SPRINGERVILLE
ARIZONA

Economic Development Strategic Plan

Final — September 2013

NORTHEAST ARIZONA
ECONOMIC DEVELOPMENT PLANNING GROUP

BC

A Building Communities™
Strategic Plan

ECONOMIC DEVELOPMENT for APACHE COUNTY
EDAC

Springerville, Arizona
Economic Development Strategic Plan

Prepared for
Springerville

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

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Executive Summary

Executive Summary

Our Community and Vision

Springerville, Arizona is a one-of-a-kind place in the Southwest. Set against a backdrop of forested mountain topography and grazing lands, our community has an outstanding setting matched only by the will of our people to build a great place for families and businesses.

Our forefathers settled this place, and the people who live here today choose to call this home. As a result of being a small town, we know one another, care for each other, and desire to give back to our hometown.

For this reason, we have built this strategic plan. This plan represents an ambitious commitment to our future. Not many places of 2000 persons would work to simultaneously advance 14 community and economic development strategies. However, we know that with commitment and dedication that matches the fortitude of those who settled our community, we can succeed.

Already we are seeing small businesses make investments in our town during challenging economic times. New opportunities are emerging that not only will benefit Springerville but other communities in northeast Arizona. We see these developments in mining, energy, tourism, forest products, agriculture and other emerging industries.

While our economy develops, we seek to build on this momentum to transform our downtown into a vibrant, thriving destination for people throughout the southwest looking for an authentic small-town experience. Anyone who doubts our vision and drive can visit our relocated Rene Cushman Museum to see that we will succeed.

For generations, Springerville has been a great place to live. We just step out our backdoors and are in the forests and bedside streams. Just tour our community today and you will see the result of great efforts of the generations before us to build a nice town and to celebrate our place with monuments, parks, and school facilities.

Now is the time to come together and move forward. We invite our citizens to be a part of Springerville's great decades ahead.

Background and Context for Planning

The Town of Springerville is a participant in the Northeast Arizona Economic Development Planning Group (NEAZEDPG) to develop a Regional Sustainability Plan for Northeast Arizona. This strategic planning project is an unprecedented regional collaboration that includes several incorporated cities and towns in Apache and Navajo Counties and three Tribal Nations—Navajo Nation, Apache Nation and Hopi Nation. The planning effort is being coordinated by Economic Development for Apache County (EDAC), a non-profit community development corporation. Apache County, a recipient of a Sustainable Communities Regional Planning Grant Program through the Department of Housing and Urban Development's (HUD) Office of Sustainable Housing and Communities (OSHC), is the fiscal agent for the planning grant that supported all of the planning initiatives in this regional collaboration. EDAC contracted with Building Communities, Inc. to guide and facilitate individual participants through the planning process.

Springerville has a long-standing position as the business and tourism hub in Apache County. Nestled on the northern edge of the Apache-Stigreaves National Forest with US Highway 60 serving as "Main Street," Springerville truly is the "Gateway to the White Mountains."

The small-town America atmosphere that permeates Springerville makes it a terrific place to work, raise

families, retire and visit. Local businesses and residents will remember you by name and invariably residents and visitors alike will discover "they know someone you know"--a phenomenon that will instantly create a sense of community and belonging.

Keeping with tradition, Springerville is building this strategic plan to remain the leader in economic development and strategic planning in southern Apache County.

Scope of Plan

This strategic plan has a three-to-five year plan horizon and is focused on the Town of Springerville and its immediate surroundings. The immediate implementation of the plan will be driven by the Steering Committee. One of the primary objectives of the Committee is to build the capacity of the community so many, if not most, of the implementation activities can be collaboratively carried out with other local entities.

Looking to the Future

Springerville is a community that is proud of its heritage, in a region built upon the traditional mainstay industries of timber, agriculture and tourism. More recently, the energy industry has become a pillar of the local economy.

The pride of the community is evident everywhere, with many visible projects and historical markers celebrating history, tradition and reflecting commitment to quality of life.

With the completion of the Springerville Heritage Center, which is a new home for the Springerville-Eagar Regional Chamber of Commerce, the Renee Cushman Museum, the Becker Family History Museum and Casa Malpais archeology center, Springerville is ready to showcase its history with a vision for the future. This plan encompasses a variety of strategies that will develop businesses and tourism along with industry and education. Being no stranger to adversity, after enduring the Wallow Fire in the summer of 2011, Springerville citizens are actively engaged in conversations surrounding sustainability, the environment, and the impact of current decisions on future generations. With an eye to preserving its heritage by planning for tomorrow, Springerville is committed to building and implementing a strong, viable economic strategic plan.

Community and Economic Development Strategies
- Attracting Government Funding
- Attracting Government Jobs
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products
- Value-added Mining

Quality-of-Life Initiatives

Although the Steering Committee did not select any Quality-of-Life Initiatives for implementation, the committee did discuss projects and initiatives that went beyond the 25 economic development strategies and could contribute to the community's overall quality of life. A brief summary of these initiatives is provided after the narrative covering the 15 strategies.

Section 1:
Introduction

Planning Methodology & Approach

1 - Introduction

Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, Apache County 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, Springerville'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 Springerville's vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Springerville'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 Springerville, 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 Springerville 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
    - Community Organizer Assessment
    - Voice of the Community Meeting
    - Strategy & QOLIs 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: Chris Chiesl, Community Development Director and Steve West, Town Manager for the Town of Springerville- Serve as the liaisons between Building Communities and Springerville; 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.
- 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.
- 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.
- Steering Committee: Includes the Plan Director and represents the interests of Springerville 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. Springerville Steering Committee members:
  - Jim Brown
  - Jerry Campeau
  - Becki Christensen
  - Steve Christensen
  - Pete Hunt
  - John Lang
  - Travis Udall
  - Jeff Wells
  - Phelps Wilkins
- **Citizens of Springerville:** 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 Springerville, Plan Week consisted of the seven sessions listed previously and was conducted April 17 and 18, 2012.

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 Springerville'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" has concluded. 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 Springerville'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 Springerville's comparative advantage for a host of *Key Success Factors*—conditions, assets, abilities, etc., possessed by the community—relevant to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of living.

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 later sessions. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy's potential for successful implementation.
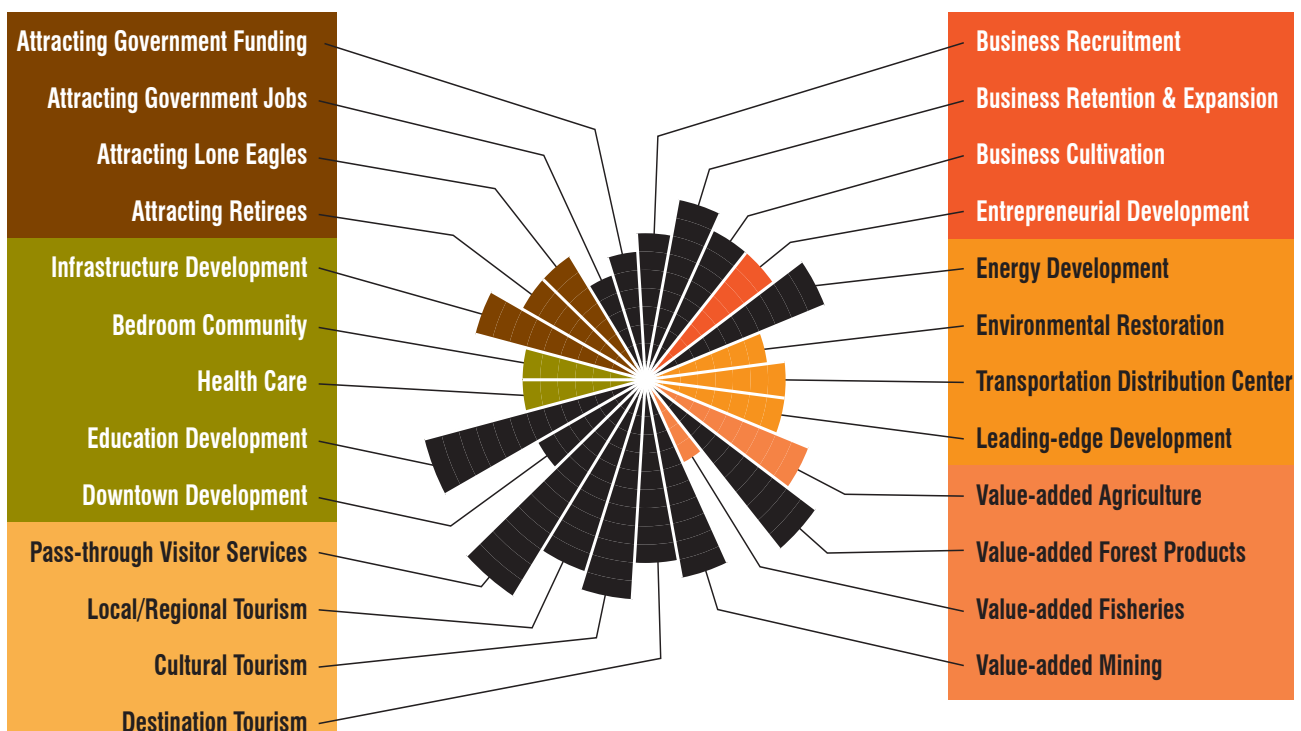
The input from this session yielded Springerville's *Prioritized Strategy Report*—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation.   This report, along with a more detailed explanation of its content, can be found in Section 2 of this plan.

Session 2: Quality-of-Life Initiatives Session

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 faced by 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 Springerville.   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.

Many topics were brought forward by the Steering Committee, including but not limited to:

*   Maintaining and building local parks
*   Maintaining the community cemetery
*   Building youth recreation programs
*   Organizing community clean-up days
*   Maintaining the sense of local safety
*   Capitalizing on the availability of affordable housing
*   Creating an art walk
*   Supporting arts and crafts
*   Supporting the continued benefit of the local high school dome facility
*   Recognizing that the region is a major destination for hunting
*   Capitalizing on the 26 Bar Ranch
*   Supporting the development of OHV parks

These initiatives were presented to the broader community in a later session for their consideration and input, before the final selection of initiatives to pursue was completed by the Steering Committee. A more detailed treatment of the *Quality-of-life Initiatives* follows in Section 4 of this plan.

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 Springerville can increase its capacity in order to successfully implement its strategic plan. The results of the *Community Organizer Assessment* can be found in Section 5 of this 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 Springerville?
- • Do you believe that Springerville 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 and Quality-of-Life Initiatives Selection Session

After the Steering Committee considered the "full body" of community and economic development considerations it made a final selection of strategies and *Quality-of-life Initiatives* in Session 5. 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.

Additionally, the Steering Committee reviewed all previously considered *Quality-of-life Initiatives*, along with all related information collected in previous sessions. From the original list of topics, the Committee chose to "act on," "write about" or "ignore" the concern or issue.   Topics selected for action became full-fledged initiatives and were slated, along with the selected strategies, for further development in Session 6.

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. This was no small task, and the Steering Committee's work, together with all their input earlier in Plan Week (and that of the broader community) constitute the bulk—and certainly the "meat"—of this strategic plan. Building Communities takes great pride in being able to work with and engage great people in accomplishing such a huge task.

Session 7: Elevator Speech Session

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 Springerville 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.

Objectivity of Planning Methodology

Great care was taken during Plan Week to avoid traditional strategic planning pitfalls. One of the most common of these pitfalls is the tendency in communities for the "loudest voice" or "most important person in the community" to dominate discussions and to silence (intentionally or otherwise) those who might disagree or, quite frankly, have better ideas. The Building Communities methodology used by Springerville employed a system which collected participants' public responses to important questions anonymously in real-time. Because initial responses were given privately and silently, results were very likely genuine and representative of participants' true positions. This ensured that discussions were fruitful, and that the issues, initiatives and concerns discussed were representative of the group rather than reflective of the opinion of one or two people. In other words, this provision for anonymity made what is, by its nature, very subjective work as objective as possible.

Conclusion

The Steering Committee, with the support of the Town Council, took the planning process very seriously. Their objectivity and desire to see the Town of Springerville move forward with a strategic economic development plan was evident in their discussions and in the detail of the tasks included in their Essential Action Steps. The ambitious number of strategies selected by the Springerville Steering Committee also indicates their commitment to building a diverse and robust economy.

