



Joint Planning and Zoning SWOT Analysis

Let's brainstorm our strengths, weaknesses, opportunities and threats as part of our planning process.

CREATED BY SARA DECHTER 3 MONTHS AGO

Process

Brainstorm

Let's brainstorm our strengths, weaknesses, opportunities and threats.

Everyone can add Brainstorming individually **You will only see your ideas in this step**



Group

Only facilitators can group



Results

Sorted by *Random (same for all)*



Rate

Now let's rate each item based on what level of impact you think it has.

Score on 1 dimension *Importance (out of 10)*



Results

Here is our completed and prioritized SWOT for discussion and strategy planning.

Participants

| | NAME ▲ | EMAIL | ROLE | JOINED |
|-----|------------------------|----------------------------------|-------------|------------|
| 1 | 102956mw | 102956mw@gmail.com | contributor | 04/27/2022 |
| B | Best | best81@outlook.com | contributor | 04/26/2022 |
| B | Bob3iii | bob3iii@gmail.com | contributor | 04/27/2022 |
| C | Cmandino | cmandino@gmail.com | contributor | 04/20/2022 |
| D | Donwalters | donwalters57@gmail.com | contributor | 04/26/2022 |
| H | Hsdrywall | hsdrywall@gmail.com | contributor | 04/27/2022 |
| I | Info | info@marywilliamsdesign.com | contributor | 04/27/2022 |
| J | Jasclifford | jasclifford@hotmail.com | contributor | 04/26/2022 |
| K | Kasclifford | kasclifford@hotmail.com | contributor | 04/27/2022 |
| LAA | Lisa and Alex Martinez | ahlamart38@gmail.com | contributor | 05/10/2022 |
| LP | Lloyd Paul | lloyd@studiolp4.com | contributor | 04/26/2022 |
| M | Marieajones | marieajones@gmail.com | contributor | 04/26/2022 |
| MM | Michelle McNulty | michelle.mcnulty@flagstaffaz.gov | contributor | 04/27/2022 |
| M | Mnortoncomm | mnortoncomm@gmail.com | contributor | 04/24/2022 |
| M | Mshaw | mshaw@coconino.az.gov | contributor | 04/27/2022 |
| R | Rgglscats | rgglscats@gmail.com | contributor | 04/27/2022 |
| R | Ricardoguthrie | ricardoguthrie7@gmail.com | contributor | 04/26/2022 |
| SD | Sara Dechter | sdechter@flagstaffaz.gov | owner | 04/14/2022 |
| TO | Tammy Ontiveros | tammy.ontiveros@gmail.com | contributor | 06/16/2022 |
| Z | Zschwartz | zschwartz@coconino.az.gov | contributor | 04/27/2022 |

| | NAME | LAST ACTIVITY | # COMMENTS | # CHAT MESSAGES | # IDEAS CREATED | # GROUPS CREATED | # RATED IDEAS |
|-----|------------------------|---------------|------------|-----------------|-----------------|------------------|---------------|
| 1 | 102956mw | 04/27/2022 | | | | | 28 |
| B | Best | 07/05/2022 | | | 16 | | 36 |
| B | Bob3iii | 04/27/2022 | | | | | 43 |
| C | Cmandino | 04/27/2022 | | | 34 | | 36 |
| D | Donwalters | 04/27/2022 | | | 1 | | 35 |
| H | Hsdrywall | 04/29/2022 | | | | | |
| I | Info | 04/27/2022 | | | | | |
| J | Jasclifford | 04/27/2022 | | | | | |
| K | Kasclifford | 04/27/2022 | | | | | |
| LAA | Lisa and Alex Martinez | 05/10/2022 | | | | | |
| LP | Lloyd Paul | 07/06/2022 | | | 4 | | 41 |
| M | Marieajones | 04/27/2022 | | | 3 | | 38 |
| MM | Michelle McNulty | 04/27/2022 | | | | | |
| M | Mnortoncomm | 07/06/2022 | | | 3 | | 36 |
| M | Mshaw | 05/06/2022 | | | | | |
| R | Rggsandcats | 04/27/2022 | | | | | 33 |
| R | Ricardoguthrie | 04/27/2022 | | | 10 | | 36 |
| SD | Sara Dechter | 07/08/2022 | | | | 8 | |
| TO | Tammy Ontiveros | 06/16/2022 | | | | | |
| Z | Zschwartz | 04/27/2022 | | | | | |

