

## ECONOMIC DEVELOPMENT

Grow and strengthen a more equitable and resilient economy.



### Economic Development

#### IMPROVE THE SMALL BUSINESS EXPERIENCE WHEN GOING THROUGH THE CITY PROCESS

Point of Contact: Heidi Hansen/Dave McIntire/John Saltonstall/Mark Landsiedel

<b>POLICY IMPLICATION</b>	<p>COMMUNITY DEVELOPMENT:</p> <p><b>Regional Plan</b></p> <ul style="list-style-type: none"><li>• Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.</li><li>• Policy ED.1.2. Steadily improve access to easily understandable public information.</li><li>• Policy ED.1.3. Use economic best practices to promote quality and fiscally sound projects.</li></ul> <p>ECONOMIC VITALITY:</p> <p><b>Regional Plan</b></p> <ul style="list-style-type: none"><li>• Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.</li><li>• Policy ED.3.1. Encourage regional economic development partners to continue proactive programs to foster the retention and expansion of existing enterprises and home-based businesses in the community.</li><li>• Policy ED.3.4. Take advantage of federal, state, and local incentives available for business retention and expansion efforts.</li></ul>
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<b>BUDGET IMPLICATION</b>	<p>COMMUNITY DEVELOPMENT: The Community Development Division currently has staff that assist our clients through the permitting and plan review process. Creating and staffing an expedited process for small business will require additional resources, as there is no current excess system capacity. As an example, hiring an experienced Planning Development Manager (middle of Zone 2) would cost approximately \$115,000.</p> <p>ECONOMIC VITALITY: Adaptive Reuse Program – Budget Recommendation:</p> <ul style="list-style-type: none"> <li>• Explore new Adaptive Reuse Program based off Phoenix's program to assist smaller businesses, encourage infill, and reuse within existing commercial areas. Budget implications include staff/intern time and possible policy development.</li> <li>• \$25,000 1X for the Adaptive Reuse Incentive Program</li> </ul> <p>Marketing Program – Budget Recommendation:</p> <ul style="list-style-type: none"> <li>○ \$30,000 1X for additional marketing outreach which includes staff time to develop marketing materials and to buy advertising print and digital space. This isn't for just this program, but for Economic Development in general.</li> </ul>
<b>S.M.A.R.T Y <input checked="" type="checkbox"/> N <input type="checkbox"/></b> if no, explain	
<b>EXTERNAL PARTNERS</b>	Economic Collaborative of Northern Arizona (ECoNA), Flagstaff Chamber of Commerce, Arizona Commerce Authority (ACA), Arizona Association of Economic Development (AAED), Coconino County Career Center, Arizona @ Work Business Services Team, Arizona Public Service Company (APS), Small Business Development Center (SBDC), Northern Arizona Center for Entrepreneurship and Technology (NACET), Northern Arizona University, Coconino Community College, Coconino County Workforce Development Board, Goodwill, STEM City
<b>TIMELINE</b>	Short-term
<b>MEASUREMENT</b>	<p>ECONOMIC VITALITY:</p> <ul style="list-style-type: none"> <li>• Adaptive Reuse Incentive Program <ul style="list-style-type: none"> <li>○ Would need to create a policy and take to Council for adoption. Getting the policy in front of Council will be short term.</li> <li>○ Within that adopted policy, we would have metrics outlined.</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"><li>● Marketing Program – Budget Recommendation:<ul style="list-style-type: none"><li>○ \$30,000 1X for additional marketing outreach which includes staff time to develop marketing materials and to buy advertising print and digital space. This isn't for just this program, but for Economic Development in general.</li></ul></li></ul>
<b>UPDATE</b>	<ul style="list-style-type: none"><li>○ ECONOMIC VITALITY:</li><li>○ Adaptive Reuse Incentive Program</li><li>○ Would need to create a policy and take to Council for adoption. Getting the policy in front of Council will be short term.</li><li>○ Within that adopted policy, we would have metrics outlined.</li><li>○ UPDATE: Adaptive Reuse Incentive Policy has been drafted and is currently being reviewed by internal and external stakeholders (11/27/17 - Dave McIntire).</li><li>○</li><li>○ Marketing Program – Budget Recommendation:<ul style="list-style-type: none"><li>○ \$30,000 1X for additional marketing outreach which includes staff time to develop marketing materials and to buy advertising print and digital space. This isn't for just this program, but for Economic Development in general.</li></ul></li><li>○ UPDATE:</li><li>○ Created, produced and will launch a Visit Discover Grow Campaign in late December that will be across the Choose Flagstaff and CVB website (11/29/17 Dave McIntire)</li><li>○ Community Investment has submitted and published article Flagstaff Business News regarding Business Retention and Expansion, Business Incubator Programs, and more.</li><li>○ Community Investment has supported and participated in (2) Business Resource Events with AZ@WORK Business Services Team. (11/29/17)</li><li>○</li><li>○ OTHER:</li><li>○ Economic Vitality Division (EVD) currently assists small business with:<ul style="list-style-type: none"><li>○ Providing businesses with Buxton Analytics and technical assistance.</li></ul></li><li>○ UPDATE: Buxton renewal agreement has been executed and we have received our potential business matches (20 businesses that are missing from our market to review). We can now provide this information to our businesses when requested as a tool. (10/2/17 - Dave McIntire)</li><li>○ Utilizing their relationships with the Arizona Commerce Authority (ACA) and Arizona Association of Economic Development (AAED). ACA offers technical assistance to existing businesses as well as</li></ul>

