ST. JOHNS
ARIZONA

Economic Development Strategic Plan

Final — April 2013

NORTHEAST ARIZONA
ECONOMIC DEVELOPMENT PLANNING GROUP

BC
BUILDING COMMUNITIES
STRATEGIC PLANNING

A Building Communities™
Strategic Plan

ECONOMIC DEVELOPMENT for APACHE COUNTY
EDAC

— ACKNOWLEDGEMENTS AND PLANNING PHILOSOPHY —

Two essential ingredients are required for a strategic planning process to work.

First, the local citizenry must be involved at a deep and personal level. Involvement must go well beyond attendance at a meeting or two. Rather, it must include a significant number of engaged, capable people who are committed to the betterment of their community.

Second, the people must use an effective planning methodology.

THE PEOPLE

Planning Project Director

Paul Ramsey
City of St. Johns, Interim City Manager

Steering Committee Members

Michael Cirivello
St. Johns City Council

Joe Greene
Blue Hills Environmental Association

Mike Greene
Tucson Electric Power

Pete Hancock
St. Johns City Council

Larry Heap
*Superintendent,
St. Johns Unified School District*

Travis Johnson
Private Business Owner (Cattle)

Donny Jones
*Chief of Police,
City of St. Johns*

Evan Nelson
*Finance Director,
City of St. Johns*

Milton Ollerton
*Community Development Director,
Apache County*

THE METHODOLOGY

Building Communities presents a new, fresh approach to strategic planning. Instead of starting with a demographic study and a community-based SWOT analysis, Building Communities begins by offering a menu of 25 executable strategies using the Strategy Selector Tool.

By evaluating the assets and characteristics of their community, leaders can take a very objective and systematic approach to selecting truly viable improvement strategies.

Once the strategies are selected, Building Communities presents a series of Essential Action Steps the community must take in order to efficiently and effectively implement their selected strategies.

Also, the community must organize in the right way. This is why Building Communities offers the Community Organizer Tool. The Tool enables community leaders to sharply focus their efforts to create and utilize sufficient local capacity to implement the strategies they select.

All of the above activity begins at Plan Week. Completing the Essential Action Step strategy-templates should be done within the following two weeks, and implementation activity should begin immediately thereafter.

Building Communities recommends monthly implementation meetings over the following three to five years to help ensure satisfactory progress toward goals.

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Building Communities
Economic Development Strategic Plan
for
St. Johns, Arizona

Background

St. Johns, Arizona is a community that is overcoming the odds. It is not blessed with many of the amenities that make life easy. Because of this, the people who live in this community of 3840 truly choose to live there. The result is a population of extraordinary men and women who love their community and regard each other as neighbors.

In a world where it is difficult to find people willing to work, St. Johns is filled with people working in difficult blue collar jobs in the agriculture and energy fields. The work ethic is strong, and the desire to see their town grow and prosper is even stronger.

This strategic plan represents a potential new and positive era for the town. While the essential ingredients for community growth and development are in place—land, labor and capital—St. Johns has experienced the same trend as many rural communities: population stagnation and disinvestment.

The hard-working people who build and support strong families are now ready to invest that same drive and energy into the future of the community itself. This strategic plan sets the stage for a new era, one that will build new partnerships and organizations dedicated to the betterment of the next generation of residents.

St. Johns has a strong base with which to work. In addition to the quality of its people, two nearby large-scale electrical generating stations provide good, well-paying jobs. Significant anticipated employee staffing retirements from these plants promise a future in which a new generation of workers will join the community while the retirees can focus their time on family and civic improvement. A promising value-added mining operation based on very large potash deposits could significantly fuel investment in the commercial and residential sectors.

The community invites new people, new businesses, and a renewed commitment to make the 21st century a proud era for St. Johns.

This strategic planning project is an unprecedented regional collaboration that includes the incorporated cities and towns in Apache and Navajo Counties (Arizona) 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.

The planning process began in May 2011 as part of a three-year process to develop individual local plans for community participants as well as a regional plan inclusive of all participants. The City of St. Johns initiated the planning process in February of 2012.

Horizon and Scope of Plan

This strategic plan has a three-to-five year plan horizon and is focused on the City of St. Johns 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.

Selecting the Strategies

The Building Communities Economic Development Strategic Planning methodology employs the Strategy Selector tool—an objective approach that prioritizes each of the 25 economic development strategies presented, based on key success factors in seven categories—on both county and city levels.

Steering Committee participants fully considered 25 community and economic development strategies. As detailed in this document , a total of eight community and economic development strategies were selected for inclusion in plan.

Increasing Economic Development Capacity

A key component of implementing an economic development strategic plan is recognizing and properly considering the existing and needed capacity to implement strategies. Capacity represents the human, financial and technical resources necessary for effective implementation.

The Building Communities strategic planning process utilizes the Community Organizer Tool to assist communities and organizations to objectively analyze their existing and desired capacity.

A total of 60 "capacity scenarios" are presented to Steering Committee participants who then identify their existing capacity levels. Based upon these responses, a report is generated that prescribes recommended steps to achieve sufficient capacity for full-scale strategy implementation.

Looking to the Future

This strategic planning process represents a very important starting point for St. Johns. The community is currently not benefitting from a previous strategic planning process. Therefore, virtually every activity prescribed in this plan represents an organizational challenge to generate sufficient coordination and "people power" to successfully implement the essential action steps that were identified.

It should be noted that the St. Johns Steering Committee became the first Building Communities client to identify and outline all the Essential Action Steps for their selected strategies during Plan Week.

Strategy Selector Scoring System

The Strategy Selector Tool is utilized to generate an objective assessment of the most viable economic development strategies for a given community. For this Plan, the Steering Committee considered 85 Key Success Factors and the comparative advantage that St. Johns has with respect to communities of a similar size.

Each of the key success factors scored on a scale of '0' to '4'. Where the Steering Committee determined that St. Johns 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 St. Johns, 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 twenty-five strategies on a weighted basis. The result is the "Prioritized Strategy Report" to the right, which presents all twenty-five strategies, ranked by Building Communities according to their likeliness to succeed.

This initial Prioritized Strategy Report provided the Steering Committee with a solid foundation from which it could begin considering which of the twenty-five strategies the community should ultimately puruse. 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 broader community was asked whether or not it would like to see the community advance each of the twenty-five strategies, and whether or not it believes the community could successfully do so.

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Energy Development	70	Sector-specific
Environmental Restoration	70	Sector-specific
Value-added Mining	69	Value-added
Infrastructure Development	69	Other
Attracting Government Jobs	65	Other
Business Cultivation	63	General Business
Value-added Forest Products	63	Value-added
Business Retention and	59	General Business
Transportation Distribution	58	Sector-specific
Local/Regional Tourism	55	Tourism
Pass-Through Visitor Services	55	Tourism
Attracting Government Funding	55	Other
Destination Tourism	49	Tourism
Leading Edge Development	48	Sector-specific
Value-added Agriculture	48	Value-added
Cultural Tourism	45	Tourism
Education Development	45	Community Development
Business Recruitment	44	General Business
Value-added Fisheries	39	Value-added
Downtown Development	33	Community Development
Bedroom Community	30	Community Development
Entrepreneurial Development	23	General Business
Health Care	23	Community Development
Attracting Lone Eagles	20	Other
Attracting Retirees	19	Other

The results of the Voice of the Community meeting were then weighed, factored and combined with the the results of the Key Success Factor Test to produce the "Enhanced Strategy Report," which is shown on the following page. This report provided the Steering Committee with a more complete view of the the desires and confidence of both leaders and citizens, respective to each of the twenty-five potential strategies and, 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 economic development activities. This was done

Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Energy Development	270	100%	100%	Sector-specific
Value-added Mining	259	100%	90%	Value-added
Attracting Government Funding	225	100%	80%	Other
Business Retention and Expansion	219	100%	80%	General Business
Business Recruitment	214	100%	80%	General Business
Local/Regional Tourism	205	90%	70%	Tourism
Downtown Development	203	80%	90%	Community Development
Environmental Restoration	200	90%	70%	Sector-specific
Infrastructure Development	199	90%	70%	Other
Business Cultivation	183	90%	70%	General Business
Pass-Through Visitor Services	145	90%	50%	Tourism
Health Care	133	80%	60%	Community Development
Cultural Tourism	115	80%	50%	Tourism
Education Development	115	90%	30%	Community Development
Entrepreneurial Development	113	100%	30%	General Business
Value-added Forest Products	113	60%	50%	Value-added
Leading Edge Development	52	67%	20%	Sector-specific
Attracting Government Jobs	45	50%	30%	Other
Attracting Lone Eagles	20	50%	40%	Other
Value-added Agriculture	8	50%	20%	Value-added
Transportation Distribution Center	-43	30%	0%	Sector-specific
Destination Tourism	-51	40%	0%	Tourism
Attracting Retirees	-71	40%	10%	Other
Bedroom Community	-100	20%	0%	Community Development
Value-added Fisheries	-131	10%	0%	Value-added

during the Community Organizer session of Plan Week, and the recommendations which resulted from that session will help the community refine and increase its capacity to work together and succeed as it begins execution of the strategic plan.

With these various analyses and assessments in place, the Steering Committee set out 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 Enhanced Strategy Report was then considered and, in general and eight of the twenty-five strategies were ultimately chosen by the Steering Committee to be integrated into the strategic plan. For each of these strategies, the Steering Committee then assigned one or more organization(s) to play a lead role in strategy implementation.

STRATEGY SELECTOR RESULTS

Overview

As noted earlier, eight of the community and economic development strategies were selected for implementation by the City of St. Johns. These strategies include:

- Attracting Government Funding
- Business Recruitment
- Business Retention and Expansion
- Downtown Development
- Energy Development
- Entrepreneurial Development
- Local/Regional Tourism
- Value-added Mining

Importance of Recomendations

Building Communities provides two types of recommendations: 1) essential action steps associated with the selected business and community development strategies, and 2) organizational capacity recommendations generated by the Community Organizer tool.

Combined, these two approaches generate a substantial number of recommendations and actions that the community should take in order to successfully implement its strategy.

The results of the Community Organizer tool, however, should only be seen as supporting recommendations. In other words, it is the essential action steps that should be the primary focus, and the recommendations provided through the Community Organizer tool should simply be seen as a "tune-up" for the respective organizations—and the community as a whole—to get the work done.

Because the recommendations of the Community Organizer are only supporting recommendations, they are presented in Appendix A.

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 tool recommendations on a quarterly or semi-annual basis.

SWOT ANALYSIS

Overall SWOT Summary

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities, and threats (SWOT) analysis as one of the starting points for the process. Instead, Building Communities presents 85 key success factors for community and economic development. The local assessment

Average Key Success Factor Scores
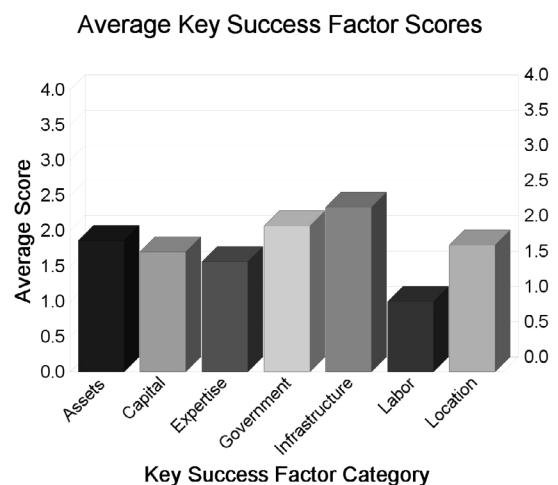
of the relative comparative advantage of each of the key success factors, in effect, yields a SWOT analysis based upon the seven categories of key success factors: assets, capital, expertise, government, infrastructure, labor, and location.

The table at right presents the seven categories, and a brief description of each category.

It is instructive to examine the relative strength of each category.

