

Clarkdale's

***Sustainable
Community &
Economic
Development
Plan***

July 2013

ACKNOWLEDGEMENTS

Clarkdale's Sustainable Community & Economic Development Plan could not have been completed without the support of the Town of Clarkdale and APS plus the various agencies, community organizations, businesses, and residents who worked diligently to complete the document. The Town is grateful for the work of this team in positioning Clarkdale for a sustainable economic future.

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Sustainable Community & Economic Development Plan

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EXECUTIVE SUMMARY

PURPOSE

In the spring of 2012, the Town of Clarkdale began discussions regarding ensuring a sustainable future for the Town, under the guidance of the Focused Future II Program sponsored by Arizona Public Service in collaboration with community leaders and business owners. The result is a plan to direct decision making; provide a road map for Clarkdale's economic and sustainability future; and to monitor progress and measure success.

KEY MESSAGE

As part of the process, an analysis of Clarkdale's Strengths, Weaknesses, Opportunities, and Threats (SWOT) was created. While not intended to be exhaustive in nature, this summary captures the plan's key focus areas. Building from the SWOT analysis, the community identified four overall economic development strategic opportunities aligned with the community's sustainability philosophy. These broad areas can attract both basic and non-basic businesses.

The strategic opportunities are:

- The Sustainable Clarkdale Initiative,
- Creative Clarkdale,
- Business Development, and
- Healthy Community.



STRATEGIC PLAN

Keying in on these strategic opportunities, a five-year plan was developed identifying focus areas and listing short-term goals (0-2 years) and mid-term goals (2-4 years).

IMPLEMENTATION

The Economic Development Department of the Town of Clarkdale will take the lead in implementing the plan once adopted by Town Council. The support of partners such as Yavapai College and local businesses will be critical to the accomplishment of the identified strategies. Several members of the Focused Future II Action Team are committed to working on the implementation of the plan.

MEASURES OF SUCCESS

A standard set of community indicators, a quantitative measure of activities that are important to the Town, have been identified. These indicators, including employment by sector, tax collections and average wage, will be tracked and measured to gauge the success of the plan.

TOWN OF CLARKDALE'S VISION

The Town of Clarkdale – A Place That Makes Sense

TOWN OF CLARKDALE'S MISSION

We provide visionary, innovative, sensible governance; responsible and resourceful delivery of services; and a sustainable quality of life in an engaged community of citizens and enterprises.

TOWN OF CLARKDALE GUIDING PRINCIPLES

Guiding Principles

Accountability – We honor our commitments and take responsibility for our actions.

Caring – We show compassion and concern for others. We strive to be helpful and considerate.

Creative – We look to solve problems and meet challenges in new and unique ways.

Equity – We offer fair and equitable treatment to our citizens, businesses, and colleagues.

Integrity – We tell the truth, honor our commitments, adhere to ethical standards, treat others with respect and act responsibly. We do the right thing because it is the right thing to do.

Leadership – We lead by example. We foster an environment that empowers and motivates others to successfully accomplish their objectives. We mentor and develop each other and our peers. We serve.

Respect – We treat others with civility, courtesy, and dignity. We accept personal differences and treat others the way we want to be treated.

Stewardship – We strive to make the best use of resources within our control and to support others in doing the same. We recognize that we are caretakers of these resources.

Sustainability – We strive to take actions that meet the needs of the present without compromising the ability of future generations to meet their own needs.

Teamwork – We assist each other, provide each other feedback, exchange information and execute our tasks in a timely and integrated manner. We recognize that we make better decisions and produce better results together than working alone.

Valuing Diversity – We accept and respect the importance of difference. We are inclusive. We strive to understand each other, and celebrate the rich dimensions contained in individuals and in the community.

INTRODUCTION

The purpose of Clarkdale’s *Sustainable Community and Economic Development Plan* is to direct local decision-making, provide a road map for the community’s economic future, and monitor Clarkdale’s progress over time.

To achieve sustainability, Clarkdale must focus on the economic, social, and environmental dimensions of all actions. As defined by the Town’s General Plan, sustainability ensures the needs of the current residents are met without compromising the ability of future generations to do the same. This definition requires balancing short- and long-term community needs by building on current assets. Through the Sustainable Clarkdale Initiative, the Town of Clarkdale has adopted community sustainability as a philosophy and framework for decision-making.

Even though this process and document focuses on Clarkdale and its economic development future, for the local and regional economy to grow, there must be new dollars coming into the area and enough businesses in the community so each dollar can be spent locally (circulating the dollars within the local economy). See the adjacent diagram highlighting basic and non-basic economic activity. Clarkdale’s economic development effort works to achieve a balance of both types of activities.



FOCUSED FUTURE II PROCESS OVERVIEW



Based on strategic plans forged by the Town Council at their annual planning meetings with Town staff, the Town of Clarkdale is actively pursuing long-term economic and community sustainability through a variety of initiatives, such as the Sustainable Clarkdale Initiative, Verde River @ Clarkdale and the Water Resource Management Program. Everyone works closely with Clarkdale business leaders as well as organizations throughout Yavapai County and Arizona to strengthen the local economy. These organizations include but are not limited to neighboring communities within the Verde Valley (Camp Verde, Cottonwood, Jerome, Sedona, the Yavapai-Apache Nation, and Yavapai County), the Arizona Association for Economic Development, the Arizona Commerce Authority, the Arizona Department of Game & Fish, the Arizona State Parks Board, the Governor’s Digital Arizona Council, the National Park Service, the Northern Arizona Council of Governments, Yavapai College, and the Verde Valley Regional Economic Organization.

With the March 13, 2012 voter ratification of the newly updated Town of Clarkdale 2012 General Plan, timing was right for Clarkdale to participate in the APS-sponsored program ‘Focused Future II’ – a dynamic process providing technical economic development assistance to Arizona communities and regions. Focused Future helps communities create a strategic plan to improve the quality of life in their areas. APS’ role in the process is providing guidance and support as community leaders and volunteers form teams to assess the status of the community and what it needs to improve. In Focused Future II, a community, with the help of APS, updates its original economic development plan, encourages more citizens to participate at a deeper level and introduces non-traditional economic development and community quality-of-life indicators.

Recognizing that community involvement is a key objective for the Focused Future II process, an active, broad-based committee consisting of engaged residents and business leaders – the Action Team – was convened by Town Staff. This Team worked diligently to discuss, analyze, and determine the appropriate economic strategies for Clarkdale over the course of a series of at least eight meetings. The Action Team worked closely with APS and their consultants to complete the project. In addition to the Action Team work, a series of public meetings was held to both educate and gather feedback from citizens and businesses within the community. Please see the Appendices for a summary of the meetings related to the Focused Future II process.

FOCUSED FUTURE II PROCESS OVERVIEW CONTINUED

A series of four community meetings was held to engage additional community members and was kicked off with an Economic Development 201 meeting highlighting the Clarkdale Report Card and an economic overview of the community. (Please see the Appendix – Economic Factors for the detail.) Then, a Mini-Summit was held at which experts discussed various aspects of economic development and how these apply to Clarkdale: historic redevelopment, sustainability approaches, Arizona wine industry update, and economic development best practices. The next community meeting was the Focus Groups meeting. Business leaders in the four important focus areas identified by the Action Team (tourism and recreation, health care and wellness, education, and business support) were invited to the Focus Groups meeting to explore economic development opportunities in these areas. And finally, approximately 80 people attended a half-day Economic Development Town Hall presented where Clarkdale’s economic future and potential development strategies were discussed. The plan will then move to review by the Town Council for acceptance.



Business leaders in the four important focus areas identified by the Action Team (tourism and recreation, health care and wellness, education, and business support) were invited to the Focus Groups meeting to explore economic development opportunities in these areas. And finally, approximately 80 people attended a half-day Economic Development Town Hall presented where Clarkdale’s economic future and potential development strategies were discussed. The plan will then move to review by the Town Council for acceptance.

At each step of the way, support was provided by Sally Odette, APS, who oversaw the entire project and provided guidance and leadership. In addition, Peggy Fiandaca, Partners for Strategic Action, facilitated most of the meetings, compiled meeting notes, and wrote the first several initial passes at this document. Research was provided by Judie Scalise with ESI Corporation and Sara Murley with Applied Economics. The final draft of this plan was completed by Town staff working in collaboration with Sally Odette. Without the experience and expertise of each of these leaders, this project would not have been possible.

CLARKDALE YESTERDAY & TODAY

Clarkdale, a town rich in history, is located approximately 100 miles north of the Phoenix metropolitan area. Multiple generations of families have chosen to call Clarkdale home and the Town has attracted people from all over the world. It is also home to an Yavapai-Apache Nation community. Over ten square miles in size, with a population of approximately 4,100 people in the heart of the dynamic region in Yavapai County called the Verde Valley, Clarkdale was the first master-planned community in Arizona – founded in 1912 as a United Verde smelter town. Ore was processed from the nearby copper mining town of Jerome until 1953. During that period, Clarkdale was a company town with commercial, industrial, and retail businesses – many of the amenities of a thriving community of its time. Peak population and smelter production occurred in 1929 and most townsite construction was completed by 1930. Copper and later zinc production continued until all operations closed in 1953.

In 1957, citizens formed the Clarkdale Betterment Association to promote incorporation. The Yavapai County Board of Supervisors approved incorporation in July 1957 as requested by 86 % of the community’s real property owners. This type of citizen-driven initiative remains today, and Clarkdale benefits from active community engagement.

While functioning most recently as a bedroom community supporting neighboring cities and towns, Clarkdale hosts several long-term, robust companies. Limited, high-performance manufacturing continues the Clarkdale tradition today with local companies such as Mold-in-Graphics and Bent River Machine. In addition, Clarkdale Metals is a large industrial landholder moving forward with a slag pile reclamation project, operating in the location of the former smelter. Adjacent to the town boundary is the Salt River Materials Group cement plant, originally sited at that location to produce cement for Glen Canyon dam. Clarkdale boasts a historic downtown area complete with Town Park at its core. This historic retail area holds great potential for redevelopment.



Clarkdale residents run a variety of home occupations (a total of 23 in FY2013) with a total of 62 business license holders overall. In addition, Clarkdale is home to many artists featured in the annual “Made In Clarkdale” ten-day arts event each December. Tourism and outdoor recreation are also essential to Clarkdale’s success. The Verde Canyon Railroad is an attraction based in Clarkdale, providing 19-mile scenic passenger train tours along the Verde River starting in Clarkdale and winding upstream to Perkinsville and back, and introducing passengers to the beauty of the terrain and bald eagle sightings at various times of the year. In addition, the John Bell Museum on the Verde Canyon Railroad property has operated for many years. Further the

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Verde Canyon Railroad offerings include a retail shop, free museum, a café, and a wine shop with private label tastings.

The Town offers cultural windows into our rich history with two additional museums: the Clarkdale Historical Society and Museum plus the recently opened Copper Art Museum which entices visitors with glimpses into Clarkdale's copper-based past and the beauty of copper objects created around the world.

Clarkdale's Parks & Recreation Commission is also an active participant in town life, bringing a variety of regular events together for the enjoyment of residents and visitors alike. Special favorites include the Fourth of July celebration with hometown kids' parade, the Halloween trick-or-treating event with costume contest, the free summer concert series in Town Park every other Saturday starting in June, plus a variety of other offerings throughout the year.



The Town is mindful of its stewardship role, resulting in the creation of the Sustainable Clarkdale Initiative, which drives several projects within Clarkdale, the most recent of which are the geothermal heat and air conditioning installed at the Clark Memorial Clubhouse in the Town Hall complex; Centennial Plaza – the new permaculture display garden featuring 5,100 gallons of rainwater cisterns and native plants in a demonstration garden; a legacy brick patio commemorating key people and events in Clarkdale; a flag display area; the Arizona Centennial commemorative plaque; the window replacement project in the Town Complex; installation of new solar street lights; and the upgrading of the wastewater treatment plant to produce A+ effluent suitable for aquifer recharge. In addition, Clarkdale is in the throes of developing a new education and recreation project, the Verde River @ Clarkdale based at the Arizona State Parks Board (ASPB) 60+ acres within the Town adjacent to the river. Multiple upstream sites with connected hiking trails are also in development to provide diverse and unparalleled

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recreational opportunities along the Verde River. This project connects people to an unspoiled riparian area for kayaking, birding, photography, picnicking and swimming – to name a few recreational opportunities along the river’s edge. Furthermore, the Town is also leading an exploration of a water resource management program targeting the desire for the Town’s water use to balance water supplies.



Clarkdale has many “Points of Pride” within the community. These include the historic downtown area, Town Park and other community parks, the Clark Memorial Clubhouse, Centennial Plaza, Clarkdale’s Historical Society and Museum, Tuzigoot River Access Point, Tuzigoot National Monument, Tavasci Marsh, Yavapai College, and the Verde Canyon Railroad, to name just a few. These points of pride or community assets provide community character and attract people to visit or relocate.