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	<p>financial incentives through their grants program. AAED is a member-based organization that helps connect our small businesses with other Arizona businesses. Update: Ongoing - 11/27/17 - Dave McIntire</p> <ul style="list-style-type: none"><li>○ Offering programs through the community library such as ReferenceUSA.</li><li>○ ReferenceUSA is the premier source of business and residential information for reference and research.</li><li>○ ReferenceUSA offers the most up-to-date data available in the market; their business and consumer databases are continuously updated from more than 5,000 public sources.</li><li>○ The library also holds software trainings; Excel, PowerPoint, and more for businesses who need this software assistance. (Library has assisted over 16 patrons with software training this fiscal - 11/27/17 - Heidi Holland)</li><li>○ Additional Updates:</li><li>○ Free Parking was offered for Shop Small Saturday to assist the small business experience during the holiday season. (11/27/17 - David McIntire)</li><li>○ Continued programming and incentives are being provided for small businesses through NACET and the Business Incubator and Accelerator which is over 70% occupied and receiving national attention. Business Retention and Expansion staff is assisting with these businesses understanding of the City's development approval process (David McIntire - 11/27/17).</li><li>○ The Choose Flagstaff website is under development with our vendor. (11/27/17 - David McIntire)</li><li>○ Staff helped organize the 'Business Resource Event' which provided resources and information for over 20 local businesses. (11/27/17 - David McIntire)</li></ul>
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<b>SUPPORT AND ENHANCE SERVICES TO ALL BUSINESSES IN THE COMMUNITY</b>	
Point of Contact: Heidi Hansen/Dave McIntire/John Saltonstall	
<b>POLICY IMPLICATION</b>	<p>ECONOMIC VITALITY:</p> <p><b>Regional Plan</b></p> <ul style="list-style-type: none"><li>• Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.</li><li>• Policy ED.1.3. Use economic best practices to promote quality and fiscally sound projects.</li><li>• Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.</li><li>• Policy ED.3.1. Encourage regional economic development partners to continue proactive programs to foster the retention and expansion of existing enterprises and home-based businesses in the community.</li><li>• Policy ED.3.4. Take advantage of federal, state, and local incentives available for business retention and expansion efforts.</li><li>• Policy ED.3.6. Foster entrepreneurialism and start-up businesses with incubator and accelerator programs in sectors that demonstrate considerable growth potential.</li></ul> <p>FLAGSTAFF POLICE DEPARTMENT:</p> <p><b>Regional Plan</b></p> <ul style="list-style-type: none"><li>• Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.</li><li>• Policy PF.3.1. Maintain high-quality effectiveness and efficiency in law enforcement, fire, and emergency services to the extent that is consistent with governmental operations, plans, public policies, population served, and monies available.</li></ul>
<b>BUDGET IMPLICATION</b>	<p>ECONOMIC VITALITY:</p> <p>Marketing Program -</p> <ul style="list-style-type: none"><li>• We do have some money budgeted in our base. \$30,000 1X for additional marketing outreach which includes staff time to develop marketing materials and to buy advertising print and digital space. This isn't for just this program, but for Economic Development in general.</li></ul>