Scores by category range from 1.0 for Labor to 2.3 for Infrastructure, indicating that many of the strategies will be challenging to implement, and suggesting a very strategic selection of the strategies to ensure the greatest likelihood of success.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics that are critical to many strategies.	1.86
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	1.70
Expertise	The skills, connections, and abilities of local professionals.	1.57
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.07
Infrastructure	The land, buildings, and infrastructure necessary to advance many of the business development strategies.	2.33
Labor	The labor force and volunteers of a community.	1.00
Location	The relative proximity of the community to the marketplace.	1.80
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 that are unique to respective strategies. For example, the "availability of energy resources" is a unique Key Success Factor to the Energy Development strategy. 17 of the 22 Assets KSFs scored either a 3 or a 1, signaling that while St. Johns has strengths and weaknesses, the community does not have significantly strong or weak factors. Of the 17, eight were 3s and nine were 1s, resulting in many of the strategies receiving scores in the 40s, 50s, and 60s.

Notably, and indicative of the challenging nature of local economic development, is the fact that the one Assets KSF that did score a 4 was "absence of industrial business activity."

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

Capital

Four of the 10 Capital KSFs scored above average, notably with the large-scale capital factors ranking higher than the capital factors than the financial factors that are lower budget items. In general, the larger ticket items represent out-of-region financial resources that simply require local expertise to access. The community would be well served to examine the potential establishment of local funding sources to support economic development (staffing and promotion budgets). Inadequate local funding will remain a challenge for St. Johns.

KEY SUCCESS FACTORS - CAPITAL	SCORE
Access to long-term infrastructure loans and grants	4
Ability to secure power-purchase agreements	3
Access to large-scale capital	3
Availability of appropriated funds	3
Ability to secure long-term contracts for forest materials	1
Access to small business financing	1
Competitive recruitment incentives	1
Local funding for downtown development	1
Dedicated local financial resources for staffing recruiters	0
Sufficient marketing, promotion, or public relations budget	0

Expertise

The Expertise KSFs mimic the Capital KSFs by being relatively evenly split, with strengths generally representing the community's ability to connect to outside expertise while possessing little internal expertise of its own. Only nine of the 25 Expertise KSFs were scored a relative strength.

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

Government

The government-related factors, which typically require a level of support for economic development activities, generally gravitated toward the middle ground (a score of 2). In fact, none of the factors scored a 0 or a 4.

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

Infrastructure

Unlike the other KSF categories, scores in the Infrastructure KSF category generally gravitated to the extremes, with four of the nine scores being 0 or 4. St. Johns is relatively strong on the essential business development factors of land, buildings, and infrastructure. On the weak side of the infrastructure equation is telecommunications and power transmission capacity.

KEY SUCCESS FACTORS - INFRASTRUCTURE	SCORE
Availability of industrial-zoned land	4
Availability of local land, buildings, and infrastructure	4
Excess water and sewer infrastructure capacity	4
Availability of brownfield sites	3
Land/Buildings/Campus for education development	3
Adequate housing for labor force	1
High-speed telecommunications	1
Proximity to transmission lines with excess capacity	1
Adequate telecommunications bandwidth	0

Labor

The all-important issue of labor force availability and competitiveness represents perhaps the most striking

KEY SUCCESS FACTOR - LABOR	SCORE
Available local labor force	1

dichotomy in this strategic plan. On one hand, the entire Steering Committee is firm in its belief that the people of St. Johns are the greatest asset. Yet, despite this, the Steering Committee ranks the quality of its labor force a 1, signaling a relative weakness in serving the needs of existing and emerging businesses.

Location

St. Johns' location represents a slight advantage and a slight disadvantage, depending upon the specific factor. On one hand, St. Johns is well positioned regionally in the southwest for business development opportunities. On the other hand, the community is disadvantaged for sector-specific opportunities due to the lack of scheduled air service and distance to hospital facilities.

KEY SUCCESS FACTORS - LOCATION	SCORE
Proximity and access to markets	3
Strategic location for distribution centers	3
Advantageous location for government or education expansion	1
Prospect of an expanded geographic market for health care	1
Proximity to scheduled air service	1

Presentation of Selected Strategies

Ultimately, the Steering Committee recommends the advancement of eight strategies to enhance the economic condition and overall quality-of-life for St. Johns.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the results of the Strategy Selector tool. Finally, a series of essential action steps are presented in the form of a To-Do List Matrix which forms the action plan for the implementation for the overall strategy.

Right below the name of the strategy is a bar that presents two figures—Score and Rank:

Score - "Score" represents the overall score on a basis of 100 points. A score, for example, of 89.2 means that the particular strategy tallied this score on a weighted average of its respective key success factors. In other words, the weighted average was 89.2% of a perfect score of '4'. Any score of '85' or higher represents a strategy that is highly recommended for advancement. Any score of '70' to '84' represents a strategy that should be seriously considered for advancement.

Rank - The number next to the word "rank" represents the overall ranking of the respective strategies as determined by the Stratetgy Selector Tool, based on the weighted results of the various key success factors.

ST. JOHNS SELECTED STRATEGIES

The strategies that have been selected for implementation are here presented in their order of prioritization, based on the results of the Strategy Selector tool, followed by recommendations for implementaion:

- Business Retention and Expansion
- Attracting Government Funding
- Value-added Mining
- Energy Development
- Downtown Development
- Local/Regional Tourism
- Business Recruitment
- Entrepreneurial Development

Strategies Not Selected:

- Environmental Restoration
- Infrastructure Development
- Attracting Government Jobs
- Business Cultivation
- Value-added Forest Products
- Transportation Distribution Center
- Pass-Through Visitor Services
- Destination Tourism
- Leading Edge Development
- Value-added Agriculture
- Cultural Tourism
- Education Development
- Value-added Fisheries
- Bedroom Community
- Health Care
- Attracting Lone Eagles
- Attracting Retirees

RECOMMENDATIONS FOR IMPLEMENTATION

The City of St. Johns has formed a Steering Committee that is informed and engaged in community building activities. It has the passion and commitment to continue to meet and implement their eight strategies. They have astutely recognized the "hurdle" that most of the strategies will encounter almost immediately upon planning and implementation of those strategies. That hurdle is the recent loss of a community and business support organization-- the local chamber of commerce. Of the eight strategies EASs, four identify the need for include plans to form and support a local business support organization.

It is strongly recommended that the Steering Committee and subcommittees remain functional for at least three years to implement the eight strategies. In general, the Steering Committee should meet monthly and receive status reports from its members about the progress in carrying out 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 review and consider every Essential Action Step in a complete and systematic fashion. For each step, possibilities include: 1) completion of the step should be recorded ; 2) progress should be documented ; 3) activity to restart implementation efforts should be planned; or 4) the particular step should be documented as no longer relevant. This systematic approach will ensure that nothing is inadvertently missed during the review process. On the following pages, each selected strategy is summarized and the Essential Action Steps are outlined.

BUSINESS RECRUITMENT

Score: 44 | Rank: 18

Summary

Perhaps the most widely recognized economic development strategy relates to business recruitment.

Business recruitment is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

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

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 that the community's 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 efforts can also be costly. Efforts such as advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

Objectives of Strategy Implementation

Until recently, due to infrastructure challenges, primarily accessibility of water, the City of St. Johns was unable to effectively promote business recruitment. The city has now increased its capacity in this area significantly. As a result, St. Johns has recruited three new businesses-- a gas station, fast food restaurant and a general retail store, all of which have located in the city during the last 18 months. The community will also have opportunities for business recruitment associated with the Value-added Mining strategy related to recent positive developments in that industry in the St. Johns' area. The community believes this strategy is vital to the implementation of several other strategies as well, including Downtown Development and Energy Development.

Would you like to see St. Johns implement this strategy?
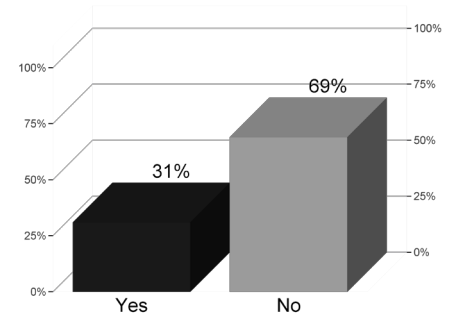
Yes 31% | No 69%

Do you believe that St. Johns can successfully implement this strategy?

Yes 60% | No 40%
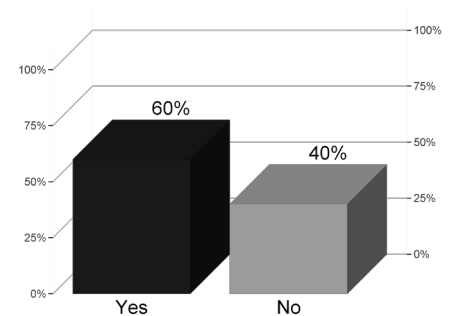
Strategy Selector Findings

As mentioned earlier, the support and formation of a business support organization is perceived to be a key factor in the success of a vibrant Business Recruitment strategy. The needed infrastructure is now in place, and as a result, the community has increased capacity and desirability as a location for strategically located businesses in the Energy Development and Value-added Mining industries. As identified in the Key Success Factors, the distance to access large commercial airlines and rail may be a deterrent for some businesses. However, the community has identified Business Recruitment as a priority and has the necessary relationship-building experience to make this strategy successful.

KEY SUCCESS FACTOR	SCORE
Availability of local land, buildings, and infrastructure	4
Access to large-scale capital	3
Proximity and access to markets	3
Capable, experienced economic development professionals	3
Local government support	3
Support from local businesses	2
Proximity to scheduled air service	1
Sophisticated use of the internet for marketing	1
Competitive recruitment incentives	1
Strong community support	1
Available local labor force	1
Dedicated local financial resources for staffing recruiters	0
Ability to compete in a global market	0
Relationship with site selectors	0
Ability to network and attend relevant trade shows	0

Essential Action Steps – Overview

Essential Actions Steps:

1. Support or create an organization and position focused upon business recruitment objectives.
2. Determine collective desire for growth in community.
3. Inventory business development assets in community (land, buildings, labor force, job training programs, incentives, etc.).
4. Consider geographic-based, industry-based, and relationship-based business recruitment strategies.
5. Identify business recruitment outreach approaches (Web-based, attendance at trade shows, other marketing strategies).
6. Develop a business recruitment plan based upon above considerations.
7. Implement business recruitment plan.

Essential Action Steps – Detail

Details for each Essential Action Step are on the following pages, with two Essential Action Steps represented on each page.

Business Recruitment

Support or create an organization and position focused upon business recruitment objectives.

Organization

Lead Organization: To be determined

Lead Contact: Milton Ollerton

Phone: (928) 337-7526

Email: mollerton@co.apache.az.us

		Date:
Task 1:	Talk to business leaders about creating an organization or position to support business recruitment and promote tourism. Possibly re-staff the Chamber of Commerce.	4/30/2012
Task 2:	Invite people and businesses to participate in organization.	5/15/2012
Task 3:	Form an organization to focus on business recruitment.	5/30/2012
Task 4:	Identify goals and vision for the organization.	6/15/2012

Financial Resources: None

Human Resources: Business and community members

Technical Resources: None

Performance Measures: Contact with community members and businesses; The formation of an organization and first meeting

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Determine collective desire for growth in community.

Planning

Lead Organization: To be determined

Lead Contact: Milton Ollerton

Phone: (928) 337-7526

Email: mollerton@co.apache.az.us

		Date:
Task 1:	Determine best tool to understand desire for growth.	6/30/2012
Task 2:	Identify the end result to determine best approach.	6/30/2012
Task 3:	Ask SBDC for assistance with assessing community through surveys and door to door contact.	6/14/2012
Task 4:	Compile results and share with identified organization to determine direction.	7/16/2012

Financial Resources: To be determined

Human Resources: SBDC, organization members, Downtown Development Strategy committee

Technical Resources: Computers, word programs, survey software

Performance Measures: An understanding of the community's desire for future growth

Business Recruitment

Inventory business development assets in community (land, buildings, labor force, job training programs, incentives, etc.).

