WINSLOW

ARIZONA

Economic Development Strategic Plan

Final Draft — August 2013

NORTHEAST ARIZONA
ECONOMIC DEVELOPMENT PLANNING GROUP

A Building Communities™
Strategic Plan

ECONOMIC DEVELOPMENT for APACHE COUNTY
EDAC

Winslow, Arizona
Economic Development Strategic Plan

Prepared for
Winslow

Prepared by

About the Northeast Arizona Economic Development Planning Group

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

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

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

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

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

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

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

Plan Director

Paul Ferris
Principal Planner
City of Winslow

Steering Committee Members

Bob Hall
Director
Winslow Chamber of Commerce

David Hartman
Private Business Owner

Lance Heister
Superintendent
Winslow School District

John Henling
Planning and Zoning Commission
City of Winslow

Tescue Kenna
Private Business Owner

Gordon McHood
Board Member
Little Colorado Medical Center

Loren Sadler
Board Member
Winslow School District

Devin Singh
Private Business Owner

Orville Wiseman
Private Business Owner

Mark Woodson
Engineer
City of Winslow

Plan Facilitator

Karalea Cox
Building Communities, Inc.

Table of Contents

Executive Summary

Executive Summary

Our Community and Vision

Stand on any corner in Winslow, AZ and you'll immediately recognize the potential of our community. Yes, you can take it easy on one corner, browse the local shops on another, enjoy one of the finest meals in the southwest, live it up along Route 66 or invest in the transportation mecca of northeast Arizona. Every corner has potential. Our residents, business owners, educators and community leaders are warm, friendly and waiting to make you a part of the Winslow community and family. While we are not without our challenges, we are a community that is moving forward, capitalizing on our strengths, while retaining our rural values.

While most communities are losing jobs, we are creating them. We have a thriving hospital and professional medical community. We are a part of the Burlington, Northern, Santa Fe (BNSF) Seligman Subdivision and enjoy the economic opportunities provided by rail transport. Route 66 runs through the heart of Winslow and we have the only airport with air tanker refueling capabilities in the Four-corners region. These advantages mean we have jobs available.

Winslow enjoys a great location and a national reputation. Visitors from around the world want to "Stand on the Corner" and experience the small-town hospitality we are famous for. Our diverse population translates into a variety of art and cultural experiences, all in a central location.

Winslow truly is the American experience. Our history begins in the 19th century with the establishment of the Hubbell Trading Post. It moves through the 20th century with our pop music culture notoriety. For more than 75 years Route 66, America's Mother Road and a principal artery of commerce, has been a defining element of our community. Our history provides us with a perspective that leaves us ready to forge our way further into the 21st century continuing to make history as we go.

Background and Context for Planning

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

Scope of Plan

This strategic plan has a three-to-five year plan horizon and is focused on the community of Winslow, its immediate surroundings and its history. 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 cooperatively carried out with other local entities.

Looking to the Future

It is through the lens of history that our community looks to the future. Winslow is built on a solid foundation. Opportunity abounds for employment, business expansion, economic prosperity and community leadership. The Steering Committee has purposefully included younger adults in their planning and implementation process. They are eager to "pass the torch" to the generations that will not only benefit from the work of the past, but expand it as they move forward into the future.

Community and Economic Development Strategies

- Business Recruitment
- Business Retention and Expansion
- Education Development
- Local/Regional Tourism
- Transportation Distribution Center

Quality-of-Life Initiatives

- Beautification of Winslow
- Border Challenges
- Housing
- Recreational Activities

Introduction

Planning Methodology & Approach

1 - Introduction

Planning Methodology

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

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

Vision and Mission

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

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

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

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

Objectives of Methodology

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

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

Major Components of Planning Approach

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

- **People:** The Plan Director, Plan Facilitator, Building Communities Support Staff, Steering Committee—and the Community at large
- **Analysis and Action:** Plan Week, which included these analyses and action-assignment sessions:
  - Key Success Factor Analysis
  - Quality-of-Life Initiatives (QOLIs) Session
  - Community Organizer Assessment
  - Voice of the Community Meeting
  - Strategy & QOLIs Selection Session
  - Assigning Essential Action Steps
  - Elevator Speech Session

The People

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

Contrast this to traditional approaches in which often "detatched" hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as "their own." Though this is the common formula, it in many cases leads to strategic plans being little more

than expensive dust collectors. This is no future, and the Building Communities methodology does not use this model.

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

- Plan Director: Paul Ferris, Principal Planner, City of Winslow - Serves as the liaison between Building Communities and Winslow; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- Plan Facilitator: Karalea Cox, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- Plan Week Coordinators: Linda Haynes and Gail Stoneking, Economic Development for Apache County (EDAC), provide the essential preparatory work of scheduling, coordinating and communicating with the Plan Director, Plan Facilitator and Steering Committee members. During and after Plan Week activities, they provide resource support to the Plan Director, Plan Facilitator, Steering Committee members and the participating public. They also serve as meeting hosts, providing food and beverages for the comfort and convenience of the participants.
- Building Communities Support Staff: Though never visible to the community, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- Steering Committee: Includes the Plan Director and represents the interests of Winslow in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan. Winslow Steering Committee members:
  - Bob Hall
  - Dave Hartman
  - Lance Heister
  - John Henling
  - Tess Kenna
  - Gordon McHood
  - Loren Sadler
  - Devin Singh
  - Orville Wiseman
  - Mark Woodson
- **Citizens of Winslow:** Includes all citizens and elected officials; provides crucial input during the Voice of Community Meeting and during plan review and adoption proceedings; assists and supports the Steering Committee during planning and implementation.

Overview of Plan Week

The bulk of the analysis and data gathering needed to build the strategic plan were accomplished during Plan Week—a term actually coined by a Building Communities client to describe the series of rapid-fire Building Communities planning sessions. For Winslow, Plan Week consisted of the seven sessions listed previously and was conducted December 18-19, 2012.

Data-gathering and analysis sessions were first in the process. They drew on the knowledge and experience of Steering Committee members and community members. Evaluation sessions followed, in which collected

data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define Winslow's mission during the life of the plan. Initial plan implementation steps were also determined by the Steering Committee in the later sessions, and finalization of these "Essential Action Steps" concluded. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with Winslow's identity and aspirations to create an expanded statement of its vision and direction.

