

# Coconino County Economic Development Plan 2020-2025



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Coconino County Economic Development 5 Year Action Planning Document  
(2020-2025)

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## Acronyms and Abbreviations

AAED	Arizona Association for Economic Development
ADOT	Arizona Department of Transportation
ADU	Accessory Dwelling Units
CDBG	Community Development Block Grant
CDFI	Community Development Financial Institution
CEDS	Comprehensive Economic Development Strategy
CLT	Community Land Trust
CPEDA	Colorado Plateau Economic Development Alliance
CUP	Conditional Use Permit
DAP	Down Payment Assistance Program
DOD	Department of Defense
ECONA	Economic Collaboration of Northern Arizona
GPLET	Government Property Lease Excise Tax
IDA	Industrial Development Authority
IGA	Intergovernmental Agreement
NACA	North American Community Assets
NACET	Northern Arizona Center for Entrepreneurship and Technology
NACOG	Northern Arizona Council of Governments
NAIPTA	Northern Arizona Intergovernmental Public Transportation Authority
NAU	Northern Arizona University
NGS	Navajo Generating System
PTAC	Procurement Technical Assistance Center
RLF	Revolving Loan Fund
ROI	Return on Investment
SEDI	Sustainable Economic Development Initiative
TIF	Taxation Incremental Financing
USDA	United States Department of Agriculture
WIOA	Workforce and Innovation Opportunity Act

## Acknowledgements

### Board of Supervisors

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Sup. Art Babbott  
Sup. Lena Fowler  
Sup. Jim Parks  
Sup. Matt Ryan

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# Executive Summary

The Coconino County Economic Development 5 Year Action Plan 2020-2025 is Coconino County’s inaugural and concerted, large-scale initiative designed to bring together the existing departmental economic development activities and define new economic development initiatives in which the County will collaboratively work with, community partners and organizations to create more equitable opportunities for the residents of Coconino County.

As a precursor to creating this plan a multitude of exploratory conversations with residents, community leaders, elected officials and stakeholders whom are practicing and committed partners in developing economic opportunities have been held. The initiatives, ideas and concepts expressed are brought forth from these collaborators and have been grouped into distinct (but not mutually exclusive) Economic Development Areas identified as of high importance in numerous County Research Papers, Plans and Published Economic Development documents associated with Coconino County over the recent past years.

Prioritizing the initiatives held within each Economic Development Area has been through a rigorous decision process undertaken by Elected Board of Supervisors and Executive County Staff. A county-wide perspective and total awareness of resident’s challenges and opportunities for economic development is extremely difficult to find therefore County Leadership has collaboratively determined which initiatives in each area are within the scope of this plan.

The initiatives prioritized in this plan are NOT prescriptive programs, but informed directions for the County and Community Partners to assess, develop, recommend action to and gain support for implementation from the Coconino County Board of Supervisors. The February 24<sup>th</sup>, 2020 meeting represents the Evaluate the Initiatives phase of the iterative Economic Development Plan Process.

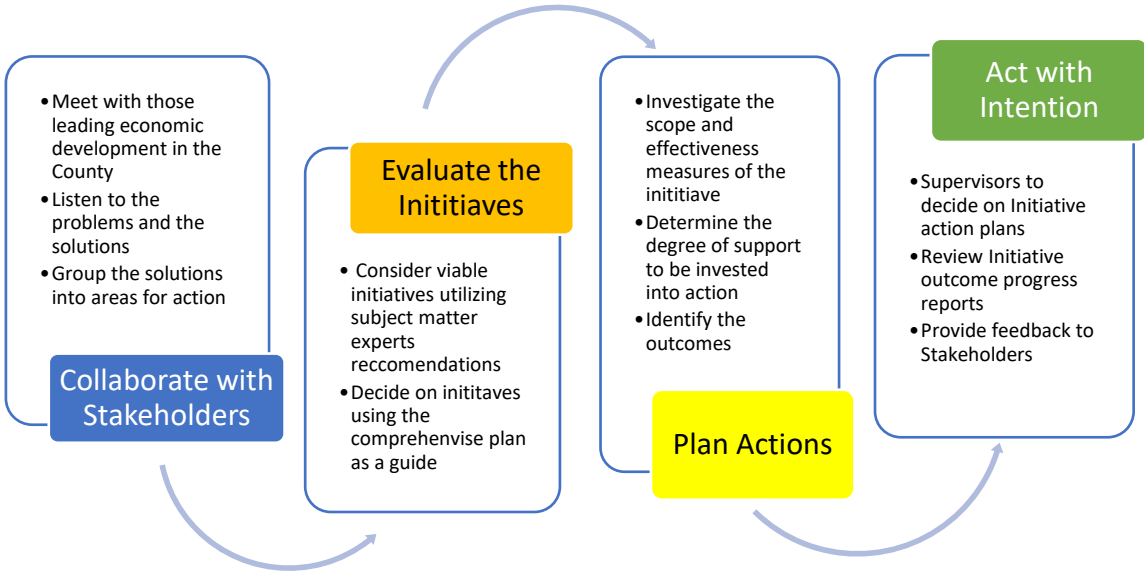


Figure 1 The Economic Development Plan Process

## Economic Development 5 Year Action Plan Schedule

A work session is scheduled to be held by the Board of Supervisors in (April TBC 2020) to review and discuss the Key Initiatives and the Public's input. Consensus is due to be reached on the Economic Development Initiatives and their relative Priorities. This plan provides a framework for the Economic Development work to stimulate the local economies and improve employment and housing opportunities for residents within Coconino County.

As an evaluation process prior to drafting and adopting the Coconino County Economic Development 5 Year Action Plan, The Board of Supervisors discussed and agreed on the leading Economic Development Initiatives across each of the Districts (5) represented by the Board of Supervisors.

A period for Public Comment and Input (March 2020) is to be observed with feedback being discussed and implemented where agreed. The Adoption and Approval of the final plan is scheduled for (April TBC 2020).

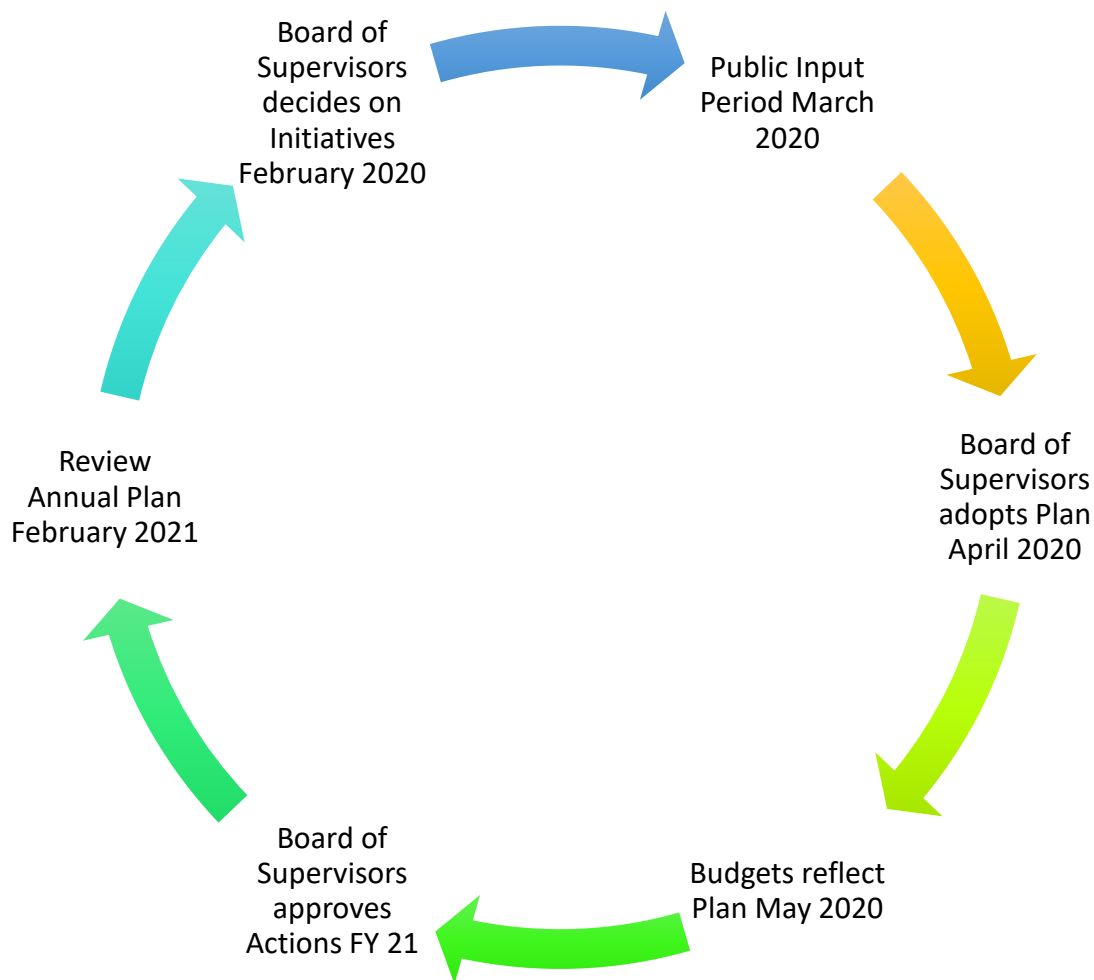
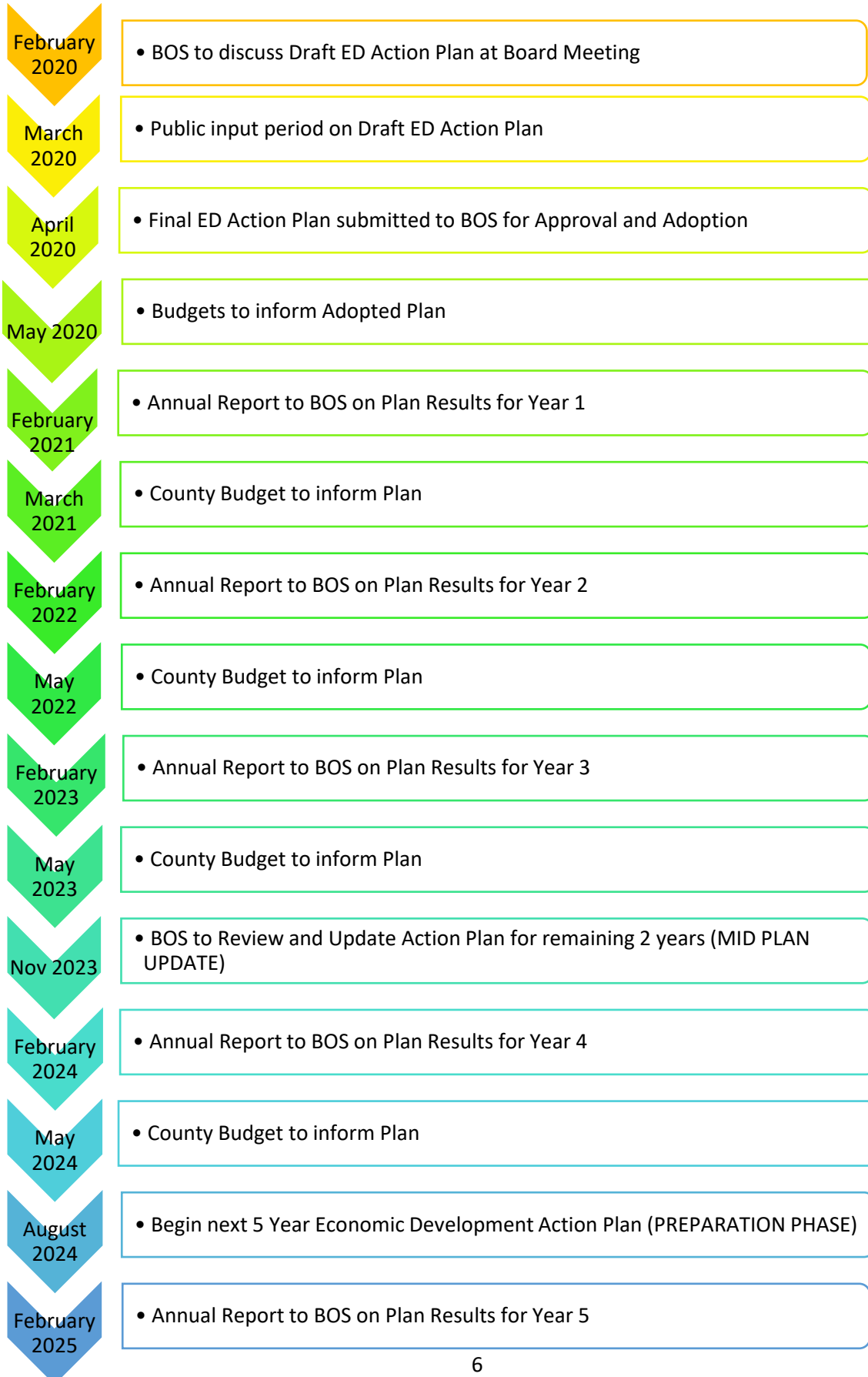


