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**AGENDA
TOWN OF CAMP VERDE
REGULAR SESSION
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, JUNE 6, 2018 at 6:30 P.M.**

If you want to speak ON ANY ITEM ON THE AGENDA, PLEASE complete the Request to Speak Form

Note: Council member(s) may attend Council Sessions either in person or by telephone, video, or internet conferencing.

1. Call to Order

2. Roll Call. Council Members Jackie Baker, Buck Buchanan, Dee Jenkins, Brad Gordon, Robin Whatley; Vice Mayor Jessie Murdock; and Mayor Charles German.

3. Pledge of Allegiance

4. Consent Agenda – All those items listed below may be enacted upon by one motion and approved as consent agenda items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Council requests.

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a) Approval of the Minutes:

- 1) Regular Session – May 16, 2018
- 2) Council Hears P&Z Matters – May 23, 2018

b) Set Next Meeting, Date and Time:

- 1) Wednesday, June 13, 2018 at 5:30 p.m. – Work Session
- 2) Wednesday, June 20, 2018 at 6:30 p.m. – Regular Session
- 3) Wednesday, June 27, 2018 at 6:30 p.m. – Council Hears P&Z Matters
- 4) Wednesday, July 4, 2018 at 6:30 p.m. - Regular Session – Meeting cancelled per Resolution 2018-994

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c) Possible approval for the Finance Director to open the Parks Fund to track the construction of the new Camp Verde Sports Complex. [Staff Resource: Mike Showers]

5. Special Announcements and presentations.

19

5.1. Proclamation in the memory of the Granite Mountain Hotshots.

n/a

5.2. Verde Valley Senior Center/Meals on Wheels, Request for Funding. [Requested by Elaine Bremner through Russ Martin]

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5.3. Presentation, discussion and comment on the Verde Valley Region Economic Organization’s 2018 Draft Strategic Plan. [Staff Resource: Steve Ayers]

6. Call to the Public for items not on the Agenda. (Please complete Request to Speak Card and turn in to the Clerk.) Residents are encouraged to comment about any matter NOT included on the agenda. State law prevents the Council from taking any action on items not on the agenda. At the conclusion of an open call to the public,

individual members of the public body may respond to criticism made by those who have addressed the public body, may ask staff to review a matter or may ask that a matter be put on a future agenda. However, members of the public body shall not discuss or take legal action on matters raised during an open call to the public unless the matters are properly noticed for discussion and legal action. (Pursuant to A.R.S. §38-431.01(H))

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n/a

7. Business. Legal action can be taken.

7.1. Council's acceptance of the Official Department of Public Safety (DPS) Report regarding the investigation and results of allegations made against Marshal Nancy Gardner, The Town of Camp Verde. This places the document on the Council's record of report's related to Personnel Matters through referral via the Town's Human Resources Office. This report is available upon request through the Town of Camp Verde Clerk's office. Possible discussion and direction to staff related to the timeline for the conclusion of H.R. policies and procedures review and possible recommendations for additional and/or ongoing training for staff members. [Mayor German]

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7.2. Discussion, consideration and possible approval of the FY19 Debt Levy Certification to Yavapai County for \$605,947, acting as the Trustee to the Camp Verde Sanitary District. [Staff Resource: Mike Showers]

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7.3. Discussion, consideration and possible approval of the FY19 Special Assessment Levy of \$222,241 for annual payments against the Camp Verde Sanitary District's WIFA note 910175, acting as the Trustee to the Camp Verde Sanitary District. [Staff Resource: Mike Showers]

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7.4. Presentation, discussion and possible direction to staff regarding Economic Development projects, programs and activity. [Staff Resource: Steve Ayers and Sebra Choe]

8. Call to the Public for items not on the agenda. (Please complete Request to Speak Card and turn in to the Clerk.)

9. Council Informational Reports. These reports are relative to the committee meetings that Council members attend. The Committees are: Camp Verde Schools Education Foundation, Chamber of Commerce, Intergovernmental Association, NACOG Regional Council, Verde Valley Transportation Planning Organization, Yavapai County Water Advisory Committee, and shopping locally. In addition, individual members may provide brief summaries of current events. The Council will have no discussion or take action on any of these items, except that they may request that the item be placed on a future agenda.

10. Manager/Staff Report Individual members of the Staff may provide brief summaries of current events and activities. These summaries are strictly for informing the Council and public of such events and activities. The Council will have no discussion, consideration, or take action on any such item, except that an individual Council member may request that the item be placed on a future agenda.

11. Adjournment

Posted by: _____ Date/Time: _____
Note: Pursuant to A.R.S. §38-431.03.A.2 and A.3, the Council may vote to go into Executive Session for purposes of consultation for legal advice with the Town

The Town of Camp Verde Council Chambers is accessible to the handicapped. Those with special accessibility or accommodation needs, such as large typeface print, may request these at the Office of the Town Clerk at 928-554-0021

Agenda items may be taken out of order.

Pursuant to A.R.S. §38-431.01 Meetings shall be open to the public - A. All meetings of any public body shall be public meetings and all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings. All legal action of public bodies shall occur during a public meeting.

Pursuant to A.R.S. §38-431.03(A)(2) and (A)(3), the Council may vote to go into Executive Session for the purpose of consultation for legal advice with the Town Attorney on any matter listed on the Agenda, or discussion of records exempt by law from public inspection associated with an agenda item.

Camp Verde Council Meetings are recorded and may be viewed on the Camp Verde website. Pursuant to A.R.S. §1-602(A)(9), parents and legal guardians have the right to consent before the Town of Camp Verde makes a video or voice recording of a minor child. If you permit your child to participate in the Council Meeting, a recording will be made. You may exercise your right not to consent by not permitting your child to participate or by submitting your request in advance to the Town Clerk that your child not be recorded.

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Support your local merchants

DRAFT MINUTES
TOWN OF CAMP VERDE
REGULAR MEETING
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, MAY 16, 2018 at 6:30 P.M.

1. Call to Order

Mayor German called the meeting to order at 6:30 pm.

- 2. Roll Call.** Council Members Jackie Baker, Buck Buchanan, Dee Jenkins, Brad Gordon, Robin Whatley; Vice Mayor Jessie Murdock; and Mayor Charles German were present.

Also Present:

Town Manager Russ Martin, Town Clerk Judy Morgan, Commander Brian Armstrong, Finance Director Mike Showers, Public Works Director Ron Long and Recording Secretary Marie Moore.

3. Pledge of Allegiance

Mayor German led the Pledge of Allegiance.

- 4. Consent Agenda** – All those items listed below may be enacted upon by one motion and approved as consent agenda items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Council requests.

a) Approval of the Minutes:

- 1) Council Hears P&Z Matters and Special Session– April 25, 2018
- 2) Regular Session – May 2, 2018

b) Set Next Meeting, Date and Time:

- 1) Wednesday, May 23, 2018 at 6:30 p.m. – Council Hears P&Z Matters
- 2) Wednesday, June 6, 2018 at 6:30 p.m. - Regular Session
- 3) Wednesday, June 13, 2018 at 5:30 p.m. – Work Session
- 4) Wednesday, June 20, 2018 at 6:30 p.m. – Regular Session

c) Possible approval of a USDA Rural Business Development Grant application requesting \$8500 in funding to pay for a hotel feasibility study. [Staff Resources: Steve Ayers]

Councilor Jenkins requested 4 C) be pulled from the Consent Agenda and discussed as a separate agenda item.

On a motion by Councilor Gordon, seconded by Councilor Baker, Council unanimously passed the Consent Agenda with the exception of item 4 C).

Councilor Jenkins indicated her concern regarding item 4 C and asked for input from staff and other council members as to the necessity for the feasibility study. Councilor Baker indicated that such information should already be coming to the Town through the Retail Strategies Study that is being conducted at this time. Town Manager Martin explained that the request for this study was made by

several investors in the area looking into building new hotels. The results of such a study would give a comprehensive review of the hotels already in the area, what success rates would be for new construction and potential occupancy levels for the area, all of which are different than what will be received from the Retail Strategies Study.

Councilor Whatley explained that this is only an approval to apply for the grant and does not commit the Town to any funding for the study if a grant is received. Martin explained if the grant is received, then it is the understanding that funding would be approved by council to move forward. Councilor Gordon questioned what the amount is the town commits to for funding. Martin explained \$2,000.00 is necessary from the town and the additional \$1,500.00 is being donated by the 3 interested investors of the study.

Vice Mayor Murdock clarified that the grant is only available if the town is participating. Martin confirmed this information, indicating that the grant is only available to a government entity. Mayor German indicated that he felt it would be good to have in the town portfolio for future use.

On a motion by Councilor Whatley, seconded by Councilor Gordon, Council unanimously approves item 4 C) of the Consent Agenda.

5. Special Announcements and presentations.

5.1. Verde Valley Archaeology Center Annual Report to Council, as required under terms of the lease for the building (July 2017-June 2018) [Presented by: Ken Zoll, Executive Director of VVAC]

Ken Zoll summarized the report given to council for review. Zoll spoke of the construction and completion of the water main line; necessary fencing installed; a ½ mile pathway that loops the pit houses on the property which will be open to the public on June 30th. A Native American garden which was constructed through a \$25,000 donation received. The date of the Archeology Fair is no longer going to be during the Spring Heritage Festival due to lack of participation but the center will still help with the festival. The Paul Dyck art exhibit has brought forth a lot of visitors to the center. The center received a grant of nearly \$25,000 from the Institute for Museum and Library Services to upgrade the exhibit on the Yavapai Apache Nation which will include iPad kiosks for detailed information and will be open to the public by Labor Day weekend. Membership continues to grow for the center with 503 family memberships comprising over 1,000 individuals. Field seminars will be conducted starting September 1st as well.

As a way to give back to the community, Zoll has gone to the school district and asked to help, resulting in the creation of the Philipp England Performing Arts Foundation. With the help of fundraising through concerts and events, the performing arts building will receive necessary upgrades.

6. Call to the Public for items not on the Agenda. (Please complete Request to Speak Card and turn in to the Clerk.)

President of the Camp Verde Public Safety Association, David Freeman asked Council to consider appropriate pay raises for the Marshal's Office while planning the budget. He expressed his concerns for the department and the frustration of the

employees for their lack of pay in comparison to neighboring areas. Freeman used the example of Chino Valley, a comparable town to Camp Verde and indicated that their starting pay is \$4.00 per hour more than Camp Verde.

Ron Posten requested Council provide a place for the public to sit out of the weather, while Council convenes in Executive Session.

7. Business. Legal action can be taken.

7.1. Discussion, consideration & possible approval of Resolution 2018-1004, a Resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona, adopting fees for Town services for Fiscal Year 2018-19 and superseding Resolution 2017-979. [Staff Resource: Mike Showers]

Finance Director Mike Showers indicated that the fee schedule is approved each year during the budget planning and this year there are multiple increases and decreases to look at.

Councilor Gordon questioned the Commercial Public Records Request. Town Clerk Judy Morgan explained that the fee is common with municipalities. It was questioned why an individual would not be referred to the information online. Morgan explained that several options are given to an individual on how to obtain the information requested, but if it is not available, state law indicates records must be provided. Councilor Baker requested clarification on the determination of a commercial record in comparison to non-commercial records. Morgan indicated that generally if the individual is going to make a monetary gain from the records it is deemed commercial.

Councilor Jenkins expressed her lack of support for the increase of pool fees and pointed out the adult 10 visit pass does not offer a discount when purchased as opposed to just buying a daily pass. Councilor Whatley questioned staff as to the fiscal cost to run the pool and the offset the entrance fees make. Town Manager Martin spoke of the expense for operating as well as the increase in wages for employees. Councilor Baker indicated her concern of the financial burden on families and asked Council to consider waiting a year to increase the fees. Councilor Whatley gave a comparison of the Chino Valley public pool fees and how their fee schedule is broken down by age category.

Mayor German called the meeting open to public comment.

Joe Butner expressed that regarding the Public Records Request he feels it is a burden the government has to shoulder and suggests that the town make it as easy as possible for the public to receive information at as little of cost as possible. Butner indicated his understanding of the expense to operate the pool but suggests raising the fees for the group rentals rather than daily admission.

Marie Moore indicated she has children who would rather go over to Cottonwood Rec Center where the admission is higher because the facility is nicer and expressed her support in raising the fee. She indicated that such a small raise will not affect families, but would like to see improvements done to the facility as well as proper wages paid to the lifeguard staff and having more staff available.

Mayor German expressed his sorrow from several youth death occurrences at the

river when the pool was not available and doesn't want to see families or children going to the river because they cannot afford pool entrance, but feels that the Town is not raising the fee drastically enough to be at that point. Mayor German also expressed his disappointment that the schools do not utilize the facility more.

Councilor Jenkins requested clarification on the new kitchen cleaning fee. Town Manager Martin indicated that it is more of a deterrent towards those who feel that staff are employed to clean after they have used the facility. Councilor Whatley asked for clarification if the fee was built into the deposit required and Martin confirmed it was.

Councilor Gordon questioned the technology fee increase and what it applies to. Martin indicated that the increase will help the town move forward with digital processing of permits, etc.

Joe Butner questioned Council regarding the underground utilities exemption fee and what exactly it is for. Public Works Director Ron Long stated that during his tenure with the town, no one has ever applied for an exemption, but it is his understanding that the fee is for the application for the exemption, not the exemption itself. Mayor German directed staff to gain clarification on the fee.

On a motion by Councilor Whatley, seconded by Vice Mayor Murdock, Council approves Resolution 2018-1004, a Resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona, adopting fees for Town services for Fiscal Year 2018-19 and superseding Resolution 2017-979 with the change of the Adult Heritage Pool fee for 10 visits read \$25.00. Opposed by Councilor Baker.

7.2. Discussion, consideration and possible approval to be a co-signer on an Environmental Protection Agency (EPA) Request for Comment "Clean Water Act Coverage of 'Discharge of Pollutants' via Direct Hydrologic Connection to Surface Water". [Staff Resource: Russ Martin]

Town Manager Russ Martin explained that the EPA is looking for comments regarding the issues a small community would face when going through the process to recharge water and how critical it is to maintain the Verde River.

On a motion by Councilor Whatley, seconded by Councilor Baker, Council unanimously approves Mayor German to be a co-signer on an Environmental Protection Agency (EPA) Request for Comment "Clean Water Act Coverage of 'Discharge of Pollutants' via Direct Hydrologic Connection to Surface Water".

Mayor German called a recess of Council at 8:03 pm. The meeting reconvened at 8:08 pm.

7.3. Discussion, consideration and direction to Staff regarding the 2019 Capital Improvement Plan (CIP). [Staff Resource: Ron Long and Russ Martin]

Town Manager Russ Martin expressed his recommendations to Council in a prioritized list with projected reserve spending. Martin explained that the current budget already covers the \$700,000 chip seal project and equipment needs are already met. There will be a few vehicles needs in the Marshals Department that will need to be met within the next two years.

Councilor Gordon requested that the retaining of two rights-a-way on Highway 279 be included in the budget as well.

Councilor Baker questioned options and prices regarding leasing vehicles. Martin explained that currently they are in a lease to purchase option and are looking at the benefit of a lease only option.

Martin indicated that the new phone system now has caller id features for public benefit.

Mayor spoke of the Howards Road purchase and the possibility of the Bureau of Land Management conducting a boundary survey.

On a motion by Vice Mayor Murdock, seconded by Councilor Gordon, Council unanimously directed staff to include the 2019 Capital Improvement Plan as presented into the 2019 Town Budget.

7.4. Discussion, negotiation and possible action on the Town Manager's employment contract. The Council may, by majority vote, recess the regular meeting, hold an executive session and then reconvene the regular meeting for discussion and possible action on this item as covered under A.R.S. 38-431.03 (A)(1).

Mayor German made a motion to go into Executive Session pursuant to A.R.S. § 38-431.03(A)(1) for discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee or employee of any public body, seconded by Councilor Whatley. It was approved unanimously.

Mayor German recessed the open session at 8:37 and convened into Executive Session at 8:39 p.m.

7.4.1. Recess into and hold an executive session pursuant to A.R.S. § 38-431.03(A)(1). Discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee or employee of any public body.

7.4.2. Reconvene Open Session.

Mayor German reconvened the Open Session at 9:09, having concluded the executive session. No action was taken on this item.

8. Call to the Public for items not on the agenda. (Please complete Request to Speak Card and turn in to the Clerk.)

No comments were received.

9. Council Informational Reports.

Councilor Gordon spoke on participating in a Camp Verde Promotions meeting with a good turn-out for the Fort Verde Days planning effort.

No other reports were received from Council.

10. Manager/Staff Report

Town Manager Martin spoke on his hiring process for the new Marshal. Four candidates have narrowed down to three with the interview process starting tomorrow

(5/17/18). Interview panel will include Russ Martin, Carol Brown and the Verde Valley Police Chiefs, excluding Clarkdale police chief who will be sending a representative in his place. At 4:00 p.m. a Law Enforcement Recognition event will be held, and at 6:00 p.m. he is opening up an opportunity for council and the public to meet and greet the candidates in the Council Chambers until 7:30 p.m. Friday morning at 7:30 a.m. (5/18/18) Department heads are invited to meet and greet the candidates and at 9:00 a.m. Council and Public is again invited to join the candidates at the Town Library, until 10:30 a.m. The following week will include background checks and once a hiring decision is made notice will go out in this order: Council; Press; CVMO Staff. The Town Manager is asking for input/feedback to aid with his decision.

Manager Martin provided an update on the Barnes House (potential purchase) item that came before council at the April 25, 2018 Special Session. Currently there is no willing seller so it is not being pursued.

