



Presentation to Maricopa City Council

Maricopa, AZ
Progress ♦ Prosperity ♦ Pride

Prepared by:

IO.INC
April 18, 2017



CITY OF MARICOPA, AZ

Economic Development Strategic Plan

THE MARICOPA ECONOMIC DEVELOPMENT STRATEGY TEAM

Two Leading Firms, Seamless Strategy

Two leading firms joined together to work with the City of Maricopa to develop a collaborative economic development strategy that will guide the community's development, growth and success over the next five years.



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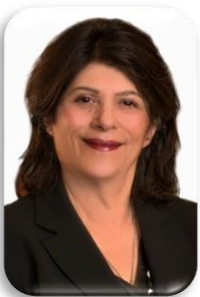


CITY OF MARICOPA, AZ

Economic Development Strategic Plan

THE MARICOPA ECONOMIC DEVELOPMENT STRATEGY TEAM

Our Core Team



Ioanna Morfessis
President & Chief Strategist
IO.INC

Stakeholder Engagement,
Research and Strategy Development



Daniel Court
Senior Economist
Elliott D. Pollack & Co.

Economic Research and Analysis,
Strategy Development

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Our Core Team



Chrisanthe Morfessis - Project Management and Strategy Development



Alexandra Reese - Research and Strategy Development



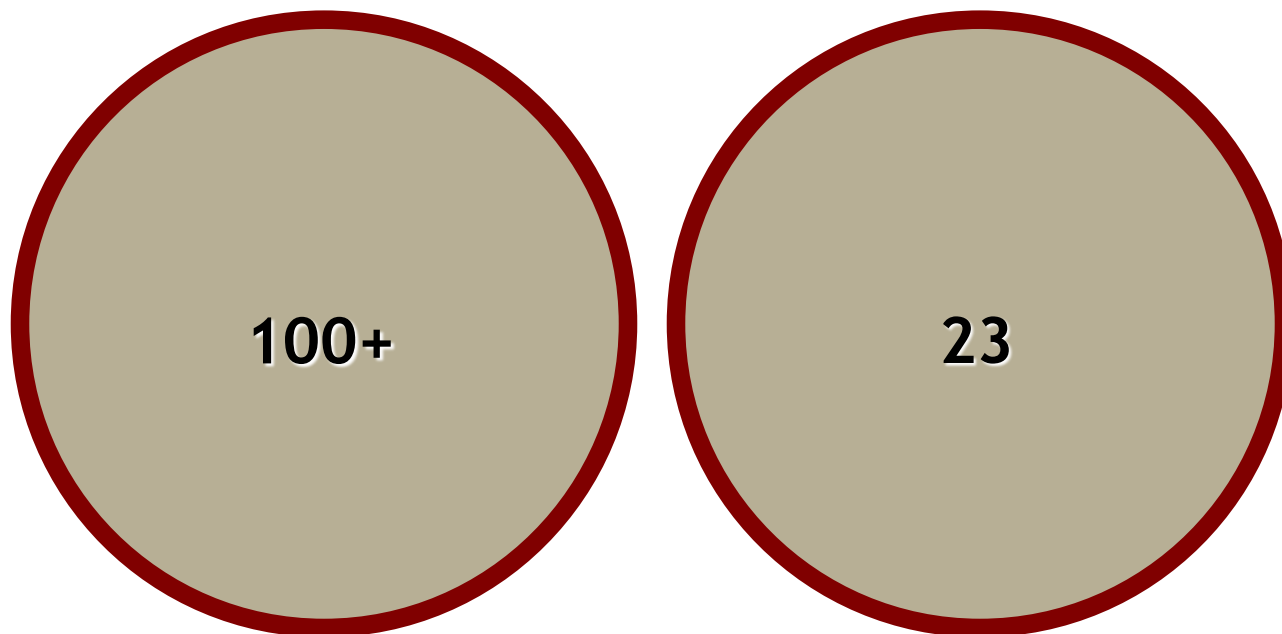
Russell Medley - Research and Strategy Development

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THE MARICOPA ECONOMIC DEVELOPMENT STRATEGY TEAM



of Communities We Have Worked In / # of CEOs in Our BrainTrust

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PRIDE. PROGRESS. PROSPERITY.