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	<p>FLAGSTAFF POLICE DEPARTMENT:</p> <ul style="list-style-type: none"> <li>• There is not necessarily an additional budget cost for FPD to support this goal; it is supported by our current base budget and can be done with existing personnel, as long as public safety staffing levels are financially supported as outlined in the Public Safety Staffing Levels section of this matrix.</li> </ul>
<p><b>S.M.A.R.T</b> Y <input checked="" type="checkbox"/> N <input type="checkbox"/> if no, explain</p>	
<p style="text-align: center;"><b>EXTERNAL PARTNERS</b></p>	<p>Economic Collaborative of Northern Arizona (ECoNA), Flagstaff Chamber of Commerce, Arizona Commerce Authority (ACA), Arizona Association of Economic Development (AAED), Coconino County Career Center, Arizona @ Work Business Services Team, Arizona Public Service Company (APS), Small Business Development Center (SBDC), Northern Arizona Center for Entrepreneurship and Technology (NACET), Northern Arizona University, Coconino Community College, Coconino County Workforce Development Board, Goodwill, STEM City</p>
<p style="text-align: center;"><b>TIMELINE</b></p>	<p>Short-term (Economic Development); Immediate, Short-term (Flagstaff Police Department)</p>
<p style="text-align: center;"><b>MEASUREMENT</b></p>	<p>ECONOMIC VITALITY:</p> <ul style="list-style-type: none"> <li>• Provide support to businesses to assist with retention and expansion; regular contact between City staff and existing businesses             <ul style="list-style-type: none"> <li>○ Measure number of businesses assisted</li> <li>○ Target is an increasing number of businesses contacted as well as new contacts made</li> <li>○ FY17 estimate = 975; FY18 proposed = 980</li> </ul> </li> <li>• Aggressively market to targeted economic development sectors; respond to 100% of qualified leads and conduct sales calls             <ul style="list-style-type: none"> <li>○ Measure response to leads and business contacts initiated</li> <li>○ Target is 100% and 300 business attraction contacts</li> <li>○ FY17 estimate = 285; FY18 proposed = 300</li> </ul> </li> <li>• Partner with NACET on messaging the Incubator and Accelerator facilities, programs; continue to market the entrepreneur’s accomplishments             <ul style="list-style-type: none"> <li>○ Create a success wall with our marketing ads, utilize the information on brochures, share with potential business partners, and more</li> <li>○ Target for NACET staff is 50% leasable space; 9,412 square</li> </ul> </li> </ul>

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	<p>feet occupied</p> <ul style="list-style-type: none"><li>○ City target is to see that we have assisted with monthly meetings, leasing options, and more for us to collectively reach this target</li><li>○ FY17 estimate = 25%; FY18 proposed = 50%</li></ul> <p>FLAGSTAFF POLICE DEPARTMENT:</p> <ul style="list-style-type: none"><li>● Support downtown businesses by staffing a walking beat officer and meetings with the Downtown Business Association; monthly meetings with the Downtown Business Alliance<ul style="list-style-type: none"><li>○ Measure number of meetings to increase flow of information and problem solving</li><li>○ Target is to maintain the positive relationships and flow of information through monthly meetings</li><li>○ FY17 estimate = 12; FY18 proposed = 12</li></ul></li><li>● Support business by helping to prevent loss by theft; Flagstaff Retail Assets Protection Association (FRAPA); monthly meetings are held with police and loss prevention agents to share information in order to identify and apprehend frequent shoplifters<ul style="list-style-type: none"><li>○ Measure number of businesses involved in the program</li><li>○ Target is to increase the number of businesses participating in the program</li><li>○ FY17 estimate = 7; FY18 proposed = 9</li></ul></li></ul>
<p><b>UPDATE</b></p>	<p>Economic Vitality Division (EVD) currently assists small business with:</p> <ul style="list-style-type: none"><li>● Providing businesses with Buxton Analytics and other technical assistance.</li></ul> <p><b>UPDATE:</b> Buxton renewal agreement has been executed and we have received our potential business matches (20 businesses that are missing from our market to review). We can now provide this information to our businesses when requested as a tool. (10/2/17 - Dave McIntire)</p> <ul style="list-style-type: none"><li>● Provide support to businesses to assist with retention and expansion; regular contact between City staff and existing businesses<ul style="list-style-type: none"><li>○ Measure number of businesses assisted</li><li>○ Target is an increasing number of businesses contacted as well as new contacts made</li><li>○ FY17 estimate = 975; FY18 proposed = 980</li></ul></li></ul> <p><b>UPDATE:</b></p>

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- 245 businesses assisted. Auto Pipeline Pilot Program established to enhance connectivity between industry, students, and educators.
- Established an Employee Resource Event with the AZ@Work Business Services Committee to go over community resources from public and private agencies. Held two events; August and October with the next one in January 2018. (Heidi Hansen, 11/27/17)
- Aggressively market to targeted economic development sectors; respond to 100% of qualified leads and conduct sales calls
  - Measure response to leads and business contacts initiated
  - Target is 100% and 300 business attraction contacts
  - FY17 estimate = 285; FY18 proposed = 300

### UPDATE:

- 95 meetings took place, responded to 100% of leads where a total of 15 leads have come into our program. (Heidi Hansen, 10/11/17)

