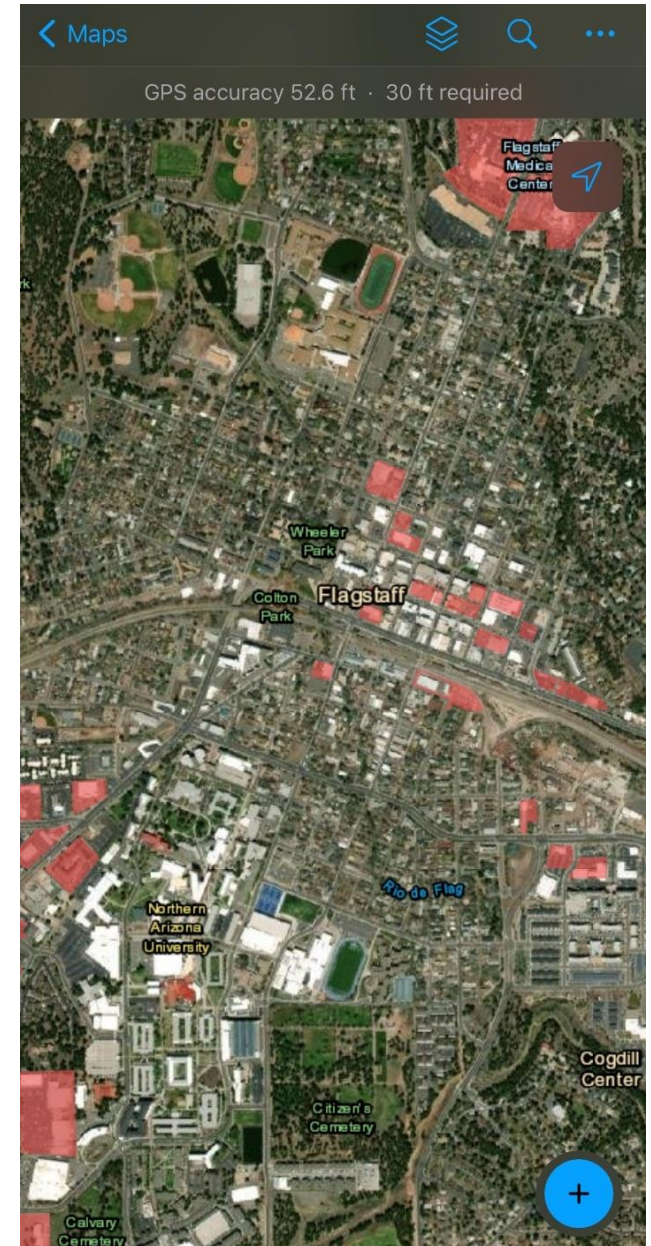
## Database Design and Construction

- **Cloud-based geospatial database**
  - Hosted by Coconino County's ArcGIS Online
    - Easily integrates with the County's current system
    - **SECURE**
  - Creates the foundation for the web mapping suite
    - Field Maps (for field data collection)
    - Reporting and progress applications
  - Relates all information to the relevant parcel
  - Allows for storage of photos and media



## MOBILE APP: Field Maps


- **Provides mobile data collection**
  - Integrates easily into Coconino County GIS
  - Intuitive application for surveyors shows parcels for survey
- **Addresses needs of the Dark Sky Specialist**
  - Accurate location data for collecting lighting fixtures
  - Comprehensive forms to collect the necessary level of detail



## Dark Sky Web Apps

- **Includes 3 Tools**
  - Parcel Reporting Application
  - Lighting Survey Progress Dashboard
  - Dark Sky Program Progress Dashboard

