AGENDA - AMENDED
WORK SESSION – GENERAL PLAN UPDATE
THE PLANNING AND ZONING COMMISSION
COUNCIL CHAMBERS
473 S. MAIN ST. STE. 106
THURSDAY OCTOBER 8, 2015 6:00PM

Note: Work Sessions are being held over the next 12 months to update the General Plan. Public participation and participation and input is encouraged during this process. Work Sessions will end no later than 8:30 p.m., and it is possible that some items will be carried over to a subsequent meeting. In addition, **a majority of Council members may be present at these meetings.** It is important to note that the voters will ultimately approve the General Plan in an election. If you have questions regarding these work sessions, elements of the General Plan, public participation, etc., please contact Community Development Director Mike Jenkins at (928) 554-0051 or visit our website at www.campverde.az.gov.

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **Consent Agenda** - All those items listed below may be enacted upon by one motion and approved as Consent Agenda Items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Commission so requests.

   a. **Approval of Minutes:**
   September 24, 2015 – General Plan Work Session

   b. **Set Next Meeting, Date and Time:**
   October 16, 2015 – Joint Work Session with Town Council (Tentatively 8AM-11AM)
   October 22, 2015 – General Plan Work Session

5. **Discussion, Public Input, and Commission Consensus on Chapter 7 – Housing.** Continued from the September 10, 2015 General Plan Work Session.

6. **Discussion, and Direction to Staff regarding a possible Text Amendment to the current Planning and Zoning Ordinance under Part Two – Zoning Classifications, Section 203 – Use Districts, Item D – R-R District (Residential-Rural), Item 3. – Uses and Structures Subject to Use Permit, Item F. Agri-Tourism.** Resource: Chairman Davis.

7. **Discussion, Public Input, and Commission Consensus on Chapter 4 – Economic Development.** Resource: Community Development Director Michael Jenkins.

8. **Adjournment**

Next Sub-Committee Meeting:
October 14, 2015 - Wednesday

Next General Plan Work Session:
October 22, 2015 - Thursday

Please Note: The Planning and Zoning Staff makes every attempt to provide a complete agenda packet for public review. However, it is not always possible to include all information in the packet. You are encouraged to check with The Community Development Department prior to a meeting for copies of supporting documentation, if any that were unavailable at the time agenda packets were prepared.

Posted By: _____ Date/Time: 10/2/15 By 11:00 am

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

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

DRAFT MINUTES
WORK SESSION – GENERAL PLAN UPDATE
PLANNING & ZONING COMMISSION
Of the TOWN OF CAMP VERDE
COUNCIL CHAMBERS · 473 S. MAIN STREET ROOM 106
THURSDAY, SEPTEMBER 24, 2015 at 6:00 p.m.

Minutes are a summary of the discussion. They are not verbatim.
Public input is placed after Commission discussion to facilitate future research.

1. **Call to Order**
Call to Order at 6:00 p.m.

2. **Roll Call**

Chairman B. J. Davis, Vice Chairman Dave Freeman, Commissioner Greg Blue, Commissioner Jim Hisrich, Commissioner Chip Norton are present.
Commissioner Howard Parish and Commissioner Bob Burnside were absent.

Also Present
Community Development Director Michael F. Jenkins, Assistant Planner Kendall Welch and Recording Secretary Lynn Riordan.

3. **Pledge of Allegiance**

Vice Chairman Dave Freeman led the pledge.

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

   a. **Approval of Minutes:**
   August 27, 2015 – General Plan Work Session
   September 10, 2015 – General Plan Work Session
   b. **Set Next Meeting, Date and Time**
   October 1, 2015 – Special Session
   October 8, 2015 – General Plan Work Session

On a **motion** by Commissioner Blue, seconded by Vice Chairman Freeman, the Commission unanimously approved the Consent Agenda.

5. **Discussion, Public Input & Commission Consensus on Chapter 10 – Environmental Planning.**

Community Development Director Michael Jenkins stated each Commissioner has been provided a packet that includes the existing Environmental Planning Element of the 2005 General Plan and the subcommittee recommendations for Chapter 10 Environmental Planning for the 2015 General Plan. An audio recording of the meeting is available online on the Town of Camp Verde website (campverde.az.gov). Mr. Jenkins guided the Commission through each section of the proposed subcommittee recommendations. After detailed discussion and consideration of subcommittee recommendations of each line item, it was the CONSENSUS of the Commission that CHAPTER 10 – ENVIRONMENTAL PLANNING shall read as follows:

VISTION STATEMENT
Camp Verde will remain a community that values a high level of environmental quality. The Town will consider environmental impacts of new development and promote practices that create and maintain a healthy, safe and sustainable living environment.

PURPOSE

According to Arizona State Statute ARS §9-461.05 the Environmental Planning Element will include "analysis, policies and strategies that are designed to address anticipated effects, if any, of plan elements on air quality, water quality, and natural resources associated with proposed development under the General Plan. The policies and strategies to be developed under this element shall be designed to have community-wide applicability and shall not require the production of an additional environmental impact statement or similar analysis beyond the requirements of state and federal law."

A. GOAL: MAINTAIN A HIGH LEVEL OF AIR QUALITY.
Implementation Strategy:
A.1 Encourage alternative modes of transportation to be implemented as the Town grows.
A.2 Encourage low-polluting heating systems as the standard for new construction.
A.3 Encourage the use of EPA approved systems for wood and pellet stoves and gas fireplaces.
A.4 Continue support for open burning regulations, dust abatement and air quality education.
A.4 Encourage improvement districts which would provide for the paving of currently unimproved roads.

B. GOAL: MAINTAIN A HIGH LEVEL OF WATER QUALITY.
Implementation Strategy:
B.1 Encourage locating development in areas where water and sewer utilities exist, are planned, or can be established.
B.2 Create guidelines to incorporate Low Impact Development (LID) features to manage storm water, including new or reconstructed roadways, to improve water quality in rivers and washes through the capture and infiltration of urban runoff.
B.3 Strive to implement Best Management Practices (BMPs) as outlined in the Town of Camp Verde Storm Water Management Plan.
B.4 Continue to expand sanitary sewer to areas of current or future growth.
B.5 Pursue funding to allow the water quality strategies of Goal "B" to be achieved.

C. GOAL: MAINTAIN DARK SKIES.
Implementation Strategy:
C.1 Maintain lighting and signage ordinances that promote dark skies.

D. GOAL: MINIMIZE NOISE POLUTION.
Implementation Strategy:
D.1 Work with existing and proposed commercial and industrial operations to comply with the current noise ordinance.
D.2 Require the use of noise mitigation techniques in areas of high vehicular traffic.

E. GOAL: ENCOURAGE COMMUNITY PRIDE AND ENHANCE THE AESTHETIC APPEARANCE OF THE TOWN.
Implementation Strategy:
E.1 Encourage and promote public education and involvement concerning litter, illegal dumping and improper outside storage.
E.2 Promote free dump days by notifying of dates and times they will occur.

F. GOAL: CONSERVE THE NATURAL ENVIRONMENT WITHIN, AND ADJACENT TO, THE TOWN'S BOUNDARIES.
Implementation Strategy:
F.1 Encourage the preservation of dedicated open space areas in their natural state.

F.2 Preserve scenic view sheds.
F.3 Preserve the valuable natural resources of the hillsides and protect their aesthetic and habitat amenities to enhance the rural character of the area.
F.4 Consistently communicate with the Forest Service and other stakeholders about the communities' desire to maintain scenic view sheds and open space.
F.5 Develop partnerships that would assist in preservation of National Forest lands.
F.6 Encourage land owners and developers to maintain land with slopes of 10% or greater as open space areas due to the complexity of providing road access and utility services, and negative environmental effects of erosion and visual intrusion.
F.7 Promote cluster types of development for all new high-density developments with the use of Planned Unit Development (PUD) to provide an open space plan.
F.8 Use public forums to determine what areas of the Town should be preserved as natural open space.
F.9 Utilize conservation easements, acquisition of development rights, grants, and other funding sources to acquire property for preservation of the natural environment.

G. GOAL: PROMOTE CONSERVATION WITHIN THE TOWN.
Implementation Strategy:
G.1 Promote recycling through drop off sites and educational programs.
G.2 Promote conservation of water conservation through the use of treated effluent and grey water systems when appropriate and educational programs.
G.3 Encourage energy conservation in transportation, housing and commercial sites through educational programs.

H. GOAL: COORDINATE WITH REGIONAL PLANNING EFFORTS TO PROTECT NATURAL RESOURCES.
Implementation Strategy:
H.1 Participate in regional air quality, water quality, dark skies, and open space efforts.
H.2 Coordinate with regional planning efforts to manage ground, surface, and treated effluent water resources.

6. **Update of the Joint Work Session of the Town Council and Planning and Zoning Commission for Friday, September 18, 2015.**

Chairman Davis stated he presented an over-view of the Commission's progress on the General Plan on September 18, 2015. Chairman Davis requested each Commissioner review the Land Use Element Character Areas provided in the current draft of the 2015 General Plan in an effort to identify any discrepancies and to insure uniformity, as the Council questioned the Quarterhorse Character Area showing under BUILT ENVIRONMENT - Businesses: Previously established businesses, but McCracken Character Area does not. Both proposed Character Areas currently host a pre-existing "grandfathered" business or commercial use. This may also apply to other, some, or all proposed Character Areas. Chairman Davis stated he advised Council that the General Plan should be completed and ready to present to Council by the end of the year. Tony Gioia stated that the presentation of the General Plan Update to the Council on September 18, 2015 was comprehensive and delivered excellently by Chairman Davis.

Adjournment.

On a **motion** by Vice Chairman Freeman, seconded by Commissioner Hisrich, the Commission unanimously approved Adjournment at of the meeting at 7:45 p.m.

_____
Chairman B. J. Davis

_____
Michael Jenkins – Community Development Director

CERTIFICATION
I hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Planning and Zoning Commission of the Town of Camp Verde during the Work Session – General Plan Update held on September 24, 2015. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2015.

_____
Lynn Riordan, Recording Secretary

CHAPTER 7
HOUSING

Changes That Appear In Bold Red Are Changes From 8/19/15 Sub-Committee Meeting
Changes Highlighted In Yellow Are Suggestions From Chip Norton Following The 7/9/15 P&Z General Plan Work Session Meeting
Changes Highlighted in Green Are Directions From the Commission At The 8/27/15 P&Z General Plan Work Session Meeting.

VISION STATEMENT

~~Celebrate~~ Camp Verde~~'s rural, historic past,~~ provides a mix of residential densities to accommodate a variety of housing and lifestyle opportunities, while supporting the health, safety, and welfare of all residents by encouraging and actively seeking reasonably priced housing opportunities.

INTRODUCTION

Camp Verde is not required by Arizona Statute to include a Housing Element in its General Plan.; H~~however~~, the preservation and development of adequate housing in Camp Verde ~~are~~ is a significant considerations for elected and appointed officials, as well as Camp Verde residents and business owners. Camp Verde's leadership recognizes that housing, one of the most basic human needs is also a fundamental component of ensuring continued community and economic vitality. As a result, Camp Verde has elected to include a Housing Element in its General Plan.

Central to the success of the Housing Element, is the following policy statement ~~in~~ taken from the 2005 General Plan which reflects the commitment of the community to address existing conditions ~~the issues and the implementation of actions to address existing conditions~~ and meet goals:

> The Town of Camp Verde will strive to maintain and foster an environment where a variety of ~~decent~~ safe~~, and sanitary~~ and affordable housing opportunities are available for all age groups and socio-economic levels. The community's success in economic diversification and job creation is directly linked to affordable housing within the community.

2010 ASSESSMENT OF HOUSING STOCK

The U.S. Census indicated that Camp Verde's 2010 population was 10,873. This represented approximately 5.2% of the population of Yavapai County.

The chart below shows the percentage of the population for various age groups. As of the 2010 Census, in terms of housing needs, the largest population category was between 25 and 54 years.