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

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

Session 1: Key Success Factor Analysis

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

The graphic below shows in "thumbprint" showing all the strategies the Steering Committee considered in this first session, and that the broader community also considered in a later session. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy's potential for successful implementation.
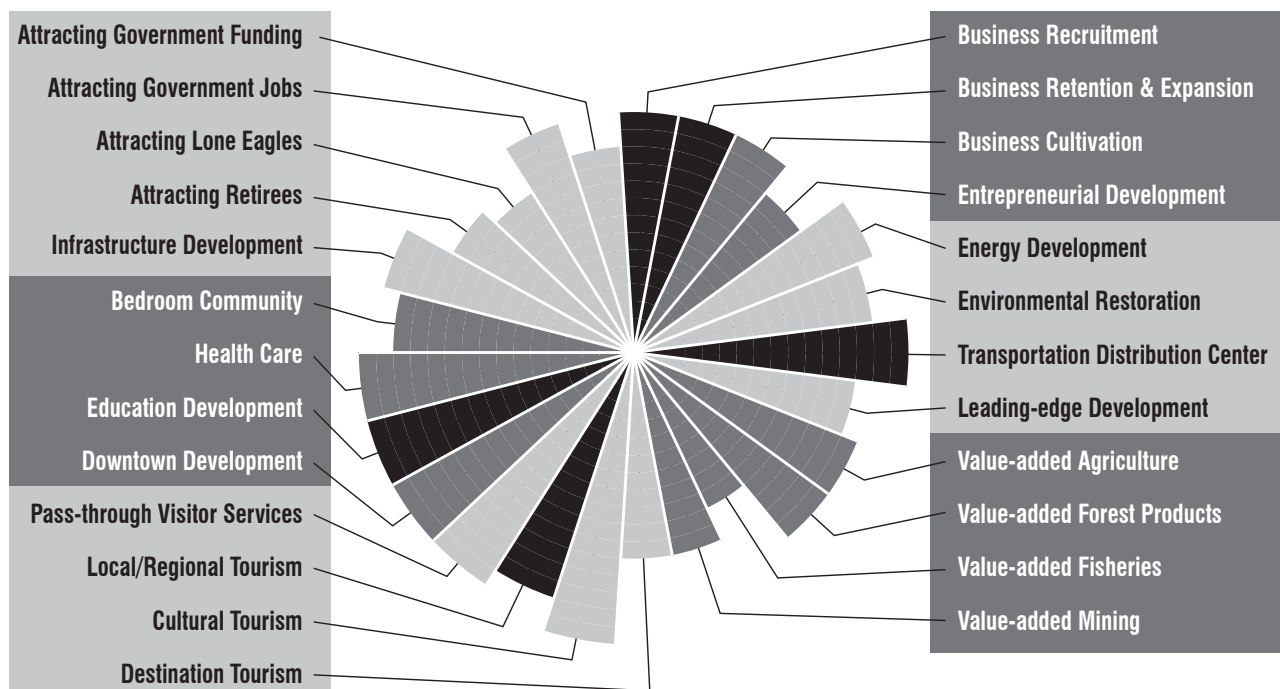
The input from this session yielded Winslow's *Prioritized Strategy Report*—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation.   This report, along with a more

detailed explanation of its content, can be found in Section 2 of this plan.

Session 2: Quality-of-Life Initiatives

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

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

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

•   Beautification of Winslow
•   Border-town Challenges
•   Housing
•   Recreational Activities

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

Session 3: Community Organizer Assessment

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

The Building Communities planning approach addressed this critical element in Session 3—the Community Organizer Assessment—in which were presented a series of questions specific to the community and business development development aspirations of the community.   This yielded a report detailing specific recommendations about how Winslow can increase its capacity in order to successfully implement its strategic plan. The results of the *Community Organizer Assessment* can be found in Section 5 of this plan.

Session 4: Voice of the Community Meeting

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

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

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

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

Session 5: Strategy and Quality-of-Life Initiatives Selection

After the Steering Committee considered the "full body" of community and economic development considerations it made a final selection of strategies and *Quality-of-life Initiatives* in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how to treat specific strategies, they were "held" and reviewed again later. This pattern continued until an acceptable subset of "selected" strategies was complete.

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

Session 6: Assigning Essential Action Steps

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

With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as "lead." Committee members were then introduced to an online tool designed by Building Communities to help them identify Essential Action Steps (EASs) for each strategy/initiative and "Tasks" for each EAS. Essentially, designated Steering Committee members were assigned to detail "who will do what by when, and with what resources" for each strategy and initiative. This was no small task, and the Steering Committee's work, together with all their input earlier in Plan Week (and that of the broader community) constitute the bulk—and certainly the "meat"—of this strategic plan. Building Communities takes great pride in being able to work with and engage great people in accomplishing such a huge task. We applaud you all!

Session 7: Elevator Speech

The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future. During this time, the group explored and discussed what is unique about Winslow and what they expect as a result of conducting the strategic planning process. The result of this last session

became the opening message in the plan and makes a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

Objectivity of Planning Methodology

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

Conclusion

The opportunities that exist for Winslow are tremendous. The dedication of this Steering Committee is admirable. Their work will make a positive difference for future generations. Their example and leadership will build on the solid foundation already in place in Winslow. Winslow's future is secure in the capable hands of its residents and is brighter and better because of their efforts.

Plan Week Results

Plan Week Results

Overview

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

- Business Recruitment
- Business Retention and Expansion
- Education Development
- Local/Regional Tourism
- Transportation Distribution Center

In addition, these Quality-of-life Initiatives were selected for advancement:

- Beautification of Winslow
- Border Challenges
- Housing
- Recreational Activities

Strategy Selection Process

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

Each of the *Key Success Factors* was scored on a scale of '0' to '4'. Where the Steering Committee determined that Winslow 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 Winslow, it was given a score of '0'. Intermediate scores from '1' to '3' were given for factors in the middle of the range.

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

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

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Cultural Tourism	83	Tourism
Pass-through Visitor Services	80	Tourism
Education Development	80	Community Development
Health Care	80	Community Development
Downtown Development	78	Community Development
Energy Development	75	Sector-specific
Local/Regional Tourism	75	Tourism
Infrastructure Development	75	Other
Business Recruitment	72	General Business
Environmental Restoration	70	Sector-specific
Transportation Distribution Center	70	Sector-specific
Bedroom Community	70	Community Development
Business Cultivation	69	General Business
Value-added Agriculture	69	Value-added
Attracting Government Jobs	68	Other
Business Retention and Expansion	67	General Business
Value-added Forest Products	63	Value-added
Leading-edge Development	62	Sector-specific
Destination Tourism	61	Tourism
Entrepreneurial Development	58	General Business
Attracting Retirees	58	Other
Attracting Government Funding	58	Other
Attracting Lone Eagles	53	Other
Value-added Mining	52	Value-added
Value-added Fisheries	44	Value-added

