



Achieving a Sustainable and Diversified Economy in the Verde Valley



Background Report for the
2004 VERDE VALLEY FORUM
February 27-29, 2004

Prepared By
Northern Arizona University
January 2004

The Verde Valley Forum is produced by
The Sedona Academy of Public Affairs

Officers:

Frank Besnette, President
Kent Jones, Vice President, Operations
Marshall Whitmire, Vice President, Forums
Linda Besnette, Secretary
George Tice, Treasurer
Jim Eaton, Immediate Past President

Executive Committee:

The above officers, plus committee chairs:
Finance Chair, Gene Holloway
Research, Dan Schay
Public Information Chair, Jim Eaton
Physical Arrangements Chair, Margo Running
Participant Selection Chair, Kent Jones
Ex-officio members: Judy Adams, Dick Dahl, Steve
Hansen, Sandy Moriarty, Bill Pumphrey, Tom Shuman

Board of Directors:

Rod Abbott, Bob Aberg, Judy Adams, Rainy Atkins, Bea
Axlina, Ashley Baugh, Frank Besnette, Linda Besnette,
Dick Dahl, Kathy Davis, John DiBattista, Paul Domingue,
Jim Eaton, Fred Estrella, Judy Feldstein, Jodie Filardo,
Louis Getoff, Ben Goldsmith, Cole Greenberg, Steve
Hansen, Brenda Hauser, Lisa Hirsch, Gene Holloway,
Diane Joens, Kent Jones, Paul Kessel, Bill Kusner, Gayle
Mabery, Anita MacFarlane, Joan McClelland, Donna
Michaels, Ben Miller, Jane Moore, Sandy Moriarty, Bill
Pumphrey, Margo Running, Gozde Sevim, Dan Schay,
Harry Schoenberg, Morrey Shifman, Kathy Shriver, Tom
Shuman, Jean-Marie Swalm, Alex Thorne, George Tice,
Chris Watkins, Marshall Whitmire

Research Committee:

Dan Schay (chair), Judy Adams, Frank Besnette, Kent
Jones, Bill Pumphrey, Marshall Whitmire

Cover Images (panorama and woman birding) contributed by "Beach's On
Location"—Cottonwood, Arizona—www.beachonlocation.com

ACHIEVING A SUSTAINABLE AND DIVERSIFIED ECONOMY IN THE VERDE VALLEY

2004 VERDE VALLEY FORUM

Lodge at Cliff Castle
Camp Verde, Arizona
February 27-29, 2004

Background Research Report
Prepared by

NORTHERN ARIZONA UNIVERSITY
College of Business Administration
Bureau of Business & Economic Research
Rural Policy Program

A unit of the Bank One Center for Business Outreach

Wayne R. Fox
Director

Joseph J. Walka
Editor

Authors
Ronald J. Gunderson Linda Stratton Joseph J. Walka

SEDONA ACADEMY FOR PUBLIC AFFAIRS

January 2004

© 2004 by Northern Arizona University, Flagstaff, Arizona. All Rights Reserved.



This report is printed on 10% total recycled fiber, all post-consumer fiber.

■ ACHIEVING A SUSTAINABLE AND DIVERSIFIED ECONOMY IN THE VERDE VALLEY



“The assumption that economic prosperity requires growth seems so reasonable that most of us don’t think much about it...the word ‘growth’ has two fundamentally different meanings: ‘expansion’ and ‘development.’ Expansion means getting bigger; development means getting better, which may or may not involve expansion.”

—Michael J. Kinsley
Economic Renewal Guide,
Rocky Mountain Institute, 1997, p. 1

Sponsorships of the 2004 Verde Valley Forum



Research Report Sponsor
 Northern Arizona University
 John D. Haeger, President



Forum Sponsor
 The City of Cottonwood and
 The Cottonwood Foundation for Economic Development



Arizona Public Service



Coconino County
 Supervisor Matt Ryan



LARSON NEWSPAPERS

Representing

Sedona Red Rock News
 The Camp Verde Journal
 Cottonwood Journal Extra



Bank One Center
 For Business Outreach
 at Northern Arizona University

VERDE VALLEY

Regional Economic Development Council



Jerome Historical Society



Yavapai-Apache Nation

Yavapai
 COLLEGE



Town of Jerome



Jerome Chamber of Commerce



Northern Arizona Healthcare
 Verde Valley Medical Center



Town of Clarkdale



Town of Camp Verde



Jerome State Park



Wells Fargo Bank

A MESSAGE FROM PRESIDENT JOHN D. HAEGER NORTHERN ARIZONA UNIVERSITY	1
--	----------

ACKNOWLEDGEMENTS	3
-------------------------	----------

LIST OF MAPS, TABLES, AND FIGURES	4
--	----------



1 ■ INTRODUCTION AND OVERVIEW	5
--------------------------------------	----------



2 ■ GROWTH AND CHANGE IN THE VERDE VALLEY: A DEMOGRAPHIC PORTRAIT OF THE REGION	9
--	----------



3 ■ THE PRESENT SETTING AND FUTURE IMPLICATIONS	25
--	-----------



4 ■ OPINIONS AND ATTITUDES OF VERDE VALLEY RESIDENTS ON ACHIEVING A SUSTAINABLE, DIVERSIFIED ECONOMY	47
---	-----------



5 ■ VISIONING FOR THE FUTURE	61
-------------------------------------	-----------



6 ■ PLANNING IN THE VALLEY	75
-----------------------------------	-----------



7 ■ SOME ORGANIZATIONAL APPROACHES	99
---	-----------

APPENDIXES	111
-------------------	------------

A. Changes in Minority Population in the Verde Valley	111
--	------------

B. Changes in Age Composition, 1990-2000	113
---	------------

C. Employment by Industry in the Verde Valley	115
--	------------

D. Focus Group Overview	117
--------------------------------	------------

E. The Visioning Process	119
---------------------------------	------------

F. Resolution to Establish Common Bonds and Principles For Regional Cooperation	122
--	------------

G. Information on Some Local Economic Development Efforts in Arizona	125
---	------------

SOURCES	126
----------------	------------

ABOUT THE AUTHORS	128
--------------------------	------------



Office of the President

January 7, 2004

To the Participants in the 2004 Verde Valley Forum:

It is a privilege for Northern Arizona University to once again be involved in the Verde Valley Forum, as a financial contributor and through the development of the background research report which you will use in your own deliberations.

This year's Forum is the 19th Sedona or Verde Valley Forum held since 1985 and I am proud to note that NAU faculty have participated in all but four of them. This is an important partnership for NAU and I hope that our productive relationship can continue into the future.

The town hall or forum process has a long and illustrious history in our country. It is based on community involvement, informed and thoughtful discussion, consensus building, and careful policy analysis and formulation. These processes are essential as we confront new challenges in a new century. And one of our most important challenges is the creation of sustainable and diversified economies within our state, no easy task in a time of rapid and occasionally dramatic change.

The work on the background report by my NAU colleagues implements my personal commitment to community outreach and the strengthening of ties between NAU and local communities throughout the state. Stronger ties with the people and the communities of the Verde Valley are a high priority for me—you are our closest neighbors and we value your progress.

With warm wishes for success,

John D. Haeger
President

■ ACKNOWLEDGEMENTS

The Northern Arizona University research team expresses its thanks to the many individuals and organizations that assisted us in developing this Report for the Verde Valley Forum. Numerous people in the Verde Valley region responded cheerfully to our inquiries and provided us with information and data as well as their own insights on the topics for discussion.

The research committee of the Sedona Academy, listed in this Report, was most helpful in providing guidance to the team throughout the research effort and other members of the Sedona Academy assisted us in identifying and contacting Focus Group participants. Dan Schay, chair of the research committee, was especially helpful to the team throughout our work. Pat Schweiss of Larson Newspapers and Larson Newspapers provided many of the images used.

A. Roy Horn of the Yavapai College Small Business Development Center graciously hosted four of the Focus Groups. Terri Nelson of Yavapai County and Aaron Seifert of the City of Sedona provided the maps of the Verde Valley. Chip Davis, County supervisor, was helpful in providing insights to the region.

At NAU, a number of staff were critical to the successful completion of a project of this size. Wayne R. Fox made sure that the needs of the team were addressed quickly and completely. Theresa Stacy-Ryan, the College's publications specialist is responsible for the design and attractiveness of the Report. Sheila Nunnink and the student workers in the Bank One Center worked long and hard on transcribing the Focus Group transcripts in an accurate and timely way. Stewart Hall, our graduate assistant, gathered much of the data and provided professional advice to the team.

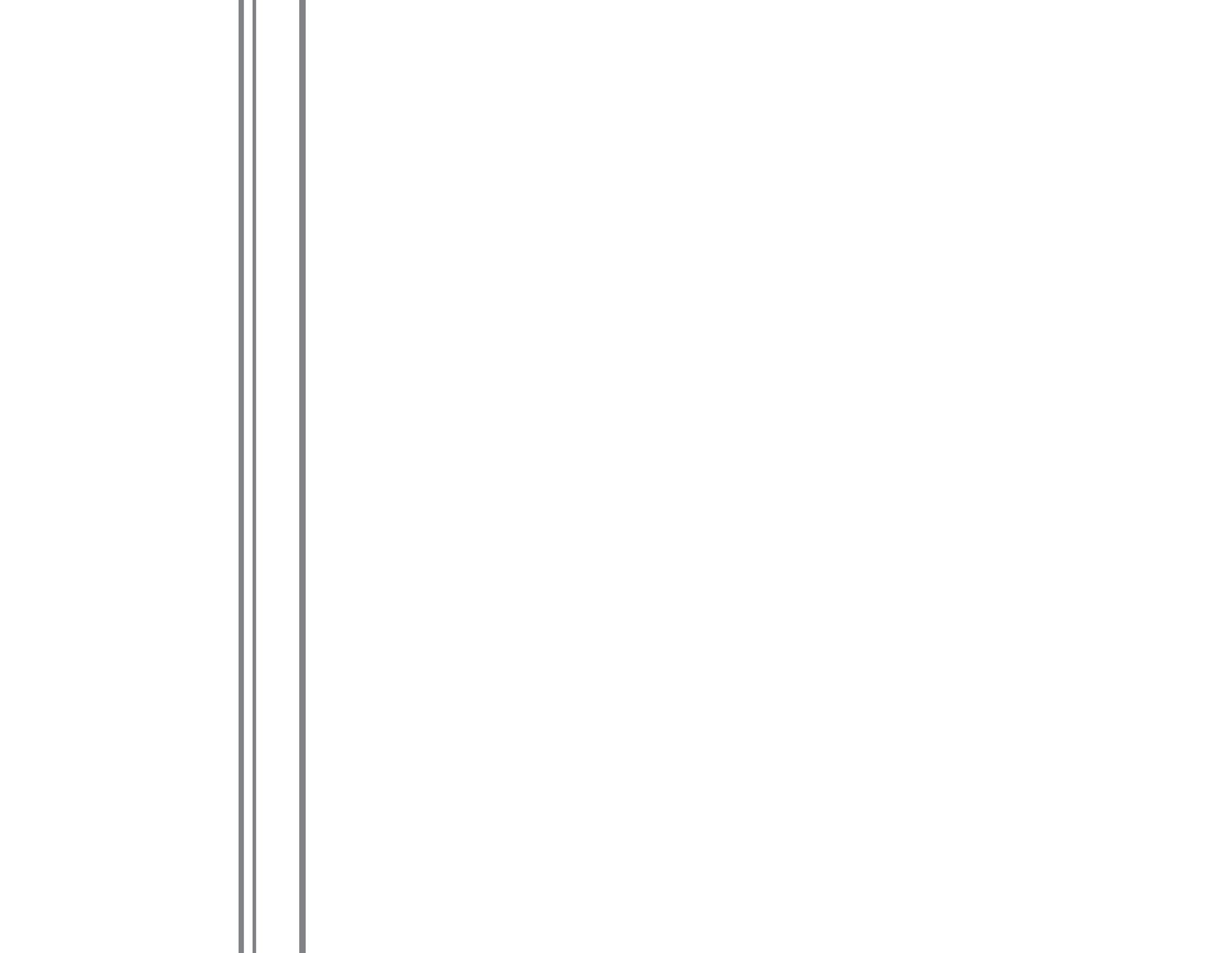
■ LIST OF MAPS, TABLES, AND FIGURES

2 10	Map 2-1. Verde Valley Area Map
2 12	Table 2-1. Arizona and Yavapai County Populations
2 13	Table 2-2. Historical Verde Valley Populations
2 14	Figure 2-1. Percent Hispanic Population, 2000
2 15	Table 2-3. Median Age of Population in 1990 and 2000
2 16	Figure 2-2. Median Age of Population in 2000, in years
2 17	Figure 2-3. Change in Number of Residents Under 5 Years of Age, 1990-2000
2 18	Figure 2-4. Change in Number of Residents 5-19 Years of Age, 1990-2000
2 19	Figure 2-5. Change in Number of Residents 20-64 Years of Age, 1990-2000
2 20	Figure 2-6. Change in Number of Residents 65 Years and Older, 1990-2000
2 21	Table 2-4. Income and Poverty Status, 1999
2 23	Table 2-5. Language and Educational Attainment, 2000
2 24	Table 2-6. Yavapai-Apache Demographic and Economic Profile, 2000
3 28	Table 3-1. Population Projections for the Verde Valley, 2010 and 2020
3 33	Table 3-2. Changes in the Level of Employment, 1998-2003
3 34	Table 3-3. Unemployment Rates, 2003
3 35	Table 3-4. Projected Numbers of New Jobs Necessary in 2010 and 2020
3 36	Table 3-5. Housing Affordability Gap, 2000
3 37	Table 3-6. Seasonal Housing Units, 2000
3 38	Map 3-1. Verde Valley Public Lands
3 42	Map 3-2. Verde Valley Build-out to 1960
3 43	Map 3-3. Verde Valley Build-out to 2003
3 45	Table 3-7. Sales Tax Revenues
A 111	Table A-1. Population, Race, and Hispanic Origin, 2000
A 112	Table A-2. Change in Hispanic Population, 1990 to 2000
A 113	Table B-1. Population by Selected Age Groups, 2000
A 114	Table B-2. Population by Selected Age Groups, 1990
A 115	Table C-1. Percent of Civilian Population Age 16 & Older by Industry in Unincorporated Areas, 2000
A 116	Table C-2. Percent of Civilian Population Age 16 & Older by Industry Employment in Incorporated Communities, 2000



“Sustainable development is development that maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment upon which people and economies depend.”

— Minnesota Statutes



1 ■ INTRODUCTION AND OVERVIEW

It is hard to imagine a more timely, important, and relevant topic for the 2004 Verde Valley Forum than **Achieving a Sustainable and Diversified Economy in the Verde Valley**. For good or ill, the Verde Valley has been out front as Arizona's rapid growth has continued over the last decade or more. Population growth, higher incomes, demands for more government services, greater economic security, more leisure amenities, increased road congestion, and school crowding—the Valley has had its share of all of these pluses and minuses of dramatic change. It's no wonder that Verde Valley residents wonder aloud if they are really controlling their common destiny or simply being buffeted about by winds of change and may be swallowed up eventually as the “state of Maricopa” continues its seemingly inexorable expansion in every direction.

It's difficult in this kind of changing setting to lay out proactive strategies to maximize the good and mitigate the evils but the Verde Valley Forum has done it twice in the recent past: first in 1999, when the topic was **Controlling our Destiny: Regional Planning and Growth Management** and then in 2002, when the topic was

Implementing a Verde Valley Open Space Plan. The work of participants at these two Forums helps to set the stage for this year's effort and shows, once again, that the people of the Verde Valley will try to plan for and manage their future.

This Report attempts to help Forum participants make informed decisions and policy recommendations for the Verde Valley economy. It begins, in Chapter 2, with a description of the Valley—not its rolling hills, rivers and streams, flora and fauna, but a description of its people. How many are there? Where do they live? How old are they? How educated? How diverse is the population? What are personal income levels? How do people live? Before we set out on a journey to explore what we want our economy to be, we need to know more about ourselves. This chapter provides some of this information.

In Chapter 3, we speculate on where the economic machine of the Verde Valley seems to be headed based on current trends. It's not a static, unchanging economic world in the Valley and this chapter tries



to capture the impacts of current changes, discussing population, employment, and housing trends.

With some information in hand on who we are and where we seem to be headed, we can ask where we really want to go. Five focus groups were conducted over the autumn months of 2003 to gather the views of Verde Valley residents on the nature of sustainable and diversified economy for the region and how the region can achieve that goal. The groups' views are summarized in Chapter 4.

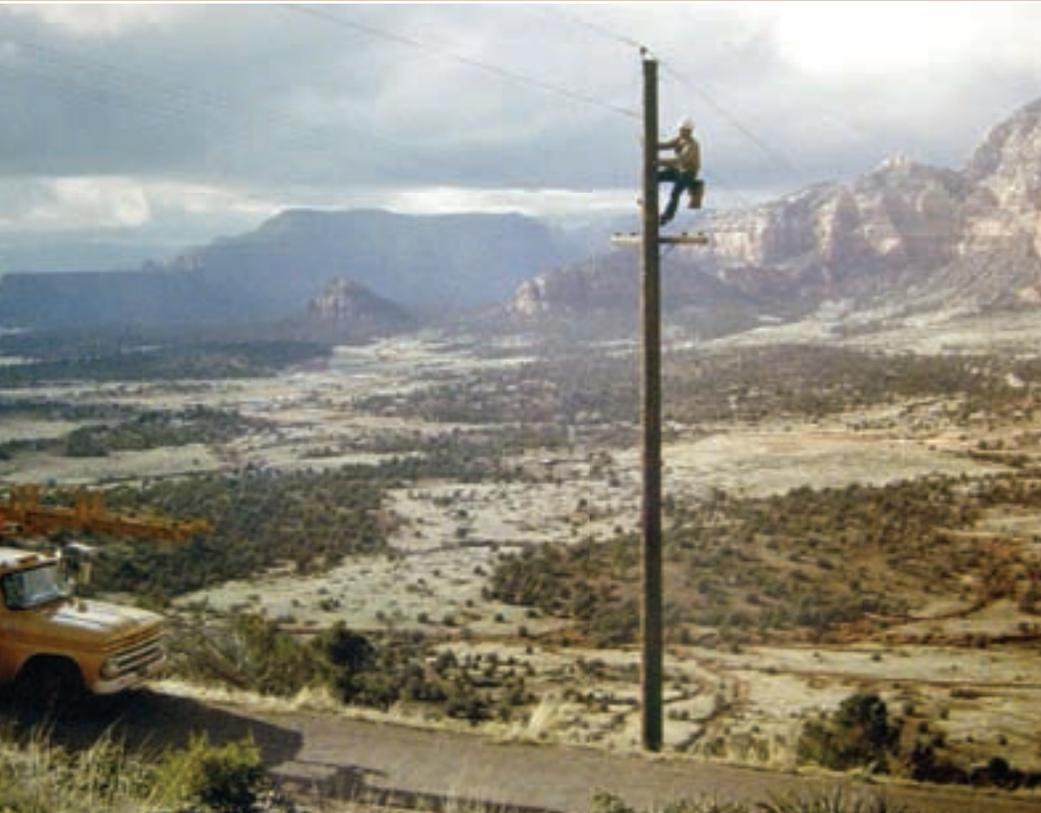
Chapter 5 builds on the focus group experience and explores the community values of the region, as expressed in various current documents, plans, and policies. It then discusses that most important step a community or region takes as it tries to articulate its community *values* into a statement of *vision*. The process of community visioning is explained in detail and examples of vision statements are presented.

With values identified and a values-based vision in place, the region can then take on the planning and implementation of activities that support the vision. While the sequence from *values* to *vision* to *plans* to *implementation* is a neat, linear, and

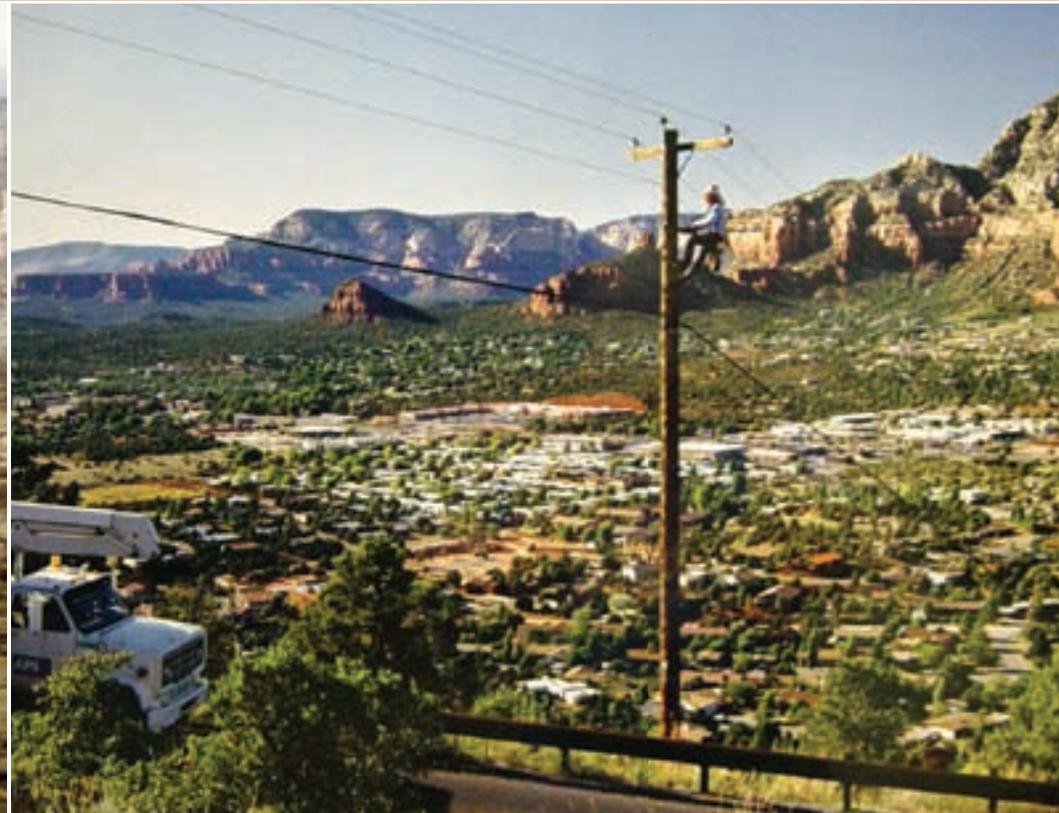
preferred line of action, we know that the world doesn't always work that way. We expect decision-makers to take action in timely ways, even when community values may be unclear and when a clear statement of vision is lacking. A lot of economic planning and implementation has occurred and is occurring in the Valley and Chapter 6 describes some of these activities. The chapter suggests how principled or values-based planning and implementation achieve the community or regional vision.

Finally, Chapter 7 describes some organizational approaches that have been used to implement a strategy to create, maintain, and enhance sustainable and diversified regional economies.

**2 ■ GROWTH AND CHANGE IN THE VERDE VALLEY:
A DEMOGRAPHIC PORTRAIT OF THE REGION**



1963 ■ West Sedona from Airport Mesa, APS

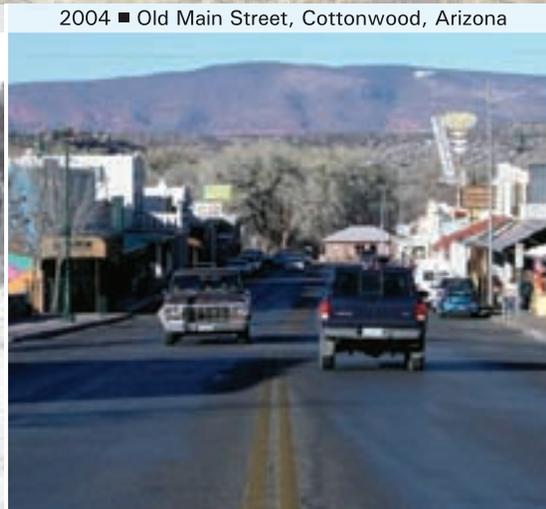


1993 ■ West Sedona from Airport Mesa, APS

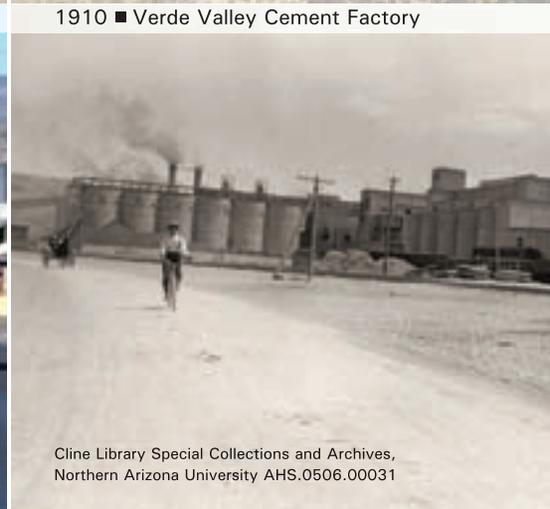
1917 ■ Main Street, Cottonwood, Arizona



2004 ■ Old Main Street, Cottonwood, Arizona



1910 ■ Verde Valley Cement Factory



Cline Library Special Collections and Archives,
Northern Arizona University AHS.0506.00031

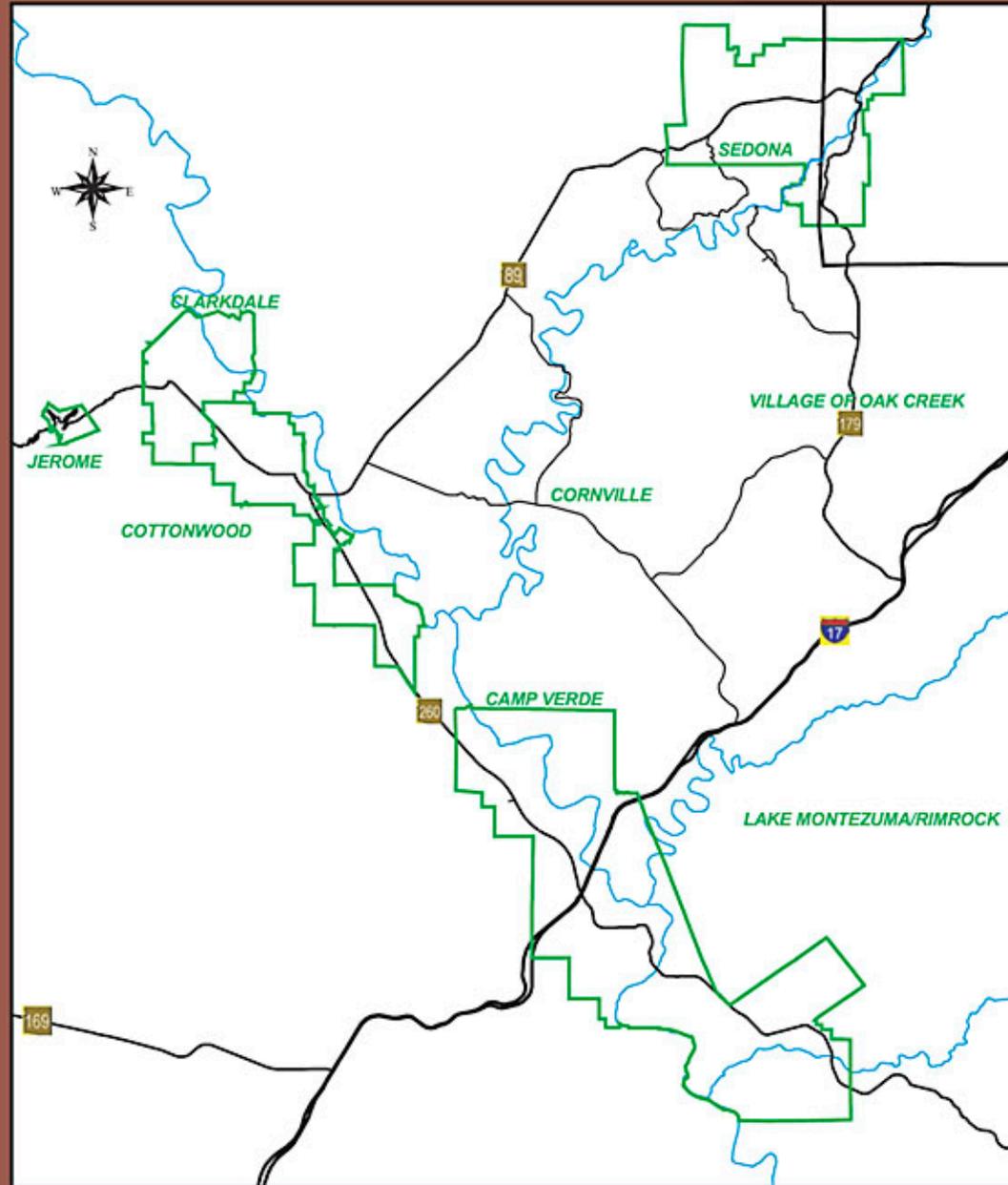
2004 ■ Phoenix Cement Factory



Cline Library Special Collections and Archives,
Northern Arizona University NAU.PH.86.6.16

Map 2-1.
Verde Valley
Area Map

- Cities & Towns
- Roads
- Hydrology



December 2003

Yavapai County and
the City of Sedona GIS
Departments, sources
for this information,
assume no responsibility
for errors, omissions,
and/or inaccuracies in this
mapping product.

2 ■ GROWTH AND CHANGE IN THE VERDE VALLEY: A DEMOGRAPHIC PORTRAIT OF THE REGION

As we approach the challenge of achieving a sustainable and diversified economy in the Verde Valley, we need to have a good understanding of exactly where we stand today and where we have come from. What does the region look like in terms of its people and their education, jobs, and incomes? What are the differences within the region in terms of these and other characteristics? What changes are occurring that would affect the deliberations and decisions of Forum participants? These are some of the questions addressed in this opening chapter.

■ Definition of the Verde Valley

The phrase “Verde Valley” may mean different things to different people. Because the region does not possess a unique political status, the boundaries of the Verde Valley are not as easy to identify as they are for incorporated cities or counties. In the regional economics literature, the Verde Valley would be classified as an identifiable region to indicate that the general area is quite homogeneous with reference to its economic or geographic features. Nationally, when we think of homogeneous regions, we speak of the

Farm Belt or Rust Belt, or perhaps the border regions or the coastal regions. As such, no formal boundaries exist, but at the same time, everyone knows what region is being discussed. The Verde Valley region is shown on Map 2-1.

■ Changes in Population

Throughout the latter half of the twentieth century and continuing to the present, Arizona’s population has grown steadily and rapidly. In 1940, there were fewer than half a million people in the state (499,261). By 1960, the state’s population had more than doubled to 1,302,161. And by 1980, it had doubled again to 2,718,425. Finally, according to the decennial census, Arizona’s population was 5,130,632 in the year 2000.

Over this extended period of time, Arizona’s metropolitan areas mushroomed and the state is now among the most urbanized in the country. In 1940, 52 percent of Arizona’s population was urban (Maricopa and Pima counties). By 1960, this had risen to 74.5 percent and in 2000, 88.2 percent of the state’s population was urban (*see Table 2-1*). For purposes of this analysis, urban is defined by the U.S. Bureau of the

■ Definition of the Verde Valley

For purposes of data collection for this study, we considered the Verde Valley as the land area encompassed by the Mingus Mountain and Verde Census County Divisions (CCD’s) that are used by the U.S. Bureau of the Census. We also added the areas within the incorporated boundaries of that portion of the City of Sedona that exists in Coconino County.

Using this definition, the Verde Valley includes the incorporated communities of Camp Verde, Clarkdale, Cottonwood, Jerome, and Sedona as well as the built-up areas in Yavapai County that are commonly referred to as Census Designated Places (CDP’s). These areas are Big Park, Cornville, Cottonwood-Verde Village, and Lake Montezuma. In addition, the Yavapai-Apache Nation is included. Finally, in 2000 there were an additional 3,267 persons residing on other lands within the two Census County Divisions that are not specifically identified with a place name. ■

Table 2-1. Arizona and Yavapai County Populations

Geographic Area	1960	1970	1980	1990	2000	2003 (Estimate)
Arizona Population	1,302,161	1,775,399	2,718,215	3,665,228	5,130,632	5,629,870
Urban Population	970,616	1,408,864	2,278,728	3,206,973	4,523,535	n/a
Rural Population	331,545	362,036	439,487	458,255	607,097	n/a
Percent Urban Population	74.5	79.6	83.8	87.5	88.2	n/a
Percent Rural Population	25.5	20.4	16.2	12.5	11.8	n/a
Yavapai County Population	28,912	37,005	68,145	107,714	167,517	186,885
Yavapai as a Percent of Arizona Population	2.2	2.1	2.5	2.9	3.3	3.3

Sources: U.S. Bureau of the Census (1960-2000). Arizona Department of Economic Security, 2003.

Arizona's rural counties, taken together, have participated in Arizona's rapid population growth and are projected to continue to do so in the future.

Census as encompassing all areas within the Metropolitan Statistical Areas (MSA's). In Arizona, Maricopa, Pima, Pinal, Yuma, Mohave, and Coconino counties presently are considered MSA's.

At the same time, the state's rural population had declined to 11.8 percent of the state's total by 2000. Measured in percentage terms, the urbanization of Arizona is nearly complete and much of this change occurred some time ago. But this trend is not a result of extremely slow growth or decline in the rural areas of the state. Arizona's rural counties, taken together, have participated in Arizona's rapid population growth and are projected to continue to do so in the future. We are not experiencing the patterns of absolute

decline in rural populations that plague the Dakotas and other areas of the Midwest. There are growing numbers of citizens in rural Arizona who will seek jobs, provide markets, and demand public services.

Yavapai County is an example of a rural county with a rapidly growing population.

Yavapai County's share of the state's population increased rather steadily over the latter half of the last century. Data in Table 2-1 indicate that Yavapai's population was 2.2 percent of the state total in 1960 and it had risen to 3.3 percent as of 2000. Over this 40-year period, Arizona's population increased by 294 percent while Yavapai County population increased by 479 percent.

The Arizona Department of Economic Security (DES) is required to provide annual estimates of population for the state, its counties, and the incorporated communities. The estimated 2003 populations for Arizona and Yavapai County are 5,629,870 and 186,885 respectively. According to these estimates, Yavapai continues to contain 3.3 percent of the state's population.

Changes in population within the Verde Valley are shown in Table 2-2. This table shows the growth in the Verde Valley region’s incorporated places as well as in the Census Designated Places (CDPs) and in the Yavapai-Apache Nation. The table provides data for the 1980–2000 period as well as for the most current estimates of population (as of July 1, 2003). The table confirms, with “hard” data, what residents of the region experience in traffic jams, construction delays, longer checkout lines, and increased school enrollments. The Verde Valley population is growing!

Interestingly, this population growth is spread rather uniformly throughout the Verde Valley. With the exception of Jerome, the cities of the valley and the CDPs are all experiencing significant growth—this is not a situation in which there are declines (or out-migration) in certain areas and offsetting increases in others.

Table 2-2 shows that populations in Camp Verde, Cottonwood, and Sedona exceeded 10,000 persons by 2003. Clarkdale’s population had reached 3,595 by 2003. Among the incorporated communities, only Jerome has declined since 1980, and housed an estimated 330 persons in 2003.

Growth has been extremely rapid on the Yavapai-Apache Nation as well. Over the

20 years from 1980 to 2000, Census figures show a 270 percent increase in population from 200 to 743 persons.

