



VERDE VALLEY

ECONOMIC DEVELOPMENT



August 4, 2017

Planning Process

The key to successful economic development is working collaboratively.

**Regional
Partners
Input**

**Market
Assessment
& SWOT
Analysis**

**Target
Industry &
Supply Chain
Analysis**

**Peer Review &
Benchmarking**

**Economic
Development
Plan**

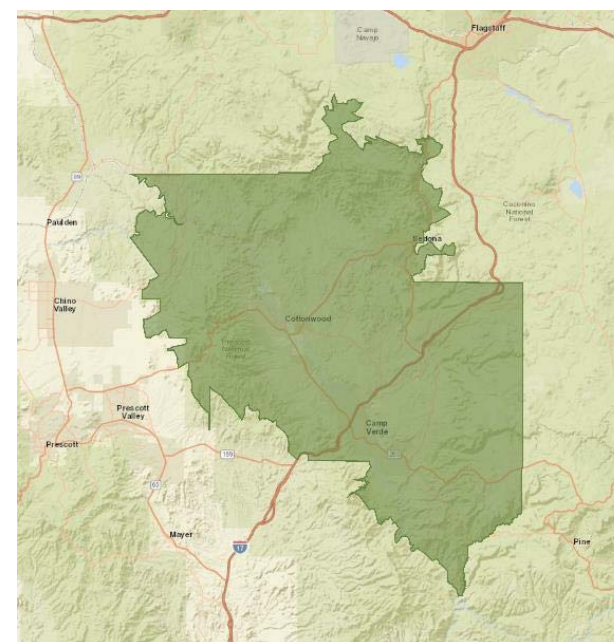
Findings

VERDE VALLEY MARKET ASSESSMENT

HOW WE STACK UP

Verde Valley Communities

	Camp Verde	Clarkdale	Cottonwood-Verde Village	Jerome	Sedona
Total Population	12,847	4,255	22,574	492	10,448
Business Establishments	449	100	1,077	96	1,212
Number of Employees	4,678	958	10,725	512	9,455
Median Household Income	\$39,403	\$42,419	\$40,658	\$35,441	\$56,737
Median Age	45.4	54.9	45.0	54.9	59.4
Owner Occupied Housing Units	61.5%	64.7%	50.4%	63.9%	50.6%
Renter Occupied Housing Units	24.2%	21.8%	37.4%	22.5%	26.5%
Vacant	14.4%	13.5%	12.1%	13.6%	22.9%
Average Household Size	2.50	2.26	2.32	1.76	2.01
Median Home Value	\$175,733	\$196,498	\$181,639	\$222,222	\$451,442
Bachelor's Degree	12.3%	13.1%	12.7%	14.2%	27.1%
Graduate/Professional Degree	5.9%	8.7%	5.7%	7.1%	21.1%

