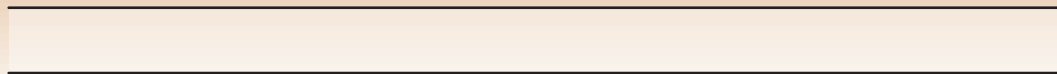# EAGAR
ARIZONA

Economic Development Strategic Plan

WELCOME
Eagar

Final — April 2013

NORTHEAST ARIZONA
ECONOMIC DEVELOPMENT PLANNING GROUP

BUILDING COMMUNITIES
BC
STRATEGIC PLANNING

A Building Communities™
Strategic Plan

ECONOMIC DEVELOPMENT for APACHE COUNTY
EDAC

Eagar, Arizona
Economic Development Strategic Plan

Prepared for

Eagar

and

Northeast Arizona Economic Development Planning Group

Prepared by

About the Northeast Arizona Economic Development Planning Group

In 2010, Apache County, Arizona successfully applied for funding from the US Department of Housing and Urban Development (HUD) to complete a Regional Plan for Sustainable Development.   This effort is led by the Northeast Arizona Economic Development Planning Group (NEAZEDPG), and managed by Economic Development for Apache County (EDAC). Our two-phased effort offers an opportunity for communities, tribes and chapters to first complete local community and economic development strategic plans that are the result of over 13 hours of community engagement. Local plans address issues and ideas specific to that community and come from community members and leaders. Issues and opportunities common across these local plans are then considered in the development of the Regional Plan.

The Apache County project is one of 74 regional efforts across the nation. The grant awardees determine the focus of their work. Apache County chose economic development as the focus of its planning.

Our participants are using an approach developed by Building Communities, Inc., a consulting firm that specializes in a very objective methodology which allows for the selection of up to 25 strategies to improve local economic conditions and overall quality of life.

Each participating community forms a local Steering Committee that selects strategies and assigns essential action steps for implementation. The steering committee not only recommends strategies to their governing body but assumes the responsibility for strategy implementation.

The second phase of the planning process entails the effort to build the Regional Plan. The participating communities meet to determine common issues and opportunities that, if addressed through regional cooperation, will likely produce greater benefits.   Communities readily recognize that some efforts will be more successful if approached in this way.

This local plan, therefore, is one of many locally based efforts to help the region diversify its economy and improve its overall quality of life. Through both community-based effort and regional collaboration, the participants in this planning effort will create stronger economies for tomorrow.

Project at a Glance	
Funder	U.S. Housing and Urban Development (HUD)
Grant Awardee	Apache County
Project Manager	Economic Development for Apache County
Grant Announced	October 2010
Project End Date	December 2013
Local Plans Started and/or Completed	Chinle Eagar (not complete) Ft. Defiance Ganado Many Farms Navajo Nation Summit Sipaulovi Springerville St. Johns Upper Moenkopi Village White Mountain Apache Tribe Winslow
Regional Plan	Draft August 2013 Final September 2013

Plan Director

Bill Greenwood
Eager Town Manager

Steering Committee Members

LaVerl Ashcroft
Retired Citizen

Karalea Cox
Northland Pioneer College

Jim Finch
Nana's Jewelry Box

Luke Gallagher
Life in Christ Fellowship

Chris Hale
Bank of the West

Doyle Hale
Doyle Auto Body, Inc.

Eric Hamblin
Beehive Homes

Scott Hamblin
Mountain Ave Clinic

Fred Harper
Resident

Pete Hunt
Eagar Plaza

James Nelson
Tucson Electric & Power
Town Council of Eagar

Randy Nicoll
Cheyenne Log Homes
AZ Log & Timber

Molly Pitts
Northern Arizona Wood Products Association
Northland Pioneer College SBDC

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Town Council of Eagar

Margie Tapia
Springerville Head Start

Plan Facilitator

Brian Cole
Building Communities, Inc.

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Executive Summary

Executive Summary

Our Community and Vision

Eagar, Arizona was the first community involved with the Northeast Arizona Economic Development Planning Group (Planning Group) to participate in Plan Week, a 13-hour process to identify and select community and economic development strategies for the betterment of the community.

Although Plan Week was completed, and seven strategies were selected by the Steering Committee, concerns expressed about the overall U.S. Department of Housing and Urban Development-sponsored planning program caused the Town Council to discontinue their involvement with the program.

While Building Communities maintains that such concerns were inconsistent with the realities of this planning approach and product, it is not expected that this strategic plan will be implemented.

Building Communities believes it has a professional responsibility to complete this document.   Should the Town of Eagar determine in the future that this strategic plan has value, hopefully sufficient information will be available here and in the draft Plan Implementation Workbook for the community to move forward.

Background and Context for Planning

The Town of Eagar determined in January of 2011 that the development of an economic development strategic plan was in the interest of the community. The process got underway, pulling together many of the community advocates supporting the forest products industry, the local tourism community, local business and the local hospital and medical community.

Plan Week was conducted in May 2011. As noted above, the process was impacted by a group of individuals that desired the planning process to be discontinued.   Much of the expressed concern had to do with the perception of unwanted federal government control.

Building Communities has assembled this document primarily to show the work that was done in the spring and summer of 2011. The companion Plan Implementation Workbook is also completed, but without any specific action steps identified by the community professionals and volunteers.

Scope of Plan

Typically the scope of this plan would be to serve the Town of Eagar and immediate surrounds for a period of three to five years.

Looking to the Future

Communities with strategic plans that are well supported by a broad segment of the community are best positioned to chart their own future. Such communities are less impacted by decisions made from outside of the community.

For this reason, the findings from the planning process are contained in this draft document, and could be instrumental for the Town at some time in the future.

Community and Economic Development Strategies

- Business Retention and Expansion
- Education Development
- Energy Development
- Health Care
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products

Section 1:

Introduction

Planning Methodology & Approach

1 - Introduction

Planning Methodology

As noted in the Executive Summary, the planning process was significantly impacted by people that desired the effort to be immediately discontinued.   While the Introduction Section of this draft plan recognizes that Building Communities was able to complete Plan Week, it should also be noted that the material in this section is representative of all Building Communities plans. As such, portions of the process was not completed for the Town of Eagar.

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, Eagar engaged Building Communities to employ its unique strategic planning methodology in the development of this plan. The Building Communities approach to strategic planning bypasses traditionally used planning and research components—such as lengthy demographic studies, which often add little to a plan in terms of usefulness over time and focuses instead on the development of action-oriented projects and initiatives. The Building Communities planning approach is objective, comprehensive and expeditious.

- **Objective:** Communities select community and economic development strategies and initiatives based on a logical analysis of the factors most relevant to community advancement
- **Comprehensive:** Communities consider a host of possible strategies and initiatives to improve local economic conditions, and to sustain and advance overall quality of life
- **Expeditious:** The process is fast-paced (typically 13 hours total) and excludes discussion unrelated to the development and implementation of the strategic plan

Vision and Mission

The development of vision and mission statements has long been "standard procedure" in traditional community and economic development strategic planning processes. These statements are crafted to inspire, convey core values, and to indicate the direction communities desire to head as they implement their plans. These are all important ingredients in any strategic plan. In the Building Communities planning methodology, vision and mission statements assume a different form.   In fact, vision and mission statements *appear* to be absent in the planning process and final plan, at least as traditionally seen. But they are anything *but* missing.

The Building Communities methodology recognizes that communities embrace similar values, missions, objectives and visions for the future—leadership, integrity, health, quality services, safe environments, responsible use of resources, economic growth and quality living, to name a few. Fully recognizing that these values and ideals are both common to, and important in, nearly all communities (if not all!), the Building Communities methodology integrates vision and mission statements seamlessly into the strategic plan, both expanding their content and application, and making them unique to the community.

As part of the Building Communities planning approach, Eagar's vision—"*what we aim to become based on who and where we are*"—is presented in a lengthier format than just a sentence or two. It is found under the header "Our Community and Vision" in the *Executive Summary*. The plan itself can also be considered an extension of Eagar's vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Eagar's mission—"*what we want to do to enact our vision*."

Defining a community's vision and mission is at the core of the Building Communities planning approach. For Eagar, these elements emerged as participants were guided through a planning process that had two over arching objectives—improving local economic conditions and enhancing quality of life in the community.

