

XIV ECONOMIC DEVELOPMENT

Flagstaff serves as the economic hub of northern Arizona, providing goods and services for the region. With over 3,000 businesses (over 20 percent of which are service related) that employ over 72,000 people, as well as over 4 million visitors annually, the top employment industries are government, education, science and research, healthcare and healthcare product manufacturing, advanced manufacturing and biomedical manufacturing, tourism, transportation, and utilities. Over 5,000 people commute to Flagstaff daily to work from outlying communities.

The region's economy, while independent, also influences and is influenced by the greater context of the global community. By continuing to be adaptable to the global economy and [supportive with strategic investments](#), [supportive with targeted investments in economic development](#), the region will be able to increase business diversity and opportunities, supply local needs, increase exports, and build a broad tax base. Understanding that the purpose of [economic development](#) is to improve overall community prosperity, the region's residents and businesses support collaborative economic development activities [resulting in balanced growth](#).

[This chapter focuses on the encouragement of private investment. This chapter focuses on three priority areas of public investment:](#)

1. [Educational Partnerships](#) ~~Maintaining and expanding infrastructure to support and promote economic development.~~
2. [Balanced and diverse industries](#) ~~Concentrating development for higher efficiencies.~~
3. [Responsive government](#) ~~attuned to the need of job creation and retention.~~ [Maintaining and enhancing our community's image.](#)

This plan focuses on meeting these priorities with responsive government; education and workforce training; business retention, expansion, and entrepreneurship; business attraction; promotion of community character; focus on activity centers; and commitment to quality redevelopment and infill.

Inside this Chapter:

Our Workforce	2
Responsive Government	4
Education and Workforce Training	5
Business Retention, Expansion, and Entrepreneurship	10
Business Attraction	11
Community Character	12
Activity Centers	13
Redevelopment and Infill	13



Photo credit: City of Flagstaff

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Our Vision for the Future

In 2030, the Flagstaff region enjoys a robust and resilient economy that is concurrently independent and globally connected. The region invests in education, workforce training, and job creation.

HUMAN ENVIRONMENT | Economic Development XI /-1

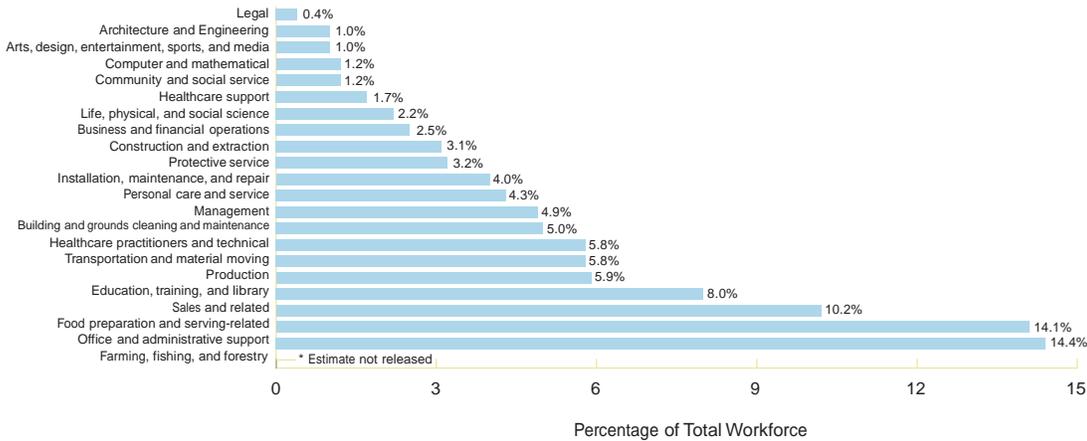
Comment [G1]: This makes no mention of promoting growth

Our Workforce

According to the U.S. Department of Labor, over 55,000 people were employed in Flagstaff in May 2012, working in the following occupations:

Source: U.S. Department of Labor, Bureau of Labor Statistics (www.bls.gov/r09/oesflag.htm)

Flagstaff Occupations, May 2010



Helpful Terms

“**Social vitality**” is the invigoration or continued and increased activity of citizens, cultural activities, and civic engagement (such as voting)

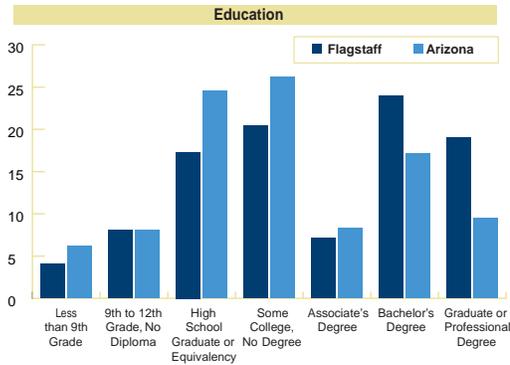
“**Community vitality**” refers to the overall well-being of residents.

