

FINAL DRAFT

Page Focused Future

**Strategic Plan for Community
and Economic Development**

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Glossary of Acronyms

ADEQ – Arizona Department of Environmental Quality

ADOT – Arizona Department of Transportation

BIA – Bureau of Indian Affairs

BLM – Bureau of Land Management

EPA – Environmental Protection Agency

FAA – Federal Aviation Administration

FFIT – Focused Future Implementation Team

NACOG – Northern Arizona Council of Governments

N.A.U. – Northern Arizona University

SBDC – Small Business Development Center

I. Introduction

"Greatness, in the last analysis,

Is largely bravery—

Courage in escaping from old ideas and old standards

and respectable ways of doing things...

If you do not differ from your associates

and teachers, you will never be great

or your life sublime....."

-- James Harvey Robinson

The Page Focused Future Strategic Plan for Community and Economic Development was designed to take steps toward developing Page into a truly special community. Many of the facets of this desired destination are already in place: tremendous natural beauty and recreation opportunities, location in the prospering southwestern United States, a multi-cultural regional population, and a strong reputation as a tourism destination. If these facets were all it took to reach "greatness," Page would have already arrived. However, there are several facets that need to be developed.

In the Cal Clark book 101 More Ideas on Economic Development, a principle from the Laboratory for Community and Economic Development is cited. It describes a status called "Community Actualization" as the desired destination of successful communities. Community Actualization is uniquely defined by each community through its vision, values, and objectives.

While there are dozens of issues that must be addressed as a community takes the journey toward Community Actualization, success in the following efforts is critical:

Human Resource Development – Enhancing the quality of the local workforce is a major challenge requiring leadership development, on-the-job training, vocational education, and technical training.

Organizational Development – Strong local organizations are required to achieve goals in human resources, community, and economic development.

Community Development – Local citizens and organizations need to enhance the attractiveness, physical infrastructure, and social capital of their communities.

Economic Development – Help create jobs by retaining local businesses and industry, helping existing firms to expand, recruiting new firms, helping entrepreneurs get started, and promoting tourism.

The Focused Future planning process strongly addressed these four basic tenets. The process encompassed a twelve-month period and twelve meetings with a City appointed Action Team. The Action Team contained residents, students, businesspeople, City of Page Staff, and representatives from the Chamber of Commerce, Page Main Street, National Park Service, Salt River Project, education community, tourism industry, and Navajo Nation. A complete list of participants is found in the Appendix of this document.

The City of Page approached Arizona Public Service Company (APS) on behalf of its residents and businesses for participation in the Focused Future Program. APS has brought the Focused Future Program to nearly 30 communities in Arizona since 1992. The Program guides local leaders through a process to create a customized community and economic development plan tailored to the needs of the citizens and businesses.

APS and the City of Page partnered on the funding of the project. The process was led by the strategic planning consulting firm Partners for Strategic Action, Inc. (PSA) of Fountain Hills, Arizona. PSA facilitated all meetings, provided technical assistance and Action Team training, and was responsible for writing the meeting minutes and this final plan.

The planning process spent considerable time identifying Page's strengths and weakness and developing background information. While these steps were important for the planning process, the

focus of this document is on setting the stage for implementation. To facilitate implementation, this document calls for the creation of the Focused Future Implementation Team (FFIT). This team will meet at least monthly for the first year to ensure implementation of the plan begins immediately after adoption.

"Success attracts success!

There is no escape from this universal law;

Therefore, if you wish to attract success

make sure that you look the part of success,

whether your calling is that of a day laborer

or a merchant prince."

-- Napoleon Hill

II. Community Image and Values

The following chapter provides some of the background information that served as the planning framework. Image and values are key factors in community and economic development planning.

Page's Image

As the old saying goes, "you may not have the newest car around but all it takes is a little extra effort to keep it clean," Page must create a good first impression. Considering its tourism-based economy, Page's image holds great importance - not only to attract visitors for the first time but also to entice them to return and recommend Page to others. In addition, since most businesspeople who invest in Arizona have their first contact with a community as a recreational visitor, this makes Page's image that much more important.

The Focused Future process looks critically at a community's image from both an internal and external perspective. The internal perspective is that of those who live in Page and the external is of those who do not. The external perspective can come from people who have been to Page many times for leisure or business and from those who have never been there but have developed some kind of image based on what they have heard or read. The difficult thing about image identification this is that they are all right – since perception is reality to most.

Improving a community's image is both difficult and time consuming. It takes years to open minds to good things and minutes to plant the seed of negativism.