### UPDATE:

- Business Attraction Manager worked with ECONA, NAU, KCS and other stakeholders to host a potential logistics and distribution company that had narrowed their search to Flagstaff and two other Arizona communities. Staff is waiting to hear next steps. Staff has responded to 100% of leads. (David McIntire (11/27/17)
- Utilizing their relationships with the Arizona Commerce Authority (ACA) and Arizona Association of Economic Development (AAED). ACA offers technical assistance to existing businesses as well as financial incentives through their grants program. AAED is a member-based organization that helps connect our small businesses with other Arizona businesses.
- Offering programs through the community library such as ReferenceUSA
  - ReferenceUSA is the premier source of business and residential information for reference and research.
  - ReferenceUSA offers the most up-to-date data available in the market; their business and consumer databases are continuously updated from more than 5,000 public sources.
  - The library also holds software trainings; Excel, PowerPoint, and more for businesses who need this software assistance.
  - **UPDATE: Staff has assisted over 16 patrons with software training. (11/27/17 - Heidi Holland)**



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### NACET UPDATE:

- Tenant improvement project is complete this helped to reduce sound issues from HVAC system and offered water and sewer to an additional lab.
- Occupancy is approaching 80%.
- Staff is currently in negotiation for renewal of the service agreement and master leases. This goes before council on 11/7/17. (10/2/17 Dave McIntire)
- Service Agreement and Master leases were extended for 6 months by Council to provide additional time to analyze and negotiate potential changes to the operations.
- NACET staff received a training from Risk Management on what insurance and endorsements are acceptable.
- IT and Community Investment partnered to improve the functionality and dependability of the wireless and audio/visual capability in the Accelerator.
- Business Retention and Expansion staff is providing support in understanding the City's development approval process. (11/27/17 - David McIntire)

### ECONOMIC VITALITY:

#### Marketing Program -

- We do have some money budgeted in our base. \$30,000 1X for additional marketing outreach which includes staff time to develop marketing materials and to buy advertising print and digital space. This isn't for just this program, but for Economic Development in general.

#### UPDATE:

- Created, produced and will launch a Visit Discover Grow Campaign in late December that will be across the Choose Flagstaff and CVB website (11/29/17 Dave McIntire)
- Community Investment has submitted and published article Flagstaff Business News regarding Business Retention and Expansion, Business Incubator Programs, and more.
- Community Investment has supported and participated in (2) Business Resource Events with AZ@WORK Business Services Team. (11/29/17)

### FLAGSTAFF POLICE DEPARTMENT:

#### UPDATE:

- Monthly problem solving meetings continue to be held with the Downtown Business Alliance.

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	<ul style="list-style-type: none"><li>• The Flagstaff Retail Assets Protection Association monthly meetings continue to be held. Police investigators continue to reach out and invite other retail businesses to take part in the meetings to exchange information. (11/30/2017 - Dan Musselman)</li></ul>
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<b>COMPLETE THE SALE OF THE AUTO MALL PROPERTIES</b>	
Point of Contact: Heidi Hansen/Dave McIntire/John Saltonstall	
<b>POLICY IMPLICATION</b>	<b>Regional Plan</b> <ul style="list-style-type: none"><li>• Goal ED.4. Support efforts to recruit diverse new businesses and industries compatible with the region.</li><li>• Policy ED.4.1. Publicize all developable property, with property owner's consent, within the region with an understanding of infrastructure needs and applicable development standards.</li><li>• Policy ED.4.6. Encourage development of specific area plans for targeted industrial, and business park land, which have been identified as major employment centers in the <i>Flagstaff Regional Plan</i>.</li></ul>
<b>BUDGET IMPLICATION</b>	<p>Economic Development Staff will again reach out to existing dealerships outside the Autopark to determine if their willingness to move may be changing with the new conditions in the community. Staff has been diligent in their efforts to identify uses and users for the Autopark parcels and have worked with Hilton Harris Realty to identify possible dealers to enter the market, even considering and recruiting other auto-related opportunities. However, as costs to purchase and build in the area are not inexpensive, the walkability of the area has not yet fulfilled the original vision yet, and many of the local dealers are performing well in their current locations, so success continues to be incremental. Staff and the Broker have reached out to different brands and will use the coming reduction of odor from Nestle Purina, the opening of Harkins, and the recent purchase of the mall as factors that expand the attractiveness of the Autopark making it worth the effort of relocation.</p> <p>Budget Recommendation:</p> <ul style="list-style-type: none"><li>• \$5,000 for 1X study – This study would be to see how the current auto dealers are doing and engage our community to see what other dealerships they would be interested in having in Flagstaff to potentially help stop any leakage.</li><li>• The actual \$5,000 would come out of the \$20,000 1X request for an Economic Analysis Consultant.</li></ul>
<b>S.M.A.R.T Y <input checked="" type="checkbox"/> N <input type="checkbox"/></b> if no, explain	

