



Strategic Plan for Economic Development

REVISED WORKING PAPER #4

COMMUNITY AND ECONOMIC DEVELOPMENT STRATEGIC PLAN

CAMP VERDE FOCUSED FUTURE II
PARTNERS FOR STRATEGIC ACTION, INC.
in partnership with Applied Economics and ESI Corporation
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Preamble

Camp Verde has a sustained partnership with its energy provider, APS, to assist with community development efforts. As part of this partnership, APS has worked with the community several times through its Focused Future program. A *Focused Future* was developed by APS to provide local communities technical assistance in developing a grassroots community and economic development strategic plan. The latest Focused Future effort initiated in late 2014 bringing together citizens, landowners, agencies, policy makers, and other stakeholders to develop the Camp Verde Focused Future Strategic Plan for Community and Economic Development. Led by an active, broad-based citizen and stakeholder committee called the Action Team, a year-long process to devise a community and economic development strategy was successfully completed. The Action Team's purpose is to work closely with APS and their consultants in completing the project. Over the course of the planning process, the Action Team met eight times.

The Focused Future II process answers three basic questions:

1. What are the opportunities to successfully strengthen and expand Camp Verde's economy?
2. What are the appropriate strategic initiatives for economic development?
3. How should Camp Verde's partners collaborate to be successful in implementing these initiatives?

The town of Camp Verde is the local sponsor, along with APS, for the Focused Future II process.

Engagement

While the broad-based Action Team was responsible for the construction of this plan, the process included several opportunities to receive feedback from and engage with community residents and stakeholders.

In early 2015, the Action Team initiated the engagement effort by identifying two topical areas to further investigate through facilitated focus groups. In January, a focus group was facilitated to better define, understand, and consider issues affecting and opportunities for youth and young families in Camp Verde. While deficiencies in the community were identified, specific attention was given to what needs to be done to keep and attract more young people to Camp Verde. In February, a focus group was facilitated to help better define, understand, and consider the current business climate in Camp Verde. The Action Team used feedback received from the focus groups to identify potential strategies most relevant for the community's sustainability and growth.

In April and May, the Action Team solicited feedback on the draft policy framework. Participants provided feedback via an online instrument. After further definition of the framework by the Action Team, a collaborative engagement effort in conjunction with the town's General Plan Update was facilitated at the town's annual Cornfest (July 18, 2015). While Cornfest provided an opportunity for the Action Team to speak one-on-one with interested residents and business interests, the engagement effort was extended with a display of the draft focus area goals and strategies at the library with feedback solicited through August 14, 2015.

Coordinated Effort

The timing of the Focused Future II effort was intentional: as the required update of the town's general plan was approaching, the council elected to move forward with Focused Future so that the work of the

Action Team could inform the update of the economic development element. While the product of the Focused Future II effort is a stand-alone community and economic development plan, its policy framework was used to inform and update policy within the economic development element.

Plan Layout

This plan has four key components.

Economic Snapshot

Compiled at the project's onset, this section includes data the Action Team used to better understand the community's economic context. Considered a "snapshot in time," the reader should understand that more recent data may be available.

Strategic Direction

This section sets the stage for the plan, providing the reader a primer on economic development and outlining the community's guiding principles and economic development vision.

Community and Economic Development Strategy

The operating feature of the plan, this section outlines the goals, strategies, and baseline performance indicators for each of the four focus areas.

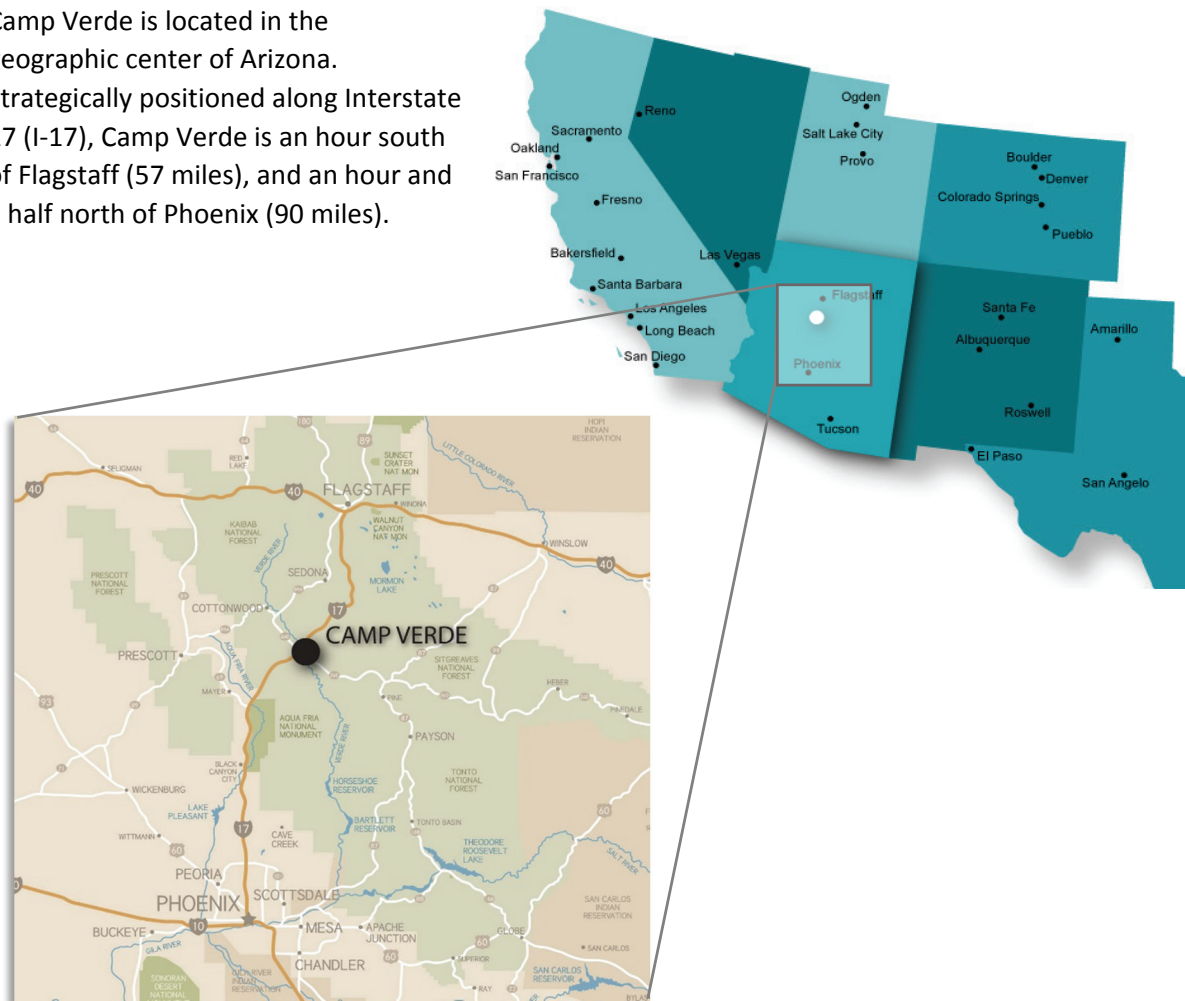
Implementation

This section outlines recommendations for success and how the plan will be monitored and updated, and outlines the roles and responsibilities of regional partners whose contributions are collectively needed in order to realize success.

Economic Snapshot

Camp Verde's Strategic Position

Camp Verde is located in the geographic center of Arizona. Strategically positioned along Interstate 17 (I-17), Camp Verde is an hour south of Flagstaff (57 miles), and an hour and a half north of Phoenix (90 miles).



Economic Context

The economic context includes aspects measuring economic performance: population, labor force, income, economy, construction, assessed value, and quality of life. Indexing local data relative to statewide trends suggests that the town is lagging the state in terms of economic recovery.