[The Economic strength of the region](#)

The “**livability index**” is a means to quantitatively measure “quality of life” in a particular city. The number is based upon various factors, such as average wage, cost of living, pollution, social services, cultural opportunities, [job growth](#), and diversity.

Northern Arizona University’s student population currently represents 25 percent of the City of Flagstaff’s total population. Its academic resources complement those of Coconino Community College, the Flagstaff Unified School District, and charter schools in producing a highly educated workforce. Flagstaff Medical Center serves as the regional trauma and medical service for the metropolitan area, and is supported by a large medical service sector. WL Gore & Associates is the largest private employer and is a leading researcher, designer, and manufacturer of advanced medical products. Other large private employers include manufacturers Nestle Purina and SCA Tissue. There are several high-tech firms with a range of 10 to 50 employees. Of all businesses within the planning area, 73 percent have nine employees or less, which is consistent with the percentage of American small locally owned businesses nationwide. The presence of many small-scale businesses also exemplifies the vitality of the region’s creative class of entrepreneurs and the need for small business resources and development support services.

Flagstaff is home to a highly educated population, which presents the potential for increased [business diversity and wage growth wages](#) as time goes on.

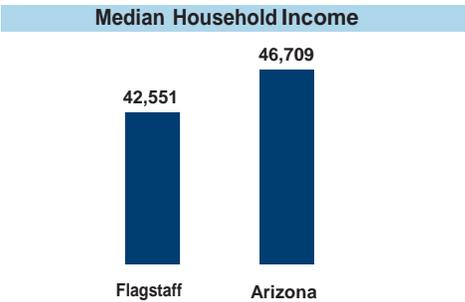


Source: U.S. Census Bureau, Community Values Survey 2011 1-Year Estimates

Flagstaff recognizes the many opportunities for job prosperity within the current growth sectors of bioscience, astronomical sciences, earth and life sciences, advanced manufacturing, innovation and technology, forest restoration and forest products, professional services, construction services, health care and medical services, engineering and architectural services, alternative energy production (including wind farms and commercial solar energy production), outdoor recreation, agriculture and regional food, telecommunications, as well as the expansion of knowledge-based, creative and cottage industries, as well as emerging and future sectors and technologies. Growth potential is also seen in industrial/logistical warehousing and multi-modal transportation facilities. The current transportation links of major interstate, rail, and air routes puts the Flagstaff region central to large metro markets.

The Flagstaff region provides global, national, and regional entrepreneurs with the lifestyle premium of quick access to vast open spaces with a diverse social and community culture for leisure, art, and recreation pursuits. Due to its geographically remote location, the region requires economic security and self-sufficiency in the way of a responsive education system to effectively train a workforce for future needs, industrial land served by infrastructure, efficient communication and high-speed internet, a culture of healthy idea-exchange, ~~accessible~~ affordable housing options, efficient transportation, and protection of the existing high quality of life.

[Add a section on tourism industry in Flagstaff region](#)



Regional Economic Development Partners

Significant regional economic development partners continue to identify opportunities and help focus community efforts to diversify and strengthen all employment. Some of our regional economic development partners include:

- Arizona Association of Economic Developers Tribal Committee
- City of Flagstaff Economic Vitality
- Coconino Community College
- Coconino County
- Economic Collaborative of Northern Arizona (ECoNA)
- Flagstaff Chamber of Commerce
- Hopi Tribe Economic Council
- Native American Council for Community Action
- Navajo Nation Chamber of Commerce
- Navajo Nation Small Business Center
- Northern Arizona University
- Northern Arizona Builders Association
- NAU Center for American Indian Economic Development
- Northern Arizona Board of Realtors
- Sustainable Economic Development Initiative (SEDI)
- Numerous other for-profit and non-profit development and community development groups

Responsive Government



Photo by: Calvin Johnson

A responsive government is one that goes beyond providing basic services; it understands the **community vision** and develops policies and procedures to create a healthy and sustainable business environment. Good government processes lead to transparency and consistent decision making. This is attractive to the businesses of tomorrow looking for a particular quality of life and a predictable business environment. Governing agencies can collaborate with regional economic development partners and use available economic development tools to identify ways to advance **Strategic targeted** investments in infrastructure, encourage private investment, create jobs, and **encourage ensure better planned** new development. This leads to overall increased community prosperity **and economic vitality**.

