



Wickenburg Focused Future

STRATEGIC PLAN FOR COMMUNITY & ECONOMIC DEVELOPMENT | NOVEMBER 2010







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“Your legacy should be that you made it better than it was when you got it.”

—Lee Iacocca

Economic development is the process to create a self-sustaining community that supports existing businesses while attracting new business and quality jobs that enhance Wickenburg’s community character and quality of life.

—Wickenburg Focused Future Action Team

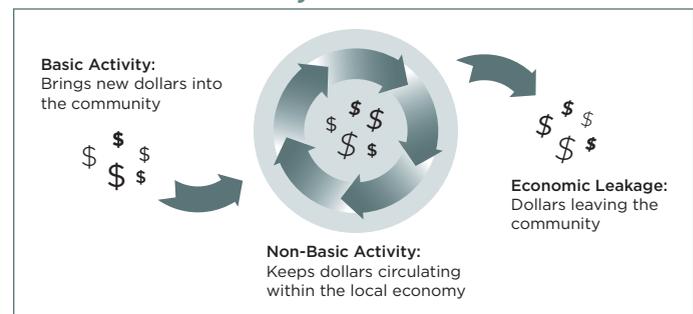
INTRODUCTION

In March 2010, Wickenburg initiated the APS-sponsored Focused Future Strategic Plan for Economic Development. The program is a community-driven planning process that developed a comprehensive analysis of the economy and a snapshot of Wickenburg as well as a list of strategies for the community to address. The outcome of the process is this Plan, which outlines economic development goals, strategies, and responsibilities for implementation. The intent is to have a cohesive plan with all residents, businesses, organizations, and stakeholders working together to accomplish economic diversification and sustainability. Wickenburg has a long history of community and economic development, including three economic summits all leading to this strategic planning effort.

At the heart of the process was a broad-based community group called the “Wickenburg Action Team.” This Team of citizens, business owners, elected officials, and stakeholders met nine times over a six-month period to create the Plan. The Team’s purpose was to work with APS and their consultants to complete the project.

The Wickenburg Strategic Plan for Economic Development is intended to improve prosperity by ensuring that the economy expands in such a way that local businesses are strengthened, the community retains and creates quality jobs, and new investment occurs. The economy impacts everyone, every day. It creates community wealth that allows public facilities, services, and quality of life improvements to be made to meet residents’ needs.

How Your Local Economy Works



WICKENBURG TODAY
ECONOMIC OVERVIEW

Population

Wickenburg’s population has grown relatively slowly since 2003, with the exception of a noticeable increase in 2004 and 2006. Given the small base, annual growth rates fluctuate but the community has grown more slowly than the state since 2007. On average, Wickenburg’s population has grown at a rate of 2.2 percent compared to the state average of about 3.1 percent. The share of the population over age 64 is significantly above the state average, at about 29 percent versus 13 percent. Public school enrollment increased by about 10 percent over the three-year period, compared to a 13 percent increase in total population.

Population Growth 2003–2009



Population Comparison

	2003	2004	2005	2006	2007	2008	2009
Town of Wickenburg	5,700	5,990	5,940	6,285	6,380	6,442	6,451
State of Arizona	5,642,725	5,845,250	6,077,740	6,305,210	6,500,194	6,629,455	6,683,129
Wickenburg Index*	100.0	101.4	96.8	98.7	97.2	96.2	95.6
Annual Growth Rate							
Town of Wickenburg	3.6%	5.1%	-0.8%	5.8%	1.5%	1.0%	0.1%
State of Arizona	3.1%	3.6%	4.0%	3.7%	3.1%	2.0%	0.8%

SOURCE: ARIZONA DEPARTMENT OF COMMERCE. *WICKENBURG COMPARED TO ARIZONA IN 2003 = 100.

Labor Force and Unemployment

Wickenburg’s unemployment rate declined steadily from 2003 to 2007, reaching a low of 1.4 percent. Since the onset of the recession it has increased to 3.8 percent, but is still well below the state average. Labor force has been slow and has slightly lagged population growth. Labor force participation has remained steady at about 41 percent compared to 47 percent statewide, due to the larger retirement population in Wickenburg. Over the entire five-year period, labor force growth was only about 75 percent of the state growth rate given the community’s limited economic base.

Labor Force and Unemployment Trends 2003–2009



Labor Force and Unemployment

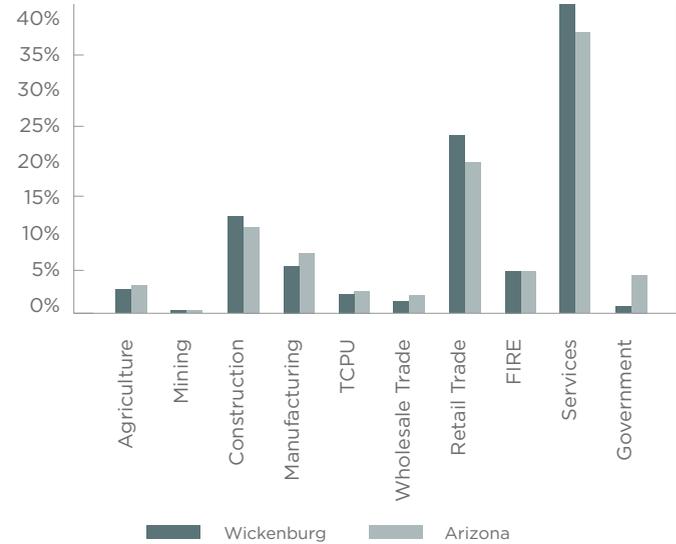
	2003	2004	2005	2006	2007	2008	2009
Labor Force							
Wickenburg	2,334	2,399	2,486	2,577	2,633	2,647	2,600
State of Arizona	2,728,952	2,788,563	2,867,030	2,969,051	3,036,011	3,132,667	3,142,641
Wickenburg Index*	100.0	100.6	101.4	101.5	101.4	99.3	96.7
Annual Growth Rate							
Wickenburg	2.1%	2.8%	3.6%	3.7%	2.2%	0.5%	-1.8%
State of Arizona	2.0%	2.2%	2.8%	3.6%	2.3%	3.2%	0.8%
Wickenburg Index*	100.0	121.4	122.7	97.9	91.7	19.0	-203.7
Unemployment Rate							
Wickenburg	2.3%	2.0%	1.8%	1.6%	1.4%	2.3%	3.8%
Sate of Arizona	5.7%	4.9%	4.6%	4.1%	3.8%	5.9%	9.1%
Wickenburg Index*	100.0	102.1	103.9	106.1	107.1	103.3	96.3

SOURCE: ARIZONA DEPARTMENT OF COMMERCE. * WICKENBURG COMPARED TO ARIZONA IN 2003 = 100.

Economy

Wickenburg has a significantly higher-than-average share of its employment base in retail trade and services and a much lower share in manufacturing and government than the State as a whole. However, unlike some communities a sizeable portion of the retail base is tourist-serving and can actually be considered a basic industry. Basic industries, those that bring in wealth from outside the area, comprise only 6 to 7 percent of Wickenburg’s employment base, excluding tourism-oriented retail and services.

