

PRINCIPLES OF LAND USE/DEVELOPMENT¹

Verde Campus, Yavapai College, Clarkdale, Arizona

August 10, 2008 (A PLANNING DOCUMENT)

“In our every deliberation, we must consider the impact of our decisions on the next seven generations.”
Great Law of the Iroquois Confederacy

OUR VISION FOR THE FUTURE

Our campus is completely self-sustainable. We have incorporated all kinds of green features into our new buildings and have created an open space plan that makes the Verde campus a nationally recognized model for small campuses in warm climates in the world. We have solar panels, hot water panels, low-e windows, and an independent waste system providing non potable water throughout the campus. We have a solar farm that provides unlimited energy to the campus and excess energy to the adjacent town of Clarkdale and City of Cottonwood. We have free bus service circulating through the neighboring towns for students, and a shared bike pathway that connects the campus with Clarkdale, Camp Verde, Cornville, Jerome, Bridgeport, the Verde Villages, and Cottonwood. We have a composting system, a campus sculpture garden, a cultural walking trail and utilize native low-water landscaping throughout the campus. Our Performance Center is self-sustaining and we have partnered with industry and business in the development of our viticulture program, hospitality training program, and health care initiatives—areas in which we have become the leaders in Northern Arizona. Our non-profit art gallery is likewise a leader in the region and our on-line learning program is viewed as one of the best in the education world. Our faculty is alive, involved, and innovative. We

¹ The Greater Verde Valley Chapter of the Yavapai College Foundation expresses its sincere thanks to Yavapai County Commissioner Chip Davis and his planning staff, the staff and officials of the cities of Clarkdale, Cottonwood and Jerome, the Verde campus faculty and Administration, College President Dr. James F. Horton, Jr., and the Verde Valley Bicycle Coalition for their many helpful suggestions and contributions to this draft.

are a friendly thriving economic engine helping to drive the future of the Verde Valley in a most positive fashion.

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1. Introduction²

The Yavapai College Foundation owns twenty acres of land that was donated to it that adjoins the Yavapai College Verde campus located in the town of Clarkdale, Arizona. The future development of this parcel of land is viewed as integrally related to the development of the adjoining 100 or so acres³ of land owned by Yavapai College.

² This draft is written by Bob Oliphant, President of the Greater Verde Valley Chapter of the Yavapai College Foundation. It is based on initial discussions held during a retreat by the Greater Verde Valley Chapter of Yavapai College Board on Tuesday, May 26, 2008, and incorporates the views of the members of the GVVC Board, Yavapai County Planners, officials from Jerome, Clarkdale, and Cottonwood, faculty and administrators on the Verde Campus, Dr. James F. Horton, Jr., and local interested citizen groups.

³ The exact number of acres appears to be somewhat in doubt.

For the past several years, there has been wide-spread discussion regarding utilization and development of these two pieces of property. Over a year or so ago, the College sponsored a series of community meetings on the Verde campus at which three rough sketches showing possible development of the property were presented. During these meetings, a variety of views were expressed by citizens, local planners, politicians, and educators regarding the efficacy of developing the land.

After the last meeting held by the Yavapai College Real Estate Committee, progress on determining the future development of the land appeared to the Greater Verde Valley Chapter (GVVC) of the Yavapai College Foundation to be losing momentum. Given that perception, the GVVC decided to stimulate further discussion and thought about future development by collecting the ideas⁴ that were presented during the meetings along with others that have emerged from a variety of sources, synthesize them from the GVVC Board's perspective, and develop a draft set of general land-use planning principles, goals, and policy suggestions. After review by the Yavapai Foundation Board, the GVVC Board intends to forward the draft to the, who may modify or otherwise use it as they see fit.

In preparing this draft, in addition to reviewing notes from the three meetings, the GVVC Board has consulted with the towns of Clarkdale, Jerome and Cottonwood and Yavapai County. The GVVC Board has also solicited input from faculty and the administration on the Verde Campus and Dr. James F. Horton, Jr., Yavapai College President.⁵

The principles, goals and policy statements contained in this draft are intentionally broad and should provide the College and its District Governing Board⁶ with flexibility. They are, of course, designed to support the mission of

⁴ Or, as many of the various ideas as the Board members could recall being discussed.

⁵ Unfortunately, by the time the first draft of this planning document was completed, the College had adjourned for the summer. Consequentially, campus faculty input has been minimal.

⁶ District Governing Board members are: Mr. Raymond B. Sigafoos, Chair; Dr. Donna Michaels, Board Spokesperson & Secretary; Dr. Patricia McCarver, Foundation Representative; Dr. Dale Fitzner, Member; Mr. Herald Harrington, Member.

the College and that of the Yavapai College Foundation.⁷ The following consists of the draft planning principles, goals, policy suggestions and commentary.⁸

2. Area Demographics

The primary service area for the Verde campus is Cottonwood, Jerome, Clarkdale, Cornville, Bridgeport, Verde Village and the Yavapai-Apache Nation Reservation located adjacent Clarkdale. A primary service area is usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize a facility or its programs. Although not entirely clear because of the absence of statistical evidence linking College population and course attendance with residency, use by individuals outside of this primary service area is usually limited to special events or attendance at specialized educational offerings.⁹ A larger secondary service area will draw some possible users to the campus on at least an occasional basis. This secondary service area includes Sedona, Rimrock and Camp Verde, with Sedona and Camp Verde having relatively small Community College campuses.

The primary service area has about 34,446 residents residing within it, according to the 2000 Census. It will have an estimated 43,620 residents by 2009. The population of the secondary area is 57,524, according to the 2000 census, with a projected population of 73,560 by 2009. Median income in Cottonwood, the largest city in the primary service area, is about \$32,098 with a median home selling price of about \$215,200.¹⁰ About 23% of its population is Hispanic or American Indian.¹¹

⁷ “The mission of the Greater Verde Valley Chapter of the Yavapai College Foundation is to support Yavapai College objectives and activities through resource development and to promote community awareness of the College and its programs.”

⁸ One area of concern for the Board was to determine what plans for campus development were removed from the last period of construction based upon the last bond issue. The Board was unable to obtain that information.

⁹ In defining the service areas, it would have been very helpful to have Verde campus registration statistics showing the numbers (percentages) of students from the various communities surrounding the campus. Thus, the information here is anecdotal; not statistically supported.

¹⁰ Source: <http://realestate.yahoo.com/Arizona/Cottonwood/neighborhoods> (last visited August 3, 2008).