CHAPTER 7
HOUSING

2010 Camp Verde Population by Age Categories

Age Bracket	Percent	Number
Total Population	100%	10,873
Under 5 Years	5.8%	633
5 – 19 Years	18.9%	2,052
20 –24 Years	5.3%	575
25 –54 Years	35.6%	~~1,867~~ 3,867
55 –59 Years	7.3%	796
60 –74 Years	19.0%	~~796~~ 2,067
75 & Over Years	8.1%	883

According to the 2010 Census information, Camp Verde had 4,566 housing units. A majority of these (65%) were single-family, site-built residences, with manufactured homes accounting for the remaining 35% percent of the Town's housing stock.

In 2010, the average number of MLS listings for single-family dwellings in Camp Verde was 200. Of these, 80 listings (40%) were foreclosures, leaving an average of 120 single-family listings not in foreclosure.

~~NEEDS ASSESSMENT~~ 2015 ASSESSMENT OF HOUSING STOCK

A demographic overview was prepared for Yavapai College in 2014 by Economic Modeling Specialists International (EMSI)[1]. This overview indicated the population of Camp Verde in 2014 to be 11,425 people which represents approximately 5.2% of the population of Yavapai County.

The chart below shows the percentage of the population for various age groups according to the data collected by EMSI. According to the data prepared by EMSI the largest population category in 2014 in terms of housing needs was between 25 and 54 years.

[1] [Awaiting Source Data From Tom Pitts]

CHAPTER 7
HOUSING

2014 Camp Verde Population by Age Categories

Age Bracket	Percent	Number
Total Population	100%	11,425
Under 5 Years	5.1%	584
5 – 19 Years	17.3%	1981
20 –24 Years	5.3%	608
25 –54 Years	33.0%	3762
55 –59 Years	7.6%	866
60 –74 Years	22.7%	2586
75 & Over Years	9.0%	1038

Camp Verde's 2015 housing stock has great variety and diversity, ranging from historic homes to contemporary townhouses. ~~Some~~ Many neighborhoods are situated near densely vegetated waterways such as the Verde River, Beaver Creek, and Clear Creek, or on one of the many historic ditches. ~~with mature natural vegetation.~~ Low density and large lot areas typically enjoy setbacks that provide privacy and screening from noise and traffic. There is also higher density housing located near retail and health care.

~~The lots are seldom uniform, even in the highest density areas. Traffic tends to be slow moving, due to roads that curve to follow natural contours and scenic vistas throughout town. In the past, subdivisions have been small and sold as bare land.~~

~~The U.S. Census indicates that Camp Verde's 2000 2010 population is 9,451 10,873. Between 1980 1990 and 1990 2000 the population of Camp Verde increased 63.26% 51.4%, while Yavapai County's population increased 58.07% 5.6%. Camp Verde currently represents approximately 5.8% 5.2%of the population of Yavapai County.~~

CHAPTER 7
HOUSING

Camp Verde 10-Year Population Trends

Year	Population*	Change
1980	3,824	
1990	6,243	63.3%
2000	9,451	51.4 % over 10 years
2010	10,873	15.0% over 10 years
1980 - 2010		66.4 % over 30 years

* Figures are provided from the United States Census.

Camp Verde Recent Yearly Population Trends

Year	Population	Change
2010	10,873 *	
2011	10,899 **	0.2% Increase
2012	10,911 **	0.1% Increase
2013	11,022 **	1.0% Increase
2014	11,097 **	0.7% Increase

* This figure is from the 2010 United States Census

** These figures are estimates provided by the 2010 United States Census and updates.

The chart below shows the percentage of the population for various age groups. As of the 2010 Census, in terms of housing needs, the largest population category is between 25 and 54 years. Projections indicate the population of Camp Verde will reach 14,411 by the year 2020, indicating an aging population, with unique housing needs.

2010 Camp Verde Population by Age Categories*

Age Bracket	Percent	Number
Total Population	100%	10,873
Under 5 years	5.8%	633
5 - 19 Years	18.9%	2,052
20 - 24 Years	5.3%	575
25 – 54 Years	35.6%	3,867
55 – 59 Years	7.3%	796
60 – 74 Years	19.0%	2,067
75 & Over Years	8.1%	883

* Information supplied from the 2010 US Census.

Building permits issued from July 2010 through June 2014 further indicate this progressive growth. During that time, there were 28 site-built homes and 61 for manufactured homes.

According to the 2010 Census information, Camp Verde had 4,566 housing units. A majority of those, 65% percent are single-family, site-built residences, with manufactured homes accounting for 35% percent of the Town's housing stock. Compared to 2000, the number of housing units increased by 578.

The Town of Camp Verde Sanitary Department, which is Town owned, provides sewer services to approximately 950 homes and businesses while the remaining units utilize septic systems.

Private water companies service approximately 2,444 units, while remaining units are served by private wells.

[Commission Norton to prepare additional information for this paragraph.]

Camp Verde has 123 apartment units for income-qualified families. Forty of those units are for citizens over 62 years of age, or 18 and older who need accessibility to handicapped facilities. Rent for these apartments varies from 30, to 50 percent of the family's gross income. Sixty four (64) of these units are subsidized while the balance offers income-qualification adjustments.

The table below, provided by Yavapai County's Assessors Office, notes the 2014 available housing in Camp Verde, segregated by housing classification

Table 6: Residential SructureType By Residential Property Grouping

Residential SructureType	Count	Percent	Cumulative Percent	Comment
Site-built	2,171	50.7	50.7	
Guest Houses	3	.1	50.8	
Factory/Site Built	22	.5	51.3	
Condo <= 3 Stories	21	.5	51.8	
Duplex One Story	11	.3	52.1	
Duplex Two Story	1	.0	52.2	
Triplex One Story	1	.0	52.1	
Modular	2	.0	52.3	
Multiple - Residential	32	.7	53.0	
Mobile Home	2,006	46.8	99.8	
Recreational Vehicle Parks	7	.2	100.00	
Total	4,289	100.0		

In 2014, the average number of MLS listings for single-family dwellings in Camp Verde was 110. Of these, only four listings were in foreclosure. During the first six month of 2015, 75 single-family homes were sold in Camp Verde. 75% of these homes were listed for under $200,000, 14% were listed for between $200,000 and $300,000, and 11% were listed for over $300,000. More than 80% of these single-family dwellings were purchased by retirees.

During the first six months of 2015, occupancy rates for residential rental properties in Camp Verde were at or near 100%. This was true for all classes of rental properties, and reflects a circumstance of demand exceeding supply.

A. GOAL: ENCOURAGE A VARIETY OF HOUSING TYPES AND DENSITIES

CHAPTER 7
HOUSING

TO PROVIDE ~~HOUSING~~ OPPORTUNITIES ~~FOR ALL RESIDENTS~~ THAT ~~IS~~ ARE COMPATABLE WITHIN THEIR RESPECTIVE CHARACTER AREA~~S IN WHICH IT IS LOCATED~~.

Implementation Strategy:

A. 1. Developments should be compatible in terms of character density and use as defined in the individual Character Areas.

A. 2. Encourage higher residential density development in conjunction with commercial uses, in areas with available infrastructure and pedestrian corridors, or where infrastructure can be developed.

A. 3. Promote alternate housing development concepts, such as clustering on lands that have large open space, riparian, or other sensitive aspects.

A. 4. Encourage public and neighborhood participation in proposed projects.

A. 5. Encourage in-fill housing development as opposed to sprawl.

DRAFT

CHAPTER 4
ECONOMIC DEVELOPMENT

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VISION STATEMENT:

Camp Verde ~~will~~ encourages and supports business growth and retention to give residents the ability to live, work and shop in the community. ~~Camp Verde should continue to grow at a rate of about three percent per year, putting the Town's population close to 12,300 by the year 2010.~~ We successfully preserve our rich cultural history, Western agrarian heritage, and natural resources while fostering a ~~strategically designed,~~ resilient economy. ~~that supports a quality of life that enables our families to thrive.~~ [Focus Future Page 15]

INTRODUCTION:

Camp Verde ~~is not required by Arizona Statute to have~~ includes an Economic Development Element in its General Plan~~. However,~~ because of its relationship to other elements in the plan and its importance to the community ~~outside the framework of the General Plan are significant.~~ The economy and a community's economic development policies are critical factors that influence the quality of life for ~~both government and local~~ citizens.

~~The economy and economic development policies are an important source of jobs, personal income, and tax revenues and perform vital roles in the health of any local economy. During public workshops, citizens expressed a desire for higher paying jobs, a variety of shopping opportunities, available health and medical care and affordable housing. The Economic Development Element will be crucial for providing the quality of life residents desire.~~ ~~Economic development efforts work to increase the standard of living for residents. Discussions about~~ eEconomic development typically focus on business growth through ~~business~~ retention, expansion, and attraction. ~~or expansion of the tax base. However, economic development~~ Expanding the tax base is directly related to the overall quality of life of the area, services provided, and ensuring that the local economy is sustainable over time. [Focus Future Page 14]

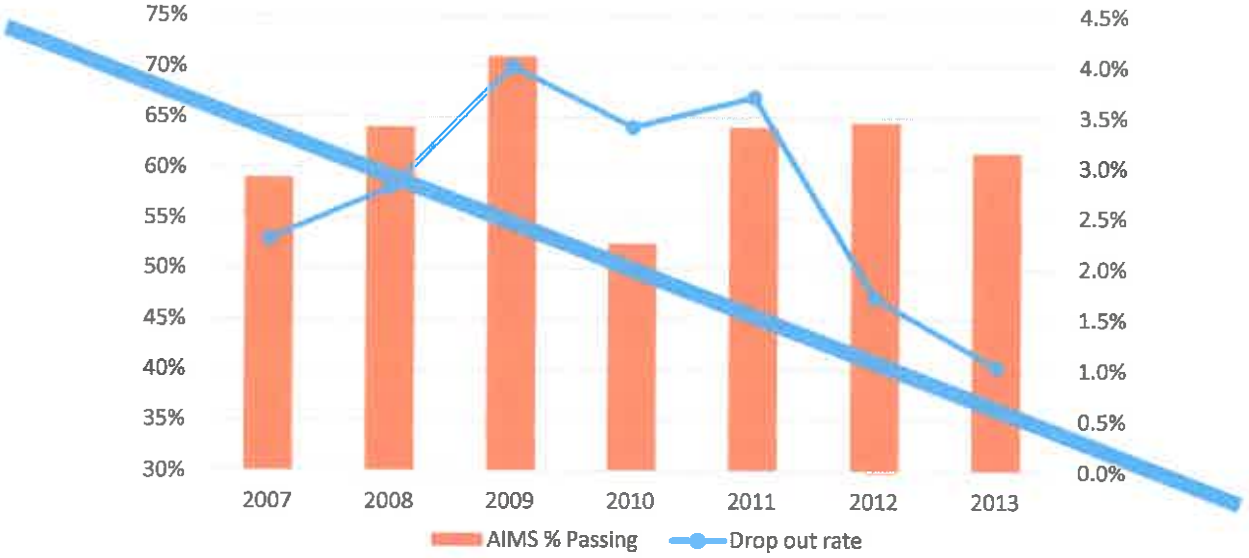
~~Demographic information provided from the 2000 United States Census indicates that a greater percentage of Yavapai County residents 25 years of age and older have a high school diploma or equivalency compared to state and county averages.~~

~~There are several ways to provide an economic snapshot of a community and measure economic performance.~~ Educational attainment is a key indicator to the overall health of the community. Dropout rates in Camp Verde are relatively low at only 1.0 percent compared to a state average of 3.5 percent. ~~This figure represents a one year dropout rate for all high school grades. Class sizes are also smaller than state averages. AIMS scores for 8th grade students are consistently below state averages in both reading and math, but the differences were less in 2013 than in previous years: 63 percent of students met or exceeded standards in reading compared to 72 percent statewide. However, in math 60 percent met or exceeded, compared to 58 percent statewide.~~ [Focus Future Pages 12-13] The graduation rate for the Camp Verde School District show a steady increase in rates beginning in 2011. See Figure 1 below:

DRAFT

~~Education Quality~~

~~Source: U.S. Census Bureau, American Community Survey;~~
~~National Center for Education Statistics; Arizona Department of Education~~

