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1
Executive Summary

Success begins with a vision...

In the year 2025, East Flagstaff's culturally diverse neighborhoods continue to flourish, rich in heritage where generation after generation remain proud to live. While retaining its small-town character, East Flagstaff continually attracts a good mix of businesses providing unique restaurants, entertainment, retail shopping along with community services which in turn provide good paying and diverse jobs.

East Flagstaff is self-sustaining where housing remains affordable, schools and parks are top ranked, and the infrastructure is well supported keeping East Flagstaff clean and secure, while preserving the area's rich heritage. In addition, East Flagstaff's convenient location, good transportation system, and abundant parking, allows residents and visitors easy access to its businesses, services, and community activities.

Yes, the vision is for the year 2025, but the wheels are already in motion setting to turn the vision into reality far ahead of schedule. The East Flagstaff Focused Future Strategic Plan for Economic Community Development takes a comprehensive approach to economic and community development.

Five "Focus Areas" were identified and goals created for each of the following focus areas:

**Focus Area #1:**
**Business Start-Up, Retention, and Expansion**

Goal: To create a strong business climate in East Flagstaff by supporting local businesses and attracting new businesses to the area that create jobs and provide needed services.

**Focus Area #2:**
**East Flagstaff Image Development**

Goal: To improve the image, both internally and externally, of the East Flagstaff community to ensure business growth and success as well as community investment.

**Focus Area #3:**
**Visitor Attraction**

Goal: To build upon East Flagstaff's rich culture and heritage, and attract unique eateries, shops, artists, and entertainment to the area.

**Focus Area #4:**
**East Flagstaff Beautification**

Goal: To improve the physical environment of East Flagstaff to attract new and unique business as well as encourage residential investment to the area.

**Focus Area #5:**
**Work Force Development**

Goal: Implement programs to ensure that residents of East Flagstaff are well trained to support diverse local businesses.

So, How Do We Implement the Process.

**Who.** East Flagstaff’s vision will impact a diverse group of people, therefore the process needed a diverse Action Team. The East Flagstaff Focused Future Community Development Action Team (Action Team) is comprised of diversity at its finest. Spearheaded by a few concerned business owners and organized by the Flagstaff Chamber of Commerce, the Action Team soon was comprised of concerned citizens, new and established business owners, representatives from charitable organizations, the Chamber, and various City and County governmental officials. With representation from different races, educational levels, and diverse life experiences, the East Flagstaff Action Team came together to tackle the revitalization project.

**What.** The Action Team clearly focused on East Flagstaff’s economic development, but every “brainstorming” exercise lead to a recurring theme ... that economic development could not be separated from community development. With each step in the development of this Strategic Plan the Action Team was not only sensitive to the need for long-term economic viability for Eastside businesses, but the need to build the surrounding residential and business neighborhoods as well.

**Why.** East Flagstaff has been declining in the number and diversity of businesses over the last decade resulting in an identity issue. All the elements (buildings, parking, transportation, strong
EXECUTIVE SUMMARY

Communities, etc.) exist to make the investment required to revitalize the area a good venture. Great pride and affection for the area by residents, community leaders, and business owners have spurred several revitalization efforts over the years, but not until the East Flagstaff's Focused Future Community Development Project was launched, has there been a well-organized, full-scale project with a workable Action Plan.

Where. Most economic development plans focus strictly on business expecting the surrounding residential and business neighborhoods to eventually prosper. The Action Team has taken a different approach to its Strategic Plan by including in its boundaries, communities, industrial areas, as well as commercial businesses. The boundaries for the Strategic Plan are Cedar Avenue to the North, I-40 to the South, Isabel to the West, and Fanning to the East.

When. Though the above vision is 25 years into the future, the revitalization process begins now with short-, mid-, and long-term goals that are laid out in the comprehensive Action Plan.

How. After careful consideration, the decision was made to initially bring the Community Development Project under the Flagstaff Chamber of Commerce tax-exempt umbrella. The benefits include lending credibility to the project, becoming a resource of knowledge and experience, as well as providing an overall jump-start to the process.

Funding will be sought to hire a full-time Coordinator to be housed in the East Flagstaff area. The Coordinator will be tasked with keeping the momentum moving forward. A non-funded, Focused Future Executive Committee will be established to provide guidance to the Administrator, monitor progress, update the Strategic Plan, and keep diverse input feeding the process. It is expected that many of the original Action Team members will volunteer their time to be part of the Implementation Team.

The Strategic Plan and Action Plan document will provide an in-depth understanding and appreciation of the Focused Future process and the proactive approach taken toward the revitalization of East Flagstaff. Included is an analysis of the local communities and economy, a comprehensive set of goals and strategies, and an action plan that first outlines goals, and strategies for "Focus Areas" and second, deals with short-, mid-, and long-term goals and strategies.

...East Flagstaff's vision will be a success.

INTRODUCTION

"Failing to plan is a plan to fail."
Effie Jones

I. Introduction

Putting down on paper the visions and desires of the residents in the East Flagstaff Neighborhoods is the first step in revitalizing a very important part of the City of Flagstaff. The area considered the East Flagstaff Neighborhoods is Isabel on the west, Cedar on the north, east of Fanning to Country Club south of the tracks, to I-40 on the south. The area is shown on Map 1 on the following page. These boundaries were set because it offers tremendous economic and community development opportunities. The area includes many residential neighborhoods and commercial areas within the boundaries. The industrial area to between south of Route 66 and I-40 was included because many of the neighborhood residents could work in that location if it is developed further making the area more sustainable.

Those neighborhoods that have objectively set priorities and are strategically implementing a consensus plan will be successful long-term. History has shown that those neighborhoods that have all organizations and key leaders working off the same plan have been able to accomplish so much more than other areas that have every organization with their own agenda. The East Flagstaff Focused Future Strategic Plan for Economic Community Development provides the direction for the neighborhood to take to ensure long-term economic and community success.

A. How does East Flagstaff Define Community and Economic Development?

The Action Team reviewed several definitions of economic development and discussed each. The Action Team developed the following definition that provides the framework for the East Flagstaff Focused Future Strategic Plan for Economic Community Development.

Economic Development for East Flagstaff is multi-faceted. It is the melding of economic, social, and political environments to bring about jobs that will raise the standard of living and promote community reinvestment without sacrificing the richness of the area's cultural diversity.

B. What is East Flagstaff Focused Future?

The strategic plan takes a comprehensive approach to community and economic development. A Focused Future looks comprehensively at economic development. Creating employment opportunities, promoting business growth, and attracting new businesses to the area are only one portion of the puzzle. A successful economic development plan must also deal with the foundations that support businesses such as capital, human resources, quality of life, information and communication infrastructure, business climate, technology, and physical infrastructure. A Focused Future was created to provide the necessary tools for communities to successfully face new and growing competitive pressures — from other communities, neighboring states, and nations. To keep East Flagstaff vital depends on its ability to understand the local economy and take the necessary steps to ensure improvement. A Focused Future is a proven, effective product and comprehensive strategic planning process. Arizona Public Service (APS) recognized the need for Arizona communities to become more proactive in their approach to community sustainability and developed A Focused Future. Partners For Strategic Action, Inc. (PSA), an Arizona-based strategic planning consulting firm, is retained by APS to provide technical consulting expertise to and facilitate the process. PSA worked closely with the East Flagstaff Action Team to develop the strategic plan.

C. Who is the East Flagstaff Action Team?

The process guided local leaders, business representatives, residents, and others interested in the neighborhood's growth and well-being through the strategic planning process. A key component of the process was the formation of the Action Team. The Action Team was organized in late-1999 and was charged with the development of the East Flagstaff Strategic Plan for Economic Community Development. The Action Team was selected by asking local neighborhood organizations to invite individuals representing various backgrounds and...
INTRODUCTION

The Action Team is a well balanced, representative group of the community. The Action Team has representation from Coconino County Board of Supervisors, City Staff, school system, Sunnyside Neighborhood Association, United Way, Chamber of Commerce, GPEC, small neighborhood business, NAU, Coconino Community College, and other key aspects of the community.

The Action Team has a working knowledge of the community and helped to ensure that the results of the process are a true reflection of what the citizens of the neighborhood desire for the future.

The Action Team participated in nine meetings between September 1999 and June 2000. The process involved conducting a community assessment, a critique of the community’s overall economic health, examination of the neighborhood’s image, development of a community vision statement, delineation of goals and strategies, determination of roles and responsibilities, and an outline of implementation steps. The plan outlines a continued role for a Focused Future Implementation Action Team to oversee the implementation of the strategic plan.