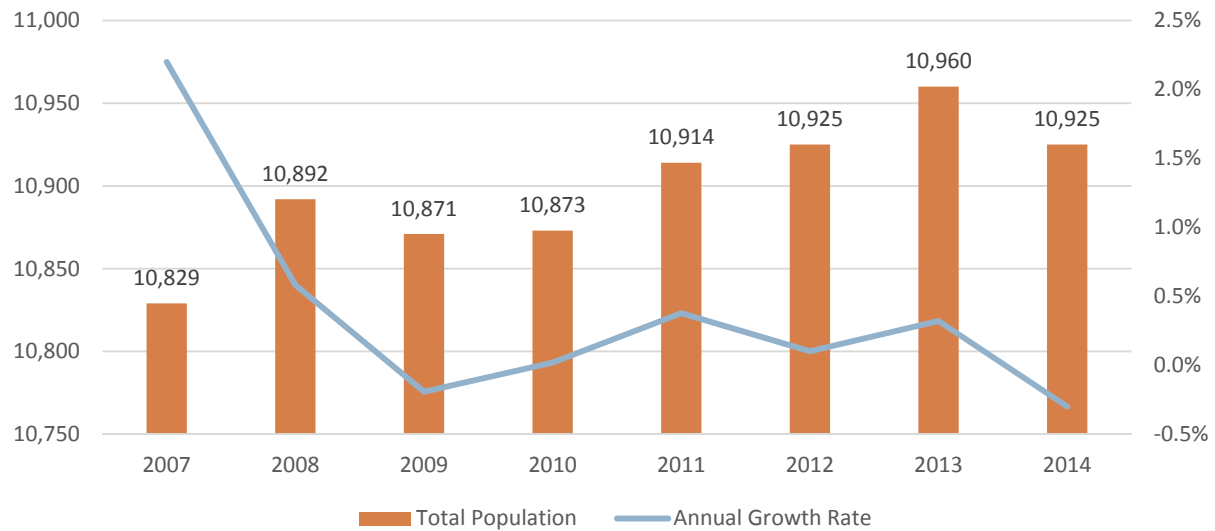
Population

Population growth is the most basic measure of activity levels in a community. Details about demographic trends help explain how population may impact other facets of the economic climate. Camp Verde's population grew by only about 1.2 percent between 2007 and 2013 and most recently has experienced a slight decline in population. Statewide population grew only 5 percent from 2007 to 2013, most of which occurred prior to 2009.

In terms of demographics, the town's share of population under 18 in 2013 was significantly lower than the state at about 19 percent versus 25 percent; in contrast, the share of population over 64 was nearly twice the state average.

Camp Verde Population Growth

Source: Arizona Department of Administration



School enrollment also tells an interesting story, increasing through 2009, dropping significantly in 2010 and 2011, and then rebounding to pre-recession levels in 2012 and 2013. Most of this growth occurred at the elementary level, which may be an indicator of increases in younger working-age residents.

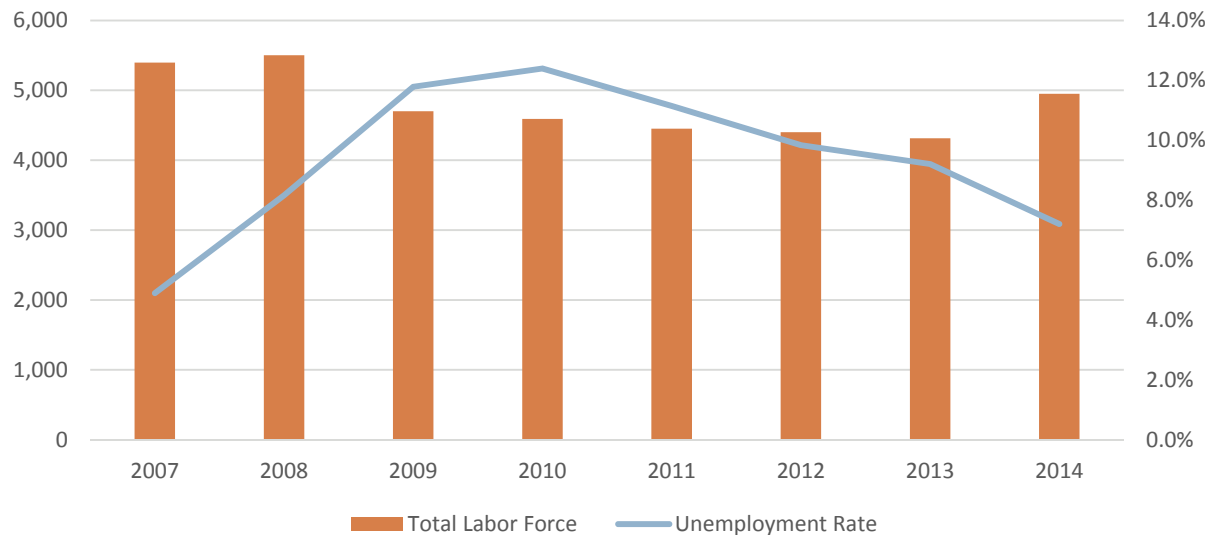
Labor Force and Unemployment

Labor force trends are a good overall indicator of the level of economic opportunity. The labor force in Camp Verde grew through 2008, but has decreased steadily since that time. Since population has not declined, this may be an indicator of shifting demographics. Labor force participation in the town has also declined rapidly, from 63 percent of the population over age 18 in 2008 to 48 percent in 2013. In comparison, labor force participation at the state level is 61 percent.

Similar to the state, Camp Verde's unemployment rate increased significantly during the recession. The state went from a low of 3.7 percent unemployment in 2007 to a high of 10.4 percent in 2010, while Camp Verde went from 4.9 to 12.4 percent during that time period. Since then, employment rates have improved.

Camp Verde Labor Force and Unemployment Trends

Source: Arizona Department of Administration



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Educational attainment is also a factor closely linked to unemployment rates. The share of high school graduates in 2013 was similar to the state at 86 percent, but the share of college graduates was well below the state average, at 14 percent versus 27 percent.

Median Income

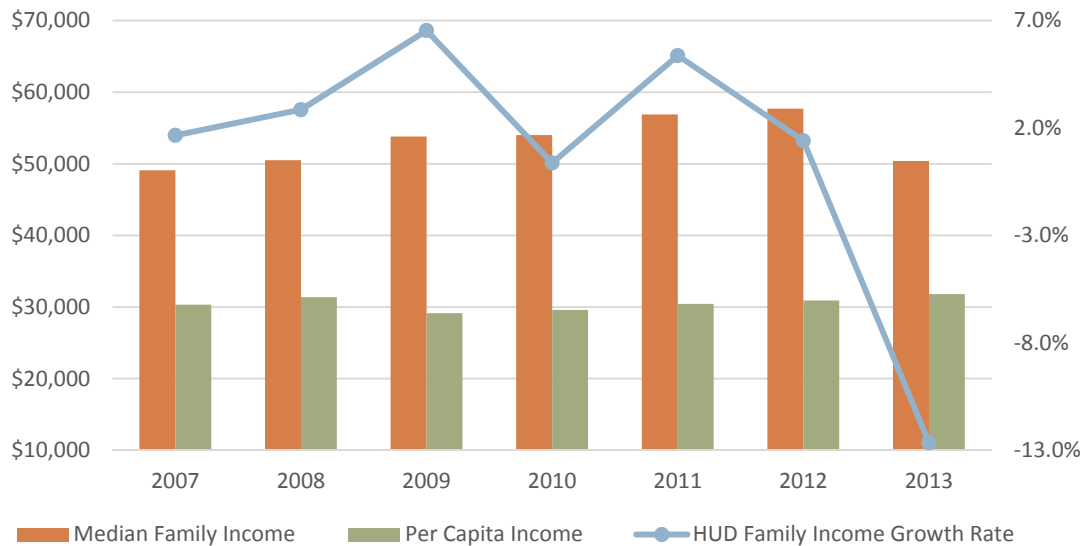
The most valid available measure of income at the local level is per capita income. Per capita income levels in the county increased 4.9 percent from 2007 to 2013 compared to a 5.6 percent increase statewide. However, per capita income in Yavapai County in 2013 was still only 85 percent of the state average. Some of this can be explained by the fact that the county has a larger-than-average retiree population which is not living off current income and which is not reflected the same way in the per capita income figures.

Median household income in Yavapai County increased by only 2.9 percent during the 2007 to 2013 period. Household income in Yavapai County was about 94 percent of the state average in 2013. Income data is not available at the city level.

The poverty rate in Camp Verde increased dramatically during the Great Recession, rising from 17 percent in 2009 to 30 percent in 2012. In 2009, the county was only slightly above the state average, but by 2012 it was over 70 percent above the state average.

