

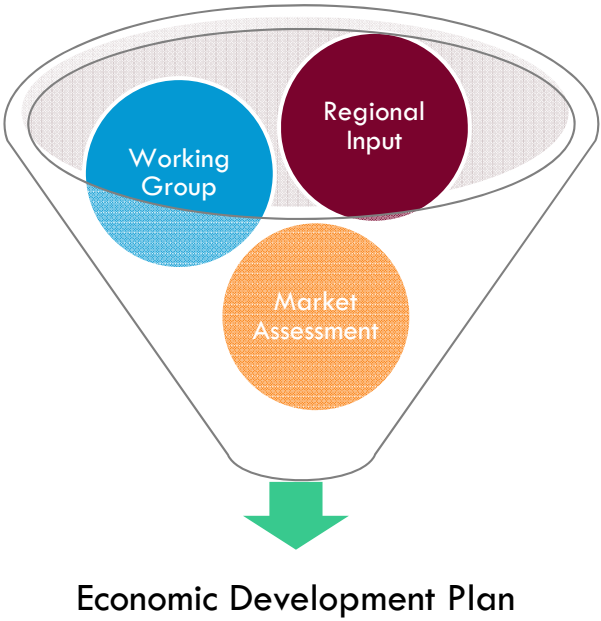


Verde Valley Economic Development Strategy

Prepared for VVREO

April 6, 2018

How it all came together



- Questionnaire
- Stakeholder interviews
- Economic Development Plan Working Group
- SWOT
- Peer Review & Benchmarking
- Industry and supply chain analysis

This is who you are



KEY FACTS

72,431
Population

52.1
Median Age

2.2
Average Household Size

\$45,756
Median Household Income

EDUCATION

11%
No High School Diploma

25%
High School Graduate

36%
Some College

28%
Bachelor's/Grad/Prof Degree

BUSINESS

3,564
Total Businesses

31,468
Total Employees

EMPLOYMENT

57%
White Collar

19%
Blue Collar

24%
Services

6.6%
Unemployment Rate

INCOME

\$45,756
Median Household Income

\$29,105
Per Capita Income

\$101,039
Median Net Worth

Households By Income

The largest group: \$50,000 - \$74,999 (19.4%)

The smallest group: \$200,000+ (2.1%)

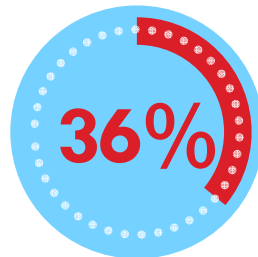
Indicator	Value	Difference
<\$15,000	17.6%	+4.5%
\$15,000 - \$24,999	12.8%	-0.3%
\$25,000 - \$34,999	11.3%	-2.4%
\$35,000 - \$49,999	18.6%	-0.5%
\$50,000 - \$74,999	19.4%	+1.7%
\$75,000 - \$99,999	7.8%	-1.9%
\$100,000 - \$149,999	7.7%	-1.5%
\$150,000 - \$199,999	2.8%	+0.2%
\$200,000+	2.1%	+0.2%

Bars show deviation from Arizona

Verde Valley as a percent of Yavapai County



Population



Employment



Business Establishments

This is what you said

- ❑ Need to diversify the economy and create higher wage jobs.
- ❑ Traffic congestion is an impediment.
- ❑ Aging workforce is a challenge.
- ❑ Lack of affordable housing is a weakness.
- ❑ Expand the economy, but maintain the beautiful environment and exceptional quality of life.

Roles and Responsibilities

	VVREO	Cities, Towns, & Tribal Nation	Local Chambers	Yavapai College / REDC	NACOG
Business attraction	3	1	2		
Business retention & expansion		1	2		
Entrepreneurship & small business training	2			1	
Job training/workforce development				1	2
Marketing & branding		2	1		
Regional Issue/policy identification	2	1			3
Regional research, data collection & analysis	2			1	3
Small business finance	1				
Tourism & convention attraction			1		

Competitive Assessment - SWOT Findings

Strengths

Collaboration, location, wine industry, tourism, available land, Yavapai College, chambers of commerce, economic development professionals, manufacturing presence



Weaknesses

Slow population and household growth, housing affordability, preponderance of low wage jobs, difficulty finding skilled workers, aging workforce, transportation infrastructure, lack of comprehensive broadband

Opportunities

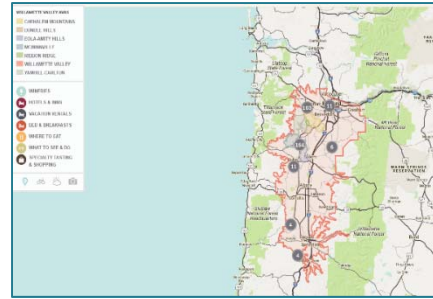
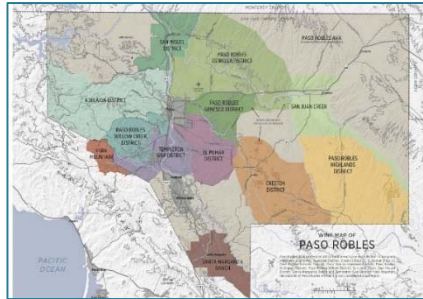
Economic diversification, agritourism and destination entertainment, entrepreneurship, attraction of manufacturing, education and business partnerships, AVA designation, cohesive brand for the region



Threats

Political divisiveness, jeopardizing the Verde River eco-system, wildfires, mismanaging natural resources, drug use and addiction, diminishing state and federal resources