D. What are East Flagstaff’s First Year Priorities?

The Focused Future Plan is intended to be a five-year strategic plan. However, identifying the highest priority strategies was a critical component to the economic community development strategic plan. Following is the list of action steps that the Action Team identified as First Year priorities.

1. Adoption. All local entities involved in the strategic planning process shall adopt or accept the East Flagstaff Strategic Plan for Economic Community Development.

2. Neighborhood Communication. Neighborhood communication about the plan and progress is critical. Upon adoption of the plan, the specific goals and strategies should be communicated to the residents of the East Flagstaff neighborhoods and the plan made available to anyone for review.

3. Implementation Team Formation. The current Action Team shall continue to serve in a “transition” role until an Implementation Team is organized that will continue on during the implementation phase. The transition Action Team will develop the job description, advertise for interested individuals, interview and select new members based on criteria developed, and provide training to new members on the plan’s intent and their roles/responsibilities. The Implementation Team membership shall be revisited annually to ensure that it remains a broad-based group.

4. East Flagstaff/Chamber of Commerce Agreement. The East Flagstaff Focused Future Implementation Program will be sponsored by the Flagstaff Chamber of Commerce until it is able to establish a separate legal organization. The Action Team and Chamber of Commerce will develop a letter of understanding specifying details about the organizational structure.

5. Organizational Funding. The Action Team will solicit funding support from the City of Flagstaff, Coconino County, United Way of Northern Arizona, and other entities to support implementation of the Strategic Plan.

6. Community Development Administrator/Staff. The Action Team will develop a job description, recruit, and hire a person to coordinate the implementation of the East Flagstaff Focused Future effort. Among other duties outlined in the Strategic Plan, the coordinator will be responsible for providing staff support to the Implementation Team. The Team will also solicit internships through APS to assist in implementing the Strategic Plan.

7. Prioritize Set Performance Criteria. The Implementation Team will be responsible for prioritizing the strategies to be accomplished and developing performance criteria. The performance criteria will allow the team to evaluate the success of implementation.

8. Economic Summit. The Implementation Team will work closely with APS on the annual organization of an Economic Summit to review and update the Strategic Plan.
B. Community Values

In order to effectively plan for the future, the neighborhood values must be identified. Values are things that are so important to the citizens of the neighborhood that, no matter what, the neighborhood residents will not compromise. Values are the reasons we live and do business in the neighborhood and without them, it would not be the place we care about. The values of the neighborhood are attributes that must be preserved.

The Action Team listed the neighborhood’s values as:

- Strong Sense of Neighborhood
- Caring, neighborly, friendly
- Sense of family and belonging; inclusion
- Sense of pride
- Commitment to community
- Trustworthiness
- History of activism
- Tolerance and acceptance
- Community is part of an extended family
- Comfortable; at-ease business atmosphere
- Strong feeling of safety
- White and blue collar work ethic; hard working people

C. Community Image

A community’s image is critical to its success in economic or community development. The Action Team listed the image that they as citizens and business people have of the neighborhood (i.e., internal image) and the image that they believe people outside of the neighborhood (i.e., external image) have. It is important to note the opinions expressed may or may not be accurate, but they are perceptions that have been expressed. Since perception is reality to most, we must recognize and deal with these images in order to plan effectively.

The image expresses how East Flagstaff currently views itself and how it thinks others view it.

The “Internal Image” by residents of East Flagstaff is that the area is very family oriented, caring, and multi-generational. They like the broad mix of residents and are proud to call these neighborhoods home. The neighborhoods are some of the oldest neighborhoods in Flagstaff, and are viewed by the residents as highly affordable. Residents are beginning to see changes both economically and physically.

Obstacles facing the East Flagstaff community are that most outside view the area as poor, with many immigrants, and a higher crime rate. Outsiders view the affordable housing as run down and dilapidated. Further, outsiders do not feel there is a reason to come to East Flagstaff to shop or visit neighborhood businesses.

A challenge for the Implementation Team is to bridge the gap between the internal and external images of the neighborhood.

III. Community Analysis

The range of strategies available to achieve East Flagstaff’s economic and community development goals are broad. To ensure that the selected strategies are specifically tailored to the neighborhood, a thorough analysis of the local economy and challenges facing the community was completed. The East Flagstaff Action Team defines economic development very broadly. It not only means economic diversification and creating wealth, but it recognizes that neighborhood amenities, such as quality roads, good schools, and recreational opportunities are important.

The Action Team discussed what economic development meant to East Flagstaff and why the community should pursue economic growth. Economic growth does not necessarily mean population growth. It is important to educate citizens so they understand that changes in the economy touch everyone and everything in the community. When people within the neighborhood have good paying jobs, they have the ability to purchase food, services, housing, and other products. When these same people spend those dollars in the neighborhood, the City of Flagstaff receives revenues from sales taxes which provides the City the ability to pave streets, develop parks, and provide the necessary services that citizens demand. This basic explanation of how the economy works illustrates how the economic health of the neighborhood touches everyone.

Understanding the economic works, one must understand how the dollar flows within and through the community. The key is to ensure that new dollars come into the community and stay longer so that the community receives maximum benefit. There are two types of industries that create wealth within the community. One brings new money into the community while the other circulates that dollar. More dollars brought into the community and circulated more times, mean more jobs and more wealth created for individuals, businesses, and the community as a whole. This multiplier effect is crucial to a successful economy.

The two types of economic activities required to create wealth within the community are:

- Basic Industry - An activity which brings new money into the local economy, such as tourism and manufacturing. A basic business will create close to four spin-off jobs for every one job it creates.
- Non-Basic Industry - An activity that recirculates money that is already in the community. Retail trade among the residents, such as dry cleaners and car washes are non-basic industries. Non-basic businesses do not do as much in terms of the multiplier effect. It typically creates one or less spin-off jobs for every job it creates.

Basic Industry: Brings new dollars into the community

Next to the Eagle Flagstaff's Economy

Non-Basic Industry: Keeps dollars circulating within the local economy

Another important economic concept is “value added”. Value added is an activity that takes a commodity and through processing, production, packaging, or other means makes that commodity more valuable. Each time value is added to a product locally, wealth is created through more jobs, spin-off businesses, revenues generated, and the commodity is sold at a higher price. An example of value added would be agricultural crops that are manufactured and packaged within the community. Every time the raw material is modi-
COMMUNITY ANALYSIS

A. Business Location Factors

When examining the East Flagstaff Neighborhood, one must look at it like a product or as an industry or business might look at it as a place to do business. What does the neighborhood need to do to make it attractive to business and new investment? The Action Team completed an exercise called the Analysis of Community Situation, which contains an evaluation of the location factors that businesses examine when considering an operation in a community.

Access to Market: The proximity to markets and ability to move goods, services, and people. This factor is not as critical as in the past due to internationalization, and advances in technology.

East Flagstaff’s Position: Flagstaff has excellent rail service and highways connecting the community to regional, national and international markets. Flagstaff is located at the intersection of Interstate 17 and I-40 and serves as a regional center for Northern Arizona. Flagstaff has long been a transportation hub. Located along an old wagon road to California, Flagstaff began after the railroad arrived in 1881. Today the city links I-40 to I-17, Highway 89 to Page-Utah, and Highway 180 to the Grand Canyon. Historic Route 66 passes through the East Flagstaff area. The East Flagstaff area also includes the industrial land along the eastern border and the southern boundary to I-40. The Flagstaff Pulliam Airport is approximately 6 miles from the neighborhood and provides daily commercial and corporate service to Phoenix and other markets.

Access to Labor: This factor addresses the availability of labor within the area and the skill level of the potential workforce. The cost of labor traditionally has been low for business location decisions, but now the quality of the labor force is becoming much more critical.

East Flagstaff’s Position: The Greater Flagstaff area has a strong labor force to meet the needs of existing and potential businesses located in East Flagstaff. The Coconino County labor force fell roughly 1.2 percent each year from 1995-1998. Coconino County employment figures fell less, however, with an average annual decrease 1.1 percent. This affected the unemployment rate downward from 7.8 percent in 1995 to 7.3 percent in 1998.

Ensuring a quality labor force is a critical issue for Arizona and the Flagstaff area. However, opportunities for a quality education abound in Flagstaff. Access to post-secondary education is readily available in the East Flagstaff Neighborhoods. Approximately 16,000 students attend Northern Arizona University in Flagstaff. Coconino Community College Small Business Development Center is available to assist companies in training a labor force to meet their needs.

Access to Basic Services: The community’s condition relating to the availability, reliability, and cost of basic services needed for community and economic development.