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<b>EXTERNAL PARTNERS</b>	Economic Collaborative of Northern Arizona (ECoNA), Chamber of Commerce, City of Flagstaff divisions, Auto Dealer Group, and Hilton Harris Realty
<b>TIMELINE</b>	Mid-term
<b>MEASUREMENT</b>	Measurement is based on the three lots being sold in compliance with existing restrictions
<b>UPDATE</b>	<p>Currently, staff and Hilton Harris (realtor) are working with the auto dealers to potentially propose amendments to the restrictions on the parcels to make them more marketable. Any changes would be brought before Council before implementing.</p> <p><b>UPDATE:</b></p> <ul style="list-style-type: none"><li>○ Lot 11 is currently under construction for the Mercedes dealership.</li><li>○ Lot 8 was recently brought to the City Council for consideration of a Purchase and Sale Agreement, and a brief discussion of a required amendment to the AutoMall CCRs that was seen favorably by the Council. (10/2/17 - Dave McIntire)</li><li>○ Lot 8 has had its Close of Escrow date set for the end of January 2018. Amendments required for the use and for financing have been approved and completed. (11/27/17 - David McIntire)</li></ul>

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<b>INCREASE ECO AND HISTORIC TOURISM IN FLAGSTAFF</b>	
Point of Contact: Heidi Hansen/Trace Ward/Lori Pappas	
<b>POLICY IMPLICATION</b>	<p><b>Regional Plan</b></p> <ul style="list-style-type: none"> <li>• Goal ED.6. Tourism will continue to provide a year-round revenue source for the community, while expanding specialized tourist resources and activities.</li> <li>• Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, with heritage, eco-, and adventure tourism.</li> <li>• Policy ED.6.2. Encourage cultural tourism with the advancement of heritage sites and special events.</li> <li>• Foal ED.7. Continue to promote and enhance Flagstaff's unique sense of place as an economic development driver.</li> <li>• Policy ED.7.3. Leverage the region's assets of history, culture, and natural environment, as well as educational and scientific facilities, as an economic development tool.</li> </ul>
<b>BUDGET IMPLICATION</b>	<p>Increased marketing funds through the BBB Tourism Fund will be needed to further enhance our brochures specific to this segment in tourism, as well as the enhancement to our website and video production where applicable.</p> <p>Budget Recommendation:</p> <ul style="list-style-type: none"> <li>• \$30,000 for website development and \$10,000 for key word optimization that will go towards this segment of Tourism.</li> </ul>
<b>S.M.A.R.T Y <input checked="" type="checkbox"/> N <input type="checkbox"/></b> if no, explain	
<b>EXTERNAL PARTNERS</b>	<p>Historic Downtown, Weatherford Hotel, Monte Vista Hotel, Orpheum Theater, Southside Historic District, Public Library, The Museum of Northern Arizona, Pioneer Museum, Riordan Mansion, Lowell Observatory, Doris-Harper White Playhouse, Visitor Center, Milligan House, all our national monuments, Arizona State Historic Parks, Navajo Nation Tribal Parks, and native tribes.</p>
<b>TIMELINE</b>	Short-term