Figure 2 Planning-Approval-Budgeting-Review Cycle





## Economic Development Areas

There are eight areas of Economic Development in which each Key Initiatives is most aligned. These eight areas provide a contextual framework when considering which Key Initiatives will become part of the 5 Year Action Plan. Each Economic Development area is aligned with Goals and Policies within the Coconino County Comprehensive Plan. The eight area of Economic Development are as follows:

1. Housing
2. Infrastructure
3. Communication, Collaboration and Education
4. Investment
5. Coconino County Operations
6. New Opportunities
7. Industries
8. Land and Natural Environment



*Figure 3 Eight Areas of Economic Development*

## Key Initiatives

The suggested Key Initiatives are highly informed, based on reviews of governmental planning documents (Coconino County Comprehensive Plan, An Economic Strategic Plan for the Lake Powell Region, ECoNA I-40 Corridor Study, Coconino Strategic Communications Plan, Page General Plan 2006-2026, Page Citywide Parks Master Plan, Northern Arizona Council of Governments Economic Development District Comprehensive Economic Development Strategy, Sedona Economic Development Program Action Plan 2016, The Coconino County Workforce Local Area Business Plan July 1, 2017- June 30, 2020, The Economic Contribution of the Navajo Generating Station (NGS) on the City of Page, and the ECoNA Housing Affordability in the Flagstaff Workforce Study). Further support of these initiative suggestions came from economic development discussions with each Supervisor of the Board, County Manager, each County Director, several County Elected Officials, multiple County Staff and multitudes of staff from Coconino County municipalities and leaders from the private and non-profits sectors.

These Key Initiatives are highly informed suggestions by our partners, Coconino residents and regional stakeholders that have been vetted by Executive Senior Staff as the most impactful and achievable Economic Development initiatives that are feasible with current staffing, financing and resources available.

## PRIORITIZATION of HOUSING INITIATIVES

In order to discuss, prioritize and confirm the Key Initiatives in terms of their relative importance for serving Coconino residents. Using a county-wide perspective the County Comprehensive Plan's Goals and Policies relevant to Housing are considered. The Goals and Policies relevant to Housing are directly extracted from the Comprehensive Plan and are as follows.

**Comprehensive Plan Goal: Ensure a range of housing choices in a variety of communities that are well designed in terms of character, natural environment, and availability of services.**

**Policies:**

22. The County encourages the design of subdivisions that protect environmentally sensitive features or special characteristics of the property.
23. Where infrastructure and services are limited, the County favors rural residential densities using clustered development near identified activity centers.
24. Very low-density (such as ranchette residential) uses shall be maintained in areas without water, utilities, and fire protection.
26. The County supports locally based, neighborhood, commercial businesses.
30. To facilitate efficient and safe traffic movement and avoid aesthetic problems, strip commercial development is strongly discouraged in favor of clustered, mixed-use, commercial development that supports multimodalism and walkability.
31. Where new commercial development projects are proposed adjacent to residential areas, connectivity shall be provided while efforts to mitigate sound, smell, and unsightly views shall be required.
34. The County shall promote and expand opportunities for home occupations and cottage industries in residential areas that do not intrude or diminish the residential character of neighborhoods.
35. The County shall promote live/work opportunities by allowing residential use for caretakers and owners on commercial properties.

**Comprehensive Plan Goal: Respond to the specific and varied land-use conditions found in Coconino County with creative policies and strategies that protect important community values.**

**Policies:**

1. Seek changes to Arizona statutes allowing for State Trust reform or some other form of legislation allowing for the exchange of State Trust lands.
2. Discourage gated communities unless connectivity and public access is provided and development is in conformance with other appropriate policies and applicable plans.
4. The County supports changes to state law to give Counties greater authority over lot splits.
5. Development projects within inholdings should be consistent with land management plans and the character of surrounding lands.
9. The County encourages affordable housing efforts and it will work to create incentives through Zoning Ordinance revisions that would promote a variety of housing types as well as accessory rental units.
10. In order to protect and maintain the mission of the Department of Defense installations, the County values the findings of the Joint Land Use Study, and incompatible land uses affecting the mission of existing military installations shall be discouraged.
11. Revisit the viability of the existing yet undeveloped platted subdivisions to reassess development standards for future buildout and to consider using integrated conservation design to redesign the lots, roads, energy, water, and wastewater systems.

**Comprehensive Plan Goal: Ensure the conservation of open space for the environmental, social, and economic wellbeing of the county.**

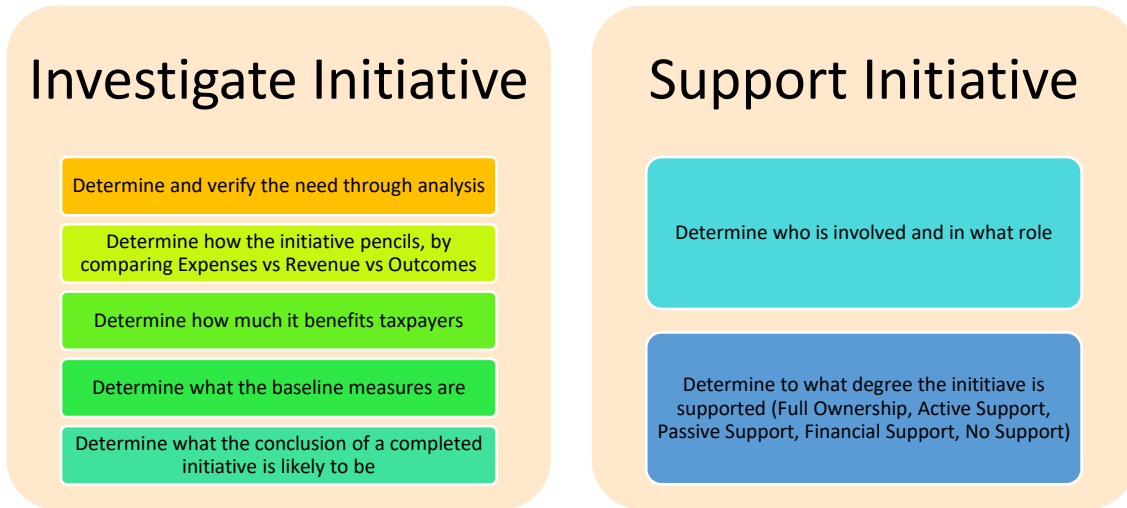
**Policies:**

16. The County supports local land trusts.

## Board Discussion and Action Items:

The decision whether or not the recommended initiatives are to be included in the 5 Year Action Plan is determined by the Board of Supervisors.

Staff will develop the Plans of Action for each initiative using this two-stage framework and present the Plans of Action to the Board of Supervisors for approval.