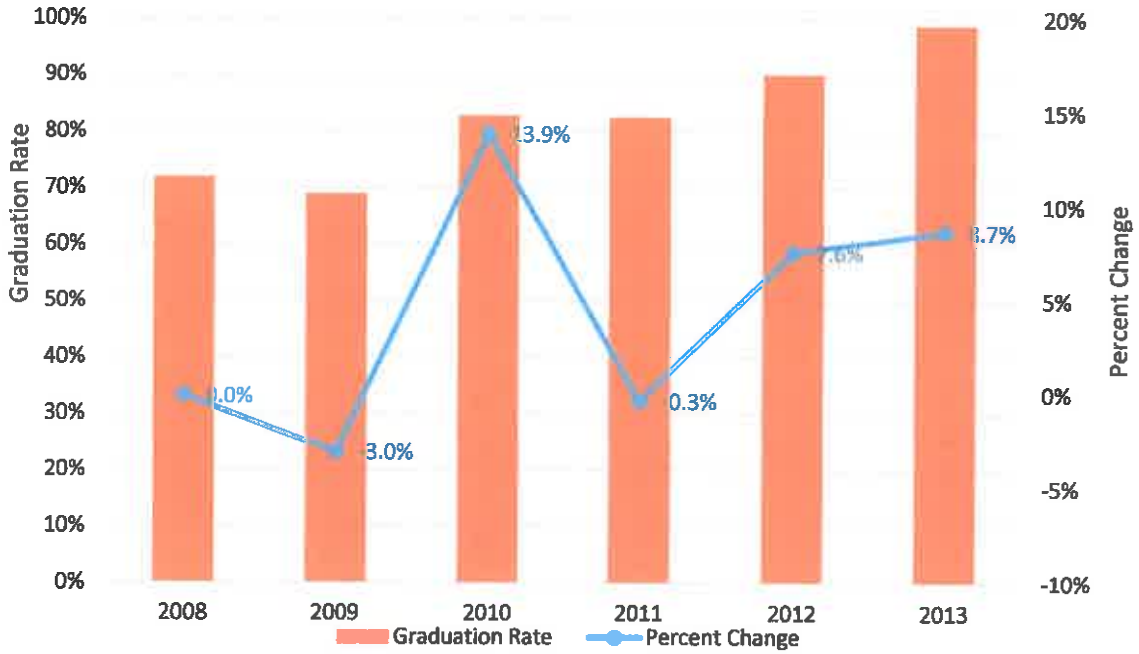


~~[Pages 12-13]~~

~~The graduation rates are for the Camp Verde School District and show a steady increase in rates beginning in 2011.~~

Figure 1:

Camp Verde School District Four-Year Graduation Rates
(2008-2013)



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CHAPTER 4
ECONOMIC DEVELOPMENT

~~The~~ Camp Verde's four year graduation rates compare favorably to ~~vary from year to year and is a reflection of the number of students who graduate in four years with a regular high school diploma, divided by the number of students who form the adjusted cohort for the graduating class. Beginning in 2010, Camp Verde School District out performs the overall graduation rates for~~ Yavapai County and ~~the~~ State ~~of Arizona.~~ results over the past six years.

Four Year Graduation Rate (2008-2013)

Source: Arizona Department of Education

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

[Focus Future Pages 23-24]

~~The median household income in Yavapai County is less than the state and country averages. Even with a lower median household income, the percent of residents below poverty is less in Yavapai County when compared to the state and national figures. However, Camp Verde, with a poverty rate of 14%, has a slightly higher poverty rate than the county, state and nation.~~

The charts below compares social characteristics from Yavapai County, the State of Arizona and the nation.

~~1999 Poverty Comparisons~~

~~Location~~	~~% Population in Poverty*~~
~~United States~~	~~12.4%~~
~~Arizona~~	~~13.9%~~
~~Yavapai County~~	~~11.9%~~
~~Camp Verde~~	~~14%~~

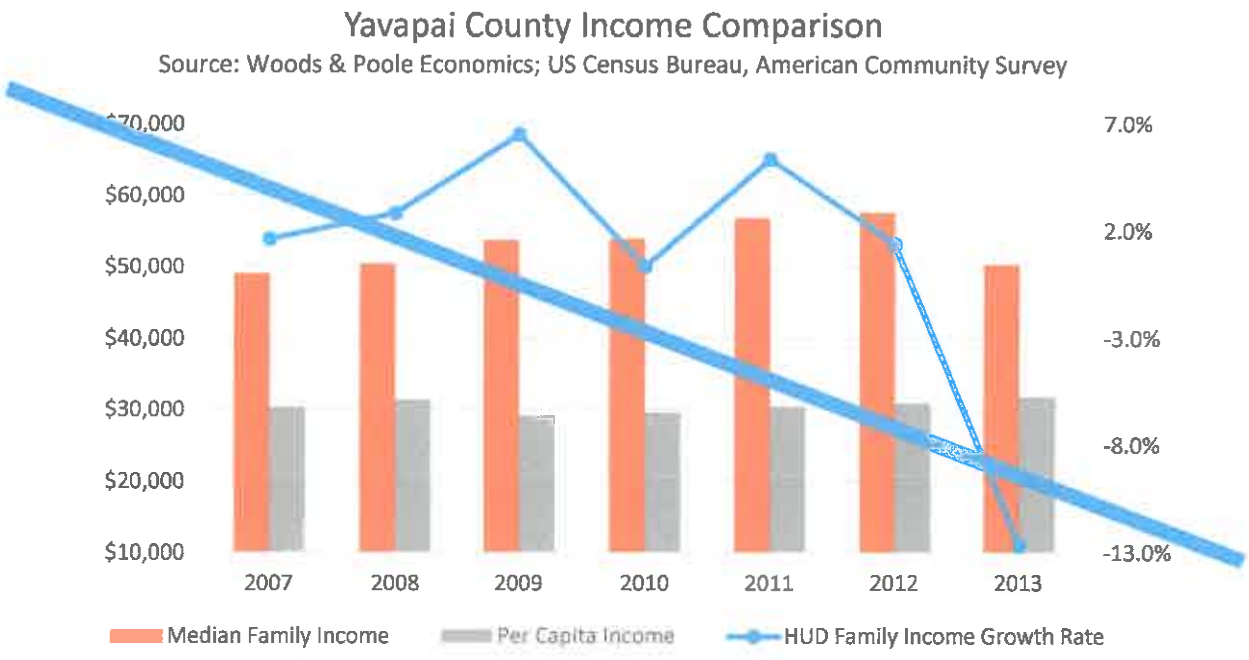
~~*Figures provided by U.S. Census 2000.~~

U.S. Census Bureau ~~2000~~ 2013 Demographic Comparisons

Social Characteristic	Camp Verde	Yavapai County	AZ	USA
High School Graduates/Equivalency, ~~25 yrs+~~ 25 Years Of Age Or Older	~~79.6%~~ 85.4%	~~84.7%~~ 88.9%	~~81%~~ 85.4%	~~80.4%~~ 85.6%
Bachelor's Degree or Higher, ~~25 years+~~ 25 Years Of Age Or Older	~~12%~~ 13.5%	~~21.1%~~ 22.8%	~~23.5%~~ 26.7%	~~24.4%~~ 28.9%
~~Mean Travel Time to Work, Workers 16+~~	~~28 min.~~	~~22.5 min.~~	~~24.9 min.~~	~~25.5 min.~~
Home Ownership Rate (2010)	~~80%~~ 76.4%	~~73.4%~~ 70.8%	~~68%~~ 66.0%	~~66.2%~~ 65.1%
Persons Per Household	~~2.5~~ 2.52	~~2.33~~ 2.34	~~2.64~~ 2.68	~~2.59~~ 2.60
Median Household Income ~~– 1999~~	~~$31,868~~ $38,871	~~$34,901~~ $42,987	~~$40,558~~ $49,774	~~$41,994~~ $53,046
Persons Below Poverty ~~– 1999~~	~~14%~~	~~11.9%~~	~~13.9%~~	~~12.4%~~

	24.5%	15.8%	17.9%	15.4%
~~Retail Sales per Capita – 1997~~	~~N/A~~	~~$8,335~~	~~$9,657~~	~~$9,190~~
Persons Under ~~5~~ 19 Years Old	~~6.1%~~ 20.6%	~~5.2%~~ 20.7%	~~7.5%~~ 27.9%	~~6.8%~~ 26.6%
Persons Under ~~18~~ 20 – 64 Years Old	~~24%~~ 58.4%	~~21.1%~~ 54.0%	~~26.6%~~ 57.7%	~~25.7%~~ 60.0%
Persons 65 Years Old and Over	~~20.5%~~ 21.0%	~~22%~~ 25.3%	~~13%~~ 14.4%	~~12.4%~~ 13.4%
~~Grandparents As Caregivers~~				
~~Grandparents Living w/1 or More Own Grandchildren Under 18 Years~~	~~232~~	~~2,701~~	~~114,990~~	~~5,771,671~~
~~Grandparent Responsible for Grandchildren~~	~~116 (50%)~~	~~1,405 (52%)~~	~~52,210 (45.4%)~~	~~2,426,730 (42%)~~

~~The most valid available measure of income at the local level is per capita income. Per capita income levels in the county increased 4.9 percent from 2007 to 2013, compared to a 5.6 percent increase statewide. However, per capita income in Yavapai County is still only 85 percent of the state average. Some of this can be explained by the fact that the county has a larger than average retiree population who is not living off current income and not reflected the same way in the per capita income figures. Median household income in Yavapai County increased by only 2.9 percent during the 2007 to 2013 period. Household income in Yavapai County was about 94 percent of the state average in 2013. The median household income for Camp Verde residents is $38,871. More than 40 percent earn less than $30,000 a year.~~



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CHAPTER 4
ECONOMIC DEVELOPMENT

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

~~[Pages 6-7, 21]~~

~~In 1996, the Town Council accepted an economic development document sponsored by Arizona Public Service through the Focused Future Program. The Council never approved the document as an action plan for the Town. Citizen representatives formed the action team that researched and prepared the Focus Future Strategic Planning for Community Growth and Sustainability Study. At the time, the State of Arizona went through a planning process similar to Focused Future, which culminated in the development of an Arizona Strategic Plan for Economic Development (ASPED).~~

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

~~The timing of the Focused Future II effort was intentional: as the required update of the Town's General Plan was approaching, the Town Council elected to move forward with the Focused Future effort so that the work of the Action Team could inform the update of the Economic Development element. While the product of the Focused Future II effort is a stand-alone community and economic development plan, its policy framework was used to inform direction provided within this element.~~

In late 2014, citizens, landowners, agencies, policy makers, and other stakeholders were brought together to develop the Camp Verde Focused Future Strategic Plan for Community and Economic Development. The plan and its policy framework, which will serve as a stand-alone community and economic development plan once approved by Town Council, was used in 2015 to provide direction and information within this element.

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CHAPTER 4
ECONOMIC DEVELOPMENT

~~Within the Town's boundaries but on the Yavapai-Apache Nation, a casino, outdoor pavilion, bowling alley and two restaurants have been located. While the Town does not receive sales tax revenues from these activities, they do provide gainful employment to residents. In addition, the Yavapai-Apache Nation's businesses serve as a destination to bring tourists to the area.~~

[Note: Sub-Committee Stopping Point, Proposed Changes To Goals Will Be Presented At 10/22/15 General Plan Work Session]

A. GOAL: CREATE AN ENVIRONMENT THAT ENCOURAGES BUSINESS GROWTH, REVITALIZATION AND EMPLOYMENT OPPORTUNITIES.

Implementation Strategy:

A. 1. Encourage businesses that require skilled and professional labor to locate within the Town limits.

A. 2. Encourage businesses that offer a retail base to locate within the Town limits to offer residents the opportunity to purchase a wide variety of merchandise locally.

A. 3. Utilize the Town's location at the crossroads of Interstate 17 and State Highway 260 and use both highways to encourage regional retail and distribution centers.

A. 4. Pursue and evaluate grants, studies, and regional economic development proposals that will provide a direct benefit to the community.

A. 5. Encourage flexibility of small businesses to adapt to changing technological conditions, through training programs, perhaps linking their businesses through telecommunications to larger companies or markets.