2009 Distribution of Employment by Industry



Industry Employment

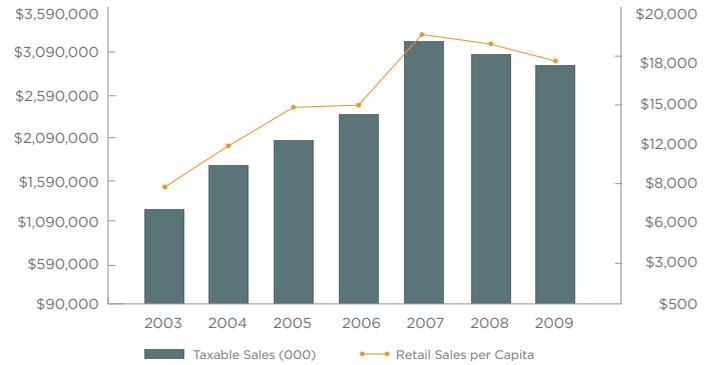
	2003	2004	2005	2006	2007	2008	2009
Total Industry Employment							
Town of Wickenburg	2,912	2,982	3,441	3,293	3,360	3,667	3,686
Total Establishments							
Town of Wickenburg	510	532	540	552	580	647	605
Basic Industry Employment							
Town of Wickenburg	181	186	209	211	228	255	260
Basic Industry Share	6.2%	6.2%	6.1%	6.4%	6.8%	7.0%	7.1%
Wickenburg Index*	100.0	88.4	98.5	102.2	101.6	101.9	94.4

SOURCE: ARIZONA DEPARTMENT OF COMMERCE. * WICKENBURG COMPARED TO ARIZONA IN 2003 = 100.
 **WICKENBURG COMPARED TO ARIZONA IN 2003 = 100. **BASIC SECTORS INCLUDE AGRICULTURE, MINING, AND MANUFACTURING.

Retail Sales

Sales tax collections in Wickenburg rose steadily from 2003 to 2007, increasing by 167 percent during this period. There have been declines in construction, retail and restaurants, and hotel/motel revenues in 2008 and 2009, although overall collections have not dropped significantly. The level of retail sales per capita is about 90 percent greater than the statewide average. This is largely due to significant sales generated by tourists. Generally, sales tax collections from establishments other than retail represent about 45 percent of sales in the Town. Sales taxes generated from new construction currently represent about 12 percent of total taxable sales, with no significant decline. However, FY2009-10 will likely show a drop in construction sales tax.

Economic Indicators 2003–2008



Economic Indicators

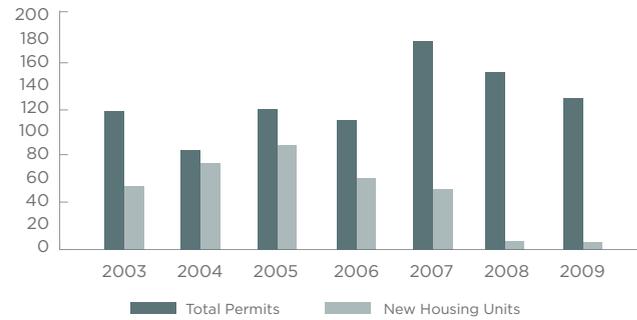
	2003	2004	2005	2006	2007	2008	2009
Total Tax Collections (000)							
Town of Wickenburg	\$1,154	\$1,794	\$2,110	\$2,496	\$3,359	\$3,147	\$3,082
Non-Retail Share	31.6%	37.5%	39.1%	45.6%	45.6%	42.6%	44.3%
Growth Index**	100.0	155.4	182.8	216.3	291.0	272.6	267.0
Retail Collections per Capita							
Town of Wickenburg	\$8,147	\$11,019	\$12,726	\$12,705	\$16,844	\$16,491	\$15,643
State of Arizona	\$8,163	\$8,487	\$8,937	\$9,846	\$9,837	\$9,396	\$8,270
Wickenburg Index*	100.0	130.1	142.7	129.3	171.6	175.9	189.5

SOURCE: ARIZONA DEPARTMENT OF REVENUE. * WILLIAMS COMPARED TO ARIZONA IN 2003 = 100. **COUNTY GROWTH RATE COMPARED TO ARIZONA.

Construction

The total number of permits issued annually in Wickenburg is down from previous years, but still above 2003 and 2004. It is important to note that total permits include additions and alterations as well as new structures. Despite the drop in number of permits from 2007 to 2008, value increased in 2008, but dropped off significantly in the past year. The total value of permits issued has fluctuated from a high of \$17.7 million in 2008 to a current low of \$2.8 million. The number of new housing units peaked in 2005 at 85 then declined sharply to 5 in 2009. Although growth all but disappeared in the past year, Wickenburg did not have the dependence on growth that many urban areas did.

Construction Activity



Construction Activity

	2003	2004	2005	2006	2007	2008	2009
Total Permits	113	83	122	114	185	154	133
Total Permits Value (000)	\$8,128	\$6,896	\$14,610	\$9,899	\$7,432	\$17,704	\$2,781
New Housing Units	52	63	85	60	51	7	5

SOURCE: TOWN OF WICKENBURG ECONOMIC ADVISORY COMMISSION AND CAFR 2008-09; ASU COLLEGE OF BUSINESS.

Assessed Value

Total assessed value in Wickenburg has risen steadily, increasing by 179 percent from 2003 to 2009. Statewide assessed value increased 112 percent during this record-setting growth period. About 48 percent of the growth in Wickenburg was from residential property, 19 percent from commercial/industrial, and the remainder from other types of property. Residential values continue to represent about 50 percent of the total assessed value. The average value of homes increased in Wickenburg as it did elsewhere in Arizona, with per capita residential valuation increasing 142 percent from 2003 to 2008, then dropping in 2009. The commercial/ industrial assessed value per employee has fluctuated somewhat since 2000, but the 2008 level is up 53 percent over 2003, compared to a 50 percent increase statewide.

Assessed Value



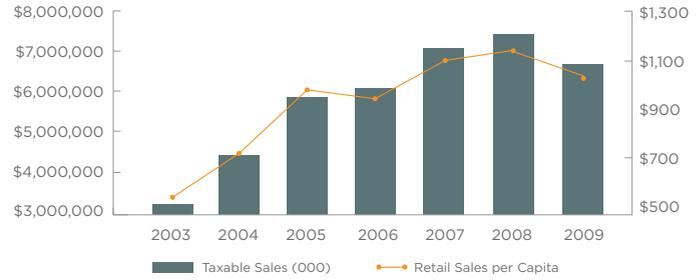
Assessed Value

	2003	2004	2005	2006	2007	2008	2009
Total Net Value (000)	\$38,316	\$44,142	\$50,632	\$63,283	\$87,620	\$101,100	\$107,033
Growth Rate	6.9%	15.2%	14.7%	25.0%	38.5%	15.4%	5.9%
Wickenburg Index*	100.0	105.8	110.3	124.0	130.0	125.1	131.9
<hr/>							
Residential Net Value (000)	\$20,226	\$21,978	\$28,045	\$33,704	\$46,699	\$55,228	\$53,240
Per Capita Value	\$3,548	\$3,669	\$4,721	\$5,363	\$7,320	\$8,573	\$8,253
Wickenburg Index*	100.0	99.4	115.8	124.4	152.9	119.2	121.5
<hr/>							
Comm/Ind Net Value (000)	\$11,881	\$14,377	\$14,294	\$17,057	\$19,697	\$20,653	\$25,115
Per Employee Value	\$5,211	\$6,113	\$5,856	\$6,723	\$7,590	\$7,986	\$10,042
Wickenburg Index*	100.0	109.0	99.5	105.9	131.7	102.0	111.8
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SOURCE: ARIZONA DEPARTMENT OF REVENUE, ABSTRACT OF THE ASSESSMENT ROLE, 2003-2009. * WICKENBURG COMPARED TO ARIZONA IN 2003 = 100.							

Municipal Revenues

Total general fund revenues increased steadily from 2003 to 2008, dropping in 2009. Local tax collections grew significantly, with a large jump from 2006 to 2007 with the introduction of a bed tax. Only 25 percent of the decline in general fund revenues in 2009 is due to declines in local taxes. Sales taxes represent 75 percent of total local tax collections but only 47 percent of general fund revenues, which is below average, particularly for a community with a sizeable tourism economy. Overall, local tax collections have increased 188 percent over the six-year period. General fund revenues grew by 109 percent over the same period. Per capita general fund revenues increased 85 percent overall, indicating that general fund revenue growth has greatly exceeded population growth.

