

The public can join the meeting to provide public comment. Please notify Jessica Vigorito at [Jessica.Vigorito@flagstaffaz.gov](mailto:Jessica.Vigorito@flagstaffaz.gov) if you need any assistance joining the meeting.

ATTENTION  
IN-PERSON AUDIENCES AT COMMISSION MEETINGS HAVE BEEN SUSPENDED UNTIL FURTHER NOTICE

[Click here to participate in the online meeting](#)

## **NOTICE AND AGENDA**

**COMMISSION ON DIVERSITY AWARENESS**  
**Tuesday**  
**June 7, 2022**

**VIRTUAL TEAMS MEETING**  
**1:30 P.M.**

1. **Call to Order**

2. **Roll Call**

*NOTE: One or more Commission Members may be in attendance telephonically or by other technological means.*

DeAnn Wegwert, Chair  
Robert "Dan" Duke  
Claire Hardi  
Mandy Martinez Gebler

Marcela Pino  
Jean Toner, Vice Chair  
Christine Tucci

3. **Mission Statement and Land Acknowledgment**

### **MISSION STATEMENT**

*A commission to foster support, respect, awareness and appreciation of diversity among all citizens of Flagstaff.*

### **LAND ACKNOWLEDGEMENT**

*The Commission on Diversity Awareness 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. **Reports/Discussion Items**

A. **Regional Plan SWOT Analysis**

Review and make recommendations for the Regional Plan.

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. This notice has been posted on the City's website and can be downloaded at [www.flagstaff.az.gov](http://www.flagstaff.az.gov).

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
Jessica Vigorito, Human Resources Analyst



## **Commission on Diversity Awareness**

**4. A.**

**From:** Jessica Foos, Human Resources Analyst

**DATE:** 06/07/2022

**SUBJECT:** **Regional Plan SWOT Analysis**

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### **STAFF RECOMMENDED ACTION:**

Review and make recommendations for the Regional Plan.

### **Executive Summary:**

Commissioners were asked to think through the strengths and weaknesses of the current regional plan and the opportunities to include elements/make changes as we update the plan over the next 3 years.

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### **Attachments**

Regional Plan presentation to CODA

Regional Plan SWOT instructions

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# Flagstaff Regional Plan Update for 2045