Based on the premise that image is part of the overall "product" of Page, the Action Team developed the following internal image. They also spoke with people who were not residents to get a feel for the external image.

Internal Image

Page is a young and steadily growing community. Most people like it in Page since they have had to deal with the isolation of the area to arrive in the first place.

There are business opportunities and many entrepreneurs. Many are in Page to enjoy the sports and recreation the area has to offer. Freedom and independence are also very important.

There is a segmented population between wealthy, middle class, and poor. There is great passion for the community, both positive and negative.

External Image

If you asked the average person not from the region, you would probably find that Page has little or no image. In fact, most would not be able to tell you where Page is. They may recognize the name after Lake Powell is mentioned. Lack of an overall image can be both positive and negative. It is extremely difficult to build a reputation from scratch but much more difficult to turn around a negative image.

To visitors, Page is seen as a beautiful area and the people are friendly. Shopping, dining, and other activities are considered limited by the seasoned traveler and overall Page is perceived as rather expensive. Page is perceived as being clean by visitors and is strongly associated with the Navajo Nation. To some, Page has no identity. It is merely a place to stay by the lake and other sites.

Visitors are surprised to see the power plant in such a setting and many that arrive by ground transportation first see Page as a trailer town. It is seen as a religious community with the concentration of churches.

Those who regularly come in contact with Page from the outside see Page as a place of constant political turmoil. They wonder "what is going on up there?" Page is seen as a "diamond in the rough" if it ever gets unified and moving in a common direction.

Page is seen as very isolated and hard to get to. There is the perception that Arizona's northern border is Interstate 40 and the Grand Canyon and other attractions are in Nevada or Utah.

There is also the perception that Page has accomplished some amazing things despite its remoteness, like the library and college campus.

Page's Values

Community values are those things that are so important to the community that no matter how the community grows and changes, its values will not be compromised. They are fundamental components of what Page is all about. When planning for the future, there are complicated sets of trade-offs that must be analyzed. These questions must be asked before decisions are made: If we take this step, this will probably happen? Is that acceptable?

The Action Team developed a list of the values of Page. All decisions made by the community must be weighed by these values.

- *Pro-family; providing a mix of housing and providing basic needs*
- *Protecting our natural environment*
- *Maintaining safety and security*
- *Protecting and enhancing our tourism market*

- *Maintaining an inclusive relationship with our neighbors*
- *People that work here can afford to live here*
- *Strong planning for the future*
- *Individual rights and freedoms*
- *Education system; schools and the college*
- *Our public facilities*
- *Religious Institutions*
- *Cultural and recreational opportunities*
- *Small town atmosphere; we know each other*
- *Economic diversity*

***"Nobody succeeds beyond his or her
wildest expectations unless he or she begins
with some wild expectations."***

-- Ralph Charell

III. Vision for the Future

As part of the early planning process, the Action Team was asked to look out 20 years into the future. They were to describe the community as if every step that was taken was the right one and the majority of this plan's goals were accomplished. The Vision Statement is not necessarily what the community currently is, but what it can be. In other words, it is a desired future condition that the community should strive to attain.

The Community Vision can be utilized in several ways. Initially, it was used to frame this plan. It can also be used to monitor community and economic developments (did we get closer to our vision?), inspire people to get involved in the improvement of the community, and provide "big picture" direction for community leaders. In its purest sense, the Vision Statement should be utilized as the "benchmark" for everything that we do as a community.

The Action Team developed the following Vision Statement for use during the plan development process. This statement will also be used extensively in the implementation.

Vision Statement for the City of Page, Arizona

Page has successfully transformed from its early days as a construction camp to a proud, prosperous, and thriving city. Advanced communications technology has allowed businesses and residents to overcome the city's remote geographical location and successfully link with the new global economy.

Accented by the spectacular backdrop of Lake Powell, Page is an attractive community. The architectural theme is compatible with the natural surroundings and retains the flavor of the local culture and the historic role Page played in the development of the western United States.

Visitors from around the world join Page residents in experiencing the wonders of the Colorado Plateau. In addition to the numerous recreational activities, there are opportunities for educational and cultural exchanges. When the sun goes down, the experience continues with great shopping, food, and a lively nightlife. Exciting activities can be found at the Civic Center, Cultural Center, and new Town Square. Visitors stay longer, return more often and gladly tell the world of their unique experience.