Yavapai County Income Comparison

Source: Woods & Poole Economics; U.S. Census Bureau, American Community Survey

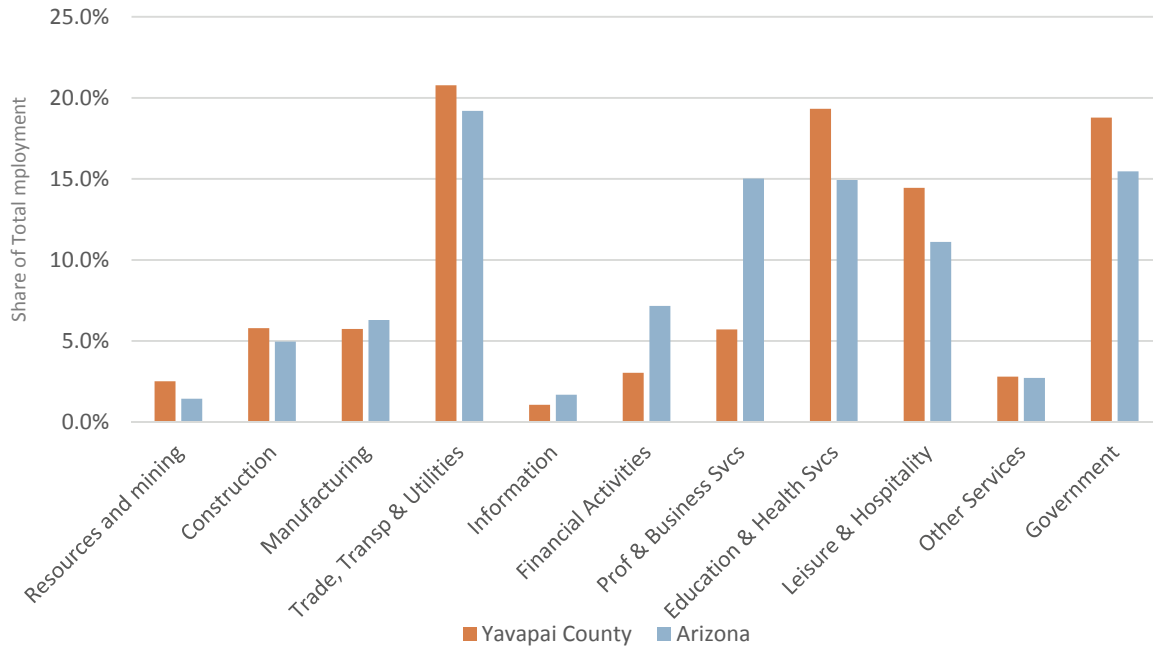


Economy

Understanding the makeup of the region’s economic base sheds light on its ability to weather recessions and its response to the recovery. Yavapai County has seen a steady decrease in the number of business establishments, with about 1,170 fewer establishments in 2013 than in 2007. Although data is only available for Camp Verde through 2011, the town appears to follow a similar pattern. Industry employment declined over the same time period in both the county and Camp Verde, although the county has shown modest growth since 2011. Camp Verde represents about only 5 percent of county employment. Overall, the county has a higher share of education/health services, hospitality, and government employment than the state as a whole. However, the share of employment in finance and professional services is well below average. The proportion of workers employed in export industries—those that bring in wealth from outside the area—is about 14 percent in Yavapai County versus roughly 23 percent for the state.

2013 Distribution of Employment by Industry

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages

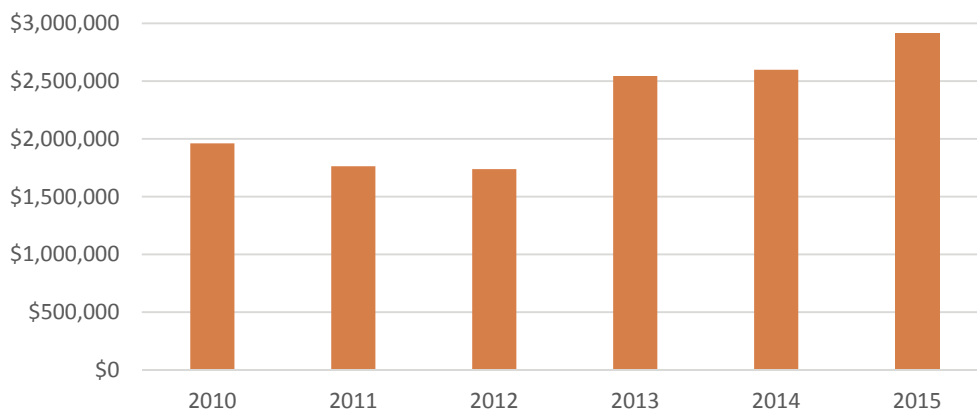


Taxable Sales

Taxable sales are a key indicator of local economic conditions, particularly in an economy not heavily driven by resource or manufacturing industries. Sales tax collections started to decline in Camp Verde in 2008 and continued this trend through 2012. A large portion of the decline locally came from construction sales tax as construction activity ground to a halt. Retail sales also dropped off significantly, although restaurants and bars fared better than other retail establishments. In August 2012, the local sales tax rate increased from 2 to 3 percent, resulting in increased collections in 2013. In recent years, however, Camp Verde has realized modest recovery in the local economy with sales tax collections bouncing back to pre-recession levels.

Sales Tax Trends

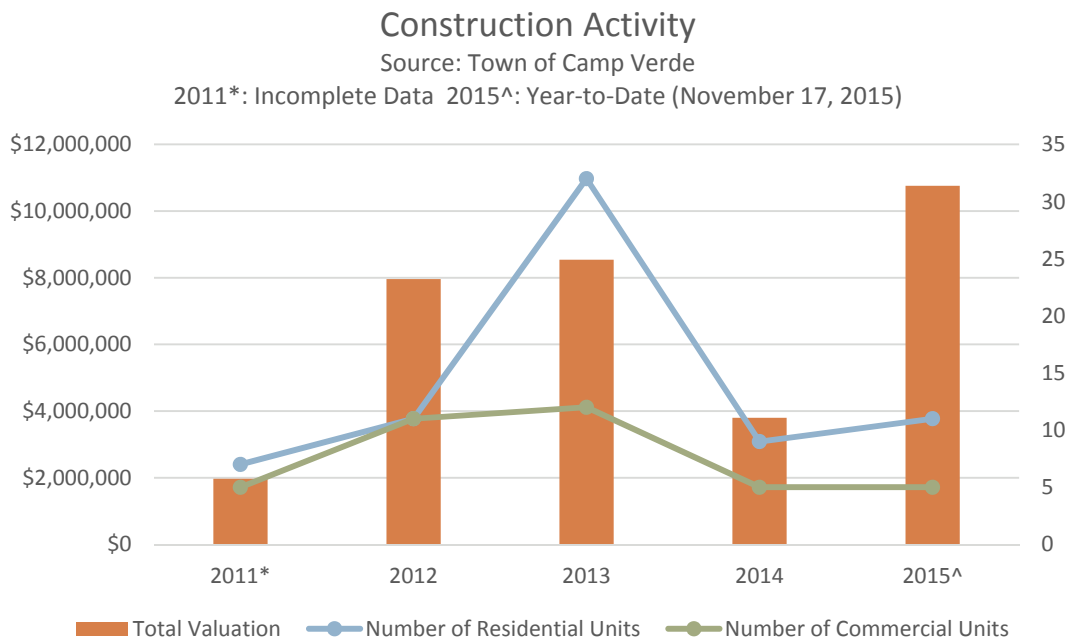
Sources: Town of Camp Verde; ADOA-EPS



Construction

Construction activity is often a leading economic indicator and was a critical factor in Arizona’s recession. Construction activity in Camp Verde declined precipitously from 2007 to 2011, similar to many communities in Arizona. Since then, both residential and commercial activity in Camp Verde has been variable but trending upward. At the state level, construction activity began to pick up in the fourth quarter of 2011, following several years of minimal activity. Construction statewide has continued to increase gradually since that time, dominated by residential activity.

A signature development project has been the 2015 groundbreaking for Verde Valley Medical Center’s Camp Verde campus. Located at the northwest corner of SR 260 and Finnie Flat Road, the 26,000-square-foot-facility will provide extended-hours primary care, imaging and laboratory facilities, and physical therapy and rehabilitation services, including a pool for aqua therapy.