**Please decide on whether these recommended initiatives or another from Appendix A should be included. Supervisor's perspectives on these three questions as they relate to the initiatives will assist in deciding.**

- Is it congruent with and/or advances the Economic Development Objectives of our organization?
  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- 
- **Investigate and Support CDBG (Community Development Block Grants) that address affordable housing**
  - **Investigate and Support Regional Employer Assisted Collaboration for Affordable Housing (referred to as a REACH Model)**
  - **Investigate and Support the creation of CLT (Community Land Trust) that serves residents outside of Flagstaff**
  - **Investigate and Support the expansion of the County's Employer Assisted Housing program to include additional County departments**

## PRIORITIZATION of INFRASTRUCTURE INITIATIVES

In order to discuss, prioritize and confirm the Key Initiatives in terms of their relative importance for serving Coconino residents. Using a county-wide perspective the County Comprehensive Plan's Goals and Policies relevant to Infrastructure are considered. The Goals and Policies relevant to Infrastructure are directly extracted from the Comprehensive Plan and are as follows.

Infrastructure in an Economic Development Pillar. The County can help pursue infrastructure improvements to promote small business in a way that is fair and equitable. A realistic understanding of infrastructure constraints is important. Many areas of the county have limited Internet and package delivery services that limit or slow residential and commercial access to online commerce. The County can support the expansion of such services but there are limits to the services we can provide. The County will help facilitate infrastructure improvements that build healthy, resilient, and prosperous communities.

**Comprehensive Plan Goal:** Work with businesses to assess infrastructural needs and support improved infrastructure and systems throughout the county.

**Policies:**

16. Promote improved air transportation schedules and connectivity to enhance an environment that will retain and attract business.
17. Support education and employment opportunities by working with communities to assess telecommunication needs.
18. Support infrastructure improvements to enhance rail, highway, and air transportation.
19. Coordinate with regional economic development organizations to create a business development ombudsman to help individual businesses with their siting and infrastructure needs.
20. The County will work with businesses to identify ways to reduce water and wastewater needs associated with development.

**Comprehensive Plan Goal:** Promote telecommunications service development while preserving the visual character of communities and landscapes.

**Policies:**

7. The County shall facilitate efforts to expand access and capacity of broadband and wireless telecommunications systems.
8. Telecommunication facilities shall be sited in a manner that is in harmony with neighborhood character, scenic resources, wildlife and their habitat, and the surrounding environment.
9. The County promotes the conservation of viewsheds through the efficient and effective development of telecommunication infrastructure.

**Comprehensive Plan Goal:** Concentrate development near existing infrastructure and services while conserving ecosystems and landscapes.

**Policies:**

50. The County strongly supports compact infill development in existing urban, suburban, and rural activity centers before outlying and more remote lands are considered for development.
51. Identify priority areas for Rural Planning Areas to support the logical development and conservation of such lands.
52. Rezoning to higher density is discouraged on remote inholding where the provision of infrastructure is not a logical extension of existing improvements.
53. The County supports federal acquisition through the exchange or purchase of private inholdings surrounded by national forest or BLM lands that are important habitat areas, that contain environmentally sensitive lands, or that would reduce fragmentation.
54. Promote regional collaboration by partnering with federal and state agencies, communities, and private landowners on the protection of environmentally sensitive lands and open space for its value to wildlife and on the preservation of our dark skies to conserve the overall quality of life enjoyed by residents of Coconino County.
55. The County will consider designating growth boundaries within existing County-adopted area plans as well as when new area plans are created or existing area plans are amended or updated.

**Comprehensive Plan Goal: Promote telecommunications service development while preserving the visual character of communities and landscapes.**

**Policies:**

7. The County shall facilitate efforts to expand access and capacity of broadband and wireless telecommunications systems.
8. Telecommunication facilities shall be sited in a manner that is in harmony with neighborhood character, scenic resources, wildlife and their habitat, and the surrounding environment.
9. The County promotes the conservation of viewsheds through the efficient and effective development of telecommunication infrastructure.

**Comprehensive Plan Goal: Maintain a circulation network that is safe, efficient, and complementary to local communities and the environment.**

**Policies:**

1. The County will coordinate land use and circulation planning activities to encourage comprehensive and efficient development patterns that support adjacent land uses, complement the character of communities and adjacent neighborhoods, and minimize impacts to the natural environment.
2. The circulation system should facilitate the movement of goods, services, and people throughout Coconino County in support of existing and future economic activity and economic reinvestment.
3. The County shall fully implement Proposition 403 for improved roadway maintenance.
4. Encourage a collaborative working relationship with agencies and departments that have a hand in the planning, financing, construction, or maintenance of roadways within Coconino County to ensure that its standards, community values, and needs are considered.

**Comprehensive Plan Goal: Improve rural and regional transit service opportunities.**

**Policies:**

5. The County supports opportunities to enhance and expand local, regional, and inter-jurisdictional transit services.
6. Consideration should be given to providing public transit access or sites for future transit infrastructure development in the review of major developments and subdivisions.
7. The County supports the implementation of the 2013 Flagstaff Regional Five-Year and Long-Range Transit Plan.
8. Densities that support transit should be favored near incorporated areas and activity centers.

**Comprehensive Plan Goal: Explore opportunities for increasing air service for residents, tourism and freight while minimizing the impacts on surrounding communities and the natural environment.**

**Policies:**

9. The County supports improved air service at existing commercial airports as a means of moving passengers and goods within the county, state, and across the country.
10. To preserve the quality of visitor experiences, the County supports efforts to enforce existing flight restrictions and no-fly zones over national parks.
11. As renovations or expansions are proposed for airport facilities (including private airstrips and heliports), the following issues should be considered: compatibility with local land use patterns, minimization of adverse impacts from air-craft noise.

**Comprehensive Plan Goal: Provide for safe travel and access to property.**

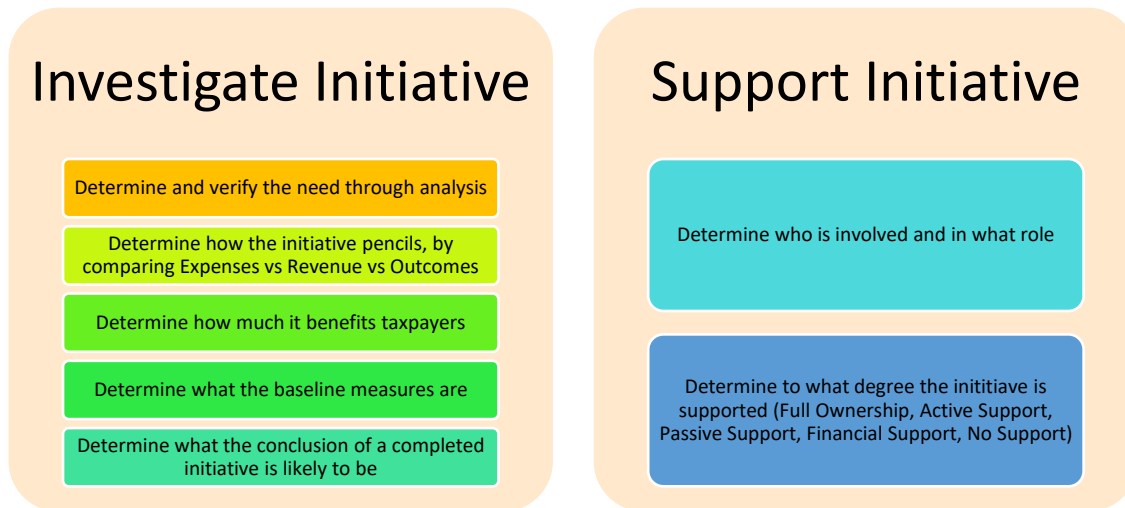
**Policies:**

41. To ensure the safe and efficient flow of traffic, the County encourages the use of access management techniques to increase safety.
42. Where not addressed through the CIP, developers for major developments and subdivisions shall pay for necessary circulation improvements to support access to and within the site.
43. The developer must provide connectivity to adjacent existing and potential future infrastructure to provide adequate access for emergency service vehicles, circulation infrastructure in major developments, subdivisions, and other residential neighborhoods.
44. The County will work with developers to improve safety and circulation efficiency for nonmotorized or multi-modal transportation

## Board Discussion and Action Items:

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**Please decide on whether these recommended initiatives or another from Appendix A should be included. Supervisor's perspectives on these three questions as they relate to the initiatives will assist in deciding.**

- Is it congruent with and/or advances the Economic Development Objectives of our organization?
  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- **Investigate and Support the development of regional industrial park**
  - **Investigate and Support the CEDS defined Goals and Priorities that develop economic foundations and infrastructure**
  - **Investigate and Support co-partner grant applications with Cities and Tribes to develop infrastructure**
  - **Investigate and Support the results of NAU's 2020 Research on Broadband Gap Analysis**
  - **Investigate and Support County road improvements to areas of high-density housing development**

## PRIORITIZATION of KEY COMMUNICATION, COLLABORATION and EDUCATION INITIATIVES

In order to discuss, prioritize and confirm the Key Initiatives in terms of their relative importance for serving Coconino residents. Using a county-wide perspective the County Comprehensive Plan's Goals and Policies relevant to Communication, Collaboration and Education are considered. The Goals and Policies relevant to Communication, Collaboration and Education are directly extracted from the Comprehensive Plan and are as follows.

**Comprehensive Plan Goal:** Create and maintain a sustainable standard of living and a high quality of life by recognizing the economic value of the natural systems and human capital within Coconino County. Through collaboration, continue to embrace economic, social, and environmental responsibility to build prosperous and livable places.

**Policies:**

1. Encourage innovative approaches to economic development that include job training and educational opportunities.
2. Increase its efforts to assist towns and rural communities with economic development using existing organizations including, but not limited to, SEDI, NACET, and ECoNA Northern Arizona University.
3. Coordinate with economic partners to develop ongoing analysis of impediments to business attraction and retention.
4. Support tourist-related development projects that focus on conserving and showcasing the county's unique natural, cultural, and dark sky features.
5. Support coordinated efforts (public/private) to build and maintain recreational assets (trails, wildlife viewing areas) and continued access to public lands.