Growth in the unincorporated areas of the Verde Valley was also evident over the period. Data for these regions are only available for 1990 and 2000 since DES is not required to provide annual estimates in the intercensal years, and in 1980, these



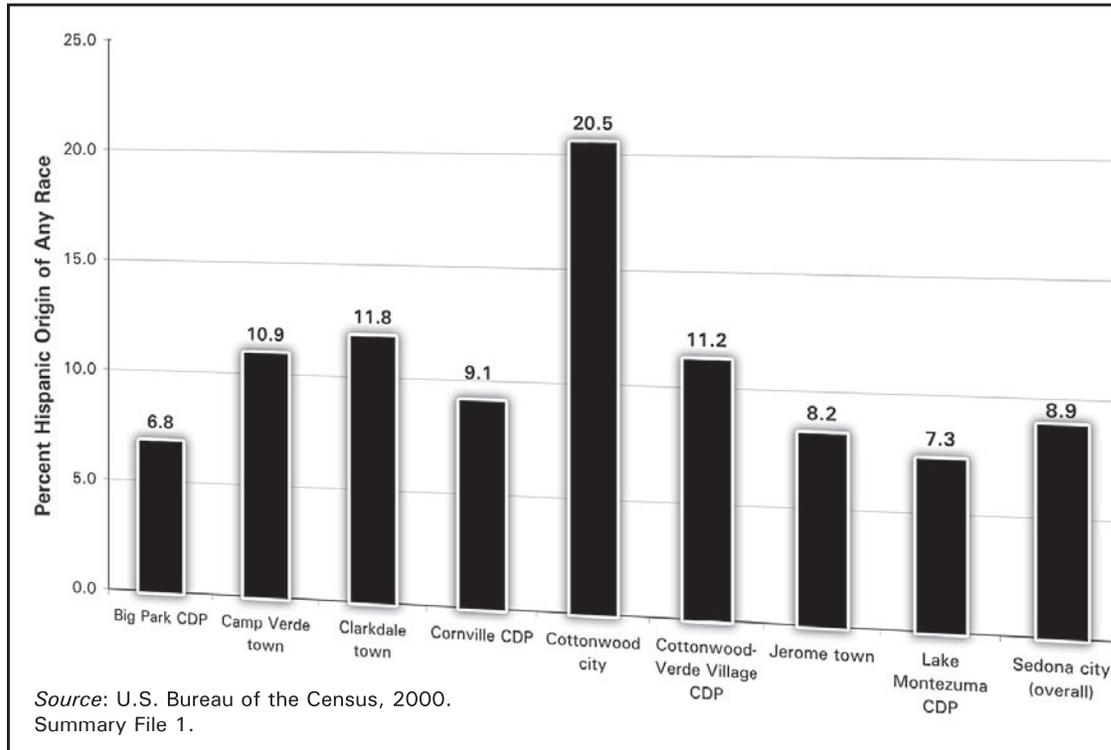
Jerome, 1940, looking up the hill just south of the Montana Hotel

Cline Library Special Collections and Archives, Northern Arizona University
NAU.PH.435.14

Table 2-2. **Historical Verde Valley Populations**

Geographic Area	1980	1990	2000	2003 (Estimate)
Verde Valley				
Incorporated Places				
Camp Verde	3,824	6,243	9,451	10,095
Clarkdale	1,512	2,144	3,422	3,595
Cottonwood	4,550	5,918	9,179	10,240
Jerome	420	403	329	330
Sedona (overall)	5,319	7,720	10,192	10,700
Yavapai-Apache Nation	200	618	743	n/a
Census Designated Places				
Big Park, CDP	n/a	3,024	5,245	n/a
Cornville, CDP	n/a	2,089	3,335	n/a
Cottonwood-Verde Village, CDP	n/a	7,037	10,610	n/a
Lake Montezuma, CDP	n/a	1,841	3,344	n/a
Remainder of Verde Valley Population (in Mingus Mountain and Verde CCD's)	n/a	2,596	3,267	n/a
Total Verde Valley Population	n/a	39,633	59,117	n/a
<i>Sources: U.S. Bureau of the Census (1980-2000). Arizona Department of Economic Security, 2003.</i>				
n/a = Not available				

Figure 2-1. **Percent Hispanic Population, 2000**



...not only are the incorporated communities and the officially recognized unincorporated places in the region increasing in population, but the entirely rural areas of the Valley are also growing at an extremely rapid rate.

areas were not large enough to be reported separately in the Census.

However, in the 10-year period from 1990 to 2000, population in each of the four CDP's in the region increased by over fifty percent. Lake Montezuma's increase was the largest, experiencing an almost 82 percent increase.

It is also interesting to note that the remainder of the Verde Valley region (those

areas outside of the cities and CDP's) also grew by 45 percent during the 1990–2000 period. This suggests that not only are the incorporated communities and the officially recognized unincorporated places in the region increasing in population, but the entirely rural areas of the valley are also growing at an extremely rapid rate.

■ Status of Minority Population

Persons in the minority population constitute 10 to 20 percent of the total population in most locations throughout the Verde Valley and in Yavapai County. Minority populations in the two Census County Divisions (CCD's) that make up the Verde Valley exceed the percentage for Yavapai County. In Yavapai, 13.4 percent of the population listed themselves as having minority status in 2000. In the Verde Valley, these

figures ranged from a high of 24.0 percent in Cottonwood to a low of 9.2 percent in the Coconino portion of Sedona.

Native American populations also vary considerably across the Verde Valley. The overall percentage of Native Americans residing in Yavapai County was only 1.6 percent in 2000. However, the percentages of Native Americans vary from 7.3 percent in Camp Verde and 6.8 percent in Clarkdale

to a low of 0.4 percent in Big Park and the Yavapai portion of Sedona.

Persons of Hispanic origin make up 9.8 percent of the overall Yavapai population, and numbers range from the highest level in Cottonwood where 20.5 percent of population is of Hispanic descent to a low of 6.5 percent in the Coconino portion of Sedona. The Hispanic populations of Camp Verde, Clarkdale, Cottonwood-Verde Village CDP, and the Yavapai portion of Sedona also exceeded the county average in 2000. Figure 2-1 shows the percentage Hispanic population as a percent of total population in each community in 2000.

Additional information on the changing nature of the Hispanic population over the 1990–2000 period is also available in *Appendix A*.

■ Changes in the Age Distribution and Median Age

The age distribution has undergone interesting changes in the Verde Valley in the 10 years between 1990 and 2000. Overall, the median age increased; however, this figure has increased in some communities and decreased in others. Furthermore, the percentages of persons within various age groups including those less than five years of age, as well as school age children, older

Table 2-3. Median Age of Population in 1990 and 2000

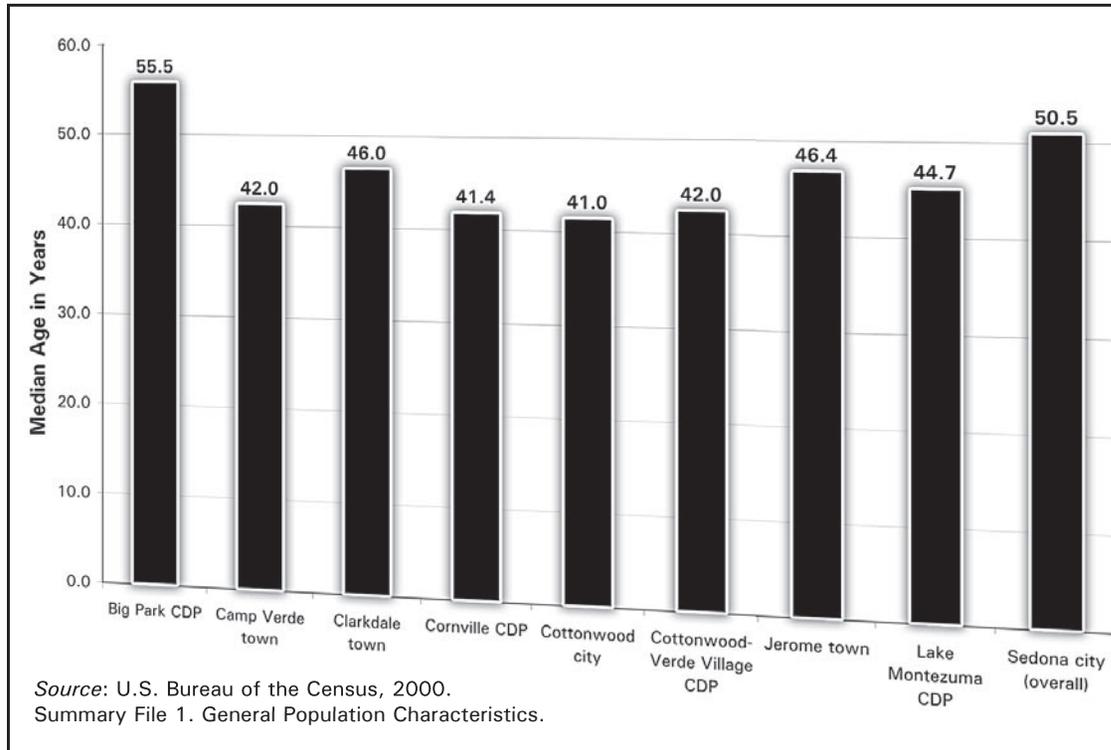
Geographic Area	Median Age in years 1990	Median Age in years 2000	Change in Median Age in Years 2000/1990
Yavapai County	42.3	44.5	2.2
Big Park CDP	59.4	55.5	-3.9
Camp Verde town	41.1	42.0	0.9
Clarkdale town	41.1	46.0	4.9
Cornville CDP	37.5	41.4	3.9
Cottonwood city	38.8	41.0	2.2
Cottonwood-Verde Village CDP	42.1	42.0	-0.1
Jerome town	n/a	46.4	
Lake Montezuma CDP	51.7	44.7	-7.0
Sedona city (overall)	52.0	50.5	-1.5

Source: U.S. Census Bureau Census 2000 and 1990, Summary File 1
General Population Characteristics

adults, and persons age 65 and over have all moved in different directions among the various communities in the region.

Table 2-3 compares the median age of the resident population for 2000 with 1990 for Yavapai County and for the Verde Valley communities. Over this period, the median age in Yavapai County increased by 2.2 years to 44.5 years. Big Park, Clarkdale, Jerome, Lake Montezuma, and Sedona each recorded median age levels exceeding the county average in 2000. However, it is

Figure 2-2. Median Age of Population in 2000, in Years



The largest decrease in median age occurred in Lake Montezuma where the median population age decreased by seven years from 51.7 to 44.7 years. Big Park's average age also dropped by 3.9 years, and the average age in Sedona declined 1.5 years to 50.5. All other areas in the region experienced an increase in median age with the exception of the Cottonwood-Verde Village CDP where the median declined a miniscule 0.1 years.

Overall, the oldest community in the region is the Big Park CDP with a median age of 55.5 years. Sedona is the only other place where the median age exceeded 50 years (50.5 years in 2000.) See Figure 2-2 for information showing the median population age by community in 2000.

significant that the average age in Big Park, Lake Montezuma, and Sedona, although higher than the county average, was decreasing during this period, while the average age in Clarkdale was increasing. This suggests that persons migrating into the former areas are, on average, younger than the typical resident in 1990, while Clarkdale is attracting persons whose average age exceeds that of those already residing there.

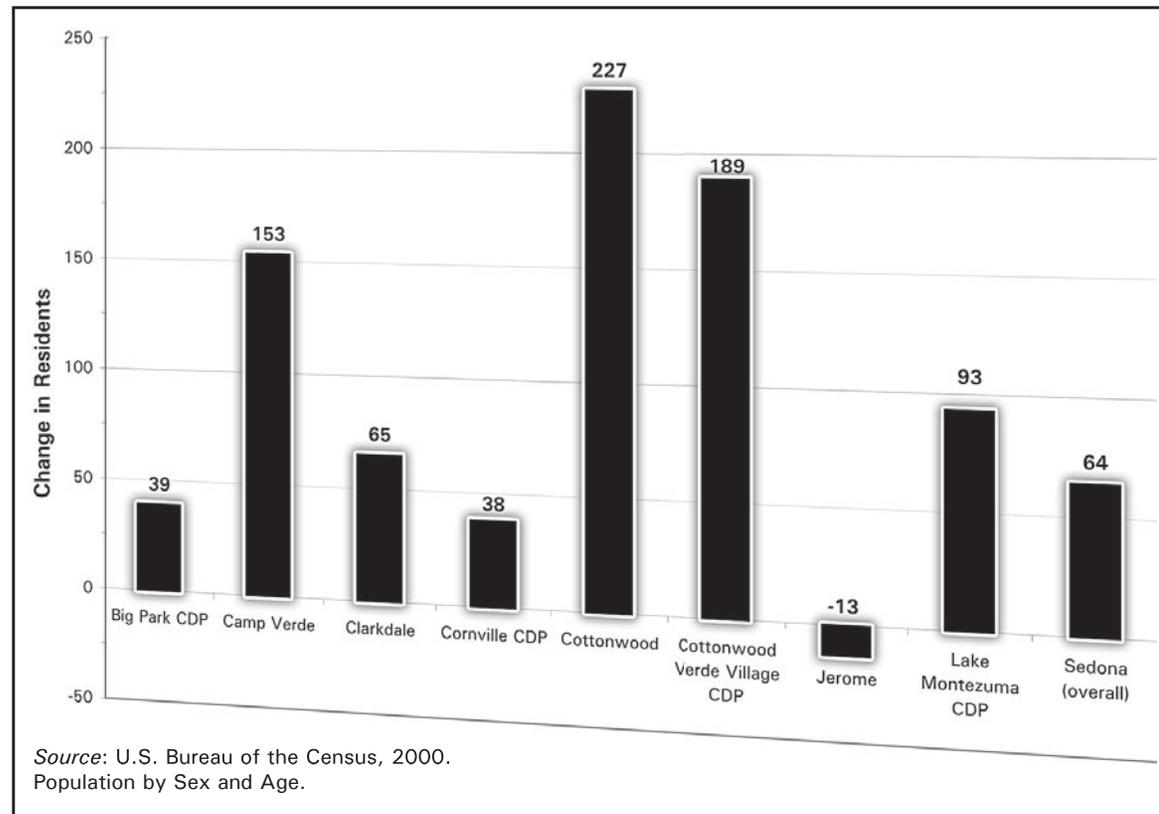
The areas with the youngest population in 2000 were Cottonwood and Cornville where the median ages were 41.0 and 41.4 years, respectively. However, the average age in both of these communities has increased significantly since 1990 when each recorded median age levels in the high thirties (38.8 years in Cottonwood and 37.5 years in Cornville). These increases in average age, however, are the result of the in-migration of more working-age families to these communities, and not a greater

number of retiree-aged populations. This phenomenon is confirmed in Tables B-1 and B-2 in *Appendix B*, and sheds an interesting perspective on the changing population distribution across the Verde Valley region. *Appendix B* contains detailed information regarding which population age groups are growing most rapidly within each community in the Verde Valley.

Within the Verde Valley all communities experienced increases in the percentage of working age population. However, Big Park, Camp Verde, Cornville and the Cottonwood-Verde Village CDP come closest to mirroring what is going on in the county. In each of these communities as well as in the county, the percentage of persons under five years decreased along with the percentage of those aged 65 and over. At the same time, the percent of those aged 20-64 increased.

Clarkdale and Jerome were similar to the county in that the percentage of the population under five years of age decreased while the working-age population percentages increased in these areas. However, the percentage of retirement-age persons increased rather than decreased in these two locations.

Figure 2-3. **Change in Number of Residents Under 5 Years of Age, 1990-2000**

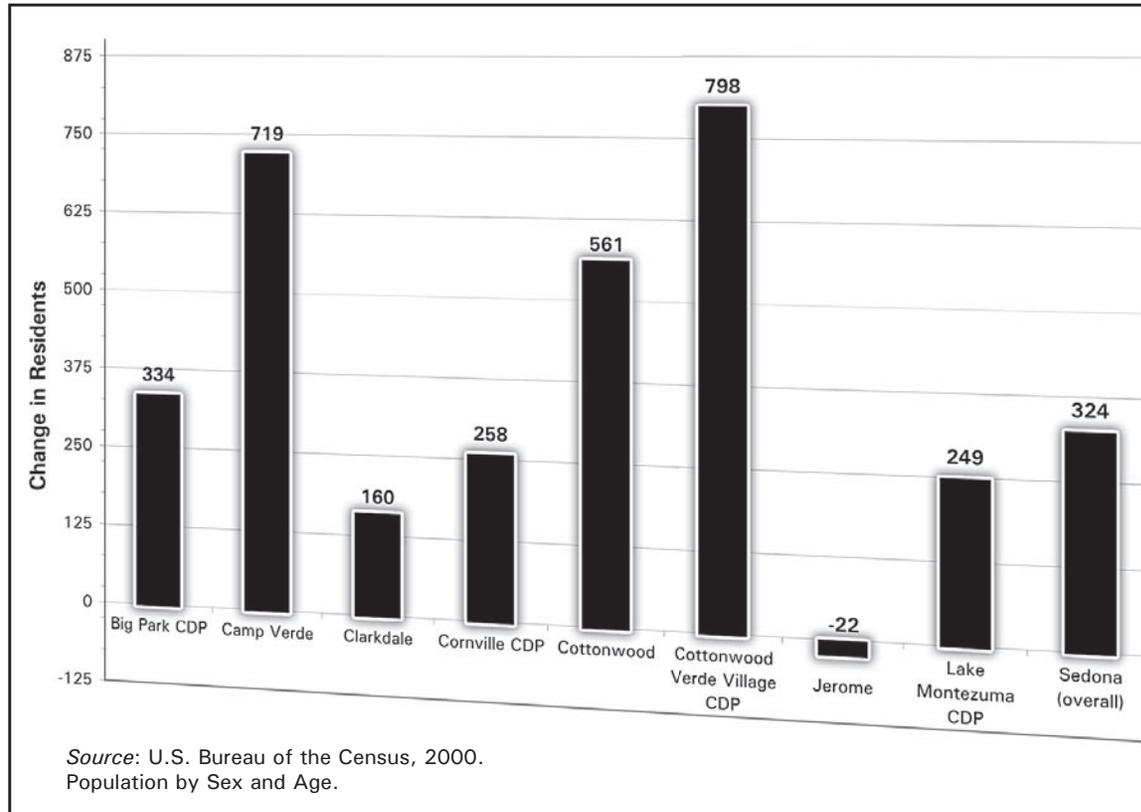


In Cottonwood, Lake Montezuma, and Sedona, the percentage of the population under five years of age increased while the working and retirement age groups each increased as a percent of total population.

Therefore, there is no common denominator with respect to the age distribution changes among the various Verde Valley

...there is no common denominator with respect to the age distribution changes among the various Verde Valley communities.

Figure 2-4. Change in Number of Residents 5-19 Years of Age, 1990-2000



persons diminish over the ten years while the remaining five areas experienced increases in the relative importance of this age group. No common theme is evident here except that a larger number of families moving into the Clarkdale, Cornville, Cottonwood, and Jerome areas appear to have fewer children compared with those families moving into the remaining communities in the region.

The above analysis has focused almost exclusively on the *relative* size of the various cohorts in the Verde Valley. However, the *absolute* size of these cohorts over time is also significant. Figures 2-3 to 2-6 provide data that show the absolute increase or decline in the number of persons in each age cohort over the 1990–2000 period.

communities. Some communities are experiencing greater importance in the under-5 group while others are trending toward more retirement-age groups.

At the same time, the percentage of the school-age population (5-19 years) has also diverged among the communities. Clarkdale, Cornville, Cottonwood, and Jerome saw the percent of school-age

Figure 2-3, for example, shows these changes for persons under five years of age. The largest increase was in Cottonwood where this group increased by 227 persons over the 10 years. With the exception of Jerome, all communities in the region gained population in the under-5 age group.

Figure 2-4 provides similar information for persons in the 5-19 age group. As

noted above, the percentage of school-age persons compared to all persons in Clarkdale, Cornville, Cottonwood, and Jerome diminished over the 10 years; however, from this figure we see that the absolute number of persons in this school-age group has increased over this period. Cottonwood-Verde Village experienced a 798-person increase in school-age children while Camp Verde experienced a 719-person gain. Clarkdale’s increase was 160 persons. Only Jerome experienced a decrease among this group, losing 22 persons.

Figure 2-5 shows the absolute increase in population for the cohort that grew by the greatest amount over this period—the age group comprising 20-64 year-old persons. Although this group increased in size in all communities except in Jerome, the increase was not evenly distributed across the region. The increases in Cottonwood-Verde Village and Sedona were 1,985 and 1,913 respectively. The increase in persons in 20-64 age cohort in Cottonwood (1,769) and Camp Verde (1,765) were also significant. However, as is apparent in Figure 5, increases in the other four communities, although positive, were considerably smaller, and Jerome experienced a loss of 30 persons in this age group.

Figure 2-5. Change in Number of Residents 20-64 Years of Age, 1990-2000

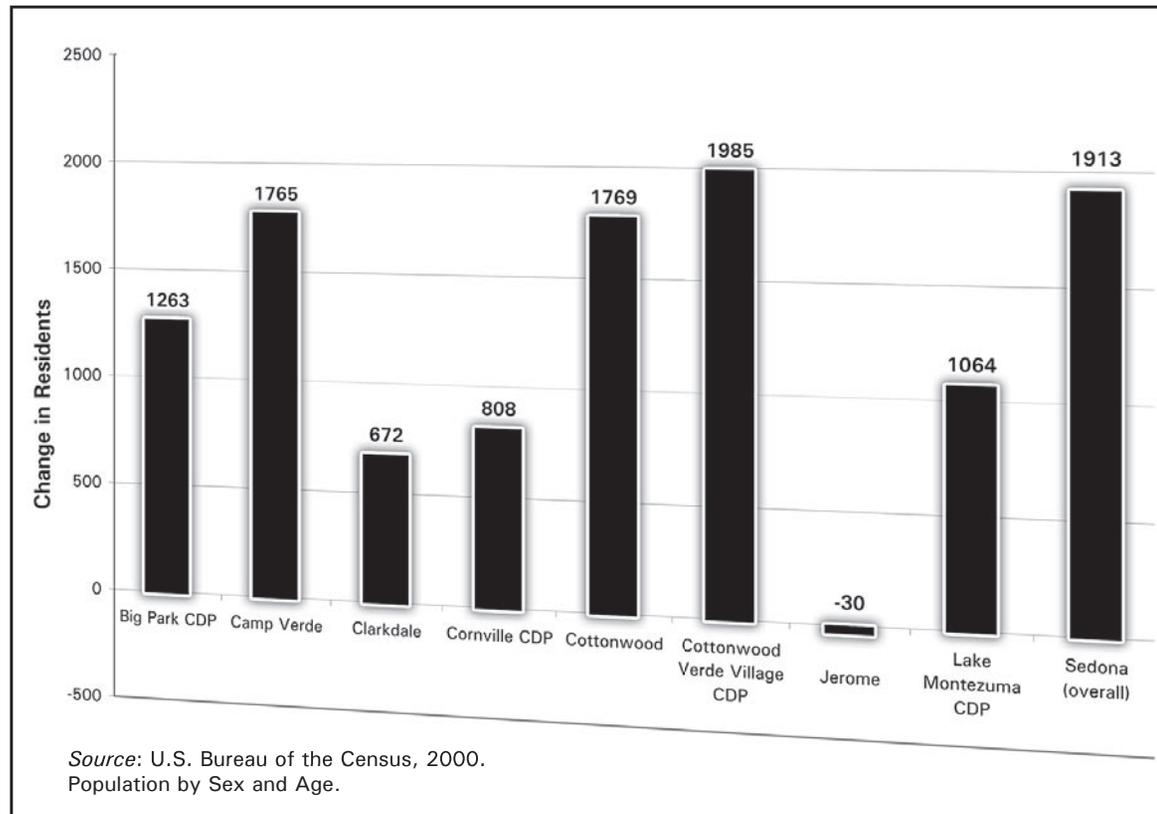
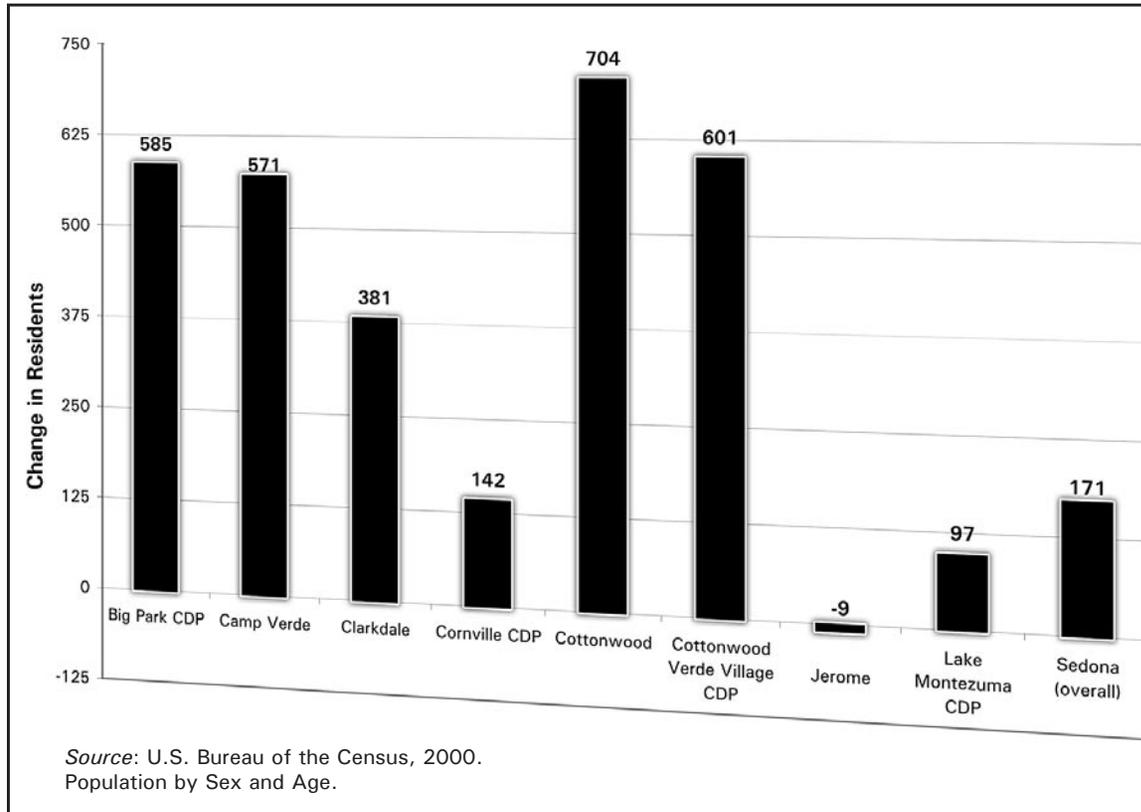


Figure 2-6 provides the change in population for those persons age 65 years and older. Over the 1990-2000 period, Cottonwood’s population increased by 704 persons for this group. Cottonwood-Verde Village was close behind with 601 more persons age 65 and older. Big Park and Camp Verde also experienced increases approaching 600 persons in this age group.

Figure 2-6. Change in Number of Residents 65 Years and Older, 1990-2000



However, Sedona's increase was only 171, which exceeded only Cornville (142) and Lake Montezuma (97), as well as Jerome where the number of persons in this cohort declined by nine.

■ Income and Poverty Status

Table 2-4 provides a snapshot of median household income as well as per capita

income data for the Verde Valley communities in 1999. The percentage of persons whose incomes are below the poverty level is also shown. (Latest census data report income levels from 1999, since the information was gathered prior to the end of 2000.) These figures reflect the considerable variation among the region's communities with respect to the income distribution within the local area.

Median household income in Sedona is highest in the region. Residents in the Coconino portion received \$46,512 in 1999. This amount was over \$3,000 above income levels in the Yavapai portion of Sedona (\$43,258). These numbers compare with a county-wide household income average of \$34,901, and a statewide average of \$40,558.

Big Park households received the second highest income (\$38,477) while Cornville residents received incomes considerably above the county average (\$36,992). Household incomes in the Cottonwood-Verde Village CDP and in Clarkdale were marginally above the Yavapai average (\$35,075 and \$34,911, respectively).

Incomes in the remaining communities were substantially below the county average.

Camp Verde incomes averaged \$31,868 while the average income in Jerome was \$27,857; Cottonwood household income was \$27,444 and in Lake Montezuma the figure was \$33,750.

Quite a different picture emerges when we look at per capita incomes in these communities. Sedona’s Coconino population still recorded the highest per capita income, earning an average of \$34,246. The per capita incomes of Big Park residents (\$30,026) were essentially the same as those in Sedona–Yavapai portion (\$30,162). These numbers are substantially higher than the county average (\$19,727) and statewide (\$20,275).

Per capita incomes in Jerome were third highest (\$19,967) and Clarkdale’s figure was \$18,441.

The numbers are lowest in Camp Verde where per capita income averaged \$15,072 in 2000.

Why is there a difference in rankings among communities when we look at per capita income as opposed to household incomes? The most likely conclusion is

Table 2-4. **Income and Poverty Status, 1999**

Geographic Area	Median Household Income 1999 (\$)	Per Capita Income 1999 (\$)	Percent of Population Below Poverty Level 1999
Arizona	40,558	20,275	13.9
Yavapai County	34,901	19,727	11.9
Mingus Mountain CCD	32,337	17,712	10.7
Verde CCD	36,202	21,647	12.3
Big Park CDP	38,477	30,026	8.4
Camp Verde town	31,868	15,072	14.0
Clarkdale town	34,911	18,441	10.3
Cornville CDP	36,992	16,500	15.9
Cottonwood city	27,444	17,518	13.5
Cottonwood-Verde Village CDP	35,075	16,734	8.7
Jerome town	27,857	19,967	15.1
Lake Montezuma CDP	33,750	17,043	9.1
Sedona city (part)	43,258	30,162	10.2
Sedona city (Coconino)	46,512	34,246	8.5

Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrices P53, P77, P82, P87, P90, PCT47, PCT52.
Note: Personal Income includes wages, salaries, other labor income, proprietor’s income, rental income, transfer payments, less personal contributions to social insurance. For poverty definitions and methodology, see the Census Bureau’s “Current Population Reports,” Series P-60.

that individuals in one-person households earn higher average incomes than at least one and perhaps both members of two-person households. This suggests that single person households in the Verde Valley communities are among the highest income earning households.

Census data also capture the percentage of population below the government-defined poverty level. Statewide, 13.9 percent of all individuals were listed as having incomes below the poverty level in 1999. In Yavapai County, this percentage falls to 11.9 percent, and the majority of communities in the Verde Valley contained even smaller percentages below the poverty level. The community with the lowest incidence of poverty was Big Park (8.4 percent of residents). Figures for Sedona (Coconino) and Cottonwood-Verde Village CDP were also below nine percent. The highest rates in the region were in Cornville (15.9), Jerome (15.1), and Camp Verde (14.0).

■ Language and Educational Attainment

The percentage of the population age five and older who speak a language other than English at home is quite low across all areas of the Verde Valley when compared to the overall statewide average. In Arizona, over 25 percent of the residents fall into this category. The number in Yavapai County; however, is only 9.7 percent. This percentage drops to 7.7 percent in Cornville and 6.3 percent in Sedona-Coconino. (*See Table 2-5.*)

The percentages in most of the Verde Valley communities slightly exceeded the county

average although the figure for Cottonwood was 16.8 percent which was the highest in the region.

Education attainment for persons age 25 and over is also available from the Census data. Table 2-5 provides education measures that show the percentage of the population in each community that had less than a ninth-grade education in 2000, the percentage who completed high school or higher education, and the percentage who had completed a bachelor's degree or higher.

Residents within the Verde Valley communities were more likely to have completed high school than their statewide counterparts, but less likely to have completed a bachelor's degree or higher levels of education.

The percentage of persons with less than a ninth-grade education statewide was 7.8 percent in 2000. This figure was only 4.6 percent in Yavapai County. In Jerome, all residents age 25 and above reported at least having completed nine years of education.

The percentage of persons age 25 and above in Arizona who had completed high school by 2000 was 81.0. In Yavapai, the figure increases to 84.7. In the Verde Valley, these numbers ranged from a high of 96.6 percent in the Sedona-Coconino area and

93.4 percent in Jerome, to a low of 77.0 percent in Cottonwood and 78.1 percent in Camp Verde. The overall percentage of high school graduates in the Verde Valley was approximately 83 percent, which is just below the 84.7 percent for the county.

However, the percentages diverge significantly when we turn to higher education.

Statewide, 23.5 percent of Arizona residents 25 years and older had completed a bachelor's degree or higher level of education by 2000. County-wide, the percentage was 21.1. The only communities in the Verde Valley that exceeded the county average were Sedona-Coconino (43.2%), Sedona-Yavapai (37.5%), Big Park (40.8%), and Jerome (31.7%). This level of educational attainment was considerably

Table 2-5. Language and Educational Attainment, 2000

Geographic Area	Percent of Population Age 5 & Over Who Speak Other than English at Home	Population 25 Years and Over in 2000		
		% with < 9th Grade Education	% High School Graduate or Higher	% with Bachelor's Degree or Higher
Arizona	25.9	7.8	81.0	23.5
Yavapai County	9.7	4.6	84.7	21.1
Mingus Mountain CCD	12.7	5.8	82.4	16.7
Verde CCD	11.5	5.2	83.5	25.9
Big Park CDP	10.0	2.6	91.1	40.8
Camp Verde town	9.8	8.2	78.1	11.8
Clarkdale town	11.7	4.0	83.9	19.8
Cornville CDP	7.7	5.0	78.9	15.2
Cottonwood city	16.8	9.2	77.0	13.9
Cottonwood-Verde Village CDP	11.2	4.2	84.7	16.6
Jerome town	14.4	0.0	93.4	31.7
Lake Montezuma CDP	11.2	6.4	79.4	20.7
Sedona city (part)	14.5	2.6	88.4	37.5
Sedona city (Coconino)	6.3	0.3	96.6	43.2

Source: U.S. Census Bureau, Census 2000 Summary File 3, Matrices P19, P36, P37, P38, PCT24, PCT25.

lower in most of the remaining local communities including Camp Verde (11.8%), Cottonwood (13.9%), and Cornville (15.2%).

In the Verde Valley, a strong correlation is apparent between age, income, and education. Communities with the higher median age population, tended to be the ones with the higher per capita incomes and higher education as well.

■ **Profile of the Yavapai-Apache Nation**

Census information is also collected and published for persons residing on the tribal reservations across the U.S. However, in many instances, the published format does not follow the same pattern as exists for cities and counties. In addition, some of the tribal regions contain so few persons that disclosure prevents the publication and dissemination of some of the information.

However, the data related to the Yavapai-Apache Reservation in Table 2-6 were assembled and published by Elliott Pollack and Pat Schroeder for use in the Arizona Statewide Economic Study 2002. This information in the table contains similar

content to that presented earlier for other communities in the region.

Compared with many tribal areas in the state, Yavapai-Apache is very small. The resident population in 2000 was 743 persons or 0.4 percent of Arizona’s total tribal population. Over 45 percent of the tribal residents were under age 20 in 2000 and an additional 42.1 percent were between ages 20 and 54 years. The median age was 23.5 years, which makes it the youngest community in the Verde Valley region.

The percentage of tribal residents with a high school diploma in 2000 was 54.5 percent; the age of those with a college degree was 13.1 percent.

Median household income on the reservation was \$24,583, which is about 61 percent of the statewide median and 70 percent of the Yavapai County average income. The percentage of the population below the U.S. defined poverty level was 30.8 percent in 2000. This figure is in contrast to the 11.9 percent overall poverty rate in Yavapai County.