When combined with the high quality of health, human, and public services, it's no wonder that so many visitors simply decide to stay and call Page home. The safe, relaxed, family atmosphere and the benefits of good City planning please both residents and visitors. Residents enjoy an education complex with a four-year college, vocational and technical training programs, and a state of the art library and media center.

The future of Page shines brightly with a healthy mix of age groups and diverse cultural backgrounds. In every way, Page continues to live up to its pioneering spirit and its growing reputation as the "Postcard of the American West."

***As a general rule,
the most successful man in life
is the man who has the best information."***

-- Benjamin Disraeli

IV. Economic Basics

Page's economy is quite complex. It is one of the few economies in the state that is heavily dependent on foreign visitors. Therefore, world markets can have a very profound effect on the community.

Page's retail sales have been close to \$200,000,000 of which it is estimated that 60 to 65 percent can be attributed to visitors to the community (tourists and regional shoppers). This is a huge influx of dollars but also leaves the community vulnerable to outside forces beyond its control.

To understand thoroughly how a local economy works, one must understand how the dollar flows within and through the community. The key is to ensure that new dollars come into the community and stay longer so that the community receives maximum benefit. More dollars brought into the community and circulated more times, mean more jobs and more wealth created for individuals, businesses, and the community as a whole. This multiplier effect is crucial to a successful economy. There are four basic concepts that need to be recognized in order to maximize wealth in a community.

Basic Activity - *This is an activity that brings new money into the local economy, such as tourism and manufacturing. A basic business will create approximately four spin-off jobs for every one job it*

creates directly.

Non-Basic Activity – This is an activity that re-circulates money that is already in the community. Retail trade among the residents, such as dry cleaners and car washes are non-basic industries. Non-basic businesses do not do as much in terms of the multiplier effect but they do keep dollars in the community and cash registers ringing. It typically creates one or less spin-off jobs for every job it creates.

Economic Leakage – This occurs when dollars that are already in the community exit the local economy. Typically Economic Leakage occurs because desired goods and/or services are not available in the local economy or people just choose to spend their money elsewhere (going to the Flagstaff for regular shopping trips). The problem of Economic Leakage can be compounded if local merchants overcharge or do not provide acceptable customer service.

Value Added - Value Added is taking a commodity and through processing, packaging, marketing, or other improvements making it more valuable. Each time value is added it creates wealth.

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Aspects of Page's Economy

Basic Industry

Brings new dollars
in to the communities

Non-Basic Industry:

Keeps dollars circulating
within the local economy

Economic Leakage

Money lost when desired good and
services are purchased outside of
community

**"The secret of all victory
lies in the organization of the non-obvious.**

**To accomplish great things,
we must not only act, but also dream,
not only plan, but also believe."**

-- Anatole France

V. Communication/Coordination

Page has been in the community and economic development business for years. The City has provided funding assistance to the Chamber of Commerce and tourism promotion efforts, created and financed the Main Street Program, and developed infrastructure to support business and industry and improve quality of life. However, there has never been a time when all of the organizations involved in the community's development had an absolute, crystal clear picture of where they stood in relation to one another and exactly what was expected of them.

In order for Page to reach its potential as a community with a sustainable, prosperous economy and superior quality of life, the old ways of doing business must be changed. This is not to say that there have not been successes in the past and that tremendous individual and group efforts have not been put forth. Changing the way business is done is merely a bi-product of our world becoming much smaller and more connected – the New Economy.

An organizational structure that facilitates effective communication and coordination among internal entities and with external partners is the most critical piece of the puzzle. Without a structure that can stand the test of time, through market fluctuations, political changes, or demographic shifts, the long-term effort to really build a sound community will not be sustained.

Page's leadership must have the conviction to lead in the development of the model that will be described on the following pages. Time will prove that the model will need fine-tuning and adjustment along the way but the basic premise must be captured and maintained.

Interagency Coordination Structure

Because of Page's location and geo-political position, there are literally dozens of organizations that can either assist the community or stand in its way. Therefore, coordination with these outside entities is critical.

This structure is reliant on the City, Navajo Nation, and National Park Service working as a three-legged stool. Without all three legs, regional development efforts and efforts within Page will not be as successful.

Every effort must be made to maintain this three way relationship and communication network. This synergy will make coordination efforts with all of the partners identified much more meaningful.

Support Organizations

These organizations were identified as extremely important to implementation and will be called upon to provide support. They will not be regularly involved in day-to-day efforts but will be involved to various degrees based on what projects are being implemented.