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

Enhanced Strategy Report

STRATEGY		SCORE	WANT	CAN	STRATEGY GROUP
✓	Business Retention and Expansion	245	89%	100%	General Business
	Cultural Tourism	239	78%	100%	Tourism
✓	Education Development	236	89%	89%	Community Development
✓	Local/Regional Tourism	231	78%	100%	Tourism
✓	Business Recruitment	228	89%	89%	General Business
	Pass-through Visitor Services	214	67%	100%	Tourism
	Health Care	211	78%	88%	Community Development
	Environmental Restoration	201	78%	88%	Sector-specific
	Downtown Development	190	78%	78%	Community Development
	Attracting Government Funding	189	78%	88%	Other
	Value-added Forest Products	185	75%	86%	Value-added
✓	Transportation Distribution Center	179	67%	88%	Sector-specific
	Attracting Retirees	166	71%	83%	Other
	Business Cultivation	160	63%	83%	General Business
	Bedroom Community	156	43%	100%	Community Development
	Entrepreneurial Development	142	67%	75%	General Business
	Energy Development	139	57%	75%	Sector-specific
	Attracting Government Jobs	136	67%	67%	Other
	Infrastructure Development	99	56%	56%	Other
	Value-added Agriculture	97	43%	71%	Value-added
	Leading-edge Development	86	56%	56%	Sector-specific
	Destination Tourism	85	56%	56%	Tourism
	Attracting Lone Eagles	25	43%	43%	Other
	Value-added Mining	-46	22%	29%	Value-added
	Value-added Fisheries	-54	22%	29%	Value-added

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance. Consideration of the Prioritized Strategy Report yielded an initial selection of the "most viable" strategies. After careful consideration and discussion, the Steering Committee elected to include five economic development strategies into the strategic plan. For each of these strategies, at least one member of the Steering Committee volunteered to play a lead role in strategy implementation.

Importance of Recommendations

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

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

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

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

SWOT Analysis

Overall SWOT Summary

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

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

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

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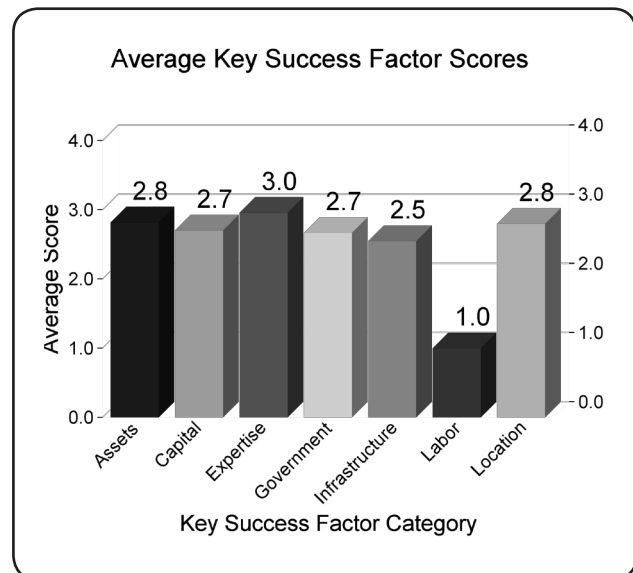
The table below presents a brief description of each category and the average score of the community in each of those categories.

The overall scores of the Key Success Factors in each category demonstrate that Winslow scores relatively well in each category with the exception of Labor. Based on a scale of 0 - 4, Winslow's scores are slightly above average in six of the seven categories. The score of 3 in the area of Expertise is a particular strength that will be useful to the Steering Committee during both the planning and implementation phases of this strategic plan.

The low score for Labor was not a surprise to the Steering Committee. There was valuable discussion surrounding this topic. It was readily recognized that employees in several of Winslow's businesses and industries commute as far as 150 miles one way.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.8
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	2.7
Expertise	The skills, connections and abilities of local professionals.	3.0
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.7
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	2.5
Labor	The labor force of a community.	1.0
Location	The relative proximity of the community to the marketplace.	2.8
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

The Steering Committee felt that these scores were a solid representation of Winslow's strengths and weaknesses. They were pleased to be able examine these strengths and weaknesses specifically by category.

Assets

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

These Key Success Factor scores related to Assets are quite positive for Winslow. The five factors that score a 4 provide a solid foundation for several economic development strategies.

The 11 Key Success Factors that scored a 3 indicate that with just a little effort these factors could become instrumental in the implementation of a variety of strategies, increasing Winslow's ability to diversify its economic base.

The remaining six factors that score a 2 or below will need specific attention if they are related to the strategies that the Steering Committee has chosen.

Key Success Factors - Assets

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

Capital

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

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

Key Success Factors - Capital

Local funding for downtown development	4
Ability to secure long-term contracts for forest materials	3
Ability to secure power-purchase agreements	3
Access to long-term infrastructure loans and grants	3
Dedicated local financial resources for staffing recruiters	3
Sufficient marketing, promotion, or public relations budget	3
Access to small business financing	2
Access to large-scale capital	2
Availability of appropriated funds	2
Competitive recruitment incentives	2

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

The Key Success Factor scores related to Capital are an overall positive for the Winslow community with six of the 10 factors scoring a 3 or above. However, the four Key Success Factor scores that are 2's will need to be addressed specifically in the Business Recruitment and Business Retention and Expansion strategies that the Steering Committee has chosen.

Expertise

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

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

The scores in this category are very positive for Winslow. Of the 22 factors related to Expertise, 21 score a 3 or better. This will provide depth to all of the strategies that Winslow has chosen to include in their strategic plan.

Key Success Factors - Expertise

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

Government

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

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

The Key Success Factor scores related to Government are generally positive. While none of them scored a 4, only three of the 15 scored a 2 or below. The most important Key Success Factor to note as a deficiency is related to the relationship that Winslow has with their state and federal legislative delegations. These relationships should be cultivated and nourished through the Steering Committee and the City Council.

Key Success Factors - Government

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

Infrastructure

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

These Key Success Factor scores indicate that Winslow has some definite advantages in terms of infrastructure, but also some challenges. The seven factors that score a 3 or above demonstrate that Winslow is ready for several types of development. On the other hand, the three factors scoring a 1 are problematic in that labor, buildings and internet are directly related to the implementation of the strategies the Steering Committee has chosen. Those factors will need to be specifically addressed in the Essential Action Steps for each strategy.

Key Success Factors - Infrastructure

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

Labor

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

Key Success Factors - Labor	
Local, available, low-skill labor pool	1
Local, available, high-skill labor pool	1

The scores for Labor clearly seem to be an accurate reflection of the challenges that Winslow has. Not only do employees commute substaintial distances from neighboring communities, the city has difficulty providing training for even entry-level and basic employment skills. This challenge became a central part of the discussion prior to the selection of the Education Strategy.

If this category is not addressed, Winslow will continue to see jobs and opportunities filled by individuals who live outside the community.

Location

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

Key Success Factors - Location	
Proximity and access to markets	4
Strategic location for distribution centers	4
Prospect of an expanded geographic market for health care	3
Advantageous location for government or education expansion	2
Proximity to scheduled air service	1

Winslow enjoys an advantageous location with the BNSF Railroad and Interstate 40 passing directly through the community. These advantages are reflected in the Key Success Factor scores for Location. However, the lack of proximity to scheduled air service could be an issue for some expanding businesses.

There are numerous opportunities for Winslow because of its location. This should be used to advantage as it implements its chosen strategies.