**Comprehensive Plan Goal:** Promote coordination of land use planning with sovereign tribal nations related to development and resource protection.

**Policies:**

22. Considerations should be made so that all areas of the county have adequate access to education, especially large growth areas with high populations of school-aged children.
23. In areas where the County has jurisdiction, increase infrastructure and champion all facets of education from early childhood through continuing education.
24. In areas where the County does not have jurisdiction, coordinate with educational providers to provide all levels of educational opportunities.
25. The County supports the sharing of infrastructure and infrastructure costs between different educational institutions.
26. The County supports the development and implementation of distance-learning capacity into educational programs.
27. The County will assist K-12 education providers in the establishment of safe and efficient school bus routes.

**Comprehensive Plan Goal:** Encourage and support business growth and sustainable business practices.

**Policies:**

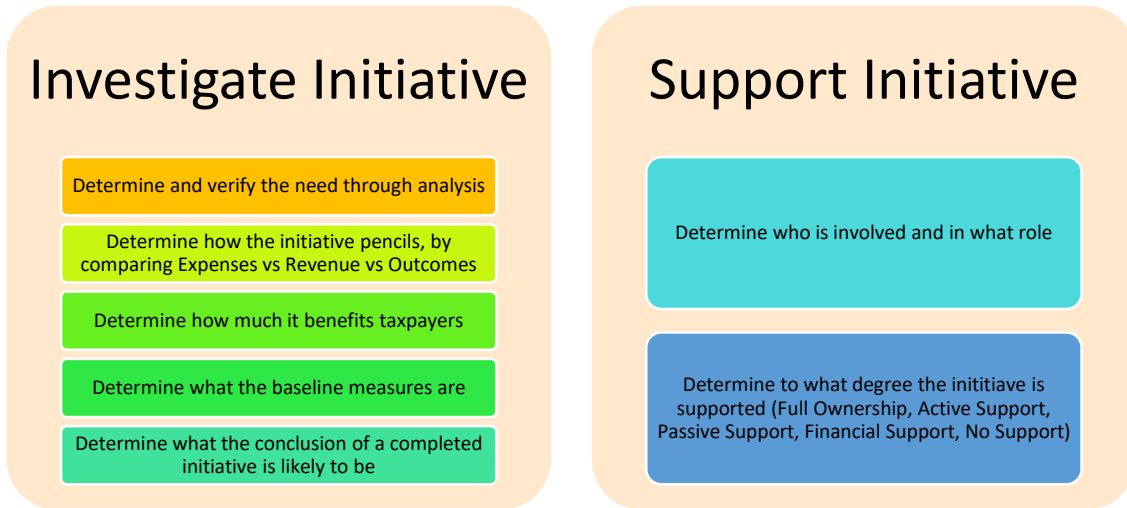
12. Support increased and improved post-secondary educational opportunities throughout the county.
13. Identify impediments and opportunities for an educated workforce.



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  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- **Investigate and Support development of a business collaboration network for both non-profit and for profits for each economic development area (Housing, Infrastructure, Industries, New Opportunities, Land and Investment)**
  - **Investigate and Support further integration into ARIZONA@WORK program**
  - **Investigate and Support Business Development and Funding programs**
  - **Investigate and Support expansion of Financial Literacy and Tribal Financial Literacy courses**

## PRIORITIZATION of INVESTMENT INITIATIVES

In order to discuss, prioritize and confirm the Key Initiatives in terms of their relative importance for serving Coconino residents. Using a county-wide perspective the County Comprehensive Plan's Goals and Policies relevant to Investment are considered. The Goals and Policies relevant to Investment are directly extracted from the Comprehensive Plan and are as follows.

**Comprehensive Plan Goal: Encourage and support business growth and sustainable business practices.**

**Policies:**

10. Support business development that creates long-term, stable, economic growth.
11. The County recognizes the challenges faced by local small businesses in competing in a global marketplace.
14. Support existing and new business development that provides for higher-wage employment opportunities.
15. Seek businesses that are compatible with the environment and benefit their communities.

**Comprehensive Plan Goal: Ensure that every new development pays its fair share of costs associated with that development.**

**Policies:**

63. Development projects shall be required to pay their fair and roughly proportional share for off-site improvements and public facilities such as the roads and utilities necessary to support the development.
64. Applicants for all new development projects shall assure an adequate level of services including roads, water and wastewater, fire protection, and utilities.
65. Assess and set fee structure to address future growth and development projects.
66. As deemed necessary to support major developments and subdivisions, developers in cooperation with utility providers shall be responsible for the installation, construction, or upgrade of necessary public utilities without diminishing the level of service to existing residents.

**Comprehensive Plan Goal: Provide for a high level of fire protection and safety.**

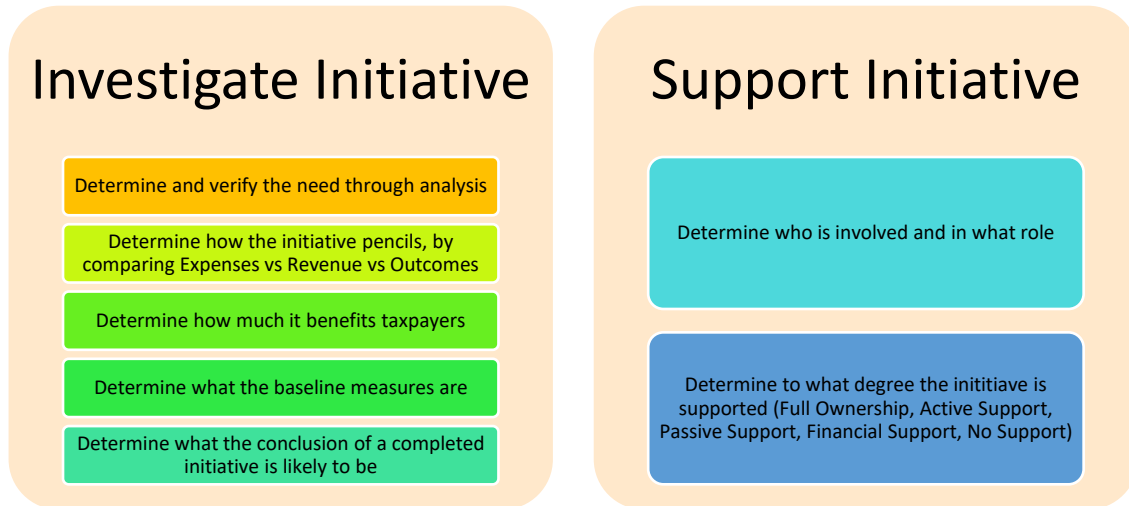
**Policies:**

26. Development projects shall include adequate fire protection measures, as determined by the BOS with input from the local fire district and/or appropriate fire management agencies.

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- Is it congruent with and/or advances the Economic Development Objectives of our organization?
  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- **Investigate and Support utilization of IDA's (Industrial Development Authority) interest free financing and partnership lending with CDFI's (Community Development Financial Institutions) who perform local area loan underwriting and utilize RLFs (Revolving Loan Funds) to allow residents to borrow money to connect to utilities (water, waste)**
  - **Investigate and Support projects that increase USDA financing into the County**
  - **Investigate and Support programs that provide affordable Employee Assistance Loans through Employer and Lender partnerships**
  - **Investigate and Support formalization of Business Retention and Attraction Incentive programs**
  - **Investigate and Support the utilization of CDBG (Community Development Block Grants) for capital improvements (sidewalks, rural water)**

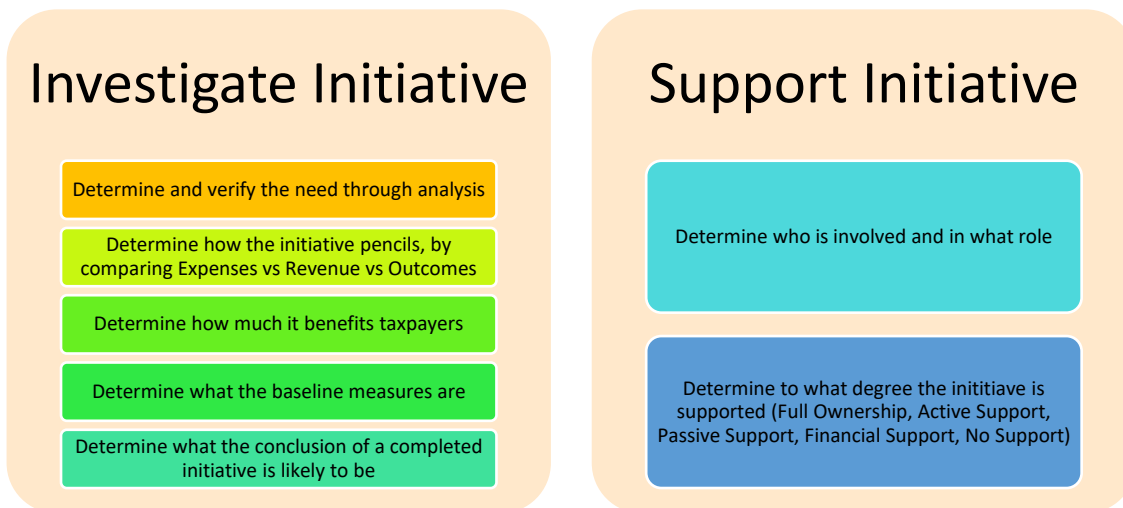
## PRIORITIZATION of COCONINO COUNTY OPERATIONS INITIATIVES

In order to view the Coconino County Operations Initiatives in a county-wide perspective the **County Manager has presented the following Operational Initiatives.**

### Board Discussion and Action Items:

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- Is it congruent with and/or advances the Economic Development Objectives of our organization?
  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- **Investigate and Support purchasing available land to be held, sold or developed for purposes supportive of transitioning out of leased spaces, redeveloping the Old Jail Site and development of Fort Valley's 57 acres of commercial zone land owned by the County**
  - **Investigate and Support the centralization of Grant Application, Management and Reporting for all Departments through Grant Management Software**
  - **Investigate and Support consolidation of County Services**
  - **Investigate and Support the FDDB (Flagstaff Downtown Business Alliance) Downtown Plan**
  - **Investigate and Support a project to update the Opportunity Zone website Arizona Commerce Authority, azcommerce.com and Prospector AZ with all of the County's land assets**

## PRIORITIZATION of NEW OPPORTUNITIES INITIATIVES

In order to discuss, prioritize and confirm the Key Initiatives in terms of their relative importance for serving Coconino residents. Using a county-wide perspective the County Comprehensive Plan's Goals and Policies relevant to New Opportunities are considered. The Goals and Policies relevant to New Opportunities are directly extracted from the Comprehensive Plan and are as follows.