- Northern Arizona Council of Governments (NACOG)
- Coconino County
- Kane County
- Navajo Nation
- National Park Service
- Aramark

- *Service Clubs*
- *Surrounding Communities*
- *Arizona Film Commission*
- *Arizona Office of Tourism*

- *Northern Arizona University (N.A.U.)*
- *Small Business Development Center (SBDC)*
- *Salt River Project*
- *Medical Providers*
- *Religious Institutions*
- *Vocational/Technology Schools*
- *State of Arizona (Department of Commerce, Job Service, ADEQ, ADOT, etc.)*
- *State of Utah*
- *Bureau of Land Management (BLM)*
- *Bureau of Indians Affairs (BIA)*
- *Bureau of Reclamation/Department of Energy*
- *Arizona Game and Fish*
- *Environmental Protection Agency (EPA)*
- *Federal Aviation Administration (FAA)*
- *State of Utah Division of Wildlife Resources*

Impact Roles

There are some key entities that can provide serious opportunities and challenges for Page now and in the future. These entities need to be monitored to ensure that Page is prepared to address these opportunities and challenges as they arise.

- *Canyon Forest Village*
- *Environmental groups*
- *East Clark Bench*

Interagency Coordination Structure

Navajo Nation <====> City of Page <====> National Park Service

Social Service Partners	Conservation Partners	Regional Partners	Government
<i>Religious Institutions ADOT</i>	<i>Environmental Groups</i>	<i>Coconino County</i>	<i>FAA,</i>
<i>Service Clubs Interior</i>	<i>Arizona Game and Fish</i>	<i>NACOG</i>	<i>Dept. of</i>
<i>Medical Providers</i>	<i>EPA</i>	<i>Kane County, Utah</i>	<i>BLM</i>

<i>Indian Affairs</i>	<i>Utah Div. of Wildlife Resources</i>	<i>Aramark</i>	<i>Bur. of</i>
<i>Reclamation</i>	<i>Surrounding Communities</i>	<i>SBDC</i>	<i>Bur. of</i>
		<i>Salt River Project</i>	

VI. Community Operating Structure

In order for any effort involving a multitude of people and organizations to be successful, it is imperative that each understands their respective roles and responsibilities and that of others. In this case, there are roles and responsibilities that need to be identified in two categories: within the Direct Operating Structure and the External Coordination Structure.

Following is the outline of roles and responsibilities for each of the entities in the Direct Operating Structure Followed by those in the External Coordination Structure. The bullet points indicating the responsibilities of each entity are not in prioritized order. All of the responsibilities assigned must be carried out for successful implementation.

Direct Operating Structure

The Direct Operating Structure outlines how Page will move forward in community and economic development efforts.

The citizens and City of Page will take the lead in determining what direction the community will head. To implement this vision, the Economic Development Department will take the lead in plan implementation with assistance from a newly created entity called the Community Development Department. It is understood that because of budget and staffing considerations, this department will most likely be figurative at first. However, a community the size and stature of Page needs to have full time community development professionals working to improve the community.

In addition to the plan's implementation, the Economic Development Department will be responsible for working with local primary and manufacturing employers and with local agencies involved in workforce development. The Department will also coordinate with outside agencies for business recruitment and workforce development efforts.

While remaining separate entities, the Chamber of Commerce, Page Main Street, and Powell Museum will all coordinate through the Economic Development Department.

Most communities that depend heavily on the tourism industry for community revenues have a specific entity focusing on developing that industry. In order to place the emphasis that is necessary for tourism development in Page, the Page Tourism Bureau will be developed. This organization can focus strictly on tourism development and promotion and the Chamber of Commerce can focus on working with their membership to improve the local business climate and overall economy.

Primary Organizations

These organizations were identified as key organizations or groups that need to be involved in day-to-day implementation efforts. Failure to include any of these entities will create a major void in implementation efforts.

- *Main Street*
- *Chamber*
- *City*
- *Businesses*
- *Citizens*
- *Public Schools*
- *Community College*
- *Media*

Direct Operating Structure

Page Residents

City of Page Community Development Dept.