Manager Martin gave an update on the old Circle K property purchase, explaining he hopes to have it before Council either May 23, 2018 or June 6, 2018. The environmental issues are still be resolved, but they have a clean environmental report.

11. Adjournment

Mayor German adjourned the Regular Session at 9:16 p.m.

Mayor Charles German

Attest: Town Clerk Judy Morgan

CERTIFICATION

I hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during Council Meeting of the Town Council of Camp Verde, Arizona, held on May 16, 2018. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2018.

Judy Morgan, Town Clerk

DRAFT MINUTES
TOWN OF CAMP VERDE
COUNCIL HEARS PLANNING AND ZONING MATTERS
MAYOR AND COUNCIL
473 S MAIN STREET, SUITE 106
WEDNESDAY, MAY 23, 2018 at 6:30 P.M.

Note: Council member(s) may attend Council Sessions either in person or by telephone, video, or internet conferencing.

1. Call to Order

Mayor German called the meeting to order at 6:30 p.m.

2. Roll Call

Mayor Charles German, Councilor Dee Jenkins, Councilor Brad Gordon, Councilor Robin Whatley, and Councilor Jackie Baker were present. Vice Mayor Jessie Murdock and Councilor Buck Buchanan were absent.

Also Present:

Community Development Director Carmen Howard and Recording Secretary Jennifer Reed.

3. Pledge of Allegiance

Mayor German led the Pledge.

4. Consent Agenda – All those items listed below may be enacted upon by one motion and approved as consent agenda items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Council requests.

a) Approval of the Minutes:

- 1) Budget Session – May 4, 2018

b) Set Next Meeting, Date and Time:

- 1) Wednesday, June 6, 2018 at 6:30 p.m. - Regular Session
- 2) Wednesday, June 13, 2018 at 5:30 p.m. – Work Session
- 3) Wednesday, June 20, 2018 at 6:30 p.m. – Regular Session
- 4) Wednesday, June 27, 2018 at 6:30 p.m. – Council Hears P&Z Matters

Motion made by Councilor Gordon to approve the consent agenda as presented. Second was made by Councilor Baker. **Motion** carried unanimously.

5. Special Announcements and presentations.

None

6. Call to the Public for items not on the Agenda. (Please complete Request to Speak Card and turn in to the Clerk.) (Pursuant to ARS §38-431.01(H))

Carol German - would like Council to reconsider raising the pool fees. She understands it is costly to run the pool but it is one of the few things the community has for the youth. She feels raising it to \$2 is cumbersome for families and thinks the

fee should be \$1.00 to \$1.50. With all the work that was put into building the pool by work from the citizens and the Heritage Grant, she would like the Council to reconsider this one fee.

Bill LeBeau - would like to have more information on the proposed budget, specifically the debt, spending, Capital Improvement Projects and the Manager's wages. Mayor German suggests Mr. LeBeau sit down with the Town Manager to ask his specific questions.

Ron Posten - stated he specifically moved here after he attended CornFest. He was impressed with the event and fell in love with area. He spoke on his disappointment in possibly losing this event; suggested leadership set a date to hold it next year and be proactive by setting up a committee for the event; Camp Verde Promotions leaders experiencing burnout; looking for new solutions to the problems that arise; asked Council to consider how to save CornFest because it's the number one draw for visitors.

7. Business - Council Hears P&Z Matters. Legal action can be taken.

7.1. Possible approval (or denial) for Ordinance 2018-A434, an Ordinance of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona for a Text Amendment change to the Town of Camp Verde Planning and Zoning Ordinance Section 203, Use District to remove Medical Marijuana Dispensaries from C2 (Commercial, General Sales and Services) Zoning District and to remove Medical Marijuana Off-site Cultivation Location/Facilities from the C3 (Commercial, Heavy Commercial). [Staff Resource: Carmen Howard]

Community Development Director Carmen Howard gave a PowerPoint presentation showing an overview of all current zoning Districts in the area and where the proposed change would be. Ms. Howard explained that after speaking with town citizens, administration, and Council Members, C3 zoning is the better zoning for Dispensaries and M1 for the Growth Facilitates. All state laws were met with postings and public hearings. The Planning and Zoning Commission recommends approval for these changes, as well as staff.

Carol German complimented the Planning and Zoning Commission for making this change so that all Grow Facilities are in the same zones. Ms. German asked if there is a state law that prohibits the Town from limiting the number of grow facilities in a community. Ms. Howard doesn't know but can find out. Ms. German stated that the Town doesn't get any tax dollars from this and grow facilities take a lot of water and the area is in a drought. Mayor German stated the Town can't prohibit them as long as they follow through the zoning process and permits. The town does have the authority to restrict where they come in and the town can preserve the C3 Zoning for higher level of revenues that would be beneficial to the Town.

Councilor Baker stated that most of the facilities have been placed in obvious areas. Councilor Baker asked if this is a requirement for safety to have them on the highway as opposed to a rural area. Ms. Howard stated she felt it was more

because of zoning. Growers have looked at more residential areas for the grow facilities and the Town is not willing to rezone those areas. These facilities have strict security rules. Councilor Baker feels that Highway 260 East would be a good place for these facilities. Ms. Howard reviewed the areas where grow facilities are currently located.

Councilor Gordon stated he assumes the current facilities will be grandfathered in and the Town will not change the zoning. He asked if the existing grow facilities own the neighboring properties for their expansion and are they going to sue the Town for taking. Ms. Howard stated the grow facility on Highway 260 already has plans for expansion which would be grandfathered. Councilor Gordon asked if they change their expansion plans in the future (not what was approved initially), would the Town allow this. Ms. Howard stated they have talked to all applicants who have inquired about this earlier to make sure they are aware of this change.

Motion made by Councilor Gordon to approve Ordinance 2018-A434, an Ordinance of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona for a Text Amendment change to the Town of Camp Verde Planning and Zoning Ordinance. Second was made by Councilor Whatley. **Motion** passed unanimously.

7.2. Extension of High View LLC Mining Conditional Use Permit until May 3, 2019.

Community Development Director Carmen Howard stated Staff has been working with High View to get all the regulatory requirements updated. All requirements have been completed and staff is requesting approval for another year. Jeremy Bach with High View is in the audience.

Councilor Baker understood when Council approved the use permit in the past, this was for materials that ADOT would use in the Highway 260 Project then reclamation after that. She thought that ADOT has all their materials and won't need more materials in 2019. She is concerned the materials will be used for other projects. Ms. Howard stated the Use Permit is not limited to any specific project and the materials were used for the Highway 260 Project. The Mining Use Permit is good for 10 years as long as they are following the rules. The Department has nothing to disallow anything if it is used for other projects. Ms. Baker confirmed the Use Permit has to be approved each year. Ms. Howard stated if they are complying then that should be the reason to approve the extension of it. Councilor Baker thought that after the Highway 260 Project is done, more commercial development reclamation would have already begun. Ms. Howard is not sure when the reclamation will start or will be done.

Councilor Gordon stated his hope that they would be up and running so they could supply materials for Highway 260, not that it was their intent or purpose of it. Mayor German didn't remember putting a restriction on it because it is a yearly renewal for the permit.

Jeremy Bach stated the idea behind mining specifically, was to level the property and be in compliance with other washes/slopes so that they could do it instead

of a developer. This would be a more affordable rate. Subsequent to that they have been working on getting the utilities across, so when pads come up for sale, they are ready. There are already things in the works. There is quite a bit of cost to get the excavating done. Currently slopes are good from back to front and their hope is to not import too much more material.

Councilor Baker asked if this will be a continued mining operation until they are ready to begin reclamation. Mr. Bach stated that as soon as they are ready to turn in the PAD, the job that is currently going right now will be over September or October of this year. There is one other job being bid and the property is leveled the way that they want it. This allows them to be able to phase the project. Councilor Baker stated the possibility still exists that they will need another renewal to complete the mining portion of it. Mr. Bach stated that once they start moving ahead with the PAD portion of it, they become restrictive, so that is a function of time. He is unsure.

Councilor Gordon stated it was a smart move to utilize the gravel that is there and make it attractive to developers down the road. Mr. Bach appreciates that, a lot of the roads in the subdivision should already be graded and hope to make it work.

Motion by Councilor Baker to approve the Extension of High View LLC Mining Conditional Use Permit 2015033 until May 3, 2019. Second was made by Councilor Gordon. **Motion** passed unanimously.

8. Call to the Public for items not on the Agenda. (Please complete Request to Speak Card and turn in to the Clerk.)

None

9. Council Informational Reports.

Councilor Gordon - attended the Meet and Greet for the Marshal candidates. He stated all three are good candidates.

Mayor German – attended the 55th Anniversary event for the Verde View Apartments. He said they had a good turnout for the luncheon. They are continuing to look at ways to improve their services. Residents express how well they are treated.

Councilor Jenkins- attended the Meet and Greet for the Marshal candidates, she emailed her thoughts and observation to Russ Martin. They all would complement the department.

Councilor Whatley- went to the Marshals office and listened to presentations. She liked meeting them personally and supports whomever is chosen. Mayor German stated there was an interview process that involved the various Verde Valley region Police Chiefs and Law Enforcement Officials.

10. Manager/Staff Report.

None

11. Adjournment

Mayor adjourned the meeting at 7:12 p.m.

Mayor Charles German

Attest: Town Clerk Judy Morgan

CERTIFICATION

I hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during the Council Hears Planning and Zoning Matters of the Town Council of Camp Verde, Arizona, held on May 23, 2018. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2018.

Judy Morgan, Town Clerk

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Agenda Item Submission Form – Section I

Meeting Date: June 6, 2018

- Consent Agenda* *Decision Agenda* *Executive Session Requested*
- Presentation Only* *Action/Presentation*

Requesting Department: Finance **Staff Resource/Contact Person:** Mike Showers

Agenda Title (be exact): Possible approval for the Finance Director to open the Parks Fund to track the construction of the new Camp Verde Sports Complex.

List Attached Documents: None

Estimated Presentation Time: 2 mins

Estimated Discussion Time: 2 mins

Reviews and comments Completed by:

- Town Manager:** _____ **Department Head:** (See background info)
- Town Attorney Comments:** N/A _____
- Risk Management:** _____

- Finance Department**
Fiscal Impact:
Budget Code: N/A **Amount Remaining:** _____

Comments: The Sports Complex is a large project with numerous expense accounts necessary to track capital expenditures properly. Moving the funding and expenses for this project into its own separate fund will allow for better tracking, reporting and overall fund organization. All current expenses and bond financing since July 1st, 2017 would be moved into this fund.

Background Information:

Recommended Action (Motion): Approve the Finance Director to open the Parks Fund to track the construction of the new Camp Verde Sports Complex.

Instructions to the Clerk: None.

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PROCLAMATION

In memory of the
GRANITE MOUNTAIN HOTSHOTS
June 30, 2018

WHEREAS, *The Granite Mountain Interagency Hotshot Crew was founded as a fuels mitigation crew in 2001, and became the first municipal hotshot crew in the United States; and*

WHEREAS, *The Granite Mountain Hotshots were an elite ground firefighting crew, which hailed from diverse backgrounds and worked long hours in extreme environmental conditions while performing physically demanding fire line tasks; and*

WHEREAS, *On June 30, 2013 nineteen of the Granite Mountain Hotshots gave their lives in Yarnell protecting Arizona; and*

WHEREAS, *The loss of these 19 firefighters makes the Yarnell Hill Fire the worst wildland firefighter fatality incident in the United States and;*

WHEREAS, *The 19 members of the Granite Mountain Hotshots who lost their lives are:*

<i>Andrew Ashcroft</i>	<i>Robert Caldwell</i>	<i>Travis Carter</i>	<i>Dustin Deford</i>	<i>Christopher MacKenzie</i>
<i>Eric Marsh</i>	<i>Grant McKee</i>	<i>Sean Misner</i>	<i>Scott Norris</i>	<i>Wade Parker</i>
<i>John Percin Jr.</i>	<i>Anthony Rose</i>	<i>Jesse Steed</i>	<i>Joe Thurston</i>	<i>Travis Turbyfill</i>
<i>William Warneke</i>	<i>Clayton Whitted</i>	<i>Kevin Woyjeck</i>	<i>Garret Zuppiger</i>	

WHEREAS, June 30, 2013 is a day that all Arizona residence shall never forget.

THEREFORE, BE IT RESOLVED that the Mayor and Common Council of the Town of Camp Verde do hereby proclaim June 30, 2018 a day to remember all of the Granite Mountain Hotshots that gave their life in the line of duty.

Passed and approved by a majority vote of the Common Council at the Regular Session of June 6, 2018

Charles German, Mayor

Date

Attest:

Judy Morgan, Town Clerk



Agenda Item Submission Form – Section I

Meeting Date: June 6, 2018

Consent Agenda Decision Agenda Executive Session Requested

Presentation Only Action/Presentation

Requesting Department: Economic Development

Staff Resource/Contact Person: Steve Ayers

Agenda Title (be exact): Presentation, discussion and comment on the Verde Valley Region Economic Organization’s 2018 Draft Strategic Plan

List Attached Documents: 2018 Verde Valley Economic Development Plan

Estimated Presentation Time: 5

Estimated Discussion Time: 5

Reviews and comments Completed by:

Town Manager: _____ Department Head: _____

Town Attorney Comments: _____

Risk Management: _____

Finance Department
Fiscal Impact:
Budget Code: _____ Amount Remaining: _____
Comments: _____

Background Information: The Verde Valley Regional Economic Organization has worked on developing a long range strategic plan over the last year. They are now taking the plan to the various member organizations and to the general public for comment before making a formal adoption. I would ask that the council members take the time to read the plan and be prepared to provide any comments you may have.

Recommended Action (Motion): N/A

Instructions to the Clerk: N/A

2018

**Verde Valley
Economic Development
Strategic Plan**

**DRAFT FOR
PUBLIC
PRESENTATION**

Verde Valley

Economic Development Strategic Plan

Draft for Public Presentation

PREPARED BY:
ESI CORPORATION

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March 2018

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The process of developing this Economic Development Plan involved dedicated community representatives, staff, elected leaders, and many different organizations who gave their time. The strategy was developed by ESI Corporation, based on the input received throughout the process from interviews and the Working Group.

Special thanks to APS and Kelly Patton, Yavapai College, and the Yavapai County Board of Supervisors for their generous support and to the following for their time and invaluable contribution to the creation of this strategic economic development plan.

Working Group	Interviews
Mary Chicoine, Momentum Catalysts	Steve Ayers, Town of Camp Verde
Jodie Filardo, Town of Clarkdale	Donna Chesler, Russ Lion Sotheby's International Realty
Mike Givler, B2B CFO	Jodie Filardo, Town of Clarkdale
Steve Goetting, Verde Brewing Company	Randy Garrison, Yavapai County Board of Supervisor, District 3
Bill Jump, Out of Africa Wildlife Park	Steve King, Cottonwood-Oak Creek School District
Steve King, Cottonwood-Oak Creek School District	James Perey, Yavapai College
Christian Oliva del Rio, Cottonwood Chamber of Commerce	Buddy Rocha, Jr., Yavapai-Apache Nation
Kelly Patton, APS	Casey Rooney, City of Cottonwood
James Perey, Yavapai College	Kevin Savage, Jerome Chamber of Commerce
Buddy Rocha, Jr., Yavapai-Apache Nation	Molly Spangler, City of Sedona
Casey Rooney, City of Cottonwood	Tom Thurman, Yavapai County Board of Supervisors, District 2
Luke Sefton, Sefton Engineering Consultants	Frank Vanderhorst, Mayor Town of Jerome
Molly Spangler, City of Sedona	Jennifer Wesselhoff, Sedona Chamber of Commerce & Tourism Bureau
Phil Terbell, Realty One Group	
Jennifer Wesselhoff, Sedona Chamber of Commerce & Tourism Bureau	



Acronyms and Abbreviations

AAED	Arizona Association for Economic Development
ACA	Arizona Commerce Authority
ACS	American Community Survey
ADOT	Arizona Department of Transportation
ASU	Arizona State University
AVA	American Viticultural Area
BAC	Business Assistance Center
BEA	Bureau of Economic Analysis
BRE	Business Retention and Expansion
CAGR	Compound Annual Growth Rate
CTE	Career Technical Education
EDAT	Economic Development Action Team
EDP	Economic Development Plan
EMSI	Economic Modality System International
FVR	Friends of the Verde River
IEDC	International Economic Development Council
LQ	Location Quotient
LRSPC	Long Range Strategic Planning Committee
MRSAM	Multi-Regional Social Account Matrix
MWBE	Minority and Woman Business Enterprise
NACOG	Northern Arizona Council of Government
NAH	Northern Arizona Healthcare
NACET	Northern Arizona Center for Entrepreneurship and Technology
NAICS	North America Industrial Classification System
NIDEM	Non-Industry Developmental Employment Matrix
QCEW	Quarterly Census of Employment and Wages
REDC	Regional Economic Development Center
SBDC	Small Business Development Center
SCORE	Service Corp of Retired Executives
SEDI	Sustainable Economic Development Initiative
SVVTC	Sedona Verde Valley Tourism Council
SWOT	Strengths, Weaknesses, Opportunities and Threats
UA	University of Arizona
USDA	United States Department of Agriculture
VACTE	Valley Academy for Career and Technical Education
VVREO	Verde Valley Regional Economic Organization
VVTPO	Verde Valley Transportation Planning Organization
VVWC	Verde Valley Wine Consortium
YAN	Yavapai-Apache Nation
YC	Yavapai College
YCWDB	Yavapai County Workforce Development Board

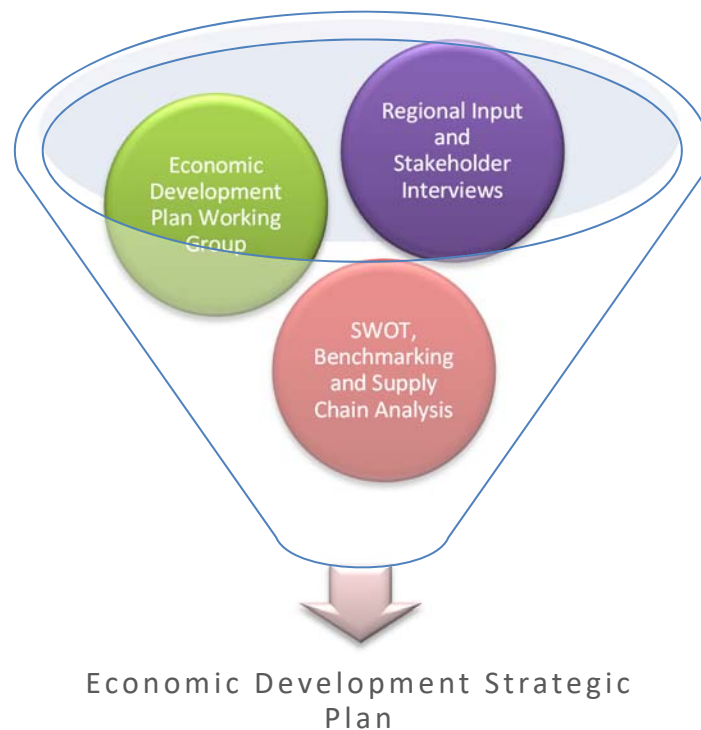
EXECUTIVE SUMMARY

The Verde Valley has come together to shape a comprehensive economic development strategy that will define its future success. This blueprint is ambitious and addresses the regional challenges that the Verde Valley faces. The outcome of this plan is intended to diversify the economy, increase wealth, attract a younger workforce and enhance the Verde Valley's quality of life.