East Flagstaff’s Position: The quality of water in the region is excellent though the availability and cost is an increasing concern. The area has excellent quality and reliability of electric service. Postal services are also very competitive. The area has natural gas available. Major natural gas lines run through the area.

Local Economic Development Program: Does the community have an organized local economic development effort that focuses on improving the economy on a full-time basis? Due to the tremendous competition, considerable attention is paid to economic development today have local programs and staff working on economic development.

East Flagstaff’s Position: The Greater Flagstaff Economic Council (GECF) is responsible for primary business recruitment for the area. GECF is very interested in understanding the desires of East Flagstaff so a recruitment strategy can be developed. The East Flagstaff Neighborhoods are part of an enterprise zone that provides considerable incentives to new and expanding businesses. The Flagstaff Chamber of Commerce represents the business community, including many of the businesses within East Flagstaff. For economic development purposes, the chamber works primarily with retail and small businesses interested in opening businesses in Flagstaff. The new Weed and Seed Program is geared to assisting redevelopment efforts in portions of the East Flagstaff Neighborhoods. The program is funded for three years and is actively working in the neighborhood.

Access to Space: This factor examines the availability of land and buildings within the area that a business can easily acquire or develop with minimal delay. Some types of businesses are looking for a building that they could move into immediately and other industries are willing to develop their own building if they can acquire land easily and the necessary infrastructure is available.

East Flagstaff’s Position: New scientific and high tech research and development industries have located in Flagstaff. Additionally, the area within East Flagstaff along I-40 is home to manufacturing and distribution centers. This area has land available for new development. There are large vacant buildings in commercial centers within East Flagstaff that are available for redevelopment. However, there are issues related to lease agreements that must be addressed.

Access to Capital: This factor refers to the determination of available financing for business development.

East Flagstaff’s Position: Like most rural communities, capital availability is an issue. The area has a microloan program and assistance from the SBCDC.

Government Impact on Business: Is the local government conducive to business development and expansion? Businesses are looking for consistency and fairness in local regulations and some level of assurance that their investment will be protected.

East Flagstaff’s Position: Many residents and business owners in the East Flagstaff Neighborhoods feel that the City of Flagstaff does not understand the unique needs of business development in the neighborhood and, therefore, may not be supportive. There is feeling that this part of the city has been "left behind" in favor of newer, west-side developments. However, the Focused Future program has been supported by the City of Flagstaff and City officials have taken part in portions of the Focused Future process as a first step in redirecting efforts and resources to the East Flagstaff area.

Quality of Life: Is the community a good place to live and raise a family? Businesses not only look at a community as a good location to do business, but also as a home for their families and that of their employees.

East Flagstaff’s Position: The residents of East Flagstaff love the quality of life in their neighborhood. This quality of life is characterized by affordability, family-orientation, and a mix of small businesses. The area has a long history in Flagstaff and is a mix of ethnic and cultural backgrounds. Sitting at the base of the San Francisco Peaks enhances the incredible natural environment. Recreational activities and programs are readily available to residents.

B. Internal/External Analysis

An important first step in building a sound economic growth strategy is a careful and honest self analysis. What are the areas strengths and weaknesses from the business investor’s perspective? The Action Team completed an analysis of internal strengths and challenges and external opportunities and threats or challenges that is included in the Appendix. External factors are outside the community over which the community has no direct control. Internal elements are factors inside the community that can be controlled. The Action Team felt that the community’s internal strengths were the multiple generations that still call East Flagstaff home. This has provided continuity, a sense of pride, a family-orientation that is valued by the residents. The residents of the area also expressed a sense of optimism due to the opportunities associated with affordable and available commercial property in East Flagstaff. Some of the internal challenges (those that we have control over) include the hodge-podge of zoning that makes some areas difficult to develop properly. The deterioration of buildings and infrastructure is a major concern of the area. And the area still lacks a positive image that impedes its efforts to do business and community development. One of the major external opportunities is the recently passed a city bond that includes the 4th Street overpass project. Though in the short term, this will cause some inconvenience, the long-term benefits will be great for the neighborhood because it will allow people to the community. It should open up more business opportunities in East Flagstaff.
COMMUNITY ANALYSIS

However, to some the 4th Street overpass might be an external threat. It is inherent in some of these issues that some will see the benefit while others will see the challenges. Also, mentioned as an external challenge is the trend in Flagstaff toward developing new instead of reinvesting in established areas. This trend has resulted in a loss of anchor and basic businesses in the neighborhood.

The Action Team prioritized their brainstormed list as follows.

**Internal Strengths**
- Affordable, available commercial property
- Weed & Seed Program

**Internal Challenges**
- Negative perceptions
- Deterioration of buildings and infrastructure

**External Opportunities**
- 4th Street Overpass
  - Privately owned 9 acres on 4th Street that has development potential

**External Challenges**
- Loss of anchor businesses/basic business
- Buildings owned by outside investors
- Reduction of Community College presence

ORGANIZATIONAL STRUCTURE

"The finest plans have always been spoiled by the futility of them that should carry them out. Even emperors can't do it all by themselves."

Bertolt Brecht, Mother Courage

### IV. Organizational Structure

The East Flagstaff Focused Future Strategic Plan for Economic Community Development requires a coordinated, focused effort to ensure implementation. The plan recognizes that in order for the community to be successful in economic development, community coordination and a strong public/private partnership must be established. This partnership is based on a clear understanding and acceptance of the various roles and responsibilities of the entities within the community and region.

Additionally, this relationship is strengthened by good communication and effective coordination. Partnerships between various organizations and entities have been to be forged dedicated to East Flagstaff improvements.

To be successful today, local programs must take a comprehensive approach to economic development. In order for East Flagstaff to be competitive in the economic development arena, critical organizational issues must be addressed. According to the American Economic Development Council, there are five key elements to organizational effectiveness:

- **Capable leadership**: Qualified leadership is important to any economic development organization's success. Responsible, capable individuals who are knowledgeable of the community and action-oriented should be involved in all phases of the program.
- **Clearly defined purpose**: No organization can succeed without a clear understanding of its purpose and functions. It is important to define the exact role organizations and individuals play in economic development.
- **Adequate funding**: Funds must be provided to accomplish an organization's objectives. The level of competition in economic development today requires strong financial support.
- **Professional staff**: The need for professionalism in economic development has never been greater. Economic development professionals are found in all but the smallest communities.

**Sound organizational structure**: The economic organization must be structured to meet local needs and to mobilize critically needed human and fiscal resources.

The East Flagstaff Focused Future Strategic Plan is designed to address critical organizational issues and outline appropriate implementation strategies for East Flagstaff. This Chapter is divided into three sections. The first presents some observations about the Neighborhood's current economic development effort. The second section outlines the roles and responsibilities of the various entities involved in local economic development efforts. The third section discusses the specific Strategic Plan implementation steps.

### A. Observations About East Flagstaff's Current Effort

The neighborhood has experienced several past efforts that have had varying degrees of success. This has been due to lack of financial and agency/business support. However, in recent years with the receipt of the Weed and Seed grant and the re-establishment of the Sunnyside Neighborhood organization a renewed effort has begun. The City of Flagstaff has also made significant investments in the East Flagstaff area through infrastructure improvements and housing rehabilitation. Through a coordinated effort among the City of Flagstaff, Chamber of Commerce, Greater Flagstaff Economic Council, United Way of Northern Arizona, Sunnyside Neighborhood Association, Coconino Community College, local businesses, Coconino County, and the East Flagstaff Neighborhoods, successful implementation of the Focused Future Plan is a possibility.

### B. Roles and Responsibilities

An understanding of the specific roles and responsibilities of the various entities involved in...
economic community development is critical to the success of any program. With shrinking budgets and closer public scrutiny, East Flagstaff cannot afford to duplicate efforts. Financial and human resources are limited and must be put to effective use. Due to the tremendous competition in economic development, it is those communities that have their "act" together that will be winners in economic development over the next ten years.

There are six entities that currently play an active role in East Flagstaff economic development. They include: City of Flagstaff, Coconino County United Way of Northern Arizona, Sunnyside Neighborhood Association, Flagstaff Chamber of Commerce, and Greater Flagstaff Economic Council. Each of these organizations have very distinct and important responsibilities. It is critical that all of these organizations be strong, well-run organizations. They all have important roles to play in economic development. If these entities are successful, the community as a whole will have a greater chance for success. There are a number of organizations and individuals that play an important supportive role in economic development, such as Realtors, developers, the college, and the private sector.