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<b>MEASUREMENT</b>	<ul style="list-style-type: none"><li>• Increase Eco- and Historic Tourism presence and reach on the flagstaffarizona.com website<ul style="list-style-type: none"><li>○ Measure the increase in number of views to relevant content on flagstaffarizona.com (pages: Things to do; Attractions; Recreation &amp; Outdoors; Tours; Winter Recreation; Culture &amp; Heritage)</li><li>○ Target is 10% growth from FY17</li><li>○ FY17 estimate = 1.6M; FY18 proposed = 1.75M</li></ul></li><li>• Increase number of procured stories, reach, and value relevant to Eco- and Historic Tourism through paid advertising<ul style="list-style-type: none"><li>○ Measure increase in number of eco- and historic stories printed or online</li><li>○ Target is 10% more articles than FY17</li><li>○ FY17 estimate = 29; FY18 proposed = 31</li></ul></li><li>• Increase awareness of Eco- and Historic Tourism through paid advertising<ul style="list-style-type: none"><li>○ Measure number of consumer and trade-facing ads delivered in FY18</li><li>○ Target is 10% more ads compared to FY17</li><li>○ FY17 estimate = 47; FY18 proposed = 52</li></ul></li></ul>
UPDATE	<ul style="list-style-type: none"><li>• Increase Eco- and Historic Tourism presence and reach on the flagstaffarizona.com website<ul style="list-style-type: none"><li>○ Measure the increase in number of views to relevant content on flagstaffarizona.com (pages: Things to do; Attractions; Recreation &amp; Outdoors; Tours; Winter Recreation; Culture &amp; Heritage)</li><li>○ Target is 10% growth from FY17</li><li>○ FY17 estimate = 1.6M; FY18 proposed = 1.75M</li></ul></li></ul> <p><b>UPDATE: Fiscal year-to-date we are at 444,231 impressions so far.</b></p> <ul style="list-style-type: none"><li>• Increase number of procured stories, reach, and value relevant to Eco- and Historic Tourism through paid advertising<ul style="list-style-type: none"><li>○ Measure increase in number of eco- and historic stories printed or online</li><li>○ Target is 10% more articles than FY17</li><li>○ FY17 estimate = 29; FY18 proposed = 31</li></ul></li></ul> <p><b>UPDATE: COMPLETED – Already at 33</b></p> <ul style="list-style-type: none"><li>• Increase awareness of Eco- and Historic Tourism through paid advertising<ul style="list-style-type: none"><li>○ Measure number of consumer and trade-facing ads</li></ul></li></ul>

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	<p>delivered in FY18</p> <ul style="list-style-type: none"><li>○ Target is 10% more ads compared to FY17</li><li>○ FY17 estimate = 47; FY18 proposed = 52</li></ul> <p><b>UPDATE: Fiscal year-to-date we are at 31, over half way to meeting our goal.</b></p> <p><b>ADDITIONAL UPDATES:</b></p> <p>LIBRARY:</p> <p>The Flagstaff City – Coconino County Public Library has digitized multiple diverse collections from its archive over the years contributing to the State of Arizona’s Archives and Public Records <i>Arizona Memory Project</i>, including: Flagstaff City Directories and Telephone Books, Historic Pow-Wow Souvenir Programs, Arizona Historical Property Surveys, Northern Arizona Water History Documents, and the Sedona-Oak Creek Interagency Study, 1976-1984. They are accessible at <a href="http://azmemory.azlibrary.gov/cdm/collectiondirectory">http://azmemory.azlibrary.gov/cdm/collectiondirectory</a></p>
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### FORM AN ARTS DISTRICT AND CULTURAL ARTS FACILITY

Point of Contact: Heidi Hansen/Dave McIntire/Karl Eberhard

<b>POLICY IMPLICATION</b>	<b>Regional Plan</b> <ul style="list-style-type: none"><li>• Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.</li><li>• Policy ED.3.2. Strengthen the arts, culture, and education sectors as important economic drivers in the community.</li><li>• Policy NH.2. Look to downtown Flagstaff as the primary focal point of the community character.</li><li>• Policy NH.2.1. Encourage the rehabilitation of historic downtown structures and contextual new structures as office, retail, entertainment, and residential space to reinvigorate the area as a destination of culture, shopping, government, and the arts.</li><li>• Goal LU.11. Prioritize the continual reinvigoration of downtown Flagstaff, whose strategic location, walkable blocks, and historic buildings will continue to be a vibrant destination for all.</li><li>• Policy LU.11.6. Strive for a wide variety of activities in downtown to create a healthy mix of housing, employment, shopping, cultural, and civic uses.</li><li>• Goal CC.5. Support and promote art, science, and education resources for all to experience.</li><li>• Policy CC.5.1. Promote first class arts, research, and educational facilities.</li></ul>
<b>BUDGET IMPLICATION</b>	<p>Staff expects The Flagstaff Arts Council will seek City funding to match a National Endowment for the Arts grant for a feasibility study and concept design. This would likely come from the BBB Arts &amp; Science Fund.</p> <p>Should this project advance to the next level, the City should anticipate being asked to significantly participate in the development of the Cultural Arts Facility through contribution of cash, land, and/or development fees. The BBB Arts &amp; Science Fund is insufficient for this level of funding.</p> <p>Concurrently, a private developer is looking to partner with the Flagstaff Arts Council and the City to incorporate the Cultural Arts</p>