Objectives of Methodology

The Building Communities approach is firmly grounded in the belief that the objectives of community and economic development strategic planning (like the values and aims of visions and missions) are also common among communities—*improving economic condition* and *enhancing quality of life*. These two high-level objectives can be directly related, indirectly related, or almost completely insulated from one another, depending on the development projects being pursued by the community. For example, development of value-added projects offers the potential for significant improvement to a community's economic condition, but may only indirectly improve the quality of life enjoyed by its citizens. In like manner, strategic positioning as a bedroom community can dramatically improve general community conditions for residents in the form of residential amenities and aesthetic elements, but may only indirectly contribute to the economy. And some initiatives, such as well-developed tourism campaigns, may result in enhancements to both quality of life and the local economy.

The relationship between these two objectives works in both directions. That is, while improvements in one category may have a positive effect on the other, neglect in one—or overemphasis on it—may have a drag-down effect on the other. In order to maximize the benefit of community projects and initiatives, the Building Communities methodology emphasized analysis and planning in both of these categories during the planning process.

Major Components of Planning Approach

The Building Communities planning approach brings together three important components to produce a strategic plan—people, analysis and action. These components were carefully combined and organized for Eagar in order to minimize time spent on relatively fruitless planning activities, while maximizing the power that each of the components brings to the process:

- **People:** The Plan Director, Plan Facilitator, Building Communities Support Staff, Steering Committee—and the Community at large
- **Analysis and Action:** Plan Week, which included these analyses and action-assignment sessions:
  - Key Success Factor Analysis
  - Quality-of-Life Initiatives (QOLIs) Session (not conducted)
  - Community Organizer Assessment
  - Voice of the Community Meeting
  - Strategy Selection Session
  - Assigning Essential Action Steps
  - Elevator Speech Session

The People

Communities are people. And, this strategic plan is a road map to better the individual and collective lives of its people. As such, the Building Communities methodology places high value on involvement of the people. In fact, perhaps more than any other strategic planning process currently in use, the Building Communities approach invites—no, requires!—community members themselves to do the analyses and evaluations, determine the strategic projects and initiatives to be pursued, develop the content which constitutes the "meat" of the completed strategic plan and conduct follow-up activities to ensure that it is implemented, with Building Communities guiding the process.

Contrast this to traditional approaches in which often "detached" hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as "their own." Though this is the common formula, it in many cases leads to strategic plans being little more than expensive dust collectors. This is no future, and the Building Communities methodology does not use this model.

The Building Communities methodology employed the services of the following people:

- Plan Director: Bill Greenwood, Eagar Town Manager, - Served as the liaison between Building Communities and Eagar; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- Plan Facilitator: Brian Cole, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- Building Communities Support Staff: Though never visible to the community, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- Plan Week Coordinators: Linda Haynes and Gail Stoneking, Economic Development for Apache County (EDAC), provide the essential preparatory work of scheduling, coordinating and communicating with the Plan Director, Plan Facilitator and Steering Committee members. During and after Plan Week activities, they provide resource support to the Plan Director, Plan Facilitator, Steering Committee members and the participating public. They also serve as meeting hosts, providing food and beverages for the comfort and convenience of the participants.
- Steering Committee: Includes the Plan Director and represents the interests of Eagar in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan. Eagar Steering Committee members:
  - LaVerl Ashcroft
  - Karalea Cox
  - Jim Finch
  - Luke Gallager
  - Chris Hale
  - Doyle Hale
  - Eric Hamblin
  - Scott Hamblin
  - Fred Harper
  - Pete Hunt
  - James Nelson
  - Randy Nicoll
  - Molly Pitts
  - Jean Ray
  - Debbie Rogers
  - Margie Tapia
- **Citizens of Eagar:** Includes all citizens and elected officials; provides crucial input during the Voice of Community Meeting and during plan review and adoption proceedings; assists and supports the Steering Committee during planning and implementation.

Overview of Plan Week

The bulk of the analysis and data gathering needed to build the strategic plan were accomplished during Plan Week—a term actually coined by a Building Communities client to describe the series of rapid-fire Building Communities planning sessions. For Eagar, Plan Week consisted of the seven sessions listed previously and was conducted in May 2011.

Data-gathering and analysis sessions were first in the process. They drew on the knowledge and experience of Steering Committee members and community members. Evaluation sessions followed, in which collected data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define Eagar's mission during the life of the plan. Initial plan implementation steps were also determined by the Steering Committee in the later sessions, and finalization of these "Essential Action Steps" was not done. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with Eagar's identity and aspirations to create an expanded statement of its vision and direction.

The seven sessions of Plan Week are designed to capture the "full body" of community and economic development considerations:

- A logical assessment of what the community should do based on the likelihood of success (the "mind")
- The passion the community has to advance in a desired direction, or what it wants to do (the "heart")
- The capacity of the community to advance based on its human, financial and technical resources, or what it **can do** (the "muscle")

Session 1: Key Success Factor Analysis

Plan Week began with a fast-paced analysis of Eagar's comparative advantage for a host of *Key Success Factors*—conditions, assets, abilities, etc. possessed by the community—related to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of life.

The graphic below shows in "thumbprint" showing all the strategies the Steering Committee considered in this first session, and that the broader community also considered in a later session. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy's potential for successful implementation.

Attracting Government Funding

Attracting Government Jobs

Attracting Lone Eagles

Attracting Retirees

Infrastructure Development

Bedroom Community

Health Care

Education Development

Downtown Development

Pass-through Visitor Services

Local/Regional Tourism

Cultural Tourism

Destination Tourism

Business Recruitment

Business Retention & Expansion

Business Cultivation

Entrepreneurial Development

Energy Development

Environmental Restoration

Transportation Distribution Center

Leading-edge Development

Value-added Agriculture

Value-added Forest Products

Value-added Fisheries

Value-added Mining

The input from this session yielded Eagar's *Prioritized Strategy Report*—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation.   This report, along with a more detailed explanation of its content, can be found in Section 2 of this plan.

Session 2: Quality-of-Life Initiatives (not conducted)

Unlike the 25 strategies, which are presented as a finite list, *Quality-of-life Initiatives* are an "open book" whose main purpose is to address quality-of-life issues of concern to the community. In Session 2 members of the Steering Committee were asked the question, "What would improve the quality of life in your community?" and invited to consider major issues or concerns they have about the livability in Eagar.   In addition to the addressing specific issues, *Quality-of-life Initiatives* are also designed to capture development and sustainability elements consistent with the U.S. Department of Housing and Urban Development's (HUD)'s Livability Principles:

1.   Providing more transportation choices
2.   Promoting equitable and affordable housing
3.   Enhancing economic competitiveness
4.   Supporting existing communities
5.   Coordinating and leveraging federal policy and investments
6.   Valuing communities and neighborhoods.

Session 3: Community Organizer Assessment

One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. *Capacity* relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, community attitude and organizational stability.

The Building Communities planning approach addressed this critical element in Session 3—the *Community Organizer Assessment*—in which were presented a series of questions specific to the community and business development development aspirations of the community.   This yielded a report detailing specific

recommendations about how Eagar can increase its capacity in order to successfully implement its strategic plan.

Session 4: Voice of the Community Meeting

The entire community was invited to Session 4, a town-hall-style meeting carefully designed to receive broader input about the same strategies and initiatives being considered by the Steering Committee. During this meeting, two overall objectives were met.

First, the community was asked to consider the 25 strategies earlier presented to the Steering Committee and answer the following questions in relation to each:

- Would you like to see this strategy implemented in Eagar?
- Do you believe that Eagar can successfully implement this strategy?

The second objective was to present the results of the Steering Committee's work on Quality-of-life Initiatives (from Session 2) and to receive feedback and other input on these topics. The results of the Voice of the Community Meeting were added to those of the Key Success Factor Session and presented to the Steering Committee in a later session as the *Enhanced Strategy Report*. This report can be found in Section 2 in this plan.

Session 5: Strategy Selection

After the Steering Committee considered the "full body" of community and economic development considerations it made a final selection of strategies. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how to treat specific strategies, they were "held" and reviewed again later. This pattern continued until an acceptable subset of "selected" strategies was complete.