Total and Per Capita General Fund Revenues



Municipal Revenues

	2003	2004	2005	2006	2007	2008	2009
Local Tax Collection (000)	\$1,429	\$2,126	\$2,461	\$2,919	\$4,463	\$4,327	\$4,116
Annual Growth	-4.3%	48.8%	15.8%	18.6%	52.9%	-3.1%	-4.9%
Growth Index	100.0	148.8	172.2%	204.3%	312.4%	302.8%	288.1
<hr/>							
General Fund Revenues (000)	\$3,150	\$4,228	\$5,836	\$5,983	\$6,952	\$7,433	\$6,595
Annual Growth	-4.5%	34.2%	38.0%	2.5%	16.2%	6.9%	-11.3%
Growth Index	100.0	134.2	185.3	189.9	220.7	236.0	209.4
<hr/>							
Per Capita GF Revenue	\$553	\$706	\$983	\$952	\$1,090	\$1,154	\$1,022
Annual Change	-7.9%	27.7%	39.2%	-3.1%	14.5%	5.9%	-11.4%
Growth Index	100.0	127.7	177.8	172.3	197.2	208.8	185.0
<hr/>							
SOURCE: TOWN OF WICKENBURG, CAFR 2008-09 AND 2009-10 BUDGET; AZ DEPT OF REVENUE.							

COMPETITIVE ANALYSIS

When examining the Town of Wickenburg one must look at it like a product or as an industry or business might look at it as a place to do business. The question that must be answered is - What does the community need to do to make Wickenburg attractive to business and new investment? According to ESI, Corporation, the following are the factors that businesses look for in a location.

“If you want truly to understand something, try to change it.”

—Kurt Lewin

TALENT POOL (35%)	BUSINESS DRIVERS (30%)	OPERATIONS COSTS (20%)	EASE OF LIVING (15%)
Unskilled Labor	Accessibility	Labor	Cost of Living
Technical Labor	Customer Demand	Real Estate	Economics
Vocational Labor	Cost Reduction	Corporate Taxes	Lifestyle
Administration Labor	Expansion	Utilities	Climate
Research Labor	Efficiency	Suppliers	Recreation
Costs – Salaries & Benefits	Change	Transportation	Commute
Education Programs		Regulations	
Graduate Programs			

SOURCE: ESI, CORP.

Following is an analysis of Wickenburg’s competitiveness in relation to business location factors.

Labor

Availability of labor is often and increasingly the most important factor of production. Other things being equal, firms want productivity, in other words, labor output per dollar. Productivity can decrease if certain types of labor are in short supply, which increases the costs by requiring either more pay to acquire the labor that is available, recruiting labor from other areas, or using the less-productive labor that is available locally.

Wickenburg Today. The Town of Wickenburg has a lack of available labor within its boundaries though it is within close driving distance to a vast labor force in the Phoenix metropolitan region. Additionally, Yavapai County to the north is also a potential labor force draw area. Those in the labor force have limited skill levels. However, the medical industry has successfully attracted professional-level employees who travel daily to Wickenburg to work. Availability and affordability of housing is a growing concern for the community to attract a strong labor force.

Land

Demand for land depends on the type of firm. Manufacturing firms need more space and tend to prefer suburban locations where land is relatively less expensive and less difficult to develop. Warehousing and distribution firms need to locate close to developed transportation systems.

Wickenburg Today. The lands surrounding the Town of Wickenburg are primarily owned by State and Federal agencies. Major land owners include state trust lands, Bureau of Land Management (BLM) lands, and private owners. Maricopa County and the Parks and Recreation Department also have minor land holdings. BLM lands account for 43.4 percent of land within the Town’s planning area, while state trust land and private holdings account for 39 and 17.5 percent respectively. County and Parks and Recreation lands account for less than 0.1 percent of the total lands. Private land holdings are principally within or adjacent to the Town itself, extending to the northwest and southeast along the U.S. 93 and U.S. 60 corridors, respectively. (Source: Wickenburg General Plan)

There are some large parcels of land but they lack readily available infrastructure. Wickenburg does have an industrial park with limited infrastructure. The Town of Wickenburg owns 40 acres of land near the airport.

The area’s terrain makes it difficult to extend infrastructure improvements to potentially developable land. The Town of Wickenburg owns 80 acres of industrial-zoned land located approximately 13 miles west of it.

Local Infrastructure

An important role of government is to increase economic capacity by improving the quality and efficiency of infrastructure and facilities, such as roads, bridges, water and sewer systems, airport and cargo facilities, energy systems, and telecommunications.

Wickenburg Today. Availability of telecommunication infrastructure is a challenge for the Town as it strives to diversify its local economy. The transportation infrastructure is very good and the airport is a tremendous asset. Access to rail is an asset that can pay off as the community further strengthens its economic position.

Access to Markets

Though part of infrastructure, transportation merits special attention. Firms need to move their product, either goods or services, to the market, and they rely on access to different modes of transportation to do this. While transportation has become relatively inexpensive compared to other inputs, and transportation costs have become a less important location factor, access to transportation is still critical. That long-run trend, however, could shift because of decreasing funds for highway construction, increasing congestion, and increasing energy prices.

Wickenburg Today. Wickenburg is ideally located on state highway transportation corridors that connect the Phoenix Metropolitan Area to Las Vegas another fast-growing region. The community is also in close proximity to the corridor that connects the area to Southern California. The community is located on an active rail line. The Municipal Airport has a paved and lighted 6,000-foot runway, paved parking, hangars, fuel (regular/jet), repair services, and UNICOM radio. Additionally, Wickenburg is within one hour of Sky Harbor International Airport in Phoenix.

Materials

Firms producing goods, and even firms producing services, need various materials to develop products that they can sell. Some firms need natural resources; a manufacturing sector like lumber needs trees.

Wickenburg Today. Due to the excellent transportation system and the community's location close to the Phoenix Metropolitan Area, access to materials that industries might need would be easily obtained.

Government Impact on Business

The intent of regulations is to protect the health and safety of a community and help maintain the quality of life. However, simplified bureaucracies and straightforward regulations can help firms react quickly in a competitive marketplace. Firms also tend to seek locations where they can optimize their after-tax profits. But tax rates are not a primary location factor; they matter only after corporations have made decisions on labor, transportation, raw materials, and capital costs. Governments offer firms incentives to encourage growth. Generally, economic research has shown that most types of incentives have had little significant effect on firm location between regions. However, for manufacturing industries with significant equipment costs, property or investment tax credit or abatement incentives can play a significant role in location decision. Incentives tend to be more effective at redirecting growth within a region than they are at providing a competitive advantage between regions.

Wickenburg Today. The Town is business-friendly and has been historically supportive of new business development and expansion. The community is dedicated to preserving its unique quality of life and encourages business development or expansion that is aligned with that vision.

Industry Clusters

Firms tend to locate in areas where there is already a concentration of firms like their own. The theory works in practice because firms realize operational savings and have access to a large pool of skilled labor when they congregate in a single location or region.

Wickenburg Today. Wickenburg has become home to world-renowned medical and behavioral modification facilities. People come from all over the world to receive medical services in a setting that is conducive to healing. This cluster of businesses creates high-paying, professional jobs and supports businesses.

Quality of Life

A region that features many quality amenities, such as good weather, recreational opportunities, cultural venues, low crime, good schools, and a clean environment attracts people simply because it is a nice place to be. A region's quality of life attracts skilled workers, and if the amenities lure enough potential workers to the region, the excess labor supply pushes their wages down so that firms can find skilled labor for a relatively low cost.

Wickenburg Today. The Wickenburg area offers a wide range of recreational opportunities within a beautiful natural environment. The community has a low crime rate, cultural amenities, good schools, and quality medical services. The historic downtown serves as a regional center attracting people from surrounding areas. Housing affordability and availability is an obstacle to new business development.