Dynamic and Visionary Leadership



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Building Blocks for Maricopa's Economic Development Strategy

1. Alignment with Maricopa's Vision 2040 and Strategic Plan.
2. Alignment between Mayor, City Councilmembers and business and citizen stakeholders on the priorities for purposeful, focused action to capitalize on Maricopa's prime opportunities and address and ameliorate significant challenges impeding the City's economic development.
3. An action agenda to create new opportunities while also building upon strengths and minimizing weaknesses.
4. Accountability and transparency, using metrics and indicators to assess Maricopa's progress.

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Building Blocks for Maricopa's Economic Development Strategy

Significant stakeholder participation was an important building block for Maricopa's economic development strategy, and comprehensive economic research and analysis provided the foundation for identifying ambitious and aspirational goals for the City's economic development future.



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Building Blocks for Maricopa's Economic Development Strategy

IO.INC'S METHODOLOGY FOR MARICOPA'S ECONOMIC DEVELOPMENT STRATEGY



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Building Blocks for Maricopa's Economic Development Strategy

- One-on-One Interviews with Elected Leadership
- One-on-One Interviews with City Management, Department Heads and Staff
- One-on-One Interviews with Economic Development Staff
- One-on-One Interviews with Local Businesses Owners
- One-on-One Interviews with Developers, Economic Development and Business Partners
- One-on-One Interviews with Local Business/Civic Organizations and Media
- One-on-One Interviews with Maricopa County, Pinal County and State Stakeholders
- Four Stakeholder Roundtables with MEDA, Chamber Board, Other Stakeholder Groups and Youth

Total Stakeholders Engaged from October - December 2016: 132

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Building Blocks for Maricopa's Economic Development Strategy: The SWOT Analysis

Maricopa's Top 12 Strengths:

- ◆ Outstanding and dynamic Mayor.
- ◆ Mayor and City Council favorable toward quality growth.
- ◆ The people of Maricopa.
- ◆ Strong sense of community and engagement in building a better city.
- ◆ Abundant, affordable housing.
- ◆ Safe community.
- ◆ Proximity to the Phoenix Metro without the downside of being in a large metro.
- ◆ Small town, welcoming and caring community.
- ◆ Improving transportation infrastructure, e.g., SR 347 overpass.
- ◆ Outstanding quality of life.
- ◆ Highly educated citizenry.
- ◆ Strong business-government-tribal partnerships and alliances for community and economic development.

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Building Blocks for Maricopa's Economic Development Strategy: The SWOT Analysis

Maricopa's Top 12 Opportunities:

- ◆ Widen SR347 to three lanes in each direction.
- ◆ Pursue and realize regional solutions to large-scale development opportunities.
- ◆ Diversify and grow Maricopa's economic base and attract high quality, professional jobs.
- ◆ Strengthen existing and create new partnerships and alliances to capitalize on opportunities and deal with challenges.
- ◆ Mitigate the flood plain using Federal and other funds, e.g., CDBG funds.
- ◆ Maricopa is a "blank slate" - can create a fantastic future.
- ◆ Build on and support Maricopa's local small businesses.
- ◆ Create/foster housing diversity by planning for and inducing the development of diverse housing for young professionals and seniors alike: apartments, condos and townhouses.
- ◆ Attract more retail and dining offerings.
- ◆ Create opportunities for people to live, work and play here.
- ◆ Improve regulatory processes, e.g., development approvals, business licenses.
- ◆ Increase entrepreneurship/small business and strengthen the entrepreneurial ecosystem.