¹¹ <http://cottonwood.arizona.com/demographics.html> (last visited August 3, 2008); 2000 Census Bureau.

The demographic makeup of the primary service area, when compared to the characteristics of the national population, indicates considerable difference, with a much larger middle aged and senior population and a smaller youth and young adult population than national numbers. Overall, the population in the service area is older than the national population and indicates a significant number of retired persons in the area.

The income levels of those living in the primary service area are considerably lower than the national average. However, the relative cost of living is generally lower in the primary service area than most outside areas. The lower median household income level is reflective of an area with a high retired senior population, which skews the income levels downward.

The population is expected to grow at a significant rate over the next several years, although the housing crisis has clearly slowed anticipated growth. The population density is generally low. The median age is well above the national level and can be expected to remain there. Household size is at the national average with median household income substantially below the national levels.

3. Definitions

Principle: A concise statement that describes a desired goal or condition to be achieved. A principle is a target or end to which planning is focused. A principle is not quantifiable, time dependent or suggestive of specific actions for achievement.

Goal: A concise statement which articulates a course of action which will result in achieving the goal expressed by the Principle. Goals should be measurable and time specific.

Policy: A specific statement which guides decision making to achieve implementation of the Goals and ultimately the Principles.

4. Open space

Commentary: Verde Valley residents value the existence of open space and believe that its preservation is a justifiable, worthy goal. Open space is valued for scenic vistas, buffers between towns, wildlife corridors, and riparian areas. The Verde campus is located on one of the most beautiful pieces of real estate in the state and contains one of the largest parcels of undeveloped land within the towns of Cottonwood and Clarkdale. (Physically, the Verde campus is located in Clarkdale and bordered on two sides by Cottonwood.)

The Yavapai County General Plan 2003 encourages and supports development sensitivity to natural areas and open spaces.

The City of Cottonwood commented that: “In terms of open space, in our planned area developments we require 30% open space and [we] think you should target at least that amount as your goal.”

Principle: The 120 acres of land should be preserved for this generation and generations to come from development that will destroy its natural beauty and the habitat that occupy it.¹²

Goal: Open space on the 120 acres should be preserved that is consistent with future development.

Policy: It is suggested that the above Principle be augmented by goals and policies which articulate methods, approaches and future studies that support attainment of natural area preservation. Prior to development, a comprehensive Environmental Site Analysis should be conducted which identifies all sensitive features of the property including significant native plants species, primary and secondary wash corridors, wildlife corridors, significant landforms or rock outcroppings, archaeological resources, etc. A comprehensive analysis will assist in making informed decisions regarding areas of the property to protect from development. Following this analysis, specific

¹² The Board debated whether it should adopt a principle that one-third of the land should be devoted to open space. However, without specific building plans, it felt such a percentage might be too high or too low. Strong sentiment was expressed to insure that development avoids taking off hilltops and otherwise unnecessarily destroying natural vegetation.

development standards can be identified such as wash setback standards, native plant de-vegetation and re-vegetation standards which result in protection of significant open space features of the property.

5. Washes

Commentary: There are several large washes on the Verde campus. The washes join those that pass through Cottonwood Ranch, the residential district to the east of the campus. The washes are used by fauna to traverse the valley and sustain the natural fauna. Washes are home to rabbits, bobcats, deer, coyotes, javelinas, snakes, and a wide variety of birds.

The Yavapai County General Plan 2003 and the Verde Valley Regional Land Use Plan 2006 support connectivity and development of a regional and local trail system. Trail development should be coordinated.

Principle: *During development, the College should act as a national model of wash preservation and utilization, which may, for example, include walking trails in or adjacent to the washes themselves.*

Goal: *Development should minimize the impact on sensitive areas and maintain wildlife corridors and trails within wash areas.*

Policy: *Primary and secondary wash corridors, which will be protected from development, should be identified through a drainage study. Prior to development, wash protection standards should be established to provide adequate building and parking lot setbacks to minimize development impact on sensitive areas and maintain wildlife corridors and trail opportunities within wash areas.*

6. Impact on surrounding neighborhoods

Commentary: The Verde campus is bordered entirely on the east by Cottonwood Ranch, a dense suburban-like development of approximately 520 homes valued from \$250,000 to \$500,000. The campus is bordered on the Southeast by a dense suburban-like development known as Mesquite Hills, eventually to consist of approximately 445 homes valued at \$225,000 to

\$375,000. The development is in its first phase with work proceeding on the infrastructure that will accommodate approximately 60 homes.

From the Mesquite Hills development (going East to West), the Verde campus property is bordered by State Trust land. This takes up about 80% of that boundary. The Verde campus property is bordered on the North by Black Hills drive. This area consists of reasonably dense residential development with the City of Clarkdale planning for further residential development along the entire length of Black Hills drive.

There is a residential development of homes valued from \$250,000 to \$400,000 on a portion of land that directly borders the College property, which is south of Black Hills drive.

The College property is bordered by a gravel road to the West. Residences and a Bed and Breakfast utilize this private gravel road. Homes in this area are built on a minimum of one acre lots and are valued from \$275,000 to \$450,000.

Principle: Because of the nature of residential property that borders much of the College, GVVC Board believes that a “neighborhood friendly” approach to development would best serve the College’s long-term interests.

Goal: Campus development that involves traffic/student noise levels should be kept to a level so as to not adversely impact adjacent neighborhoods.

Goal: Campus Lighting should conform to the Arizona “dark skies” standard.

Goal: Privacy of adjacent neighborhoods should be respected.

Goal: The views of Mingus Mountain and the foothills, now enjoyed by the adjacent neighborhoods, should not be obstructed.

*Policy: The College should consider pursuit of a **Conceptual Development Master Plan**. This comprehensive plan should evaluate open space, circulation and conceptual areas for campus development, which reduce traffic and development impacts on*

the adjacent residential areas. The future plan should establish gross buildings areas, floor area ratios and parking areas to serve the emerging campus. It should identify the physical limitations of the property with regard to the planned facilities to this property.

7. Roads/Public Access to College

Commentary: Access to the College is from State Highway 89A to Black Hills drive. Currently, that intersection is being reconstructed into a roundabout. There are a number of alternative routes that may in the future connect the College to the southeast, south and/or north.

The City of Cottonwood commented: “Black Hills Drive will not be able to handle the increasing traffic demand and the increasing traffic demand will build resentment about the College by surrounding neighbors.”