REGIONAL CONTEXT

The Verde Valley includes the municipalities of Clarkdale, Camp Verde, Cottonwood, Jerome, and Sedona and several larger unincorporated communities also represented by Yavapai County. Clarkdale works as an active partner on an array of regional projects with our neighboring communities including but not limited to the Verde Valley Broadband Coalition, the Verde Valley Wine Consortium, the Verde Valley Agricultural Coalition, the Verde Valley Regional Economic Organization, the Northern Arizona Council of Governments, and the Sedona-Verde Valley Tourism Council.

Surrounded by natural beauty, historic treasures, and recreational areas, the area's topography is characterized by numerous mesas and buttes along the Verde River on the east at 3,300 feet, and to the Mingus Mountains on the west at 8,400 feet. The Verde River, 2.2 miles of pristine riparian habitat and recreational possibilities, winds through the north end of town, and Clarkdale is the most upstream municipality through which the river runs.



Tourism and recreation are key economic drivers within the Verde Valley. While the scenic red rocks of Sedona to the north of Clarkdale draw millions of visitors to the area each year, the wine industry has exploded in the Verde Valley over the past ten years. In 2013, the Lonely Planet travel guide ranked the Verde Valley as one of the top ten travel destinations for the year. With new kayaking opportunities under development in town, Clarkdale provides pristine float

trip opportunities through beautiful cottonwood and willow groves. With two National Audubon Important Birding Areas, many birders arrive each spring to count the two hundreds species of birds traversing through this area.

Adjacent downtown Cottonwood and nearby Jerome have numerous wine tasting rooms and businesses supported by visitors and residents alike. Tuzigoot National Monument is located just northeast of Clarkdale and boasts developed sites dating back prior to 1000 A.D. with three large Sinagua Indian pueblos containing over 100 rooms. Dead Horse Ranch State Park is a 300-acre park in nearby Cottonwood that features camping, picnicking, and fishing.



ECONOMIC OVERVIEW

CLARKDALE'S ECONOMIC DEVELOPMENT DEFINITION

To integrate sustainability with our economic development practices to ensure community prosperity, an increased local tax base, and a quality of life focused on the principles of sustainability aligned with Clarkdale's historic character, and resulting in a diversified, growing local economy. Economic development requires actions to anticipate our economic future, to attract and retain enterprises providing high-value and high-wage jobs, to strengthen our economy, and to fund vital public services.

Clarkdale's Economic Overview is a "snapshot" in time related to a range of community economic factors. The nine topic areas include population, labor force, income, economy, construction, assessed value, municipal revenues and quality of life. The index was made based on 2005 local data relative to statewide trends in order to simplify data. Highlights of each factor follow. For more detail, refer to Appendices – Economic Factors.

POPULATION

Between 2005 and 2010, Clarkdale's population grew about 10%; over the last two years population did decline 1% – reflective of the economic recession. As of 2012, the Town's population is estimated at 4,100. Growth at the state level for 2005 – 2012 was 10%.

LABOR FORCE AND UNEMPLOYMENT

Clarkdale's labor force and unemployment rates trend with those at the state level. Clarkdale's population under the age of 18 is 20% of the total population; 26% of the population is over age 64. The labor force approximates 50% of the population, and the unemployment rate is expected to trend downward as the economy improves from its high in 2010 of 10.2%. The sector with the largest employment is the education and health care and social assistance.

MEDIAN INCOME

Income data is available only at the county level. The median family income in Yavapai County, where Clarkdale is located, increased 23% between 2005 and 2011. The statewide increase during this same time period was 14%.

EMPLOYMENT

Clarkdale added 26 new businesses since 2005, although employment declined slightly during the same time period. The services sector employs the largest share of people, 36%, with manufacturing a strong second at 22%.

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RETAIL SALES

Sales tax collections declined by 53% from 2007 to 2010, in large part due to the downturn in the new housing construction business.

CONSTRUCTION

Clarkdale construction activity declined from a 2005 high of \$80.5 million in valuation to zero in 2009, a direct effect of the recession. There are signs of a regional recovery for the construction industry, including plans to resuscitate approved subdivisions.

ASSESSED VALUES

Current assessed value is up 43% over 2005 levels, despite recent decreases due to the housing market correction. Residential values represent 63% of the total Clarkdale assessed value.

MUNICIPAL REVENUES

Town general fund revenues increased 64% from 2005 to 2007, and then dropped sharply through 2010. General fund revenues collected in 2011 show a slight recovery. Despite the slowdown in population growth and revenue growth since 2009, per capita revenues are 9% higher than in 2005. The Town has adjusted their sales tax rate since 2009, holding the amount of sales tax owed steady.

QUALITY OF LIFE

The lives of Clarkdale residents are enhanced by excellent schools and a low crime rate. The importance of education to Clarkdale residents is reflected by the inclusion of an Education Element in the 2012 Clarkdale General Plan. The Clarkdale-Jerome Elementary School, located at the edge of the Clarkdale Historic District, consistently receives AIMS scores above the state average. Clarkdale students enjoy a 90% high school graduation rate from the regional high school. Yavapai College, the community college, has a satellite campus in Clarkdale complete with the Southwest Wine Center, the only arid southwest research and data collection site for wine-growing information. Median home values and the average of owner-occupied housing in Clarkdale are above the state average, reflecting a stable community.

SWOT ANALYSIS

As part of the Focused Future II process, the community met to create our assessment of Clarkdale’s Strengths, Weaknesses, Opportunities, and Threats. While not intended to be exhaustive in nature, this summary captures the economic development plan’s key focus areas.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Engaged, educated, experienced citizens	Broadband access	Development of commercial corridor on SR 89A and Broadway	Economic uncertainty
Historic properties	Lack of brand recognition outside Clarkdale	Development of vacant historic buildings on Main Street	Competition for water
Sense of community	Lack of basic retail services	Development of neighborhood commercial services for local residents	Development of I-11 and CanaMex corridor
Connection to history	Lack of hospitality facilities	Grow business relationships through retention programs	Degradation of natural resources by over development
Architectural richness	Few engaged businesses	Build available tourism activities including recreational, historic, and ecotourism	
New Wastewater Treatment plant producing A+ effluent	Lack of support services available for home-based businesses	Create additional events in Town	
Rail service	Abundance of demand on a limited staff and budget	Capitalize on train traffic	
300 acres of undeveloped industrial zoned land		Adopt national Main Street 4-point approach	
Proximity to major state highway and interstate		Create a business council	
Progressive Town government and staff		Develop Verde River @ Clarkdale project	
Three-phase power available to multiple locations		Partnerships across the Verde Valley	
Affordability and variety of housing stock		Tourism development due to Cottonwood/Jerome proximity	
Access to unspoiled Verde River		Community Economic Development outreach	
Museums - Historic and Copper Art			
Clarkdale-Jerome Elementary School achievements			

CLARKDALE – TODAY AND TOMORROW

Clarkdale residents choose to live in the community due to our quality of life. Only ten square miles in size, Clarkdale boasts a historic downtown featuring quaint, walkable neighborhoods built in the early 1900s coupled with newer subdivisions, all within a beautiful natural setting. The Clarkdale-Jerome Elementary School is highly desired as a provider of quality K-8 education. Featuring community-wide social events such as the free summer concerts in the park, public art and talks at the library, a hometown Fourth of July, and a safe Halloween trick-or-treating event, there are many ways to engage with fellow citizens to experience the Town's hospitality.

Building from the SWOT analysis, the community identified four overall strategic opportunities aligned with the community's sustainability philosophy. These broad areas can attract both basic and non-basic businesses. The strategic opportunities are:

- **The Sustainable Clarkdale Initiative,**
- **Creative Clarkdale,**
- **Business Development, and**
- **Healthy Community.**

SUSTAINABLE CLARKDALE INITIATIVE



Planning for a resilient and vibrant future while honoring its past, Clarkdale's citizens and its leadership believe in being a model community for stewardship – environmentally, economically, and culturally. From an energy management point of view, Clarkdale believes in generating as much of its energy needs from renewable sources as possible. As such, it was one of the first Verde Valley communities to partner with APS on its Arizona Solar Community program reaching its goal of a solar install base of systems on at least 5% of owner-occupied homes within the program's first year. Clarkdale has installed many building retrofits through the help of the State's Department of Energy. In addition, the Town boasts the first geothermal installation of a historic municipal facility in Arizona.

Beyond energy management, Clarkdale is pursuing water management. Having purchased the local water company in 2006, the Town has reduced per capita water consumption in keeping with life in an arid climate. In addition to water user rates management for conservation, the Town is replacing aging water infrastructure, including water mains in lower town and



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the Twin-5s project in the foothills. Furthermore, an upgraded wastewater treatment plant just came online in 2013, resulting in the production of A+ effluent – the grade qualifying for aquifer recharge in the State of Arizona.

With 2.2 miles of the pristine, perennially flowing Verde River running through the northern end of town, connecting Clarkdale citizens to the Verde River as a bellwether for groundwater management is also strategic for the Town. People care about facilities or resources they use and understand. As a result, community leaders are developing public river access and education opportunities along the river to include recreational opportunities such as kayaking, hiking, birding, photography, guided tours, archeology, cycling, swimming and picnicking. In addition, the Town is working with upstream landowners to provide public access points for river enthusiasts to use to launch upriver from Clarkdale's Tuzigoot River Access Point.

To demonstrate the beauty possible in drought tolerant gardens, the Town developed Centennial Plaza and installed native and adaptive plants at Town Hall which use rainwater harvesting as the primary water source for the landscaping. This area continues to develop as both a community gathering and an education spot for learning about sustainable plantings and watering techniques.

Lastly, the Town is also embarking on a science-driven water resource management program investigating current water models, water management best practices, climate assessments, and new ideas for the management of water in our arid climate. As such, the Town sees the opportunity to model sustainable water practices in the Southwest region. Furthermore, with the creation and implementation of Yavapai College's Southwest Wine Center at their Verde Campus in Clarkdale, the Town seeks to be a focal point for arid climate agriculture as well.

With the array of projects and the commitment to sustainability throughout the Town, entrepreneurial businesses focusing on a variety of energy and water conservation arenas in manufacturing and agriculture plus those focused on outdoor recreation fit well in Clarkdale. In addition, wine-oriented supply chain businesses and wine tasting rooms are good potential targets.

CREATIVE CLARKDALE

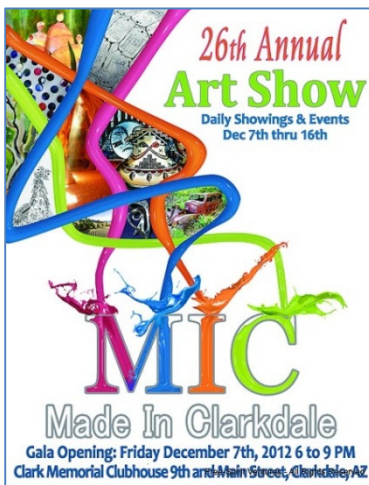
There are many different assets within Clarkdale now and others that could be developed to further expand the arts and heritage experience. Connecting these assets to tell an interesting, authentic story will draw people to Clarkdale. For example, the Town of Clarkdale could expand on the current use of existing public buildings as display space, such as the Council Chambers, to establish an art gallery where local artists can participate in a rotating art show. Further, use of existing buildings to attract arts groups from outside the region to rent space for retreats or other activities or using public space to host artist-in-residency programs are options under exploration by Town staff now.

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The arts and Clarkdale’s heritage are tourism assets that are not yet fully developed. Cultural and heritage tourism is defined by people traveling to “experience” the places, activities, and people of the past and present in an authentic manner. Cultural and heritage tourists spend more money per day and stay longer than “average” visitors, according to the Cultural Heritage Tourism organization. While the Clarkdale Historical Society and Museum offers a glimpse into Clarkdale’s past through the museum and through re-enactment events in town – such as the bank robbery of 1912 complete with period costumes and actors – there are many other stories waiting to unfold about 1900s life in Clarkdale.

Highlighting the beauty and versatility of copper throughout the ages, this year heralds the opening of the Copper Art Museum located in the refurbished Clarkdale High School at Ninth and Main Streets. The community is eagerly awaiting the grand opening of this international collection of copper pieces that reflects the Town’s mining history. Not only is the building an example of exceptional attention to renovation detail, it highlights a wide variety of copper’s artistic uses throughout the ages. In addition, the Verde Canyon Railroad offers the John Bell Museum highlighting 100 artifacts focused on the history of the railroad in Clarkdale.

Clarkdale is home to a diversity of artists working in a variety of media from visual to



performing arts. Celebrated each December at an event held in the Town Hall Complex Auditorium, the Made In Clarkdale happening features ten days of displays, events and education featuring art created by those who live and work in Clarkdale. At this event, participants mingle with artists and enjoy their new art, experience classes conducted by featured artists, grab a bite to eat, and listen to the sounds of local musicians entertaining the crowds. This is one of the most anticipated gatherings each year. In addition, local musicians are spotlighted in various venues in Town on a routine basis, including the summer free concerts in the park series. Furthering artistic efforts in the community, citizens created an Art in Public Places group featuring a wide array of media

on a rotating display at the Clarkdale Library. This group is now working on a permanent public art installation as well.