Comment [G2]: Which is what?



Photo credit: City of Flagstaff

RESPONSIVE GOVERNMENT GOALS AND POLICIES

Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.

Policy ED.1.1. Maintain the commitment by City and County government bodies to establish new public-private partnerships to spur economic development where they are potentially an effective tool.

Policy ED.1.2. Steadily improve access to easily understandable public information.

Policy ED.1.3. Provide an accurate and up-to-date procedural guide for business development.

Policy ED.1.4. Use economic best practices to promote quality and fiscally sound projects.

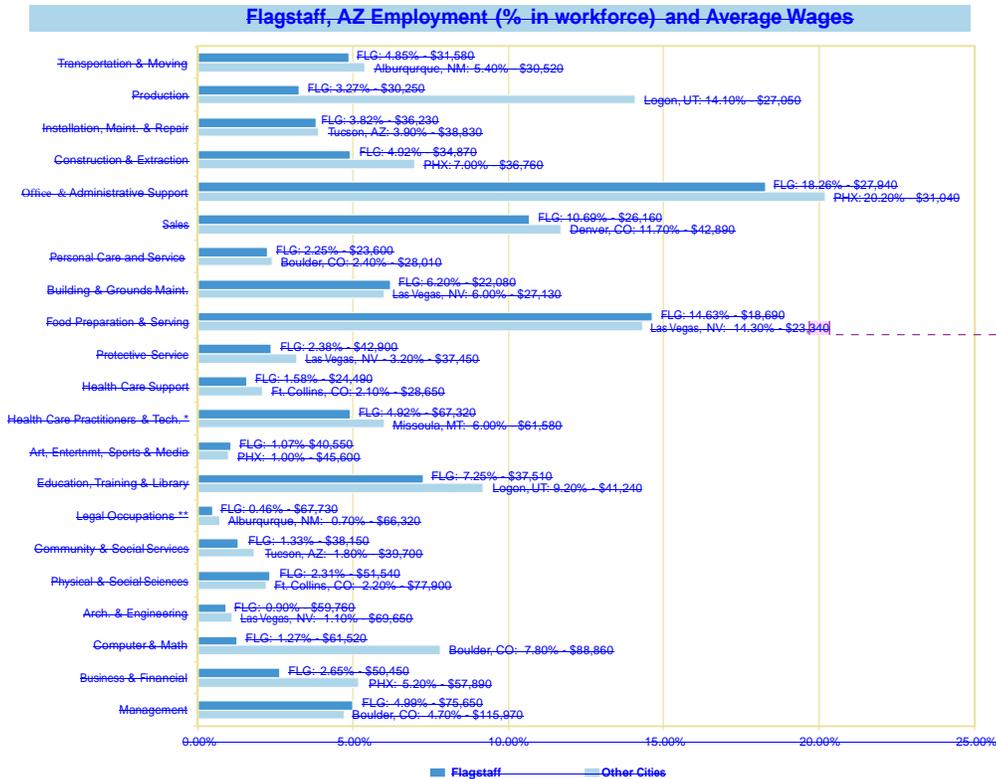
Policy ED.1.5. Encourage local governments and the surrounding sovereign tribal nations to collaborate on mutually beneficial economic development initiatives.

Policy ED.1.6. Work cooperatively as a region towards developing a redundant telecommunications system.

Policy ED.1.7. Actively recruit diverse cultural representation for all committee vacancies.

Education and Workforce Training

Flagstaff boasts a highly educated population (based on 2010 Census data, 39.4 percent of residents hold university degrees, compared to the national average of 24.4 percent). In addition, workforce training is a priority. ~~Since our future workforce will focus on research/development and innovative thinking,~~ regional efforts for education and training should provide for the full range of jobs, including all service industries, high-tech industries, manufacturing, customer service, innovative thinking, and creative problem-solving and entrepreneurship. A high-quality labor force is essential in attracting a new business, as it is a primary factor in determining a new business location as well as a local business' ability to expand. A well-trained, well-compensated, and diversified labor force contributes to a healthy local economy and positive community image.



Comment [G3]: The purpose of this chart was very unclear. Flagstaff cannot arbitrarily declare that someone in a particular profession should be paid a certain wage compared to another city.