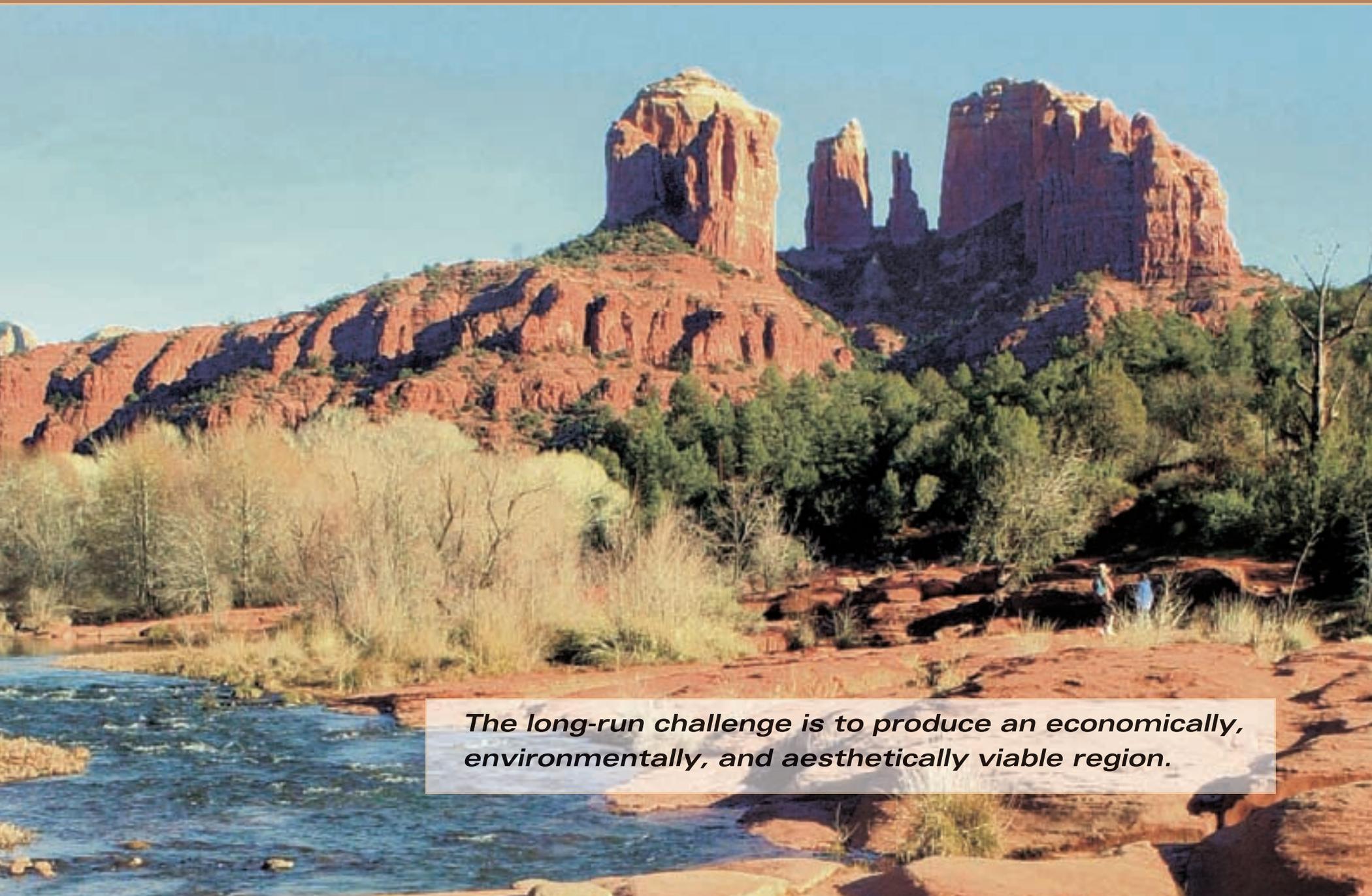
■ **Summary**

The diversity as well as the similarity among communities is apparent as we analyze the information contained in the tables in this chapter. Each community is unique within the region with respect to age, income, and education; however, similarities also exist in that no community is dominant in terms of overall population size.

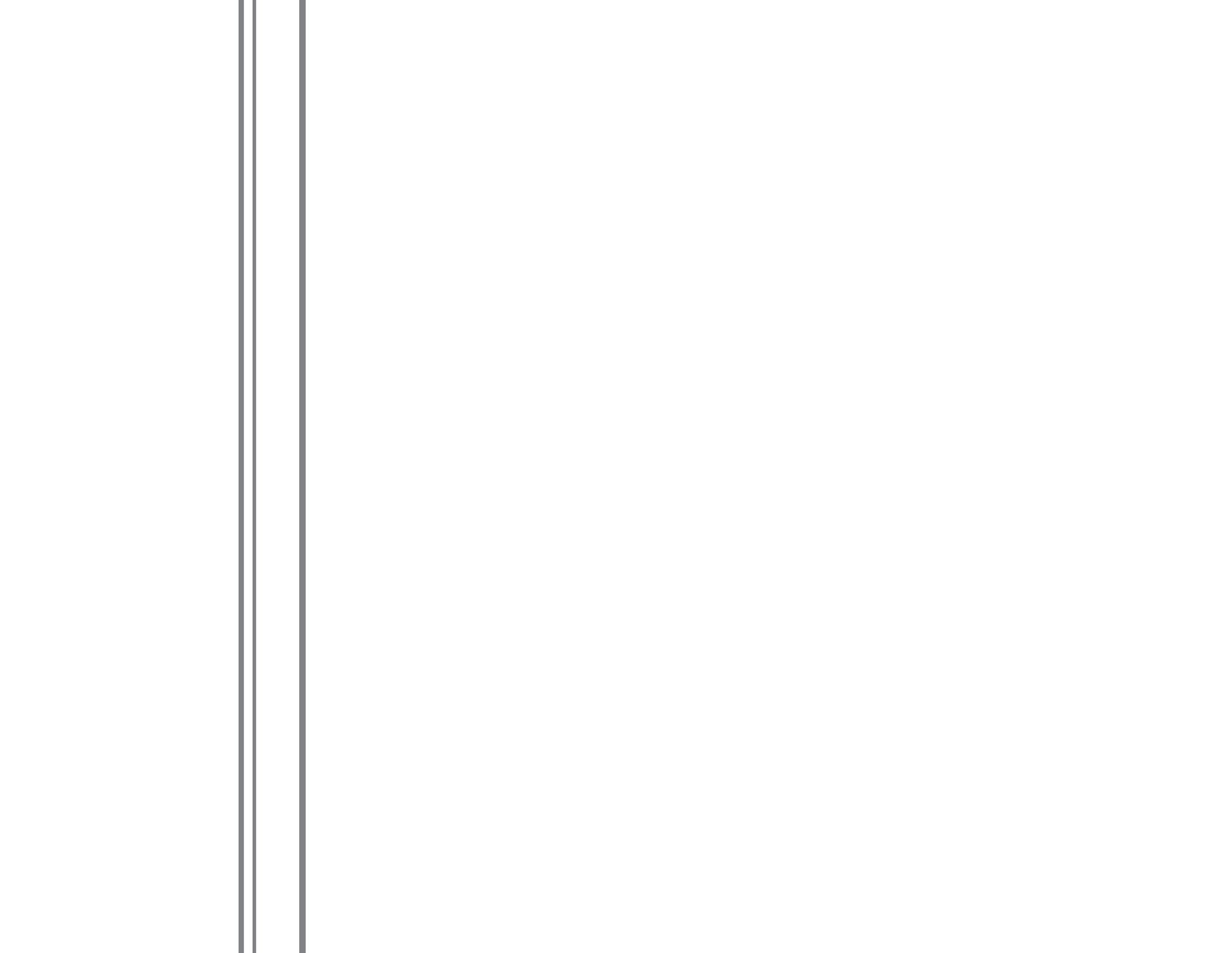
Table 2-6. **Yavapai-Apache Demographic and Economic Profile, 2000**

Population	743
Percent of AZ total tribal population	0.4
Percent of population under age 20	45.5
Percent of population age 20-54	42.1
Percent of population over age 54	12.4
Median age, years	23.5
Employment (number)	216
Unemployment rate	12.7
Median household income	\$24,583
Percent of state median household income	60.6
Percent of population below poverty level	30.8
<i>Sources: U.S. Bureau of the Census & Elliott D. Pollack & Co. and Pat Schroeder, Practical Solutions. Arizona Statewide Economic Study 2002</i>	

3 ■ THE PRESENT SETTING AND FUTURE IMPLICATIONS



The long-run challenge is to produce an economically, environmentally, and aesthetically viable region.



3 ■ THE PRESENT SETTING AND FUTURE IMPLICATIONS

Projecting the future population of the Verde Valley is difficult. The region is small and experiences high levels of in- and out-migration to and from the area. Migration trends are typically influenced by factors such as the economic strength of the larger economy, local climate, past migration trends, changes in the attraction (or pull-factor) of a local area, and numerous additional economic and non-economic considerations. But even if accurate projections are difficult to make, it's still helpful to see where the region may be headed, especially since sustainability of such trends is in question.

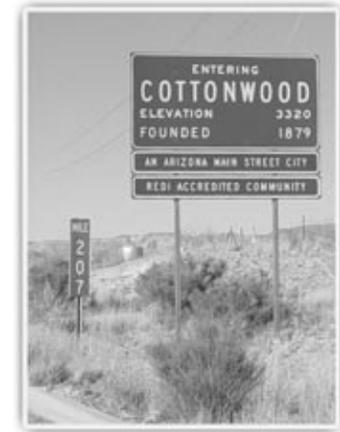
■ Projected Increases in Overall Population

Official population projections for Arizona have not been updated by the State Department of Economic Security since 1997. Furthermore, the 1997 projections were too conservative when evaluated against the actual population change that has occurred since the projections were made. In 2000, the official census figures for the Verde Valley were already 6.8 percent higher than the 1997 projections for the region for the year 2000.

Any number of approaches can be used to project the future population for the region; however, if we simply increase the 1997 official projections by the 6.8 percent underestimation that existed by 2000, the entire Verde Valley region would be home to 74,621 persons by 2010. This represents an increase of 15,750 persons since 2000 (an increase of almost 27 percent in 10 years.)

If we extend the projections out to 2020, the Verde Valley population (when adjusted for the 6.8 percent undercount) would reach 90,029. This results in an increase of 53 percent or over 31,000 more persons than lived here in 2000.

These population projections for the individual communities within the Verde Valley are shown in Table 3-1 for both 2010 and 2020. The numbers for each community were generated using the same approach for the entire region, and reflect the official state projections made in 1997 adjusted for the 6.8 percent undercount that was evident by 2000. By 2020, the size as well as the individual character of many of the communities will change considerably. If these population projections hold true, Cottonwood will be the largest city in the



If these population projections hold true, Cottonwood will be the largest city in the region and will be home to 16,283 persons. Sedona will have 15,605 persons, and Camp Verde would closely follow with 15,025 residents.

Table 3-1. Population Projections for the Verde Valley, 2010 and 2020

Geographic Area	2000	Projected Population	
		2010	2020
Verde Valley			
Incorporated Places			
Camp Verde	9,451	12,183	15,025
Clarkdale	3,422	4,199	5,111
Cottonwood	9,179	11,480	16,283
Jerome	329	733	824
Sedona (overall)	10,192	13,222	15,605
Yavapai-Apache Nation	743	904	1,031
Census Designated Places			
Big Park, CDP	5,245	6,747	8,551
Cornville, CDP	3,335	4,429	5,557
Cottonwood-Verde Village, CDP	10,610	10,905*	10,905*
Lake Montezuma, CDP	3,344	3,285	3,962
Remainder of Verde Valley Population (in Mingus Mountain and Verde CCD's)	3,267	6,252	6,838
Total Verde Valley Population	59,117	74,339	89,692
*Cottonwood-Verde Village was projected to be 100% built out by 2005.			
<i>Source:</i> Arizona Department of Economic Security Research Administration Population Statistics Unit (Increased by 6.8% as explained in the text above.)			

region and will be home to 16,283 persons. Sedona will have 15,605 persons, and Camp Verde would closely follow with 15,025 residents.

■ The Challenges of Rapid Population Growth

Changes in population size of this magnitude pose challenges for both short

and long-run time frames. The short-run challenge, which primarily takes into account year-to-year changes, focuses on identifying sufficient numbers of jobs to meet the needs of an ever-increasing and changing labor force, as well as keeping up with construction demands, not only for new homes, but also for new schools, roads, medical facilities, and maintaining sufficient sewer and water capacity for the expanding number of the businesses and households located within the region.

The long-run challenge is to produce an economically, environmentally, and aesthetically viable region that not only meets the ongoing short-run challenges, but also successfully addresses the changes in the region's character and in its economic, cultural, and social characteristics that are sure to occur within the rapidly growing region. While measurement and assessment of groundwater resources and uses is not the topic of this Report, it is clear that if rapid population growth continues, increasing attention must be devoted to groundwater issues in the near future.

Many of these challenges have already been identified by various leaders and residents living within the Verde Valley. Achieving sustainable economic development will depend upon how these challenges are met. Examples of the challenges include:

- confronting urban sprawl
- developing transportation corridors
- implementing a regional approach to the planning process
- proposing changes in land use and exchange
- meeting the social and cultural appetites of new and changing populations over time.

Some of these challenges have been the subject of previous Verde Valley Forums—regional planning and growth management in 1999 and implementing a regional open space plan in 2002. The Verde Valley Land Preservation Institute was formed after the 2002 Forum in order to acquire, manage, and enhance the natural open space in the Region. This organization is an example of how the local area is attempting to attain sustainable economic development by meeting today’s needs while preserving portions of the natural environment to meet the needs of future residents as well.

■ **Changes in the Older Population**

The Verde Valley, along with Arizona and the nation, will also be dramatically affected by the general aging of the population. Considerable research at the national and state level has focused on the impacts of increased longevity and the increased

numbers of aging baby-boomers, and how these changes in the nation’s demographics will impact the health care facilities, the housing sector, and the local workforce. Other studies that have addressed these issues include the recently completed 82nd Arizona Town Hall, which focused specifically on the needs of the elderly and health care options as the population ages.

The average age within a region will increase over time due to the demographic aging of its existing residents or as a result of increased in-migration of elderly persons into the region. Not all areas are impacted to the same extent by elderly migration; however, Arizona and Nevada in the West, and Florida and North Carolina in the East, are among the leaders in attracting elderly migrants. For the most part, the majority of these migrants tend to be white, well-educated, and typically have higher-than-average incomes. Migrant streams in the future are likely to differ from the past as life expectancy differentials among racial groups decline. However, the education and income status of future migrants may be increasingly diverse as many future migrants may possess lower education and income levels when compared with past and present migrants.

The elderly population in Arizona, and specifically in Yavapai County, is projected

The long-run challenge is to produce an economically, environmentally, and aesthetically viable region that not only meets the ongoing short-run challenges, but also successfully addresses the changes in the region’s character and in its economic, cultural, and social characteristics that are sure to occur within the rapidly growing region.



An aging population places new and increasing demands on local medical and health care facilities.

The importance of recreation and tourism along with health, education, and social services is apparent throughout the county and Verde Valley. The percentage of the population employed in these specific industries is either the highest or second highest amount in each of the communities in the region.

to dramatically increase during the first five decades of the twenty-first century. Numbers from the 2000 census showed Yavapai County had 36,816 persons age 65 and over. About 35 percent of these persons resided in the Verde Valley. The Arizona Department of Economic Security projects the number of persons age 65 and older in Yavapai County to increase to 53,041 by 2010 and to 75,884 in 2020. By 2050, this number could swell to 111,982. If the Verde Valley maintains its current share of the elderly population, by 2050, this area will be home to over 39,000 persons who are at least 65 years of age.

An aging population places new and increasing demands on local medical and health care facilities. Variations in housing size and structure along with the types of recreation and entertainment demanded will also change. In addition, many of these individuals will continue to be employed, or will plan to be employed beyond age 65. These changes pose interesting challenges and opportunities for the Verde Valley communities. Many of these issues may be more easily addressed through a cooperative regional approach, and will require increased attention as the size of the elderly population continues to rise over the next 50 years.

The following sections in this chapter examine many of these topics, including the employment and housing conditions in the Verde Valley.

■ **Employment by Industry in the Verde Valley**

Tables C-1 and C-2 in *Appendix C* provide a profile of the Verde Valley region's industry by examining the number of persons employed in each category in 2000. The percentage of the local population employed in each industry is shown for the county and for each of the nine separate cities, towns and CDP's in the Verde Valley. Percentages for Yavapai County and the four CDP's appear in Table C-1. Table C-2 provides similar data for the five incorporated communities in the region.

The importance of recreation and tourism and health, education and social services is apparent throughout the county and Verde Valley. The percentage of the population employed in these specific industries is either the highest or second highest amount in each of the communities in the region. The industries employing the greatest numbers of persons in each community are shown.

Employment by Industry

Location

Location	Largest Industries measured by employment in each
Yavapai County:	Education, health and social services (19.9% of total county employment) Retail Trade (13.5% of total county employment)
Big Park:	Arts, recreation, food and lodging (18.5%) Professional, scientific, and administrative services (15.2%)
Cornville:	Construction (16.7%) Education, health and social services (16.2%)
Cottonwood-Verde Village:	Education, health and social services (21.9%) Retail Trade (15.8%)
Lake Montezuma:	Arts, recreation, food and lodging (27.1%) Education, health and social services (15.3%)
Camp Verde:	Arts, recreation, food and lodging (17.9%) Education, health and social services (15.8%)
Clarkdale:	Education, health and social services (20.2%) Construction (14.3%)
Cottonwood:	Education, health and social services (18.2%) Arts, recreation, food and lodging (16.9%)
Jerome:	Retail Trade (24.7%) Arts, recreation, food and lodging (21.6%)
Sedona:	Arts, recreation, food and lodging (19.6%) Education, health and social services (13.9%) Retail Trade (13.9%)



...the percentage of persons employed in agriculture, forestry, and mining is higher in Cornville and Camp Verde than in any other locations in the Verde Valley.

It is also interesting to show where each industry is most important. This breakout is shown in the next box. For example, the percentage of persons employed in agriculture, forestry, and mining is higher in Cornville and Camp Verde than in any other locations in the Verde Valley. In each of these communities, 2.4 percent

of the labor force is employed in these sectors. Construction employs a higher percentage of Cornville's workers compared to anywhere else, while manufacturing is highest in Cottonwood, etc. The relative importance of each industry in each community varies significantly as is apparent from the information shown here.

<i>Industry</i>	<i>Community with highest employment in each sector</i>
Agriculture, forestry & mining:	Cornville (2.4% of all employment in Cornville) Camp Verde (2.4% of all employment in Camp Verde)
Construction:	Cornville (16.7%) Clarkdale (14.3%)
Manufacturing:	Cottonwood (9.3%) Cornville (8.4%)
Wholesale trade:	Cornville (4.4%) Cottonwood-Verde Village (4.0%)
Retail trade:	Jerome (24.7%) Cottonwood (16.0%)
Transportation & utilities:	Camp Verde (6.1%) Cottonwood (5.2%)
Information:	Sedona (4.2%) Big Park (3.6%)
Finance, insurance, and real estate:	Big Park (11.5%) Sedona (8.9%)
Professional, scientific & administrative services:	Big Park (15.2%) Sedona (11.1%)
Education, health & social services:	Cottonwood-Verde Village (21.9%) Clarkdale (20.2%)
Arts, recreation, food & lodging:	Lake Montezuma (27.1%) Jerome (21.6%)
Other services:	Sedona (8.0%) Cornville (7.3%)
Public administration:	Camp Verde (7.5%) Clarkdale (6.7%)

■ **The Current State of Employment and Labor in the Verde Valley**

One way to gauge the economic health of a region is to contrast employment conditions in the local area over time. Here, we focus on changes in employment over

the past five years as well as the current unemployment rates for all communities in the Verde Valley region. Five years is long enough to examine the impacts of changes that might be associated with purely cyclical activity affecting these numbers.

Both the level of employment and the rate of unemployment are often used to measure the economic health of a community or region. Data in Table 3-2 are used to compare employment levels in 1998 with 2003 (through October) for all communities in the region.

As we see in Table 3-2, employment in the region has increased significantly over these five years. On average, there was a 24.4 percent increase in local employment throughout the Verde Valley. The distribution of employment is also important when we consider the location of jobs within the region. The area in and around Cottonwood provided the highest levels of employment with 9,113 positions. Cottonwood-Verde Village had 5,039 workers in 2003, and the City of Cottonwood provided an additional 4,074 jobs. The employment level in Sedona was 6,063 jobs in 2003, and Camp Verde offered employment to 4,081 persons.

Employment in each of the other locations was substantially lower than in Cottonwood, Sedona, and Camp Verde, yet still was significant overall. These numbers suggest that employment within the region is concentrated in three primary hubs along with additional jobs that are distributed throughout the region to meet the needs

of local residents and provide services to tourists in the region. Employment in all areas increased over this period. The largest increase occurred in Sedona where 1,131 new jobs were added over the five years. Cottonwood-Verde Village added 989 jobs and the City of Cottonwood added 799 new jobs between 1998 and 2003.

...employment within the region is concentrated in three primary hubs along with additional jobs that are distributed throughout the region to meet the needs of local residents and provide services to tourists in the region.

Table 3-2. **Changes in the Level of Employment, 1998–2003**

Geographic Area	Number of Persons Employed		Change in Employment
	1998	2003*	
Yavapai County	65,891	81,976	16,085
Big Park, CDP	1,901	2,365	464
Camp Verde	3,280	4,081	801
Clarkdale	1,291	1,606	315
Cornville, CDP	1,467	1,826	359
Cottonwood	3,275	4,074	799
Cottonwood-Verde Village CDP	4,050	5,039	989
Jerome	345	428	83
Lake Montezuma, CDP	986	1,226	240
Sedona (Overall)	4,932	6,063	1,131
Yavapai-Apache Reservation	227	272	45

*Employment levels for 2003 represent an average through October.
Sources: Bureau of Labor Statistics, U.S. Department of Labor, and Arizona Department of Economic Security.
Note: Employment estimates were first calculated for the county and the sub-county numbers were estimated from county figures using a census share methodology employed at BLS.

Table 3-3. Unemployment Rates, 2003

Geographic Area	Unemployment Rates (%) 2003*
Yavapai County	3.3
Big Park, CDP	0.2
Camp Verde	2.9
Clarkdale	4.5
Cornville, CDP	3.6
Cottonwood	4.3
Cottonwood-Verde Village CDP	3.4
Jerome	2.8
Lake Montezuma, CDP	3.4
Sedona (Yavapai)	1.7
Yavapai-Apache Reservation	11.4

*Unemployment rates for 2003 represent an average through October.
Sources: Bureau of Labor Statistics, U.S. Department of Labor, and Arizona Department of Economic Security.

Overall, however, the employment market within the Verde Valley has to be considered among the most favorable anywhere in the state and nation.

an extremely vibrant labor market. The unemployment rates in Jerome (2.8%) and Camp Verde (2.9%) are also below the level overall rate for Yavapai County (3.3%).

The rates in the remaining communities within the region are more in line with the county average and indicative of a more normal employment environment when compared with similar locations across the nation.

Table 3-3 provides a better indicator of the relationship between the supply and demand for workers in each community. The low unemployment rates in Sedona (1.7%) and in Big Park (0.2%) suggest that number of persons seeking employment in these areas is just above the level of demand for workers which is indicative of

Overall, however, the employment market within the Verde Valley has to be considered among the most favorable anywhere in the state and nation. Unemployment in Arizona averaged 5.8 percent over the first ten months of 2003. Nationally, unemployment in 2003 ranged from 5.7 percent in January to 6.4 percent in June. The only location in the Verde Valley that exceeded the state and national unemployment rates in 2003 was the Yavapai-Apache Reservation, where unemployment averaged 11.4 percent over this period.

■ Projected Number of New Jobs Required in the Region

Projections of the future Verde Valley population for the years 2010 and 2020 were presented earlier in the Chapter. What do these population projections imply for job creation? That is the subject for this section. In effect, we are asking whether job seekers will find employment in the Verde Valley or try to find jobs elsewhere.

To get an estimate of the number of jobs that need to be created, we first look back at the 2000 census and obtain the ratio of persons employed to total population in each Verde Valley community and census designated place (CDP). The years 1999 and 2000 were good years nationally and in Arizona and they approximate years of full employment.

We then take those employment to population ratios for each community and apply them to the projected populations shown in Table 3-1. The resulting figures show how many new jobs must be created by the years 2010 and 2020 to maintain the employment situation that existed back in 2000.

That information is shown in Table 3-4. For example, in Camp Verde, 1,080 new jobs must be created between 2000 and 2010 so the same percentage of the population that was employed in 2000 is still employed in 2010. Camp Verde is projected to continue to increase in population and in 2020; a total of 2,203 jobs more than the level in 2000 must be created to keep the employment to population ratio steady.

The total number of new jobs necessary across the Valley is 5,208 by 2010 and 11,350 by 2020 to keep this employment to population ratio the same as it was in the year 2000. Creating these new jobs and achieving a more diversified and sustainable economy represent a challenge to the residents of the Verde Valley.

■ **Housing**

Housing and changes in housing stock, along with availability and price, are all important elements in a growing and vibrant economy. These are but a few issues that arise when we analyze the housing

market in the Verde Valley. Some of the more prominent issues focus on affordable housing and seasonal housing. The following sections rely upon census information to portray the existing situation in the Verde Valley on both these topics.

■ **Affordable Housing**

The Arizona Housing Commission and the Arizona Department of Housing in cooperation with the U.S. Department of Housing and Urban Development have recently completed an Arizona Affordable Housing Profile. This study offers a detailed examination of the housing stock for all of Arizona, and measures the affordability of housing for each incorporated community in the state.

Their study identifies the “affordability gap” that exists in each location. This gap is defined as “the difference between

Table 3-4. **Projected Numbers of New Jobs Necessary in 2010 and 2020**

Geographic Area	New Jobs Needed:	
	In 2010	In 2020
Verde Valley		
Incorporated Places		
Camp Verde	1,080	2,203
Clarkdale	325	706
Cottonwood	909	2,806
Jerome	233	286
Sedona (overall)	1,462	2,611
Census Designated Places		
Big Park, CDP	581	1,279
Cornville, CDP	520	1,055
Cottonwood-Verde Village, CDP	125	125
Lake Montezuma, CDP	-26	278
Total Jobs needed in all communities:	5,208	11,350
<i>Source: Calculations based on employment and labor force information from Census 2000.</i>		



Affordable housing thus becomes everyone's problem, not just the poorest households.

the number of households within each income range and the number of housing units affordable to those households." For households in this category to obtain housing in their community, they will either have to pay more than the normal 28 percent of their income for shelter, or they are forced to live in substandard or overcrowded housing conditions. The size of this household gap is measured for each community. Their most recent study was completed in 2002, and measures the gap for the year 2000 (Arizona Affordable Housing Profile: Findings and Conclusions 2002).

Statewide, the size of the gap was almost 195,000 households, or approximately 10.3

percent of all households; however, in Yavapai County, the gap was 17.1 percent or 11,949 households. This means that affordable housing presents a greater problem for Yavapai County than it does statewide.

Furthermore, affordable housing is not just a concern for the poorest of households. The lack of affordable homes for the lowest income groups

impacts other families higher on the income scale. This occurs when the poorer families are forced to pay more than the 28 percent threshold income level to secure housing, and in the process they occupy homes that would normally be available to persons with higher incomes. This shifts the problem up the income ladder and creates an imbalance between the supply and demand for homes for families at all income levels. Specifically, this occurs because the amount of affordable housing available to each income group will be partially used up or occupied by persons in the next lower level of income who have to spend more than they should to secure housing. This action "crowds out" the housing stock and forces people at each income level to look for more expensive housing. Affordable housing thus becomes everyone's problem, not just the poorest households.

Using this approach, researchers who compiled the housing profile calculated the "affordability gap" for each of the five incorporated communities in the Verde Valley as well as an overall aggregate average for the unincorporated regions in Yavapai County. These results are presented in Table 3-5.

The affordability gap is highest in Sedona where 46.7 percent of households fall within this category. A total of 2,301 households in

Table 3-5. Housing Affordability Gap, 2000

Geographic Area	Total Gap (households)	Gap as a Percent of Total Households
Sedona	2,301	46.7
Camp Verde	818	22.6
Clarkdale	254	17.7
Jerome	31	17.2
Cottonwood	377	9.5
Unincorporated		
Yavapai County	3,583	15.1

Source: Arizona Affordable Housing Profile: 2002. Arizona Housing Commission, Arizona Department of Housing, and U.S. Department of Housing and Urban Development.

Sedona were listed as being unable to secure adequate housing without paying more than 28 percent of their 2000 incomes for shelter.

Although Sedona’s numbers are the highest for the Verde Valley, the affordability gap in each of the remaining communities, except for Cottonwood, exceeds the statewide average of 10.3 percent.

In Camp Verde, this gap is 22.6 percent or 818 households. In Clarkdale, 17.7 percent or 254 households cannot find affordable homes. In Jerome, 17.2 percent or 31 households fall into this category. In the unincorporated regions of the entire county, the figures are 15.1 percent or 3,583 households. The numbers are lowest in Cottonwood, where 377 households and 9.5 percent of households could not secure adequate housing.

A high affordability gap is not surprising for communities in a rapidly growing region since the increasing numbers of new residents into the area place ongoing pressures on the construction sector to build new homes. Given that new homes typically are priced higher than existing homes, overall average housing costs in an expanding region are higher than in other regions, and the affordability gap continues to worsen over time.

■ Seasonal Housing

Seasonal housing is a generic term used by many researchers to measure the number of “second homes” in a region. The Census Bureau uses the phrase “seasonal, recreational and occasional use” to describe the portion of homes in an area that fall into this category. In 2000, the Census Bureau classified 6,048 homes in Yavapai County as seasonal or second homes. This number was 7.4 percent of the total homes in the county.

The largest number of second homes in the Verde Valley was in Sedona where 446 homes and 7.8 percent of all homes were considered seasonal. Big Park had 254 seasonal homes representing 8.1 percent of all homes in that area. Fifteen homes or 7.7 percent of all houses in Jerome were also used for seasonal purposes. These numbers are shown in Table 3-6.

The percentage of second homes in each of these three areas exceeded the

Table 3-6. Seasonal Housing Units, 2000

Geographic Area	Seasonal Housing Units	Percent Seasonal Use
Yavapai County	6,048	7.4%
Big Park, CDP	254	8.1%
Camp Verde	136	3.4%
Clarkdale	22	1.4%
Cornville, CDP	45	3.1%
Cottonwood	53	1.2%
Cottonwood-Verde Village, CDP	43	1.0%
Jerome	15	7.7%
Lake Montezuma	78	4.7%
Sedona (all)	446	7.8%

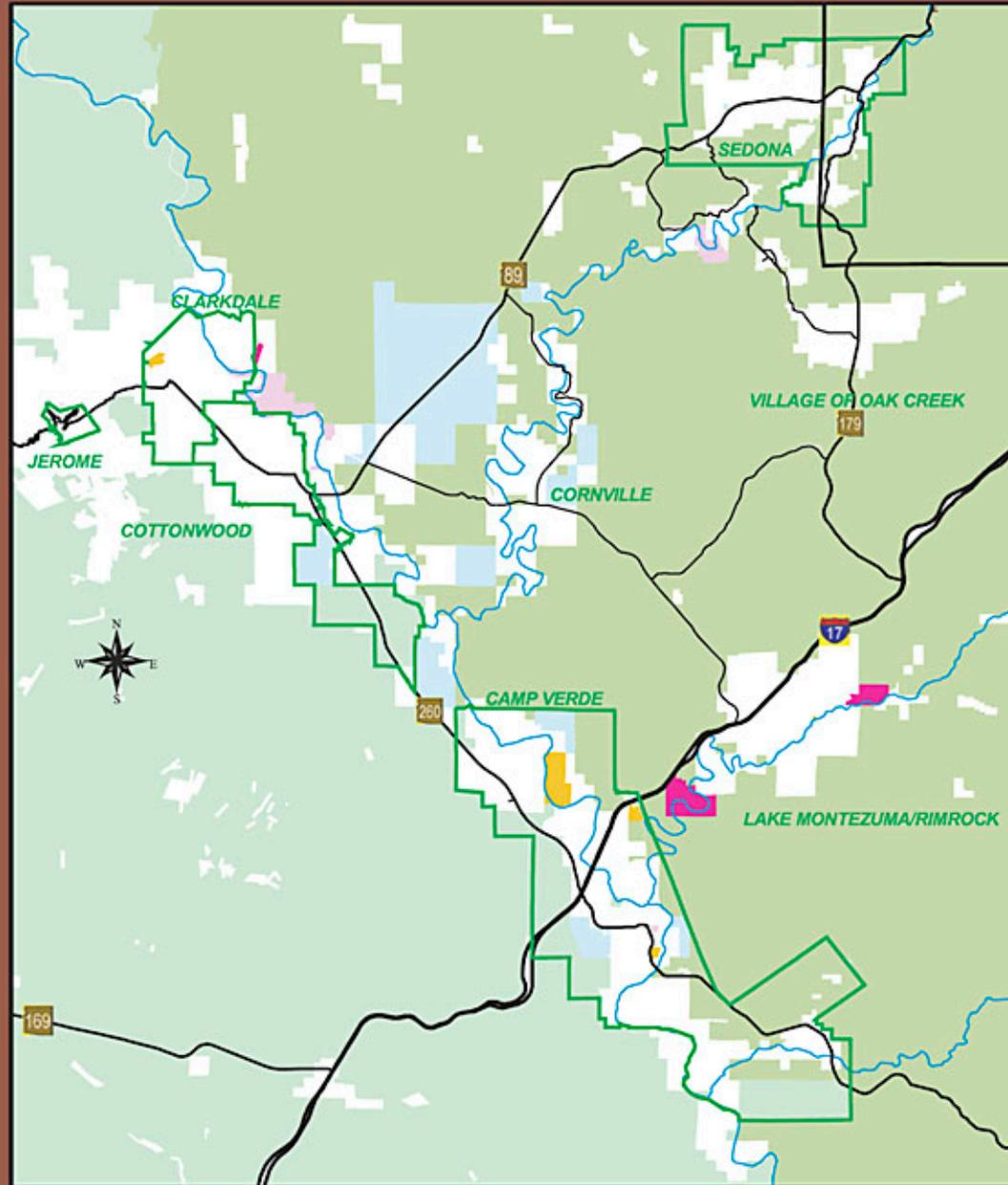
Source: U.S. Bureau of the Census, 2000
Table DP-1: Profile of General Demographic Characteristics

A high affordability gap is not surprising for communities in a rapidly growing region since the increasing numbers of new residents into the area place ongoing pressures on the construction sector to build new homes. Given that new homes typically are priced higher than existing homes, overall average housing costs in an expanding region are higher than in other regions, and the affordability gap continues to worsen over time.

Map 3-1.
Verde Valley
Public Lands

-  Cities & Towns
-  Roads
-  Hydrology

- Public Land Use
-  BUREAU OF LAND MANAGEMENT
 -  COCONINO NATIONAL FOREST
 -  INDIAN RESERVATION LAND
 -  NATIONAL MONUMENT
 -  PRESCOTT NATIONAL FOREST
 -  STATE OF ARIZONA LAND
 -  STATE OF ARIZONA PARKS



December 2003

Yavapai County and the City of Sedona GIS Departments, sources for this information, assume no responsibility for errors, omissions, and/or inaccuracies in this mapping product.

overall county rate. The number and percentage of seasonal housing units in the remaining locations within the Verde Valley; however, were considerably below the county percentage. Cottonwood and Cottonwood-Verde Village had few second homes, averaging only slightly more than one percent of total residences in these communities.