Planning

Lead Organization: NPC/SBDC   **Phone:**
Lead Contact: Kellie Monterossa   **Email:**

Date:

Task 1: Gather list of existing businesses and contact information from City community development department. See EAS 1 Task 2. Coordinate with Business Retention and Expansion committee.
4/2/2012

Task 2: Identify job training and labor force by contacting NAU, NPC and WIA.
6/1/2012

Task 3: Identify investors and funding sources, ie enterprise zone, Industrial Development Authority, City and State resources.
6/1/2012

Task 4: Compile information into report for organization and distribution to businesses.
7/9/2012

Financial Resources: Not yet identified
Human Resources: SBDC, Organization members, Downtown Development Strategy Committee
Technical Resources: Computer, software
Performance Measures: Completed asset list with contact information

Consider geographic-based, industry-based, and relationship-based business recruitment strategies.

Planning

Lead Organization: To be determined   **Phone:** (928) 337-7526
Lead Contact: Milton Ollerton   **Email:** mollerton@co.apache.az.us

Date:

Task 1: Identify geographic-based, industry-based and relationship based recruitment opportunities. See other strategies selected ie value-added mining and energy development.
2/17/2012

Task 2: Prioritize recruitment strategy opportunities. See other strategies and EAS plans.
3/15/2012

Task 3:

Task 4:

Financial Resources: None
Human Resources: Steering Committee and Building Communities staff
Technical Resources: Building Communities software
Performance Measures: Completion of economic development plan

Business Recruitment

Identify business recruitment outreach approaches (Web-based, attendance at trade shows, other marketing strategies).

Planning

Lead Organization: To be determined	**Phone:** (928) 337-7526
Lead Contact: Milton Ollerton	**Email:** mollerton@co.apache.az.us

Task 1: Review information previously gathered in other steps.

Date:
8/15/2012

Task 2: Review vision and goals as determined in EAS 1, task 3.

8/15/2012

Task 3: Develop specific plans with assignments and timelines to move forward.

8/30/2012

Task 4:

Financial Resources: Not identified
Human Resources: Steering Committee and Business recruitment organization identified in EAS 1
Technical Resources: Meeting space, computer, internet, phone
Performance Measures: A clear, concise recruitment plan with achievable goals

Develop a business recruitment plan based upon above considerations.

Planning

Lead Organization: To be determined	**Phone:** (928) 337-7526
Lead Contact: Milton Ollerton	**Email:** mollerton@co.apache.az.us

Task 1: Assign committee members to specific tasks.

Date:
8/30/2012

Task 2: Identify timeline for completion of tasks.

8/30/2012

Task 3: Meet to follow up.

10/1/2012

Task 4: Celebrate Success!

Financial Resources: Not identified
Human Resources: Committee members, business and industry partners and organization
Technical Resources: Meeting space, computer, internet, phone
Performance Measures: The addition of new business or industry in the community or surrounding area

Business Recruitment

Implement business recruitment plan.

Execution

Lead Organization: To be determined **Phone:** (928) 337-7526

Lead Contact: Milton Ollerton **Email:** mollerton@co.apache.az.us

Date:

Task 1: Work with Downtown Development Strategy committee, EDAC, and the organization identified in this plan meet monthly.

Task 2:

Task 3:

Task 4:

Financial Resources:

Human Resources:

Technical Resources:

Performance Measures:

BUSINESS RETENTION & EXPANSION

Score: 59 | Rank: 8

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 respective 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 exist that can be adapted for the specific needs of a particular community.

Benefits of the BR&E approach include:

Would you like to see St. Johns implement this strategy?
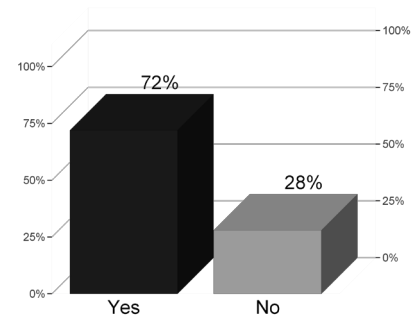
72% Yes / 28% No

- 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.

Do you believe that St. Johns can successfully implement this strategy?

45% Yes / 55% No

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.

Objectives of Strategy Implementation

This strategy is another of the four that identified the creation and support of a business support organization as an Essential Action Step. The community has a strong positive relationship with Apache County. As the county seat, it also has the opportunity to capitalize on needed services for county employees by implementing a strong Business Retention and Expansion strategy. In addition, the community enjoys strong positive ties to the coal-fired electrical generation industry, primarily the Salt River Project/Coronado Generating Station and the Tucson Electric Power/Springerville Generating Station. Meeting the needs of employees in this industry provides ample opportunity to retain and expand existing businesses since several currently utilized services are at least 45 miles away.
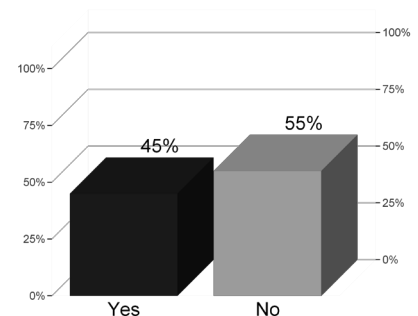
Strategy Selector Findings

Over half of the key success factors (KSFs) for this strategy are rated a 3 or 4. Led by a strong competitive advantage in land and infrastructure, coupled with a pro-business climate and support from local education, the community can overcome KSF weaknesses such as access to capital and the ability to compete in a global market.

KEY SUCCESS FACTOR	SCORE
Availability of local land, buildings, and infrastructure	4
Sufficient base of local businesses	3
Capable, experienced economic development professionals	3
Support from local education professionals at all levels	3
Local pro-business climate	3
Access to small business financing	1
Strong relations between economic development organization	1
Available local labor force	1
Ability to compete in a global market	0

Essential Action Steps – Overview

Essential Actions Steps:

1. Develop a business outreach team comprised of local government and economic development professionals.
2. Systematically identify existing businesses and industries, and the respective contact persons within each business/industry.
3. Coordinate a business resources forum inclusive of business financing and workforce training resources.
4. Develop a survey or "conversation template" to guide discussions with existing businesses.
5. Systematically reach out to targeted businesses to identify their current situation and their strengths/weaknesses/opportunities/threats.
6. Develop a follow-up list of activities designed to meet the needs and expectations of existing businesses.
7. Periodically follow-up with all businesses (perhaps at least one connection per year).
8. Foster a pro-business climate.

Essential Action Steps – Detail

Details for each Essential Action Step are on the following pages, with two Essential Action Steps represented on each page.

Business Retention and Expansion

Develop a business outreach team comprised of local government and economic development professionals.

Organization

Lead Organization: St Johns City Council		**Phone:** (928) 245-1944	
Lead Contact: Michael Cirivello		**Email:** mcirivello@yahoo.com	

Task 1:	Coordinate with Business Recruitment and Downtown Development Strategy committees to share resources, and personnel.	**Date:** 4/2/2012
Task 2:	Host a meeting of business owners/leaders, Arizona League of Cities and Towns, Business Recruitment committee, and Downtown Development committee.	4/20/2012
Task 3:		
Task 4:		

Financial Resources:	None
Human Resources:	City staff
Technical Resources:	Computer, internet, phone, paper
Performance Measures:	Minutes from Business Retention and Expansion meeting

Systematically identify existing businesses and industries, and the respective contact persons within each business/industry.

Planning

Lead Organization: Business support Organization		**Phone:** (928) 337-4517	
Lead Contact: Evan Nelson		**Email:** enelson@sjaz.us	

Task 1:	Work with city's community development personnel to retrieve/develop list of businesses and contact information for each business and industry in local area.	**Date:** 4/2/2012
Task 2:	Share list with Business Recruitment committee and Downtown Development committee.	4/2/2012
Task 3:		
Task 4:		

Financial Resources:	None
Human Resources:	City staff
Technical Resources:	Computer, internet, phone
Performance Measures:	A comprehensive list of businesses with contact information

Business Retention and Expansion

Coordinate a business resources forum inclusive of business financing and workforce training resources.

Planning

Lead Organization: City of St Johns	**Phone:** (928) 245-1944
Lead Contact: Michael Cirivello	**Email:** mcirivello@yahoo.com

		Date:
Task 1:	Contact Bank of the West and the Industrial Development Authority for information on business and industry financing. Invite them to meet with committee.	6/1/2012
Task 2:	Contact NPC, NAU, UA and WIA for workforce training opportunities and support. Invite them to meet with committee.	6/1/2012
Task 3:	Coordinate with the Business Recruitment and Downtown Development committees on workforce training and resources.	6/1/2012
Task 4:	Host forum for Business Retention and Expansion financing and training opportunities.	6/14/2012

Financial Resources:	None
Human Resources:	City staff, Business Retention and Expansion committee
Technical Resources:	Computer, internet, phone
Performance Measures:	Minutes from Business Retention and Expansion forum

Develop a survey or "conversation template" to guide discussions with existing businesses.

Planning

Lead Organization: Business support organization	**Phone:** (928) 245-1944
Lead Contact: Michael Cirivello	**Email:** mcirivello@yahoo.com

		Date:
Task 1:	Check with regional Chambers of Commerce for "conversation template."	5/31/2012
Task 2:	Coordinate with Business Recruitment and Downtown Development on survey to businesses.	6/14/2012
Task 3:		
Task 4:		

Financial Resources:	None
Human Resources:	City staff, steering committee members
Technical Resources:	Computer, internet, phone
Performance Measures:	Conversation template and results form survey

Business Retention and Expansion

Systematically reach out to targeted businesses to identify their current situation and their strengths/weaknesses/opportunities/threats.

Execution

Lead Organization: City of St Johns   **Phone:** (928) 245-1944
Lead Contact: Michael Cirivello   **Email:** mcirivello@yahoo.com

Task 1: Use NPC/SBDC to conduct a SWOT analysis of every interested business on the list.

Date:
5/30/2012

Task 2:

Task 3:

Task 4:

Financial Resources: None
Human Resources: NPC/SBDC
Technical Resources: Computer, internet, phone
Performance Measures: A SWOT analysis for every participating business

Develop a follow-up list of activities designed to meet the needs and expectations of existing businesses.

Execution

Lead Organization: Business support organization   **Phone:** (928) 245-1944
Lead Contact: Michael Cirivello   **Email:** mcirivello@yahoo.com

Task 1: Identify commonalities among businesses from SWOT analysis.

Date:
6/18/2012

Task 2: Choose top 3 commonalities from each area, strengths, weaknesses, opportunities and threats to address.

6/18/2012

Task 3: Invite NPC/SBDC to conduct webinars, discussions and individual counseling with businesses to address needs and expectations.

6/28/2012

Task 4:

Financial Resources: None
Human Resources: NPC/SBDC
Technical Resources: Computer, internet, phone
Performance Measures: Identification of commonalities. Presentations from NPC/SBDC quarterly

Business Retention and Expansion

Periodically follow-up with all businesses (perhaps at least one connection per year).

Execution

Lead Organization: Business support organization

Phone: (928) 245-1944

Lead Contact: Michael Cirivello

Email: mcirivello@yahoo.com

Date:

Task 1: Work with NPC/SBDC to schedule follow-up contacts on a rotating quarterly basis.

Task 2: Make the forum with financing and workforce an annual event. See EAS 3 Task 4.

Task 3:

Task 4:

Financial Resources: None
Human Resources: NPC/SBDC
Technical Resources: Computer, internet, phone, meeting space
Performance Measures: Quarterly reports from NPC/SBDC. Minutes from annual forum

Foster a pro-business climate.

Execution

Lead Organization: City of St Johns

Phone: (928) 245-1944

Lead Contact: Michael Cirivello

Email: mcirivello@yahoo.com

Date:

Task 1: Support EAS for the Business and Expansion strategy.

Task 2: Meet annually at forum with financing and workforce.

Task 3: Recognize successful businesses at monthly Town Council meetings.

Task 4: Organize annual Business Leader of the Year to be announced at annual forum.