UNCLEAR OF CHART

Source: City of Flagstaff Economic Vitality, Arizona Department of Economic Security 2010

Our Schools

Flagstaff Unified School District No. 1—The Flagstaff Unified School District (FUSD) encompasses approximately 4,400 square miles that includes the city of Flagstaff and extends northeast to Gray Mountain, south past Stoneman Lake, east past Sunset Crater, and west to Belmont. The district maintains and operates 12 elementary schools, two middle schools, three high schools, and one alternative school. One school in the planning area, Cromer Elementary School, is outside of the city limits. Leupp Elementary and Middle Schools are outside the planning area.

Student enrollment has been fluctuating slightly in Flagstaff since the mid-1990s with some years showing minor increases and others decreases. The decreases range from 1.1 percent in 1999–2000 to 2.5 percent in 1997–98. A modest increase of 0.5 percent was shown in 1998–99. The decline in enrollment has been attributed to the fact that general population growth from 1990 to 1995 occurred in families with head of household age 45 and above.

Setting the Bar

In October 2012, The City of Flagstaff declared itself a leader in STEM education. Mayor Jerry Nabours issued a proclamation stating that Flagstaff is a STEM community by highlighting the great science and technology businesses and institutions and the excellent STEM activities in Flagstaff schools. The City currently recognizes a STEM Student, Teacher and Leader of the Year. Moving forward, Flagstaff is initiating a STEM Consortium that will focus on STEM business-school connections and curriculum development. A large highway sign stating “America’s First STEM Community” was also unveiled, and will be one of three that greet visitors coming into Flagstaff.

City of Flagstaff Public Schools

Elementary Schools	Enrollment 2012-2013
Cromer (outside city limits)	716
De Miguel	678
Killip	466
Kinsey	389
Knoles	620
Leupp Public School	114
Marshall Elementary Magnet School (Arts and Sciences)	576
Puente de Hozho Bilingual Magnet School	373
Sechrist	483
Thomas	484
Subtotal	4,899
Middle Schools	
Alpine Leadership Academy - Mt. Elden	796
Sinagua Middle School	928
Subtotal	1,742
High Schools	
Coconino	1,366
Flagstaff	1,489
Summit (accreditation pending)	129
Subtotal	2,984
TOTAL	9,607

Source: FUSD, February 2012

Although overall district enrollment figures are down slightly, some schools are experiencing growth. The district currently has no plans to construct any new schools but is watching the enrollment on the west side. Additionally, some consideration has been given to acquiring property near Doney Park for a middle school. Additionally, the district may review and revise school boundaries to alleviate overcrowding.

Private and Charter Schools —There are ten elementary, four elementary/middle and three high school-level private and charter schools in the Flagstaff area. Charter schools are public schools that are not part of the FUSD but are funded by the state. The emergence of charter schools has also contributed to the drop in FUSD enrollment.

Comment [G4]: No mention of student-to-teacher ratios

Comment [G5]: Why is there no listing of the private and charter schools? They still significantly contribute to education in the city and could be an attractive option for families & businesses looking to move here.

Higher Education

Northern Arizona University —Northern Arizona University (NAU) is a comprehensive public university located in the heart of Flagstaff. NAU, governed by the Arizona Board of Regents, comprises 730 acres at its Flagstaff campus. Approximately 384 acres are fully developed with the remainder, undeveloped, in primarily ponderosa pine forest.

At the Flagstaff campus, the total number of students enrolled for the 2012-2013 school year (undergraduate and graduate) was 26,002. Although the school has no immediate plans for expansion into undeveloped areas, a partnership with Coconino Community College has led to dedication of 40 acres for a new college campus. An infill strategy continues to dominate the plans for any new facilities.

Coconino Community College —Coconino Community College (CCC) is a campus institution with an enrollment of approximately 10,000 students per year with three main campuses: the Flagstaff Lone Tree Campus and District Offices, Flagstaff Fourth Street Campus and Technology Center along with the Flagstaff Medical Center Institute for Nursing Education, and the Page/Lake Powell Campus and Navajo Generating Station Technology Center. CCC also offers classes in Fredonia, Grand Canyon/Tusayan, Tuba City, and Williams.

The college currently supports a commuting student population and is not intended to become a residential facility or to develop athletic programs.

High-quality educational opportunities at all levels are essential to sustain a healthy, diverse economy. As quality employers and employees demand high-quality K-12/ pre-school through university education for their children and future workforce, the region's educational institutions are incorporating the Science, Technology, Engineering and Mathematics (STEM) Initiative, making Flagstaff America's first self-appointed STEM city, an initiative that is supported by the community. Our regional education partners can build on this success.

