



TOWN OF CAMP VERDE

Strategic Plan Summary

For fiscal year 2019-20

Each year, at the beginning of the budgeting process, the Town of Camp Verde goes through a strategic planning process to develop focus on the short-term and long-term needs and direction of the Town, specifically as it applies to the budgeting process. The goal is to develop a document that can be used as a reference by Council members and Town staff as they prepare and prioritize the Town's 5-year Capital Improvement Plan and overall Town budget. Council members spend a half day analyzing town issues from two different viewpoints; general values and SWOT analysis.

General Values

Each member is given a worksheet ahead of time to work through in anticipation of the strategic planning meeting. The worksheet (see attachment A) focuses council member's attention on 11 separate topical areas affecting the Town. From those 11 sections, each member selects the top 5 items from their list to share with the group. Once the duplicates are removed or combined, members vote through a weighted point system to ascertain the overall top 5 values of the group. The top 5 values are listed below:

Top 5 General Values:

- 1) Economic Growth
- 2) The Verde River; taking care of and providing access to
- 3) Infrastructure
- 4) Attracting Families
- 5) Community Recreation & Activities

SWOT Analysis

SWOT analysis looks at the Town as a whole from the perspectives of Strengths, Weaknesses, Opportunities and Threats (see attachment C). Council members are encouraged to complete this worksheet interactively. Once all individual worksheets are completed, council members are asked to prioritize their top five items from the standpoint of: 1) what strengths should be further enhanced, 2) what weaknesses should be given better support, 3) what opportunities should be taken advantage of and lastly, 4) what threats should be mitigated or removed. Once again, these top 5 items are posted together and combined to eliminate duplicate ideas. Council members again use a weighted voting system to determine the overall top five areas of focus. The top 5 analysis points are listed below:

Top 5 Priorities:

- 1) Education & Training (weakness)
- 2) Outdoor Recreational Opportunities (opportunity)
- 3) Middle Verde By-pass Road (threat)
- 4) Tourism (opportunity)
- 5) Infrastructure (weakness)

GOAL DEVELOPMENT

Once these exercises are completed, Council is asked to determine a list of short-term (1-2 years) and long-term (3-10 years) goals that they would like to see accomplished. For fiscal year 2019-20, 7 goals have been detailed, including what activities are being accomplished as follows:

1. Expand access to vocational & educational opportunities. (LT)

Council believes that educational opportunities for residents in Camp Verde are too limited. The town needs to look at ways they can improve the range of opportunities in our area for continued education as well as vocational training. These services would be instrumental in expanding our available work-force.

Current activities:

1. *The Town does not have any current activities in this area.*

2. Promote & protect the natural resources of our community. (LT)

The natural public areas of our Town are a big part our community, heritage and recreation/tourism activities. While access to these areas is key to families and visitors, we must make sure these areas are protected from misuse and other destructive forces.

Current activities:

1. *Working with Verde Front group, a conglomeration of Verde Valley municipal employees, business owners and private land owners, to facilitate organized utilization and preservation of local rivers, trails and general recreation areas.*
2. *Working with property owners to clean up river area and provide information and ground rules to those utilizing the river.*
3. *Continue to engage attorney for protecting our local ground water rights.*

3. Continued improvement & acquisition of infrastructure. (ST/LT)

Maintaining our roads, expanding our wastewater system and acquiring local water utilities are a major focus of the Town Council. These three areas play a significant role in our ability to expand both residential and commercial segments.

Current activities:

1. *We are in the planning stages of expanding wastewater services along the Hwy. 260 corridor Northwest of Town.*
2. *We have completed 3 years in a 5-year road maintenance program.*
3. *We are engaged in talks with a local water utility for the prospect of purchasing those operations and bringing them under Town control.*

4. Expand current and develop new outdoor recreational opportunities for all ages. (ST)

Currently there are a limited number of ball fields accessible to various rec programs in Camp Verde. With multiple sports looking for limited field access, scheduling issues become very difficult and often involve late evenings, frustrating both participating families and local residents near the fields. Camp Verde's physical location allows for a multitude of outdoor recreation activities but the infrastructure to support these activities needs further development.

Current activities:

1. *Construction on the new Camp Verde Sports Complex is underway.*
2. *Last year's pilot summer program was a success and is being expanded this year.*
3. *The Town is bringing the management of annual local events in-house.*
4. *The Economic Development department is currently working with a grant agency to expand our trail system in and around town.*
5. *We are expanding our Maintenance department to provide more direct attention to our local parks.*

5. Secure & develop commercial & residential growth. (LT)

Council desires to see its commercial and residential base continue to grow. We must create a stronger economic base and be able to provide workers for those new jobs. To secure this type of growth, the town must actively cultivate potential investors in this area.

Current activities:

1. *The town has discontinued relations with an economic development firm we were under contract with as opportunities were not coming to fruition.*
2. *Camp Verde has been designated as an "Opportunity Zone" area and is attracting the attention of several large investors in both commercial and residential development under this program. Our Economic Development department is actively marketing our region with these investors.*

6. Attract businesses with well-paying wages that provide access to meaningful employment. (LT)

It is not enough to wait for new business interests to come to our town by chance. The Town needs to continue to add direct support to the efforts of attracting employers that can offer meaningful employment to our residents. This process is being spear-headed by our Economic Development department.

Current activities:

1. *This is a detailed sub-set of goal 5 above. See goal five for current activities.*

7. Make Camp Verde a tourist destination. (ST/LT)

While a very generic goal, Council wants to encourage the idea that Camp Verde would be considered a tourist destination. To that end, the Town needs to determine what if any barriers need to be eliminated and what infrastructure needs to be implemented to allow for the growth of this industry. Furthermore, tourist activities compatible to our location should be identified and cultivated.

Current activities:

1. *The Town does not have any current activities in this area outside of those listed in goal #4 above.*