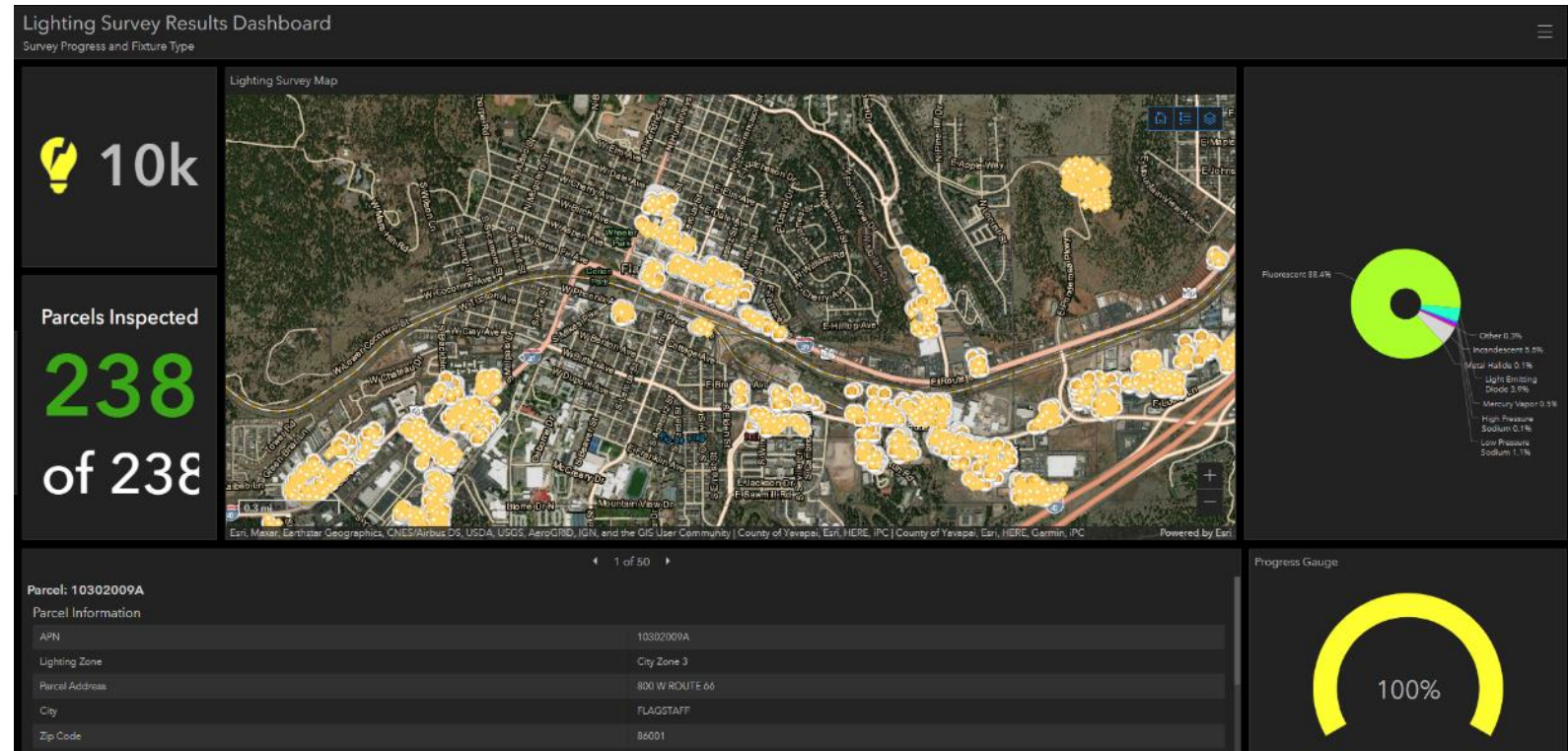
## Parcel Reporting Application

- **Web map for viewing collected information in the field**
  - [Link](#) 
  - Generates an individual parcel report
  - Counts lighting fixtures present on-site by type
  - Includes relevant parcel information
    - Owner
    - Address
    - Status of lighting non-compliance

# Non-conforming Lighting Database

## Lighting Survey Progress Dashboard

- **Cloud-based database provides real-time updates**
  - Number of parcels surveyed
  - Total fixtures recorded with type
  - Parcels brought into compliance



## Dark Sky Program Progress Dashboard

- **Cloud-based database provides real-time updates**
  - Tracks yearly progress of the program
  - Number of non conforming parcels
  - Number of parcels brought into compliance by
    - Year
    - Month
    - Week



# Non-conforming Lighting Database

## Database Sustainability Plan



### NAVIGATING ARCGIS FIELD MAPS

COCOONINO COUNTY MILITARY INSTALLATION SUSTAINABILITY DATABASE SUSTAINABILITY PLAN

- Layers:** Choose to hide or display overlay features onto the map
- Search Function:** Locate specific Addresses or named locations
- Ellipsis:** More options; Basemap, Bookmarks, Edit Multiple, Legend, Markup, Measure, and Share Map
- My Location:**
  - When Arrow is blue Shows your current location with map oriented North
  - When Arrow is blue a line above it: Shows your current location map oriented to face direction your device and the map goes to current locationNote: The user may be prompted by the browser permission to access location first
- Zoom Controls:** Pinch or pull two fingers anywhere on while touching the screen
- Parcels Highlighted in Red:** Parcels indicated for survey. Zooming in and selecting will show pertinent parcel information
- Add New Feature:**
  - Photo
  - Lighting Fixture
  - Parcel

### FEATURES AND FORMS

There are four primary features that are available for data collection in the field. Two require users to place a point on the map and to place attribute information and photographs (Luminaire and Photos). The other two features are forms: Inspection and Contact.

- Every parcel survey involves:
- Capturing lighting fixture photos, locations, and attributes as a Luminaire feature.
  - Capturing general parcel photos with the Photos feature, and
  - Completing an Inspection Form.

Documenting contact information on the Contact form is not required however, field surveyors may encounter owners or managers who have concerns or questions regarding the survey process. The Contact form provides a standardized space to record stakeholders' names, phone numbers, email addresses, and affiliations.

### NON-COMPLIANCE PROGRAM TRACKING DASHBOARD

COCOONINO COUNTY MILITARY INSTALLATION SUSTAINABILITY DATABASE SUSTAINABILITY PLAN

The Non-compliance Program Tracking dashboard provides a high-level overview of parcel status (conforming/non-conforming) across the program. It displays the current survey and non-conforming status of all parcels within the county. It also tracks the response to non-compliance in terms of how many non-compliant parcels were surveyed and brought into compliance, by year.