Ideas

| TITLE | ▲ CREATED BY | CREATED DATE |
|---|----------------|--------------|
| 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. | Cmandino | 04/23/2022 |
| A community that is concerned about appropriate and "good" growth. | Cmandino | 04/23/2022 |
| 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.) | Best | 07/04/2022 |
| 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. | Cmandino | 04/23/2022 |
| Amend plans for smaller homes to make homes available to lower-income buyers | Cmandino | 04/25/2022 |
| 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. | Mnortoncomm | 04/24/2022 |
| 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 | Lloyd Paul | 04/26/2022 |
| as we experience climate change, much of the plan feels dated and insufficient; the plan doesn't overall take environmental concerns regarding development seriously; many of the goals are too vague and imprecise; feels very "business as usual" regarding the impacts of growth | Marieajones | 04/26/2022 |
| Attention to neighborhood concerns and plans | Ricardoguthrie | 04/27/2022 |
| Carbon neutral goals | Cmandino | 04/23/2022 |
| Carbon Neutrality and Energy | Sara Dechter | 04/27/2022 |
| Caring about growth in our community - neighborhoods, people, planners | Sara Dechter | 04/27/2022 |
| Circle up more engagement with content and service experts who have skills and experience in Diversity, Equity and Inclusion | Ricardoguthrie | 04/27/2022 |
| City planners who engage in the community, who listen, and who care. | Cmandino | 04/23/2022 |
| Climate Concerns - water...fire | Sara Dechter | 04/27/2022 |
| Climate Concerns. Fires-floods. | Cmandino | 04/23/2022 |
| Conservation of natural topography | Cmandino | 04/23/2022 |
| Conservcation of the Natural Environment and Open Space | Sara Dechter | 04/27/2022 |
| Create a City/County task force to help coordinate tribal input on regional issues. | Best | 07/04/2022 |
| 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. | Best | 07/04/2022 |
| 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. | Best | 07/04/2022 |
| 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.) | Best | 07/04/2022 |
| Create a plan to incorporate potable re-use into the City water system. | Best | 07/04/2022 |
| Creation of smaller affordable homes | Sara Dechter | 04/27/2022 |
| Cultural sensitivity | Cmandino | 04/23/2022 |
| 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 | Best | 07/05/2022 |

| | | |
|---|----------------|------------|
| 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. | | |
| Educational institutions that train future planners and city leaders. | Cmandino | 04/23/2022 |
| Encourage Accessory Dwelling Units in the City and County as a way to provide more housing while maintaining community character. | Best | 07/04/2022 |
| Encourage all-electric utilities in new construction and renovation. | Best | 07/04/2022 |
| establish a strong foundation based on environment and equity | Marieajones | 04/26/2022 |
| Existing legal and policy frameworks stymie efforts to provide residents greater control over resources, utilities, affordable homes, child care needs and new jobs. | Ricardoguthrie | 04/27/2022 |
| Flagstaff urban areas staying historical, walkable, and open to all. | Cmandino | 04/25/2022 |
| Forest Health and Water Supply addressed | Cmandino | 04/23/2022 |
| Future growth | Cmandino | 04/23/2022 |
| Goals for scenic & natural resources | Cmandino | 04/23/2022 |
| Great streets don't exist much south of Butler. | Cmandino | 04/23/2022 |
| Guiding Principles | Cmandino | 04/23/2022 |
| Heritage and Culture | Sara Dechter | 04/27/2022 |
| Heritage preservation | Cmandino | 04/23/2022 |
| Implement standards to create wide multimodal sidewalks instead of street level bike lanes, especially on streets with speed limits over 25mph. | Best | 07/04/2022 |
| Including vistas and viewsheds | Cmandino | 04/23/2022 |
| Inclusion for open space and FUTS | Cmandino | 04/23/2022 |
| Inclusion of activity centers, arts, science and education | Cmandino | 04/23/2022 |
| Increase surveying of underrepresenting groups: Latina/o, Indigenous, Black etc. | Ricardoguthrie | 04/27/2022 |
| 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. | Best | 04/26/2022 |
| Land ownership by Feds and State create less land to use. This is also a strength. | Cmandino | 04/23/2022 |
| Local input | Donwalters | 04/27/2022 |
| Milton Road not being able to handle the increase in traffic. Milton road is not very safe for pedestrian or bikes. | Cmandino | 04/23/2022 |
| Mixed use developments | Cmandino | 04/25/2022 |
| More knowledge of what works and what doesn't work. | Cmandino | 04/23/2022 |
| Neighborhoods that care and neighbors who know one another. | Cmandino | 04/23/2022 |
| 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. | Cmandino | 04/23/2022 |
| Not enough affordability of housing, jobs, schooling for diverse populations | Ricardoguthrie | 04/27/2022 |
| Not harvesting windpower to the best of our ability. | Cmandino | 04/23/2022 |
| Political environment/logjam/seems to threaten collaboration and needed progress on city and county planning and implementation | Ricardoguthrie | 04/27/2022 |
| Prairie dog relocation | Cmandino | 04/23/2022 |
| | | |