Commission on Diversity Awareness

May 17, 2022

Jordan Hollinger, Associate Planner





# Today's Presentation

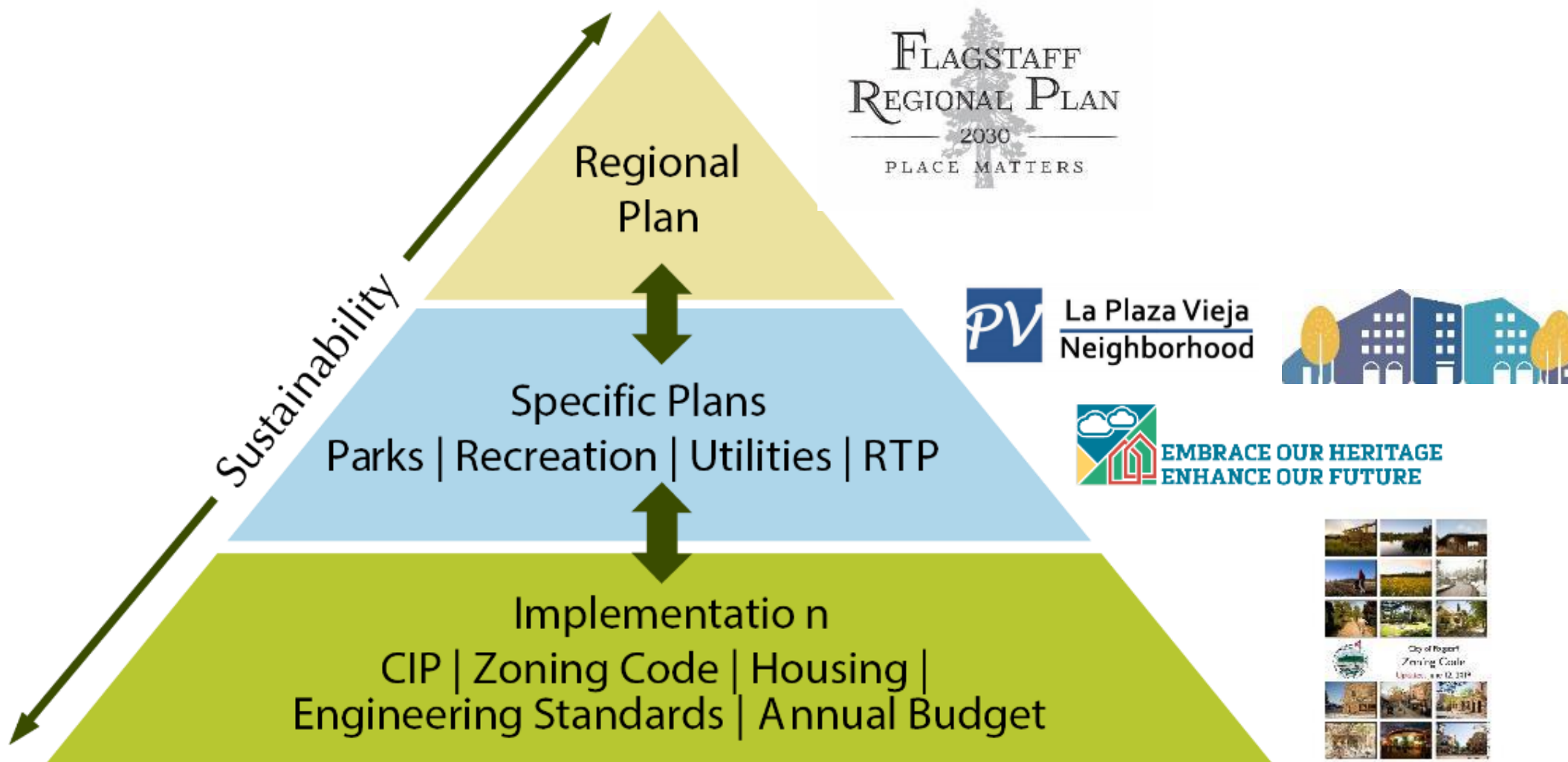
- What is the Regional Plan?
- What is in the Flagstaff Regional Plan 2030?
- Where does diversity come in?
- What is being done to update the Regional Plan?
- Seeking input from the commission
  - Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis?





# What is the Regional Plan

## Hierarchy of Planning Documents







# What the Plan is and is Not!



While the plan serves many purposes, it is important to distinguish what the plan is, and what it is not. Specifically, the *Flagstaff Regional Plan* is:

- a collaborative community **vision**
- a collection of **goals and policies** to achieve that vision
- a **tool** for decision makers, developers, businesses, and citizens
- a **framework** for general planning.

The *Flagstaff Regional Plan* is not:

- a mandate for or against development
- a zoning ordinance
- a Capital Improvement Plan
- a City budget
- an unchangeable plan, or a law



# How is the Plan Implemented?

- Code Changes (Ex: Zoning)
- Capital Improvement Plans
- Development Approvals
- Specific/Master Plans
- Economic Incentives
- Annual Budget
- Work Programs and Priorities





# Why is it a “Regional Plan”?

## City of Flagstaff

- Serves as the General Plan
- Must be ratified by voters every 10 years
- Supports land use decisions, policy making, the 100-year water supply designation and transportation planning plus many other efforts

## Coconino County

- Is an amendment to the County Comprehensive Plan\*
- Adopted by the Board of Supervisors as a Major Amendment
- Provides a map of area and place types that is further refined by area plans

\*The Comprehensive Plan has no land use map.

