

August
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CREATING A STRATEGIC PLAN
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PARTICIPATION AND INVOLVEMENT

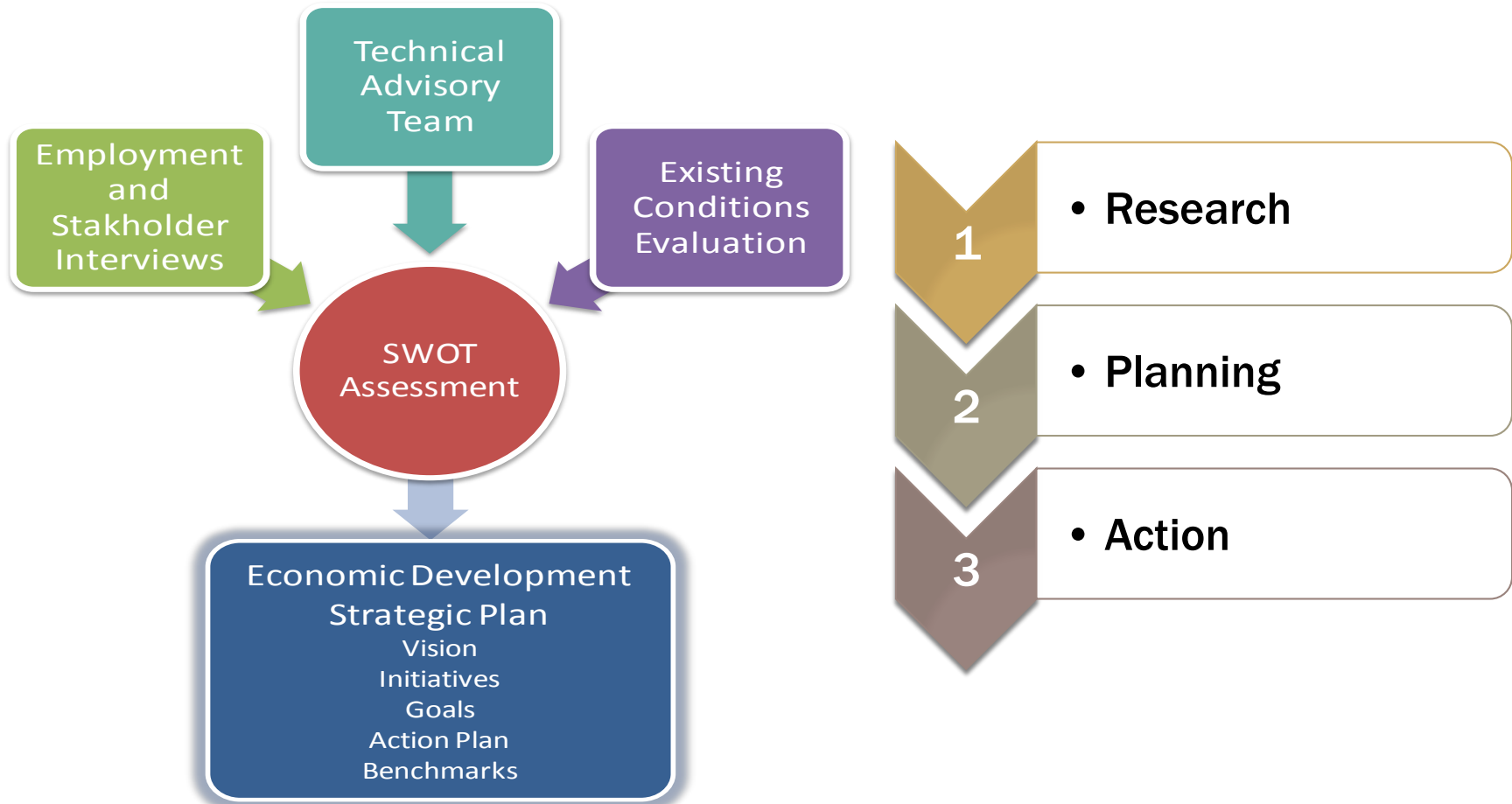
Technical Advisory Committee, Over 20 Organizations