Principle: *The campus should have additional road access.*¹³

Goal: *To obtain new connector route to the College from the Cottonwood/Verde Village side of the campus.*

Policy: *The College should initiate a connector route study that includes planners from Yavapai County, Cottonwood, Jerome, Clarkdale and the National Forest Service.*

8. Shared Bike Pathways

Commentary:¹⁴ “In many other areas of the country, Shared Bike Pathways are a means of recreation as well as a means of commuting between communities, residential areas, and commercial districts. Wherever they have been developed, Shared Bike Pathways have been highly popular with not

¹³ During the past two years, there has been considerable discussion regarding a road being constructed through the middle of the campus as a boulevard or one built on the far western edge of the property—which could create minimal impact on the adjacent neighborhoods. The three early sketches of potential development showed a boulevard going through the center of campus. Clarkdale has a long-range view of developing a road to the campus that somewhat parallels highway 89A and then jogs west. Cottonwood has a long-range plan for possibly connecting the College via a street in the Mesquite Hills project. Yavapai County is considering a road that may run along the foothills on the west side of the campus. Because of the uncertainty of plans at this time, the Board felt the above principle was the most appropriate. It would be helpful to obtain detailed plans from the cities of Clarkdale and Cottonwood regarding these roads.

¹⁴ This commentary is taken from a letter written by Dr. R. D. Richards, M.D., a member of the Verde Valley Cyclist Coalition. The Coalition is in the process of developing a Shared Bike Pathway for the upper Verde Valley.

only the local population but visitors as well. . . . The conceptual Shared Bike Pathway is designed to begin in Old Cottonwood, pass through Clarkdale as well as Yavapai College, to the Verde Villages, and eventually on to Camp Verde.”

The City of Cottonwood commented: “A bicycle friendly campus [should] be better defined. [AT] ASU, because of the density of the campus and the amount of foot traffic on major malls, bicycle riding was prohibited, which became an enforcement nightmare. [A] significant challenge for a bicycle user campus is securing the bikes adequately against theft. . . . U.C. Davis [created] a loaner bike program where the campus rebuilt old bikes, painted them a unique color and placed them around campus for anyone to use around campus.”

Principle: The campus should be bicycle friendly and whenever possible, safe bicycle paths should be constructed. It should develop shared Bike Pathways that traverse the campus and connect to Clarkdale and Cottonwood.

Goal: To create a shared bike pathway that traverses the campus from north to south.

Policy: The College should establish a shared bikeway plan by bringing together the Verde Valley Cyclists Coalition, and planners from Cottonwood, Clarkdale, Jerome, Yavapai College, Camp Verde and the National Forest Service.

9. Cultural walking trail

Commentary: There is strong sentiment among GVVC Board members for future development of a cultural walking trail circumventing the College property—covering about a mile and one-half. The vision for this trail is one that incorporates the history of the people of the land (Native Americans), emphasizes high desert flora with explanations, and contains shaded resting structures. The cultural trail would connect to major walking trails in Cottonwood Ranch, which adjoin the land to the east.¹⁵

¹⁵ The Board noted that present development of the trail on the Prescott campus of Yavapai College.

It should be noted that the Yavapai County General Plan 2003, and the Verde Valley Regional Land Use Plan 2006, support connectivity and development of a regional and local trail system.

Principle: The campus cultural trail should reflect the heritage of the land and its people.

Goal: Pursue development of a cultural trail that circumvents the campus.

Policy: Prior to development, cultural trail, trail development standards should be created to implement protection goals and ensure pedestrian safety.

10. Transportation

Commentary: Cottonwood Area Transit (CAT) provides transit service for Cottonwood, Clarkdale, Verde Village and Bridgeport through two types of bus service. One is a Dial-A-Ride door-to-door service that is available to all residents, with a requirement that rides for this service be reserved 48 hours in advance. The second is a “Catch-A-Ride” service, which operates on a schedule making over two dozen stops at designated areas. The “Catch-A-Ride” service accommodates school campuses, major apartment housing locations, high concentrations of senior citizens, shopping centers and medical centers and operates from 7:00 a.m. to 6 p.m. The fare is \$1 dollar one-way and there is a “Catch-A-Ride” shelter stop on the Verde campus.¹⁶

The GVVC Board discussed the future potential need of bus service connecting the Sedona, Camp Verde and Verde campuses and a bus service link to the Prescott campus. However, it did not have facts and figures regarding numbers of students who take courses on the various campuses and the distance they commute on a daily basis. This information would, of course, be helpful.

¹⁶ The Board has been unable to obtain a statistical report on the amount of ridership from and to the campus utilizing this service.

There was discussion regarding adequate bike racks and adequate shaded parking lots on the Verde campus.

The City of Cottonwood commented: “Our transit service has been in place for 20 years . . . and we are currently part of the Northern Arizona Intergovernmental Public Transportation System (NAIPTA). We will eventually have a system that runs from Cottonwood to Flagstaff including NAU. Eventual plans will include Camp Verde and RimRock. As ridership improves further, and it is growing rapidly with the growth of the city and the gas crisis, we will be able to create more of a ‘fixed point’ system than we have today.”

Principle: The College should seek to enhance and insure for the future an adequate transportation system for its students and staff.

Goal: It is a goal of Yavapai College to be environmentally friendly and socially responsible. In seeking to achieve this goal, it should be involved in and encourage the development of adequate public transportation for its students and staff.

Policy: The College should undertake developing a Transportation Master Plan that identifies future access to the College. The plan should identify major and minor circulation routes, necessary improvements and agencies responsible for these improvements. The plan should address a future parking analysis to determine parking dynamics’, shared parking opportunities, and exploration of parking structures to reduce overall paving footprint of parking fields.

11. Potable water

Commentary: The Verde Campus is now served by the Clarkdale water company. Annual consumption of water on the Verde campus is approximately _____ gallons with an annual cost of \$____.¹⁷ The Verde campus is located in a high desert environment where the potential for water shortage is real. When considering the climate, the number of rain free days, and the future, the GVVC Board believed that a water conservation strategy

¹⁷ The Board has not yet received information regarding potable water usage and cost on the Verde campus.

for potable water use should be an integral part of any development. Consideration should be given to an on-going on-campus water education program and purchase of water saving devices such as advanced irrigation controls, low-flow showerheads, and low-flow toilets.

Principle: A water conservation strategy for potable water use should be an integral part of any development on the Verde campus.

Goal: Develop a comprehensive conservation strategy for potable water.

Policy: The College should undertake developing a comprehensive conservation strategy for potable water on the campus.