The variation in these numbers suggests that although almost 1,100 of region's homes are used for seasonal purposes, the distribution of these homes varies widely across the area. Many reasons could explain the differential; however, scenic views and higher land prices are often associated with more seasonal homes, while increased proximity to work and better access to schools might explain the presence of more year-round homes in any particular location.

■ Land Use and Exchange

Verde Valley residents may soon be able to draw upon a newly emerging tool to measure the impact of proposed projects on existing lands. This tool, called Spatial Growth Modeling (SGM) was developed at Prescott College, and utilizes NASA technology to provide digitized scenarios that portray the "event impacts" associated with various planned or unplanned activities such as the development of a

new housing project or the positioning of a new road within the region. Planners and citizens alike will be able to use easy-to-understand graphics that describe the long-term impacts of these events before a project is ever started. In fact, the County and Camp Verde have purchased the SGM software and have trained staff to utilize its forecasting potential.

This will provide an invaluable resource to the region since land holdings and their changing uses over time represent an area of increasing interest and concern for Verde Valley residents. The 2002 Verde Valley Forum examined the feasibility of implementing a Verde Valley Open Space Plan. The General Plans for all the region's incorporated communities make extensive references to open space as view sheds, greenbelts, riparian areas, and a host of alternative means to protect and preserve land areas in their current uses. Some of the plans include formal definitions of open space, others do not; however, the importance of these uses is apparent throughout all areas within the Verde region.

Private property makes up only about 17 percent of the Valley's land area. National Forest properties comprise 80 percent of the region's land base, and State Trust Lands occupy the remaining 3 percent.

Many of the properties targeted for potential future development lie adjacent to existing private property and although numerous Verde Valley residents often express a desire to maintain the present boundaries of the National Forests, it is this proximity of private and public lands that also generates problems.

The fact that the vast majority of land in the Verde Valley is in the public domain raises concerns among local residents and presents challenges to local officials about future uses of these lands. Many of the properties targeted for potential future development lie adjacent to existing private property and although numerous Verde Valley residents often express a desire to maintain the present boundaries of the National Forests, it is this proximity of private and public lands that also generates problems. The 2002 Sedona Community Plan aptly points out that as people seek to live adjacent to National Forest properties, this also brings about new utility corridors, roads, and fences as well as increased parties, littering, and inappropriate and unintended uses of the land.

The very process of private property development adjacent to the forest lands diminishes the value of the forest landholdings. This results from the mandate that the National Forest manage its lands for “wildland” character. Once people use these lands for their private recreation and open space, wildland character diminishes, and makes these national forest properties candidates for future land exchange. The Sedona Plan highlights the need for careful planning and the development of buffer zones and identifiable trail access points to

minimize the negative aspects associated with private development adjacent to the National Forests (Sedona Community Plan, December 10, 2002. Pages 9-12 and 9-13).

In April 2003, Arizona Senators John McCain and Jon Kyl introduced legislation under the name of The Northern Arizona National Forest Land Exchange Act that proposes to incorporate approximately 35,000 acres of forest and range lands owned by Yavapai Ranch into the Prescott National Forest. In return, “lower-elevation grazing lands and other federal lands in the communities of Flagstaff, Williams, Clarkdale, Cottonwood, and Camp Verde would be exchanged to Yavapai Ranch. These communities and six different camps plan to purchase portions of these parcels from Yavapai Ranch.” (Press Release, U.S. Senator John McCain. April 11, 2003).

The Prescott National Forest would acquire a combination of forestland and grassland property adjacent to the Juniper Mesa Wilderness Area near Seligman. In exchange, Yavapai Ranch would receive approximately 15,000 acres of grazing lands and more than 5,800 acres elsewhere in Yavapai and Coconino counties, including land located within the Verde Valley.

The land exchange would consolidate property holdings and alleviate many of the

problems associated with the development of property adjacent to public lands; however, controversy has arisen over the proposed land trade particularly related to water usage and its future availability as well as the potential impact on the Verde River associated with additional homes and business activity in the region. Alternatively, the newly acquired private lands would be added to the tax base and will generate additional tax revenue for the region's communities. Portions of these land areas have also been considered for view shed protection, housing market diversification and an emergency center fire station in Camp Verde.

In addition to the federal lands, the Verde Valley also contains just under 20 sections of State Trust Land. These lands are managed by the State Land Department and generate revenue for public schools, hospitals, charitable institutions, and eleven other public beneficiaries.

Although legislation has made the acquisition of State Trust Lands possible through the Arizona Preserve Initiative (API), most of these lands are presently not for sale given current requirements. Although most of the State Trust Land in the Verde Valley is currently under grazing leases or permits, these properties are located along primary highway

corridors, and provide substantial open space to maintain a buffer between the rapidly developing communities within the region. Acquisition of these properties for development could jeopardize the existing open space in these areas. Thus, although much of the landholdings in the Verde Valley are presently State Trust and National Forest lands, the potential for future development and changes resulting from land sales or exchange is considerable. Change in uses of these properties over time provides another challenge for residents, businesses and governments in the Verde Valley to address the issue of sustainable economic development. It should be noted here that a statewide working group is developing an initiative scheduled to be put before the voters in 2004. That initiative would propose that certain State Trust lands be designated as available for purposes of open space.

■ Possible Build-Out Issues

Questions of sustainability arise if the amount of residential, commercial, and industrial construction begins to absorb the limited amount of developable land. While a comprehensive build-out analysis is beyond the scope of this Report, some of the issues involved are identified.

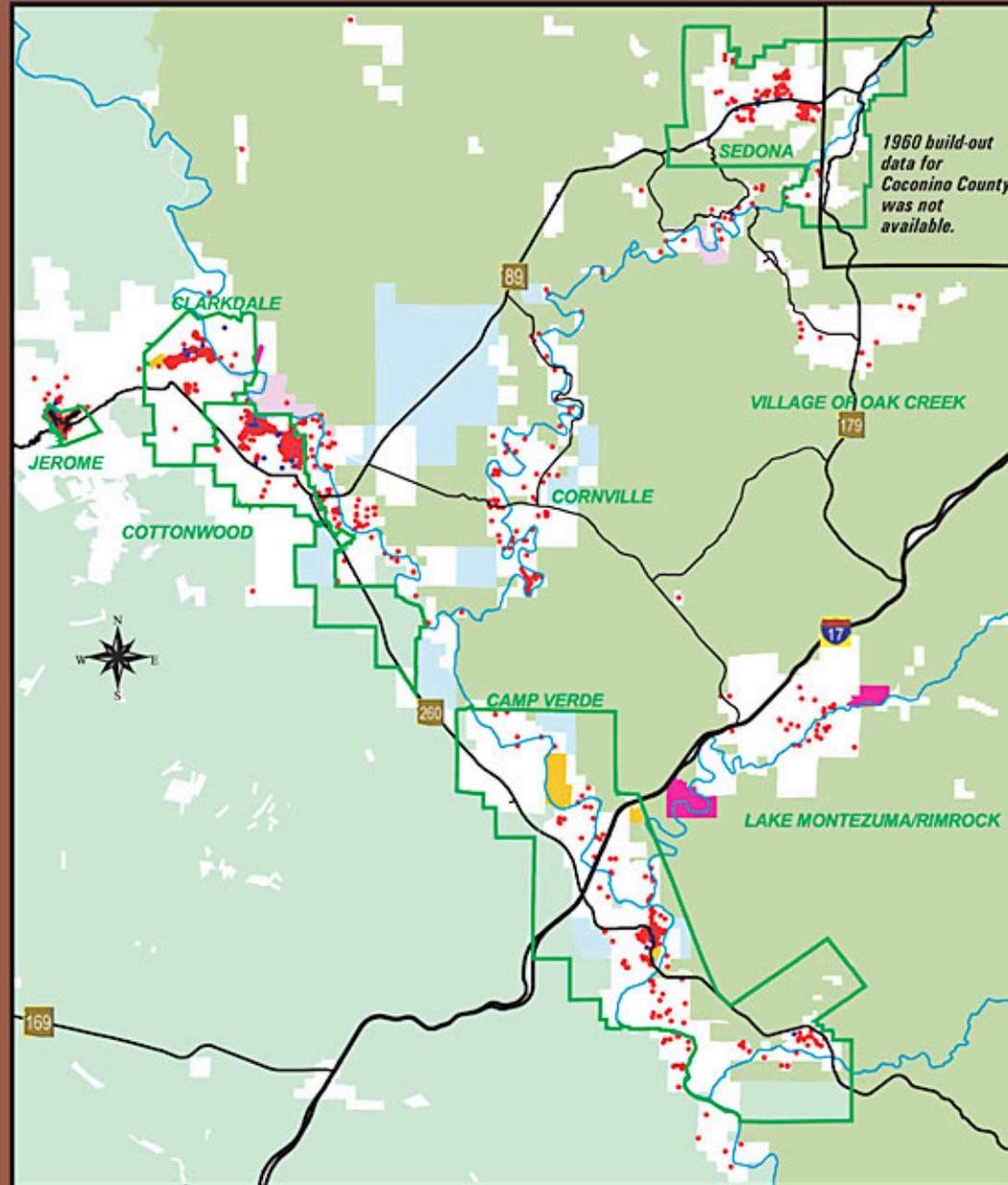
The concept itself is simple: a build-out analysis is a look at the future assuming

Although most of the State Trust Land in the Verde Valley is currently under grazing leases or permits, these properties are located along primary highway corridors, and provide substantial open space to maintain a buffer between the rapidly developing communities within the region.

Map 3-2.

Verde Valley Build-out 1960

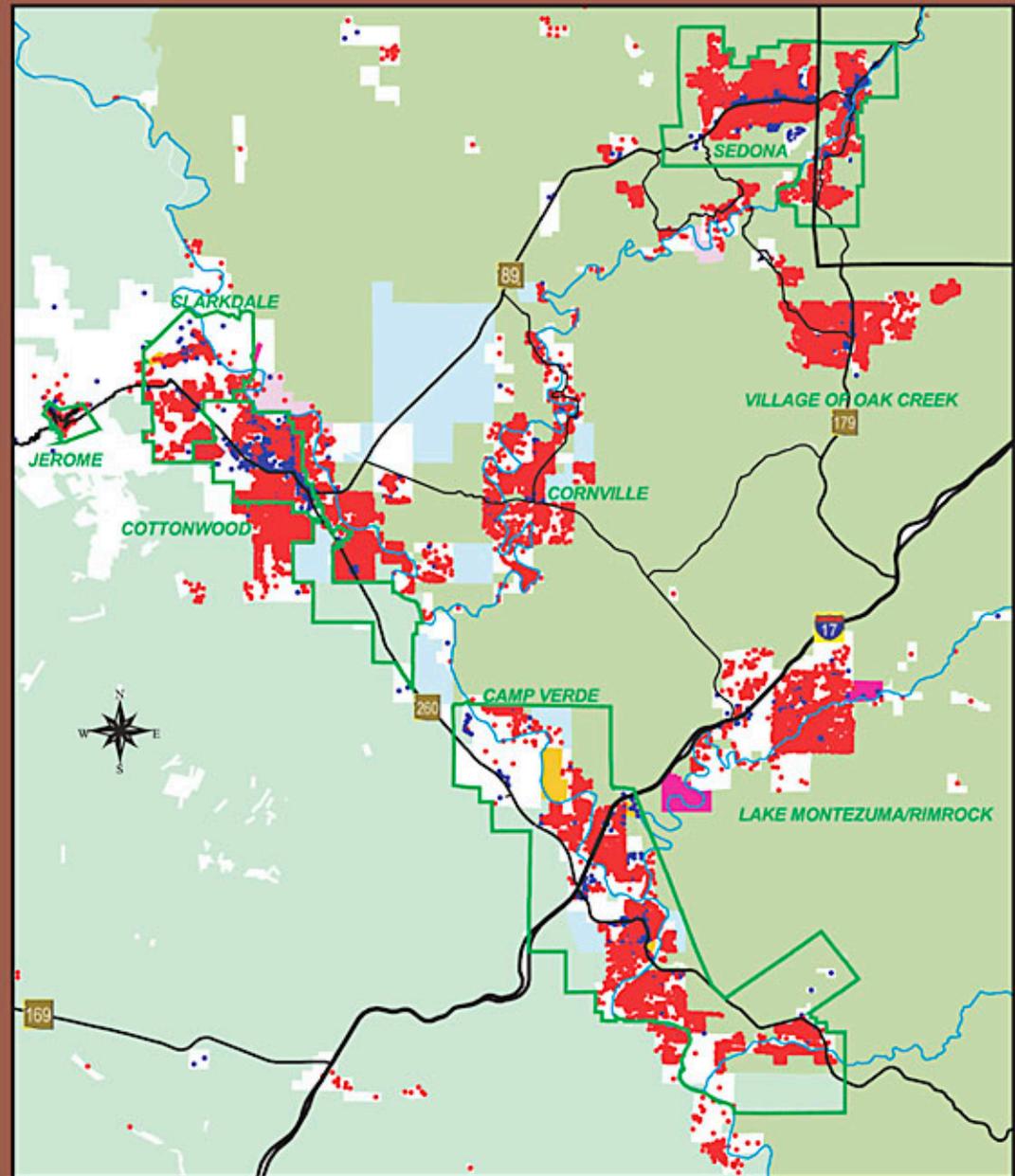
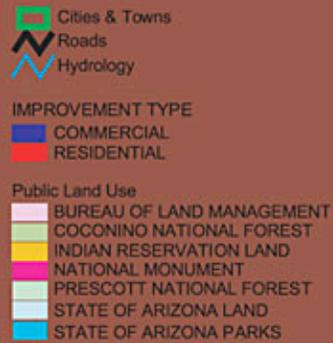
-  Cities & Towns
 -  Roads
 -  Hydrology
- IMPROVEMENT TYPE
-  COMMERCIAL
 -  RESIDENTIAL
- Public Land Use
-  BUREAU OF LAND MANAGEMENT
 -  COCONINO NATIONAL FOREST
 -  INDIAN RESERVATION LAND
 -  NATIONAL MONUMENT
 -  PRESCOTT NATIONAL FOREST
 -  STATE OF ARIZONA LAND
 -  STATE OF ARIZONA PARKS



December 2003

Yavapai County and the City of Sedona GIS Departments, sources for this information, assume no responsibility for errors, omissions, and/or inaccuracies in this mapping product.

Map 3-3.
Verde Valley
Build-out 2003



December 2003

Yavapai County and
the City of Sedona GIS
Departments, sources
for this information,
assume no responsibility
for errors, omissions,
and/or inaccuracies in this
mapping product.

that all land is developed consistent with current regulations. The United States Environmental Protection Agency lays out the basics of a build-out analysis: First, identify land which cannot be developed. This would include land under public ownership, deed restrictions, utility easements, and natural factors such as wetlands, floodplains, or steep slopes. Second, identify undeveloped land which may be developed. This would include not only undeveloped land on the market (being offered for sale) but also other undeveloped land which, according to current regulations, could be developed. This might include lots which are developable but which are owned by an adjoining and kept vacant to protect a scenic view. Third, identify land which has already been developed. Finally, a more complicated analysis is sometimes included that analyzes the future of partially developed land that could be developed more intensively. For example, residential housing might be on land that is zoned commercial or a lot might be subdivided under current regulation. Thus, what is conceptually simple may be made more difficult in practice depending on the level of detail the analysts pursue. (U.S. Environmental Protection Agency, Green Communities, How to do a Build-out Analysis. http://www.epa.gov/greenkit/build_out.html)

The extent to which the Verde Valley is effectively built out may depend on one's personal perspective as well. A contractor who cannot obtain enough jobs to cover fixed costs and generate an income may consider the area built out even if the analysis shows that not all lots have been developed. A construction equipment and materials supplier may consider the area as essentially built out as sales to contractors begin to fall even though they are still positive. Retirees looking to relocate may consider the area built out if they cannot obtain a house or apartment close by shopping, health care and a senior center even though there are options available at a greater distance away from these amenities.

The two maps included here (3-2 and 3-3) show the extent to which the Verde Valley is being developed. Comparing the extent of development in 1960 with 2003 clearly shows that significant construction, mostly residential, has occurred to serve a growing Valley population. Given the population projections presented in this chapter, it is clear that local General Plans must begin to address "build-out" issues through zoning actions, applicable fees, incentives, etc., and that a sustainable economic development strategy must be devised to create jobs in new fields if and as the construction industry becomes less of a driving force in the Valley.

■ Incorporated Communities in the Region

The Verde Valley is home to five incorporated communities. This section provides descriptive information about these communities that may be useful to Forum participants.

The current land area (in square miles) for each community is approximately:

- Camp Verde: 46.0
- Clarkdale: 10.1
- Cottonwood: 15.75
- Jerome: 0.7
- Sedona: 18.6

Net Assessed Valuation (in 2002):

- Camp Verde: \$ 44,741,511
- Clarkdale: \$ 21,713,733
- Cottonwood: \$ 68,077,053
- Jerome: \$ 4,290,601
- Sedona: \$208,488,721

■ ■ Sales Tax Revenues

The growth in sales tax revenues in these communities over the past five years is shown in Table 3-7. The city sales tax rates vary from 2.0 percent in Camp Verde, 2.2 percent in Cottonwood, 2.25 percent in Clarkdale to 3.0 percent in Jerome and Sedona.

Table 3-7. Sales Tax Revenues

	Sales Tax Revenues				
	Fiscal Years July 1999 through June 2003				
	1998-99	1999-00	2000-01	2001-02	2002-03
Camp Verde	\$ 601,881	\$ 799,323	\$ 1,340,482	\$1,367,995	\$ 1,458,211
Clarkdale	315,985	330,753	361,529	399,591	429,519
Cottonwood	5,461,102	5,805,404	6,066,539	6,603,951	6,341,595
Jerome	291,138	331,135	319,204	338,646	348,594
Sedona	9,408,397	9,924,610	10,310,911	10,651,563	11,000,953

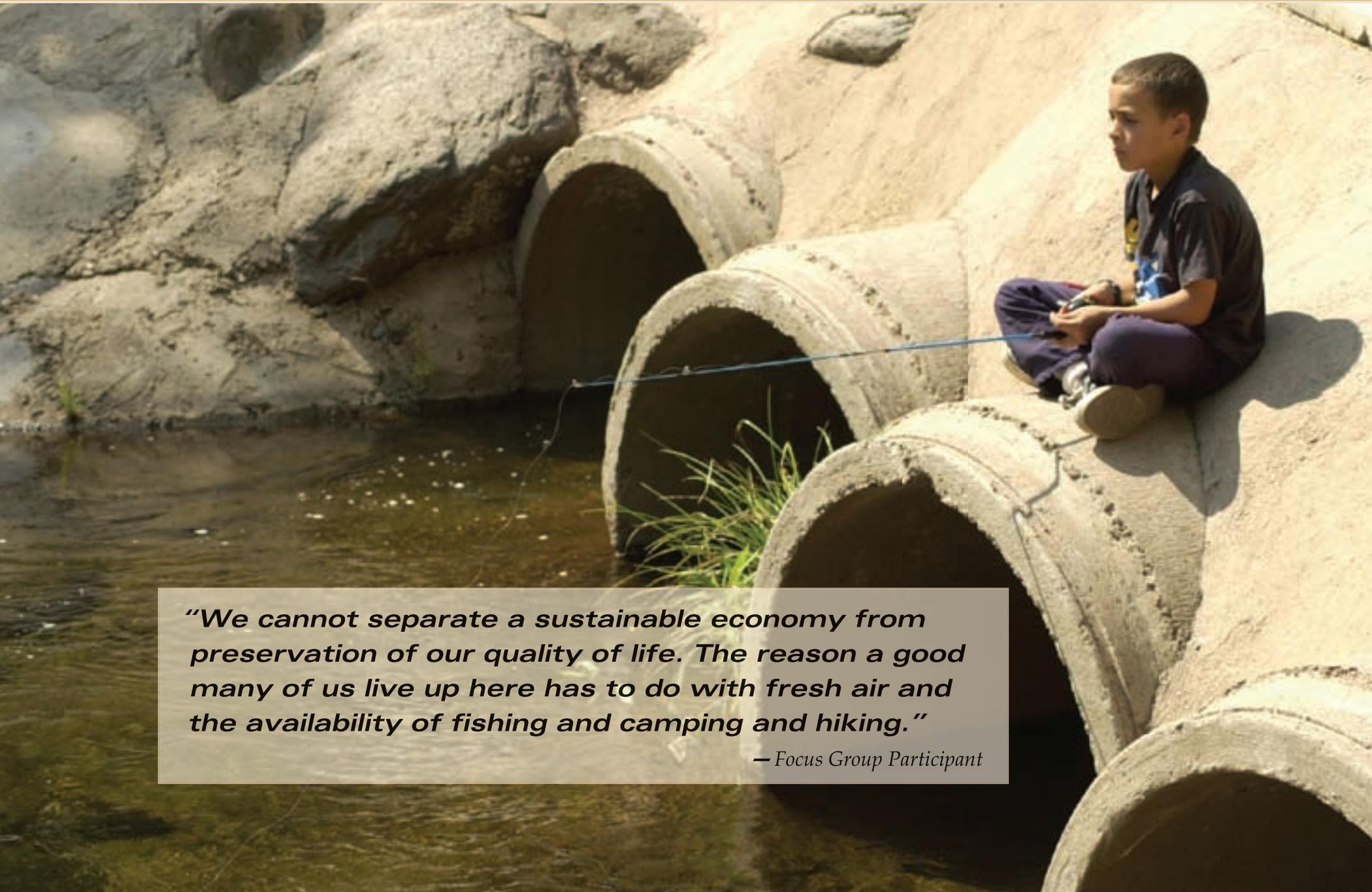
Source: Arizona Department of Revenue

Revenues in Sedona exceeded \$11 million in fiscal (FY) 2003, and are higher than that collected in all of the remaining areas combined. Cottonwood's collections were \$6.3 million and Camp Verde collected almost \$1.5 million in FY 2003. With a few exceptions, the sales tax collected in each community has increased over time at a steady but significant rate.

■ Summary

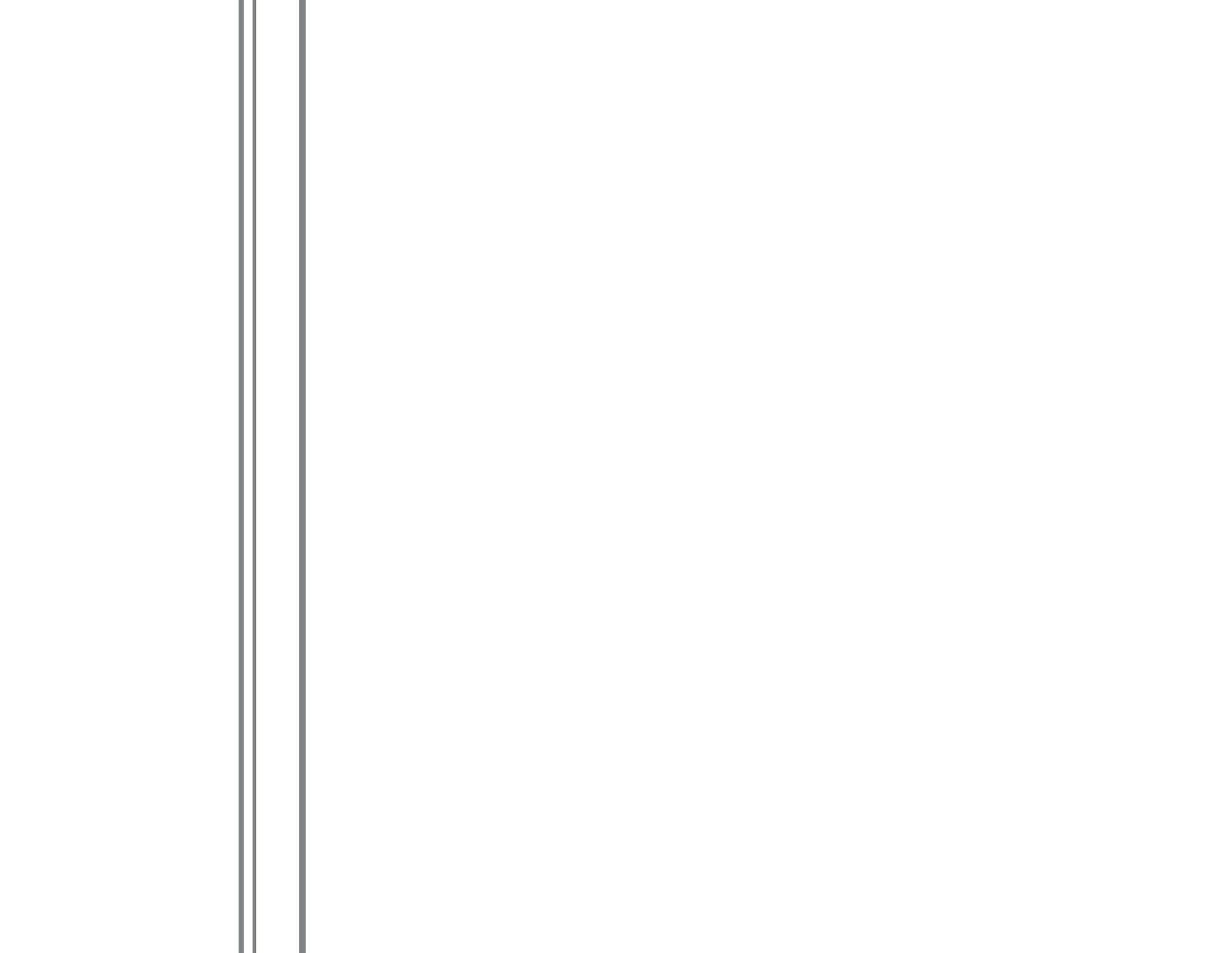
Current trends, projected into the future, create real issues for residents of the Verde Valley. How the current quality of life, especially dependent on the natural beauty of the area, can be maintained and enhanced in the face of demographic pressures is a challenge worthy of the Forum's attention and discussion.

4 ■ OPINIONS AND ATTITUDES OF VERDE VALLEY RESIDENTS
ON ACHIEVING A SUSTAINABLE, DIVERSIFIED ECONOMY



“We cannot separate a sustainable economy from preservation of our quality of life. The reason a good many of us live up here has to do with fresh air and the availability of fishing and camping and hiking.”

— Focus Group Participant



4 ■ OPINIONS AND ATTITUDES OF VERDE VALLEY RESIDENTS ON ACHIEVING A SUSTAINABLE, DIVERSIFIED ECONOMY

This chapter summarizes the varied opinions and attitudes of five focus groups on the topic *Achieving a Sustainable, Diversified Economy in the Verde Valley*. The groups were organized around five themes: business, community and educational leaders, elected officials and civic leaders, environmental group leaders, and economic development professionals. Group participants were identified and invited by the Verde Valley Forum Research Committee. Four of the sessions were in Cottonwood at Yavapai College’s Small Business Development Center, and one was in a conference room in a small business office in Sedona. A total of 31 persons participated in the five 90-minute sessions.

For the purpose of discussion, the research team provided broad definitions of the terms *sustainable development* and *diversified economy*. The definition of the first term is from the State of Minnesota statutes and is “Development that maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment upon which people and economies depend.” (See also Chapter 1 for a more complete definition.) The definition of a diversified economy

is “one that does not depend on one or a few economic sectors to generate jobs and income; rather, a diversified economy is one in which the services, retail, manufacturing, construction and other sectors play a role.” The form showing definitions and questions distributed to the focus groups is included in this Report as *Appendix D*.

The goal of the research team was to listen to Verde Valley opinions and attitudes about sustainable economic development and capture the diversity of ideas for this background research Report. This chapter reflects the dynamic thinking of five groups of people, somewhat but not completely, representative of the region’s population. This narrative gives voice to those ideas by including quotes paraphrased from the discussions. Participants’ statements are shown in quotations or indented paragraphs.

■ Overview

A sustainable, diversified economy supports a high quality of life in the Verde Valley by not damaging or detracting from the region’s natural beauty. It should also support a higher quality of life in the Verde

The goal of the research team was to listen to Verde Valley opinions and attitudes about sustainable economic development and capture the diversity of ideas for this background research Report.

To each of these groups quality of life has different meanings in planning for economic development.

Valley by creating and sustaining more jobs offering livable wages and career opportunities than now exist.

It would seem to me that we cannot separate a sustainable economy from preservation of our quality of life. The reason a good many of us live up here has to do with fresh air and the availability of fishing and camping and hiking.

High quality of life is a widely shared value among focus group participants. It embraces both the rich natural environment and human standards of living. Once past this broad definition, however, differences emerge in how to measure high quality of life, how to balance the environment and the economy, how to pursue jobs, and in other areas.

Economic development is conducted to benefit people, and because of people it is a complex, challenging venture. A question emerging from the transcripts of the five focus group meetings is “Who is economic development for in the Verde Valley? Is it the retiree population, who bring resources of time, energy, and talent while requiring housing and the amenities of culture, recreation, and health care? Is it the working professional raising a family and needing career opportunities, affordable housing, and quality schools? Is it the manual skills

worker, perhaps a migrant, needing higher wages, more secure employment, affordable housing, and educational opportunities?” To each of these groups quality of life has different meanings in planning for economic development.

“Differences in ideas how we should grow” is a complex challenge for elected officials, community planners, and citizens of the region.

Are we creating jobs for needy people in the Verde Valley or creating jobs to bring in people from New York?

■ **A Sustainable, Diversified Economy in the Verde Valley**

Focus group participants were asked the question “What does a sustainable, diversified economy in the Verde Valley mean to you?” to begin to define and describe the issue. The following response illustrates how many people place economic development in the context of the Verde Valley’s exceptional quality of life.

What is it we really want as human beings in the Verde Valley? Why are we here? Is it because we want to get rich? If I wanted a better job I’d move to Phoenix. The reason I live here, the reason that most of us live here, is we

like the space, the scenery, the quiet; we like to go fly fishing or whatever.

The statement also expresses how a large number of Verde Valley residents have moved here for quality of life, not for jobs. This is true for much of the large retiree population.

Diversification means the Verde Valley needs to grow its economic bases. The hospital and health care services sector that capitalizes on the region's retiree population is one road to diversification.

Diversity means to me a number of different kinds of business—manufacturing and retail and construction. Our hospital is a good base for our economy.

■ ■ *Tourism*

Views about tourism's role in the Verde Valley are mixed. It is acknowledged that tourism is a dominant sector in the region, but people do not agree on whether that is good for the economy. One reason people want the economy to diversify beyond tourism is the proliferation of low wage service jobs in the industry.

Another viewpoint is that tourism is in place now, the region will always attract visitors, and tourism can and should be further developed and diversified.

In Sedona 98 percent of what comes in is leisure and leisure travelers are so up and down and so diverse they don't spend as much as if you have some kind of conference facility where you can host larger business groups. That's where the money in tourism is. You need to recognize that tourism is what's feeding the economy.

We've got a real Mecca here in terms of tourism. Probably within a twenty-mile radius you'll not find as many things for a tourist to see and do as anywhere in the country.

One of those things is bird watching. Ecotourism is one way to develop and diversify the tourism sector. The Verde Valley Birding Festival was mentioned as a successful attraction already in place. Several people said the region could be more actively marketed as an ecotourism destination.

■ **Strengths in Achieving a Sustainable, Diversified Economy**

The Verde Valley's strengths for achieving a sustainable, diversified economy can be broadly categorized into two areas: human resources and the natural environment. Two organizations, Yavapai College and the Verde Valley Medical Center, are also recognized as assets to the economy.

One reason people want the economy to diversify beyond tourism is the proliferation of low wage service jobs in the industry.

Another viewpoint is that tourism is in place now, the region will always attract visitors, and tourism can and should be further developed and diversified.



Image contributed by "Beach's On Location"—Cottonwood, Arizona—www.beachonlocation.com

Yavapai College is a strength because of its programs addressing workforce development and small business training, in particular the Northern Arizona Regional Skills Center and the Small Business

Development Center. The medical center generates jobs while providing health care services to the community. Those services help attract people and new businesses to the region.



■ ■ *Human Resources*

The people of the Verde Valley are its greatest strength according to many focus group participants for a number of reasons: the

contributions of the retiree population, the potential of the region's youth, the rich diversity of the population, an active citizenry, and the workforce.

The region's "committed citizenry" and "astounding talent on boards and commissions" are major strengths with the potential to bring about change and provide leadership.

It's people who are passionate about the quality of life, about the clean air, that come back here and want to give back.

The region's "committed citizenry" and "astounding talent on boards and commissions" are major strengths with the potential to bring about change and provide leadership.

Despite positive feelings about the region's residents, the focus group discussants revealed a more complex reality in the Verde Valley's communities. For example, the contributions of the large retiree population were strongly applauded: "We have a high population of intelligent, energetic, and creative retired folk. We need to build on that." Besides contributing civic resources, retired people are also a major economic force in the Valley.

That's a great group because they don't require jobs. They have assets and brain power and skills and they are a consumer for products that can be produced here but don't require jobs on the other end. You've got money that is available that doesn't require jobs.

Not everyone agreed, however, that the economic and civic resource in the retiree population is a completely positive influence. One person said "the population that is making money somewhere else may be the biggest obstacle to economic development here in the Valley" because they are not dependent on the regional economy for their livelihood. Also, although the civic contributions of the retiree population are valuable, they stand in the way of younger people becoming involved and providing leadership.

Those [retired] resources are here and obviously it would be smart to utilize that but I think that the future and the sustainability is in the hands of the youth. And as long as we have old people interested, like us, the economy is not being run by young educated go-getters, and we are always going to be a retirement community and have a service industry for tourism.

The Verde Valley retiree population is an enormous asset to the region, but economic dependence on this group is one way to limit economic diversification.

■ ■ *Natural Environment*

The natural environment of the Verde Valley—its beauty, recreational and cultural amenities, and climate—are perceived as an economic strength because the environment attracts people to the area to live or to visit. Several people noted the environment’s attractions could help recruit businesses to the region.

Other features of the environment with economic attributes were the Verde River and high quality agricultural land. The Verde River is a defining feature for the Valley that has been underutilized in establishing a regional identity.

I hope that we appreciate the fact that we have this river in the desert and I think that we take it for granted. I would like to see our communities and businesses recognize it. But wow, what would we be without this river?

Developing local agricultural production would help diversify the economy while promoting a sustainable industry. The region should consider creating an agricultural zone for open space designation and along the river corridor.

■ ■ *The Planning Opportunity*

The opportunity for planning is an important strength for the Verde Valley.

I think the greatest strength that the Verde Valley has is we are at such a crucial point to grow and we have this opportunity to be very innovative in our thinking in terms of what sort of community that we want to create. We have been involved with some rezoning issues and our landscape architects came up with the idea of a community center and having a safe place for pedestrians to walk and that is what people are really drawn to, locals and tourists alike.

Meanwhile, others thought that Verde Valley communities have already taken

The Verde Valley retiree population is an enormous asset to the region, but economic dependence on this group is one way to limit economic diversification.



steps toward regional planning and that this is a very positive indicator for economic development. The Valley Academy for Career and Technical Education is an example of communities pooling resources to benefit the larger community. Open space and transportation planning on the regional level are other examples of regional cooperation. Focus group participants thought these cooperative initiatives establish a precedent for regional economic planning.