- City of Cottonwood
- APS
- Yavapai Broadcasting
- Verde Valley Senior Center
- Local First
- Old Town Association
- Chase Bank
- Mingus Union High School

Stakeholder Interviews, Over 10 Organizations

- Verde Valley Nature Organization
- Verde Valley Medical Center
- Regional Economic Development Center
- Alcantara
- Burning Tree Cellars
- Competition Machine

GENERAL OVERVIEW



RESEARCH: ECONOMIC LANDSCAPE

- **Identify the present economic landscape of your community**
 - 1. Population Growth and Demographics**
 - 2. Income**
 - 3. Educational Attainment**
 - 4. Labor Force and Employment (by Industry and Occupation)**
 - 6. Worker Inflow-Outflow**
 - 7. Infrastructure and Access to Markets**
 - 8. Quality of Life**
 - 9. Business Climate**

CASE STUDY: COTTONWOOD HOUSEHOLD INCOME

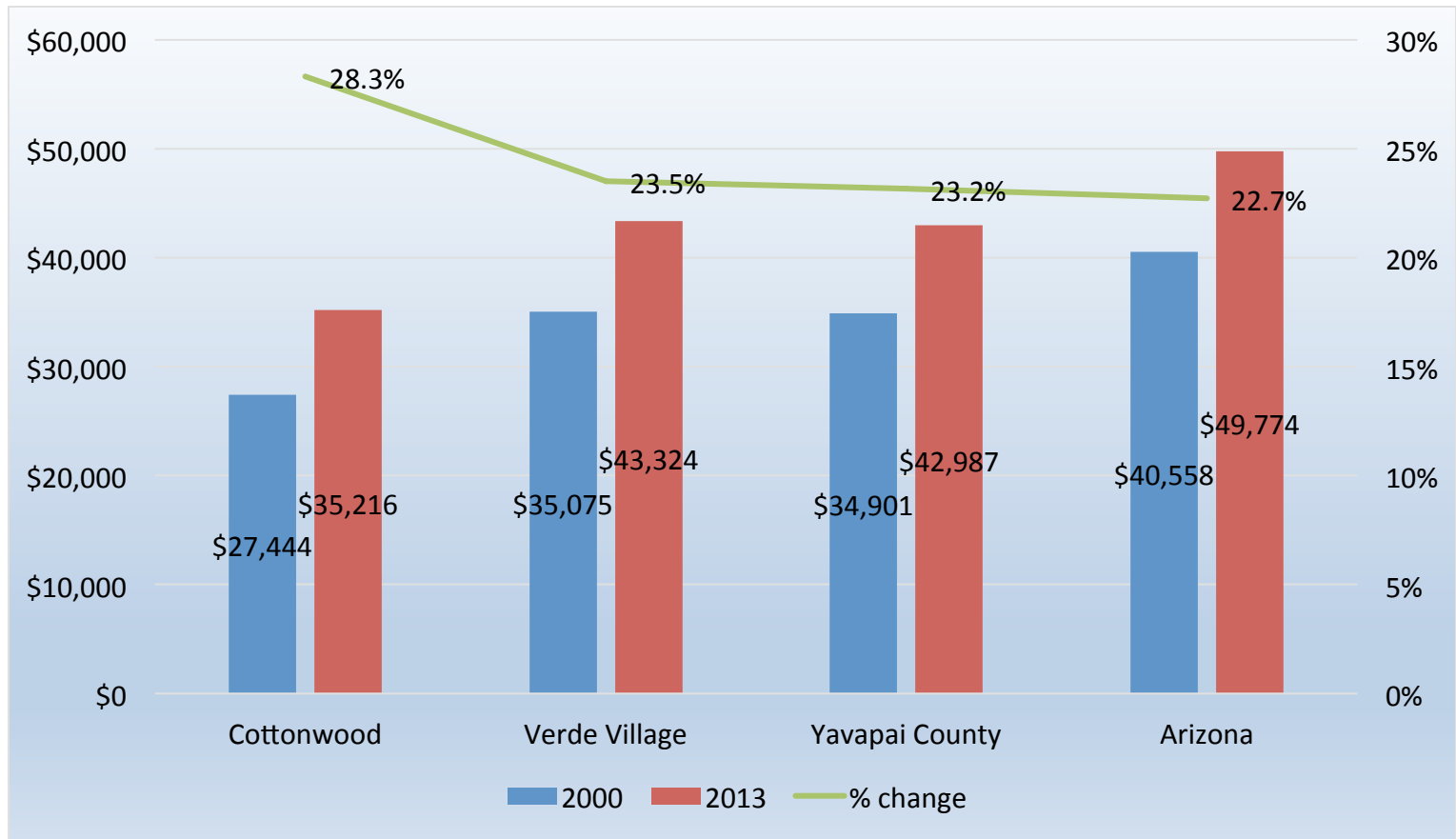
Table 4 - Household Income, 2013

INCOME AND BENEFITS	Cottonwood		Verde Village CDP		Yavapai County	
	Households	Percent	Households	Percent	Households	Percent
Less than \$10,000	400	8.1%	501	10.3%	6,841	7.2%
\$10,000 to \$14,999	497	10.1%	220	4.5%	6,421	6.3%
\$15,000 to \$24,999	846	17.2%	480	9.9%	11,842	12.9%
\$25,000 to \$34,999	700	14.2%	628	12.9%	11,768	13.2%
\$35,000 to \$49,999	948	19.2%	839	17.3%	15,528	17.1%
\$50,000 to \$74,999	566	11.5%	1,051	21.7%	17,471	19.0%
\$75,000 to \$99,999	550	11.2%	482	9.9%	9,636	10.8%
\$100,000 to \$149,999	263	5.3%	342	7.1%	7,512	8.6%
\$150,000 to \$199,999	133	2.7%	260	5.4%	2,631	2.6%
\$200,000 or more	27	0.5%	48	1.0%	1,699	2.3%
Median household income	\$35,216		\$43,323		\$42,987	

Source: ACS 2008-13