Financial Resources: None
Human Resources: City council
Technical Resources: Computer, internet, phone, paper, awards, certificates
Performance Measures: Minutes from annual forum; Monthly recognition for individual business and annual business leader of the year

ENTREPRENEURIAL DEVELOPMENT

Score: 23 | Rank: 22

Summary

Small businesses represent over 99% of all employers in the United States. People establish businesses based upon unique skills, passion, or a perceived market opportunity.

Frequently missing in a community-based economic development strategy is a concerted approach to facilitating the start-up and growth of entrepreneurial ventures.

Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching, and/or partnerships by local educational institutions (on all levels).

One approach advanced by several communities across the United States is Enterprise Facilitation® advanced by the Sirolli Institute. Ernesto Sirolli presents the Trinity of Management approach that recognizes that individuals have passions (and therefore business ability) either with their product/service or marketing their product/service or financial management. Sirolli asserts that no one individual possesses all three skills/passions and very few possess two of the three skills/passions. Enterprise Facilitation engages an Enterprise Facilitator advised by a local board to respond to the passion and interests of local entrepreneurs to facilitate their successful establishment and expansion.

Would you like to see St. Johns implement this strategy?
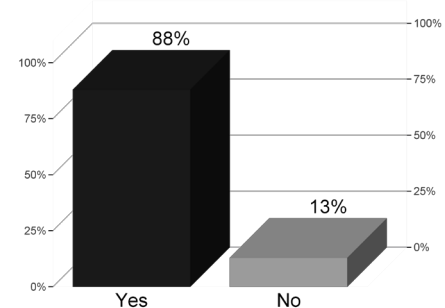
Yes 88%
No 13%

Do you believe that St. Johns can successfully implement this strategy?

Yes 14%
No 86%
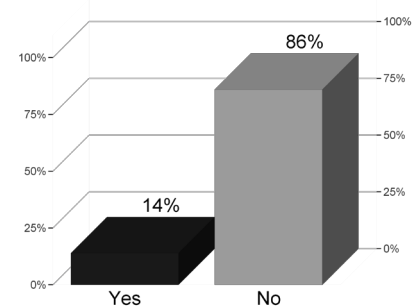
Objectives of Strategy Implementation

The strong pro-business climate and pioneering spirit of the St. Johns community will drive the implementation of this strategy. With the development of a business support organization as part of the Essential Action Steps, this strategy will enhance and reinforce other business strategies. Working with Apache County and EDAC on a business incubator project will give this strategy the resources and framework to be successful.

Strategy Selector Findings

The Steering Committee selected this strategy despite a raw Prioritized Strategy Report score of 23 based on the key success factors. In order for this strategy to succeed, the Steering Committee will need to make a significant effort to overcome five of six factors scoring 0 or 1. Only the

KEY SUCCESS FACTOR	SCORE
Local pro-business climate	3
Sufficient local entrepreneurial base	1
Access to small business financing	1
Supportive post-secondary education training program	1
High-speed telecommunications	1
Dedicated business coaching staff	0

positive local pro-business climate scored above average for this item. Strong partnerships will need to be developed with local educational institutions to pave the way for success with this strategy.

Essential Action Steps – Overview

Essential Actions Steps:

1. Inventory local resources for start-up businesses for business finance, workforce training, and business planning.
2. Promote the availability of business coaching services within the community.
3. Establish a part-time or full-time position dedicated to business coaching.

Essential Action Steps – Detail

Entrepreneurial Development

Inventory local resources for start-up businesses for business finance, workforce training, and business planning.

Planning

Lead Organization: Subcommittee for City of St. Johns   **Phone:** (928) 245-1339

Lead Contact: Joe Greene   **Email:** jag8lg@gmail.com

Task 1: Locate and create a portfolio of financial lenders and investors for small private businesses.

Date:
4/26/2012

Task 2: Work with EDAC to acquire building for a business incubator and workforce training.

5/17/2012

Task 3: Work with NPC/SBDC to identify resources offered through them.

5/17/2012

Task 4: Find a grant writer to assist EDAC and subcommittee to find funding for business incubator.

5/17/2012

Financial Resources: Local business donations, grants

Human Resources: EDAC, NPC/SBDC, City of St Johns

Technical Resources: Computer, internet, phone

Performance Measures: The acquisition of funds for business incubator. Portfolio of financial resources, business consulting and workforce training

Promote the availability of business coaching services within the community.

Execution

Lead Organization: City of St Johns   **Phone:** (928) 245-1339

Lead Contact: Joe Greene   **Email:** jag8lg@gmail.com

Date:

Task 1: Create flyers, a radio ad and a web page to market the availability of business services in the incubator.

Task 2: Make presentations at local events.

Task 3: Host grand-opening of business incubator.

Task 4:

Financial Resources:

Human Resources: EDAC, NPC/SBDC, City of St Johns

Technical Resources: Computer, internet, phone, paper, printer

Performance Measures: At least 1 new business and 3 current businesses receiving coaching services

Entrepreneurial Development

Establish a part-time or full-time position dedicated to business coaching.

Execution

Lead Organization: City of St Johns

Lead Contact: Joe Greene

Phone: (928) 245-1339

Email: jag8lg@gmail.com

Date:

Task 1: Acquire funding for a part-time position at the business incubator.

Task 2: Approach EDAC, City of St Johns and Apache County on possibility of collaboratively funding position.

Task 3:

Task 4:

Financial Resources: EDAC, City of St Johns, Apache County

Human Resources: EDAC, City of St Johns, Apache County

Technical Resources: Business incubator with resources to deliver coaching services

Performance Measures: One part-time position to offer business coaching services

ENERGY DEVELOPMENT

Score: 70 | Rank: 1

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.

## Objectives of Strategy Implementation

Enhancing and expanding the established energy sector in northeast Arizona is the primary objective of this strategy. Coal-fired electric generation is a 30-year old industry in the St. Johns area. The City of St. Johns has cultivated and enjoys a strong positive relationship with statewide industry companies such as Salt River Project and Tucson Electric Power. Both companies are exploring alternative energy development such as wind and solar. St. Johns will work with this industry to utilize nearby additional possible alternative energy resources such as biomass and CO_2.

Would you like to see St. Johns implement this strategy?

	Yes	No
	41%	59%

Do you believe that St. Johns can successfully implement this strategy?

|	Yes	No
	88%	13%

Strategy Selector Findings

St. Johns enjoys a competitive advantage in seven of the eight key success factor categories related to energy development, which makes this strategy the most likely to succeed. The availability of energy resources, large-scale capital, ability to advance power purchase agreements and the ability to build a team of experts set the stage for future investment in energy development. Continued advocacy for investment in regional electric transmission capacity will be necessary in order to optimize the potential for this sector.

KEY SUCCESS FACTOR	SCORE
Availability of energy resources	3
Access to large-scale capital	3
Ability to secure power-purchase agreements	3
Ability to build a team comprised of energy-development experts	3
Supportive state energy policies and incentives	3
Capable, experienced economic development professionals	3
Local government support	3
Proximity to transmission lines with excess capacity	1
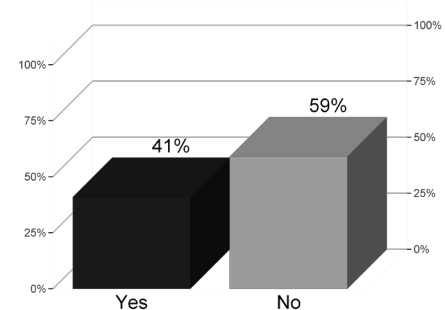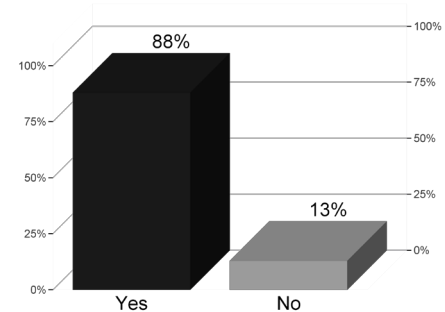
Essential Action Steps – Overview

Essential Actions Steps:

1. Convene with state and federal energy experts to determine energy demand, pricing, and profitability potential.
2. Investigate energy incentives and any effects of renewable portfolio standards.
3. Inventory availability of energy resources (coal, natural gas, wind, hydropower, biomass, geothermal, solar, and others).
4. Identify local transmission capacity (excess capacity and any plans for transmission upgrades).
5. Evaluate the possibility of existing businesses or utilities becoming energy developers.
6. Identify outside companies with energy development interests within the region.
7. Promote the community as interested in job creation through energy development.

Essential Action Steps – Detail

Energy Development

Convene with state and federal energy experts to determine energy demand, pricing, and profitability potential.

Organization

Lead Organization: City of St Johns   **Phone:** (928) 245-5430
Lead Contact: Mike Greene   **Email:** mike@greene.ws

Date:

Task 1: Contact Milt Ollerton and Karalea Cox for leads and contacts on local energy experts and current local iniatives.   4/27/2012

Task 2: Contact Tom Hansen, retired TEP, Bill Beck, retired SRP and current contractor with TEP, Rick Brower and Farley Harrington.   4/27/2012

Task 3: Contact State Energy Office, Arizona Commerce Authority, Statewide Energy Sector Partnership (SESP).   4/27/2012

Task 4: Meet with each person individually and hold an Energy Development Forum for energy experts.   5/16/2012

Financial Resources: None
Human Resources: City of St Johns, Mike Greene
Technical Resources: Computer, internet, phone, meeting place
Performance Measures: Notes from each contact and minutes from meeting

Investigate energy incentives and any effects of renewable portfolio standards.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 245-5430
Lead Contact: Mike Greene   **Email:** mike@greene.ws

Date:

Task 1: Acquire information on IRS credits - tax credits, rebates and incentives. Discuss this at forum.   5/16/2012

Task 2: Acquire information on private investors, corporations and Apache County IDA board. Discuss at forum.   5/16/2012

Task 3: Acquire information on Database of State Incentives for Renewable Energy (DSIRE).   4/26/2012

Task 4:

Financial Resources: Federal, State funds and tax breaks
Human Resources: Mike Greene
Technical Resources: Computer, phone, internet
Performance Measures: Portfolio on incentives, tax breaks and potential investors

Energy Development

Inventory availability of energy resources (coal, natural gas, wind, hydropower, biomass, geothermal, solar, and others).

Planning

Lead Organization: City of St Johns	**Phone:** (928) 245-5430	
Lead Contact: Mike Greene	**Email:** mike@greene.ws	

Task 1: Research available energy resources online.

Date:
4/12/2012

Task 2: Lead discussion of resources at forum.

5/16/2012

Task 3:

Task 4:

Financial Resources: None
Human Resources: Mike Greene
Technical Resources: Computer, phone, internet, meeting place
Performance Measures: Portfolio of viable energy resources in surrounding area

Identify local transmission capacity (excess capacity and any plans for transmission upgrades).

Planning

Lead Organization: City of St Johns	**Phone:** (928) 245-5430	
Lead Contact: Mike Greene	**Email:** mike@greene.ws	

Task 1: Contact Electric Power Research Institute (EPRI).

Date:
5/16/2012

Task 2: Discuss transmission at forum.

5/16/2012

Task 3:

Task 4:

Financial Resources: None
Human Resources: Mike Greene
Technical Resources: Computer, internet, phone, meeting place
Performance Measures: Written report on transmission capacity; Minutes from forum

Energy Development

Evaluate the possibility of existing businesses or utilities becoming energy developers.

Planning

Lead Organization: City of St Johns	**Phone:** (928) 245-5430
Lead Contact: Mike Greene	**Email:** mike@greene.ws

Date:

Task 1: Contact Salt River Project to discuss energy development initiatives.

5/16/2012

Task 2: Contact Tucson Electric Power to discuss energy development initiatives.

5/16/2012

Task 3: Discuss current initiatives at forum.

5/16/2012

Task 4:

Financial Resources: None
Human Resources: Mike Greene
Technical Resources: Meeting place, phone, computer, internet
Performance Measures: Minutes from meeting

Identify outside companies with energy development interests within the region.