| | | |
|---|----------------|------------|
| 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. | Best | 07/04/2022 |
| 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). | Lloyd Paul | 04/26/2022 |
| Reduction of energy consumption | Cmandino | 04/23/2022 |
| Reflection of city and citizen interactions is quite comforting and informative | Ricardoguthrie | 04/27/2022 |
| Reinvestment policies | Cmandino | 04/25/2022 |
| Scenery and Natural beauty | Sara Dechter | 04/27/2022 |
| state legislature restrictions against self-governance, property rights that conflict with good planning | Marieajones | 04/26/2022 |
| 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). | Ricardoguthrie | 04/27/2022 |
| The ability to plan for the weaknesses and threats. | Cmandino | 04/23/2022 |
| 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. | Lloyd Paul | 04/26/2022 |
| The impacts of population growth and climate change are now farther along and more obvious than they were a decade ago. | Best | 04/26/2022 |
| The natural beauty of the area | Cmandino | 04/25/2022 |
| The Plan is a reasonably well balanced effort to express the positive values held by the greater Flagstaff community. | Best | 04/26/2022 |
| The regional response to population growth and climate change lacks urgency and joint City/County coordination. | Best | 04/26/2022 |
| 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. | Mnortoncomm | 04/24/2022 |
| There are not enough inroads for BIPOC collaborations that don't already serve the dominant social order. | Ricardoguthrie | 04/27/2022 |
| 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. | Mnortoncomm | 07/06/2022 |
| To pay attention to national trends-smaller lots, smaller homes | Cmandino | 04/25/2022 |
| Urgency of Climate Change | Sara Dechter | 04/27/2022 |
| Weakening water supply due to climate change and growth. | Cmandino | 04/23/2022 |
| Weaknesses seem 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 seem to be mostly associated with rural/greenfield development and natural resources. (LU.2, LU.8, LU.14, LU.17). | Lloyd Paul | 04/26/2022 |
| 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. | Ricardoguthrie | 04/27/2022 |
| 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. | Best | 07/04/2022 |

Comments

Comments by idea

| PARTICIPANT NAME | IDEA | ▲ COMMENT | DATE |
|------------------|------|-----------|------|
|------------------|------|-----------|------|

Nothing to show

Chat

Chat messages

| PARTICIPANT NAME | MESSAGE | DATE |
|------------------|---------|------|
|------------------|---------|------|

Nothing to show

Brainstorm

Let's brainstorm our strengths, weaknesses, opportunities and threats.

