

# Economic Development

## Focus Group Public Comments

May 27, Thursday – NOON to 2 p.m. – NAU ARD Building – Large Pod Meeting Room

### Break-out Groups:

#### 1. Economic Development

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##### Year-round impact:

- Grow from within
- NACET / Biotech / BRE support / Tech transfer
- Fill gaps between leakage and importation (Max \$net income; Min \$net out)
  - How?
- Work within resources –
  - Flagstaff's resources: NAU, CCC, NACET, exist. Businesses, small lumber, sunshine, I-40, BNSF,
- Work within parameters (know constraints) ex: cost of living, low water supply
- Economic Gardening
  - Examples:
- Recruit light manufacturing, complementary uses
  - Such as.....
- Public policy support for businesses and think long-term
  - Such as.....strategic attraction; capital resource development (angel investment); economic gardening; technology transfer – state legislative changes; preserve and enhance tourist and retail offering; know exactly how much and what kind of land

##### Infrastructure:

- Comparative ratios:
  - Available land
  - Types of land (use)
  - Compare to other communities
  - Example:
    - \_\_\_% residential
    - \_\_\_% industrial / manufacturing
    - \_\_\_% business / office
    - \_\_\_% retail / mixed-use
    - \_\_\_% tourism – hotel rooms / restaurants /etc.
- Land Use design reflects natural resources?
- Land Use and zoning should be consistent with the Regional Plan

##### Workforce:

- Centralized workforce development entity
- Trained graduates – high school and university
- Trailing spouse
- Collaboration

## 2. Airport

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### Existing Conditions:

- PHX and LAX Regional Service daily - \_\_\_\_\_people come through FLG daily.
- Mix of businesses around the airport: Joy Cone (manufacturing), MSI, TGen (R&D), FBI (federal), Fed Ex(shipping)

### Potential Future Conditions:

- Depends on what Flagstaff wants to be – different ideologies exist. Current community growth is approximately 2% per year. High end or blue-collar?
- Develop airport area as a NODE – a destination in itself
- Continue to grow:
  - high-tech,
  - corporate users,
  - IT/Data storage,
  - R&D
  - Light manufacturing
  - Flex space (although speculative building is not feasible in this market)
  - hotel & conference space
  - restaurant choices for these users
  - Well-designed – GATEWAY – need good first impression
- Manufacturing and warehousing can be focused at Belmont
- VOR land – recreational? With hotel/conference adjacent?
- Runway protection land on Lake Mary Road in consideration of limitations
- Rental car area in airport will move with terminal expansion– where will it go? With other businesses adjacent to airport? With a parking garage?
- Ruskin Land Exchange – Yavapai Land Exchange – goal is to extract private land out of USFS where logical (this in turn adds more forest land to more logical places); should the city consider purchasing? The City is not in any position to purchase any land at the moment.
- Become an INTERNATIONAL airport? ‘Pulliam International Airport’ (plenty of Mexico flights?)
- Solar potential for future development – solar array or standard for all new roof tops?

### Infrastructure:

- POWER needed (\$4 million substation) to tunnel under I-17. Current power capacity is about 90% - there is room for another 12,000 sqft. Of built space max.
- Roads & Access:
  - JWPowell extension – priority to finish this major east/west connection
  - Access road into southern portion of airport land
  - I-17 ramps – ADOT has plans for upgrading ramps on Ft. Tuthill side
- Understand demand and needs for this area:
  - Users – airport, car rental, businesses
  - Employment – current Business Park Industrial (BPI) allows for plenty of expansion and building – how much is needed and wanted?

### 3. Tourism

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#### Existing conditions:

- ‘Tourism as a low-paying job’ is not altogether true – nothing wrong with young adults having jobs to develop skills for future avenues.
- Service base industry is here and cannot shut it down.
  - How to leverage & position the service base industry so it doesn’t have a bad rap?
  - What other community wouldn’t want these jobs and tourism revenue?
  - How to focus current tourism industry so that it is an aggregate good industry?
  - Workforce development: education and training of ethics, attitudes, what to wear.
- Economies that we are trying to diversify are being stimulated by tourism (BBB tax) which increases the quality of life (taken billboards down, parks & recreation, FUTS trails)
- Second Homes – don’t look down on them
- Flagstaff exports an “experience”, which people love or they are caught in a snow storm
- We need to improve the visitor experience; lack ‘experience’ hotel, keep improving the amenities such as urban spaces, the ‘gateway’ look and feel
- Promote as gateway to other areas, such as ‘come here for a meeting, stays with family and visit the area’. Go to the Grand Canyon and come back; go to Sedona and come back.
- Drawbacks: congestion
- AMENITIES (to protect and enhance)
  - Small town
  - Dark skies
  - Downtown