Planning Process Overview

The Economic Development Plan process included extensive input from regional partners, stakeholders and the Economic Development Plan Working Group. Independent research was also undertaken to assess the Verde Valley's strengths to support and sustain economic development, and identify any challenges that may need to be overcome. The culmination of this inclusive process was the creation of this Strategic Plan.

Figure 1 – Planning Process

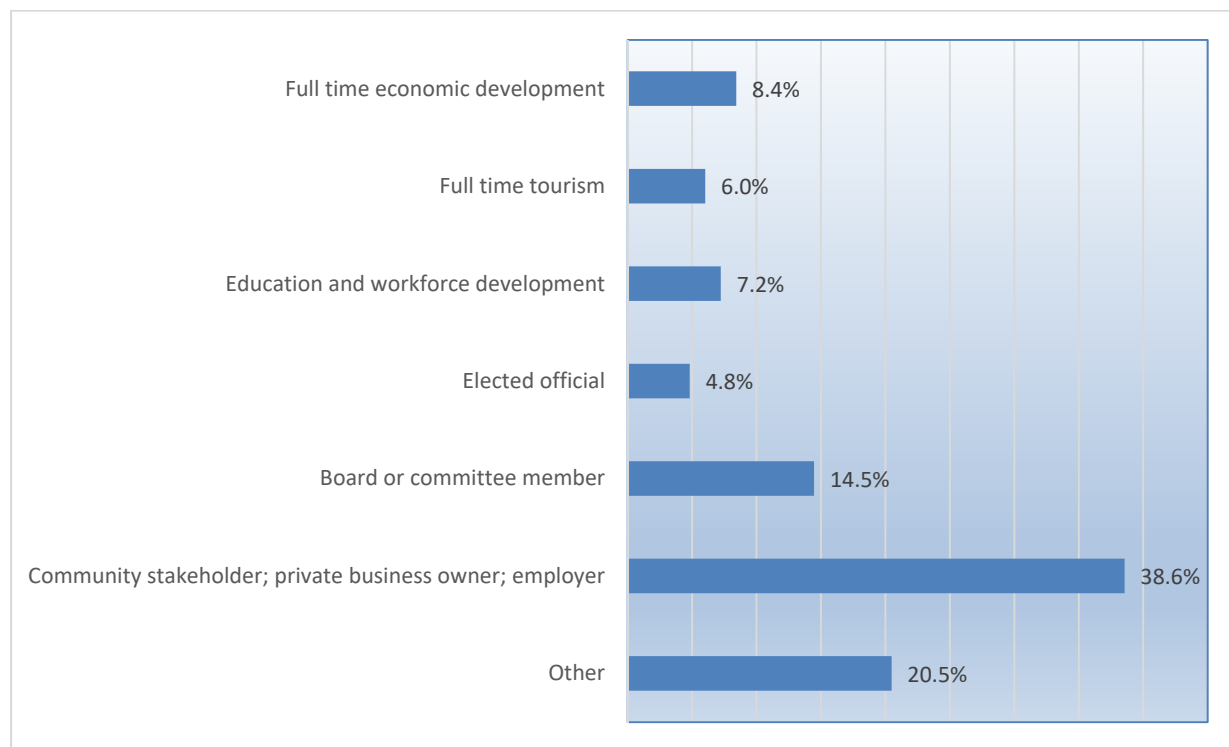


Regional Partners Input

Kicking off the economic development planning process was a survey of community representatives and key stakeholders including elected officials, employers and regional partners. This survey was designed to solicit input on existing strengths, opportunities, and challenges the region faces, along with their economic development vision. Respondents were also asked to identify the role/responsibility of the various economic development partners.

The survey was internet based and input was solicited from June 26 to July 10, 2017. A link to the survey was sent by VVREO to their list of 300 and to the VVREO Board asking them to forward the survey link to their colleagues. A total of 88 responses were received with nearly 39 percent of the respondents identifying themselves as community stakeholders, private business owner or employer.

Figure 2 – Survey Respondent Profile



When queried about the role of various partners, survey respondents indicated that cities should take the lead on business and retail attraction, while the chambers of commerce should lead business retention and expansion. Based on the survey response, Figure 3 shows a comparison of roles among the various economic development partners. The responses are not indicative of how each community handles business recruitment, retention and expansion today, but rather represents the opinions of survey respondents.

Figure 3 – Economic Development Role of Partners, Survey Response

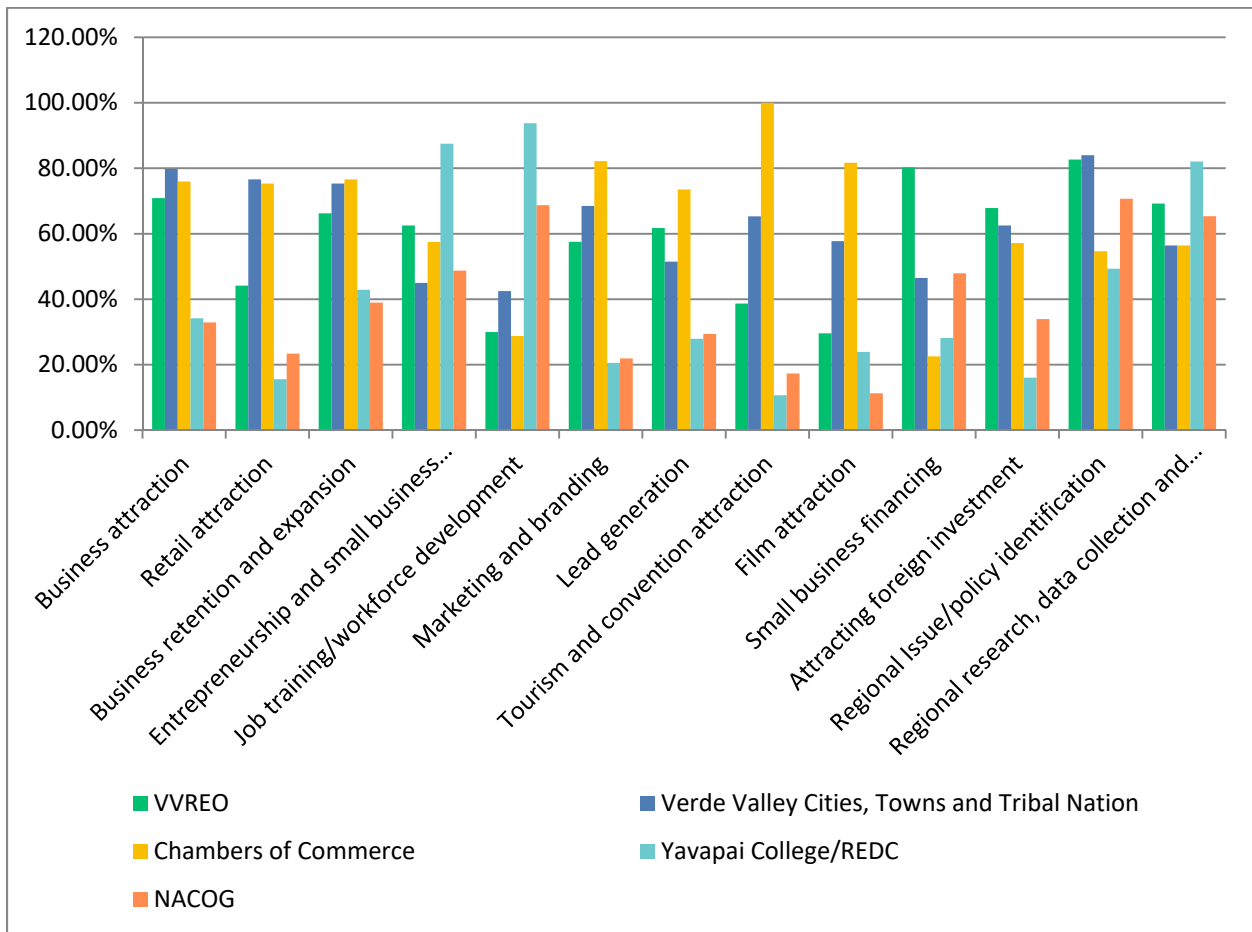


Table 1 represents the findings from the survey. Based on this survey, respondents indicated that the primary role for VVREO includes small business financing and attraction of foreign investment, with a secondary role of entrepreneurship, lead generation, policy identification and research and data collection. Workforce development, job training, entrepreneurship and small business training, and research and data collection was identified as the role of Yavapai College/REDC. In terms of NACOG, respondents felt their role is job training and workforce development, and research and data collection.

It is important to point out again that Table 1 identifies the role of economic development partners based on responses from a survey. Not all communities within the Verde Valley divide business attraction and business retention between the city and the chamber. Implementation of the various strategies within this plan may be handled differently by the economic development partners than what is noted in the survey findings.

Table 1 – Primary and Secondary Roles of Economic Development Partners per Survey Response

Role	Primary	Secondary
Business attraction	Cities/Towns/Tribe	Chambers
Retail attraction	Cities/Towns/Tribe	Chambers
Business retention and expansion	Chambers	Cities/Towns/Tribe
Entrepreneurship and small business training and support	Yavapai College/REDC	VVREO
Job training/workforce development	Yavapai College/REDC	NACOG
Marketing and branding	Chambers	Cities/Towns/Tribe
Lead generation	Chambers	VVREO
Tourism and convention attraction	Chambers	Cities/Towns/Tribe
Film attraction	Chambers	Cities/Towns/Tribe
Small business financing	VVREO	NACOG
Attracting foreign investment	VVREO	Cities/Towns/Tribe
Regional Issue/policy identification	Cities/Towns/Tribe	VVREO
Regional research, data collection and analysis	Yavapai College/REDC	VVREO, NACOG

The Opportunity

The Verde Valley’s economy is largely driven by hospitality and tourism. There is an opportunity to expand the focus of economic development efforts in areas that have the greatest potential for diversification, job growth and wealth generation. The focus of the plan includes infrastructure improvements, talent attraction and development, entrepreneurship and small business development, business attraction and existing business retention and expansion.

Key opportunities that the Verde Valley can leverage include:

- Expand the economy into additional sectors beyond tourism and focus on higher wage opportunities
- Develop a regional entrepreneurship program
- Expand and promote Agritourism and Ecotourism programs
- Facilitate the development of affordable housing
- Initiate an industry cluster approach to economic development throughout the Verde Valley

The Challenge

All regions are confronted with challenges that impede job creation and economic progress. The Verde Valley has an aging workforce and lacks diversity in housing type and pricing. Transportation infrastructure has not kept up with population and visitor growth, which is causing congestion in key areas. High speed broadband service, which impacts every sector of society, is not available in some communities in the Verde Valley.

Effectively managing growth and the natural resources of the Verde Valley is universally identified by community representatives and stakeholders as critical to long term sustainability and economic

prosperity. To overcome existing and future challenges, the Verde Valley should continue to work regionally on issues of mutual significance.

Vision 2025

Input from the working group and community feedback helped to craft the economic development vision that is the anchor of the plan.

The Verde Valley has a flourishing and inclusive economy enhanced by its natural beauty. Regional collaboration and planning ensure a focus on job creation and sustainable economic growth.

The economic vision for the Verde Valley is based on the values and fundamental principles held by the region. These values and guiding principles are forward thinking and articulate how the Verde Valley defines economic development. The plan's guiding principles are proposed as integrated themes to be carried out to advance the Verde Valley's goals and strategies.

Values and Guiding Principles

- 1. Business and entrepreneurs prosper within the Verde Valley.** A business friendly environment sets the stage for job creation and investment. Networking and collaboration form the entrepreneurial foundation that bolsters creativity and supports business assistance and training. Policies and regulations are clear. Broadband infrastructure is readily available to enable the expansion of technology access and use. Transportation infrastructure and regional transit enable commerce and connect the Verde Valley with major markets.
- 2. The region strategically plans for sustainable growth while fostering a diverse tax base and improving quality employment opportunities.** The Verde Valley plans for and invests in the infrastructure to support a growing economy, and helps diversify the economic base through the creation and attraction of quality job opportunities with sustainable incomes. As custodians of the environment, Verde Valley leaders are committed to preserving the natural resources of the region while enhancing economic opportunities.
- 3. The Verde Valley embraces a shared economic agenda.** Government, business, land owners, developers, educators and civic leaders are united and mobilized to achieve measurable results. There is a team spirit to achieve the vision of economic prosperity. Collaboration between communities and regional organizations is second nature to ensure the integration of actions and investments to accomplish specific objectives.
- 4. The Verde Valley has a healthy and beautiful environment with an exceptional quality of life.** High quality of life and community inclusiveness make the Verde Valley a great place to live, work and raise a family. Affordable housing options, access to health care, effective transportation systems, quality education, as well as access to arts, public parks and outdoor recreation amenities are ample for the enjoyment of residents and visitors.

The Strategy

The economic development strategy is designed around five key pillars which are anchored with overarching goals, as noted in Table 2. These goals are designed to build on the Verde Valley’s strengths to ensure long-term economic vitality and the enhancement of the quality of life.

Achieving the goals of the strategic plan requires an equal focus on job growth, product improvement and marketing and promotion. Implementation of the economic development strategy will:

- Generate robust job growth within industry clusters by maximizing Verde Valley’s assets
- Promote job creation and revenue generation of small business and local entrepreneurs
- Guide investment in infrastructure and other capital projects to stimulate private sector development and job growth
- Develop the marketing tools to effectively reach its target audience

Table 2 – The Verde Valley Economic Development Plan Key Pillars and Goals

Pillar 1 VVREO Sustainability	Goal: Ensure VVREO’s long term sustainability as the recognized regional economic development organization in the Verde Valley.
Pillar 2 Regionalism	Goal: Continue working as a team on regional issues to promote economic wealth and quality of life of the Verde Valley through integration of resources for businesses and entrepreneurs.
Pillar 3 Talent Attraction and Development	Goal: Foster the development of a talent pipeline that boost productivity and competitiveness of current and future employers.
Pillar 4 Prosperous Business	Goal: Provide resources to make existing business more productive and profitable, as well as attract new business to the Verde Valley.
Pillar 5 Promotion	Goal: Promote the Verde Valley as a place to live, work, visit and do business in a coordinated and cohesive manner.

Fostering a diverse tax base and creating higher wage jobs within the Verde Valley is a focus of this strategic plan. There are six industry clusters that have been identified by Yavapai College Regional Economic Development Center (REDC) as suitable for the Verde Valley based on a combination of existing industry concentration, supply chain opportunities and growth potential. These clusters include:

1. Agriculture and food processing
2. Advanced manufacturing
3. Business and professional services
4. Healthcare services
5. Hospitality and tourism (includes arts, entertainment, recreation and culinary)
6. Information technology and telecommunications

The success of this ambitious plan requires alignment of goals and funding priorities between VVREO, municipalities, chambers of commerce and various organizations identified as key players in order to support the actions recommended by the plan. Financial support from business will be important going forward. Without the deployment of adequate financial and staff resources this economic development plan will not be successful. Failure to achieve results in one goal will threaten the success of the others.

This strategy requires reliable multi-year operating support for the key initiatives, including work that supports job growth, infrastructure improvements that foster economic development, and marketing and promotion that propels the Verde Valley forward.