Planning

Lead Organization: City of St Johns	**Phone:** (928) 245-5430
Lead Contact: Mike Greene	**Email:** mike@greene.ws

Date:

Task 1: Contact EDAC - LInda Haynes - and invite to forum.

4/26/2012

Task 2: Contact Real Arizona Corridor - Eric Duthie and invite to forum.

4/26/2012

Task 3: SESP - Roxanne Boxer.

4/26/2012

Task 4: ACA - Tom Doyle.

4/26/2012

Financial Resources: None
Human Resources: Mike Greene
Technical Resources: Computer, phone, internet
Performance Measures: Minutes from forum

Energy Development

Promote the community as interested in job creation through energy development.

Execution

Lead Organization: City of St Johns **Phone:** (928) 245-5430

Lead Contact: Mike Greene **Email:** mike@greene.ws

Task 1: Take findings from the Energy Development Forum and compile them into a document.

Date:
6/11/2012

Task 2: Provide all participants from forum a copy of the findings.

6/11/2012

Task 3: Create social media sites to promote local area and publish findings.

6/11/2012

Task 4: Connect with Energy Development Professionals on LinkedIn.

Financial Resources: Sponsors from Forum

Human Resources: Mike Greene

Technical Resources: Computer, internet, phone, paper

Performance Measures: Report on finding from the Energy Development Forum

VALUE-ADDED MINING

Score: 69 | Rank: 3

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.

Would you like to see St. Johns implement this strategy?

Yes 86% No 14%

Objectives of Strategy Implementation

Recent developments in the global market make Potash (potassium chloride), a key ingredient in fertilizer, a valuable commodity. St. Johns is geographically positioned near an extremely large and fairly accessible deposit of Potash. The city needs to build relationships with the large companies that already have invested in exploration. The timeliness of this strategic plan will be critical to the implementation of several strategies that will support the large influx of people associated with potash mine development who will substantially increase the demand for various local goods and services. Coordination and support of other strategies such as Business Recruitment will be vital to St. Johns if it is to effectively capitalize on this developing economic opportunity.

Do you believe that St. Johns can successfully implement this strategy?

Yes 54% No 46%

Strategy Selector Findings

Several competitive advantages position St. Johns to create jobs in value-added mining. Most important is the proximity to large deposits of accessible potash. St. Johns has the greatest proximity to the eastern portion of the most significant deposit, and local plans to improve the transportation to and from the potential project site are being formulated. The availability of industrial land adds to the likelihood that this industry can jump-start the local economy. The community will need to actively court this opportunity because other nearby communities can also capture the projected economic benefits.
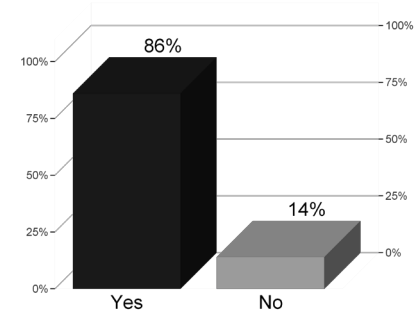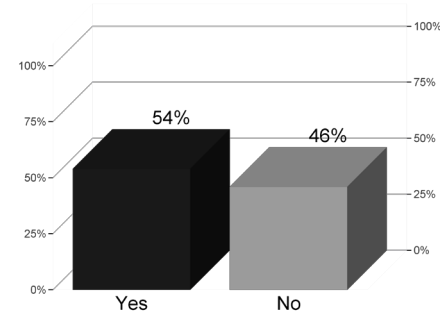
KEY SUCCESS FACTOR	SCORE
Availability of local land, buildings, and infrastructure	4
Proximity to raw materials and minerals	3
Access to large-scale capital	3
Proximity and access to markets	3
Ability to understand industry trends and opportunities	1
Available local labor force	1

Essential Action Steps – Overview

Essential Actions Steps:

1. Convene government and industry experts to determine availability of one or more mineral commodity(ies).
2. Coordinate with producers to determine existing and projected volumes of one or more commodities.
3. Determine level of community support for this strategy.
4. Determine relevant region for availability of one or more commodity(ies).
5. Determine if commodity(ies) is encumbered with existing production contracts with existing buyers.
6. For each of the commodities, determine existing national and/or regional value-added processors.
7. Determine the infrastructure and labor force needs of such companies.
8. Consider industry trends and effects of globalization.
9. Develop and/or market the available infrastructure, labor force, and business development incentives for suchcompanies.
10. Explore capability of existing local businesses or entrepreneurs to enter market.
11. Inventory available land, buildings, and infrastructure.

Essential Action Steps – Detail

Value-added Mining

Convene government and industry experts to determine availability of one or more mineral commodity(ies).

Organization

Lead Organization: Steering Committee   **Phone:** (928) 245-3383
Lead Contact: Travis Johnson   **Email:** tjohnsonlivestock@gmail.com

Task 1: Contact Milt Ollerton and Ferrin Crosby to identify possible available mined resources in local area.

Date: 3/29/2012

Task 2: Develop list of interested parties and potential resources.

4/9/2012

Task 3: Contact David Newlin from Little Colorado RC&D.

4/9/2012

Task 4: Form a local subcommittee for value-added mining and schedule meeting times.

4/16/2012

Financial Resources: None
Human Resources: Milt Ollerton, City of St Johns, Apache County
Technical Resources: Computer, phone, internet, meeting place
Performance Measures: A list of interested parties; A list of viable resources; Minutes from subcommittee meeting

Coordinate with producers to determine existing and projected volumes of one or more commodities.

Planning

Lead Organization: Steering committee   **Phone:** (928) 245-3383
Lead Contact: Travis Johnson   **Email:** tjohnsonlivestock@gmail.com

Task 1: Host a mining industry forum to discuss current projects and research.

Date: 4/26/2012

Task 2: Form an advisory committee from experts at the forum.

4/26/2012

Task 3: Gather information at forum on volume and viability of mining products.

4/26/2012

Task 4:

Financial Resources: None
Human Resources: David Newlin
Technical Resources: Meeting place, computer, internet, phone
Performance Measures: Minutes from Forum; List of viable resources with volume and production esitmates

Value-added Mining

Determine level of community support for this strategy.

Planning

Lead Organization: Steering Committee   **Phone:** (928) 245-3383

Lead Contact: Travis Johnson   **Email:** tjohnsonlivestock@gmail.com

Date:

Task 1: Visit personally with community members.   4/9/2012

Task 2: Form a list of community members interested in supporting and promoting mining efforts.   4/9/2012

Task 3: Invite 2 community members to participate on subcommittee.   4/9/2012

Task 4: Hold community meeting.   5/7/2012

Financial Resources: None

Human Resources: Reed Hancock, Apache County

Technical Resources: Computer, phone, internet, place to meet

Performance Measures: Responses from community members and minutes from meeting

Determine relevant region for availability of one or more commodity(ies).

Planning

Lead Organization: Steering Committee   **Phone:** (928) 245-3383

Lead Contact: Travis Johnson   **Email:** tjohnsonlivestock@gmail.com

Date:

Task 1: At forum create map of relevant resources.   4/26/2012

Task 2: Determine market feasibility of resources at forum.   4/26/2012

Task 3: Gather historical data on resources and area at forum.   4/26/2012

Task 4:

Financial Resources: Apache County

Human Resources: Reed Hancock, Ferrin Crosby

Technical Resources: Computer, internet, phone, meeting place

Performance Measures: Minutes from forum

Value-added Mining

Determine if commodity(ies) is encumbered with existing production contracts with existing buyers.

Planning

Lead Organization:	Steering Committee	**Phone:**	(928) 245-3383
Lead Contact:	Travis Johnson	**Email:**	tjohnsonlivestock@gmail.com

Task 1: Discuss existing contracts and interests with Industry Advisory Experts.

Date:
4/16/2012

Task 2: Discuss with Apache County officials to determine any encumbrances currently in existence.

4/16/2012

Task 3:

Task 4:

Financial Resources:	None
Human Resources:	Ferrin Crosby, Delwin Wengert
Technical Resources:	
Performance Measures:	Identification of any encumbrances

For each of the commodities, determine existing national and/or regional value-added processors.

Planning

Lead Organization:	Industry Advisory Experts	**Phone:**	(928) 245-3383
Lead Contact:	Travis Johnson	**Email:**	tjohnsonlivestock@gmail.com

Task 1: Conduct research on the internet to identify existing proessors.

Date:
4/12/2012

Task 2: Discuss topic at forum.

3/26/2012

Task 3:

Task 4:

Financial Resources:	None
Human Resources:	Industry Advisory Experts
Technical Resources:	Computer, internet, phone, meeting place
Performance Measures:	Minutes from forum

Value-added Mining

Determine the infrastructure and labor force needs of such companies.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 245-3383

Lead Contact: Travis Johnson   **Email:** tjohnsonlivestock@gmail.com

Date:

Task 1: Contact Ferrin Crosby, Apache County Engineer for information on existing right-of-ways, roads and utliities.

Task 2: Work with WIA, Department of Labor and NPC to identify labor force and possible training.

Task 3: Work with companies expressing interested in value-added mining.

Task 4:

Financial Resources: City of St. Johns
Human Resources: Paul Ramesy, Ferrin Crosby, WIA, DOL, NPC
Technical Resources: Computer, internet, phone
Performance Measures: A comprehensive report on infrastructure and labor force needs and capacity

Consider industry trends and effects of globalization.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 245-3383

Lead Contact: Travis Johnson   **Email:** tjohnsonlivestock@gmail.com

Date:

Task 1: Work with the Little Colorado RC&D to determine industry trends and effects of globalization.

Task 2: Work with Real Arizona Corridor to research trends and effects of globalization.

Task 3: Work with companies that have identified this area as an area of interest to determine industry trends and effects of globalization.

Task 4:

Financial Resources: None
Human Resources: David Newlin, Eric Duthie, Paul Ramsey
Technical Resources:
Performance Measures: A comprehensive report on industry and trends and effects of globalization

Value-added Mining

Develop and/or market the available infrastructure, labor force, and business development incentives for such companies.

Execution

Lead Organization: Steering Committee
Lead Contact: Travis Johnson

Phone: (928) 245-3383
Email: tjohnsonlivestock@gmail.com

Date:

Task 1: Distribute information on infrastructure, labor force and business development incentives to EDAC, Real Arizona Corridor, and the Arizona Commerce Authority.

Task 2: Develop a web page that contains reports on infrastructure, labor force and business development incentives.

Task 3:

Task 4:

Financial Resources: City of St Johns
Human Resources: Evan Nelson, Milt Ollerton
Technical Resources: Computer, internet, phone
Performance Measures: A comprehensive report to distribute to interested companies, business and industry development groups and internet

Explore capability of existing local businesses or entrepreneurs to enter market.

Execution

Lead Organization: Steering Committee
Lead Contact: Travis Johnson

Phone: (928) 245-3383
Email: tjohnsonlivestock@gmail.com

Date:

Task 1: Coordinate with Business Retention and Expansion, Business Recruitment, Downtown Development and Entrepreneurial Development strategy subcommittees to address capability of local business to enter market.

Task 2:

Task 3:

Task 4:

Financial Resources: None
Human Resources: Steering Committee
Technical Resources: Computer, phone, internet
Performance Measures: Minutes and notes from meeting and working with other strategies

Value-added Mining

Inventory available land, buildings, and infrastructure.

Execution

Lead Organization: Steering committee

Phone: (928) 245-3383

Lead Contact: Travis Johnson

Email: tjohnsonlivestock@gmail.com

Date:

Task 1: Contact Milt Ollerton at Apache county for current infrastructure information.

Task 2: Contact Paul Ramsey at the City of St Johns for current infrastructure information.

Task 3:

Task 4:

Financial Resources: City of St Johns, Apache County
Human Resources: Milt Ollerton, Paul Ramsey
Technical Resources: Computer, phone, internet
Performance Measures: Current infrastructure assessments from County and City

LOCAL/REGIONAL TOURISM

Score: 55 | Rank: 10

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.