The following exhibit graphically depicts the Organizational Structure as proposed in the strategic plan. The current and potential roles and responsibilities that each of the organizations should perform also follows. It is important to note that these roles may be different than the ones that have been played in the past. The reasons for any changes are to ensure that each group supports the others, operates more effectively, and eliminates any duplication of effort.

It was agreed that a permanent organization and staff person dedicated to ensuring implementation of the Focused Future Plan was needed. The Chamber of Commerce will serve as an "umbrella organization" until this time as the East Flagstaff organization can become a legal entity. The City of Flagstaff, Chamber of Commerce, Greater Flagstaff Economic Council, Sunnyside Neighborhood Association, Coconino County, Northern Arizona College of Business Administration (Bank One Center for Business Outreach), and United Way of Northern Arizona will continue to play active roles in the implementation of the East Flagstaff Focused Future Plan. The mission of the Bank One Center for Business Outreach is to enable rural and northern Arizona's business community to succeed by delivering educational and information services. The Bank One Center for Business Outreach provides high-quality business-related training and education, consulting, and information through nationally recognized programs of the College of Business Administration at Northern Arizona University.

**East Flagstaff Focused Future Implementation Team**

The Action Team was organized to develop the Strategic Plan. It was anticipated that the group would disband once the plan was completed. However, the Action Team felt that there was a need for a group to continue on to ensure implementation of the plan. This group is called the Focused Future Implementation Team and will operate under the umbrella of the Chamber of Commerce. The organization structure for the Implementation Team would be similar to how the current Action Team was formed. In fact, many of the same individuals from the Action Team might serve on the Implementation Team. The Implementation Team would be a broad, neighborhood-based team of individuals comprised of members and representing organizations similar to the original Action Team. The Implementation Team, together with the East Flagstaff Neighborhoods Development Coordinator (i.e., a new position) would be responsible for monitoring the implementation of the plan, ensuring accountability and providing a sounding board for economic development within the area.

The existing Action Team would continue after the completion of the plan's adoption as a "transition team". The Action Team will develop the Focused Future Implementation Task description, develop the Public/Private Implementation Task description for the initiatives, prioritize, and select members of the Implementation Team that will carry on the responsibility of implementing the strategic plan. They will also provide the new members with a training session on their roles and responsibilities as well as the details of the strategic plan. The transition team will also develop the working agreement with the Chamber of Commerce, identify and solicit organizational funds, and develop job descriptions for the Community Development Coordinator.

The Focused Future Implementation Team objectives are to:

- Develop the economic infrastructure within the neighborhood
- Develop public/private private partnerships
- Develop economic development organizations
- Facilitate the implementation of the neighborhoods' Strategic Plan
- Coordinate with APS and other key stakeholders on the ongoing implementation effort
- Coordinate the community and economic development partnerships

**City of Flagstaff**

The City of Flagstaff has played an active role in economic development for many years. City government gets involved in economic development at two levels: policy and staff. Political leadership that adopts strong policies is essential if the community is going to position itself for...
success economically. By setting policy and ensuring good planning that promotes rather than discourages community and economic growth, elected officials set the tone for development. The Focus Flagstaff Strategic Plan promotes quality growth aligned with the East Flagstaff Neighborhood vision for the future. It is a plan that is based on the assumption that growth is inevitable and on the assertion that quality growth can only come from carefully crafted policies put in place by strong and innovative political leaders.

Professional, knowledgeable staff is essential if policies are to be effectively implemented. If policies are to be translated into programs and projects, staff must have clear direction, authority, and the tools to get the job done. Additionally, it is essential that the City Council provide the support to staff to carry out the duties necessary to make the plan a reality. The City was very actively involved in the East Flagstaff Focused Future process.

Responsibilities:
- Policy. The City is responsible for creating and adopting policies and regulations that encourage and support quality economic growth and development.
- Funding. The City Council should allocate funds to support proactive community and economic development efforts in East Flagstaff that will positively benefit the community as a whole and serve as a model for neighborhood redevelop-ment. The City can assist in serving as a conduit for grants or funding to support implementation of the East Flagstaff Focused Future process.
- Planning Assistance. The City initiates community and economic development planning efforts, as well as development regulations to implement these efforts. City staff provide development assistance and is committed to continual improvement to ensure that the review process is streamlined and effective.
- Pro-Active Outreach. The City is responsible for actively involving the public in the community's planning efforts and decision-making processes. The City will continue to identify ways to bring citizens into the planning process.

Business Recruitment. The City of Flagstaff is supportive of and actively involved in the business recruitment efforts of the Greater Flagstaff Economic Council, which takes the lead in business recruitment for the community.

Business Retention and Expansion. The City of Flagstaff provides services to GFGC that provides services to strengthen existing businesses ensuring that they stay and grow in the community.

Foundation Development. The City of Flagstaff plays the primary role in the development of the economic foundations, such as infrastructure (water, wastewater, public safety, recreation, and streets) within its jurisdiction. However, there are many community-based organizations that can assist the City in foundation development.

Support and Coordination. The City of Flagstaff will support the efforts of and coordinate with GFGC, Chamber of Commerce, and other local or regional organizations in their efforts to improve the quality of life and economic health of East Flagstaff.

East Flagstaff Focused Future. The City of Flagstaff shall support the efforts of the East Flagstaff Focused Future implementation process.

Flagstaff Chamber of Commerce

The Chamber of Commerce is dedicated to promoting and sustaining a quality environment conducive to economic growth and development of existing and new commerce. It is a non-profit entity that is governed by a volunteer Board of Directors. The day-to-day activities of the Chamber are carried out by a full-time, professional Executive Director, staff, and volunteers. The Chamber has been very active in promoting the area, participating in local events, and coordinating with other organizations. To support its activities, the Chamber of Commerce receives funding from the City of Flagstaff through a contract to operate the Flagstaff Visitor's Center, membership dues, special events, tourism product sales, and grants.

Business networking has always been an important role that the Chamber of Commerce plays within the community. Through the newsletter and Chamber sponsored functions, businesses within the community are kept abreast of information that impact their business.

The Chamber has implemented programs to actively promote tourism in the area. The Chamber promotes the area as a good place to live and play, serves as a facilitator for communication and coordination between the communities and other entities, and provide programs to support and strengthen existing businesses. A strong business retention and expansion program is very important to the City of Flagstaff as well as to the neighborhood of East Flagstaff.

Responsibilities:
- Represent Business Interest. The Chamber of Commerce is responsible for representing the interests of the local business community.
- Business Network and Advocacy. The Chamber is responsible for providing networking opportunities for businesses within the area. A strong local network is critical to establishing a cluster-driven economy.
- Information Service. The Chamber of Commerce serves as a source for information for new residents, tourists and others seeking information about the area. Additionally, the Chamber facilitates internal communication, provides networking opportunities with other organizations, and is a resource for small businesses.
- Retail Business Assistance. The Chamber will provide assistance to the Implementation Team with retail/commercial relocations to the area. This activity involves dissemination of demographic and community information to possible business locations.
- Tourism and Special Events Promotion. The Chamber of Commerce is responsible for tourism development and special events promotion for the area.

Business Recruitment. The Chamber provides support to the Implementation Team and GFGC on business recruitment efforts by playing an active role in the cluster and foundation development. Business Retention and Expansion. The Chamber shall support GFGC in the business retention and expansion program.

Business Training. The Chamber, working with the college and other entities, shall provide business training seminars geared to the needs of local businesses.

Support and Coordination. The Chamber of Commerce shall support the efforts and coordinate with the City of Flagstaff, the GFGC, and other organizations as they relate to community and economic development.

East Flagstaff Focused Future. The Chamber of Commerce shall support the efforts of the East Flagstaff Focused Future implementation process by serving as the umbrella organization until such time as the organization becomes a legal entity. A staff person shall serve on the Implementation Team to ensure close coordination.

Greater Flagstaff Economic Council, Inc. (GFGC)

The Greater Flagstaff Economic Council, Inc. (GFGC) is a regional private, non-profit corporation. GFGC is comprised of individuals and/or companies that contribute to the information, resources, funding, or any other form of help. Membership includes the city, county, and representation from banking, government, development, education, and industry. The Mission of the GFGC is to improve the economic well being and opportunity for the citizens of the Greater Flagstaff area.