Workforce Development is an Economic Development Pillar: To take advantage of a diverse economy, we need a workforce that is prepared to address industry needs and is trained for new economic opportunities. The County supports efforts that provide well-paying, high-quality employment opportunities for its members, as well as educational opportunities for all ages and levels of knowledge, including community events such as the Festival of Science and other educational conferences.

**Comprehensive Plan Goal:** Ensure that policies and regulations provide flexibility and support for emerging trends.

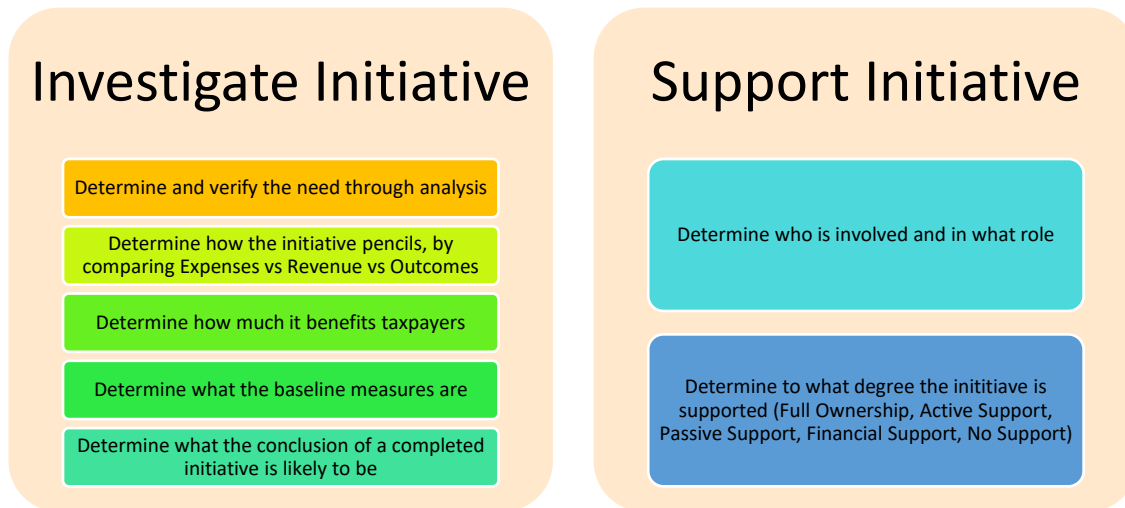
**Policies:**

6. The County should support and pursue economic development that maintains or improves the environmental and public health.
7. The County encourages emerging technologies and industries that utilize local resources in an environmentally responsible manner.
8. The County should recognize new business models and impacts to land uses when plans and regulations are developed.
9. The County supports the use of cost-effective, public-private partnerships to provide better public services and infrastructure.

## Board Discussion and Action Items:

The decision whether or not the recommended initiatives are to be included in the 5 Year Action Plan is determined by the Board of Supervisors.

Staff will develop the Plans of Action for each initiative using this two-stage framework and present the Plans of Action to the Board of Supervisors for approval.



**Please decide on whether these recommended initiatives or another from Appendix A should be included. Supervisor's perspectives on these three questions as they relate to the initiatives will assist in deciding.**

- Is it congruent with and/or advances the Economic Development Objectives of our organization?
  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- 
- **Investigate and Support annual meetings with TOP 10 Employer CEOs**
  - **Investigate and Support development of Forest BioMass consumption facilities**
  - **Investigate and Support applications for Portable Assistance Grants Applications to benefit those affected by the closure of NGS (Navajo Generating Station)**
  - **Investigate and Support the utilization of WIOA funding to train forest industry operators, heavy equipment operators and diesel mechanics through educational and training providers**

## PRIORITIZATION of INDUSTRIES INITIATIVES

In order to discuss, prioritize and confirm the Key Initiatives in terms of their relative importance for serving Coconino residents. Using a county-wide perspective the County Comprehensive Plan's Goals and Policies relevant to Industries are considered and are directly extracted from the Comprehensive Plan as follows.

**Tourism is an Economic Development Pillar:** One of Coconino County's greatest assets is its open space and the quality of the natural environment. Outdoor recreation and the tourism industry benefit from these assets and constitute large proportions of the economy and employment opportunities for residents. Therefore, to continue to thrive in these nature-based industries, it is important to recognize and protect our natural areas and resources. We can still expand the economy within these areas, including developing ethno-tourism and agritourism industries in addition to our already thriving ecotourism.

**Ranching is an Economic Development Pillar:** Ranching remains an important part of Coconino County's economic health and community character. Additionally, a thriving ranch economy maintains long-term, stable, land-use and conservation patterns. Working with ranchers to identify value-added opportunities in addition to traditional ranching practices can help to maintain these working lands, which are vital to the character and environment of the county.

**Cottage Industries are an Economic Development Pillar:** Not all economic development is synonymous with increased building and infrastructure; cottage-based industries that do not negatively impact the neighborhood character support economic development with minimal impacts to natural or infrastructure resources.

**Green & Emerging Markets are an Economic Development Pillar:** Identifying major waste streams throughout the region and creatively finding uses for them can build an economy while preserving the natural environment. An example is finding uses for the small-diameter trees that are removed in the thinning of forests, such as through the 4FRI efforts. Flexible zoning that protects property while allowing for new sustainable industry is important to aid in the reuse of these products. Additionally, having a diverse economy and workforce that includes targeted industry development can support economic vitality and community resilience because the economy is not tied to one sector or industry. Green market development supports industries that can build on the county's natural assets, while minimizing negative impacts to the community and environment. Examples of such industries include solar and wind, green-resource efficient building and infrastructure development, local food production, high-tech, research, biotech, and hospitality.

**Comprehensive Plan Goal:** Ensure that commercial development is well designed and appropriately located within communities and activity centers.

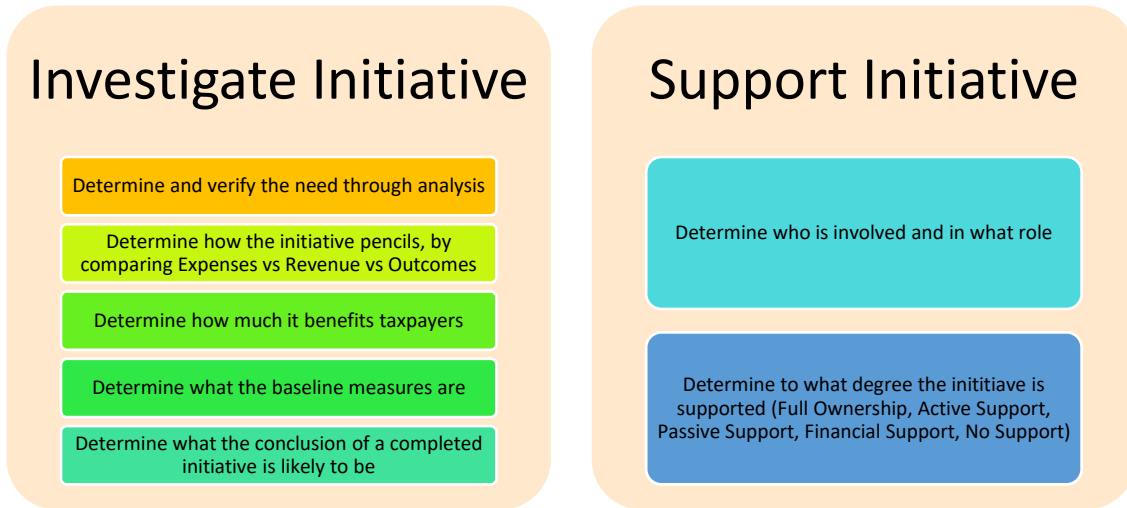
**Policies:**

25. Commercial development projects shall be located and designed in a manner that is compatible with the character of the area in which the project is proposed.
26. The County supports locally based, neighborhood, commercial businesses.
27. Regional commercial uses such as shopping malls and large retail establishments are encouraged to locate within incorporated municipalities to obtain a full range of urban services.
28. Large-resort commercial uses should only be sited in appropriate locations that can be adequately served by roads, water, sewer, and other public facilities and services, and shall be discouraged from locating in holding areas.
29. In reviewing the environmental impacts of a proposal, the County will require development projects to demonstrate sensitivity to the natural and cultural environment including preservation of views, trees, and native vegetation; consideration of wildlife; preservation of dark skies; and conservation of water resources.
30. To facilitate efficient and safe traffic movement and avoid aesthetic problems, strip commercial development is strongly discouraged in favor of clustered, mixed-use, commercial development that supports multimodalism and walkability.
31. Where new commercial development projects are proposed adjacent to residential areas, connectivity shall be provided while efforts to mitigate sound, smell, and unsightly views shall be required.
32. Rezoning to commercial shall be consistent with applicable planning documents, and zone changes shall be conditioned based on specific site plans and for specific uses.
33. The County shall expand entitlements for light industrial and other uses that are consistent with the objectives of commercial zoning.
34. The County shall promote and expand opportunities for home occupations and cottage industries in residential areas that do not intrude or diminish the residential character of neighborhoods.
35. The County shall promote live/work opportunities by allowing residential use for caretakers and owners on commercial properties.