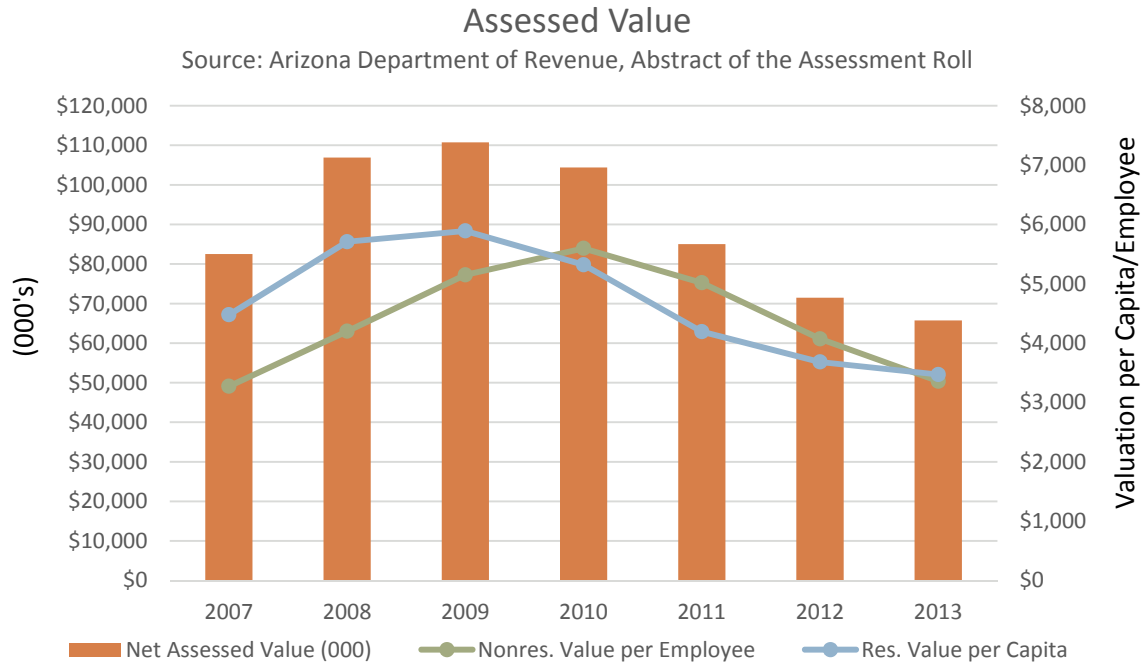
Assessed Value

Assessed value generally fluctuates much less than construction activity, although this has been less true during the recent recession. Total assessed value in Camp Verde rose steadily through 2009 and then dropped 41 percent over the next four years during the recession; 2013-year value is still 20 percent below 2007 levels. Statewide assessed value is 27 percent below 2007 levels. Unlike many communities, residential and commercial values fell by nearly equal amounts in percentage terms and were comparable in magnitude to declines at the state level.

Residential value in the town in 2013 represented about 58 percent of the total assessed value, a ratio that has held fairly steady since 2007. Per capita residential valuation peaked in 2009, but has fallen by 41 percent since that time compared to a 40 percent drop at the state level. Commercial/industrial

assessed value per employee has also fallen from its peak in 2010 and is down about 40 percent for both the state and the town.

Although there is no impact on revenues, since the town has no property tax, assessed value trends are indicative of general real estate market conditions, although assessed value generally lags market value.



Quality of Life

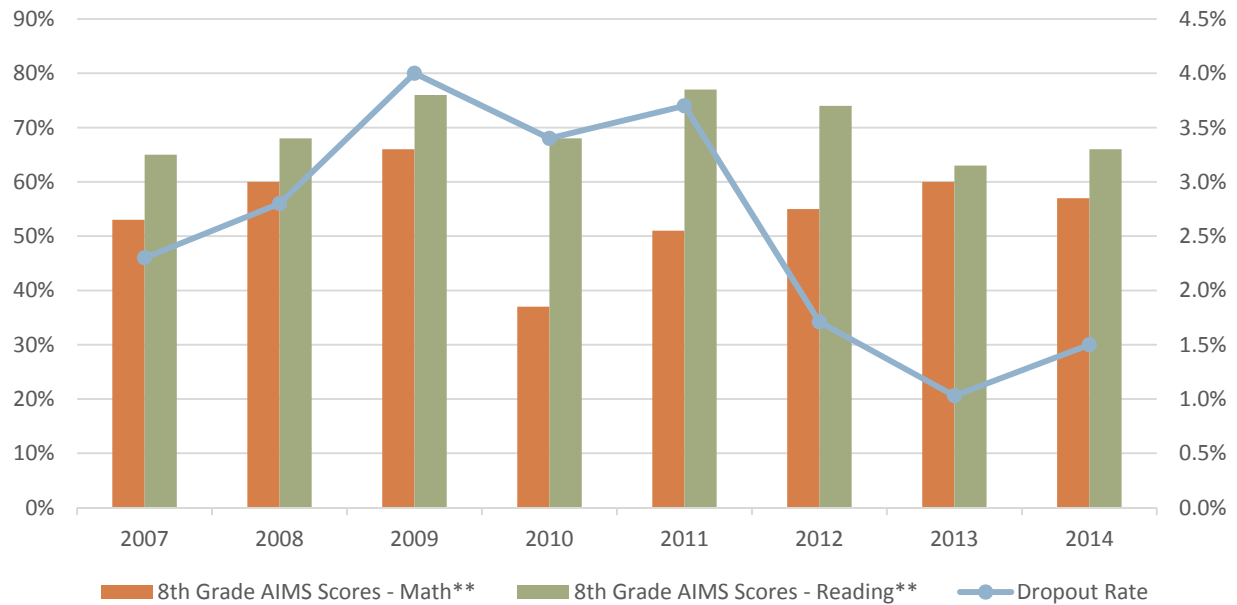
Quality of life is an important measure of the community’s overall health. In this section, we look at education and crime as well as cost of living.

In terms of education, dropout rates in Camp Verde are relatively low at only 1.9 percent, compared to a state average of 3.5 percent in 2015. Class sizes are also smaller than state averages. AIMS scores for 8th-grade students are below state averages in both reading and math, but the differences were less in 2014 than in previous years. In 2014, 66 percent of students met or exceeded standards in reading compared to 70 percent statewide; in math, 57 percent met or exceeded, compared to 59 percent statewide.

Education Quality: AIMS Passing Rates

Source: Arizona Department of Education

**Percent Meets or Exceeds



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In terms of crime, Camp Verde is substantially safer than many of the state's urban areas. The rate of violent crime per 100,000 population in 2013 was about half the state average, while the rate of property crime is about 29 percent below the state average.

Other measures of quality of life include housing costs and commute times. As of 2013, the median value of existing homes in Camp Verde was just slightly above the state average. Camp Verde has an above-average share of owner-occupied housing, which tends to make a community more stable. Commute times in Camp Verde are slightly longer than state averages, but the volume of traffic is far less than in urban areas.

Strategic Direction

The community and economic development plan is intended to be an action-oriented strategy to strengthen Camp Verde's economy. Its strategic nature focuses on actions that can be initiated or accomplished over the next five years. It is not intended to address every issue or tackle every problem facing the community. The objective is to identify those actions that are realistic and can provide results that build upon the community's assets and opportunities.

The plan also recognizes the need for strong partnerships between government (municipal, tribal, and educational) agencies, citizens, service organizations, and the business community. The plan respects the existing roles and responsibilities of the various organizations but encourages collaboration in achieving many of the strategic initiatives. Effective implementation of this plan will require cooperation and collaboration over time to realize sustained success.

Economic Development Primer

The purpose of the Camp Verde community and economic development plan is to serve as a guide to local decision making, provide a road map for the region's economic future, and serve as a benchmark for monitoring progress over time.

Economic development efforts work to increase the standard of living for residents. Discussions about economic development typically focus on business growth through business retention, expansion, and attraction or expansion of the tax base. However, economic development is directly related to the area's overall quality of life and ensuring that the local economy is sustainable over time.

There are two types of economic activity:

- Basic economic activities *bring new dollars into the community*. These activities include tourism-serving businesses and manufacturing. These types of activities typically create spin-off jobs for every job directly created.
- Non-basic activities *re-circulate money that is already in the area* through activities such as dry cleaners or car washes. These activities help to keep dollars in the community and cash registers ringing.

Both types of economic activity are critical to local economies. In order for the local and regional economy to grow and expand, there must be new dollars coming into the area and enough business in the community for new dollars to circulate within and not immediately leave the local economy. The longer dollars can circulate within a local economy through non-basic activities, more wealth is created. The term "economic leakage" describes when capital or income exits the economy rather than remaining within the community for a multiplying effect. The following graphic illustrates this concept.



Guiding Principles

Guiding principles reflect the community's core values. The Action Team articulated that development efforts would be balanced and sustainable so as not to compromise the reasons why people live and do business in Camp Verde. These principles are intended to guide decision-making processes and define the manner in which Camp Verde will grow and develop.

1. Provide opportunities for citizens from a wide range of economic levels and age groups to live, work, and thrive in the community.
2. Develop, grow, and prosper in a manner that always reflects and respects the capacity of natural resources.
3. Foster sustainable development, encourage small businesses and entrepreneurs, and balance future growth with cultural/historic preservation.
4. Leverage existing social capital and foster an ethic of community investment.
5. Capitalize on opportunities to collaborate with partners and strategically align regional investments.
6. Integrate land use, circulation, and economic development planning.
7. Implement development decisions in a predictable, fair, and cost-effective manner that preserves the health, safety, and welfare of residents and visitors.
8. Seek opportunities that complement existing and potential competitive advantages.
9. Define and communicate the true costs associated with development projects, including the impacts of non-contiguous and resource-demanding development.
10. Use arts and culture to foster a creative economy and to further define a sense of place.