Selected Strategies

Business Recruitment
Business Retention and Expansion
Education Development
Local/Regional Tourism
Transportation Distribution Center

Selected Strategies

Winslow's Selected Strategies

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

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

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

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

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

The strategies selected by the Winslow Steering Committee are:

- Business Recruitment
- Business Retention and Expansion
- Education Development
- Local/Regional Tourism
- Transportation Distribution Center

Strategies not selected include:

- Attracting Government Funding
- Attracting Government Jobs
- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community
- Business Cultivation
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care
- Infrastructure Development
- Leading-edge Development
- Pass-through Visitor Services
- Value-added Agriculture
- Value-added Fisheries
- Value-added Forest Products
- Value-added Mining

The Steering Committee was very sensitive to the time and energy necessary for the implementation of their strategic plan. Therefore, there were several strategies that scored well but that the Steering Committee did not feel could be adequately supported at this time.

Recommendations for Implementation

Much to the Steering Committee's credit, they determined during the first few sessions of Plan Week that there should be younger adults involved in the planning and implementation process. As a result, there were several young adults who attended subsequent sessions. Building Communities strongly recommends that these people continue to be invited to Steering Committee meetings and given responsibilities related to implementation whenever possible.

In general, the Steering Committee should meet monthly and hear reports from its members about the progress in advancing the Essential Action Steps for each strategy.

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

Business Recruitment

Business Recruitment

SCORE: 72   RANK: 9

Strategy Summary

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

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

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

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

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

Voice of the Community Survey Results

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

Would you like to see Winslow implement this strategy?
Yes 89% — No 11%

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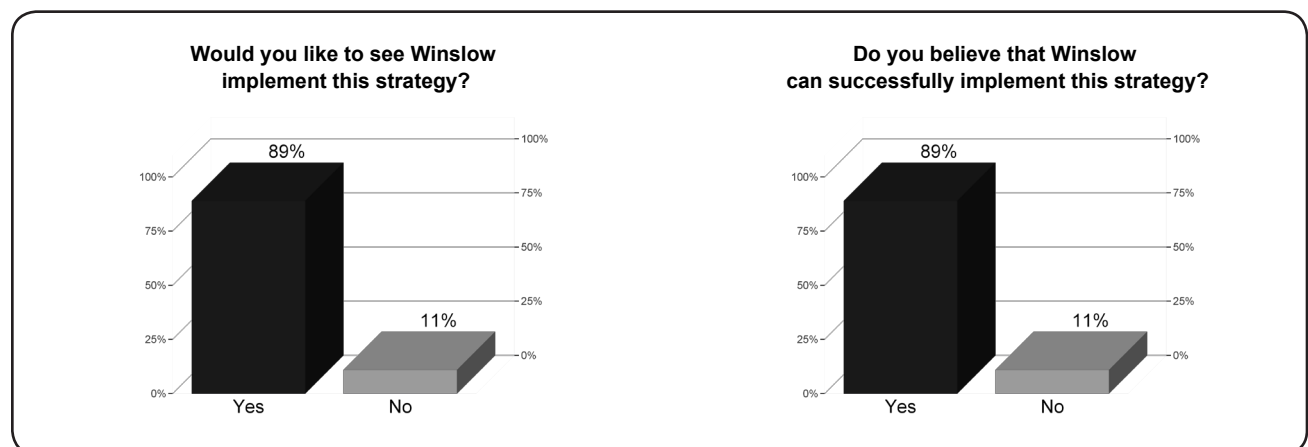
Objectives of Strategy Implementation

The Steering Committee recognized the possibilities related to Business Recruitment and the advantages Winslow has in place to bring in new business and diversify its economic base. While it ranks 10th in the Prioritized Strategy Report, it is 3rd in the Enhanced Strategy Report, which elevates its importance in the eyes of the community. Therefore, there are two primary objectives of this strategy: to help diversify Winslow's economic base and to recruit those businesses that will provide additional needed services to community members.

Findings from the Key Success Factor Analysis

Overall, this strategy scored a 72 in the Key Success Factor Analysis. The chart below demonstrates that this Strategy will require specific Essential Action Steps that address the availability of labor and local buildings. Winslow may miss some opportunities to bring in businesses that require proximity to scheduled air service.

Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Proximity and access to markets	Dedicated local financial resources for staffing recruiters
Capable, experienced economic development professionals	Ability to compete in a global market
Availability of land for business prospects	Sophisticated use of the internet for marketing
Availability of local infrastructure	Relationship with site selectors
	Strong community support
	Support from local businesses
	Local government support
	Ability to network and attend relevant trade shows

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Proximity to scheduled air service	No Entries
Local, available, low-skill labor pool	
Availability of local buildings	
Local, available, high-skill labor pool	

Business Retention & Expansion

Business Retention & Expansion

SCORE: 67   RANK: 16

Strategy Summary

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

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

Benefits of the BR&E approach include:

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

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

Voice of the Community Survey Results

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

**Do you believe that Winslow
can successfully implement this strategy?**
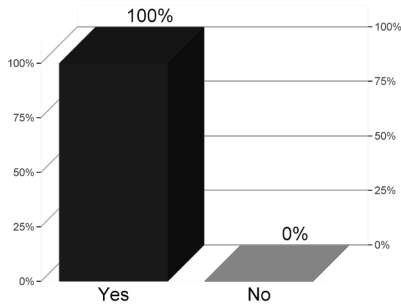
**Would you like to see Winslow
implement this strategy?**
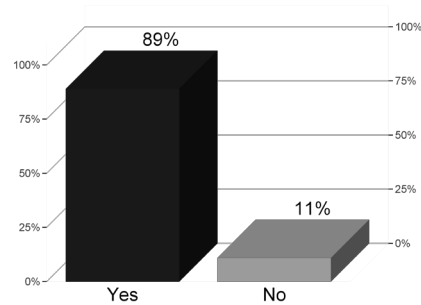
Objectives of Strategy Implementation

Interestingly, this is the only strategy that 100% of the Voice of Community participants felt could be successfully implemented. That brought the strategy from 16th in the Key Success Factor rankings to 1st in the Enhanced Strategy Report. That level of confidence helped the Steering Committee to understand that the business community would welcome retention and expansion assistance in meeting the needs of the community for goods and services.

Findings from the Key Success Factor Analysis

The Key Success Factor Analysis reveals that the strengths and weaknesses for this strategy are relatively the same as they are for Business Recruitment. Therefore, we recommend that the Steering Committee work closely with both strategy leads to address labor issues.

Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Capable, experienced economic development professionals	Sufficient base of local businesses
Availability of land for business prospects	Ability to compete in a global market
Availability of local infrastructure	Support from local education professionals at all levels
	Strong relations between economic development organization and local businesses
	Local pro-business climate

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Local, available, low-skill labor pool	No Entries
Availability of local buildings	
Local, available, high-skill labor pool	

Education Development

Education Development

SCORE: 80   RANK: 3

Strategy Summary

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

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

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

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

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

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

Voice of the Community Survey Results

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

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

89%

11%

Yes   No

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

89%

11%

Yes   No
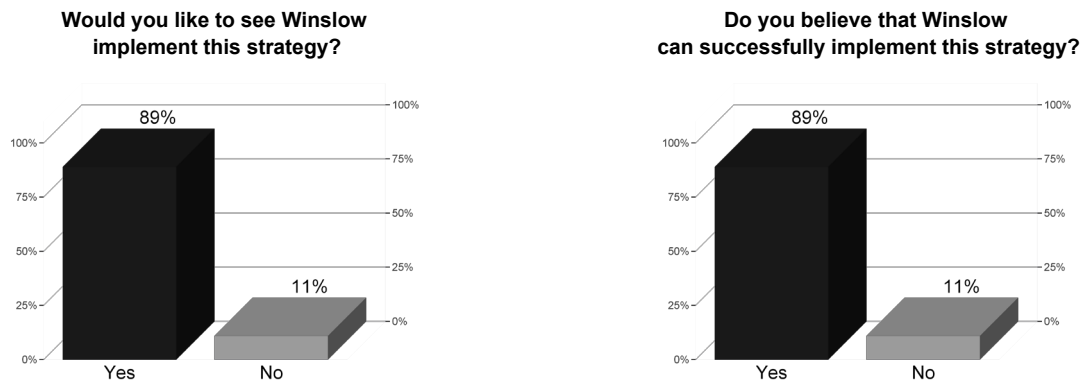
Objectives of Strategy Implementation

During Plan Week, it became apparent to the Steering Committee that labor, particularly skilled labor is in short supply in the Winslow area. It also became apparent that economic growth was frustrated due to this shortage. Therefore, the objectives of this education development strategy is to begin at the high school level to address basic workforce skills, work with post-secondary education institutions and organizations to serve the local business community and to develop leadership and management skills within the local community.

Findings from the Key Success Factor Analysis

The chart below demonstrates Winslow's ability to make this strategy a success. There are no challenges to overcome, only strengths to capitalize on. This is a great opportunity for Winslow.

Key Success Factor Report - Education Development

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

Local/Regional Tourism

Local/Regional Tourism

SCORE: 75   RANK: 7

Strategy Summary

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

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

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

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

Voice of the Community Survey Results

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

Would you like to see Winslow implement this strategy?

78% Yes
22% No

Do you believe that Winslow can successfully implement this strategy?

100% Yes
0% No
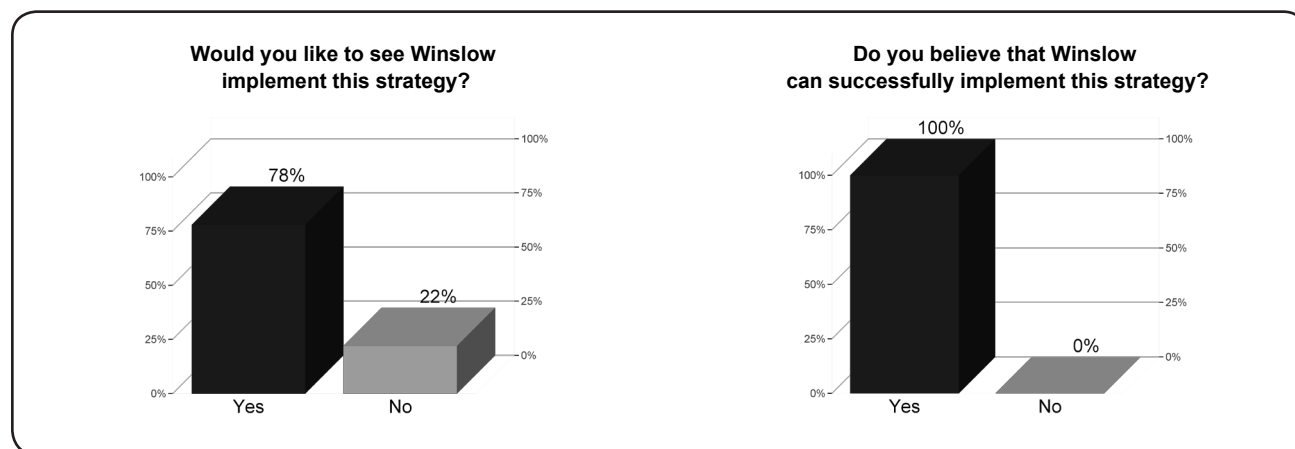
Objectives of Strategy Implementation

Winslow already employs a modest Local/Regional Tourism strategy. The objective of including it in this strategic plan is to enhance the efforts currently underway and to explore potential opportunities that have been overlooked. The Winslow Chamber of Commerce is a strong and credible organization for implementing this strategy.

Findings from the Key Success Factor Analysis

While Winslow has the necessary Key Success Factors in place for success, the report below indicates that it could benefit by strengthening its slight comparative advantages. Developing and supporting the four advantages below in the Essential Action Steps will help ensure successful implementation.

Key Success Factor Report - Local/Regional Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Local recreational and visitor attractions
	Sufficient marketing, promotion, or public relations budget
	Relative sophistication in coordinating and marketing local events
	Strong community support

CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	No Entries

Transportation Distribution Center

Transportation Distribution Center

SCORE: 70   RANK: 11

Strategy Summary

As American business continues to be increasingly dominated by large corporations, such corporations need to locate large-scale distribution centers in strategic locations throughout the nation.

These companies take a very calculated, strategic approach to siting such facilities. Factors such as proximity to their network of stores/outlets, proximity to the Interstate system, and sometimes proximity to rail and ports factor greatly in their siting decisions.

For communities located along these strategic transportation corridors, recruiting distribution centers can have very large payoffs.

Communities must be prepared with large tracts of industrial land with superior access to freeways/highways, and available infrastructure (power, water, sewer, etc.).

Communities pursuing a distribution center recruitment strategy should be well connected with appropriate industry trade associations, and consider regularly attending annual trade shows.

Large-scale corporate investments in distribution centers are frequently advised by business development site selectors. Fostering business relationships with such site selectors is therefore a competitive advantage in pursuing distribution centers.

Voice of the Community Survey Results

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

Would you like to see Winslow implement this strategy?

- Yes: 67%
- No: 33%

Do you believe that Winslow can successfully implement this strategy?