Responsibilities:
- Business Development. GFGC assists in the retention and expansion of existing businesses, creation of new businesses, and the attraction of businesses new to the community. The vitality of the local economy will be directly affected by the success of GFGC.
- Basic Sector Employers. GFGC provides assistance on a case-by-case basis. Basic sector employers are defined locally as: value-added manufacturing or research related companies; wholesale, warehousing, or distribution operations; and service sector firms that provide service to entities outside the community. Basic sector employers sell goods or services outside the community and bring new revenues into the community. Non-basic sector employers, such as retailers, circulate monies within the community. Simply put, basic sector employers create disposable income that provides business opportunities to non-basic sector employers.
- Research and Data Collection. GFGC, working with the City, County, and Chamber, will provide current and relevant economic data on the area to interested parties.
Organizational Structure

Marketing. GFEC will market the region for business development and expansion. It is GFEC’s responsibility to determine the most effective type(s) of marketing vehicles to utilize.

Communication. Effective, two-way communication is critical if economic development efforts are going to be successful. GFEC must communicate regularly with all entities involved in economic development.

Support. GFEC will support local economic development efforts by other organizations.

East Flagstaff Focused Future. GFEC shall support the efforts of the East Flagstaff Focused Future implementation process by serving on the Implementation Team to ensure close coordination.

Coconino County

Coconino County has been very active in the East Flagstaff Neighborhoods in recent years. The County actively participated on the Action Team during the Focused Future process. Like the City of Flagstaff, the County is involved in community and economic development at two levels. It is very critical for the County Board of Supervisors to provide the political leadership that encourages community growth and retains the area’s vision. By setting policies and ensuring good planning that promotes rather than discourages community and economic growth, elected officials set the tone for development. The other level in which the County gets involved in community and economic development is in administration. If policies are to be implemented, County staff must be given clear direction, support, and the necessary tools to get the job done. A member of the County Board of Supervisors was actively involved in the process and is committed to assisting in the plan’s implementation.

Responsibilities:

Leadership. Coconino County is responsible for creating and adopting policies and regulations that encourage and support quality community growth and development. Decisions made by Coconino County should support the East Flagstaff area’s vision and goals.

Funding. Coconino County should allocate funds to support proactive community and economic development efforts in East Flagstaff that will positively benefit the county as a whole. The

County can assist in serving as a conduit for grants or funding to support implementation of the East Flagstaff Focused Future process.

Planning and Assistance. Coconino County initiates community and economic development planning efforts. It is committed to continually improving the County’s ability to support the efforts of the region. The County provides support to the implementation of the region’s planning efforts. The County has worked closely on the joint regional planning effort with the City of the

Flagstaff.

Proactive Outreach. The County is responsible for actively involving the public in the community’s planning efforts and decision-making process. The County will continue to identify ways to bring citizens into the community’s planning process.

Business Recruitment. The County provides support to GFEC in the region’s business recruitment and marketing efforts.

Business Retention and Expansion. The County provides support to GFEC in the business retention and expansion program.

Support and Coordination. The County shall support the efforts of the East Flagstaff Focused Future implementation process by serving on the Implementation Team to ensure close coordination.

Coconino Community College

Coconino Community College (CCC) plays a vital role in partnering with the City of Flagstaff, the Flagstaff Chamber of Commerce, and the Greater Flagstaff Economic Council, as well as other community organizations in attracting new businesses to the area and assisting existing businesses to grow and expand. Coconino Community College houses the Center for Workforce and Enterprise Development (WED) which is a quick response business assistance center that brings together College and community resources to support community and economic development. The WED has a wide range of information and technical assistance resources available. These

resources include Small Business Development Center (SBDC) services, non-credit courses, and business training (i.e., for small businesses, industry clusters, and public agencies).

The SBDC is co-sponsored by CCC and the U.S. Small Business Administration (SBA), with a priority to help small businesses succeed and have a positive effect on the economic climate in the community. The SBDC is a nationwide government-furnished program developed in response to small business foreclosures and bankruptcies. The high failure rate of small businesses was in part a result of limited financial support and resources to assist business owners succeed. The SBDC was created to teach, help, and support business owners in their endeavors.

Responsibilities:

Planning Assistance. CCC provides support and participates in local and regional planning efforts.

Counseling Services. CCC provides counseling sessions to businesses to deal with specific problems and opportunities facing the client’s business. The Center’s counselors assist clients in identifying solutions based on the unique characteristics of each business situation. All counseling services are one-on-one, strictly confidential, and free of charge.

Information Resources. CCC provides a collection of information resources for small businesses (i.e., recently published books, audio and video tapes, and computer software).

Training Programs and Workshops. CCC provides local business owners and workshops targeted to the needs and interests of smaller business. Workshops could include computerized accounting, customer service, motivating employees, starting a business, business plans, marketing, and financial management.

Business Recruitment. CCC provides support to GFEC in the region’s business recruitment and marketing efforts.

Business Retention and Expansion. CCC provides support to GFEC in the business retention and expansion program.

Support and Coordination. CCC supports the efforts of the East Flagstaff Focused Future implementation process by serving on the Implementation Team to ensure close coordination.

East Flagstaff Focused Future. The CCC shall support the efforts of the East Flagstaff Focused Future implementation process by serving on the Implementation Team to ensure close coordination.

United Way of Northern Arizona (UWNA)

The United Way of Northern Arizona (UWNA) is a non-profit organization that funds and develops health and human services in Coconino, Navajo, and Apache counties. UWNA seeks to build a healthier, more compassionate community by investing in five community goals: Safe and Caring Neighborhoods, Supportive Youth Development, Nurturing Families, Self-Sufficiency/Meeting Basic Needs, and Health and Well-Being.

As part of its investment in Safe and Caring Neighborhoods, UWNA served as a catalyst in the formation of the Sunnyside neighborhood Association and supported the planning phase of Focused Future. UWNA will continue to support East Flagstaff Focused Future efforts that build local leadership to create neighborhoods with strong economic conditions, neighborhoods that are inclusive and encourage citizen participation, and neighborhoods that are safe and provide a positive environment for children.

Responsibilities:

Leadership/Facilitation. UWNA will continue to provide leadership and facilitation support as able to the Focused Future Implementation Team.

Financial Support. Through grant program, UWNA will provide grant support for implementation strategies that meet the criteria of its asset model.

Technical Support. UWNA will support Focused Future strategies focused on community development such as neighborhood image development, neighborhood beautification, and workforce development.

Communication. Effective, two-way communication is critical if economic development efforts are going to be successful. UWNA will communicate regularly with all entities involved in neighborhood development efforts in East Flagstaff.

East Flagstaff Focused Future. The UWNA shall support the efforts of the East Flagstaff Focused Future implementation process by serving on the Implementation Team during the first year to ensure close coordination.
ORGANIZATIONAL STRUCTURE

Neighborhood/Business Associations

Neighborhood and Business Associations within the East Flagstaff area play an important role in implementing the Strategic Plan. For example, the Sunnyside Neighborhood Association (SNA) is a voice for the Sunnyside community that is a large part of the East Flagstaff Focused Future planning area. The mission of SNA is to be an advocate for the community and a voice whose ideals will promote safety, community, and quality of life. SNA builds upon the neighborhood's traditions, strengths, and diversity. SNA has an active group of Block Captains who facilitate communication between neighbors and the SNA Board of Directors, a Youth Council which promotes positive opportunities for youth and the development of youth leadership, and is actively involved in the leadership of the Weed & Seed effort. Members of the SNA Board of Directors helped initiate the Focused Future process as a compliment to the community development efforts spearheaded by SNA. The SNA and other groups in East Flagstaff must work together in ensuring that the plan is implemented.

Responsibilities:

Communication. Effective, two-way communication is critical if community development efforts are going to be successful. All organizations will communicate regularly with the various entities involved in neighborhood community development efforts in East Flagstaff.

General Support. The various business and neighborhood associations will support local community development efforts by other organizations.

East Flagstaff Focused Future. Support the efforts of the East Flagstaff Focused Future implementation process by serving on the Implementation Team to ensure close coordination.

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V. Action Plan

This Chapter presents the action strategies developed which, if achieved, will move the neighborhood toward the realization of its vision. East Flagstaff's Action Plan is intended to be an action-oriented strategy for economic growth and prosperity. The Action Plan recognizes that no one creates economic development alone and a successful effort requires strong public/private partnerships. However, the Action Plan identifies appropriate organizations responsible for taking the lead in carrying out the strategies. Only in a cooperative and dedicated manner can these action strategies be achieved.

The success of the East Flagstaff Focused Future Strategic Plan and process can only be measured by the plan's successful implementation. Implementation and follow through is critical to ensure long-term community expansion and sustainability. Successful implementation is dependent upon an understanding of what must be accomplished first. Setting priorities and staying focused is critical to ensure realization of the community vision. Annually, through the Economic Summit process a determination of new one-year priorities will be identified as well as an evaluation of the program's success.

The remainder of the East Flagstaff Action Plan is presented under the following focus areas.