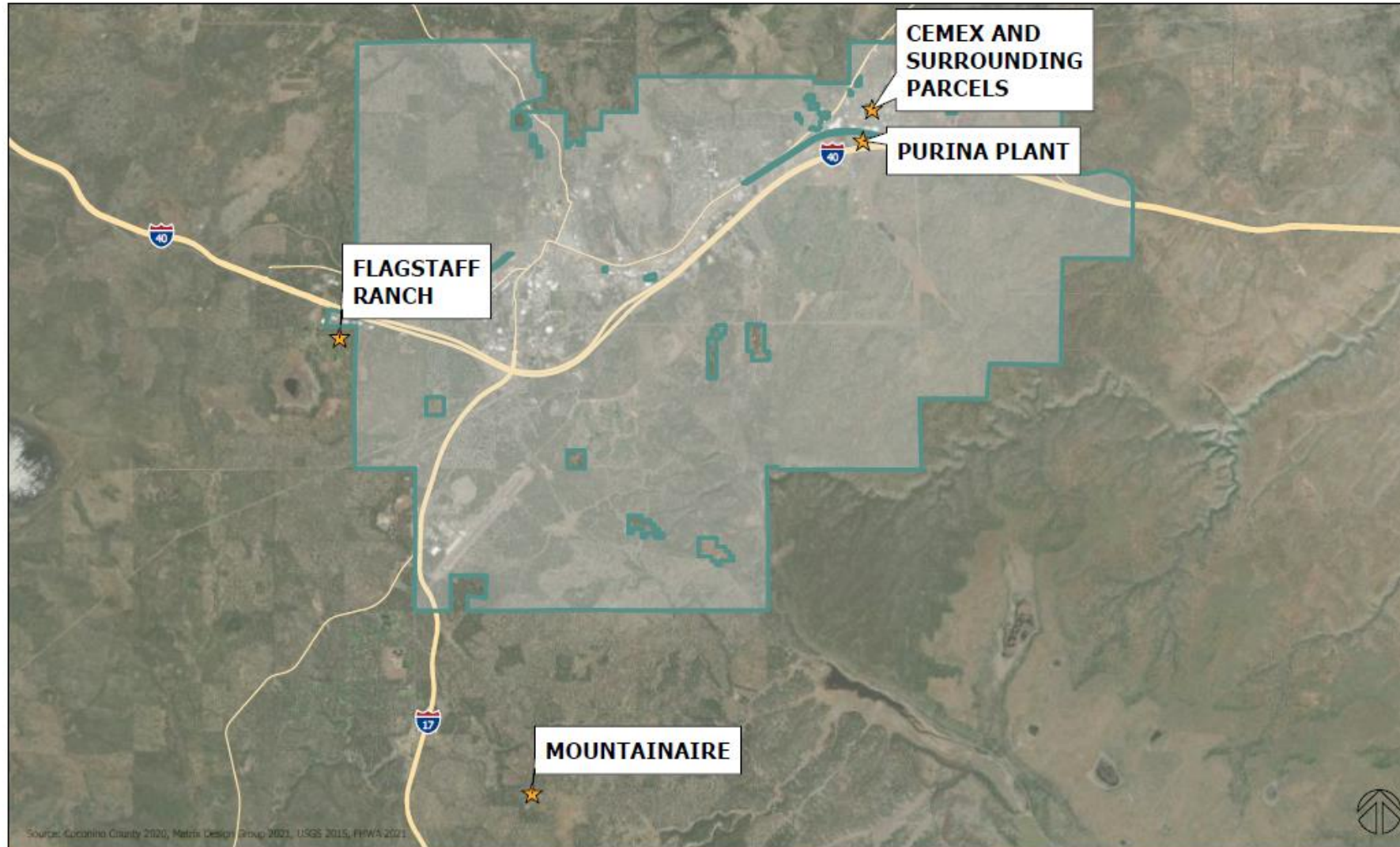
- Total Survey Progress:** A graphic display of the percentage of parcels within Coconino County that have and have not been surveyed.
- Parcels Brought into Compliance:** A graphic display of how many parcels have been addressed and brought into compliance and the total number of parcels identified as non-compliant through survey and inspection.
- Map:** This map displays current survey data, parcels that have been flagged for inspection, and parcels that have been surveyed.
- Number of Parcels Surveyed:** This chart displays the number of parcels that have been surveyed over time, by month or year.
- Parcels Identified as Non-Compliant:** This chart identifies surveyed parcels found to be non-compliant, by week, month, or year.