- Yes: 88%
- No: 12%
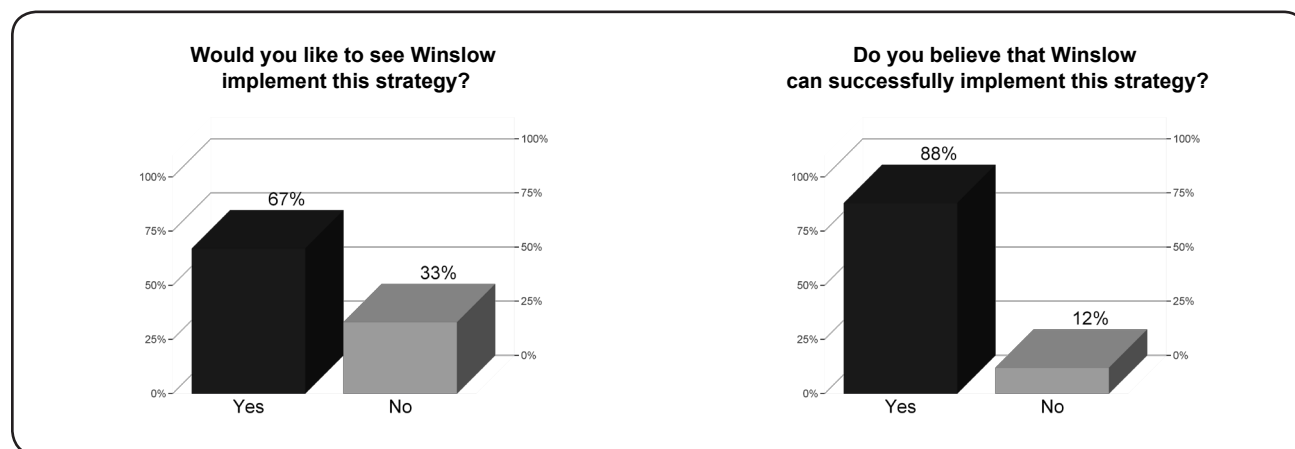
Objectives of Strategy Implementation

This strategy was chosen because it scored very well (2nd highest ranking) in the Key Success Factor Analysis. This strategy will need a good, strong community member to lead it, if it is to be successful. During Plan Week, there no concrete industries or opportunities were identified by the Steering Committee to recruit into Winslow. The objective is to capitalize on the strengths that exist related to this strategy.

Findings from the Key Success Factor Analysis

According to the Key Success Factor Analysis there are three factors that will need to be addressed for this strategy to be successful. With the implementation of the Education Development strategy, two of these factors will be addressed.

Key Success Factor Report - Transportation Distribution Center

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Strategic location for distribution centers Capable, experienced economic development professionals Availability of land for business prospects Availability of industrial-zoned land for industrial park development Availability of local infrastructure	Ability to network and attend relevant trade shows Relationship with site selectors Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Local, available, low-skill labor pool Availability of local buildings Local, available, high-skill labor pool	No Entries

Quality-of-Life Initiatives

Quality-of-life initiatives

Summary

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

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

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

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

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

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

Example Projects and Initiatives

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

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

Potential Advantages to Implementing these Initiatives

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

Potential Drawbacks to Implementing these Initiatives

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

Brief Overview of Selected Initiatives

Winslow thoroughly evaluated the Quality-of-life Initiatives and found them to be in line with what they wanted for their community. Additionally, the community input received during the Voice of the Community session was substantially focused on these quality-of-life initiatives.

Both the Steering Committee and the community participants acknowledged that in order to achieve their vision for Winslow, the focus needs to be on more than just the economy.

Activities/Recreation

During Plan Week the subject of recreation and acitivities for residents and visitors came up frequently. Steering Committee members observed that some of the labor challenges were a direct result of a lack of activities in the Winslow area. This deficiency applied to residents of all ages and interests. As a result of that discussion, the committee chose to address recreation in the Quality-of-life Initiatives for this plan. The sub-committee has already made considerable progress implementing this initiative. The Steering Committee has been in contact with the Arizona Game and Fish Department to promote and coordinate several outdoor activities, including a shooting range.

Beautification of Winslow

Another challenge that came up frequently during Plan Week discussion was the issue of aging neighborhoods and businesses. The Steering Committee determined that this was an issue that could be addressed within the scope of this plan.

Housing

The Steering Committee readily recognized the lack of housing for middle- to upper-income residents. The purpose of this initiative is to provide desirable housing for employees who currently travel to work from throughout the region. This initiative is also designed to support emerging and potential industries looking to relocate.

Border Challenges

Geographically, Winslow is located adjacent to two Native American reservations, the Hopi and the Navajo. While this can be an economic advantage, it also presents social challenges that spill over from tribal lands. This issue was instantly identified as a sensitive one that would need to be addressed with the direct assistance of the Winslow City Council. There would also need to be collaboration between the tribal entities and the City of Winslow. The social challenges of substance abuse, pan-handling, transients and crime associated with these conditions are not only devastating to the individual, but can create community problems that negatively impact the quality of life of residents.

Key Considerations

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

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

Community Organizer Results

Community Organizer Results

Overview

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

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

The *Community Organizer Assessment* not only presents a description of the current level of capacity, but

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	10	10	7	—	—	—	—	—	—	34 / 37	37 / 37
Local Staff and Team Development	7	2	5	7	4	—	—	—	—	—	25 / 37	37 / 37
Industrial Land and Infrastructure	5	3	10	7	5	5	10	10	4	4	63 / 68	68 / 68
Targeted Industries	5	2	8	—	—	—	—	—	—	—	15 / 19	19 / 19
Marketing	4	3	3	7	7	—	—	—	—	—	24 / 33	33 / 33
Prospect and Lead Management	12	10	5	—	—	—	—	—	—	—	27 / 27	27 / 27
Closing the Deal	5	4	6	3	4	—	—	—	—	—	22 / 26	26 / 26
TOTAL POINTS											**210 / 247**	**247 / 247**

Community Development Capacity Report

ELEMENT	SCENARIO SCORES					ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E		
Strategic Plan/Vision	10	3	3	10	4	30 / 32	32 / 32
Project and Issue Development	2	3	4	3	2	14 / 16	16 / 16
Organizational Capacity	10	5	2	7	1	25 / 38	38 / 38
Staffing	8	1	0	0	—	9 / 23	23 / 23
Civic Volunterism	5	0	—	—	—	5 / 8	8 / 8
Community Attitude	3	0	—	—	—	3 / 13	13 / 13
Maintaining Community as the Goal	3	0	—	—	—	3 / 9	9 / 9
TOTAL POINTS						**89 / 139**	**139 / 139**

also prescribes the steps necessary in order for the community to achieve its desired level of business and community development capacity.

Although many responses to the Community Organizer Assessment during Plan Week indicate high capacity, the community may wish to consider and take measures to maintain and improve capacity for selected items in the future.

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: **34 / 37**	PRESCRIBED SCORE: **37 / 37**

Definition

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

Business development strategies should also assess the desirability of business growth for a community. Many urban and suburban cities experienced such dramatic growth in the 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

Capacity achieved. No further action necessary at this time. This remains true as long as the Steering Committee, the City of Winslow and its residents actively support the strategies and initiatives in this plan.

1b. Desirability of Business Development

Capacity achieved. No further action necessary at this time.

1c. Appropriateness of Business Development

Capacity achieved. No further action necessary at this time.

1d. A Foundation of Support for Existing Businesses

❑ Proactively engage existing business community in business development activities; reinforce the

symbiotic relationship between new and prospective businesses.

2 - Local Staff and Team Development

ASSESSED SCORE: **25 / 37**   PRESCRIBED SCORE: **37 / 37**

Definition

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

2a. Focused Business Development Organization

❑ Ensure that the business development organization has long-term staying power in terms of its organization and budgeting.