We have all kinds of opportunity to be creative and innovative instead of going about it in a very traditional way and think about the number of jobs regardless of the downside of that industry or that job... We are looking at this regionally instead of just in single communities. We have finally matured to the point where we understand that when one community makes a choice it impacts all of us.

Focus group participants were very positive about communities working together and saw the Verde Valley Forum as a good step for the region.

■ **Obstacles and Challenges Facing the Verde Valley**

Obstacles and challenges to achieving a sustainable, diversified economy in the Verde Valley are categorized into three broad groups: people, infrastructure, and water.

■ ■ *The People Factor*

This narrative has already described how the people factor and human resource issues are complicated. Although the Verde Valley's people resource is considered by many to be the region's greatest asset, people also cause problems. One issue is because of attitude, another is diversity of the population, and the third issue relates to the workforce.

Throughout the focus group discussions, many participants were pleased with the region's steps towards planning ahead. One of the obstacles to planning, however, is that in many communities there is a "provincial attitude," and "a mindset resistant to change."

We still have a strong Wild West, we don't want any rules or laws in the small communities, and it's a real drag and a burden to come up with progressive zoning and other types of guidance that lead to communities that are well planned and attractive to people who will start businesses.

Meanwhile, diversity of the population causes challenges to achieving consensus in communities and the region. The region's diverse population includes newcomers and old-timers—affluent retirees, low-wage workers, descendents of miners from

Jerome, and fourth and fifth generation ranching families—a mix of backgrounds, dreams, resources, and experiences.

... the diversity of the population, and all the things that we were complimenting ourselves with that [diversity], are also truly obstacles... it's harder to get a shared vision. It's easier to get a vision with ranchers than with ranchers and farmers and then you bring in tourism...

The region's dependence on the retiree population for civic contributions, economic resources, and political leadership is a challenge akin to the diversity issue. As discussed earlier, the retiree demographic is not representative of the region's population and broader economic needs. The Verde Valley must engage a wider spectrum of its population, especially its youth, in its leadership pool and generate new resources for economic development.

The last component of the "people factor" is workforce issues. On one hand, low wage jobs in the tourism and service sectors create a vulnerable population of citizens who lack job security and decent housing. Many of these workers are undocumented workers.

And so they take a number of jobs in the service industry, particularly

hotels, landscaping, and things like that that other people won't take. And they compose a major force of the major part of the workforce.

One person felt that the region's abundance of low wage jobs is a major economic and social problem for the Verde Valley. He cites the impact of big-box chains as a negative for the workforce.

One of the greatest obstacles is the coming in of these chains.... For example, Wal-Mart, which is a huge corporation in the U.S. They like to pay their workers seven dollars an hour or less. Consequently, it puts a group of people in a difficult position because they literally cannot afford to live in an apartment. They can't afford to have a car and take care of their kids. We then have a group of people that literally struggle all the time to survive. I don't think any one would want that kind of an environment in the Verde Valley.

Another issue in the workforce is unpreparedness of the youth. One person works with a program to help youth understand they have broader career choices.

We are especially focused on kids who are near graduation or who are seniors in high school. When we ask what are

The Verde Valley must engage a wider spectrum of its population, especially its youth, in its leadership pool and generate new resources for economic development.



you willing to do they say, well, work in the hotels, work at McDonald's, or work in restaurants.

One person said "... half of our population is not prepared for jobs in certain industries" because a large percentage of our students don't finish high school. Mentorship programs for youth are a way to help youth prepare for careers.



Unfortunately, the perceived weakness in the workforce is a challenge for business recruitment.

Employers are concerned about coming here because they don't see a workforce. They don't see that there are enough quality people to draw from. Our quality people tend to be older retirees or younger retirees in their fifties and sixties. They're wonderful educated people but the young people who want to work are not terribly educated and have a lack of a work ethic. This is starting to be addressed through Valley Academy and Mingus.



Infrastructure issues are a challenge in recruiting new business to the area.

■ ■ **Infrastructure**

Infrastructure issues affect all areas of the Verde Valley. A lack of affordable housing is a problem in some communities more than in others. Transportation issues

range from kids unable to ride bikes safely in the neighborhood to workers needing to commute between Verde Valley communities. There is a scarcity of things to do like go to the movies or shop, so Verde Valley residents often travel to Flagstaff, Prescott, or Phoenix. Telecommunications infrastructure, like wireless internet, is not as strong as it could be. The lack of regional media means the region lacks a communication network. Although communities have their own newspapers, it is difficult to find out what's happening in another Verde Valley community without reading its own newspaper. Consequently, cultural activities in Cottonwood are hard to promote in Sedona and vice versa.

Infrastructure issues are a challenge in recruiting new business to the area. All these issues also concern many current residents of the Verde Valley. Many would like to see better public transit, a regional newspaper, more planning for sewer systems in unincorporated areas. Several focus group participants said big-box stores like Wal-Mart are important to the local economy by offering a place to shop for inexpensive consumer goods.

■ ■ **Water, Water, and Water**

In the high desert of the Verde Valley, water is limited. People are concerned their

water is going to California, to Phoenix, or to Prescott. The availability of water is an overriding need in any kind of planning in the Verde Valley.

The 300-pound gorilla in the room is water issues. We don't have good coordinated planning. We don't understand what water is available.

"Not believing we have water issues" is one opinion. Not knowing how much water is available due to a lack of scientific data is another problem.

We don't know what the sustainable population of the Valley is relative to the water that we can support for the next 100 years."

The need for more scientific research to better understand the region's water availability was addressed in several focus groups.

■ How to Make It Happen

Ideas about how to achieve a sustainable, diversified development in the Verde Valley are discussed in the following two areas: small business development and regional marketing. Ideas about the importance of building a regional identity and taking a regional approach are also discussed.

■ ■ Small Business Development

Small business development cuts across many of the issues discussed in the focus groups. As a strategy for Verde Valley economic development, it accomplishes several different goals. Small business can be sustainable, and an array of small businesses can help diversify the economy. Small business can capitalize on the region's tourism industry, and can help diversify the industry through ecotourism. Small business could also take the lead in developing the Valley's agricultural base.

The Internet offers much untapped potential for business development in rural areas.

Because of the internet, marketing possibilities for entrepreneurship reach a much broader market... As we know, small business drives a lot of the economy so I think it's a really important topic. It is very sustainable.

There is widespread anecdotal knowledge about telecommuters in the Verde Valley. People knew of home-based occupations like technical writing, investing, and various types of consulting. The potential of these

The availability of water is an overriding need in any kind of planning in the Verde Valley.

"The 300-pound gorilla in the room is water issues. We don't have good coordinated planning. We don't understand what water is available."



Small business can be sustainable, and an array of small businesses can help diversify the economy.

The uncertain quality of the Valley's telecommunications infrastructure is another constraint to developing the internet as a small business tool.

There was a question about how to encourage more entrepreneurial activity in the Verde Valley as an economic development strategy. One way is to continue to support the services provided by the SBDC and the college's Regional Skills Center.

home-based "underground" businesses as factors in economic development is limited because not much is known about them so they are largely uncategorized in the region's business community. The uncertain quality of the Valley's telecommunications infrastructure is another constraint to developing the internet as a small business tool. For example, wireless internet is not available throughout the region.

Yavapai College is viewed as a champion of small business. The Small Business Development Center (SBDC) is a strong ally of small business. The SBDC's partnership with the Yavapai-Apache Nation is a good example of building partnerships to promote business development in the Verde Valley.

There was a question about how to encourage more entrepreneurial activity in the Verde Valley as an economic development strategy. One way is to continue to support the services provided by the SBDC and the college's Regional Skills Center. Another approach is to offer more programs about starting a home-based business.

Small business development as an approach to sustainable diversified economic development supports the view that the Verde Valley should develop from within rather than look outside to bring in new companies.

I don't think that we have to go outside. I think that we need to look at the inside first. We see truck after truck after truck going to the landfill... what a marvelous opportunity we have over there to save the useable land and keep from polluting it so much and simply reusing.

Besides reusing materials or building green recycling, one person said business opportunities are in place using locally available raw materials:

Can we produce it here? Can we make it here? Can we use natural materials? I think of adobe houses that are built out of natural material dug out of the ground. There are fake adobe-looking houses that have frames and installation and everything else... But the real test is to draw a line around the Valley and say okay, how much is consumed here. What are our needs for food, electricity, shelter, water, fuel, and so on? See how much we can produce here.

■ ■ *Marketing the Region*

Focus group participants also felt that the region needed to market itself and recruit businesses to the Verde Valley. One way to make this happen is to establish a regional marketing association. The association could target clean businesses or organizations.

I'm looking at a Verde Valley marketing association that goes out and seeks the relocation of Sierra Club or Sustainable Earth organizations. You go out and target certain disciplines, maybe through land availability... I think the Verde Valley community is going to have to bind together, Cottonwood, Camp Verde, Sedona and say here is some land that fits into our community plan and where you can put some small businesses and office buildings that house internet companies or something like that.

The communities of the region should support the association cooperatively, and the business community should be involved as well. A specific suggestion was to re-create the Verde Valley Regional Economic Development group because "it's already there."

A strong topic throughout the discussion of attracting businesses to the region was the question of amenities. What does the Verde Valley offer businesses seeking a location here? There are many concerns about the ability of the Valley to offer attractive amenities. As discussed earlier, workforce quality is an issue, particularly in attracting the high wage, clean industries the Verde Valley chooses to target. Low test scores in local schools is also a negative.

Various infrastructure issues, including housing, water, telecommunications, sewer, and transportation must be resolved. The community does not offer a lot of amenities for social and consumer activities that business leaders and their families could require. Finally, some Valley communities are not prepared to offer quality locations for business or housing.

How does a government attract business? You can go out there all day long and make offers, but businesses come here and drive around and see old cars, unkempt fences, and garbage. They're not going to be attracted. I always say that the town should consider itself a person interviewing for a job. There are things that towns need to do to have a neat appearance, to have zoning and planning to protect land values.

It is clear that as a region, and as respective communities, the Verde Valley must address the tangible and intangible amenities it offers to relocating businesses.

■ ■ *Regional Planning and Regional Identity*

Throughout the focus groups, regional planning was mentioned again and again as a strategy for regional economic development. The Focused Future planning

It is clear that as a region, and as respective communities, the Verde Valley must address the tangible and intangible amenities it offers to relocating businesses.



programs in Sedona and Cottonwood were popular and effective in helping those communities. People also said the transition of the Sedona Academy to a Verde Valley perspective is an important step forward.

There is concern that Verde Valley communities need to develop more community spirit and a regional identity. Local activities and events need to be promoted regionally. Promote Verde River Days and Fort Verde Days in Sedona. Promote Sedona events in Camp Verde. These types of shared activities will help foster community spirit throughout the Verde Valley and build connections among the different communities. A regional newspaper would also help regional communication and build regional identity.

People also said communities must be able to plan for water development and use.

We certainly need some kind of water policy here so that developers don't build without any regard to what the water resources are. We have no control over what goes on and anyone can get a permit and a well if they want to, including a developer. It would be nice if that could be changed in some way so that it could be controlled.

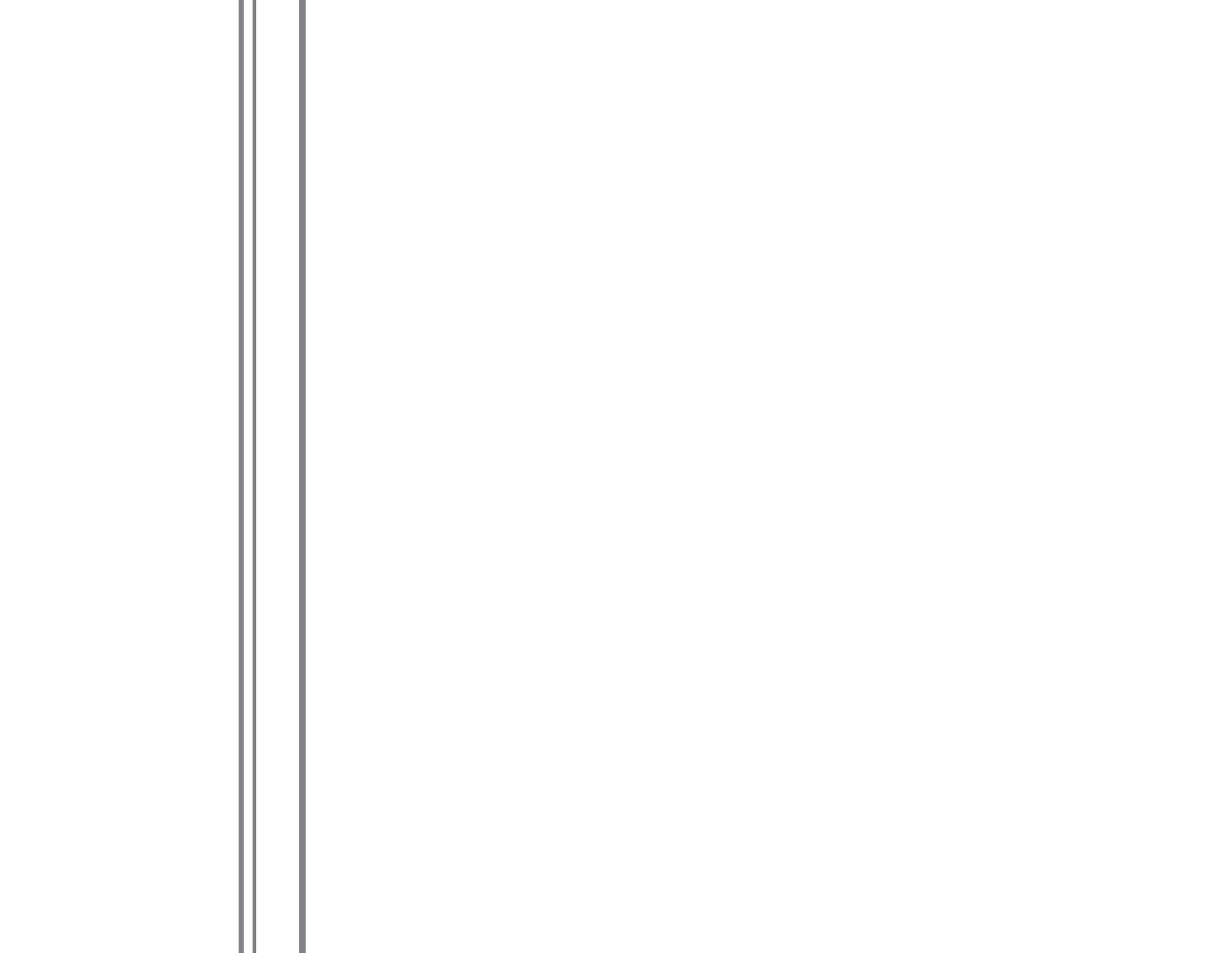
There is a strong feeling that local communities do not have enough knowledge about, or control of, local water issues. One person said the region needed a local governing body for water.

A final thought on regional planning is to diversify the people doing the planning. For instance, community involvement in forums should be broadened.

I would also say that maybe create forums for people other than old white guys to sit around and debate this. An old white guy's view is one view and it may not be the best or the one that is going to move us forward.



It is primarily in the area of policies for community and economic development that the Verde Valley is challenged like much of rural America and rural Arizona.



5 ■ VISIONING FOR THE FUTURE

“Significant portions of rural America are in trouble. For some parts of rural America, the slow slide to no longer being viable—economically, socially, or politically—is within sight. At the same time, without intending it, we are headed back to a rural America of the rich and the poor—of resorts and pockets of persistent poverty. Yet most current rural policies do not meet the needs of rural people and communities; they are designed for the past, not the future.”

— Karl N. Stauber, president, Northwest Area Foundation
Economic Review, Federal Reserve Bank of Kansas City,
Vol. 86, No. 2, Second Quarter 2001

Stauber’s observations regarding rural America are distressing for two reasons: first, for their bleak assessment of the state of rural America today and second, for their negative view of the current, but outdated, rural policy mix. While some parts of rural Arizona are accurate examples of the depressing situation that Stauber describes, the Verde Valley does not fall neatly into his characterization of troubled rural America. As we’ve seen earlier in this Report, the Valley’s population is growing, incomes are rising and the economy has real bright spots. Yet the Valley does have its rich and its poor, its resorts and its poverty. It is primarily in the area of policies for community and economic development that the Verde Valley is challenged like much of rural America and rural Arizona.

■ The Rural Setting

Public officials and private citizens alike in Arizona’s rural communities desire to preserve or enhance their region’s quality of life while cultivating a higher standard of living for rural residents. Over and over in the focus groups held to inform this Report, Verde Valley residents asserted that they did not want to “be like Phoenix” but wished for better employment opportunities and amenities.

Even where rural population is growing, as in the Verde Valley, urban populations often outpace this growth and improvements in education, transportation, and telecommunication infrastructures do not reach the rural communities. And even where the rural populations grow, the best

Over and over in the focus groups held to inform this Report, Verde Valley residents asserted that they did not want to “be like Phoenix” but wished for better employment opportunities and amenities.

As we’ve seen earlier in this Report, the Valley’s population is growing, incomes are rising and the economy has real bright spots. Yet the Valley does have its rich and its poor, its resorts and its poverty. It is primarily in the area of policies for community and economic development that the Verde Valley is challenged like much of rural America and rural Arizona.

An active and aggressive economic development program in this kind of setting is not necessarily a program for economic growth per se; rather, it often becomes a program to cushion the employment losses that would otherwise occur—a program to help “stay even.”

Too often, these units of government move from fiscal crisis to fiscal crisis without the capability of developing longer-term strategies or influencing policy significantly at the state level through a coordinated and sustained effort.

educated young people still migrate to the cities and rural wage rates are lower than in the urban setting for similar work.

Providing public services to a substantial, rapidly growing rural population dispersed over a large geographic area is often a struggle especially where large capital investments are required as in the case of roads, water, and sewage services. There is a continuing challenge in creating high-technology, high-paying jobs just to replace those lost through high productivity increase (agriculture), technological change (utilities), or regulatory revision (financial institutions). An active and aggressive economic development program in this kind of setting is not necessarily a program for economic growth *per se*; rather, it often becomes a program to cushion the employment losses that would otherwise occur—a program to help “stay even.”

When these challenges are combined, they severely limit the fiscal abilities of local, county, and regional governmental entities to be creative, proactive, and vibrant in anticipating and meeting the demands of their citizens. Too often, these units of government move from fiscal crisis to fiscal crisis without the capability of developing longer-term strategies or influencing policy significantly at the state level through a

coordinated and sustained effort. They are too often just trying to deal with problems or mandates thrust upon them from the outside.

The Rocky Mountain Institute observes, “Whatever the cause of the influx, rapid expansion—more than about a 2 percent annual increase in population—generally brings more harm than good. Communities can’t seem to keep ahead of problems created by expansion of this rate. Before one problem can be defined and solved, another arises, then another. They pile up and complicate one another. Local leaders are overwhelmed.” (*Economic Renewal Guide*, p. 4)

■ More Evidence

Since 1962, leading citizens from the state have convened to discuss and make recommendations on issues confronting Arizona through the Arizona Town Hall. Town Hall reports are instructive in that they often contain observations or recommendations that reflect the unique challenges the rural areas face in terms of the topic of that particular Town Hall.

In May 1998, the Arizona Town Hall topic was *Meeting the Challenges and Opportunities of Arizona’s Growing Senior Population*. The Report indicated, “Older rural people, by almost all economic, health, and social

indicators, are poorer and less healthy, have less adequate housing and fewer options in personal and public transportation, and have significantly greater problems with access to health professionals and community-based programs and services.”

In May 1999, the topic was *Uniting a Diverse Arizona*. Among the observations in that Report were, “...many outlying areas...cannot access the Internet. In turn, schools lack the resources to offer newer technologies to rural students...” Also, “There has been a movement from rural jobs to urban jobs caused by the fact that families are less able to sustain their livelihoods from natural-resource industries, farming, ranching, timber and mining...At the same time, there is a counter-movement of affluent urban dwellers acquiring homes in rural areas. Such a movement puts a strain on the existing infrastructure of the affected communities and affects local economic and social structures.”

In May 2001, the topic was *Moving All of Arizona into the 21st Century Economy*. The Town Hall Report observed, “The ability of rural Arizona to grow is influenced by limitations inherent in existing transportation and communications infrastructure systems. Inadequate roadways make it difficult to get

products and people in and out of rural communities...The lack of broadband telecommunication access also is a serious impediment to rural Arizona’s economic growth. Rural communities have difficulty funding infrastructure improvements as a result of the shift in funding mechanisms from federal and state grants to loan programs. Rural areas also lack funds necessary to compete with urban areas in providing incentives to attract businesses. In addition to basic financial limitations, political limitations also frequently prevent raising local taxes to fund such improvements.”

In October 2001, the topic was *Pieces of Power: Governance in Arizona*. The Report observes, “The role of county government must be enhanced and modernized to enable them to provide regional solutions, particularly between municipalities. Alternatively, existing regional structures... should be reviewed to determine whether they have a functional role in regional problem solving.”

■ ■ *Assumptions and Values*

Many of these kinds of challenges were discussed in the focus groups informing this Report. As noted in Chapter 4, we found that there are remarkable shared values across the communities of the Verde Valley

■ It Could Be Worse—Much Worse

With its population down to the 2,000 level that is often considered the threshold for a functioning regional center, Superior [Nebraska], the anchor of Nuckolls County, has vowed it will not catch the death chill of nearby Hardy. But the town’s struggle to stay alive shows how even with the best of civic intentions, it is difficult to fight forces that have humbled much of rural America.

People here taxed themselves to create an economic development fund. They put in a fiber-optic network for telecommunications...They zoned 30 acres at the edge of town for industrial use, graded it and put in utilities. At the center of the proposed industrial park sits the empty shell of a brand new building...Just outside of town is a paved and well-lighted runway, although only a lone crop duster, flipped in a storm, rests upside-down on the tarmac...

They put together a PowerPoint presentation, boasting of a union-free labor force in a town where a solid three-bedroom, two-bath home sells for less than \$50,000...

And so they wait—for jobs, for business, for a future.

THE NEW YORK TIMES,
December 1, 2003, p. A18. ■

■ HERE THEY COME!

...Americans are once again on the move, this time in a migration that pushes growth even farther into the countryside. Increasing numbers of people are fleeing the suburbs and choosing to live in the small towns and open spaces surrounding America's magnificent national and state parks, wildlife refuges, forests, historic sites, wilderness areas, and other public lands. *Gateway communities*—the towns and cities that border these public lands—are the destinations of choice for much of the country's migrating populace...gateway communities offer what an increasing number of Americans value: a clean environment, safe streets, and a friendly small-town atmosphere. But just as in the suburbs, unplanned growth and rapid development in gateway communities can create the same social ills from which many Americans are now fleeing.

— Jim Howe, Ed McMahon, and Luther Propst, *Balancing Nature and Commerce in Gateway Communities*, Island Press, 1997, pp. 1, 3. ■

and across groups with particular interests, such as education, business, and community development. In the focus groups, common themes appeared throughout. Participants in all five groups agreed that the clearest strength of the region is its people. The most widely held value in addressing the challenge of sustainable development is the Verde Valley's quality of life. Similarly, there are commonly held assumptions. Most important is that the region will continue to grow in population and that water will be an increasingly important issue in the future.

It is really not surprising that there is this commonality of assumptions and values across the Verde Valley. For the most part, individuals have made the voluntary choice to live here. Another observation of participants in the focus groups was that if they were looking to maximize their own income and personal wealth, they simply wouldn't be here; they would be in Phoenix or some other metropolitan area.

If there are these common assumptions and values in the Valley, then why do we need to go any further in this inquiry? That is, if we all essentially agree on our assessment of the state of the Verde Valley and we all have these shared values, what else is there to analyze? Or to do? In a static, unchanging

world, this hands-off approach might be workable. But in times of change, sometimes slow-paced and sometimes tumultuous, the people will find that they must act—together—to protect their shared values; they must articulate and hold tightly to a vision that will guide them in protecting and enhancing the values they share.

■ The Vision Thing

How do we move from recognizing that we share values to creating a vision to guide us? In short, what is "visioning?" There is an abundance of definitions and here are two. In *Planning for the Future: A Handbook on Community Visioning*, The Center for Rural Pennsylvania defines it thus:

Community visioning is both a process and a product. The process gives residents the opportunity to express what they value about their community and to develop a consensus on what they would like to change or preserve. During this process, residents discuss their ideas on what they would like their community to look and feel like in the next five to ten years. The product of these discussions is a vision statement.

A somewhat different approach is in *Building Our Future: A Guide to Community*

Visioning (University of Wisconsin-Extension):

Visioning is a process by which a community envisions the future it wants, and plans how to achieve it. Through public involvement, communities identify their purpose, core values and vision of the future, which are then transformed into a manageable and feasible set of community goals and an action plan.

■ Visioning Across Boundaries

While community visioning is most often undertaken by a single governmental unit and its residents, this is not always the case. If a school district or a utility service area goes beyond a city's boundaries, the broader area might be included. If there are unincorporated populated areas adjacent to a central city, these may be included, as was the case in *Flagstaff 2020*, a recently completed visioning exercise.

Sometimes there are significant physical features that determine the over-all boundary, such as a river valley or watershed. For *Project Tomorrow: Creating Our Community's Future*, Fargo, North Dakota and Moorhead, Minnesota, twin cities on the Red River, teamed together in a metropolitan visioning initiative. In 2001, under the leadership of the eight

chambers of commerce comprising the Chamber Alliance, Mohawk Valley in New York, produced *A REGIONAL VISION STATEMENT FOR THE MOHAWK VALLEY: New Directions from the People*. This effort is noteworthy in that it encompassed two counties (Oneida and Herkimer), totaling about 300,000 people. An extensive SWOT analysis (strengths, weaknesses, opportunities, and threats), was conducted throughout the two counties and a set of recommendations formulated for actions over a 20-year period. The resulting 63-page document contains no succinct vision statement *per se*; rather, the entire Report constitutes the statement of vision.

■ Planning and Visioning, Visioning and Planning

Visioning typically involves identifying values and setting goals that go well beyond the scope of city planning *per se*. Visioning processes generally identify values in such areas as the arts, culture, natural resources, the environment, recreational demands, educational opportunities, care for senior citizens, affordable housing, etc. and set out plans to preserve these values, certainly relevant to those interested in sustainable community and economic development.

Business, city government, other levels of government, public-private partnerships,

...there are remarkable shared values across the communities of the Verde Valley and across groups with particular interests, such as education, business, and community development.

...in times of change, sometimes slow-paced and sometimes tumultuous, the people will find that they must act—together—to protect their shared values; they must articulate and hold tightly to a vision that will guide them in protecting and enhancing the values they share.

Visioning processes generally identify values in such areas as the arts, culture, natural resources, the environment, recreational demands, educational opportunities, care for senior citizens, affordable housing, etc. and set out plans to preserve these values, certainly relevant to those interested in sustainable community and economic development.

...if a community has gone through a comprehensive visioning process, we would have a right to expect that city plans and activities be built on the results of the process and support attaining the agreed-on vision.

nonprofit organizations, and individuals all have roles to play in the preservation and enhancement of these values following the visioning process. However, this is not to say that a city's plans must have a community visioning process underlying them. Indeed, many cities have not gone through a community visioning process; yet, as residents of those cities, we expect our elected local leaders to go ahead and develop plans to set priorities and to allocate public resources accordingly. Sometimes we can't wait for the vision before we start the doing. But if a community has gone through a comprehensive visioning process, we would have a right to expect that city plans and activities be built on the results of the process and support attaining the agreed-on vision.

The process of visioning, with special reference to the Verde Valley, is described in *Appendix E* to this Report.

■ Visions for the Valley

Any vision statement focused on achieving a sustainable and diversified economy for the Valley should flow from the broader underlying core values and vision of its residents. Fortunately, we have available a number of vision statements from various planning documents to provide some

insights on the values of Valley residents. The first is from the Yavapai County General Plan, 2003. The county's planning vision statement is a comparatively lengthy one, including descriptions, normative statements of what should be done, and more operational statements of how values will be maintained and enhanced. It is shown here in its entirety because of the importance of the county's planning processes to the Verde Valley and because it may provide a benchmark for Valley residents to identify differences or agreements with the county's overall vision statement.

Yavapai County citizens' Planning Vision is founded on the secure, family-oriented, small town living quality, within diverse communities, derived from our Western rural and ranching traditions. The County's rich natural resources, unrivalled recreational and outdoor opportunities, scenic vistas, clean air, forest, grasslands, healthy rivers and biodiversified riparian areas will be preserved through implementation of the Yavapai County General Plan goals. Progress will be supported by open government, respect for individual rights, and the self-reliant spirit of our people. Future development decisions will strive for economic growth, housing value with

affordability, educational excellence and cultural opportunities.

Planned, managed growth will be the key to maintaining compatibility between rural areas and more compact, clustered development, while preserving open space and avoiding sprawl. Aggressive water resource management, conservation and avoidance of groundwater contamination will preserve both supply and quality. Transportation efficiency will be advocated by planning for better, safer connections and alternative modes of transportation, including bicycling and public transit between communities, with reduced emphasis on major highways.

Yavapai County will achieve the Planning Vision and General Plan Goals that preserve the unique characteristics of our land and communities: the County will be committed to high development standards and service improvements that implement citizens' expectations of living excellence in harmony with the environment. (<http://www.co.yavapai.az.us/departments/Dev/unitspc/ordregs/geplan/2003gp.pdf>)

We can compare the county's vision, which is not specific to the Verde Valley, to the vision statements from some of the Verde Valley cities. Let's begin with the Sedona vision from its own plan (<http://www.city.sedona.net/community/plan.asp>).

The vision that the citizens have for the future of their City is...

To be a city that is constantly vigilant over the preservation of its natural beauty, scenic vistas, pristine environment and cultural heritage.

To be a city that retains its small-town character and creates its manmade improvements in strict harmony with nature.

To be a city that is animated by the arts, and lives with a spirit of volunteerism to help achieve our common goals.

To be a city that offers equal opportunity for all and fosters a sense of community.

To be a city that welcomes and accommodates all of its visitors and future residents with a spirit of fellowship.



To be a city that retains and enhances a strong and vital economy which preserves existing lifestyles without exploiting the natural beauty.

And finally,
To be city that lives up to the challenge of proper stewardship of one of the earth's great treasures.

Cottonwood's vision statement from its General Plan is brief but captures many relevant attributes of the community (<http://www.ci.cottonwood.az.us/planning2.htm>):

Cottonwood, the heart of the Verde Valley, is a progressive community with unique natural and historic surroundings that offer a quality lifestyle with many of the amenities of metropolitan areas, yet is a quiet, safe and prosperous place to live and visit.

Camp Verde's statement of vision reflects both aspirations and concerns (from <http://cvaz.org/planning/WordDocs/Introduction.doc>):

Camp Verde will maintain its western, rural, friendly, and historic atmosphere with scenic beauty while meeting the needs of its citizens by providing shopping and employment opportunities along with affordable

housing. Natural resources such as water and open space will be a priority for concern. Commercial and residential areas will be neat and appealing in appearance so as not to distract from the natural beauty and mountain vistas of the Town.

The Community Vision section of the Clarkdale General Plan states:

To begin with we must acknowledge that there is a diversity of people and opinions in Clarkdale and that there are many different ideas about the future of Clarkdale. The Community Vision Program is intended to get beyond those differences so as to find and define the underlying common goals and values of the community. From the recent Community Survey, we know that most people want a good, safe, attractive place to live; they want a good place for their children to grow up; they want a clean, healthy environment; they want good jobs and a strong economy; and they want a place that will retain all the good parts as the Town grows...

Major Themes: A Shared Vision for Clarkdale's Future...

Environment: The natural environment within and surrounding the town is very important.

Economy: The economic well being of the community is critically important.

Lifestyle: Family-oriented, small town qualities are critical aspects that define the town.

Community: Family, neighborhood and community are key values that define the shared vision for Clarkdale.
(<http://www.clarkdale.az.us/intro.pdf>, p. 1.11, pp. 1.13-1.14)

■ Yavapai-Apache Nation

The vision for economic development for the Yavapai-Apache Nation, as expressed by the Tribe's Economic Development Authority is as follows:

The goal of economic development is to increase the standard of living and enhance the opportunities for advancement by increasing per capita real wages, creating quality jobs, fostering new business enterprise, and improving residents' quality of life.

First and foremost, the purpose...is to:

- Promote the common welfare of the Yavapai-Apache Nation
- Protect the people, land and natural resources now and in the future
- Acquire additional lands for the benefit of the Tribe

- Protect the Tribal heritage including the religion, customs, and language
- Preserve, secure and exercise all the inherent sovereign rights and powers of the Tribe.

(Economic Development Authority, Yavapai-Apache Nation)

■ Moving On

With a comprehensive overall vision for the region firmly (or loosely) in hand, Verde Valley residents can move on to develop a more focused vision for a sustainable and diversified economy for the Verde Valley. If there were difficulties in fitting all of the Verde Valley into a single meaningful overall vision for the future, those same difficulties will show up again, perhaps magnified, as a vision of an economy for the Verde Valley is developed. However, it is important not to be too demanding as the visioning goes forward. A single vision statement doesn't mean that every community has to look the same or be focusing on the same kinds of economic activity. Rather, the goal is a vision that captures what we value, even though each community may move in somewhat different, yet complementary, directions and even though each may move at a different pace.

A single vision statement doesn't mean that every community has to look the same or be focusing on the same kinds of economic activity.



■ Some Visions of the Verde Valley Economy

As a final step in developing a Valley-wide vision of a sustainable and diversified economy, it is helpful to review some current city-based economic visions together with one existing regional vision.

Camp Verde's economic vision is not a separate statement; rather, it is a series of references that base economic development activities on community values identified in the town's General Plan and the Focused Future work done in the community.

According to the Town of Camp Verde Economic Development Plan (http://www.cvaz.org/planning/Economic_Development), development activities will:

- Protect and enhance the Community's small town, rural, agricultural, western character.
- Protect environment and enhance quality of life.
- Develop an economy which demonstrates the following qualities:
 - Appropriately scaled development which pays for itself and is within the framework of The General Plan
 - Wages which provide for

secure, attractive and sustainable housing and standard of living while avoiding dependence on single large employers

- Housing should maintain the following characteristics:
 - Encourage a variety of decent, safe, sanitary and affordable housing
 - Encourage construction which is consistent with the character of the existing Community.

The statements on community values conclude: "These values are consistent with, and mutually supportive of, each other. All economic development efforts will be designed to strengthen and enhance the interrelationship of these values."

The City of Sedona, like the City of Cottonwood, includes an economic development element in its General Plan, even though it is not required by "Growing Smarter" State legislation. The vision for economic development embodied in the plan comes from prior Focused Future efforts. It reads:

Economic Development in Sedona is the sustained creation of community wealth through the retention, expansion and development of

diversified business opportunities that are compatible with the environment and community values, while enriching the quality of life.
(<http://www.city.sedona.net/strategicPlan/sp.asp>)

Cottonwood uses its overall vision statement to guide its economic development efforts since it originated in the city's Focused Future efforts. However, the Focused Future document is forthright in expressing the need for a regional approach. Its vision statement is followed by a section titled *Guiding Principle*, shown here in its entirety.