Session 6: Assigning Essential Action Steps

Deciding *what* to do is almost always easier than determining how to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging work in the Building Communities methodology. And, equally important (perhaps even more so) is community members assuming ownership of making these implementation decisions. The "Achilles heel" of many strategic plans is the disconnect between community members and their plan when implementation consists of little more than "the consultant says this is what we should do."

With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as "lead." Committee members were then introduced to an online tool designed by Building Communities to help them identify Essential Action Steps (EASs) for each strategy/initiative and "Tasks" for each EAS. Essentially, designated Steering Committee members were assigned to detail "who will do what by when, and with what resources" for each strategy and initiative.

Session 7: Elevator Speech

The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future.   During

this time, the group explored and discussed what is unique about Eagar and what they expect as a result of conducting the strategic planning process. The result of this last session became the opening message in the plan and makes a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

Conclusion

Again, it should be noted that the typical Building Communities Plan Week process was truncated due to concerns expressed about the federally-funded program.   Some of the standard steps of Plan Week described above were slightly amended or eliminated as a result.

Plan Week Results

Plan Week Results

Overview

To gather the information from which to begin formulating Eagar's strategic plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Section 1 of this plan. During these sessions, the Steering Committee considered 25 specific community and economic development strategies. The community at large was also invited to consider and provide input about these same strategies and initiatives. At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Eagar:

- Business Retention and Expansion
- Education Development
- Energy Development
- Health Care
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products

Strategy Selection Process

As mentioned briefly in Section 1, the Eagar Steering Committee participated in an objective assessment of the most viable economic development strategies for a given community—the *Key Success Factor Analysis*. Using this rating and scoring system, the Steering Committee considered a host of strategy-specific *Key Success Factors*, rating Eagar's comparative advantage for each factor, relative to communities of a similar size.

Each of the *Key Success Factors* was scored on a scale of '0' to '4'. Where the Steering Committee determined that Eagar has a significant comparative advantage relative to its competition, that factor was scored a '4'. Where a particular Key Success Factor was determined to be relatively absent in Eagar, it was given a score of '0'. Intermediate scores from '1' to '3' were given for factors in the middle of the range.

The scores provided by the Steering Committee were then integrated with each of the 25 strategies on a weighted basis. The result is the *Prioritized Strategy Report* to the right, which presents all 25 strategies, ranked by Building Communities according to the likelihood of successful implementation.

This initial *Prioritized Strategy Report* provided the Steering Committee with a solid foundation from which it could begin considering which of the 25 strategies the community should ultimately pursue. As the Building Communities approach recognizes that making wise choices in representative government requires not only capable leaders but an involved citizenry, the views of the community were also sought, in order that the collective voice of the community could be heard and given weight in the decision-making process. This began in the *Voice of the Community Meeting* in which the community at large was asked whether or not it would like to see the community advance each of the 25 strategies, and whether or not it believes the community could successfully do so.

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Energy Development	72	Sector-specific
Local/Regional Tourism	70	Tourism
Pass-through Visitor Services	70	Tourism
Education Development	68	Community Development
Environmental Restoration	65	Sector-specific
Value-added Forest Products	65	Value-added
Value-added Mining	60	Value-added
Value-added Agriculture	51	Value-added
Cultural Tourism	50	Tourism
Attracting Government Funding	49	Other
Infrastructure Development	44	Other
Attracting Retirees	41	Other
Destination Tourism	40	Tourism
Transportation Distribution	39	Sector-specific
Business Retention and	38	General Business
Business Cultivation	38	General Business
Health Care	38	Community Development
Attracting Government Jobs	38	Other
Bedroom Community	34	Community Development
Leading-edge Development	31	Sector-specific
Business Recruitment	30	General Business
Value-added Fisheries	30	Value-added
Attracting Lone Eagles	29	Other
Entrepreneurial Development	25	General Business
Downtown Development	13	Community Development

The results of the *Voice of the Community Meeting* were then weighed, factored and combined with the results of the *Key Success Factor Analysis* to produce the *Enhanced Strategy Report*. This report provided the Steering Committee with a more complete view about the desires and confidence level of both leaders and citizens with respect to each of the 25 potential strategies. This information, along with the *Prioritized Strategy Report*, served as the foundation for the final strategy selection process. In addition, before strategies were actually selected, the Steering Committee was asked to assess the capacity of the community to carry out both general and specific community and economic development activities. This was done during the *Community Organizer Assessment* session during *Plan Week.* The recommendations that resulted from that session will help the community refine and increase its capacity to work together and succeed as it begins implementing the strategic plan.

Enhanced Strategy Report

	STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
✓	Local/Regional Tourism	220	87%	86%	Tourism
✓	Value-added Forest Products	219	88%	85%	Value-added
✓	Energy Development	176	78%	71%	Sector-specific
	Cultural Tourism	167	86%	65%	Tourism
✓	Education Development	167	78%	62%	Community Development
✓	Pass-through Visitor Services	164	78%	52%	Tourism
	Environmental Restoration	160	83%	50%	Sector-specific
	Business Recruitment	154	91%	68%	General Business
✓	Business Retention and Expansion	150	83%	68%	General Business
	Attracting Retirees	148	78%	68%	Other
	Value-added Agriculture	136	83%	48%	Value-added
	Business Cultivation	132	84%	53%	General Business
	Destination Tourism	131	78%	60%	Tourism
	Entrepreneurial Development	127	87%	62%	General Business
✓	Health Care	122	68%	67%	Community Development
	Infrastructure Development	97	70%	48%	Other
	Downtown Development	93	78%	48%	Community Development
	Attracting Lone Eagles	86	74%	45%	Other
	Value-added Mining	64	48%	42%	Value-added
	Attracting Government Funding	20	43%	30%	Other
	Leading-edge Development	19	41%	26%	Sector-specific
	Attracting Government Jobs	14	43%	40%	Other
	Transportation Distribution Center	-34	39%	5%	Sector-specific
	Value-added Fisheries	-51	27%	20%	Value-added
	Bedroom Community	-78	18%	16%	Community Development

Checkmarks (✔) indicate selected strategies.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance. Consideration of the *Prioritized Strategy Report* yielded an initial selection of the "most viable" strategies.

Importance of Recommendations

The Building Communities methodology results in two types of recommendations: 1) *Essential Action Steps* associated with the selected community and economic development strategies; and 2) organizational capacity recommendations generated by the *Community Organizer Assessment*.

Combined, these two elements generate a substantial number of recommendations and actions the community should take in order to successfully implement its selected strategies.

However, the results of the *Community Organizer Assessment* should be seen as supporting recommendations. In other words, it is the *Essential Action Steps* that should be the primary focus, with the recommendations provided through the *Community Organizer Assessment* viewed more as a "tune-up" for the assigned organizations—and the community as a whole—to get the work done. The recommendations of the Community Organizer follow the Selected Strategies section of this plan.

While it is recommended that the Steering Committee review the *Essential Action Steps* on a monthly basis, it may only be necessary to review the *Community Organizer Assessment* recommendations on a quarterly or semi-annual basis.

SWOT Analysis

Overall SWOT Summary

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities and threats (SWOT) analysis as a starting point for the process. Instead, it presents *Key Success Factors* for community and economic development.