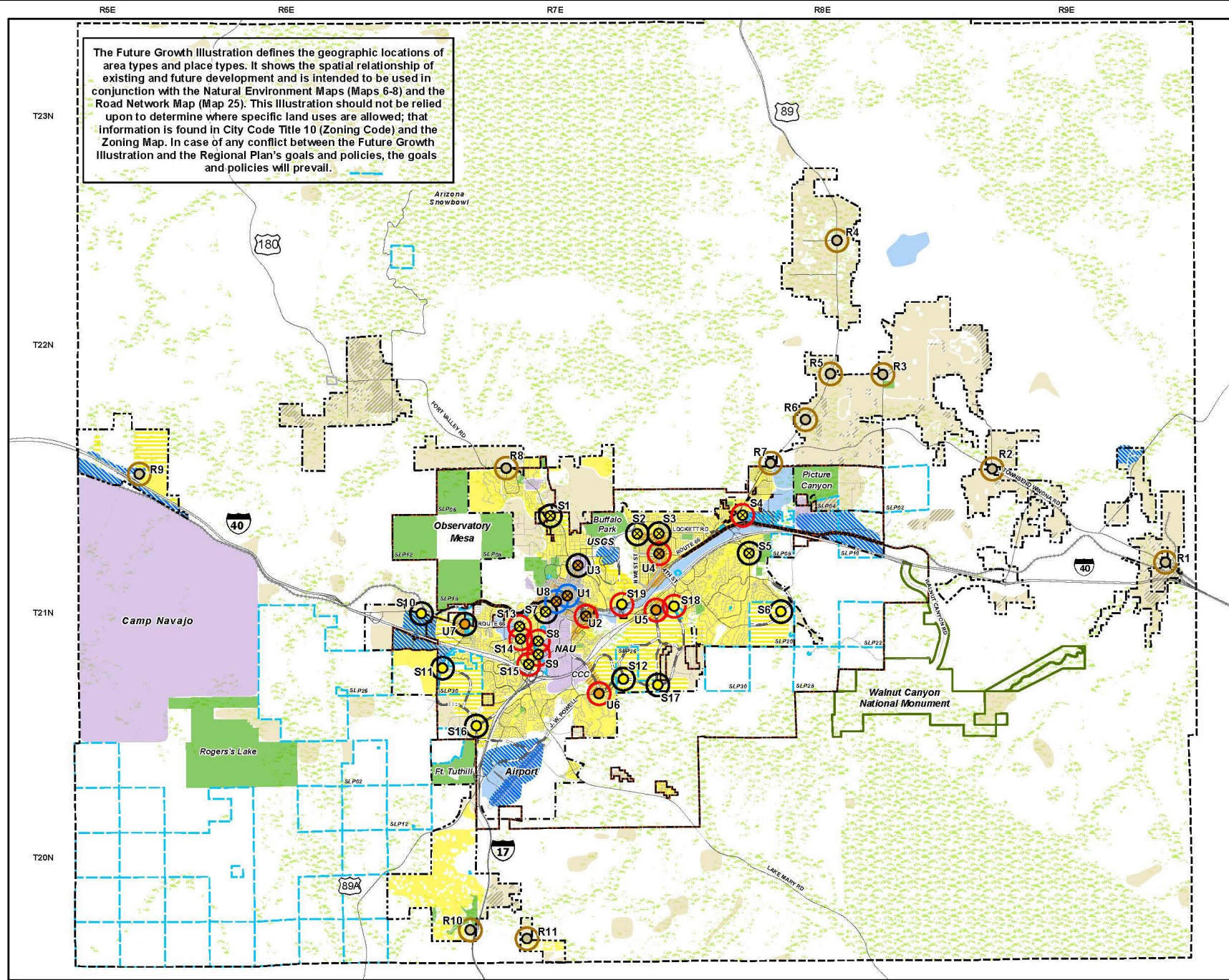
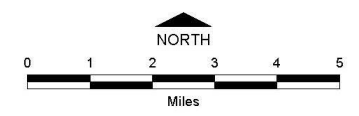
The Future Growth Illustration defines the geographic locations of area types and place types. It shows the spatial relationship of existing and future development and is intended to be used in conjunction with the Natural Environment Maps (Maps 6-8) and the Road Network Map (Map 25). This Illustration should not be relied upon to determine where specific land uses are allowed; that information is found in City Code Title 10 (Zoning Code) and the Zoning Map. In case of any conflict between the Future Growth Illustration and the Regional Plan's goals and policies, the goals and policies will prevail.