CASE STUDY: COTTONWOOD HOUSEHOLD INCOME (CONTINUED)

Figure 5 - Median Household Income Growth



RESEARCH: SWOT ANALYSIS

- A SWOT Analysis identifies strengths, weaknesses, opportunities, and threats.
- SWOT Analyses are useful tools in the planning phase because they form the basis for elements of your strategic plan.

Strengths

- Cottonwood is the Commercial Hub of the Verde Valley
- Yavapai College
- Verde Valley Medical Center
- Proximity to Sedona and I-17
- Reputation as a wine destination with a growing culinary scene
- Cottonwood has a sense of community, family values, moderate climate, and outdoor recreation
- Conservation focused and forward thinking

Weakness

- Lack of exposure to markets outside of Arizona
- Shortage of industrial buildings and fully improved sites
- Inadequate resources devoted to economic development
- Inadequate broadband
- Lack of water and sewer along SR260 to service future economic development
- Lack of economic diversity with too many low wage jobs
- The existence of a very small manufacturing sector and few support industries to service this sector

Opportunities

- Attract clean light industry
- Implement a manufacturing supply chain strategy
- Grow the visitor market by promoting Eco and Agri-Tourism
- Establish a business incubator that has 3D printers for entrepreneurs and inventors
- Create a culinary program at the Verde Valley campus of Yavapai College
- Develop marketing outreach aimed at industry targets and geographic market
- Tie education and workforce development programs to business/industry targets