Community and Economic Development Vision

A vision is an articulation of an ideal and unique future. A vision inspires, motivates, and transforms desire into action. Camp Verde's prosperity is generated largely through the natural resources and unique assets that surround and traverse our community. Our prosperity is connected to the health of the Verde River and surrounding landscape; therefore, we balance community and economic development with the need to preserve such assets for current and future generations.

We successfully preserve our rich cultural history, Western agrarian heritage, and natural resources while fostering a strategically designed, resilient economy that supports a quality of life that enables our families to thrive.

Community and Economic Development Strategy

The community and economic development strategic plan is outlined through focus areas. Each focus area outlines goals, strategies, and indicators. Goals and strategies are not prioritized in this document.

Goals are desired ends or conditions that, if pursued over time, will ultimately result in the attainment of the community vision.

Strategies are the specific activities that help to achieve the goal.

Indicators are quantifiable measures that can be used to track progress over time. For purposes of this plan, selected indicators presented are intended to serve as a baseline measure for future performance.

Focus Area: Tourism and Recreation

Camp Verde is home to a range of natural and cultural amenities, including Fort Verde State Historic Park, the Verde River, and Montezuma Castle National Monument. The community is known for its recreational amenities and outdoor activities, and has numerous enterprises that drive visitor activity in the region. Combined with the rich history and community love for festivals and gatherings, a hospitality and tourism-focused economic development strategy complements Camp Verde's assets.

Goals

1. Establish Camp Verde as a destination, increasing visitor and retail traffic to grow the tax base.
2. Develop collaborative recreational, tourism, and agritourist/ecotourism programs that highlight community assets.
3. Expand recreational and entertainment amenities.

Strategies

- a. Define and implement a new five-year asset-based branding, marketing, and self-promotion program for Camp Verde.
 - i. Devise a range of marketing platforms and partnerships (e.g., tour stops, press coverage, online/mobile presence, billboards in key markets, etc.)
 - ii. Develop a portfolio of tour and vacation package options (e.g., archaeological, riparian/birding/ecotourism, Western heritage and history, etc.)
 - iii. Communicate to residents the annual economic impact of tourism.
- b. Hold quarterly tourism caucus meetings where hospitality-related entities discuss upcoming events and strategize ways to collaborate.
- c. Implement a community amenity wayfinding package and improve signage along key corridors (i.e., I-17, SR 260).
- d. Establish a Camp Verde visitor center along I-17 to promote tourism and hospitality activities.
- e. Establish an outdoor, multifunctional venue (e.g., concerts, sports and games, festivals, community events, local vendors, etc.) by leveraging existing assets or investing in new amenities and better utilize existing indoor facilities.
- f. Continue to develop a comprehensive multi-use trail network with strategic partners, including marking all trails/trailheads and updating trail network map.
- g. Complete and implement the Verde River Recreation Master Plan to help enlighten the future of potential recreational properties (i.e., Rocking River Ranch and Shield Ranch).

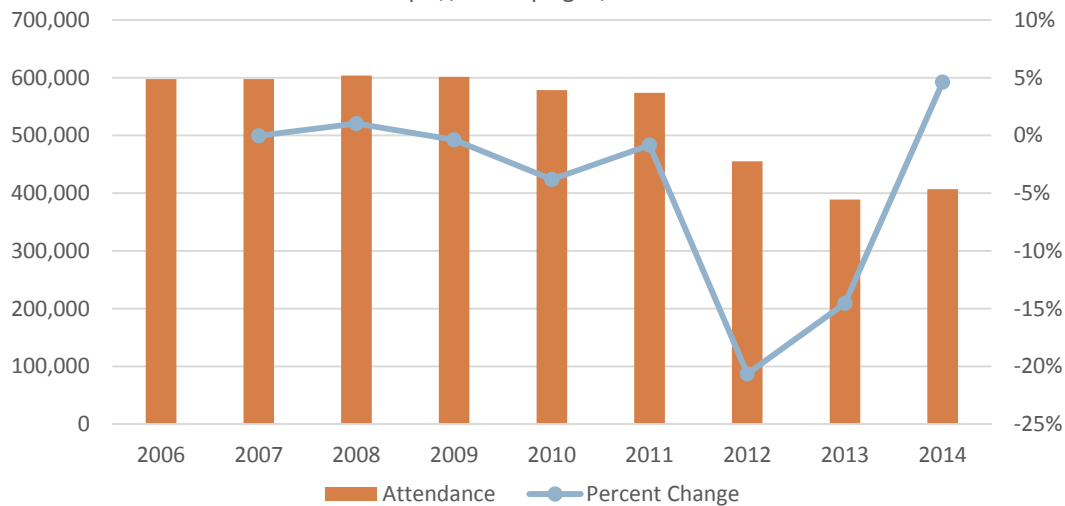
Indicators

The Camp Verde area has several tourist attractions that draw visitors from around the state and beyond, including Montezuma Castle National Monument and Fort Verde State Historic Park. Over the years, the number of visitors at these two facilities has seen a steady decline.

Throughout the nine-year timeframe from 2006 to 2014, the average number of visitors to Montezuma Castle was 533,810 people. The peak year for attendance was 2008, after which began a steady decline until the year 2014, which saw a 5 percent increase in attendance from 2013, with nearly 408,000 visitors.

Montezuma Castle National Monument Visitation

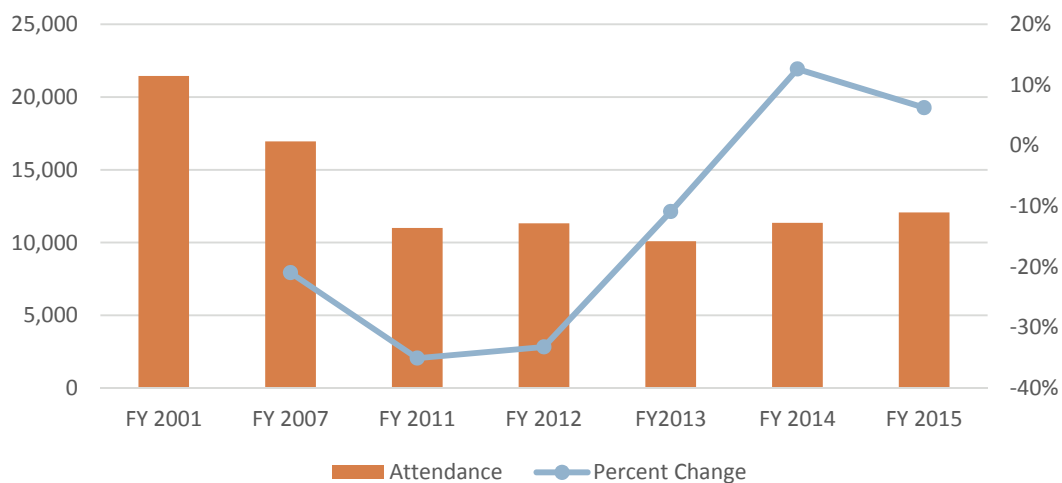
Source: National Park Service, Annual Park Visitation
<https://irma.nps.gov/Stats>



Attendance at the Fort Verde State Historic Park experienced a similar trend. Based on the availability of data, the peak year for attendance was fiscal year 2001 with 21,450 visitors. The next year that attendance information is available is fiscal year 2007, which shows a 21 percent decline with 16,950 visitors, followed by another 35 percent decline in fiscal year 2012. It isn't until fiscal year 2014 that attendance begins to increase, with a little over 12,000 visiting during fiscal year 2015. This decline is due in part to a reduction to a five-day week (beginning on May 5, 2010) as part of cost-cutting measures related to the Great Recession. Visitation has grown since the re-establishment of seven-day operations (as of February 3, 2015). When examining the most recent attendance history, the average attendance from fiscal year 2011 to fiscal year 2015 is 11,168.