# Aerial Survey



# Aerial Survey

## Aerial Night Drone Survey Sites



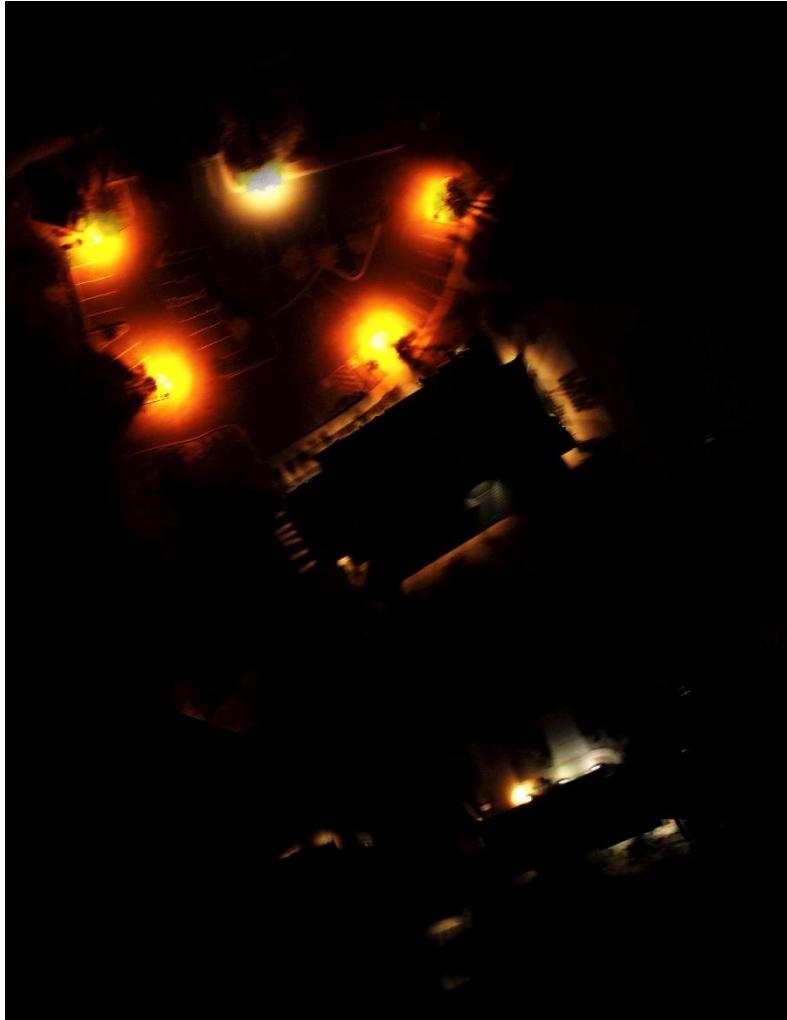
## Aerial Night Drone Survey Sites

- **Photographed light intensity**
- **Identifies single point light fixture locations**
- **Surveyed 4 areas**
- **Drone Survey generated:**
  - 2,500 photos covering an extent of 400+ acres.
- **Assists in identifying where on-ground surveys teams need to focus**
- **Serves as a baseline for performance metric to survey dark sky improvement**