A. 6. Encourage coordination with Town, Chamber of Commerce and local schools to provide a skilled workforce.

B. GOAL: MAINTAIN COMMUNITY VALUES AND PROVIDE A HIGH QUALITY OF LIFE FOR RESIDENTS

Implementation Strategy:

B. 1. Retain the community's character and history by the redevelopment of the Town site.

B. 2. Commit, as a community, to quality education.

B. 3. Encourage activities and job opportunities for all residents.

B. 4. Develop recreational amenities within the community.

B. 5. Acquire Federal, State and Floodplain lands to meet the community's need for public lands and open space.

B. 6. Capitalize, as a community, on the many tourism opportunities in and around Camp Verde.

B. 7. Actively enforce litter laws by coordinating with other agencies and private landowners to enforce illegal-dumping laws.

B. 8. Encourage townspeople to actively participate in town government, town commissions and committees, Chamber of Commerce committees, service clubs, school boards, parent-teacher organizations, and other groups to ensure that programs being implemented keep with community values.

B. 9. Celebrate the Town's history and rural character.

B. 10. Promote cooperation between the Town, Chamber of Commerce, local businesses and residents to work together on projects, which create a better understanding of the community such as local trails system, community brochure, and active recreation programs and facilities that promote regional and statewide tournaments and other activities.

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CHAPTER 4
ECONOMIC DEVELOPMENT

A. GOAL: ESTABLISH CAMP VERDE AS A DESTINATION, INCREASING VISITOR AND RETAIL TRAFFIC TO GROW THE TAX BASE.

[B6; Focus Area Tourism and Recreation, Goal 1 (Page 16)]

Implementation Strategy:

1. Define and implement a new five-year asset-based branding, marketing and self-promotion program for Camp Verde. [B10; a]
2. Implement a community amenity wayfinding package and improve signage along key corridors (i.e., I-17, SR 260). [B10; c]
3. Establish a Camp Verde visitor center along I-17 to promote tourism and hospitality activities. [B10; d]
4. Establish an outdoor, multifunctional venue (e.g., concerts, sports and games, festivals, community events, local vendors, etc.) by leveraging existing assets or investing in new amenities and better utilize existing indoor facilities. [B4, B10; e]
5. Continue to develop a comprehensive multi-use trail network with strategic partners, including marking all trails/trailheads and updating trail network map. [B4, B5, B10; f]
6. Complete and implement Verde River Recreation Master Plan to help enlighten the future of potential recreational properties (i.e., Rocking River Ranch and Shield Ranch). [B5, B10; g]

B. GOAL: PROVIDE ADEQUATE INFRASTRUCTURE TO SUPPORT AND GROW BUSINESS, TOURISM AND DEVELOPMENT.

[N/A; Focus Area Infrastructure and Placemaking Development, Goal 1 (Page 19)]

Implementation Strategy:

1. Extend utilities and related infrastructure to "West 260" to support future industrial and commercial growth. [A3; a]
2. Protect, develop and expand light industrial land uses (i.e., in coordination with Yavapai County's sector strategy). [N/A; c]
3. Establish gateway monuments and leverage design opportunities with planned "West 260" roundabouts. [N/A; d]
4. Facilitate and implement a downtown circulation plan (e.g., event traffic, bike, pedestrian, etc.) [N/A; e]
5. Establish a beautification program to improve the overall aesthetics of the community (e.g., streetscape). [B7; f]
6. Support continued "complete street" design. [N/A; g]
7. Continue to implement historic preservation initiatives and the telling of Camp Verde's story. [B9; h]

C. GOAL: SUPPORT AND GROW LOCAL ENTERPRISES TO MAXIMIZE ECONOMIC OPPORTUNITIES.

[A. Goal; Focus Area Business Development, Support, Attraction and Retention, Goal 1 (page 20)]

Implementation Strategy:

1. Work with local businesses and development interests to identify processes that can be streamlined/optimized. [B8; a]

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2. Recruit complementary businesses to support existing employers. [A1; b]
3. Encourage establishment and perpetuation of a business advocacy organization to support and promote retention of small businesses. [A6, B3, B8; c]

CHAPTER 4
ECONOMIC DEVELOPMENT

VISION STATEMENT:

Camp Verde will encourage business growth and retention to give residents the ability to live, work and shop in the community. Camp Verde should continue to grow at a rate of about three percent per year, putting the Town's population close to 12,300 by the year 2010.

INTRODUCTION:

Camp Verde is not required by Arizona Statute to have an Economic Development Element in its General Plan. However, its relationship to other elements in the plan and its importance to the community outside the framework of the General Plan are significant. The economy and a community's economic development policies are critical factors that influence the quality of life for both government and local citizens.

The economy and economic development policies are an important source of jobs, personal income, and tax revenues and perform vital roles in the health of any local economy. During public workshops, citizens expressed a desire for higher paying jobs, a variety of shopping opportunities, available health and medical care and affordable housing. The Economic Development Element will be crucial for providing the quality of life residents desire.

Demographic information provided from the 2000 United States Census indicates that a greater percentage of Yavapai County residents 25 years of age and older have a high school diploma or equivalency compared to state and country averages.

The median household income in Yavapai County is less than the state and country averages. Even with a lower median household income, the percent of residents below poverty is less in Yavapai County when compared to the state and national figures. However, Camp Verde, with a poverty rate of 14%, has a slightly higher poverty rate than the county, state and nation.

The charts below compare social characteristics from Yavapai County, the State of Arizona and the nation.

1999 Poverty Comparisons

Location	% Population in Poverty*
United States	12.4%
Arizona	13.9%
Yavapai County	11.9%
Camp Verde	14%

*Figures provided by U.S. Census 2000.

U.S. Census Bureau 2000 Demographic Comparisons

Social Characteristic	Camp Verde	Yavapai County	AZ	USA
High School Graduates/Equivalency, 25 yrs+	79.6%	84.7%	81%	80.4%
Bachelor's Degree or Higher, 25 yrs +	12%	21.1%	23.5%	24.4%
Mean Travel Time to Work, Workers 16+	28 min.	22.5 min.	24.9 min.	25.5 min
Home Ownership Rate	80%	73.4%	68%	66.2%
Persons per Household	2.5	2.33	2.64	2.59
Median Household Income -1999	$31,868	$34,901	$40,558	$41,994
Persons Below Poverty – 1999	14%	11.9%	13.9%	12.4%
Retail Sales per Capita – 1997	N/A	$8,335	$9,657	$9,190
Persons Under 5 Years Old	6.1%	5.2%	7.5%	6.8%
Persons Under 18 Years Old	24%	21.1%	26.6%	25.7%
Persons 65 Years Old and Over	20.5%	22%	13%	12.4%
Grandparents As Caregivers				
Grandparents Living w/1 or More Own Grandchildren Under 18 Years	232	2,701	114,990	5,771,671
Grandparent Responsible for Grandchildren	116 (50%)	1,405 (52%)	52,210 (45.4%)	2,426,730 (42%)

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A FOCUSED FUTURE II

Strategic Plan for Economic Development

WORKING PAPER #4

FINAL REVIEW DRAFT COMMUNITY AND ECONOMIC DEVELOPMENT STRATEGIC PLAN

CAMP VERDE FOCUSED FUTURE II

PARTNERS FOR STRATEGIC ACTION, INC.

in partnership with Applied Economics and ESI Corporation

August 2015

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Focused Future II Process

In late 2014, leaders in Camp Verde embarked on a very challenging project to develop a comprehensive community and economic development plan. The town of Camp Verde is the local sponsor along with APS for the Focused Future II process. It is the goal of Focused Future II to bring together citizens, landowners, agencies, policy makers and other stakeholders to develop the Camp Verde Focused Future Strategic Plan for Community and Economic Development.

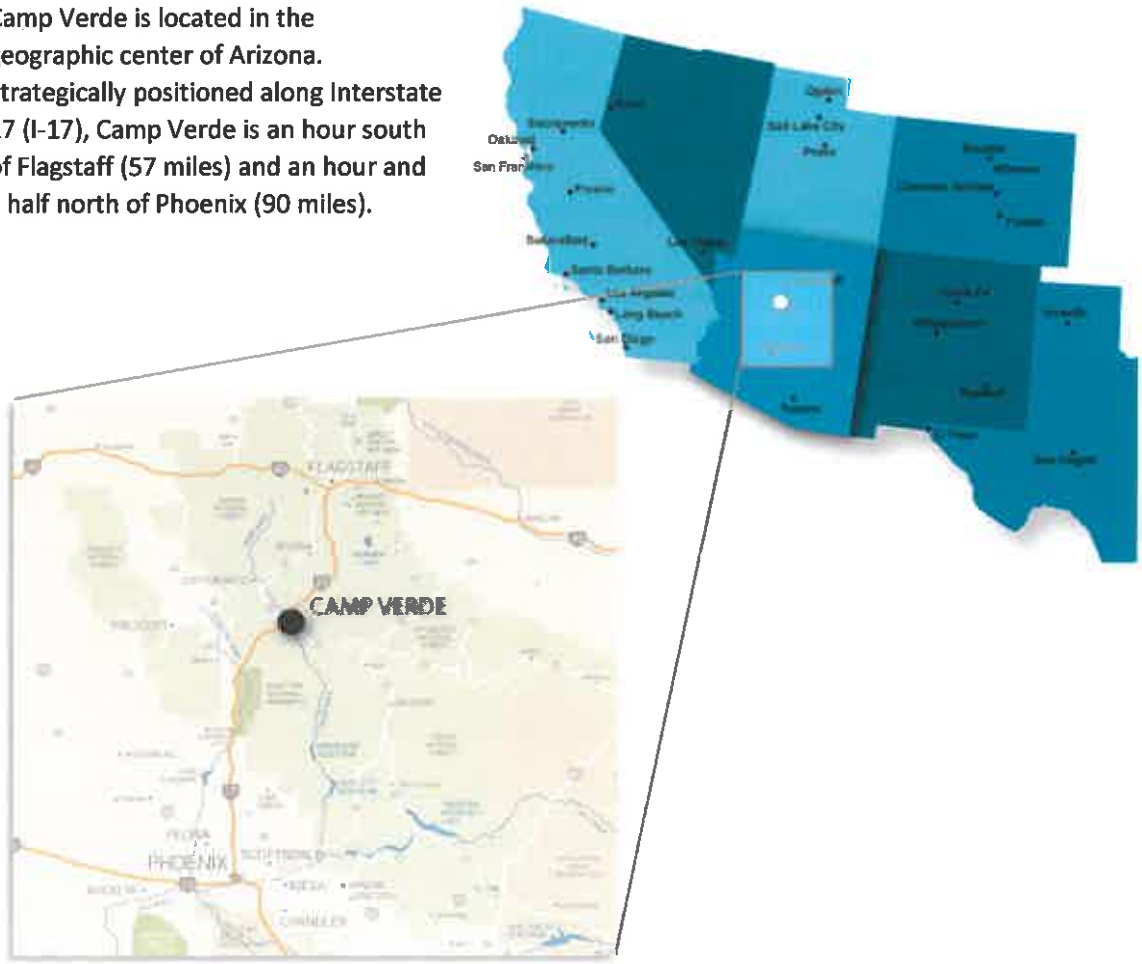
At the heart of the process is an active, broad-based citizen and stakeholder committee called the Action Team. The Action Team's purpose is to work closely with APS and their consultants in completing the project. Over the course of the planning process, the Action Team met eight times.