Ideas

| TITLE | ▲ CREATED BY | LIST (BRAINSTORM) |
|-------|--------------|-------------------|
|-------|--------------|-------------------|

Nothing to show

Group

| TITLE | GROUPED IDEAS | GROUP CREATED BY |
|--|---|------------------|
| Carbon Neutrality and Energy | <div data-bbox="947 168 1776 217">Reduction of energy consumption</div> <div data-bbox="947 228 1776 277">Carbon neutral goals</div> | Sara Dechter |
| Caring about growth in our community - neighborhoods, people, planners | <div data-bbox="947 305 1776 354">Neighborhoods that care and neighbors who know one another.</div> <div data-bbox="947 365 1776 414">City planners who engage in the community, who listen, and who care.</div> <div data-bbox="947 425 1776 474">A community that is concerned about appropriate and "good" growth.</div> | Sara Dechter |
| Climate Concerns - water...fire | <div data-bbox="947 500 1776 548">Weakening water supply due to climate change and growth.</div> <div data-bbox="947 560 1776 609">Climate Concerns. Fires-floods.</div> | Sara Dechter |
| Conservation of the Natural Environment and Open Space | <div data-bbox="947 636 1776 685">Inclusion for open space and FUTS</div> <div data-bbox="947 696 1776 745">Forest Health and Water Supply addressed</div> <div data-bbox="947 756 1776 805">Prairie dog relocation</div> <div data-bbox="947 816 1776 865">Conservation of natural topography</div> | Sara Dechter |
| Creation of smaller affordable homes | <div data-bbox="947 889 1776 938">To pay attention to national trends-smaller lots, smaller homes</div> <div data-bbox="947 950 1776 998">Amend plans for smaller homes to make homes available to lower-income buyers</div> | Sara Dechter |
| Heritage and Culture | <div data-bbox="947 1026 1776 1075">Heritage preservation</div> <div data-bbox="947 1086 1776 1135">Cultural sensitivity</div> | Sara Dechter |
| Scenery and Natural beauty | <div data-bbox="947 1162 1776 1211">Including vistas and viewsheds</div> <div data-bbox="947 1222 1776 1271">Goals for scenic & natural resources</div> <div data-bbox="947 1282 1776 1331">The natural beauty of the area</div> | Sara Dechter |
| Urgency of Climate Change | <div data-bbox="947 1357 1776 1438">The regional response to population growth and climate change lacks urgency and joint City/County coordination.</div> | Sara Dechter |

as we experience climate change, much of the plan feels dated and insufficient; the plan doesn't overall take environmental concerns regarding development seriously; many of the goals are too vague and imprecise; feels very "business as usual" regarding the impacts of growth

Results

| TITLE | CREATED BY | CREATED DATE | COMMENTS | # COMMENTS | LIST (BRAINS TORM) | RANK | LIST (GROUP) | RANK | GROUPED IDEAS | # GROUP ED IDEAS | GROUP CREATED BY | IMPORTANCE OUT OF 10 | # RATERS |
|--|--------------|--------------|----------|------------|--------------------|------|-----------------------|------|---|------------------|------------------|----------------------|----------|
| Guiding Principles | Cmandino | 04/23/2022 | | | Streng ths | 21 | Streng ths | 9 | | | | 6.8/10 | 10 |
| Carbon Neutrality and Energy | Sara Dechter | 04/27/2022 | | | | | Streng ths | 12 | Reduction of energy consumption Carbon neutral goals | 2 | Sara Dechter | 7.3/10 | 10 |
| Creation of smaller affordable homes | Sara Dechter | 04/27/2022 | | | | | Oppor tunitie s | 8 | To pay attention to national trends-smaller lots, smaller homes Amend plans for smaller homes to make homes available to lower-income buyers | 2 | Sara Dechter | 8.3/10 | 10 |
| Heritage and Culture | Sara Dechter | 04/27/2022 | | | | | Streng ths | 13 | Heritage preservation Cultural sensitivity | 2 | Sara Dechter | 7.6/10 | 10 |
| Conservation of the Natural Environment and Open Space | Sara Dechter | 04/27/2022 | | | | | Streng ths | 14 | Inclusion for open space and FUTS Forest Health and Water Supply addressed Prairie dog relocation | 4 | Sara Dechter | 8.5/10 | 10 |