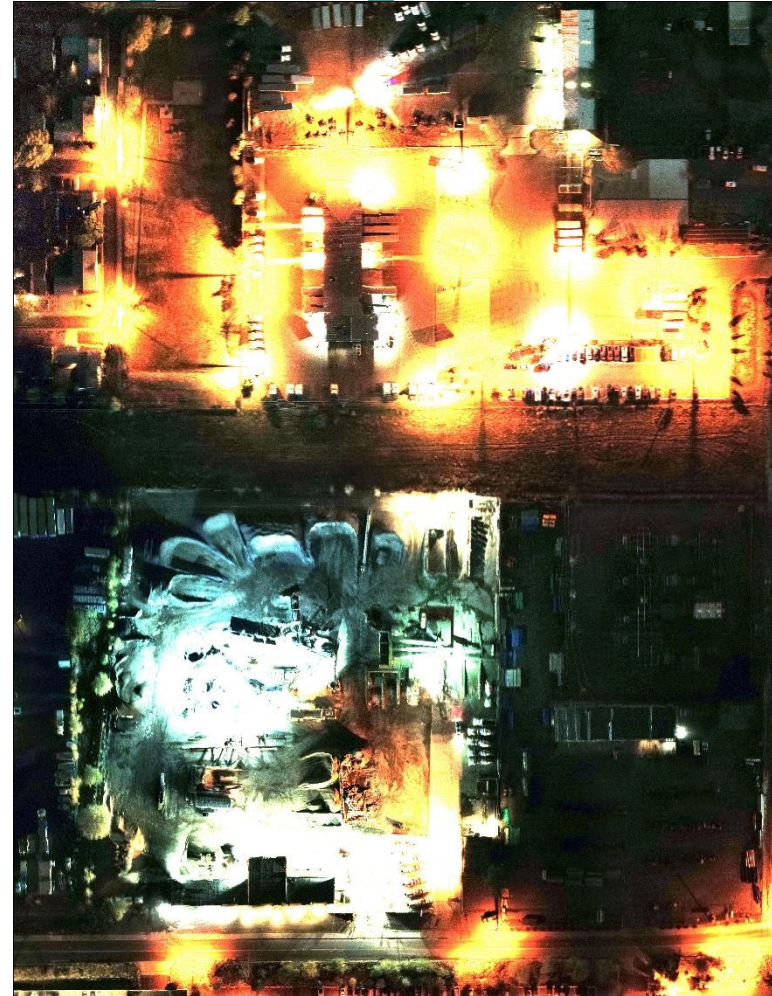
# Aerial Survey

## Aerial Night Drone Survey

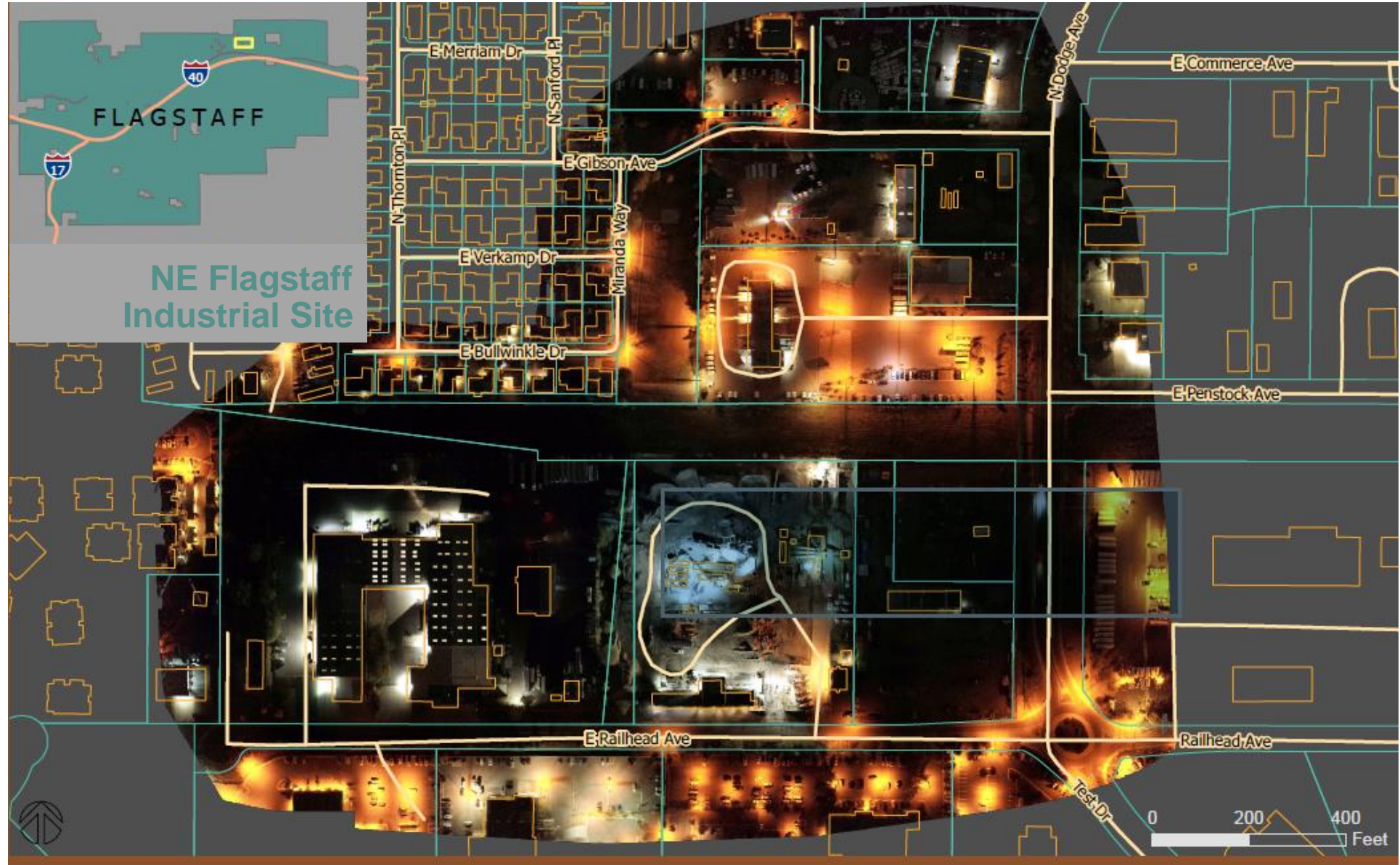
### Flagstaff Ranch Site



### Cemex Plant and Neighboring Parcels Site



# Aerial Survey



# Outreach and Education



## Outreach Campaign Brochures

- Tri-fold brochures
- Distribute throughout the community and online
- Promotes compliance
- Customized for Commercial/Industrial

### OUTDOOR LIGHTING REQUIREMENTS

There are three lighting classes and two lighting zones. These determine where and when you can use outdoor lighting, how much lighting you are allowed to emit on your property, and what kind of lighting you can use.

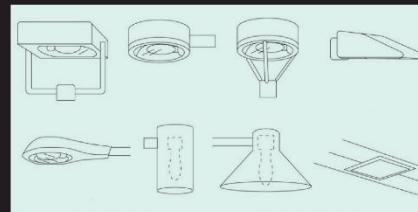
**Class 1** lighting is used for applications where color rendition is required to preserve the effectiveness of an activity such as display areas, entries, and sports fields.

**Class 2** lighting is used for applications where general illumination for safety or security is the primary concern such as walkways, driveways, roads, and parking lots.

**Class 3** lighting is used for outdoor decorative purposes such as building or landscaping accent lights.

◆ **Color:** Narrow-spectrum amber LEDs (NSALEDs) are the preferred lighting sources. Code compliant NSALEDs have a peak intensity wavelength between 589 and 595 nanometers. Other bulbs should have a correlated color temperature of 2,700K or less.

◆ **Full Shielding:** Fully shielded lighting fixtures are the best at reducing light pollution and trespass.



Examples of fully shielded light fixtures

◆ **Partial Shielding:** Partially shielded light fixtures emit some light sideways and upwards. This includes flood lights that are pointed at the ground at a 45 degree or less.



Examples of partially shielded light fixtures

### WHERE TO LEARN MORE

Both Flagstaff and Coconino County have laws that maintain and enhance dark skies. These laws are aimed at reducing light pollution and minimizing energy losses.

See Flagstaff Zoning Code: Division 10-50.70 and Coconino County Zoning Code Chapter 4, Section 4.3 for more information.