The Focused Future II process answers three basic questions:

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

Camp Verde's Strategic Position

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

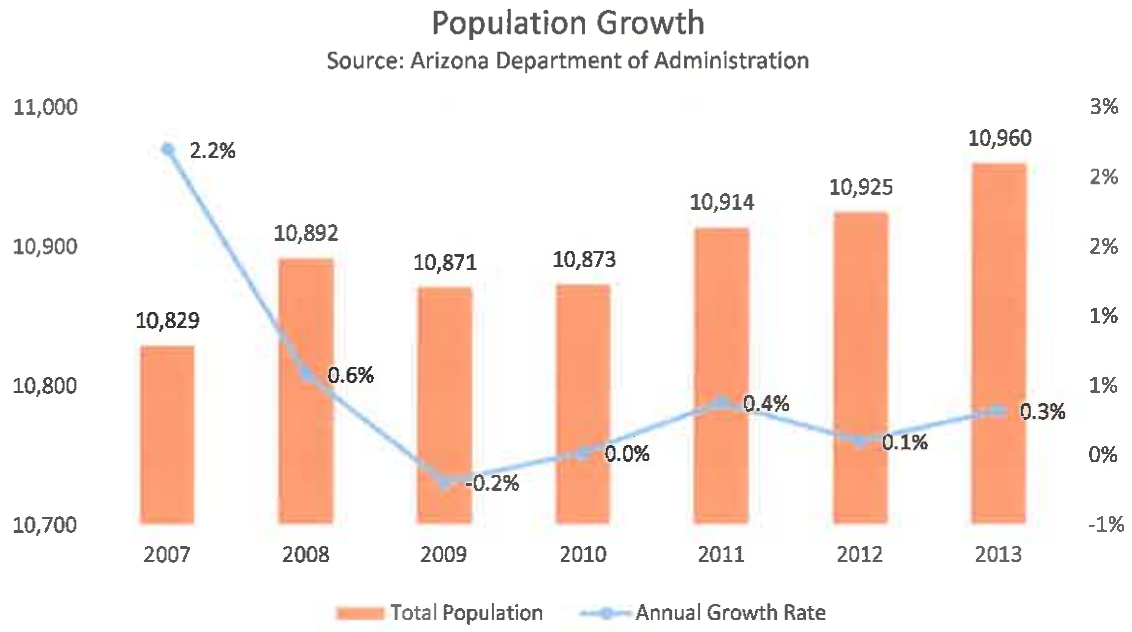


Camp Verde's Economic Snapshot

The economic snapshot includes nine areas measuring economic performance: population, labor force, income, economy, construction, assessed value, municipal revenues and quality of life. Indexing local data relative to statewide trends, data suggests that the town is lagging the state in terms of economic recovery. While Camp Verde experienced limited growth over the last several years, decline in key indicators exists (i.e., labor force, construction activity and tax collection.)

Population

Population growth is the most basic measure of activity levels in the community. Details about demographic trends help explain how population may impact other facets of the economic climate. Camp Verde's population grew by only about 1.2 percent between 2007 and 2013. There was no growth in 2009 and 2010 but there have been slight increases since then. Statewide population grew only 5 percent from 2007 to 2013, most of which occurred prior to 2009.



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

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

Labor Force and Unemployment

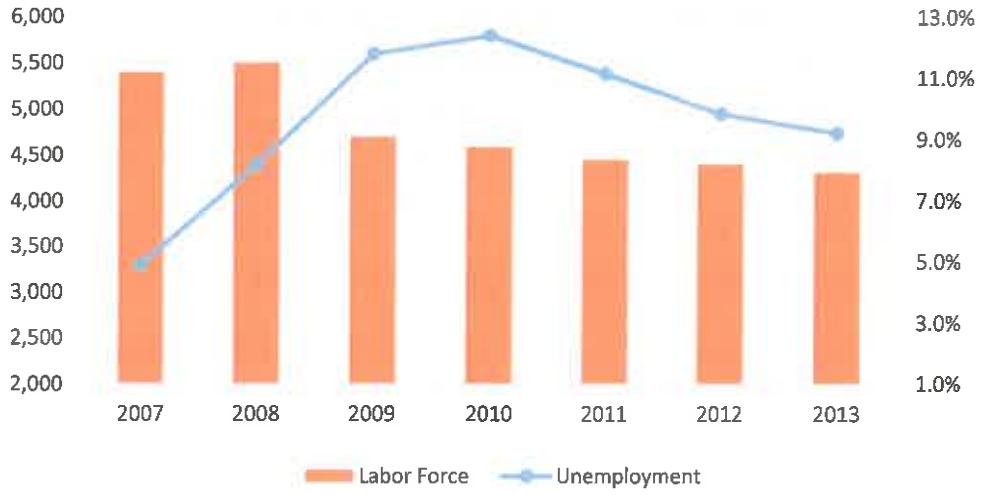
Labor force trends are a good overall indicator of the level of economic opportunity. The labor force in Camp Verde grew through 2008, but has decreased steadily since that time. Since population has not

declined, this may be an indicator of shifting demographics. Labor force participation in the town has also declined rapidly from 63 percent of the population over age 18 in 2008, to 48 percent in 2013. In comparison, labor force participation at the state level is 61 percent.

Similar to the state, Camp Verde's unemployment rate increased significantly during the recession. The state went from a low of 3.7 percent unemployment in 2007 to a high of 10.4 percent in 2010, while Camp Verde went from 4.9 to 12.4 percent during that time period. The past two years have shown some improvement with about a 3.2 percent decline in unemployment locally, although this is largely a function of the shrinking labor force.

Labor Force and Unemployment Trends

Source: Arizona Department of Administration

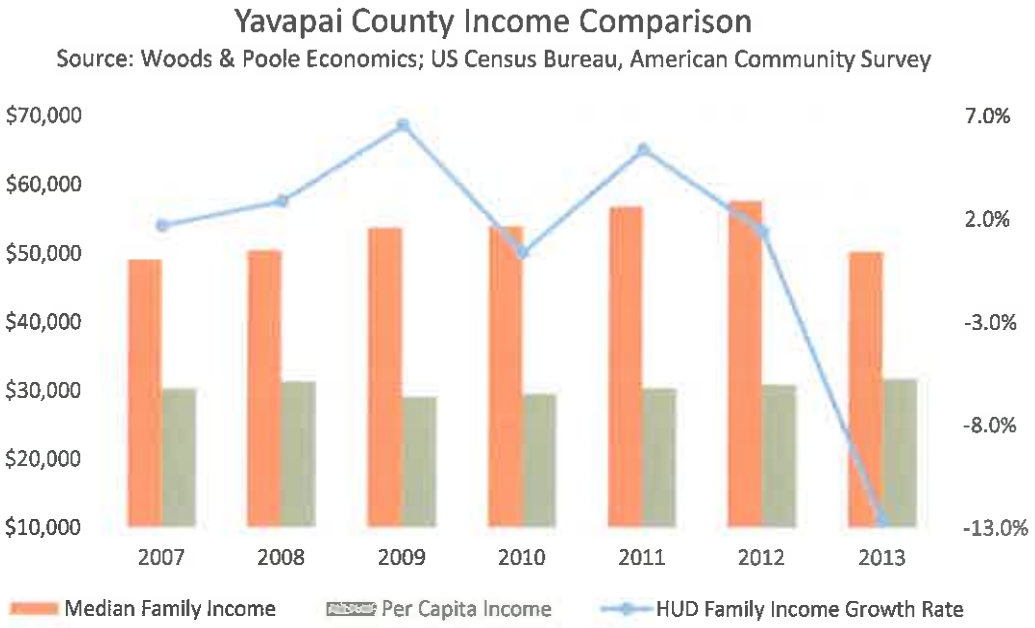


Educational attainment is also a factor closely linked to unemployment rates. The share of high school graduates is similar to the state at 86 percent, but the share of college graduates is well below the state average at 14 percent versus 27 percent.

Median Income

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

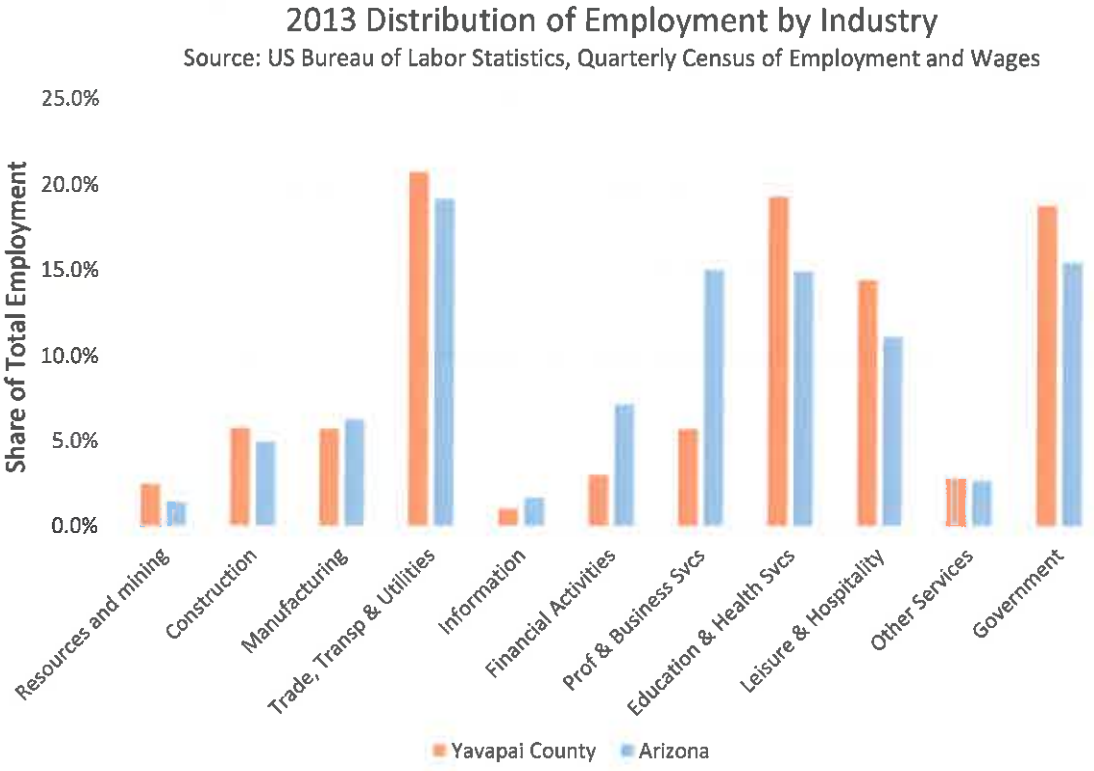
Median household income in Yavapai County increased by only 2.9 percent during the 2007 to 2013 period. Household income in Yavapai County was about 94 percent of the state average in 2013. Income data is not available at the city level.



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

Economy

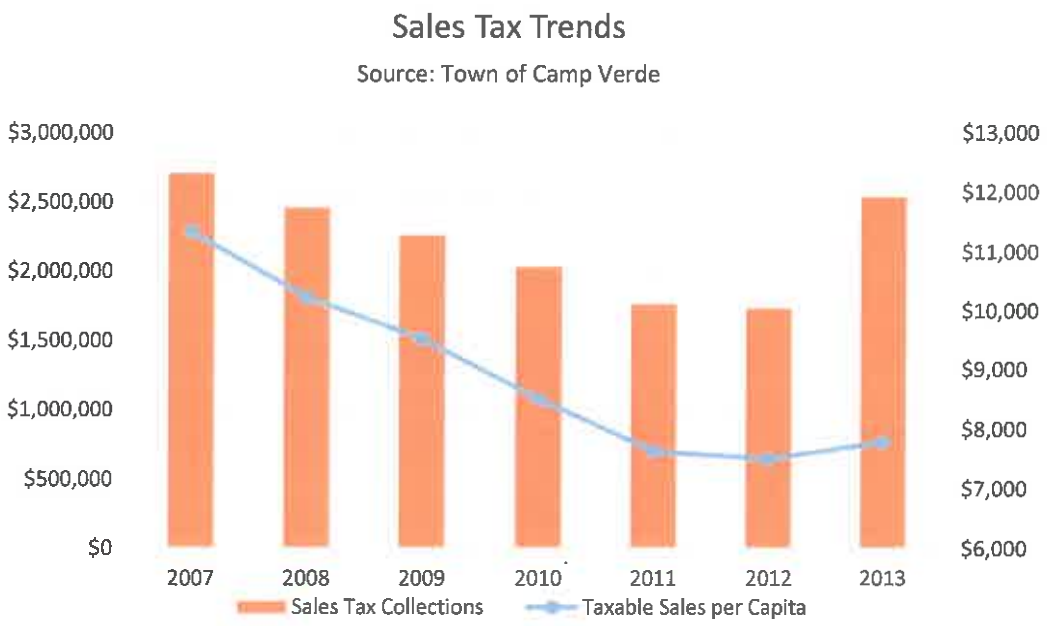
Understanding the makeup of the region's economic base sheds light on its ability to weather recessions and its response to the recovery. During the last seven years, Yavapai County has seen a steady decrease in the number of business establishments with about 1,170 fewer establishments in 2013 than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



Taxable Sales

Taxable sales are a key indicator of local economic conditions, particularly in an economy not heavily driven by resource or manufacturing industries. Sales tax collections started to decline in Camp Verde in 2008 and continued this trend through 2012. In August 2012, the local sales tax rate increased from 2 to 3 percent, resulting in increased collections in 2013. A large portion of the decline locally came from construction sales tax as construction activity ground to a halt. Retail sales also dropped off significantly, although restaurants and bars fared better than other retail establishments. Sales tax collections, excluding retail and construction, made up 42 percent of the base in Camp Verde in 2007, but with the modest recovery in the local economy non-retail/non-construction sales have risen to 52 percent of the total in 2013.