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Another little-known gem in the Central Business District lies at 919 Main Street – the former Grand Theatre built in 1917 and remodeled in 1936 by S. Charles Lee as an Art Deco-style theater complete with cork-lined walls and Art Deco light fixtures. Probably Lee's simplest design and smallest commission, this 250-seat theatre was built for the United Verde Copper Company. While this venue is currently not in use, many of the original features remain, representing an array of possibilities.



At the Verde Valley Campus site for Yavapai College in Clarkdale, formal arts education leading to an associate degree in arts is also available. Offering courses ranging from art history to drawing, sculpture, ceramics, and photography, the College provides a wide-ranging series of classes for those interested in the arts.

Food as art presents unique possibilities here, too. Once the breadbasket feeding the miners in Jerome and folks as far away as Flagstaff, Clarkdale is expanding the possibility of agricultural uses on land within the Town through modifications to its zoning code, opening the opportunities for locally grown produce and products.

As more people call the Verde Valley home, arts and culture assets become a more important part of the community's quality of life, making Clarkdale a great place to live and do business. There are many different assets within Clarkdale now and others that could be developed to further expand the arts and heritage experience. Connecting these assets to tell an interesting, authentic story will draw people to Clarkdale.

BUSINESS DEVELOPMENT

WHO IS DOING BUSINESS HERE NOW? – There were 201 businesses registered in Clarkdale as of April 2013, and the table below represents the sectors with which each business identifies. The largest business sector in Clarkdale is the construction sector followed by retail trade and then administrative and support services. Many of these businesses are home-based businesses, representing an opportunity to provide marketing and web-based services to support them.

BUSINESS LICENSES BY SECTOR

SECTOR	NUMBER	PERCENT OF TOTAL
Accommodation	18	9%
Administrative & Support Services	21	10
Arts, Entertainment & Recreation	1	0.5
Construction	72	36
Education Services	1	0.5
Health Care & Social Assistance	4	2
Information	6	3
Manufacturing	5	3
Other Services	8	4
Professional, Scientific & Technical Services	4	2
Real Estate & Rental and Leasing	15	7
Retail Trade	34	17
Transportation & Warehousing	3	2
Wholesale Trade	9	4
TOTAL	201	

Provided by Town of Clarkdale, Community Development

PRECISION MANUFACTURING – Clarkdale is home to several precision, high-technology, custom production shops ranging in specialties. One specializes in the design and building of handlers in the medical, bio-engineering, semi-conductor and defense department assembly lines plus the manufacture of solar panel laminators. Another designs and builds custom graphics for polyethylene, polypropylene, nylon and vinyl encased in a wide range of products from kayaks to competition bows. Each of these sample companies employs highly trained technicians in quality jobs while producing both interstate and international exports. The further development of this sector, in keeping with the overall Arizona Commerce Authority sector strategies efforts throughout the State, represents a great opportunity for Clarkdale – especially when the industrial zoning at 525 acres represents over 8% of the Town overall.



WINE INDUSTRY – Though Arizona is still in its infancy when compared to other wine regions across the country, the state has the opportunity to become recognized as a great winemaking region. There are now nearly 80 wineries in Arizona and the amount of wine grape acreage is also increasing. Cottonwood and Jerome each has six tasting rooms where visitors sample and purchase wine as well as attend winery events. As a result of the wine industry, downtown Cottonwood has realized tremendous revitalization and the tasting rooms have expanded the visitor experience in historic Jerome.

Town of Clarkdale

With wine grape growing and winemaking as a fast-growing industry in Arizona, the Verde Valley is one of three wine regions in Arizona and winemaking in the region has a long history. According to *The Economic Contributions of Verde Valley Winemaking* (prepared for/in conjunction with Verde Valley Wine Consortium by Erik Glenn, Yavapai County Cooperative Extension in April 2011), the total of all economic activity in Arizona related to Verde Valley wine is estimated to be almost \$25 million. These businesses employ people, buy products, and attract visitors to the region who spend money in restaurants, hotels, shops, and tasting rooms.

The Town of Clarkdale has an opportunity to create a unique niche within the regional wine industry. Two Clarkdale assets might offer a different position than other Verde Valley communities— education and industrial land. These assets are fundamental to creating basic jobs rather than focusing on tourism attraction. However, there is an opportunity for Clarkdale to promote wine tourism using the current assets of historic downtown and the Verde Canyon Railroad.



The Southwest Wine Center at Yavapai College in Clarkdale is under development and will become the premier academic center supporting wine growers throughout the southwestern United States. The Southwest Wine Center will provide research and high-quality technical training in arid lands viticulture (grape growing) and enology (winemaking) to ensure a quality workforce for the evolving industry. In addition to

course offerings, the campus plans include a student-cultivated vineyard, full-production teaching winery, and knowledge gateway and data repository for the wine industry.

Clarkdale's industrial land and available buildings could be promoted for a wine business incubator or custom crush facilities to support the growing wine industry. This value-added production portion of the industry creates high paying, skilled jobs. While the Southwest Wine Center is creating a skilled workforce to enter the industry, a wine incubator might support supply-chain businesses working to get established in Arizona. Incubator facilities are in demand in growing wine regions like Washington and Oregon; many with long waiting lists. Services might include temperature-controlled storage, regional winery equipment distributor, bottling company, and label production, to name a few.

Town of Clarkdale

BUSINESS SUPPORT – About 60% of the private-sector net new jobs are from existing establishments and about 40% from the churn of startups minus closures in the last two decades (Source: Bureau of Labor Statistics, Business Employment Dynamics). Building with our existing businesses in Clarkdale makes sense.

Outreach. Available through APS and the Northern Arizona Council of Governments is a survey-based data collection process, Building Bridges to Business (B3). This process involves volunteers working with Town staff, interviewing business owners and leaders using a scripted tool, and then following up by entering the information received into a confidential data base as support for data-driven decision making. Not only does the process establish a face-to-face relationship with these leaders, but also it creates an open dialog between businesses and the Town.

Clarkdale Business Council. As the Clarkdale Chamber of Commerce is no longer active, creating networking and marketing opportunities supporting local businesses is an opportunity for the Town. One of the Action Team's recommendations is to consider creating a Clarkdale Business Council to support such efforts. While an informal group of Historic District business owners meets periodically, a more formal organization could be created to drive business discussions in town. This group could also be convened when potential new business interest is expressed to help recruit new businesses to the community. In addition, the group could serve to unite the array of home-based businesses, providing them a voice in the business community and connections to possible suppliers and/or customers.

Marketing. Virtual marketing and relationship management are also possible. The Town is exploring the possibility of purchasing marketing software for a new web page complete with mobile applications and micro-page support. With this software, Clarkdale-licensed businesses would be eligible to receive their own micro-page connected to the Town's site, a single web page with links to their individual home pages. Through this software, businesses will be able to offer all sorts of different options from time-limited deals to posted job openings. These online tools could also serve as a business directory connecting customer demand to the Clarkdale supply chain.

In addition, as a member of the Sedona-Verde Valley Tourism Council and as the Clarkdale representative with the Arizona Office of Tourism, collaborations with our tourism businesses are possible with state-wide marketing potential.

Workforce Development. The Northern Arizona Council of Governments, Yavapai College, Valley Academy for Career and Technology Education and the Arizona Commerce Authority offer workforce development programs of which Clarkdale can avail. Through these organizations both new employee training and employee skills-building support are available.

Town of Clarkdale

HEALTHY COMMUNITIES – Our citizens and leaders are dedicated to ensuring the community is well planned and sustainable, having recently passed an update to the Clarkdale General Plan featuring chapters on water use, economic development and sustainability. A component of Clarkdale’s sustainability effort is promoting a healthy lifestyle through quality community design. Of special interest to the Town is the creation of new parks both in neighborhoods and along the 2.2 miles of free-flowing Verde River, with integrated hiking trails for a variety of proficiency levels, kayaking opportunities and bicycling routes – providing ways to interact with



the beauty of our natural surroundings. With a mild, high desert climate usually 10 degrees cooler than the metro Phoenix area, Clarkdale draws Phoenicians up from the Valley for a summer respite. With development of parks and trails and other business opportunities, Clarkdale seeks to appeal to the young family demographic.

STRATEGIC PLAN & MEASUREMENTS

The Community Development Department of the Town of Clarkdale will take the lead in implementing the adopted plan. Town staff will continue to work with partners such as Yavapai College, community leaders across the region, and local businesses to accomplish the identified strategies. Several members of the Focused Future II Action Team are committed to working on the implementation of the plan. Accountability discussion –

Based on the community’s review of Clarkdale’s opportunities, four focus areas were identified, as follows:

- Business Retention, Expansion & Attraction
- Sustainable Clarkdale
- Creative Clarkdale
- Education

BUSINESS RETENTION, EXPANSION & ATTRACTION

BACKGROUND

Clarkdale was founded in 1912 by the United Verde Copper Company as a company town to support their smelter operations. The extensive smelter complex located near the Verde River processed copper ore brought down from the mines in Jerome. In 1913, the United Verde Copper Company transferred almost 1,200 acres of land to the Clarkdale Improvement Company for the town site.

Unlike other company towns of the period that grew haphazardly, Clarkdale was designed and built from a unified master plan. The main townsite was located on a ridge overlooking the industrial smelter complex and was developed with homes, including upper- and lower-income housing, a commercial area, an administrative center, schools, recreational and cultural facilities, and parks. Town planners intended to include all the features typically found in a small town within a comprehensive, planned design.

Over its history, Clarkdale evolved from a smelter town with a small and vibrant downtown area serving its residents to more of a bedroom community. Especially with the impact of the recent economic downturn, the Town has come to recognize the importance of supporting, growing and attracting healthy businesses as they play an important role in meeting the residents’ daily needs. Additionally, sales tax revenues generated by businesses allow the Town to fund needed and desired services. Clarkdale desires the expansion of high-quality jobs within the Town to employ our residents and the attraction of additional businesses serving the needs of our residents and visitors alike.

GOALS

A. Develop a business retention, expansion and attraction program

Short-term Strategies – zero to 2 years

1. Create area-specific plans and infrastructure development plans for the following areas: SR 89A, Broadway, Bitter Creek Industrial area, historic business district and/or arts & entertainment district.
 - a. Revise Town and Zoning Codes as applicable.
 - b. Create or update infrastructure plans to include water, wastewater, broadband, and roads.
 - c. Redesign and construct Main and Broadway intersection.
2. Create the Building Bridges to Business data base of information from interviews with existing businesses owners.
3. Build a business network and/or directory connecting existing businesses with prospective businesses (i.e. spin-off business and supply chain businesses).
4. Create a Clarkdale Business Council or a similar Clarkdale business advocacy organization.
5. Expand business web site presence to include business support tools for starting new businesses.
6. Conduct more opportunity tours of available properties with attention to developing new businesses.
7. Pursue retail development along highway corridors.
8. Identify and connect financing opportunities, including grants to businesses.
9. Create and implement a business recruitment strategy focusing on sustainable products, research and services which:
 - provide renewable alternatives to carbon-based energy sources,
 - conserve the use of energy and all natural resources, and
 - reduce pollution and recycle waste
10. Buy from and support existing local businesses.

Mid-term Strategies – 2 to 4 years

1. Create a Town staff position to serve as a business development advocate dedicated to business support and development.
2. Work to expand high-speed Internet throughout Clarkdale.
3. Promote reliable, local food production.
4. Pursue creation of a green business incubator program.
5. Develop support strategy for home-based businesses.

B. Further the wine industry growth in Clarkdale

Short-term Strategies – zero to 2 years

Town of Clarkdale

1. Encourage the siting of wine bars into the downtown area.
2. Consult and work with the Arizona Wine Growers Association and Yavapai College on downstream supply chain needs for the wine industry in the Verde Valley as well as statewide.
3. Revise Town codes to enable the growing of wine grapes within Town boundaries.

Mid-term Strategies – 2 to 4 years

1. Research and pursue supply chain businesses to support the Arizona wine industry such as producers, marketers, and distributors of barrels, winemaking equipment, bottles, corks, labels, boxes, and other inputs.
2. Expand businesses in related industries such as wine-related research and education, restaurants, catering companies, and cooking schools.

C. Encourage additional precision manufacturing

Short-term Strategies – zero to 2 years

1. Join Northern Arizona Manufacturing Association to position Clarkdale.
2. Work with the Arizona Commerce Authority, APS, the Verde Valley Regional Economic Organization and others building this sector.

Mid-term Strategies – 2 to 4 years

1. Develop a plan for supply chain expansion working with existing manufacturing businesses and Yavapai College.
2. Construct improved industrial connections to Cement Plant Road for truck access through Town.

D. Develop an arts & entertainment district

Short-term Strategies – zero to 2 years

1. Create the overlay boundaries for the arts & entertainment district.
2. Develop the marketing strategy to include naming, branding, signage, and streetscape improvements.
3. Work with the Broadway/Main Street intersection team of design location for a new district entryway.
4. Develop, support and promote destination events throughout the Town to increase attractions for people, residents, and tourists to come to Clarkdale.
5. Streamline and strengthen the process to increase access to and use of Town facilities.