VVREO must ensure the coordination and collaboration with public and private sector partners throughout the Verde Valley to implement this plan by carrying out the strategies. Oversight of implementation of the strategy will be managed by VVREO in consultation with Long Range Strategic Planning Committee (LRSPC) as described below:

The Verde Valley Long Range Strategic Planning Committee

It is recommended that VVREO establish a Long Range Strategic Planning Committee (LRSPC) comprised of key leaders representing the Verde Valley to include: elected officials economic development professionals, community leaders, business leaders, academic leaders and key sector leadership. The LRSPC will meet quarterly to review the plan, discuss progress that has been made towards implementation, establish priorities, and provide accountability for meeting the objectives of the strategy. As necessary, the plan should be modified to reflect new partners, changes in market conditions, new opportunities, and the like.

In addition to business attraction of industry clusters and their supply chain, VVREO and its economic development partners will also facilitate the growth of existing business.

The Verde Valley has witnessed the growth and development of the wine industry as a new economic driver, which complements and bolsters the tourism and hospitality industry. Nationally this industry is projected to grow, with the Wine Market Council indicating that the largest wine consuming generations are the Millennials and Baby Boomers. Wine tourism has contributed to Arizona's economy and a continued focus on the wine industry and wine tourism is a key component of the plan.

To support job creation efforts, VVREO and its education and workforce development partners will direct efforts on enhancing the talent pipeline and facilitating the alignment of business workforce needs with target industry clusters.

ECONOMIC LANDSCAPE

An analysis of the existing economy of the Verde Valley was prepared to gain an understanding of population and employment gains and socio-economic characteristics. Data provided within this chapter comes from a variety of sources including Esri, the American Community Survey (ACS), and local sources. The geography used to define the Verde Valley for this analysis include non PO Box zip codes that encompass the following communities and the Yavapai-Apache Nation.

Zip	Description
86322	Camp Verde
86324	Clarkdale
86325	Cornville
86326	Cottonwood
86331	Jerome
86335	Rimrock
86336	Sedona
86351	Sedona

A quick snapshot of the Verde Valley, as compared to Yavapai County, shows that the Verde Valley represents nearly 32 percent of the total Yavapai County population, and has over one-third of the employment and business establishments. The median home value is greater than the county by nearly 4 percent and those who have earned a Bachelor’s Degree or higher exceed the county by nearly 7 percent.

Table 3 – The Verde Valley Compared to Yavapai County, 2017

	Verde Valley	Yavapai County	Verde Valley % of Yavapai County
Total Population	72,431	229,102	31.6%
Business Establishments	3,564	9,070	39.3%
Number of Employees	31,468	86,643	36.3%
Median Household Income	\$45,756	\$45,705	100.1%
Median Age	52.1	51.8	--
Owner Occupied Housing Units	54.0%	55.5%	--
Renter Occupied Housing Units	28.2%	26.2%	--
Vacant	17.8%	18.3%	--
Average Household Size	2.24	2.28	--
Median Home Value	\$242,565	\$233,960	103.7%
Bachelor’s Degree	17.2%	16.2%	106.2%
Graduate/Professional Degree	10.4%	9.7%	107.2%
Bachelor’s Degree and Higher	27.6%	25.9%	106.6%

Source: Esri, 2017

Population and Household Growth

The Verde Valley experienced moderate population growth between the years 2000 and 2010 with a 1.6 percent compounded annualized growth rate. By 2017 the population growth slowed to 1.1 percent and continues to lag the growth rate of Yavapai County and the State. By 2022, the Verde Valley population is projected to grow to 76,258 for an annualized rate of 1.1 percent.

Table 4 – Population Growth (2000-2017)

	Verde Valley		Yavapai County		Arizona	
	Count	CAGR	Count	CAGR	Count	CAGR
2000 Population	57,967	--	167,517	--	5,130,632	--
2010 Population	67,093	1.6%	211,033	2.6%	6,392,017	2.5%
2017 Population	72,431	1.1%	229,102	1.2%	7,031,568	1.4%
2022 Population	76,258	1.1%	244,070	1.3%	7,569,867	1.5%

Source: Esri, 2017

CAGR: Compound Annual Growth Rate

Another economic indicator of market strength is household formation. The Verde Valley currently has 31,748 households, which is a 28 percent increase since 2000. The compounded annualized growth rate from 2010 to 2017 is 0.8% contrasted to the county and the state at 0.9%. Projections for 2022 indicate a 0.5 percent increase.

Table 5 – Household Growth (2000-2022)

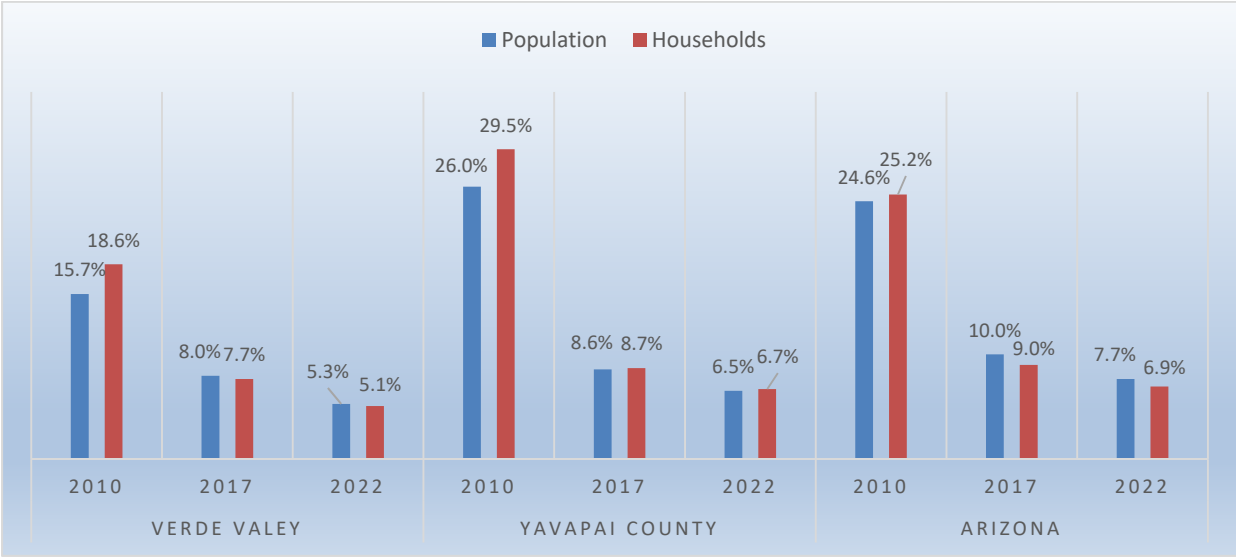
	Verde Valley		Yavapai County		Arizona	
	Count	CAGR	Count	CAGR	Count	CAGR
2000 Households	24,868	--	70,171	--	1,901,327	--
2010 Households	29,491	1.9%	90,903	3.0%	2,380,990	2.5%
2017 Households	31,748	0.8%	98,803	0.9%	2,595,283	0.9%
2022 Households	33,358	0.5%	105,412	0.7%	2,775,239	0.7%

Source: Esri, 2017

CAGR: Compound Annual Growth Rate

A comparison of population and household growth for the Verde Valley, Yavapai County and Arizona between the time periods of 2000-2010, 2010-2017 and 2017-2022 is depicted in Figure 4. Overall, Yavapai County and Arizona have outpaced the Verde Valley in both population and household growth. The 2022 growth projections slowdown from prior years for all three areas.

Figure 4 – Population and Household Growth (2000-2022)

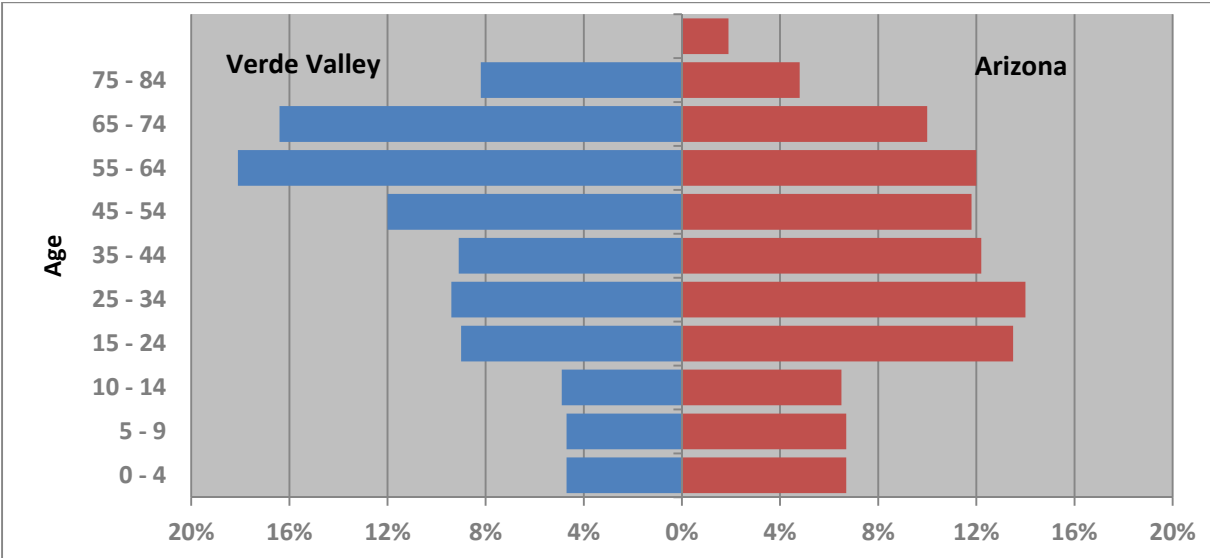


Source: Esri, 2017

Age and Ethnicity

The median age of the Verde Valley resident is 52.1 years, which is considerably higher than the median age for the State at 37 years. When examining age cohorts, the male and female populations of Verde Valley are nearly equivalent.

Figure 5 – The Verde Valley Age Breakdown, 2017

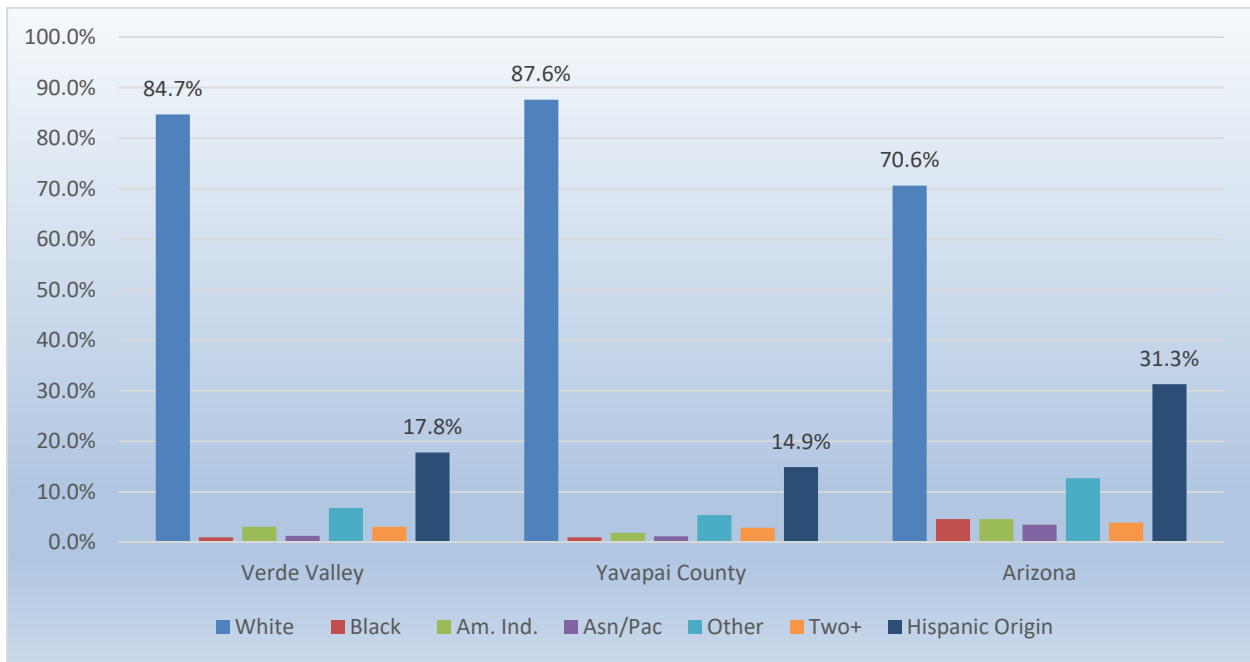


Source: Esri, 2017

The prime working years are between the ages of 25 to 54, of which nearly 31 percent of the Verde Valley’s population is within this age group, as compared to the state at 38 percent. Significant to business is the ability to find a job ready workforce. With lagging growth rates and an aging population, the availability of a workforce could become an issue if new household formation does not occur.

The race and ethnic composition of the Verde Valley is primarily white. Figure 6 provides a breakdown of population by race, including an estimate of Hispanic or Latino ethnicity. Nearly 18 percent of the Verde Valley residents identify themselves of Hispanic origin, which is higher than the county but much lower than the state.

Figure 6 – Race and Ethnicity, 2017



Source: Esri, 2017

Income

The median household income for residents living in the Verde Valley is \$45,756, which closely compares to Yavapai County at \$45,705. However, both geographies lag the State of Arizona whose median household income is \$52,461.

Table 6 – Household Income, 2017

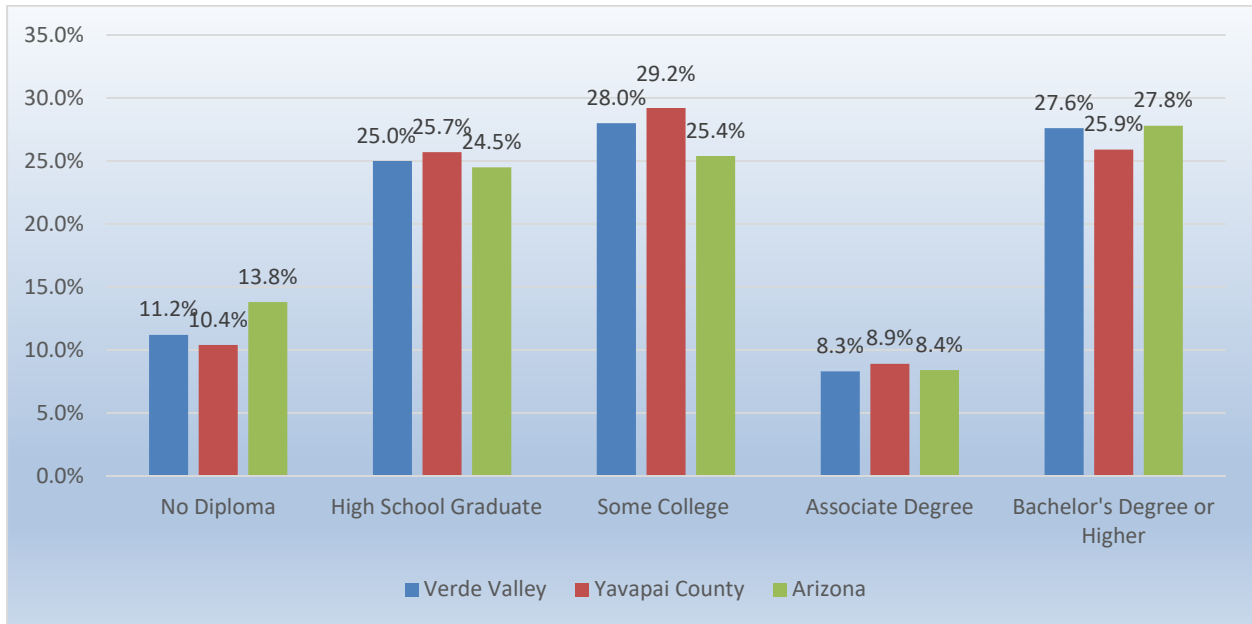
	Verde Valley		Yavapai County		Arizona	
	Households	Percent	Households	Percent	Households	Percent
Total Households	31,748	100.0%	98,803	100.0%	2,595,240	100.0%
<\$15,000	4,081	12.9%	12,943	13.1%	311,429	12.0%
\$15,000 - \$24,999	3,839	12.1%	12,350	12.5%	272,500	10.5%
\$25,000 - \$34,999	3,794	12.0%	11,165	11.3%	272,500	10.5%
\$35,000 - \$49,999	5,337	16.8%	16,698	16.9%	371,119	14.3%
\$50,000 - \$74,999	6,034	19.0%	19,859	20.1%	495,691	19.1%
\$75,000 - \$99,999	3,368	10.6%	10,868	11.0%	319,215	12.3%
\$100,000 - \$149,999	2,953	9.3%	8,793	8.9%	319,215	12.3%
\$150,000 - \$199,999	1,256	4.0%	3,359	3.4%	119,381	4.6%
\$200,000+	1,086	3.4%	2,766	2.8%	114,191	4.4%
Median Household Income	\$45,756		\$45,705		\$52,461	
Average Household Income	\$65,412		\$62,292		\$72,346	
Per Capita Income	\$29,105		\$27,353		\$27,128	

Source: Esri, 2017

Educational Attainment

The percentage of the Verde Valley residents with a Bachelor’s Degree or higher matches Arizona and outpaces Yavapai County. The level of educational attainment has a direct correlation to earning potential. Yet in spite of the fact that the Verde Valley’s educational attainment rate matches Arizona, the median income is lower than the state’s. This is due to a preponderance of lower wage jobs in the hospitality and service sectors in the Verde Valley.

Figure 7 – Educational Attainment, Population 25 Years and Older, 2017



Source: Esri, 2017

Labor Force and Employment

The Verde Valley labor force increased between the years 2000 and 2011, but experienced a decrease in 2016 going from 29,614 to 28,293. Likewise over the same timeframe, the total civilian labor force in Yavapai County also decreased. This compares to the state which saw a 1.02 percent increase in the labor force.