Map 21:  
FUTURE GROWTH ILLUSTRATION

- FMPO Boundary
- Urban Growth Boundary
- Rural Growth Boundary
- City Limits
- Future Activity Centers**
  - Suburban Activity Center (S1)  
'x' symbol identifies existing center
  - Urban Activity Center (U1)  
'x' symbol identifies existing center
  - Rural Activity Center
- Regional Scale Pedestrian Shed
- Neighborhood Scale Pedestrian Shed
- Historic Pedestrian Shed
- Rural Pedestrian Shed
- Rural - Existing
- Rural - Future
- Suburban - Existing
- Suburban - Future
- Urban - Existing
- Urban - Future
- Special Planning
- Existing Employment
- Future Employment
- Historic District
- State Lands
- Areas in white retain their existing entitlements

As amended March 22, 2018

Future growth illustrations and plans do not preclude private development entitlements. Please see [www.flagstaffmatters.com](http://www.flagstaffmatters.com) for an interactive GIS map.





# What did the public want the Flagstaff Regional Plan 2030 to do?

- Hold government accountable for publicly derived policy outcomes and goals
- Guide physical and economic development
- Establish priorities for public action
- Direction for complementary private decisions
- Encourage predictable decision making







# Overview of Current Plan

## Flagstaff Regional Plan 2030

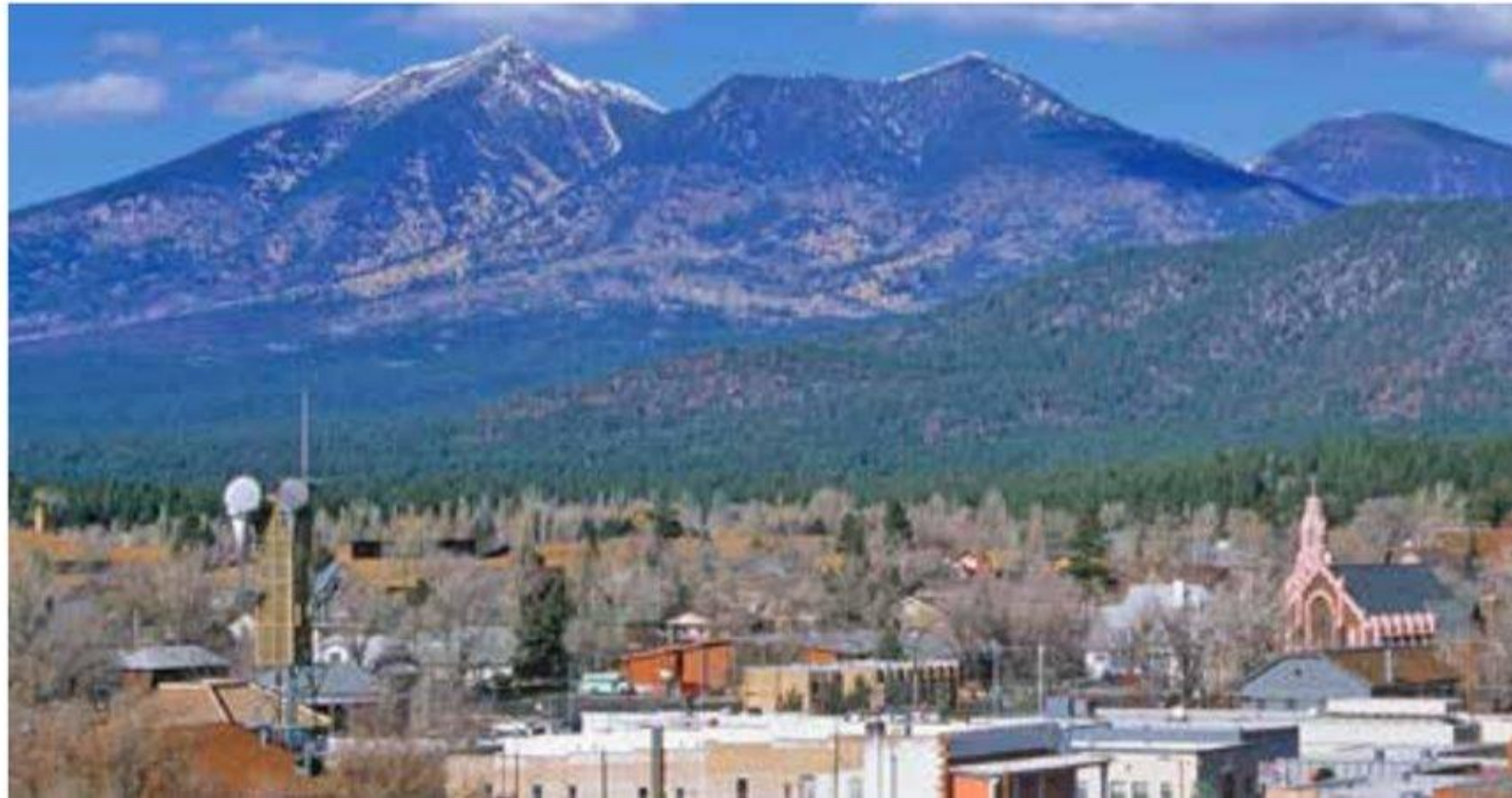
- More emphasis on goals and policies than maps
  - 97 goals
  - 508 policies
- Generalized land use map with clearly identified activity centers based on scenario planning
- Robust basis for transportation modeling with Metroplan based on background data
- Multimodal transportation emphasis
- Foundation for 100-year water supply designation by Arizona Department of Water Quality