One of the City of Cottonwood's fundamental beliefs is that the community cannot operate in a vacuum. Cottonwood recognizes that what happens within the region and in surrounding communities impacts the region. Therefore, a "Guiding Principle" that underpins everything that Cottonwood does is regional collaboration. Through cooperation, collaboration, and partnerships, Cottonwood can achieve so much more than if it attempted to go it alone. However, without a regional economic development program, Cottonwood's Strategic Economic Development Plan (Focused Future II) must address Cottonwood's needs

and desires. Cottonwood continues to participate in discussion about re-establishing the Verde Valley Regional Economic Development Council and is supportive of regional cooperation. (Cottonwood Strategic Plan for Economic Development, October 2001)

■ A Regional Economic Vision

The Verde Valley Regional Economic Development Council (VVREDC) was formed in 1994 through the efforts of the Central Basin Regional Council (CBRC), comprising of the Chambers of Commerce of Camp Verde, Clarkdale, Cottonwood, Jerome, and Sedona. The organization's core statements of mission, values, and goals are as follows:

The Mission of the Verde Valley Regional Economic Development Council is to provide a leadership role in fostering a spirit of cooperation, coordination, and communication, to facilitate a viable and sustainable local economy through planned growth, and to sustain a quality lifestyle for the benefit of each community's needs and desires.

The VVREDC guiding values are:

- Each community should maintain its own identity

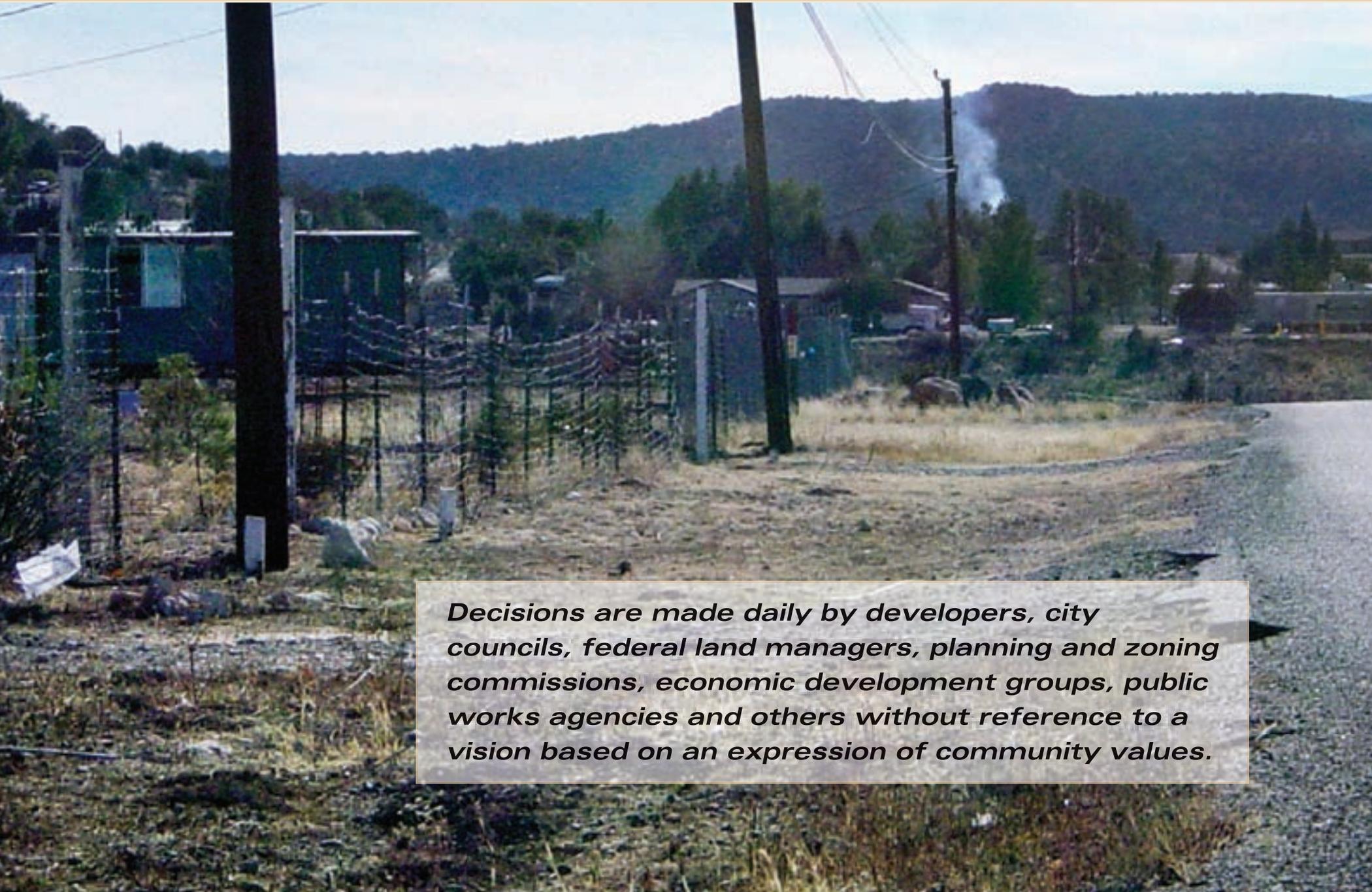
...what happens within the region and in surrounding communities impacts the region. Therefore, a "Guiding Principle" that underpins everything...[is that] through cooperation, collaboration, and partnerships, Cottonwood can achieve so much more than if it attempted to go it alone.

- We will pay attention to the quality of life of each community
- We have a responsibility to learn about each community
- We will share, rather than impose on communities
- We have a responsibility to educate, to raise the level of awareness of economic development
- We shall maintain impartiality in a regional context
- We play a leadership role in developing communication, coordination and cooperation.

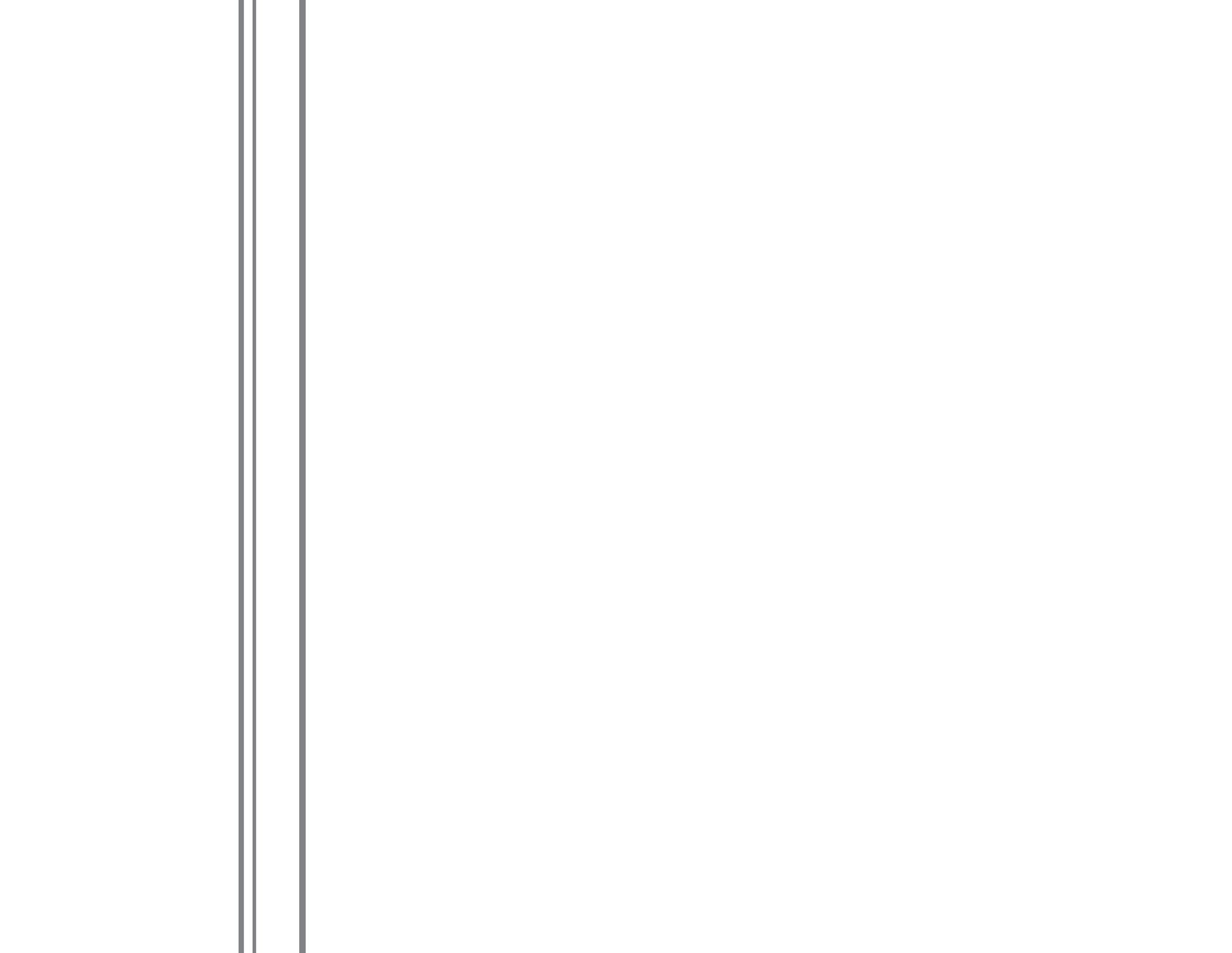
The VVREDC Goals: VVREDC is dedicated to helping the Verde Valley communities develop and achieve their Economic Development strategies. By combining efforts and resources and by WORKING TOGETHER we can help make all areas within the Verde Valley successful in achieving their goals. (Various VVREDC documents.)

■ Summary

The Verde Valley does not sit alone in splendid isolation with full control over its economy. To gain more influence over its future, residents must translate their shared core values into a vision for the economic future. From county to city to region, there are existing statements of vision that can help Forum participants explore their own values regarding a diversified and sustainable economy for the Verde Valley and how these values can become a vision for the valley.



Decisions are made daily by developers, city councils, federal land managers, planning and zoning commissions, economic development groups, public works agencies and others without reference to a vision based on an expression of community values.



6 ■ PLANNING IN THE VALLEY

As noted earlier in this Report, there is often not a neat, linear timeline from *values* to *vision* to *planning* to *implementation* to *evaluation*. Decisions are made daily by developers, city and town councils, federal land managers, planning and zoning commissions, economic development groups, public works agencies, and others without reference to a vision based on an expression of community values. Indeed, we expect many of these decisions to be made and activities carried out expeditiously even though those involved don't have more basic visionary documents to reference.

In fact, planning efforts have become a part of everyday life for communities, organizations, and businesses. At any one time, there may be various plans in existence dealing with different geographic areas (Yavapai County, Verde Valley, its cities and towns, and neighborhoods); with different aspects of community life (economic development, recreation, tourism, water, transportation, etc.); and with different time frames (one-year, five-year, ten-year, and beyond). This chapter reviews some of these efforts. It's important to lay out these plans and activities so participants can evaluate them for consistency and avoid

“reinventing the wheel” by recognizing and incorporating prior work as the region moves forward.

■ Principled Planning—New Directions for Communities and Regions

With a clear vision, a region can logically proceed to planning and ultimately acting to attain the agreed-on goals. Given the importance of maintaining and enhancing the quality of life in the Verde Valley and safeguarding the environment, it would be useful to begin the planning efforts with a set of principles that reflects these values and the shared vision. Fortunately, such guidelines exist in the form of the Ahwahnee Principles.

In 1991, the Local Government Commission, a nonprofit organization, convened a number of architects who were developing new means of land use planning counter to the automobile-centered approaches that, in many cases, have led to sprawl, retail malls, and residential separation of people by income class. The principles this group developed were presented at a conference at the Ahwahnee Hotel in Yosemite; hence the name. (http://www.lgc.org/freepub/land_use/articles/ahwahnee_article.html)

The preamble to the principles states that patterns of development were degrading quality of life with “more congestion and air pollution resulting from our increased dependence on automobiles, the loss of precious open space, the need for costly improvements to roads and public services, the inequitable distribution of economic resources, and the loss of a sense of community.”

The preamble to the principles states that patterns of development were degrading quality of life with “more congestion and air pollution resulting from our increased dependence on automobiles, the loss of precious open space, the need for costly improvements to roads and public services, the inequitable distribution of economic resources, and the loss of a sense of community.” This preamble captures the concerns expressed in the Focus Groups and shared by others in the Valley.

The document went on to lay out community and regional principles for planning.

Community Principles:

- All planning should be in the form of complete and integrated communities containing housing, shops, work places, school, parks and civic facilities essential to the daily life of the residents.
- Community size should be designed so that housing, jobs, daily needs and other activities are within easy walking distance of each other.
- As many activities as possible should be located within easy walking distance of transit stops. [The participants’ frames of reference were for larger communities.]

- A community should contain a diversity of housing types to enable citizens from a wide range of economic levels and age groups to live within its boundaries.
- Businesses within the community should provide a range of job types for the community’s residents.
- The location and character of the community should be consistent with a larger transit network.
- The community should have a center focus that combines commercial, civic, cultural and recreational uses.
- The community should contain an ample supply of specialized open space in the form of squares, greens and parks whose frequent use is encouraged through placement and design.
- Public spaces should be designed to encourage the attention and presence of people at all hours of the day and night.
- Each community or cluster of communities should have a well-defined edge, such as agricultural greenbelts or wildlife corridors, permanently protected from development.
- Streets, pedestrian paths and bike paths should contribute to a system

of fully-connected and interesting routes to all destinations. Their design should encourage pedestrian and bicycle use by being small and spatially defined by buildings, trees and lighting; and by discouraging high speed traffic.

- Wherever possible, the natural terrain, drainage and vegetation of the community should be preserved with superior examples contained within parks or greenbelts.
- The community design should help conserve resources and minimize waste.
- Communities should provide for the efficient use of water through the use of natural drainage, drought tolerant landscaping and recycling.
- The street orientation, the placement of building and the use of shading should contribute to the energy efficiency of the community.

The group then went on to set out principles that go beyond the boundary of a single community.

Regional Principles:

- The regional land-use planning structure should be integrated within a larger transportation network built around transit rather than freeways. [Again, the

participants' frames of reference were for more densely populated regions.]

- Regions should be bounded by and provide a continuous system of greenbelt/wildlife corridors to be determined by natural conditions.
- Regional institutions and services (government, stadiums, museums, etc.) should be located in the urban core.
- Materials and methods of construction should be specific to the region, exhibiting a continuity of history and culture and compatibility with the climate to encourage the development of local character and community identity.

[It should be noted at this point that Sustainable Arizona, a Verde Valley citizen action group formed in 2003, is currently working to implement objectives akin to the Ahwahnee principles.]

Finally, the Ahwahnee group went on to make observations regarding how these principles would be implemented.

Implementation Principles:

- The general plan should be updated to incorporate the above principles.
- Rather than allowing developer-initiated, piecemeal development,



local governments should take charge of the planning process. General plans should designate where new growth, infill, or redevelopment will be allowed to occur.

- Prior to any development, a specific plan should be prepared based on these planning principles.
- Plans should be developed through an open process and participants in the process should be provided visual models of all planning proposals. (<http://www.lgc.org/ahwahnee/principles.html>)

■ The Precautionary Principle

Given the holistic approach that many Verde Valley residents take toward economic development, planners might consider referring to the so-called *Precautionary Principle*, which comes from the public and environmental health field. In short, the principle states:

When an activity raises threats of harm to human health or the environment, precautionary measures should be taken even if some cause-and-effect relationships are not fully established scientifically.

Effectively, this means that the burden of proof regarding the possible negative effects

of a proposed course of action is a burden shared by all parties, those supporting the proposed course of action as well as those opposing it. (See <http://www.biotech-info.net/handbook.pdf>)

■ The Smart Growth Movement

Coinciding with the growing attention to sustainable economic development and principled planning is the so-called Smart Growth Movement. It is best described by the Smart Growth Network (see <http://www.smartgrowth.org/about/overview.asp>, quoting from *Why Smart Growth: A Primer* by International City/County Management Association with Geoff Anderson, 7/98):

In communities across the nation, there is a growing concern that current development patterns—dominated by what some call “sprawl”—are no longer in the long-term interest of our cities, existing suburbs, small towns, rural communities, or wilderness areas. Though supportive of growth, communities are questioning the economic costs of abandoning infrastructure in the city, only to rebuild it further out...They are questioning the wisdom of abandoning “brownfields” in older communities, eating up the open space and prime agricultural lands at the suburban

fringe, and polluting the air of an entire region by driving farther to get places. Spurring the smart growth movement are demographic shifts, a strong environmental ethic, increased fiscal concerns, and more nuanced views of growth. The result is both a new demand and a new opportunity for smart growth.

Smart growth recognizes connections between development and quality of life. It leverages new growth to improve the community. The features that distinguish smart growth in a community vary from place to place... New smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities. But there is no “one-size-fits-all” solution. Successful communities do tend to have one thing in common—a vision of where they want to go and of what things they value in their community—and their plans for development reflect these values.

So, again, values and vision underlie the region’s or the community’s plans and activities.

■ Growing Smarter Requirements

While Arizona has long had statutes requiring long-range comprehensive planning at different levels of government, the planning requirement changed significantly in 1998 with the passage of “Growing Smarter” legislation, mandating general plans that are consistent with the nationwide smart growth movement.

A quote from the Growing Smarter Act will show how it is related to issues of sustainability and diversity in the economy:

The purpose of this act is to more effectively plan for the impacts of population growth by creating a more meaningful and predictable land planning process, to increase citizen involvement in the land planning process, to directly acquire and preserve additional open space areas within this state through necessary reforms to the master planning and open space conservation programs of the state land department and to establish a growth planning analysis process to consider and address various statewide growth management issues so that the future development of land in this state will occur in a more rational, efficient and environmentally sensitive manner that furthers the best interests of

Growing Smarter plans are not strategies or plans that address sustainable or diversified economic development.

the state's citizens by promoting the protection of its natural heritage without unduly burdening its competitive economy.

The act requires that certain elements be addressed in general plans (*see following figures*), mandates zoning conformance with plans, stipulates public participation in the planning process, sets deadlines for compliance, and requires periodic updates of plans.

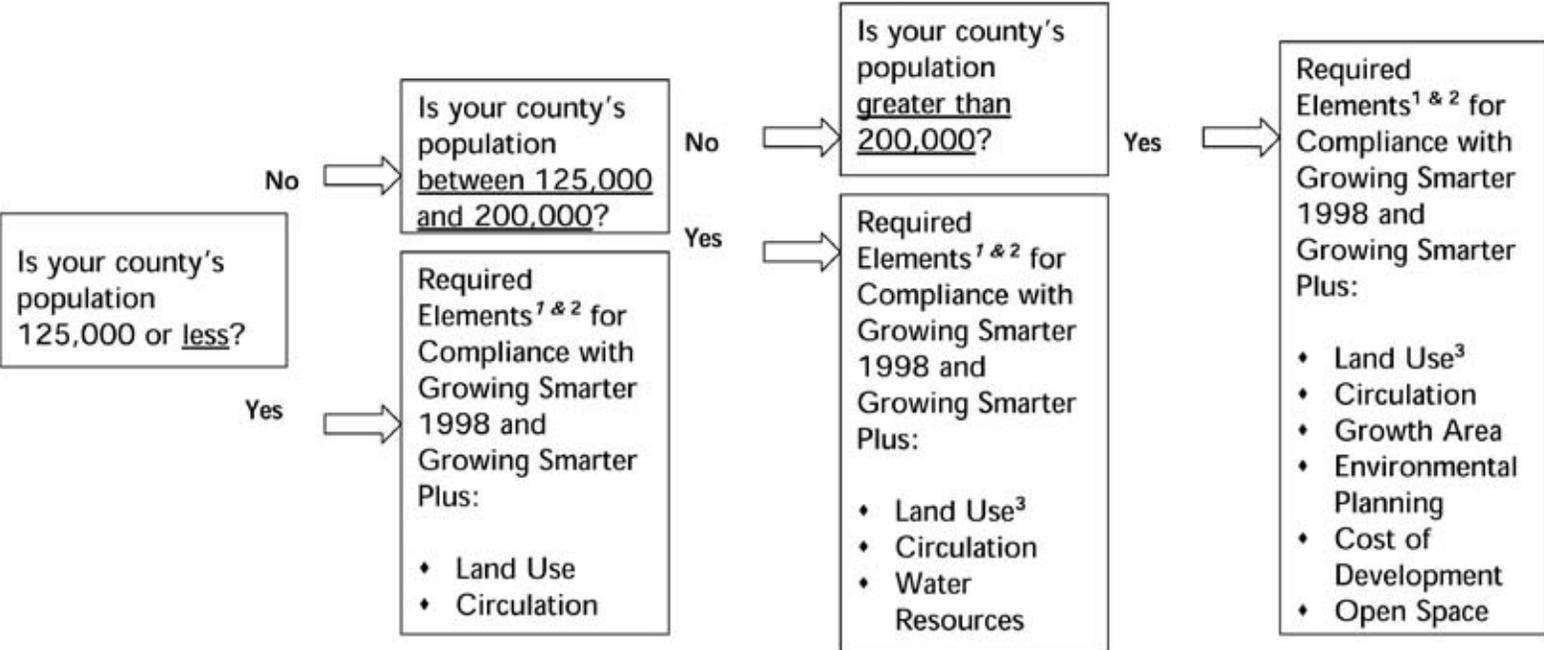
The initial "Growing Smarter" legislation was followed in 2000 by "Growing Smarter Plus" legislation. This follow-up legislation requires that water resources be addressed in the general plan and requires municipalities to submit the plan for ratification by voters. (For detailed information on Growing Smarter legislation, statutory citations, mandates, and implementation, see <http://www.azcommerce.com/CommunityPlanning/GrowingSmart.htm>.)

The following two figures, GROWING SMARTER 1998/PLUS GENERAL PLAN ELEMENTS-COUNTIES and GROWING SMARTER 1998/PLUS GENERAL PLAN ELEMENTS-CITIES AND TOWNS, describe the legislature's mandated planning for certain cities, towns, and counties in the state. As can be seen from

the charts, a number of elements either must or can be addressed by a county, city, or town, depending on population and the rate of population growth. Planning for the use of land and water predominate, reflecting the "smart growth" movement's focus on sprawl, pollution, and congestion. However, many units of government have chosen to go beyond minimal planning requirements and deal with a number of issues in their Growing Smarter plans. For example, the Yavapai County General Plan 2003 is an 80-page document that goes into considerable detail on many issues.

The careful reader will note that economic development is not identified as an element to be addressed. Growing Smarter plans are not strategies or plans that address sustainable or diversified economic development. Rather, Growing Smarter plans, at the county or municipality level, really represent the preferred setting in which development will or will not occur. A county or municipality can influence the nature and pace of economic development through its Growing Smarter plans, through its plans for land use, circulation, use of water resources, determination of growth area, etc. Thus, the Growing Smarter plans are important in that they become the tableau—or define the boundaries—for economic activity.

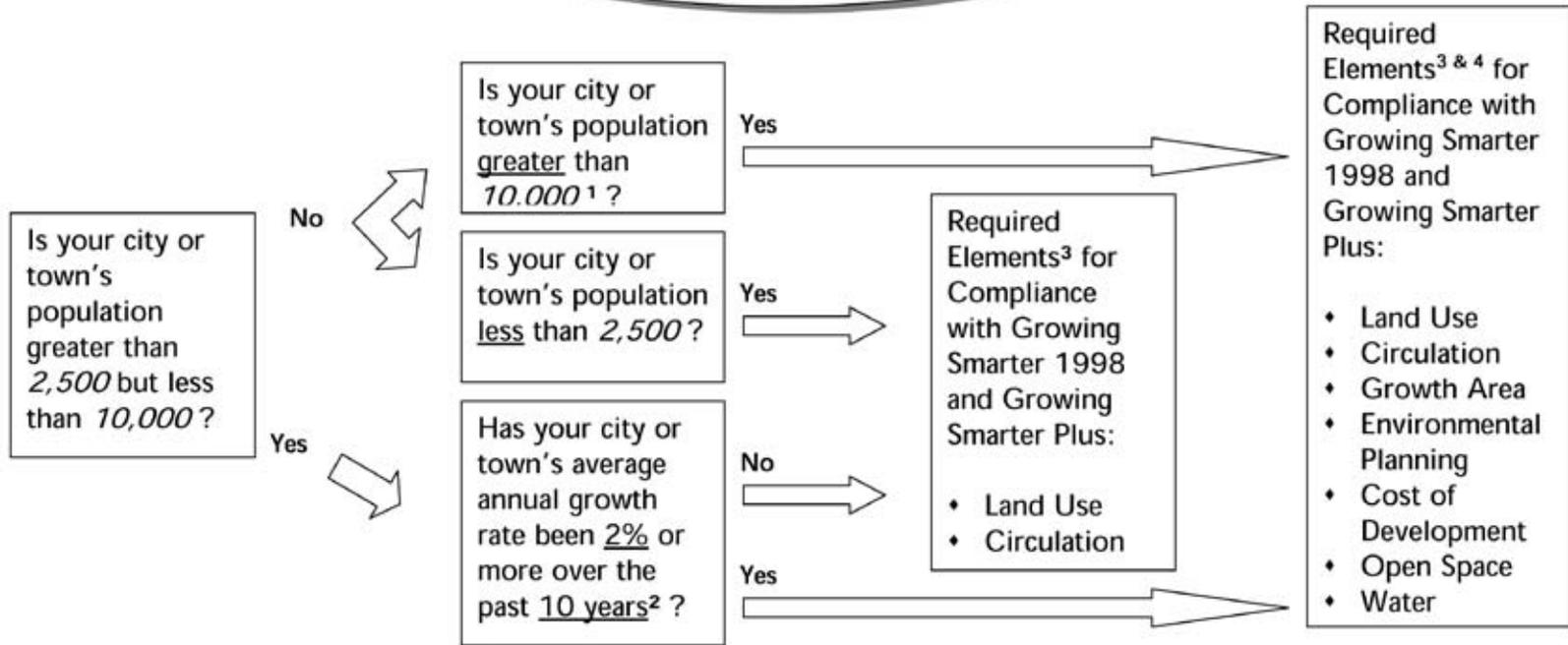
GROWING SMARTER 1998/PLUS GENERAL PLAN ELEMENTS COUNTIES



¹ All counties may also include studies and recommendations relating to location, character & extent of highways, railroads, bus, & other transportation routes and facilities; public buildings, public services, schools; parks, open space, hiking and riding; housing quality, variety, and affordability; dams, floodplain zoning; projects affecting conservation of natural resources, forests, wildlife areas; air quality, and water quality.
² Prior to the preparation and adoption of an updated or amended Comprehensive Plan, the governing body is required to adopt written procedures to provide effective, early and continuous public participation from all geographic, ethnic, and economic areas of the municipality.
³ Includes more detail than the generalized Land Use Element for smaller counties.

Prepared by: Arizona Department of Commerce, Office of Housing and Community Development
 Last update: November 15, 2001

GROWING SMARTER 1998/PLUS GENERAL PLAN ELEMENTS CITIES & TOWNS



¹For cities and towns with populations exceeding 50,000 additional elements are required. See A.R.S. §9-461.05(E).

²Average annual growth rates determined using the most current U.S. Decennial Census (1990 U.S. Census and 2000 U.S. Census estimates).

³Prior to the preparation and adoption of an updated or amended General Plan, the governing body is required to adopt written procedures to provide effective, early and continuous public participation from all geographic, ethnic, and economic areas of the municipality.

⁴The legislative body shall submit each new adopted General Plan to the voters for ratification at an election. If a majority of the voters fail to approve the new plan, the current plan remains in effect until a new plan is approved. See A.R.S. §9-461.06(L).

Prepared by: Arizona Department of Commerce, Office of Housing and Community Development
Last update: March 6, 2001

■ The Yavapai County General Plan 2003–Public Participation

Given that Growing Smarter plans do not deal *directly* with achieving a sustainable and diversified economy, and given that some of the Yavapai County plan will deal with non-Verde Valley matters, the goal here is to extract those parts of the plan that might be useful to Forum participants in their focused deliberations on the economic future of the Verde Valley.

As noted above, plans must be based on a process of public participation. Public meetings held during 2001 as part of the planning process yielded the following positions held by Yavapai County participants:

- Maintain “rural”–non-urban, County character by: controlling sprawl through clustered development; saving open space; enhancing “sense of community” through strengthening “community core” and keeping open space between communities; and protecting agriculture/ranching/ large-parcel rural areas
- Keep major open spaces by striving to retain public lands (USFS, BLM, parks, monuments) intact for: open space; community separations;

recreation and trails; and natural habitat preservation

- Reconcile transportation planning with land use and the natural environment by: continuing to move large volumes of motorized vehicular traffic efficiently; providing for all types of alternative transportation (bicyclists, pedestrians, transit users, etc.) regionally; and reviewing planned routes of new highways for effect on habitat areas and adjacent land uses
- Manage water resources for growth and impacts on river flows and riparian habitats by: establishing extent and quality of water supplies; considering water use budgeting; Countywide monitoring [of] water flows; and protecting watersheds.
- Recognize wide range of different land use/lifestyles in Yavapai County: “One size does NOT fit All” in considering needs, standards, codes, etc. for land use, transportation, water resources, and open space. (General Plan, pp. 5-6)

These public expressions are shown here because they are virtually identical with the comments expressed by Focus Group participants underlying this Report. In two different processes, residents of the County and residents of Verde Valley have shown

In two different processes, residents of [Yavapai] County and residents of Verde Valley have shown their concern for sense of community, rural character, open space, water, and lifestyle choices.



Land use goals: maintain compatible land use patterns...sustain the county's rural character...preserve open lands and the county's image...establish public participation for land use decisions

their concern for sense of community, rural character, open space, water, and lifestyle choices.

■ Yavapai County Planning Vision

The Plan proceeds from these statements of *values* to a planning *vision*. The County's planning vision statement is a comparatively lengthy one and was excerpted in the previous chapter of this Report.

As noted previously, the Yavapai County General Plan 2003 is 80 pages long, covering land use, transportation, water resources, and open space elements. While none of these elements explicitly deal with economic development, sustainable or otherwise, they are all necessary foundations for a sustainable economy. Land must be available for economic uses; transportation infrastructure must be adequate to move people and goods efficiently; water resources must be available to support the human population and the sustainable economy; and open space must be maintained to make the area attractive to current and potential new residents. Thus, it is difficult to extract from the lengthy plan those nuggets of information that are most appropriate to the Verde Valley Forum, without running the risk of neglecting some that participants might feel are equally important. Nevertheless, some of the more

relevant observations, recommendations, and policies of the Yavapai County General Plan are discussed here. (The Plan is available in full at the Yavapai County's web site, <http://www.co.yavapai.az.us/departments/Dev/unitspc/ordregs/genplan/2003gp.pdf>.)

■ ■ Land Use Goals

The first land use goal is to maintain compatible land use patterns. This would be accomplished by promoting planned development approaches that preserve open space; by enhancing value by incorporating master planned infrastructure, balanced housing mix, and economies of scale for water and sewer systems; and by placing commercial development strategically to attract and locate major shopping and employment uses (e.g., retail centers, business parks).

The second land use goal is to sustain the county's rural character. This would be done by preventing the breaking up of rural areas (farms, natural habitats, wildlife corridors); by targeting planned communities near existing development; by regulating lot splits through zoning and code incentives or statute amendment; and by allowing large lots (over five acres) where appropriate. Further, incentives would be provided for small specialty enterprises and home businesses.

The third land use goal is to preserve open lands and the county's image. This would be done by maintaining open space between communities; identifying and protecting sites of scenic interest; and increasing public access to water resources.

A final land use goal is to establish public participation for land use decisions by maintaining citizen participation requirements; considering zoning upgrades in light of community improvement, plans, and citizen input; and respecting and protecting private property rights. (General Plan 2003, pp. 9-10)

The Plan notes that state law permits parcel splitting down to two acres and installation of low-flow "exempt wells." As a result, according to the Plan, "There is little, if any, review by County or State officials as to the usability of a split parcel regarding access, water sanitation, drainage, or available utilities. As a result of the State laws which permit exempt wells and parcel splits, a large percentage of land development in Yavapai County is unplanned." (General Plan 2003, p.17)

■ ■ *Transportation Goals*

The first goal is to design roadways to complement the Yavapai County vision by giving priority to preserve scenic routes

over major highway proliferation; stressing collector loops around congested areas; planning roads to connect economic areas; and protecting wildlife in grasslands in connection with new road construction.

The second goal is to provide for public transportation systems by promoting alternative modes of transportation, effecting regional planning for public transportation, and supporting general aviation. In this connection, the County assisted with the establishment of the Cottonwood Area Transportation System (CATS). Sedona has recognized the lack of transit alternatives and a study is under way regarding options.

The third goal is to implement county-wide and community systems for both pedestrians and bicyclists. (General Plan 2003, pp. 24-25, 29-30)

■ ■ *Water Resources Goals*

The first goal is to steward the water supply carefully. This would be accomplished by establishing the extent of available groundwater and coordinating growth in accord with resources, planning for water rights acquisition and encouraging recharge; by applying water allocation/budgeting as a growth management tool; and by undertaking a proactive conservation program.

Transportation Goals: preserve scenic routes over major highway proliferation, stressing collector loops around congested areas, planning roads to connect economic areas and protecting wildlife in grasslands in connection with new road construction... provide public transportation systems... implement county-wide and community systems for both pedestrians and bicyclists



Water Resources Goals: steward the water supply carefully... maintain high water quality standards... secure and protect natural water resources

Open Space Goals: to enhance parks and recreational opportunities... plan for interconnected greenways and trails... preserve the county's open space character

A second goal is to maintain high water quality standards through a variety of means.

The third goal is to secure and protect natural water resources by assuring that development protects natural watersheds and maintaining the Verde River watershed and ecosystem through a variety of means. The Plan later observes: "Ironically, the Verde Valley has a comparatively small right to the Verde River as a water resource...nearly all residential, commercial, industrial, and government uses [in Yavapai County] are dependent on groundwater rather than surface water." (General Plan 2003, pp. 41-41, 50)

■ ■ *Open Space Goals*

The first goal is to enhance parks and recreational opportunities. This would be accomplished by developing an Open Space Master Plan, reserving public lands for recreation and protecting wildlife habitats, and encouraging parks at regional and local levels.

The second goal is to plan for interconnected greenways and trails and the third goal is to preserve the County's open-space character by protecting scenic views, retaining agricultural uses and mitigating pollution. (General Plan 2003, pp. 59-60)

Finally, the Yavapai *General Plan 2003* encourages communities to update their own community plans in ways consistent with the Yavapai County General Plan.

■ **Statewide Economic Study 2002– Yavapai County Outreach**

As part of the State's Study, an outreach component dealt with each County's economic profile, prospects, and perceived problems. Here's what the Study reports:

Yavapai County participants expressed frustration and disappointment with the data, both its age (2000 Census) and what they felt had been missed. The county-level numbers are noted as being meaningless on a community level and, due to the growth rates, many recent events do not show up. The community college's involvement in agri-biotech and digital media is not included. They would like to see more information on the role of clean industry, economic sustainability, and resource consumption impacts. Yavapai County also has more educational institutions than other counties. The opportunities associated with this strength were not analyzed. Participants also stated that the opportunities identified by the study were more related to Northern Arizona University and Flagstaff and there was nothing specific to Yavapai County.

Solar technology, aviation industries, health services related to retiree and second home populations, and educational opportunities related to the specialized educational institutions were identified as potential growth industries. Maintaining the quality of life to attract people who will bring businesses with them was also listed as a strategy for growth. Yavapai County is promoting the educational advantages to attract businesses. They are also creating partnerships between education, businesses, and community-to-community coalitions to overcome the perceived size limitations of the three communities.

There is a large retail and service sector employment base; however, this represents lower salaries and not the target desired by Yavapai County.