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	<p>Facility (and parking) into a larger development project. Should that partnership come to fruition, in addition to the funding discussed above, the City should anticipate that ParkFlag be asked to contribute to the parking facility.</p> <p>Staff time has been and is currently dedicated to these enterprises.</p> <p>For FY18, the Arts and Sciences program is prepared to assist with the following toward A&amp;S:</p> <ul style="list-style-type: none"> <li>• Budget Team Recommendation             <ul style="list-style-type: none"> <li>○ App for Public Art Map - \$2,000 1X</li> <li>○ Increased fee per contract - \$15,000 ONG</li> <li>○ Grant program total increased - \$5,000 ONG</li> </ul> </li> </ul>
<p><b>S.M.A.R.T Y <input checked="" type="checkbox"/> N <input type="checkbox"/></b> if no, explain</p>	
<p><b>EXTERNAL PARTNERS</b></p>	<p>Flagstaff Arts Council, Flagstaff Downtown Business Alliance, Flagstaff Downtown Business Improvement and Revitalization District, Theatrikos, and more to come</p>
<p><b>TIMELINE</b></p>	<p>Short-term, Long-term</p>
<p><b>MEASUREMENT</b></p>	<ul style="list-style-type: none"> <li>• Match a National Endowment for the Arts grant</li> <li>• Development of the Cultural Arts Facility</li> <li>• Development of the feasibility study and concept design             <ul style="list-style-type: none"> <li>○ This is a goal of the Flagstaff Arts Council</li> </ul> </li> <li>• Longer Term: If ParkFlag is expected to contribute financially</li> </ul>
<p><b>UPDATE</b></p>	<p><b>UPDATE:</b></p> <ul style="list-style-type: none"> <li>• Economic Vitality has offered to pay a portion of the feasibility study since the National Endowment for the Arts was unable to fund it.</li> <li>• The increase in funding has occurred listed above was approved and in process.</li> <li>• The updated public art map is almost complete and should be to the printer by October 1. Public Art Map is now complete and creation of the App will move forward. (10/2/17 Dave McIntire)</li> <li>• New Public Art Map is complete and printed (11/27/17 - David McIntire)</li> <li>• Presentation on the Arts in the community is scheduled for November 28, 2017 (11/27/17 - David McIntire)</li> </ul>

## ECONOMIC DEVELOPMENT

Grow and strengthen a more equitable and resilient economy.

<b>MARKET PARKS AND RECREATION AS ACCESSIBLE FOR ALL REGARDLESS OF INCOME</b>	
Point of Contact: Andy Bertelsen / Rebecca Sayers	
<b>POLICY IMPLICATION</b>	<ul style="list-style-type: none"> <li>• Support of the current Parks and Recreation Reduced User Fee and Scholarship guidelines</li> <li>• Supports Regional Plan Goal REC 1. Maintain and grow the region’s healthy system of convenient and accessible parks, recreation facilities, and trails</li> </ul>
<b>BUDGET IMPLICATION</b>	<p>The current Reduced User Fee program is funded in Recreation’s budget in the amount of \$18,000 and nearly all is expended annually. The Scholarship program is currently funded by outside donations with a current balance of approximately \$1,200. Additional funding could expand the reduced user fee program and would allow staff to advertise the program to increase its usage. Solicitation of private donations could increase the scholarship program.</p> <p>Siler Homes Activity Center is currently programmed and staffed by Recreation as a two-year pilot funded by the Flagstaff Housing Authority (FY18 will be year two).</p> <p>Current user fees are subsidized based on Council established cost recovery policies. For example, youth programs have a cost recovery policy of 50%. User fees and cost recovery policies could be updated to reduce costs to participants; this would have an impact on revenue.</p>
<b>S.M.A.R.T Y <input checked="" type="checkbox"/> N <input type="checkbox"/></b> if no, explain	
<b>EXTERNAL PARTNERS</b>	Private donation partners/sponsors, area Parks and Recreation partners, Flagstaff Housing Authority (for Siler Homes Activity Center), Flagstaff
<b>TIMELINE</b>	Immediate, Short-term, Long-term
<b>MEASUREMENT</b>	<ul style="list-style-type: none"> <li>• Participation in the reduced user fee program               <ul style="list-style-type: none"> <li>○ Measure the increase in participation in the program as funding is available</li> <li>○ Target is 10% growth from FY17 (as funding is available)</li> </ul> </li> <li>• Continue operation of Siler Homes Activity Center               <ul style="list-style-type: none"> <li>○ Measure the increase in participation at the Center</li> <li>○ Target is 5% increase in attendance</li> </ul> </li> </ul>