Kinlani Dorm [Flagstaff Border town Dormitory]

In 1958, the dormitories constructed by the U.S. Forestry department for employees began to house students of Marshall Elementary, Flagstaff Junior High and Flagstaff High Schools. Eventually, this housing became exclusively for students of Flagstaff High School, and most of the students represent the Navajo tribe.

Comment [G6]: This list should include the private higher education schools like College America

Comment [G7]: Why is there no mention of the first-rate programs offered at NAU that can be directly related to the types of jobs that would be available in Flagstaff for a recent grad?

Comment [G8]: Add voter referendum to help fund CCC if it passes on Nov. 5

Comment [G9]: What is the point of mentioning this?

EDUCATION AND WORKFORCE TRAINING GOALS AND POLICIES

Goal ED.2. Support and encourage an excellent educational system that promotes critical thinking and job training programs at all levels.

Policy ED.2.1. As industry sectors emerge and grow, encourage regional workforce development partners to take a proactive role by preparing the local labor force for current and future workforce needs.

Policy ED.2.2. Support collaborative workforce training efforts by Coconino Community College, Northern Arizona University, High School, and regional economic development partners.

Policy ED.2.3. Encourage efforts to provide a full range of high-quality educational opportunities for life-long learning for all residents.

Policy ED.2.4. Promote science, technology, engineering, mathematics, liberal arts, and entrepreneurship education at all levels.

WORKFORCE TRAINING RESOURCES

Chamber of Commerce

Skills for Success: The Flagstaff Chamber of Commerce signature workforce development initiative partners Chamber members with middle- and high-school classrooms to teach students the life, or “soft,” skills that are necessary to be successful in the workplace. Flagstaff teachers and school counselors have told the Chamber how these interactions with businesses create “light bulb” moments. Students learn that they do not have to leave Flagstaff after high school or college in order to have meaningful careers. Business comes to meeting with their classroom at least twice. One of the meetings is a field trip to the business, so the students can see first-hand the work being done by the business or organization. Blue Cross Blue Shield of Arizona is the title sponsor of this vital initiative. For more information, contact the Flagstaff Chamber at 928.774.4905.

Chamber Internship Program: 2012 is the first year of the internship program, which helps match students to businesses willing to hire high school students. Funding is provided by the Career Center of Coconino County. It is the goal of the initiative to facilitate eight internships this year.

Chamber Café: The luncheon roundtable series focused on sharing business knowledge – Chamber member to Chamber member. Topics include: social media, traditional advertising, web design, CFOs business accounting, human resources and investing. A great way to enjoy lunch, and enrich your business while learning from peer Chamber members. Recent Chamber Cafés have included the following:

- Facebook for Business
- Twitter Basics
- Ask the Expert: Human Resource Essentials
- Service & Dine: This Year & Beyond
- Social Media 101
- Loan: How to Access SBA Loan Programs
- Marketing: How to Grow When It's Slow

SCORE Counseling – the Chamber has teamed with SCORE to provide free

and confidential advice on key business goals and challenges. SCORE volunteers, successful entrepreneurs who want to share their knowledge and clients, meet with business owners and managers for one-hour sessions.

Workplace Safety Seminars: Through its partnership with SDT Arizona, the Chamber provides a workers' compensation insurance pool for members. As part of this, it hosts several free safety seminars to foster safe work environments.

YES Week – Young Entrepreneurial Scholars week is a summer opportunity for incoming high school sophomores, juniors and seniors to explore the world of entrepreneurship. This program is in partnership with the Northern Arizona Center for Entrepreneurship and Technology.

STEM Club – The Chamber has partnered with the Mount Eden Middle School STEM (Science, Technology, Engineering, Math) Club and arranges for tours of STEM-related businesses, such as Lowell Observatory, the veterinary clinic of Second Chance Center for Animals, the solar array at APS, and TGen North.

Manufacturing Roundtables – The Chamber inaugurated the Manufacturing Roundtables in 2011 to bring local employers together to learn about changes in their business sector, discuss challenges and strategies on ways to address them.