Mid-term Strategies – 2 to 4 years

1. Design, fund and implement a new entryway for the district.

E. Advance tourism opportunities

Short-term Strategies – zero to 2 years

1. Enhance historic tourism building on assets such as the Copper Art Museum, the Clarkdale Historical Society & Museum, and the John Bell Railroad Museum.
2. Foster Native American relationships and opportunities for partnerships and cultural events.
3. Establish meaningful dialog with Verde Canyon Railroad to attract train passengers to the arts & entertainment district.
4. Join the Arizona Lodging & Tourism Council.
5. Join surrounding chambers: Cottonwood, Jerome, and Camp Verde and partner with them on regional opportunities.
6. Develop a familiarization trip for tourism writers, concierges, and other key tourism promoters.
7. Attract club activities (e.g. bikes, contra dancers, car rallies, and motorcycles).

Mid-term Strategies – 2 to 4 years

1. Develop tours to promote Clarkdale offerings, and partner with surrounding communities to attract more long-term visitors.
2. Encourage bed and breakfast community to collaborate to market their properties.
3. Attract a boutique hotel.

F. Encourage and support expansion of diverse health care niche businesses

Short-term Strategies – zero to 2 years

1. Promote health and wellness through recreation.
2. Conduct health and wellness fairs featuring local, diverse providers.
3. Encourage complimentary health practices.

Mid-term Strategies – 2 to 4 years

1. Work with Verde Valley Medical Center to conduct neighborhood wellness clinics in Clarkdale.

SUSTAINABLE CLARKDALE

BACKGROUND

Clarkdale enjoys an exceptional quality of life that is highly valued by its residents. It is a welcoming community. A particular draw to Clarkdale is our outstanding schools, Clarkdale-Jerome Elementary School and Yavapai College. Ensuring that this quality of life is sustainable is very important to residents. Access to recreational amenities and the Verde River, efficient and responsive local government, a range of housing styles and prices, and the preservation of Clarkdale’s history, culture, and architecture are all components of the community’s quality of life. A healthy community is an important part of ensuring Clarkdale’s quality of life and enhancing economic development efforts.

GOALS

A. Establish a Water Resource Management Program

Short-term Strategies – zero to 2 years

1. Research data on Clarkdale’s water supply.
2. Conduct a public education and outreach water program.
3. Investigate options and best practices.
4. Develop approaches for the Town to address water issues.
5. Create public policy related to water.
6. Continue regional leadership and participation in water-related discussions and projects.

B. Develop the Verde River @ Clarkdale project

Short-term Strategies – zero to 2 years

1. Establish site control for the Tuzigoot and TAPCO River Access Points.
2. Complete a master plan concept for both park locations.
3. Establish a funding strategy to include a fee structure.
4. Pursue funding.

Mid-term Strategies – 2 to 4 years

1. Create a marketing strategy for the project.
2. Develop partnerships and encourage ancillary businesses with outdoor recreation providers and Verde River-focused event producers.
3. Develop site improvements.

C. Promote the Sustainable Clarkdale Initiative

Short-term Strategies – zero to 2 years

1. Conduct an annual “Sustainability in Our Backyard” event.
2. Promote, support and track alternative energy installations throughout the Town.
3. Develop and distribute building guidelines supporting sustainability.
4. Develop additional permaculture demonstration gardens throughout the Town.

Mid-term Strategies – 2 to 4 years

1. Support green business practices and development through regulations and policies.
2. Host a green business forum.

D. Continuously improve Clarkdale’s exceptional quality of life

Short-term Strategies – zero to 2 years

1. Encourage community pride and ensure property management standards are upheld.
2. Periodically review, update, and prioritize the capital improvements plan including infrastructure plans for water, wastewater, and roads system updates.

Mid-term Strategies – 2 to 4 years

1. Identify and develop needed social and support services for residents.
2. Work with property owners to complete unfinished subdivisions.
3. Encourage the improvement of private roads.
4. Fund infrastructure upgrades and repairs.

CREATIVE CLARKDALE

BACKGROUND

Home to an array of artists from a variety of genres, Clarkdale boasts an active population of visual and performing artists. Annually in December, the Made In Clarkdale non-profit arts organization hosts a gala showcasing the juried works of artists living and/or working in Town. An active Arts in Public Places committee collaborates with the Town to feature exhibits of local arts with a rotating exhibit in our library. With this active group, the visibility of public art is increasing.

GOALS

A. Promote the arts and related businesses

Short-term Strategies – zero to 2 years

1. Expand the uses of public buildings as artistic spaces, venues or retreat locations.
2. Establish a public art space featuring rotating local arts, crafts and artists.
3. Create an artist-in-residency program with local partners.
4. Collaborate with events promoters to feature the arts.

EDUCATION

BACKGROUND

Education and workforce development are closely linked. When a company is considering a location they look at the local school's performance and programs offered to ensure their employees' children will receive a good education. Additionally, schools and workforce development are important for the area's ability to produce a qualified labor force. Lastly, prospects look to education for the ongoing training programs they can offer to support their business. Not only is the elementary education highly regarded in Clarkdale, but also we offer excellent high school, technical training, and community college opportunities here, too.

GOALS

- A. Strengthen the partnership with Yavapai College by encouraging research in various business sectors

Short-term Strategies – zero to 2 years

1. Support the development of the Yavapai College Southwest Wine Center.
2. Develop workforce training reflective of community needs and aligned with the Arizona Sector Partnerships Approach for Regional Economic Development.
3. Promote the Town of Clarkdale as a college town.
4. Support continued implementation of campus safety measures.

Mid-term Strategies – 2 to 4 years

1. Work with Yavapai College to establish a business education program in sustainability.
 2. Explore partnerships with state universities to bolster programs or services for the Town.
- B. Promote Clarkdale as a destination for exceptional access to quality educational opportunities

Short-term Strategies – zero to 2 years

1. Explore, develop and support mentoring programs for community youth.

Town of Clarkdale

2. Create project opportunities to engage youth in economic development projects.
3. Strengthen relationships with Clarkdale's K-20 educational community.

Mid-term Strategies – 2 to 4 years

1. Develop a public relations plan to promote education in Clarkdale.

C. Partner with businesses and educational providers to encourage lifelong learning

Short-term Strategies – zero to 2 years

1. Explore local community strengths with the retirement demographic to pass forward life lessons learned.
2. Collaborate to develop educational offerings at Town facilities.
3. Expand offerings through partnerships with providers.

Mid-term Strategies – 2 to 4 years

1. Encourage businesses to add classes within the business (e.g., flower arranging in a market).
2. Encourage sustainable technology curricula as appropriate.

COMMUNITY INDICATORS

Measuring and tracking the success of implementing the plan is critical. Indicators are quantitative measures of activities that are important to the community. These indicators are used to track a community’s well-being and its progress toward established goals. They reveal whether the key community attributes are going up or down; forward or backward; or getting better, worse, or staying the same. The following Clarkdale community indicators will assist in measuring the implementation of community and economic development efforts over time: Employment by Sector, Hotel/Motel Tax Collections, Average Wage, and High School Graduation Rates. For specific data, please see the Appendices.



“The indispensable first step in getting the things you want out of life is this:
Decide what you want.”
Ben Stein

STRATEGIC ROLES & RESPONSIBILITIES

Since the closure of the Clarkdale Chamber of Commerce, the Town of Clarkdale is stepping in to assist more actively with economic development. The Town works collaboratively with the various stakeholder groups and other local, regional and state agencies in its effort to implement economic development strategies.

ROLES AND RESPONSIBILITIES

Day-to-day activities related to economic development are shared by a variety of groups and individuals in Clarkdale: businesses, Yavapai College, the Verde Valley Regional Economic Organization, and fellow economic development offices around the Verde Valley. Without these partners, Clarkdale will not be successful in implementing its economic development strategies.

According to the International Economic Development Council, there are five key elements to organizational effectiveness. They are:

Capable Leadership Qualified leadership is important to any economic development organization’s success. Responsible, capable individuals who are knowledgeable about the community and are action-oriented should be involved in all phases of the program.

Clearly Defined Purpose An organization cannot succeed without a clear understanding of its purpose and functions. It is important to define the exact role organizations and individuals play in economic development.

Adequate Funding Funds must be provided to accomplish an organization’s objectives. The level of competition in economic development today requires strong financial support.

Professional Staff The need for professionalism in economic development has never been greater. Economic development professionals are found in all but the smallest communities.

Sound Organizational Structure The economic organization must be structured to meet local needs and to mobilize critically needed human and fiscal resources.

“*Primary Economic Development Organizations*”, groups specifically responsible for implementing significant economic development strategies are:

Town of Clarkdale Council, Commissions, and Staff
Clarkdale Business Council

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Northern Arizona Council of Governments
Verde Valley Regional Economic Organization, and
Economic Developers working for Cottonwood, Camp Verde, Sedona, and Yavapai
College.

However, it is important to recognize that the above organizations cannot achieve success without support from “*Economic Development Partners.*” These organizations might get involved in economic development on a very specific strategy but must also be supportive of the primary organizations’ activities. These partnering organizations may include the following. It is important to note that this list may not be all-inclusive.

County and Regional Government	Media
APS, SRP, and other Utilities	Educational Institutions
ACA, ADOT, ADEQ, AG&F, ASPB, ADWR	Foundations
The Lions Club	USGS
Verde Valley Wine Consortium	Sustainable Economic Development Initiative

The Sedona-Verde Valley Tourism Council and all chambers of commerce within the region

PLAN EVALUATION AND UPDATE

Implementation in whole or in part is the measure of the plan's success. Clarkdale's *Sustainable Community and Economic Development Plan* serves as a guide for achieving respective plans, strategic initiatives, goals, and strategies for regional community and economic development efforts. However, it is critical to monitor how the plan is put into action. The Town of Clarkdale in collaboration with its partners is responsible for monitoring the plan's implementation. Following are the specific steps to ensure the plan is implemented.

Acceptance – This plan will be presented to Town Council for acceptance.

Community Communication – The Focused Future process involved tremendous public participation. Communication about the plan and progress is critical. Upon plan acceptance, the specific goals and strategies will be communicated to the public and the plan made available for public review. The plan's ongoing status will be maintained by the Community Development Department.

Plan Distribution and Presentations – There are many different organizations that can support and assist the Town in the plan's implementation. It is very important for the Town to announce to these agencies that the plan is in place. These groups must understand the community's vision and economic development opportunity, and how they can assist the Town in the plan's implementation.

Formation of the Clarkdale Business Council (CBC) – Key business leaders interested in serving as an information source for prospective locates would be called when business prospects visit Clarkdale. These leaders would include key community leaders who would tell Clarkdale's story effectively to the prospective business. Not only would they serve as contacts on business locates, but they would also act as an initial Clarkdale Business Council. The CBC would be comprised of key staff members and any other key businesses or property owners. The CBC will meet periodically to oversee the plan's implementation and can assist with meeting potential business prospects.

Implementation through Work Programs – Following acceptance of this plan, all entities will examine and align the plan with each entity's organizational strategic plan as appropriate. Once completed and/or updated, these plans will be exchanged with the stakeholders to ensure good coordination.

Keeping Score – Annually, the Town of Clarkdale will evaluate the progress it has achieved on each of the Strategic Initiatives. The purpose of "Keeping Score" is to measure the success the community is making toward the plan's implementation.

Annual Public Meeting & Progress Updates – Annually, members of the CBC will hold a public meeting with the appropriate entities to discuss, modify, and update the plan. Meeting attendees will review accomplishments, changes in the local economy, and recommended

Town of Clarkdale

changes to the plan. Changes made to the plan will be presented to the various entities adopting the original plan for discussion, alignment, and possible inclusion in their organizational strategic plan. In addition, periodic progress updates on the plan's implementation will be presented to elected officials, primary economic development organizations, and other key groups.

APPENDICES



FOCUSED FUTURE II MEETINGS SCHEDULE

MEETING	DESCRIPTION
1	ED 201 Workshop
2	Action Team Meeting #1
3	Action Team Meeting #2
4	ED Mini-Summit
5	Action Team Meeting #3
6	Focus Groups
7	Action Team Meeting #4
8	ED Town Hall
9	Action Team Meeting #5
10	Action Team Meeting #6
11	Action Team Meeting #7
12	Action Team Meeting #8
13	Action Team Meeting #9
15	Town Council Adoption of Plan

COMMUNITY INDICATORS

EMPLOYMENT BY SECTOR

Overall, from 2009 to 2010, Clarkdale experienced a 2% decrease in employment. As noted in Table 1, the industry that showed the largest decline was wholesale trade, but multiple other major industries showed a significant drop in employment as well. On the other hand, two sectors showed significant increase in employment: the finance and real estate sector and educational services, health care, and social assistance sector.