Objectives of Strategy Implementation

St Johns has a long and exciting history in the southwest. As the county seat, it has equestrian and event facilities that accommodate the annual county fair. The objectives of this strategy are to market these facilities for additional activities such as statewide rodeo events at high school and college levels, competitive horse racing, horse shows and other equestrian events. Again, the need for a community business support organization, such as a chamber of commerce, is critical to the implementation of this strategy.

Would you like to see St. Johns implement this strategy?
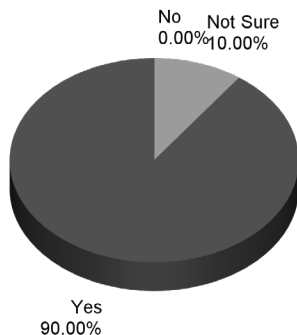
No 0.00% / Not Sure 10.00% / Yes 90.00%

Do you believe that St. Johns can successfully implement this strategy?

No 10.00% / Not Sure 20.00% / Yes 70.00%
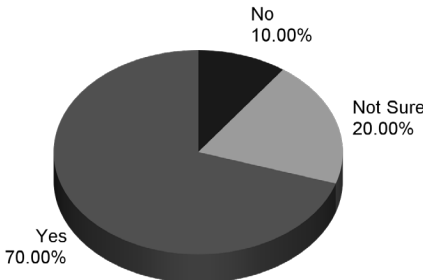
Strategy Selector Findings

St. Johns does offer two strong comparative advantages in bolstering the benefits of local and regional tourism development: local attractions and a strong local track record in conducting local events. The most significant challenge for this strategy is the lack of local funding available to develop, and especially promote, local events. While the community has risen to the challenge of offering these events in the past, there is a clear need to deepen the bench of volunteers.

KEY SUCCESS FACTOR	SCORE
Local recreational and visitor attractions	3
Relative sophistication in coordinating and marketing local	3
Strong community support	1
Sufficient marketing, promotion, or public relations budget	0

Essential Action Steps – Overview

Essential Actions Steps:

1. Develop/support local tourism advocacy organization (visitor and convention bureau).
2. Coordinate between local government and local tourism industry advocates.
3. Inventory local/regional visitor attractions.
4. Determine if existing visitor expenditure patterns are above or below average per capita.
5. Determine the regional market to be captured in terms of tourism promotion.
6. Develop a regional tourism marketing plan.
7. Consider investments in tourism product development.
8. Establish, fund, and implement a tourism marketing/promotion plan.

Essential Action Steps – Detail

Local/Regional Tourism

Develop/support local tourism advocacy organization (visitor and convention bureau).

Organization

Lead Organization: City of St Johns

Phone: (928) 337-2440

Lead Contact: Donny Jones

Email: djones@sjaz.us

Task 1: Coordinate with Business Recruitment and Downtown Development strategy committees to identify and organize a business organization that includes promoting tourism.

Date:
4/30/2012

Task 2: Contact Arizona Office of Tourism.

5/15/2012

Task 3: Contact Real Arizona Corridor for information on tourism activities from their group.

5/15/2012

Task 4: Meet with Business Recruitment to organize meeting and develop organization to promote tourism.

5/30/2012

Financial Resources: None
Human Resources: City of St Johns staff
Technical Resources: Computer, phone, internet
Performance Measures: Findings from contacts. Establishment of visitor organization

Coordinate between local government and local tourism industry advocates.

Organization

Lead Organization: City of St Johns

Phone: (928) 337-2440

Lead Contact: Donny Jones

Email: djones@sjaz.us

Task 1: Set date for tourism forum.

Date:
4/18/2012

Task 2: Contact Apache County, local clubs and organizations that host activities and events to promote tourism.

5/7/2012

Task 3: Host tourism forum.

Task 4:

Financial Resources: None
Human Resources: City of St. Johns staff, volunteers
Technical Resources: Meeting space, computer, phone, internet
Performance Measures: Minutes from meeting

Local/Regional Tourism

Inventory local/regional visitor attractions.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 337-2440
Lead Contact: Donny Jones   **Email:** djones@sjaz.us

Date:

Task 1: During tourism forum identify and inventory events and attractions.

Task 2:

Task 3:

Task 4:

Financial Resources: None
Human Resources: City of St. Johns staff, volunteers
Technical Resources: Meeting space, computer, internet, phone
Performance Measures: Minutes from forum

Determine if existing visitor expenditure patterns are above or below average per capita.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 337-2440
Lead Contact: Donny Jones   **Email:** djones@sjaz.us

Date:

Task 1: Contact Arizona Office of Tourism for any current data.
5/15/2012

Task 2: Research any data from previous Chamber of Commerce.
5/15/2012

Task 3: Contact local museum for visitor data.
5/15/2012

Task 4: Compile report on expenditure patterns and average per capita.
5/30/2012

Financial Resources: None
Human Resources: City of St John staff, volunteers
Technical Resources: Computer, internet, phone
Performance Measures: Written report on expenditure patterns and average expenditure per capita

Local/Regional Tourism

Determine the regional market to be captured in terms of tourism promotion.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 337-2440

Lead Contact: Donny Jones   **Email:** djones@sjaz.us

Date:

Task 1: Discuss regional market at tourism forum.

Task 2:

Task 3:

Task 4:

Financial Resources: None

Human Resources: City of St. Johns staff, volunteers

Technical Resources: Computer, phone, internet, meeting space

Performance Measures: Minutes from Tourism Forum

Develop a regional tourism marketing plan.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 337-2440

Lead Contact: Donny Jones   **Email:** djones@sjaz.us

Date:

Task 1: Set a date for tourism committee and business support organization that is established by Business Recruitment committee to discuss marketing plan.

Task 2: Collect and present data from the Tourism Forum and previous Essential Action Steps in market planning meeting.

Task 3: Establish calendar of events.

Task 4: Establish social media links and connections to events and city website.

Financial Resources: None

Human Resources: City of St. Johns staff, volunteers

Technical Resources: Meeting space, computer,internet, phone

Performance Measures: MInutes from meeting, a Tourism Marketing Plan and a calendar of events

Local/Regional Tourism

Consider investments in tourism product development.

Execution

Lead Organization: City of St Johns   **Phone:** (928) 337-2440
Lead Contact: Donny Jones   **Email:** djones@sjaz.us

Date:

Task 1: Work with business support organization and tourism committee to consider product development.

Task 2: From previously collected data identify any viable attractions or events for product development such as the Apache County Fair.

Task 3:

Task 4:

Financial Resources: None
Human Resources: City of St Johns staff, volunteers
Technical Resources: Computer, internet, phone
Performance Measures: A list of possible products to develop and promote

Establish, fund, and implement a tourism marketing/promotion plan.

Execution

Lead Organization: City of St Johns   **Phone:** (928) 337-2440
Lead Contact: Donny Jones   **Email:** djones@sjaz.us

Date:

Task 1: Identify potential funding sources prior to Tourism Forum.

Task 2: Work with Business support organization to establish separate bank account for tourism funds.

Task 3: Discuss and develop a marketing/promotion plan at Tourism forum.

Task 4: Design marketing brochures.

Financial Resources: None
Human Resources: City of St. Johns staff, volunteers, business support organization
Technical Resources: Computer, phone, internet, meeting space
Performance Measures: A bank account for tourism fund; Identified funding sources; promotional plan and marketing brochures

DOWNTOWN DEVELOPMENT

Score: 33 | Rank: 20

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.

Would you like to see St. Johns implement this strategy?

Yes 44%
No 56%

Do you believe that St. Johns can successfully implement this strategy?

Yes 74%
No 26%

Objectives of Strategy Implementation

This strategy states the obvious. The community of St. Johns is extremely interested in the revitalization and development of their downtown area. Like most small rural communities, the downtown essentially consists of a "main street." Community members are proud of their history and many families are fifth and sixth generation residents. The objective of this strategy is to blend the showcasing of that history with new businesses and services. This strategy will be closely connected to the Business Recruitment and Business Retention and Expansion strategies.
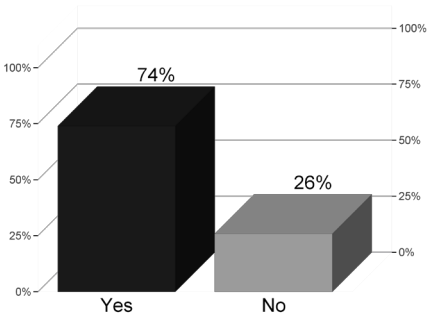
Strategy Selector Findings

The desire of the Steering Community to successfully advance a Downtown Development strategy will have to be developed in order to overcome mediocre KSF scores for this item. The "people power" factors of government support and active engagement of building owners
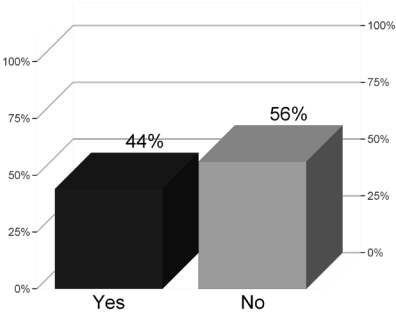
KEY SUCCESS FACTOR	SCORE
Local government support	3
Active engagement of downtown building and business owners	3
Recognizable central business district/downtown	1
Local funding for downtown development	1
Downtown organization and staff	1
Implementation of national Main Street Four-Point Approach™	0

can help overcome challenges such as the lack of a local downtown advocacy organization and a recognizable "downtown". The community may seek to meet these challenges by embracing the National Main Street Center's Main Street Four Point Approach.

Essential Action Steps – Overview

Essential Actions Steps:

1. Establish and/or support an organization dedicated to downtown development.
2. Establish a long-term, dedicated funding source for the downtown organization.
3. Consider implementation of the Main Street Approach® developed by the National Main Street Center of the National Trust for Historic Preservation.
4. Create a downtown development strategic plan as either a stand-alone document or a subset of a broader economic development strategic plan.
5. Consider establishing a building façade improvement program/fund.
6. Explore and promote the availability of historic preservation incentives.
7. Identify gaps between local demand for downtown business activity and existing business activity.
8. Develop an annual calendar of promotional events designed to promote and celebrate the downtown.

Essential Action Steps – Detail

Downtown Development

Establish and/or support an organization dedicated to downtown development.

Organization

Lead Organization: Yet to be determined	**Phone:** (928) 337-2255
Lead Contact: Larry Heap	**Email:** lheap@sjusd.net

Task 1: Determine possible committee members and size of committee/organization.

Date:
3/30/2012

Task 2: Invite committee members to participate.

4/16/2012

Task 3: Determine date, time and location of first meeting.

4/16/2012

Task 4: Hold first meeting.

Financial Resources:	None
Human Resources:	Community members
Technical Resources:	Space for meeting, internet and paper for invitations
Performance Measures:	Minutes from first meeting

Establish a long-term, dedicated funding source for the downtown organization

Organization

Lead Organization: To be determined	**Phone:** (928) 337-2255
Lead Contact: Larry Heap	**Email:** lheap@sjusd.net

Task 1: Place discussion of dedicated funding source on agenda of first meeting.

Date:

Task 2: Solicit input on funding availability.

4/16/2012

Task 3: Schedule meetings with potential funding sources.

5/15/2012

Task 4: Create budget and accounting system for secured funding.

5/31/2012

Financial Resources:	To be determined
Human Resources:	Committee and local leaders
Technical Resources:	Computer, software
Performance Measures:	Secure at least one funding source

Downtown Development

Consider implementation of the Main Street Approach® developed by the National Main Street Center of the National Trust for Historic Preservation.

Planning

Lead Organization: To be determined	**Phone:** (928) 337-2255
Lead Contact: Larry Heap	**Email:** lheap@sjusd.net

Task 1: Contact National Main Street Center for information.

Date:
4/30/2012

Task 2: Request a presentation from National Main Street Center at first meeting.

Task 3: Place participation in the National Main Street Approach on agenda of first meeting.

Task 4:

Financial Resources:	None
Human Resources:	Committee and Main Street staff
Technical Resources:	Computer, presentation equipment
Performance Measures:	Decision on participation in the Main Street Approach

Create a downtown development strategic plan as either a stand-alone document or a subset of a broader economic development strategic plan.