Fort Verde State Historic Park Visitation

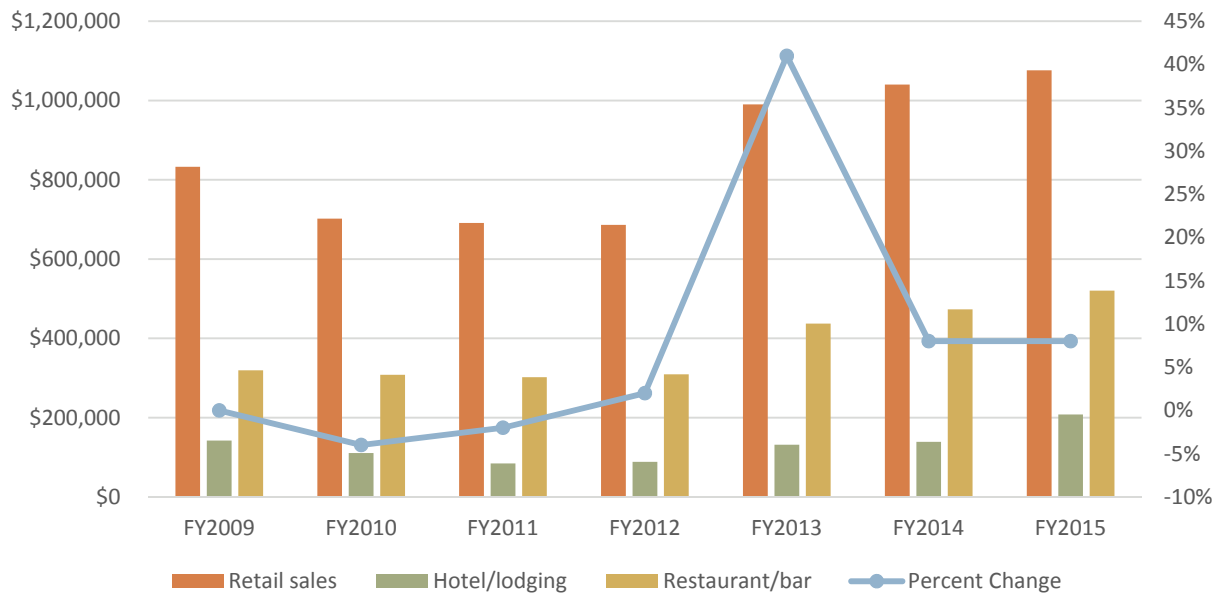
Source: Fort Verde State Historic Park



The town of Camp Verde collects transactional privilege taxes on retail sales, restaurant/bar sales, and lodging receipts. Tax collections have experienced a large fluctuation over the six-year time horizon. From fiscal year 2009 through fiscal year 2011, tax collections were on the decline. However, beginning in fiscal year 2012, the town saw gains in lodging and restaurant bar tax collections. By fiscal year 2013, tax collections in all categories increased, with an overall gain of 41 percent. During that timeframe, the greatest gain occurred in lodging receipts at 49 percent followed by retail sales tax collections at 44 percent.

Camp Verde Tax Collections (FY 2009-2015)

Source: Town of Camp Verde



Camp Verde Tax Collections (FY 2009-2015)

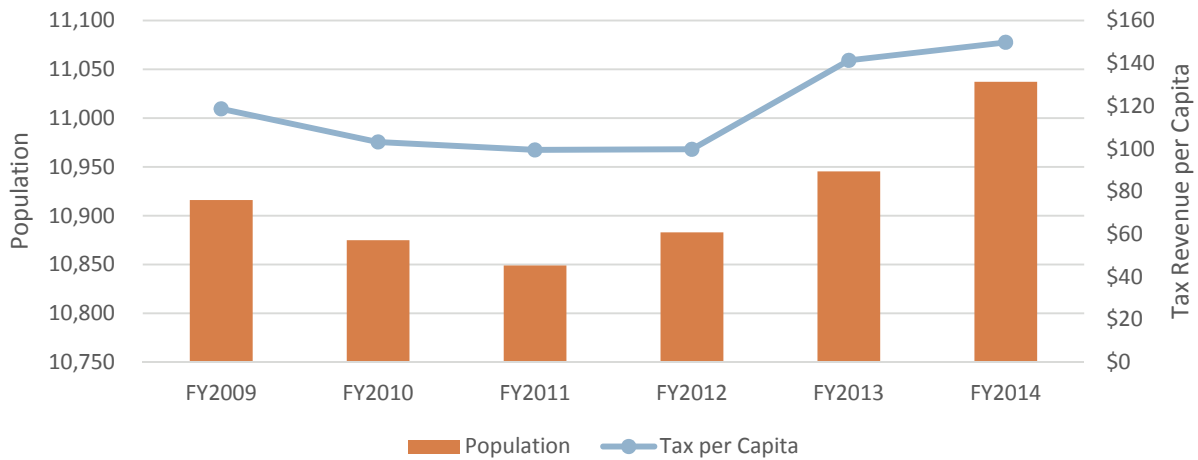
Source: Town of Camp Verde

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Retail Sales	\$832,837	\$701,977	\$691,160	\$686,400	\$990,166	\$1,040,491	\$1,076,373
Hotel/Lodging	\$142,301	\$110,798	\$84,609	\$88,626	\$131,748	\$138,850	\$207,993
Restaurant/Bar	\$319,393	\$307,921	\$301,925	\$309,169	\$437,452	\$473,070	\$520,320
Percent Change	0%	-4%	-2%	2%	41%	8%	8%

When examining the per capita tax collections in Camp Verde, the greatest gain was experienced in fiscal year 2013, going from \$100 per capita to \$141 per capita.

Per Capita Tax Collections (FY 2009-2014)

Source: Town of Camp Verde



Focus Area: Infrastructure and Placemaking Development

Camp Verde is located in the center of Arizona with two high-capacity transportation corridors bisecting the town: I-17 and SR 260. The community is currently served by several utilities including APS, private water companies, and a fire district.

Goals

1. Provide adequate infrastructure to support and grow business, tourism, and development.
2. Enhance sense of place (e.g., through character areas).
3. Create a walkable and multimodal circulation network, improving connectivity and livability within the community.
4. Improve access to and awareness of amenities downtown.

Strategies

- a. Extend utilities and related infrastructure to “West 260” to support future industrial and commercial growth.
- b. Improve broadband speed/capacity.
- c. Protect, develop, and expand light industrial land uses (i.e., in coordination with Yavapai County’s sector strategy).
- d. Establish gateway monuments and leverage design opportunities with planned “West 260” roundabouts.
- e. Facilitate and implement a downtown circulation plan (e.g., event traffic, bike, pedestrian, etc.)
- f. Establish a beautification program to improve the community’s overall aesthetics (e.g., streetscape).
- g. Support continued “complete street” design.
- h. Continue to implement historic preservation initiatives and the telling of Camp Verde’s story.

Indicator

The mean travel time to work has not experienced a significant change from the year 2000 to 2013. According to the Census, in 2000 the mean commute time was 28 minutes, compared to 27 minutes

today. The majority of workers (74 percent) commute by car, truck, or van. However, during this time horizon the percentage of people commuting by car, truck, or van declined from 77 percent to 74 percent, while the percentage of people working from home increased from 4 percent to 10 percent.

Camp Verde Commute by Mode and Mean Travel Time

Source: U.S. Census Bureau (2000), American Community Survey (2013)

	2000		2013	
	Count	Percent	Count	Percent
Workers 16 years and over	3,620	100%	4,223	100%
Car, truck, or van -- drove alone	2,788	77%	3,122	74%
Car, truck, or van -- carpooled	505	14%	537	13%
Public transportation (excluding taxicab)	14	0%	10	0%
Walked	121	3%	86	2%
Other means	49	1%	54	1%
Worked at home	143	4%	414	10%
Mean travel time to work	28 min.		27 min.	

Focus Area: Business Development, Support, Attraction, and Retention

Major employers in the community include government entities, schools, and tribal enterprises. There are also a number of small businesses and entrepreneurial ventures, and a desire exists to strengthen the business climate so that more residents can live, work, and thrive in Camp Verde.

Goals

1. Support and grow local enterprises to maximize economic opportunities.
2. Increase the number of living-wage jobs in Camp Verde.

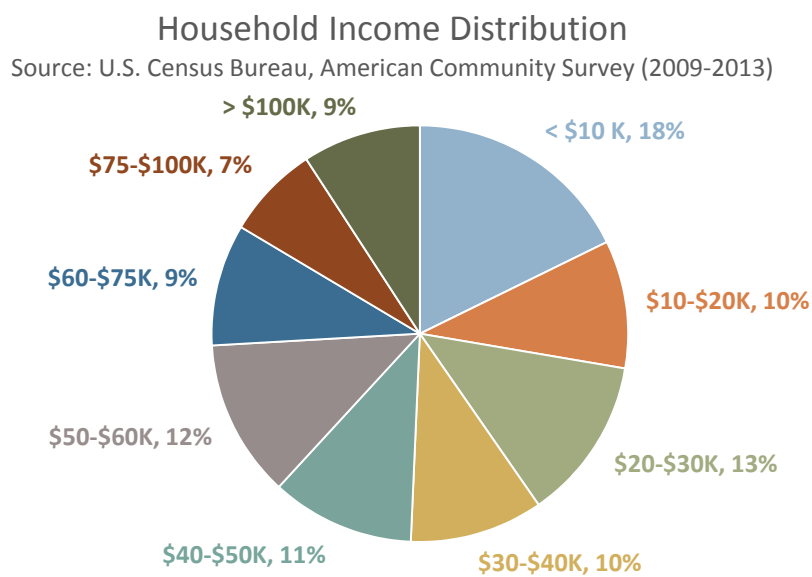
Strategies

- a. Work with local businesses and development interests to identify processes that can be streamlined/optimized.
 - i. Improve the synchronicity and collaboration of town departments.
 - ii. Combine the town's community development and economic development departments.
 - iii. Develop a business guide and "start-up checklist" to assist new business establishment.
 - iv. Clarify and publish community development policies and procedures via the town's website.
 - v. Identify key business sector targets and define an efficient permitting process to assist in attraction.
 - vi. Develop a menu of business-locating incentives to assist in business recruitment, retention, and expansion.
 - vii. Increase the town's capacity to find creative development proposal solutions.
 - viii. Create and maintain an inventory of available land/sites to assist in business locating.
- b. Identify secondary/complementary businesses that complement and support flagship employers and target opportunities for recruitment.
- c. Establish a business advocacy organization to support and promote retention of small businesses.