The local assessment of the relative comparative advantage of each of the *Key Success Factors*, in effect, yields a SWOT analysis based on these seven categories:

- Assets
- Capital
- Expertise
- Government
- Infrastructure
- Labor
- Location

Average Key Success Factor Scores
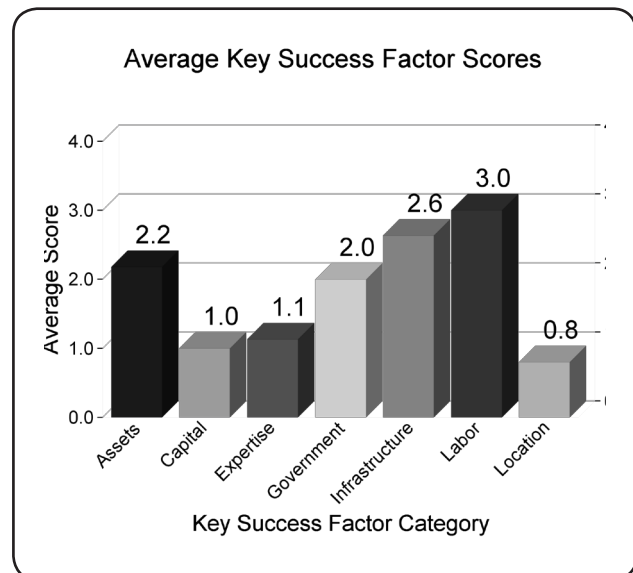
The table below presents a brief description of each category and the average score of the community in each of those categories.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.2
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	1.0
Expertise	The skills, connections and abilities of local professionals.	1.1
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.0
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	2.6
Labor	The labor force of a community.	3.0
Location	The relative proximity of the community to the marketplace.	0.8
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

Assets

The "Assets" category generally presents *Key Success Factors* unique to particular strategies. For example, the "availability of energy resources" is a unique Key Success Factor to the Energy Development strategy.

Key Success Factors - Assets

Availability of energy resources	4
Desirable climate	4
Local recreational and visitor attractions	4
Proximity and access to forests and forest products	4
Proximity to raw materials and minerals	4
Insulation from industrial business annoyances	4
Accurate, long-term analysis of infrastructure needs and costs	3
Existing or prospective cultural attraction	3
Expandable educational institution	3
Proximity to large volumes of agricultural commodities	3
Proximity to travel routes	3
Existence of recreational amenities	2
Quality residential neighborhoods	1
Available, desirable housing	1
Financially sound existing health care facility	1
Proximity to fisheries commodities	1
Proximity to nationally recognized attractions	1
Sufficient base of local businesses	1
Sufficient local entrepreneurial base	1
High availability of urban services	0
Proximity to urban population and workforce centers	0
Recognizable central business district/downtown	0

Capital

Access to—and consistent availability of—capital is significant in two general respects. First, businesses must be able to secure sufficient debt and/or equity capital for their formation, operations, retention and expansion. Second, development organizations must have reliable sources of funding in order to regularly engage in activities consistent with their mission.

For businesses, access to capital is the lifeblood of the business itself. For small businesses that can demonstrate loan repayment capability, programs to provide such capital can be very traditional (bank and credit union lending), or they can be government-supported loan, loan guarantee or credit enhancement measures designed to supplement traditional lending.

For development organizations, reliable funding is necessary so the board and staff can engage primarily in activities consistent with the organizational mission, rather than regularly chasing funding sources for the preservation of the organization itself.

Key Success Factors - Capital

Ability to secure long-term contracts for forest materials	3
Ability to secure power-purchase agreements	2
Access to small business financing	1
Access to long-term infrastructure loans and grants	1
Availability of appropriated funds	1
Competitive recruitment incentives	1
Sufficient marketing, promotion, or public relations budget	1
Access to large-scale capital	0
Dedicated local financial resources for staffing recruiters	0
Local funding for downtown development	0

Expertise

In this information age, it should be no surprise that one of the broadest and most important categories of *Key Success Factors* is expertise. The successful implementation of virtually every strategy requires expertise from a broad array of professionals in any community.

Not only must sufficient expertise be possessed by the individuals on the front lines of community and business development, but such capability is also important in various professional sectors of the local economy, for the advancement of targeted tourism and downtown development strategies and in the professionals backing up the front-line community and business developers (city managers, public works directors, county commissioners, etc.).

Key Success Factors - Expertise

Ability to build a team comprised of energy-development experts	4
Existing excellence in local health care	3
Local ability to identify and advance a funding proposal	3
Capable, experienced economic development professionals	2
Cooperation of economic development staff and educational community	2
Relative sophistication in coordinating and marketing local events	2
Supportive post-secondary education training program	2
Ability to successfully market materials	1
Ability to understand industry trends and opportunities	1
Competent, strategic-minded hospital and health-care executives	1
Sophisticated tourism development & promotion	1
Sophisticated use of the internet for marketing	1
Staff focused on recruitment objectives	1
Support from local education professionals at all levels	1
Team approach to infrastructure finance	1
Ability to compete in a global market	0
Ability to identify product and service gaps	0
Ability to network and attend relevant trade shows	0
Cultural development and advocacy organization	0
Dedicated business coaching staff	0
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0

Government

Increasingly people argue that "if only government would get out of the way" our communities and businesses would thrive. In reality, however, it is through government (federal, state and especially local) that key strategies are envisioned, defined and implemented.

Governmental bodies not only establish policies and funding programs, but establish cultures and attitudes that are either pro-development or anti-development. Strong collaboration between government and the private and volunteer sectors is an essential ingredient for success.

Key Success Factors - Government

Community acceptance of the visitor industry	3
Local government support	3
Support for attracting retirees	3
Support from local businesses	3
Active engagement of downtown building and business owners	2
Community support for needed infrastructure rate increases	2
Local focus on revenues from visitors	2
Local pro-business climate	2
Strong community support	2
Strong relations between economic development organization and local businesses	2
Supportive local government policy and focus	2
Supportive state energy policies and incentives	2
Projected growth in government budgets	1
Strong state and/or federal legislative delegation	1
Favorable state policies with respect to office locations	0

Infrastructure

In order for communities to be attractive and appropriate for the implementation of many strategies, they must possess sufficient land, infrastructure, buildings and housing. Building Communities uses the term infrastructure in a very broad sense in this context (beyond just sewer, water and power facilities).

Key Success Factors - Infrastructure

Availability of brownfield sites	4
Availability of industrial-zoned land for industrial park development	4
Land/Buildings/Campus for education development	4
Adequate housing for labor force	3
Excess water and sewer infrastructure capacity	3
Proximity to transmission lines with excess capacity	3
Availability of local land	2
Availability of local buildings	2
Availability of local infrastructure	2
Adequate telecommunications infrastructure	1
High-speed internet	1

Labor

It takes a deeper bench than simply the "experts" to successfully implement many strategies. The availability and skills of the local labor force are critical to the implementation of many strategies.

Key Success Factors - Labor

Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	3

Location

The location of the community is of great significance to many strategies. For example, communities strategically located to provide access to markets have a comparative advantage versus relatively isolated communities.

Key Success Factors - Location

Advantageous location for government or education expansion	2
Prospect of an expanded geographic market for health care	1
Proximity and access to markets	1
Proximity to scheduled air service	0
Strategic location for distribution centers	0

Selected Strategies

Business Retention and Expansion
Education Development
Energy Development
Health Care
Local/Regional Tourism
Pass-through Visitor Services
Value-added Forest Products

Selected Strategies

Eagar's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of seven strategies to enhance the economic condition and overall quality of life for Eagar.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the strategy-specific results of the Key Success Factor Analysis. The Essential Action Steps associated with each strategy are also listed.

Two figures lead out on each strategy's page—"Score" and "Rank."

Score - This represents each strategy's overall score on a basis of 100 points, and is the result of the Steering Committee's collective responses to the Key Success Factor Analysis in the first session of Plan Week. A score of 85 or higher indicates a strategy that is highly recommended for advancement. A score of 70 to 84 indicates a strategy that should be seriously considered for advancement.   A score below 70 indicates that there likely exist serious impediments to successful implementation of the strategy.

Rank - This represents the position of each strategy among all the strategies, based on its score.

The strategies selected by the Eagar Steering Committee are:

- Business Retention and Expansion
- Education Development
- Energy Development
- Health Care
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products

Strategies not selected include:

- Attracting Government Funding
- Attracting Government Jobs
- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community
- Business Cultivation
- Business Recruitment
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Leading-edge Development
- Transportation Distribution Center
- Value-added Agriculture
- Value-added Fisheries
- Value-added Mining

Business Retention & Expansion

Business Retention & Expansion

SCORE: 38   RANK: 15

Strategy Summary

It is widely agreed by most economic development professionals that opportunities for job retention and job expansion with existing companies exceed the number of opportunities for recruiting new businesses to their communities.