PHOTO COURTESY OF WICKENBURG CHAMBER OF COMMERCE



PHOTO COURTESY OF R.D. PRIDEAUX, WICKENBURG CHAMBER OF COMMERCE

SWOT ANALYSIS

The SWOT Analysis provides information that is helpful in matching the community's resources and capabilities to the competitive environment in which it operates. It is intended to direct and impact strategy development by evaluating Wickenburg in relationship to its community strengths (S), weaknesses (W), opportunities (O), and threats (T). The analysis determines issues to build upon "Strengths and Opportunities" and issues that need to be addressed "Weaknesses and Threats." "Strengths and Weaknesses" are considered "Internal" or those items that Wickenburg has some direct control over, while "Opportunities and Threats" are "External" or those that the community does not have control over but must recognize and respond to or position the community to either minimize the impact of the threat or take advantage of the opportunity. It answers the first fundamental question that the Wickenburg Focused Future process was designed to address: What are Wickenburg's opportunities to successfully strengthen and expand the local economy?

The analysis considered Wickenburg's attributes including existing assets, natural resources, current business climate, and demographics, such as educational attainment levels of workers in the region. Additionally, existing infrastructure (physical, virtual, governmental, and educational) and cultural nuances (collaboration, innovation, and entrepreneurship) that will be critical to success should be evaluated.

STRENGTHS (direct control)	WEAKNESSES (direct control)
Zoning Code	Telecommunications system
Access to transportation systems	Labor market
Labor market	Communications within community
Our history	Housing mix
Scenery	Lack of higher education opportunities
Volunteers, active seniors	Population demographics, young people leave (but this is improving)
Arts community	Lack of availability of land within the town
Retiree incomes	Political in-fighting
Minimal red tape to get things done	Lack of a common vision for the future
Pedestrian-friendly downtown	Lack of economic diversification
Fiscally conservative town government	Apathy of residents
Highly educated people; many retirees	Retail leakage
Airport	Resistance to change attitude
Good planning; best general plan	Limited land at the airport for development
40 acres near the airport is city owned	Local drug problem as found in many communities
Slice of Americana	People reluctant to annex and expand city
Equestrian-oriented community	
Recent downtown improvements	

OPPORTUNITIES (no control)	THREATS (no control)
Climate (draws winter visitors)	Climate (summer heat; people leave, businesses close)
Proximity to Phoenix	AZ's school structure and financing system
History	Lack of regional investment in telecommunications
Rehabilitation centers	Overall state and national economy; condition of the state budget
Tourism to Arizona and Wickenburg	Adjacent communities (e.g. Surprise, Buckeye)
Outdoor recreation and the quality of recreational opportunities	Future water supply uncertainty
Arizona's population growth	National security
Green movement	Urbanization (loss of rural character)
Night skies	Illegal immigration
Topography	Flooding
Access to rail	National fiscal policy, expanding debt
Growth in Yavapai County as a market	Bypass causing people to bypass the town
Improvements made to the bypass and lack of trucks now rolling through downtown	In Maricopa County though we are often forgotten
Potential Arizona State Land Department changes in policies and the potential for joint efforts	Lack of Arizona State Land Department policy changes that allow for quality development on state lands
Large number of people that come through Wickenburg that represent a potential market	Isolation and the impact that has on attracting labor and services
Spillover impact of mining to the north in Bagdad; people stay in Wickenburg and the town becomes a regional hub	Drug problems throughout Arizona
Water-based recreation	

WICKENBURG STRATEGIC FRAMEWORK

The Town of Wickenburg is one of Arizona’s finest small towns on the edge of one of the country’s fastest-growing regions—the Phoenix Metropolitan Area. Wickenburg has small-town America charm and the Southwestern ambience that attracts visitors to stay awhile and residents to stay a lifetime. The purpose of the Wickenburg Strategic Framework is to position the community for economic prosperity as the region and the Sun Corridor Megapolitan continues to evolve. It answers the second fundamental question that the Wickenburg Focused Future process is designed to address: *What are the appropriate strategic initiatives for economic development?*

The Strategic Framework presents the opportunities for Wickenburg to diversify its local economy, strengthen its existing business base, and attract quality jobs for residents while enhancing the community’s quality of life. Wickenburg’s assets are many and serve as the springboard for taking advantage of potential opportunities. The framework focuses on “Six Catalytic Strategic Directives” that will contribute to the development of a vibrant economy. These six directives are the “game changers” that will promote innovation and guide targeted economic investment. These focus areas act as a catalyst to spur or stimulate new private investment. These Catalytic Strategic Directives require a collaborative effort both within Wickenburg as well as externally with regional public and private partners. The community recognizes that it operates within and is closely tied to the broader regional context. Therefore, collaboration is critical.

Six Catalytic Strategic Directives

Business Diversification

Goal: Strengthen Wickenburg’s economic and community assets and infrastructure that make the community attractive for new investment.

Educational Opportunities

Goal: Attract educational opportunities to serve community and business development needs.

Medical and Behavioral Health Care Cluster

Goal: Expand & attract additional medical facilities & services to the area.

Retail, Hospitality & Entertainment

Goal: Maximize Wickenburg’s character as an asset to expand opportunities to capture the authentic Western experience.

Telecommunications Infrastructure

Goal: Develop community-wide telecommunications infrastructure to strengthen Wickenburg’s long-term competitive position.

Community Livability & Sustainability

Goal: Build upon community assets to become recognized as a model for sustainable communities & as a town that is economically aligned with a strong community vision.

The six Catalytic Strategic Directives are organized in the following manner and are not listed in any priority order.

Goal is a fundamental direction or broad course of action; desired achievement.

Discussion explains Wickenburg’s position in relationship to the Catalytic Strategic Directive.

Assets/Challenges are community strengths and weaknesses that should be addressed.

Strategies are specific tasks in no particular order that will implement the goal.

Business Diversification

Goal: Strengthen Wickenburg’s economic and community assets and infrastructure that make the community attractive for new investment and diversification.

Discussion

Wickenburg’s principal economic activities traditionally were tourism, cattle ranching, and agriculture. In the mid 1960’s the community began to diversify its economic base by developing an industrial airpark to attract manufacturing firms. Nine light industrial users occupy parts of the park. The Municipal Airport/Wellik Field is owned and operated by the Town of Wickenburg. The Town is the fixed base operator for daily operation of the airport including fuel sales and line services. The airport serves local guest ranches and medical treatment facilities. Business diversification is critical for attracting full-time and year-round high-quality jobs to the area so that residents’ quality of life is enhanced.

Assets/Challenges

ASSETS	CHALLENGES
Wickenburg Municipal Airport	Lack of developed rail to support industrial development
Industrial/business park	Undeveloped industrial land (Forepaugh)
Access to rail infrastructure	Competition from other cities
Potential for inland port	Infill of existing business park sites
Land designated for business development	One acre parcels at existing industrial park are privately-owned

Strategies

1. Pursue the development of a “green industry recruitment strategy” that includes solar and recycling industries that are compatible with Wickenburg’s vision.
2. Move forward with the proposed rail park Forepaugh development and improvements, which includes solidifying commitments from rail end users, creating a mix of businesses, and developing a marketing plan to attract new business to the park.
3. Continue to plan, fund, and implement capital improvements to support economic development.
4. Pursue creative financing—USDA, Tiger II Grant, Wellik Foundation, and private investments.
5. Pursue annexation of additional developable industrial land.
6. Continue to monitor and support planning and development of passenger rail.
7. Complete the Airport Master Plan and move forward with airport expansion to assist in attracting new business investment.
8. Continued expansion of the airport infrastructure, funding, and services.
9. Improve the Wickenburg business park by working closely with landowners and coordinate strategy development to strengthen the park as an economic asset.

Educational Opportunities

Goal: Attract educational opportunities to serve community and business development needs.

Discussion

The Phoenix Metropolitan Area has 108 public and private post-secondary colleges currently. Of those, 76 are private institutions. However, only 26 of the colleges are located west of I-17. This represents 24 percent of the total institutions, while 36 percent of the population lives west of I-17. For Wickenburg, attracting educational and community learning opportunities and institutions would create high-quality jobs and complement the community’s quality of life.