Plan Week Results

Plan Week Results

Overview

To gather the information from which to begin formulating Springerville'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 and a community-generated list of initiatives to improve Springerville's quality of life. 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 Springerville:

- Attracting Government Funding
- Attracting Government Jobs
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products
- Value-added Mining

Strategy Selection Process

As mentioned briefly in Section 1, the Springerville 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 Springerville'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 Springerville 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 Springerville, 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
Pass-through Visitor Services	70	Tourism
Education Development	63	Community Development
Value-added Forest Products	62	Value-added
Cultural Tourism	60	Tourism
Value-added Mining	55	Value-added
Local/Regional Tourism	55	Tourism
Energy Development	53	Sector-specific
Value-added Agriculture	52	Value-added
Infrastructure Development	50	Other
Destination Tourism	49	Tourism
Business Retention and Expansion	41	General Business
Attracting Lone Eagles	40	Other
Transportation Distribution Center	37	Sector-specific
Leading-edge Development	37	Sector-specific
Attracting Retirees	37	Other
Business Cultivation	35	General Business
Entrepreneurial Development	35	General Business
Downtown Development	35	Community Development
Bedroom Community	35	Community Development
Attracting Government Funding	35	Other
Environmental Restoration	34	Sector-specific
Health Care	33	Community Development
Attracting Government Jobs	32	Other
Business Recruitment	31	General Business
Value-added Fisheries	24	Value-added

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
✓ Pass-through Visitor Services	270	100%	100%	Tourism
✓ Value-added Forest Products	252	100%	90%	Value-added
✓ Local/Regional Tourism	245	100%	90%	Tourism
✓ Business Retention and Expansion	231	100%	90%	General Business
✓ Value-added Mining	216	91%	70%	Value-added
✓ Downtown Development	215	100%	90%	Community Development
Health Care	203	100%	70%	Community Development
✓ Cultural Tourism	202	91%	70%	Tourism
✓ Business Recruitment	201	100%	70%	General Business
✓ Education Development	193	100%	40%	Community Development
✓ Business Cultivation	177	91%	60%	General Business
✓ Energy Development	175	91%	60%	Sector-specific
Value-added Agriculture	166	82%	70%	Value-added
Attracting Retirees	160	82%	60%	Other
✓ Attracting Government Funding	159	82%	70%	Other
Entrepreneurial Development	158	82%	60%	General Business
Environmental Restoration	156	91%	60%	Sector-specific
Infrastructure Development	139	82%	50%	Other
✓ Destination Tourism	134	73%	60%	Tourism
Attracting Lone Eagles	114	82%	20%	Other
✓ Attracting Government Jobs	102	70%	50%	Other
Leading-edge Development	-22	36%	10%	Sector-specific
Bedroom Community	-50	27%	30%	Community Development
Transportation Distribution Center	-58	18%	20%	Sector-specific
Value-added Fisheries	-148	9%	0%	Value-added

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. The Steering Committee then considered each strategy, starting with the highest ranked one (Pass-through Visitor Services), and worked their way entirely though the the list to Value-added Fisheries. Most of the high-ranking strategies were immediately selected, while most of the low-ranking ones were immediately rejected. After several discussions and votes, the Committee resolved to implement 14 of the 25 strategies--a very ambitious undertaking but a possible if the potential capacity of the community and county can be effeciently harnessed, and the Steering Committee maintains its focus over the long term.

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 *Quality-of-life Initiatives*; 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.

In many communities, Building Communities recommends the consideration of the Community Organizer Tool as secondary. Given the ambitious agenda selected by the Steering Committee, the capacity-building recommendations in this section are critical and should be given equal, if not even more immediate, consideration.

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

Key Success Factor Category	Average Score
Assets	2.2
Capital	1.3
Expertise	1.4
Government	1.3
Infrastructure	2.2
Labor	1.0
Location	1.6
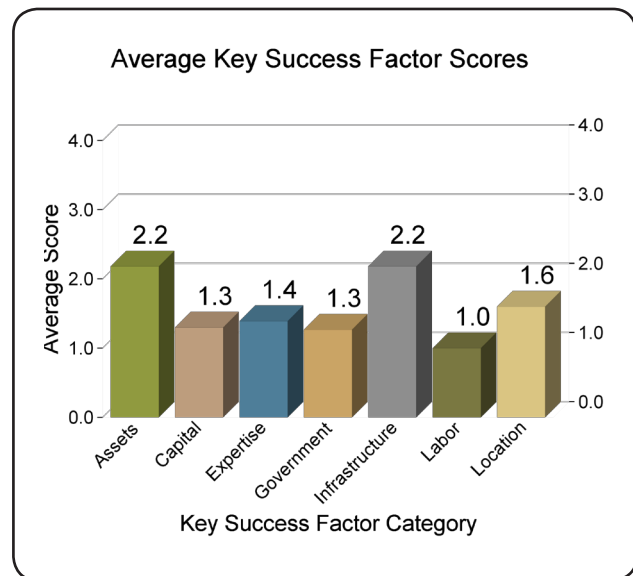
The table below presents a brief description of each category and the average score of the community in each of those categories.

In general, the Steering Committee took a very serious approach to the consideration of Key Success Factors. The assessment, which correctly focused on the current situation--not the desired situation--resulted in KSFs that are scored relatively low. An average score is 2.0, and five of the seven overall categories score under 2.0. Relative strength in the catch-all Assets category and the all-important Infrastructure category set the stage for several strategies to score over 50.

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.	1.3
Expertise	The skills, connections and abilities of local professionals.	1.4
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	1.3
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	2.2
Labor	The labor force of a community.	1.0
Location	The relative proximity of the community to the marketplace.	1.6
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.

Fully 50% of the Assets category KSFs score above average, and an additional three score at average, causing this category to be tied for first in strength. Not surprisingly, many of the KSFs that relate to the traditional industries of agriculture, forest products, tourism, and energy score relatively high.

Key Success Factors - Assets

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

Key Success Factors - Capital

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

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.

Overall, access to capital is Springerville's largest hurdle. Experience as it relates to contracts and agreements with industry, federal and state regulating entities will be challenging. Navigating the regulatory requirements, while encouraging and supporting industry to invest in Springerville, will be critical to several of the chosen strategies.

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.).

In examining the scores of the Key Success Factors associated with Expertise, only three of the 23 Expertise KSF's were considered to be strengths. Several of the strategies selected by Springerville pertain to business services, downtown development and tourism. The identified strength of local education professional at all levels will help Springerville to build relationships with experts outside of the immediate area.

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

Following the team approach to infrastructure financing and applying that approach to the implementation of Springerville's chosen strategies, will be keys to success.

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.

These scores reflect a history of attempting to work within governmental regulations that can, at times, be restrictive and un-responsive to the unique challenges of rural communities and businesses. The opportunity to use this plan as a tool for identifying bureaucratic processes and creating open lines of communication with governmental entities was the topic of several discussions throughout the strategy selection process. Springerville sees the implementation of this plan as a bridge to improving relationships between business, citizens and industry at all levels of government.

Key Success Factors - Government

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

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).

Springerville scores in the Infrastructure category are high. The community has a large portion of land located strategically near its airport that is set aside for industrial development. Springerville has invested in the necessary water and sewer development to support large industrial development. Springerville also enjoys a strategically close geographic location to two large coal-fired electrical generating stations and the transmission lines that serve them.

Housing for labor force, brownfield sites and existing large commercial buildings score on the low side

Key Success Factors - Infrastructure

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

and will present some challenges for Springerville as it pursues the strategies that will increase demand for skilled labor and service-oriented businesses that require a lower level of skill and the availability of affordable housing.

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	1
Local, available, high-skill labor pool	1

While the unemployment rate is relatively high in Springerville and the surrounding area, thereby creating a potential labor pool, there is a definite lack of an available skilled labor force or the training opportunities to produce one. Implementing an Education Development strategy will prove to be critical to the success of the other strategies Springerville has chosen. The Steering Committee recognizes that Education Development was chosen not because it is seen a strength but rather a deficit that needs to be addressed through a comprehensive strategic plan.

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	
Prospect of an expanded geographic market for health care	3
Advantageous location for government or education expansion	2
Proximity to scheduled air service	2
Proximity and access to markets	1
Strategic location for distribution centers	0

Although it is generally agreed that increases in telecommunications capacity have significantly bridged the digital divide, allowing business activity to be conducted from anywhere, for many strategies the specific location of the community is still paramount.

Springerville has a definite geographic advantage for several of the strategies it has chosen. Springerville's location along US Highway 60 makes it perfect for implementing a Pass-through Visitor Services strategy, along with the two tourism and Downtown Development strategies that were chosen. Springerville also sits in the heart of the White Mountains and the largest Ponderosa Pine forest in the world, hence the Value-added Forest Products strategy. Springerville is also considered a hub for smaller outlying communities within a 60-mile radius. Residents in these areas come to Springerville to shop and obtain medical services.

Selected Strategies

Attracting Government Funding
Attracting Government Jobs
Business Cultivation
Business Recruitment
Business Retention and Expansion
Cultural Tourism
Destination Tourism
Downtown Development
Education Development
Energy Development
Local/Regional Tourism
Pass-through Visitor Services
Value-added Forest Products
Value-added Mining

Selected Strategies

Springerville's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of fourteen strategies to enhance the economic condition and overall quality of life for Springerville:

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 Springerville Steering Committee are:

- Attracting Government Funding
- Attracting Government Jobs
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products
- Value-added Mining

Strategies not selected include:

- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community
- Entrepreneurial Development
- Environmental Restoration
- Health Care
- Infrastructure Development
- Leading-edge Development
- Transportation Distribution Center
- Value-added Agriculture
- Value-added Fisheries

Health Care was a strategy that was originally selected by the Steering Committee. White Mountain Regional Medical Center is currently experiencing a change in leadership. The Steering Committee is hopeful that after that transition, the new CEO will want to step forward to lead this important initiative.

Recommendations for Implementation

The Town of Springerville formed a very engaged Steering Committee and subcommittees for the purposes of identifying its viable strategies and assigning its Essential Action Steps. It is strongly recommended that the Steering Committee and subcommittees remain functional for at least three years to implement the strategies they selected.

It is recommended that the Steering Committee meet monthly and hear reports from its members about the progress in advancing the Essential Action Steps for each strategy.

In addition to the monthly meeting, the Steering Committee should hold a meeting approximately every nine months to consider every Essential Action Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) efforts to restart the effort should be planned; or 4) the particular step should be recognized as no longer relevant. This systematic approach will ensure that nothing falls through the cracks during strategy implementation.

Attracting Government Funding

Attracting Government Funding

SCORE: 35   RANK: 20

Strategy Summary

Communities can create jobs and improve their overall quality of life through either a onetime or consistent approach of attracting government appropriations and grants.

Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly well positioned to benefit from this strategy.

While the vast majority of such funding either goes to formula-based entitlement programs or for competitive grant processes, a small percentage of the funding is directed by state and federal appropriators, thus bypassing the formula or competitive approach.

Often maligned as "pork barrel spending", this strategy may face local opposition by individuals that are principled against such redistribution of government funding.

Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on:

• whether or not they wanted to see Springerville implement this strategy, and
• whether or not they believed Springerville could successfully implement it.

Below is a summary of community responses:

Would you like to see Springerville implement this strategy?
Yes 82%   No 18%

Do you believe that Springerville can successfully implement this strategy?
Yes 88%   No 13%
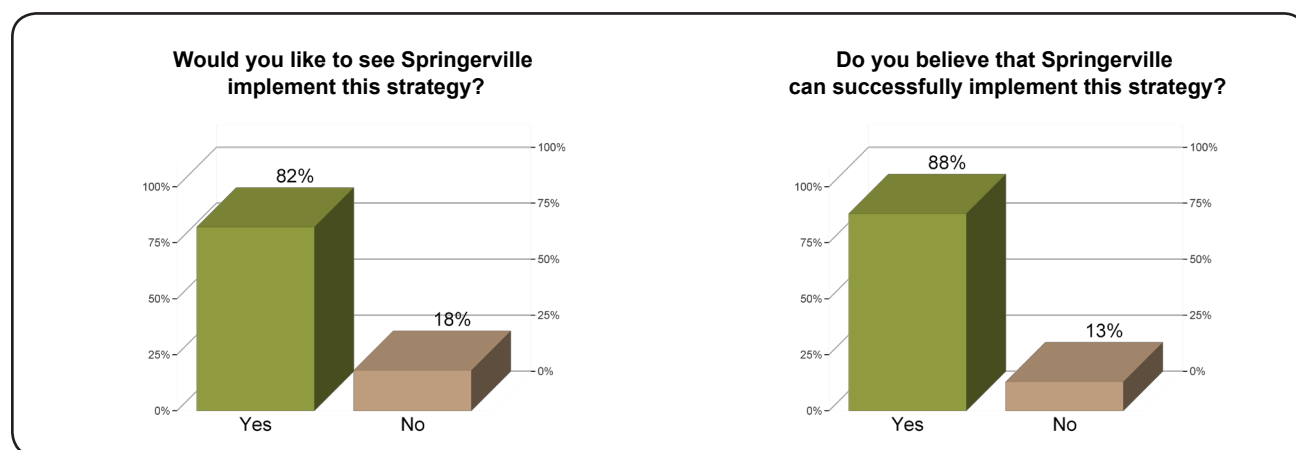
Objectives of Strategy Implementation

Although there has been considerable discussion within the Northeast Arizona region about the policy of seeking state and federal grant funding, the Steering Committee selected this strategy based on pragmatism -- they have initiated a very aggressive strategic planning project that necessarily will rely on leveraging outside sources of funding to accomplish projects.