Table 7 – Civilian Labor Force, 16 Years and Older

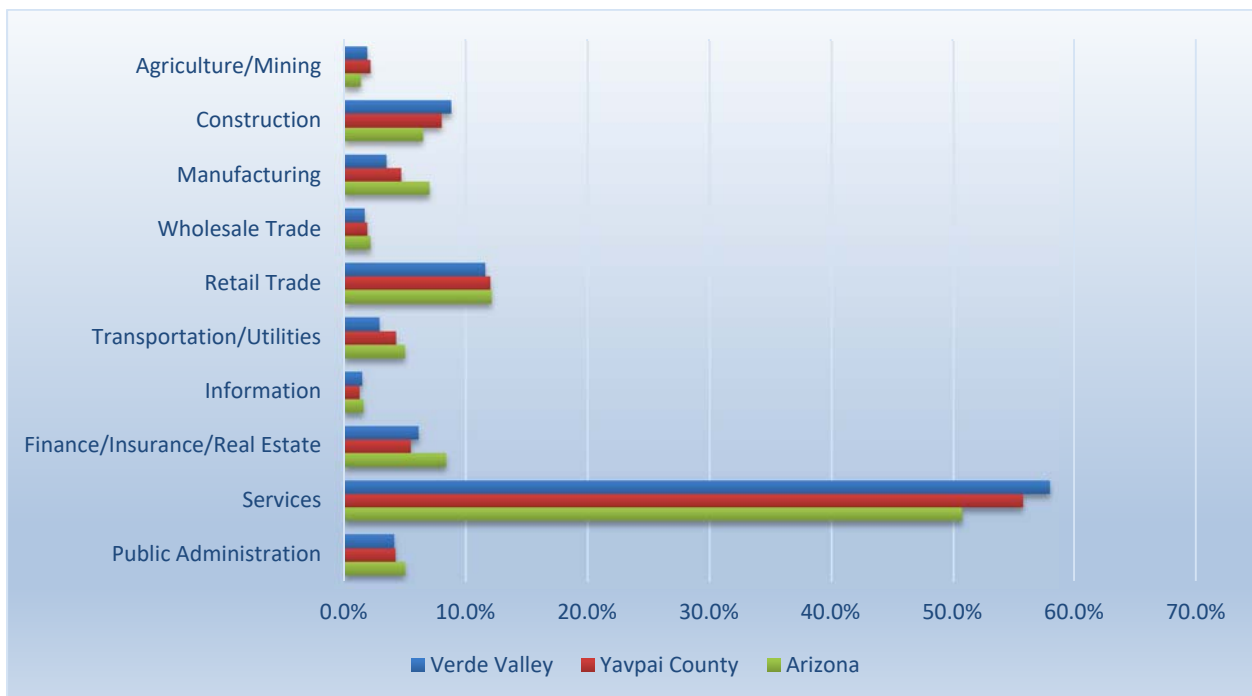
	2000	2011	2000-2011 CAGR	2016	2011-2016 CAGR
The Verde Valley	22,646	29,614	2.8%	28,293	-0.89%
Yavapai County	68,098	86,200	2.4%	82,934	-0.76%
Arizona	2,233,004	2,739,077	2.1%	2,879,372	1.02%

Source: U.S. Census Bureau, Census 2000, ACS 2011, ACS 2016
CAGR: Compounded Annual Growth Rate

Employment by Industry and Occupation

Employment in the Verde Valley is highly concentrated in services, which includes: educational, health and social services; arts, entertainment, recreation, accommodation and food services; administrative; food and accommodation; and other services. When comparing the mix of employment to the county and state, the Verde Valley has a greater percentage of jobs in construction, but lags in manufacturing.

Figure 8 – Employment by Industry, 2017



Source: Esri, 2017

The occupations of the Verde Valley residents are concentrated in service occupations, at a higher rate than the County or the State (Table 8) with a nearly 55 percent in white collar jobs. The Verde Valley also has a greater concentration of occupations within farming, but lags behind the county and state in production occupations.

Table 8 – Occupation of Employed Population 16 Years and Older, 2017

	Verde Valley	Yavapai County	Arizona
Total	31,037	93,094	3,095,320
White Collar	54.5%	54.7%	60.7%
Management/Business/Financial	11.4%	11.5%	14.0%
Professional	19.2%	19.5%	20.9%
Sales	10.8%	10.4%	11.4%
Administrative Support	13.0%	13.3%	14.5%
Services	26.6%	24.3%	20.3%
Blue Collar	19.0%	21.0%	18.9%
Farming/Forestry/Fishing	1.1%	0.6%	0.7%
Construction/Extraction	7.2%	7.4%	5.2%
Installation/Maintenance/Repair	2.7%	3.5%	3.4%
Production	3.2%	3.8%	4.0%
Transportation/Material Moving	4.8%	5.6%	5.7%

Source: Esri, 2017

COMPETITIVE ASSESSMENT

SWOT Analysis

In assessing the Verde Valley’s competitiveness, ESI Corp conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis utilizing several sources of information, including input from economic development representatives, interviews with elected officials and key community stakeholders, meetings with the Working Group and examination of other documents and reports that are relevant to this planning effort. Mapping regional assets goes beyond compiling lists of economic development assets. The conversations must focus on how the Verde Valley’s assets can be linked to creating new opportunities.

The following table is a high level summary of the findings, with the comprehensive SWOT included within Appendix A.

Table 9 – Key SWOT Findings

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> •History of collaboration •Desirable location •Growth in the wine industry •Strong tourism and hospitality market •Available land •Yavapai College programs •Strong chambers of commerce and economic development professionals •Manufacturing presence 	<ul style="list-style-type: none"> •Slowing population and household growth rates •Housing affordability •Preponderance of low wage jobs •Aging workforce •Difficulty in attracting workers to fill key occupations •Transportation infrastructure and congestion •Lack of comprehensive broadband 	<ul style="list-style-type: none"> •Diversify the economy through the attraction of industry targets •Foster agritourism and destination entertainment •Job creation through entrepreneurship •Attraction of manufacturing jobs •Education and business partnerships •American Viticultural Area (AVA) designation for the Verde Valley 	<ul style="list-style-type: none"> •Political divisiveness •Jeopardizing the Verde River eco-system •Wildfires •Mismanaging natural resources •Aging population and increased demand for services •Drug use and addiction •Diminishing state and federal resources

Wine Region Benchmarking

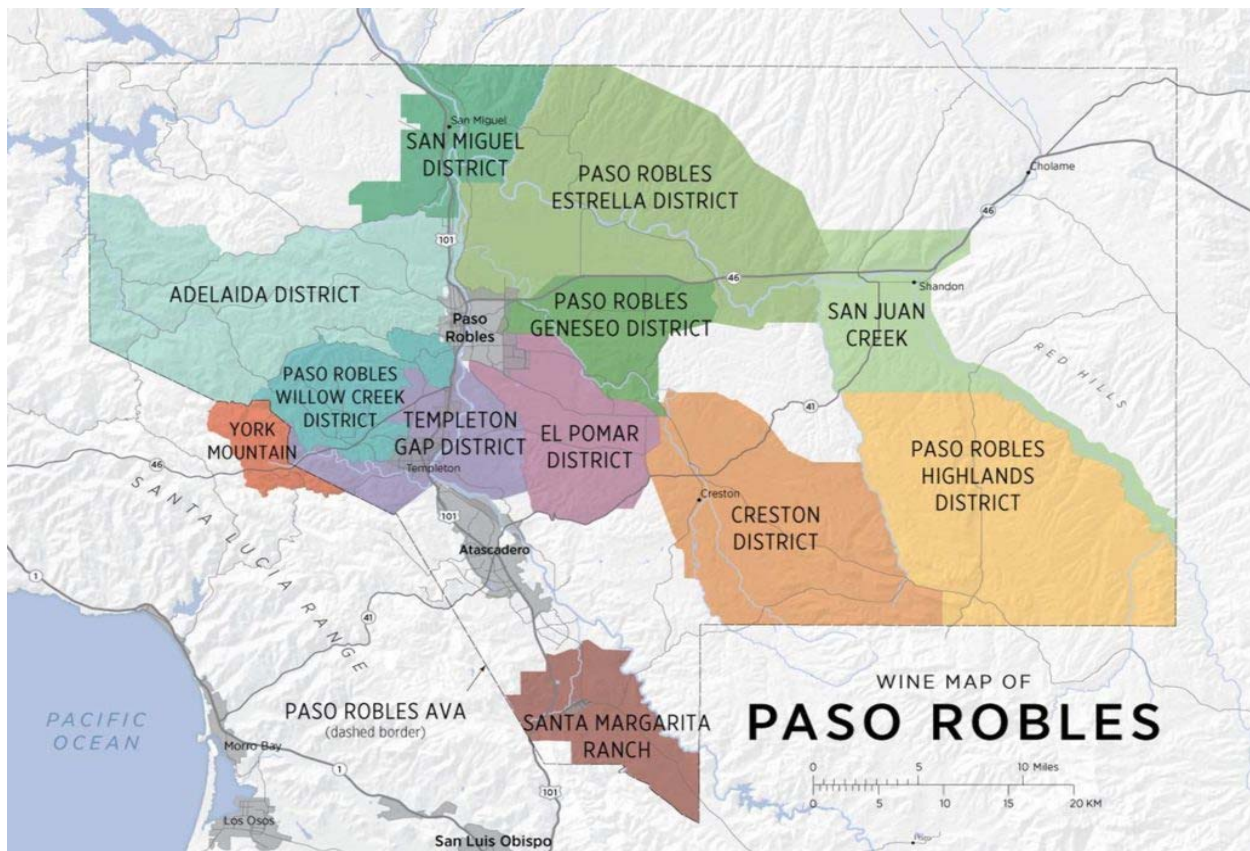
The Verde Valley is unique and distinct from other regions in Arizona with an emerging, growing wine industry combined with a strong tourism and hospitality sector. A comparison of the Verde Valley was conducted against two other strong wine and tourism destinations in the U.S.: Paso Robles, California and Willamette Valley, Oregon. Both of these regions evolved driven by a strong entrepreneurial spirit. In the early days, wineries in the Paso Roble region purchased grapes to make their wines, similar to the Verde Valley.

The Verde Valley wine industry began in the early 2000's with the Page Springs Cellars. By 2008 the Verde Valley Wine Consortium was formed and the following year the first viticulture classes were offered at Yavapai College. In 2015 the Southwest Wine Center opened in Clarkdale at Yavapai College. This Center offers comprehensive hands-on teaching with an estate vineyard, and programs in enology, viticulture and business/entrepreneurship. According to the latest information, the Verde Valley has 24 wineries and 8 tasting rooms. The main variety of grapes grown in the Verde Valley include Syrah, Cabernet Sauvignon, Petite Sirah, Sangiovese, Zinfandel and Merlot, which represent the majority of planted acres. There are no American Viticultural Areas (AVA) within the Verde Valley, but there is an application pending.

Paso Robles

Winemaking within Paso Robles was introduced by the Franciscan Friars in 1790. Paso Robles is located along California's central coast. Its viticulture area encompasses 614,000 acres. The region has 40,000 acres of vineyards with more than 40 wine grape varieties grown. Established in 1983, Paso Robles has 11 viticultural areas, which is the largest unsubdivided AVA in the State of California. The most widely planted include Cabernet Sauvignon, Merlot, Zinfandel, Syrah, Petite Sirah, Cabernet Franc, Grenache, Mourvedre, Petit Verdot and Chardonnay. The wine industry is dominated by small production, family owned businesses at 95 percent.

Figure 9 – Paso Robles Wine Region



The Paso Robles Wine Country Alliance is a cooperative marketing alliance made up of Paso Robles Wine Country wineries, vineyards, and related businesses. The Paso Robles Wine Country Alliance is a 501c6 nonprofit organization whose mission is dedicated to the promotion and protection of Paso Robles Wine Country. In addition, at the state level is the California Association of Winegrape Growers, which began more than 40 years ago.

Willamette Valley

Willamette Valley is located south of Portland, and bordered by hills to the south and west and mountains to the east. The Willamette River is the central feature of this 100-mile long, 60-mile wide valley. Wine grapes have been grown in the Willamette Valley systematically since 1966. The majority of Oregon’s wineries can be found here, making Willamette Valley a beacon for wine tourism in Oregon. The Willamette Valley has 21,793 acres of vineyards planted with 554 wineries. There are 7 AVA’s within the Willamette Valley with 4 leading variety of grapes that include Pinot Noir, Pinot Gris, Chardonnay, and Riesling. The most famous and prolific is the Pinot Noir grape. The industry is primarily small to medium size producers and dominated by small-scale production and ownership.

Figure 10 – Willamette Valley Wine Region



Organizations that promote the wine industry include the Willamette Valley Wine Association, Oregon Wine Board Association, and the Oregon Winegrowers Association. The Oregon Wine Board is charged with supporting enological, viticultural, economic research, and the promotion of grape growing and winemaking in Oregon. Funds to support this work come from mandatory taxes on the production of Oregon wine grapes (\$25/ton) and on certain wines sold in Oregon (\$.02/gallon), as well as revenue from symposia, workshops and various events.

The Oregon wine industry has grown substantially since 1970 with 35 recorded acres and 5 wineries to 30,435 acres and 725 wineries in 2016. The state's land use laws prevent rural hillsides from being turned into housing tracts, preserving a significant amount of land suitable for vineyards.

Table 10 provides a comparison of the Verde Valley to Paso Robles and Willamette Valley wine regions. The data gathered for this comparison comes from a variety of sources within each state and region, and represents the most current data available at the time of preparing this report.

Table 10 – Wine Region Benchmark Comparison

	Paso Robles	Willamette Valley	Verde Valley
Vineyard Acres	44,700	21,793	130
Number of Wineries	200	719	24
Number of Key Varieties	10	7	6
Number of AVA's	11	7	1 pending
Tons of wine grapes harvested	127,367	54,483	325
Cases produced	8.58 million	3,443,294	20,475
Wine related tourism expenditures	\$194 million	\$156 million	\$58.1 million
Self-Distribute Production Cap	none	none	20,000 gallons

Table Notes:

Willamette Valley represents 75% of total State of Oregon impact

The Verde Valley 6 varieties represents 51.3% of all grapes

The Verde Valley grapes harvested was estimated at 2.5 tons per acre

The Verde Valley cases produced was estimated at 63 cases per ton

Economic impact figure for the Verde Valley is for the year 2017. Paso Robles and Willamette Valley is 2015.

Findings

The Verde Valley's wine industry is still in its infancy. Consumer demand for wine in the U.S. continues to be strong, and in 2017 wine sales were projected to increase 10 to 14 percent.¹ Like other wine regions, the Verde Valley has to safeguard against regulations that stymy growth of the industry, such as

¹ State of the Wine Industry 2017, Silicon Valley Bank Wine Division

elimination of grape acres or regulations around tourism that damage opportunities for small wineries to sell direct.

The region also needs to do a consistent job of documenting the industry. Collection of data on acres of wine grapes, tons of wine grapes harvested and cases produced overall and by varietal should be done annually. Finally, preparing economic impact studies on tourism and the wine industry should be conducted periodically.

Although the moderate climate in the Verde Valley is excellent for vineyards, VVREO supports the implementation of best available management practices for water conservation to ensure limited impacts to the Verde River. Use of reclaimed water to provide supplemental water to the vines should be encouraged, or other mechanisms to offset the use of finite groundwater supply.

From a marketing perspective the Verde Valley needs to distinguish itself from other wine making regions. Telling the story of the wine industry origin, the wine varietals, and associated culinary explosion will help brand the region. Implementation of a refined and robust marketing campaign that provides historical perspective of the Verde Valley industry, including an update of VVWC's website with an up-to-date list of wineries, vineyards and wine tasting rooms and a printable wine trail map that includes addresses.

Last, as the industry continues to mature, there is the opportunity to build upon the success of existing wine festivals by staging an epic multi-day wine festival that showcases the wine regions within the Verde Valley. This could be coupled with other annual events such as music or film festivals.

INDUSTRY TARGET AND SUPPLY CHAIN ANALYSIS

The Regional Economic Development Center (REDC) of Yavapai College prepared the following industry target and supply chain analysis. REDC believes in evidence-based research. For the quantitative industry data, REDC collaborates with Economic Modeling Systems International (EMSI) to provide regional, state, and national industry information. A description of the data sources and qualitative methods employed to identify the target and import substitution industries for the Greater Verde Valley follow.

Methodology

The Greater Verde Valley was defined as the collection of the following zip codes. All of the analysis is based on this geography.

Code	Description
86322	Camp Verde, AZ (in Yavapai county)
86324	Clarkdale, AZ (in Yavapai county)
86325	Cornville, AZ (in Yavapai county)
86326	Cottonwood, AZ (in Yavapai county)
86331	Jerome, AZ (in Yavapai county)
86335	Rimrock, AZ (in Yavapai county)
86336	Sedona, AZ (in Yavapai county)
86340	Sedona, AZ (in Yavapai county)
86341	Sedona, AZ (in Yavapai county)
86342	Lake Montezuma, AZ (in Yavapai county)
86351	Sedona, AZ (in Yavapai county)

The first step was to identify industries with a location quotient (LQ) greater than 1.0 and a forecasted growth and average wages higher than the region average (\$32,993). Industry LQ's are calculated by comparing the industry's share of regional employment with its share of Arizona's employment.