Communities can employ a variety of approaches to foster the expansion of existing companies. One of these methods is to conduct a Business Retention & Expansion (BR&E) program. The BR&E approach utilizes a systematic outreach to existing companies to identify their needs, challenges and opportunities. Several programs are available that can be adapted for the specific needs of a particular community.
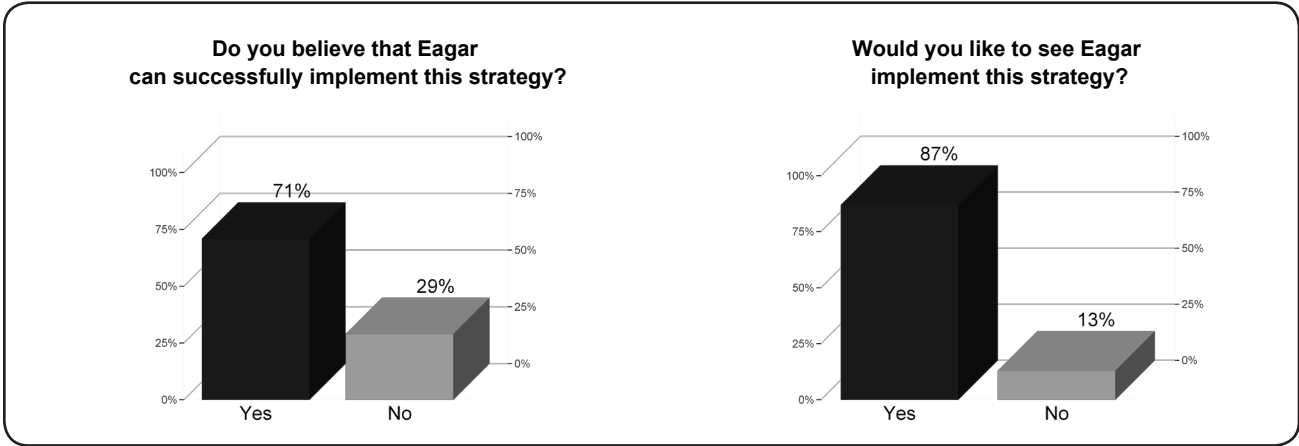
Benefits of the BR&E approach include:

- Identifying opportunities to encourage the expansion of new companies;
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- Ability to immediately identify solutions for businesses;
- Opportunity to engage civic groups or volunteers to partner in the work;
- Building good public relations for municipalities and economic development organizations; and
- Identifying vendor and subcontractor business networking opportunities.

By meeting the needs of existing businesses, the stage is also better set for successful business recruitment efforts. Potential new businesses to a new community may investigate the satisfaction of existing businesses, and base a portion of their business location decision on such satisfaction levels.

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Eagar implement this strategy and 2) whether or not they believed Eagar could successfully implement it. Below is a summary of community responses:

**Do you believe that Eagar
can successfully implement this strategy?**

71%

29%

Yes   No

**Would you like to see Eagar
implement this strategy?**

87%

13%

Yes   No

Objectives of Strategy Implementation

The current and emerging efforts of the Small Business Development Center form the foundation for the selection of the Business Retention and Expansion strategy. With a business outreach initiative already set to begin, the selection of this strategy not only bolsters this effort, but creates greater community-wide understanding of the activities and benefits of business retention and expansion.

This effort is also assisted by recent efforts by Eagar Mayor Kim Holaway who has already conducted many outreach sessions to local business.

Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Local, available, low-skill labor pool Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Sufficient base of local businesses Access to small business financing Support from local education professionals at all levels	Ability to compete in a global market

Education Development

Education Development

SCORE: 68   RANK: 4

Strategy Summary

The provision of educational services, especially in rural communities, comprises a significant portion of the overall economy of a community. Communities that are home to community colleges, and especially four-year higher education institutions, benefit from an even higher percentage of economic impact derived from provision of educational services.

More and more, the ability to derive a family-wage is dependent upon educational attainment. As such, counties, states and regions that have a more educated population tend to compete better in the 21st century marketplace.

The combination of these two dynamics may inspire a community to develop an Education Development Strategy.

By developing a community development—and a political—strategy to create or enhance provision of educational services at all levels, communities can derive economic benefit. Wages associated with the delivery of educational services tend to meet family-wage levels.

Such a strategy might simply entail the augmentation or expansion of existing post-secondary educational services. Alternatively, a strategy could be more ambitious such as the creation of an institute dedicated to researching and resolving emerging issues or perhaps the establishment of a four-year educational institution.

Communities desiring to pursue an Education Development Strategy must be cognizant of the budget dynamics and emerging educational trends associated with the educational institution they are trying to attract/expand.

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Eagar implement this strategy and 2) whether or not they believed Eagar could successfully implement it. Below is a summary of community responses:

**Would you like to see Eagar
implement this strategy?**

**Do you believe that Eagar
can successfully implement this strategy?**
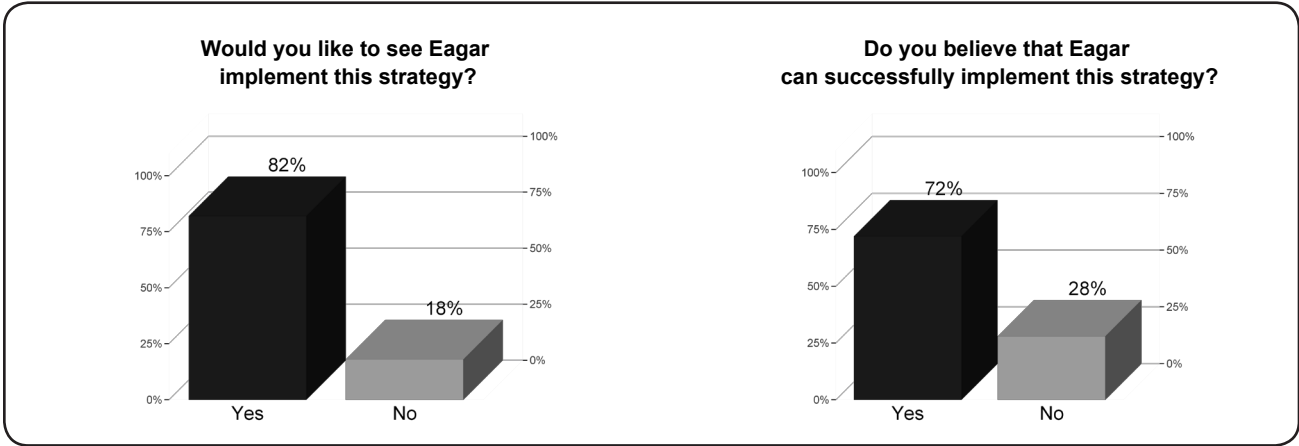
Objectives of Strategy Implementation

The immediate area is benefited by the significant presence of Northland Pioneer College (NPC). NPC has educational facilities and programming in the Eagar/Springerville area, and has strong local advocacy for expanded programs and job training services.

Key Success Factor Report - Education Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Land/Buildings/Campus for education development	Expandable educational institution Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Energy
Development

Energy Development

SCORE: 72   RANK: 1

Strategy Summary

The current and forecasted shortages in energy resources, and more specifically renewable energy resources, present communities with an opportunity to recruit or locally establish new energy production facilities.

Renewable energy options include wind, solar, biomass, bio-energy, geothermal, and hydropower.

Both the federal government and many states have approved new policies and incentives to foster the development of the renewable energy industry.

While larger, established companies may have an edge in capitalizing on many of these business opportunities, viable start-up options exist based upon proximity to renewable energy supplies and local market demand.

For many states and communities, traditional non-renewable energy development and production using coal, oil or natural gas has significant potential.   In these cases, proximity to the energy resource is not only necessary, but can become the catalyst in creating a local industry with or without significant local community advocacy.

America's commitment to energy independence is generally seen as dependent upon all forms of energy development—both renewable and non-renewable. At the same time, increasing emphasis on energy conservation--efficiency though green building practices and retrofitting is becoming a more common element in public policy supporting that development.

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Eagar implement this strategy and 2) whether or not they believed Eagar could successfully implement it. Below is a summary of community responses:

Would you like to see Eagar implement this strategy?

- Yes: 78%
- No: 22%

Do you believe that Eagar can successfully implement this strategy?