Manufacturing/Primary

Employers

Educational Institutions/

Workforce Development Economic Development Department DES Job Services

DES Job Services Focused Future Plan Implementation Team Department of Commerce

Page Tourism Bureau Museum Chamber of Commerce Main Street Program

Tourism Development Tourism Local Business Central Business and Promotion Destination Assistance District Development

Arizona Film Office

Page Film Commission

Direct Operating Structure

Citizens

- *Vote*
- *Monitor progress*
- *Participate*
- *Provide direction*

City of Page

- *Serve as program development organizer*
- *Provide services (public safety, water, etc.)*
- *Listen to the citizens*
- *Provide strong leadership*
- *Communicate with the citizens and outside agencies*
- *Simplify operations*
- *Serve as the regulatory body (e.g., zoning)*
- *Long range planning for the community*
- *Remain solvent/fiscal responsibility*
- *Primary source of infrastructure development*
- *Provide recreation facilities and activities*
- *Funding of programs and careful oversight*

Community Development Department (City Department)

The Action Team strongly suggests that a Community Development Department be organized. Understanding that staffing resources are minimal, this could initially consist of one or part of one employee's responsibility. It was felt that the following tasks were directly related to quality of life issues and should receive priority treatment and none of the existing departments had this kind of overall purpose or focus.

- *Housing development strategy and implementation*
- *Grant application and coordination*
- *Code Enforcement*
- *Parks and recreation facility and program development*
- *Coordinate planning and zoning*
- *Coordinate with Economic Development Department*
- *Long range planning (general plan, CIP, etc.)*
- *Oversight of Senior Center operations*
- *Transit and monitoring of overall transportation system*
- *Coordinate with health care entities*
- *Coordinate with regional and government partners*

Focused Future Implementation Team

The Focused Future Implementation Team (FFIT) will perform as the active body in the implementation of the plan. The FFIT has been designed to have representation from all of the critical sectors and organizations to coordinate the overall effort.

The FFIT will have a membership structure that is very important to maintain. Members of the current Page Lake Powell Community and Economic Development Committee (PLPCEDCC) will be utilized to serve on the team and be augmented as indicated below. The Economic Development Director of the City of Page will serve as the Chairperson and coordinator for the FFIT. The individuals will change over time but the following must be represented:

- *City of Page Economic Development Director*
- *City of Page Community Development Director*
- *Lechee Chapter of the Navajo Nation*
- *Community College*

- *Banking/Finance*
- *Health Care*
- *Public School System*
- *Religious Community*
- *Page City Council*
- *At-large Business Representative*
- *National Park Service*
- *At-large Citizen*
- *Local Media*
- *Hospitality Industry*

Basic Responsibilities Will Be:

- *Develop an annual program of work*
- *Serve as "keepers of the plan" by ensuring its long term implementation*
- *Public relations and education about economic development and how the plan works*
- *Delegate responsibilities to the appropriate entities or individuals*
- *Monitor implementation and review/evaluate progress (utilizing the Performance Criteria)*
- *Update the plan on an annual basis*
- *Prioritize actions*

Economic Development Department (City Department)

- *Focused Future Plan implementation*
- *Provide direct assistance and outreach to Manufacturing and Primary Employers*
- *Take the lead in workforce development by working with educational institutions, workforce development agencies, and DES Job Services*
- *Business recruitment (trade shows, site visits, mailings, networking)*
- *Advertising and promotion for business recruitment*
- *Economic development planning*
- *Business retention and expansion coordination*
- *Land sales*
- *Serve as facilitator for economic development efforts*

Page/Lake Powell Chamber of Commerce

- *Serve as an information clearinghouse for businesses*
- *Promote Page as an attractive place to do business*
- *Showcase and promote local businesses*
- *Respond to residential relocation requests*
- *Raise operating funds through memberships and fundraising activities and events*
- *Work closely with the Economic Development Department*
- *Provide general information to business location leads and then refer them to the Economic Development Department*
- *Provide education and training to local businesses*
- *Distribute tourism information developed by the Page Tourism Bureau*
- *Participate in joint promotion efforts*
- *Serve as the advocate for local businesses*
- *Bring in expertise to assist local businesses*
- *Maintain and support the Page Film Commission and coordinate with the Arizona Film Office. Also provide them with information about local goods and services.*

Page Tourism Bureau

A new non-profit corporation will be formed with a Board of Directors appointed by the City to oversee the operations of the Page Tourism Bureau. It is estimated that tourism brings in between \$80 and \$100 million per year of retail sales and it is time for this "company" to have a Board of Directors and a Chief Operating Officer. Additional funding will be necessary to bring the necessary focus to tourism development and promotion in Page.