For assistance with code compliance, contact Flagstaff Community Development or Coconino Community Planning Department, or their dark sky compliance specialists.

#### CITY OF FLAGSTAFF Community Development

211 W. Aspen Avenue  
Flagstaff, AZ 86001  
PH: (928) 213-2104  
[flagstaff.az.gov/10/community-development](http://flagstaff.az.gov/10/community-development)

#### Dark Sky Compliance Specialist

Janice Hakala  
EMAIL: [janice.hakala@flagstaffaz.gov](mailto:janice.hakala@flagstaffaz.gov)  
PH: 928.213.2148

#### COCONINO COUNTY Coconino Planning Department

2500 N. Fort Valley Road, Building 1  
Flagstaff, AZ 86001  
PH: 928.679.8850  
[coconino.az.gov/136/community-development](http://coconino.az.gov/136/community-development)

#### Dark Sky Compliance Specialist

Mark Stento  
Email: [mstento@coconino.az.gov](mailto:mstento@coconino.az.gov)  
PH: 928.679.8856

### DARK SKIES

## COMMERCIAL AND INDUSTRIAL PROPERTIES

### Help Defend the Darkness

Protect the region's glorious night skies

Save energy with approved fixtures

Improve the quality of the nighttime environment at your home or business

You can make a difference!



Prepared by  
**Matrix**

This brochure was prepared under contract with Coconino County as a component of the Coconino County Military Installation Sustainability program. Financial support for this brochure was provided by the Department of Defense Office of Local Defense Community Cooperation (OLDDCC). The content reflects the views of Coconino County and does not necessarily reflect the views of the OLDDCC.

FLAGSTAFF was recognized as the world's first International Dark Sky City in 2001. Flagstaff and Coconino County are at the forefront of the effort to reduce light pollution through education and best practices. This brochure provides a concise overview of outdoor lighting regulations and information on how to bring nonconforming lighting into conformance.

## Outreach Campaign Brochures

- Tri-fold brochures
- Distribute throughout the community and online
- Promotes compliance
- Customized for Residential

**WHO NEEDS DARK SKIES?**

- TOURISTS:** Stargazing and astrotourism are ingrained in Flagstaff and Coconino County's culture. The dark skies in the area and the ability to see the night sky draw over 100,000 tourists a year.
- YOU AND YOUR COMMUNITY:** Dark skies are a priceless contribution to quality of life and personal health.
- ASTRONOMERS:** The Lowell Observatory is an educational and economic cornerstone of the community. It consists of five separate telescopes that attract researchers from all over the world. Important astronomical observations occur at these facilities every year.
- THE MILITARY:** The area hosts two Naval facilities that support astronomical research and critical military operations. They bring \$8.7 million a year and economic benefits to the region. Camp Navajo also relies on natural darkness for important night training operations.

**DID YOU KNOW?**  
Replacing unshielded porch or garage lights with shielded fixtures helps dark skies, keeps your light on your property, and makes your lighting more neighbor-friendly! Consider using amber lights to decrease glare and other adverse effects.

**WHAT PREVENTS DARK SKIES?**

**Light Pollution:** There are four primary causes of light pollution:

- Excessive and Misdirected Light** – Excessive light, or light shining in the wrong directions – directly into the sky or into your eyes – wastes energy and creates glare and sky glow.
- Glare** – When excessively bright or unshielded lights shine directly into your eyes, actually decreasing your ability to see.
- Light trespass** – When light illuminates areas where it is unneeded or unintended, like when your neighbors' light shines into your house.
- Visual Clutter** – When large numbers of poorly shielded and overbright lights create a cluttered appearance, often making it difficult to find what you need to see.

**Be a Dark Sky Citizen!  
Update and Redirect Your Exterior Lights**

The illustration shows two houses. The house on the left has a 'Shielded Fixture' that directs light downwards, labeled 'Useful Light'. The house on the right has an 'Unshielded Fixture' that shines light upwards and sideways, labeled 'Misdirected Light and Glare'.

**THE EFFECTS OF LIGHT POLLUTION**

- ENVIRONMENT** (Owl icon): Nocturnal wildlife is impacted. Predators are not able to see and prey have difficulty hiding. Sleeping, eating, reproduction and migration patterns are thrown off reducing wildlife vitality.
- ENERGY** (Lightbulb icon): Energy consumption is wasted when lights are left, or too much light is being used. Financial costs and the costs to the environment increase from improper lighting.
- HEALTH** (Heart icon): Humans can suffer from misguided circadian rhythms leading to melatonin imbalances that increases the risk of obesity, depression, certain cancers, diabetes, and immune system problems.
- CRIME** (House icon): Data show crime does not actually decrease as light increases. Effective lighting design utilizing fully shielded fixtures can enhance security while using less energy and lowering impact.
- SAFETY** (Person icon): Bright, unshielded white lights may negatively affect safety and adversely affect drivers in particular by creating dark shadows and blinding glare.

**DID YOU KNOW?**  
Switching from conventional high-intensity lighting to LEDs can save you money every year due to the improved quality and longevity of LED bulbs. Just be sure to use amber colored LED products that do not emit blue light.