The level of taxable sales per capita in 2013 is about 58 percent of the statewide figure, down from 63 percent in 2007. However, the state is back to 82 percent of pre-recession levels, while Camp Verde is only at 69 percent.

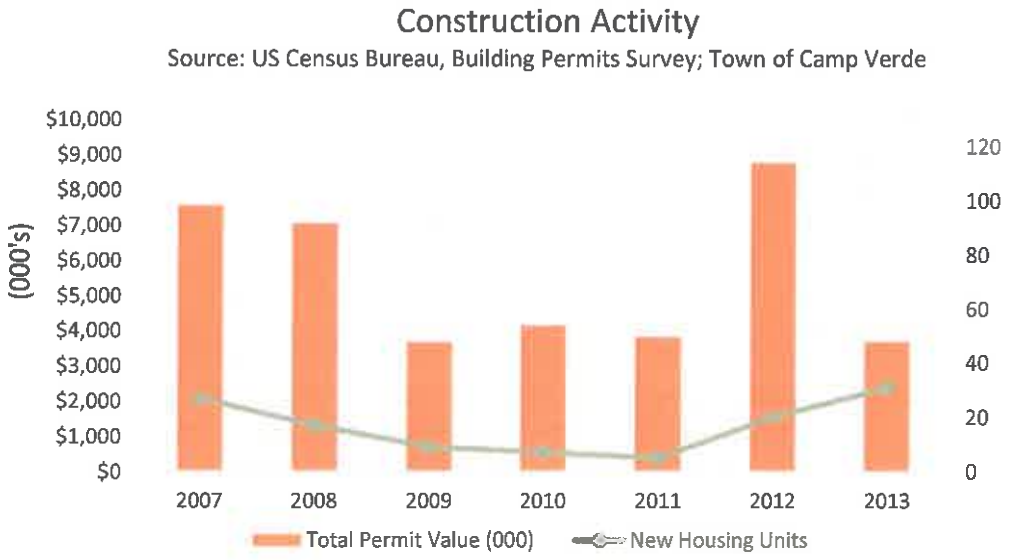


As the economy begins to recover, taxable sales are growing. See pages 17 and 18 for latest tax collection data.

Construction

Construction activity is often a leading economic indicator and was a critical factor in Arizona's recession. Construction activity in Camp Verde declined precipitously from 2007 to 2011, similar to many communities in Arizona. There was a temporary increase in 2012 due to seven new commercial buildings, but 2013 levels are lower than any previous years shown here. The total value of permits issued fell from a high of $7.6 million in 2007 to $3.7 million in 2013. Residential development activity was up significantly in 2012 and 2013, but commercial activity has been more variable.

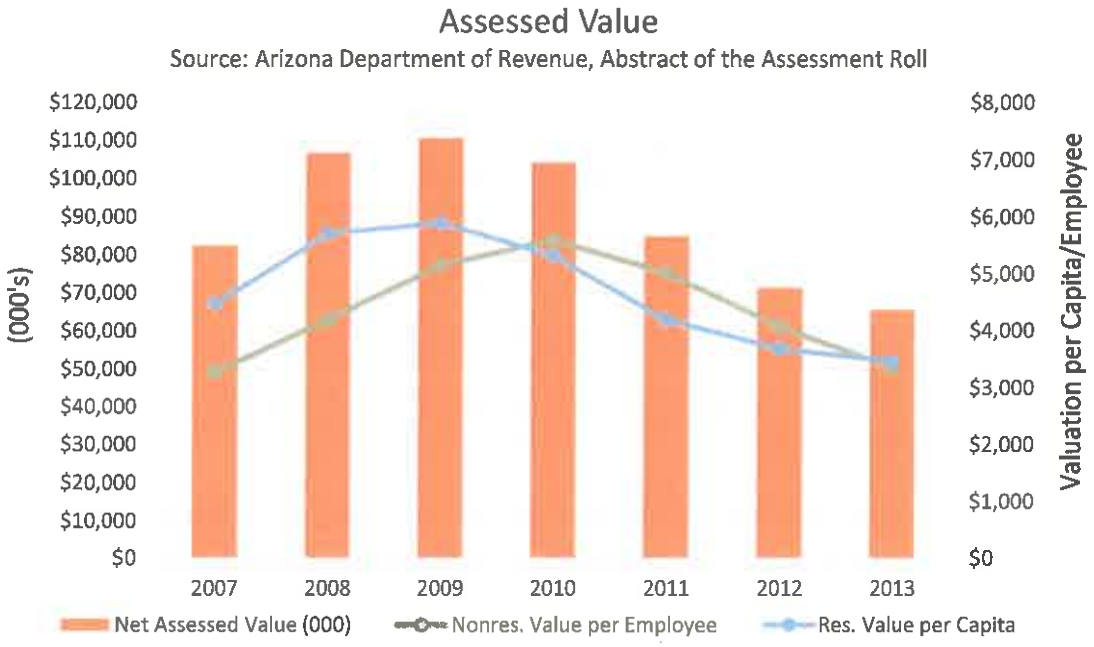
The number of new housing units in the town peaked in 2013 at 31, exceeding the previous high of 27 new units in 2007. However, this is well below boom levels from 2006 and before when over 100 units per year were added in Camp Verde. At the state level, construction activity began to pick up in the fourth quarter of 2011 following several years of minimal activity. Construction statewide has continued to increase gradually since that time, dominated by residential activity.



Assessed Value

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

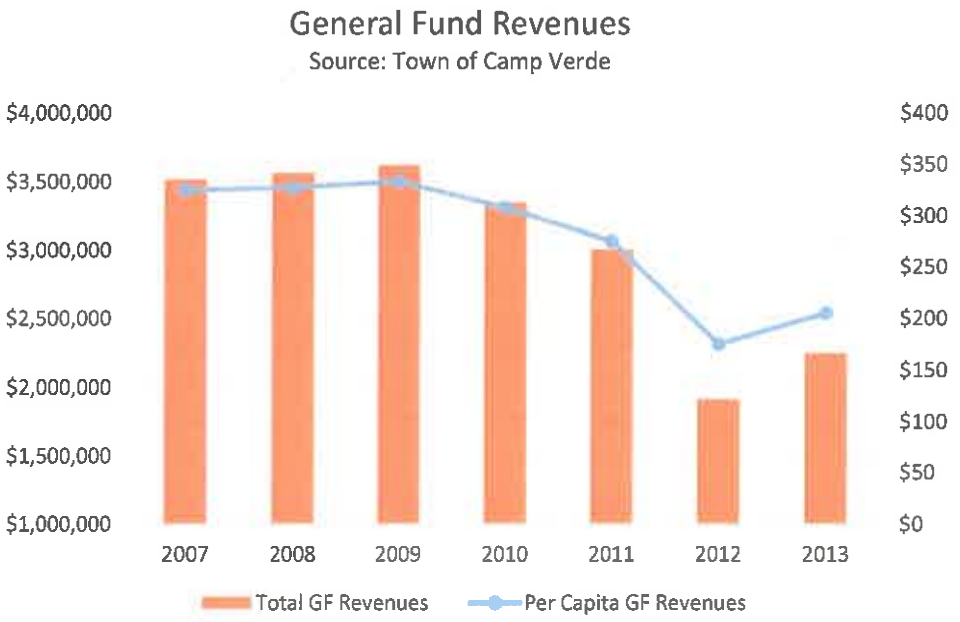
Residential value in the Town currently represent about 58 percent of the total assessed value, a ratio that has held fairly steady over the past seven years. Per capita residential valuation peaked in 2009, but has fallen by 41 percent since that time compared to a 40 percent drop at the state level. Commercial/industrial assessed value per employee has also fallen from its peak in 2010 and is down about 40 percent for both the state and the town.



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

Municipal Revenues

Municipal revenue trends are a way to understand how economic activity translates into fiscal sustainability for the town. Total general fund revenues increased 64 percent from 2007 to 2009, dropping significantly in 2010 due to declines in sales tax collections and state shared revenues. Overall, general fund revenues are 36 percent lower in 2013 than they were in 2007, despite the increase in the sales tax rate in 2012.

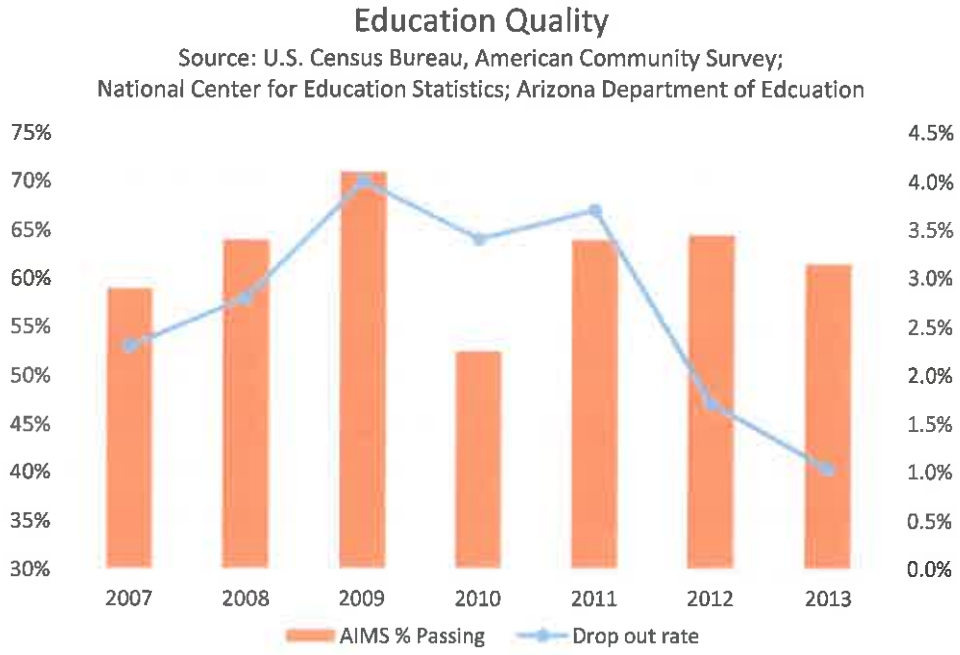


In terms of local tax collections in the general fund, Camp Verde does not have a property tax, so sales tax comprises the majority of local tax collections. Tax collections decreased rapidly from 2007 to 2012 as construction sales tax declined coupled with overall poor economic conditions resulting in declining retail sales. However, as a result of the sales tax rate increase in 2012 and the lack of population growth, tax collections per capita are nearly equivalent to 2007 levels. Total general fund revenues per capita have been on the decline since 2009 and are still 37 percent below 2007 levels.

Quality of Life

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

In terms of education, dropout rates in Camp Verde are relatively low at only 1.0 percent compared to a state average of 3.5 percent. This figure represents a one year dropout rate for all high school grades. Class sizes are also smaller than state averages. AIMS scores for 8th grade students are consistently below state averages in both reading and math, but the differences were less in 2013 than in previous years. Last year, 63 percent of students met or exceeded standards in reading compared to 72 percent statewide. However, in math 60 percent met or exceeded, compared to 58 percent statewide.