2b. Stability of Business Development Organization

❑ 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

❑ In addition to regular monthly board meetings, ensure that subcommittee activity also generates results.

2d. Business Development Staff

❑ Ensure that the organization not only has a capable staff person, but also has adequate administrative support.

2e. Business Development Training

❑ 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: **63 / 68**   PRESCRIBED SCORE: **68 / 68**

Definition

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

Frequently, communities confuse the availability of land "zoned industrial" with the true availability of such land for business expansion and business recruitment endeavors. Simply because land exists does not mean that it is for sale. It does not mean that it is for sale at a competitive price. It does not mean that the land is

necessarily served by infrastructure. It does not mean that the land is served by specialized infrastructure requirements of a particular industry. And it does not mean that the land is clear from environmental constraints.

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

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

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

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

3a. Availability of Industrially-Zoned Land

Capacity achieved. No further action necessary at this time.

3b. Potential for Land

Capacity achieved. No further action necessary at this time.

3c. Land Ownership

Capacity achieved. No further action necessary at this time.

3d. Environmental Considerations

Capacity achieved. No further action necessary at this time.

3e. Land Price

Capacity achieved. No further action necessary at this time.

3f. Availability of Buildings

- ❏ 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

Capacity achieved. No further action necessary at this time.

3h. Access Infrastructure

Capacity achieved. No further action necessary at this time.

3i. Special Infrastructure

Capacity achieved. No further action necessary at this time.

3j. Land/Target Compatibility

Capacity achieved. No further action necessary at this time.

4 - Targeted Industries

ASSESSED SCORE:	**15 / 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

Capacity achieved. No further action necessary at this time.

4b. Connection with Strategic Plan

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

4c. Targeted Industry Analysis

❑ 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:	**24 / 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 recent successes in business marketing to launch continued successful efforts.

5b. Professional Marketing Assistance

❑   Collaborate with a business marketing consultant to ensure success.

5c. Diversification of Marketing Techniques

Capacity achieved. No further action necessary at this time.

5d. Financial Resources

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

5e. Use of the Internet

❑   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:	**27 / 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

Capacity achieved. No further action necessary at this time.

6b. A Professional Community Response

Capacity achieved. No further action necessary at this time.

6c. Availability to Travel

Capacity achieved. No further action necessary at this time.

7 - Closing the Deal

ASSESSED SCORE:	**22 / 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

Capacity achieved. No further action necessary at this time.

7b. Expertise with Incentives

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

7c. A Winning Attitude

Capacity achieved. No further action necessary at this time.

7d. Community Sophistication

❑ Recognize capability of in-house attorney with expertise in negotiating business development deals.

7e. Project/Contract Monitoring

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

Community Development Capacity

1 - Strategic Plan/Vision

ASSESSED SCORE: **30 / 32**   PRESCRIBED SCORE: **32/ 32**

Definition

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

1a. Existence of Community-wide Strategic Planning Document

Capacity achieved. No further action necessary at this time. This remains true as long as the Steering Committee, the City of Winslow and its residents actively support the strategies and initiatives in this plan.

1b. Acceptance of Plan

Capacity achieved. No further action necessary at this time.

1c. Professional Development of Plan

Capacity achieved. No further action necessary at this time.

1d. Use of Strategic Plan

Capacity achieved. No further action necessary at this time.

1e. Plan Updating

❑ Recognize that the existing strategic plan has been updated on three or more occasions.

2 - Project and Issue Development

ASSESSED SCORE: **14 / 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

Capacity achieved. No further action necessary at this time.

2c. Large Project Advocacy

Capacity achieved. No further action necessary at this time.

2d. Coordinating Projects with State and Federal Processes

Capacity achieved. No further action necessary at this time.

2e. Incorporation into Community Facilities Plan

Capacity achieved. No further action necessary at this time.

3 - Organizational Capacity

ASSESSED SCORE:	**25 / 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)

Capacity achieved. No further action necessary at this time.

3b. Organizational Stability

❏ Ensure that a long-term sustainable, adequate funding stream is committed to one or more community development organization(s).

3c. Focus on Business of Community

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

3d. Frequency of Meetings

❏ 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

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

4 - Staffing

ASSESSED SCORE:	9 / 23	PRESCRIBED SCORE:	23 / 23

Definition

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

4a. Skill Level of Staff Person

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

4b. Support Staff

❏ Recognize the effectiveness of the staff support.

4c. Staff Focused on Organizational Objectives

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

4d. Staff Training

❏ Provide limited training opportunities for staff.
❏ Provide consistent and comprehensive training to staff.

5 - Civic Volunteerism

ASSESSED SCORE:	**5 / 8**	PRESCRIBED SCORE:	**8 / 8**

Definition

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

5a. Opportunities for Service

Capacity achieved. No further action necessary at this time.

5b. Celebration of Volunteerism

❏ Periodically coordinate opportunities to honor civic volunteerism.
❏ Maintain and consider expanding regular events to honor civic volunteerism.

6 - Community Attitude

ASSESSED SCORE:	**3 / 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 Half-Full

❏ Recognize that the community as a whole sees their "glass as half empty".
❏ Recognize that the community sees its "glass half full"; enact initiative to fill the glass.

7 - Maintaining the "Community" as the Goal

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

Definition

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

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

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

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

7b. Formal or Informal Subordination of Projects to Community

❑ Conduct one or more informal meetings amongst major project advocates for information sharing and potential "cross pollenation".

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

Appendices

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

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Cultural Tourism	83	78%	100%	Tourism
Pass-through Visitor Services	80	67%	100%	Tourism
Education Development	80	89%	89%	Community Development
Health Care	80	78%	88%	Community Development
Downtown Development	78	78%	78%	Community Development
Energy Development	75	57%	75%	Sector-specific
Local/Regional Tourism	75	78%	100%	Tourism
Infrastructure Development	75	56%	56%	Other
Business Recruitment	72	89%	89%	General Business
Environmental Restoration	70	78%	88%	Sector-specific
Transportation Distribution Center	70	67%	88%	Sector-specific
Bedroom Community	70	43%	100%	Community Development
Business Cultivation	69	63%	83%	General Business
Value-added Agriculture	69	43%	71%	Value-added
Attracting Government Jobs	68	67%	67%	Other
Business Retention and Expansion	67	89%	100%	General Business
Value-added Forest Products	63	75%	86%	Value-added
Leading-edge Development	62	56%	56%	Sector-specific
Destination Tourism	61	56%	56%	Tourism
Entrepreneurial Development	58	67%	75%	General Business
Attracting Retirees	58	71%	83%	Other
Attracting Government Funding	58	78%	88%	Other
Attracting Lone Eagles	53	43%	43%	Other
Value-added Mining	52	22%	29%	Value-added