Findings from the Key Success Factor Analysis

Springerville recognizes there are a number of projects that can only be completed with assistance from state and federal agencies. Rural communities already have many demands placed on their limited resources and need to leverage what they have to carry out large-scale projects. Springerville has proven it is able to seek and secure government funding for large-scale infrastructure improvement work. The community will also need to use its experience to secure funding for other strategies it has chosen.

Key Success Factor Report - Attracting Government Funding

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Availability of appropriated funds Strong community support Strong state and/or federal legislative delegation	No Entries

Attracting Government Jobs

Attracting Government Jobs

| SCORE: 32 | RANK: 23 |

Strategy Summary

In most communities, particularly rural communities, government job wage levels far exceed median (often also referred to as "family wage") income levels. As such, increasing the number of government jobs can provide a local economic stimulus.

In general, federal jobs pay more than state jobs; state jobs pay more than local government jobs; and local government jobs pay more than the community's average wages.

One significant factor in considering a government job attraction strategy is the attitude of the local community toward such a strategy. Communities with a more conservative political viewpoint may shun such a strategy as being inconsistent with core beliefs.

Another key consideration is the trend line for the total number of government jobs. In times of economic recession, for example, many government jobs may be eliminated. On the contrary, during good economic times—or perhaps when a state is responding to a policy change that increases government jobs in one or more specific departments—communities can benefit by targeted government office recruitment strategies.

Communities should also consider their strategic location with respect to the Federal Government's (or State's) desire to locate jobs in a key graphically-strategic manner.

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

Yes 78%   No 22%

Do you believe that Springerville can successfully implement this strategy?

Yes 63%   No 38%
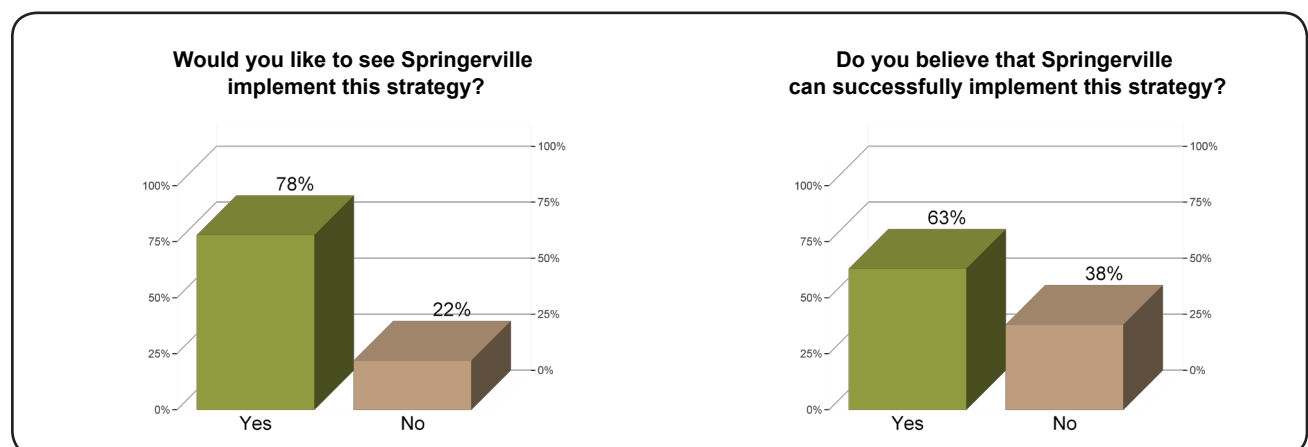
Objectives of Strategy Implementation

Springerville already enjoys the contributions of residents who are employed by the US Forest Service, the US Fish and Wildlife Service and the Arizona Game and Fish Department. Springerville recognizes the valuable contribution these jobs have on the local economy and community. Increasing government jobs and services, particularly related to forest health and management, is the objective underlying this strategy.

Findings from the Key Success Factor Analysis

Although decreasing state and federal funding is an obvious challenge to overcome in pursuing this strategy, Springerville's proximity to the Apache-Sitgreaves National Forest and the renewed local citizen commitment to protect and restore burned and damaged areas make, this strategy is a very viable and important one for Springerville.

Key Success Factor Report - Attracting Government Jobs

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Availability of local land
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Capable, experienced economic development professionals	No Entries
Projected growth in government budgets	
Favorable state policies with respect to office locations	
Strong community support	
Availability of local buildings	

Business Cultivation
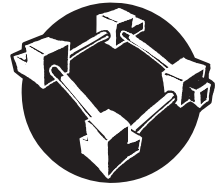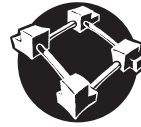
Business Cultivation

SCORE: 35   RANK: 16

Strategy Summary

Opportunities for business expansion and business recruitment can evolve from the concept and methodology of import substitution. Import substitution is the process of identifying goods and services that are "imported" into the city/county/region that have the potential to be produced/provided locally.

One example would be the provision of cabinetry for the recreational vehicle industry. If a community has one or more recreational vehicle manufacturers that are purchasing cabinetry out of the county/region in large quantities, there may be a business case for an existing or new company to fill that need. Many other examples exist in other industries.
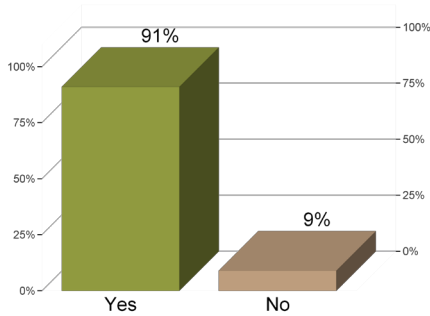
By identifying products and services imported into the area in large volumes, business development strategies can be created. Similarly, industrial clustering recognizes that many communities have a variety of businesses that operate within the same industry (or serve as suppliers to a common industry). By bringing together the cluster of businesses within an industry, many opportunities and benefits present themselves:

- Efficiencies can be gained by understanding and advancing the needs of an entire industry rather than simply one business at a time;
- Frequently new business relationships between individuals in the same community generate advantages simply by getting to know one another;
- Communities can "adopt an issue." That is, a group of business leaders can identify a problem or issue that can best be addressed and advanced by local government or economic development organizations. Goodwill is built and jobs can be retained or created;
- Import substitution opportunities can be realized. A group of similar businesses may be able to identify new business opportunities (suppliers, professional services, etc.) that may generate business activity and create jobs by producing locally what has been "imported" into the county/region.

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

91%

9%

Yes   No

Do you believe that Springerville can successfully implement this strategy?

100%

0%

Yes   No
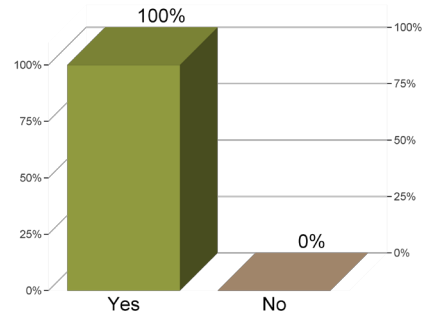
Objectives of Strategy Implementation

Through the existing efforts of the Springerville-Eagar Regional Chamber of Commerce work on the Business Cultivation strategy has already begun. The Steering Committee noted that there may be targeted opportunities to engage in economic clustering activity. Those areas are based on other selected strategies such as the value-added strategies of Forest Products and Mining and the renewed interest in supporting local artisans. Businesses associated with these strategies will need to position themselves to respond to an increase in demand of services and consider adding services to meet the needs of those industries.

Findings from the Key Success Factor Analysis

The availability of local land and infrastructure make this an obvious strategy for Springerville to pursue.

Key Success Factor Report - Business Cultivation

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Availability of local land
	Availability of local infrastructure

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Access to small business financing	No Entries
Proximity and access to markets	
Ability to identify product and service gaps	
Capable, experienced economic development professionals	
Strong relations between economic development organization and local businesses	
Local, available, low-skill labor pool	
Availability of local buildings	
Local, available, high-skill labor pool	

Business Recruitment

Business Recruitment

SCORE: 31   RANK: 24

Strategy Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

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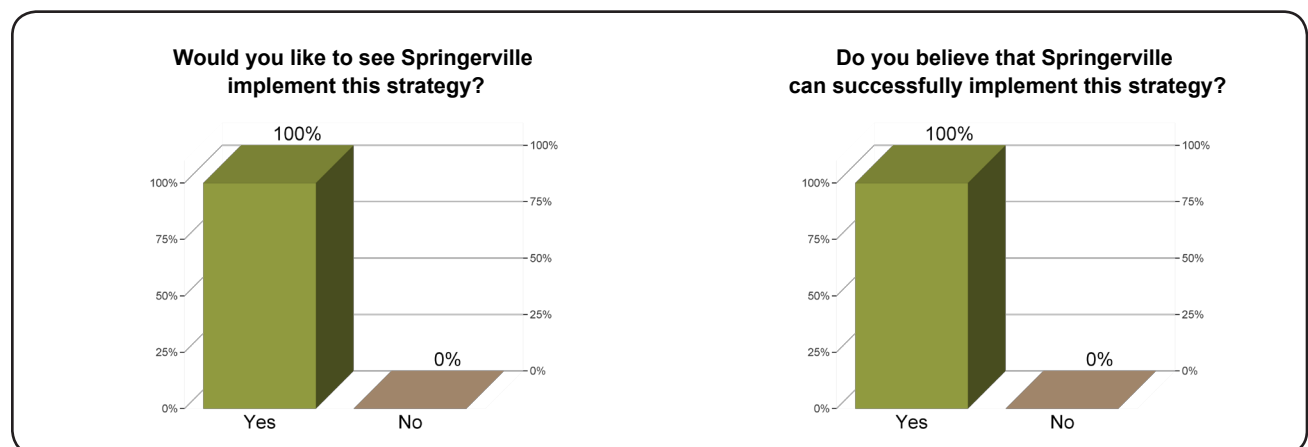
Objectives of Strategy Implementation

With Springerville's strategic proximity to the Apache-Sitgreaves National Forest, the abundance of raw product after the Wallow Fire, the connection with the White Mountain Stewardship contract and the Four Forest Restoration Initiative, the community is primed to work in conjunction with the Northern Arizona Wood Products Association to recruit new businesses in the forest products industry. This is especially true for small-diameter wood products. In addition to this business recruitment strategy is the encouragement of the Round Valley Unified School District to add businesses that support the utilization of the Round Valley Unified Schools, indoor sports and events facility, commonly referred to as "the Dome." Regional sports tournament competitors and spectators routinely fill the local hotels and restaurants, contributing significant amounts of revenue to local businesses. The size and frequency of such events is limited by the capacity of local hotels to accommodate a large number of visitors. These factors make business recruitment essential to the success of several other strategies.

Findings from the Key Success Factor Analysis

Springerville's excess capacity of land, water, sewer services and power are an advantage over other communities in the region, making it possible for Springerville to compete in a larger market. The dedicated staff of the Springerville-Eagar Regional Chamber of Commerce, along with Springerville's regional identity as a business friendly community, gives it an advantage over other regional communities.

Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Availability of local land
	Availability of local infrastructure

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Dedicated local financial resources for staffing recruiters	Ability to compete in a global market
Proximity and access to markets	Relationship with site selectors
Sophisticated use of the internet for marketing	
Capable, experienced economic development professionals	
Competitive recruitment incentives	
Strong community support	
Support from local businesses	
Local, available, low-skill labor pool	
Ability to network and attend relevant trade shows	
Availability of local buildings	
Local, available, high-skill labor pool	

Business Retention & Expansion

Business Retention & Expansion

SCORE: 41   RANK: 11

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

**Do you believe that Springerville
can successfully implement this strategy?**
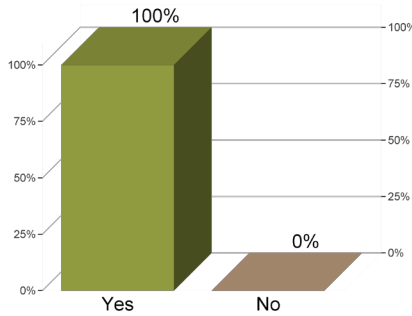
100%

0%

100% | 75% | 50% | 25% | 0%

Yes   No

**Would you like to see Springerville
implement this strategy?**
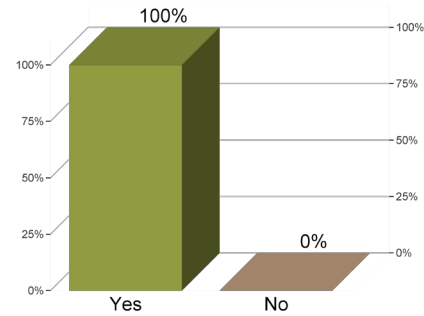
100%

0%

100% | 75% | 50% | 25% | 0%

Yes   No

Objectives of Strategy Implementation

Springerville understands that business retention and expansion are key to a thriving economy. Previous efforts have already been initiated to work with Apache County and EDAC to build a business incubator in the area. Springerville assisted EDAC in an USDA-RBEG feasibility study and determined that a business incubator, along with training coordination and services, would be a viable project.