A. East Flagstaff Focus Areas

To diversify the local economy and create quality jobs for the neighborhood, the Action Plan identified five focus areas. The five focus areas provide a concerted effort to comprehensively develop the local economy and work to achieve the neighborhood's vision. The six focus areas are:

1. Business Start-Up, Retention, and Expansion
2. East Flagstaff Image Development (i.e., entries, parks, streets, streetscapes, public spaces, cultural amenities)
3. Visitor Attraction (e.g., events)
4. East Flagstaff Beautification
5. Work Force Development (i.e., Education/Training)

Focus Area 1: Business Start-Up, Retention, and Expansion

The 'New Economy' is described as a place in which people work with their brains instead of their hands. Arizona and the rest of the country is seeing a major shift in economic development. Some of the key concepts associated with the New Economy are:

1. Globalization is here to stay
2. Technology and telecommunications are key to success
3. Public/private partnerships optimize resources
4. Sustainable development takes a longer view
5. Workforce development is critical

In developing the strategies for Focus Area 1: Business Start-Up, Retention, and Expansion, the Action Team examined the State of Arizona's "cluster-driven" economic development approach to determine its appropriateness for East Flagstaff. An economic cluster is a geographic concentration of competitive firms in related industries that do business with each other. Each cluster includes companies selling primarily outside the region, as well as support firms supplying raw materials, components, and business services. The state plan indicates that groups of companies that compete or interact with each other are more important to the state's well-being than any single, isolated firm, no matter how strong or influential it may be. Clusters provide synergy and that leads to competitive advantage. In clusters, the available pools of experienced workers are larger and more diverse; suppliers tend to congregate for increased efficiency; a competitive spirit builds stimulating rapid growth; and innovative, energetic, strategic alliances form.

Companies within clusters help create specialized economic foundations in human resources, technology, finance, and physical and information
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infrastructure. Also, concentrations of related businesses attract specialized service companies, such as law firms, financial institutions, marketing firms, and design firms knowledgeable about industry needs. The Action Team evaluated the eleven Arizona clusters and the economic foundations. The entire cluster evaluation and a description of the economic foundations can be found in the Appendix. Since financial and human resources are limited, it is impractical to attempt to focus on all of them. The Action Team rated the clusters from 1 to 10 with "10" being the most viable for East Flagstaff. Following are the top three ranked clusters that seemed to offer opportunities for East Flagstaff. The East Flagstaff Implementation Team, working with GFEC, should explore business start-ups, expansion and expansion efforts within these clusters.

Bio-Industry Cluster
Description: Businesses that create and provide products and services to provide healthcare in Arizona and medicines, devices, technologies, and research for export.

East Flagstaff Discussion: This cluster is currently located within Flagstaff. There are many smaller research companies that the SRBC Micro Enterprise Center has assisted. Many of these start-up companies are employees of W.L. Gore. This cluster is good on the environment and clean. They are low water users and provide a higher income job. A range of employees is needed for this industry cluster. There is good spin-off job potential. They are attracted to Flagstaff for the quality of life. These companies have been active in and accepted by the community. The business incubator will provide opportunities for new start-up companies within this cluster. This cluster could provide jobs for our kids in the neighborhood.

East Flagstaff Rating: 10

Software and Information Cluster
Description: Businesses that design, develop, market, and/or support: applications software products; data base software applications; operating systems software; networking software products and services; utility software; e-commerce software applications; websites; Internet and on-line services; and consulting, systems integration and training services.

East Flagstaff Discussion: These businesses are usually entrepreneurial and that do well in an incubator. There is a niche for high technology firms. Educational issues are a concern because the need for qualified employees. These entrepreneurs are sometimes attracted to an area because of the quality of life. They employ on average 3 people and are very mobile. There are some unique advantages here such as: largest source of Oracle trained graduates in the country and Oracle software is very important, center for data insight at NAU which is the best university data mining institution in the country. Companies are coming from all over the world with their computer problems to be addressed at NAU.

East Flagstaff Rating: 8-9

Environmental Technologies Cluster
Description: Businesses that create and provide products and services that utilize technology to (a) monitor, eliminate, control, treat, and prevent pollution; and (b) conserve and restore natural resources.

East Flagstaff Discussion: Flagstaff is home to extensive sun days and wind that make the area an ideal location for renewable energy resources. This industry cluster is a very good fit with the caveat of low water users. Northern Arizona Wind and Sun that supplies products that capture renewable energy such as solar and wind power. The area is an ideal location for energy resources. There are auxiliary industries that would be attractive to the area. Southwest Wind Power manufactures products that produce energy that harnesses the wind. East Flagstaff has good existing resources to support this industry (i.e. testing, research, architecture, consulting). It is a growing industry. The community college will be having a degree program in environmental technology next year. There are affordable properties in East Flagstaff for start-up companies. This cluster is a good fit for Flagstaff's attitudes and perception of the area as being environmentally alert.

East Flagstaff Rating: 10

Existing Business Strategies:
1. Working with GFEC, establish a business retention and expansion program for East Flagstaff.
2. Develop a directory of neighborhood businesses for use by residents and others outside the neighborhood.
3. Conduct an inventory of the existing small professional services within the area and identify the needs of local businesses. Once the needed professional services are identified, work with GFEC to target the identified needed professional services to locate in East Flagstaff.
4. Take a proactive approach with local businesses during 4th Street overpass construction. Develop a handout showing how the area will look and place it somewhere within area.
5. Working closely with the Coconino Community College Center for Workforce and Enterprise Development, develop training programs and assistance to meet the needs of local businesses. Actively communicate with East Flagstaff businesses about the counseling, specializing training, and resources that the Center offers businesses.

Business Start-Ups and Recruitment Strategies:
1. Working with the City of Flagstaff Planning Staff and GFEC, inventory and map existing vacant industrial and commercial properties within the East Flagstaff area.
2. Working with GFEC, actively recruit businesses into underutilized and vacant commercial properties to provide employment for residents in the neighborhood.
3. Work with GFEC to understand the needs of the economic clusters selected as appropriate to locate in East Flagstaff. Aggressively work to address the selected cluster needs.
4. Foster relationships with existing businesses within the selected economic clusters to understand their needs and provide assistance to ensure their success.

5. A national, statewide, and local trend is the growth in home-based businesses. Many of the New Economy businesses start at home and expand from there. According to the Center for the New West, 1 out of 5 Americans work in the home (a home worker is defined as an individual who earns at least 20% of his or her income while working at home). Work with the City of Flagstaff, to ensure that the area is supportive of appropriate home-based businesses in the area.

6. Ensure that the small business incubator and leasable space for non-profits are included in the Coconino Community College's 4th Street Utilization Plan.

Business Capital Strategies:
1. Conduct an inventory of existing businesses regarding their capital needs. Encourage support from lending institutions to support existing and new business development within East Flagstaff. Actively communicate the financial opportunities and work with businesses to facilitate access to capital.
2. Work with East Flagstaff businesses to understand and utilize GFEC's micro-loan program.
3. Aggressively pursue loans and grants to support business development and addressing the needs of East Flagstaff businesses.
4. Work with GFEC to promote the financial resource to East Flagstaff businesses.

Focus Area 2: East Flagstaff Image Development

The East Flagstaff area is one of the oldest areas of the City of Flagstaff. The area has experienced a transformation as some key businesses have relocated to the west-side and some areas are beginning to show their age. In recent years, all new businesses and development projects have located on the west-side of Flagstaff leaving East Flagstaff neglected. There is a considerable number of businesses located in the East Flagstaff area, many of which have been in the area for decades or generations. The neighborhoods and local businesses provide the customer base for businesses in East Flagstaff. Developing a positive image for East Flagstaff and communicating what is available in
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the area will assist in attracting and expanding the customer base.

Goal: To improve the image, both internally and externally, of the East Flagstaff community to ensure business growth and success as well as community investment.

Strategies:
1. Prepare a marketing package promoting the opportunities in Eastside Flagstaff and institute an East Flagstaff image campaign. The marketing package should outline the area's strengths and uniqueness that can be stressed.
2. Begin to promote the neighborhood throughout Flagstaff and the region as a place to shop and visit.
3. Facilitate joint advertising between the Flagstaff Mall and 4th Street businesses to promote shopping in East Flagstaff.

Focus Area 3: Visitor Attraction

Route 66 and its many hotels traverse the East Flagstaff Neighborhoods. The area has played an important historic role in the development of Flagstaff. Many of the businesses and families have been in East Flagstaff for generations. The area celebrates its diversity and history. The arts, culture, and heritage development are all important components of the City of Flagstaff's economic future because they attract visitors as well as being an amenity for residents. In a recent study by the Arizona Humanities Council of households in Arizona, at least one person traveled and 1/3 visited a historic site. People who travel for heritage experiences represent one of the fastest growing segments of the tourism market in the "cultural heritage tourist."