Coconino Community College

CCC Small Business Development Center:

- Free one-on-one confidential counseling
- Business Resource Library
- SBA Loan Application Process
- Business Basics
- Business Plan Writing
- Beginning Quickbooks
- Advanced Quickbooks
- Introduction to Internet Marketing
- Social Media Marketing
- Intellectual Property Rights
- SBA Exporting Seminar
- Small Business Accounting –Cash flow statements, P&L, Balance Sheets
- Statistical database for start-up businesses

Community & Corporate Learning and Career & Technical Education Divisions:

**Local and regional labor analysis throughout the year using sector strategy approach

Alternative Energy & Water:
Photovoltaic System Design & Installation
Advanced Photovoltaic System Design
Photovoltaic System
Maintenance
Alternative Energy AAS
Green Building Certificate

Weatherization Techniques
Energy Auditing
Water Distribution (Operator Exams Level I & II)
Waste Water Management
Utility Management
LEED Certification – all levels

Health Care and Allied Health:

- EEO/FLSA
- SQL
- Spanish for Healthcare Providers
- CPR Certification
- EMT Certification
- Pre Health Careers AAS
- Certified Nursing Assistant (CNA)
- Nursing
- Medical Assistant
- Medical Coding & Billing
- Direct Care Worker Certification (non-medical home aid)
- Caregiving Certificate

Manufacturing:

Solid Works –Basic & Advanced
Anatomy & Physiology for Medical Device Manufacturers
Entry Level Manufacturing Certificate
Safety Standards (In collaboration with ADOSH)

1. Understand types of PPE and PPE selection
 2. Basics of hazard assessment and communication
 3. Lock out/tag out
 4. OSHA 10
 5. OSHA 30
 6. OSHA Record Keeping
 7. OSHA Small Business
 8. OSHA Arc Flash and electrical safety
 9. Ergonomics
- Quality Systems
10. Six Sigma
 11. ISO 9001
 12. ISO 14001
- Control Systems
13. Enterprise Resource Planning (ERP)

<p>14. Manufacturing Resource Planning (MRP) Inventory Control Lean Manufacturing</p>	<p>Resume Writing Manufacturing- Lean Manufacturing Caregiving AZ Workforce Connection Programs Youth Programs WIA funding for tuition vouchers <i>**Must apply for all programs and be poverty level and unemployed</i></p>	<p>Future Plans: Workforce Training Center</p>
<p>Job Skills Toolbox:</p> <ul style="list-style-type: none"> • Microsoft Office: Beginning and Advanced: word, publisher, power point, excel, outlook • Patents 101 • Marketing 10: Finding the Real You • Public Relations: Get Your Message Out • Write about your work with style, purpose, and professionalism • Writing for the media –four levels • How to get Published • How to write Children's Books <p>• Adult & Youth Work Readiness) Resume Writing, Career skills search, Networking</p> <ul style="list-style-type: none"> • Testing Services: OPM, DANTES, Distance Testing, CED, all Pearson View industry tests • Adult Basic Education • ProTrain} 600 on-line certifications • Supervisor Academy/Leadership Academy: Liability for Supervisors; Effective Delegation of Work; Communication in the Workplace; Giving Constructive Feedback; Meeting and Facilitation; Conflict Resolution; Creating a Positive Work Culture; Employee Relations; Financial Accountability; Performance Metrics; Time Management; Team Relationship Building, Sexual Harassment & Domestic Violence 	<p>NACET</p> <p>Business Engagement Program Facility Leasing Mentor Program Student Business Program Incubator Program Core Lab Services Solid Works (in collaboration with Coconino Community College SBDC) Student Research Teams Seminars: America Invents Act, A Practical Guide to Outsourcing, Trade Secrets –A Case Study, Executive Speaker Series, International Marketing and exporting, Corporate Law and Intellectual Property Rights, YouTube Marketing</p>	<p>No Business Plan completed as of yet, also demand has yet to be proven for continual training facility</p>
<p>FUSD</p>	<p>NAU</p> <p>Center for Business Outreach: Computer Classes Rural Policy Institute Bioscience Degree Programs Engineering Degree Programs</p>	<p>*Note Educational Opportunities promoted within educational system at all levels need to include, for the workforce the region desires:</p> <ul style="list-style-type: none"> • Liberal Arts Education • Professional Education • STEM Initiative • Communication Skills • Vocational Education – for ... • Add more here with very brief description...
<p>Industrial Arts Programs –Duel Enrollment in Coconino Community College: Machining Welding Construction Trades Robotics</p>	<p>SEDI</p> <p>Northern Arizona Workforce Training Demand Study Northern Arizona Workforce Training Center EE&R Team –alternative energy education for primary and secondary schooling</p>	<p>Metrics</p> <ol style="list-style-type: none"> 1. Number of duplicated programs among workforce development entities per annum 2. Number of collaborations among workforce development programs per annum 3. Ratio of federally or state funded programs that use the community college training to those programs run with public funds that do not use the community college training 4. Number of STEM programs throughout the community
<p>CAVIAT –industry to education liaison</p>	<p>ECoNA</p> <p>Facilitator among workforce development entities Expand Further</p>	<p>Add: Private colleges, charter schools</p>
<p>Coconino County Career Center</p>	<p>City</p> <p>Sponsor collaborative training for local companies through the community college</p>	<p>Add: Goodwill of Northern Arizona</p>
<p>Long term career exploration Short term career counseling</p>		