- i. Host regular business roundtables to discuss challenges and identify collaborative opportunities.
- ii. Hold an annual economic summit with key stakeholders (e.g., Yavapai-Apache Nation, Town, Yavapai College, Camp Verde Unified School District, etc.) to evaluate current economic health and strategize regional positioning.
- iii. Identify applicable business assistance needs and associated programming and strengthen existing resource opportunities and assistance.

Indicators

The median household income for Camp Verde residents is \$38,871. More than 40 percent of residents earn less than \$30,000 a year.



There are 454 business establishments in Camp Verde that employ 3,736 people. Retail trade has the greatest number of establishments at 85 with 24 percent, or 886 jobs. However, government employs the greatest number of people with 26 percent, or 967 jobs. Other notable sectors include educational services with 320 jobs, health care with 298 jobs, and construction with 281 jobs.

Camp Verde Establishments and Employment by Sector

Source: AGS 2015, ZoomProspector

	Number of Establishments	Percent of Total	Number of Jobs	Percent of Total
Total	454	100.0%	3,736	100.0%
Agriculture, forestry and fishing	17	3.7%	76	2.0%
Mining	0	0.0%	0	0.0%
Utilities	3	0.7%	13	0.3%
Construction	48	10.6%	281	7.5%
Manufacturing	11	2.4%	57	1.5%
Wholesale trade	18	4.0%	93	2.5%
Retail trade	85	18.7%	886	23.7%
Transportation, warehousing and information	25	5.5%	108	2.9%
Communications	6	1.3%	12	0.3%
Financial and Insurance	24	5.3%	71	1.9%
Real estate and rental and leasing	13	2.9%	30	0.8%
Professional, scientific, and technical services	18	4.0%	52	1.4%
Administrative and support; waste management services	16	3.5%	126	3.4%
Educational services	9	2.0%	320	8.6%
Health care and social assistance	34	7.5%	298	8.0%
Arts, entertainment, and recreation	11	2.4%	79	2.1%
Accommodation and food services	13	2.9%	56	1.5%
Other services (except public administration)	56	12.3%	168	4.5%
Government	36	7.9%	967	25.9%
Unclassified Establishments	11	2.4%	43	1.2%

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Focus Area: Workforce Development and Education

Camp Verde is served by multiple public and private schools. The community is also served by Yavapai College and its six regional campuses and centers.

Goals

1. Develop and retain a competitive, workforce-ready population.
2. Establish a community ethic of lifelong education and training.
3. Strengthen collaborative connections between schools, businesses, and the community.

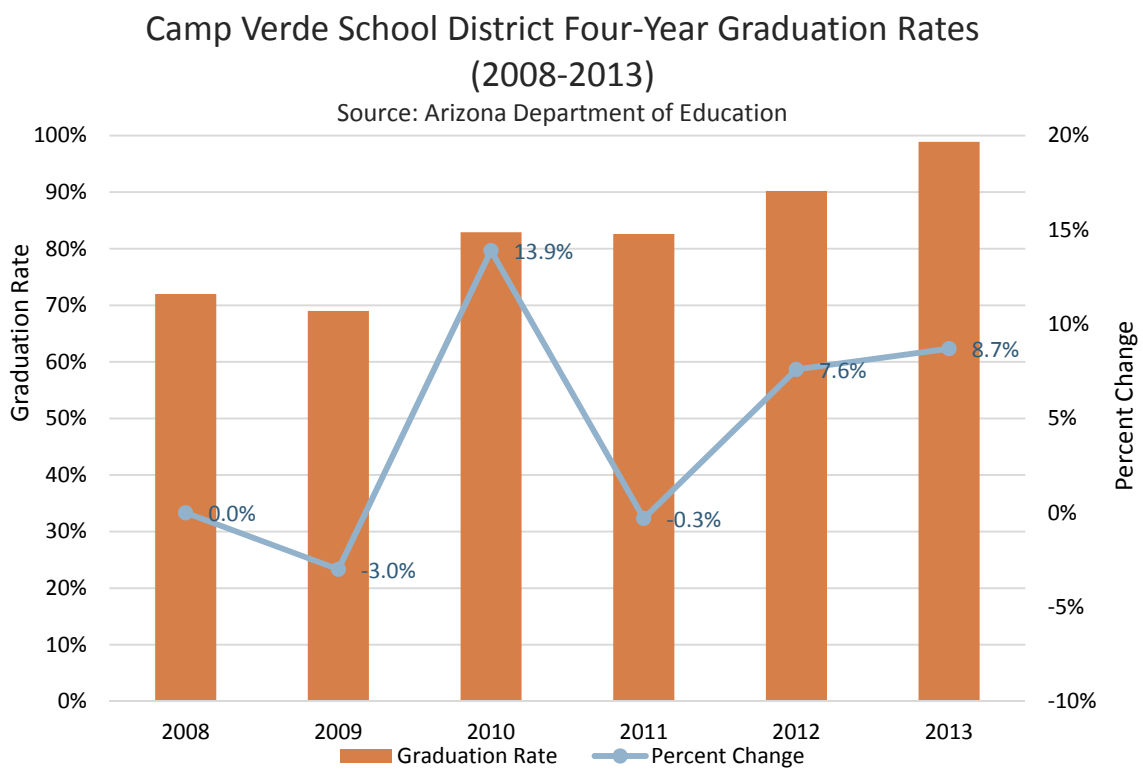
Strategies

- a. Support opportunities for registered apprenticeship programs.
- b. Support a continuous network of educational pathways (from elementary to secondary to post-secondary to continuing educational opportunities).
 - i. Continue to identify post-secondary, certificate, and vocational educational programs that complement competitive advantages (i.e., hospitality, recreational sciences, agricultural and range sciences, ecology).

- ii. Expand and foster awareness of and enrollment in dual credit programs.
- iii. Provide access to and communicate availability of soft skill training (e.g., communication, workforce attire, networking, etc.).
- iv. Expand internship, externship, and mentorship programs.
- c. Establish a volunteer corps (service club) where youth members are matched with service projects identified throughout the community.
- d. Develop a youth-focused entrepreneurial guild/program.

Indicators

The Camp Verde School District includes Camp Verde High School and the Verde Valley Technology Magnet School. The graduation rates are for the Camp Verde School District and show a steady increase in rates beginning in 2011.



The four-year graduation rates vary from year to year and are a reflection of the number of students who graduate in four years with a regular high school diploma divided by the number of students who form the adjusted cohort for the graduating class. Beginning in 2010, Camp Verde School District outperforms the overall graduation rates for Yavapai County and the State of Arizona.

Four-Year Graduation Rate (2008-2013)

Source: Arizona Department of Education

	2008	2009	2010	2011	2012	2013
Camp Verde School District	72.0%	69.0%	82.9%	82.6%	90.2%	98.9%
Yavapai County	70.5%	73.4%	n/a	77.9%	78.6%	77.4%
Arizona	74.9%	76.1%	75.4%	77.9%	76.7%	75.1%

Implementation

Framework for Success

The *Camp Verde Focused Future II: Community and Economic Development Strategic Plan* is intended to help expand the regional economy and improve residents' standard of living. The following guidance helps to frame how success can be realized.

Coordinated Approach

Entities, organizations, and agencies involved in economic development must work together to achieve mutually agreed-upon goals to ensure a sustainable effort. Implementing the shared vision, goals, and strategies as articulated within this plan is the first step toward cohesive and coordinated efforts.

Regional Collaboration

A comprehensive understanding of the region and a commitment to collaborating with entities throughout the region is critical. Regional partners include the towns of Clarkdale and Jerome and the cities of Cottonwood and Sedona, Yavapai County, Yavapai-Apache Nation, federal agencies such as the National Forest Service and National Park Service, and regional entities, including the Northern Arizona Council of Governments (NACOG) and the Sustainable Economic Development Initiative (SEDI) of Northern Arizona. The greater Camp Verde community should not consider themselves alone in growing a thriving economy; regional collaboration and synergistic efforts benefit all contributing partners.