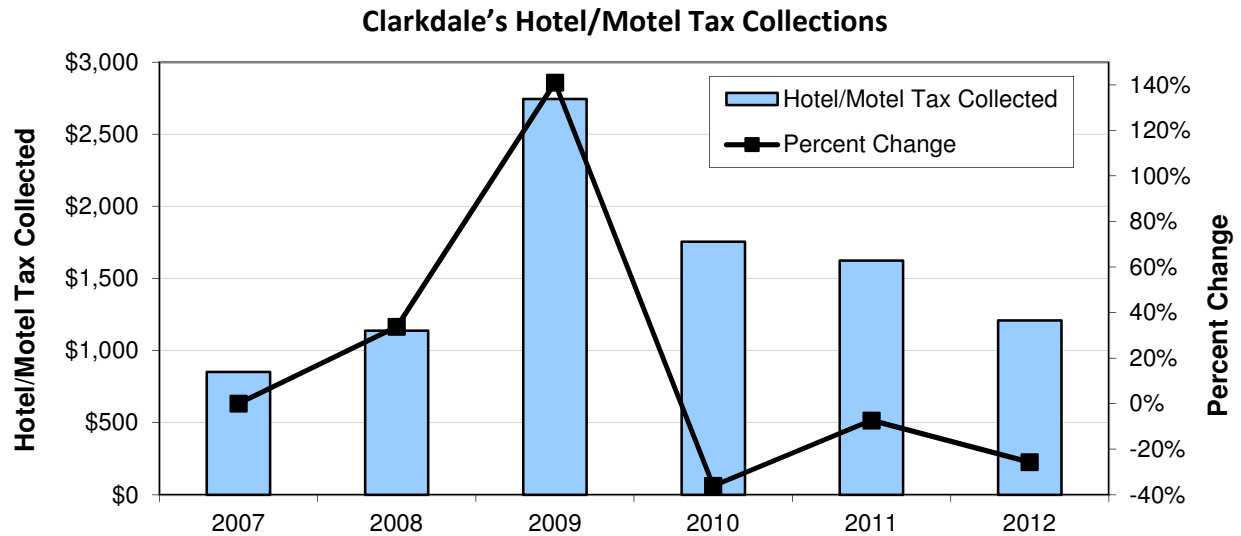
The employment figures noted in the following table reflect jobs held by residents of Clarkdale. These jobs may be located outside of the Town of Clarkdale.

Employment by Sector – Jobs held by Clarkdale residents

	2009	2010	Percent Change
Agriculture, forestry, fishing and hunting, and mining	16	28	75.0%
Construction	141	148	5.0%
Manufacturing	253	212	-16.2%
Wholesale trade	97	51	-47.4%
Retail trade	226	209	-7.5%
Transportation and warehousing, and utilities	186	159	-14.5%
Information	12	13	8.3%
Finance and insurance, and real estate and rental and leasing	149	201	34.9%
Professional, scientific, and management, and administrative and waste management services	132	138	4.5%
Educational services, and health care and social assistance	261	332	27.2%
Arts, entertainment, and recreation, and accommodation and food services	233	197	-15.5%
Other services, except public administration	85	74	-12.9%
Public administration	49	42	-14.3%
Total	1,840	1,804	-2.0%

Source: United States Census Bureau, American Community Survey 5-year estimates

HOTEL/MOTEL TAX COLLECTIONS



Clarkdale's hotel/motel tax collections have seen a large amount of fluctuation over the last six years. Tax revenue increased from 2007 to 2009, followed by a decrease in 2010, followed by another decrease in both 2011 and 2012. Due to the wide variance in hotel/motel tax collected in 2009, over the last six years there was an overall 41.9% net increase in hotel/motel tax collections. The downward trend in tax collections since 2009 is reflective of the downturn in the overall economy.

Table 1: Clarkdale Hotel/Motel Tax Collections

	2007	2008	2009	2010	2011	2012
Hotel/Motel Tax Collected	\$850.98	\$1,138.45	\$2,743.32	\$1,753.26	\$1,624.47	\$1,207.59
Percent Change	0.0%	33.8%	141.0%	-36.1%	-7.3%	-25.7%

Source: Town of Clarkdale, Arizona Department of Revenue

AVERAGE WAGE

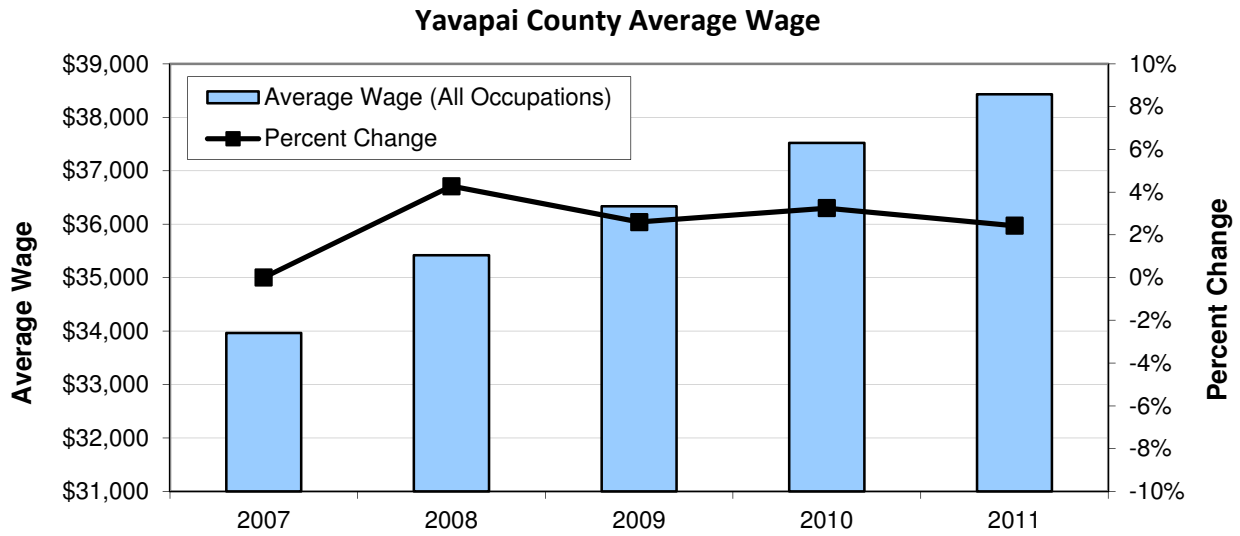


Figure 2 and Table 3 show that between 2007 and 2011, the mean wage for all occupations in Yavapai County has steadily increased. The yearly mean wage increase during this time period has been between approximately 2 and 4%.

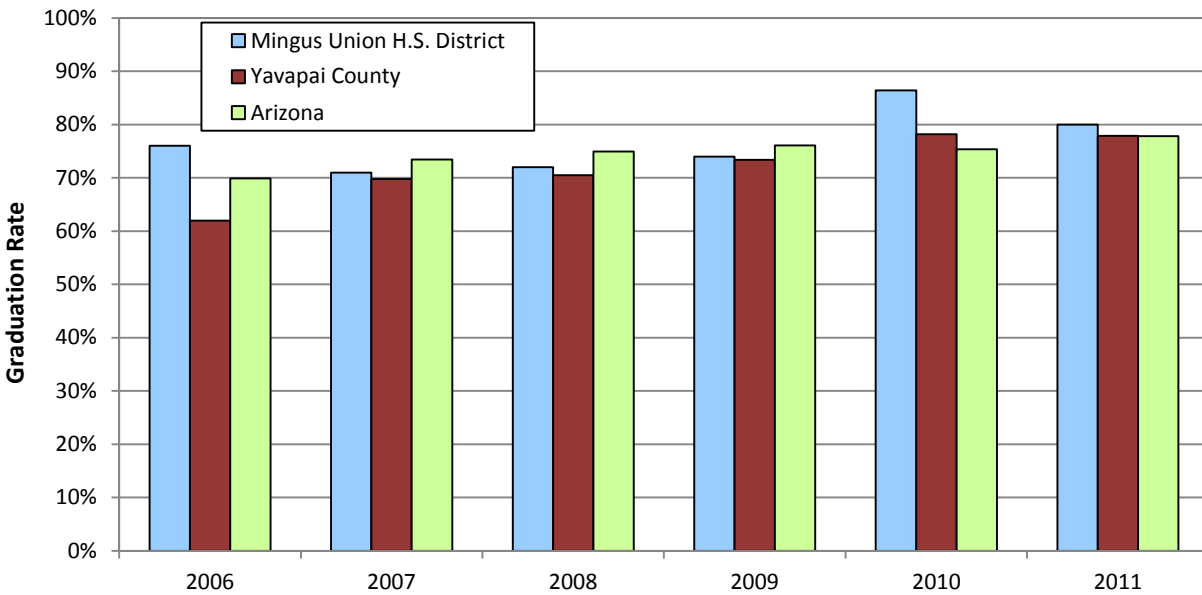
Table 2: Yavapai County Average Wage

	2007	2008	2009	2010	2011
Average Wage (All Occupations)	\$33,966	\$35,417	\$36,337	\$37,519	\$38,430
Percent Change	0.0%	4.3%	2.6%	3.3%	2.4%

Source: Arizona Department of Administration, Office of Employment and Population Statistics

HIGH SCHOOL GRADUATION RATES

High School Graduation Rates: Local, County and Statewide Data



The graduation rate for Mingus Union High School District was relatively stagnant from 2006 to 2009, dropping from 76% to 74%, which was below the state of Arizona as a whole, however it remained above Yavapai County. Beginning in 2010, the Mingus Union High School District graduation rate peaked at almost 87%, eclipsing the state of Arizona by over 10%, while pulling the Yavapai County rate above the rest of the State for the first time during this period. By 2011, the Mingus Union High School District dropped to 80%; however, it still remained approximately 2% higher than both the County and the State as a whole.

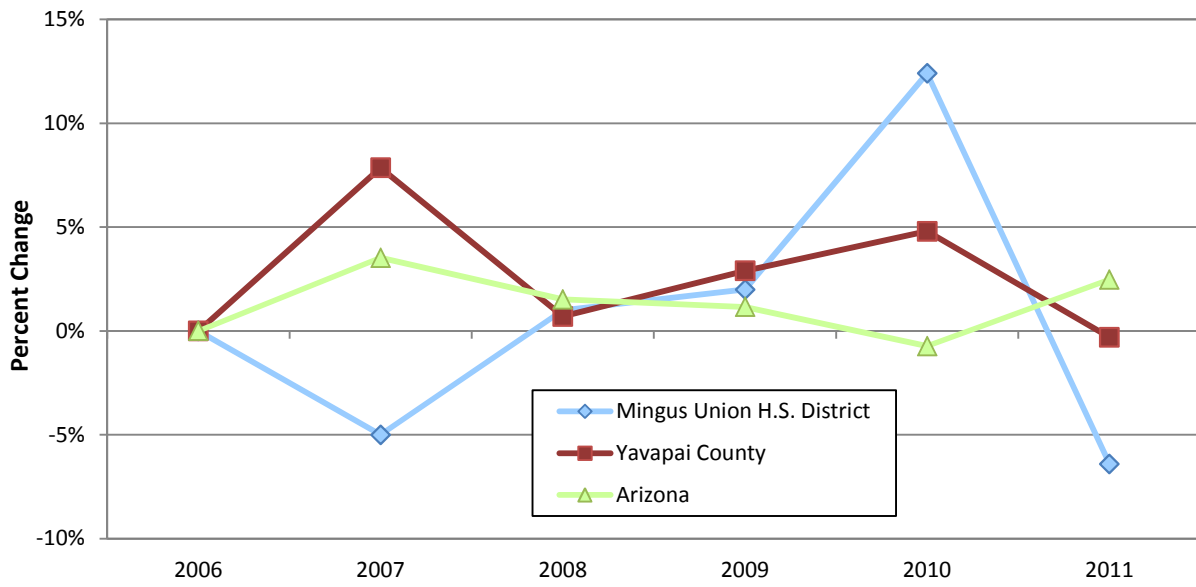
High School Graduation Rates: Detail

	2006	2007	2008	2009	2010	2011
Mingus Union H.S. District	76.0%	71.0%	72.0%	74.0%	86.4%	80.0%
Yavapai County	61.9%	69.8%	70.5%	73.4%	78.2%	77.9%
Arizona	69.9%	73.4%	74.9%	76.1%	75.4%	77.9%
Percent Change						
Mingus Union H.S. District	0.0%	-5.0%	1.0%	2.0%	12.4%	-6.4%
Yavapai County	0.0%	7.9%	0.7%	2.9%	4.8%	-0.3%
Arizona	0.0%	3.5%	1.5%	1.2%	-0.7%	2.5%

Source: Arizona Department of Education
 Note: 4-year graduation rate

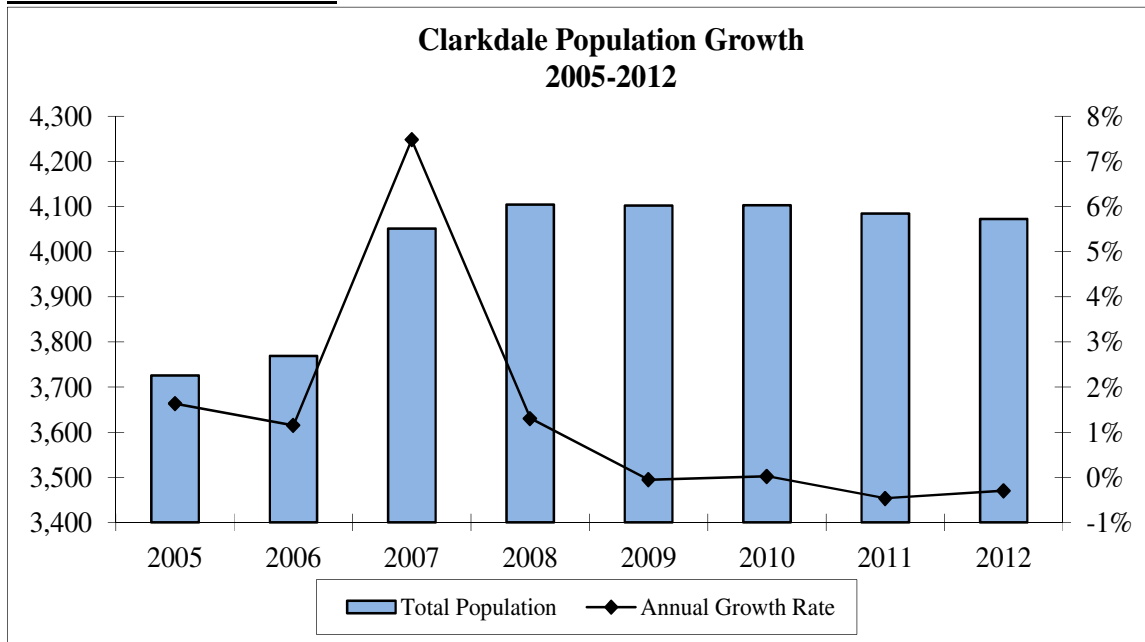
The year-over-year percent change reveals that the Mingus Union High School District witnessed a consistent increase in graduation rates between 2008 and 2010, growing by more than 12 times that of the state of Arizona, and three times faster than Yavapai County. Yavapai County witnessed a similar trend during this time period. In contrast, the State peaked earlier, growing between 2007 and 2009.