Findings from the Key Success Factor Analysis

Business Retention and Expansion has already been identified as an important strategy for Springerville. Local educational professionals understand that this strategy needs their expertise and support. In some cases, the lack of a skilled/trained labor force may present a challenge in certain sectors. Springerville will have to work closely with the educational community to successfully address this challenge.

Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Support from local education professionals at all levels Availability of local land Availability of local infrastructure
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Access to small business financing Capable, experienced economic development professionals Strong relations between economic development organization and local businesses Local, available, low-skill labor pool Availability of local buildings Local, available, high-skill labor pool	Ability to compete in a global market

Cultural Tourism

Cultural Tourism

SCORE: 60   RANK: 4

Strategy Summary

Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

In order to be successful in capitalizing on cultural tourism, a high standard of excellence must be set and pursued. People will travel from hundreds of miles away, for example, for an excellent Shakespearean Festival.

The pursuit of a new cultural tourism attraction should not be undertaken without significant research into the prospective competitive advantages that the community would enjoy, and the long-term operational and marketing obligations required.

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

91% Yes
9% No

Do you believe that Springerville can successfully implement this strategy?

88% Yes
13% No
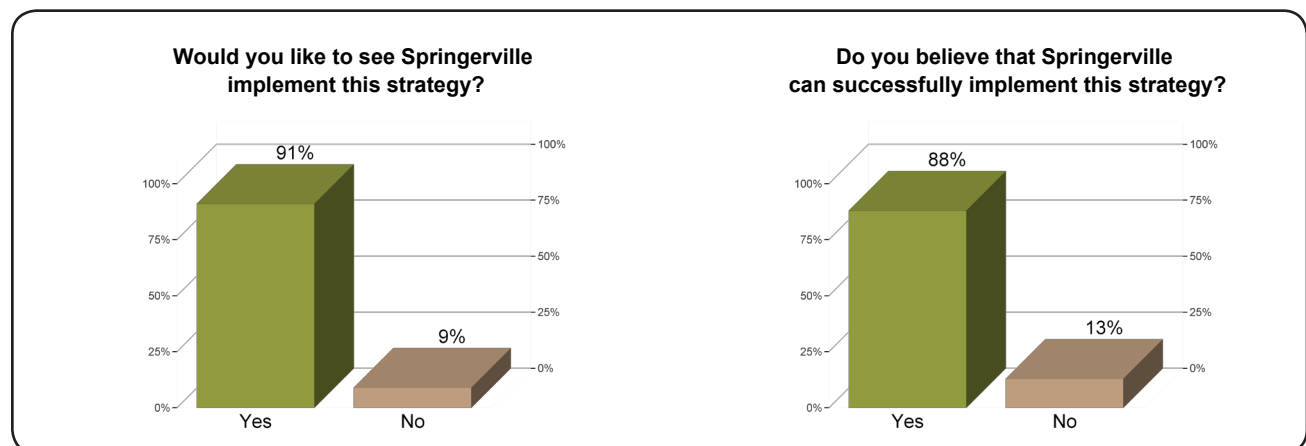
Objectives of Strategy Implementation

With the completion of the Springerville Heritage Center, and the Casa Malpais Museum and archeological site, the Springerville Eagar Regional Chamber of Commerce has already started a cultural tourism strategy. Plans include moving the Springerville Historical Park to a more prominent location.

Findings from the Key Success Factor Analysis

Cultural Tourism ranked fourth overall in the Key Success Factor analysis. Efforts already in place increase the potential for this strategy. Springerville will need to address the lack of funding for marketing and promoting this strategy early in its Essential Action Steps.

Key Success Factor Report - Cultural Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Existing or prospective cultural attraction Cultural development and advocacy organization

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Sufficient marketing, promotion, or public relations budget Local, available, low-skill labor pool Local, available, high-skill labor pool	No Entries

Destination
Tourism

Destination Tourism

| SCORE: 49 | RANK: 10 |

Strategy Summary

Destination Tourism is simply what its name implies: visitor attractions and destinations that have established a favorable and widespread reputation. Such destinations can exist due to unusual geographic beauty or historic significance, or they may be man-made facilities such as resorts, amusement parks, and casinos.

Frequently, community advocates have an inflated perspective on the reputation of their community as a visitor destination. If the community is not blessed with existing natural, cultural, or historic assets, the community may be challenged to establish itself in the mindset of the traveling public.

Still other communities are able to build new facilities and attractions that position the community to attract travelers from hundreds—if not thousands—of miles away.

Destination travelers tend to expend more discretionary income every day than pass-through travelers. As such, destination travel is a more significant contributor to local economies.

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?
Yes: 73% No: 27%

Do you believe that Springerville can successfully implement this strategy?
Yes: 75% No: 25%
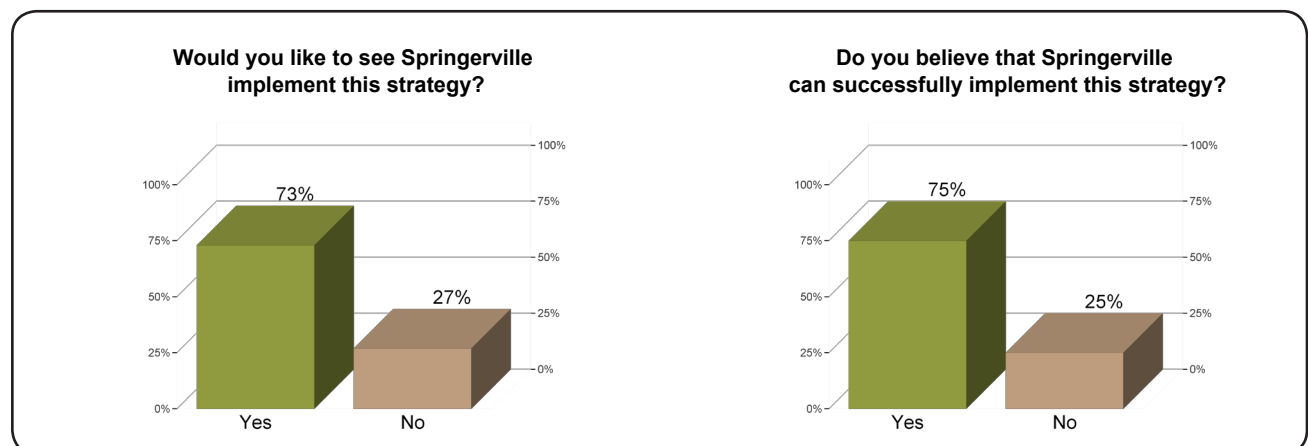
Objectives of Strategy Implementation

The objective of this strategy is to make Springerville a destination, first on a state and regional level, then on a national level. Springerville's location makes it a logical and attractive Arizona refuge from the desert heat of Phoenix and Tucson. The abundance of wildlife, forest and recreation activities in Springerville's "backyard" make it a perfect destination. Successful events like the ATV Outlaw Jamboree held in early

September is a great example that visitors from all over the US and Canada will come to enjoy.

Findings from the Key Success Factor Analysis

Establishing Springerville as a destination on the level that one ordinarily associates with this strategy based on the Key Success Factors will be a challenge for the Regional Chamber of Commerce and the Town of Springerville. However, there is ample evidence that if these two organizations put their mind to accomplishing something, they definitely can. The lack of a marketing and promotions budget, along with labor issues, will require careful planning and coordination with other strategies.

Key Success Factor Report - Destination Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Proximity to nationally recognized attractions
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Sufficient marketing, promotion, or public relations budget Sophisticated tourism development & promotion Adequate housing for labor force Local, available, low-skill labor pool Local, available, high-skill labor pool	No Entries

Downtown Development

Downtown Development

SCORE: 35   RANK: 18

Strategy Summary

Most communities have a central business district commonly referred to as their "downtown". Frequently, this area is recognized as the community's business center, and can become the emotional heart of the community.

The National Trust for Historic Preservation created the National Main Street Center approach which recognizes a four-point method for downtown advocacy:

- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

By capitalizing on the four-point approach described above, jobs are created, communities have increased vitality, and a sense of pride and optimism is maintained.

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?
Yes: 100% No: 0%

Do you believe that Springerville can successfully implement this strategy?
Yes: 90% No: 10%
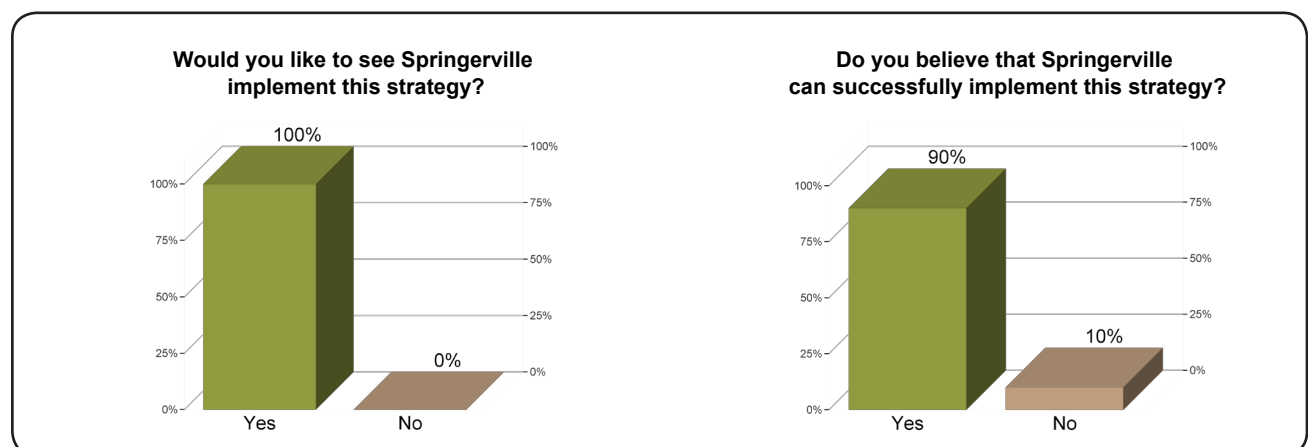
Objectives of Strategy Implementation

With US Highway 60 serving as Springerville's Main Street, downtown development is a logical strategy. Springerville is already working with the Arizona Department of Transportation to slow pass-through traffic and assist local businesses with parking. Implementing a National Mainstreet Four-Point Approach will support several other business and tourism strategies as well.

Findings from the Key Success Factor Analysis

While the KSF scores are relatively low for this strategy, Downtown Development is necessary for the business strategies that Springerville has selected. There is a loosely formed community-based group actively working on projects in the downtown area that should make for an easy transition as Springerville considers the National Main Street Four-Point Approach.

Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Local funding for downtown development	Implementation of national Main Street Four-Point Approach™
Downtown organization and staff	
Active engagement of downtown building and business owners	

Education
Development

Education Development

| SCORE: 63 | RANK: 2 |

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

Yes: 100%
No: 0%

Do you believe that Springerville can successfully implement this strategy?

Yes: 80%
No: 20%
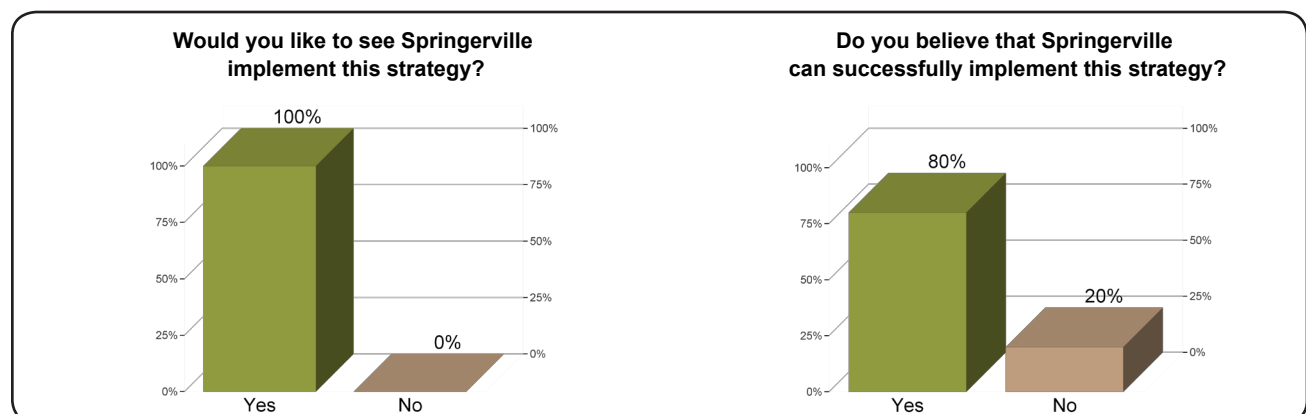
Objectives of Strategy Implementation

Education Development is designed to increase employment and workforce training opportunities in a community. Springerville understands how essential this strategy is to the economic viability of the community.