Threats

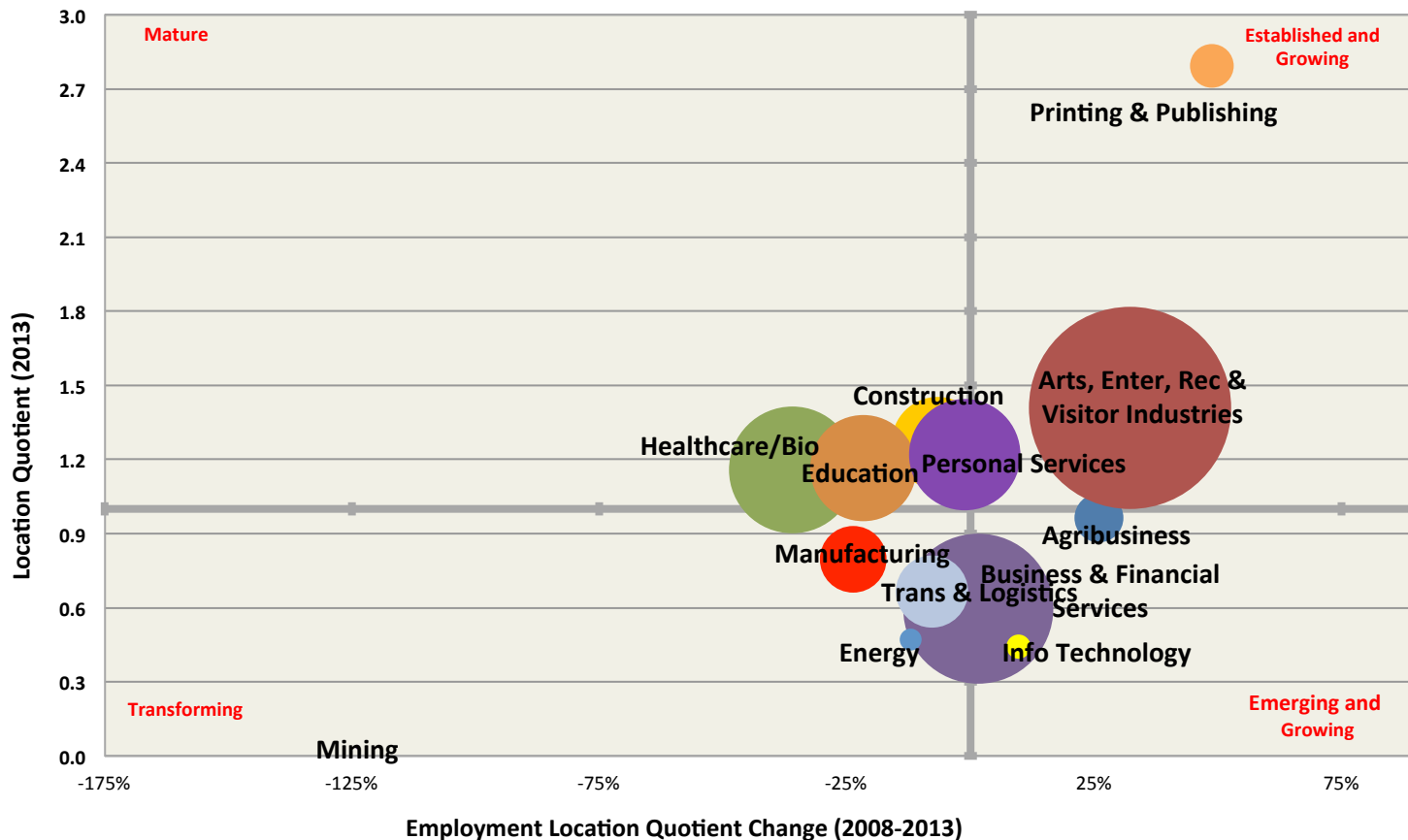
- Perception of water shortage
- Intense competition locally, regionally and nationally
- Concentration and growth of social services in Cottonwood
- Exodus of young adults who can't find a job locally
- Retiring Baby Boomers will be leaving the workforce, which will leave a void in the job market
- Increasing traffic congestion on SR 260/89A
- Growth for the sake of growth, while ignoring smart growth.