Yavapai County expressed a need for the State to help with advice and assistance to achieve the goals they have identified. The Department of Commerce is looked to in developing planning guidelines, benchmarking, and success stories. Quality of life indices and baseline data to measure improvement over time is needed. Yavapai County would also like to see an aggressive statewide rural development strategy and a rural business recruitment strategy.

Locally, policies need to be evaluated to determine if they are consistent with the general plan. The towns and County governments are working together to form a multijurisdictional enterprise zone. Participants would like to see the County as a more active partner. The need to educate local citizens that population growth does not equal economic growth and to build a collective understanding of economic development concepts and economic development leaderships within the communities is also a local priority. (Statewide Economic Study 2002, Public Outreach, Local Plan Integration and Strategic Findings, October 2003.)

■ Growing Smarter—Cities and Towns

Under Growing Smarter legislation, cities and towns with populations less than 2,500 must have general plans that address land use and circulation elements. Those with populations between 2,500 and 10,000 that have not grown by two percent or more per year face the same requirement. Finally, cities and towns between 2,500 and 10,000 which have grown more rapidly and all cities and towns over 10,000 must have plans that address land use, circulation, the growth area, environmental planning, cost of development, open space, and water.

Sedona incorporates in its General Plan the results of its Focused Future process, identifying short-term, mid-term, and long-term action strategies:

Short Term

- Complete a public awareness program on the substantive provisions and recommendations of the Sedona Focused Future Strategic Plan.
 - Working in concert, adopt and annually update the Sedona Focused Future Strategic Plan.
 - Interface with other regional efforts involved in economic development to maximize scarce financial and human resources and eliminate duplication.
 - Maintain close coordination and regularly communicate on economic development issues.
 - Maintain an effective public information program on economic development issues and activities.
 - Continue the systematic implementation of Business Retention and Expansion Study recommendations.
 - Annually develop and fund an economic development work program(s) that work to implement the Plan.
- Support current efforts to initiate community oriented policing in Sedona so as to incorporate a greater degree of active citizen involvement and assistance to the Sedona Police Department in their continuing efforts to improve public safety within the community.
 - Support efforts to broaden the availability of housing in the community commensurate with real earning opportunities for those who live and work in Sedona.
 - Support office facilities locally to accommodate local access to Coconino and Yavapai County Community College Small Business Development Centers to, among other things, provide business planning, personnel development and management training, and customer service skill development programs aimed at ensuring the maintenance of desirable job opportunities in the community.
 - Support specific planning for Uptown and West Sedona with the emphasis on increasing walkways for the residents and visitors and identifying alternative modes of transportation. The Specific Area Plans should take into consideration the Focused Future Plan.

- Community Development Department should divide the Uptown and West Sedona Plans into segments for community service organizations to take on as funding projects.
- With support from the Chamber of Commerce, SBA, Cluster Groups, etc. shall explore the potential merits and detriments of establishment of a “board and booze” tax as a means of supplementing funds currently available for quality of life and economic development efforts in our community.
- Convene periodic town meetings to help address major issues facing the community and to forge broad based consensus on issues.
- Arts and Culture Department should take the lead in establishing the Arts and Culture (AC) Cluster Group. Group members will ideally be representatives of related organizations and other necessary entities. Once the AC Cluster Group has been assembled and organized, its primary responsibilities will be to address the strategies developed.

Mid Term

- Incorporate a business inventory and community-provided economic

data and updates into its longrange development and maintenance of a computerized data base system.

- Revisit the City and County Land Use Plans to ensure allocation of sufficient land to accommodate the needs of the Business Services and Information Cluster.
- In cooperation with Sedona Recycles, update the city’s solid waste and recycling plans.
- Through the Verde Watershed Association, take a proactive approach to creek and ground water protection with concern about water quantity and quality.
- Community Development Department should encourage future developments to include creekside walkway development.
- Continue to implement the policy of having utility lines moved underground.
- Support the implementation of the Plan’s Housing Element.
- Utilizing the GIS system, the Community Development Department shall work with the Chamber of Commerce Economic Development Committee and the Sedona Board of Realtors to compile and maintain a land and building inventory. A land and building needs

assessment will be completed as well as a review of the viability of the current land use plan in regard to anticipated needs.

- Work cooperatively with SBDCs to develop a "Doing Business in Sedona" brochure that outlines how to start a business in Sedona and outlines the various permits required. Once completed, distribute brochures to the Arizona Business Connection.

Long Term

- Establish and maintain as a priority a coordinated approach to area transportation system improvements through the comprehensive assessment of existing area traffic conditions.
- In cooperation with the APS electric vehicle program, work with the Verde Valley Transportation Association to establish a public transportation system supported by large employers such as Los Abridados, Kachina Point, and any other appropriate entities.
- Working with other agencies, develop alternate routes for circulating traffic throughout the community.
- Support a community volunteer corps to assist the Forest Service

in the periodic monitoring of area environmental impacts and the physical provision of remedial resource management measures necessary to maintain established standards.

- Continue expansion of the wastewater treatment plant until all of the city is served.
(<http://www.city.sedona.net/community/plan.asp>)

Cottonwood also incorporates in its General Plan the approach embodied in its Focused Future effort. Its goals, objectives, and action items are categorized according to short term (ST) and long term (LT) implementation.

GOAL ED-1 BUSINESS DEVELOPMENT

- OBJECTIVE 1.1 Remain the Commercial hub of the Verde Valley
 - OBJECTIVE 1.2 Diversify local businesses
 - OBJECTIVE 1.3 Provide Support and assistance to the existing businesses
 - OBJECTIVE 1.4 Develop the foundations that are needed to support business development
 - OBJECTIVE 1.5 Further develop the general manufacturing and retail development target areas
- 1.0.A Formalize a business retention and expansion (BR&E) program in order to stabilize existing businesses and create new job growth. Open up communications with local business, understand the business needs and issues, and provide assistance. Research successful existing programs statewide (e.g. Casa Grande, Sierra Vista) to model.
- 1.0.B Establish a Manufacturers Roundtable that brings together local manufacturing firms to provide a forum to exchange information and ideas as well as an opportunity to discuss issues and concerns. (ST)
- 1.0.C Implement a business visitation program in order to gain an understanding of local business issues and concerns, visit four businesses per quarter, establish a database of issues/concerns, and follow-up with the businesses. Additionally, gain an understanding of business suppliers and vendors that could be attracted to the area. (ST)
- 1.0.D Develop a Cottonwood Market Study of the local economy and identify market niches. The goal of the market study is to better focus recruitment efforts and develop targeted marketing materials. (LT)
- 1.0.E Work to establish a business incubator that creates a climate for new business start-ups at the new Northern Arizona Regional Skill Center. The incubator program shall provide the technical assistance, staffing support, and other assistance in a single location where small businesses have support from initial start-up. (LT)
- 1.0.F Work to fully fund the Small Business Development Center (SBDC). The SBDC provides tremendous technical assistance to new business start-ups and business expansions. (ST)
- 1.0.G Expand eco-tourism as part of the tourism development strategy (e.g., birding event) in the Verde Valley. (ST)
- 1.0.H Develop a recreation-based market study that will analyze our opportunities and identify recruitment strategy for recreational oriented businesses (e.g., mountain biking, ballooning). (LT)
- 1.0.I Identify and promote a source of available capital for local businesses. (LT)
- 1.0.J Support and assist agencies that are responsible for identifying and ensuring long-term water resources. (ST)

GOAL ED-2 YOUTH DEVELOPMENT

- OBJECTIVE 2.1 Retain and attract young people to the community.
 - OBJECTIVE 2.2 Ensure well-educated youth.
 - OBJECTIVE 2.3 Provide a coordinated approach to youth activities.
 - OBJECTIVE 2.4 Build youth leadership and citizenship skills.
- 2.0.A Establish a youth recreation coordinating council to inventory programs, identify gaps and develop joint strategies. (ST)
- 2.0.B Working with various youth organizations and the local schools, develop a youth leadership and good citizenship program. (ST)
- 2.0.C Support education bonds and other advancements. (ST)
- 2.0.D Strengthen the tie between the education and business community, and advise on curriculum development for business needs. (ST)
- 2.0.E Establish a program to sponsor innovation in the classroom and support teacher excellence. This will include: teacher recognition, teacher appreciation and support for teacher salary increases. (LT)

GOAL ED-3 HEALTHY COMMUNITY

- OBJECTIVE 3.1 Address social issues (e.g., dropout, poverty, crime, and teenage pregnancy).
 - OBJECTIVE 3.2 Ensure everyone has access to housing and public transportation.
 - OBJECTIVE 3.3 Ensure access to quality healthcare.
 - OBJECTIVE 3.4 Provide cultural activities appealing to all community interests.
 - OBJECTIVE 3.5 Preserve natural resources and ensure a quality environment.
- 3.0.A Strengthen the link between the Verde Family Network Council, school system, law enforcement and economic development efforts by conducting an annual joint forum to share information and address common issues. The purpose is to strengthen partnerships between social service providers and economic development, create a dialogue, and identify resources for the area. (ST)
- 3.0.B Implement an Open Space Plan that provides policy direction and prioritizes open space for preservation and acquisition within Verde Valley. (LT)
- 3.0.C Establish a “Friends of the Forest Program” to work with the Forest Service to develop new trails, programs, recognition, facilitate clean up of sites and/or adopt sites. (ST)
- 3.0.D Identify the variety of cultural events occurring within the area and develop a directory. (ST)

- 3.0.E Complete and support the recommendation of the Housing Strategy Committee. (ST)
- 3.0.F Strengthen the partnerships with healthcare providers to ensure access to and availability of quality healthcare. (ST)
- 3.0.G Explore additional resources to expand the Cottonwood Area Transit System. (LT)

GOAL ED-4 LABOR FORCE DEVELOPMENT

- OBJECTIVE 4.1 Increase work and life skills to ensure that people are able to earn a living wage.
 - OBJECTIVE 4.2 Ensure that managers have the skills to develop and lead their labor force.
- 4.0.A Establish a stronger partnership between business, education, and government to build a skilled workforce to meet the needs of businesses. (ST)
 - 4.0.B Develop vocational - technical job training opportunities. (ST)
 - 4.0.C Study the regional labor force (i.e., skill level, size, market, and gaps). (LT)
 - 4.0.D Encourage business leaders to mentor students. Celebrate successes. (ST)
 - 4.0.D Identify solutions to address labor issues such as affordable childcare and public transportation. (LT)
 - 4.0.E Encourage the senior population to utilize their skills, business acumen and capitol to help build the local economy.

GOAL ED-5 INFRASTRUCTURE DEVELOPMENT

- OBJECTIVE 5.1 Ensure appropriate physical infrastructure is available to support business and community development.
 - OBJECTIVE 5.2 Develop adequate telecommunications infra-structure to support businesses and residents.
- 5.0.A Create a committee to study telecommunications options and prepare an action plan to ensure that Cottonwood has the best possible communications capabilities. (ST)
 - 5.0.B Link the Cottonwood General Plan to the capital improvement plan that identifies and prioritizes needed community infrastructure. (ST)
 - 5.0.C Conduct a quarterly meeting with the City, County, and public/ private local utility providers to address common issues. (ST)
 - 5.0.D Aggressively pursue funding options for infrastructure development and expansion. (ST)
 - 5.0.E Work regionally to protect the community's long-term water resources and the Big Chino aquifer. Establish a public awareness and conservation program. (ST)

- 5.0.F Continue to improve the regional transportation: the vehicular, transit, bicycle and pedestrian systems. (ST)
- 5.0.G Work with other area agencies to secure funding to complete a telecommunications assessment through the State of Arizona Government Information Technology Agency. (ST)
(<http://www.ci.cottonwood.az.us/planning2.htm>)

The town of Camp Verde has a separate economic development plan with the following goals and objectives:

It is understood that the Plan is a flexible attempt to focus the Town's economic development efforts to encourage specific outcomes. As a result, the Plan is expected to be periodically modified to reflect implementation outcomes, the General Plan and changing Community and economic conditions. The Plan is not intended to limit or interfere with free market forces. The Plan is intended to provide a focus for the Town's limited economic development resources and to encourage economic activity which is consistent with the Community Values identified in the Plan.

A. Goal 1: Focus efforts on retention and expansion of existing businesses in the Community to increase economic activity. This effort should result in additional employment and increased sales tax revenues without the same growth related impacts as new development.

Objective: Increase taxable sales by 20 percent, adjusted for inflation, within 3 years.

B. Goal 2: Attract economic activity not currently readily available in the Community which will generate high taxable sales with limited workforce demands.

Objective: Attract 3 to 5 businesses meeting Objective within 3 years.

C. Goal 3: Attract economic activity which generally pays a minimum of \$10 per hour with limited workforce demands.

Objective: Attract 3 businesses meeting Objective within 3 years.

D. General Conditions: All objectives should be subject to the following general conditions:

- Make maximum use of existing workforce by encouraging opportunities for current residents to improve their economic condition.
- Avoid activities which have a significant negative impact on the

environment, particularly concerning water resources.

- Encourage activities which by type, land use, location and long-range impact are consistent with the Community Values identified in this Plan.
- Encourage activities in areas which can be reasonably served by Community infrastructure.

(http://www.cvaz.org/planning/Economic_Development/)

The Clarkdale Plan links values and vision to planning as follows:

A series of Guiding Principles is established to identify the main points and themes that define the values and vision of the community. These concepts provide a framework for advancing the interests of the General Plan in terms of physical, comprehensive and long-range planning.

1. *Protect Small Town Qualities*

- Preserve small town atmosphere and character.
- Improve neighborhood qualities.
- Improve neighborhood recreational opportunities.
- Buffer incompatible non-residential uses from residential areas.

2. *Improve Transportation System*

- Improve existing roadways.

3. *Preserve Natural Environment*

- Protect natural environment and open space.
- Protect Verde River corridor.
- Protect and improve water resources.

4. *Support Economic Vitality*

- Support historic downtown revitalization.
 - Provide adequate infrastructure for growing community.
 - Support appropriate economic development.
 - Encourage affordable housing opportunities.
 - Encourage mixed use development.
- (<http://www.clarkdale.az.us/intro.pdf>)

■ **Yavapai-Apache Nation**

The Nation sets out its vision-based economic development plan:

The objectives of the economic development program is to:

- Ensure that the Nation can provide adequate public services and facilities

- Promote community and business prosperity as EDA’s service population is the entire Tribe
- Allow individuals to earn income to support their families
- Diversify the economic base so that the Nation is not solely dependent on the gaming industry
- Create wealth within the community so individuals can purchase goods and services and businesses can grow and prosper.

(Economic Development Authority, Yavapai-Apache Nation.)

■ **Statewide Economic Study: Possible Sub-Region Cooperation**

The *Statewide Economic Study* defines Yavapai County as an economic region and makes the following observations regarding what it refers to as “sub-region” cooperation.

It appears that a single economic sub-region exists in the Prescott–Prescott Valley–Chino Valley area, and a separate economic sub-region exists in the Verde Valley area. The Prescott/Prescott Valley area is already considered to be a single community. The outreach process revealed that Chino Valley offers housing for some of the workers in the Prescott/Prescott

Valley area, therefore creating some commonality. The Prescott–Prescott Valley–Chino Valley area is very dependent on tourism, but may have opportunities for growth in some of the industries identified by Economy.com. It is likely that economic development plans over the next decade in the Cottonwood and Camp Verde area will need to primarily focus on tourism-related projects. (The Arizona Statewide Economic Study 2002)

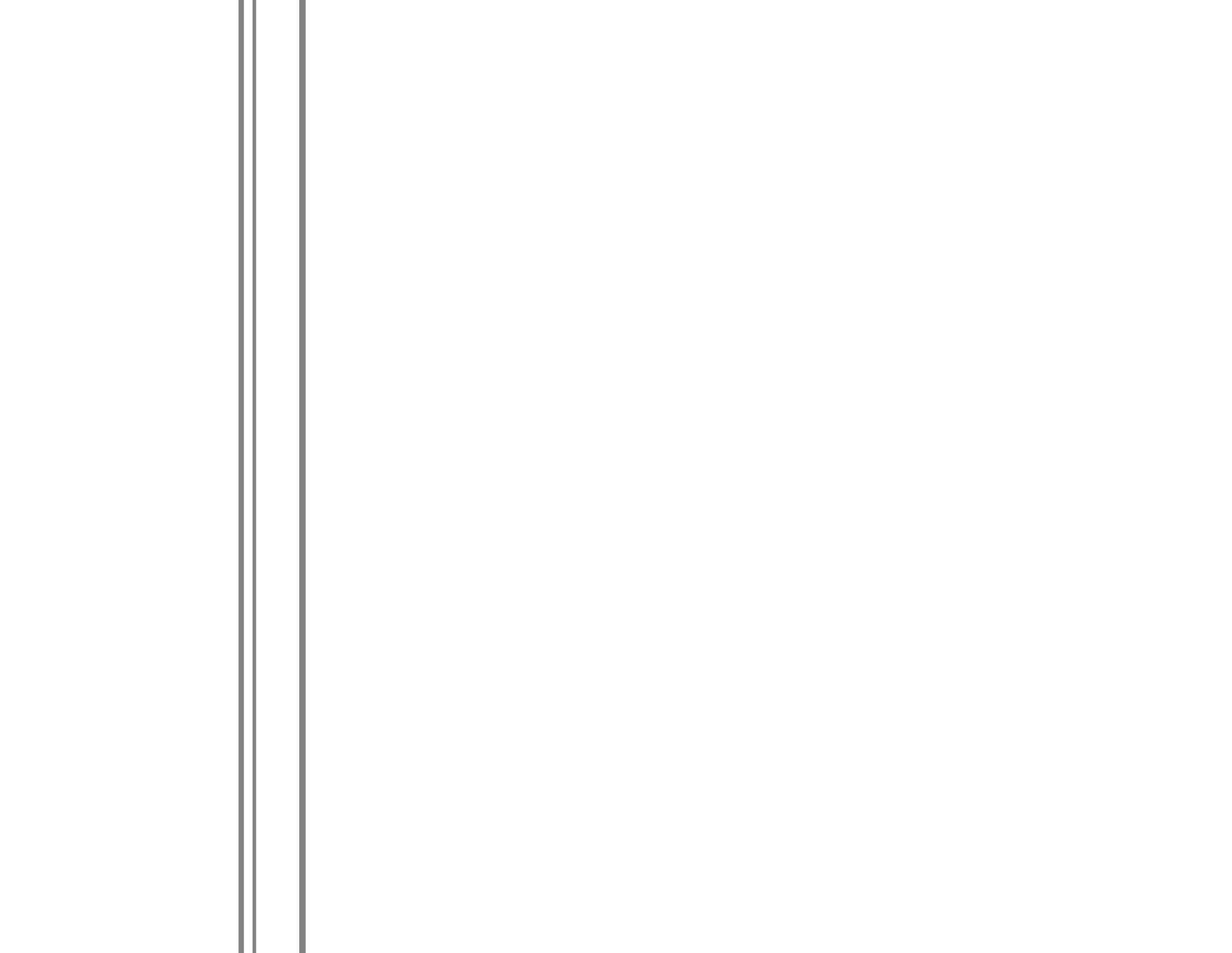
■ **Summary**

The amount of current planning “on the books” illustrates that the line of causation from *values* to *vision* to *planning* is not always clear cut. Sometimes the planning and implementation outpace the vision and may not capture all of the shared values of the community—especially the values participants may hold for a regional economy. Nonetheless, these expressions of intent seem to be quite consistent with the principled planning discussed in this Chapter and can be a valuable starting point for a more rigorous and inclusive statement of regional planning and implementation goals.

...a separate economic sub-region exists in the Verde Valley area



Economic development is a competitive arena, especially when the targets are businesses compatible with high quality of life considerations, low water use, relatively high wages, and a technology orientation.



7 ■ SOME ORGANIZATIONAL APPROACHES

The previous chapter moved us along our journey from *values* to *vision* to *planning* and *activities*. This Chapter lays out some alternative ways in which goals and objectives can be achieved.

Interestingly, the two cities that have gone into the most detail regarding their economic development efforts—Sedona and Cottonwood—share concern regarding moving ahead individually and express strong support for a regional approach to developing a sustainable and diversified economy for the Verde Valley.

■ Sedona

The Sedona Plan states: “Recognizing that growth does not stop at the City’s limits, the City Council Advisory Committee on Growth considered the establishment of a regional plan as a critical step in addressing area growth and development.”

The Sedona Plan states that considerations should include:

- Inter-jurisdictional review of development proposals that have regional implications.
- Adoption of similar land use objectives and architectural and development standards.

- Assurance of good communication and cooperation.
- Prevention of urban sprawl including evaluation of urban limit boundaries and open space needs.
- Mitigation of regional traffic impacts and review of regional circulation plans including pursuit of shuttle transit options.
- Economic development and tourism management.

The Sedona Plan continues:

The Common Bonds and Principles for Regional Cooperation and Coordination in Land Use Planning and Development Decisions” resolutions that were adopted by the Verde Valley communities and Yavapai County in the fall of 1998 strongly encouraged a comprehensive regional plan for the Verde Valley. A Memorandum of Understanding solidifying the commitment of the various jurisdictions to regional planning and including a draft general scope of work, has been signed by all Verde Valley municipalities and both counties and is supported by the U.S. Forest Service. This draft general scope is

...the two cities that have gone into the most detail regarding their economic development efforts—Sedona and Cottonwood—share concern regarding moving ahead individually and express strong support for a regional approach to developing a sustainable and diversified economy for the Verde Valley.

intended to start the discussion about how a regional planning effort could be organized, prioritized and financed. The Verde Valley Regional Plan could be a 'bottom up' model/demonstration project for regional plans in the State of Arizona. [Note: The 1998 resolutions referred to above are included in this Report as *Appendix F.*]

The draft scope of work includes the following element on economic development:

- Analysis of existing economic activity including strengths, weaknesses, opportunities and problems
- Inventory of existing and planned industrial parks and sites in the Verde Valley
- Regional coordination activities (Verde Valley Regional Economic Development Council)
- Strike the balance between the need for good jobs, entrepreneurship and economic development with the Verde Valley's desire to maintain the natural environment and environmental quality. (Sedona Community Plan, December 10, 2002, pp. 8-10 to 8-13)

In its Economic Development element, the Sedona Plan notes that regional cooperation

is increasingly important and states: "By working together within the Verde Valley region, communities can avoid duplication of efforts and ensure that the needs of the residents within the region are met." (Sedona Community Plan, December 10, 2002, p. 14-9)

While the Plan states that a goal is to "Establish an on-going, effective local program and public/private partnership responsible for economic development in Sedona," it takes as an action strategy, "Interface with other regional efforts involved in economic development to maximize scarce financial and human resources and eliminate duplication." (Sedona Community Plan, December 10, 2002, pp. 14-12 and 14-13)

■ Cottonwood

The City of Cottonwood's Economic Development element states:

...a "Guiding Principle" that underpins everything that Cottonwood does is regional collaboration. ...However, without a regional economic development program, Cottonwood's Strategic Economic Development Plan (Focused Future II) must address the needs and desires of Cottonwood. [Note: This is currently done through the Cottonwood Foundation for

Economic Development.] The City continues to participate in discussions about re-establishing the Verde Valley Regional Economic Development Council and is supportive of regional cooperation. One of the fundamental beliefs of the City of Cottonwood is that the community cannot operate in a vacuum.

Two of the issues identified in the Plan are:

1. The demise of Verde Valley Regional Economic Development Council (VVREDC) makes the nature of the economic development organization a top priority of this plan.
2. The need to develop city and regional plans to manage growth and meet State deadlines and requirements.
(<http://www.ci.cottonwood.az.us/planning2.htm>)

■ Yavapai-Apache Nation

The Yavapai-Apache Nation makes some of the same observations:

One of the fundamental beliefs of the EDA Department is that the Nation cannot operate in a vacuum. EDA Department recognizes that what happens within the region and in surrounding communities impact the Nation. Therefore, a guiding

principle that underpins everything that EDA does is regional and national collaboration. Through cooperation, collaboration, and partnerships, EDA can achieve so much more than if it attempted to go it alone.
(Economic Development Authority, Yavapai-Apache Nation)

■ Organizational Considerations

If these statements indicate sentiments around the Verde Valley, there appears to be a need to explore a regional organization to manage the effort to achieve a sustainable and diversified economy in the Verde Valley. The Sedona, Cottonwood, and Yavapai-Apache observations are well taken in that an effective economic development organization must meet some minimum efficient scale requirements. Economic development is a competitive arena, especially when the targets are businesses compatible with high quality of life considerations, low water use, relatively high wages, and a technology orientation. Every region wants that company.

At a minimum, it appears that a full-time economic development professional with supporting staff is required. If the economic development effort also includes business retention and expansion duties, workforce development responsibilities, a “buy locally” program, film-making

One of the fundamental beliefs of the EDA Department is that the Nation cannot operate in a vacuum. EDA Department recognizes that what happens within the region and in surrounding communities impact the Nation.

Economic development is a competitive arena, especially when the targets are businesses compatible with high quality of life considerations, low water use, relatively high wages, and a technology orientation.

...a traditional economic development organization, focused solely on business recruitment, additional jobs, and economic expansion, is not what people want.

promotion, and sharing responsibility for promotion of regional tourism (cultural heritage, agritourism, and ecotourism) with the Yavapai County Heritage Alliance and local programs, the total task is multiplied and you are contemplating a number of full-time professionals and office staff and large marketing budgets. Just from casual observation across Arizona, it appears that a constituency of about 25,000 or more with revenues dedicated to the economic development effort of at least \$150,000 annually is required to support a professional, yet “bare bones” operation. See *Appendix G* for additional information on other Arizona economic development programs.

It would be presumptuous to lay out a single model for an economic development organization in this Report—it’s the prerogative of the Forum participants to discuss and recommend in this area and it’s the prerogative of the citizens of the Verde Valley to decide whether or not they wish to head in this direction. What this Report can do is:

- point out some pre-existing conditions that will facilitate forming and sustaining such an organization
- help to identify some desirable attributes of such organizations based on an examination of the organizations that currently exist

- point out some pitfalls in the operation of such an organization.

First, it seems clear, based on the existing values and visions of Verde Valley residents discussed in this Report, that a traditional economic development organization, focused solely on business recruitment, additional jobs, and economic expansion, is not what people want. They express, through their local plans, a desire for a more holistic approach to the Verde Valley economy and this is a relatively new phenomenon. The Rocky Mountain Institute takes an approach consistent with this thinking.

The assumption that economic prosperity requires growth seems so reasonable that most of us don’t think much about it... The assumption is so pervasive that virtually every American community is looking for ways to grow out of its economic problems, even when those problems are themselves the result of growth.

The trouble is, the word ‘growth’ has two fundamentally different meanings: ‘expansion’ and ‘development.’ Expansion means getting bigger; development means getting better, which may or may not involve expansion.

—Michael J. Kinsley,
Economic Renewal Guide,
Rocky Mountain Institute, 1997, p. 1

■ What Kind of Development?

Since Valley residents combine the concepts of economic development and quality of life, a pre-existing condition for a viable economic development organization or organizations in the Valley is taking on this vision as the organization's mission. A mission that narrowly focuses on traditional economic expansion activities will be a point of division in the region, not a point of concurrence. Widespread support from business, government, environmentalists, the old and the young, the skilled and the unskilled is a precondition for an organization that reflects and implements the residents' values.

Some writers have called such an effort *Total Community Development*. They observe:

Common barriers in TCD arise from the breadth and complexity of the process and its expected results...TCD emphasizes a long time horizon, a wide base of necessary support and the complex influences of many broad issues. TCD will be especially challenging to community leaders and economic developers who may not have experience managing such broad efforts... TCD involves long-term commitments and consensus-based processes that, over the long term, may be more important than

the tangible end products... Success occurs only when multiple partnerships are forged within a framework that is supportive of complete community cooperation. "

—William C. Wood, II,
Dennis R. Harbaugh, LaDene H. Bowen,
"Critical Barriers in Total Community
Development and Practical
Steps to Overcome Them,"
Economic Development Review,
Spring 1993, Vol. 11, No. 2, p. 6

Critical to the success of any kind of economic development organization is access to an assured multi-year revenue stream source. Economic development outcomes are typically distant and uncertain. It is easiest when the revenues are identified before the organization is created. As an example, in Flagstaff a "bed, board, and booze" tax was approved by the voters in 1988 to support tourism, beautification, and economic development. Only then were city bodies created to implement activities in each of these areas. A city Economic Development Commission was established which, over a period of time, was transformed into the Greater Flagstaff Economic Council, a public/private partnership. The viability of the economic development effort was assured so long as the tax was in effect and the Commission (later GFEC) and the City Council agreed on the work plan. Both Sedona and Cottonwood

Since Valley residents combine the concepts of economic development and quality of life, a pre-existing condition for a viable economic development organization or organizations in the Valley is taking on this vision as the organization's mission.

Critical to the success of any kind of economic development organization is access to an assured multi-year revenue stream source.

■ Are You Ready to Move Ahead?

Many factors can be used to evaluate a community's or a region's readiness for taking on the challenge of building a diversified and sustainable economy. Here are some elements of readiness that have been identified as important in creating and maintaining an initiative.

- Are there widely shared values in the community or region?
- Have these values been captured in vision statements for the community or region?
- Does the community's or region's strategic plan embody the vision of its people?
- Are there volunteers eager to devote a lot of time and effort to the initiative? Will they have a sense of ownership of the effort? Will they have legal authority to manage public and private funds?
- Do the volunteers represent a cross-section of the community or region consistent with the values, visions, and strategic planning initiatives that exist?
- Is there a sense of collaboration or confrontation on issues of sustainability in the community or region?
- Is there a combination of public and private sector financial support available to meet the financial needs of an economic initiative? If not, are the citizen volunteers ready to work to obtain it?
- Is the community or region prepared to lay out a realistic but challenging work plan and rigorously evaluate its efforts?

Sources: Michael J. Kinsley, *Economic Renewal Guide*, Rocky Mountain Institute, 1997; *The Community Visioning and Strategic Planning Handbook*, National Civic League Press, 2000; William C. Wood, II, Dennis R. Harbaugh, LaDene H. Bowen, "Critical Barriers in Total Community Development and Practical Steps to Overcome Them," *Economic Development Review*, Vol. 11, No. 2, Spring 1993. Arizona Department of Commerce, Rural Economic Development Initiatives (REDI) (<http://www.commerce.state.az.us/Rural/redi.htm>) ■

highlight a similar type of tax as actually or potentially contributing to the public revenue side of their economic development efforts.

While solely public sector economic development efforts exist, a more common model is some type of public/private partnership. This would seem even more significant for any economic development organization in the Verde Valley, given the values and visions identified in this Report. An inclusive governing board, with representatives of government, business, environmental organizations, the arts, education, agriculture, tourism, and other sectors will assure that the organization is not captive of a particular interest and continues to pursue a broad program of total community (or regional) development.

While a professional staff is needed to recruit businesses compatible with regional values and retention and expansion of existing businesses, the ongoing participation of volunteers in recruitment, retention, workforce development, and other initiatives is key. Those representing the quality-of-life attributes, such as representatives of arts and environmental organizations, can be effective recruiters. Educators and business people can most effectively initiate and support workforce development programs. Sometimes

economic development organizations fail when the professional developer is hired. Community representatives are confounded by the economic development professional's jargon and talk of tax incentives or enterprise zones or arcane funding schemes.

The volunteer begins to believe that this is all much more complicated than he or she thought and walks away, leaving the task to the professional and devoting those volunteer hours to some other worthy cause. This can be the death knell for the effort as it becomes more and more distant from the grassroots community support that brought the organization into being.

Hence, it is important to revisit the vision constantly to assure that the organization is wedded to it and not going out after any and all opportunities regardless of whether those opportunities are consistent with what the people want.

Finally, these changes in the organization's makeup and behavior can lead to the ultimate drying up of funds, either from public sources or from the voluntary contribution of private supporters. A detailed annual workplan, based on the regional and community visions, with measurable outputs and clearly placed accountability can keep the organization "plugged in" to its constituency.

■ Regional Examples

There are some examples that are relevant to the Verde Valley. These are organizations that serve multiple cities and towns—none of which is predominant in terms of population or resources—and have a comprehensive work program in a setting with a high quality of life.

The White Mountain Regional Development Corporation (WMRDC) mission statement reads: “To strengthen and diversify the White Mountains economy by building a strong organization for business retention, expansion, and new business attraction.”

Key components of its work program in addition to retention, expansion, and attraction are workforce development, assisting communities in their planning efforts, and technology development. The Corporation notes:

The strength of WMRDC is in its partnerships. WMRDC offers a successful example of how much can be accomplished when four communities and their related agencies work together. WMRDC is an agency representing and supported by the Towns of Pinetop-Lakeside, Taylor, Snowflake and the City of Show Low.

An example is the WMDC’s action teams.

To further assist potential clients, WMRDC has the availability of an “Action Team” made up of community business leaders and municipal staff from our supporting communities. These experts are available to meet with business prospects that are interested in a business venture in the White Mountains region. Our goal of meeting our customers’ needs is accomplished with this team by providing the client with current information and technical assistance to allow them to establish their business in the region.

The WMRDC has numerous private sector partners at varied levels of giving in addition to the support it receives from the four communities. (<http://www.wmrdc.org>)

The Globe-Miami Chamber of Commerce and Economic Development Corporation describes itself as “a committed facilitator to support existing business, pursue diversified economic development and attract visitors and new residents to the communities of southern Gila County.” These include Globe, Miami, Hayden, Winkelman, and Roosevelt.

The organization stresses a high quality of life:

Within the Cobre Valley, the return to traditional “family values” is not a

subject of concern. Quite frankly, the residents here never left them. Our way of life is characterized by citizens who care about their neighbors, families that remain close throughout their lives, and a work ethic that results in high productivity and fair wages.

In addition to carrying on traditional economic development and tourism activities, the organization is linked to the Globe-Miami Film Commission and has played a role in investigating the possibility of a single city government for the area. (<http://www.globemiamiaz.com>)

A somewhat different and grander regional organization is the Sierra Business Council, an organization that serves 21 counties in California and Nevada along the 400-mile long range of the Sierra Nevada. Their web site states:

The Sierra Business Council (SBC) is a nonprofit association of more than five hundred businesses, agencies, and individuals working to secure the social, environmental and financial health of the Sierra Nevada region for this and future generations. Founded in 1994 and based in Truckee, California, the council explicitly rejects the notion that Sierra communities must choose between economic and environmental health. On the contrary, we view environmental quality as

key to the Sierra Nevada's economic prosperity, and natural resource conservation as essential to building regional wealth.

SBC is a resource for business leaders, government officials, and other decision-makers seeking solutions to local and regional challenges. Our work includes research, policy analysis, public education, leadership development, and collaborative initiatives with local partners.

The Council represents a new approach. Our perspective is regional; clearly the challenges our communities face are more alike than different. Our tactics are proactive and collaborative; creative solutions rarely emerge without effective leadership. Our approach is long-term and inclusive; nothing else will ensure our region's lasting prosperity.

(<http://www.sbcouncil.org>)

The Council's publication, *Investing for Prosperity*, lays out what could be an ambitious but relevant work program for Verde Valley efforts in building a sustainable and diversified economy:

- Capitalize on Existing Assets
 - o Build Up and Enhance Existing Sectors
 - o Develop Livable Towns and Neighborhoods



- o Invest in Restoring and Enhancing Natural Systems
- o Increase Resource Productivity
- Cultivate Innovation and Economic Diversity
 - o Create a Climate That Nurtures Entrepreneurs
 - o Build Economic Resilience Through Diversity
 - o Plug the Leaks in the Local Economy
 - o Encourage the Growth of Information Networks That Speed the Transfer and Use of Ideas and Innovation
- Create Long-Term Social Capital
 - o Plan and Provide for Health Care, Child Care and Elder Care
 - o Anticipate and Address the Housing Needs of Employees and Residents
 - o Invest in Educational Excellence and Lifelong Learning
 - o Invest in the Cultural Life of the Community
- Catalyze Community partnerships
 - o Cooperate Within and Across Regions to Address Common Challenges and Opportunities
 - o Create a Culture of Collaborative Problem-Solving to Speed Progress Toward Shared Community Objectives

(Investing for Prosperity: Building Successful Communities and Economies in The Sierra Nevada, 2003, The Sierra Business Council.)