## ECONOMIC DEVELOPMENT

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	<ul style="list-style-type: none"><li>• Participation in low- and no-fee Recreation programming such as the Hal Jensen Recreation Center and the Joe C. Montoya Center (e.g., Night Court)<ul style="list-style-type: none"><li>○ Measure the increase in participation overall and within programs offered by the centers</li><li>○ Target is 5% increase in attendance and registration in programs (as funding and programs available)</li></ul></li></ul>
<b>UPDATE</b>	<p>Current efforts:</p> <ul style="list-style-type: none"><li>• All four of the city's recreation centers are scheduled for major repairs and improvements this fiscal year, including \$100,000 in Community Development Block Grant (CDBG) funds for safety improvements to the Hal Jensen Recreation Center and reconstruction of the roof over the locker rooms at the Jay Lively Activity Center.</li><li>• The tennis courts at the Hal Jensen Recreation Center are scheduled for full replacement this fiscal year.</li><li>• Bushmaster Park major improvements are completed, including additional restrooms and ramadas, accessible playground equipment, and an outdoor skating rink.</li><li>• Recreation Services, in cooperation with the Flagstaff Housing Authority, staffed and programmed the Siler Homes Activity Center beginning in Fiscal Year 2016-2017. The weekly average attendance is approximately 100 children – activities include games, arts and crafts, and homework assistance.</li><li>• The Hal Jensen Recreation Center's Night Court program has become very popular. This program brings youth and local police officers together on Friday nights to play basketball and build relationships.</li><li>• The Joe C. Montoya Community and Senior Center has partnered with the Arizona Attorney General's office to provide a space for their volunteer to have regular office hours in Flagstaff. The volunteer is at the Center several times a month and meets with the participants in a one-on-one setting to distribute information and answer questions.</li></ul>

**ECONOMIC DEVELOPMENT**

**Grow and strengthen a more equitable and resilient economy.**

<b>PROMOTE INTERNET CONNECTIVITY THROUGHOUT THE COMMUNITY</b>	
Point of Contact: Ladd Vagen	
<b>POLICY IMPLICATION</b>	<p><b>Regional Plan</b></p> <ul style="list-style-type: none"> <li>• Policy ED.3.9. Develop infrastructure so that the community has access to high-speed Internet and telecommunications.               <ul style="list-style-type: none"> <li>○ The City has routinely provided free public Wi-Fi connectivity at all City facilities where a wireless access point has been installed for City use. Out of necessity, the public Wi-Fi offering is set to a lower speed since it works off of the City’s Internet connection.</li> </ul> </li> </ul>
<b>BUDGET IMPLICATION</b>	<p>FY2018 Base Budget includes funding for network equipment maintenance and additions. When a facility needs to have wireless capabilities added, IT will fund that need within the existing base budget. When a wireless access point is added, upgraded, or maintained, IT will either add a free public portal or ensure one already exists.</p>
<b>S.M.A.R.T Y <input checked="" type="checkbox"/> N <input type="checkbox"/></b> if no, explain	
<b>EXTERNAL PARTNERS</b>	<p>The City currently partners with Northern Arizona University (NAU) for its internet connection – NAU utilizes CenturyLink for their Internet Connectivity. CenturyLink and SuddenLink provide Internet connectivity, as do the cellular companies and a few wireless companies. Suddenlink’s new franchise agreement has increased the distance from 150 feet to 250 feet that Suddenlink will extend connectivity to a neighborhood or business free of charge. The new contract also conforms to a new state law allowing additional equipment to be placed in the City’s right of way. Additionally, as new companies emerge, the City’s IT Director will reach out to them to learn about their capabilities and potential areas of increased coverage.</p>
<b>TIMELINE</b>	<p>Immediate, Short-term, Mid-term, Long-term</p>
<b>MEASUREMENT</b>	<ul style="list-style-type: none"> <li>• Suddenlink franchise agreement adopted with revisions</li> <li>• Additional vendors identified that could provide increased citywide coverage</li> <li>• Core Services Facility will have one or more wireless access points installed and configured</li> <li>• Community-wide connectivity plan is in development with appropriate partners to achieve citywide connectivity.</li> </ul>

## ECONOMIC DEVELOPMENT

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<b>UPDATE</b>	<p>The City facilities that have free public Wi-Fi available are as follows (name of Wi-Fi hotspot followed by locations where it's available):</p> <ul style="list-style-type: none"><li>• CityHall-Café – includes City Hall, the Training Lab, the Milligan House (CVB), the Adult Center, the White House, the Wildcat Plant, the Visitor Center, the Prosecutors' offices, Lake Mary Water Treatment Plant, the Cherry building, the Municipal Court, the Mogollon Facility, the Landfill, the Eastside Utility Facility, and the Hal Jensen Rec Center</li><li>• HR_Café – City Hall</li><li>• JayLively-Café – Ice Rink</li><li>• FlagAirport-Wifi - Airport</li><li>• AquaplexCafé – Aquaplex</li><li>• Fire Public – All fire stations</li></ul>
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