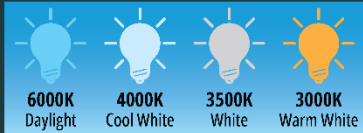
# Outreach and Education

## Outreach Campaign Brochures

- Outdoor Lighting Code Update
- Code Overview and Understanding

### THE RIGHT COLORS FOR DARK SKIES

The color of the light has a big effect on wildlife and astronomical observations. "Whiter" colored lights disorient wildlife and confuse their sleeping, feeding, and mating habits. They can have negative effects on people too. White light is also difficult to filter when making astronomical observations.



6000K Daylight  
4000K Cool White  
3500K White  
3000K Warm White

❌ Not Recommended for Residential Use and Restricted for Commercial Use



2700K/NSALED  
Extra Warm White

✅ Recommended for Residential and Required for Commercial Applications

Select light bulbs with a warm, amber color (2700K) or Narrow-Spectrum Amber LEDs (NSALEDs). NSALEDs need to have a peak intensity wavelength between 589 and 595 nm. These lights are the best solutions to reduce light pollution and maintain dark skies.



COCONINO

## KNOW THE CODE FLAGSTAFF & COCONINO COUNTY LIGHTING CODE

### DO YOUR PART TO KEEP OUR SKIES DARK

In order for Camp Navajo, the Naval Observatory Flagstaff Station (NOFS), the Naval Precision Optical Interferometer (NPOI), and other observatories in the area to operate light pollution must be minimal.

### WHY REGULATE LIGHTING?

The City of Flagstaff was the first city to create a comprehensive lighting code designed to minimize light pollution, preserve the natural night sky, and support the observatories in Coconino County. Coconino County has adopted a similar lighting code that supports and expands Flagstaff's efforts to a regional commitment. The lighting codes also support night training missions at Camp Navajo, the largest National Guard facility in the state, support astrotourism, and protect the health of residents and wildlife.

### LIGHTING MEASUREMENT

Lighting is measured in lumens, which is a unit used to measure the actual amount of light that is produced by a light source. Manufacturers of light bulbs and fixtures usually provide the number of lumens produced by their products. The lighting code limits total lumens on a property by lighting zone.

### EASY STEPS FOR BETTER LIGHTING

- ✓ Know your lighting zone.
- ✓ Upgrade your lights to Amber colored LEDs and use fully shielded fixtures.
- ✓ Illuminate with no more light than necessary
- ✓ Only use lights **when** needed and install them only **where** needed

### DID YOU KNOW?

Flagstaff was the first city in the world to be named an International Dark Sky City and is known worldwide for its commitment to preserving dark skies.

### WHAT ARE LIGHTING ZONES?

The Flagstaff and Coconino County lighting codes are designed to protect dark skies around the observatories in Coconino County. More restrictive standards apply in zones near the observatories and become less stringent for properties further away. Whether your property is located in lighting zone 1 or 2, using dark sky friendly fixtures and bulbs will help support the local economy, improve your quality of life, and preserve the one-of-a-kind night skies.

# Demonstration Projects



# Residential and Non-Residential Success

- Provide the community with real-world local examples of dark sky success
- Feature compliance successes and construction-related successes
- Before/after photos; Poster-board for display in city hall and online
- Partner with local vendors



**COCONINO**



MILITARY INSTALLATION  
SUSTAINABILITY



**Thank you!**



## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Shannon Anderson, Senior Deputy City Manager  
**Co-Submitter:** Corey Ringenberg, Special Assistant to County Manager  
**Date:** 10/12/2022  
**Meeting Date:** 10/17/2022




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**TITLE:**  
**County and City Ballot Measures**

### DESIRED OUTCOME:

County and City staff will share information with City Council and County Board of Supervisors about the Jail District Sales Tax and Propositions 441 and 442.

### EXECUTIVE SUMMARY:

An election will be held on November 8, 2022 to ask Coconino County voters whether to authorize an extension of the Jail District Sales Tax for an additional twenty-five (25) years. There will also be a Special Election to consider two propositions proposed by City Council - Proposition 441 Investing in City of Flagstaff wildfire suppression, stormwater flood mitigation, and wastewater treatment infrastructure and Proposition 442 Creating rental and homeownership opportunities for residents of Flagstaff.

### INFORMATION:

Monies from the Jail District Sales Tax will be used for maintaining and financing the County Jail and jail systems. The tax extension will ensure the continued investment of programs and services that provide in-custody job training, life skills and education, and mental health and substance abuse programs, such as EXODUS, which provides treatment, support and education to help create healthy habits and promote a life of recovery from addiction. One of the main objectives of EXODUS is to reduce the rate of recidivism, i.e., the number of individuals who return to jail. The Jail District Sales Tax will aid in the transition of those exiting the County Criminal Justice System and re-entering their communities by supporting staff members who interact with local organizations. By connecting individuals with resources, this service is aimed at reinforcing the success of in-jail programs. The Jail District Sales Tax also supports the health and well-being of those in-custody by supporting cultural, spiritual, and religious practices and traditions.