PLANNING: INDUSTRY CLUSTERS

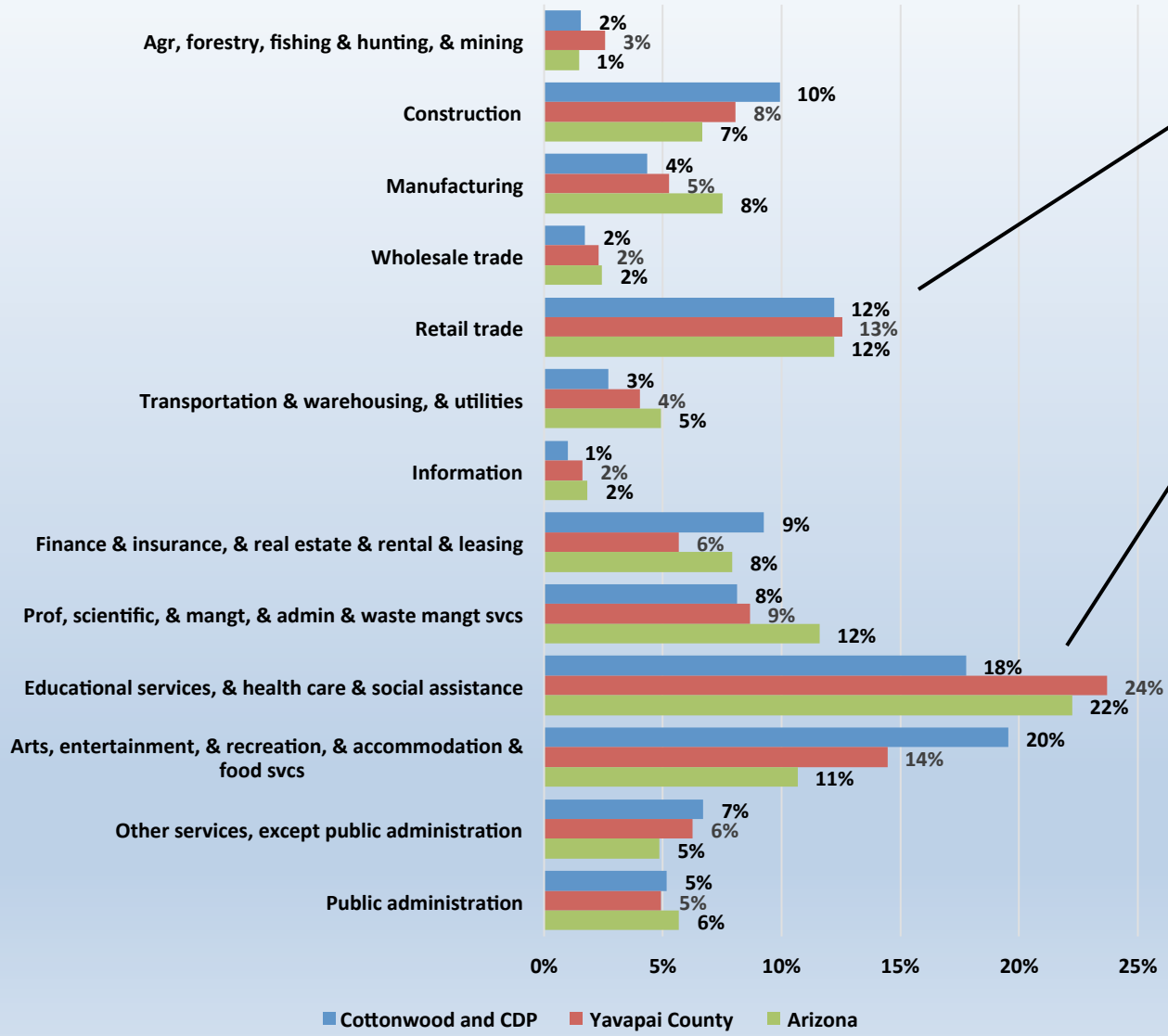
- **Industry Clusters are concentrations of various business sectors that are significant to the local economy.**
- **These industry clusters help represent the type of services your community can provide that have available demand.**
- **Examples of industry clusters include:**
 - **Agribusiness**
 - **Arts, Entertainment, Recreation & Visitor Industries**
 - **Healthcare/Biomedical/Biotechnical**
 - **Business and Financial Services**
 - **Construction**
 - **Education and Knowledge Creation**
 - **Information Technology**
 - **Mining**
 - **Manufacturing**
 - **Personal Services**
 - **Printing & Publishing**
 - **Transportation & Logistics**
 - **Energy**

CASE STUDY: COTTONWOOD INDUSTRY CONCENTRATION AND LQ GROWTH

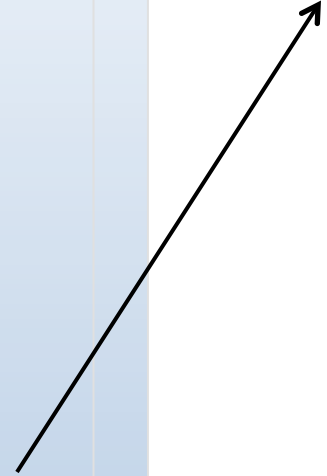
Figure 13 - Cottonwood Region Industry Concentration and LQ Growth (2008-2013)



Employment by Industry



Clusters with concentrated employment



ACTION: KEY INITIATIVES

2009 Key Initiatives

Education and Workforce

**Innovation and
Entrepreneurship**

Tourism

Old Town

Sustainability

Leadership

Quality of Place

2015 Key Initiatives

Business Development

**Small Business &
Entrepreneurship**

Tourism

**Community Planning &
Development**

Education & Workforce

Marketing & Promotion

ACTION: KEY INITIATIVES PROCESS

Objective

Strategies

Lead and Supporting Personnel

Performance Measures

CASE STUDY: SMALL BUSINESS AND ENTREPRENEURSHIP GOAL

Objective 1: Nurture the growth of small business.

Strategies:

	1-2 Yrs	3-5 Yrs
<p>1.1 As an adjunct to the business retention and expansion activity within the City's Economic Development Department, create an "economic gardening" program and provide the following services:</p> <ul style="list-style-type: none"> a. Assist small business in seeking certifications such as Disadvantage Business Enterprise (DBE) Service Disable Veteran Owned Small Business (SBVOSB), Economically Disadvantaged Woman Owned Small Business (EDWOSB), 8A b. Formalize and market a bid/match program for existing Cottonwood businesses (BRE) c. Develop/market a program to assist business in marketing/selling to larger companies and governmental organizations through introduction to small business outreach advocates. 		X
<p>1.2 In collaboration with the BAC and SBDC conduct training courses and seminars directed at young and startup companies on various topics that could include talent attraction, basic financial skills, business plan development, website design/analysis, press release writing/dissemination, marketing and sales, and graphic design.</p>	X	

CASE STUDY: 2015 KEY INITIATIVE (CONTINUED)

Strategies:

1-2
Yrs

3-5
Yrs

1.3 Create a mentoring program for small business using seasoned executives, such as SCORE, that can help provide connections, expertise and guidance to help small business.

X

Lead: Cottonwood Economic Development Department

Supporting: Chamber of Commerce, BAC, SBDC, SCORE, Local First

Performance Measures: Number of new business, number of jobs, sales tax generation, track use of BAC

ACTION: ECONOMIC DEVELOPMENT STRATEGIC PLAN

2009 Strategic Plan Target Clusters

- **Healthcare and Social Assistance**
- **Manufacturing**
- **Transportation and Warehousing**
- **Wholesale Trade**
- **Finance and Insurance**
- **Professional, Scientific, and Technical Services**
- **Accommodation and Food Services**

2015 Strategic Plan Target Clusters

- **Agribusiness**
- **Manufacturing**
- **Transportation and Logistics**
- **Healthcare and Biomedical**
- **Arts, Entertainment, Recreation, and Visitor Industries**

RESULTS AND ACCOUNTABILITY

Compare
results to
strategic
plan
performance
measures

Involve
community
leaders

Recognize
success and
hold
leadership
accountable
for results

Revisit
strategic
plan to
prevent
stagnation in
your
community

STRATEGIC PLANNING RESOURCES

- www.seago.org
- <https://nacog.org/filelibrary/NACOG%20EDD%20CEDSD%202015-2020.pdf>
- <http://cottonwoodaz.gov/523/Strategic-Planning>
- http://docs.wixstatic.com/ugd/3d015c_1cf511b512624f4c9cec57a7dd7dd6c4.pdf