#### Potential future conditions:

- ‘Tourism as:
  - **Adventure Travel:** an aggressive experience (e.g. Moab & mountain biking) – leverage this!
    - Mountain biking: red, blue and green trails; x-treme course
    - Niche hotels – access, provide and partnerships with adventure activities
    - See other community’s examples:  
<http://www.iexplore.com/qdmap/United+States>
    - Incubate the adventure travel industry? *I.e. Students Entrepreneurs – Kayaking adventures; Mountain Biking Tours, etc.* What resources would it take to do this?
  - **Eco-tourism:** a safe and sedate experience. “Ecotourism is: *Responsible travel to natural areas that conserves the environment and improves the well-being of local people.*”  
[http://www.ecotourism.org/site/c.orLOKXPCLmF/b.4835303/k.BEB9/What\\_is\\_Ecotourism\\_The\\_International\\_Ecotourism\\_Society.htm](http://www.ecotourism.org/site/c.orLOKXPCLmF/b.4835303/k.BEB9/What_is_Ecotourism_The_International_Ecotourism_Society.htm)
- 5-star hotel/ resort is not available – is the demand there?
  - ‘Lodge’ experience, mountain biking, zip-line, etc. See Colorado’s Broadmoor:  
<http://www.broadmoor.com/>
  - Use the mountain environment as a reason to stay
- Downtown – focus energies on Southside; improve connection between NAU and High Country Conference Center with Downtown.
- Overnight stops – do not focus on these non-tourists, but they do put \$\$ into BBB
- Route 66 hotels? Change the image of low-end – more ‘retro’?
- Can spending by tourists improve by improving the quality of the hotels? By offering pre-packaged activities?
- How do we get the Grand Canyon back from Vegas?
- Art scene: many offerings, but not known as an arts & cultural town (yet)

#### Challenges - TRANSPORTATION:

- Maps and information – easy to find things, where to park, etc.
- 180 bypass deals with snowplay and other activities: pros and cons?
- Safety issues with congestion: Ft. Valley Road; Milton Road

## 4. Redevelopment

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### Definition of redevelopment:

- From the Regional Plan “Redevelopment includes infill as well as replacement of facilities within the community, but such efforts are carefully balanced with heritage preservation and community design goals”.
- Enhance what we have

### Best most recent redevelopment projects:

- Sawmill (40 acre in-fill, in-progress); Heritage Square (dirt lot to the ‘heart’ of town); Lumberyard Brewery (historic preservation, public-private partnership);

### Redevelopment focus for Flagstaff:

- Make underutilized properties usable
- Efficient development – use infrastructure in place and reduce sprawl
- Emphasize Infill with existing infrastructure (*Infill Incentive Policy needed*)
- Floodplain elimination – strategies of what to do when Rio is complete
- Mixed- use – appropriate where?
- Light manufacturing, industrial, tech. space
- Affordable housing options
- Places to focus on (area plans):
  - Route 66
  - Fourth Street Corridor
  - Milton Road
  - County
  - PMO esp. for older neighborhoods
- Development impact fees – can only be waived in infill incentive districts (AZ State Statute)
- Infrastructure needs – water supply, sewer, aging pipes,

## **BIG POINTS** – *emphasized in each section:*

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1. **Grow your own** – economic gardening, small to medium is appropriate, Flavor of Flagstaff tourism, infill and redevelopment
2. **Entrepreneurism** as a workforce
3. **Investments** with long-term thinking (transit, infrastructure, etc.)
4. **Enhance what we have** – do not re-invent or make ‘fake’ in any way
5. **Availability of opportunities** in all groups, with infrastructure, etc.

*#1 POINT WE HEARD: \*\* ENHANCE THE ASSETTS WE HAVE\*\**