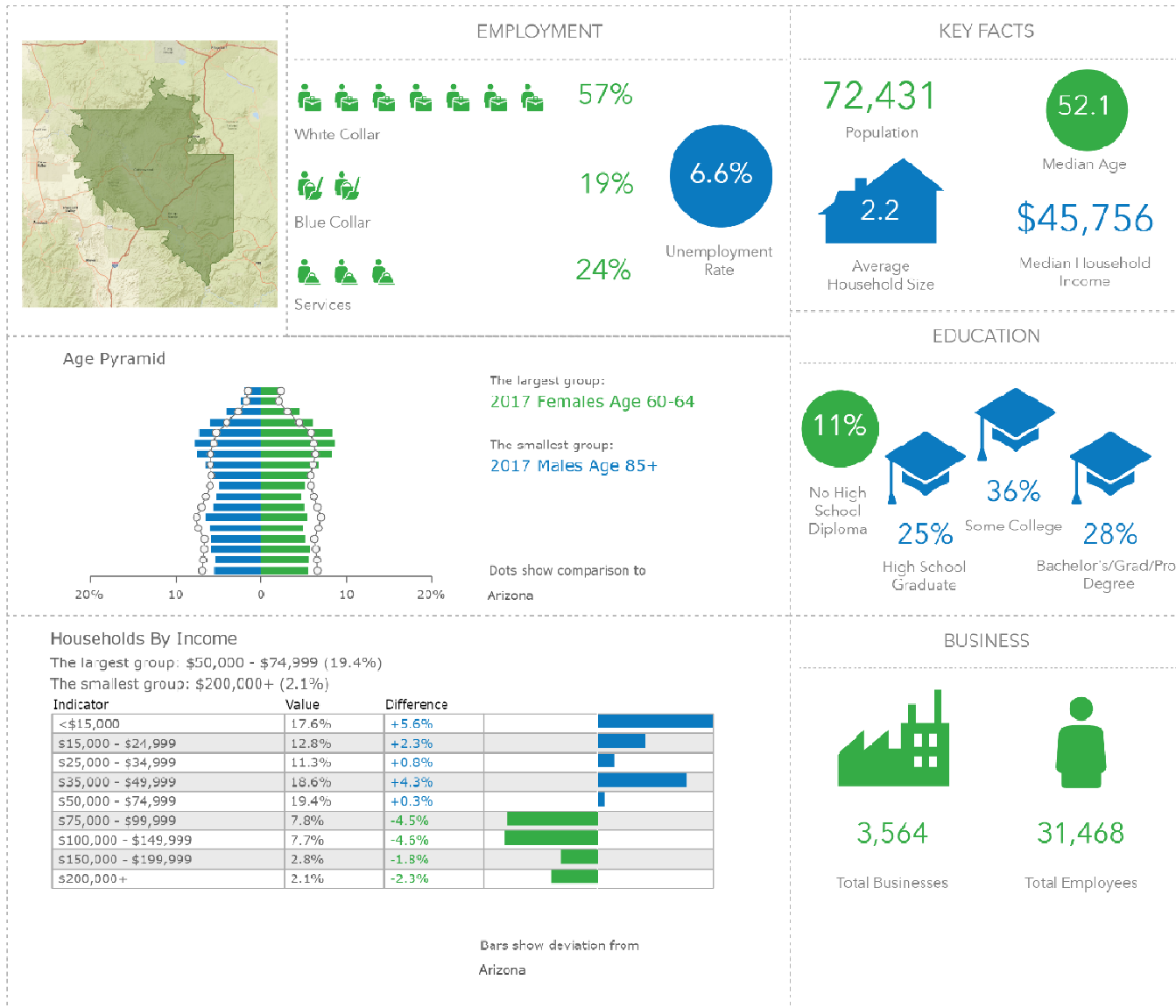


Verde Valley

- 32% of County population
- 36% of Total County Employment
- 39% of Total Business Establishments