Percent Change in High School Graduation Rates



ECONOMIC FACTORS

CLARKDALE POPULATION



Clarkdale’s population grew by about 10% between 2005 and 2010, with a large portion of that growth occurring in 2007. However, in the past two years, there was a decline of about 1%. Statewide population grew 10% from 2005 to 2012, most of which occurred between 2005 and 2008, before the recession. In terms of demographics, the Town’s share of population under 18 is significantly lower than the State’s, at 20% versus 26%. In contrast, the share of population over 64 is nearly twice the state average at 26% versus 14%. Given the aging of the overall population, it is not surprising that elementary school enrollment decreased about 5% between 2005 and 2010, although it rebounded with an increase of 9% in 2011. High school enrollment increased through 2007 but is now back to about 2005 levels. School enrollment by level is often reflective of the type and price level of housing in the area.

Population Trends

	2005	2006	2007	2008	2009	2010	2011	2012
Town of Clarkdale	3,726	3,769	4,051	4,104	4,102	4,103	4,084	4,072
State of Arizona	5,924,476	6,116,409	6,274,981	6,368,649	6,389,081	6,401,569	6,438,178	6,498,569
Clarkdale Index *	100.0	98.0	102.6	102.5	102.1	101.9	100.9	99.6

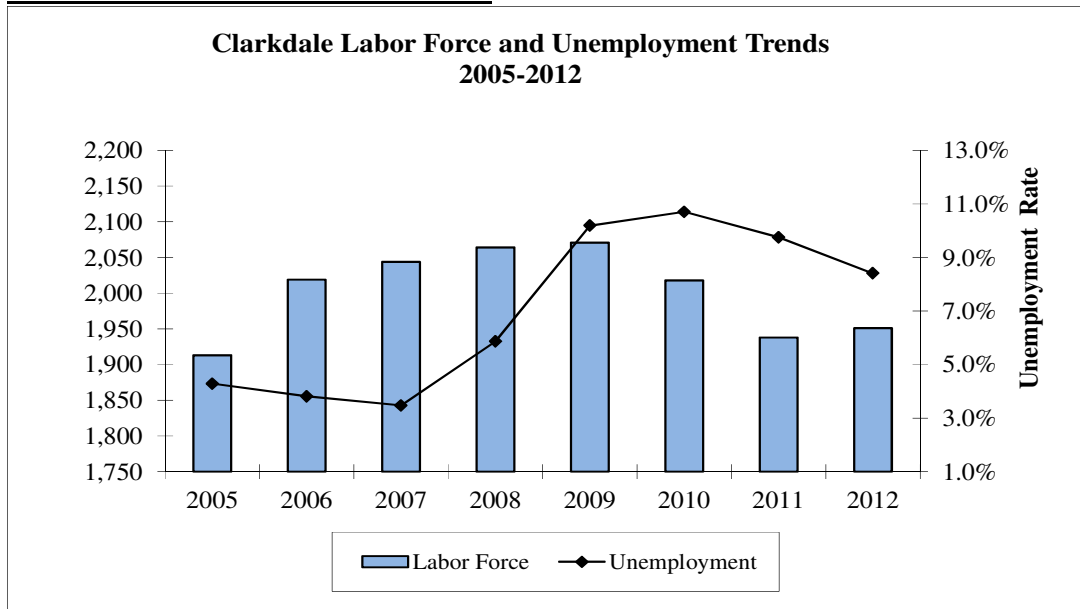
Annual Growth Rate

Town of Clarkdale	1.6%	1.2%	7.5%	1.3%	0.0%	0.0%	-0.5%	-0.3%
State of Arizona	3.5%	3.2%	2.6%	1.5%	0.3%	0.2%	0.6%	0.9%

Source: Arizona Department of Administration.

*Clarkdale compared to Arizona in 2005 = 100

LABOR FORCE AND UNEMPLOYMENT



The labor force in Clarkdale grew moderately through 2009, increasing by 177 people or 9%. This is very consistent with population growth. Since that time, the labor force declined by about 7% during the recession, but is showing modest recovery in 2012. Declines occurred at the state level as well, but were less severe in percentage terms. Employment peaked in 2007 in Clarkdale and then declined steadily through 2011. Modest gains have occurred in the past year, but employment is still at pre-2005 levels. Labor force participation in the Town has remained steady at about 50%, which is almost identical to the state average despite the larger “over 65” population in Clarkdale.

Similar to the State, Clarkdale’s unemployment rate increased significantly during the recession, peaking in 2010. The State went from a low of 3.7% unemployment in 2007 to a high of 10.4% in 2010, while Clarkdale went from 3.5 to 10.7% during that time period. The past two years have shown some improvement with about a 2.3% decline in unemployment locally, compared to 2.1% statewide. This next year is expected to show continued decreases in unemployment statewide.

Town of Clarkdale

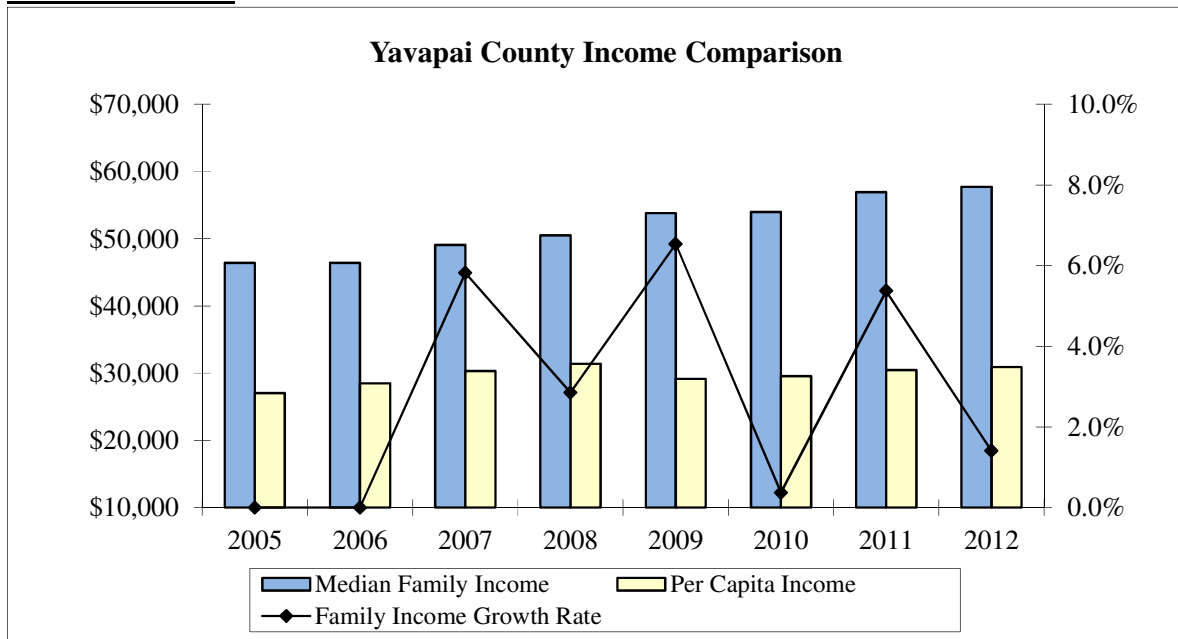
Labor Force and Unemployment

	2005	2006	2007	2008	2009	2010	2011	2012
<i>Labor Force</i>								
Town of Clarkdale	1,913	2,019	2,044	2,064	2,071	2,018	1,938	1,951
State of Arizona (000)	2,859	2,957	3,010	3,097	3,129	3,104	3,049	3,030
Clarkdale Index *	100.0	102.0	101.5	99.6	98.9	97.2	95.0	96.2
<i>Annual Growth Rate</i>								
Town of Clarkdale	3.5%	5.5%	1.2%	1.0%	0.3%	-2.6%	-4.0%	0.7%
State of Arizona	2.5%	3.4%	1.8%	2.9%	1.0%	-0.8%	-1.8%	-0.6%
Clarkdale Index *	100.0	118.4	51.2	24.9	24.3	234.7	-290.7	49.2
<i>Unemployment Rate</i>								
Town of Clarkdale	4.3%	3.8%	3.5%	5.9%	10.2%	10.7%	9.8%	8.4%
State of Arizona	4.7%	4.1%	3.7%	6.0%	9.8%	10.4%	9.4%	8.3%
Clarkdale Index *	100.0	98.8	97.4	93.4	88.4	89.2	88.5	90.6

Source: Arizona Department of Administration.

*Clarkdale compared to Arizona in 2005 = 100

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 14% from 2005 to 2012, compared to a 13% increase experienced statewide. However, per capita income in Yavapai County is still only 85% of the state average. Some of this can be explained by the fact that the County has a larger-than-average retiree population who is not living off current income and is not reflected the same way in the per capita income figures.

Median family income in Yavapai County increased by 24% during the 2005 to 2012 period, compared to a 16% increase statewide. Median family income in Yavapai County was about

Town of Clarkdale

94% of the state average in 2012. Income data is not available at the city level in Yavapai County.

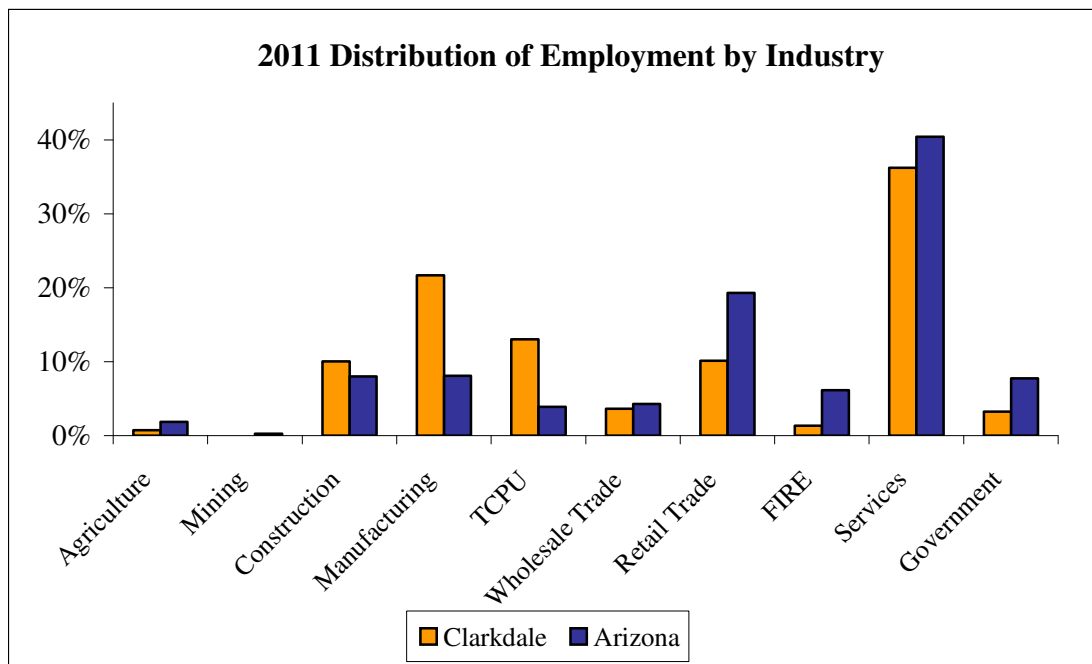
Income Growth

	2005	2006	2007	2008	2009	2010	2011	2012
<i>Per Capita Income</i>								
Yavapai County	\$27,013	\$28,502	\$30,333	\$31,379	\$29,157	\$29,586	\$30,443	\$30,914
State of Arizona	\$32,223	\$34,326	\$35,441	\$36,059	\$33,952	\$34,539	\$35,877	\$36,451
Clarkdale Index *	100.0	99.0	102.1	103.8	102.4	102.2	101.2	101.2
<i>Annual Growth Rate</i>								
Yavapai County	8.4%	5.5%	6.4%	3.4%	-7.1%	1.5%	2.9%	1.5%
State of Arizona	7.1%	6.5%	3.2%	1.7%	-5.8%	1.7%	3.9%	1.6%
Growth Index **	100.0	71.8	168.0	168.0	103.0	72.3	63.5	82.2
<i>Mean Household Income</i>								
Yavapai County	\$62,095	\$65,736	\$69,797	\$72,415	\$67,566	\$67,761	\$69,476	\$70,149
Annual Growth Rate	8.5%	5.9%	6.2%	3.8%	-6.7%	0.3%	2.5%	1.0%
Clarkdale Index *	100.0	105.9	112.4	116.6	108.8	109.1	111.9	113.0

Source: Woods & Poole, 2013.