Findings from the Key Success Factor Analysis

Springerville is already considering several projects to expand educational opportunities in the area. For this strategy to work, Springerville will need to strengthen its relationship with local government, primarily at the county level. The KSF scores for this strategy are middle of the road so community desire and drive will have to play a significant role in achieving success. This strategy will also need to address the challenges of developing a skilled local labor force for several other strategies Springerville is pursuing. Training will be necessary for the business strategies, the tourism strategies and the value-added forest and mining strategies to be successful.

Key Success Factor Report - Education Development

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

Energy Development

Energy Development

SCORE: 53   RANK: 7

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

91% Yes
9% No

Do you believe that Springerville can successfully implement this strategy?

75% Yes
25% No
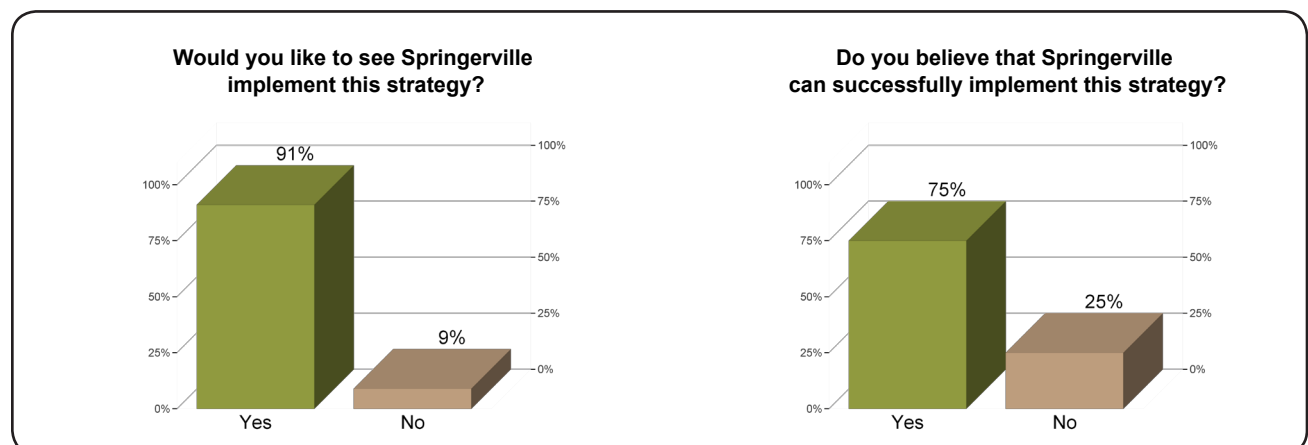
Objectives of Strategy Implementation

Energy is already a thriving industry in the Springerville area. There are two coal-fired electric generating stations within 30 miles of town that have operated for over 30 years, providing valuable jobs to Springerville residents. Springerville enjoys a strong positive relationship with statewide utility industry companies such as Salt River Project and Tucson Electric Power. Both companies are exploring alternative energy development such as wind and solar. Springerville will also work with the forest products industry to utilize nearby additional possible alternative energy resources such as biomass.

Findings from the Key Success Factor Analysis

Of the eight KSFs for this strategy, six of them score at or below a 2. This is somewhat surprising considering that coal-fired electric generation is the backbone of the local economy. Springerville will need to work closely with local industry and their experts to build a team that can assist and provide technical assistance as the town pursues this strategy. Included in that team should be experienced economic development professionals as well.

Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Availability of energy resources
	Proximity to transmission lines with excess capacity

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Ability to secure power-purchase agreements	No Entries
Ability to build a team comprised of energy-development experts	
Capable, experienced economic development professionals	

Local/Regional Tourism

Local/Regional Tourism

SCORE: 55   RANK: 6

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

Yes: 100%
No: 0%

Do you believe that Springerville can successfully implement this strategy?

Yes: 100%
No: 0%
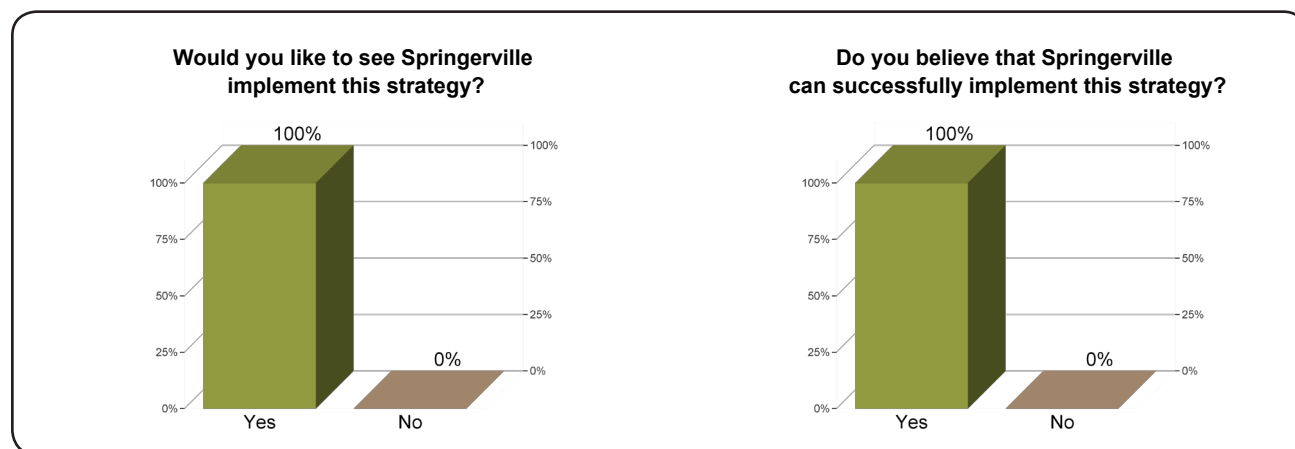
Objectives of Strategy Implementation

Local/Regional Tourism is a good choice for communities who serve as a hub for activity within their region. This is the case in Springerville, a town that draws visitors from many surrounding communities for events, sporting activities, shopping and various recreational opportunities. Targeted marketing campaigns focused on these local attractions can draw even more visitors and create additional jobs.

Findings from the Key Success Factor Analysis

Springerville's geographic location is the primary KSF that will drive this strategy. Not only is the Apache-Sitgreaves National Forest in Springerville's backyard but the Casa Malpais ruins and the Lyman Lake State Park are within 20 minutes of driving time. The Steering Committee will need to work diligently to secure funding for marketing that helps Springerville compete with other surrounding communities that enjoy the same close proximity to the forest and the activities enjoyed on it.

Key Success Factor Report - Local/Regional Tourism

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

Pass-through Visitor Services

Pass-through Visitor Services

| SCORE: 70 | RANK: 1 |

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

Yes: 100% No: 0%

Do you believe that Springerville can successfully implement this strategy?

Yes: 100% No: 0%
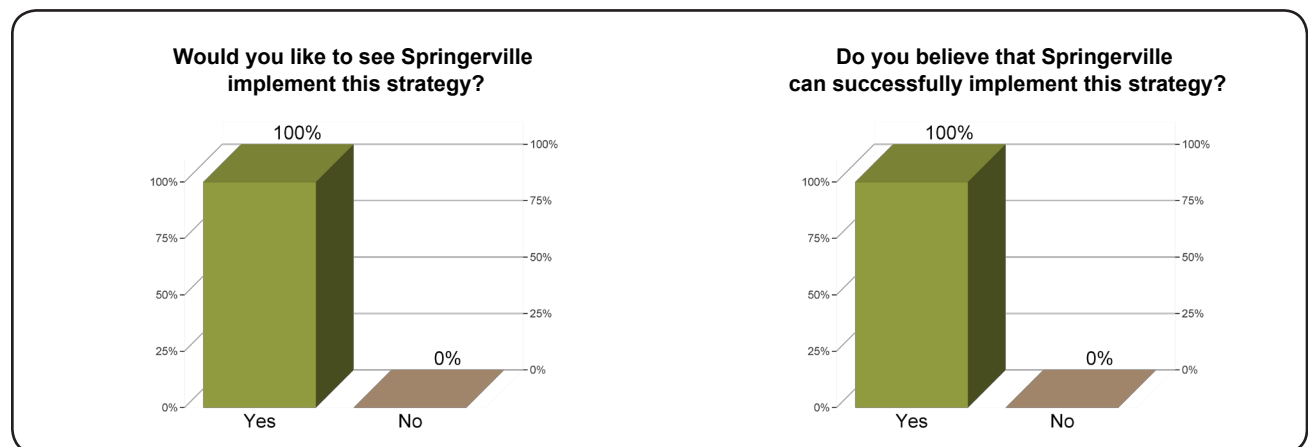
Objectives of Strategy Implementation

Location, location, location. Tens of thousands of travelers pass through Springerville on Hwy 60 on an annual basis. This strategy is to slow those travelers down, get them to stop and shop-if just for a night.

Findings from the Key Success Factor Analysis

The implementation of the Downtown Development strategy will dovetail nicely with this strategy. The pass-through traffic already exists. The Chamber of Commerce will be the ideal organization to help local businesses focus on this strategy. They will also be able to assist with training a local labor force.

Key Success Factor Report - Pass-through Visitor Services

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

Value-added Forest Products

Value-added Forest Products

SCORE: 62   RANK: 3

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?
Yes 100% No 0%

Do you believe that Springerville can successfully implement this strategy?
Yes 100% No 0%
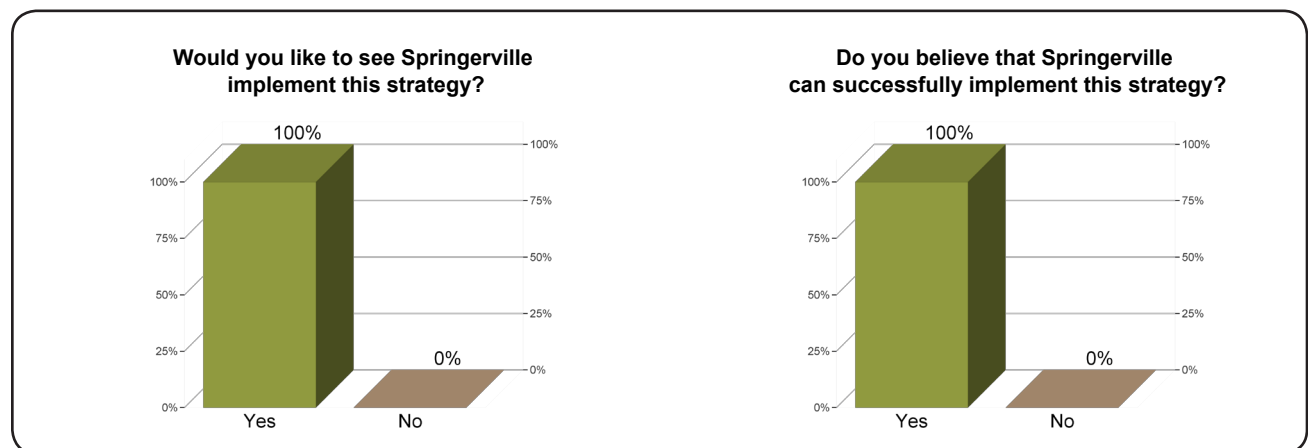
Objectives of Strategy Implementation

Springerville grew to maturity largely due to a forest products economy. Wise stewardship of the forest is a legacy that Springerville honors and will continue to protect for generations to come, not only because of a love of the forest and all that it offers current and future residents in quality of life but because of the economic opportunities that exist through coordinated, careful management.

Findings from the Key Success Factor Analysis

Proximity and access to forest products alone will not be enough for this strategy to work. Springerville will have to work closely with neighboring communities and industry to secure long-term contracts and solve the distance-to-markets challenge. The work already underway by the Northern Arizona Wood Products Association and the White Mountain Stewardship contract provide the leadership necessary for this strategy. Springerville will need to play a supporting role to industry by working closely with other governmental agencies, primarily the USFS to keep communication open.

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	Availability of local land
	Availability of local infrastructure
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Ability to secure long-term contracts for forest materials	No Entries
Proximity and access to markets	
Ability to understand industry trends and opportunities	
Local, available, low-skill labor pool	
Availability of local buildings	
Local, available, high-skill labor pool	

Value-added Mining

Value-added Mining

SCORE: 55   RANK: 5

Strategy Summary

A variety of materials and minerals are extracted from the Earth. Generally, these raw products become the basis for commercial products through a variety of procedures such as crushing, heating, pressure, and other procedures.

Value-added mineral processing such as steel and aluminum smelting and refining operations are very capital-intensive operations. A sampling of products includes: 1) rolled, cast, forged, and extruded products, 2) wire and wire products, 3) nonmetallic mineral products, 4) motor vehicle parts, 5) fabricated metal products, and 6) cable for energy and communications firms.

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 Springerville implement this strategy and 2) whether or not they believed Springerville could successfully implement it. Below is a summary of community responses:

Would you like to see Springerville implement this strategy?

100%   0%
Yes   No

Do you believe that Springerville can successfully implement this strategy?