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## A Vision for Our Region

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The Greater Flagstaff community embraces the region's extraordinary cultural and ecological setting on the Colorado Plateau through active stewardship of the natural and built environments. Residents and visitors encourage and advance intellectual, environmental, social, and economic vitality for today's citizens and future generations.





# Guiding Principles

Equal opportunity for People is a guiding principle in the plan, but that principle doesn't show up explicitly in many goals and policies!



To attain the vision of the *Flagstaff Regional Plan*, the Plan adopts eight guiding principles to help promote future development. These eight guiding principles represent our collective community values.

## ***The environment matters***

The health of the environment is a critical component of individual and community health, and healthy ecosystems should be nurtured.

## ***Sustainability matters***

Environmental, economic, cultural, and social sustainability ensures that present actions are the basis for future health and prosperity.

## ***Prosperity matters***

Capitalizing on the innovative spirit in our community will support the human, financial, and capital infrastructure needed for a resilient and diverse economy.

## ***People matter***

All residents should be assured equal opportunities for a range of choices in housing, employment, education, health, safety, culture, ceremony, rituals, and devotion.

## ***Cooperation matters***

Regional partnerships create a strong community, protect the environment, and achieve our common goals.

## ***A smart and connected community matters***

Smart land use and design based on cohesive communities respect of our environment and create efficiencies that benefit community health, social interaction, commerce, and infrastructure.

## ***Place matters***

Regional growth should occur in harmony with the community's historical character, unique cultural resources, and natural environment.

## ***Trust and transparency matter***

Regional community leaders, businesses, and residents expect transparency, accountability, and respect for each other in pursuit of our community vision.



# Regional Plan Chapters

- Natural Environment
- Built Environment
- Human Environment



Cost of  
Development



Water  
Resources

Transportation



Energy



Growth and  
Land Use



Community  
Character

Environmental  
Conservation



Open Space

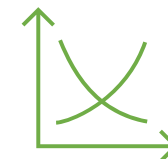


Neighborhoods,  
Housing



Recreation

Economic  
Development



Public  
Facilities





# Where Does Diversity Come In?

## **We Think – Most of It.**

The Regional Plan is a visionary policy document that should represent and recognize our community's diverse views, cultures, and values.

The plan should be a product of equitable community input.

- From transportation to land use, the plan should seek to support the needs of all residents.



# How is DEI Addressed in the Plan?

## Community Character and Culture Policies

### Heritage Preservation – Goal CC.2 & CC.6.

*Encourage Native American art and Southwestern culture.*

*Preserve, restore, and rehabilitate heritage resources to better appreciate our culture through incentives, education, and national standards/designation.*

Cultural resources are varied and are best described using the national standard. Properties listed in the National Register of Historic Places include “districts, sites, buildings, structures, and objects that are significant in American history, architecture, archaeology, engineering, and culture.”