Includes the following Zip Codes:

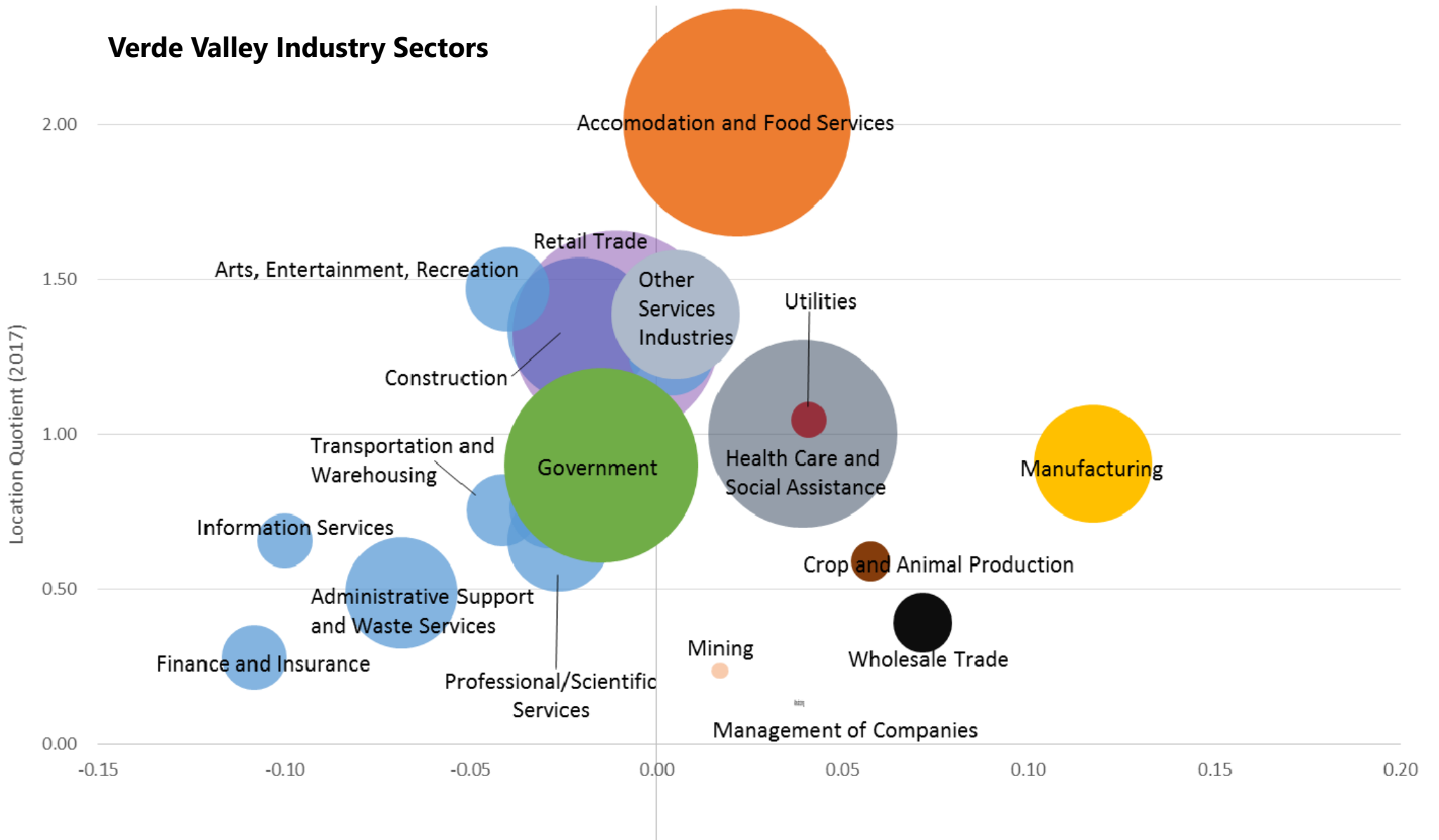
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Verde Valley Economy