Goal: To build upon East Flagstaff's rich culture and heritage to attract unique eateries, shops, artists, and entertainment to the area.

Strategies:
1. Working with the Chamber of Commerce and City of Flagstaff, encourage the upgrade of the hotels along historic Route 66 by conducting a Route 66 Corridor Planning Study.

Focus Area 4: East Flagstaff Beautification

Residents of East Flagstaff love their neighborhood and have chosen to live in the area, many of them for generations. With the new growth and development occurring on the west side of Flagstaff, the East Flagstaff Neighborhoods has begun to show its age and is in need of beautification. In recent years, the community of Flagstaff has made considerable investments in infrastructure and street improvements as well as housing rehabilitation. However, the passage of the City of Flagstaff transportation bond financing, which includes the proposed 4th Street oversize, offers a tremendous opportunity to reinvest in streetscape beautification projects.

Goal: To improve the physical environment of East Flagstaff to attract new and unique business as well as encourage residential investment to the area.

Strategies:
1. Working with the City of Flagstaff and the owners of the Knolls property (9.2 acres), to develop an appropriate project. This piece of property is key to the redevelopment of East Flagstaff.
2. Within the East Flagstaff area there is a lot of commercial property located on leased land (i.e., leases from the Greenlaw family) that will be expiring soon. In order for business owners to feel comfortable in reinvesting, a cohesive, comprehensive plan for the redevelopment of the area is critical. Working with the City of Flagstaff and property owners, develop and adopt an area beautification plan that has the support from the whole neighborhood on the improvements.
3. The City of Flagstaff should continue to aggressively address the rehabilitation of residential properties, promote new infill residential in the area, and develop a commercial redevelopment program. In addition to the City's funding, Coconino County should also allocate funding. The City of Flagstaff shall adopt an infill incentive policy to encourage new development in the East Flagstaff area.
4. Working with the City of Flagstaff, establish a funding program to improve the appearance of the 4th Street business area in much the same way the downtown areas have been improved.
5. Working with the City of Flagstaff, develop a cultural park in East Flagstaff that would promote all cultural groups.
6. Working with the City of Flagstaff, plan and develop a community park for celebrations to be held in East Flagstaff. A community park would work to bring the neighborhoods closer together.
7. Working with the City of Flagstaff Planning Department, conduct a study of the land vacated for the re-alignment of 4th Street. One goal for this property would be to maintain it as open space.
8. Aggressively promote improvements in the neighborhood infrastructure (i.e., transportation, streets, housing, street lighting, sidewalks, and landscaping). Work with the City to improve traffic flow, pedestrian amenities, and commercial parking within the neighborhood. Work with the City and County to establish a transit shuttle between the Flagstaff Mall and the 4th Street business area.
9. Continue to stress the importance of the 4th Street Overpass and its impact on the future of East Flagstaff. Following are the reasons the project is important to East Flagstaff.
   - Improve ingress/egress to the neighborhood
   - Provides improved ability to cross the railroad tracks
   - The project benefits the entire community
   - It would provide a more aesthetically pleasing streetscape
   - In an overall plan now and into the future

Focus Area 5: Work Force Development

As Arizona strives to compete in the New Economy, availability and quality of the work force is becoming the most important requirement for success. Ensuring a quality work force is critical to business vitality as well as the community's quality of life. Labor force development will be the Flagstaff area's number one challenge over the next decade. Ensuring that the residents of East Flagstaff have the educational and training opportunities to assist them in obtaining and maintaining meaningful employment is a critical community development strategy. Also, in order for local businesses to be successful they must be able to attract and maintain quality workers.

Goal: To ensure that residents of East Flagstaff are well-trained and that local businesses have the work force necessary to be successful in the New Economy.

Strategies:
1. Identify all of the community workforce, training, and education resources that East Flagstaff businesses and residents can tap.
2. Working with the Coconino Community College and Work Force Investment Council, to ensure that vocational educational opportunities are available in Flagstaff and that East Flagstaff residents and employees have access to the continual training.
3. In the recently completed Coconino County Work Force Development Study soft skills (i.e., communications, listening) emerged as one of the most critical problems in the area. Promote the Coconino Community College specialized training programs that they offer to local businesses. Assist the College in promoting the "train the trainer" programs that teach business owners such skills so that they can teach their employers.
4. Many parents, particularly working mothers, miss days from work due to lack of support such as day care. Work to identify existing services and develop needed support services in East Flagstaff for working parents.

5. Work with the Coconino Community College to develop and conduct specialized customer service training for East Flagstaff businesses.

VI. Strategic Plan Implementation

The success of any plan or planning effort is measured by how it is implemented. The plan serves as the blueprint for East Flagstaff's neighborhood community and economic development efforts. However, it is critical to monitor how the Strategic Plan is put into action. It is the primary responsibility of the East Flagstaff Focused Future Implementation Team to monitor the implementation of the Strategic Plan. The following section suggests implementation steps for initiating the local process and ensuring accountability. However, these steps must be completed in conjunction with the other strategies outlined in the Strategic Plan.

1. Adoption. All local entities involved in the strategic planning process shall adopt or accept the Strategic Plan for Community Development.

2. Neighborhood Communication. Neighborhood communication about the plan and progress is critical. Upon adoption of the plan, the specific goals and strategies should be communicated to the residents of the neighborhood and the plan made available to anyone for review.

3. Implementation Team Formation. The current Action Team shall continue to serve in a "transition" role until an Implementation Team is organized that will continue on during the implementation phase. The transition Action Team will develop the job description, advertise for interested individuals, interview and select new members based on criteria developed, and provide training to new members on the plan's intent and their roles/responsibilities. The Implementation Team membership shall be revisited annually to ensure that it remains a broad-based group. The Implementation Team will be sponsored by the Flagstaff Chamber of Commerce until it is able to establish a separate legal organization.

4. East Flagstaff Community Development Coordinator. The City, County, and other entities shall provide funding to hire a person to coordinate the implementation of neighborhood revitalization and the Focused Future effort. Among other duties, the coordinator will be responsible for providing staff support to the Implementation Team.

5. Neighborhood Meetings. Regularly conduct neighborhood meetings to discuss issues and mid-year to review performance and/or make modifications to the plan if necessary. Additionally, the purpose of these meetings is to ensure communication and accountability.

6. Annual Economic Summit. Annually, East Flagstaff shall conduct an Economic Summit to discuss, modify, and update the Strategic Plan for Community Development. The Summit shall review accomplishments, changes in the local economy, and recommended changes to the plan. Changes made to the plan shall be adopted by the various entities adopting the original plan. The Implementation Team and Coordinator shall be responsible for contacting APS for assistance in organizing the annual economic summit.

The community, as a result of the APS-sponsored Focused Future Program, has the necessary tools and expertise available to them to keep the Strategic Plan up-to-date. Additionally, the APS Community and Economic Development staff is available to assist the community in its on-going efforts.

"A community is like a ship; everyone ought to be prepared to take the helm."

Henrik Ibsen
APPENDIX A  ABBREVIATIONS

Abbreviations

ACCG—Advanced Composites Cluster Group
ADEQ—Arizona Department of Environmental Quality
AFS—Arizona Public Service
ASPED—Arizona Strategic Plan for Community Development
BR&E—Business Retention and Expansion
CCCG—Coconino Community College
DES—Department of Economic Security
FAA—Federal Aviation Authority
FFNP—Food, Fiber, and Natural Products Cluster Group
GFEC—Greater Flagstaff Economic Council
GSPED—Governor's Strategic Partnership for Economic Development
HUD—U.S. Housing and Urban Development
IDA—Industrial Development Authority
FSA—Partners For Strategic Action, Inc.
RADC—Rural Arizona Economic Development Advisory Committee
REDA—Arizona Department of Commerce Rural Development Initiative
SBDC—Small Business Development Center
SHPO—State Historic Preservation Office

APPENDIX B  GLOSSARY OF TERMS

Glossary of Terms

ASPED — The Arizona Strategic Plan for Community Development (ASPED) which is a process initiated by the State of Arizona to determine the state’s competitive edge and develop appropriate strategies for economic development. ASPED outlines specific strategies to position the state’s economy for success.

Basic Industry — Business activities that bring new dollars into the community.

Business Location Factors — Items that a business examines when looking to locate or expand in a community (e.g., housing, quality of life, taxes).