* County compared to AZ in 2005 = 100. ** County growth rate compared to AZ.

EMPLOYMENT



During the last 7 years, Clarkdale has seen a moderate increase in the number of establishments with about 26 new establishments, although employment declined slightly over the same time period. Clarkdale has a significantly higher share of employment in manufacturing and transportation, and a much lower share of employment in retail. Services make up the largest share of total employment locally at 36%, followed by manufacturing at

Town of Clarkdale

22%. Typically, retail is the second largest sector. The share of people employed in basic industries, those that bring in wealth from outside the area, is about 22%, excluding retail and services, compared to roughly 10% for the State. The manufacturing sector has also remained fairly steady despite the recession.

Industry Employment

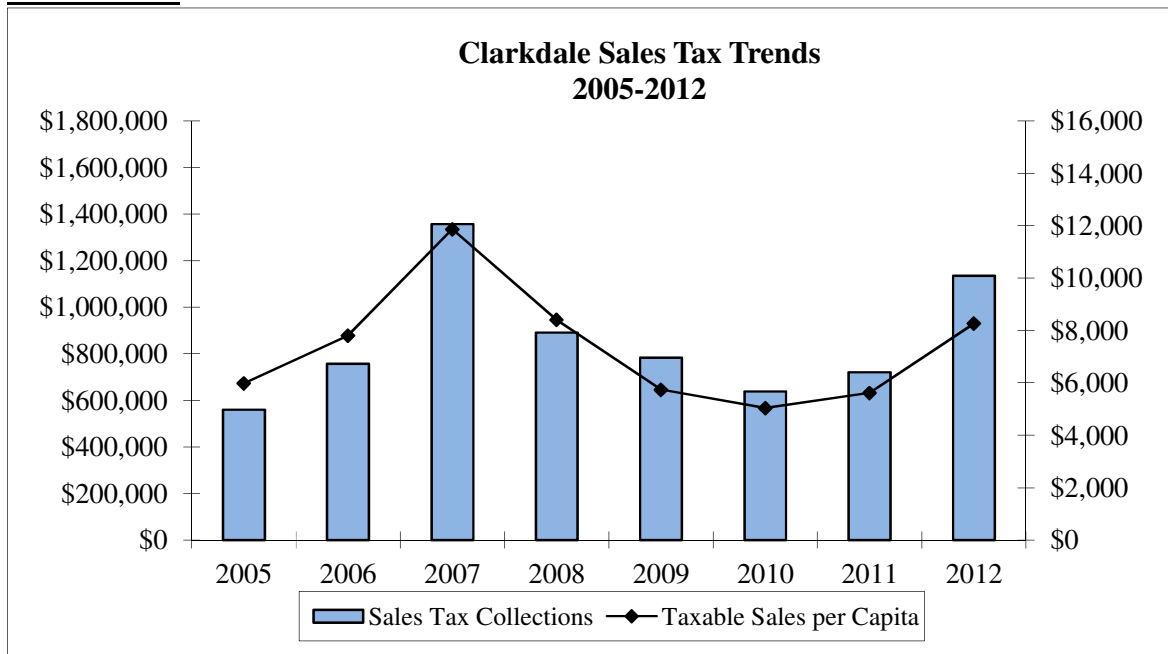
	2005	2006	2007	2008	2009	2010	2011
<i>Total Industry Employment</i>							
Town of Clarkdale	1,125	1,059	1,125	1,179	1,128	1,115	1,107
<i>Total Establishments</i>							
Town of Clarkdale	137	130	135	155	154	147	163
<i>Basic Industry Employment</i>							
Town of Clarkdale	228	227	238	246	251	240	248
Basic Industry Share**	20%	21%	21%	21%	22%	22%	22%
Clarkdale Index *	100.0	100.6	108.6	104.5	108.1	102.1	105.0

Source: Dun & Bradstreet, 2005-2011.

*Clarkdale compared to Arizona in 2005 = 100

**Basic sectors include agriculture, mining and manufacturing.

RETAIL SALES



After rising at a healthy pace in 2005 through 2007, sales tax collections declined 112% from 2007 to 2010. Statewide sales dropped 32% during the same period. A large portion of that decline locally came from construction sales tax as construction activity ground to a halt.

Town of Clarkdale

Previously, construction had been the largest sector in terms of taxable sales. That said, retail collections in Clarkdale increased significantly in 2012 with gains in construction, retail and leasing. Unlike consumer industries, taxable sales in manufacturing, wholesale and communications remained steady over the last five years. Taxable sales, excluding retail and construction, made up 77% of the base in Clarkdale in 2011 but with the current recovery, non-retail/non-construction sales have fallen to 51% of the total in 2012.

The level of taxable sales per capita in 2012 is about 60% of the statewide figure, down from 65% in 2007. The drop in per capita sales during the recession was about twice as much as the State, despite limited population growth, driven by a combination of construction and retail declines.

Retail Sales

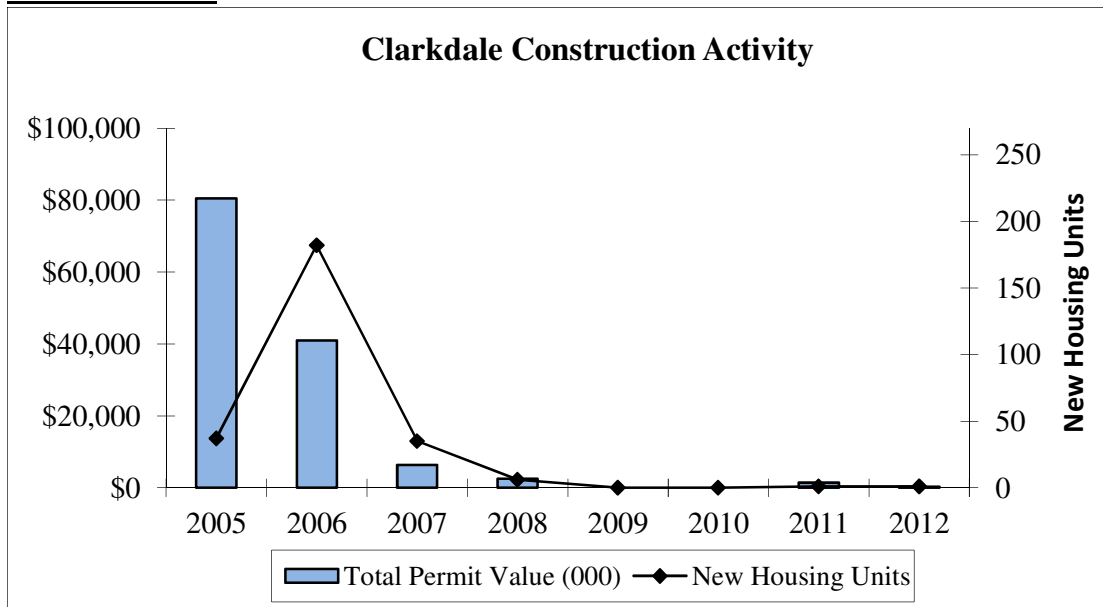
	2005	2006	2007	2008	2009	2010	2011	2012
<i>Sales Tax Collections (000)</i>								
Town of Clarkdale	\$560	\$757	\$1,357	\$892	\$783	\$639	\$721	\$1,135
Non-Retail Share	55.2%	49.8%	29.1%	51.3%	54.2%	81.7%	76.9%	51.2%
Growth Index **	100.0	135.2	242.4	159.2	139.9	114.1	128.7	202.7
<i>Taxable Sales per Capita</i>								
Town of Clarkdale	\$5,985	\$7,811	\$11,869	\$8,409	\$5,740	\$5,043	\$5,623	\$8,266
State of Arizona	\$15,710	\$17,774	\$18,372	\$17,633	\$15,076	\$13,657	\$13,865	\$13,687
Clarkdale Index *	100.0	115.4	169.6	125.2	99.9	96.9	106.5	158.5

Source: Arizona Dept of Revenue.

*Clarkdale compared to Arizona in 2005 = 100

** Clarkdale growth rate compared to AZ.

CONSTRUCTION



Town of Clarkdale

Construction activity in Clarkdale declined precipitously from 2005 to 2008, and halted completely in 2009. The total value of permits issued fell from a high of \$80.5 million in 2005 to \$0 in 2009. This compares to a 68% drop in total permit valuation for the State during the same period. The vast majority of new activity in 2005 to 2008 was residential with only a few commercial projects in that period. There was also a large commercial project in Clarkdale in 2011. The number of new housing units in the Town peaked in 2006 at 182, which corresponds with the jump in population in 2007, and then declined sharply to 6 new units in 2008 and only 2 units built since then. At the state level, construction activity began to pick up in the 4th quarter of 2011 following several years of minimal activity. Construction statewide has continued to increase since that time, dominated by residential activity.

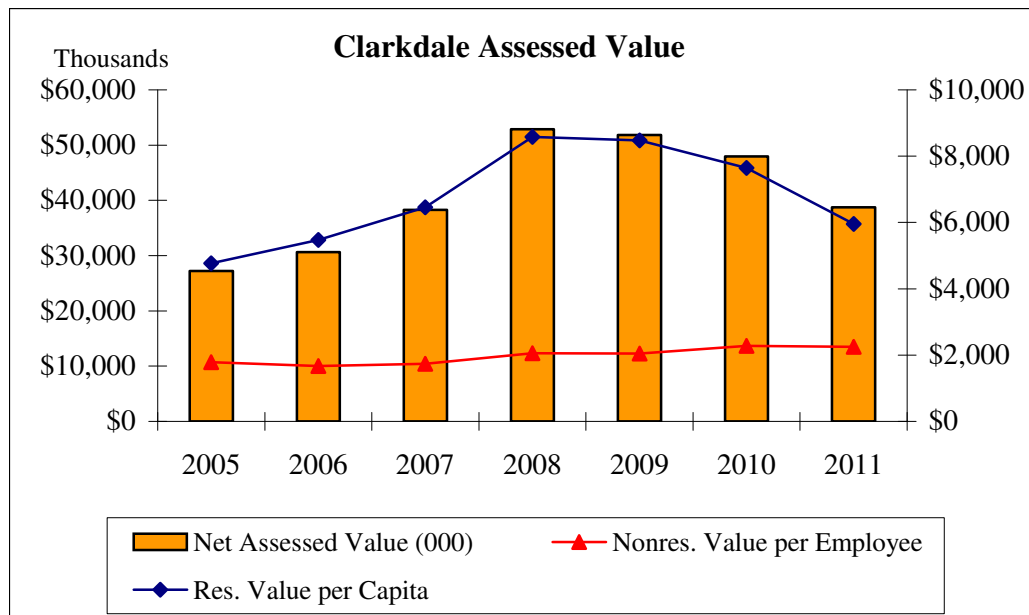
Construction Activity

	2005	2006	2007	2008	2009	2010	2011	2012
Total Permit Value (000)	\$80,537	\$40,957	\$6,331	\$2,476	\$0	\$0	\$1,390	\$289
Residential	\$80,121	\$39,681	\$6,331	\$1,962	\$0	\$0	\$90	\$289
Commercial	\$416	\$1,276	\$0	\$514	\$0	\$0	\$1,300	\$0
Clarkdale Index *	100.0	60.2	10.3	5.3	0.0	0.0	6.6	na
New Housing Units	37	182	35	6	0	0	1	1

Source: Arizona State University, College of Business, Construction Activity Reports; Town of Clarkdale.

*Clarkdale compared to Arizona in 2005 = 100

ASSESSED VALUATION



Total assessed full cash value in Clarkdale rose steadily through 2009 and then dropped 25% over the past 2 years during the housing market correction. Nonetheless, current value is still up 43% over 2005 levels. Statewide assessed value increased 26% during the same period. Residential values dropped most dramatically in 2011, although they are still up 37% over 2005

Town of Clarkdale

due to new construction in the earlier part of the period. This compares to an increase of 29% for the State during the same period. Commercial and industrial assessed values also grew during this period but at a slower rate, increasing about 26% in the Town and 19% statewide. There was limited new nonresidential construction activity in Clarkdale even prior to the recession.