Comment [G11]: County to appoint as a “one stop shop” for workforce development

Comment [G10]: This seems awfully thin for what ECoNA does

Business Retention, Expansion, and Entrepreneurship

The Flagstaff region is home to businesses with healthy national and international markets, providing thousands of jobs to the community. Equally important, over 55 percent of the region's businesses are independent owner-operated businesses. In addition, 25 percent of all households have the propensity of building a home-based business. Flagstaff's diverse businesses are essential to the region's economy, providing jobs for economic stability, opportunities for youth, and opportunities for innovation and research. Small businesses are often the output of great entrepreneurial ideas, retaining and expanding these innovation companies is paramount to Flagstaff's economic health and resilience. Manufacturing, healthcare, education, tourism, research and development, arts and culture forestry, agriculture, and utilities all contribute to the economic health of the region.

Flagstaff's largest employers hire from all categories:

<p>Manufacturing</p> <ul style="list-style-type: none"> - IML Manufacturing - Nestle/Purina - W. L. Gore and Associates <p>Health Care</p> <ul style="list-style-type: none"> - Joy Cone - Prent - FMC - North Country <p>Research</p> <ul style="list-style-type: none"> - Lowell Observatory 	<p>Public</p> <ul style="list-style-type: none"> - Flagstaff Unified School District - United States Forest Service - Grand Canyon Trust Center - AZ Department of Transportation - Northern Arizona University - Coconino Community College <p>Transportation</p> <ul style="list-style-type: none"> - Marriott - Snowbowl - Pulliam Airport 	<ul style="list-style-type: none"> - Coconino County - BNSF Rail - Pulliam Airport - City of Flagstaff - Flagstaff Medical - Tourism - Little America
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Comment [G12]: There needs to be a greater recognition on the robust tourism industry here in Flagstaff

Comment [G13]: List out some of the more bigger sectors of our tourist economy – hotels, Snowbowl, etc.

BUSINESS RETENTION, EXPANSION AND ENTREPRENEURSHIP GOALS AND POLICIES

Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.

Policy ED.3.1. Encourage regional economic development partners to continue proactive programs to foster the retention and expansion of existing enterprises and home-based businesses in the community.

Policy ED.3.2. Support and promote the diversification and specialization of the tourism sector, with heritage-, agri-, eco-, and adventure-tourism.

Policy ED.3.3. Strengthen the arts, culture and education sectors as important economic drivers in the community.

Policy ED.3.4. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors. [Move 3.3 and 3.4](#)

Policy ED.3.5. Take advantage of federal, state, and local incentives available for business retention and expansion efforts.

Policy ED.3.6. Advocate the economic sustainability and growth of businesses with opportunities for transitional commercial space, leased space, and property ownership.

Policy ED.3.7. Foster entrepreneurialism and start-up businesses with incubator programs in sectors that demonstrate considerable growth potential.

Policy ED.3.8. Support and encourage regional agriculture.

Policy ED.3.9. **Protect existing business and industrial areas from encroachment and allow for their expansion.**

Policy ED.3.10. Develop infrastructure so that the community has access to high-speed internet and telecommunications.

Comment [G14]: Does this prevent someone from moving to Flagstaff or being home grown?

Business Attraction

The Flagstaff region emphasizes a diverse local economy, welcoming all industry sectors to help create a strong economic base. Strategic recruitment of ~~targeted~~ industry sectors will expand and diversify the economic base, benefiting the community as a whole. Economic development ~~partners will work~~ partners are encouraged to work together to develop and manage a strong, singular marketing message. Public private partnerships are needed to invest in the necessary infrastructure. Attraction efforts should focus on high-skill, high-wage and ~~low-impact~~ jobs as evidenced in Flagstaff's current growth sectors and emerging technologies.

78% of residents either agree or strongly agree that new businesses are essential for economic stability.