- *Develop promotional materials*
- *Distribute tourism promotion materials*
- *Attend travel shows*
- *Develop and implement advertising programs*
- *Provide information for tours*
- *Visitor reception – meet and greet*
- *Coordinate with ARAMARK*
- *Support the efforts of the Page Film Commission*
- *Partner with the Navajo Nation*
- *Participate in regional and statewide tourism promotions*

Museum

- *Collect, interpret, and disseminate historical information*
- *Pursue additional funding sources*
- *Provide educational programs and materials*
- *Develop exhibits*
- *Distribute tourism information developed by the Page Tourism Bureau*

Page Main Street

- *Promotion of Central Business District*
- *Provide business assistance and technical advice*
- *Design assistance – facades, interiors, displays*
- *Provide finance options*
- *Bring in assistance from Arizona Main Street and National Main Street Center*
- *Pursue grants and additional funding sources*
- *Coordinate with City planning efforts*
- *Historic Preservation*
- *Develop and maintain an up to date economic database for downtown*

External Coordination Structure

Roles and Expectations

National Park Service

- *Cooperate and collaborate with the City*
- *Participate in regional events and planning efforts*
- *Be an advocate of Page and Lake Powell*
- *Encourage public input and take action when appropriate*
- *Upgrade facilities and improve the overall tourism product*

- *Educate the public about issues*
- *Participate in joint marketing efforts*
- *Employ local workers when possible*
- *Serve on the Page/Lake Powell Film Commission and cooperate with the government agencies.*

Navajo Nation

- *Keep other entities informed about their plans*
- *Participate in regional events and planning efforts*
- *Continue to address social issues*
- *Partner with the City and other entities on projects of mutual benefit*
- *Participate in the marketing efforts for the area*
- *Employ local workers when possible*
- *Educate citizens about the importance of economic development*
- *Coordinate with the Film Commission*

***"All problems become smaller
if you don't dodge them but confront them.
Touch a thistle timidly, and it pricks you;
grasp it boldly, and its spines crumble."***

-- William F. Halsey

VII. Page's Action Plan

The first year of implementation will focus on setting up the organizational structure described in the previous chapter. Based on the discussions during the plan development process, the following Focus Areas were identified as priorities to be dealt with upon the initial implementation phase. They are further defined with a goal and specific objectives that need to be pursued. It will be the responsibility of the Focused Future Implementation Team to develop an annual work program of specific steps to address each objective.

At least annually, the Performance Criteria will be utilized to determine how well the community is addressing each Focus Area.

Over time, the key issues facing the community will change in nature and priority. This initial Action Plan will serve the implementation effort for an unknown period of time. Some of the Focus Areas, Goals, and Objectives will be short-lived while others will be a major part of the community's agenda for a significant time.

Focus Area: Tourism Development

While a major goal of this plan is to diversify the local economy, tourism is and always will be a driving force. It has been estimated that 30 percent of retail sales in Page are generated from tourism and a vast majority of jobs are related to the tourism industry. The community must enhance the overall tourism "experience" to increase the number of year 'round visitors, have them stay longer, and increase the amount of local purchases.

Goal:

To generate jobs for residents, revenues for businesses and income to the City through a comprehensive tourism development and promotion program.

Objectives:

Develop a coordinated, well-funded promotion strategy.

Utilize the February 1999 ACERT report and coordinate with ACERT in tourism development efforts.

Organize and maintain an active Hospitality Industry Association to bring together innkeepers, restaurateurs, and other tourism-related businesses.

Continue efforts to increase visitors during non-seasonal periods.

Increase average length of stay through creation of more venues and activities and promotion of Page as a hub for regional tourism destinations.

Develop evening activities and venues to attract visitors to local businesses.

Increase the coordination of tourism development efforts with outside agencies/organizations.

Develop and implement training programs for local businesses.

Promote Page to the world through the latest electronic media.

Monitor through various methods customer satisfaction and utilize these efforts to gain information regarding possible improvements.

Performance Criteria

- *Retail sales*
- *Bed and board tax revenues*
- *Average length of stay*
- *Evening activity*
- *Percentage of funding spent on joint tourism promotion efforts*
- *Overall customer satisfaction*
- *Amount of outside contact with electronic media sources*
- *Hours of operation of local retail businesses*

Focus Area: Program Funding

Consistent funding of community and economic development efforts is critical since it takes a long time to make major strides. Successful communities "stay the course" and develop and follow

policies to ensure that funding is wisely spent.

Goal:

To identify long term, stable funding for community and economic development efforts and ensure accountability.

Objectives:

Develop funding sources so programs will be self-sustaining.