**Some specific plans have expanded on this**

### Economic Development - Policy ED.4.8. and ED.7.6

*Support and encourage Native American heritage and culture as contributors to the region’s economy, and support southwest culture in the visual and performing arts.*





# How is DEI Addressed in the Plan?



## Accessibility Policies

### **Growth Areas & Land Use – Policy LU.10.9, Policy LU.12.10, Policy LU.18.20**

*Civic spaces must be well designed, accessible, and central to the urban fabric, improve ADA in Downtown and urban buildings with primary entrance facing the street with secondary can meet accessibility (consider accessible route).*

### **Transportation – Policy T.1.3, Policy T.2.3, Policy T.5.1, Policies T.5.3- 4**

*Transportation systems are consistent with needs of people, protect the most vulnerable travelers, including the young, elderly, mobility impaired; with accessibility and mobility for construction projects for all routes and means.*



# How is DEI Addressed in the Plan?



## Accessibility Policies

### **Public Buildings, Services, Facilities, & Safety – Policy PF.2.3**

*Provide accessible public facilities and services in strategic locations.*

### **Neighborhoods, Housing and Urban Conservation - Policy NH.4.3**

*Address accessibility issues and other housing barriers to persons with disabilities or special needs.*



# How is DEI Addressed in the Plan?



## Equity Policies

### Climate Change - Goal E&C.3.

*Prepare Flagstaff's community systems and resources to be more resilient to climate change impacts, and address climate change in a manner that prioritizes those most impacted and ensures the costs and benefits of climate adaptation and mitigation are equitably distributed.*

### Transportation – Policy T.11.3 & T.11.4

Include and involve all segments of the population, including those potentially underrepresented such as the elderly, low-income, and minorities. Attempt to equitably distribute the burdens and benefits of transportation investments to all segments of the community.