## Board Discussion and Action Items:

The decision whether or not the recommended initiatives are to be included in the 5 Year Action Plan is determined by the Board of Supervisors.

Staff will develop the Plans of Action for each initiative using this two-stage framework and present the Plans of Action to the Board of Supervisors for approval.



**Please decide on whether these recommended initiatives or another from Appendix A should be included. Supervisor's perspectives on these three questions as they relate to the initiatives will assist in deciding.**

- Is it congruent with and/or advances the Economic Development Objectives of our organization?
  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- 
- **Investigate and Support the CEDS defined Goals and Priorities that develop economic foundations**
  - **Investigate and Support programs in growing industries, specifically Bio Tech, Cyber Security, Forest Restoration, Economic Gardening**
  - **Investigate and Support utilization of GPLET (Government Property Lease Excise Tax) for industry development**
  - **Investigate and Support continued investment into the Coconino Forest Restoration Initiative**
  - **Investigate and Support programs supporting the entrepreneurial ecosystem (trainers, lenders, mentors, investors, incubators)**



## PRIORITIZATION of LAND and NATURAL ENVIRONMENT INITIATIVES

In order to discuss, prioritize and confirm the Key Initiatives in terms of their relative importance for serving Coconino residents. Using a county-wide perspective the County Comprehensive Plan's Goals and Policies relevant to Land and Natural Environment Initiatives are considered and are directly extracted from the Comprehensive Plan as follows.

Federal Land Management is an Economic Development Pillar: The management of large swaths of public lands by the federal government is an essential aspect of economic and environmental sustainability for Coconino County and its residents. The resources that are channeled into local economies, the jobs that employ large numbers of residents, and the stable management of public lands by the U.S. Forest Service (USFS), National Park Service (NPS), and Bureau of Land Management (BLM), in particular, remain vital.

**Comprehensive Plan Goal:** Respond to the specific and varied land-use conditions found in Coconino County with creative policies and strategies that protect important community values.

**Policies:**

1. Seek changes to Arizona statutes allowing for State Trust reform or some other form of legislation allowing for the exchange of State Trust lands.
2. Discourage gated communities unless connectivity and public access is provided and development is in conformance with other appropriate policies and applicable plans.
3. The commercial use of inholdings within the national forest and national parks is strongly discouraged and, when development of inholdings is proposed, the existing density should not be increased and the proposed development should use integrated conservation design methods.
4. The County supports changes to state law to give Counties greater authority over lot splits.
5. Development projects within inholdings should be consistent with land management plans and the character of surrounding lands.
6. Outreach to the surrounding jurisdiction should take place early and often when development is proposed on inholdings. Annexation by surrounding jurisdiction is supported to ensure compatible land uses.
7. The County encourages and supports property owners in the development of platted subdivisions rather than lot splits and seeks to update the Subdivision Ordinance to help incentivize design that is consistent with the Comprehensive Plan and area plans.
8. To eliminate land use or zoning conflicts, transition nonconforming uses to a conforming use and work to alleviate the negative impacts of nonconforming uses over time. When amendments to the Zoning Ordinance are adopted, thought should be given as to whether existing uses should be considered nonconforming or granted legal status.
9. The County encourages affordable housing efforts and it will work to create incentives through Zoning Ordinance revisions that would promote a variety of housing types as well as accessory rental units.
10. In order to protect and maintain the mission of the Department of Defense installations, the County values the findings of the Joint Land Use Study, and incompatible land uses affecting the mission of existing military installations shall be discouraged.
11. Revisit the viability of the existing yet undeveloped platted subdivisions to reassess development standards for future buildout and to consider using integrated conservation design to redesign the lots, roads, energy, water, and wastewater systems.
21. Seek changes to Arizona statutes allowing for State Trust reform or some other form of legislation allowing for exchange of State Trust lands.

**Comprehensive Plan Goal: Ensure the conservation of open space for the environmental, social, and economic wellbeing of the county.**

**Policies:**

12. The County will work with private landowners, public land managers, tribal entities, and the ASLD to protect open lands for the purposes of maintaining scenic viewsheds, preventing fragmentation, preserving important wildlife habitat, conserving working lands, protecting watersheds and water resources, providing buffers from developed areas, and protecting environmentally sensitive lands.
13. Open-space zoning shall be maintained for federally owned or managed public lands, and when such lands become private through purchase or exchange, zoning changes for future development shall be in conformance with the Coconino County Comprehensive Plan, area plans, and other approved plans for adjacent public lands.
14. Coordinate efforts to maintain compatible uses next to lands managed as open space.
15. In order to protect open spaces and landscapes, the County supports the development of a TDR ordinance in coordination with other jurisdictions.
16. The County supports local land trusts.

**Comprehensive Plan Goal: Conserve working ranches, unfragmented landscapes, and the county's rural character.**

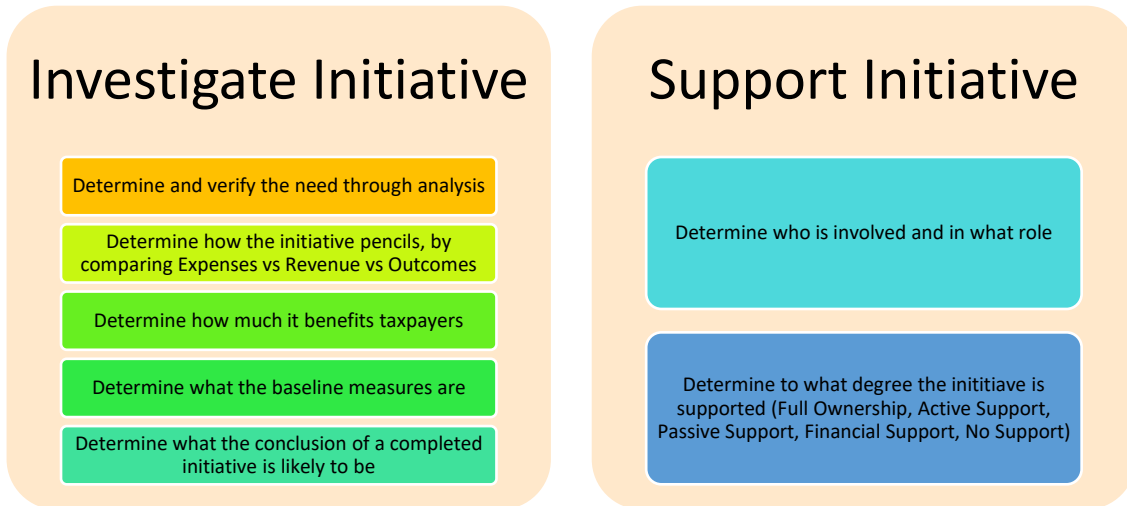
**Policies:**

17. The County will work with property owners using a variety of strategies to maintain working ranches as a viable method of land management to maintain open space and preserve landscape integrity.
18. Private, federal, and State Trust lands shall be considered in a regional context in order to preserve landscapes.
19. The County supports the development of Rural Planning Areas to provide coordinated and strategic planning for the long-term viability of ranchlands.
20. The County encourages alternatives to the conventional pattern of 40-acre lot development, using integrated conservation design methods or strategic sales of small portions of the overall property to retain ranching on the remainder.

## Board Discussion and Action Items:

The decision whether or not the recommended initiatives are to be included in the 5 Year Action Plan is determined by the Board of Supervisors.

Staff will develop the Plans of Action for each initiative using this two-stage framework and present the Plans of Action to the Board of Supervisors for approval.



**Please decide on whether these recommended initiatives or another from Appendix A should be included. Supervisor's perspectives on these three questions as they relate to the initiatives will assist in deciding.**

- Is it congruent with and/or advances the Economic Development Objectives of our organization?
  - Is it urgent (i.e., has a critical time frame; vital that it be undertaken sooner rather than later)?
  - Is it important (i.e., potential for major long-term impact on our operations or services)?
- **Investigate and Support Trails Alliance projects**
  - **Investigate and Support direct involvement of Economic Development when updating Area Plans**
  - **Investigate and Support programs focused on increasing agricultural and hydroponic produce**

Appendix A: Additional Initiatives

Economic Development Area	<p style="text-align: center;"><b>Action Initiative Items:</b></p> <p><b>Initiative Investigation</b> - Does not constitute approval to proceed rather to:</p> <ul style="list-style-type: none"> <li>● Determine and verify the need through analysis.</li> <li>● Determine how the initiative pencils, by comparing Expenses vs Revenues vs Outcomes.</li> <li>● Determine how much it saves taxpayers.</li> <li>● Determine what the baseline measures are.</li> <li>● Determine what is the conclusion of a completed initiative likely to be.</li> </ul> <p><b>Initiative Support</b> - Does not constitute ownership, rather to:</p> <ul style="list-style-type: none"> <li>● Determine who is involved and in what role.</li> <li>● Determine to what degree of support (Full Ownership, Active Support, Passive Support, Financial Support, No Support).</li> </ul>
Housing	Investigate and Support more student housing projects
Housing	Investigate and Support programs that protect residents from home foreclosure
Housing	Investigate and Support programs that grant residents (elderly and whose with fixed income) property tax exemptions
Housing	Investigate and Support programs that clarify property tax to residents
Housing	Investigate and Support policy that creates property tax deferments for low income homeowners
Housing	Investigate and Support changes to Property Tax Freeze programs
Housing	Investigate and Support programs that link non-mortgage property owners with Treasurer to ensure tax payment
Housing	Investigate and Support increased enrollment of Property Tax Freeze and Widowers exemption programs
Housing	Investigate and Support increased use of Paypal and Interest Free Payment Plans for residents
Housing	Investigate and Support change to policy so that property tax exemptions proportionally reflect the cost of living in Arizona Counties
Housing	Investigate and Support programs that promote NHA Rent to Own and Navajo Nation Lending on leased lands
Housing	Investigate and Support policy to reclassify non-primary, residential rental properties to commercial with regards to taxation rate
Housing	Investigate and Support legislation to utilize the HOME Investment Partnership Program
Housing	Investigate and Support programs that protect purchasers of mobile homes from prior owners unpaid property tax liability
Housing	Investigate and Support a project for Inclusive Development for an entire land section
Housing	Investigate and Support policy that expands the ability to build ADU's (Accessory Dwelling Units) on more land zone types