Planning

Lead Organization: To be determined	**Phone:** (928) 337-2255
Lead Contact: Larry Heap	**Email:** lheap@sjusd.net

Task 1: Review advantages and disadvantages of stand-alone planning document.

Date:
4/16/2012

Task 2: Committee decision to create stand-alone document or subset of broader economic development plan.

4/16/2012

Task 3: Create downtown development plan.

4/16/2012

Task 4: Insure all participants receive and review copy of plan and have buy-in to the plan.

5/16/2012

Financial Resources:	To be determined
Human Resources:	City staff, committee members, business leaders
Technical Resources:	Computer, printer, software, paper
Performance Measures:	Fully developed plan

Downtown Development

Consider establishing a building façade improvement program/fund.

Planning

Lead Organization: To be determined	**Phone:** (928) 337-2255
Lead Contact: Larry Heap	**Email:** lheap@sjusd.net

Task 1: Determine if existing businesses are interested in a facade improvement program/fund.

Date:
4/16/2012

Task 2: Incorporate building facade program into strategic plan if supported by businesses.

4/16/2012

Task 3: Identify possible funding sources for program.

4/16/2012

Task 4: Contact funding sources.

5/1/2012

Financial Resources:	City, county, individuals, business owners, local volunteer labor
Human Resources:	City staff
Technical Resources:	Computer, software
Performance Measures:	Establishment of a fund and program if approved by businesses; Inclusion in downtown strategic development plan

Explore and promote the availability of historic preservation incentives.

Planning

Lead Organization: St Johns Historical Society	**Phone:** (928) 337-2255
Lead Contact: Larry Heap	**Email:** lheap@sjusd.net

Task 1: Identify historic locations.

Date:
4/16/2012

Task 2: Hold discussion and prioritization of historical sites on agenda.

Task 3: Committee assignments to identify federal, state, local and individual support and incentives.

5/1/2012

Task 4: Distribute incentive information to committee and identified sites.

6/1/2012

Financial Resources:	City and St Johns Historical Society
Human Resources:	City staff and St Johns Historical Society
Technical Resources:	Computer, internet, phone
Performance Measures:	List of incentives and identified sites

Downtown Development

Identify gaps between local demand for downtown business activity and existing business activity.

Execution

Lead Organization: To be determined   **Phone:** (928) 337-2255

Lead Contact: Larry Heap   **Email:** lheap@sjusd.net

Task 1: Work with Business Recruitment Strategy committee to survey existing businesses and needed businesses.

Date:

7/31/2012

Task 2: Identify how to proceed with business needs.

Task 3: Work with Business support organization identified by the Business Recruitment Strategy committee to bring in new business in downtown area.

Task 4:

Financial Resources:

Human Resources: Milton Ollerton, Evan Nelson, Business support organization

Technical Resources: Computer, internet, phone

Performance Measures: The inclusion of downtown development in the Business Recruitment Plan

Develop an annual calendar of promotional events designed to promote and celebrate the downtown.

Execution

Lead Organization: To be determined   **Phone:**

Lead Contact: Business support organization   **Email:**

Task 1: Work with the business support organization identified by the Business Recruitment committee (chamber of commerce?) to act as contact for events and calendaring.

Date:

7/16/2012

Task 2: Encourage main street businesses to host events centered on main street.

Task 3: Work with City of St Johns to host an annual event around the city's incorporation anniversary.

Task 4: Main street business support of community groups sponsoring downtown parades.

Financial Resources:

Human Resources: Downtown Development committee, Business Recruitment committee, city staff, city council

Technical Resources: Computer, internet, phone

Performance Measures: Annual calendar of events with at least 4 events focused on main street

ATTRACTING GOVERNMENT FUNDING

*Score: 55 | Rank: 12*

Summary

Communities can create jobs and improve their overall quality of life through either a one time 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.

Would you like to see St. Johns implement this strategy?
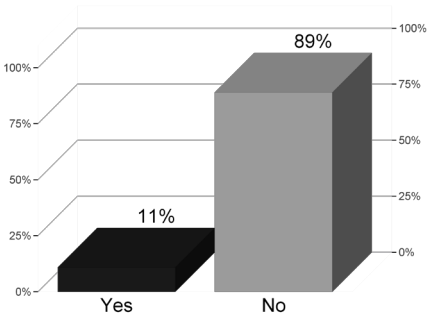
- Yes: 11%
- No: 89%

Do you believe that St. Johns can successfully implement this strategy?

- Yes: 36%
- No: 64%
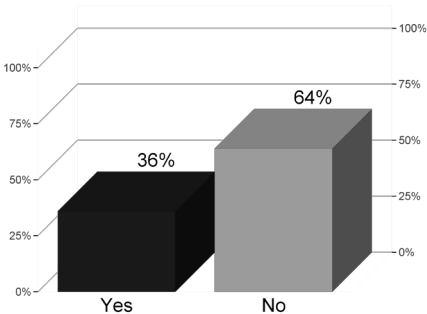
Objectives of Strategy Implementation

St Johns has identified several projects that can only be completed with the assistance of state and federal funding. These projects involve job creation and will have a significant impact on the local and state economies, especially related to the mining industry and its global economic impact. St Johns has made significant strides in leveraging resources and partnering with state and federal agencies to complete infrastructure projects.

Strategy Selector Findings

St. Johns has demonstrated an impressive recent track record of envisioning, defining and funding local projects—most notably with the development of an 11-mile water infrastructure pipeline that has significantly increased the capacity to its water system. The community's ability to develop a funding proposal to secure grants sets the stage for future desired investment. The community will need to be especially diligent and persistent in pursuing grants because of the perceived weakness of the state and federal political delegations in helping to secure such funding.

KEY SUCCESS FACTOR	SCORE
Availability of appropriated funds	3
Local ability to identify and advance a funding proposal	3
Strong community support	1
Strong state and/or federal legislative delegation	1

Essential Action Steps – Overview

Essential Actions Steps:

1. Facilitate community-wide planning session to determine opportunities and priorities.
2. Research projects, issues, and initiatives capable of attracting state and federal funding.
3. Understand priorities of appropriators.
4. Collaborate with state and federal Legislators/Members of Congress.
5. Promote appropriations wish list at the state and federal level.
6. Maintain and consistently promote a state and federal appropriations request list.

Essential Action Steps – Detail

Attracting Government Funding

Facilitate community-wide planning session to determine opportunities and priorities.

Organization

Lead Organization:	City of St Johns	**Phone:**	(928) 245-1399
Lead Contact:	Paul Ramsey	**Email:**	pramsey@sjaz.us

Date:
3/15/2012

Task 1: Identify specific projects and priorities during plan week.

Task 2:

Task 3:

Task 4:

Financial Resources:	None
Human Resources:	Steering committee and BC staff
Technical Resources:	BC software
Performance Measures:	Identified economic development strategies through BC process

Research projects, issues, and initiatives capable of attracting state and federal funding.

Planning

Lead Organization:	City of St Johns	**Phone:**	(928) 245-1399
Lead Contact:	Paul Ramsey	**Email:**	pramsey@sjaz.us

Date:

Task 1: Define projects needing funding by working with Steering Committee on identified strategies.
4/30/2012

Task 2: Meet individually with each strategy subcommittee to determine funding needs.
5/15/2012

Task 3: Contact Rural Development, ADOT, EDAC, IDA, and other agencies for support and leads on funding.
5/30/2012

Task 4:

Financial Resources:	City Resources
Human Resources:	City Staff
Technical Resources:	Computer, phone, internet
Performance Measures:	List of viable projects and potential funding sources

Attracting Government Funding

Understand priorities of appropriators.

Planning

Lead Organization: City of St Johns   **Phone:** (928) 245-1399

Lead Contact: Paul Ramsey   **Email:** pramsey@sjaz.us

Task 1: Contact funding sources and agencies to request information on funding requirements.

Date:
5/30/2012

Task 2: Compile funding data.

5/30/2012

Task 3: Provide funding data to specific projects.

Task 4:

Financial Resources:
Human Resources: City Staff
Technical Resources: Computer, internet, phone
Performance Measures: Information from potential funders located in one central easily accessible location

Collaborate with state and federal Legislators/Members of Congress.

Execution

Lead Organization: City of St Johns   **Phone:** (928) 245-1399

Lead Contact: Paul Ramsey   **Email:** pramsey@sjaz.us

Task 1: Contact state legislators with information about potential projects and how the state can support those projects.

Date:
6/29/2012

Task 2: Contact members of congress with information about potential projects and how they can support those projects.

6/29/2012

Task 3:

Task 4:

Financial Resources:
Human Resources: City staff
Technical Resources: Computer, phone, internet
Performance Measures: Official responses from legislators

Attracting Government Funding

Promote appropriations wish list at the state and federal level.

Execution

Lead Organization:	City of St Johns	**Phone:**	(928) 245-1399
Lead Contact:	Paul Ramsey	**Email:**	pramsey@sjaz.us

Task 1: Meet with Arizona Commerce Authority to discuss wish list.

Date:
6/15/2012

Task 2: Include identified projects on NACOG/EDC CEDS list.

6/1/2012

Task 3: Communicate monthly with federal legislators on identified projects.

Task 4: Communicate monthly with state legislators on identified projects.

Financial Resources:
Human Resources: City staff
Technical Resources: Computer, internet, phone
Performance Measures: Monthly report from city staff on communication with state and federal decision makers

Maintain and consistently promote a state and federal appropriations request list.

Execution

Lead Organization:	City of St Johns	**Phone:**	(928) 337-4517
Lead Contact:	Evan Nelson	**Email:**	enelson@sjaz.us

Task 1: Contact state agencies for appropriations list.

Date:
6/15/2012

Task 2: Contact federal agencies for appropriations list.

6/15/2012

Task 3: Create database with potential funding opportunities.

6/29/2012

Task 4:

Financial Resources:
Human Resources: Evan Nelson
Technical Resources: Computer, internet, software, phone
Performance Measures: Interactive database available to subcommittee members for review

— COMMUNITY ORGANIZER —

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 St. Johns Steering Committee met to consider both the business development and community development approaches to the Community Organizer tool.

The tool is organized by presenting 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 then to come to a consensus as to which scenario best describes the current capacity of their community. Each of the members were also then asked to identify their desired level of capacity. The tables below presents the results of

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	7	4	—	—	—	—	—	—	25 / 37	28 / 37
Local Staff and Team Development	5	0	0	0	0	—	—	—	—	—	5 / 37	34 / 37
Industrial Land and Infrastructure	5	3	10	5	5	2	8	0	2	2	42 / 68	66 / 68
Targeted Industries	0	2	2	—	—	—	—	—	—	—	4 / 19	19 / 19
Marketing	1	2	3	0	4	—	—	—	—	—	10 / 33	33 / 33
Prospect and Lead Management	8	4	5	—	—	—	—	—	—	—	17 / 27	27 / 27
Closing the Deal	5	4	0	3	2	—	—	—	—	—	14 / 26	26 / 26

TOTAL POINTS   117 / 247   233 / 247

Community Development Capacity Report

ELEMENT	SCENARIO SCORES					ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E		
Strategic Plan/Vision	10	3	2	7	2	24 / 32	32 / 32
Project and Issue Development	2	3	4	3	0	12 / 16	16 / 16
Organizational Capacity	0	0	0	0	0	0 / 38	38 / 38
Staffing	0	0	0	0	—	0 / 23	23 / 23
Civic Volunterism	5	1	—	—	—	6 / 8	8 / 8
Community Attitude	3	1	—	—	—	4 / 13	13 / 13
Maintaining Community as the Goal	0	2	—	—	—	2 / 9	9 / 9

TOTAL POINTS   48 / 139   139 / 139

the Community Organizer tool for Business and Community Development Capacities, respectively. In every case but one, the desired level of capacity was the highest scenario presented.

The Community Organizer tool 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: 25/37 | Prescribed score: 28/37

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 1990s 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

No action items.

1b. Desirability of Business Development

No action items.