Many areas of the plan are quiet on equity considerations





# The Next Regional Plan

## Guiding Process Principles

*Based on:*

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





# Process for Updating the Plan

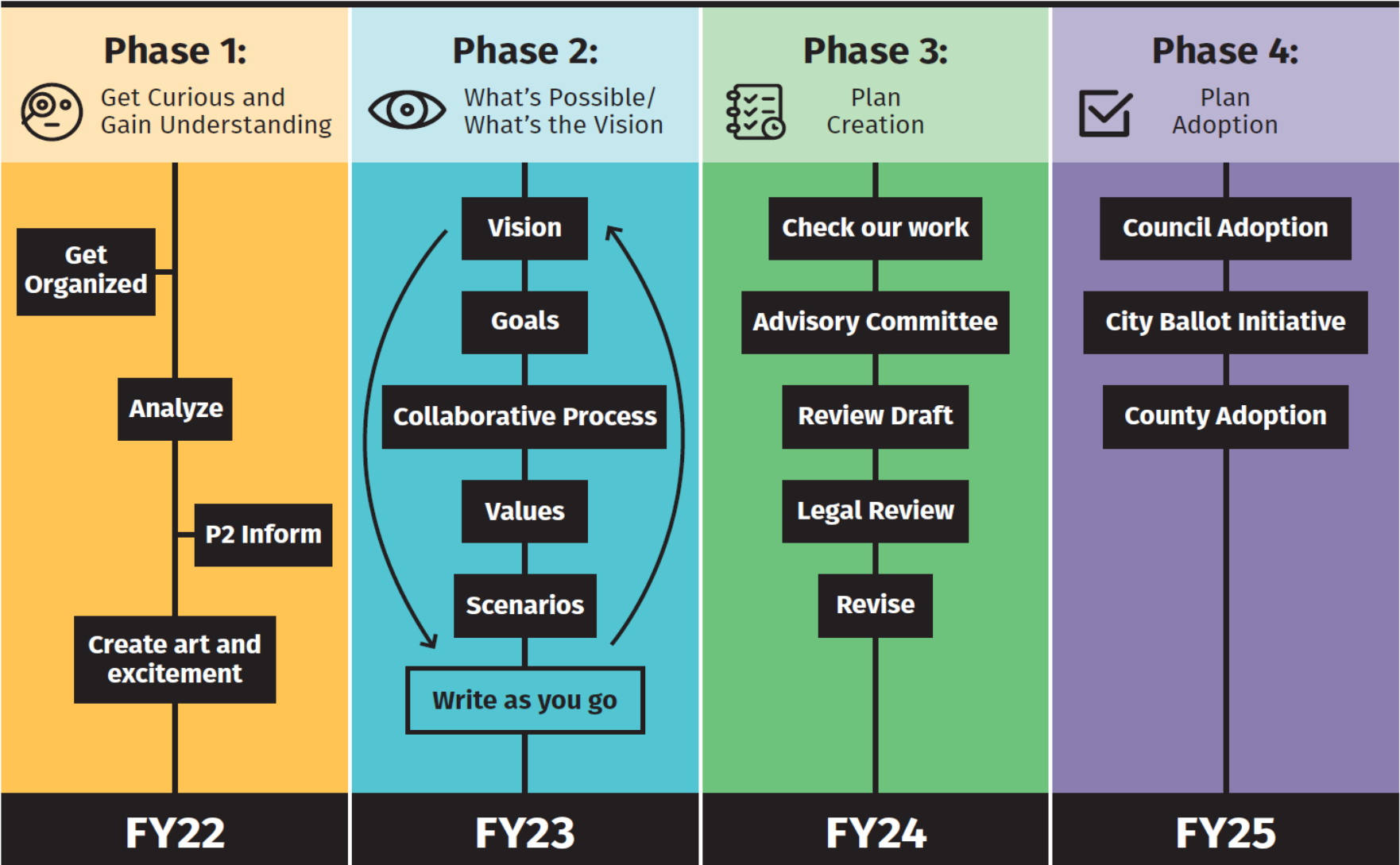


## Regional Plan 2045 Update Process

### Levels of Public Participation

Plan Development & County Adoption:  
*Collaborate*

City Adoption:  
*Empower*





# The Next Regional Plan

## What are the ingredients of the Regional Plan?



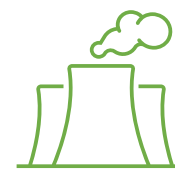


# Data Analysis and Forecasting

- Requires managing and analyzing over 180 data metrics
- Looking within and beyond the plan area
- Scenario planning and sensitivity testing ensure longevity and flexibility of plan

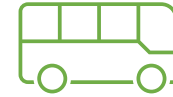


Demographics



Air Quality

Transportation



Energy



Land Use



Emerging Technology

Natural Resources



History



Climate Action



Geography

Housing



Social Issues



Economic



Public Facilities



# Emerging Issues

## Carbon Neutrality Equity and Inclusion

**DIVERSITY** is having a seat at the table.

**INCLUSION** is having a voice.

**BELONGING** is having that voice be heard.

## New Housing Affordability strategies

## Public Health

- Food Systems
- Health resources and accessibility
- Health system capacity and resiliency

## Emerging Technology

- Vehicle Automation and transportation electrification
- Broadband as an essential utility





# Why are We Here Today?

We have an ask of the commission!

- Participation in a SWOT analysis using a digital whiteboard

<p><b>Strengths :</b></p> <p>+</p> <p>What are the strengths of the Flagstaff Regional Plan 2030?</p> <p>S</p>	<p><b>Weaknesses :</b></p> <p>+</p> <p>What are the weaknesses of the Flagstaff Regional Plan 2030?</p> <p>W</p>
<p><b>Opportunities :</b></p> <p>+</p> <p>As we are revising the Flagstaff Regional Plan, what opportunities do we have that we did not in the past?</p> <p>O</p>	<p><b>Threats :</b></p> <p>+</p> <p>What could negatively impact the creation or implementation of an updated Regional Plan?</p> <p>T</p>



# SWOT Analysis Overview

## Overarching 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 in the past?

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



# SWOT Analysis Instructions

**Step 1:** Review memo from the Comprehensive Planning team.

**Step 2:** Go to [www.flagstaff.az.gov/2945/The-Plan](http://www.flagstaff.az.gov/2945/The-Plan) and review the current regional plan.