Organizations that seek funding shall be required to submit a proposal that will be evaluated. Funding procedures will be formalized to ensure accountability through the following methods:

- *Each proposal shall include a detailed job description for staff with roles and responsibilities outlined, a detailed program of work that outlines what programs or efforts the proposed funding will be used for, and an adopted Fiscal Year Organizational Budget.*
- *Should funding be allocated in response to the proposal, a contract for services between the two bodies will be developed.*
- *The contract will include built-in evaluating and monitoring mechanisms to facilitate performance review by the funding body and contract termination grounds and procedures.*

Performance Criteria

- *Amount of funding for plan implementation*
- *Understanding of expectations and responsibilities*
- *Level of trust between organizations*
- *Analysis of contractual performance*

Focus Area: Education and Training

Workforce quality is the most important factor in economic success. It is critical that schools develop quality students who become quality employees. It is also estimated that students leaving high school today will have an average of seven careers in their working life – not jobs, careers. This will place an increased emphasis on workforce flexibility and continuing education and training programs.

Goal:

To improve the local education and training system by providing excellent elementary education, a full range of secondary and post secondary programs, and the latest in training programs to prepare residents to prosper in the "New Economy."

Objectives:

Continue to develop and improve mentoring and school to work programs.

Develop training programs to position Page to become a "Regional Hospitality Training Center."

Expand training and retraining facilities and programs.

Ensure that school curriculum meets the needs of local businesses.

Maintain education services as a strength of the community.

Increase communication and coordination between the college, high school, and middle and elementary schools.

Develop additional classes and four-year post secondary education opportunities.

Performance Criteria

- *Student/teacher ratios*
- *High School graduation rates*
- *School test scores*
- *Number of training programs and level of participation*
- *Tracking graduates success in higher education and employment*
- *Percentage of hires from the local labor force for skilled and supervisory positions*
- *Classes and degree programs available*

Focus Area: Technology

Successful communities will be the ones that are "plugged in." Communication and information technology is even more important in Page since the community is in a remote area. Page must be technologically advanced to close this gap.

Goal:

To ensure that Page has the technology infrastructure for businesses and residents to compete in the New Economy.

Objectives:

Enhance Internet access for residents, students, and businesses by promoting upgrades in local telecommunications systems including wireless technologies.

Provide training programs for businesses in technology use and Internet marketing.

Performance Criteria

- *Percentage of homes, schools, and businesses with Internet access.*
- *Local speed and capacity of data transfer*
- *Internet related sales*

Focus Area: Transportation

Moving people to and from Page in an efficient manner will be a major factor in the community's ability to increase tourism and attract new businesses and investment. A comprehensive effort that looks at all options will be necessary for success.

Goal:

To provide safe, affordable, convenient, and timely travel options to and from the community.

Objectives:

Takes steps to increase airline capacity and equipment options through facility improvements.

Develop options for free or low cost transportation for visitors from lodging areas to activity areas.

Tie commercial airline marketing efforts into tourism promotion efforts.

Continue to support plans for four-lane, divided highway access to Page from the north and south.

Develop additional commercial ground transit services.

Performance Criteria

- *Airline passenger loads*
- *Airline reliability and performance*
- *Destinations and number of commercial flights*
- *Highway improvements made*
- *Increased mobility of visitors without their own vehicles*

Focus Area: Image/Sense of Community

Successful communities have a healthy self-image and community spirit. These factors facilitate making overall community improvements that will translate into the community being viewed positively by others.

Goal:

To increase the "self pride" in the community and improve Page's image to the outside world.

Objectives:

Through various methods, increase public awareness of positive aspects of the community.

Develop a Page/Lake Powell "brand" to enhance the area's image.

Develop programs and policies for neighborhood beautification and housing and commercial building rehabilitation.

Use the "Vision for the Future" to promote community pride and external image.

Develop design guidelines for buildings that are based on an overall "theme" to be developed.

Enforce codes to keep the community clean and attractive.

Hold periodic public forums/town halls to provide citizen information, receive feedback, and gain buy-in on major community programs.

Expand year 'round comprehensive community clean-up programs.

Performance Criteria

- *Number of participants involved in clean up and beautification programs and community events and meetings*
- *Number of homes and businesses rehabilitated*
- *Level of code compliance*
- *Overall community ambiance*

Focus Area: Health Care

Quality health care is a major building block of successful communities and as our population ages, it will increase in importance.

Goal:

To increase the local availability of medical services and facilities and improve access to specialized medical treatment through improved transportation and electronic medicine systems.

Objectives:

Continue expansion and upgrade of hospital facilities.

Expand the range of medical and diagnostic services available locally.

Expand technology for and implement a comprehensive tele-medicine program.

Develop extended and assisted care facilities in the community.