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Building Blocks for Maricopa's Economic Development Strategy: The SWOT Analysis

Maricopa's Top 12 Weaknesses:

- ◆ Inadequate transportation infrastructure.
- ◆ Isolated; distance (real and perceived) from major urban area and amenities.
- ◆ Flood plain.
- ◆ Cumbersome and costly development approval, permitting and licensing processes.
- ◆ Insufficient/underdeveloped retail offerings, including lack of a major builder supply yard.
- ◆ High cost of doing business.
- ◆ Very little to no base industry; lack of diverse employment/economic sectors.
- ◆ Lack of sustainable economic development.
- ◆ 80% of Maricopa's working residents leave the city every day for their jobs.
- ◆ Very siloed, fragmented local government.
- ◆ Absence of housing diversity; lack of apartments, condos, patio/townhomes.
- ◆ Local love affair with charter schools at the expense of MUSD schools.

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Building Blocks for Maricopa's Economic Development Strategy: The SWOT Analysis

Top Threats to Maricopa's Economic Development/Competitiveness:

- ◆ Many pending critical projects are beyond Maricopa's control:
 - » I-11 - need to ensure that alignment will benefit Maricopa;
 - » Flood plain resolution - need to firmly advocate for solutions that ensure Maricopa can continue to grow;
 - » Widening of SR 347 - need to ensure timely, successful actions to widen SR 347.
- ◆ Need for a leadership development and succession process for future mayors.
- ◆ Lack of process to develop a pipeline of future local elected officials.
- ◆ Lagging pro-business and customer service ethos within City Government departments.
- ◆ Potential lack of appropriately managing and facilitating traffic flow during the construction of the SR347 overpass; potential inability on the part of local government to ensure that the overpass is a success.
- ◆ Continued absence of build-ready/shovel-ready sites.
- ◆ Lack of support of MUSD public schools, including Maricopa High School.
- ◆ The potential of being bi-furcated into two separate cities, e.g., inattention to ensuring access to the southern part of Maricopa.
- ◆ Lack of City Council policy to address and ameliorate the high cost of doing business in Maricopa.
- ◆ Lack of sufficient action to diversify and increase the City Government's revenue stream.
- ◆ Lack of sufficient action to grow and diversify the local economy.
- ◆ Transient population that does not engage or support local activities, including MUSD.

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Building Blocks for Maricopa's Economic Development Strategy : Competitor Market Analysis

Comparable competitor and aspirational communities were evaluated to determine how Maricopa compares based on key business locational factors.

- Maricopa
- Gilbert
- Peoria
- Castle Rock, CO (Denver Metro)
- Frisco, TX (Dallas Metro)
- Pleasant Grove, UT (Salt Lake Metro)



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Building Blocks for Maricopa's Economic Development Strategy : Targeted Economic Sectors Analysis

FACTORS INFLUENCING BUSINESS EXPANSION/LOCATION DECISIONS



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Building Blocks for Maricopa's Economic Development Strategy : Targeted Economic Sectors Analysis

Based on our comprehensive research and analysis, prime economic sectors for Maricopa's economic growth and diversification were identified.

These economic sectors provide the “best fit” opportunities to help Maricopa create a more competitive and sustainable local economy.