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|---|--------------|------------|--|--|---------------|----|--|---------------|----|---|---|--------------|--------|--------|---|
| 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. | Cmandino | 04/23/2022 | | | Weaknesses | 7 | | Weaknesses | 6 | | | | 5.9/10 | 10 | |
| More knowledge of what works and what doesn't work. | Cmandino | 04/23/2022 | | | Opportunities | 27 | | Opportunities | 24 | | | | 6.2/10 | 10 | |
| Land ownership by Feds and State create less land to use. This is also a strength. | Cmandino | 04/23/2022 | | | Threats | 15 | | Threats | 14 | | | | 5.2/10 | 10 | |
| 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. | Cmandino | 04/23/2022 | | | Weaknesses | 8 | | Weaknesses | 7 | | | | 6.0/10 | 10 | |
| Scenery and Natural beauty | Sara Dechter | 04/27/2022 | | | | | | Strengths | 10 | <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">Including vistas and viewsheds</div> <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">Goals for scenic & natural resources</div> <div style="border: 1px solid gray; padding: 5px;">The natural beauty of the area</div> | 3 | Sara Dechter | | 8.6/10 | 9 |
| Flagstaff urban areas staying historical, walkable, and open to all. | Cmandino | 04/25/2022 | | | Strengths | 1 | | Strengths | 1 | | | | 8.7/10 | 9 | |
| 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 | Lloyd Paul | 04/26/2022 | | | Strengths | 5 | | Strengths | 5 | | | | 5.9/10 | 9 | |





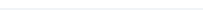






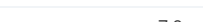
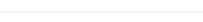
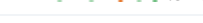

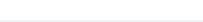



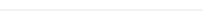
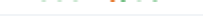







| | | | | | | | | | | | | | | | | |
|---|--------------|------------|--|--|--|---------------|----|--|---------------|----|--|--|--|--|--------|---|
| portions of Chapter IX (Goals LU.1, LU.9, LU.10, LU.11) emphasizing reinvestment and infill development in previously developed urban areas. These goals are stated clearly and directly. | | | | | | | | | | | | | | | | |
| Reinvestment policies | Cmandino | 04/25/2022 | | | | Strengths | 8 | | Strengths | 7 | | | | | 5.8/10 | 9 |
| Inclusion of activity centers, arts, science and education | Cmandino | 04/23/2022 | | | | Strengths | 11 | | Strengths | 11 | | | | | 7.3/10 | 9 |
| 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 | Lloyd Paul | 04/26/2022 | | | | Opportunities | 20 | | Opportunities | 18 | | | | | 8.1/10 | 9 |
| 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. | Mnorton comm | 04/24/2022 | | | | Threats | 10 | | Threats | 9 | | | | | 7.4/10 | 9 |
| Great streets don't exist much south of Butler. | Cmandino | 04/23/2022 | | | | Weaknesses | 1 | | Weaknesses | 1 | | | | | 5.4/10 | 9 |
| Weaknesses seem to be | Lloyd | 04/26/2022 | | | | Weakn | 4 | | Weakn | 3 | | | | | 5.3/10 | 9 |
