Assets/Challenges

ASSETS	CHALLENGES
Location off Grand Avenue/US 60 is attractive for educational institutions	Wickenburg’s current demographics may be a challenge in attracting an educational institution
Market available west of I-17	Competition from other communities within the region focused on this strategy
Quality of life and character attractive to niche institutions	Lack of capital to fund public or private institutions

Strategies

1. Initiate a research study to identify potential “niche” post-secondary or technical educational institutions and specialized training opportunities.
2. Identify and explore all public/private funding options and partnership opportunities to assist in the development of niche educational institutions such as veterinary medicine, equine sciences, environmental science (using the Hassayampa River Preserve), and green technologies, such as solar energy.
3. Develop a system for providing specialized education to the community (online/distance learning and technical training).

Medical and Behavioral Health Care Cluster

Goal: Expand and attract medical facilities and services to the area.

Discussion

Industry clusters are collections of firms that locate together because they realize operational savings and benefit from a large pool of skilled labor when they congregate in a single area. Wickenburg is recognized world-wide for its behavioral modification medical facilities and services cluster. Facilities such as Remuda Ranch, The Meadows, and Rosewood all call Wickenburg home. As an example of the economic impact, Remuda Ranch opened in 1990 and has 313 employees in Wickenburg with an annual payroll in excess of \$15 million. Wickenburg gets added benefits from the families that visit patients at these facilities. These medical facilities and services have been attracted to the area because of the remote, rural setting that is “close but far enough away” from the metropolitan area. The jobs created as a result of this cluster are high-paying career positions. Additionally, the economic impact of the Wickenburg Community Hospital is over \$12 million a year. The objective is to expand these services but also work to attract these professionals to choose Wickenburg as a place to live and not just for employment.

Assets/Challenges

ASSETS	CHALLENGES
Peaceful, serene environment in Wickenburg	Lack of an adequate labor force to support industry expansion
Cluster already exists with medical facilities and services available	Employees working at these facilities do not live in town

Strategies

1. Meet with existing facility staff to understand the existing needs of their facilities and identify strategies to meet those needs.
2. Prepare an inventory of medical assets.
3. Develop a research study to determine hospital and medical leakage for services that Wickenburg could be providing and determine the reasons for the leakage.
4. Identify gaps in service and implement a strategy to address.
5. Identify potential support businesses and consulting needs that are not currently being addressed and pursue recruitment.

6. Implement a targeted recruitment program geared at expansion opportunities for assisted living and behavioral facilities.

Retail, Hospitality and Entertainment

Goal: Maximize Wickenburg’s character as an asset to expand opportunities to capture the authentic Western experience.

Discussion

Wickenburg’s unique environment in the foothills of the Bradshaw Mountains along the banks of the Hassayampa River and its Western heritage have been assets that have attracted visitors, residents, and businesses to the community. As a result of Wickenburg’s location and access to year round outdoor recreation and venues such as the museum, has the ability to draw people year-round. Many of the retail businesses are geared to the passengers traveling through the area as well as those who are attracted to the area as a tourist. The oldest town north of Tucson, it boasts a rich Western history, which is evident today. The Wickenburg area features a wide range of outdoor, recreational, and historic attractions, including the Vulture Mine, which produced \$30 million in gold, as well as the Hassayampa River Preserve, with over 220 species of birds. Hiking, jeep tours, and equestrian activities are available locally. The Desert Caballeros Western Museum showcases an acclaimed collection of Western art and artifacts and offers downtown visitors a landscaped park and rest area with public art. Downtown Wickenburg includes many restored historic buildings, making it attractive to visitors.

Wickenburg has a long history of festivals and events that bring visitors to the community. Wickenburg has a higher-than-average share of its employment base in retail trade and services, with much of it currently geared to tourists. Wickenburg currently has a base of retailers, restaurants, a museum, several historic buildings, two non-profit musical organizations, a movie theatre, a performing arts center, and a community center that serves the local community as well as visitors. Given the current economic conditions and a recently built bypass, these businesses are at risk. The three segments combined comprise a substantial base of employment as well as sales tax generation. While we cannot change the national economy or the bypass, we do have the opportunity to develop creative and cohesive marketing to capture our share of the tourism dollars that still flow through the state – as well as a percentage of the disposable income being spent in the metro Phoenix market.

The purpose of this Catalytic Strategic Directive is to expand and diversify the retail, hospitality, and entertainment industry and make Wickenburg a destination.

Assets/Challenges

ASSETS	CHALLENGES
Community entertainment venues such as the rodeo grounds, Desert Caballeros Western Museum, Community Center, and Del E. Webb Performing Arts Center	Large volumes of traffic on the SR 60/93 not coming into downtown
Successful Chamber-produced festivals and events that bring visitors to the area	Local retail niche not fully developed and seasonal
Local Western heritage	Retail leakage to the Valley
Large traffic volume travelling through town	Lack of an adequate labor pool
Access to outdoor activities such as desert trails, arts, equestrian trails, etc.	Lack of walking bridge across Sol's Wash
Top-rated golf courses	Lack of workforce housing
Gateway to public open lands	Lack of coordinated marketing efforts and cohesive community brand
Potential increase of traffic due to the bypass of the Hoover Dam Bypass	Lack of trail connectivity
	Limited parking downtown

Strategies

Research

1. Conduct Retail Assessment that identifies potential retail establishments that Wickenburg can support.
2. Review and monitor retail sales tax revenue trends in historic Downtown Wickenburg and along other commercial corridors.
3. Update the Facility Needs Assessment that addressed local conference resources and implement a strategy to attract more conferences and workshops.
4. Complete the Northern Arizona University Tourism Visitor Study and implement a targeted marketing strategy based on the study.

Destination

1. Pursue the development of a truck stop for large rigs traveling through the area.
2. Develop new programs to maximize utilization of the rodeo grounds and other community venues/facilities.
3. Designate a new corridor along Highways 60 and 93 for compatible retail development to diversify the tax base and increase the sales tax revenues.
4. Implement improvements on the pedestrian footbridge, strengthening our gateway.
5. Strengthen our only permanent, year-round, climate-friendly tourism destination by supporting venues such as the Desert Caballeros Western Museum and develop additional permanent destination tourism attractions such as multiuse trails.
6. Develop Wickenburg as a destination location for day trips as well as extended stays by developing events such as Cowgirl Up Month, and other creative ideas that include local retail, entertainment, and hospitality assets.
7. Continue to identify ways to maximize and integrate all community events throughout Wickenburg.
8. Continue to pursue the formal historic designation for Downtown Wickenburg.

Promotion

1. Continue to aggressively promote a Shop Wickenburg advertising campaign.
2. Expand and add information to the Wickenburg audio tour project under development to include retail establishments along the walk to discuss the historic buildings.
3. Create a directional signage program around town and an informational program promoting the Wickenburg bypass corridor.

Telecommunications Infrastructure

Goal: Develop community-wide telecommunications infrastructure to strengthen Wickenburg’s long-term competitive position.

Discussion

According to a recent study completed by the U.S. Department of Agriculture (USDA), rural areas across the U.S. that embraced broadband development at the start of this decade enjoy access to more jobs than those that did not. Their residents also make more

money than their less-connected counterparts. Businesses large and small require fast and consistent telecommunications infrastructure to be successful in the global marketplace. While Wickenburg has had less-than-sufficient telecommunications infrastructure, there are encouraging trends to improve the overall system.

Assets/Challenges

ASSETS	CHALLENGES
Federal funds are available for telecommunications infrastructure development	Reliability of local telecommunications infrastructure is a concern
State of Arizona recognizes the needs for improved telecommunications infrastructure statewide	Telecommunications infrastructure coverage is inadequate

Strategies

1. Enforce town codes and implement impact fees dedicated to improving telecommunications infrastructure within Wickenburg.
2. Pursue state and federal grants to improve local broadband capabilities and other leading-edge telecommunications infrastructure.
3. Strengthen the relationship with Qwest, Cox, and Blue Wire to encourage local improvements.
4. Develop a Communications Strategic Plan that includes an inventory of existing telecommunications infrastructure, identifies gaps in service, explores relationships with other potential providers, and includes a comprehensive, prioritized improvement strategy.

Community Livability and Sustainability

Goal: Build upon community assets to become recognized as a model for sustainable communities and as a town that is economically aligned with a strong community vision.

Discussion

The Town of Wickenburg’s population has grown relatively slowly in comparison to other cities within the Phoenix Metropolitan Area. This slower growth rate has allowed the Town to keep up with the provision of public services. Residents love the community’s quality of life despite the lack of a diversified

employment base and retail services. Wickenburg, like many communities today, is trying to balance serving existing residents while attracting and retaining development and jobs. However, if not managed effectively, Wickenburg’s quality of life will be impacted, leading to automobile congestion, pollution, pedestrian-hostile neighborhoods, and sprawl. Livability and sustainability means accommodating population growth and the demand for housing, services, and infrastructure without upsetting the qualities that make Wickenburg a great place to live and work.

Assets/Challenges

ASSETS	CHALLENGES
Natural setting and access to recreational amenities	Housing availability and affordability
Historic downtown	Providing a full range of retail and services to support residents’ needs
Excellent surface roadway network	Lack of public transit
Outstanding medical services and facilities locally	Subpar infrastructure in outlying areas
Overall quality of life	Lack of adequate parking especially during events
Multiuse trails and walkability of Wickenburg	

Strategies

1. Complete the update of the Wickenburg General Plan.
2. Develop a “brand” for Wickenburg that captures the essence of everything the community has to offer.
3. Increase community involvement in local planning and decision-making.
4. Create a “community digest” to inform residents about the community.
5. Expand and update infrastructure needs in the Town’s future economic growth areas.
6. Continue to develop multiuse trails and trailheads throughout the community.

IMPLEMENTATION

A plan is only as good as the implementation effort and the accomplishments made over time. The Wickenburg Focused Future Strategic Plan for Economic Development is intended to be a living, evolving document that should be regularly reviewed and updated to respond to the changing economy. As with the plan's development, implementation will require broad community participation to ensure the plan's implementation. There is a role for everyone to play.

The Implementation section answers the third fundamental question that the Wickenburg Focused Future process was designed to address: How should Wickenburg organize to be successful in implementing the initiatives?

Objectives for Success

The Strategic Plan is based on creating and maintaining a sustainable standard of living and high quality of life for Wickenburg. Following is a list of success objectives that will assist in implementation. Many of these objectives are similar to The Ahwahnee Principles for Smart Economic Development created by the Center for Livable Communities in Sacramento, California. They are:

- **Coordinated Approach**—All entities involved in economic development must work together to achieve mutually agreed-upon goals to ensure a sustainable effort.
- **Regional Collaboration**—A comprehensive understanding of the region and a commitment to collaborating with entities throughout the region (e.g., federal agencies, incorporated communities) is critical.
- **Smart Growth**—The regional environment is a tremendous asset that should be protected for community and economic development reasons. The community must take great strides in addressing resource issues, such as water, to ensure long-term sustainability.
- **Long-Term Efforts**—Economic development is not a one-shot activity. Success requires long-term investments (e.g., infrastructure and telecommunications) as well as continued focused effort and evaluation.
- **Existing Business Support**—The community's focus is on supporting existing enterprises while looking at diversifying the economic base. Existing businesses are Wickenburg's most valuable assets because they are already contributing to the

local economy and quality of life. They are also the best source of business expansion and local job growth.

- **Corporate Responsibility**—Wickenburg encourages enterprises to work as civic partners, contributing to the community, protecting the natural environment, and providing workers with good pay, benefits, and opportunities for upward mobility, within a healthful working environment.
- **Human Investment**—The human resources are so valuable in the information age and Wickenburg will strive to provide life-long skills and learning opportunities by investing in excellent schools, post-secondary institutions, and opportunities for continuous education and training that are available to all.

Roles and Responsibilities

The Town of Wickenburg is the only agency directly responsible to the community's citizens. However, day-to-day activities related to economic development are shared by a variety of groups and individuals in the community. Without these partners, Wickenburg will not be successful in implementing its economic development strategies.

According to the International Economic Development Council, there are five key elements to organizational effectiveness.

They are:

- **Capable Leadership**—Qualified leadership is important to any economic development organization's success. Responsible, capable individuals who are knowledgeable about the community and are action-oriented should be involved in all phases of the program.
- **Clearly Defined Purpose**—An organization cannot 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.
- **Professional Staff**—The need for professionalism in economic development has never been greater. Economic development professionals are found in all but the smallest communities.
- **Sound Organizational Structure**—The economic organization must be structured to meet local needs and to mobilize critically needed human and fiscal resources.

The Action Team identified the following organizations as “Primary Economic Development Organizations,” which means that these groups are specifically responsible for implementing significant economic development strategies. The Primary Economic Development Organizations are:

- Town of Wickenburg
- Wickenburg Chamber of Commerce
- Wickenburg Economic Development Partnership (WEDP)
- Greater Phoenix Economic Development Corporation (GPEC)

However, it is important to recognize that the above organizations cannot achieve success without support from “Economic Development Partners.” These organizations might get involved in economic development on a very specific strategy and must be supportive of the primary organizations’ activities. These partnering organizations may include the following. However, it is important to note that this list may not be all-inclusive.

- Wickenburg School District
- Maricopa County

- APS and other utilities
- State agencies (Tourism, Commerce, ADOT)
- Local businesses
- Western Maricopa Coalition (WESTMARC)
- Maricopa Association of Governments

The following chart provides a summary of the roles and responsibilities of the Primary Economic Development Organizations. The purpose of delineating these roles and responsibilities is to ensure good communication, coordination, and improved relationships. The intent is to be truly inclusive of the different groups within Wickenburg and their role in strengthening the local economy. The chart identifies “primary” responsibilities as well as other supportive activities. When a “primary” responsibility is indicated the intent is that the particular organization will take the lead on the strategy listed. Part of this “lead” responsibility is to coordinate and communicate with all other appropriate economic development organizations.

Primary Economic Development Organizations

	Chamber of Commerce	Town of Wickenburg	WEDP	GPEC
Business Development	Business education programs, seminars, & counseling Business Tools for Success Program Provide assistance to retail prospects	Expedite permitting process; provide information on local zoning & inspection services & requirements; communicate “business friendly” atmosphere; very low property tax	Local organization for attraction of businesses to the Town. Assist & work with the Town of Wickenburg EDAC in their economic development goals	Regional organization for attraction of businesses to the region Assist members in their economic development goals
Business Retention & Expansion (BR&E)	Regular meetings & surveys with businesses to understand issues & needs Implementation of BR&E survey	Include business goals in planning; expedite understandable permitting process for expansion	Provide support where needed to Chamber & EDAC	Support to business expansion efforts

	Chamber of Commerce	Town of Wickenburg	WEDP	GPEC
Retail & Hospitality	Advertising & events to draw customers. FAM tours & works with writers Annual shopping & dining guide as well as other visitors & hospitality publications	Open lines of communication so retail inquiries are shared	No significant role	No significant role
Special Events	Conducts annual successful events	Continue working with event holder to make a more successful event; this means making some public facilities available with a contract	No significant role	No role
Business Advocacy	Review & make recommendations on regulations & projects impacting businesses	Create a business-friendly environment	Significant role in advocating for business development at the state & federal levels & private sector	Significant role in advocating for business development at the state & federal levels
Branding & Promotion	Promotion, advertising & marketing	Funding and participation in branding & promotion	Develop marketing materials to attract businesses Active participation in branding & promoting the region impacts attraction of new industrial businesses	GPEC plays a role in branding & promoting the region
Economic Foundation Development	Support for identifying & building community assets	Support EDAC and Partnership	Provide support to local EDAC regarding economic development needs	Support to members regarding economic development needs
Downtown Redevelopment	<ul style="list-style-type: none"> Support role to the Town of Wickenburg & staff Continue to meet with downtown property owners to understand & address issues 	Ensure that all public properties downtown are well maintained	Support the Town of Wickenburg & Staff if needed	No significant role
Tourism Development	Primary responsibility for tourism promotion and film development.	Historical Walking Tour Guide	No significant role	No role

Strategic Wickenburg Action Team

The original Wickenburg Action Team was appointed to develop this Economic Development Strategic Plan. A similar type of Action Team will be formed to oversee the implementation of the Plan. The Town Council should initiate the implementation process by forming the Strategic Wickenburg Action Team (SWAT) similar to the original team with citizens representing the broader community and many of the civic organizations. SWAT will be responsible for ensuring that the Strategic Plan is being monitored and implemented. It is anticipated that SWAT will meet quarterly or more often depending on the work projects. Following are SWAT's responsibilities:

Responsibilities

Oversight—SWAT will coordinate with the various Wickenburg entities responsible for playing a role in the Plan's implementation. The oversight might entail receiving status reports and coordinating projects between various organizations.

Monitor—SWAT will be responsible for monitoring the implementation of the Strategic Plan and providing a status report to the Town Council on accomplishments. The SWAT will develop performance measures to monitor the success of the Plan's implementation and track those measures over time.

Review and Update—SWAT will be responsible for organizing the Annual Economic Summit in collaboration with the other primary economic organizations. The purpose of the Summit is to review the accomplishments made on implementing the Strategic Plan, discuss the changes in the local and regional economy, and discuss potential updates to the Plan in terms of strategies or new focus areas. SWAT would be responsible for making any changes to the Strategic Plan and ensuring that all the entities accept the changes.

Engage Broad Community Participation—SWAT should ensure that it seeks out broad community participation to assist in the Plan's implementation. The participation should go beyond the traditional community and economic development organizations that typically are involved in this type of effort. Implementation can serve as an opportunity to educate more residents about economic development and build new community leadership.

Strategic Plan Evaluation and Update

Implementation in whole or in part is the measure of the plan's success. The Wickenburg Focused Future Strategic Plan for Economic Development serves as a guide for achieving respective plans, goals, and objectives for Wickenburg's local community and economic development efforts. However, it is critical to monitor how the Strategic Plan is put into action. The Town of Wickenburg in collaboration with its partners is responsible for monitoring the implementation of the Strategic Plan. Following are the specific steps to ensure the plan is implemented.

Adoption—All local entities involved in the strategic planning process shall adopt or accept the Strategic Plan.

Community Communication—The Wickenburg Focused Future process involved a tremendous amount of public participation. Community communication about the Plan and progress is critical. Upon adoption of the Plan, the specific goals and strategies should be communicated to the public and the Plan made available to anyone for review.

Plan Distribution and Presentations—There are many different organizations that can support and assist Wickenburg in implementation of the Strategic Plan. It is very important for Wickenburg to announce to these agencies (Greater Phoenix Economic Council, APS, Arizona Department of Commerce, Arizona State Land Department, and Governor's Office) that the Plan is in place. These groups must understand the community's vision for the future and how they can assist the community in meeting its goals.

Formation of the Wickenburg Strategic Action Team (SWAT)—Action Team comprising key staff members from the primary economic development organizations and any other key groups will be organized. The SWAT will meet quarterly to oversee the Plan's implementation.

Implementation through Work Programs—Following adoption/acceptance of the Focused Future Strategic Plan for Economic Development, all entities should examine and align the strategic plan with each entity's organizational strategic plan. Once completed, and/or updated, these plans will be exchanged with the SWAT members to ensure good coordination. The SWAT will use these strategic plans to monitor the implementation of the Focused Future Strategic Plan.

Keeping Score Annually—Wickenburg should evaluate the progress it has achieved on each of the Catalytic Strategic Directives. The purpose of “Keeping Score” is to measure the success the community is making toward implementing the Strategic Plan. The SWAT will prepare a summary report and present the results at an Economic Summit.

Annual Economic Summit Annually—Wickenburg will conduct an Economic Summit to discuss, modify, and update the Focused Future Strategic Plan for Economic Development. The Summit will review accomplishments, changes in the local economy, and recommended changes to the Plan. Changes made to the Plan will be presented to the various entities adopting the original plan for discussion, alignment, and possible inclusion in their organizational strategic plan. The SWAT will be responsible for organizing and conducting the annual Economic Summit.

Work Program Funding Each of the entities shall develop one-year budgets to fund and implement the work program. Annual budget requests shall be based on the strategies to implement the Strategic Plan.

“It’s easy to make a buck.

It’s a lot tougher to make a difference.”

—Tom Brokaw



PHOTO COURTESY OF WICKENBURG CHAMBER OF COMMERCE

APPENDIX A – Glossary of Terms

Action Team	The Wickenburg Action Team was appointed by the Town of Wickenburg Council to develop the Wickenburg Focused Future Strategic Plan for Economic Development. An Action Team comprising the various key staff members from the primary economic development organizations will be responsible for monitoring the Plan’s implementation.
B3	(Also called Building Bridges to Business) A survey instrument tool to get a handle on business needs within the community. The program is sponsored by APS.
Basic Industry	Business activities that bring new dollars into the community.
Business Retention	An activity that works with existing businesses to keep them a viable and growing part of the community.
Creative Class	Those individuals who think for a living (e.g., scientists, lawyers, artists, designers, and architects) and are attracted to an area that offers a variety of economic opportunities, a stimulating environment, and amenities for every possible lifestyle.
Community Indicators	Quantitative measures of activities that are important to Wickenburg.

Focused Future	A community and economic strategic development planning process that was developed by APS.
Focus Areas	Strategic initiatives that the community will address when working toward implementing Wickenburg’s vision.
Goals	Describe a fundamental direction or broad course of action; desired achievements.
Infrastructure	The fundamental public facilities such as roads, water and sewer systems, power and phone lines, and airports that transform raw land into a quality place to live and do business.
Leakage	The amount of revenues leaving the community due to the lack of services and retail being provided locally. Residents go to the Valley to purchase goods and services and those communities receive the sales tax revenues.
Vision	An ideal and unique image of the future state of the community. It incorporates a view of the future condition that is better in some important ways than what now exists.

APPENDIX B – Acronyms

ADOT	Arizona Department of Transportation
APS	Arizona Public Service Company—the largest energy provider in Arizona
B3	Building Bridges to Business Program
CIP	Capital Improvement Plan

FY	Fiscal year (ends June 30 of the year)
NACOG	Northern Arizona Council of Governments
SR	State Route
USD	Unified School District
USFS	United States Forest Service

APPENDIX C – Organizations

Town of Wickenburg

Town Council

Airport Advisory Commission

Arts Advisory Commission

Board of Adjustment

Building Code Ad-Hoc Committee

Economic Development Advisory Commission (EDAC)

Finance and Audit Committee (F&A)

Library Board of Trustees

Parks and Recreation Advisory Commission (P&R)

Planning and Zoning Advisory Commission (P&Z)

Personnel Committee

Public Safety Personnel Retirement Board (PSPRB)—Police

Public Safety Personnel Retirement Board (PSPRB)—Fire

Public Safety Personnel Retirement Board (PSPRB)—Dispatch

Recycling Ad-Hoc Committee

Rodeo Ground Ad-Hoc Committee

Safety Committee

Trails Advisory Commission

Wickenburg Chamber of Commerce

Board of Directors

Ad Hoc "Talent Pool"

Ambassadors Committee

Contractor's Task Force

Community Development Committee

Education Committee

Film Commission

Medical Services Committee

Promotional Activities

- Fall Horse Thieves Market

- Spring Fling

SCF Safety Committee

Special Events Committees

- 3rd of July Fireworks and Family Fun

- Bluegrass Festival and Fiddle Championship

- Christmas Parade of Lights

- Cowboy Christmas Poets Gathering

- Fiesta Septiembre

- Fly-in and Classic Car Show

- Gold Rush Days

- Out Wickenburg Way Street Dance and BBQ

Telecommunications Task Force

Tourism Authority

Transportation & Trails Committee

WORKSHEETS

Catalytic Strategic Directive	Goal	Strategy	Responsibility	Short Term & Ongoing 1-2 yrs.	Mid Term 2-3 yrs.	Long Term 3-5 yrs.	Status
Business Diversification	Strengthen Wickenburg's economic and community assets and infrastructure that make the community attractive for new investment.	<ol style="list-style-type: none"> Pursue the development of a "green industry recruitment strategy" that includes solar and recycling industries compatible with Wickenburg's vision. Move forward with the proposed rail park Forepaugh development and improvements, which includes solidifying commitments from rail end users, creating a mix of businesses, and developing a marketing plan to attract new business to the park. Continue to plan, fund, and implement capital improvements to support economic development. Pursue creative financing – USDA, Tiger II Grant, Wellik Foundation, and private investments. Pursue annexation of additional developable industrial land. Continue to monitor and support planning and development of passenger rail. Complete the Airport Master Plan and move forward with airport expansion to assist in attracting new business investment. Continued expansion of the airport infrastructure, funding, and services. Improve the Wickenburg business park by working closely with landowners and coordinate strategy development to strengthen the park as an economic asset. 	<p>Wickenburg Economic Development Partnership (WEDP)</p> <p>WEDP</p> <p>Town of Wickenburg</p> <p>Chamber of Commerce, Town of Wickenburg</p> <p>Town of Wickenburg</p> <p>Town of Wickenburg & Chamber of Commerce</p> <p>Town of Wickenburg</p> <p>Town of Wickenburg</p> <p>Town of Wickenburg</p>				

Catalytic Strategic Directive	Goal	Strategy	Responsibility	Short Term & Ongoing 1-2 yrs.	Mid Term 2-3 yrs.	Long Term 3-5 yrs.	Status
Educational Opportunities	Attract educational opportunities to serve community and business development needs.	1. Initiate a research study to identify potential "niche" post-secondary or technical educational institutions and specialized training opportunities. 2. Identify and explore all public/private funding options and partnership opportunities to assist in the development of niche educational institutions such as veterinary medicine, equine sciences, environmental science (using the Hassayampa River Preserve), and green technologies, such as solar energy.	WEDP				
		3. Develop a system for providing specialized education to the community (online/distance learning and technical training).	Town of Wickenburg, Chamber of Commerce & School District				
Medical & Behavioral Health Care Cluster	Expand and attract additional medical facilities and services to the area.	1. Meet with existing facility staff to understand the existing needs of their facilities and identify strategies to meet those needs. 2. Prepare an inventory of medical assets. 3. Develop a research study to determine hospital and medical leakage for services that Wickenburg could be providing and determine the reasons for the leakage.	Chamber of Commerce				
		4. Identify gaps in service and implement a strategy to address.	Chamber of Commerce				
		5. Identify potential support businesses and consulting needs that are not currently being addressed and pursue recruitment.	Hospital				
		6. Implement a targeted recruitment program geared at expansion opportunities for assisted living and behavioral facilities.	WEDP				
			WEDP				
			WEDP				

Catalytic Strategic Directive	Goal	Strategy	Responsibility	Short Term & Ongoing 1-2 yrs.	Mid Term 2-3 yrs.	Long Term 3-5 yrs.	Status
Retail, Hospitality & Entertainment	Maximize Wickenburg's character as an asset to expand opportunities to capture the authentic Western experience.	Research 1. Conduct Retail Assessment that identifies potential retail establishments that Wickenburg can support.	Town of Wickenburg & WEDP				
		2. Review and monitor retail sales tax revenue trends in historic Downtown Wickenburg and along other commercial corridors.	Town of Wickenburg				
		3. Update the Facility Needs Assessment that addressed local conference resources and implement a strategy to attract more conferences and workshops.	Chamber of Commerce				
		4. Complete the Northern Arizona University Tourism Visitor Study and implement a targeted marketing strategy based on the study.	Chamber of Commerce				
		Destination 1. Pursue the development of a truck stop for large rigs traveling through the area.	WEDP				
		2. Develop new programs to maximize utilization of the rodeo grounds and other community venues/facilities.	Town of Wickenburg & Chamber of Commerce				
		3. Designate a new corridor along Highways 60 and 93 for compatible retail development to diversify the tax base and increase the sales tax revenues.	Town of Wickenburg				
		4. Implement improvements on the pedestrian footbridge, strengthening our gateway.	Town of Wickenburg				

Catalytic Strategic Directive	Goal	Strategy	Responsibility	Short Term & Ongoing 1-2 yrs.	Mid Term 2-3 yrs.	Long Term 3-5 yrs.	Status
		5. Strengthen our only permanent, year-round, climate-friendly tourism destination by supporting venues such as the Desert Caballeros Western Museum and develop additional permanent destination tourism attractions such as multiuse trails.	Town of Wickenburg, WEDP & Chamber of Commerce				
		6. Develop Wickenburg as a destination location for day trips as well as extended stays by developing events such as Cowgirl Up Month, Non-profit and for profit events and other creative ideas that include local retail, entertainment, and hospitality assets.	Town of Wickenburg & Chamber of Commerce				
		7. Continue to identify ways to maximize and integrate all community events throughout Wickenburg.	Town of Wickenburg & Chamber of Commerce				
		8. Continue to pursue the formal historic designation for Downtown Wickenburg.	Town of Wickenburg				
		Promotion 1. Continue to aggressively promote a Shop Wickenburg advertising campaign.	Chamber of Commerce				
		2. Expand and add information to the Wickenburg audio tour project under development to include retail establishments along the walk to discuss the historic buildings.	Wickenburg Cultural Organization				
		3. Create a directional signage program around town and an informational program promoting the Wickenburg bypass corridor.	Town of Wickenburg				
Telecommunications Infrastructure	Develop community-wide telecommunications infrastructure to strengthen Wickenburg's long-term competitive position.	1. Enforce town codes and implement impact fees dedicated to improving telecommunications infrastructure within Wickenburg.	Town of Wickenburg				

Catalytic Strategic Directive	Goal	Strategy	Responsibility	Short Term & Ongoing 1-2 yrs.	Mid Term 2-3 yrs.	Long Term 3-5 yrs.	Status
		<p>2. Pursue state and federal grants to improve local broadband capabilities and other leading-edge telecommunications infrastructure.</p> <p>3. Strengthen the relationship with Qwest, Cox, and Blue Wire to encourage local improvements.</p>	Town of Wickenburg				
		<p>4. Develop a Communications Strategic Plan that includes an inventory of existing telecommunication infrastructure, identifies gaps in service, explores relationships with other potential providers, and includes a comprehensive, prioritized improvement strategy.</p>	Chamber of Commerce				
			Town of Wickenburg, WEDP & Chamber of Commerce				
Community Livability & Sustainability							
	Build upon community assets to become recognized as a model for sustainable communities and as a town that is economically aligned with a strong community vision.	<p>1. Complete the update of the Wickenburg General Plan.</p>	Town of Wickenburg				
		<p>2. Develop a "brand" for Wickenburg that captures the essence of everything the community has to offer.</p>	Town of Wickenburg & Chamber of Commerce				
		<p>3. Increase community involvement in local planning and decision-making.</p>	Town of Wickenburg				
		<p>4. Create a "community digest" to inform residents about the community.</p>	Town of Wickenburg				
		<p>5. Expand and update infrastructure needs in the Town's future economic growth areas.</p>	Town of Wickenburg				
		<p>6. Continue to develop multiuse trails and trailheads throughout the community.</p>	Town of Wickenburg				

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