1. Identify Industry by North American Industry Classification System (NAICS) Code (2-digit)
2. High Demand (large regional employers)
3. Calculate Location Quotient
4. Industry Cluster Growth 2012 to 2017
5. Industry Cluster Average Wage Higher than Region Average

Using the target industries, a supply chain analysis was conducted to identify related industries and the extent that industry purchases can be satisfied inside the Greater Verde Valley versus outside the region. Purchases outside the region indicate "leakage" or dollars that are leaving the regional economy. Below are the steps and parameters used to identify new potential industries for the area.

1. Begin with Greater Verde Valley Target Industries
2. Supply Chain Analysis--Calculate In-Region and Imported Purchases (6-digit NAICS)
3. Identify High Percent of Imported Purchases
4. Limit Potential Industries to Those with Out-of-Region Purchases Greater than \$500,000
5. Identify High Wage Industries (wage typically higher than region average)
6. Calculate Location Quotient
7. Consider Significance to Regional Economy
8. Consider Presence of Industry Advocate

Several data sources were utilized in this analysis and are listed below.

Industry Data. Emsi industry data have various sources depending on the class of worker. (1) For QCEW Employees, Emsi primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Non-employer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

Supply Chain Sources. The input-output model in this report is Emsi's gravitational flows multi-regional social account matrix model (MR-SAM). It is based on data from the Census Bureau's Current Population Survey and American Community Survey; as well as the Bureau of Economic Analysis' National Income and Product Accounts, Input-Output Make and Use Tables, and Gross State Product data. In addition, several Emsi in-house data sets are used, as well as data from Oak Ridge National Labs on the cost of transportation between counties.

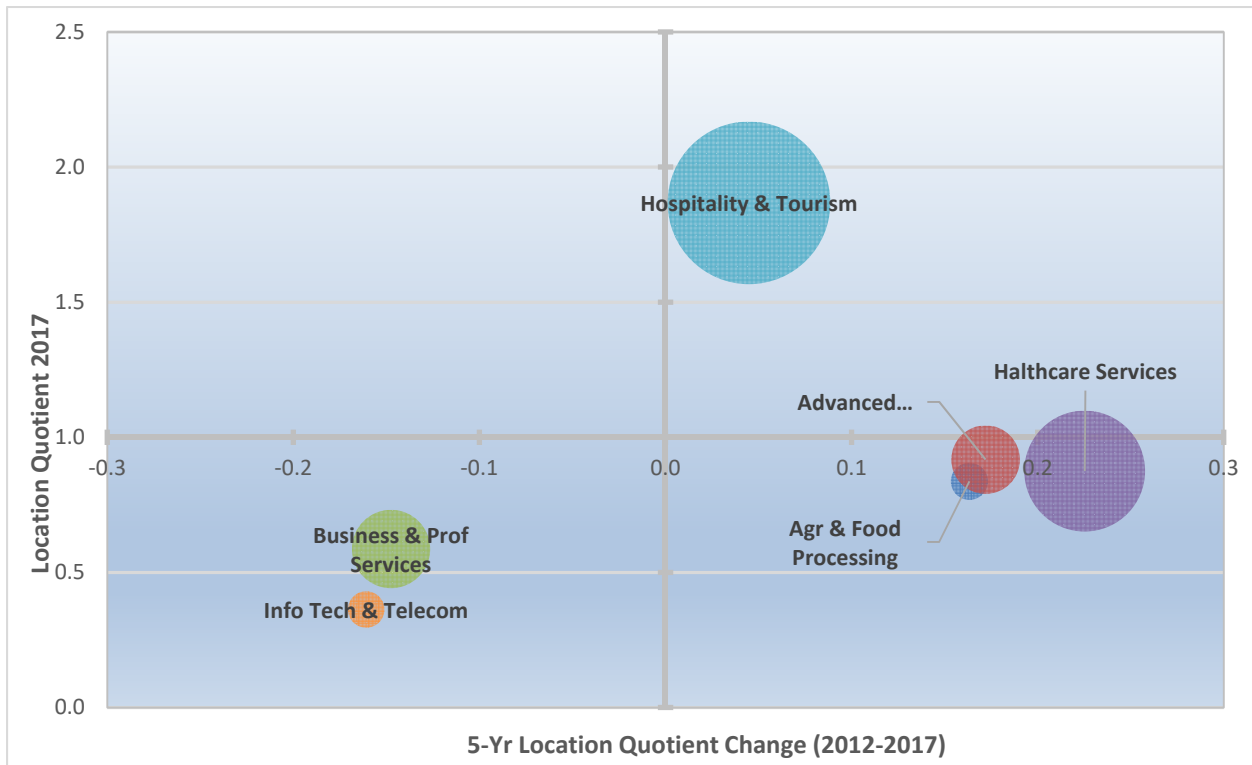
State Data Sources. This report uses state data from the following agencies: Arizona Department of Administration, Office of Employment and Population Statistics.

Findings

Target industries clusters are based on location quotient greater than 1.0, significance to regional economy, presence of industry champion, or new high wage opportunities to diversify the economy. The four quadrants of the following chart illustrates the industry's economic position within the region. Industry clusters with a LQ greater than 1.0 are a major source of employment growth and have a high local concentration. Each quadrant of the chart tells a story.

Established and growing industries that are driving the region's growth include Healthcare Services, Agriculture and Food Processing, Hospitality and Tourism, and Advanced Manufacturing. The Information Technology and Telecommunications cluster is mature but has lost jobs and some concentration in the region. Similarly, Business and Professional Services has declined in concentration and stagnated in job growth.

Figure 11 – Industry Sectors in the Greater Verde Valley



Based on the outcome of this methodology, REDC has identified six industry clusters for the Verde Valley to pursue. With the exception of information technology, all of the industries experienced job growth from 2012 to 2017, with the greatest gains in Healthcare Services followed by Agriculture and Food Processing.

Table 11 – Industry Sector Growth, 2012-2017

Description	Verde Valley 2012 Jobs	Verde Valley 2017 Jobs	2012-2017 % Change	Verde Valley Avg. Earnings Per Job	AZ Avg. Earnings Per Job	2012 LQ	2017 LQ	LQ Change
Agriculture and Food Processing	204	265	30%	\$36,351	\$37,136	0.8	1.0	0.16
Advanced Manufacturing	772	904	17%	\$59,810	\$98,752	0.9	1.1	0.17
Business and Professional Svcs.	1127	1178	5%	\$44,864	\$78,830	0.6	0.5	-0.15
Healthcare Services	1927	2807	46%	\$51,814	\$65,303	0.9	1.1	0.23
Hospitality and Tourism	3964	5085	28%	\$24,080	\$27,045	1.9	2.0	0.04
Info Technology & Telecom	267	256	-4%	\$58,361	\$102,781	0.4	0.3	-0.16

A supply chain analysis was also performed on the six industry targets to identify the potential for import substitution. This analysis screened out industries that spend less than \$500,000. The following table shows the supply chain industries in common amongst the six industry clusters along with the total value of out of region expenditures. Appendix B contains the comprehensive data for the industry clusters.

Industry	Agriculture & Food Processing	Advanced Manufacturing	Business & Professional Services	Healthcare Services	Hospitality & Tourism	Info Tech & Telecomm	Total by Industry
Temporary Help Services			\$6,257,819	\$2,811,952	\$1,399,187	\$517,330	\$10,986,287
Offices of Real Estate Agents and Brokers			\$2,577,729	\$3,233,506	\$2,998,824		\$8,810,059
Commercial Banking	\$534,116	\$671,193	\$4,428,448	\$1,700,385	\$1,015,515		\$8,349,657
Other Activities Related to Real Estate			\$2,314,259	\$2,975,444	\$2,645,852		\$7,935,554
Offices of Lawyers		\$585,181	\$1,608,594	\$2,074,578	\$2,207,237	\$524,290	\$6,999,881
Residential Property Managers			\$1,868,348	\$2,401,205	\$2,136,793		\$6,406,346
Animal Production and Aquaculture	\$5,588,468						\$5,588,468
Direct Property and Casualty Insurance Carriers			\$1,047,684	\$2,953,744	\$1,324,473		\$5,325,902
Janitorial Services			\$3,132,799	\$642,970	\$1,377,359		\$5,153,128
Wholesale Trade Agents and Brokers	\$820,057	\$1,620,671		\$1,059,718	\$1,345,409		\$4,845,854
Landscaping Services			\$2,514,092	\$510,022	\$1,107,203		\$4,131,316
Investment Advice			\$2,535,607	\$623,082			\$3,158,688
Data Processing, Hosting, and Related Services		\$847,497	\$1,251,082		\$586,314		\$2,684,893
Offices of Certified Public Accountants			\$577,140	\$679,332	\$1,284,869		\$2,541,341
Machine Shops		\$2,217,311					\$2,217,311
Adhesive Manufacturing		\$1,994,120					\$1,994,120
Limited-Service Restaurants			\$799,227	\$500,926	\$684,808		\$1,984,962
Computer Systems Design Services			\$703,687	\$590,279	\$554,841		\$1,848,808
Pharmaceutical Preparation Manufacturing				\$964,084			\$964,084
Breweries					\$959,945		\$959,945
Surgical Appliance and Supplies Manufacturing				\$956,961			\$956,961
Distilleries					\$941,070		\$941,070
Total by Cluster	\$6,942,641	\$7,935,973	\$31,616,516	\$24,678,187	\$22,569,698	\$1,041,619	\$94,784,633

STRATEGIC PLAN

The economic development strategic plan provides the framework for aligning decisions and directing investment necessary to grow employment in the Verde Valley. It is a living document which should change over time to take advantage of a transforming environment. While the aims of the plan will most likely remain the same, the world and market in which the Verde Valley operates is forever changing, requiring some flexibility in approach in order to adapt.

Vision and Guiding Principles

The economic vision for the Verde Valley is based on the values and fundamental principles held by the region. These values and guiding principles are forward thinking and articulate how the Verde Valley defines economic development. The plan's guiding principles are proposed as integrated themes to be carried out to advance the Verde Valley's goals and strategies.

Verde Valley Economic Development Vision 2025

The Verde Valley has a flourishing and inclusive economy enhanced by its natural beauty. Regional collaboration and planning ensure a focus on job creation and sustainable economic growth.

This vision is based on the values and the fundamental principles that the region holds, which are further articulated below.

- 1. Business and entrepreneurs prosper within the Verde Valley.** A business friendly environment sets the stage for job creation and investment. Networking and collaboration form the entrepreneurial foundation that bolsters creativity and supports business assistance and training. Policies and regulations are clear. Broadband infrastructure is readily available to enable the expansion of technology access and use. Transportation infrastructure and regional transit enable commerce and connect the Verde Valley with major markets.
- 2. The region strategically plans for sustainable growth while fostering a diverse tax base and improving quality employment opportunities.** The Verde Valley plans for and invests in the infrastructure to support a growing economy, and helps diversify the economic base through the creation and attraction of quality job opportunities with sustainable incomes. As custodians of the environment, Verde Valley leaders are committed to preserving the natural resources of the region while enhancing economic opportunities.
- 3. The Verde Valley embraces a shared economic agenda.** Government, business, land owners, developers, educators and civic leaders are united and mobilized to achieve measurable results. There is a team spirit to achieve the vision of economic prosperity. Collaboration between communities and regional organizations is second nature to ensure the integration of actions and investments to accomplish specific objectives.

- 4. The Verde Valley has a healthy and beautiful environment with an exceptional quality of life.** High quality of life and community inclusiveness make the Verde Valley a great place to live, work and raise a family. Affordable housing options, access to health care, effective transportation systems, quality education, as well as access to arts, public parks and outdoor recreation amenities are ample for the enjoyment of residents and visitors.

ECONOMIC DEVELOPMENT STRATEGY

To achieve Vision 2025 the economic development plan is anchored with five pillars followed by an overarching goal and a series of strategies and priority actions for implementation. The five pillars and associated goals are as follows:

Pillar 1 VVREO Sustainability	Goal: Ensure VVREO’s long term sustainability as the recognized regional economic development organization in the Verde Valley.
Pillar 2 Regionalism	Goal: Continue working as a team on regional issues to promote economic wealth and quality of life of the Verde Valley through integration of resources for businesses and entrepreneurs.
Pillar 3 Talent Attraction and Development	Goal: Foster the development of a talent pipeline that boost productivity and competitiveness of current and future employers.
Pillar 4 Prosperous Business	Goal: Provide resources to make existing business more productive and profitable, as well as attract new business to the Verde Valley.
Pillar 5 Promotion	Goal: Promote the Verde Valley as a place to live, work, visit and do business in a coordinated and cohesive manner.

Each strategy has a series of implementation steps. Identification of short term (1-2 years), mid term (3-5 years) versus long term strategies (5+ years) will determine the timing for strategy implementation. Key players have been identified for each strategy as either taking the lead or serving in a supportive partner role. Due to space limitations within the plan, many of the key player names are shortened to acronyms, which are denoted in the list of acronyms on page iv.

The success of this ambitious strategy requires alignment of goals and funding priorities between VVREO, municipalities, chambers of commerce and various organizations identified as key players in order to support the actions recommended by the strategy. Without adequate financial and staff resources this economic development plan will not be successful. This strategy requires reliable multi-year operating support for the key initiatives, including work that supports job growth, infrastructure improvements that foster economic development, and marketing and promotion that propels the Verde Valley forward.

VVREO must ensure the coordination and collaboration with public and private sector partners throughout the Verde Valley to implement this plan by carrying out the strategies. Oversight of implementation of the strategy will be managed by VVREO in consultation with the Long Range Strategic Planning Committee (LRSPC) as described below:

The Verde Valley Long Range Strategic Planning Committee

It is recommended that VVREO establish a Long Range Strategic Planning Committee (LRSPC) comprised of key leaders representing the Verde Valley to include: elected officials economic development professionals, community leaders, business leaders, academic leaders and key sector leadership. The LRSPC will meet quarterly to review the plan, discuss progress that has been made towards implementation, establish priorities, and provide accountability for meeting the objectives of the strategy. As necessary, the plan should be modified to reflect new partners, changes in market conditions, new opportunities, and the like.



PILLAR 1: VVREO SUSTAINABILITY

GOAL: Ensure VVREO’s long term sustainability as the recognized regional economic development organization in the Verde Valley.

STRENGTHS

- Recognized as the leader in advocating on regional issues
- Strong history of collaboration and partnerships

Implementation of the economic development strategic plan will be led by VVREO and the Long Range Strategic Planning Committee (LRSPC). The goals and strategies of the plan are comprehensive and cover community improvements, economic development marketing, and industry targeting as well as job creation. To date, VVREO’s role has been limited to small business financing and advocacy on issues of regional importance to the Verde Valley. Accomplishing the goals and objectives of the plan over the next five years will require VVREO to broaden its mission and commit resources to these objectives.

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
1. Build the capacity to advocate for issues of importance to the Verde Valley constituencies.					
Priority Action:					
a. Utilize the leadership structure of VVREO to act as a catalyst to facilitate the conversation and advocacy on regional issues.	VVREO		x	x	x
b. Develop and implement a five-year resource business plan that focuses on organizational sustainability. <ul style="list-style-type: none"> • Identify VVREO services to provide that ensure plan implementation. • Identify financial and staff resources that will be needed. 	VVREO		x	x	x
c. Create a Verde Valley Long Range Strategic Planning Committee.	VVREO	LRSPC	x		
d. Utilize existing resources for staff and board capacity building.	VVREO	AAED, IEDC, NACOG, YCWDB	x	x	x



PILLAR 2: REGIONALISM

GOAL: Continue working as a team on regional issues to promote economic wealth and quality of life of the Verde Valley through integration of resources for businesses and entrepreneurs.

STRENGTHS

- Regional organizational structure is in place
- Strong history of collaboration and partnerships
- Strong chambers of commerce and economic development professionals
- Progressive government
- Strong spirit of volunteerism

Community leaders in the Verde Valley have a long history of working together to solve regional problems. Everyone understands the value of regionalism and collaboration, which is the foundation that underpins this economic development plan.

The core functions of a regional partnership include bringing people together, developing a common plan and overseeing implementation. The frequent turnover of elected officials makes it difficult to provide the sustained leadership necessary to see a regional effort through to its conclusion. Local elected officials are often focused on their community's priorities and short-term results making it difficult for them to provide the long-term region-wide perspective. This turnover led VVREO to establish a public-private board with a mechanism for the long term participation of the staff economic developers from the municipalities and the Nation.

This goal addresses VVREO'S need to foster regionalism in the Verde Valley to promote economic wealth.

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
1. Invest in physical and social infrastructure, and quality of life amenities that support the region's competitiveness.					
Priority Action:					
a. Promote and support cooperation on regional transportation strategies and projects.	VVTPO	Chambers, Business Alliances		x	x
b. Champion broadband throughout the Verde Valley.	VVREO	Local govt., Chambers, Business Alliances, Schools	x		
c. Review the region's competitiveness at the local level to ascertain a business friendly environment relative to permitting and costs.	REDC	VVREO	x		
d. Support regional recreation planning and coordination, and promote best practices.	Verde Front	Local govt., VVREO, Yavapai County	x		
2. Promote a regional dialog that leads to a greater understanding of challenges and opportunities.					
Priority Action:					
a. Present annually to Verde Valley elected officials to address economic development issues that cut across local jurisdictions.	VVREO	Local govt.	x	x	x
b. Continue to conduct public meetings to report issues, challenges, and accomplishments.	VVREO		x	x	x
c. Raise awareness of issues having economic importance in the Verde Valley. <ul style="list-style-type: none"> Prepare op-ed pieces, social media, blogs, and editorials to educate a wider audience. 	VVREO		x	x	x
d. Promote regional stewardship of the natural environment by encouraging conservation best management practices.	VVREO	Local govt., Verde Front, FVR, Yavapai County	x	x	x



PILLAR 3: TALENT ATTRACTION AND DEVELOPMENT

GOAL: Foster the development of a talent pipeline to boost productivity and competitiveness of current and future employers.