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|--|----------------|------------|--|--|---------------|----|--|---------------|----|--|--|--|--|--------|---|
| (predictably) associated with how to craft text that is applicable to a variety of conceivable land-use scenarios. These more open-ended areas seem to be mostly associated with rural/greenfield development and natural resources. (LU.2, LU.8, LU.14, LU.17). | Paul | | | | esses | | | esses | | | | | | | |
| The ability to plan for the weaknesses and threats. | Cmandino | 04/23/2022 | | | Opportunities | 26 | | Opportunities | 23 | | | | | 6.2/10 | 9 |
| The Plan is a reasonably well balanced effort to express the positive values held by the greater Flagstaff community. | Best | 04/26/2022 | | | Strengths | 6 | | Strengths | 6 | | | | | 7.4/10 | 8 |
| Circle up more engagement with content and service experts who have skills and experience in Diversity, Equity and Inclusion | Ricardoguthrie | 04/27/2022 | | | Opportunities | 18 | | Opportunities | 16 | | | | | 8.0/10 | 3 |
| Increase surveying of underrepresenting groups: Latina/o, Indigenous, Black etc. | Ricardoguthrie | 04/27/2022 | | | Weaknesses | 3 | | Weaknesses | 2 | | | | | 6.7/10 | 3 |
| 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. | Ricardoguthrie | 04/27/2022 | | | Opportunities | 16 | | Opportunities | 14 | | | | | 5.0/10 | 2 |
| Political environment/logjam/seems to threaten collaboration and needed progress on city and county planning and implementation | Ricardoguthrie | 04/27/2022 | | | Threats | 4 | | Threats | 3 | | | | | 7.0/10 | 2 |
| Existing legal and policy frameworks stymie efforts to provide residents greater control over resources, utilities, affordable homes, child care needs and new jobs. | Ricardoguthrie | 04/27/2022 | | | Threats | 9 | | Threats | 8 | | | | | 5.0/10 | 2 |
| Reflection of city and citizen interactions is quite comforting and informative | Ricardoguthrie | 04/27/2022 | | | Strengths | 2 | | Strengths | 2 | | | | | 7.0/10 | 1 |
| Attention to neighborhood concerns and plans | Ricardoguthrie | 04/27/2022 | | | Strengths | 3 | | Strengths | 3 | | | | | 7.0/10 | 1 |

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|---|----------------|------------|--|--|---------|---|--|---------|---|--|--|--|--|-------|
| 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. | | | | | s | | | s | | | | | | |
| 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). | Ricardoguthrie | 04/27/2022 | | | Threats | 3 | | Threats | 2 | | | | | - /10 |
| Not enough affordability of housing, jobs, schooling for diverse populations | Ricardoguthrie | 04/27/2022 | | | Threats | 6 | | Threats | 5 | | | | | - /10 |

Rate

Now let's rate each item based on what level of impact you think it has.

| TITLE | IMPORTANCE OUT OF 10 |
|---|---|
| Climate Concerns - water...fire |  8.9 /10 |
| state legislature restrictions against self-governance, property rights that conflict with good planning |  8.8 /10 |
| The impacts of population growth and climate change are now farther along and more obvious than they were a decade ago. |  8.7 /10 |
| Flagstaff urban areas staying historical, walkable, and open to all. |  8.7 /10 |
| Scenery and Natural beauty |  8.6 /10 |
| Conservation of the Natural Environment and Open Space |  8.5 /10 |
| Creation of smaller affordable homes |  8.3 /10 |
| 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). |  8.3 /10 |
| 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 |  8.1 /10 |
| Local input |  8.1 /10 |
| Circle up more engagement with content and service experts who have skills and experience in Diversity, Equity and Inclusion |  8.0 /10 |
| Future growth |  7.9 /10 |
| Urgency of Climate Change |  7.8 /10 |
| establish a strong foundation based on environment and equity |  7.7 /10 |
| 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. |  7.7 /10 |
| Heritage and Culture |  7.6 /10 |
| 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. |  7.4 /10 |
| The Plan is a reasonably well balanced effort to express the positive values held by the greater Flagstaff community. |  7.4 /10 |
| Inclusion of activity centers, arts, science and education |  7.3 /10 |
| Carbon Neutrality and Energy |  7.3 /10 |
| Milton Road not being able to handle the increase in traffic. Milton road is not very safe for pedestrian or bikes. |  7.2 /10 |
| Reflection of city and citizen interactions is quite comforting and informative |  7.0 /10 |
| Attention to neighborhood concerns and plans |  7.0 /10 |
| Political environment/logjam/seems to threaten collaboration and needed progress on city and county planning and implementation |  7.0 /10 |
| Guiding Principles |  6.8 /10 |
| Increase surveying of underrepresenting groups: Latina/o, Indigenous, Black etc. |  6.7 /10 |
| 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. |  6.4 /10 |
| Educational institutions that train future planners and city leaders. |  6.4 /10 |