	Establishments	Employment
Total	3,564	31,468
Agriculture	0.5%	0.2%
Mining	0.2%	0.1%
Utilities	0.3%	0.2%
Construction	7.4%	4.7%
Manufacturing	2.6%	3.2%
Wholesale Trade	2.1%	1.6%
Retail Trade	17.5%	14.2%
Transportation/Utilities	2.1%	1.9%
Information	2.6%	2.6%
Finance & Insurance	3.7%	1.8%
Real Estate	6.8%	3.9%
Professional, Scientific & Tech Services	6.2%	2.9%
Management of Companies & Enterprises	0.0%	0.0%
Admin. & Support & Waste Management & Remediation Services	4.0%	2.2%
Educational Services	2.2%	6.0%
Health Care & Social Assistance	8.5%	14.9%
Arts, Entertainment & Recreation	2.7%	4.9%
Accommodation & Food Services	10.2%	20.8%
Other Services (except Public Administration)	12.3%	5.8%
Public Administration	3.9%	7.7%
Unclassified	4.3%	0.2%

Verde Valley Industry Sectors



Findings

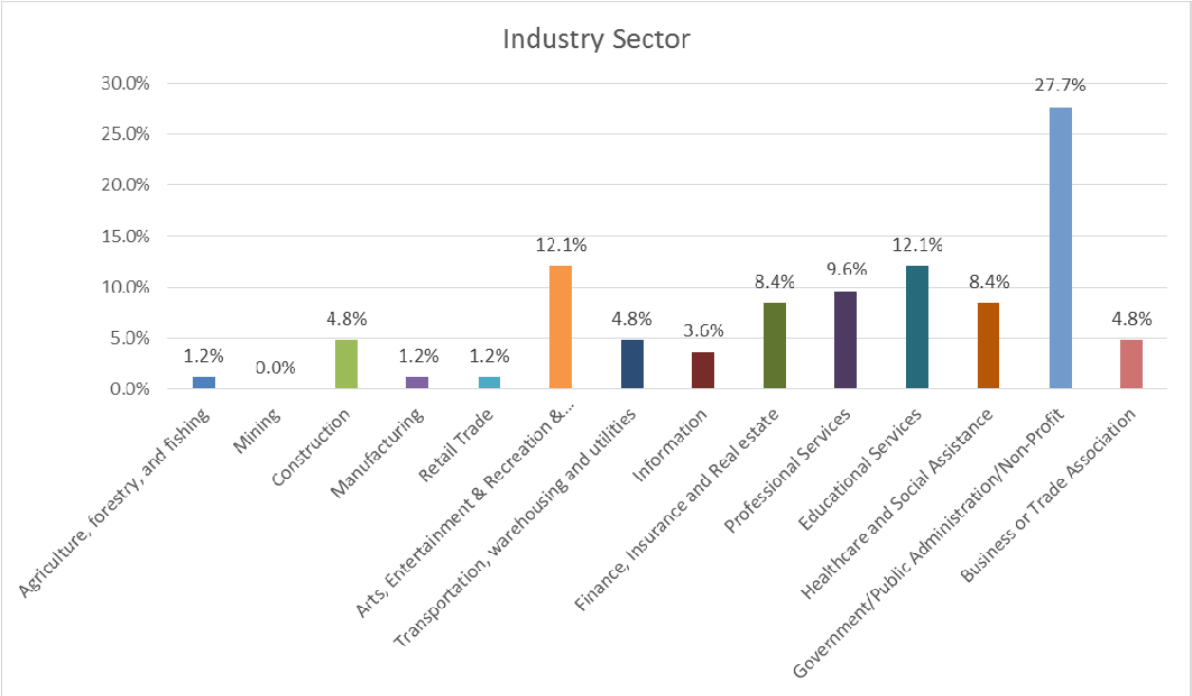
STAKEHOLDER INPUT

LAYING THE FOUNDATION

Respondent Profile

89 Responses

Primary Role	
Full time economic development	8.4%
Full time tourism	6.0%
Education and workforce development	7.2%
Elected official	4.8%
Board or committee member	14.5%
Community stakeholder; private business owner; employer	38.6%
Other	20.5%



Findings

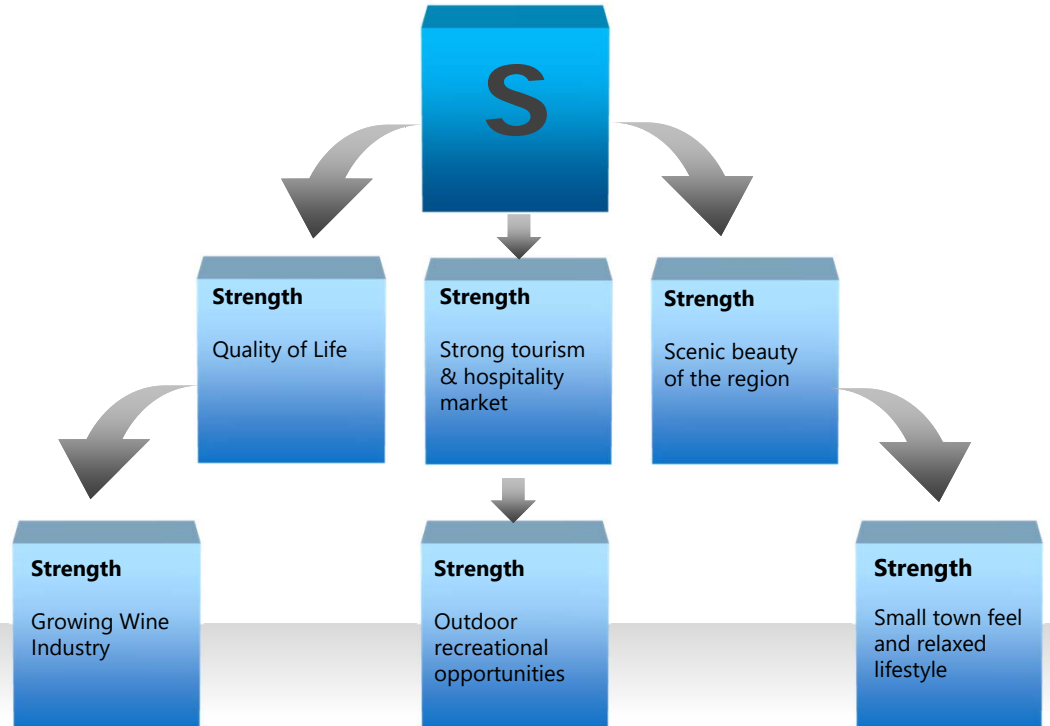
STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

WE HAD A LOT TO SAY

Weather Attractions Scenery Outdoor Natural
 Quality of Life Climate Red Rocks Tourism
 Collaboration Beauty Place Location Tourist
 Verde River
 Rural Quality of Life Phoenix Medical Care Economic
 Recreation Scenery Natural Beauty Population
 Location Government Community
 Environment Climate I-17 Verde River
 Potential Weather Services Tourism Sedona
 Oak
 Rural Atmosphere Creek
 Support Environment Location Business Regional Airport
 Rural Medical Climate Weather
 Verde River Water Proximity Grow
 Quality of Life Activities Community Big
 Small Town Canyon Wine Industry Sedona Phx