100%   0%
Yes   No
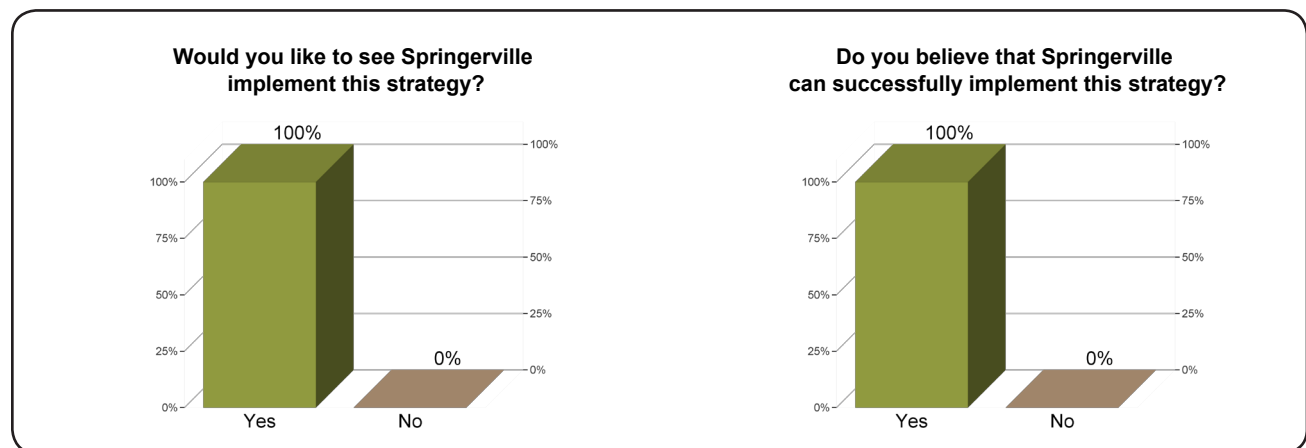
Objectives of Strategy Implementation

The most immediate and significant potential new economic juggernaut relates to the planned investment by up to three companies seeking to capitalize on the potash deposits found just north of Springerville in Apache and Navajo counties. The community is very active in support of the potential business investment, and this prospect could provide a very significant boost the regional economy. A second value-added mining prospect relates to the availability of carbon dioxide in the region.

Findings from the Key Success Factor Analysis

For Springerville, the proximity to resources is clear. The challenges will be to support private industry in obtaining the necessary permits for development of those resources. Springerville will also have to address the local labor force challenges that make the Education Development strategy critical for the success of this strategy.

Key Success Factor Report - Value-added Mining

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Proximity to raw materials and minerals
	Availability of local land
	Availability of local infrastructure

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Proximity and access to markets	No Entries
Ability to understand industry trends and opportunities	
Local, available, low-skill labor pool	
Availability of local buildings	
Local, available, high-skill labor pool	

Quality-of-Life Initiatives

Quality-of-life initiatives

Summary

Although *Quality-of-life Initiatives* are not regarded as Building Communities strategies in traditional economic development strategic planning, the broadening of objectives from "economic development" to "quality-of-life" brings a new set of considerations for communities.

Quality-of-life Initiatives have been added to the traditional Building Communities approach and include the additional *Key Success Factors* and *Essential Action Steps* that this broader approach requires.

These initiatives are included, in part, to surface considerations encompassed in the U.S. Department of Housing and Urban Development's Livability Principles (see table above).

Housing and Urban Development's Livability Principles	
Provide more transportation choices	Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
Promote equitable, affordable housing	Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.
Enhance economic competitiveness	Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs of workers, as well as expanded business access to markets.
Support existing communities	Target federal funding toward existing communities—through strategies like transit oriented, mixed-use development, and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.
Coordinate and leverage federal policies and investment	Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
Value communities and neighborhoods	Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

Quality-of-life Initiatives differ from the traditional 25 strategies in that they encompass a critical set of disciplines and values (housing, transportation, and environmental quality). Discussions related to *Quality-of-life Initiatives* will be widely divergent from one community to the next, based upon the specific interests and opportunities of the communities themselves.

These broader considerations will help each community identify issues, challenges, opportunities, and potential development projects that can be supported by programs aimed at improving quality of life, as well as those that promote community and economic development.

Example Projects and Initiatives

- New or expanded transit services connecting housing to jobs and services
- Affordable housing development strategically situated to minimize traditional transportation time and costs
- Mixed-use development projects combining housing, services, and work opportunities
- Proactive zoning to facilitate growth
- Health and fitness walking path systems/promotional campaigns urging pedestrian and bicycle transportation activity
- Sustainable local foods initiatives Forest stewardship initiatives

- Energy conservation activities
- Establishment of arts and crafts coops
- Green jobs initiatives
- Strategic use of treated wastewater
- Development of Parks and Recreational Facilties

Potential Advantages to Implementing these Initiatives

- Improve local quality of life
- Long-term perspective on infrastructure investments
- Reduction of traffic congestion
- Upgrading historically blighted areas
- Air quality improvement
- Short-term job creation from development projects
- Forest sustainability
- Support for local farmers and growers
- Engagement of cross-section of local population focused on sustainability
- Support for other strategies related to community livability

Potential Drawbacks to Implementing these Initiatives

- Effort-to-visible-benefit ratio sometimes challenging
- Perception that local resources are being redirected to benign initiatives

Brief Overview of Selected Initiatives

Building Communities intentionally opens up the public input process during the Voice of the Community Session in order to offer the general citizenry the opportunity to "write its own story." If the Strategy Selector and Community Organizer tools constitute "multiple choice" discussions, then the discussions around Quality-of-life Initiatives are "open book."

Steering Committee members and additional people from the general public listed over a dozen issues and projects important for maintaining and enhancing local quality of life. These issues included, but are not limited to, local parks, the community cemetery, youth recreation programs, community clean-up, maintaining the sense of local safety, capitalizing on the availability of affordable housing, creating an art walk, supporting arts and crafts, supporting the continued benefit of the local high school dome facility, recognizing that the region is a major destination for hunting, capitalizing on the 26 Bar Ranch, and support for OHV parks.

Ultimately, the Steering Committee chose to simply recognize these issues and initiatives in the plan but not to formulate additional action steps for their advancement as a part of this planning process. This information will be considered when the region advances to the second phase of this planning process: developing a Regional Plan that incorporates issues of regional significance.

Key Considerations

With ever-increasing focus and attention being placed on livability and environmental issues, communities that proactively address quality-of-life projects are riding a popular wave. State and federal agencies, as well as foundations, are redirecting funding and technical resources toward these initiatives.

Quality-of-life initiatives may be viewed by traditional community and (especially) business development activists as peripheral to the essential development activity needed by the community. Alternatively, many communities advance these initiatives as a central cornerstone to their economic development program.

Community Organizer Results

Community Organizer Results

Overview

Recognizing that the successful implementation of an economic development strategic plan takes more than simply selecting the right strategies, Building Communities presents the Community Organizer tool. This tool helps Steering Committee members to ask and answer the right questions with respect to the identification of the current and desired levels of capacity to implement business and community development strategies. The Springerville Steering Committee met to consider both the business development and community development approaches to the Community Organizer tool.

The tool presents a series of scenarios that describe alternate levels of capacity with respect to seven elements relevant to business development and community development. The Steering Committee was asked to consider each scenario and to reach a consensus about which one best describes the current capacity of their community. Each of the members were also asked to identify their desired level of capacity. The tables below present the results of the Community Organizer tool for Business and Community Development Capacities.

Business Development Capacity Report

ELEMENT	SCENARIO SCORES										ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E	F	G	H	I	J		
Business Development Strategy	7	7	3	7	—	—	—	—	—	—	24 / 37	37 / 37
Local Staff and Team Development	5	0	7	0	2	—	—	—	—	—	14 / 37	37 / 37
Industrial Land and Infrastructure	5	3	7	5	5	2	8	2	2	0	39 / 68	68 / 68
Targeted Industries	2	0	0	—	—	—	—	—	—	—	2 / 19	19 / 19
Marketing	0	2	0	0	2	—	—	—	—	—	4 / 33	33 / 33
Prospect and Lead Management	0	4	3	—	—	—	—	—	—	—	7 / 27	27 / 27
Closing the Deal	0	4	6	2	2	—	—	—	—	—	14 / 26	26 / 26

TOTAL POINTS

104 / 247   **247 / 247**

Community Development Capacity Report

ELEMENT	SCENARIO SCORES					ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E		
Strategic Plan/Vision	10	3	2	10	0	25 / 32	32 / 32
Project and Issue Development	2	1	1	1	0	5 / 16	16 / 16
Organizational Capacity	0	3	2	3	0	8 / 38	38 / 38
Staffing	8	1	0	1	—	10 / 23	23 / 23
Civic Volunterism	5	3	—	—	—	8 / 8	8 / 8
Community Attitude	5	3	—	—	—	8 / 13	13 / 13
Maintaining Community as the Goal	3	0	—	—	—	3 / 9	9 / 9

TOTAL POINTS

67 / 139   **139 / 139**

The *Community Organizer Assessment* not only presents a description of the current level of capacity, but also prescribes the steps necessary in order for the county to achieve its desired level of business and community development capacity.

Business Development Capacity

The information below itemizes the specific "capacity building action steps" needed in order for the community to reach its desired level of capacity for both business development and community development activities.

1 - Business Development Strategy

ASSESSED SCORE: **24 / 37**   PRESCRIBED SCORE: **37 / 37**

Definition

A business development strategy, which can be viewed as a subset of a community and economic development strategy, should be very clear in its scope. In addition to answering the question "What types of business development activities should we engage in?", the strategy should be equally clear in identifying "What business development activities are beyond the scope of our community?" That is, many communities, due to limitations in factors such as labor force, proximity to markets, and available infrastructure, ought to conclude that the recruitment of large-scale business development opportunities is beyond the realistic grasp of the community.

Business development strategies should also assess the desirability of business growth for a community. Many urban and suburban cities experienced such dramatic growth in the 1990's that they became very selective about new job creating possibilities. Times of economic recession cause communities to rethink these policies.

Often overlooked, and frequently most important, are activities to support existing businesses within a community. In the end, a large percentage of jobs created in any community will come from the expansion of existing businesses. Additionally, communities can often offset the threat of curtailment of business operations with proactive business retention efforts.

Communities must also assess the business development climate that they offer. What is the condition of the state and national economy? How competitive is the state's business climate? How streamlined is the community's regulatory process for businesses?

1a. Relationship with Community's Strategic Plan

Capacity achieved. No further action necessary at this time.

1b. Desirability of Business Development

❑ Analyze the support for business development activities in the community, hold an open dialogue on the subject, and document strong levels of support.

1c. Appropriateness of Business Development

❑ Identify and advance a selection of business development strategies/activities based upon the key business development success factors available.
❑ While being mindful of any invitations, conduct a broad array of business development activities based upon relative strengths of the community.

1d. A Foundation of Support for Existing Businesses

❏ Proactively engage existing business community in business development activities; reinforce the symbiotic relationship between new and prospective businesses.

2 - Local Staff and Team Development

ASSESSED SCORE:	**14 / 37**	PRESCRIBED SCORE:	**37 / 37**

Definition

Similar to the community development capacity requirements, business development requires strong staffing, organization, and volunteerism to succeed. Communities must be careful not to assume that simply because they have broader community development organizations in place (that advocate for community livability, tourism development, downtown development, historic preservation, arts and culture, and/or other priorities), that they have a business development organization. Business development advocacy can be coordinated through an organization with broader purposes, but in order to be effective, the specific skills and focus of business development cannot be lost.

2a. Focused Business Development Organization

❏ Ensure that all business development priorities are specifically being advance by one or more organization(s).
❏ Ensure that the business development organization has long-term staying power in terms of its organization and budgeting.

2b. Stability of Business Development Organization

❏ Recognize that between four and ten percent of the time of the staff and volunteers is dedication toward budgeting and fundraising.
❏ Ensure that no more than four percent of the time of the staff and volunteers is committed toward budgeting and fundraising.

2c. Frequency of Meetings

Capacity achieved. No further action necessary at this time.

2d. Business Development Staff

❏ Hire or contract for a business development staff person.
❏ Recognize that the lack of tenure limits the capability of the existing business development staff person.
❏ Recognize that the community has a capable lead economic development person but the position is hampered by the lack of administrative support.
❏ Ensure that the organization not only has a capable staff person, but also has adequate administrative support.

2e. Business Development Training

❏ Ensure access and commitment to economic development training for staff.
❏ Ensure not only that the lead economic development professional has adequate training, but also that board members are exposed to economic development principals and practices.

3 - Industrial Land and Infrastructure

ASSESSED SCORE: **39 / 68**	PRESCRIBED SCORE: **68 / 68**

Definition

Many communities get geared up to conduct business development—and particularly business recruitment—activities without first conducting an objective analysis of the existing availability of land and infrastructure.

Frequently, communities confuse the availability of land "zoned industrial" with the true availability of such land for business expansion and business recruitment endeavors. Simply because land exists does not mean that it is for sale. It does not mean that it is for sale at a competitive price. It does not mean that the land is necessarily served by infrastructure. It does not mean that the land is served by specialized infrastructure requirements of a particular industry. And it does not mean that the land is clear from environmental constraints.