Increase convenient and reasonably priced long-range transport options.

Promote convenience, availability, and quality of local medical services to increase consumer awareness and confidence.

Encourage medical providers to utilize local facilities when possible.

Performance Criteria

- *Number and type of medical services available locally*
- *Local medical revenues*
- *Medical leakage*
- *Extended and assisted care options*

Focus Area: Effective Government

The City of Page will lead the way in making community improvements. To be most effective, the City must be efficiently run and exhibit strong leadership.

Goal:

To maintain a stable and fiscally responsible City government that will facilitate and enhance community and economic development efforts.

Objectives :

Maintain a cooperative relationship with County, State, and Federal agencies as well as Native American communities.

Allocate future land sales proceeds for infrastructure improvements to enhance community and economic development efforts.

Expand public information and education programs to enhance communications with citizens.

Utilize the Capital Improvements Plan to prioritize infrastructure development projects.

Develop programs to upgrade existing housing stock as it ages and facilitate the development of a wide price range of new housing.

Provide leadership for the community in regard to environmental issues.

Ensure an adequate water supply through source and system development and conservation.

Ensure fees and rates for services cover operating costs as well as maintenance and upgrade costs.

Develop policies and fee structures to ensure that assistance and services provided to outlying areas does not place an additional burden on Page's taxpayers.

Develop policies to ensure that new growth pays for itself.

Maintain state of the art municipal services.

Performance Criteria

- *City financial stability level (living within its means)*
- *Joint projects with outside agencies*
- *Funding of infrastructure projects*
- *Solvency of enterprise funds*
- *Quality of service provision*

Focus Area: Business Development

Developing existing businesses and bringing in new businesses and investment will create more and better jobs, revenues available for community improvements, and increase the overall standard of living in the community.

Goal:

To diversify the local economy and develop employment opportunities which provide livable incomes through expansion of local businesses and bringing new firms to the community.

Objectives:

Develop and implement a business retention and expansion program.

Develop and market additional employment related locations in the community including initiating improvements in physical and telecommunication infrastructure.

Develop a target-marketing plan for business recruitment focusing on tourism, environmental technologies, advanced composite materials, and software development.

Develop a program to market the area and fully take advantage of film, commercial, and print advertising activities.

Streamline land sales and permitting procedures to make Page more "business friendly."

Develop data to substantiate the retail market area and utilize this information in retail development marketing efforts.

Develop a "gap analysis" that determines what goods and services are lacking in the community and utilize in business development efforts and marketing.

Activate and enforce the Business License Ordinance to keep an inventory of local businesses and to determine net loss/gain of firms.

Performance Criteria

- *Unemployment rates*
- *Job creation rates*
- *New business locations*
- *Retail sales (sales tax returns)*
- *Per capita and household income*
- *Commercial and industrial vacancy rates*
- *Net gain/loss in businesses and employees*

***"Success is the child of drudgery
and perseverance. It cannot be
coaxed or bribed; pay the price and
it is yours."***

-- Orison Swett Marden

VIII. Initial Implementation

The initial implementation phase of the process is critical. The plan can only bring about the desired results if it is embraced by area residents and leaders in the first year. In order for this to happen, a comprehensive approach to community integration will be necessary.

This approach must accomplish the following tasks:

- *Inform the public about what the plan is all about*
- *Enlist the community's leadership to endorse the plan and assist in implementation*
- *Raise the awareness of other agencies about what Page is planning to do and enlist their support*
- *"Sell" the message of change one person at a time*

To accomplish these objectives, a system will be developed containing these initiatives:

- *An executive summary will be developed.*
- *The plan and executive summary will be placed on a Web site where they can be reviewed and there will be links so that people who would like to get involved can do so.*
- *A contact person will be identified within each of the entities in the organizational structure and those that have e-mail capabilities will receive regular communications from the FFIT.*
- *Face to face visits with key contacts will be arranged to review the plan and outline responsibilities for implementation.*

The FFIT will meet at least monthly during the first year to organize and mobilize resources for implementation of the Action Plan.

A concerted, long-term implementation effort by the community in tandem with assistance from outside sources will greatly enhance Page as a place to live, work, play, and visit. It must be remembered it takes a long time to change attitudes and old habits.

Appendix A - Action Team Members

Mike Anderson

Lane Baker

Wes Berry

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Gracie Burton

Jody Gebhardt

Val Gleave

Chris Goetze

Diane Hansen

Rosie Hensley

John Hilzman

Tina Holman

Vernita Herbel

Richard Jentzsch

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