Clearly, a single Verde Valley-wide organization could not take on all of these goals identified by the Sierra Business Council, but such an organization, in some form, could be an important focal point for Verde Valley residents to assess their progress in attaining a sustainable, diversified economy.

■ Summary

In summarizing this Chapter and this Report, it's helpful to refer back to the comment of one of the Focus Group participants:

I think the greatest strength that the Verde Valley has is we are at such a crucial point to grow and we have this opportunity to be very innovative in our thinking in terms of what sort of community that we want to create.

It's hard to improve on that Verde Valley resident's observation when thinking about the challenge and opportunity that Forum participants have before them as they discuss and decide how to achieve a sustainable, diversified economy for the Verde Valley.

APPENDIX A ■ CHANGES IN MINORITY POPULATION IN THE VERDE VALLEY

Tables A-1 and A-2 provide a detailed review of the composition of Verde Valley population by race and Hispanic Origin. Data in Table A-1 show the percentage of White, Native American, and Hispanic populations of any race for Yavapai County and for the communities within the Verde Valley in 2000. The percent minority population is also shown for each location. (*Note:* the sum of each row exceeds 100 percent because Census definitions include portions of the Hispanic population in the White population.)

Table A-2 provides information on the change in Hispanic population in the Verde Valley region between 1990 and 2000. The percentage of the Yavapai County population which is Hispanic increased by over 50 percent during this period. The

Table A-1. Population, Race and Hispanic Origin, 2000

Geographic Area	Total Population	Percent White Population	Percent Native American	Percent Hispanic of any Race	Percent Minority Population
Yavapai County	167,517	91.9	1.6	9.8	13.4
Mingus Mountain CCD	24,416	88.0	2.2	14.3	18.5
Verde CCD	31,492	90.5	2.8	9.3	14.2
Big Park CDP	5,245	95.6	0.4	6.8	9.4
Camp Verde town	9,451	85.0	7.3	10.9	19.8
Clarkdale town	3,422	84.5	6.8	11.8	20.0
Cornville CDP	3,335	93.2	0.8	9.1	12.3
Cottonwood city	9,179	85.2	1.6	20.5	24.0
Cottonwood-Verde Village CDP	10,610	91.1	1.2	11.2	14.4
Jerome town	329	91.8	2.4	8.2	12.8
Lake Montezuma CDP	3,344	92.6	2.3	7.3	11.4
Sedona city (part)	7,229	91.2	0.4	9.9	13.2
Sedona city (Coconino)	2,963	94.4	0.5	6.5	9.2

Source: U.S. Census Bureau, Census 2000 Summary File 1, Matrix P8.

Table A-2. **Change in Hispanic Population, 1990 to 2000**

Geographic Area	Percent Hispanic Origin of Any Race	
	1990	2000
Yavapai County	6.4	9.8
Mingus Mountain CCD	8.7	14.3
Verde CCD	4.4	9.3
Big Park CDP	3.2	6.8
Camp Verde town	4.7	10.9
Clarkdale town	11.3	11.8
Cornville CDP	4.7	9.1
Cottonwood city	12.5	20.5
Cottonwood-Verde Village CDP	5.1	11.2
Jerome town	5.7	8.2
Lake Montezuma CDP	2.9	7.3
Sedona city (overall)	5.2	8.9
<i>Source:</i> U.S. Census Bureau, Census 1990 and 2000 Summary File 1.		

Hispanic population grew from 6.4 percent of the county population in 1990 to 9.8 percent in 2000. In 1990, the Hispanic population (of any race) was 6,899 in the County. This number had increased to 16,376 in 2000.

An increase in Hispanic populations was observed for all localities in the Verde Valley. The area experiencing the largest percentage gain was Lake Montezuma where the Hispanic population rose from 2.9 percent of overall population in 1990 to 7.3 percent ten years later.

In 2000, the Hispanic population constituted 20.5 percent of Cottonwood’s population; up from 12.5 percent in 1990. The smallest increase occurred in Clarkdale; however, the Hispanic population in this community was already among the highest in the Verde Valley.

The Hispanic population percentage in Camp Verde more than doubled during the decade from 4.7 to 10.9 percent of the local population, while the numbers increased from 5.2 percent to 8.9 percent in Sedona and from 5.7 percent to 8.2 percent in Jerome.

APPENDIX B ■ CHANGES IN AGE COMPOSITION, 1990-2000

Tables B-1 and B-2 contain data that show the number and percent of persons by age cohort in each of the Verde Valley communities in 2000 and in 1990. Four cohorts are used to show the number and percent of residents in each of the following age categories:

- Persons under age 5
- Persons age 5–19 years
- Persons age 20–64 years
- Persons age 65 and older

These cohorts were selected to show the composition—and changes in the composition—of the area population for pre-school children, school-age children, working-age persons, and retired persons. These numbers are presented for Yavapai County and for the nine incorporated and CDP locations in the Verde Valley.

Considerable variation in the age distribution is evident across communities.

Table B-1. Population by Selected Age Groups, 2000

Geographic Area	Under 5 years of age	5-19 years of age	20-64 years of age	65 Years and older	Percent under 5	Percent 5-19 years	Percent 20-64 years	Percent 65 and older
Yavapai County	8,648	30,762	91,291	36,816	5.2%	18.4%	54.5%	22.0%
Big Park, CDP	147	581	2,763	1,754	2.8%	11.1%	52.7%	33.4%
Camp Verde	578	1,960	4,977	1,936	6.1%	20.7%	52.7%	20.5%
Clarkdale	211	596	1,728	887	6.2%	17.4%	50.5%	25.9%
Cornville, CDP	170	730	1,988	447	5.1%	21.9%	59.6%	13.4%
Cottonwood	626	1,752	4,617	2,184	6.8%	19.1%	50.3%	23.8%
Cottonwood-Verde Village CDP	608	2,222	5,456	2,324	5.7%	20.9%	51.4%	21.9%
Jerome	4	46	238	41	1.2%	14.0%	72.3%	12.5%
Lake Montezuma, CDP	188	519	1,932	705	5.6%	15.5%	57.8%	21.1%
Sedona (overall)	318	1,238	6,031	2,605	3.1%	12.1%	59.2%	25.6%

Source: U.S. Bureau of the Census, 2000.
Population by Sex and by Age.

We already know from Table 2-3 that the median age in the County increased over the 10-year period to 44.5 years. However, the percentage of persons age 65 and older in the county declined from 23.8 percent to 22.0 percent during the decade from 1990 to 2000. County-wide, the increase was largely in the 20-64 age categories. This indicates the movement of more working-age persons into the county.

The County-wide school age population (5 to 19 years of age) increased from 19,819 in 1990 to 30,762 in 2000. However, persons age 5-19 remained constant as a percent of

the entire population over the period while the under five population declined slightly from 5.6 percent to 5.2 percent of overall population. Thus, the heightened numbers of the working-age population seems to suggest first that families moving into the region are more likely seeking employment rather than retirement, and second, because the percentage increase in the number of persons in the two younger cohorts has not matched the increase in the 20-64 group we can conclude that the many of these in-migrants have fewer children compared to the population that lived in the county in 1990.

Table B-2. Population by Selected Age Groups, 1990

Geographic Area	Under 5 years of age	5-19 years of age	20-64 years of age	65 Years and older	Percent under 5	Percent 5-19 years	Percent 20-64 years	Percent 65 and older
Yavapai County	5,991	19,819	56,291	25,613	5.6%	18.4%	52.3%	23.8%
Big Park, CDP	108	247	1,500	1,169	3.6%	8.2%	49.6%	38.7%
Camp Verde	425	1,241	3,212	1,365	6.8%	19.9%	51.4%	21.9%
Clarkdale	146	436	1,056	506	6.8%	20.3%	49.3%	23.6%
Cornville, CDP	132	472	1,180	305	6.3%	22.6%	56.5%	14.6%
Cottonwood	399	1,191	2,848	1,480	6.7%	20.1%	48.1%	25.0%
Cottonwood-Verde Village CDP	419	1,424	3,471	1,723	6.0%	20.2%	49.3%	24.5%
Jerome	17	68	268	50	4.2%	16.9%	66.5%	12.4%
Lake Montezuma, CDP	95	270	868	608	5.2%	14.7%	47.1%	33.0%
Sedona (overall)	254	914	4,118	2,434	3.3%	11.8%	53.3%	31.5%

Source: U.S. Bureau of the Census, 1990.
Population by Sex and by Age.

APPENDIX C ■ EMPLOYMENT BY INDUSTRY IN THE VERDE VALLEY

Table C-1. Percent of Civilian Population Age 16 & Older by Industry in Unincorporated Areas, 2000

Industry	Yavapai County	Big Park	Cornville	Cottonwood- Verde Village	Lake Montezuma
Agriculture, forestry, fishing, and hunting, and mining	3.2	0.8	2.4	0.9	1.5
Construction	11.7	6.9	16.7	10.7	9.1
Manufacturing	7.0	2.7	8.4	4.1	7.8
Wholesale trade	2.5	1.5	4.4	4.0	1.2
Retail trade	13.5	13.9	13.1	15.8	7.1
Transportation and warehousing, and utilities	4.1	2.9	4.4	2.5	4.8
Information	2.1	3.6	2.3	2.1	1.8
Finance, insurance, real estate, and rental and leasing	5.7	11.5	3.9	5.9	6.9
Professional, scientific, management, administrative, and waste management services	7.4	15.2	6.0	7.1	9.6
Educational, health, and social services	19.9	14.4	16.2	21.9	15.3
Arts, entertainment, recreation, accommodation, and food services	12.6	18.5	12.5	15.0	27.1
Other services (except public administration)	5.8	6.0	7.3	5.1	3.5
Public administration	4.6	2.0	2.5	4.9	4.4

Source: U.S. Census Bureau, Census 2000, Summary File 3: DP-3
Profile of Selected Economic Characteristics

Table C-2. **Percent of Civilian Population Age 16 & Older by Industry Employment in Incorporated Communities, 2000**

Industry	Camp Verde	Clarkdale	Cottonwood	Jerome	Sedona
Agriculture, forestry, fishing, and hunting, and mining	2.4	0.8	1.8	–	0.4
Construction	13.0	14.3	9.4	8.9	8.7
Manufacturing	5.1	5.9	9.3	6.8	3.4
Wholesale trade	1.7	2.7	1.0	–	1.7
Retail trade	12.4	13.4	16.0	24.7	13.9
Transportation and warehousing, and utilities	6.1	3.5	5.2	1.1	4.7
Information	1.9	1.6	0.9	2.1	4.2
Finance, insurance, real estate, and rental and leasing	5.9	6.2	6.6	3.7	8.9
Professional, scientific, management, administrative, and waste management services	5.7	6.4	6.6	7.4	11.1
Educational, health, and social services	17.9	20.2	18.2	16.8	13.9
Arts, entertainment, recreation, accommodation, and food services	15.8	13.6	16.9	21.6	19.6
Other services (except public administration)	4.7	4.9	4.9	4.2	8.0
Public administration	7.5	6.7	3.0	2.6	1.4

Source: U.S. Census Bureau, Census 2000, Summary File 3: DP-3
Profile of Selected Economic Characteristics

APPENDIX D ■ FOCUS GROUP OVERVIEW

Purpose

The purpose of the focus group is to identify and understand opinions and attitudes on the topic *Achieving a Sustainable and Diversified Economy in the Verde Valley*. The group discussion will provide qualitative, in-depth data and descriptive material for the 2004 Verde Valley Forum background research report. Five focus groups representing different special interests are planned. The interest groups are business, economic professional, environmental organizations, civic leaders/elected officials, and educational/community organizations. Group participants were selected by the Verde Valley Forum Research Committee.

Definitions

This overview provides working definitions of the terms “sustainable development” and “diversified economy.”

“Sustainable development” is “development that maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment upon which people and economies depend. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.” (State of Minnesota statutes).

A “diversified economy” is one that does not depend on one or a few economic sectors to generate jobs and income; rather, a diversified economy is one in which the services, retail, manufacturing, construction and other sectors all play a role.

Process

The focus group process is not intended to reach consensus but to develop an understanding of the viewpoints, attitudes, and ideas of individuals in the group. The expression of individual opinions is confidential, and the names of group participants will not be published in the background report. An audiotape recorder will be used to ensure the accuracy of comments. Quotes that capture a particular viewpoint will be printed in the report.

Northern Arizona University Research Team

The NAU Research Team will conduct each focus group and develop the resulting report. The group moderator is Linda Stratton and the recorder is Joe Walka. Dr. Walka is the project coordinator for the background research report. Please contact Linda or Joe if you have any questions or comments about this process.

Joseph J. Walka, Ph.D.
Email: Joseph.Walka@nau.edu
Phone: (928) 523-8798

Linda Stratton
Email: LStratton@contribunet.org
Phone: (928) 606-1084

**Achieving a Sustainable and Diversified Economy
Verde Valley Forum Focus Group**

Welcome and Introductions

Review of Focus Group Overview

Discussion:

1. What does a sustainable, diversified economy in the Verde Valley mean to you?
2. What are the greatest strengths that the Verde Valley has in building a diversified, sustainable economy?
3. What are the greatest obstacles or weaknesses the Verde Valley faces in achieving a sustainable and diversified economy?
4. What's your vision of how this would work? How will the Verde Valley make it happen?

Thank you for your participation in this focus group! Your work today helps the Research Committee prepare for a productive and thoughtful Verde Valley Forum 2004.

APPENDIX E ■ THE VISIONING PROCESS

A visioning process is totally open and potentially involves all of the community's or region's residents throughout the process. Just as Town Halls or Forums strive to have participants that represent many different interests in the region or community, an open visioning process does, in fact, give everyone in the region or community an opportunity to be involved throughout the exercise, which sometimes can last up to a year or more.

In other words, a Forum or Town Hall strives to be a good sample of the whole region or community, whereas an inclusive formal visioning process strives to involve the entire region or community.

■ Getting Started

The questions one asks at the beginning of a visioning process are like the ones participants in a Forum ask themselves as they come together.

Why are we here as participants in this Verde Valley Forum? What is the nature of our interest in **Achieving a Sustainable and Diversified Economy in the Verde Valley**?

What do we hope to accomplish in this Forum?

How can our visioning at the Forum set the stage for improved regional effort in achieving a sustainable and diversified Verde Valley economy?

■ Where Are We?

As Forum participants and others address this future-oriented topic, it is often helpful to begin with what is called SWOT analysis, an assessment of the strengths (S), weaknesses (W), opportunities (O), and threats (T) associated with the region. This technique, widely used in the business world for organizational analysis, is just as useful in a regional, community or Forum setting. The five focus groups whose efforts inform this Report proceeded exactly along these lines.

In beginning this SWOT analysis, the process of brainstorming is a useful approach. Brainstorming is a way to get a lot of input from participants quickly. A facilitator can go around the room, asking for phrases from each participant that convey the participant's idea. For example, someone may identify "quality of life" or "good work ethic" as a strength of the region and its communities in pursuing sustainable development. In brainstorming, the goal is to get as much input from

As Forum participants and others address this future-oriented topic, it is often helpful to begin with what is called SWOT analysis, an assessment of the strengths (S), weaknesses (W), opportunities (O), and threats (T) associated with the region.

participants as possible to assure that you gather as much information as possible in a short time. As part of brainstorming, participants are asked to not criticize or evaluate the contributions of others since the goal is completeness. Indeed, what might be identified as a strength by one participant might be perceived as a weakness by another. The facilitator may at the end of a brainstorming session, recommend that certain sets of related ideas be combined into a new formulation.

It's helpful to begin with an environmental scan of the region's perceived strengths—an inventory, analysis, and evaluation of the many community resources available, including human, physical, natural, etc. This gives the participants the opportunity to identify the aspects of the region that give it a particular strength or attractiveness in their own mind. Equally helpful is to assess the weaknesses out there in the community—the lack of resources that seem to be apparent in the community in the eyes of the participants. The focus groups are part of the scan available to the Forum and the second chapter of this Report, with its information on the demographics of the Valley, provides key baseline data.

Good examples of current environmental scans in the Valley are the 2002 "*Verde Works*" *Labor Study* and analysis underlying

the *Focused Future* efforts undertaken in Cottonwood, Clarkdale, and Sedona. It should also be noted that the *Focused Future II* efforts of Cottonwood (completed) and Sedona (now underway) are good examples of the visioning process as it involves economic development at the local level.

■ Where Do We Want to Go?

In the visioning process, the group then moves on to address opportunities for change or improvement in achieving a sustainable and diversified economy in the region. These may be short-term "fixes" or long-term structural changes in the region. For example, if there is a shortage of workers trained in computer technology, a short-term focus might be to start a compressed training course; a longer-term approach might be to strengthen high school and community college and university-level offerings in the field.

Finally, participants should identify the threats that might impede attainment of agreed-upon goals for the future. These threats may be external or uncontrollable such as actions by others—departure of a major employer, or water usage restrictions. Alternatively, they may be internal or more controllable—traffic congestion, inadequate health care, or lack of affordable housing.

■ Goals for the Region

As the group identifies strengths, weaknesses, opportunities, and threats (the approach used in the focus groups), it will begin to formulate goals for the region, both overall general goals and goals specific to sustainability and diversity of the Verde Valley economy. Throughout the goal-setting process, it is often helpful for the group to pause and ask if there is a shared feeling of what they want the Valley to be.

Goal setting is so widely used that there is a general checklist against which goals can be evaluated:

- First, a goal should be appropriate, suitable, and acceptable to the region.
- Second, a goal should be achievable—it must be capable of being accomplished by the region.
- Third, a goal should be understandable and measurable; that is, we should all recognize what the goal is and we should know when, in fact, we have met the goal.
- Fourth, the goal should be enough of a challenge to motivate participants to achieve it. However, it should also be flexible enough to take account of, or react to, external events that may occur as the region pursues the goal.

■ The Vision Statement

Developing a regional vision statement can be a long and arduous task even though the vision statement itself may be just a few sentences in length. It is important that the discussion leading to the statement be thorough and it is equally important that participants maintain an open mind regarding the views, observations, and beliefs of others. A regional vision statement which embodies the shared values of all will, of course, be more difficult if the goals of the communities in the region vary widely. It may be helpful to agree on the themes to be included in the statement first and then explore how to express these themes.

The National Civic League describes an effective vision statement as follows:

- Positive, present-tense language
- Qualities that provide the reader with a feeling for the region's uniqueness
- Inclusiveness of the region's diverse population
- A depiction of the highest standards of excellence and achievement
- A focus on peoples and quality of life
- Addresses a time period 15 to 20 years in the future
- Language that is easily understood by all (The Community Visioning and Strategic Planning Handbook, National Civic League Press, 2000)

APPENDIX F ■ RESOLUTION TO ESTABLISH COMMON BONDS AND PRINCIPLES FOR REGIONAL COOPERATION

In 1998, resolutions to establish common bonds and principles for regional cooperation and coordination in land use planning and development were passed by most jurisdictions in the Verde Valley. Yavapai County, the communities of Sedona, Cottonwood, Camp Verde and Clarkdale, the Lake Montezuma Homeowners Association, the Cornville Homeowners Association, the Village of Oak Creek Association and the Big Park Regional Council, all passed this resolution with only minor differences at each location.

The support for this resolution in each of these jurisdictions represents a major step in the regional planning process and the recommended actions lend significant clout to using regional cooperation to address the needs of the entire area. The primary elements of the resolution are as follows:

■ Basis for the Resolution

The Yavapai County General Plan, the general plans for Camp Verde, Clarkdale, Cottonwood, and Sedona, and the Focused Future efforts in these communities, each contain support for the concept of regional planning and coordination for the Verde Valley. In addition, the Growing

Smarter Act requires that regional planning efforts occur. Furthermore, the various jurisdictions of the Verde Valley desire that the unique characteristics and distinct gateways to surrounding rural and open space lands are maintained and that the communities of the region do not grow together in a manner that reduces individual community identities.

The statements listed below are part of the resolution passed in each jurisdiction, and are presented in support of the resolution's objectives:

- Preservation of geographically distinct communities can be maintained by ensuring that significant open space and rural land use be maintained along highway corridors.
- Widening of the State Highways within the Verde Valley will result in more development pressure along these corridors; thus circulation improvements will require significant regional cooperation and planning to determine need, feasibility, and methods of implementation.
- Decisions made in one Verde Valley jurisdiction will impact other

communities and the region as a whole; land use decisions made without a regional perspective will tend to create unintended and undesirable consequences.

- The lack of adopted “specific area” land use plans for parts of the unincorporated regions makes it difficult for policy makers and the general public to respond to specific rezoning or development proposals.
- Appropriately accommodating tourism in the region is critical to preserving the quality of life in the Verde Valley.
- The disposition of 16 square miles of Arizona State Trust lands for private development will have a major impact on the Verde Valley.
- The quality and quantity of the surface waters of the Verde Valley must be preserved and enhanced.
- Actual ground water supplies for the Verde Valley must be determined.
- Preserving and enhancing air quality is an important issue for the Verde Valley.
- The imbalance between jobs and housing in the region presents major social and economic ramifications.
- The Verde Valley is unique in its natural beauty. The natural, wildlife, cultural, and historical aspects of the region must be preserved to ensure this beauty continues for future generations.

■ Guiding Principles for Cooperation in Land Use Planning and Development

Given the objectives and items listed above, the following principles were approved as part of the resolution to establish cooperation in land use planning and development decisions among the Verde Valley governments. Differences in wording as well as additions to the original resolution were approved in some jurisdictions. Some of the primary differences and additions are included at the end of this listing.

- The Verde Valley communities should not grow together, regardless of corporate boundaries. Significant open space and/or rural uses along the highways between communities shall be maintained.
- Forest Service land trades should not be supported along the highway corridors outside of existing corporate limits.
- Each municipality and Yavapai County is solely responsible for land use decisions within their jurisdictions [and]...each shall be responsible for considering the impacts of its decisions on the region as a whole.
- Yavapai County and the local governments and communities of the Verde Valley are strongly encouraged to consider a coordinated and comprehensive regional plan

that addresses open space, regional housing, regional land use and regional transportation issues.

- Yavapai County should pursue specific area planning for portions of the Verde Valley not presently covered by adopted community plans.
- Water quality and quantity of surface flows should be studied in order to preserve and enhance this vital resource.
- The available groundwater supplies of the Verde Valley should be studied to determine a realistic carrying capacity.
- Efforts shall be made to preserve open space on critical Arizona State Trust lands in the Verde Valley as identified in a future regional plan and as part of the Arizona Preserve Initiative and Growing Smarter Act.
- The Verde Valley communities and Yavapai County are strongly encouraged to investigate the creation of a regional transit system modeled on the CATS system in Cottonwood and Clarkdale.
- More affordable housing opportunities should be supported within established urbanized areas throughout the Verde Valley.
- Urban type development should be limited or [be restricted to areas] immediately adjacent to corporate limits and where infrastructure and services (roads, sewer, water, police, and fire

protection) are in place.

- Development outside of corporate limits should be limited to agriculture, ranching or very low-density residential use (one unit per 2 or more acres) unless otherwise supported in the County or regional land use plan.

Additional items that were included in some of the local resolutions are:

- The Verde Valley communities and Yavapai County are strongly encouraged to preserve the dark skies and air quality of the Verde Valley. (Sedona, Camp Verde)
- The Verde Valley communities and Yavapai County should preserve air quality of the Verde Valley. (Camp Verde)
- Each community shall make every effort to reduce and encourage reduction in ground water use. (Cottonwood)
- Each municipality is encouraged to pursue plans that identify their community planning boundaries of future service areas and develop specific policies regarding annexations. The plans and policies should include recommendations to promote and preserve open space.....to prevent communities from growing together. (Yavapai County)

APPENDIX G ■ INFORMATION ON SOME LOCAL ECONOMIC DEVELOPMENT EFFORTS IN ARIZONA

Unfortunately, there is no single source of information on all of the various regional or small city economic development efforts and organizations in Arizona. A comprehensive statewide survey of these organizations and efforts was beyond the scope of this Report. However, some information on a selection of economic development efforts was collected by telephone interview and that is presented in this Appendix. The efforts chosen for review are ones which serve populations somewhat similar to the Verde Valley.

The **Greater Flagstaff Economic Council** has a budget of about \$300,000; 85 percent of which is from public funds and 15 percent from private sources. A staff of over five is supported from this budget. GFEC has responsibilities in the areas of business retention and attraction, workforce training, assisting businesses in securing loans, enterprise zone management, and other areas. GFEC is not responsible for tourism or film-making promotion. It is separately funded for a telecommunications project.

The **Economic Development Department** of the **City of Prescott** has a \$257 thousand budget, all of which is city funds. A total of 1.5 positions are supported through this budget. The department is responsible for

business retention and attraction, film-making promotion, and administers the Prescott enterprise zone.

In Prescott Valley, the economic development manager for the Town handles retail-oriented leads and the **Prescott Valley Economic Development Foundation** handles manufacturing-oriented leads. The Foundation receives about \$130 thousand from the town and additional private funds are secured through memberships.

The **Greater Yuma Economic Development Corporation** has a budget of about \$500 thousand, about two-thirds of which is public and the remainder private. Public sector support is from the City of Yuma, Yuma County, Town of Wellton, City of Somerton, and City of San Luis. A staff of four is supported through the total budget and the Corporation's responsibilities are in business retention and attraction.

The **Partnership for Economic Development in Lake Havasu City** received over \$290 thousand from City tax collections last fiscal year. PED has responsibilities in the areas of business retention and attraction, workforce training, and administration of a building expansion and development loan program. The organization has a staff of five and is a public/private partnership.

■ SOURCES

To make this Report as readable as possible, short citations of materials quoted or paraphrased have been integrated into the text. Sources are shown here by Chapter. Where a document is available over the internet, the web site source is sometimes shown rather than the formal citation for the document itself. Sources for maps, tables, and figures are shown in the Report and are not repeated here.

Chapter 1

Our Common Future, World Commission on Environment and Development, Oxford University Press, 1987.

State of Minnesota Statutes, section 4A.07.

Chapter 2

Public Outreach, Local Plan Integration and Strategic Findings, Statewide Economic Study 2002, Prepared for the Arizona Department of Commerce and the Commerce and Economic Development Commission by Elliott D. Pollack and Company and Pat Schroeder, Practical Solutions, October 2003.

Chapter 3

"Health Care Options: Healthy Aging—Later Life Decisions," *Report of the Eighty-Second Arizona Town Hall*, May 2003.

"Arizona Affordable Housing Profile: Finding and Conclusions 2002," Arizona Housing Commission, Arizona Department of Housing, and the U.S. Department of Housing and Urban Development, 2002.

"Implementing a Verde Valley Open Space Plan," *Background Research Report*, Ray C. Newton, Editor, Northern Arizona University, February 2002.

"Implementing a Verde Valley Open Space Plan," *Verde Valley Forum 2002, Plenary Session Final Report*, March 2002.

"Green Communities: How to do a Build-out Analysis," U.S. Environmental Protection Agency. http://www.epa.gov/greenkit/build_out.html

Chapter 4

None

Chapter 5

Economic Review, Federal Reserve Bank of Kansas City, Vol. 86, No. 2, Second Quarter 2001.

Michael J. Kinsley, *Economic Renewal Guide*, Rocky Mountain Institute, 1997.

New York Times, December 1, 2003, p. A18.

"Meeting the Challenges and Opportunities of Arizona's Growing Senior Population," *Report of the Seventy-Second Arizona Town Hall*, May 1998.

"Uniting a Diverse Arizona," *Report of the Seventy-Fifth Arizona Town Hall*, October 1999.

Jim Howe, Ed McMahon, and Luther Propst, *Balancing Nature and Commerce in Gateway Communities*, Island Press, 1997, pp. 1, 3.

"Moving All of Arizona into the 21st Century Economy," *Report of the Seventy-Eighth Arizona Town Hall*, May 2001.

"Pieces of Power—Governance in Arizona," *Report of the Seventy-Ninth Arizona Town Hall*, October 2001.

Planning for the Future: A Handbook on Community Visioning, Second Edition, The Center for Rural Pennsylvania, 2000.

Gary Green, Anna Haines, and Steven Halebsky, *Building Our Future: A Guide to Community Visioning*, University of Wisconsin-Extension, 2000.

A Vision for Our Community, Flagstaff 2020 Project, 1997.

Project Tomorrow: Creating Our Community's Future, <http://www.ci.fargo.nd.us/Planning/Docs/RenZonePlan/RZIntegrate.pdf>

■ SOURCES

“Chamber Alliance Vision Statement Plots Mohawk Valley’s Future for Two Decades,” *Chamber Action*, Vol. 15, no. 12, December 2001.

Yavapai County General Plan 2003, <http://www.co.yavapai.az.us/departments/Dev/unitspc/ordregs/genplan/2003gp.pdf>

City of Sedona 2002 Community Plan, <http://www.city.sedona.net/community/plan.asp>

City of Cottonwood General Plan, <http://www.ci.cottonwood.az.us/planning2.htm>

Clarkdale General Plan, <http://www.clarkdale.az.us/intor.pdf>

Economic Development Authority, Yavapai-Apache Nation.

Town of Camp Verde Economic Development Plan, http://www.cvaz.org/planning/Economic_Development

Verde Valley Regional Economic Development Council, various documents.

Chapter 6

Local Government Commission, http://www.lgc.org/freepub/land_use/articles/ahwahnee_article.html, also <http://www.lgc.org/ahwahnee/principles.html>. <http://www.biotech-info.net/handbook.pdf>.

Smart Growth Network, <http://www.smartgrowth.org>. <http://www.azcommerce.com/CommunityPlanning/GrowingSmart.htm>

Yavapai County General Plan 2003, <http://www.co.yavapai.az.us/departments/Dev/unitspc/ordregs/genplan/2003gp.pdf>.

Public Outreach, Local Plan Integration and Strategic Findings, Statewide Economic Study 2002, Prepared for the Arizona Department of Commerce and the Commerce and Economic Development Commission by Elliott D. Pollack and Company and Pat Schroeder, Practical Solutions, October 2003.

City of Sedona 2002 Community Plan, <http://www.city.sedona.net/community/plan.asp>

City of Cottonwood General Plan, <http://www.ci.cottonwood.az.us/planning2.htm>

Town of Camp Verde, http://www.cvaz.org/planning/Economic_Development/.

2002 Clarkdale General Plan, <http://www.clarkdale.az.us/intro.pdf>.

Economic Development Authority, Yavapai-Apache Nation.

Chapter 7

City of Sedona 2002 Community Plan, <http://www.city.sedona.net/community/plan.asp>

City of Cottonwood General Plan, <http://www.ci.cottonwood.az.us/planning2.htm>

Economic Development Authority, Yavapai-Apache Nation.

Michael J. Kinsley, *Economic Renewal Guide*, Rocky Mountain Institute, 1997.

William C. Wood, II, Dennis R. Harbaugh, LaDene H. Bowen, “Critical Barriers in Total Community Development and Practical Steps to Overcome Them,” *Economic Development Review*, Spring 1993, Vol. 11, No. 2, p. 6.

The Community Visioning and Strategic Planning Handbook, National Civic League Press, 2000.

Arizona Department of Commerce, Rural Economic Development Initiatives (REDI) <http://www.commerce.state.az.us/Rural/redi.htm>

White Mountain Regional Development Corporation, <http://www.wmrdc.org>.

Globe-Miami Chamber of Commerce and Economic Development Corporation, <http://www.globemiamiaz.com>

Sierra Business Council, <http://www.sbcouncil.org>.

Investing for Prosperity: Building Successful Communities and Economies in The Sierra Nevada, 2003, The Sierra Business Council.

■ ABOUT THE AUTHORS

Ronald J. Gunderson, Ph.D.

Ronald J. Gunderson is professor of economics at Northern Arizona University. He has been at NAU since 1977, and served as Special Assistant to the President for Economic Development and Director of the Bureau of Business and Economic Research in the College of Business Administration. He co-authored background research reports for the Verde Valley Forum in 1999 and 2002 and the Lake Havasu City Town Halls of 2000, 2001, and 2002. During his tenure at NAU, Gunderson has served on the Board of Directors of the Arizona Association for Economic Development, the Greater Flagstaff Economic Council and the Coconino County Workforce Investment Board (WIB) and has completed numerous studies that address economic development in northern Arizona. He holds a B.A. degree in Economics from Augustana College, a M.A. in Economics from The Pennsylvania State University and a Ph.D. in Economics from the University of Nebraska.

Linda Stratton, M.B.A.

Linda Stratton has extensive experience in economic research, management consulting, and development for universities and non-profit organizations. In the College of Business Administration at NAU, she served as a faculty member in finance and as Director of the Bureau of Business and Economic Research. She has served in development positions for NAU, the Resource Center for Environmental Education, and the Grand Canyon National Park Foundation. As a consultant, she has worked with Coconino County as staff liaison to a citizens task force on the jail district and as facilitator for an integrated job service planning process. Previous work for the Sedona Academy includes Economic Impacts of the Arts in Sedona, 1990. Stratton received an A.B. in Classics from Brown University and an M.B.A. from Northern Arizona University.

Joseph J. Walka, Ph.D.

Joseph J. Walka is professor of economics emeritus at Northern Arizona University where he served as dean of the College of Business Administration for 10 years. Walka was on the executive board of Arizona Strategic Planning for Economic Development (ASPED), was the first chair of the Flagstaff Economic Development Commission, founding chair of the Greater Flagstaff Economic Council and a founding member of the board of the Flagstaff Leadership Program. He has been a contributor to four Arizona Town Hall background research reports and a delegate to three Arizona Town Halls. He coordinated preparation of the research reports for the Lake Havasu City Town Halls of 2000, 2001, and 2002. He was also a contributor to the Statewide Economic Study of 2002. He now is a Senior Research Fellow with the Rural Policy Program of the College of Business Administration. Walka received an A.B. from Grinnell College, an M.B.A. from Indiana University, and a Ph.D. in political economy and government from Harvard University.

Sponsorships of the 2004 Verde Valley Forum



Research Report Sponsor
Northern Arizona University
John D. Haeger, President



Forum Sponsor
The City of Cottonwood and
The Cottonwood Foundation for Economic Development



Arizona Public Service



Coconino County
Supervisor Matt Ryan



LARSON NEWSPAPERS

Representing

Sedona Red Rock News
The Camp Verde Journal
Cottonwood Journal Extra



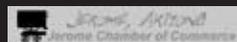
Jerome Historical Society



Yavapai-Apache Nation



Town of Jerome



Jerome Chamber of Commerce



Town of Clarkdale



Town of Camp Verde



Jerome State Park



Wells Fargo Bank



**Bank One Center
for Business Outreach**
at Northern Arizona University

For more information about the Rural Policy Program and other programs of the Bank One Center for Business Outreach, please contact us at:
NAU Box 15066 ■ Flagstaff, Arizona 86011-5066
www.bocbo.cba.nau.edu



For more information about the Sedona Academy of Public Affairs, The Verde Valley Forum, or the Sedona Forum, please contact us at:
PO Box 2696 ■ Sedona, Arizona 86339-2696
www.sedonaacademy.org info@sedonaacademy.org