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|---|---|
| The ability to plan for the weaknesses and threats. |  6.2 /10 |
| Caring about growth in our community - neighborhoods, people, planners |  6.2 /10 |
| More knowledge of what works and what doesn't work. |  6.2 /10 |
| Mixed use developments |  6.2 /10 |
| 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. |  6.0 /10 |
| 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. |  5.9 /10 |
| 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. |  5.9 /10 |
| Reinvestment policies |  5.8 /10 |
| Great streets don't exist much south of Butler. |  5.4 /10 |
| Weaknesses seem 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 seem to be mostly associated with rural/greenfield development and natural resources. (LU.2, LU.8, LU.14, LU.17). |  5.3 /10 |
| Land ownership by Feds and State create less land to use. This is also a strength. |  5.2 /10 |
| 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. |  5.0 /10 |
| Existing legal and policy frameworks stymie efforts to provide residents greater control over resources, utilities, affordable homes, child care needs and new jobs. |  5.0 /10 |
| Not harvesting windpower to the best of our ability. |  4.5 /10 |
| 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. |  3.3 /10 |

Results

Here is our completed and prioritized SWOT for discussion and strategy planning.

| TITLE | CREATED BY | CREATED DATE | COMMENTS | # COMMENTS | LIST (BRAINS TORM) | RANK | LIST (GROUP) | RANK | GROUPED IDEAS | # GROUP ED IDEAS | GROUP CREATED BY | IMPORTANCE OUT OF 10 | # RATERS |
|--|--------------|--------------|----------|------------|--------------------|------|-----------------------|------|---|------------------|------------------|----------------------|----------|
| Guiding Principles | Cmandino | 04/23/2022 | | | Streng ths | 21 | Streng ths | 9 | | | | 6.8/10 | 10 |
| Carbon Neutrality and Energy | Sara Dechter | 04/27/2022 | | | | | Streng ths | 12 | Reduction of energy consumption Carbon neutral goals | 2 | Sara Dechter | 7.3/10 | 10 |
| Creation of smaller affordable homes | Sara Dechter | 04/27/2022 | | | | | Oppor tunitie s | 8 | To pay attention to national trends-smaller lots, smaller homes Amend plans for smaller homes to make homes available to lower-income buyers | 2 | Sara Dechter | 8.3/10 | 10 |
| Heritage and Culture | Sara Dechter | 04/27/2022 | | | | | Streng ths | 13 | Heritage preservation Cultural sensitivity | 2 | Sara Dechter | 7.6/10 | 10 |
| Conservation of the Natural Environment and Open Space | Sara Dechter | 04/27/2022 | | | | | Streng ths | 14 | Inclusion for open space and FUTS Forest Health and Water Supply addressed Prairie dog relocation | 4 | Sara Dechter | 8.5/10 | 10 |

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|---|--------------|------------|--|--|---------------|----|--|---------------|----|---|---|--------------|--------|--------|---|
| 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. | Cmandino | 04/23/2022 | | | Weaknesses | 7 | | Weaknesses | 6 | | | | 5.9/10 | 10 | |
| More knowledge of what works and what doesn't work. | Cmandino | 04/23/2022 | | | Opportunities | 27 | | Opportunities | 24 | | | | 6.2/10 | 10 | |
| Land ownership by Feds and State create less land to use. This is also a strength. | Cmandino | 04/23/2022 | | | Threats | 15 | | Threats | 14 | | | | 5.2/10 | 10 | |
| 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. | Cmandino | 04/23/2022 | | | Weaknesses | 8 | | Weaknesses | 7 | | | | 6.0/10 | 10 | |
| Scenery and Natural beauty | Sara Dechter | 04/27/2022 | | | | | | Strengths | 10 | <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">Including vistas and viewsheds</div> <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">Goals for scenic & natural resources</div> <div style="border: 1px solid gray; padding: 5px;">The natural beauty of the area</div> | 3 | Sara Dechter | | 8.6/10 | 9 |
| Flagstaff urban areas staying historical, walkable, and open to all. | Cmandino | 04/25/2022 | | | Strengths | 1 | | Strengths | 1 | | | | 8.7/10 | 9 | |
| 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 | Lloyd Paul | 04/26/2022 | | | Strengths | 5 | | Strengths | 5 | | | | 5.9/10 | 9 | |