Housing	Investigate and Support the replication of the Bellmont's long-range area plan in regards to housing for other areas
Housing	Investigate and Support legislation/policy to address AirBNB, VRBO and short-term residential property rental impacts on housing
Housing	Investigate and Support policy to create non-taxation on land owned by non-profits which creates housing
Housing	Investigate and Support active facilitation of non-profit and for-profit residential redevelopment
Housing	Investigate and Support Incentive programs to develop specified housing projects
Housing	Investigate and Support Housing Trust Fund utilization and funding
Housing	Investigate and Support non-profit organizations with getting land to build subsidized housing projects
Housing	Investigate and Support the enhancement of the Housing Authority to reach and serve County residents outside of Flagstaff
Housing	Investigate and Support policy to expand the GPLET (Government Property Lease Excise Tax)
Housing	Investigate and Support programs that offer RLF (Revolving Loan Funds) that offer fully amortizing loans to residents
Housing	Investigate and Support programs that combine mortgages and renewable energy power systems for residents
Housing	Investigate and Support RLF (Revolving Loan Fund) programs that finance Housing Development outside of Flagstaff
Housing	Investigate and Support projects that multi-family housing development projects
Housing	Investigate and Support the creation of a Local Employer DAP (Down Payment Assistance Program)
Housing	Investigate and Support the redevelopment of County owned land/assets with Housing criteria at forefront
Housing	Investigate and Support major housing developments around Page
Housing	Investigate and Support attendance of Housing and Health Learning Cohorts
Housing	Investigate and Support residential redevelopment renaissance in relation to student and multi-family housing developments
Housing	Investigate and Support a Housing Loan Program to serve residents
Housing	Investigate and Support active identification, attraction and support of creative workforce housing developers
Housing	Investigate and Support programs that bring Fannie Mae's "Duty to Serve Home Loans" to residents with low economic means, veterans and those living on Native American Lands

Housing	Investigate and Support a project that replicates the Cottonwood/Kinney Housing for Teachers project that serves County Residents
Infrastructure	Investigate and Support the Tribal Circuit Rider Program (lending to rural communities to get water)
Infrastructure	Investigate and Support ADOT infrastructure plans
Infrastructure	Investigate and Support projects connecting Navajo Nation Chapters to fiber broadband
Infrastructure	Investigate and Support inter-city public transportation programs
Infrastructure	Investigate and Support the development of an Opportunity Zone Investment Project for Broadband
Infrastructure	Investigate and Support County wide public transportation projects
Infrastructure	Investigate and Support development of joining broadband from Fredonia to Page
Infrastructure	Investigate and Support NAIPTA's 20 Year Plan
Infrastructure	Investigate and Support issuing bonds for investment into road infrastructure
Infrastructure	Investigate and Support policy for a county transportation tax district
Infrastructure	Investigate and Support investment in infrastructure round the North Rim of the Grand Canyon
Infrastructure	Investigate and Support a North/South Broadband feasibility study to determine the Economic Potential
Infrastructure	Investigate and Support the appointment of a dedicated Broadband Manager
Infrastructure	Investigate and Support inter-city commuter transportation between Page and Tuba City
Infrastructure	Investigate and Support County ownership of middle mile broadband fiber
Infrastructure	Investigate and Support incentives to create or enhance Industrial Parks
Infrastructure	Investigate and Support projects supporting Commercial Internet Providers to solve broadband shortage issues
Communication, Collaboration and Education	Investigate and Support community conversations on housing development
Communication, Collaboration and Education	Investigate and Support NACET advancing the Manufacturing sector
Communication, Collaboration and Education	Investigate and Support Rural NACON initiatives for economic mobility
Communication, Collaboration and Education	Investigate and Support initiatives from AAED (Arizona Association for Economic Development)

Communication, Collaboration and Education	Investigate and Support neighbor municipalities Economic Growth plans
Communication, Collaboration and Education	Investigate and Support workforce educators/trainers across the County
Communication, Collaboration and Education	Investigate and Support programs creating higher paying trades jobs
Communication, Collaboration and Education	Investigate and Support Page in becoming a PTAC (Procurement Technical Assistance Center) and International Trade Location
Communication, Collaboration and Education	Investigate and Support an inter-city, county business referral clearing house
Communication, Collaboration and Education	Investigate and Support regular meetings between BOS and County's Top 10 largest employers
Communication, Collaboration and Education	Investigate and Support the appointment for Communications Plan Coordinator (Dept to resident)
Communication, Collaboration and Education	Investigate and Support a project that maps public service provider networks
Communication, Collaboration and Education	Investigate and Support Career Services to fulfill internships with all County Departments
Communication, Collaboration and Education	Investigate and Support workforce development trade apprentice programs
Communication, Collaboration and Education	Investigate and Support the development and used of a Community engagement tool regarding budgeting
Communication, Collaboration and Education	Investigate and Support active collaboration with Kanab, UT in regards to tourism and broadband
Communication, Collaboration and Education	Investigate and Support the CEDS defined Goals and Priorities that develop economic foundations
Communication, Collaboration and Education	Investigate and Support active involvement with NACOG directed programs and projects

Communication, Collaboration and Education	Investigate and Support active collaboration with Naval Base and Camp Navajo broadband network
Communication, Collaboration and Education	Investigate and Support collaboration with the towns of Williams Page, Tuba City, Tusayan, Fredonia, Winslow, Nation City
Communication, Collaboration and Education	Investigate and Support sponsorship of the Balloon Regatta
Communication, Collaboration and Education	Investigate and Support proactively support Flagstaff's Tourism Plan
Communication, Collaboration and Education	Investigate and Support NAIPTA Long Range Plan
Communication, Collaboration and Education	Investigate and Support operations and projects of ECoNA (Economic Collaboration of Northern Arizona)
Communication, Collaboration and Education	Investigate and Support the City of Page in plans to remodel the airport
Communication, Collaboration and Education	Investigate and Support Camp Navajo's plan and desires to collaborate
Communication, Collaboration and Education	Investigate and Support neighboring municipalities Chambers of Commerce projects
Communication, Collaboration and Education	Investigate and Support the annual operations and initiatives from CPEDA (Colorado Plateau Economic Development Alliance)
Communication, Collaboration and Education	Investigate and Support grant application requests with neighboring municipalities
Investment	Investigate and Support the CEDS defined Goals and Priorities that develop economic foundations
Investment	Investigate and Support employee retention to programs related to lending
Investment	Investigate and Support re-development of A zoned land for increased tax base
Investment	Investigate and Support investment into CDFI (Community Development Financial Institutions) for purposes of Foreclosure Prevention RLF (Revolving Loan Fund)
Investment	Investigate and Support financial investment into Commercial and Residential lending to rural and Native American lands



Investment	Investigate and Support SEDI (Sustainable Economic Development Initiative) and partnering Business Development Organizations
Investment	Investigate and Support the use of 40-year Housing Development Loans through CDFI's
Investment	Investigate and Support a County project to create an escrow type function for property owners without mortgages
Investment	Investigate and Support active marketing of NACOG's and associated RLFs (Revolving Loan Funds)
Investment	Investigate and Support investment into regional non-profit providers of Business Technical Assistance/training and Lending
Investment	Investigate and Support the utilization of Restoration Bonds (as did Yuma County)
Investment	Investigate and Support programs that increase USDA financing into the County
Investment	Investigate and Support utilization of IDA's (Industrial Development Authority) interest free financing scope
Investment	Investigate and Support recapitalization of the Northern Arizona Capital Loan Fund
Investment	Investigate and Support policy to enable TIF (Tax Incremental Financing) to finance redevelopment
Investment	Investigate and Support in partnership lending with CDFI's (Community Development Financial Institutions) who perform local area loan underwriting
Investment	Investigate and Support projects to market County-wide the availability of RLFs (Revolving Loan Funds) available
Investment	Investigate and Support purchasing Southern Piute Tribal Land for sale
Investment	Investigate and Support creation of County Employee DAP (Down Payment Assistance Program) as has Flagstaff
Investment	Investigate and Support investment and ownership of infrastructure by County (water, waste, road systems)
Investment	Investigate and Support investment in the TWO Refueling Station that is for sale
Investment	Investigate and Support investment for financial gain into local CDFI's (Community Development Financial Institutions)
Investment	Investigate and Support utilization of the existing Road District RLF (Revolving Loan Fund)
Investment	Investigate and Support programs that provide affordable Employee Assistance Loans through Employer and Lender partnerships
Investment	Investigate and Support development of an Industrial Business Incubator in the County
Investment	Investigate and Support purchasing available land to be held, sold or developed for Economic Development purposes
Investment	Investigate and Support protection of Fee Simple land