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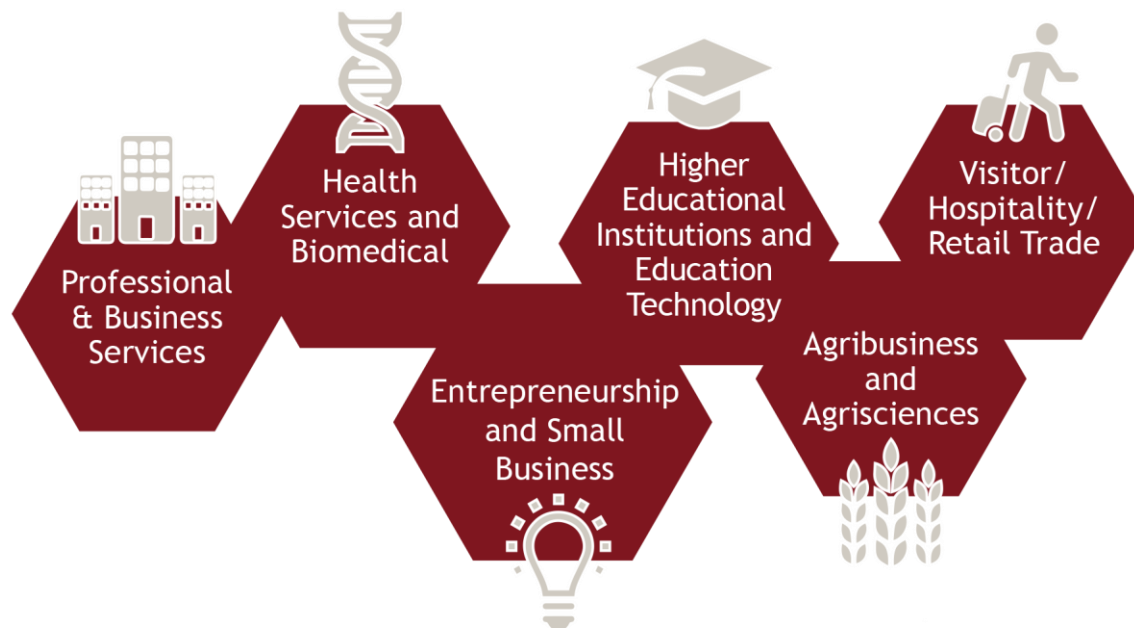
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Building Blocks for Maricopa's Economic Development Strategy : Targeted Economic Sectors Analysis

TOP TARGETED ECONOMIC SECTORS FOR MARICOPA'S ECONOMIC DEVELOPMENT



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Building Blocks for Maricopa's Economic Development Strategy : Workforce

Another in-depth analysis was conducted to identify the occupational, skills and educational requirements for the jobs that companies in the targeted sectors have today or will generate in the future. Recommendations for linkages with training and higher educational Institutions also were included in this analysis.



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Agenda for Action: Goal of Maricopa's Economic Development Strategy

The goal of this economic development strategy is to provide evidence-based business and competitive intelligence to enable Maricopa to invest wisely in essential public sector infrastructure, amenities and programs that support the growth of firms in economic sectors having the greatest potential to expand, locate and grow in Maricopa.



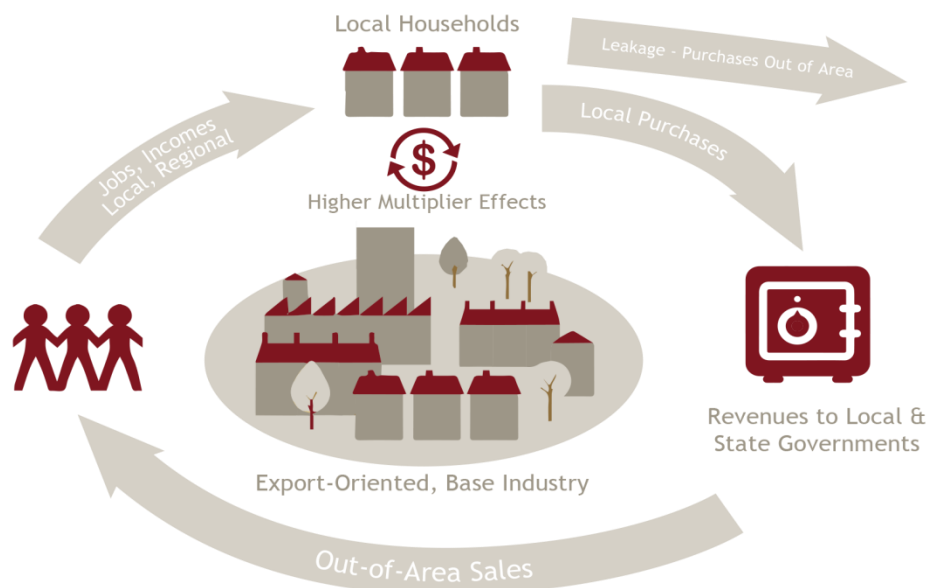
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Building a Sustainable, Export-Oriented Economy