Business Retention and Expansion (BR&E) — An activity that works with existing businesses to keep them a viable and growing part of the community.

Destination Marketing — A tourism development technique that does not focus on bringing more people to the area but focuses on having the people stay longer and thus have a higher economic benefit to the community.

Economic Cluster — Concentrations of firms across several industries that create quality jobs and share common economic foundation needs.

Economic Foundations — Community-provided resources, such as education and physical infrastructure. The building blocks for economic clusters and business activity.

External Opportunities — Factors outside of the community’s control which could hamper economic activity and/or jeopardize the community’s future.

GSPED — The Governor’s Strategic Partnership for Economic Development that is a statewide partnership developed to implement ASPED.

Growing Smarter Act — State law that intends to manage growth statewide more effectively and requires all communities over 2,500 population to update their community plans with very specific requirements for various elements of the plan.

Infrastructure — The fundamental public facilities such as roads, water, and sewer systems, power and phone lines, and airports that transform raw land into a quality place to live and do business.

Internal Strengths — Factors within the community’s control that can be capitalized upon.

Internal Weaknesses — Conditions within the community’s control that could be improved to enhance the community.

Non-Basic — Business activity that re-circulates dollars within the community.

Performance Measures — Criteria to evaluate how well the community is doing in implementing the action plan.

Sustainable Planning — Process of creating and maintaining a balance between the needs of the community and its resources (both renewable and nonrenewable).

Value Added — Taking a commodity and through processing, packaging, marketing, or other improvements making it more valuable. Each time value is added it creates wealth.

Values — Principles or standards that the community is unwilling to compromise.

Vision — A vision for the community is an ideal and unique image of the future. It incorporates a view of a future condition that is better in some important ways than what now exists.
APPENDIX C

Internal/External Analysis

An important first step in building a sound economic growth strategy is a careful and honest self-analysis. What are the area's strengths and weaknesses from the business investor's perspective? The Action Team completed an analysis of internal strengths and challenges and external opportunities and threats or challenges. External elements are factors outside the community over which the community has no direct control. Internal elements are factors inside the community that can be controlled.

Internal Strengths:
- Wide avenues
- Affordable, available commercial property
- Opportunity for mixed uses
- Continued commitment to upgrade
- Enthusiasm and sense of pride
- Long term businesses and people
- Multiple generations in the area
- Subset of large community with growth potential
- Middle school is highly ranked
- Local bank has leaseway in making decisions
- Two year-round schools
- Weed & Seed Program

External Opportunities:
- 4th Street overpass
- Cultural heritage of the area
- Natural beauty (e.g. mountains)
- Community College in the area
- Cluster schools
- A lot of educational facilities
- 9 acres on 4th that is privately owned
- Locating business incubator on 4th Street
- Possible technical/vocational school
- Privately owned empty buildings
- Affordable commercial leases
- Reinvestment Act requirements
- Large parcels of land
- Hotels and buildings on Route 66

The Action Team was asked to identify the top two priorities for each. Following is the top ten priorities identified by the Action Team.

Internal Strengths:
- Affordable, available commercial property
- Weed & Seed Program

External Opportunities:
- 4th Street Overpass
- Privately owned 9 acres on 4th Street

APPENDIX D

ASPED Cluster Evaluation and Foundations

High Technology Cluster

Description: Businesses that produce products and systems for commercial aeronautics, space markets, and the military. Industries include aircraft and aircraft parts, aerospace instruments, missile systems, defense communications and detection systems, and materials and component suppliers to other manufacturers. Computer industries, semiconductors, electronic equipment industries, telecommunications, and professional services.

East Flagstaff Discussion: Manufacturing side of high technology cluster is a possibility. Currently have businesses within this cluster such as Connect Tech that manufactures circuit boards. It's a 15,000 square foot plant that provides very good jobs. There are education issues associated with the attraction of these businesses because they need qualified employees. There are available land sites within or immediately adjacent to the project area.

East Flagstaff Rating: 4

Bio-Industry Cluster

Description: Businesses that create and provide products and services to provide healthcare in Arizona and medicines, devices, technologies, and research for export.

East Flagstaff Discussion: This cluster is currently located within Flagstaff. There are many smaller research companies that the SBDC Micro Enterprise Program has assisted. Many of these start-up companies are ex-employees of W.L. Gore. This cluster is good on the environment and clean. They are low water users and provide a higher income job. A range of employees are needed for this industry cluster. There is good spin-off job potential. They are attracted to Flagstaff for the quality of life. These companies have been active in and accepted by the community. The business incubator will provide opportunities for new start-up companies within this cluster. This cluster could provide jobs for our kids in the neighborhood.

East Flagstaff Rating: 10

Transportation/Distribution Cluster

Description: Businesses that create and provide physical infrastructure, capital goods, and services needed to carry passengers and deliver tangible products locally, regionally, and globally via air, rail, roadway, and pipeline.

East Flagstaff Discussion: This cluster is closely tied to FFNP in Flagstaff. Several transportation/distribution centers, such as Walgreens, has chosen Flagstaff as their location. They are “big box” developments. Real estate costs are only relevant to the good location. In East Flagstaff, office support
Plastics and Advanced Composite Materials Cluster

**Description:** Businesses that manufacture, process, and/or supply the following: color and additive concentrates; compounds; reinforced plastics/composites; degradable polymers; compostable polymers; epoxy resin formulators; fluoropolymers; foamed polyurethane; injection, compression, blow, rotational, or other transfer molding processes; molten metal processes; blow molders; compounding; organic peroxides; phenolic resins and/or phenolic molding compounds. Also included are equipment manufacturers as well as companies that supply such raw materials as graphite, resin, alloys and fiberglass. The Arizona Plastics and Advanced Composite Materials Cluster recently incorporated.

**East Flagstaff Discussion:** This industry is typically a big utility user. They require a cool, dry location. They typically require a "big box" of 20,000 square feet. Rail is essential in the area and Flagstaff has good reliable electricity. They require a relatively low skill labor force. Flagstaff has had good experience with existing companies within this cluster group. They are not bad water users. It is a very clean industry overall. However, some advanced composites get into tough chemicals.

**East Flagstaff Rating:** 6

**ECONOMIC FOUNDATIONS**

**Capital:** Capital refers to the money necessary for new businesses to form and existing businesses to grow and expand. What's needed? A healthy supply of capital for new ventures and expansions; qualified business ventures need capital; an efficient means of matching capital to sound business applications; a reduction in legal constraints on the use of capital and investment in Arizona; tax and other incentives to encourage a flow of capital to the state.

**Tax and Regulations:** This foundation refers to the financial and operational business climate established within the state or community by direct action of the government. What is needed? Stable, predictable, and uniform tax rates and compliance requirements; equity with what other states offer; preservation of the quality of life and an attractive place to do business; a constructive, problem-solving relationship between business and government; tax incentives for business development; control of the state's current structural tax deficit; simplification of tax laws and the budget process, and streamlining the regulatory process.

**Human Resources:** This foundation requires a quality workforce that meets the managerial, technical, administrative, professional, entrepreneurial, entry-level, and labor needs of the economy. What's needed? More and better skills; a program of lifelong learning; overall workforce development and cluster-based training; improved K-12 education for the next generation of workers; supportive early childhood development programs; and active promotion of programs.

**Physical Infrastructure:** This foundation relates to the fundamental public facilities, such as roads and mass transit, water and sewage systems, airports and railways, and power and phone lines, that transform raw land into a quality place to live and do business. What's needed? Improved air service and airport facilities in metropolitan and rural communities; enhanced roadway networks, especially in and to rural areas, border facilities with Mexico that encourage large-scale economic interaction and easy access to a deep water port at Guaymas; an effective waste disposal program; statewide; advances in water resource management; and improvements to mass transit and transportation alternatives.

**Information/Communication Infrastructure:** This foundation refers to the computers, databases, networks, software, and facilities management that allow transmission of voice, image, and data within the state and with the outside world. What's needed? A sensible statewide telecommunications and information policy; a statewide public information network; participation in the national research and educational network; an efficient information highway supported by both public and private funding; integrated linking of the libraries and universities; increased public awareness of the importance and role of information and communication.

**Quality of Life:** This foundation refers to the attractiveness and desirability of an environment as a place to live, raise a family, and conduct business. What's needed? Public recognition of the importance of quality of life in the state; improvements to public safety, health, well-being, and environmental quality; better balance between the cost of living and real earning power; jobs that are plentiful and desirable, increased number and quality of businesses and amenities for personal lifestyles; efforts to prevent erosion of the substantial qualities the state already possesses; an improved sense of camaraderie and community.