

Economic Development Strategy 2024-29

City of Flagstaff

May 2024



CITY OF
FLAGSTAFF



**CHOOSE
FLAGSTAFF**

STILETTO

RECAP FROM APRIL PRESENTATION



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A COLLABORATIVE, EVIDENCE-BASED STRATEGY

490

survey responses
collected

OVER
34,000

data points
collected

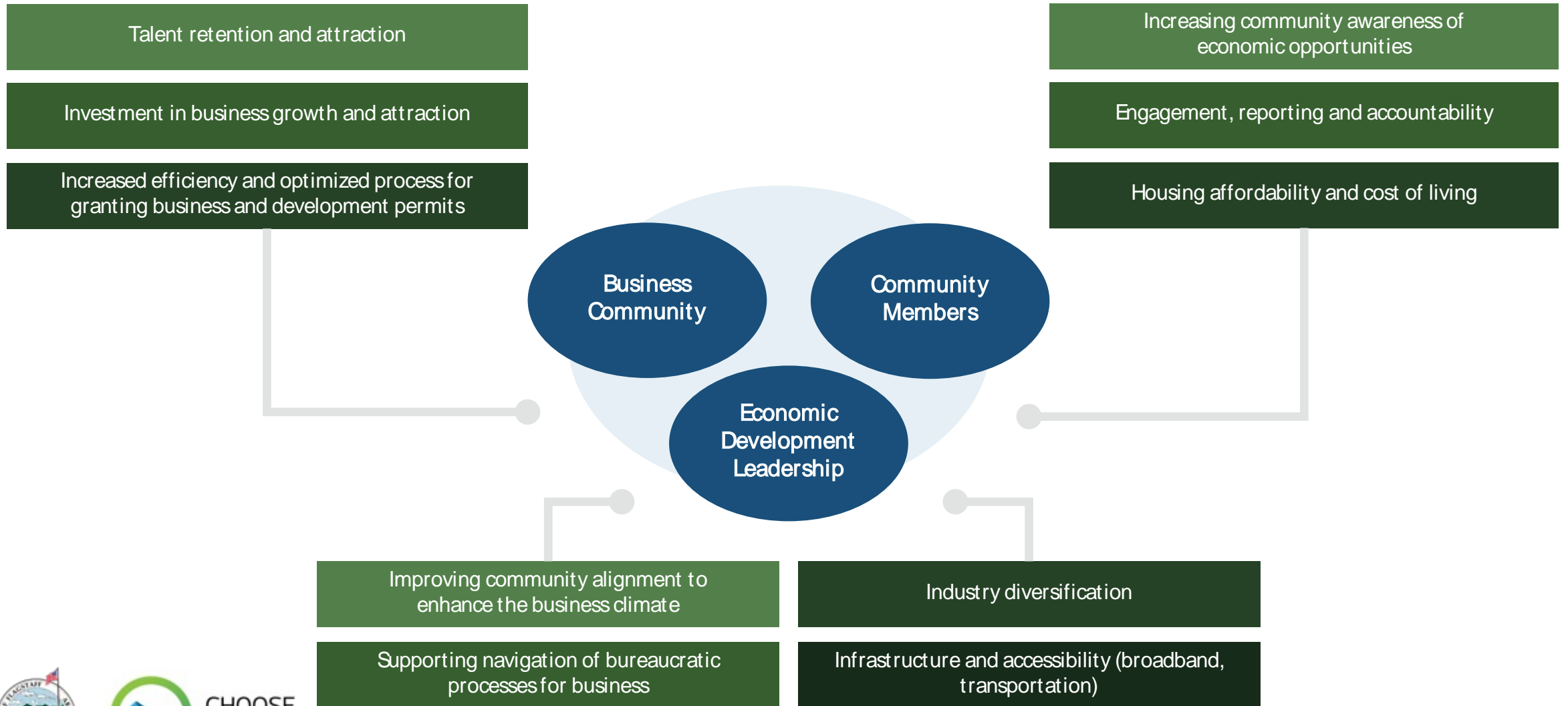
7

focus groups
completed



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COMMUNITY PARTICIPATION IN THE PLANNING PROCESS



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Vision

The City of Flagstaff has a diverse and resilient economy with a united community that promotes sustainable growth, innovation, and opportunity.

Mission

To support and enhance economic growth and well-being for all.