Residential values in the Town currently represent about 63% of the total assessed value, a ratio that has held fairly steady over the past few years. Per capita residential valuation peaked in 2008, but is still up 25% since 2005 compared to 20% statewide. Commercial/industrial assessed value per employee has also risen since 2005 and is up 26% for both the State and the Town.

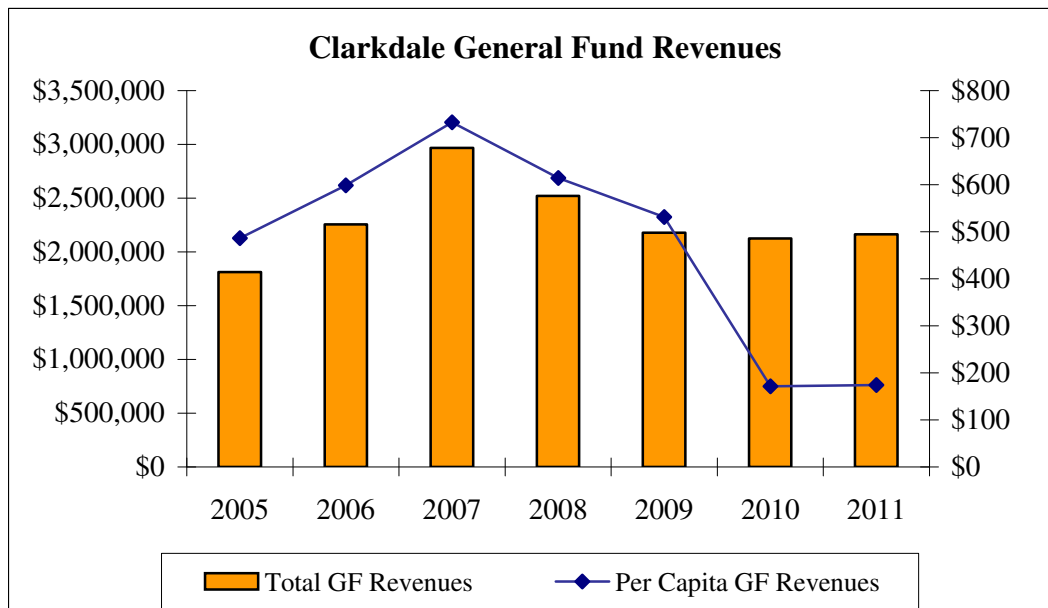
Clarkdale Full Cash Assessed Value

	2005	2006	2007	2008	2009	2010	2011
Total Net Value (000)	\$27,192	\$30,611	\$38,309	\$52,873	\$51,832	\$47,954	\$38,757
Growth Rate	6.6%	12.6%	25.1%	38.0%	-2.0%	-7.5%	-19.2%
Clarkdale Index *	100.0	101.2	96.0	110.4	107.8	114.1	112.9
Residential Net Value (000)	\$17,768	\$20,628	\$26,160	\$35,218	\$34,758	\$31,377	\$24,422
Per Capita Value	\$4,769	\$5,473	\$6,458	\$8,581	\$8,473	\$7,649	\$5,952
Clarkdale Index *	100.0	108.1	114.2	100.6	104.6	112.1	104.4
Comm/Ind Net Value (000)	\$3,275	\$3,246	\$3,431	\$4,026	\$3,850	\$4,232	\$4,113
Per Employee Value	\$1,789	\$1,671	\$1,735	\$2,057	\$2,046	\$2,278	\$2,250
Clarkdale Index *	100.0	86.6	98.9	86.7	75.0	86.9	111.2

Source: Arizona Department of Revenue, Abstract of Assessment Roll, 2005-2011

*Clarkdale compared to Arizona in 2005 = 100

MUNICIPAL REVENUES



Town of Clarkdale

Total Town general fund revenues increased 64% from 2005 to 2007, dropping significantly through 2010 but increasing slightly in 2011. Overall, general fund revenues are 19% higher in 2011 than they were in 2005.

In terms of local tax collections in the general fund, sales taxes make up about 60% (down from 83% at the peak) and property taxes make up most of the remainder. Tax collections increased rapidly in 2005 through 2007 as construction sales tax grew, but declined thereafter due to the significant decline in construction coupled with overall poor economic conditions. Growth in revenues exceeded population growth during the boom period with per capita general fund revenues increasing significantly. However, since 2009 both population growth and revenue growth have slowed considerably and thus per capita revenues have leveled off. Despite the recession, per capita revenues are still 9% higher than they were in 2005. This is primarily due to continued growth in property tax revenues throughout the period despite declining sales tax.

Municipal Revenues

	2005	2006	2007	2008	2009	2010	2011
Local Tax Collections (000)	\$1,228	\$1,479	\$2,066	\$1,170	\$1,093	\$1,132	\$1,267
Annual Change	na	20.4%	39.7%	-43.4%	-6.5%	3.5%	11.9%
Growth Index	100.0	120.4	168.2	95.3	89.0	92.2	103.2
General Fund Revenues (000)	\$1,811	\$2,256	\$2,968	\$2,522	\$2,179	\$2,126	\$2,163
Annual Change	na	24.6%	31.5%	-15.0%	-13.6%	-2.4%	1.8%
Growth Index	100.0	124.6	163.9	139.2	120.3	117.4	119.4
Per Capita GF Revenues	\$486	\$599	\$733	\$614	\$531	\$518	\$530
Annual Change	na	23.1%	22.4%	-16.1%	-13.6%	-2.5%	2.2%
Growth Index	100.0	123.1	150.7	126.4	109.3	106.6	109.0

Source: Town of Clarkdale Annual Financial Statements & Independent Auditor's Report, 2005-2011.

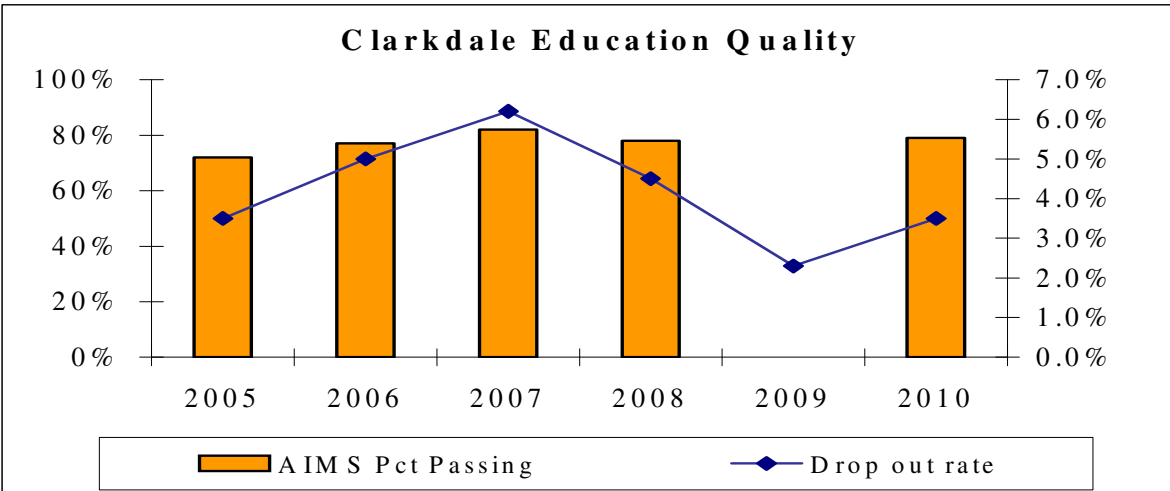
QUALITY OF LIFE

Quality of life is also 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, Clarkdale has a school district with a single excelling K-8 school – Clarkdale-Jerome Elementary School – with approximately 375 students. AIMS scores for 8th-grade students at Clarkdale-Jerome are consistently above state averages in both reading and math. Last year, 74% of students met or exceeded standards, compared to 71% statewide.

Grades 9-12 attend Mingus Union High School, a unified district with approximately 1,300 students. Although Mingus Union High School as a whole has a drop-out rate slightly higher and a graduation rate that is slightly lower than the State average, Clarkdale students are reported to have a negligible drop-out rate and a graduation rate that is consistently over 90%. Clarkdale is also part of a joint technical education district, the Valley Academy of Career and Technology Education (VACTE), which provides additional career path programs within the high school setting. Yavapai College, with a campus in Clarkdale, offers 32 degree and 59 certificated programs, including bachelor, master and doctorate degree programs through a partnership

Town of Clarkdale

with two major universities, as well as lifelong learning programs for kindergarten through retirees.



HEALTHY COMMUNITY DESIGN

In April 2002, the American Planning Association identified six qualities that describe healthy community design. According to APA, healthy communities:

- have a unique sense of community and place;
- preserve and enhance valuable natural and cultural resources;
- equitably distribute the costs and benefits of development;
- expand the range of transportation, employment, and housing choices in a fiscally responsible manner;
- value long-range, region-wide sustainability rather than short-term, incremental, or geographically isolated actions; and
- promote public health and healthy communities.

The Center for Disease Control and Prevention (CDC) estimates that 33.86% of the U.S. population is obese; 25.2% of the Arizona population is obese. At the current rate of increases in obesity, by 2018 health-related costs will be \$344 billion in medical costs – up from \$147 billion in 2008. Obesity-related conditions include heart disease, stroke, Type II diabetes and certain types of cancer – some of the leading causes of death. How communities are planned and developed can have a major impact on these health care issues.

The principles of healthy community design include:

- Mixed Land Uses – allow for homes to successfully coexist with shops, parks, and civic amenities such as libraries.
- Preserving Community Character - help residents and business owners feel a sense of pride and ownership.
- Environmentally Responsive Design - minimizes resource consumption; maximizes resource reuse and energy efficiency; creates a healthy, nontoxic environment for people; and provides a well-designed balance of nature and development.
- A Range of Housing Types and Prices - provide choices for the diverse households we have today in our communities.
- A Variety of Transportation Choices - reduce traffic congestion, protect the environment, and encourage physical activity.
- Encouraging Compact Development - preserve the character of the land by minimizing the construction footprint.
- A Viable Economic Mix of Both Local and National Business - locally owned businesses keep more tax revenue in the State and contribute to the character of our communities.



Town of Clarkdale

- Safe Neighborhoods - that have neighborhood surveillance, community watch groups and police working together, and where neighbors watch out for each other
- Promoting Healthy Living - the built environment offers the kinds of places and amenities that encourage people to be more active in their daily lives.
- Facilitating Community Engagement - involve residents, business owners, public officials, and developers so that all parties can be involved in discussions and decisions about how their communities will grow.

A Healthy Communities Initiative can have a positive impact on Clarkdale. Through effective community and project design, communities realize some of the following benefits.

- Improved air and water quality
- Lower risk of traffic-related injuries
- Easier incorporation of physical activity into our everyday lives
- Increased access to healthy food
- Reduced contributions to climate change
- Increased social connectivity and sense of community
- Ensured social equity for all community members
- Promotion of good mental health

GLOSSARY

Action Team	The Action Team was organized by the Town of Clarkdale to develop the <i>Sustainable Community and Economic Development Plan</i> . The Action Team includes various key staff members from the primary economic development organizations and will be responsible for monitoring the plan’s implementation.
Basic Industry	Business activities that bring new dollars into the community.
Business Retention	The activity of working with existing businesses to keep them a viable and growing part of the community.
Clusters	A group of firms, related economic actors, and institutions that are located near one another and that draw productive advantage from their mutual proximity and connections. They may be connected by functional relationship (e.g., suppliers and purchasers, producers, and distributors) or by competition for similar markets.
Community Indicators	Quantitative measures of activities that are important to Clarkdale.
Focused Future II	A community and economic strategic development planning process that was developed by APS.
Goals	Describes a fundamental direction or broad course of action; desired achievements.
Infrastructure	The fundamental public facilities such as roads, water and sewer systems, power and phone lines, and airports that transform raw land into a quality place to live and do business.
Leakage	The amount of revenues leaving the region due to the lack of services and retail being provided locally. Leakage is residents going to other communities to purchase goods and services and those communities receiving the sales tax revenues.
Strategic Initiatives	Priority action steps that the region will address when working toward implementing the Clarkdale Vision. These initiatives contribute to the development of a vibrant economy and regional area where residents and businesses thrive.

Town of Clarkdale

SWOT	Analysis that evaluates the Town’s internal strengths and weaknesses plus external opportunities and threats.
Values	Those ideas that are most important to Clarkdale that they would not want to compromise for growth and development.
Vision	An ideal and unique image of the future state of the region. It incorporates a view of the future condition that is better in some important ways than what now exists.

ACRONYMS

ADOT	Arizona Department of Transportation
APS	Arizona Public Service Company – the largest energy provider in Arizona
CIP	Capital Improvement Plan
CTE	Career and Technical Educational programs
ELL	English Language Learner
FY	Fiscal year (ends June 30 of the year)
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USD	Unified School District
VACTE	Valley Academy of Career and Technology Education



Strategic Plan for Economic Development

Town of Clarkdale

Sponsored by:



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ESI Corporation, and

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