Indeed, the availability of land, or lack thereof, that is truly available, appropriate, and competitive for business development uses becomes a huge opportunity or constraint for a community.

Issues of land ownership must also be considered. Although the community may think it has land available, what really happens when the existing expanding business or the industrial prospect comes seriously knocking on the door? Will the price of the land suddenly escalate? Is the landowner truly motivated to sell? Are they legally empowered to sell?

Communities may wish to consider the public ownership of industrial land to ensure that the public interest, rather than an individual or corporation's private interest, dominates the motivations of a future transaction.

Perhaps this public ownership is in place through a port, county, city, or other public entity. Even if the land is publicly owned, does the public body have a strategy for its ultimate use?

3a. Availability of Industrially-Zoned Land

Capacity achieved. No further action necessary at this time.

3b. Potential for Land

Capacity achieved. No further action necessary at this time.

3c. Land Ownership

❏ Ensure that publicly-controlled industrial land is competitively priced.

3d. Environmental Considerations

❏ Conduct an environmental assessment and conclude that industrial land has no environmental limitations.

3e. Land Price

Capacity achieved. No further action necessary at this time.

3f. Availability of Buildings

❏ Identify existing industrial and/or commercial buildings that are generally desirable and competitive for developing.
❏ Document existing buildings that are highly competitive for business development opportunities.
❏ Not only document the availability of competitive industrial buildings, but also outline the expandability of such buildings.

3g. Basic Infrastructure

❑ Document how available basic industry is already available for the majority of business development opportunities

3h. Access Infrastructure

❑ Document, if possible, how the access infrastructure (and therefore the community) is within fifteen minutes of an interstate system.

❑ Document, if possible, how the access infrastructure (and therefore the community) is within five minutes of an interstate system.

❑ Establish and document the availability of rail spurs.

❑ Ensure the availability and document scheduled air service and/or barging services within 30 minutes of the community.

3i. Special Infrastructure

❑ Ensure that availability of all of the needed specialized infrastructure based upon the business development priorities being selected.

3j. Land/Target Compatibility

❑ Inventory the availability of land that meets the specialized requirements of community and business activities being pursued.

❑ Complete specialized activities ensuring that all of the unique land requirements associated with business development activities can be met by the community.

4 - Targeted Industries

ASSESSED SCORE:	**2 / 19**	PRESCRIBED SCORE:	**19 / 19**

Definition

Similar to communities being focused on specific objectives within the context of a strategic plan, communities must also have a focus in their business development activities in order to be successful.

The concept of "targeted industries" is the most often used procedure to identify, on a selective basis, the types of industry that are consistent with the development and recruitment desires of a particular community.

Typically, businesses are targeted based on the type of industry they represent utilizing the North American Industry Classification System (NAICS). This system replaced the U.S. Standard Industrial Classification (SIC) system. There are additional methods for targeting industries that can be done either in addition to, or in replacement of, the industry selection process. Communities may target industries based upon a geographic region or based upon other factors such as the size of typical companies.

Communities may wish to begin their Targeted Industry Analysis by analyzing the types of companies that could locate in their community to produce products that are typically imported into their community. That is, they can substitute the local manufacturing of goods and services that have historically been imported into the community. This is a process known as "import substitution."

Still other communities may wish to conduct their Targeted Industry Analysis to be consistent with other objectives and priorities within a community. For example, communities that have historic strength—or current strategies—to expand the visitor industry, may wish to recruit businesses consistent with this focus.

Targeted Industry Analysis is a very sophisticated field, and communities can initiate fairly complex strategies and contract with specialized consultants to conduct such industry targeting.

4a. Import Substitution

❏ Conduct a full-scale import substitution analysis.

4b. Connection with Strategic Plan

❏ Intuitively identify specific business development strategies given general understanding of community desires.
❏ Ensure a general desirability for specific business development activities—and then engage in such activities.

4c. Targeted Industry Analysis

❏ Complete an informal target industry analysis.
❏ Engage a qualified consulting firm to develop a target industry analysis specific to the community.
❏ Ensure that the target industry analysis yields a series of businesses to be recruited.
❏ Ensure that current connect information exists for targeted businesses.
❏ Ensure that the target industry analysis provides sufficient background information about targeted businesses that the community has a "running start" with recruitment activities.

5 - Marketing

ASSESSED SCORE:	4 / 33	PRESCRIBED SCORE:	33 / 33

Definition

Once the business development strategy is in place, a local development team is poised, land and infrastructure is ready, and some level of Targeted Industry Analysis has been completed, the community is only then prepared to conduct specific business development marketing activities.

The sequential nature of the elements of business development capacity must be recognized. Conducting marketing activities without land to be offered is a waste of resources. Conducting a marketing strategy without some form of targeting, or market segregation, can be very inefficient—if not completely unproductive.

The community needs to take a holistic, sophisticated approach to marketing techniques including direct mail, industry trade shows, web sites, cold calling, alliances with site selectors, and other methods.

Finally, communities may wish to conduct business development–and, in particular, business recruitment– activities in concert with other communities and counties in their region. By conducting a regional approach, costs can be shared, and the possibility of attracting a company to the region increases.

5a. Marketing Track Record

❏ Research and document past business recruitment marketing efforts.
❏ Build upon past, albeit mixed, results of business marketing efforts.
❏ Build upon recent successes in business marketing to launch continued successful efforts.

5b. Professional Marketing Assistance

- ❑ Identify and articulate specific business development marketing techniques and outcomes to be initiated.
- ❑ Collaborate with a business marketing consultant to ensure success.

5c. Diversification of Marketing Techniques

- ❑ Ensure that at least two business development marketing techniques are being deployed.

5d. Financial Resources

- ❑ Dedicate at least $50,000 cash toward business marketing efforts on an annual basis.

5e. Use of the Internet

- ❑ Provide a modest amount of business development information on the community website.
- ❑ Post a complete website generally providing 100% of the relevant business development information online.
- ❑ Create a client-specific business development reporting system allowing business development prospects to download relevant community-based reports.

6 - Prospect and Lead Management

ASSESSED SCORE:	7 / 27	PRESCRIBED SCORE:	27 / 27

Definition

All of the activities thus far in this business development capacity assessment tool are designed to ultimately generate business development leads or prospects (these terms are used interchangeably here, although prospects can refer to a more developed stage of relationship between a community and a business).

Businesses can take two years—or more—to make a business location decision after they have made preliminary contacts with cities and states for site information. Generally, however, this process takes between six and twelve months. Regardless of the duration of this period, communities must be prepared to address each and every concern and need of a prospect.

Business development—and particularly business recruitment—is a process of elimination. Companies come to their ultimate site decision through a process of eliminating other communities that have one or more significant variances from the ideal conditions being sought by the company. Given this, communities must manage prospects by addressing each and every need.

Prospect management requires a very steady, professional approach to businesses. The combination of a strong network of civic advocates and, especially, a well-trained business development professional maximizes the likelihood of business development success.

6a. Community Profile

- ❑ Begin to assemble general information about the community and its business development assets.
- ❑ Collect information about the community that has been generated by government or other organizations; assemble information in a meaningful way.
- ❑ Complete a "hard copy" community profile that has a comprehensive and current display of relevant community and business development information.
- ❑ Ensure that all of the relevant business development information is readily available online.

6b. A Professional Community Response

- ❑ Assemble a business development team that possesses the knowledge and skills necessary to professionally respond to business development inquiries; make business development responses a priority.
- ❑ Formalize the community's business response team and ensure that adequate training and resources are available for professional responses.

6c. Availability to Travel

- ❑ Create a standing business development account and resource team that are immediately available for proactive business recruitment.

7 - Closing the Deal

ASSESSED SCORE:	**14 / 26**	PRESCRIBED SCORE:	**26 / 26**

Definition

All of the prior steps in this business development capacity assessment mean virtually nothing if the community is not capable of "closing the deal." Generally, closing the deal is the process of eliminating any remaining uncertainties in the minds of the company decision makers. Almost always, these details—as well as the overall commitment by all parties (the company, the community, the state, and possibly other entities)—are formalized in a contract or memorandum of understanding.

Communities, therefore, have to be willing to put their commitment in writing. Both the company and the community may have to back up their commitment with potential penalties in the event that either party does not perform. Typically, performance from a community would be the guarantee of the delivery of land, infrastructure, and local incentives. Communities, and particularly the State, typically require a guarantee by the company to create the jobs negotiated in the site location process.

It is typical—and most preferable from the State's perspective—for the topic of incentives to be seriously discussed late in the site location process. Companies that insist upon detailed incentive commitments early in the process may have the importance of incentives out of balance with respect to other site location factors (access to markets, cost of labor, etc.). Nonetheless, incentives of some form almost always become a required provision of the memorandum of understanding.

7a. Deal Making Experience

- ❑ Document lessons learned from at least one "near miss" business development opportunity.
- ❑ Build on past success of closing successful business development deals.

7b. Expertise with Incentives

- ❑ Recognize the depth of understanding of incentives and ability to "package the deal" in concert with state and federal partners.

7c. A Winning Attitude

Capacity achieved. No further action necessary at this time.

7d. Community Sophistication

- ❑ Access community-based legal services with expertise in business development deals.
- ❑ Recognize capability of in-house attorney with expertise in negotiating business development deals.

7e. Project/Contract Monitoring

❑ Demonstrate technical competence to put a follow-up/compliance system in place to ensure business development agreements are in compliance.

❑ Develop a compliance document/system to ensure legal obligations are met.

Community Development Capacity

1 - Strategic Plan/Vision

ASSESSED SCORE:	**25 / 32**	PRESCRIBED SCORE:	**32 / 32**

Definition

Communities are in various stages of commitment to a strategic planning process. Some communities have never engaged in such an effort to collectively envision the future and set specific projects in motion to capture that vision. Conversely, some communities not only have a strategic planning process in place, but have engaged in professional strategic planning consultants, widely participated in the development of the plan, reviewed the plan regularly, and have even engaged one or more times in updating their strategic plan.

1a. Existence of Community-wide Strategic Planning Document

Capacity achieved. No further action necessary at this time.

1b. Acceptance of Plan

Capacity achieved. No further action necessary at this time.

1c. Professional Development of Plan

❏   Gain a very high level awareness and acceptance for the specific consultant and methodology.

1d. Use of Strategic Plan

Capacity achieved. No further action necessary at this time.

1e. Plan Updating

❏   Recognize that the existing strategic plan has been updated once.
❏   Recognize that the existing strategic plan has been updated twice.
❏   Recognize that the existing strategic plan has been updated on three or more occasions.

2 - Project and Issue Development

ASSESSED SCORE:	**5 / 16**	PRESCRIBED SCORE:	**16 / 16**

Definition

Typically, a strategic planning process yields an overall vision statement and then a series of goals and objectives related to projects and issues.

For the purposes of this evaluation tool, projects and issues are separated from the strategic planning process.

Ultimately, it is the success, or lack thereof, of a community in advancing projects and issues that reinforces the community's commitment to long-term strategic planning. Communities must see this "pay-off" to reinforce a long-term outlook.

2a. Community Wish List

❑ Recognize that an existing "wish list" exists, and that the list is less than two years old.

2b. Identification of Strategic Issues

❑ Formalize a list of community issues by convening key community leaders and generating a brief report.

❑ Demonstrate action toward addressing key strategic issues within the community.

2c. Large Project Advocacy

❑ Recognize that the community has successfully advanced a relatively large-scale project within the past decade.

❑ Recognize that the community has a demonstrated track record of completing large-scale projects.

2d. Coordinating Projects with State and Federal Processes

❑ Recognize that the community is a regular participant in state and/or federal funding processes.

2e. Incorporation into Community Facilities Plan

❑ Coordinate with the local public works department to ensure that projects critical to community and economic development are appropriately coordinated within any facilities plans by the governing body.

3 - Organizational Capacity

ASSESSED SCORE:	**8 / 38**	PRESCRIBED SCORE:	**38 / 38**

Definition

Strategic planning and project identification means very little to a community if it does not have the organizational capacity to carry out the city's priorities.   Although there is not "one correct way" to organize a community to conduct community development activities, there are some basic principles that apply. First of all, the scope of the community development activities needs to be defined. Communities may desire to implement projects and address issues that deal with the following types of community development activities: tourism development, historic preservation, arts and culture development, infrastructure improvements, and community facilities. A community's priority list may even stretch longer than this.

A community may seek to empower one organization to advance the full gamut of community development priorities. Conversely, a community may wish to have more than one organization focused on specific priorities (a visitor and convention bureau, a downtown development association, a business recruitment organization, etc.). This Continuum is designed so as not to advocate for one form of organizational structure over another, but rather to simply advance the notion that the community must be specific in the priorities that it tends to advance and to empower one or more organizations to successfully advance these priorities.