- Yes: 75%
- No: 25%
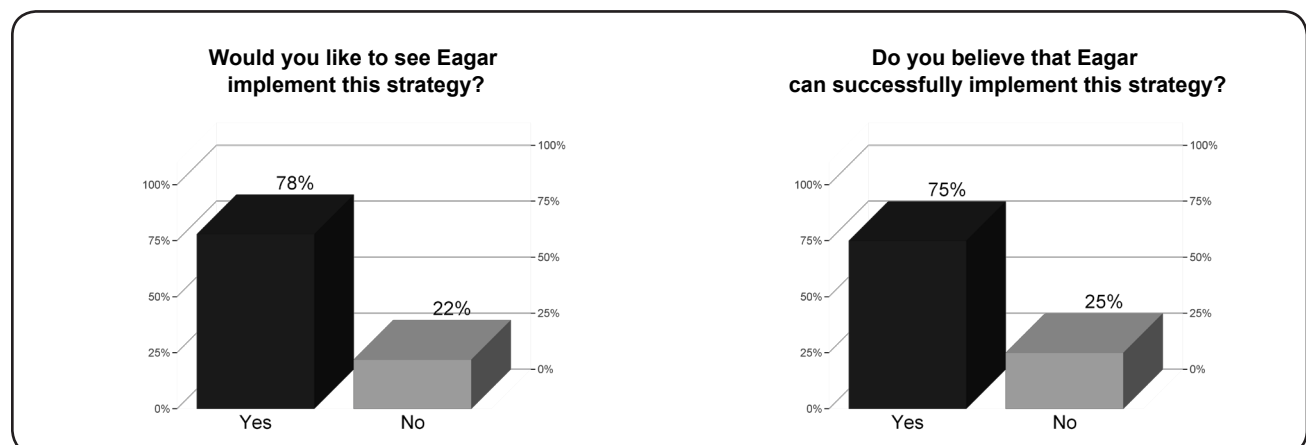
Objectives of Strategy Implementation

Primarily due to a focus on the prospect of biomass-based energy development, the town of Eagar has selected Energy Development as a viable opportunity for job creation and forest health.

The community has a significant comparative advantage in the knowledge that has been gained by the Town Manager and other community advocates for biomass energy development.

Far more biomass energy "concepts" exist than "viable projects" across the United States. While biomass-generated energy seems the obvious solution for forest health and rural job creation, challenges remain both in terms of government regulations and available funding for the industry. The leadership of the community—enhanced by the focus of this strategy—may create a winning solution for the town.

For the Town of Eagar, the term "sustainability" directly relates to forest health, biomass, and forest products jobs.

Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Availability of energy resources Ability to build a team comprised of energy-development experts	Proximity to transmission lines with excess capacity Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	Access to large-scale capital

Health
Care

Health Care

SCORE: 38 RANK: 17

Strategy Summary

Communities that have established notable centers of excellence for broad-based health care or specific health care specialties benefit from an unusually large cadre of well-paid professionals.

Communities such as Rochester, Minnesota, home of the Mayo Clinic, for example, benefit substantially from having a high health care location factor. ("Location factors" are an economic term referring to a high density of employment in an industry within a specific region.)

National trends have a significant impact on health care, especially in rural communities. Mergers and acquisitions create a dynamic where there are fewer health care conglomerates controlling hospitals dispersed throughout the country.

Additionally, federal policies on Medicaid and Medicare reimbursements have created a significant financial challenge for rural hospitals.

Communities desiring to pursue a health care-based business development strategy should begin with a very objective analysis of the true competitive position of their local hospital and medical community. While every community likes to boast that they have competitive superiority with respect to health care professionals and facilities, a realistic assessment may prove otherwise.

It may be more realistic to target a specialty area of health care. For example, many rural hospitals have targeted orthopedic care based upon the superiority of one or more orthopedic surgeons and the investment in state-of-the-art orthopedic assessment and surgery equipment.

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Eagar implement this strategy and 2) whether or not they believed Eagar could successfully implement it. Below is a summary of community responses:

Would you like to see Eagar implement this strategy?

Yes 71% No 29%

Do you believe that Eagar can successfully implement this strategy?

Yes 74% No 26%
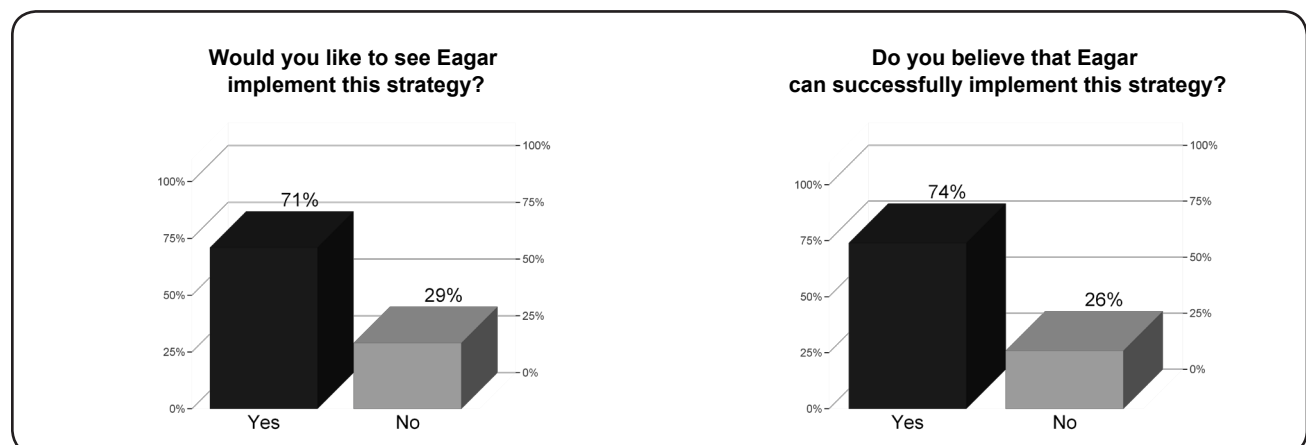
Objectives of Strategy Implementation

The area is served by a local hospital that draws patrons not only from Apache County, but also from west-central New Mexico.

The community recognizes the importance of sustaining and expanding locally-offered health care services. Local community leadership is in place to advocate for the expansion of such services.

Key Success Factor Report - Health Care

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Existing excellence in local health care
	Local, available, low-skill labor pool
	Local, available, high-skill labor pool

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Financially sound existing health care facility	No Entries
Sufficient marketing, promotion, or public relations budget	
Prospect of an expanded geographic market for health care	
Competent, strategic-minded hospital and health-care executives	

Local/Regional
Tourism

Local/Regional Tourism

SCORE: 70   RANK: 2

Strategy Summary

While most communities do not have a destination attraction in their backyard, they may have sufficient recreational or historical amenities that can draw visitors within a one-day drive and thus stimulate the local economy.

Many communities have successful weekend events designed to celebrate the community's history and/or culture. These events have potential to draw people from a county or two away.

By investing in the local tourism "product" and marketing efforts, tourism expenditures can be maximized.

Communities should understand that employing a local/regional tourism strategy is not an economic panacea. Such a strategy can have a modest economic impact, however, and bolster community pride.

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Eagar implement this strategy and 2) whether or not they believed Eagar could successfully implement it. Below is a summary of community responses:

Would you like to see Eagar implement this strategy?

91% Yes
9% No

Do you believe that Eagar can successfully implement this strategy?