IMPACTS OF EXPORT-ORIENTED BASE INDUSTRIES



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Agenda for Action : Priority Action Steps for Maricopa's Economic Development

1. Effectively address and resolve the issues that impede Maricopa's ability to achieve economic development.
2. Invest in infrastructure, quality of life and other improvements that will assure Maricopa's ability to successfully compete for and retain, recruit and grow firms and quality jobs in the targeted economic sectors.
3. Transform Maricopa's business climate and competitiveness to ensure that the negative perceptions and experiences are converted to positives.
4. Elevate and expand Maricopa's deal generating pipeline.

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Agenda for Action : Priority Action Steps for Maricopa's Economic Development

5. Recruit, retain and nurture the growth of a wide range of sustainable and competitive businesses with particular emphasis on firms in the targeted economic sectors.
6. Cultivate a climate of rich educational opportunities at all levels which support economic growth.
7. Create the Maricopa Economic Development Scorecard to infuse economic development accountability and measurement throughout the Maricopa City Government to objectively assess progress.



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Agenda for Action: Metrics and Indicators for Department of Economic Development

Economic Development Metrics

- Business Retention and Expansion Metrics
- Business Attraction and Marketing Metrics

Economic Development Strategy Metrics

- Implementation Metrics
- Collaboration Metrics
- Communications Metrics
- Stakeholder Satisfaction Metrics



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Agenda for Action: Metrics and Indicators for Maricopa City Government

Business Climate Metrics

- Business-Government Relations
- Local Business Ratings of Business Climate
- Ease of Doing Business
- Satisfaction Rating of Public Services/Responsiveness
- Increased Diversity of Businesses in the Local Economy
- Increased Economic Activity in the Local Economy

Community Development/Quality of Life Metrics

- Talent/Workforce Characteristics Metrics
- Technology and Innovation Metrics
- Quality of Life Metrics
- Environmental Metrics
- Real Estate: Commercial and Industrial Use Metrics



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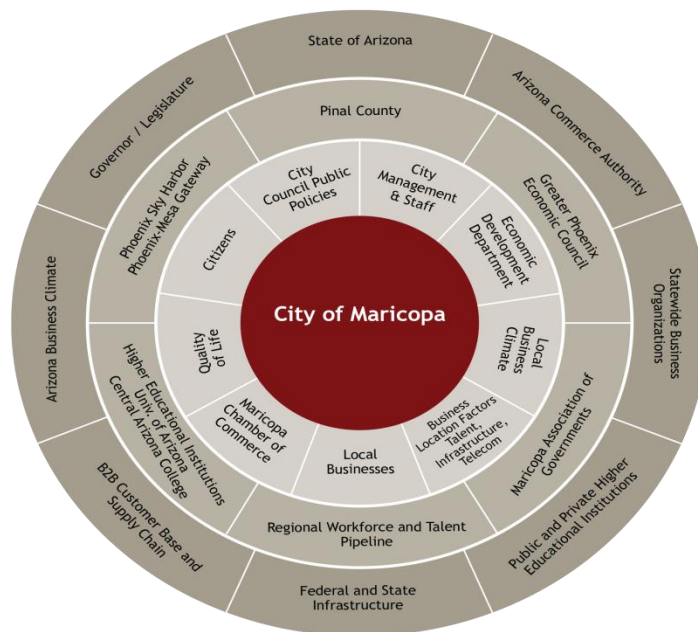
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Agenda for Action: Maricopa's Economic Development Ecosystem

MARICOPA'S ECONOMIC DEVELOPMENT ECOSYSTEM



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