SWOT ANALYSIS

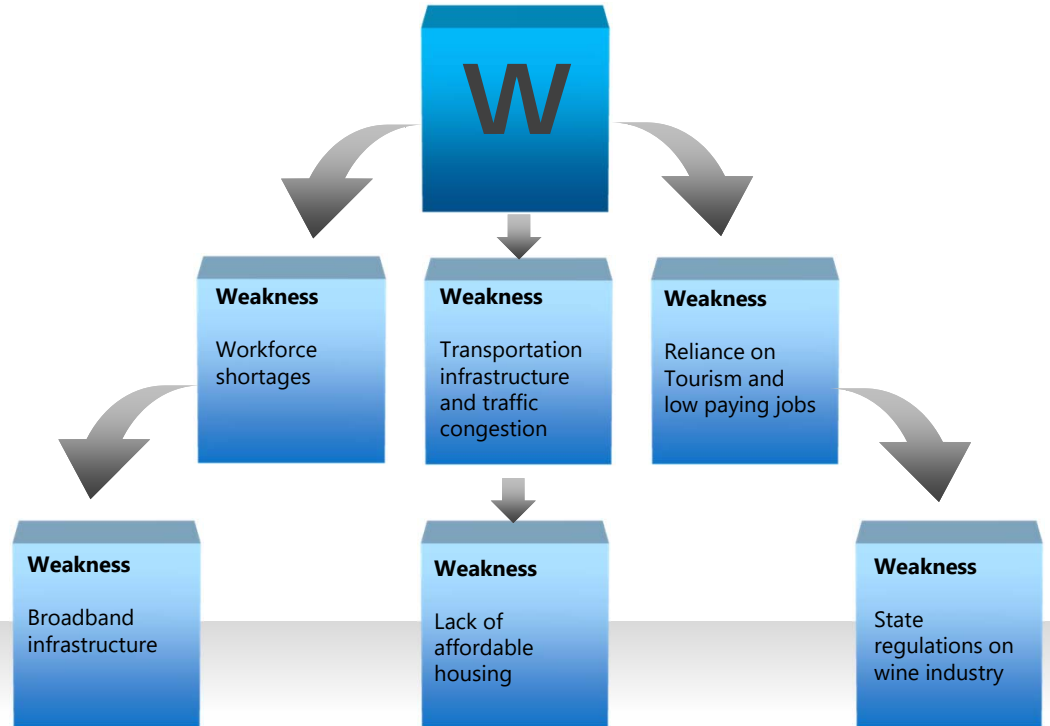
Strengths



Existing **Service** Drug **Needs** Upkeep
Opportunities Regional **Housing** Abuse
Jobs Economic Development Efforts
Work Force Poverty **Infrastructure**
Traffic **Education** Commercial **Low** Increasing
Schools Livable **Tourism** Public Transportation
Verde Valley **Workers** **Development** Future **Life** Tourism
Growth Waste **Access** Traffic **Poor** Economy
Housing Young People **Education** Schools
Work Force Transportation **Skills Training**
Local **Entertainment** Broadband **Water** Marketing
Service Paying Jobs
Paying Jobs **Service** **Regional** Community
Government Broadband **Water** Opportunities
Education Infrastructure
Affordable Housing Politics **Traffic**
Tourism **Leadership** Overall **Population** Young **Low**

SWOT ANALYSIS

Weaknesses



Tourism New Industry **Education**
 Families **Growth** Teens **Verde Valley** Local
Development Phoenix **Verde River** Sedona **Public**
 Wine
 Traffic Protection **Local** Establish **Yavapai**
 College
 Eco-tourism **Access** Water **Sustainable** Art
Businesses Transportation **Planning**
 Communities **Jobs** Natural Environment
Tourism Roads **Education** Marketing
Verde Valley Economic
Workforce Development Internet **Broadband**
 Rural **Housing**
 Infrastructure Kids **Transportation System** Private
 Providing Growth **Tourism** Workforce Housing
Opportunities Work Force
Development Jobs **Businesses**