Investment	Investigate and Support financial investment into NACA (North American Community Assets) for redeployment into the County
Investment	Investigate and Support evaluation of the benefits and risks of debt financing for the County
Investment	Investigate and Support increased financial investment (workforce development funding) into CloudStar, a computer programming course
Investment	Investigate and Support financial investment in RLF (Revolving Loan Funds) to allow residents to borrow money to connect to utilities (water, waste)
Investment	Investigate and Support a project that matches Opportunity Zone Projects in the County with Investors
Investment	Investigate and Support formalization of Business Retention and Attraction Incentive programs
Investment	Investigate and Support the utilization of CDBG (Community Development Block Grants) for capital improvements (sidewalks, rural water)
Investment	Investigate and Support localization of NACOG's RLF (Revolving Loan Fund)
County Operations	Investigate and Support the utilization of 'Temp Wage' expenses for meeting season staffing needs
County Operations	Investigate and Support appointment of an 'In House Graphic Artist' staff position serving across departments
County Operations	Investigate and Support policy for addressing the method of determining Commercial and Residential tax rate percentages
County Operations	Investigate and Support the utilization of Social Purpose Benefit Law to change HR policy to increase hiring of diversity
County Operations	Investigate and Support efforts to gain 'Right of Way' for County Owned broadband fiber within Flagstaff
County Operations	Investigate and Support addressing the 65ft building height limit requirement
County Operations	Investigate and Support the Emergency Management Department in planning to purchase assets (building) at times when emergency funding is available
County Operations	Investigate and Support streamlining of the Permitting process to build
County Operations	Investigate and Support actions to address the VRBO and AirBnB absence of sales tax on sales
County Operations	Investigate and Support creation of a Port Authority
County Operations	Investigate and Support incentives that offset fees to for specified housing developments

County Operations	Investigate and Support policy to encourage economic mobility for marginalized, minorities and paroles
County Operations	Investigate and Support code enforcement efforts that increase housing density
County Operations	Investigate and Support alignment of Strategic Budget Priorities that work with the Economic Development 5 Year Action Plan
County Operations	Investigate and Support IT internships with Career Services to develop needed staff
County Operations	Investigate and Support assurance that grant applications related to Economic Development initiatives are undertaken by departments
County Operations	Investigate and Support linkage of a Grant Application Calendar to Budget's expected grant revenue roll up
County Operations	Investigate and Support the proactive budgeting of grant writing funding in each department annual budget
County Operations	Investigate and Support the use of County facilities to house and provide Workforce training (diesel mechanics)
County Operations	Investigate and Support the centralization of Grant Application, Management and Reporting for all Departments through E-Civis
County Operations	Investigate and Support departmental cost sharing for utilizing annual mailing at Treasury office to disseminate departmental information
County Operations	Investigate and Support utilization of Social Determinates of Health data (through GIS) to inform decisions
County Operations	Investigate and Support department programming which benefits from re-employment opportunities from closures in industry
County Operations	Investigate and Support WIOA Board and strategy determined by Economic Development and program delivery by Career, Health and Human Services
County Operations	Investigate and Support active development of enterprise funding activities across departments
County Operations	Investigate and Support cross departmental cost sharing for public signage, advertisement and messaging.
County Operations	Investigate and Support the identification and alignment of entitlement grants to Economic Development Goal and Objectives where possible
County Operations	Investigate and Support utilization of the 'Flexibility Language in the 2020-2025 Legislative Budget to set dollars towards Economic Development Goals and Objectives
County Operations	Investigate and Support elevation of the activities and outcomes from the IDA (Industrial Development Authority)
County Operations	Investigate and Support active engagement with USDA Rural Grants for Loan Programs and Rural Business Development

County Operations	Investigate and Support Community Development integrating Economic Development Goals and Objectives into the Long-Range Plan
County Operations	Investigate and Support streamlining of the Overlay Process for major developments
County Operations	Investigate and Support coordination of grant applications across County Departments
County Operations	Investigate and Support an IGA (Inter Governmental Agreement) with Flagstaff to bring in grant writers to the County
County Operations	Investigate and Support the utilization of fund balances in County Budget (In month of May) to expenses in investment projects
County Operations	Investigate and Support redevelopment of the vacant building resulting in the King Street development
County Operations	Investigate and Support alignment between Career Services/Workforce Development/Economic Development
County Operations	Investigate and Support land acquisition policy by the County
New Opportunities	Investigate and Support the CEDS defined Goals and Priorities that develop economic foundations
New Opportunities	Investigate and Support elevation for the IDA Website off the County website to stand alone
New Opportunities	Investigate and Support the Promise Act to benefit those affected by the closure of NGS (Navajo Generating Station)
New Opportunities	Investigate and Support policy that increases grazing rights on forested lands
New Opportunities	Investigate and Support programs that address the cost burden of Child Care
New Opportunities	Investigate and Support continued financial and operational support for the Reemployment Center in Page, beyond the SRP (Salt River Project) input
New Opportunities	Investigate and Support continued efforts to expand the operating season of the North Rim of the Grand Canyon National Park
New Opportunities	Investigate and Support programs creating workforce job readiness for the Forestry Industry
New Opportunities	Investigate and Support development of an Industrial Workspace business incubator
New Opportunities	Investigate and Support trade apprenticeship programs
New Opportunities	Investigate and Support development of a Port Authority (virtual or real) with Flagstaff

New Opportunities	Investigate and Support a redevelopment project of 219 E Cherry
New Opportunities	Investigate and Support programs that reduce the gap between urban and rural in regards to opportunities and access to capital
New Opportunities	Investigate and Support developing visibility regarding grant program objectives and reporting
New Opportunities	Investigate and Support redevelopment of the Old Jail building
New Opportunities	Investigate and Support Flagstaff Downtown Visioning process and outcomes
New Opportunities	Investigate and Support programs that transition economies away from extraction economies
New Opportunities	Investigate and Support regular updates to BOS from Forestry Industry leaders
New Opportunities	Investigate and Support programs that address the increasing number of retirees moving into the County
New Opportunities	Investigate and Support Forestry Restoration Job Fairs
New Opportunities	Investigate and Support Tourism Plans for neighboring municipalities and organizations
New Opportunities	Investigate and Support a project to create a Shipper's Association
New Opportunities	Investigate and Support continued policy and legislation to unlock federal forested lands
New Opportunities	Investigate and Support a project which clarifies Business Personal Property Tax
New Opportunities	Investigate and Support Hopi Tribe's I-40 Development
New Opportunities	Investigate and Support coordinated County road signage to enhance Tourism
New Opportunities	Investigate and Support Eco and Astro Tourism initiatives
New Opportunities	Investigate and Support the remodeling efforts at the Flagstaff Airport
Industries	Investigate and Support expansion and use of TIF (Taxation Incremental Financing)
Industries	Investigate and Support creation of a County Educational Tax District to support education for specified industry training

Industries	Investigate and Support programs promoting residents and businesses to purchase services and products locally in specified industries
Industries	Investigate and Support streamlining of the process for Certificates of Occupancy
Industries	Investigate and Support programs to actively engage telecommuters and attract them to the County
Industries	Investigate and Support Downtown Revitalization projects for municipalities in the County
Industries	Investigate and Support construction sector initiatives which address housing development
Industries	Investigate and Support the development of an Advanced Manufacturing Facility Incubator
Industries	Investigate and Support the development of Technology based industry
Industries	Investigate and Support appointment of a dedicated Tourism Manager for the County
Industries	Investigate and Support commercial investment into Native American Lands through Owner to Lender lease transfer initiatives
Industries	Investigate and Support development of a Commercial Commissary Kitchen Facility
Industries	Investigate and Support development of an Industrial Belt that utilizes Camp Navajo and the Naval Base
Industries	Investigate and Support expansion of NACET
Land and Natural Environment	Investigate and Support policy reducing obstacles for commercial operations to begin processing
Land and Natural Environment	Investigate and Support Williams area to increase water capacity for commercial and residential use
Land and Natural Environment	Investigate and Support projects to extend the operating seasons for natural scenic areas
Land and Natural Environment	Investigate and Support project to simplify permitting for housing and reduce costs
Land and Natural Environment	Investigate and Support projects for redevelopment in natural scenic areas
Land and Natural Environment	Investigate and Support project to increase zoning density within County

Land and Natural Environment	Investigate and Support projects of Land Reclamation
Land and Natural Environment	Investigate and Support policy changes to signage ordinances
Land and Natural Environment	Investigate and Support programs promoting the Dark Sky Reserve
Land and Natural Environment	Investigate and Support creation of a project encouraging the leasing of undeveloped land for commercial use
Land and Natural Environment	Investigate and Support redevelopment projects by for profits and non-profits within Flagstaff
Land and Natural Environment	Investigate and Support policy changes to enable expedited entitlement reviews (3rd party reviews) for development projects
Land and Natural Environment	Investigate and Support policy change to Zoning to increase the number of entry-level single-family house developments
Land and Natural Environment	Investigate and Support commercial activity with G Zoned land
Land and Natural Environment	Investigate and Support policy which enables citizens to generate wealth through zoning changes which allow for subdividing property
Land and Natural Environment	Investigate and Support staff led processes to meaningfully engage the public in area plan updates
Land and Natural Environment	Investigate and Support rezoning an entire section for Inclusive Development
Land and Natural Environment	Investigate and Support policy that enable 5 single family residences on half acre lots
Land and Natural Environment	Investigate and Support policy supporting 'permit by right' as opposed to (CUP) Conditional Use Permit
Land and Natural Environment	Investigate and Support the CEDS defined Goals and Priorities that develop economic foundations

Land and Natural Environment	Investigate and Support projects that increase water capacity for residents
Land and Natural Environment	Investigate and Support sub-division changes to codes and zoning
Land and Natural Environment	Investigate and Support policy to increase grazing in National Forest Land and State Land
Land and Natural Environment	Investigate and Support policy to increase the Base Property Tax
Land and Natural Environment	Investigate and Support policy to enable FEMA funding to pay for pre-disaster activity
Land and Natural Environment	Investigate and Support replication of the flexibility seen in the Bellmont Area Plan to other Area Plans
Land and Natural Environment	Investigate and Support projects expanding available energy resources
Land and Natural Environment	Investigate and Support policy that brings BLM permitting to Page for access to BLM land in Arizona
Land and Natural Environment	Investigate and Support legislation which enables Tax Credits to employers
Land and Natural Environment	Investigate and Support policy enabling residents to sell generated power back to the providers

**End of Document**