12. Nonpotable water

Commentary: Non-potable water is water that is not treated to drinking water standards and is not meant for human consumption. In Arizona, it is commonly used for putting down dust in construction areas, irrigating golf courses, and in some cases irrigating crops and vegetation. The nonpotable water generated by the Cottonwood Waste Water facility, located only blocks from the southern boundary of the 120 acres being considered for development, is viewed as “high grade” nonpotable water and widely used. The cost per gallon of nonpotable water as of August 2008 from the City of Cottonwood Waste Water facility is \$ _____ per thousand gallons.¹⁸

There are several potential sources of nonpotable water for use on the Verde campus. As already noted, only a few blocks from the southern border of the open land is the Cottonwood Waste water facility. It daily sells thousands of gallons of nonpotable water to consumers while also daily discharging thousands of gallons of nonpotable water into a wash adjacent the facility.

Nonpotable water is used by the Cottonwood Ranch residential development, which borders the Verde campus on the East, for irrigating plants, bushes and trees within and without the property. The Verde campus is located a city

¹⁸ The Board has not yet received information regarding nonportable water cost.

block from a possible access point to the nonpotable water system used by Cottonwood Ranch.

The City of Clarkdale is considering providing nonpotable water to the College in the future as it expands its waste water system. The College could obtain nonpotable water for all its vegetation from this source.

The GVVC Board’s discussion of nonpotable water was consistent with a general thesis that developed among Board members that strongly suggested setting as a goal the development of a completely “sustainable” campus for the future. It was felt by some Board members that the cost of nonpotable water would seriously increase in the future and eventually become a source of drinking water to the communities.

The Board concluded that the best approach for the future was construction of a “package plant” waste water system, independently owned and operated by the College in cooperation with the City of Clarkdale. Such a facility would provide the College with a permanent nonpotable water supply.

The City of Cottonwood commented: “A packaged waste water treatment plant would be the way to go with the technology to create grade A+ affluent. [The College] may not want to move to human consumption immediately but [our] suggestion would be to make sure [the College has] a dual pipe system not only for landscaping, for any vineyards, [and] also into buildings for nonpotable uses such as flushing toilets.”

Principle: An independent waste water “package plant” will assist the College in becoming a completely sustainable campus by producing nonpotable water.

Goal: The College should develop its own “package waste-water plant,” which will produce nonpotable water for campus use.

Policy: The College should initiate a study in conjunction with Cottonwood and Clarkdale regarding the efficacy of construction of an independent waste water package plant on College property that will produce nonpotable water for its use.

13. Electrical use – Photovoltaic considerations

Commentary: The issue of the development of a significant solar energy facility on the 120 acres generated a vigorous discussion among GVVC Board members regarding the role played by electricity cost, future electricity cost escalation, and the importance that several intangibles could play in the decision making process. The Board recognized the impact of energy consumption on the broader environment and was aware of the increasing risk associated with a limited supply of electricity amidst a growing demand for it. The Board believed that the College should seek to achieve complete sustainable over the next 50 years.

In addition to sustainability, the Board recognized the intangibles that a solar energy facility would bring to the campus. They include: • Educational potential for students and faculty, • Peak power delivery to the campus, • “Good Neighbor” status by developing excess power for Clarkdale and Cottonwood, and • Prestige among the Community College’s peer group.

Principle: An independent source of energy will assist the College in becoming a completely sustainable campus.

Goal: The College should develop its own solar energy facility that will produce electrical energy for campus use with excess energy marketed to adjoining communities.

Policy: The College should create a study involving Cottonwood, Jerome, Yavapai County, and Clarkdale to determine the economic viability of developing a solar energy farm that would accommodate (a) all of the electrical needs of the campus over the next 50 years; (b) provide excess electricity to adjoining towns with the profit from excess energy being returned to the College.

14. Impact of on-line learning on future campus “bricks and mortar”

Commentary: Consideration of future classroom, administrative and related facilities cannot ignore the emergence of on-line teaching and learning—where classes are often conducted with students, who are on computers at home, communicating with the faculty who are likewise at their homes. Institutions of higher education have increasingly embraced online education, and the number of students enrolled in distance learning programs is rapidly

rising in colleges and universities throughout the United States. One survey of higher education in the United States reported that more than 2.35 million students enrolled in online courses in the fall 2004.

Opinions remain mixed about the benefits of online teaching and learning in higher education and the answer to the question of where online learning is headed remains unclear. Will on-line teaching eventually replace the traditional model of the post secondary campus, i.e., will the professors conduct their classes from their homes with students spread throughout the town, state, and nation? Or, is on-line learning to become an accepted supplement to the traditional educational model?

On-line education cannot be ignored. It is becoming an important long-term strategy for many post secondary institutions including the Verde campus of Yavapai College. However, there is no indication that the dramatic growth of on-line learning has necessarily reduced the need for future additional classrooms or additional administrative functions. There remain, for example, a number of classes in the vocational education field that many believe are best taught in a “hands on” environment. Some educators believe that on-line learning is best suited for a particularly well-disciplined, mature learner while for many other students the classroom provides a richer learning experience.

The City of Cottonwood commented: “. . . for the practical disciplines like nursing, health care and viticulture, the campus will need those areas for hands on learning.”

Principle. Yavapai College should be a regional leader in on-line learning.

Goal: To establish Yavapai College as a regional leader in on-line learning by the year 2015.

Policy: A group of faculty, administrators, and outside consultants should assess how on-line learning will impact Yavapai College’s curriculum. The group should assess whether the impact of on-line learning will reduce the need for additional classrooms,

administrative buildings, and related campus facilities. They should focus on whether on-line learning may expand the enrollment at the Verde campus but not eliminate or significantly reduce the number of students actually attending several courses on campus – especially those that need and/or require hands-on supervision.

15. Building construction

Commentary: The GVVC Board discussed the “green building” concept during its deliberations. A green building, also known as a sustainable building, is a structure that is designed, built, renovated, operated, or reused in an ecological and resource-efficient manner. Green buildings are designed to meet certain objectives such as protecting occupant health; improving employee productivity; using energy, water, and other resources more efficiently; and reducing the overall impact to the environment.

Green building often involves programming/spatial design that is flexible, filled with appropriate infrastructure (lighting, electrical, data etc.), rectangular rooms (vs. wedge of Bldg M), acoustical treatment etc. Space should be easily reconfigurable over time to accommodate changing needs.

Most believe that significant long-term cost savings can be fully realized when planners utilize an “integrated systems approach” that ensures that new buildings are designed as a part of a system rather than a collection of stand-alone systems.

The principle and policy in this section are compatible with policies adopted by Yavapai County to encourage sustainable building practices.

The City of Cottonwood commented: “Green is good and the ultimate standard is a LEEDS building.”

Principle. *The College should be a regional leader in Green Building campus development.*

Goal: *To the extent possible, all future construction should employ the latest in “green” technology. The College should commit itself to green construction and development and, as far as practicable,*

follow “Leadership in Energy and Environmental Design – U.S. Green Building Council” (USGBC) building practices.

Policy: The College should determine the level of LEED standards it should follow, although some of them may prove fiscally unachievable in the future.

16. Infrastructure development

Commentary: The relationship between land development and infrastructure needs is often overlooked. The reason for this is that infrastructure needs are not “visible.” For example, at the present time, the electrical service is currently unable to handle any expansion on the Verde campus.

Principle. Planning for land use should include consideration of Infrastructure present and future needs and costs.

Goal: To adequately and accurately assess the future infrastructure needs of the College.

Policy: Infrastructure needs should be considered when a Conceptual Development Master Plan is created.

17. Economic sustainability

Commentary: Sustainability should include economic sustainability as well as environmental sustainability. As the land is developed, some of the projects, such as the Performance Center, should be primarily supported by the communities because it is of major community benefit.

Principle. Projects that are principally created for the community benefit should not require an ongoing subsidy by the College— those projects that are primarily a community benefit should be essentially self-supporting. At least, there should be an equitable sharing of costs associated with such projects.

Goal: The College should identify those projects that it considers as primarily benefitting the community.

Policy: A committee should be established consisting of planners from Cottonwood, Jerome, Clarkdale, Yavapai College, College faculty, citizens, and College administrators that focus on

identifying those projects that are primarily benefitting the community.

18. Athletic fields

Commentary: It is argued that athletic programs can play an integral part of the development of a College campus. Athletic teams create a certain loyalty to the College and may assist in recruitment. They also may bring persons from the community to the College campus and create a closer association between adjacent communities and the campus itself. Furthermore, Mingus Union High School, located in Cottonwood, is a likely source of future Verde campus students. It has a particularly strong athletic program.

The GVVC Board discussed setting aside large tracts of the 120 acres for football, baseball, softball, soccer and lacrosse. Faculty who were interviewed seemed to lean toward utilization of a portion of the 120 acres for sporting activities.¹⁹ However, the GVVC Board felt that a wide variety of sporting activities was most likely not a good use of existing resources.

The GVVC Board held a strong view that several tennis courts (without lights) would provide a variety of significant benefits to the College and to the surrounding communities. It is believed that a large number of persons play tennis in this area and most are aware that there is a paucity of good tennis courts. Tennis courts would draw persons from the community on a regular basis to the campus—thus helping it with its “identity crisis.” Tennis courts could also provide the College with an opportunity to develop its own tennis program, with classes offered for the very young to the elderly. A wide variety of courses could be continually offered throughout the year as the climate in this area is ideal most of the time for tennis.

The Board also felt that a large grassy expanse where persons could engage in activities such as Lacrosse or soccer should be considered as a part of a development plan. However, as noted earlier, the Board did not feel that the

¹⁹ Faculty generally accepted the arguments for developing an athletic component on the Verde campus, however, they were not generally polled on the issue, and as noted earlier, only a handful could be consulted because of the summer break.

College should focus on any organized sporting activities other than tennis. This large open space could also be used to draw large numbers of persons to Valley art fairs and outdoor art exhibits, which would be held on the campus. The grassy field would act to draw local citizens to the campus on a regular basis.

The City of Cottonwood commented: “[A] sports program is a good idea as . . . it would help to draw local kids into further education. Sports seem to be a big part of this community and a good sports program would assist in bringing positive attention to the campus as it does to Mingus Union High School. [The City of Cottonwood] should also look at a coordinated sports facility between Cottonwood, Clarkdale, and the College. [Cottonwood has] in [its] five year capital improvement plan another tennis facility and baseball/softball/soccer fields. [Cottonwood] cannot seem to create enough of these types of facilities.”

Principle. In the athletic arena, the Verde campus should be developed so that it provides the maximum service and activities to the communities it serves while recognizing that its location and associated Verde Valley population do not lend themselves to football, baseball, and ice hockey stadiums and arenas.

Goal: Create several outdoor tennis courts.²⁰

Goal: Create a large unlighted, rectangular multi-purpose field in which a variety of general outdoor activities and community events can take place.²¹

Policy: As the College develops its Conceptual Development Master Plan, local residents, faculty, administrators and planners from adjoining communities should meet and review the efficacy of building a multi-purpose field and several tennis courts on the Verde campus.

²⁰ Space should also be set aside for a proper facility to handle dressing room and related needs.

²¹ The vision is of a large grassy field that is watered using nonpotable water.

19. Faculty offices

Commentary: Over the next 50 years, it is estimated that the full-time and part-time faculty will grow by ____percent per year.²² This translates into an estimated ____ number of full time faculty by the 2059 and__ part-time faculty by the year 2059.

In order to appropriately prepare for class, counsel students, correct essays, and carry out related chores, it is essential that full-time faculty members have private offices. It is estimated that by 2059 there will be a need for ____ full-time faculty offices.²³

Part-time faculty members, sometimes referred to as “adjuncts,” are an essential part of the teaching team on the Verde campus. Although they do not need large private offices, it is essential that when on campus, that they have a facility where they can counsel students, correct papers, and prepare for class.²⁴

Principle: Land should be set aside to construct facilities now or in the future that will be adequate for full and part-time faculty.

Goal: To construct adequate facilities for full and part-time faculty.

Policy: The College administration should create a planning staff of faculty, administrators, and others to focus on future faculty office needs.

20. Administrative offices

Commentary: As of 2008, the administrative offices on the Verde campus appear crowded. Several offices are shared by two or more support staff and the possibility of finding space for an additional administrator is challenging. Moreover, administrators are not centralized. Thus, the College is arguably not as efficient as it could be were the administration centralized.

²² The Board was unable to obtain an estimate from the College for this paragraph.

²³ See note immediately above.

²⁴ Adjunct faculty should have a central adjunct faculty room where they have access to computers and where they can leave their coats, books, and other paraphernalia before class. Adjacent this room should be three or four private interview-type offices where adjunct faculty may consult privately with students.

By 2059, it is anticipated that _____ additional administrators will be employed on the Verde campus.²⁵

Principle. Land should be set aside to construct facilities now or in the future that will be adequate for the administrative staff.

Goal: To construct adequate facilities for full and part-time faculty.

Policy: The College administration should create a planning staff of faculty, administrators, and others to focus on future faculty office needs.

21. Student Government

The nature and extent of student government involvement on campus life was not explored by the GVVC Board. However, in planning for land-use, the future needs for offices for members of active student groups should be explored.

Principle: Student campus groups play an integral, important role in the life of the College.

Goal: To construct adequate facilities for active student groups.

Policy: A committee consisting of students, faculty, and administrators should be created that examines present and future office needs of campus student groups.

22. On-campus student and staff housing (dormitories)

Commentary: The Board discussed whether land should be set aside for traditional student dormitories. The argument in support of constructing dormitories is that they may attract additional students to the campus, provide living accommodations for special summer programs for adults attending short courses, institutions, etc., provide a “genuine” campus climate for the Verde campus, and help address the growing energy crisis, i.e., transportation costs to and from the campus. On the other hand, it was argued that they may become an administrative headache to manage and fail to pay for them.

²⁵ Estimates for this paragraph were not available when this draft was prepared.

The GVVC Board consensus was that traditional student dormitories should not be constructed. The Board’s view was that the Community College, with the possible exception of its health care program, will provide educational opportunities primarily to residents in the Valley and would not necessarily become the focal point of a national recruiting effort for most of its offerings.

The GVVC Board felt that a multi-use residential complex that resembles what one board member characterized as a “retreat center” should be considered for construction on the campus.²⁶ Such a facility would provide limited student and staff housing during the academic year and space for persons attending specialized short-courses and/or seminars during the summer. It was thought that a carefully developed retreat center would be particularly helpful if the College continues to focus on the Verde campus to develop a regional health care program.

The City of Cottonwood commented: “A retreat center is a very good idea. We are truly lacking a good conference facility and . . . a coordinated approach among the jurisdiction would be a good approach.”

Principle: The College should consider the efficacy of constructing a multi-use residential center that provides limited student and staff housing.

Goal: To construct a multi-use residential center.

Policy: As a part of its Master Plan, the College should consider the efficacy of a multi-use residential center.

23. Planning Office Space for Peripheral Campus Organizations

There are some peripheral campus non profit organizations, groups, and institutes that may need office space in the future. For example, one can envision that the GVVC will have a staff located on the Verde campus—similar

²⁶ One Board member suggested the following: “Start small with living quarters for people to rent for short periods of time in order to get it right. This small piece will take much work from the College or business that might run these small green learning condos.”

to the Foundation staff on the Prescott campus. The Alumni Association will also have a presence on the campus in the future. Other possible tenants: Small Business Development Center; Institute of Applied Gerontology (IAG), and other institutes. Already, groups such as the Osher Lifelong Learning Institute - Verde Valley (OLLI) occupy space on the Verde campus. OLLI is a self-directed membership organization within Yavapai College that was created to meet the needs and interests of retirement-age people. The OLLI-Verde office is located on the Verde Valley Campus, 601 Black Hills Dr, Clarkdale, Bldg. H, Rm. 134.

Principle: The College should anticipate continued involvement of a variety of important peripheral groups.

Goal: The College should reasonably accommodate peripheral groups.

Policy: The College should initiate a study that identifies the significant peripheral organizations that will require office accommodations in the future.

24. Center for Visual and Performing Arts

Commentary: If there is one decision that has put the Prescott campus “on the map,” so to speak, it is the judgment that a Performing Arts Center should be constructed on campus. It weekly draws thousands of residents to the campus with a wide variety of programs and events. It is an important and integral part of the Prescott community.

There is wide-spread support among citizens in the Verde Valley for a similar, smaller Center for Visual and Performing Arts. There is no such facility in the Valley with churches and high school auditoriums being utilized for concerts, plays, etc. If constructed on the Verde campus, symphonies and other community-sponsored events such as film series, children's theatre, travel lecture programs, and workshops will be open to the community and students at the College.²⁷

²⁷ One member of the Board visualized the Center as consisting of a flexible facility with seating of about 900 persons indoors. However, when constructed, the Center would be built into the mountain (east to west) in

There are, of course, many designs for such a center. One vision involves the construction of a multi-purpose facility containing a central meeting area for students on campus, classrooms, an art galley, and a 900 seat auditorium. In addition to its academic use, the Center could provide services for meetings, seminars, banquets, weddings, dinners, large theater and fine arts.²⁸ The academic program associated with the Center could provide highly specialized and intensive training for students who possess special talents in the visual and performing arts. The Center could contain a student radio and television studio, a dining room, to accommodate a 100 guests and a full-service kitchen.

The City of Cottonwood commented: “A center for visual and performing arts is an excellent idea. If we hope to attract and retain knowledge based workers we need to have a larger presence of cultural events. The College could be the focal point for that cultural presence.”

Principle. A Center for Visual and Performing Arts should be an integral part of any 50-year plan for the College and land should be set aside for future construction of such a facility.

Goal: Construct a Center for Visual and Performing Arts.

Policy: As a part of constructing its Master Plan, the College should consider the efficacy of constructing a Center for Visual and Performing Arts.

25. Land for agricultural uses – A Viticulture program

Commentary: There is considerable interest among local Verde Valley governments in the emerging Verde Valley wine industry. The GVVC Board discussed how one California Community College has seized the opportunity to develop an excellent viticulture program while committing approximately 60 acres of land to the development of such a program.

such a way that the auditorium could be opened and an additional 1000 persons view the event from an adjacent-connected amphitheater like seating arrangement carved into the mountain side and uncovered.

²⁸ Note that Clarkdale is remodeling a great small 200 seat theatre at the present time.

The Board discussed how a Viticulture program might operate with a commitment on the Verde campus to only a few acres. When asked what a viticulturist does and how a student interested in Viticulture is trained, it was explained that successful viticulturists must be experts in the complex relationships between grape growing and wine production. As a student in a Viticulture Program, one's studies will usually focus on growing grapes for winemaking, vineyard seasonal practices, and vineyard management.

With the wine industry growing in the Valley, future career opportunities are becoming much more possible for viticulture graduates in a variety of fields, including: Vineyard Manager, Grower Liaison - between grower and winemaker, Vineyard Crew Supervisor, Viticulturist - grape grower consultant, Viticulture Technician, PCA - pest control advisor, Grower Representative.

Setting aside land for the development of a future viticulture program was viewed by the Board as a prudent business decision.

The City of Cottonwood commented: Development of a viticulture program in the Verde Valley is being encouraged.

Principle: Acreage should be set aside for the future development of a viticulture program.

Goal: Create land for the viticulture program.

Policy: In its Master Plan, the College should consider the efficacy of developing a viticulture program.

26. Hospitality Training Center

Commentary: Hospitality training would appear to be a natural offering for the College because hospitality is one of the fastest-growing industries in the Verde Valley and employs hundreds of persons. A hospitality program could cover lodging, convention, food, beverage and casino management. After graduation, students could enter the hospitality industry working in such areas as hotel marketing, sales and operations, inn keeping, convention and special event planning, restaurant management, catering and banquet operations, and casino supervision.

Students could obtain an Associate of Applied Science degree and one-year certificate to obtain entry-level management positions within the hospitality industry. Students could continue their education by working toward a four-year degree in hospitality management through other universities such as Northern Arizona University.

The GVVC Board felt that it would be prudent to explore the possibility of a partnership with large corporations, such as the Marriott Corporation, to locate a corporate hospitality training center on the Verde campus.

Principle. The College should consider the efficacy of partnering with a large hospitality corporation, which would construct a hospitality training center on the campus.

Goal: Partner with large hospitality corporation to construct a hospitality training center.

Policy: The College, as a part of its Master Plan, should consider the efficacy of partnering with a large hospitality corporation.

27. Health Care and land-use needs

Commentary: Northern Arizona Healthcare is the parent corporation of Flagstaff Medical Center, Verde Valley Medical Center, VVMC-Sedona Campus and Northern Arizona Homecare.

The Verde Valley Medical Center is located a mile or so from the Verde campus. It began as an outpatient clinic in 1939, and has evolved into a technologically advanced 99-bed hospital serving the Verde Valley, Sedona and other Coconino and Yavapai county cities and towns. It is situated on a 40-acre campus, and is in the process of completing a \$25 million expansion that will essentially be a new hospital. The expansion has (or will) allow VVMC to open a state-of-the-art heart catheterization lab and cardiopulmonary gymnasium, while expanding other departments, including the Critical Care unit, Transcare unit, Surgery, Special Procedures, Cardiopulmonary, Obstetrics and Medical Imaging. It employs more than 60 physicians on its active medical staff, who possess at least 20 medical specialties.

It is a growing diagnostic and treatment center and is continually expanding in size and services. It has two specialty units, including Adult and Pediatric and Intensive Care.

In February, 2008 the Medical Center received a \$750,000 Foundation grant from the Del E. Webb Foundation in support of its plan to create a new Pediatrics Unit, which will open in 2009.

The exact nature and extent of a long-term commitment by Yavapai Community College to Nursing and Healthcare is somewhat problematic. Presently, there is every appearance of a strong “push” in this direction. Furthermore, there has been continual discussion regarding establishing a rad-tech program on the Verde campus with available grant funds with the College constructing a rad-tech lead-lined building.

A Radiography program involves training students to perform various tasks necessary in capturing x-rays for diagnostic purposes. A radiographer learns the skills necessary to administer non-radioactive materials for diagnostic procedures, prepare and position patients for x ray, and explain the various radiography procedures to patients. In addition to standard x-ray techniques, many radiography schools now offer courses in specialized technologies such as computerized tomography scanning (CT) and magnetic resonance imaging (MRI).

Programs offered at most radiology tech schools can be 2 or 4 years long and lead to an associate degree, or a bachelor's degree. For experienced radiographer or medical professionals who want to change fields or specialize in CT or MRI, one-year certificate programs are also offered at some colleges.

To work in administrative or teaching positions in radiology, bachelor's or master's degrees from accredited radiology tech schools are required. Courses found from accredited radiography schools include radiation protection, radiation physics, anatomy, physiology, patient care, imaging processes, radiobiology, and pathology.

To be employed by a hospital, a radiographer must formally trained by one of the many accredited radiography schools in the United States. There are also hospital, college, university, or vocational-technical institute programs that offer training programs in radiography.

Nursing training appears to have a high priority. It is noted that some educational institutions, such as Arizona State University, are already committed to vigorous expansion of their existing nursing programs. For example, ASU began 50 years ago in the basement of Matthews Library with three faculty members and six students. On April 1 ASU celebrated its planned expansion into its second building on the downtown Phoenix campus by breaking ground on a five-story, 84,000 square foot facility at Third and Fillmore streets. The new building will include a 200-seat auditorium, student facilities and faculty office and research space.

The City of Cottonwood commented: “The medical profession is continuing to expand in this area and [the Valley will] eventually serve as the primary provider for the most unique specialties in northern Arizona.”

Principle. Land should be set aside for the potential expansion of the nursing and healthcare program and possibly, the Rad-Tech program.

Goal: Build a nursing and health care center and possibly a rad-tech facility.

Policy: The College, as a part of its Master Plan, should consider the efficacy of building a nursing and health care center. It should also consider constructing a rad-tech facility, after careful evaluation of instruction requirements, insurance, OSHA requirements, and the cost of updating rad-tech equipment over the next several years.

28. Advanced Vocational Training – A Mini-CTEC

Commentary: There was discussion by the Board of expanding vocational training facilities with the Valley. The CTEC model was used to illustrate the kind of development some believed necessary in the Valley. There was

discussion regarding what some Board members believed were initial decisions to construct a vocational type of building on the Verde campus using the 2004 bond money. Those initial decisions were, according to Board members, changed when a decision was made to focus more heavily on nursing and healthcare on the Verde campus.

The Board was unable to determine the nature and extent of the College's interest in developing advanced Vocational Training facilities in the Valley. It was felt, however, that land should be set aside should the College determine that such advanced training endeavors were in it and Valley's best interests.

The City of Cottonwood commented: The City favored the idea of a vocational center and suggested that one of the most critical vocational and knowledge based areas in the Valley is technology. "Can we also become the silicon area for Arizona providing both life style, training and facilities for Arizona?"

Principle. Land should be set aside for the possible construction of advanced Vocational Training facilities on the Verde campus.

Goal: Build a Vocational Training Center on campus.

Policy: The College, as a part of its Master Plan, should consider the efficacy of building a Vocational Training Center on the Verde campus.

29. High Desert Sculpture Garden – Yavapai-Apache Artifacts Museum

Commentary: A sculpture garden has been successfully developed on the Prescott campus. A Sculpture Garden on the Verde campus provides an opportunity to showcase the most prominent and emerging artists in the area. A series of artists' work, representing every medium from bronze, steel and found objects to marble and aluminum, could be displayed in the sculpture garden.

Another potential facility is construction of a 15,000 square-foot Yavapai-Apache Artifacts Museum,

Principle: The Verde campus will showcase the most prominent and emerging artists in the Valley. It will also showcase the history of the Yavapai-Apache

Nation and the Nation's contribution to the Valley over the last several hundred years.

Goal: To develop a sculpture garden and a Yavapai-Apache Artifacts Museum.

Policy: A committee should be established consisting of members of the Yavapai-Apache Nation, Yavapai College administrators and faculty, and members of the Greater Verde Valley Chapter of the Yavapai College Foundation to explore funding these two projects.

30. Resource Development

Commentary: Non-profit charitable organizations have a unique and powerful role to play in meeting the needs of individuals, families and communities in the United States today. In terms of Yavapai Community College, the Greater Verde Valley Chapter of the Yavapai Foundation and the Foundation itself will be instrumental in developing the resources needed for campus development.

Principle. The GVVCYF should development resources that will enable the College to become less tuition-dependent and reliant on debt by increasing financial resources from public, private, and entrepreneurial sources.

Goal: To become less tuition independent.

Policy: The GVVC should consider how it can during the next decade develop fund raising programs that will achieve the goal of making the three campuses on "this side of the mountain" independent.

31. Missing pieces (Retirement Village)

Commentary: It would be helpful as the land development issue proceeds to review the 2004-05 proposed plan for the Verde campus, which is believed to exist. Which of the proposals that were made in support of the 2004-05 bond that for a variety of reasons were not included in the final construction?

The GVVCYF Board did not consider a planned retirement development as a part of its consideration of land use. However, there has been some general broad discussion about constructing a ten to twenty acre senior village

adjacent the existing campus. The Board was unable to assess the realistic possibility of such a project without more information. As this draft is circulated among educators, administrators, and members of the community, it is hoped that additional information and other ideas will emerge.

32. Implementation Date for Creating Master Plan for the Verde Campus

Commentary: A date should be set to complete a Conceptual Development Master Plan to determine capacity of the site to accommodate all planned uses. As noted earlier, the Development Master Plan should identify gross floor areas, building heights, and missing and other measures to ensure compatibility with adjacent residential areas in accordance with other plan principles.

Principle: A conceptual master plan should be prepared for the Verde campus.

Goal: The conceptual master plan should be completed by January 1, 2010.

Policy: Consultants working with local residents, faculty, administrators, and community planners from Yavapai County, Jerome, Clarkdale, and Cottonwood should develop a Conceptual Development master plan. The plan should determine capacity of the site to accommodate all planned uses. It should identify gross floor areas, building heights and massing and other measures to ensure compatibility with adjacent residential areas in accordance with other plan principles.

33. Zaki Gordon Institute

Commentary: The Zaki Gordon Institute is located on the Sedona campus and it is anticipated that that campus is the most likely place to construct a sound stage. However, because of the uncertainty of the current economic situation, consideration may be given to building a sound stage on the Verde campus, should current plans for developing the sound stage in partnership with Fitch Industries on the Sedona campus fail.

Film making has seen a swift change in advances in digital technology, which have created opportunities and challenges. A significant outcome of the

digital age has been the increased accessibility to the filmmaking process and the opening of new deliverables and new markets for films. It is argued that community colleges can play a greater role in providing quality, affordable one-year certificates to meet the growing demand for education and workforce development in the filmmaking field.

The Zaki Gordon Institute is uniquely located on the Sedona campus, and has been a successful venture for the Yavapai Community College. However, because education in film making is based on a “real world model,” it has been difficult for the Institute to find locations that are adequate in size and accessibility to produce films. Faculty members at the Institute believe the one area that would greatly improve the delivery of filmmaking education is a sound stage where quality movies and television programs can be produced.

Unfortunately, there are no sound stage infrastructures in Northern Arizona for film production. The nearest studio is a minimum of a two-hour drive from the Valley. A Sound Stage, it is argued, can benefit college partners and local government because it will encourage the development of a sophisticated films and commercials being produced in the Verde Valley. The economic benefits to the area appear obvious.

The newspapers for the City of Sedona report: On July 3, 2008 Monty Fitch of Fitch Industries has proposed a seven-building film studio on former college land in Sedona that Fitch hopes will attract major film production. Sedona P&Z Commissioner Jim Eaton wants to see some assurances that the studio is viable, but the idea was otherwise well-received by the commission and the public.²⁹ However, on August 8, it was reported that the city hadn’t heard back from Fitch Industries and Fitch was quoted as saying “the timing [for investors] couldn’t have been worse. Escrow has not closed on the 40 acres on the west end of Sedona.³⁰

Principle. Land should be set aside on a campus for the possible future construction of a sound stage for the Zaki Gordon Institute

²⁹ Source: <http://www.sedona.biz/sedona-cultural-park0108.htm>, last visited August 4, 2008.

³⁰ Sedona RedRock News, Friday, August 8, 2008, pp. 1, 13A.

and the College should consider partnering with Fitch Industries in such an endeavor.

Goal: Constructing a sound stage for the Zaki Institute on either the Sedona or Verde campuses.

Policy: The College, as a part of its Master Plan for the Sedona campus, should consider the construction of a sound stage for the Zaki Gordon Institute either by raising funds independently or by partnering with Fitch Industries or a similar entity.

34. Conclusion.

The Board of Directors of the Greater Verde Valley Chapter of the Yavapai College Foundation has sought to produce a draft planning document containing land-use principles that the Board believes will be helpful in development of the 100 or so acres owned by the College and the twenty acres owned by the Yavapai College Foundation. Input from all sources is continued to be solicited.

Respectfully,

Robert E. Oliphant, for the Greater Verde Valley Chapter of the Yavapai Foundation Board

Ruth Wicks, member and Secretary. Cynthia Fox, member and Vice President, Dr. Jay Fleishman, member; Randy Garrison, member; Richard Kimble, member; Julie Larson, member; Lawrence Jackson, member; Robyn Prud'homme-Bauer, member; Tomas Bialek, member.

The Verde campus is located in the upper right-hand corner of the photo below. The twenty acres owned by the Yavapai Foundation is a rectangular piece that runs along the left-hand border of the photo below.