Long-Term Commitment

Economic development is not a simple checklist; overnight achievements should not be expected. Successful economic development programs require long-term investments (e.g., infrastructure and resource management) as well as continued political commitment to forwarding objectives and measuring progress.

Plan Evaluation and Update

The *Camp Verde Focused Future II: Community and Economic Development Strategic Plan* serves as a guide for regional community and economic development efforts. However, it is critical to monitor how the plan is put into action. The town, in collaboration with its partners, is responsible for monitoring how the plan's implementation is progressing.

Adoption

The town of Camp Verde shall adopt or accept this plan. In coordination with the town's general plan update, policy direction provided herein is anticipated to become or serve as the framework for the update of the economic development element.

Communication

The Focused Future process is grassroots in nature, fueled by the contributions of volunteers and input from the community. Communication about the plan and its progress is critical. Upon adoption or acceptance, the plan's goals and strategies, as well as the town and its partners' short-term action plans, should be widely communicated and progress reported.

Plan Distribution and Presentations

Because of the collaborative nature of this plan and the various agencies and allies needed for its success, the town shall announce its adoption or acceptance of this plan and distribute this framework to regional entities and partners. It's important that the community's economic vision is understood and that regional efforts contribute to its realization.

Formation of a Business Advocacy Group

A key strategy outlined within this plan is the development of a business advocacy group. Camp Verde has previously had a chamber of commerce, serving small businesses and assisting in business retention activities, and an effort is ongoing to re-establish a presence. While the town and other partners have attempted to address the gap in business support activities, strong business climates are served through an organization comprised of and for small business. Filling this business advocacy void is essential in formalizing and strengthening the voice of Camp Verde's business community.

Keeping Score

While many of the outlined strategies will comprise the work program of the town's economic development director, other agencies and organizations will serve as leaders for executing other strategies. While the town shoulders accountability for this plan, its success will rest on the contributions of the entire community; entities as outlined in *Roles and Responsibilities* will assist in coordination, implementation, reporting, and other ways to contribute toward realization of this plan's vision.

Devising a strategy whereby the town and its partners report and track progress should be an immediate priority. Measuring community indicators against the plan's baseline reported herein (see: Indicators) is one mechanism for evaluating progress; authoring a report on strategy achievements is another mechanism for tracking effort.

The following implementation recommendations are offered:

- Employ the Focused Future II Action Team (or similar entity) to serve as steward to this plan, meeting biannually to review and track progress.
- Create an annual progress report, authored in the first quarter of the year, to assist in budget and capital improvements planning.
- Submit annual progress reports to the community, partners (see *Roles and Responsibilities*), and the program sponsor, APS.

Plan Updates

As the plan is implemented and changes occur in the local and regional economy, the plan should also evolve. In keeping with the collaborative nature of the Focused Future program, the town and its partners should cooperatively review and identify potential changes or edits to the plan. Any

recommended changes would be presented to elected officials and considered in the same manner in which the plan was originally adopted or accepted.

Roles and Responsibilities

The following matrix identifies primary and secondary roles in forwarding the strategies outlined in the *Camp Verde Focused Future II: Community and Economic Development Strategic Plan*. This matrix is intended to encourage collaboration and communication among entities as cooperation by these and other partners will be necessary to realize success. It is important to recognize that this list is not inclusive and serves to identify agencies with significant roles or interests and not to exclude the variety of partners or collaborative efforts needed to realize results.

Strategy	Primary Role	Secondary Role
Tourism and Recreation		
a. Define and implement a new five-year asset-based branding, marketing, and self-promotion program for Camp Verde.	Town	Yavapai-Apache Nation Sedona Verde Valley Tourism Council Verde Front Arizona Office of Tourism
i. Devise a range of marketing platforms and partnerships.	Town	Business advocacy group
ii. Develop a portfolio of tour and vacation package options.	Business advocacy group	
iii. Communicate to residents the annual economic impact of tourism.	Town	Yavapai College Yavapai-Apache Nation
b. Hold quarterly tourism caucus meetings where hospitality-related entities discuss upcoming events and strategize ways to collaborate.	Business advocacy group	NACOG
c. Implement a community amenity wayfinding package and improve signage along key corridors.	Town	ADOT Yavapai County Business advocacy group
d. Establish a dedicated Camp Verde visitor center along I-17 to promote tourism and hospitality activities.	Town	Yavapai-Apache Nation Business advocacy group Arizona State Parks

Strategy	Primary Role	Secondary Role
e. Establish an outdoor, multifunctional venue by leveraging existing assets or investing in new amenities and better utilize existing indoor facilities.	Town	Yavapai-Apache Nation Camp Verde Unified School District
f. Continue to develop a comprehensive multi-use trail network with strategic partners, including marking all trails/trailheads and updating trail network map.	Town	National Forest Service National Park Service
g. Complete and implement Verde River Recreation Master Plan to help inform the future of potential recreational properties.	Town	Arizona State Parks Ditch associations, companies

Infrastructure and Placemaking Development		
a. Extend utilities and related infrastructure to “West 260” to support future industrial and commercial growth.	Town	APS ADOT Water companies Land owners
b. Improve broadband speed/capacity.	Verde Valley Regional Economic Organization	NACOG (Broadband Planning Committee) Broadband providers
c. Protect, develop and expand light industrial land uses.	Town	Yavapai County
d. Establish gateway monuments and leverage design opportunity with planned “West 260” roundabouts.	Town	ADOT
e. Facilitate and implement a downtown circulation plan.	Town	NACOG Business advocacy group
f. Establish a beautification program to improve the community’s overall aesthetics.	Town	Business advocacy group Arizona State Parks
g. Support continued “complete street” design.	Town	NACOG ADOT

Strategy	Primary Role	Secondary Role
h. Continue to implement historic preservation initiatives and the telling of Camp Verde's story.	Camp Verde Historical Society	Verde Valley Archaeology Center Town Yavapai-Apache Nation Arizona State Parks

Business Development, Support, Attraction, and Retention		
a. Work with local businesses and development interests to identify processes that can be streamlined/optimized.	Town	NACOG Business advocacy group
i. Improve the synchronicity and collaboration of town departments.	Town	
ii. Combine the town's community development and economic development departments.	Town	
iii. Develop a business guide and "start-up checklist" to assist new business establishment.	Town	NACOG Arizona Commerce Authority
iv. Clarify and publish community development policies and procedures via the town's website.	Town	
v. Identify key business sector targets and define an efficient permitting process to assist in attraction.	Town	NACOG Arizona Commerce Authority
vi. Develop a menu of business locating incentives to assist in business recruitment, retention, and expansion.	Town	NACOG Arizona Commerce Authority
vii. Increase the town's capacity to find creative development proposal solutions.	Town	ULI Arizona (Community Plan) Arizona Association for Economic Development Yavapai County

Strategy	Primary Role	Secondary Role
viii. Create and maintain an inventory of available land/sites to assist in business locating.	Town	APS NACOG SEDI
b. Identify secondary/complementary businesses that complement and support flagship employers and target opportunities for recruitment.	NACOG	SEDI
c. Establish a business advocacy group to support and promote retention of small business.	SEDI	APS Yavapai College (Small Business Development Center)
i. Host regular business roundtables to discuss challenges and identify collaborative opportunities.	Business advocacy group	SEDI Yavapai College (Small Business Development Center)
ii. Hold an annual economic summit with key stakeholders to evaluate current economic health and strategize regional positioning.	Business advocacy group	SEDI Yavapai College (Small Business Development Center)
iii. Identify applicable business assistance needs and associated programming and strengthen existing resource opportunities and assistance.	Business advocacy group	SEDI Yavapai College (Small Business Development Center)

Workforce Development and Education

a. Support opportunities for registered apprenticeship programs that match entrepreneurs with area youth and young adults.	Yavapai College	Department of Labor Valley Academy for Career and Technology Education (VACTE) Public/private schools
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Strategy	Primary Role	Secondary Role
b. Establish a system that provides educational pathways from elementary to secondary to post-secondary to continuing educational opportunities.	Yavapai College	SEDI
i. Continue to identify post-secondary, certificate and vocational educational programs that complement competitive advantages.	Yavapai College	Schools
ii. Expand and foster awareness of dual credit programs.	Yavapai College	Schools
iii. Provide access to and communicate availability of soft skill training.	NACOG	Yavapai College Department of Labor SEDI
iv. Expand internship, externship, and mentorship programs.	Yavapai College	Schools NACOG SEDI
c. Establish a volunteer corps (service club) where youth members are matched with service projects identified throughout the community.	Schools	Yavapai College SEDI
d. Develop a youth-focused entrepreneurial guild/program.	Schools	Yavapai College SEDI