Competitive Assessment - Peer Review



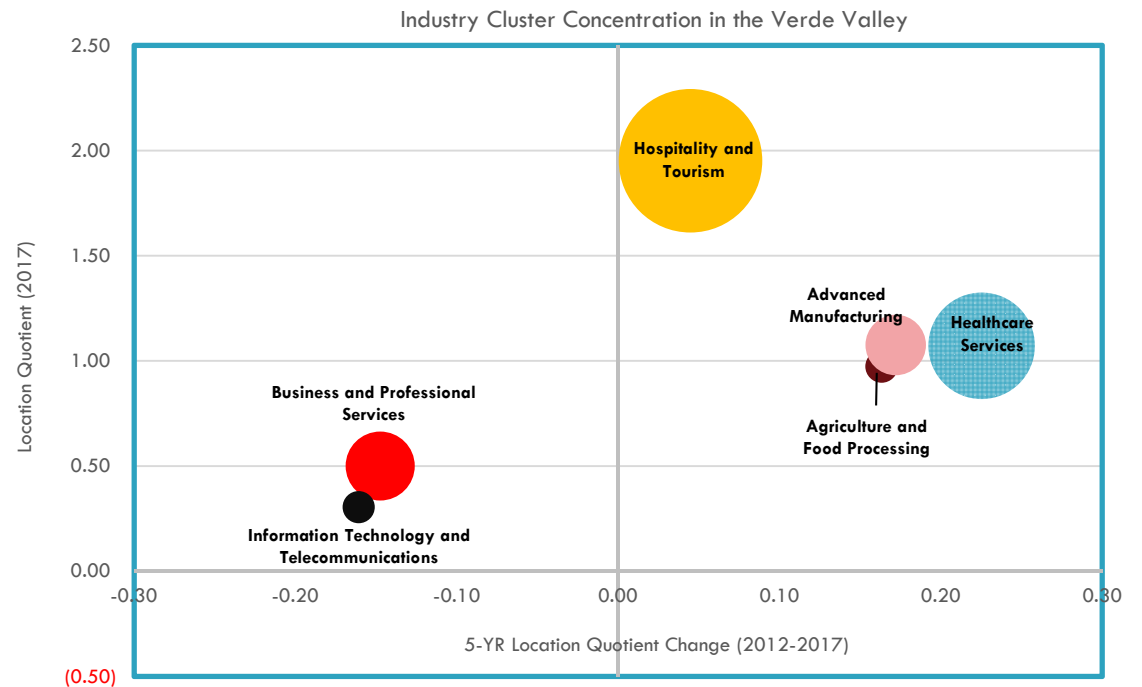
Benchmark	Paso Robles	Willamette Valley	Verde Valley
Vineyard Acres	44,700	21,793	130
Number of Wineries	200	719	24
Number of Key Varieties	10	7	6
Number of AVA's	11	7	1 pending
Tons of wine grapes harvested	127,367	54,483	325
Cases produced	8.58 million	3.44 million	20,475
Wine related tourism expenditures	\$194 million	\$156 million	\$58.1 million
Self-Distribute Production Cap	none	none	20,000 gallons

Competitive Assessment – Job creation is centered around industry clusters



Competitive Assessment – Industry Clusters

Industry Cluster	Job Growth	Ave. Earnings
Agriculture and Food Processing	30%	\$36,351
Advanced Manufacturing	17%	\$59,810
Business and Professional Services	5%	\$44,864
Healthcare Services	46%	\$51,814
Hospitality and Tourism	28%	\$24,080
Information Technology and Telecommunications	-4%	\$58,361



Plan is guided by your vision and values



Vision 2025 – Looking to the Future

“The Verde Valley has a flourishing and inclusive economy enhanced by its natural beauty. Regional collaboration and planning ensure a focus on job creation and sustainable economic growth.”

Plan is driven by key values

- ❑ Business and entrepreneurs prosper within the Verde Valley.
- ❑ The region strategically plans for sustainable growth while fostering a diverse tax base and improving quality employment opportunities.
- ❑ The Verde Valley embraces a shared economic agenda.
- ❑ The Verde Valley has a healthy and beautiful environment with an exceptional quality of life.

Plan Pillars



Goals – Designed to achieve your vision



GOAL 1

Ensure VVREO's long term sustainability as the recognized regional economic development organization in the Verde Valley.

GOAL 2

Continue working as a team on regional issues to promote economic wealth and quality of life of the Verde Valley through integration of resources for businesses and entrepreneurs.

GOAL 3

Foster the development of a talent pipeline that boost productivity and competitiveness of current and future employers.

GOAL 4

Provide resources to make existing business more productive and profitable, as well as attract new business to the Verde Valley.

GOAL 5

Promote the Verde Valley as a place to live, work, visit and do business in a coordinated and cohesive manner.

Strategies



VVREO Sustainability

- Build the capacity to advocate for issues of importance to the Verde Valley constituencies.



Regionalism

- Invest in physical and social infrastructure, and quality of life amenities that support the region's competitiveness.
- Promote a regional dialog that leads to a greater understanding of challenges and opportunities.



Talent

- Align workforce development efforts to match the skills needed by targeted industries.
- Advocate and support for programs to prepare the region's students and workers for 21st century skills and careers.
- Support diverse housing options to accommodate the needs of the region.
- Attract and retain a workforce

Strategies



Prosperous Business

- Facilitate the growth of existing business in the Verde Valley.
- Create high-paying jobs in the region by advancing the six Verde Valley industry clusters and their supply chain.
- Foster the growth of Northern Arizona Healthcare.
- Attract and nurture startup companies.



Promotion

- Actively showcase the Verde Valley as a place to do business.
- Continue to market Sedona Verde Valley as a tourism destination.
- Direct some promotional efforts to emerging tourism opportunities.

How do we get there?

Next Steps

1. Solicit input – deadline June 15
2. Finalize the plan
3. VVREO Board adoption

Implementation





Q & A