This process advances, therefore, the following specific principles with respect to a community's "organizational structure":

- A community must have one or more organization(s) dedicated to advancing specific priorities identified in the strategic plan.
- If a community has more than one organization serving a community development advocacy role, the organizations must avoid duplication of services and serve to reinforce each other.
- Organizations should have adequate, stable funding and dedicate a majority of their time to reaching stated objectives rather than simply keeping the organization afloat.
- Organizations must meet frequently enough to advance identified priorities.

3a. Connectedness and Focus of Organization(s)

❏ Itemize community development activities currently being advanced by one or more organizations.
❏ Recognize that an existing strategic planning process has yielded projects that are being advanced by one or more orgainiztion(s).
❏ Identify and assign vast majority of community development priorities to one or more community development organization(s).
❏ Ensure that all of the priorities identified in the local strategic planning process are assigned to one or more community development organizations.

3b. Organizational Stability

❏ Begin a regular budgeting process that, except for severe budgeting shortfalls, commits funding to community and economic development activities.
❏ Ensure that a long-term sustainable, adequate funding stream is committed to one or more community development organization(s).

3c. Focus on Business of Community

❏ Ensure a complete, holistic approach to how community development is executed through completion of all of the activities identified in the strategic plan through one or more organization(s).

3d. Frequency of Meetings

❏ Ensure regular, monthly activity by the community development organization(s) with periodic project-based sub-committee activity.
❏ Commit to regular (at least monthly) activity by one or more community development organization(s) with regular sub-committee activity advancing community priorities.

3e. Organizational Board Training

❏ Provide limited training to community volunteers.
❏ Engage in a broad, community-wide initiative to train community volunteers in leadership and project advocacy principals.

4 - Staffing

ASSESSED SCORE:	**10 / 23**	PRESCRIBED SCORE:	**23 / 23**

Definition

For community development organizations to reach optimal effectiveness, a professional staff person must serve them. Community development organization staffing requires a talented individual (or team of individuals), strong staff support, a connection to organizational objectives, and long-term staff training and development.

4a. Skill Level of Staff Person

❏ Recognize that the staff displays excellence in terms of skills, accomplishments, and credentials.

4b. Support Staff

❏ Recognize the effectiveness of the staff support.

4c. Staff Focused on Organizational Objectives

❏ Recognize that the staff spends between four and ten percent of their time on budgeting and fundraising matters.

❏ Recognize and ensure that the staff does not spend more than four percent of his/her time on fundraising and budgeting matters.

4d. Staff Training

❏ Provide consistent and comprehensive training to staff.

5 - Civic Volunteerism

ASSESSED SCORE:	8 / 8	PRESCRIBED SCORE:	8 / 8

Definition

Individuals are frequently motivated to commit time to their community because they are willing to give to a greater cause. Volunteers appreciate being a part of a "winning team" and desire to see their community succeed. Successful communities inspire civic volunteerism, and often reward volunteers for their time and service.

5a. Opportunities for Service

Capacity achieved. No further action necessary at this time.

5b. Celebration of Volunteerism

Capacity achieved. No further action necessary at this time.

6 - Community Attitude

ASSESSED SCORE:	8 / 13	PRESCRIBED SCORE:	13/ 13

Definition

Although it is intangible, the attitude of a community is a major factor in the community's capacity for community development. Like individuals, communities can be either proactive or reactive. They can believe that they are in charge of their destiny or be resigned to the fact that too many issues are uncontrollable.

Success is contagious. Failure is contagious. Communities that have established a track record of envisioning and completing community development projects believe that their next success is imminent. Likewise, communities that have either tried and failed—or have not tried at all—do not sense a control of their destiny. It's all about attitude.

6a. Proactive vs. Reactive Communities

❑ Recognize that one of the hallmarks of the community is a deep and growing cadre of elected and non-elected individuals that regularly succeed with projects and initiatives.

6b. Viewing the Glass Half-Full

Capacity achieved. No further action necessary at this time.

7 - Maintaining the "Community" as the Goal

ASSESSED SCORE:	3 / 9	PRESCRIBED SCORE:	9 / 9

Definition

A community completes a strategic planning exercise. The exercise yields a series of community development projects. Local organizations, equipped with staff and volunteers, focus on the implementation of the strategic projects. How does the community, at that point, view the importance of the projects? Do the projects become of paramount importance over the broader, strategic direction of the community?   Or do civic leaders maintain the appropriate perspective of successful projects fitting into the broader community development vision?

Ideally, civic leaders will view their efforts to advance a project in the broader context. Even the chairperson for the largest community development project should view their project as subordinate to the community's strategic plan.

7a. Depth of Community "Vision" or "Mission Statement"

❑ Keep the community strategic plan and mission statement so visible to a broad array of its citizenry that the mission and vision statements are virtually memorized.

7b. Formal or Informal Subordination of Projects to Community

❑ Conduct one or more informal meetings amongst major project advocates for information sharing and potential "cross pollenation".
❑ Formalize a "teaming of projects" to ensure coordination and potential collaboration.

Appendix

Prioritized Strategy Report w/ Community Input
Strategy Recommendations
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
Pass-through Visitor Services	70	100%	100%	Tourism
Education Development	63	100%	40%	Community Development
Value-added Forest Products	62	100%	90%	Value-added
Cultural Tourism	60	91%	70%	Tourism
Value-added Mining	55	91%	70%	Value-added
Local/Regional Tourism	55	100%	90%	Tourism
Energy Development	53	91%	60%	Sector-specific
Value-added Agriculture	52	82%	70%	Value-added
Infrastructure Development	50	82%	50%	Other
Destination Tourism	49	73%	60%	Tourism
Business Retention and Expansion	41	100%	90%	General Business
Attracting Lone Eagles	40	82%	20%	Other
Transportation Distribution Center	37	18%	20%	Sector-specific
Leading-edge Development	37	36%	10%	Sector-specific
Attracting Retirees	37	82%	60%	Other
Business Cultivation	35	91%	60%	General Business
Entrepreneurial Development	35	82%	60%	General Business
Downtown Development	35	100%	90%	Community Development
Bedroom Community	35	27%	30%	Community Development
Attracting Government Funding	35	82%	70%	Other
Environmental Restoration	34	91%	60%	Sector-specific
Health Care	33	100%	70%	Community Development
Attracting Government Jobs	32	70%	50%	Other
Business Recruitment	31	100%	70%	General Business

Appendix B

To aid communities in determining which community and economic development strategies are most viable for them, Building Communities answers three questions using input gathered from the community:

- What should we do?
- What do we want to do?
- What can we do?

The "Recommended Strategies" report is based on the findings of the Key Success Factor (KSF) Analysis and answers the question "What should we do?"

In the KSF analysis, the steering committee considered Springerville's comparative advantage relative to a host of specific factors in categories such as community assets, public- and private-sector expertise, access to funding, etc. Responses were run through Building Communities' strategy-selection algorithm which returned a rank-based list of strategies—the Prioritized Strategy Report—from which the recommendations below are drawn. Recommendation thresholds used in the Prioritized Strategy Report are:

Recommended (score of 85 and above) - It is highly recommended that these strategies be considered for implementation:

- No strategies recommended at this time

Borderline (score between 70 and 84) - These strategies may be pursued with a degree of confidence, although existing obstacles may make successful implementation more challenging:

- Pass-Through Visitor Services

Not Recommended (score under 70) - Serious impediments exist which are likely to make successful implementation of these strategies very difficult:

- Education Development
- Value-added Forest Products
- Cultural Tourism
- Value-added Mining
- Local/Regional Tourism
- Energy Development
- Value-added Agriculture
- Infrastructure Development
- Destination Tourism
- Business Retention and Expansion
- Attracting Lone Eagles
- Transportation Distribution Center
- Leading-edge Development
- Attracting Retirees
- Business Cultivation
- Entrepreneurial Development
- Downtown Development
- Bedroom Community
- Attracting Government Funding
- Environmental Restoration

- Health Care
- Attracting Government Jobs
- Business Recruitment
- Value-added Fisheries

As indicated, these recommendations are viewed in reference to the question, "What should we do?" Strategies are not selected on the basis of these recommendations alone, but are determined after considering the other two questions as well. Material examined and data gathered in the Voice of the Community and *Community Organizer Assessment* sessions of Plan Week were also considered before final selection of strategies took place.

Appendix C

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	31	General Business
Business Retention and Expansion	41	General Business
Business Cultivation	35	General Business
Entrepreneurial Development	35	General Business
Energy Development	53	Sector-specific
Environmental Restoration	34	Sector-specific
Transportation Distribution Center	37	Sector-specific
Leading-edge Development	37	Sector-specific
Value-added Agriculture	52	Value-added
Value-added Forest Products	62	Value-added
Value-added Fisheries	24	Value-added
Value-added Mining	55	Value-added
Destination Tourism	49	Tourism
Cultural Tourism	60	Tourism
Local/Regional Tourism	55	Tourism
Pass-through Visitor Services	70	Tourism
Downtown Development	35	Community Development
Education Development	63	Community Development
Health Care	33	Community Development
Bedroom Community	35	Community Development
Infrastructure Development	50	Other
Attracting Retirees	37	Other
Attracting Lone Eagles	40	Other
Attracting Government Jobs	32	Other

Appendix D

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	35	Other
Attracting Government Jobs	32	Other
Attracting Lone Eagles	40	Other
Attracting Retirees	37	Other
Bedroom Community	35	Community Development
Business Cultivation	35	General Business
Business Recruitment	31	General Business
Business Retention and Expansion	41	General Business
Cultural Tourism	60	Tourism
Destination Tourism	49	Tourism
Downtown Development	35	Community Development
Education Development	63	Community Development
Energy Development	53	Sector-specific
Entrepreneurial Development	35	General Business
Environmental Restoration	34	Sector-specific
Health Care	33	Community Development
Infrastructure Development	50	Other
Leading-edge Development	37	Sector-specific
Local/Regional Tourism	55	Tourism
Pass-through Visitor Services	70	Tourism
Transportation Distribution Center	37	Sector-specific
Value-added Agriculture	52	Value-added
Value-added Fisheries	24	Value-added
Value-added Forest Products	62	Value-added

Appendix E - Key Success Factor Report

Key Success Factors with a Score of "4":

Proximity and access to forests and forest products
Proximity to travel routes
Availability of industrial-zoned land for industrial park development

Key Success Factors with a Score of "3":

Availability of energy resources
Desirable climate
Existing or prospective cultural attraction
Expandable educational institution
Local recreational and visitor attractions
Proximity to large volumes of agricultural commodities
Proximity to nationally-recognized attractions
Proximity to raw materials and minerals
Absence of industrial business activity
Access to long-term infrastructure loans and grants
Cultural development and advocacy organization
Support from local education professionals at all levels
Team approach to infrastructure finance
Availability of local land
Availability of local infrastructure
Land/Buildings/Campus for education development
Proximity to transmission lines with excess capacity
Prospect of an expanded geographic market for health care

Key Success Factors with a Score of "2":

High availability of urban services
Recognizable central business district/downtown
Sufficient base of local businesses
Access to large-scale capital
Ability to successfully market materials
Cooperation of economic development staff and educational community
Existing excellence in local health care
Local ability to identify and advance a funding proposal
Relative sophistication in coordinating and marketing local events
Supportive post-secondary education training program
Community acceptance of the visitor industry
Local government support
Local pro-business climate
Supportive state energy policies and incentives
Adequate telecommunications infrastructure
High-speed internet
Advantageous location for government or education expansion
Proximity to scheduled air service

Key Success Factors with a Score of "1":

Quality residential neighborhoods

Accurate, long-term analysis of infrastructure needs and costs
Available, desirable housing
Existence of recreational amenities
Financially-sound existing health care facility
Proximity to urban population and workforce centers
Sufficient local entrepreneurial base
Ability to secure long-term contracts for forest materials
Ability to secure power-purchase agreements
Access to small business financing
Availability of appropriated funds
Competitive recruitment incentives
Dedicated local financial resources for staffing recruiters
Local funding for downtown development
Sufficient marketing, promotion, or public relations budget
Ability to build a team comprised of energy-development experts
Ability to identify product and service gaps
Ability to network and attend relevant trade shows
Ability to understand industry trends and opportunities
Capable, experienced economic development professionals
Competent, strategic-minded hospital and health-care executives
Dedicated business coaching staff
Downtown organization and staff
Sophisticated tourism development & promotion
Sophisticated use of the internet for marketing
Staff focused on recruitment objectives
Active engagement of downtown building and business owners
Community support for needed infrastructure rate increases
Favorable state policies with respect to office locations
Local focus on revenues from visitors
Projected growth in government budgets
Strong community support
Strong relations between economic development organization and local businesses
Strong state and/or federal legislative delegation
Support for attracting retirees
Support from local businesses
Supportive local government policy and focus
Adequate housing for labor force
Availability of brownfield sites
Availability of local buildings
Excess water and sewer infrastructure capacity
Local, available, low-skill labor pool
Local, available, high-skill labor pool
Proximity and access to markets

Key Success Factors with a Score of "0":

Proximity to fisheries commodities
Ability to compete in a global market
Implementation of national Main Street Four-Point Approach™
Relationship with site selectors
Strategic location for distribution centers

Springerville

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