Appendix B

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

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

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

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

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

- No recommended strategies at this time

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

- Cultural Tourism
- Pass-through Visitor Services
- Education Development
- Health Care
- Downtown Development
- Energy Development
- Local/Regional Tourism
- Infrastructure Development
- Business Recruitment
- Environmental Restoration
- Transportation Distribution Center
- Bedroom Community

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

- Business Cultivation
- Value-added Agriculture
- Attracting Government Jobs
- Business Retention and Expansion
- Value-added Forest Products
- Leading-edge Development
- Destination Tourism
- Entrepreneurial Development
- Attracting Retirees
- Attracting Government Funding
- Attracting Lone Eagles
- Value-added Mining
- Value-added Fisheries

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

Appendix C

Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	72	General Business
Business Retention and Expansion	67	General Business
Business Cultivation	69	General Business
Entrepreneurial Development	58	General Business
Energy Development	75	Sector-specific
Environmental Restoration	70	Sector-specific
Transportation Distribution Center	70	Sector-specific
Leading-edge Development	62	Sector-specific
Value-added Agriculture	69	Value-added
Value-added Forest Products	63	Value-added
Value-added Fisheries	44	Value-added
Value-added Mining	52	Value-added
Destination Tourism	61	Tourism
Cultural Tourism	83	Tourism
Local/Regional Tourism	75	Tourism
Pass-through Visitor Services	80	Tourism
Downtown Development	78	Community Development
Education Development	80	Community Development
Health Care	80	Community Development
Bedroom Community	70	Community Development
Infrastructure Development	75	Other
Attracting Retirees	58	Other
Attracting Lone Eagles	53	Other
Attracting Government Jobs	68	Other

Appendix D

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	58	Other
Attracting Government Jobs	68	Other
Attracting Lone Eagles	53	Other
Attracting Retirees	58	Other
Bedroom Community	70	Community Development
Business Cultivation	69	General Business
Business Recruitment	72	General Business
Business Retention and Expansion	67	General Business
Cultural Tourism	83	Tourism
Destination Tourism	61	Tourism
Downtown Development	78	Community Development
Education Development	80	Community Development
Energy Development	75	Sector-specific
Entrepreneurial Development	58	General Business
Environmental Restoration	70	Sector-specific
Health Care	80	Community Development
Infrastructure Development	75	Other
Leading-edge Development	62	Sector-specific
Local/Regional Tourism	75	Tourism
Pass-through Visitor Services	80	Tourism
Transportation Distribution Center	70	Sector-specific
Value-added Agriculture	69	Value-added
Value-added Fisheries	44	Value-added
Value-added Forest Products	63	Value-added

Appendix E - Key Success Factor Report

Key Success Factors with a Score of "4":

Desirable climate
Existing or prospective cultural attraction
Expandable educational institution
Financially sound existing health care facility
Proximity to travel routes
Local funding for downtown development
Capable, experienced economic development professionals
Availability of industrial-zoned land for industrial park development
Availability of local land
Availability of local infrastructure
Proximity and access to markets
Strategic location for distribution centers

Key Success Factors with a Score of "3":

Quality residential neighborhoods
Accurate, long-term analysis of infrastructure needs and costs
Availability of energy resources
Available, desirable housing
Local recreational and visitor attractions
Proximity and access to forests and forest products
Proximity to large volumes of agricultural commodities
Proximity to nationally recognized attractions
Proximity to urban population and workforce centers
Recognizable central business district/downtown
Sufficient base of local businesses
Ability to secure long-term contracts for forest materials
Ability to secure power-purchase agreements
Access to long-term infrastructure loans and grants
Dedicated local financial resources for staffing recruiters
Sufficient marketing, promotion, or public relations budget
Ability to build a team comprised of energy-development experts
Ability to compete in a global market
Ability to identify product and service gaps
Ability to network and attend relevant trade shows
Ability to successfully market materials
Ability to understand industry trends and opportunities
Competent, strategic-minded hospital and health-care executives
Cooperation of economic development staff and educational community
Cultural development and advocacy organization
Dedicated business coaching staff
Downtown organization and staff
Existing excellence in local health care
Local ability to identify and advance a funding proposal
Relationship with site selectors
Relative sophistication in coordinating and marketing local events
Sophisticated tourism development & promotion

Sophisticated use of the internet for marketing
Support from local education professionals at all levels
Supportive post-secondary education training program
Team approach to infrastructure finance
Active engagement of downtown building and business owners
Community acceptance of the visitor industry
Community support for needed infrastructure rate increases
Local focus on revenues from visitors
Local government support
Local pro-business climate
Projected growth in government budgets
Strong community support
Strong relations between economic development organization and local businesses
Support from local businesses
Supportive local government policy and focus
Supportive state energy policies and incentives
Availability of brownfield sites
Excess water and sewer infrastructure capacity
Land/Buildings/Campus for education development
Proximity to transmission lines with excess capacity
Prospect of an expanded geographic market for health care

Key Success Factors with a Score of "2":

Existence of recreational amenities
Proximity to raw materials and minerals
Insulation from industrial business annoyances
Access to small business financing
Access to large-scale capital
Availability of appropriated funds
Competitive recruitment incentives
Implementation of national Main Street Four-Point Approach™
Staff focused on recruitment objectives
Favorable state policies with respect to office locations
Advantageous location for government or education expansion

Key Success Factors with a Score of "1":

High availability of urban services
Proximity to fisheries commodities
Sufficient local entrepreneurial base
Strong state and/or federal legislative delegation
Support for attracting retirees
Adequate housing for labor force
Adequate telecommunications infrastructure
Availability of local buildings
High-speed internet
Local, available, low-skill labor pool
Local, available, high-skill labor pool
Proximity to scheduled air service
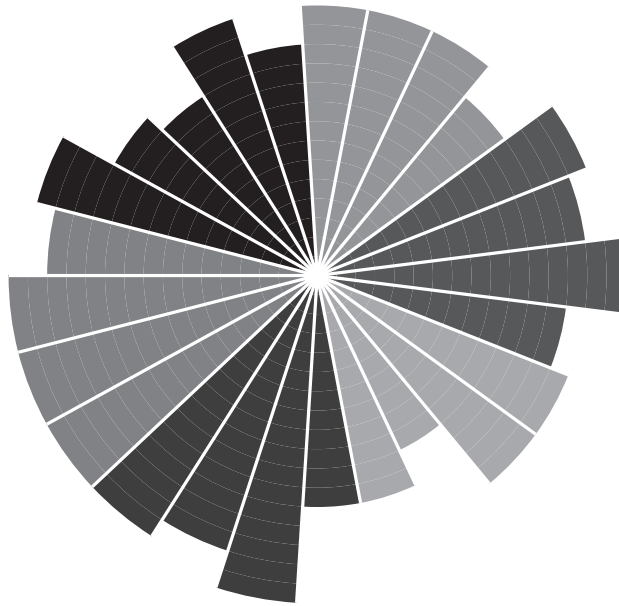
Winslow

Strategy Thumbprint™ by Building Communities, Inc.