STRENGTHS

- Desirable location with a high quality of life
- Yavapai College programs aligned with local business needs
- Northern Arizona Council of Governments (NACOG)
- Northern Arizona University and University of Arizona
- Expansion of career technical education programs
- Growth in the civilian labor force
- The Verde Valley Leadership program

Having a trained and job ready workforce is the number one need for new and growing businesses. Meeting today's workforce needs and tomorrow's talent demand is a challenge for any region. This goal will focus on the most promising near and long-term opportunities to be implemented in conjunction with local and state partners in the workforce system. VVREO will provide the leadership and act as a convener to facilitate the alignment of business workforce needs with target industry clusters. They will work collaboratively with Yavapai College, local school districts, NACOG, Yavapai County, Arizona Workforce Connection and others who play a role in workforce development.

The aging population in the Verde Valley will lead to a decline in the working-age population. Employers will have an increasingly hard time finding skilled workers. One of the most urgent needs for the Verde Valley is to develop a pipeline of talent to support business retention and expansion. A key competitive advantage in economic development is having an educated and skilled population, including millennials. The millennial workforce is swiftly becoming the most prevalent demographic in the U.S. workforce and will reach 50 million between now and 2025.

A desirable quality of life amenity that is needed to attract talent is affordable and diverse housing stock, including single and multi-family products. The median home price in the Verde Valley is \$242,565, which equates to a needed salary of \$56,480 a year. The median household hourly wage in the Verde Valley is \$22.00 or \$45,756 year. State and local regulations have a powerful role in shaping the housing market. Ensuring there is affordable housing to retain and attract talent will require a review of local regulations and implementation of some creative strategies.

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
1. Align workforce development efforts to match the skills needed by targeted industries.					
Priority Action:					
a. Support employers and educational institutions to improve communication and coordination, and align institutions with the needs of students and the regional labor market.	YC, NACOG	YCWDB, Education & training institutions	x		
b. Be a liaison between education and business communities on workforce development needs.	VVREO	Education & training institutions, Chambers, NACOG, YCWDB	x		
2. Advocate and support for programs to adequately prepare the region's students and workers for 21st century skills and careers.					
Priority Action:					
a. Establish key economic development partnerships to influence outcomes.	VVREO		x		
b. Identify all of the groups that are working on workforce development issues.	YC		x		
c. Serve as a liaison between business and education providers	VVREO		x		
d. Support ongoing efforts of workforce development entities.	VVREO	VACTE, YCWDB	x	x	x
e. Develop training, mentoring and apprenticeship programs.	VACTE, YC	VVREO, NACOG, YCWDB		x	
f. Work with education and business leaders to foster partnerships.	VVREO	Education & training institutions, Chambers, NACOG, YCWDB		x	
g. Advocate for centralized CTE programs.	VACTE, YC	YCWDB		x	

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
h. Establish summer academies in partnership with the school districts, Yavapai College, NAU, UA, ASU, and regional employers to provide students with hands-on learning opportunities related to in-demand and emerging careers.	NACOG	VVREO, School Districts, YCWDB, Education & training institutions		x	
i. Conduct annual focus groups with targeted businesses to identify workforce needs and deficiencies. <ul style="list-style-type: none"> Maintain an analysis of workforce needs and encourage more advanced classes in grades K-12. 	REDC	VVREO, Education & training institutions		x	x
j. Integrate best practices and innovative new programs into K-12 classrooms throughout the region.	School Districts	VVREO		x	x
k. Provide additional training in workforce readiness for recent high school graduates.	NACOG	VVREO YCWDB		x	x
l. Support a strong educational system as the foundation to facilitate economic and workforce development.	VVREO	Education & training institutions		x	x
3. Support diverse housing options to accommodate the needs of the region.					
Priority Action:					
a. Support the development of a housing taskforce who will: <ul style="list-style-type: none"> Review best practices that facilitate the development of workforce housing such as zoning modifications, utilization of city owned property, preparing public sites, etc. Identify non-profit, government, and other organizations that provide homebuyer education, counseling and down payment assistance programs. 	VVREO	Local govt., Developers	x		

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
4. Attract and retain a workforce.					
Priority Action:					
a. Support the growth of campus recruiting programs aimed at millennials.	YC		x		
b. Invest in technology, strong social media team, and state- of-the-art user friendly career website for employers' use that highlights candidates.	NACOG	YCWDB		x	
c. Support efforts for helping identify employment options for the trailing spouse or partner.	VVREO			x	
d. Arrange opportunities for spouses and partners to tour the area, look at housing and meet community members.	Economic Development Partners and Chambers	VVREO	x		



PILLAR 4: PROSPEROUS BUSINESS

GOAL: Provide resources to make existing business more productive and profitable while also attracting new business to the Verde Valley.

STRENGTHS

- Growth in the wine industry (This sector is broadly defined and includes both production and tourism)
- Manufacturing presence
- Desirable place to live
- Access to health care and higher education
- Available land

The Verde Valley has high concentrations of jobs in largely low paying employment sectors that are susceptible to economic shifts, and often include seasonal jobs or jobs without benefits. Greater diversification is needed and can be attained through the development of high wage sectors that will boost regional wealth and increase economic sustainability. An industry cluster approach to job creation is a focus of this plan. Streamlining marketing and workforce development efforts and facilitating the network and alliance of business and industry will result in a greater return on regional investments. The Verde Valley industry clusters include:

1. Hospitality and tourism (includes arts, entertainment, recreation and culinary)
2. Healthcare services
3. Agriculture and food processing
4. Advanced manufacturing
5. Business and professional services
6. Information technology and telecommunications

Tourism is the largest industry in the world and Verde Valley's economic strength. Agritourism is especially popular and one of the fastest growing segments of the travel industry. By definition, agritourism is a form of commercial enterprise that links agricultural production and or processing with tourism to attract visitors onto a farm, ranch, or other agricultural business for the purposes of entertaining and or educating the visitors and generating income for the farm, ranch or business owner. According to the latest USDA information, agritourism was pegged at \$704 million in 2012, which was a 25 percent increase in five years. This growth is driven by a variety of trends such as the locavore movement, concerns about health and obesity and demographic shifts. While the number of acres of grapes planted and tons of wine grapes harvested in the Verde Valley is relatively small, wine grapes and wines are an emerging industry segment with a great potential for agritourism.

The prosperous business pillar on the following page focuses on programs and policies to grow new and existing business, and attract new business.

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
1. Facilitate the growth of existing business in the Verde Valley.					
Priority Action:					
a. Research best practices for BRE to incorporate strategies that are geared toward the Verde Valley market.	REDC	Local cities and partners		x	
b. Promote opportunities, such as grants and loans to local entrepreneurs.	VVREO		x		
c. Promote existing resources that help local business.	VVREO	ACA, SBDC, NACOG, SCORE, BAC, USDA, SEDI	x		
d. VVREO will become a repository for business resources and information.	VVREO		x		
e. VVREO to acquire more capital or investment funding for lending.	VVREO				x
f. Explore the feasibility of creating a regional incubator or co-working space for technologists, entrepreneurs, designers, researchers and programmers.	VVREO	NACET, YC, Local govt., Chambers			x
2. Create high-paying jobs in the region by advancing the six Verde Valley industry clusters and their supply chain.					
Priority Action:					
a. Research and catalog existing companies within each industry cluster.	REDC	VVREO	x		
b. Conduct interviews with targeted companies to receive input on how best to implement the strategy.	REDC	VVREO, ACA	x		
c. Hold annual meetings with industry cluster representatives to foster and facilitate communications and pinpoint their needs.	YC	VVREO		x	
d. Based on outcome of cluster meetings, develop strategies for each cluster and Implement the recommended actions.	VVREO	YC, NACOG, YCWDB ACA		x	

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
3. Foster the growth of Northern Arizona Healthcare (NAH)					
a. Develop a dialog with NAH leadership.	VVREO	NAH	x		
b. Assist them with talent recruitment.	VVREO	NAH	x		
c. Create a long term strategy with NAH.	VVREO	NAH		x	
4. Foster the growth of the Verde Valley craft beverage industries.					
Priority Action:					
a. Become an active partner with the wine, craft beer, and malt distilled spirit industries to monitor local and state regulations that hinder industry growth. <ul style="list-style-type: none"> As needed, form an economic development alliance to lobby regulatory change of local and state policies. Promote the Verde Valley American Viticultural Area designation. 	VVWC	VVREO	x	x	x
b. Gather and maintain accurate data on the wine, craft beer, and malt distilled spirit industries in the Verde Valley. Continue to research water efficiency methods and use of reclaimed water.	YC	Southwest Wine Center	x	x	x
c. Work with Yavapai County to preserve agricultural land uses, and ensure that tax assessment policies recognize agricultural zoning, which requires a minimum public expenditure for protection and servicing.	VVWC	VVREO	x		
d. Assemble best practices and/or local mentors to help new businesses navigate red tape.	VVWC	VVREO	x		
e. Encourage participation in local and regional water conservation programs.	VVREO	FVR, VVWC, Local govt.	x	x	x

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
5. Attract and nurture startup companies.					
Priority Action:					
a. Build the awareness and availability of existing business and technical assistance programs. <ul style="list-style-type: none"> • Access to capital • Business plan development • Marketing plan development • Research services • Business connection and ombudsman services • Business development discussion series 	VVREO	BACs, SBDC, REDC, Chambers, Business Alliances	x		
b. Raise the profile of the regional business assistance center (BAC) and programs.	Regional BAC's	VVREO	x		
c. Meet the needs of minority, veteran and woman owned business.	REDC	VVREO, Chambers			x



PILLAR 5: PROMOTION

GOAL: Promote the Verde Valley as the place to live, work, visit and do business in a coordinated and cohesive manner.

STRENGTHS

- Growing recognition and awareness of the region
- Strong tourism and hospitality market with brand recognition and programs at the municipal level
- Regional and community economic development organizations
- Chambers of commerce and business alliances

Economic development professionals have long recognized marketing individual communities for business recruitment is not the most effective means to long-term prosperity. A regional approach has significant advantages for basic employer recruitment or workforce development. It is easier to get a site selectors' attention by promoting a region. They rarely limit themselves to city boundaries when siting a new business operation and commuters ignore city boundaries when traveling to and from their home to work.

A cluster based business recruitment program leverages existing assets and builds the capacity of local supply chains. Inducing companies to locate to the Verde Valley will require a marketing strategy aimed at target industries who support and complement the existing economic base.

When it comes to tourism promotion, the Verde Valley cities have a long history of collaboration. In 2015 the Verde Valley communities and Yavapai-Apache Nation joined together with National Geographic to highlight natural and cultural attractions of the Verde Valley. The five brand pillars of the Verde Valley include:

1. Unique culture and western heritage
2. Red rocks and the scenic river
3. Outdoor adventure
4. Family getaways
5. Beer, wine and cuisine

According to the *2014-15 Verde Valley Visitor Study*, the average age of the visitor to the Verde Valley is 54.6 years of age. As the visitor population continues to age, it is important for Verde Valley to begin targeting a younger demographic who meet the overall objectives of the region's tourism promotion program.

This goal will focus on business and tourism promotion activities, programs and policies.

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
1. Actively showcase the Verde Valley as a place to do business.					
Priority Action:					
a. Convene a regional working group to develop objectives and strategies for attracting, developing, and retaining businesses in current and targeted industries.	VVREO	REDC, Local govt.		x	
b. Create a marketing plan and materials that supports attracting, developing, and retaining business in current and targeted industries.	VVREO Marketing Committee	REDC, Local govt.		x	
c. Market the Verde Valley's quality of life in relocation programs.	VVREO	REDC, Local govt.	x	x	x
2. Continue to market Sedona Verde Valley as a tourism destination.					
Priority Action:					
a. Promote the 5 brand pillars that unify the communities in the Verde Valley.	SVVTC	Chambers, YAN	x		
b. Annually update the Sedona Verde Valley Tourism Council Marketing Communications Plan and editorial calendar.	SVVTC		x		
c. Continually update the Sedona Verde Valley National Geographic tourism website that connects residents and visitors to businesses, and make it easy for users to find lodging, spas, dining, shopping, sightseeing, etc.	SVVTC		x		
d. Build the regional brand and focus on out-of-market audiences.	SVVTC		x		
e. Annually present to the VVREO Board.	SVVTC		x		

Strategies	Key Players		Short Term	Mid Term	Long Term
	Lead	Partners	(1-2 Years)	(3-5 Years)	(5+ Years)
3. Direct some promotional efforts to emerging tourism opportunities.					
Priority Action:					
a. Position the Verde Valley as a culinary destination.	SVVTC	YC	x		
b. Support a wine event that attracts in-state and out-of-state visitors.	VVWC	SVVTC, Chambers, Sponsor of other wine events		x	
c. Attract the geotourism traveler.	SVVTC		x		
d. Explore the opportunity/feasibility of promoting medical tourism.	NAH	SVVTC			x
e. Explore the opportunity/feasibility of promoting adventure tourism	SVVTC	Chambers		x	

Appendix A – The Verde Valley SWOT Assessment

STRENGTHS

Quality of life

- Outdoor recreation and activities
- Health care
- Climate/weather
- Geographic location
- Rural setting, small town feel and relaxed lifestyle
- K-12 school options

Leadership

- Strong chambers of commerce and economic development organizations
- Cooperative spirit and willingness to work together on common goals
- Progressive government
- Partnerships
- Volunteerism

Economic

- Strong tourism and hospitality market
- Sedona's strong tourism brand
- Growing wine industry
- Community diversity
- Manufacturing presence

Assets

- Scenic beauty of the region
- National monuments/State Parks and Forest Service
- Verde River and Oak Creek
- Proximity to I-17
- Restaurants and hotels
- Cottonwood and Sedona airports
- Out of Africa Wildlife
- Verde Valley Medical Center
- Yavapai College
 - New culinary arts program
 - Digital Media Arts Program
 - Southwest Wine Center
- Available land to grow
- Verde Canyon Railroad
- Arizona Copper Museum
- Yavapai Nation Casino
- Rich history and culture

WEAKNESSES/CHALLENGES

Workforce and Education

- Workforce shortages in key sectors
- Skills in the hospitality sectors
- Difficult to attract key occupations
- Out-migration of labor to secure jobs in Phoenix
- Higher educational attainment levels lag in the younger population
- Lack of knowledge or awareness of the workforce resources available

Planning and Community Development

- Retaining the Verde Valley's unique identity while accommodating growth
- Effectively managing growth
- Traffic congestion
- Environmental sustainability
- Lack of broadband infrastructure and high speed internet throughout the Verde Valley
- Infrastructure is not keeping up with growth
- Availability of water to support economic growth
- No regional public transit system connecting the cities in the Verde Valley

Economic

- Reliance on tourism and low paying jobs
- Housing affordability
- Lack of livable wage jobs to attract families
- Lack of industrial space
- Lack of flights from the airports to key destinations
- Some communities in the Verde Valley struggle economically
- State regulations on production hold back the wine industry
- AirBnB is impacting the inventory of long term rentals

Leadership and Collaboration

- Lack of political will to make the tough decisions
- Leadership, cooperation and collaboration are lacking between business, educational and governmental agencies

Social

- Not enough activities and entertainment for youth
- Drug use and addiction
- Aging population
- Lack of knowledge of the social service resources that are available

OPPORTUNITIES

Workforce and Education

- Continue to expand educational offerings including culinary, environmental, arts/cultural and entrepreneurship
- Expand Career and Technical Education (CTE) with programs that support existing economic sectors
- Collaboration between Yavapai College and NAU, ASU or UA on curriculum
- Collaborate to strengthen K-12 and college systems
- Education and business partnership to create internships and mentoring programs

Marketing & Promotion

- Develop and promote Agri-Tourism and Eco-Tourism programs
- Implement a cohesive brand and marketing strategy for the region
- Promote the wine industry and creating a signature wine event
- Begin targeting millennials
- Multimedia marketing to Phoenix and Southern California
- Position Verde Valley as a culinary destination
- Medical Tourism attraction program
- Promoting a night life

Economic Development

- Diversify the economy and create/attract higher paying jobs
- Attract light manufacturing, technology industry
- Develop a full-fledged regional Entrepreneurship Program
- Focus on entrepreneurs and facilitate business start ups
- Leverage the wine industry
- Develop an art museum and cultural center
- Local farm to table - foster local table crop production
- Coordination of regional priorities
- Supply chain to businesses in Flagstaff, Phoenix, Las Vegas, and California
- Highway 260 corridor development
- Attract a branch campus of NAU, ASU or UA
- Development of a resort/conference center
- Creating a more diverse economy that does not rely on tourism and low wage jobs
- Appellation designation for the Verde Valley wine industry
- Promote the regional wine industry

Community and Infrastructure Development

- More affordable housing, both rentals and owner occupied
- Deployment of broadband throughout the region
- Prepare a regional transportation plan
- Alleviate traffic congestion and improve transportation connectivity throughout the region
- Region wide transit system
- Regional planning to ensure sustainable quality of life and natural environment
- Outdoor recreation including biking, hiking, off road vehicles, canoeing
- Connect the trails and park systems within the region

THREATS

Physical

- I-17 Closures
- Loss of open space between communities
- State park overcrowding

Social/Policies

- Underfunding education
- Drug abuse
- Growth without a plan
- Aging population and the increased services that will be needed
- Resistance to change
- Disengaged voters