In terms of crime, Camp Verde is substantially safer than many of the urban areas in the state. The rate of violent crime per 100,000 population is about 56 percent below the state average while the rate of property crime is about 29 percent below the state average.

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

Strategic Direction

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

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

Economic Development Primer

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

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

There are two types of economic activity:

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

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

Guiding Principles

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

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

Community and Economic Development Vision

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

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

Community and Economic Development Strategy

The community and economic development strategic plan is outlined through focus areas. Each focus area outlines goals and strategies. Goals are desired ends or conditions that, if pursued over time, will ultimately result in the attainment of the community vision. Strategies are the specific activities that help to achieve the goal. Goals and strategies are not prioritized in this document.

Focus Area: Tourism and Recreation

Camp Verde is home to a range of natural and cultural amenities including Fort Verde State Historic Park, the Verde River and Montezuma Castle National Monument. The community is known for its recreational amenities and outdoor activities, and has numerous enterprises that drive visitor activity in

the region. Combined with the rich history and community love for festivals and gatherings, a hospitality and tourism-focused economic development strategy complements Camp Verde's assets.

Goals

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

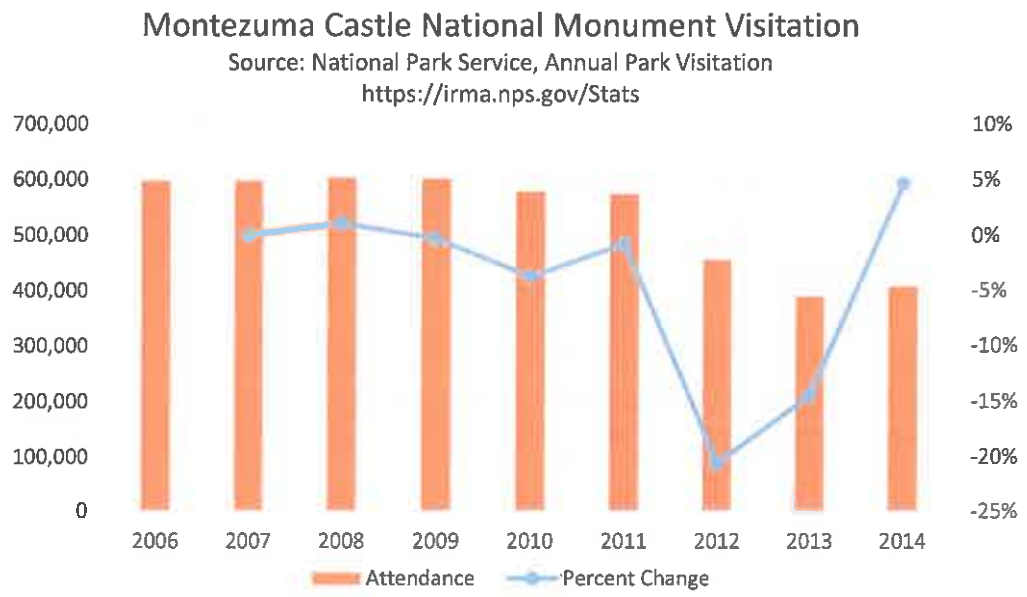
Strategies

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

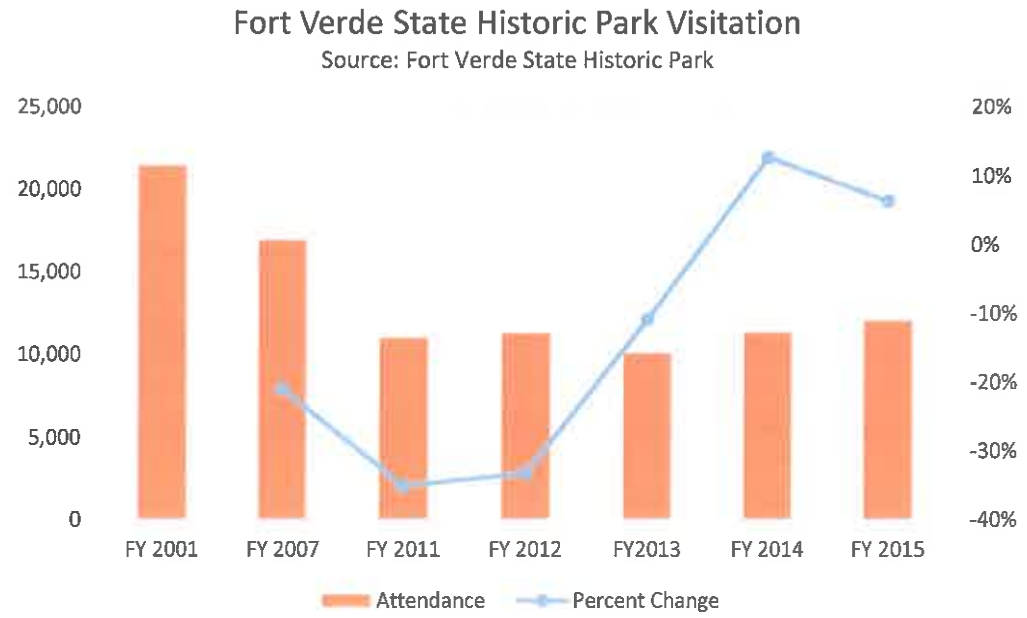
Indicators

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

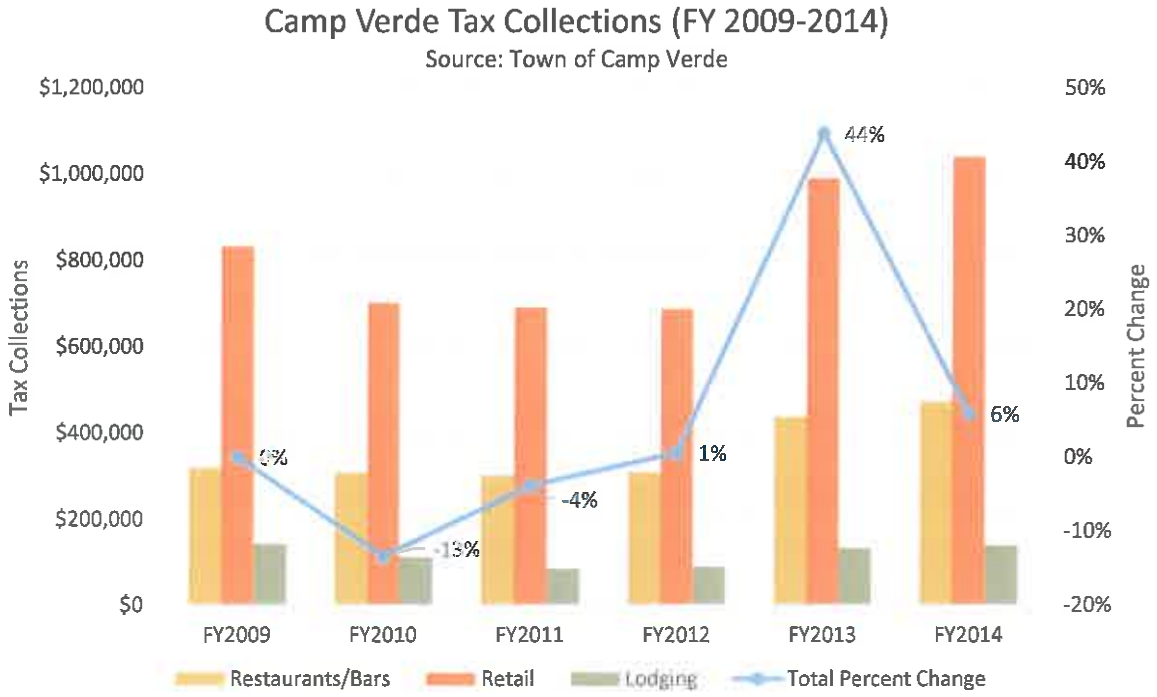
Throughout the nine year timeframe from 2006 to 2014 the average number of visitors to Montezuma Castle was 533,810 people. The peak year for attendance was 2008, after which began a steady decline until the year 2014, which saw a 5 percent increase in attendance from 2013 with nearly 408,000 visitors.



Attendance at the Fort Verde State Historic Park experienced a similar trend. Based on the availability of data, the peak year for attendance was fiscal year 2001 with 21,450 visitors. The next year that attendance information is available is fiscal year 2007, which shows a 21 percent decline with 16,950 visitors, followed by another 35 percent decline in fiscal year 2012. It isn't until fiscal year 2014 that attendance begins to increase with a little over 12,000 visiting during fiscal year 2015. When examining the most recent attendance history, the average attendance from fiscal year 2011 to fiscal year 2015 is 11,168.



The Town of Camp Verde collects transactional privilege taxes on retail sales, restaurant/bar sales and lodging receipts. Tax collections have experienced a large fluctuation over the six year time horizon, which is reflected in the figure below. From FY 2009 through FY 2011 tax collections were on the decline. However, beginning FY 2012 the Town saw gains in lodging and restaurant bar tax collections. By FY2013 tax collections in all categories increased with an overall gain of 41 percent. During that timeframe the greatest gain occurred in lodging receipts at 49 percent followed by retail sales tax collections at 44 percent.

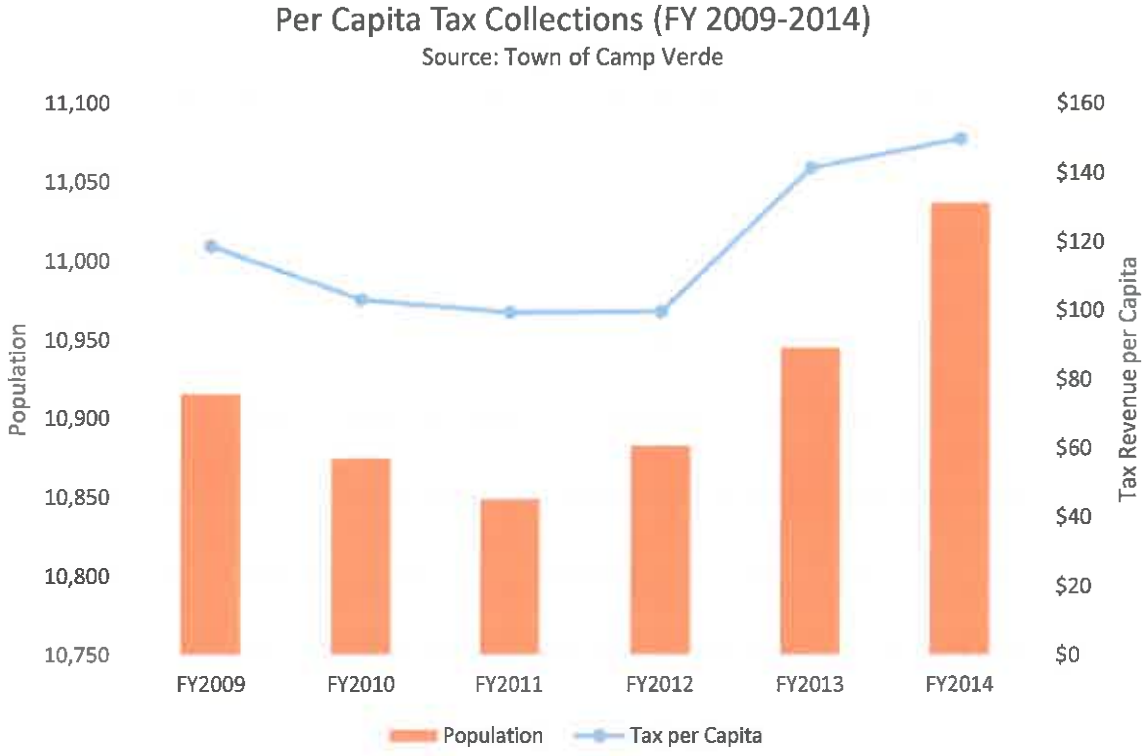


Camp Verde Tax Collections (FY 2009-2014)

Source: Town of Camp Verde, July 27, 2015

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

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



Focus Area: Infrastructure and Placemaking Development

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

Goals

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

Strategies

a. Extend utilities and related infrastructure to "West 260" to support future industrial and commercial growth.
b. Improve broadband speed/capacity.
c. Protect, develop and expand light industrial land uses (i.e., in coordination with Yavapai County's sector strategy).

d. Establish gateway monuments and leverage design opportunities with planned "West 260" roundabouts.
e. Facilitate and implement a downtown circulation plan (e.g., event traffic, bike, pedestrian, etc.)
f. Establish a beautification program to improve the overall aesthetics of the community (e.g., streetscape).
g. Support continued "complete street" design.
h. Continue to implement historic preservation initiatives and the telling of Camp Verde's story.

Indicator

The mean travel time to work has not experienced a significant change from the year 2000 to 2013. According the Census, in 2000 the mean commute time was 28 minutes, compared to 27 minutes today. The majority of workers (74%) commute by car, truck or van. However, during this time horizon the percentage of people commuting by car, truck or van declined from 77 percent to 74 percent, while the percentage of people working from home increased from 4 percent to 10 percent. The employment figures will not match the previous table since these are entirely different sources of data.

Camp Verde Commute by Mode and Mean Travel Time

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

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

Focus Area: Business Development, Support, Attraction and Retention

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

Goals

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

Strategies

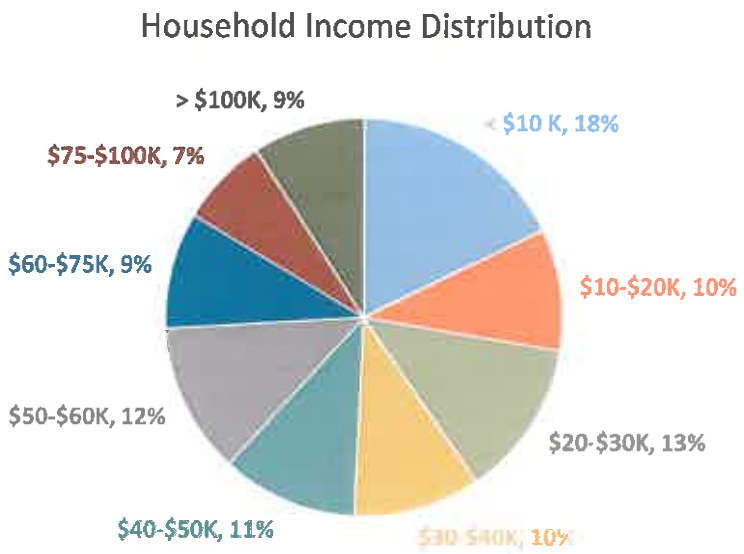
a. Work with local businesses and development interests to identify processes that can be streamlined/optimized.
    i. Improve the synchronicity and collaboration of town departments.
    ii. Combine the town's community development and economic development departments.
    iii. Develop a business guide and "start-up check list" to assist new business establishment.

iv. Clarify and publish community development policies and procedures via the town's website.
v. Identify key business sector targets and define an efficient permitting process to assist in attraction.
vi. Develop a menu of business locating incentives to assist in business recruitment, retention and expansion.
vii. Increase the town's capacity to find creative development proposal solutions.
viii. Create and maintain an inventory of available land/sites to assist in business locating.

b. Identify secondary/complementary businesses that compliment and support flagship employers and target opportunities for recruitment.
c. Establish a business advocacy organization to support and promote retention of small businesses.
   i. Host regular business roundtables to discuss challenges and identify collaborative opportunities.
   ii. Hold an annual economic summit with key stakeholders (i.e., Yavapai-Apache Nation, Town, Yavapai College, Camp Verde Unified School District, etc.) to evaluate current economic health and strategize regional positioning.
   iii. Identify applicable business assistance needs and associated programming and strengthen existing resource opportunities and assistance.

Indicators

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



There are 454 business establishments in Camp Verde that employ 3,736 people. Retail Trade has the greatest number of establishments at 85 with 24 percent or 886 jobs. However, government employees the greatest number of people with 26 percent or 967 jobs. Other notable sectors include Educational Services with 320 jobs, Health Care with 298 jobs, and Construction with 281 jobs.

Camp Verde Establishments and Employment by Sector

Source: AGS 2015, ZoomProspector

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

Focus Area: Workforce Development and Education

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

Goals

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

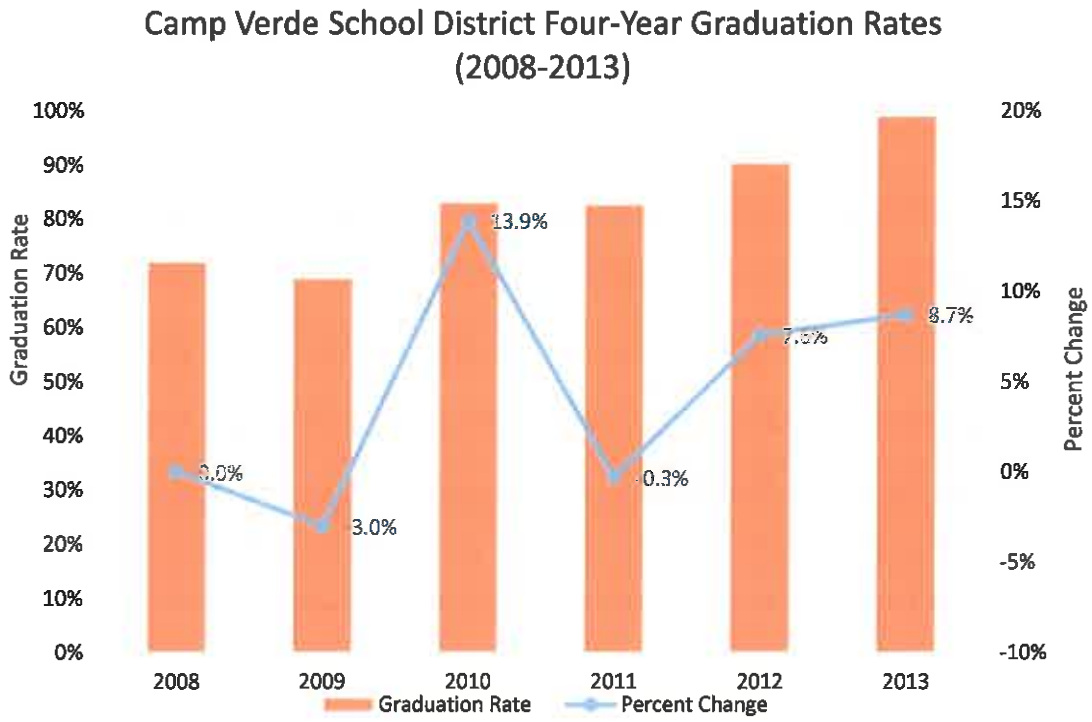
Strategies

a. Support opportunities for registered apprenticeship programs.

b. Support a continuous network of educational pathways (from elementary to secondary to post-secondary to continuing educational opportunities).
   i. Continue to identify post-secondary, certificate and vocational educational programs that complement competitive advantages (i.e., hospitality, recreational sciences, agricultural and range sciences, ecology).
   ii. Expand and foster awareness of and enrollment in dual credit programs.
   iii. Provide access to and communicate availability of soft skill training (e.g., communication, workforce attire, networking, etc.).
   iv. Expand internship, externship and mentorship programs.
c. Establish a volunteer corps (service club) where youth members are matched with service projects identified throughout the community.

Indicators

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



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

Four Year Graduation Rate (2008-2013)

Source: Arizona Department of Education

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

Implementation

Framework for Success

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

Coordinated Approach

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

Regional Collaboration

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

Long-Term Commitment

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

Plan Evaluation and Update

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

Adoption

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

Communication

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

Plan Distribution and Presentations

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

Formation of a Business Advocacy Group

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

Keeping Score

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

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

The following implementation recommendations are offered:

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

Plan Updates

As the plan is implemented and changes occur in the local and regional economy, the plan should also evolve. In keeping with the collaborative nature of the Focused Future program, the town and its partners should collaboratively review potential changes or edits to the plan. Any recommended changes would be presented to elected officials and considered in the same manner in which the plan was originally adopted or accepted.

Roles and Responsibilities

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

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

Strategy	Primary Role	Secondary Role
f. Continue to develop a comprehensive multi-use trail network with strategic partners, including marking all trails/trailheads and updating trail network map.	Town	National Forest Service National Park Service
g. Complete and implement Verde River Recreation Master Plan to help inform the future of potential recreational properties.	Town	Arizona State Parks Ditch associations, companies
Infrastructure and Placemaking Development		
a. Extend utilities and related infrastructure to "West 260" to support future industrial and commercial growth.	Town	APS ADOT Water companies Land owners
b. Improve broadband speed/capacity.	NACOG (Broadband Planning Committee)	
c. Protect, develop and expand light industrial land uses.	Town	Yavapai County
d. Establish gateway monuments and leverage design opportunity with planned "West 260" roundabouts.	Town	ADOT
e. Facilitate and implement a downtown circulation plan.	Town	NACOG Business advocacy group
f. Establish a beautification program to improve the overall aesthetics of the community.	Town	Business advocacy group
g. Support continued "complete street" design.	Town	NACOG ADOT
h. Continue to implement historic preservation initiatives and the telling of Camp Verde's story.	Town	Verde Valley Archaeology Center Yavapai-Apache Nation Arizona State Parks

Strategy	Primary Role	Secondary Role
Business Development, Support, Attraction and Retention		
a. Work with local businesses and development interests to identify processes that can be streamlined/optimized.	Town	NACOG Business advocacy group
i. Improve the synchronicity and collaboration of town departments.	Town	
ii. Combine the town's community development and economic development departments.	Town	
iii. Develop a business guide and "start-up check list" to assist new business establishment.	Town	NACOG Arizona Commerce Authority
iv. Clarify and publish community development policies and procedures via the town's website.	Town	
v. Identify key business sector targets and define an efficient permitting process to assist in attraction.	Town	NACOG Arizona Commerce Authority
vi. Develop a menu of business locating incentives to assist in business recruitment, retention and expansion.	Town	NACOG Arizona Commerce Authority
vii. Increase the town's capacity to find creative development proposal solutions.	Town	ULI Arizona (Community Plan) Arizona Association for Economic Development Yavapai County
viii. Create and maintain an inventory of available land/sites to assist in business locating.	Town	APS NACOG SEDI
b. Identify secondary/complementary businesses that compliment and support flagship employers and target opportunities for recruitment.	NACOG	SEDI
c. Establish a business advocacy group to support and promote retention of small business.	SEDI	APS Yavapai College (Small Business Development Center)

Strategy	Primary Role	Secondary Role
i. Host regular business roundtables to discuss challenges and identify collaborative opportunities.	Business advocacy group	SEDI Yavapai College (Small Business Development Center)
ii. Hold an annual economic summit with key stakeholders to evaluate current economic health and strategize regional positioning.	Business advocacy group	SEDI Yavapai College (Small Business Development Center)
iii. Identify applicable business assistance needs and associated programming and strengthen existing resource opportunities and assistance.	Business advocacy group	SEDI Yavapai College (Small Business Development Center)
Workforce Development and Education		
a. Support opportunities for registered apprenticeship programs that match entrepreneurs with area youth and young adults.	Yavapai College	Department of Labor Valley Academy for Career and Technology Education (VACTE) Public/private schools
b. Establish a system that provides educational pathways from elementary to secondary to post-secondary to continuing educational opportunities.	Yavapai College	SEDI
i. Continue to identify post-secondary, certificate and vocational educational programs that complement competitive advantages.	Yavapai College	Schools
ii. Expand and foster awareness of dual credit programs.	Yavapai College	Schools
iii. Provide access to and communicate availability of soft skill training.	NACOG	Yavapai College Department of Labor SEDI

Strategy	Primary Role	Secondary Role
iv. Expand internship, externship and mentorship programs.	Yavapai College	Schools NACOG SEDI
c. Establish a volunteer corps (service club) where youth members are matched with service projects identified throughout the community.	Schools	Yavapai College SEDI