SWOT ANALYSIS

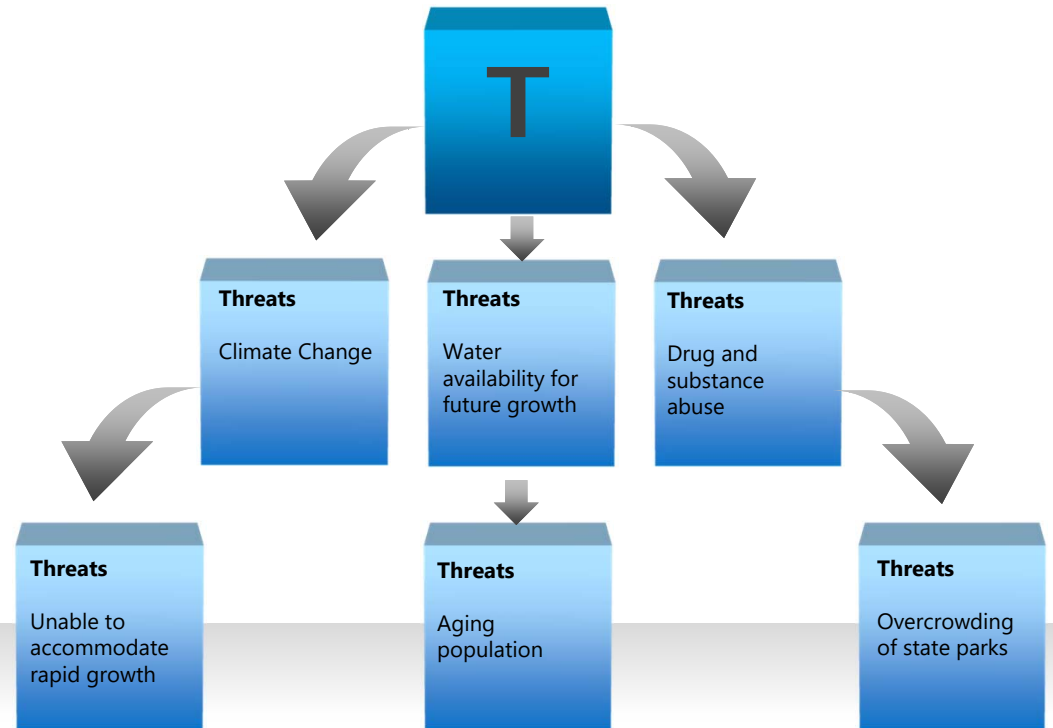
Opportunities



Verde River Property Traffic Low SKILLED Workforce
 Abuse Climate Change Economy Growth
 Residents Water Public Government Lands
 Affordable Housing Population Jobs Industry
 Communities Quality Natural Low Services Health
 Regional Schools Education Private
 Growth Commitment Water Increasing
 Affordable Housing Positive Support Younger
 Drug Inability
 Economic Abuse Workforce Development Education
 Public
 Wages Lands Opioid
 Affordable Housing Opportunities
 Income Infrastructure Water Drug
 Resources Tourism Government Communities
 High Speed Internet River Jobs Environmental
 Business

SWOT ANALYSIS

Threats





Who should we target?

Leverage strengths and existing assets

Fill in the gaps

Be strategic. Don't boil the ocean

Expand Tourism:

- **Agri-Tourism**
- **Eco-Tourism**
- **Medical Tourism**

Technology and small manufacturing:

- **Information technology**
- **Computers**
- **Supply chain to Phoenix and Flagstaff companies and the wine industry**

Health care and services

Film and television production

Education

Can we learn from others?

Transfer practices from other regions

Emulate market dynamics

Others we admire:

- **Austin, TX**
- **Flagstaff, AZ**
- **Grand Junction, CO**
- **Black Hills, SD**
- **Telluride, CO**
- **Napa or Sonoma, CA**
- **Boulder, CO**
- **Bend, OR**
- **Park City, UT**
- **Taos, NM**

What we admire:

- **Public transportation**
- **Vibrant town centers and diverse demographics**
- **Interpretive parks and recreation along river corridors**
- **Thoughtful and managed growth**
- **Trails and open space**
- **Local sustainability and independence**
- **Aesthetic roadways/signs/plantings**
- **Walkable communities**
- **Vibrant wine industry**
- **Events and cultural activities**
- **Mix of business and industry that pay livable wages**

Vision

Local Workforce **Quality** Transportation **Jobs** Hub
Sustainable Mixed **Economy** Happy People
Economic Destination **Region**
People Working **Community** Better Traffic
Educational Young Families **Verde Valley**
Attracts **Place** Investment **Housing** Health
Opportunities **Vibrant**

Next Steps



Q & A

Prepared by ESI Corporation

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