Priority Sectors



Astronomy



Food Processing



Forestry Products



Biomedical / Health Care



Advanced Manufacturing

Pillars for Impact

Focus and Positioning

Branding and Awareness

Sustainable Economic Development

Community Ecosystem Development

Pillars at a Glance

1

FOCUS AND POSITIONING

- Identify and Mobilize Priority Sectors
- Explore Adjacent Sectors
- Align the Talent Pipeline

2

BRANDING AND AWARENESS

- Brand the City of Flagstaff
- Communicate the City of Flagstaff Value Proposition
- Enhance Workforce Partnerships
- Increase Awareness of Sector Strengths and Resources
- Raise Community Awareness of City Policies, Procedures, and Supports

3

SUSTAINABLE ECONOMIC DEVELOPMENT

- Define What Sustainable Economic Development Means to Flagstaff
- Establish Metrics for Sustainable Economic Development to Support Municipal Climate Action Targets
- Attract and Expand Businesses That Align with City Criteria for Sustainable Development
- Identify Opportunities for Infrastructure Expansion
- Enhance Business Supports That Promote Sustainable Economic Development

4

COMMUNITY ECOSYSTEM DEVELOPMENT

- Pursue Funding to Address Infrastructure Challenges
- Strengthen Community Partnerships
- Formalize Relationships With Business Support Organizations

THE PRIORITY SECTORS



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Astronomy



Advanced Manufacturing



Biomedical / Health Care



Food Processing



Forestry Products

7

Postsecondary Programs
(at Flagstaff PSEs)

99

Job Postings
(between December 2022 and December 2023)

178

Workforce (2022)

\$27.3M

R&D Expenditures
at NAU in related fields
(2017 to 2021)

19

Postsecondary Programs
(at Flagstaff PSEs)

618

Job Postings
(between December 2022 and December 2023)

3,078

Workforce (2022)

\$33.8M

R&D Expenditures
at NAU in related fields
(2017 to 2021)

46

Postsecondary Programs
(at Flagstaff PSEs)

2,229

Job Postings
(between December 2022 and December 2023)

8,094

Workforce (2022)

\$180.4M

R&D Expenditures
at NAU in related fields
(2017 to 2021)

14

Postsecondary Programs
(at Flagstaff PSEs)

32

Job Postings
(between December 2022 and December 2023)

371

Workforce (2022)

\$18.7M

R&D Expenditures
at NAU in related fields
(2017 to 2021)

55

Postsecondary Programs
(at Flagstaff PSEs)

109

Job Postings
(between December 2022 and December 2023)

136

Workforce (2022)

\$36.3M

R&D Expenditures
at NAU in related fields
(2017 to 2021)

MEASURING IMPACT OVER TIME

PILLAR	RECOMMENDATION	TODAY	YEAR 1	YEAR 2	YEAR 5	YEAR 10	YEAR 20
Pillar One: Focus and Positioning	1. Identify and Mobilize Priority Sectors		✓	✓	✓	✓	✓
	2. Explore Adjacent Sectors			✓	✓	✓	✓
	3. Align the Talent Pipeline		✓	✓	✓	✓	✓
Pillar Two: Branding and Awareness	1. Brand the City of Flagstaff		✓	✓	✓	✓	✓
	2. Communicate the City of Flagstaff Value Proposition		✓	✓	✓	✓	✓
	3. Enhance Workforce Partnerships	✓	✓	✓	✓	✓	✓
	4. Increase Awareness of Sector Strengths and Resources	✓			✓	✓	✓
	5. Raise Community Awareness of City Policies, Procedures, and Supports	✓			✓	✓	✓
Pillar Three: Sustainable Economic Development	1. Define What Sustainable Economic Development Means to Flagstaff		✓	✓			
	2. Establish Metrics for Sustainable Economic Development That Support Municipal Climate Action Targets		✓	✓	✓		
	3. Attract and Expand Businesses That Align With City Criteria for Sustainable Development		✓	✓	✓	✓	✓
	4. Identify Opportunities for Infrastructure Expansion	✓	✓	✓	✓	✓	✓
	5. Enhance Business Supports That Promote Sustainable Economic Development	✓	✓	✓	✓	✓	✓
Pillar Four: Community Ecosystem Development	1. Pursue Funding to Address Infrastructure Challenges	✓	✓	✓	✓	✓	✓
	2. Strengthen Community Partnerships	✓	✓	✓	✓	✓	✓
	3. Formalize Relationships With Business Support Organizations		✓	✓			

FEEDBACK FROM OUR LAST MEETING

SECTION	FEEDBACK	ACTION
Executive Summary	Clarify that tourism is a foundational sector	<ul style="list-style-type: none"> Updated language in Executive Summary Added Tourism to sector profiles (introduction and sector profile)
SWOT	Add child care and housing more prominently as issues	<ul style="list-style-type: none"> Added language and prioritized these elements higher <p>Also added language to introduction of SWOT</p>
Recommendations	Add film more prominently as an opportunity	<ul style="list-style-type: none"> Added to Pillar 3 Added as an emerging sector in tourism sector snapshot
Pillars	Add economic forecasting to support future decision making	<ul style="list-style-type: none"> Added to Pillar 1 as a recommendation
Sector Snapshots	Add tourism as a foundational sector	<ul style="list-style-type: none"> Added paragraph to section introduction Added a sector snapshot for tourism Noted the work of Discover Flagstaff
Implementation	Make housing more prominent as a precursor to economic development	<ul style="list-style-type: none"> Added Keys to Success text and graphic
Measuring Impact	Add sales tax as a KPI	<ul style="list-style-type: none"> Added to Pillar 1, Recommendation 1

DISCUSSION



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