Economic

- Competition from other rural areas with strong hospitality/culinary/entertainment options
- Sustaining an economic downturn
- Declining availability of private land
- Unable to accommodate rapid growth
- Diminishing state and federal resources

Environmental

- Climate change
- Maintaining a healthy Verde River eco-system
- Wildfires
- Natural resource mismanagement

Appendix B – Industry Cluster Supply Chain Analysis

Supply Chain Industries by Selected Industry Clusters for the Greater Verde Valley

NAICS - Description	Agriculture and Food Processing	Advanced Manufacturing	Business and Professional Services	Healthcare Services	Hospitality and Tourism	Information Technology and Telecommunications	Grand Total
111000 Crop Production	\$2,458,943						\$2,458,943
112000 Animal Production and Aquaculture	\$5,588,468						\$5,588,468
114112 Shellfish Fishing					\$558,517		\$558,517
115115 Farm Labor Contractors and Crew Leaders	\$533,949						\$533,949
221112 Fossil Fuel Electric Power Generation			\$1,403,653				\$1,403,653
221113 Nuclear Electric Power Generation			\$794,351				\$794,351
221122 Electric Power Distribution			\$2,833,291		\$994,833		\$3,828,125
236220 Commercial and Institutional Building Construction			\$560,474				\$560,474
238210 Electrical Contractors and Other Wiring Installation Contractors			\$627,043				\$627,043
238220 Plumbing, Heating, and Air-Conditioning Contractors			\$883,588				\$883,588
311119 Other Animal Food Manufacturing	\$2,860,977						\$2,860,977
311221 Wet Corn Milling					\$502,068		\$502,068
311513 Cheese Manufacturing					\$3,136,663		\$3,136,663
311520 Ice Cream and Frozen Dessert Manufacturing					\$684,893		\$684,893
311611 Animal (except Poultry) Slaughtering					\$1,150,398		\$1,150,398
311612 Meat Processed from Carcasses					\$1,383,225		\$1,383,225
311615 Poultry Processing					\$2,106,111		\$2,106,111
311710 Seafood Product Preparation and Packaging					\$987,049		\$987,049
311812 Commercial Bakeries					\$635,362		\$635,362
311930 Flavoring Syrup and Concentrate Manufacturing					\$571,380		\$571,380
312111 Soft Drink Manufacturing					\$909,566		\$909,566
312120 Breweries					\$959,945		\$959,945
312140 Distilleries					\$941,070		\$941,070
313310 Textile and Fabric Finishing Mills		\$513,504					\$513,504
322121 Paper (except Newsprint) Mills		\$3,966,857					\$3,966,857
322130 Paperboard Mills		\$2,551,904					\$2,551,904
322211 Corrugated and Solid Fiber Box Manufacturing		\$1,150,866					\$1,150,866
323111 Commercial Printing (except Screen and Books)				\$504,133	\$928,836		\$1,432,970
324110 Petroleum Refineries	\$863,387	\$803,998		\$531,534	\$916,860		\$3,115,780
325180 Other Basic Inorganic Chemical Manufacturing		\$568,418					\$568,418
325199 All Other Basic Organic Chemical Manufacturing		\$1,208,910					\$1,208,910
325211 Plastics Material and Resin Manufacturing		\$2,401,358					\$2,401,358
325411 Medicinal and Botanical Manufacturing				\$533,507			\$533,507
325412 Pharmaceutical Preparation Manufacturing				\$964,084			\$964,084
325413 In-Vitro Diagnostic Substance Manufacturing				\$814,457			\$814,457
325414 Biological Product (except Diagnostic) Manufacturing				\$1,993,215			\$1,993,215
325510 Paint and Coating Manufacturing		\$615,096					\$615,096
325520 Adhesive Manufacturing		\$1,994,120					\$1,994,120
325910 Printing Ink Manufacturing		\$725,654					\$725,654
326111 Plastics Bag and Pouch Manufacturing		\$578,213					\$578,213
326113 Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing		\$837,818					\$837,818
326199 All Other Plastics Product Manufacturing		\$810,207		\$653,154			\$1,463,361
327310 Cement Manufacturing		\$2,445,611					\$2,445,611
331110 Iron and Steel Mills and Ferroalloy Manufacturing		\$2,089,547					\$2,089,547
331313 Alumina Refining and Primary Aluminum Production		\$1,494,247					\$1,494,247
331314 Secondary Smelting and Alloying of Aluminum		\$2,293,554					\$2,293,554
331315 Aluminum Sheet, Plate, and Foil Manufacturing		\$917,654					\$917,654
331318 Other Aluminum Rolling, Drawing, and Extruding		\$1,046,523					\$1,046,523
331420 Copper Rolling, Drawing, Extruding, and Alloying		\$773,474					\$773,474
331491 Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding		\$635,021					\$635,021
332312 Fabricated Structural Metal Manufacturing		\$669,293					\$669,293
332710 Machine Shops		\$2,217,311					\$2,217,311
332812 Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers		\$604,655					\$604,655
332813 Electroplating, Plating, Polishing, Anodizing, and Coloring		\$562,887					\$562,887
333514 Special Die and Tool, Die Set, Jig, and Fixture Manufacturing		\$783,292					\$783,292
333993 Packaging Machinery Manufacturing	\$1,408,147						\$1,408,147
334413 Semiconductor and Related Device Manufacturing		\$782,855				\$723,929	\$1,506,784
334418 Printed Circuit Assembly (Electronic Assembly) Manufacturing		\$536,282					\$536,282
336413 Other Aircraft Parts and Auxiliary Equipment Manufacturing		\$1,518,727					\$1,518,727
339112 Surgical and Medical Instrument Manufacturing				\$1,204,031			\$1,204,031
339113 Surgical Appliance and Supplies Manufacturing				\$956,961			\$956,961
339116 Dental Laboratories				\$841,833			\$841,833
423430 Computer and Computer Peripheral Equipment and Software Merchant Wholesalers		\$539,163					\$539,163
425120 Wholesale Trade Agents and Brokers	\$820,057	\$1,620,671		\$1,059,718	\$1,345,409		\$4,845,854
481111 Scheduled Passenger Air Transportation		\$507,032	\$794,382		\$775,317		\$2,076,731
484121 General Freight Trucking, Long-Distance, Truckload		\$504,943					\$504,943

Supply Chain Industries by Selected Industry Clusters for the Greater Verde Valley

NAICS - Description	Agriculture and Food Processing	Advanced Manufacturing	Business and Professional Services	Healthcare Services	Hospitality and Tourism	Information Technology and Telecommunications	Grand Total
484122 General Freight Trucking, Long-Distance, Less Than Truckload		\$523,465					\$523,465
492110 Couriers and Express Delivery Services					\$923,138		\$923,138
493110 General Warehousing and Storage		\$508,566			\$750,397		\$1,258,963
511210 Software Publishers						\$768,061	\$768,061
512110 Motion Picture and Video Production						\$2,908,571	\$2,908,571
515120 Television Broadcasting					\$1,391,279		\$1,391,279
515210 Cable and Other Subscription Programming					\$539,055	\$1,760,553	\$2,299,608
517110 Wired Telecommunications Carriers		\$500,661	\$2,228,600	\$1,439,032	\$1,681,534	\$6,469,250	\$12,319,077
517210 Wireless Telecommunications Carriers (except Satellite)			\$876,182	\$566,403	\$554,880	\$535,032	\$2,532,497
518210 Data Processing, Hosting, and Related Services		\$847,497	\$1,251,082		\$586,314		\$2,684,893
519130 Internet Publishing and Broadcasting and Web Search Portals			\$931,365	\$642,394	\$1,667,565		\$3,241,324
522110 Commercial Banking	\$534,116	\$671,193	\$4,428,448	\$1,700,385	\$1,015,515		\$8,349,657
522130 Credit Unions			\$533,934				\$533,934
522292 Real Estate Credit			\$518,594		\$560,853		\$1,079,447
523110 Investment Banking and Securities Dealing			\$1,076,891				\$1,076,891
523120 Securities Brokerage			\$1,672,133				\$1,672,133
523920 Portfolio Management			\$1,546,763				\$1,546,763
523930 Investment Advice			\$2,535,607	\$623,082			\$3,158,688
524113 Direct Life Insurance Carriers			\$607,105	\$1,711,638	\$767,471		\$3,086,214
524114 Direct Health and Medical Insurance Carriers			\$734,746	\$2,071,501	\$928,827		\$3,735,074
524126 Direct Property and Casualty Insurance Carriers			\$1,047,684	\$2,953,744	\$1,324,473		\$5,325,902
524210 Insurance Agencies and Brokerages			\$4,031,783				\$4,031,783
531110 Lessors of Residential Buildings and Dwellings			\$4,551,710	\$5,852,509	\$5,203,594		\$15,607,813
531120 Lessors of Nonresidential Buildings (except Miniwarehouses)			\$2,706,504	\$3,479,452	\$3,094,540		\$9,280,496
531130 Lessors of Miniwarehouses and Self-Storage Units			\$1,134,975	\$1,458,809	\$1,297,938		\$3,891,722
531190 Lessors of Other Real Estate Property				\$556,345	\$512,802		\$1,069,147
531210 Offices of Real Estate Agents and Brokers			\$2,577,729	\$3,233,506	\$2,998,824		\$8,810,059
531311 Residential Property Managers			\$1,868,348	\$2,401,205	\$2,136,793		\$6,406,346
531312 Nonresidential Property Managers			\$929,826	\$1,182,544	\$1,072,687		\$3,185,057
531390 Other Activities Related to Real Estate			\$2,314,259	\$2,975,444	\$2,645,852		\$7,935,554
533110 Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)		\$693,631			\$2,052,398		\$2,746,029
541110 Offices of Lawyers		\$585,181	\$1,608,594	\$2,074,578	\$2,207,237	\$524,290	\$6,999,881
541211 Offices of Certified Public Accountants			\$577,140	\$679,332	\$1,284,869		\$2,541,341
541219 Other Accounting Services					\$661,707		\$661,707
541330 Engineering Services			\$1,044,272				\$1,044,272
541512 Computer Systems Design Services			\$703,687	\$590,279	\$554,841		\$1,848,808
541611 Administrative Management and General Management Consulting Services			\$1,017,897	\$1,701,890	\$1,410,959		\$4,130,746
541613 Marketing Consulting Services				\$672,429	\$552,068		\$1,224,497
541810 Advertising Agencies					\$2,012,641		\$2,012,641
541820 Public Relations Agencies					\$703,976		\$703,976
551112 Offices of Other Holding Companies					\$970,043		\$970,043
551114 Corporate, Subsidiary, and Regional Managing Offices	\$2,898,553	\$8,924,749	\$2,582,369	\$6,763,750	\$21,526,677		\$42,696,098
561110 Office Administrative Services			\$999,727	\$1,083,999			\$2,083,726
561311 Employment Placement Agencies			\$647,524				\$647,524
561320 Temporary Help Services			\$6,257,819	\$2,811,952	\$1,399,187	\$517,330	\$10,986,287
561330 Professional Employer Organizations			\$999,643				\$999,643
561612 Security Guards and Patrol Services			\$1,263,072				\$1,263,072
561720 Janitorial Services			\$3,132,799	\$642,970	\$1,377,359		\$5,153,128
561730 Landscaping Services			\$2,514,092	\$510,022	\$1,107,203		\$4,131,316
711211 Sports Teams and Clubs					\$731,291		\$731,291
711510 Independent Artists, Writers, and Performers					\$856,165	\$613,241	\$1,469,406
721110 Hotels (except Casino Hotels) and Motels			\$678,011		\$721,015		\$1,399,026
722511 Full-Service Restaurants			\$1,582,970	\$1,221,255	\$1,016,405		\$3,820,629
722513 Limited-Service Restaurants			\$799,227	\$500,926	\$684,808		\$1,984,962
901149 US Postal Service					\$928,242		\$928,242
Grand Total	\$17,966,597	\$54,524,608	\$74,409,895	\$62,158,000	\$93,900,920	\$14,820,257	\$317,780,277



Agenda Item Submission Form – Section I

Meeting Date: June 6, 2018

- Consent Agenda Decision Agenda Executive Session Requested
- Presentation Only Action/Presentation

Requesting Department: Finance Staff Resource/Contact Person: Mike Showers

Agenda Title (be exact): Discussion, consideration and possible approval of the FY19 debt levy certification to Yavapai County for \$605,947, acting as the Trustee to the Camp Verde Sanitary District.

List Attached Documents: 1) Certification to Yavapai County, 2) Notice of Debt Levy

Estimated Presentation Time: 2 mins

Estimated Discussion Time: 5 mins

Reviews and comments Completed by:

Town Manager: _____ Department Head: (See Background info)

Town Attorney Comments: These debt service payments were incurred under Title 48 and will continue to be until the debt is gone. The Town Council is acting as a Trustee for this debt and must certify to the County the amount necessary to collect for payment of interest and principal on the outstanding debt.

Risk Management: _____

Finance Department
Fiscal Impact:
Budget Code: _____ Amount Remaining: _____
Comments:

Background Information: The rates reflect what is necessary to be collected to offset the cost of paying the annual debt service. The Town Council is acting as Trustee of the Sanitary District debt. The calculations are based on the valuation of the District which fluctuates annually. This debt will continue to be paid by the District and is not a debt shared by the Town.

Recommended Action (Motion): Approve the FY19 debt levy certification to Yavapai County for \$605,947, acting as the Trustee to the Camp Verde Sanitary District.

Instructions to the Clerk: None.

YAVAPAI COUNTY



SPECIAL TAXING DISTRICT TAX LEVY CONFIRMATION FORM

FISCAL YEAR _____

NAME OF DISTRICT: _____

TAX LEVY REQUIRED: \$ _____

BOND DEBT SERVICE LEVY REQUIRED: \$ _____
(use only if you have bonded indebtedness)

COMMUNITY FACILITIES DISTRICTS (CFD):
(for City and/or Town Municipality use only)

<u>NAME OF CFD</u>	<u>TAX RATE REQUIRED</u>
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____

Prepared By: _____ Title: _____

Date: _____ Telephone Number: _____

E-mail Address: _____

This form is not supported by Google Chrome or Microsoft Edge. Please open this form using Internet Explorer or FireFox Web Browsers. Please use the **submit button**, located in the upper right hand corner, above to send this form to Brenda Peterson, Administrative Assistant, Yavapai County Board of Supervisors.

We will need preliminary district information no later than June 25, 2018, in order to include your information on the July 3, 2018, tentative budget hearing schedule. If you have questions, please contact Brenda Peterson at 928-771-3200.

NOTICE OF PROPOSED DEBT SERVICE LEVY for FY18

The Town of Camp Verde will be discussing

The proposed debt service levy for FY19

On June 6, 2018 at 6:30 pm in the Council Chambers

at 473 S. Main St., Room 106, Camp Verde, AZ

Interested parties are invited to attend and present their comments

FY2018-19 Debt Service Budget of the Camp Verde Sanitary District

Amount to be certified:

Debt Reduction Levy of \$2.566 per \$100 of Net Assessed Value of \$23,616,504

Debt Service Levy: \$605,947

WIFA Debt Service Budget: \$605,947

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Agenda Item Submission Form – Section I

Meeting Date: June 6, 2018

- Consent Agenda Decision Agenda Executive Session Requested
- Presentation Only Action/Presentation

Requesting Department: Finance **Staff Resource/Contact Person:** Mike Showers

Agenda Title (be exact): Discussion, consideration and possible approval of the FY19 special assessment levy of \$222,241 for annual payments against the Camp Verde Sanitary District's WIFA note 910175, acting as the Trustee to the Camp Verde Sanitary District.

List Attached Documents: 1) Notice of Special Assessment Debt

Estimated Presentation Time: 2 mins

Estimated Discussion Time: 5 mins

Reviews and comments Completed by:

- Town Manager: _____ **Department Head:** (See background info)
- Town Attorney Comments:** _____
- Risk Management:** _____
- Finance Department**
Fiscal Impact:
Budget Code: _____ **Amount Remaining:** _____
Comments:

Background Information: The rates reflect what is necessary to be collected to offset the cost of paying the annual debt service. The Town Council is acting as Trustee of the Sanitary District debt. This debt will continue to be paid by the District and is not a debt shared by the Town.

Recommended Action (Motion): Approve the FY19 special assessment levy of \$222,241 for annual payments against the Camp Verde Sanitary District's WIFA note 910175, acting as the Trustee to the Camp Verde Sanitary District.

Instructions to the Clerk: None.

SPECIAL ASSESSMENT DEBT

Council will be discussing and approving the special assessment

For FY19 Sanitary District Debt Service payments

Special Assessment Levy: \$ 222,241

USDA Debt Service Budget: \$ 222,241



Agenda Report Form – Section I

Meeting Date: June 6, 2018

- Consent Agenda Decision Agenda Executive Session Requested
- Presentation Only Action/Presentation Work Session

Requesting Department: Economic Development

Staff Resource/Contact Person: Steve Ayers and Sebra Choe

Agenda Title (be exact): Presentation, discussion and possible direction to staff regarding Economic Development projects, programs and activity

List Attached Documents: None

Estimated Presentation Time: 15

Estimated Discussion Time: 10

Reviews and comments Completed by:

- Town Manager: _____ Department Head: _____
- Town Attorney Comments: _____
- Risk Management: _____
- Finance Department
Fiscal Impact:
Budget Code: _____ Amount Remaining: _____
Comments: _____

Background Information: This is a general update on programs and projects being carried out by the Economic Development Department, along with an overview of current economic development activity in Camp Verde.

Recommended Action (Motion): None

Instructions to the Clerk: