



12. ECONOMIC DEVELOPMENT

A. INTRODUCTION

Economic development is defined as the process of creating new wealth, more and better quality jobs and an improved quality of life for our citizens. This takes place through a combination of human effort, capital investment, infrastructure development and appropriate use of natural resources to generate marketable goods and services. The preferred direction for such efforts in Cottonwood shall be aligned with the community's ideal and unique vision, and its business friendly attitude toward sustainable economic growth.

The General Plan seeks to ensure that Cottonwood can provide adequate public services and facilities, and promote economic diversity and community prosperity, along with a quality lifestyle, and better jobs and wages that enable individuals to earn enough income to support their families and households. The plan supports maintaining the necessary social and administrative infrastructure to accomplish these goals.

Population. Cottonwood's population has grown every decade since the 1950s. The 2010 Census count indicated a population living within the Cottonwood city limits as 11,265 persons. In addition, the population of the immediately surrounding communities, including Clarkdale, Verde Village and Cornville, has also continued to grow with over 32,000 people living in this sub-region. The population and economy continues to become more interconnected throughout this region in terms of the employment base, jobs and housing balance, and provision of basic goods and services.

Income. Per capita and household income levels in Cottonwood have risen steadily over the years but still need to improve to stay competitive with the rest of Arizona. Continued efforts to improve and expand city services and programs, support for multi-level education programs, continued quality of life improvements, and a supportive environment for economic investment place Cottonwood in an increasingly attractive position to see improving job and income opportunities in the coming years.

Retail Sales. Cottonwood typically maintains a healthy level of retail sales per capita due its position as the regional commercial center. Sales tax collections from retail, restaurants and service providers are the main source of local sales tax. Construction sales tax from new development has varied depending on the state and national economy.

Development Activity. As a result of an improving economy the outlook for future development is favorable. Cottonwood will support activity that is compatible with the needs and desires of its residents.

B. LEGISLATIVE REQUIREMENTS

Arizona Revised Statutes does not specifically require that cities the size of Cottonwood provide a separate element for Economic Development as part of its General Plan. However, economic development objectives are a key part of the foundation of a General Plan. Therefore, so as to support and emphasize the value and importance of a strong, prosperous, healthy economy as a foundation component of a healthy, highly-functioning and sustainable society, this Plan provides a chapter devoted to Economic Development. Additional economic development goals are expressed throughout the General Plan, which functions as an integrated document. This element expands on the intent expressed throughout the plan to recognize the importance of having a strong healthy economy and job base as a cornerstone value in support of the integrated vision for Cottonwood. The City's main economic development master plan, the "Focus on Success II" 5-year Economic Development Strategy, will be produced by 2015.



C. KEY ISSUES

1. **Maintain Cottonwood as the Commercial Hub.**

Cottonwood recognizes the opportunities it has as the historic commercial center of the region along with the responsibilities that accompany this position to adequately serve Cottonwood and the surrounding communities. The General Plan supports the goal of maintaining Cottonwood as the commercial hub of the region.

2. **Organizational Support for Economic Development.**

The General Plan encourages continued support for local, regional and state economic development staffing and organizations as a means to ensure a healthy, vibrant, sustainable economy. Programs shall foster a collaborative environment and provide capable leadership on behalf of the City of Cottonwood.

3. **Economic Development Planning.**

The General Plan provides references to key programs, partners and goals for economic development for Cottonwood, especially how this relates to growth and development issues. A major planning process started in 2004 with a program entitled “Focus Future I,” followed by “Focus Future II.” In 2009, an effort entitled “Focus on Success” took place. Focus on Success was an effort to develop a 5-year economic development strategy. This Plan supports ongoing 5-year economic development planning efforts. A new plan will be developed in 2015 entitled “Focus on Success II.” As our economy grows and diversifies, we will have to think more globally. International exports are seen as key to Arizona’s economic future. Trade particularly with Mexico will be growing for Arizona firms in the coming years. The opportunities in Mexico are going to continue to come, and if we aren’t on board building relationships, they will pass us by. Arizona is the nation’s fifth largest merchandise exporter to Mexico totaling \$19.4 billion in 2013.

4. **Promote a Diversified Economy.**

Ensure a diversified economy that includes support for base industries, service suppliers, tourism, medical services, education, construction, recreation and other key sectors. The economy is improving and economic activity is ramping up. The housing industry, a major element of our economy took a large hit due to the economy. Fortunately Cottonwood did not have a large amount of excess inventory of unsold new homes on the market when the downturn materialized. What excess inventory that was on the market has since come into balance. Housing is now being constructed to fill the need of a once again growing market. As the economy improves and our population grows, opportunities exist in the wine industry, tourism, retail, energy, healthcare and manufacturing. A “winner” for Cottonwood during the recession was the wine industry. This is a form of cultural tourism that is bringing vitality to this community. The future looks favorable for this industry. Cottonwood has a new tagline, “The Heart of Arizona Wine Country.” A recent focus on tourism is proving to be a good investment. Cottonwood has a good balance of chain retail and restaurants. A local effort is very visible as demonstrated by the amount of homegrown businesses in Old Town. Another example is the need for more arts and cultural venues along with entertainment, hospitality and hotel options. Needs exist for a movie theater complex, a bowling alley, higher end hotels and conference center facilities, as well. As the population continues to grow, more retailers and entertainment venues will be interested in locating to Cottonwood. Manufacturing technology and energy related industries are sectors that also show promise. Cottonwood will continue with business recruitment, retention and expansion (B3) efforts to help grow those sectors. Health related uses and facilities are also likely to grow as the region’s population increases.



5. Education and Training.

Maintaining a high quality educational system at all levels is critical to support and maintain an effective and competitive workforce. Vocational training is needed to ensure a quality workforce in specific areas. A coordinated and integrated workforce training program together with job placement services should be available. Strive to create a first class workforce that provides existing and future business with a “job ready” employment base. Support programs, such as quality public transportation, childcare facilities and affordable housing for workers, so as to attract and support a quality workforce. A major training opportunity exists in the emerging wine industry. The South West Wine Center at Yavapai College will be a major repository of wine industry information and training for the industry. Partnerships with the City of Cottonwood, Yavapai College, University of Arizona, Verde Valley Wine Consortium and the Arizona Wine Growers Association will help to grow this industry and add tremendous value to Cottonwood.

6. Support Services.

Support services, such as adequate public transportation and transit, childcare facilities and affordable housing for workers, is necessary to attract and support a quality workforce. The City will continue to support the Business Assistance Center (BAC). The BAC has proven to be a successful support network for our entrepreneurial community.

7. Technological Infrastructure.

With technology changing and evolving constantly it is necessary to keep up with the latest telecommunications infrastructure throughout the region so as to stay competitive. A broadband consortium has been formed to address the needs for higher broadband quality and speed. As State Route 260 enters the next construction phase for widening to 4 lanes an opportunity exists to place the necessary broadband infrastructure in the ground. This project will provide a competitive advantage for Cottonwood from an economic development perspective.

8. Innovation and Entrepreneurship.

Support start up business development through small business assistance programs. Support the creation of quality jobs within Cottonwood through innovative new businesses.

9. Tourism.

Brand and promote Cottonwood as a tourism destination and gateway to other attractions in the Verde Valley.

10. Quality of Place and Sustainability Goals.

Promote economic sustainability and environmental stewardship within Cottonwood. Ensure that Cottonwood residents have a well planned community with high level of services, a diverse mix of housing, and abundant cultural and recreational offerings.



D. PROGRAM FOCUS AREAS

The seven program focus areas described in this section are based on the Cottonwood 5-year economic development strategy – “Focus on Success” (2009.) These focus areas represent key areas vital to the success of Cottonwood’s economic development efforts and include:

I. EDUCATION AND WORKFORCE - *Create a first class workforce that provides existing and future business with a “job ready” employment base.*

A community’s human resources are the most important economic development assets to compete in a dynamic economy. A quality workforce must be available to meet the future needs of local business. Education plays a predominant role in the economic development of a community and is intended to have a positive impact on business and labor attraction and lead to significant improvements in the region’s recruiting efforts, labor force development and overall vitality.

Current Conditions:

As local studies have indicated, educational attainment in Cottonwood is neither inadequate nor outstanding, based on comparisons with the rest of the State. Education is an area that can always be improved and educational attainment and performance goals are an identified focus area throughout Arizona, as well as in Cottonwood. Continued commitment to a multi-level program with improved funding and resources is a key goal for local economic development.

2. INNOVATION AND ENTREPRENEURSHIP - *Promote the creation of quality jobs within Cottonwood.*

This focus area addresses the development of a vibrant local economy with a balance of basic and non-basic business. Recruitment of new businesses, retention of existing, and the expansion of existing businesses are all components of business development. Quality business development will lead to higher wages and allow Cottonwood to remain the commercial center of the Verde Valley

Current Conditions:

The City of Cottonwood strives to provide a great quality of life for all its residents. Although Cottonwood experienced a downward economic trend as a result of the “great recession” from approximately 2008-2012, Cottonwood continues to be the commercial and cultural hub of the region. The recession encouraged many people to become entrepreneurs and to shift their business strategies and look for opportunities. One business sector that expanded during this time is the wine industry.

The housing industry took a major hit but is steadily turning around. The local health care industry remained intact and has seen continued expansion of regionally-oriented services and programs. The restaurant industry serving locals and the tourist market also expanded during the recession. Because of an intentional emphasis on the part of the city to attract the neglected tourist market, the tourism sector and restaurant industry particularly in Old Town Cottonwood expanded. Services and retail trades are also rebounding. The city invested in infrastructure during the recession to encourage business development and employ workers. An example of investment by the city was the building of the recreation center. Some thought it unwise to build this facility in a down economy, but this project put people to work and it proved to be a huge success.

The number of establishments and total employment has been rising steadily as of 2014. Manufacturing employment is holding steady, but the recurring problem of recruiting a well-trained and qualified workforce remains an issue. The role of the educational system is critical to improving our economic well-being through all of our employment sectors. The sectors identified as very promising and desirable, and most likely to provide base job opportunities as we come out of the recession are light manufacturing, healthcare, viticulture, technology and tourism.



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Some of the issues that must be addressed include the high cost and limited availability of industrial property and the lack of necessary infrastructure. It is important to develop high quality base businesses in order to create a strong local economy that can lead to higher wage levels. Base jobs in medical, manufacturing, technology, agriculture and construction are desirable for our community. Cottonwood has a very entrepreneurial small business community with the ability and creativity to start new businesses.

3. TOURISM - *Brand and promote Cottonwood as a tourism destination and gateway to other attractions in the Verde Valley.*

Tourism in Cottonwood and the Verde Valley is important as a key sector of a well-balanced and diversified economy. A regular influx of tourist dollars into an economy produces additional revenue for the city, supports local business, and can contribute to additional stability to a city's fiscal situation. Tourism is one of the top three industries in the country, and one of the largest sources of employment for Americans.

Current Conditions:

The Verde Valley has been established as a major tourist destination for a long time. Cottonwood has increasingly become more attractive as a primary destination providing a range of quality services and programs, including unique shopping and retail opportunities, quality lodging accommodations, a variety of local restaurants, and access to outstanding outdoor destinations in the areas.

In recent years, Cottonwood has been rediscovered as a highly popular destination for visitors from around the region, state and country. The charm of the authentic historic old western town, the many popular events held throughout the year, the abundance of outstanding natural features in nearby areas, and the growing interest in Cottonwood and the Verde Valley as the leading center of wine production in Arizona. The growing regional wine industry has brought substantial name recognition to the City of Cottonwood, as a center for wine tasting and retail outlets, especially in the Old Town area.

4. OLD TOWN - *Transform Old Town into a cultural and government center that is a vibrant destination for residents, employees, and tourists.*

The City of Cottonwood is blessed with not only a rich and fascinating history but also a charming historic downtown district known as Old Town Cottonwood, which has over 60 businesses. The historic district is situated in an ideal location near the Verde River with a variety of nearby recreational activities, including camping, picnicking, horseback riding and fishing. Old Town is a great asset to both the City of Cottonwood and the entire Verde Valley region.

Current Conditions:

While improvement efforts are ongoing in Old Town, there are many strategies discussed in this plan which could be employed to make the area an even more vibrant and productive area of the City. Enhancing the viability and sustainability of Old Town will assure its existence for generations to come. This sustainability is achieved primarily through the creation of a long-term plan for the district, in addition to seeking the appropriate designations that will open up additional options for funding improvements. Increasing Old Town's role as the heart of the City of Cottonwood will bring more people into the area and will help local businesses thrive and expand.



5. SUSTAINABILITY - *Promote economic sustainability and environmental stewardship within Cottonwood.*

In order for the economy to grow and thrive, basic public facilities such as water and wastewater systems, paved roads, electric power and natural gas must be available to areas throughout the city. A range of telecommunications infrastructure is critical to be able to compete in the larger economy and to attract new employment-based business and industry.

Current Conditions:

Basic infrastructure is improving: water and sewer infrastructure has gotten much needed improvements since the City took over management of the utility; a cost-saving, wastewater reclamation plant will produce high-quality recycled water; airport improvements continue with improved technology and safety features; and major street improvement project are currently programmed to improve capacity and provide sidewalks and bike lanes. New industrial subdivision properties have been completed with improved streets and utilities and are ready for development. Telecommunications infrastructure is improving and new facilities are being planned.

6. LEADERSHIP - *Foster a collaborative environment and provide capable leadership on behalf of the City of Cottonwood.*

In the field of economic development planning and management, representatives from Cottonwood, including residents, businesses, staff and elected officials have shown a willingness to get involved with the activities necessary to keep the programs moving forward even during the tough times. This willingness to get together to work on the difficult challenges during the hard times provides the foundation for a strong program that continues to make improvements that benefit the community.

Having responsible, hard-working, visionary leadership is an invaluable asset to any community. The right people in the right leadership positions are those that can effectively communicate ideas, organize priorities, solicit and synthesize input, and make decisions in the best interest of the community. It is well worth any community's time to ensure they have the best possible personnel in leadership roles.

Current Conditions:

Local collaboration between communities, including the local, state, federal and the Yavapai Apache Nation, is essential. There are many issues which unite our region and many which need to be considered and discussed so as to avoid misunderstanding. While the communities may have many similar and common goals, they also compete for market share, resident needs and their community's unique vision. To achieve greater success, all of the communities will benefit from open communication and a coordinated and collaborative approach to regional economic development.

7. QUALITY OF PLACE - *Ensure that Cottonwood residents have a well planned community with high level of services, a diverse mix of housing, and abundant cultural and recreational offerings.*

This focus area works to strengthen the quality of life of the residents of Cottonwood through attention to the overall quality of the place. Quality of place relates to the attractiveness and desirability of the community as a place to live, raise a family, and conduct business. Improvements to public safety, health, well-being, and environmental quality contribute to the community's quality of life.



Current Conditions:

Quality of place and quality of life are of great importance to the residents of Cottonwood. People generally appreciate the various facilities and programs within the city yet they have concerns about how future growth and development may impact those valued resources. The new Cottonwood Recreation Center has become a highly popular facility used by people of all ages from Cottonwood and the surrounding communities. The revitalization of the Old Town district is regarded with great pride by many residents. Community events are greatly appreciated throughout the year. Many people appreciate the wide range of opportunities to get involved with the community through all kinds of volunteer activities. At the same time people have concerns about growing traffic congestion, the long-term condition of the Verde River and unknown factors related to growth and development. The emphasis of this focus area is to consider the critical importance of maintaining a quality environment as an essential, integrated component of a strong, prosperous, sustainable economy.



E. ECONOMIC DEVELOPMENT PARTNERS

The Cottonwood Economic Development effort requires a coordinated, focused effort to ensure implementation. The plan recognizes that in order for the community to be successful in economic development, community coordination and strong public/private partnerships must be established. Partnerships need to have a clear understanding and acceptance of the various roles and responsibilities of the entities. Additionally, good communication and effective coordination strengthen this relationship.

ORGANIZATIONAL RESPONSIBILITIES

An understanding of the specific roles and responsibilities of the various entities involved in economic development is critical to the success of any economic development program. There are five key elements that are identified to promote organizational effectiveness.

- **Capable leadership:** Qualified leadership is important to any organization's success. Responsible, capable, action-oriented individuals who are knowledgeable of the community should be involved in all phases of the program.
- **Professional staff:** Dedicated economic development staff can provide a range of specialized services to the community, elected officials and other staff.
- **Clearly defined purpose:** No organization can succeed without a clear understanding of its purpose and functions. It is important to define the exact role organizations and individuals play in economic development.
- **Adequate funding:** Funds must be provided to accomplish an organization's objectives. The level of competition in economic development today requires strong financial support from planning to implementation.
- **Sound organizational structure:** The economic organization must be structured to meet local needs and to mobilize critically needed human and fiscal resources.

KEY PARTNERS

There are five local entities that currently play an important role in Cottonwood's economic development. Each of these organizations has very distinct and important roles and responsibilities. If these entities are successful, the community as a whole will have a greater chance for success. Economic development is supported by important partnership relationships between business, education, community and governmental agencies. These ongoing relationships are critical to the success of the program. Key partners include the following:

- City of Cottonwood
- Cottonwood Chamber of Commerce
- Cottonwood Economic Development Council (CEDC)
- Old Town Association (OTA)
- Yavapai County's Business Assistance Center (BAC)

Additional Key Supporting Agencies.

- Arizona Commerce Authority (ACA)
- Northern Arizona Council of Governments (NACOG)
- Small Business Development Center (SBDC)
- Yavapai College
- Northern Arizona Manufacturing Association (NAMA)
- Verde Valley Agriculture Coalition (VVAgC)
- Verde Valley Wine Consortium



- Verde Valley Medical Center
- Greater Arizona Development Authority (GADA)
- Arizona Department of Agriculture (ADA)
- United State Department of Agriculture (USDA)
- Economic Development Administration (EDA)
- Arizona Department of Economic Security (ADES)
- Arizona Department of Transportation (ADOT)
- Arizona State Parks
- Arizona Department of Education
- Arizona Public Service (APS)

Summary of Key Local Partner Roles:

Although all of these relationships are of great importance to the long-term success of the program to ensure a healthy, strong economy, there are several key local economic development partner organizations that are highlighted in this section, including the City of Cottonwood, the Cottonwood Chamber of Commerce, the Cottonwood Economic Development Council, the Old Town Association, and Yavapai County’s Business Assistance Center:

I. CITY OF COTTONWOOD

The City of Cottonwood has played an active role in economic development for many years. The City has supported the efforts of the Chamber of Commerce, Old Town Association, and the Cottonwood Economic Development Council. The City, in partnership with the Cottonwood Economic Development Council, developed a 5-year economic development strategy in 2009. In 2015, another 5-year strategy will be developed. The City of Cottonwood is an active participant in the Verde Valley Regional Economic Development Council. The City also takes an active role in the emerging wine industry as a member of the Verde Valley Wine Consortium, and the Statewide Arizona Wine Growers Association. In addition the City is actively involved in the Northern Arizona Manufacturing Association, the Northern Arizona Council of Governments Economic Development Committee and the Arizona Association for Economic Development, the Arizona Commerce Authority and the Cottonwood Business Assistance Center.

City government gets involved in economic development at two levels: policy and staff. Political leadership that adopts strong policies is essential if the community is going to position itself for success economically. By setting policy, elected officials set the tone for development. The *Focus on Success Strategic Plan* promotes quality growth aligned with the community’s vision for the future. It is a plan that is based on the assumption that growth is inevitable and on the assertion that quality growth can only come from carefully crafted policies put in place through partnerships with strong and innovative business and political leaders, as well as informed public participation.

It is critical that the City Council provides the support to staff to carry out the duties necessary to make the plan a reality. The City Council had representation on the Cottonwood Focused Future II, and Focus on Success 5-Year Economic Development Strategy Action Team and was active in the strategic planning process. The City Manager, Economic Development Director, Mayor and City Council are all actively involved in the process.

- a. Policy Development.** The City is responsible for creating and adopting policies and regulations that encourage and support quality economic growth and development.
- b. Funding Mechanisms.** The City Council authorizes funding to the various partner groups through contracts that support pro-active economic development. The City is encouraged to continue funding local economic development efforts, as well as the many other important non-profit organizations that work to improve the area’s quality of life. Additionally, the City is always looking



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for creative financing options, incentives, and maximizing existing financial resources to support quality projects.

- c. **Planning and Assistance.** The City initiates community and economic development planning efforts, as well as develops regulations to implement these efforts. City staff provides development assistance and is committed to continual improvement to ensure that the review process is streamlined and effective. The City is responsible for effective long term planning of the community that includes its financial future as well as its resource management.
- d. **Pro-Active Public Outreach.** The City is responsible for actively involving the public in the community's planning efforts and decision-making process. The City will continue to identify ways to bring citizens into the community's planning process.
- e. **Business Recruitment.** The Cottonwood Economic Development program supports business recruitment efforts for the community. The Mayor and City Manager serve on the Cottonwood Economic Development Council Board of Directors.
- f. **Business Retention and Expansion.** The City of Cottonwood provides support to the Chamber of Commerce, Cottonwood Economic Development Council and Business Assistance Center in their efforts to strengthen existing businesses to ensure that they are retained and grow in the community.
- g. **Infrastructure Development.** The City of Cottonwood provides a key role in the development of the economic foundations of the community, including infrastructure (water, wastewater, public safety, recreation, and streets) within its jurisdiction.
- h. **Support and Coordination.** The City of Cottonwood supports the efforts of all the other local and regional organizations in their endeavors to improve the quality of life and economic health of the community.

2. COTTONWOOD CHAMBER OF COMMERCE

The Chamber of Commerce is an active Chamber dedicated to promoting and sustaining a quality environment conducive to economic growth and development of existing and new commerce. It is a non-profit entity that is governed by a volunteer Board of Directors. A full-time, professional Executive Director, paid assistant and volunteers carry out the day-to-day activities of the Chamber. The Chamber has been very active in promoting the area, participating in local events, and coordinating with other organizations. To support its activities, the Chamber of Commerce receives funding from a percentage of the bed tax, membership dues, special events, tourism product sales, and grants.

Business networking has always been an important role that the Chamber of Commerce plays within the community. Through the newsletter and Chamber sponsored functions. Businesses within the community are kept abreast of information that impacts their business. The Chamber has implemented programs to actively promote tourism in the area. Cottonwood has at least three expectations for the Chamber of Commerce. They are to continue to promote the area as a good place to live and visit, serve as facilitator for communication and coordination between the communities and other entities, and provide programs to support and strengthen existing businesses.

- a. **Represent Business Interests.** The Chamber of Commerce is responsible for representing the interests of the local business community.
- b. **Business Network and Advocacy.** The Chamber is responsible for providing networking opportunities for businesses within the area. A strong local network is critical to establishing a cluster-driven economy.
- c. **Promotions.** The Chamber takes the lead in marketing Cottonwood as a good place to live, work, and play.



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- d. **Information Source.** The Chamber serves as a source for information for new residents, tourists and others seeking information about the Verde Valley. Additionally, the Chamber facilitates internal communication, provides networking opportunities with other organizations, and is a resource for small businesses.
- e. **Retail Business Assistance.** The Chamber assists with retail/commercial relocations to the Cottonwood Area. This activity involves dissemination of demographic and community information to possible small business relocates.
- f. **Tourism and Special Events Promotion.** The Chamber is responsible for tourism development and special event promotion for the area.
- g. **Business Recruitment.** The Chamber provides support to the Cottonwood Economic Development Council on business recruitment efforts by playing an active role in economic development.
- h. **Business Retention and Expansion.** The Chamber, working closely with the CEDC and Yavapai County's Business Assistance Center (BAC), shall Partner to implement an active business retention, expansion program.
- i. **Business Training.** The Chamber, working with the BAC, City of Cottonwood, and other entities, shall provide business training seminars geared to the needs of local businesses.
- j. **Support and Coordination.** The Chamber shall support the efforts and coordinate with the CEDC, City of Cottonwood and other organizations as they relate to economic development.

3. COTTONWOOD ECONOMIC DEVELOPMENT COUNCIL (CEDC)

Although the Cottonwood Economic Development Council (CEDC) is a long standing institution, it formally incorporated in 2014, and expects to receive its non-profit designation in 2014/2015. The City Economic Development Director is the President of the CEDC and reports directly to the Board of Directors.

- a. **Business Recruitment.** CEDC is responsible for working with clients and following up on business leads. This activity includes participating in trade shows within industry cluster targets.
- b. **Business Retention and Expansion.** The CEDC working with the City of Cottonwood and Chamber of Commerce, shall develop and implement a quality business retention and expansion program.
- c. **Research and Data Collection.** The CEDC, working with the City and Chamber, will provide current and relevant economic data on the area to interested parties.
- d. **Marketing.** The CEDC has a key interest in marketing and promoting the community for business development and expansion. The CEDC provides an opportunity to coordinate marketing efforts between partner agencies.
- e. **Communication.** Effective communication is critical if economic development efforts are going to be successful. CEDC communicates regularly with entities involved in local economic development.

4. THE OLD TOWN ASSOCIATION

The Old Town Association of Cottonwood was organized in 1993 as a membership driven organization that focuses on organization, design, promotion, and economic restructuring of the Main Street District. The Old Town Association is funded by membership dues, grants, special events, and awards. The City of Cottonwood assists in funding the organization. The Old Town Association is managed by an all-volunteer board of directors who oversee the activities of the program. The revitalized



Cottonwood downtown area is the heart of the community and an important asset for the overall community's economic development effort. The Old Town Association is a vital catalyst for downtown revitalization.

- a. **Organization.** The Old Town Association will ensure an organized effort to downtown revitalization that brings downtown businesses together towards a common purpose.
- b. **Planning.** The organization, working closely with the City, shall be responsible for conducting short and long range planning for Old Town.
- c. **Promotion/Recruitment.** The Old Town Association program will promote the downtown area as a place to shop and do business through information dissemination, newsletter, special events, and other promotional tools. The organization will work with businesses looking to locate in the downtown area.
- d. **Retail Development.** The organization will work with local downtown retail businesses on merchandising, store displays, promotions, and advertising.
- e. **Design.** The Old Town Association will work with local business owners to encourage improvements to building facades and interiors. The organization promotes historic preservation and adaptive reuse of historic buildings.
- f. **Economic Restructuring.** The Old Town Association will continually monitor the economic vitality of the downtown business climate and implement strategies to restructure the downtown economically. This will include identifying the types of businesses needed to complement the existing mix of businesses in downtown.
- g. **Research and Data.** The Old Town Association shall be responsible for collecting, analyzing, and maintaining and reporting relevant data to support economic development efforts.
- h. **Support.** The Old Town Association shall support the efforts of the other organizations as they relate to economic development by coordinating activities and communicating regularly.

5. BUSINESS ASSISTANCE CENTER

Yavapai County's Business Assistance Center (BAC) was established through a partnership between the City of Cottonwood, the Northern Arizona Council of Governments, Yavapai County, Yavapai College, and the US Small Business Administration (SBA) for the purpose of supporting business development programs. The BAC is also an economic resource center that links federal, state, county, city and private sectors. The BAC exists to improve the profitability, productivity and quality of the small businesses in Cottonwood and throughout the Verde Valley. The specific programs, services, and activities that serve the City of Cottonwood are as follows:

- a. **General Small Business Counseling.** The BAC provides one-on-one business advisory service to assist small and micro businesses in developing business plans, economic feasibility studies, capital acquisition, resource allocation, workforce recruitment, selection, and retention, personnel policies, wage and salary administration, third-party conflict resolution, business financing, loan application assistance, and business opportunity and survival strategies.
- b. **Business Start-up, Expansion, Retention and Turnaround Counseling.** The BAC provides entrepreneurship guidance for starting a local business, legal requirements for licensing and taxation, expanding a profitable business, retention of small business, and assisting financially troubled businesses to create new and workable turnaround strategies.
- c. **Management Training and Development.** The BAC provides small business owner/manager leadership training, supervisory skills development, general management roles, functions and



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responsibilities, total quality management (TQM), supply chain management, and new management styles/attitudes for success in the New Economy.

- d. Technical Assistance Seminars.** The BAC provides specialized seminars and courses on various topics, such as new technological tools, sales and marketing, finance and accounting, personnel administration, legal aspects of business, recruitment and retention of employees, drug-free program development, electronic commerce, and business taxation.
- e. Product/Service Development.** The BAC can assist in new and innovative product and service development, the patent process, development cost and feasibility analysis, marketing feasibility, financing options, and product/service mechanisms.
- f. Marketing Research and Development.** The BAC can assist with developing sources for demographic research, consumer market potential, design and implementation of market research, determination and evaluation of target/niche markets, and methods of customer feedback, analysis and evaluation.
- g. Community Economic Development.** The BAC supports, advises, cooperates, and actively participates with various organizations in their planning activities, attends and actively participates in Verde Valley regional economic committees.

TABLE: ROLES AND RESPONSIBILITIES OF LOCAL E.D. ORGANIZATIONS

City of Cottonwood	Chamber of Commerce	CEDC	BAC	Old Town Association
<ul style="list-style-type: none"> • Staff Support and Coordination • Policy Development • Community Planning • Foundation Development • Support Business Recruitment Efforts • Support Business Retention and Expansion Efforts • Funding for Economic Development Activities 	<ul style="list-style-type: none"> • Information Dissemination • Support Business Retention and Expansion Efforts • Business Networking and Advocacy • Retail Business Assistance and Relocations • Business Training • Support and Coordination • Tourism Promotion 	<ul style="list-style-type: none"> • Continue to be the Business Recruitment Response Team • More Specific Lead Qualifier • Follow Up on Leads • Information Disseminator • Business Retention and Expansion • Research and Data Collection • Support and Coordination 	<ul style="list-style-type: none"> • Small Business Counseling • Business Start-up, Expansion, Retention and Turnaround Counseling • Management Training and Development • Technical Assistance Seminars • Product/Service Development • Marketing Research and Development • Community Economic Development 	<ul style="list-style-type: none"> • Organize Old Town Revitalization Efforts • Planning for Old Town • Promotion and Recruitment of Old Town Businesses • Retail Development in Old Town • Design Assistance • Economic Restructuring • Research and Data Collection • Support and Coordination



F. ECONOMIC DEVELOPMENT STRATEGIES

The success of any plan or planning effort is measured by how it is implemented. The plan serves as the blueprint for Cottonwood's local economic development efforts. However, it is critical to monitor how the strategies are put into action. It is the responsibility of the City of Cottonwood to monitor the implementation of economic strategies and plans. Potential obstacles to implementation of economic development programs include the following:

- Ongoing need for adequate funding to sustain the effort.
- Support for professional staff to manage the programs and organizations.
- Collaborative efforts of various agencies and organizations working together.
- Support for pro-active effort directed toward implementation.

ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGIES:

1. Strategic Planning.

Each of the local agencies and organizations involved in the strategic planning process for economic development are encouraged to adopt their own strategic plan for economic development so as to identify short and long range goals, identify partners, and to prioritize efforts. Development of these plans should be coordinated through ongoing communications and sharing of information.

2. Community Communication.

Ongoing communication about economic plans and progress is critical to the support and success of these programs. Specific goals and strategies, various programs, opportunities for involvement and changes that come up need to be communicated to agency partners, business interests and the public.

3. Action Plans.

The City of Cottonwood and the Cottonwood Economic Development Council shall develop a work program, or action plans, to implement goals and strategies. The work programs should include five-year strategies with specific timetables, funding strategies, and performance measures. Identifying performance measures delivers two clear benefits: (1) Provides useful information for reporting back to community residents and leadership. (2) Allows assessment of what is or is not working. These work programs shall be exchanged to allow for coordination. The City of Cottonwood will use Action Plans to promote and guide the implementation of the Strategic Plan.

4. Leadership Coordination.

The City Council, Economic Development Staff, Boards of Directors, and others shall meet periodically to review performance and to make modifications to the work program and action plans, if necessary. Additionally, the purpose of these meetings is to ensure communication and accountability.

5. Community Indicators Evaluation.

Tracking of conditions through existing statistical data, including economic, demographic, social and cultural indicators, is helpful for setting benchmarks and measuring progress, as well as identifying areas in need of greater attention. Establishing a key set of community indicators and keeping track of these from year to year will help to guide implementation of programs. Annually, Cottonwood should evaluate the progress it has achieved on each of the community indicators.



COMPETITIVE INCENTIVES, PROGRAMS AND GRANTS

Arizona Commerce Authority

The Arizona Commerce Authority (ACA) provides information regarding incentives that may apply to both new and existing business. In recent years, the State of Arizona has lowered taxes, streamlined regulations, and established a suite of incentives to support corporate growth and expansion. The Arizona Competitiveness Package, groundbreaking legislation adopted in 2011, makes it easier for existing Arizona companies to prosper and establishes Arizona as one of the most desirable places for expanding companies to do business. Additional information is available from the ACA regarding all of the following incentives:

ARIZONA COMMERCE AUTHORITY COMPETITIVE INCENTIVES – PROGRAMS AND GRANTS	
Job Training	Job Training grants reimburse up to 75% of eligible training expenses for employers creating new jobs.
Quality Jobs	The Quality Jobs tax credit offers up to \$9,000 of Arizona income or premium tax credits spread over a three-year period for each net new quality job.
Qualified Facility	The Qualified Facility program offers a refundable income tax credit for eligible companies making a Capital Investment to establish or expand a Qualified Facilities.
Computer Data Center	CDC provides Transaction Privilege Tax and Use Tax exemptions at the state, county and local levels, on qualifying purchases of CDC Equipment.
Research & Development	The R&D tax credit provides an Arizona income tax credit for increased research and development activities conducted in this state.
Military Reuse Zone	If a project is located in an MRZ, it may qualify for tax credits, a TPT exemption or property reclassification.
Foreign Trade Zone	Businesses, located in a zone or sub-zone are eligible for up to an 80 percent reduction in state real and personal property taxes.
Angel Investment	The Angel Investment tax credit provides credits to investors who make capital investments in small businesses certified by the ACA.
Renewable Energy tax credit	Renewable Energy tax credit provides an income tax credit based on the amount of electricity produced annually for a 10-year period using solar or wind energy.
Commercial/Industrial Solar	Commercial/Industrial Solar Energy tax credit provides an Arizona income tax credit for the installation of solar energy devices in Arizona business facilities.



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SBIR/STTR	SBIR/STTR is a competitive program that encourages small businesses to explore their technological potential, as well as, providing incentive to profit from its commercialization. The Small Business Innovation Research (SBIR) Grant is a competitive grant that encourages small businesses to explore their technological potential, as well as, providing incentive to profit from its commercialization. The Small Business Technology Transfer (STTR) Grant is an important small business grant that expands funding opportunities to meet the nation's scientific and technological challenges in the 21st century.
Additional Depreciation	Accelerates depreciation schedules for prospective acquisitions of commercial personal property.
Healthy Forest	Healthy Forest provides incentives for certified businesses that are primarily engaged in harvesting, processing or transporting of qualifying forest products.
Lease Excise	Lease Excise is a redevelopment tool to initiate development by reducing a project's operating costs by replacing the real property tax with an excise tax.
Sales Tax Exemption for Machinery and Equipment	The Sales Tax Exemption for Machinery and Equipment is a sales tax exemption for various machinery or equipment.
Work Opportunity	The Work Opportunity Tax Credit is a federal tax credit provided to private-sector businesses from groups who have consistently faced significant barriers to employment.
Private Activity Bonds	Private Activity Bonds are securities issued by or on behalf of a local government to provide debt financing for projects used for the trade or business of a private user.
Qualified Energy Conservation Bonds	Qualified Energy Conservation Bonds (QECB) are qualified tax credit bonds that were originally authorized by the Tax Extenders and Alternative Minimum Tax Relief Act of 2008.
Renewable Energy Production Tax Credit	The Renewable Energy Production program provides an income tax incentive awarded to utility-scale generation systems based on the amount of electricity produced annually for a 10-year period using solar or wind energy.



G. GOALS AND OBJECTIVES – Economic Development

Economic Development Goals & Objectives are organized to support the seven Program Focus Areas: Education & Workforce, Innovation and Entrepreneurship, Tourism, Old Town, Sustainability, Leadership, and Quality of Place, as well as general goals identified in the Introduction section.

FOCUS AREA: INTRODUCTION

GOAL 12-1 PROMOTE COTTONWOOD AS THE COMMERCIAL HUB OF THE REGION.

Objective 12-1. A Support 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.

Objective 12-1. B 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.

Objective 12-1. C Periodically update the Cottonwood Market Study to better focus program elements and targeted marketing materials.

Objective 12-1. D Support the business incubator model that creates a climate for new business start-ups. 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.

Objective 12-1. E Continue support for the Business Assistance Center (BAC). The BAC provides tremendous technical assistance to new business start-ups and business expansions.

Objective 12-1. F Take advantage of regional transportation corridor locations for mixed use development to meet increasing demand for jobs, services and housing.

Objective 12-1. G Work with other area agencies to secure funding to complete a telecommunications assessment and support expanded broadband capabilities.

GOAL 12-2 PROMOTE COTTONWOOD AS A BUSINESS-FRIENDLY COMMUNITY THROUGH FOCUSED COMMUNICATION PROJECTS AND OUTREACH.

Objective 12-2. A Identify and implement a “Brand Identity” program that defines the community as a forward-thinking, innovative, quality place to live, work and invest.

Objective 12-2. B Develop key messages about Cottonwood’s assets, strategic vision, and business opportunities and promote such attributes through an on-going marketing program.

Objective 12-2. C Enhance the City’s business-related informational materials, including print, electronic and social media outlets.

Objective 12-2. D Support community events that include participation and feature local businesses, their services and products.



FOCUS AREA #1: EDUCATION AND WORKFORCE

GOAL 12-3 SUPPORT EDUCATION, TRAINING AND WORKFORCE DEVELOPMENT EFFORTS SO AS TO PROVIDE EXISTING AND FUTURE BUSINESS WITH A “JOB READY” EMPLOYMENT BASE.

- Objective 12-3. A** Create a first class workforce that provides existing and future business with a “job ready” employment base.
- Objective 12-3. B** Review Yavapai College regional labor study and supplement where necessary in order to document the education and skill sets of the area workforce and identify gaps.
- Objective 12-3. C** Support the efforts of the Southwest Wine Center at Yavapai College and the emerging local wine industry, to include viticulture curriculum and vineyard management programs that support local work force objectives.
- Objective 12-3. D** Evaluate existing online job boards, including DES, Yavapai College, and Chamber of Commerce, and promote coordination, marketing and user-friendly effectiveness.
- Objective 12-3. E** Support efforts to achieve full employment for Cottonwood's residents, including efforts to attract and retain a broad base of businesses and industries providing well-compensated jobs with career growth potential.
- Objective 12-3. F** Improve access for the community's economically disadvantaged to job training or retraining opportunities to provide them with skills for career and job development.
- Objective 12-3. G** Continue to reduce barriers to employment for people of differing abilities by increasing opportunities to participate in the work force through specialized public transit accessibility programs, employee outreach programs and other programs determined to be effective in achieving accessibility goals for all.
- Objective 12-3. H** Identify solutions to address practical work force issues, such as affordable childcare and public transportation needs.
- Objective 12-3. I** Establish and maintain partnerships between business, education, and government to build a skilled workforce, including management and leadership training programs, to meet the needs of local businesses.
- Objective 12-3. J** Work with Yavapai College, high school districts and local businesses to create a work study and internship program for qualified local high school and college students so they gain experience working in local employment institutions, such as government, education, banking, medical or business entities.

GOAL 12-4 ENCOURAGE EXCELLENCE IN EDUCATIONAL AND JOB TRAINING PROGRAMS AT ALL LEVELS.

- Objective 12-4. A** Encourage efforts to provide a full range of high quality educational opportunities for all residents and for life-long learning through library resources and continuing education programs.
- Objective 12-4. B** Support and foster efforts to provide excellence in public education and life-long learning in Cottonwood, including scientific, technical, humanistic, cultural, the arts, and the social sciences, and by the continuing support for public libraries.
- Objective 12-4. C** Ensure the City continues close ties with Yavapai College through the Verde Campus to ensure coordination of locally-oriented programs and resources.



Objective 12-4. D Promote coordination of the personnel needs of new and existing business with skills training programs to ensure a stable, productive labor force.

FOCUS AREA # 2: INNOVATION AND ENTREPRENEURSHIP

GOAL 12-5 PROMOTE INNOVATION AND ENTREPRENEURSHIP IN COTTONWOOD.

Objective 12-5. A Support local programs to retain existing business and attract new business in order to create a more balanced economy and diversity in jobs.

Objective 12-5. B Support the Small Business Development Center (SBDC) at Yavapai College to foster entrepreneurship and facilitate business start-ups.

Objective 12-5. C Eliminate the barriers to home based businesses by ensuring that zoning regulations and community CCRs do not hamper this activity.

Objective 12-5. D Support the full range of business development opportunities related to sustainable agriculture and the wine industry.

Objective 12-5. E Maintain an up-to-date site and building inventory and explore the creation of a certified site or “shovel ready” program with on-line databases.

Objective 12-5. F Ensure that telecommunication infrastructure is in place to attract and retain broad-based business opportunities, including home-based and start-up businesses.

Objective 12-5. G Research the viability of Cottonwood attracting alternative and renewable energy production, manufacturing, and/or related R&D type activities.

GOAL 12-6 PROVIDE RESOURCES AND PROGRAMS THAT FOCUS ON SMALL BUSINESS DEVELOPMENT NEEDS.

Objective 12-6. A Utilize the Business Assistance Center (BAC) to facilitate communication between the City and small businesses, to evaluate and streamline City procedures, to evaluate City policies and regulations for their impacts on small businesses, and to encourage entrepreneurship and resolve problems.

Objective 12-6. B Continue support for small business advocacy services and assistance programs, including marketing, venture capital, financing, and City procurement procedures.

Objective 12-6. C Provide assistance for entrepreneurial efforts and technological innovation in small businesses.

Objective 12-6. D Support the Arizona Local First program, a state-wide effort that provides resources and strategies to support locally owned and operated businesses as an essential component of a sustainable economy and community.



GOAL 12-7 PROVIDE ASSISTANCE AND SUPPORT FOR THE RETENTION AND EXPANSION OF EXISTING BUSINESS.

- Objective 12-7. A** Continue support for the Business Assistance Center as the one-stop center providing assistance for existing businesses so as to assist with employee retention and expansion.
- Objective 12-7. B** Identify and support programs that provide financial resources and strategies to assist local companies with expansion needs
- Objective 12-7. C** Support the use of technologies to assist companies to profitably expand.

GOAL 12-8 SUPPORT EFFORTS TO RECRUIT NEW BUSINESSES AND INDUSTRIES TO COTTONWOOD.

- Objective 12-8. A** Focus recruitment efforts and resources on specific industries which will diversify the existing economic base.
- Objective 12-8. B** Identify and recruit new firms that supply or otherwise support businesses already located in the Cottonwood area.
- Objective 12-8. C** Pursue recruitment of industries that are nonpolluting and compatible with the environment.
- Objective 12-8. D** Improve recruitment methods and strategies by analyzing results through established performance and evaluation criteria.
- Objective 12-8. E** Identify and support community resources which assist new businesses, such as marketing, venture capital, financing and management.
- Objective 12-8. F** Encourage and support entrepreneurial efforts and technological innovation in local businesses.
- Objective 12-8. G** Promote the Verde Valley as a location for film activities, including motion pictures, television, commercials and still photography.

GOAL 12-9 ENSURE NEW DEVELOPMENT LOCATED IN PROXIMITY TO THE VERDE VALLEY MEDICAL CENTER MEETS APPROPRIATE STANDARDS OF QUALITY SO AS TO ENSURE THE AREA REMAINS ATTRACTIVE AS THE PREEMINENT MEDICAL CENTER FOR THE REGION.

- Objective 12-9. A** Work with affected property owners and citizens to develop an Area Plan for the Medical Center area so as to provide a coordinated vision to guide the long-range development in and around the Medical Center area.
- Objective 12-9. B** Develop design guidelines for the area to assist with the planning and design of future development projects.
- Objective 12-9. C** Encourage medical and health related business development in Cottonwood.



GOAL 12-10 ENSURE DEVELOPMENT IN PROXIMITY TO THE COTTONWOOD MUNICIPAL AIRPORT SUPPORTS THE LONG-TERM VIABILITY OF THE AIRPORT AS A KEY EMPLOYMENT AND ECONOMIC ACTIVITY CENTER.

- Objective 12-10. A** Provide incentives and program assistance to promote high-quality employment based uses, including aviation-related businesses, in the airport area.
- Objective 12-10. B** Update the Cottonwood Municipal Airport Master Plan to include detailed land use planning and design guidelines for the airport and surrounding area so as to achieve the desired goals for the area as determined through the planning process.
- Objective 12-10. C** Promote employment-generating business development within the Cottonwood Municipal Airport area so as to increase the number of industries located at the airpark, create incentive packages geared to targeted business, and collaborate with lessees to market the airport area as an attractive business location.

FOCUS AREA # 3: TOURISM

GOAL 12-11 BRAND AND PROMOTE COTTONWOOD AS A TOURISM DESTINATION AND GATEWAY TO OTHER ATTRACTIONS IN THE VERDE VALLEY.

- Objective 12-11. A** Brand and promote Cottonwood as a tourism destination and gateway to other attractions in the Verde Valley.
- Objective 12-11. B** Determine, protect, and promote such things as the natural, cultural, and historical features which attract tourists and visitors to the region.
- Objective 12-11. C** Support the establishment of a convention center and related quality lodging facilities so as to provide mid-sized convention and meeting activities.
- Objective 12-11. D** Determine the market feasibility for the siting of a conference hotel in Cottonwood and identify potential locations within the city that could support such facilities.
- Objective 12-11. E** Support development of a regional system of high-quality river access points and multi-use hiking, biking and equestrian trails.
- Objective 12-11. F** Continue to expand promotion efforts for the Verde Valley “Wine Trail” by working with the local wine consortium and related businesses.
- Objective 12-11. G** Work with Arizona State Parks to promote recreational opportunities at Dead Horse Ranch State Park, including through cooperative marketing programs with other area attractions and activities.
- Objective 12-11. H** Promote Cottonwood as a destination and base for the full range of regional outdoor recreation opportunities, including boating, fishing, bird watching, hiking, climbing, hang gliding, sky diving, ballooning, etc.
- Objective 12-11. I** Continue to work on the development of a comprehensive tourism strategy that includes local, regional and state-wide partners and identified funding sources.
- Objective 12-11. J** Develop and implement a comprehensive “wayfinding” signage program for the City of Cottonwood, so as to provide an attractive, effective, and unified signage program that helps direct visitors and residents to a variety of local facilities, uses and districts.



Objective 12-11. K Expand geo-tourism and eco-tourism as part of the tourism development strategy (e.g., birding events, river access, hiking trails, archeological sites) in the Verde Valley.

Objective 12-11. L Develop partnerships for agro-tourism with local ranches, farms, gardens and vineyards in the Verde Valley; and support the full range of agro-tourism program development, including general tours, hands-on educational experiences, training opportunities, conferences, festivals, special events, accommodations, and marketing programs.

FOCUS AREA # 4: OLD TOWN

GOAL 12-12 PROMOTE THE HISTORIC “OLD TOWN” DOWNTOWN AREA AS THE CITY’S ARTS AND CULTURAL CENTER AND UNIQUE DESTINATION DISTRICT.

Objective 12-12. A Continue support for efforts to develop the historic downtown area as a major, mixed-use activity center that includes a variety of housing choices and retail, restaurants, galleries, wine-related uses, office, government, arts and culture, entertainment, and other services.

Objective 12-12. B Promote the identification and preservation of historically significant structures and support programs to ensure historically appropriate development activities associated with designated historic landmarks and districts.

Objective 12-12. C Support preservation of historic landmarks and expansion of historic district designation to areas with high levels of significant historic properties.

Objective 12-12. D Continue to support community activities and events which bring people to Old Town, such as festivals, parades, farmer’s market, and arts and entertainment events, including those that attract evening and weekend participation.

Objective 12-12. E Continue to support tourism-related uses and activities in the area.

Objective 12-12. F Ensure efforts to promote Old Town Cottonwood provide benefits that enhance business and resident interests throughout the City of Cottonwood.

Objective 12-12. G Work on making Old Town more pedestrian and bicycle-friendly by ensuring facilities are continuous, interconnected, safe, efficient and attractive.

FOCUS AREA # 5: SUSTAINABILITY

GOAL 12-13 PROMOTE ECONOMIC SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP WITHIN COTTONWOOD.

Objective 12-13. A Strive to balance municipal costs and revenues so as to provide a sustainable, high level of service to city residents.

Objective 12-13. B Encourage the application of renewable energy technology (such as solar) and LEED certification in new development by ensuring that local codes and regulations are “green” friendly.

Objective 12-13. C Incorporate green technologies in new and existing City facilities and strive for LEED Certification for City projects.

Objective 12-13. D Adopt policies that support and expand Cottonwood as a pedestrian and bike friendly community.



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Objective 12-13. E Support the Verde Valley Leadership programs and Project CENTRL to foster new leadership.

Objective 12-13. F Develop a recreation-based market study that will analyze our opportunities and identify recruitment strategy for recreational oriented businesses (e.g., mountain biking, ballooning, river-related activities.)

GOAL 12-14 SUPPORT QUALITY INFRASTRUCTURE DEVELOPMENT.

Objective 12-14. A Ensure appropriate physical infrastructure is available to support business and community development.

Objective 12-14. B Develop adequate telecommunications infrastructure to support businesses and residents. Create a committee to study telecommunications options and prepare an action plan to ensure that Cottonwood has the best possible communications capabilities.

Objective 12-14. C Link the Cottonwood General Plan to the Capital Improvement Plan so as identify and prioritize needed community infrastructure with land development activities.

Objective 12-14. D Ensure ongoing coordination and communication between local governments and various utility providers, including both private and public, so as to address common concerns and ensure adequate advance planning related to growth and changing needs.

Objective 12-14. E Consider all types of funding options and strategies for infrastructure development as appropriate and in the best interest of the City and its residents.

Objective 12-14. F Work regionally to protect the community's long-term water resources, ranging from inter-basin watershed coordination to local state-of-the-art conservation, reuse and recharge strategies. Expand public awareness and water conservation programs.

Objective 12-14. G Continue to improve multi-modal transportation opportunities, including pedestrian, bicycle, transit and vehicle systems.

GOAL 12-15 RECOGNIZE THE IMPORTANCE OF RETIRED PEOPLE FOR THEIR VALUED CONTRIBUTIONS TO THE LOCAL ECONOMY AND COMMUNITY.

Objective 12-15. A Increase awareness and understanding of aging issues in Cottonwood.

Objective 12-15. B Increase the ability of seniors to remain active, healthy and living independently in Cottonwood.

Objective 12-15. C Implement programs that will assist seniors in improving or managing health conditions.

Objective 12-15. D Develop opportunities and programs to assist members of the senior population and retired workers so they can use their life skills, business experience and financial capital to more effectively participate in the expansion of the local economy.

Objective 12-15. E Continue to support senior advocacy organizations, including the Verde Valley Senior Center and the NACOG Area Agency on Aging - Advisory Council on Aging (ACOA).



FOCUS AREA # 6: LEADERSHIP

GOAL 12-16 ENSURE ADEQUATE ORGANIZATIONAL CAPACITY TO SUPPORT ECONOMIC DEVELOPMENT PROGRAMS.

- Objective 12-16. A** Foster a collaborative environment and provide capable leadership on behalf of the City of Cottonwood.
- Objective 12-16. B** Provide funding and support for the City of Cottonwood Economic Development program, including a professional, full-time economic development director, necessary full and part-time support staff, office facilities, marketing programs, website resources and necessary program support.
- Objective 12-16. C** The City shall provide support to the Chamber of Commerce, CEDC, the Old Town Association and other local and regional economic development organizations, as determined.
- Objective 12-16. D** The City is encouraged to continue funding local economic development efforts, as well as the many other important non-profit organizations that work to improve the area's economy and quality of life.
- Objective 12-16. E** The City Council, City Manager, Economic Development Staff, Board of Directors and others shall meet periodically to review performance and to make modifications to the work program as necessary.
- Objective 12-16. F** Continue to identify ways to bring citizens, residents and business representatives into the community's economic development planning and implementation process.

GOAL 12-17 CONTINUE TO SUPPORT AND TAKE A LEAD ROLE WITH THE COORDINATION OF REGIONAL ECONOMIC DEVELOPMENT EFFORTS.

- Objective 12-17. A** Promote networking, information sharing, and coordination among the local public and private economic development agencies and organizations, educational and job training organizations, and business groups.
- Objective 12-17. B** Continue to support and implement the programs as described through the regional economic development planning efforts.
- Objective 12-17. C** Provide staffing and support for Cottonwood Economic Development Council (CEDC).

GOAL 12-18 PROVIDE PROGRAM SUPPORT FOR LOCAL MANUFACTURING COMPANIES.

- Objective 12-18. A** Support Northern Arizona Manufacturing Association (NAMA) 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.
- Objective 12-18. B** Expand supply chain development opportunities.



FOCUS AREA # 7: QUALITY OF PLACE

GOAL 12-19 SUPPORT QUALITY OF PLACE GOALS AND ENSURE THAT COTTONWOOD RESIDENTS HAVE A WELL PLANNED COMMUNITY WITH HIGH LEVEL OF SERVICES, A DIVERSE MIX OF HOUSING, AND ABUNDANT CULTURAL AND RECREATIONAL OFFERINGS.

Objective 12-19. A Promote the arts in Cottonwood through consideration of a “percentage for the arts” program and support for a local arts council.

Objective 12-19. B Ensure the diversity and affordability of housing in Cottonwood.

Objective 12-19. C Create more awareness of and encourage the use of the Cottonwood Area Transit (CAT) system.

Objective 12-19. D Support community-based enforcement programs, such as MAT Force and Citizens on Patrol (COP).

Objective 12-19. E Preserve the natural environment of Cottonwood by adopting policies that allow for open space and the preservation of view sheds.

GOAL 12-20 USE THE SUB-AREA PLANNING PROCESS TO SUPPORT ECONOMIC DEVELOPMENT OBJECTIVES FOR KEY DESIGNATED AREAS.

Objective 12-20. A Work with the public to identify and prioritize areas that could benefit from the focused planning approach provided through the sub-area planning process identified in the Land Use Element.

Objective 12-20. B Establish sub-area planning committees comprised of area residents, businesses, staff, elected officials and others as necessary to guide each program.

Objective 12-20. C Encourage projects that enhance Cottonwood through appropriate quality urban design, improved public facilities and expanded economic development opportunities.

GOAL 12-21 EXPAND E-GOVERNMENT (ON-LINE ELECTRONIC COMMUNICATIONS) PROGRAMS AND RESOURCES.

Objective 12-21. A Promote a user-friendly system that allows the citizen to interact easily with City government through a variety of mechanisms emphasizing the best practices for telephone, Internet, and e-mail and methods to provide one-stop services for various needs.

Objective 12-21. B Expand e-government to automate processes, such as bill payments, permits, and plan reviews.

Objective 12-21. C Develop an effective GIS (Geographical Information System) so that citizens can access the Internet to obtain a variety of information about their community and properties in a visual mapping format.

Objective 12-21. D Improve public access to internet-based information by providing public access computers at additional City facilities.



GOAL 12-22 ENCOURAGE RE-USE AND INFILL DEVELOPMENT OF VACANT, UNDER USED AND OBSOLETE LAND PARCELS SO AS TO PROMOTE EFFICIENT AND COST-EFFECTIVE USE OF LAND AND INFRASTRUCTURE

- Objective 12-22. A** Establish programs and incentives to encourage compatible, adaptive re-use and modernization of vacant or deteriorating properties.
- Objective 12-22. B** Prioritize revitalization and redevelopment projects in consideration of overall General Plan goals and objectives, including both individual properties and sub-area improvements.
- Objective 12-22. C** Provide technical assistance and resources to assist with commercial, industrial and residential rehabilitation.
- Objective 12-22. D** Support the Sub-area planning process to promote careful redevelopment of areas in the community that are vacant and underutilized.
- Objective 12-22. E** Address the special needs of areas that are experiencing blight or potentially hazardous conditions to assure the health, safety, and welfare of local residents.
- Objective 12-22. F** Promote sensitive redevelopment of areas within the community that are in a process of transition and reflect a need for reinvestment, particularly in older neighborhoods and along arterial streets.
- Objective 12-22. G** Provide information to the public, property owners and businesses regarding potential state or federal incentives so as to encourage a diversity of integrated, high-quality land uses.

GOAL 12-23 REMEDIATE DETERIORATED AND BLIGHTED CONDITIONS.

- Objective 12-23. A** Coordinate area-wide efforts to improve and enhance conditions, including assembly of underutilized and blighted properties for redevelopment at a level appropriate and compatible with surrounding neighborhood character.
- Objective 12-23. B** Enforce property development standards, remediate nuisance properties and eliminate unsafe property conditions.
- Objective 12-23. C** Support the redevelopment process as a means to provide additional effective economic development tools, including public/private partnerships, special grant programs, and targeted area-wide improvements.
- Objective 12-23. D** Ensure any historic properties or properties with potential to be designated as historic, take into account the best practices for historic preservation when associated with any redevelopment or revitalization effort. Potential financial incentives for historic preservation should also be considered for any related project.