86% Yes
14% No
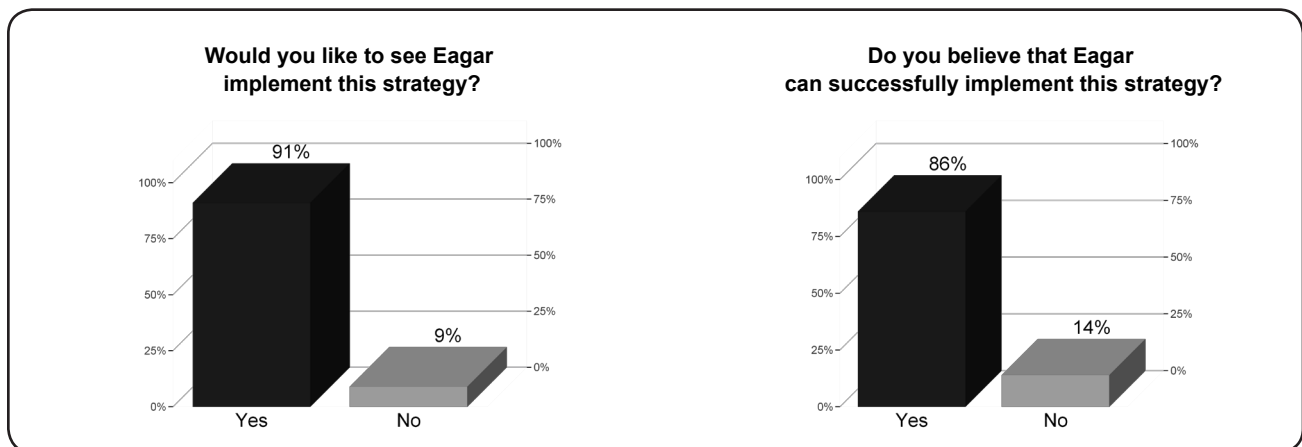
Objectives of Strategy Implementation

The community is already served by an existing organization the Springerville-Eagar Regional Chamber of Commerce, which is positioned to support and promote events designed to retain local residents and draw regional residents to the community for recreational events.

In addition, the community is generating an emerging track record to coordinate and promote events that draw recreationalists focused on hunting and recreational vehicles in the outstanding forested lands that surround the community.

The community has opportunities to leverage its work with the Consortium to broaden its network of tourism advocacy that can build upon Arizona's reputation as a destination for traveling.

Key Success Factor Report - Local/Regional Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Local recreational and visitor attractions	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Sufficient marketing, promotion, or public relations budget	No Entries

Pass-through
Visitor Services

Pass-through Visitor Services

SCORE: 70   RANK: 3

Strategy Summary

Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes lodging.

Generally, these expenditures happen regardless of efforts made by local communities. Certain targeted efforts, however, can have a modest impact on pass-through visitor expenditure patterns:

- Signage on travel routes (freeways, highways, etc.)
- Community entrance beautification efforts
- Low-frequency AM Radio transmitters
- Hospitality training educating front-line workers about local visitor destinations

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Eagar implement this strategy and 2) whether or not they believed Eagar could successfully implement it. Below is a summary of community responses:

Would you like to see Eagar implement this strategy?

- Yes: 86%
- No: 14%

Do you believe that Eagar can successfully implement this strategy?

- Yes: 69%
- No: 31%
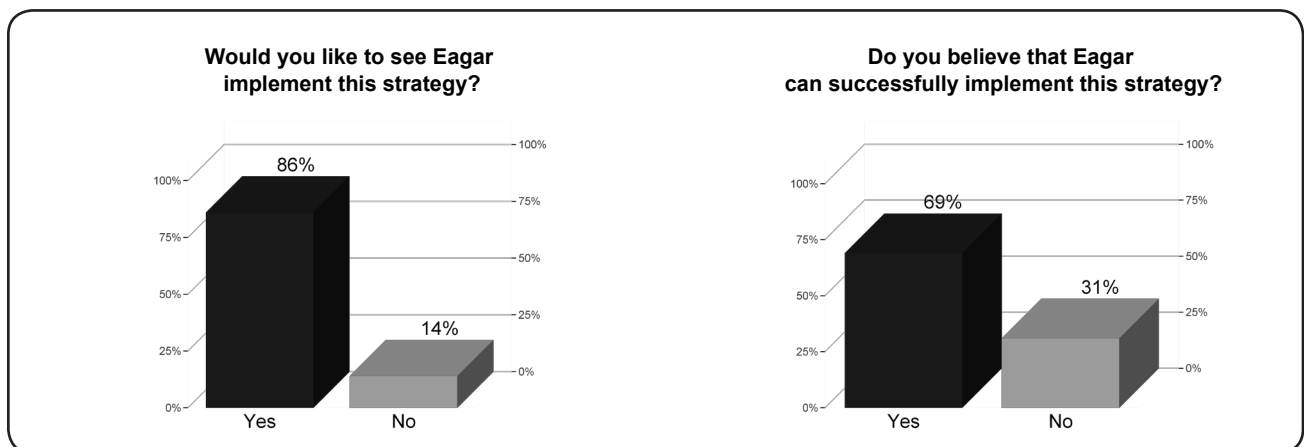
Objectives of Strategy Implementation

Northern Arizona is already a significant visitor destination primarily due to the Grand Canyon and the significant presence of Native American peoples and culture.

The town of Eagar has a strong desire to enhance the local economy by capturing visitor expenditures

and has many destination features of its own. Wildlife viewing and big game hunting, for example, are extraordinary in the region.

Joined by the Town of Springerville, the area offers sufficient lodging, meals, and visitor services to accommodate pass-through visitors.

Key Success Factor Report - Pass-through Visitor Services

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Proximity to travel routes
	Local, available, low-skill labor pool
	Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Value-added
Forest Products

Value-added Forest Products

| SCORE: 65 | RANK: 6 |

Strategy Summary

A variety of products can be produced from our federal, state, and private forests. Most commonly, lumber is produced from timber. Additionally, forests produce other potential products including fuel for biomass energy, hardwood for furniture manufacturing and flooring, and miscellaneous forest products such as mushrooms.

Policy changes on federal forests over the past 20 years have reduced the availability of the timber supply, causing the lumber production industry to be more centralized amongst fewer large-scale companies. Replacing these mill jobs with new jobs in a related industry can be an attractive strategy for communities.

In addition, the nation's increasing demand for renewable energy is increasingly making biomass-to-energy plants economically viable.

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see Eagar implement this strategy and 2) whether or not they believed Eagar could successfully implement it. Below is a summary of community responses:

Would you like to see Eagar implement this strategy?
Yes: 91% No: 9%

Do you believe that Eagar can successfully implement this strategy?
Yes: 89% No: 11%
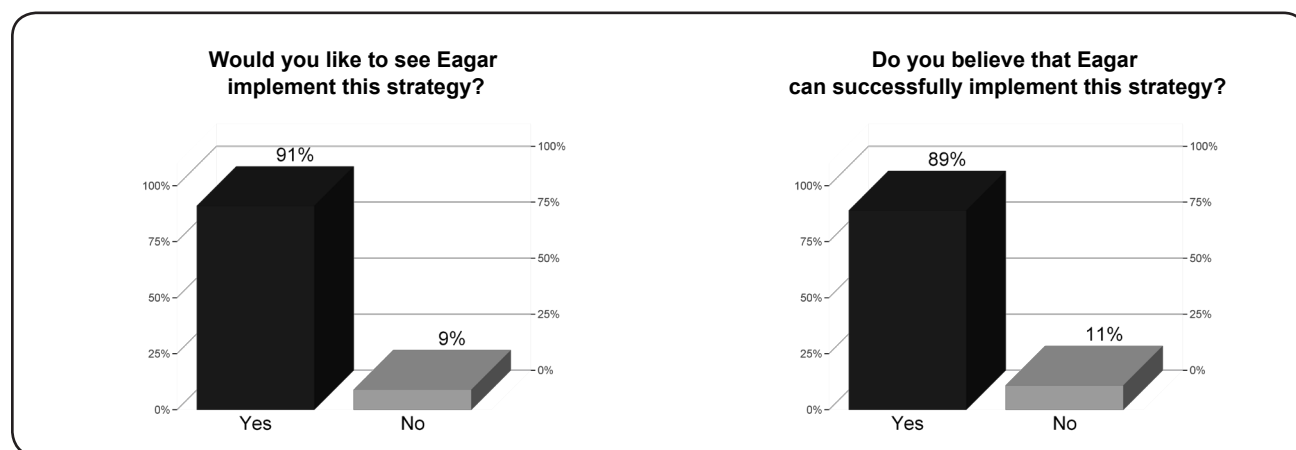
Objectives of Strategy Implementation

Due to proximity to forests and the community's history with the forest products industry, the Town of Eagar has taken a leadership position with respect to advocacy for forest health, stewardship contracts, and creating jobs in the value-added forest products industry.

Perhaps more than any region in America, northeast Arizona has a demonstrated track record of collaboration amongst industrial and environmental advocates to create win/win solutions benefitting both the economy and the environment. Nevertheless, challenges remain in the effort to create long-term

certainty on the availability of forest products for value-added wood products processing.