**Step 3:** Go to <https://join.groupmap.com/CDF-D75-C82> and brainstorm strengths, weaknesses, opportunities, and threats in the respective digital whiteboard space.

- You will only be able to see your own ideas at this stage.

**Step 4:** During a future commission meeting – review all of the ideas from commission members and rate their importance on a scale from 1-10.





# SWOT Analysis Instructions



## Digital Whiteboard Demonstration

# Project Team Contacts

## City of Flagstaff Contact

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

Jordan Hollinger, (928) 213-2615  
Jordan.hollinger@flagstaffaz.gov

## Coconino County Contact

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



How else would you like to be involved in the Regional Plan update at this early stage?

- We have been receiving good feedback from Commissions via the SWOT analysis, but we want to hear from you if there are other ways you would like to be engaged/provide feedback.

**<--- If you need help while completing the SWOT, don't hesitate to reach out.**



# SWOT – More Questions to Consider

## Strengths and Weaknesses

- How well does the current plan represent the diversity within our community?
- How well do the goals and policies address the diverse, needs, values, perspectives of our community?
- Is the plan lacking on certain content?
- Does the plan do well in certain areas?





# SWOT – More Questions to Consider

## Opportunities and Threats

- What do we know more about today than we did 10 years ago?
- What should have been in the plan but wasn't?
- Who should be engaged in the update process and how?
- How do we better ensure that goals and policies reflect the diverse perspectives, needs, and values of our community.
- Where might tension arise between competing values?

## MEMORANDUM



**Date: May 17, 2022**

**To: Commission on Diversity Awareness**

**Cc: Jessica Vigorito**

**From: Jordan Hollinger, Associate Planner**

**Subject: Flagstaff Regional Plan Update SWOT**

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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 next Flagstaff Regional Plan will be developed over four years, corresponding to four different phases of public participation and development.

At the May Commission on Diversity Awareness meeting, the project team introduced the opportunity for the Commission to provide feed on the Regional Plan via a SWOT Analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats and during this exercise, the board members can enter in their assessment of the current Flagstaff Regional Plan 2030 and to consider what opportunities or threats could be foreseen in the update process. The specific questions we are asking commissioners to consider are:

**Strengths** - What are the strengths of the Flagstaff Regional Plan 2030 (Current Plan)?

**Weaknesses** - What are the weaknesses of the Flagstaff Regional Plan 2030 (Current Plan)?

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

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

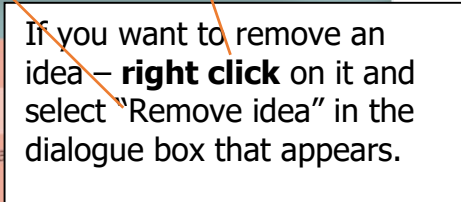
To participate in this activity, members of the commission should follow these steps:

- 1) Review the current Regional Plan – found here:  
<https://www.flagstaff.az.gov/2945/The-Plan>
  - a. You can also review the attached power point and our regional plan update website – found here: [www.flagstaff.az.gov/regionalplan2045](http://www.flagstaff.az.gov/regionalplan2045)
- 2) Go to <https://join.groupmap.com/CDF-D75-C82> and enter in your SWOT thoughts/ideas in the digital whiteboard (additional instructions with pictures on the last page).
  - a. Please note that the website will ask for an email address when first visiting the site.
  - b. You will also only be able to see your own ideas during the step.
- 3) At a future commission meeting, the project team will return to discuss the items entered and facilitate a rating exercise for the populated ideas. Commissioners will be asked to rate the importance of each idea on a scale from 1-10.
  - a. This step needs to happen during an open meeting format.
- 4) The project team will provide a summary of the exercise to the commission.

We greatly appreciate your willingness to participate in this process. If you would like to provide other comments to the Regional Plan Update team, or have any questions about the SWOT exercise, please email or call Jordan Hollinger at [Jordan.hollinger@flagstaffaz.gov](mailto:Jordan.hollinger@flagstaffaz.gov) or 928-213-2615.



Click the plus symbol to add an idea



If you want to edit an idea – **click** on it and select the **edit icon** in the dialogue box that appears.