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|---|--------------|------------|--|--|--|---------------|----|--|---------------|----|--|--|--|--|---|
| 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. | | | | | | | | | | | | | | | |
| Reinvestment policies | Cmandino | 04/25/2022 | | | | Strengths | 8 | | Strengths | 7 | | | | | 9 |
| Inclusion of activity centers, arts, science and education | Cmandino | 04/23/2022 | | | | Strengths | 11 | | Strengths | 11 | | | | | 9 |
| 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 | Lloyd Paul | 04/26/2022 | | | | Opportunities | 20 | | Opportunities | 18 | | | | | 9 |
| 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. | Mnorton comm | 04/24/2022 | | | | Threats | 10 | | Threats | 9 | | | | | 9 |
| Great streets don't exist much south of Butler. | Cmandino | 04/23/2022 | | | | Weaknesses | 1 | | Weaknesses | 1 | | | | | 9 |
| Weaknesses seem to be | Lloyd | 04/26/2022 | | | | Weakn | 4 | | Weakn | 3 | | | | | 9 |

| | | | | | | | | | | | | | | | |
|--|----------------|------------|--|--|---------------|----|--|---------------|----|--|--|--|--|--------|---|
| (predictably) associated with how to craft text that is applicable to a variety of conceivable land-use scenarios. These more open-ended areas seem to be mostly associated with rural/greenfield development and natural resources. (LU.2, LU.8, LU.14, LU.17). | Paul | | | | esses | | | esses | | | | | | | |
| The ability to plan for the weaknesses and threats. | Cmandino | 04/23/2022 | | | Opportunities | 26 | | Opportunities | 23 | | | | | 6.2/10 | 9 |
| The Plan is a reasonably well balanced effort to express the positive values held by the greater Flagstaff community. | Best | 04/26/2022 | | | Strengths | 6 | | Strengths | 6 | | | | | 7.4/10 | 8 |
| Circle up more engagement with content and service experts who have skills and experience in Diversity, Equity and Inclusion | Ricardoguthrie | 04/27/2022 | | | Opportunities | 18 | | Opportunities | 16 | | | | | 8.0/10 | 3 |
| Increase surveying of underrepresenting groups: Latina/o, Indigenous, Black etc. | Ricardoguthrie | 04/27/2022 | | | Weaknesses | 3 | | Weaknesses | 2 | | | | | 6.7/10 | 3 |
| 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. | Ricardoguthrie | 04/27/2022 | | | Opportunities | 16 | | Opportunities | 14 | | | | | 5.0/10 | 2 |
| Political environment/logjam/seems to threaten collaboration and needed progress on city and county planning and implementation | Ricardoguthrie | 04/27/2022 | | | Threats | 4 | | Threats | 3 | | | | | 7.0/10 | 2 |
| Existing legal and policy frameworks stymie efforts to provide residents greater control over resources, utilities, affordable homes, child care needs and new jobs. | Ricardoguthrie | 04/27/2022 | | | Threats | 9 | | Threats | 8 | | | | | 5.0/10 | 2 |
| Reflection of city and citizen interactions is quite comforting and informative | Ricardoguthrie | 04/27/2022 | | | Strengths | 2 | | Strengths | 2 | | | | | 7.0/10 | 1 |
| Attention to neighborhood concerns and plans | Ricardoguthrie | 04/27/2022 | | | Strengths | 3 | | Strengths | 3 | | | | | 7.0/10 | 1 |

| | | | | | | | | | | | | | | |
|---|----------------|------------|--|--|---------|---|--|---------|---|--|--|--|--|-------|
| 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. | | | | | s | | | s | | | | | | |
| 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). | Ricardoguthrie | 04/27/2022 | | | Threats | 3 | | Threats | 2 | | | | | - /10 |
| Not enough affordability of housing, jobs, schooling for diverse populations | Ricardoguthrie | 04/27/2022 | | | Threats | 6 | | Threats | 5 | | | | | - /10 |