1c. Appropriateness of Business Development

No action items.

1d. A Foundation of Support for Existing Businesses

❑ Monitor support for business development activities and conclude that there is a general "pro business" disposition toward business development .

2 - Local Staff and Team Development

Assessed score: 5/37 | Prescribed score: 34/37

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 advanced by one or more organization(s).

2b. Stability of Business Development Organization

❏ Recognize that between four and ten percent of the time of the staff and volunteers is dedicated 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

❏ Ensure that meetings are conducted at least quarterly even if this means that certain opportunities are being missed.
❏ Ensure that the full board meets at least monthly.
❏ In addition to regular monthly board meetings, ensure that subcommittee activity also generates results.

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

❏ Provide limited training to economic professionals and volunteers.
❏ 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: 42/68 | Prescribed score: 66/68

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

No action items.

3b. Potential for Land

No action items.

3c. Land Ownership

No action items.

3d. Environmental Considerations

No action items.

3e. Land Price

No action items.

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 how the existing road and street system is adequate to support business development priorities.
- ❏ 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

- ❏ 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: 4/19 | 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 cursory analysis related to the goods and services that could be provided in the community based on existing demand.
- ❑ Conduct a full-scale import substitution analysis.

4b. Connection with Strategic Plan

- ❑ Ensure a general desirability for specific business development activities—and then engage in such activities.

4c. Targeted 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: 10/33 | 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

❑ 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

No action items.

5d. Financial Resources

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

5e. Use of the Internet

❑ 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: 17/27 | 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

❏ 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

No action items.

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

No action items.

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

❏ Exhibit a winning attitude.

7d. Community Sophistication

❏ 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: 24/32 | 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

No action items.

1b. Acceptance of Plan

No action items.

1c. Professional Development of Plan

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

1d. Use of Strategic Plan

❑ Make widespread and very regular use of economic development strategic plan; recognize plan as an essential guidebook for community and economic development activities.

1e. Plan Updating

❑ Recognize that the existing strategic plan has been updated twice.

2 - Project and Issue Development

Assessed score: 12/16 | 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

No action items.

2c. Large Project Advocacy

No action items.

2d. Coordinating Projects with State and Federal Processes

No action items.

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: 0/38 | 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 organization(s).
❏ Recognize that an existing strategic planning process has yielded projects that are being advanced by one or more organization(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

❏ Ensure that a modest sum of funding is dedicated to a portion of the community's community development agenda.
❏ 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

❏ Target a majority of the activities of the community development organization(s) toward priorities identified in the strategic plan.
❏ 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 that the local community development organization(s) meets at least monthly.
❏ 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: 0/23 | 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

❏ Analyze the skills and potential of the staff.
❏ Recognize that the staff person has sufficient skills and relationships to conduct work adequately.
❏ Recognize that the staff displays excellence in terms of skills, accomplishments, and credentials.

4b. Support Staff

❑ Recognize that the staff support exists but capabilities could be stronger.
❑ 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 limited training opportunities for staff.
❑ Provide consistent and comprehensive training to staff.

5 - Civic Volunteerism

Assessed score: 6/8 | 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

No action items.

5b. Celebration of Volunteerism

❑ Maintain and consider expanding regular events to honor civic volunteerism.

6 - Community Attitude

Assessed score: 4/13 | 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 (either formally or informally) the nucleus of forward-thinking civic volunteers that are able to "carry the day" on certain key projects and initiatives.

❑ 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 Hafl-Full

❑ Recognize that the community sees its "glass half full"; enact initiative to fill the glass.

7 - Maintaining the "Community" as the Goal

Assessed score: 2/9 | 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"

❑ Recognize that a select number of citizens are intimately aware of the community's strategic plan and 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

❑ Formalize a "teaming of projects" to ensure coordination and potential collaboration.

APPENDIX

APPENDIX A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Energy Development	270	100%	100%	Sector-specific
Value-added Mining	259	100%	90%	Value-added
Attracting Government Funding	225	100%	80%	Other
Business Retention and Expansion	219	100%	80%	General Business
Business Recruitment	214	100%	80%	General Business
Local/Regional Tourism	205	90%	70%	Tourism
Downtown Development	203	80%	90%	Community Development
Environmental Restoration	200	90%	70%	Sector-specific
Infrastructure Development	199	90%	70%	Other
Business Cultivation	183	90%	70%	General Business
Pass-Through Visitor Services	145	90%	50%	Tourism
Health Care	133	80%	60%	Community Development
Cultural Tourism	115	80%	50%	Tourism
Education Development	115	90%	30%	Community Development
Entrepreneurial Development	113	100%	30%	General Business
Value-added Forest Products	113	60%	50%	Value-added
Leading Edge Development	52	67%	20%	Sector-specific
Attracting Government Jobs	45	50%	30%	Other
Attracting Lone Eagles	20	50%	40%	Other
Value-added Agriculture	8	50%	20%	Value-added
Transportation Distribution Center	-43	30%	0%	Sector-specific
Destination Tourism	-51	40%	0%	Tourism
Attracting Retirees	-71	40%	10%	Other
Bedroom Community	-100	20%	0%	Community Development
Value-added Fisheries	-131	10%	0%	Value-added

APPENDIX B

Strategy Recommendation Report

RECOMMENDED	BORDERLINE	NOT RECOMMENDED
	Energy Development	Value-added Mining
	Environmental Restoration	Infrastructure Development
		Attracting Government Jobs
		Business Cultivation
		Value-added Forest Products
		Business Retention and
		Transportation Distribution Center
		Local/Regional Tourism
		Pass-Through Visitor Services
		Attracting Government Funding
		Destination Tourism
		Leading Edge Development
		Value-added Agriculture
		Cultural Tourism
		Education Development
		Business Recruitment
		Value-added Fisheries
		Downtown Development
		Bedroom Community
		Entrepreneurial Development
		Health Care
		Attracting Lone Eagles
		Attracting Retirees

APPENDIX C

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	44	General Business
Business Retention and	59	General Business
Business Cultivation	63	General Business
Entrepreneurial Development	23	General Business
Energy Development	70	Sector-specific
Environmental Restoration	70	Sector-specific
Transportation Distribution	58	Sector-specific
Leading Edge Development	48	Sector-specific
Value-added Agriculture	48	Value-added
Value-added Forest Products	63	Value-added
Value-added Fisheries	39	Value-added
Value-added Mining	69	Value-added
Destination Tourism	49	Tourism
Cultural Tourism	45	Tourism
Local/Regional Tourism	55	Tourism
Pass-Through Visitor Services	55	Tourism
Downtown Development	33	Community Development
Education Development	45	Community Development
Health Care	23	Community Development
Bedroom Community	30	Community Development
Infrastructure Development	69	Other
Attracting Retirees	19	Other
Attracting Lone Eagles	20	Other
Attracting Government Jobs	65	Other
Attracting Government Funding	55	Other

APPENDIX D

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	55	Other
Attracting Government Jobs	65	Other
Attracting Lone Eagles	20	Other
Attracting Retirees	19	Other
Bedroom Community	30	Community Development
Business Cultivation	63	General Business
Business Recruitment	44	General Business
Business Retention and	59	General Business
Cultural Tourism	45	Tourism
Destination Tourism	49	Tourism
Downtown Development	33	Community Development
Education Development	45	Community Development
Energy Development	70	Sector-specific
Entrepreneurial Development	23	General Business
Environmental Restoration	70	Sector-specific
Health Care	23	Community Development
Infrastructure Development	69	Other
Leading Edge Development	48	Sector-specific
Local/Regional Tourism	55	Tourism
Pass-Through Visitor Services	55	Tourism
Transportation Distribution	58	Sector-specific
Value-added Agriculture	48	Value-added
Value-added Fisheries	39	Value-added
Value-added Forest Products	63	Value-added
Value-added Mining	69	Value-added

APPENDIX E - KEY SUCCESS FACTOR REPORT

Key Success Factors with a Score of "4":

Absence of industrial business activity
Access to long-term infrastructure loans and grants
Ability to identify product and service gaps
Availability of industrial-zoned land
Availability of local land, buildings, and infrastructure
Excess water and sewer infrastructure capacity

Key Success Factors with a Score of "3":

Availability of energy resources
Desirable climate
Existing or prospective cultural attraction
Local recreational and visitor attractions
Proximity and access to forests and forest products
Proximity to nationally-recognized attractions
Proximity to raw materials and minerals
Proximity to travel routes
Sufficient base of local businesses
Ability to secure power-purchase agreements
Access to large-scale capital
Availability of appropriated funds
Ability to build a team comprised of energy-development experts
Ability to successfully market materials
Capable, experienced economic development professionals
Cooperation of economic development staff and educational community
Local ability to identify and advance a funding proposal
Relative sophistication in coordinating and marketing local events
Support from local education professionals at all levels
Team approach to infrastructure finance
Active engagement of downtown building and business owners
Community acceptance of the visitor industry
Local government support
Local pro-business climate
Projected growth in government budgets
Supportive state energy policies and incentives
Availability of brownfield sites
Land/Buildings/Campus for education development
Proximity and access to markets
Strategic location for distribution centers

Key Success Factors with a Score of "2":

Accurate, long-term analysis of infrastructure needs and costs
Community support for needed infrastructure rate increases
Favorable state policies with respect to office locations
Support from local businesses
Supportive local government policy and focus

Key Success Factors with a Score of "1":

Quality residential neighborhoods
Available, desirable housing
Existence of recreational amenities
Expandable educational institution
Financially-sound existing health care facility
Proximity to large volumes of agricultural commodities
Recognizable central business district/downtown
Sufficient local entrepreneurial base
Ability to secure long-term contracts for forest materials
Access to small business financing
Competitive recruitment incentives
Local funding for downtown development
Ability to understand industry trends and opportunities
Competent, strategic-minded hospital and health-care executives
Cultural development and advocacy organization
Downtown organization and staff
Existing excellence in local health care
Sophisticated tourism development & promotion
Sophisticated use of the internet for marketing
Supportive post-secondary education training program
Local focus on revenues from visitors
Strong community support
Strong relations between economic development organization and local businesses
Strong state and/or federal legislative delegation
Support for attracting retirees
Adequate housing for labor force
High-speed telecommunications
Proximity to transmission lines with excess capacity
Available local labor force
Advantageous location for government or education expansion
Prospect of an expanded geographic market for health care
Proximity to scheduled air service

Key Success Factors with a Score of "0":

High availability of urban services
Proximity to fisheries commodities
Proximity to urban population and workforce centers
Dedicated local financial resources for staffing recruiters
Sufficient marketing, promotion, or public relations budget
Ability to compete in a global market
Ability to network and attend relevant trade shows
Dedicated business coaching staff
Implementation of national Main Street Four-Point Approach™
Relationship with site selectors
Staff focused on recruitment objectives
Adequate telecommunications bandwidth
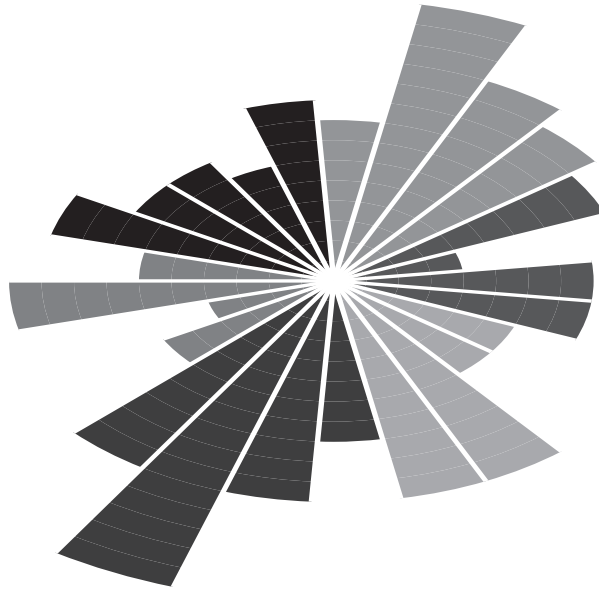
St Johns, Arizona

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