The City's Proposition 441 identifies \$57,285,000 to address infrastructure needs for the City of Flagstaff including the replacement of wildfire suppression engines and water tankers; increasing capacity of flood waters within Spruce Wash; increasing wastewater treatment capacity at wastewater treatment facilities; and implementing energy efficiency upgrades at wastewater treatment facilities. Proposition 442 will create rental and homeownership opportunities for residents of Flagstaff investing \$20,000,000 for the purpose of redeveloping City owned housing to create additional affordable rental units; repurposing existing available buildings into rental units; incentivizing the private sector to incorporate affordable

rental housing into new developments; and expanding the homebuyer assistance program. Please learn more about the propositions and watch the video presentations regarding the bonds at <https://www.flagstaffbonds2022.com/videos>.

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**Attachments:**     Jail District Sales Tax Presentation

**Minutes Attachments**

*No file(s) attached.*

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**Proposition 445:** Shall the Coconino County Jail District Board of Directors be authorized to extend the term of the existing County Jail District Excise Tax (sales tax), of one half-cent (\$.005) by twenty-five years?



COCONINO COUNTY

**Jail District  
Sales Tax**

Changing Lives. Restoring Families. Strengthening Communities.

## **Jail District Sales Tax**

- First in Effect: 3/10 Cent Sales Tax in 1997
- Current Jail Tax: Half of a Cent (50 cents on \$100 purchase) since 2007
- Items Taxed: Goods, Services, Lodging, Restaurant Charges
- Term of Extension: 25 years (July 1, 2027 – Dec. 31, 2051)
- Paid By: Residents, Non-Residents, Visitors



COCONINO COUNTY

**Jail District  
Sales Tax**

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## **The Need for the Jail Tax**

- Revolving Door of Substance Abuse-Related Crimes
- Jail Population Growth
- Jail Budget Shortfalls



COCONINO COUNTY

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Sales Tax**

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## The Jail Tax Difference

- Inmate Programs
- Reduced Recidivism
- Financially Secure, Right-Sized County Jail (420,000 meals served annually)
  - Flagstaff Detention Facility
  - Page Holding Facility



COCONINO COUNTY

**Jail District  
Sales Tax**

Changing Lives. Restoring Families. Strengthening Communities.

## **Inmate Programs**

- EXODUS (in-custody substance abuse program)
- Job Training (food handlers class, re-entry partnership w/Goodwill)
- Education (adult, juvenile, special education)
- Cultural, Spiritual, Religious Programs
- Life Skills (mindfulness, parenting, financial literacy)



COCONINO COUNTY

**Jail District  
Sales Tax**

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## EXODUS Program

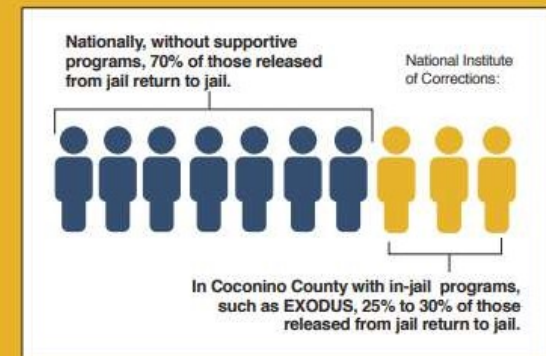
- Goals:
  - Reduce impact of substance abuse on the community
  - Enhance inmates' ability to facilitate change in their lives
  - Reduce recidivism and jail crowding
  - Provide educational services to help inmates maintain a life of recovery
- Multi-Faceted
- More Than 1,600 Participants



Changing Lives. Restoring Families. Strengthening Communities.

## Fewer People Returning to Jail

- County Recidivism Rate = 25% to 30%
- National Recidivism Average (without substance-abuse programs) = 70%



“EXODUS saved my life. I wanted to change, but I didn’t know how. EXODUS gave me the tools.” – EXODUS Graduate



COCONINO COUNTY  
**Jail District  
Sales Tax**

Changing Lives. Restoring Families. Strengthening Communities.

## Space for Cultural, Spiritual, Traditional, Religious Connections

- Hogan
- Bible Study
- Sweat Lodge
- Worship Service
- Talking Circles
- Communion
- Pastoral Visits



COCONINO COUNTY

**Jail District  
Sales Tax**

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## **With Jail District Sales Tax**

- Continuation of Programs: Addiction Recovery, Mental Health, Life Skills, Job Training
- Opportunities for Further Support: Pathways to Community
- Reduced Recidivism: Fewer People Returning to Jail
- Sustainable Jail System: Safe, Staffed, Maintained, Financially Secure
- Costs Shared: Residents, Non-Residents, Visitors



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PROP  
445

## **Without Jail District Sales Tax**

- County General Fund Tapped
- Cities & Towns Pay More
- Reduction of In-Custody Programs
- Anticipated Increase in Recidivism



COCONINO COUNTY

**Jail District  
Sales Tax**

Changing Lives. Restoring Families. Strengthening Communities.



# The Jail Tax and Flagstaff



COCONINO COUNTY

**Jail District  
Sales Tax**

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## Important General Election Dates:

Publicity Pamphlet Arrives in the Mail.....	End of September/Early October
Last Day to Register to Vote.....	Oct. 11
Early Voting Begins.....	Oct. 12
Last Day for Early Voting in Person.....	Nov. 4
Election Day.....	Nov. 8



COCONINO COUNTY

**Jail District  
Sales Tax**

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# Thank you.

For more information go to: <https://www.coconino.az.gov/jailtax>



COCONINO COUNTY

**Jail District  
Sales Tax**

Changing Lives. Restoring Families. Strengthening Communities.