- 2010 Community Values Survey



[Replace Picture](#)

Photo credit: NAU

Comment [G15]: The use of this picture doesn't really seem to fit with "business attraction"

BUSINESS ATTRACTION GOALS AND POLICIES

Comment [G16]: There is no mention of how we are spending public funds to attract businesses.



Goal ED.4. Support efforts to recruit diverse new businesses and diverse industries, ~~compatible with the region.~~

Policy ED.4.1. Publicize all developable property, with property owner's consent, within the region with an understanding of infrastructure needs and applicable Zoning Code standards.

Policy ED.4.2. Promote variety and flexibility in land use and development options within the urban growth boundary.

Policy ED.4.3. Facilitate regional economic development by participating in cooperative ventures throughout the northern Arizona region.

Policy ED.4.4. Identify and support community resources that assist new businesses, such as workforce development, marketing, building processes, venture capital, financing, and management.

Policy ED.4.5. In an effort to promote the sustainability of resources, the City will encourage all new and expanded commercial and industrial development to be energy and water efficient.

Policy ED.4.6. Develop specific area plans for targeted industrial, and business park land, which have been identified as major employment centers in the Flagstaff Regional Plan.

~~Policy ED.4.7. Prioritize attraction of companies that contribute to low impact and livable wage jobs.~~

Policy ED.4.8. When planning for future growth, consider tribal, cultural, and natural resources.

Policy ED.4.9. Support and encourage Native American heritage and culture as contributors to the region's economy.

Comment [G17]: This should just be ALL companies

Community Character

Visitors, employees, and businesses are attracted to a community that values its surrounding natural beauty, unique cultural heritage, and built environment. The image presented by a community can determine the location decision of a new or relocating business. Existing businesses are more likely to expand and reinvest in a community with a positive self image and a strong sense of civic pride. Cities that invest in beautiful streets, public spaces, and architecture and focus on maintaining the natural and built environment foster and encourage private investment.



[Replace Picture](#)

Photo by: F. Kedd

Comment [G18]: Flagstaff doesn't have a rodeo anymore

COMMUNITY CHARACTER GOALS AND POLICIES

Goal ED.5. Continue to promote and enhance Flagstaff's unique sense of place as an economic development driver.

Policy ED.5.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image.

Policy ED.5.2. Coordinate ~~and manage~~ community branding to effectively position the region for global marketing.

Policy ED.5.3. Leverage the region's assets of history, culture, natural environment, educational and scientific facilities as an economic development tool.

Policy ED.5.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.

Policy ED.5.5. Develop urban infrastructure that supports revitalization and redevelopment.

Comment [G19]: The city "managing" its brand could have the unintended consequence of discouraging particular sectors in the global marketplace from doing business in/with Flagstaff

Activity Centers

As discussed in Chapter IX – Land Use and Growth Areas, this plan identifies current and future activity centers in the Flagstaff region, which are designated for industrial uses, industrial parks, business parks, intermodal facilities, mixed-use developments, collaborative business incubators, and employment centers. These areas are important in the context of economic development because they will focus public investment for the needed infrastructure and connectivity. Understanding how activity centers currently exist, what the potential market supports, what the potential density might be, and what infrastructure is needed to make this happen will help stakeholders, decision makers, developers, and businesses work in concert to collaboratively invest in the region’s concentrated centers of activity.

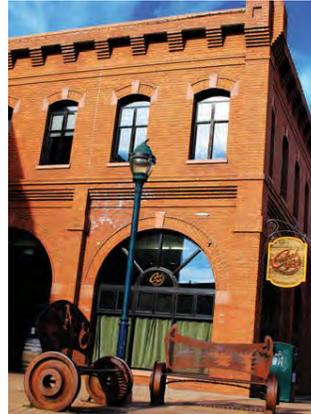


Photo by: Saina Li

ACTIVITY CENTERS GOALS AND POLICIES

Goal ED.6. Promote the continued physical and economic viability of the region’s commercial districts by focusing investment on existing and new activity centers.

Redevelopment and Infill

Redevelopment and infill are forms of reinvestment in the community, which is discussed specifically in this plan in Chapter IX – Land Use and Growth Areas. These activities contribute to economic development because they can bring increased development opportunities, economic stability, and tax base, while reducing blight, infrastructure expenses, and sprawl. Major redevelopment projects can restore economic viability to vacant and underutilized areas of the region.

REDEVELOPMENT AND INFILL GOALS AND POLICIES

Goal ED.7. Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals.