



**PROPOSED ACTION PLAN FOR FY 2018-19
MAY 26, 2018 v.1**

Background

Created in 2009 as the City of Maricopa's official private-public partnership for economic development, MEDA's mission is to champion strategies and solutions that foster economic growth and prosperity in the City of Maricopa. The organization achieves its mission by bringing together the business, government, education and the civic communities to identify and advance forward-looking policies, strategies and solutions necessary to facilitate investment, growth and economic and workforce development.

MEDA is a public purpose, nonprofit charitable organization whose charter is to improve economic and employment opportunities in the City of Maricopa. As such, the organization is prohibited from soliciting members; however, the organization is able to raise funds from the private and public sectors, as well as foundations and other sources of grant funding, to support the fulfillment of its public purpose.

MEDA is funded through public and private sector funds with performance contracts with the City of Maricopa that are based on specific functions, performance metrics and private sector matching contributions.

In the fall of 2017, the MEDA Board began a process to evaluate the organization, revisit its mission and goals and to focus on how to ensure the enterprise continues to deliver value to the City of Maricopa.

To these ends, a MEDA Board strategy worksession was planned and convened in October 2017, facilitated by an outside firm. As a result of this work, the MEDA Board reaffirmed that its mission statement remains relevant and should remain as is.

Mission Statement:

MEDA champions strategies and solutions that foster economic growth and prosperity in the City of Maricopa.

Value Proposition:

As Maricopa's private-public partnership for economic development, MEDA achieves its mission by bringing together the business, government, education and the civic communities to identify and advance forward-looking policies, strategies and solutions necessary to facilitate investment, growth and workforce development.

Identifying Key Focus Areas

In its October 2017 strategy work session, through a process of discovery and collaborative teams, the MEDA Board of Directors identified five key focus areas for the its new strategy and workplan over the next five years. Those focus areas are:

- **Image Building and Marketing Maricopa**
- **Relationship Building**
- **Regional Infrastructure Solutions**
- **Organization Development**
- **MEDA Alignment**

Board members were asked to continue to develop this five-year strategic framework, providing direct input into clearly defining each focus area from the MEDA standpoint and identifying specific goals/actions that will be necessary to realize these statements. At its April 2018 meeting, the MEDA Board approved the overall five year framework for the organization.

Several of the key priority areas represent the continuation and expansion of several of already existing MEDA priority action items, while others represent entirely new initiatives. For FY 2018-19, MEDA proposes to achieve the goals and objectives presented below.

This work plan is predicated on the following assumptions:

- Continuation of a performance contract with the City of Maricopa:
 - \$50,000 contract to continue to serve as the City's official private-public partnership for economic development and to help build Maricopa's economy. Contract is contingent on performance and a one-to-one match of private to public sector dollars (\$50,000 private sector).
 - \$75,000 contract to develop and execute a marketing, public relations and communications program that is pivoting to a more economic and business development posture. Contract is contingent on performance and a one to three match of private to public sector dollars (\$25,000 private sector).
- Continuation of private sector/foundation matching funds of \$92,500 (same level as FY 17-18).
- Total revenue of \$217,500.
- Continuation of independent contractor to serve as Senior Advisor to the MEDA Board, providing direction, management and support to ensure that MEDA continues to grow and perform on its commitment to the City Government and private sector contributors.

Goal: Image Building and Marketing Maricopa - Ongoing

1. Continue and expand the MEDA-Maricopa marketing program.
 - a. Engage a professional marketing/communications firm to develop and execute a more business oriented program beginning in the new fiscal year (2018-19).
 - b. Pivot the program to be more economic/business development oriented.
 - c. Promote the image and persona of Maricopa focused on the attraction of additional commercial and light industrial firms to the area.
2. Continue to assist Maricopa in recruiting desirable new business and industry.
3. Continue to expand MEDA's board of directors to encompass more businesses, thereby increasing the private sector funding base for the marketing program.
4. Participate in the City's commercial-industrial broker/developer visitation program.
5. Assist the City in recruiting hotel and diverse housing to Maricopa.
6. Continue to assist the City in maintaining and promoting city-wide events and programs.
7. Participate/assist the City in developing and executing community and economic development marketing events:
 - a. Maricopa Meets Canada
 - b. Community Outreach, e.g., Province Community meeting
8. Work with the Ak-Chin Indian Community and other regional partners to host special events.
9. Expand MEDA's private partnership programs by promoting success stories.

Goal: Relationship Building - Ongoing

1. Continue to cultivate relationships with regional business leaders and executives on Maricopa's behalf.
2. Continue to work with Pinal County and obtain a formal and firm commitment to have a county official sit on the MEDA board.
3. Identify opportunities to promote new partners within the community to allow their word-of-mouth advertising to strengthen ties with MEDA, other partners, and the community.
4. Assist the City in educating and cultivating Maricopa's legislative delegation about the City's needs and aspirations; co-host the annual Maricopa legislative dinner as a beginning.

Goal: Regional Infrastructure Solutions – New Initiative

1. Working with the City of Maricopa, identify/determine an appropriate role for MEDA in assisting the City in achieving a specific and enduring decision on floodplain mapping, allowing for the subsequent completion of a comprehensive flood control project that maximizes the potential of developable land and safeguards the region's population.
2. Participate in the creation of a regional water authority with financing capability allowing for the acquisition of water supplies and other methods to guarantee assured

water supplies (by ADWR definition) and the long-term management of local aquifers that will protect from water quality degradation, increased costs, and subsidence.

3. Advocate for the successful location of the I-11 corridor through the City of Maricopa's MPA.
4. Participate in facilitation of PRTA projects, specifically 347 and East/West Connector to I-10.

Goal: Organizational Development - Ongoing

1. Position MEDA to provide a valuable service to business, government, education and community that is cost effective for our partners.
2. Continue to maintain close collaboration and cooperation with the City Government – elected officials and professional staff – to ensure that the organization is fulfilling its mission and realizing its goals.
3. Continue to expand the private sector participation and engagement in MEDA on the board and financially as well.
4. Ensure accountability and transparency; document and publish periodic and annual progress reports.
5. Conduct an evaluation of MEDA's long term goals and how to maintain and expand its board as members retire or move off the board.
6. Provide opportunities for each MEDA member, as well as for MEDA itself, to develop and promote their business to their full potential within the community.

Goal: MEDA Alignment

1. Ensure clear communication between MEDA, the City of Maricopa, area businesses, the Ak-Chin and Gila River Indian Communities, MUSD, Central Arizona College and Pinal County Government.
2. Update the MEDA vision and mission statement as necessary to make sure that they are aligned with the City of Maricopa's vision and mission.
3. Fully engage Maricopa's new City Manager in MEDA and its activities.
4. Strengthen the MEDA-Maricopa Chamber of Commerce relationship.