An overlap exists between the Value-Added Forest Products strategy and the Energy Development strategy in the field of biomass energy.

Key Success Factor Report - Value-added Forest Products

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Proximity and access to forests and forest products	Ability to secure long-term contracts for forest materials
	Local, available, low-skill labor pool
	Local, available, high-skill labor pool

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Ability to successfully market materials	Access to large-scale capital
Proximity and access to markets	
Ability to understand industry trends and opportunities	

Appendix

Prioritized Strategy Report w/ Community Input
Strategies by Group
Alphabetical Listing of Strategies
Key Success Factor Report

Appendix A

Prioritized Strategy Report w/ Community Input

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Energy Development	72	78%	71%	Sector-specific
Local/Regional Tourism	70	87%	86%	Tourism
Pass-through Visitor Services	70	78%	52%	Tourism
Education Development	68	78%	62%	Community Development
Environmental Restoration	65	83%	50%	Sector-specific
Value-added Forest Products	65	88%	85%	Value-added
Value-added Mining	60	48%	42%	Value-added
Value-added Agriculture	51	83%	48%	Value-added
Cultural Tourism	50	86%	65%	Tourism
Attracting Government Funding	49	43%	30%	Other
Infrastructure Development	44	70%	48%	Other
Attracting Retirees	41	78%	68%	Other
Destination Tourism	40	78%	60%	Tourism
Transportation Distribution Center	39	39%	5%	Sector-specific
Business Retention and Expansion	38	83%	68%	General Business
Business Cultivation	38	84%	53%	General Business
Health Care	38	68%	67%	Community Development
Attracting Government Jobs	38	43%	40%	Other
Bedroom Community	34	18%	16%	Community Development
Leading-edge Development	31	41%	26%	Sector-specific
Business Recruitment	30	91%	68%	General Business
Value-added Fisheries	30	27%	20%	Value-added
Attracting Lone Eagles	29	74%	45%	Other
Entrepreneurial Development	25	87%	62%	General Business

Appendix B

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	30	General Business
Business Retention and Expansion	38	General Business
Business Cultivation	38	General Business
Entrepreneurial Development	25	General Business
Energy Development	72	Sector-specific
Environmental Restoration	65	Sector-specific
Transportation Distribution Center	39	Sector-specific
Leading-edge Development	31	Sector-specific
Value-added Agriculture	51	Value-added
Value-added Forest Products	65	Value-added
Value-added Fisheries	30	Value-added
Value-added Mining	60	Value-added
Destination Tourism	40	Tourism
Cultural Tourism	50	Tourism
Local/Regional Tourism	70	Tourism
Pass-through Visitor Services	70	Tourism
Downtown Development	13	Community Development
Education Development	68	Community Development
Health Care	38	Community Development
Bedroom Community	34	Community Development
Infrastructure Development	44	Other
Attracting Retirees	41	Other
Attracting Lone Eagles	29	Other
Attracting Government Jobs	38	Other

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	49	Other
Attracting Government Jobs	38	Other
Attracting Lone Eagles	29	Other
Attracting Retirees	41	Other
Bedroom Community	34	Community Development
Business Cultivation	38	General Business
Business Recruitment	30	General Business
Business Retention and Expansion	38	General Business
Cultural Tourism	50	Tourism
Destination Tourism	40	Tourism
Downtown Development	13	Community Development
Education Development	68	Community Development
Energy Development	72	Sector-specific
Entrepreneurial Development	25	General Business
Environmental Restoration	65	Sector-specific
Health Care	38	Community Development
Infrastructure Development	44	Other
Leading-edge Development	31	Sector-specific
Local/Regional Tourism	70	Tourism
Pass-through Visitor Services	70	Tourism
Transportation Distribution Center	39	Sector-specific
Value-added Agriculture	51	Value-added
Value-added Fisheries	30	Value-added
Value-added Forest Products	65	Value-added

Appendix D - Key Success Factor Report

Key Success Factors with a Score of "4":

Availability of energy resources
Desirable climate
Local recreational and visitor attractions
Proximity and access to forests and forest products
Proximity to raw materials and minerals
Insulation from industrial business annoyances
Ability to build a team comprised of energy-development experts
Availability of brownfield sites
Availability of industrial-zoned land for industrial park development
Land/Buildings/Campus for education development

Key Success Factors with a Score of "3":

Accurate, long-term analysis of infrastructure needs and costs
Existing or prospective cultural attraction
Expandable educational institution
Proximity to large volumes of agricultural commodities
Proximity to travel routes
Ability to secure long-term contracts for forest materials
Existing excellence in local health care
Local ability to identify and advance a funding proposal
Community acceptance of the visitor industry
Local government support
Support for attracting retirees
Support from local businesses
Adequate housing for labor force
Excess water and sewer infrastructure capacity
Proximity to transmission lines with excess capacity
Local, available, low-skill labor pool
Local, available, high-skill labor pool

Key Success Factors with a Score of "2":

Existence of recreational amenities
Ability to secure power-purchase agreements
Capable, experienced economic development professionals
Cooperation of economic development staff and educational community
Relative sophistication in coordinating and marketing local events
Supportive post-secondary education training program
Active engagement of downtown building and business owners
Community support for needed infrastructure rate increases
Local focus on revenues from visitors
Local pro-business climate
Strong community support
Strong relations between economic development organization and local businesses
Supportive local government policy and focus
Supportive state energy policies and incentives
Availability of local land

Availability of local buildings
Availability of local infrastructure
Advantageous location for government or education expansion

Key Success Factors with a Score of "1":

Quality residential neighborhoods
Available, desirable housing
Financially sound existing health care facility
Proximity to fisheries commodities
Proximity to nationally recognized attractions
Sufficient base of local businesses
Sufficient local entrepreneurial base
Access to small business financing
Access to long-term infrastructure loans and grants
Availability of appropriated funds
Competitive recruitment incentives
Sufficient marketing, promotion, or public relations budget
Ability to successfully market materials
Ability to understand industry trends and opportunities
Competent, strategic-minded hospital and health-care executives
Sophisticated tourism development & promotion
Sophisticated use of the internet for marketing
Staff focused on recruitment objectives
Support from local education professionals at all levels
Team approach to infrastructure finance
Projected growth in government budgets
Strong state and/or federal legislative delegation
Adequate telecommunications infrastructure
High-speed internet
Prospect of an expanded geographic market for health care
Proximity and access to markets

Key Success Factors with a Score of "0":

High availability of urban services
Proximity to urban population and workforce centers
Recognizable central business district/downtown
Access to large-scale capital
Dedicated local financial resources for staffing recruiters
Local funding for downtown development
Ability to compete in a global market
Ability to identify product and service gaps
Ability to network and attend relevant trade shows
Cultural development and advocacy organization
Dedicated business coaching staff
Downtown organization and staff
Implementation of national Main Street Four-Point Approach™
Relationship with site selectors
Favorable state policies with respect to office locations
Proximity to scheduled air service
Strategic location for distribution centers
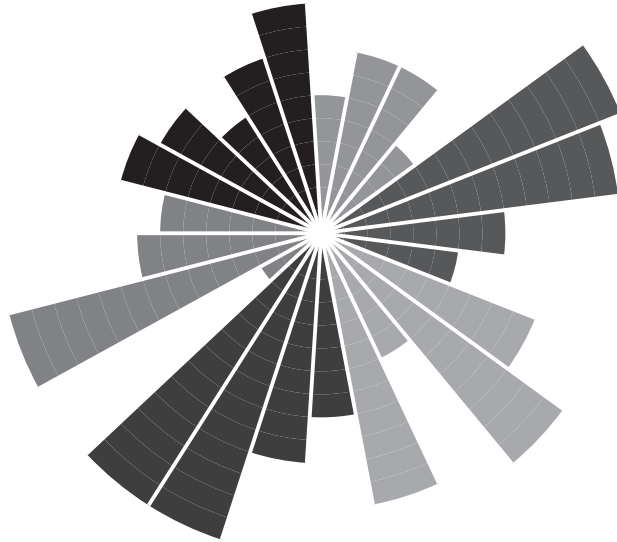
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