



Welcome to Futures Planning!



January 22, 2026



We Found Our Way To Make 2025 Transformational!

- 347 Widening and Improvements moving forward
- Moving through the process to provide ambulance service
- Started construction on the Fieldhouse
- Moved forward discussion on the iconic park
- Completed MOU Negotiations
- Completed a Class/Comp Study
- Enhanced committees
- Updated the Rental Rates and Policy
- Drafted the General Plan
- Approved a Partnership Strategy
- Code changes – including adding art requirements
- Stagecoach Days
- Smith Home
- Mike Ingram Heritage Park
- Veterans Memorial
- CAVIT agreement signed
- Pedestrian Overpass
- Trails plan in CIP
- New voting software for Council Chambers
- Initiated Traffic Strike Force
- Smith Enke/347 intersection improvements completed
- Industrial Triangle Master Plan Completed
- New phone system roll out
- ClearGov – publishing CIP online
- Business Watch Program
- And more...

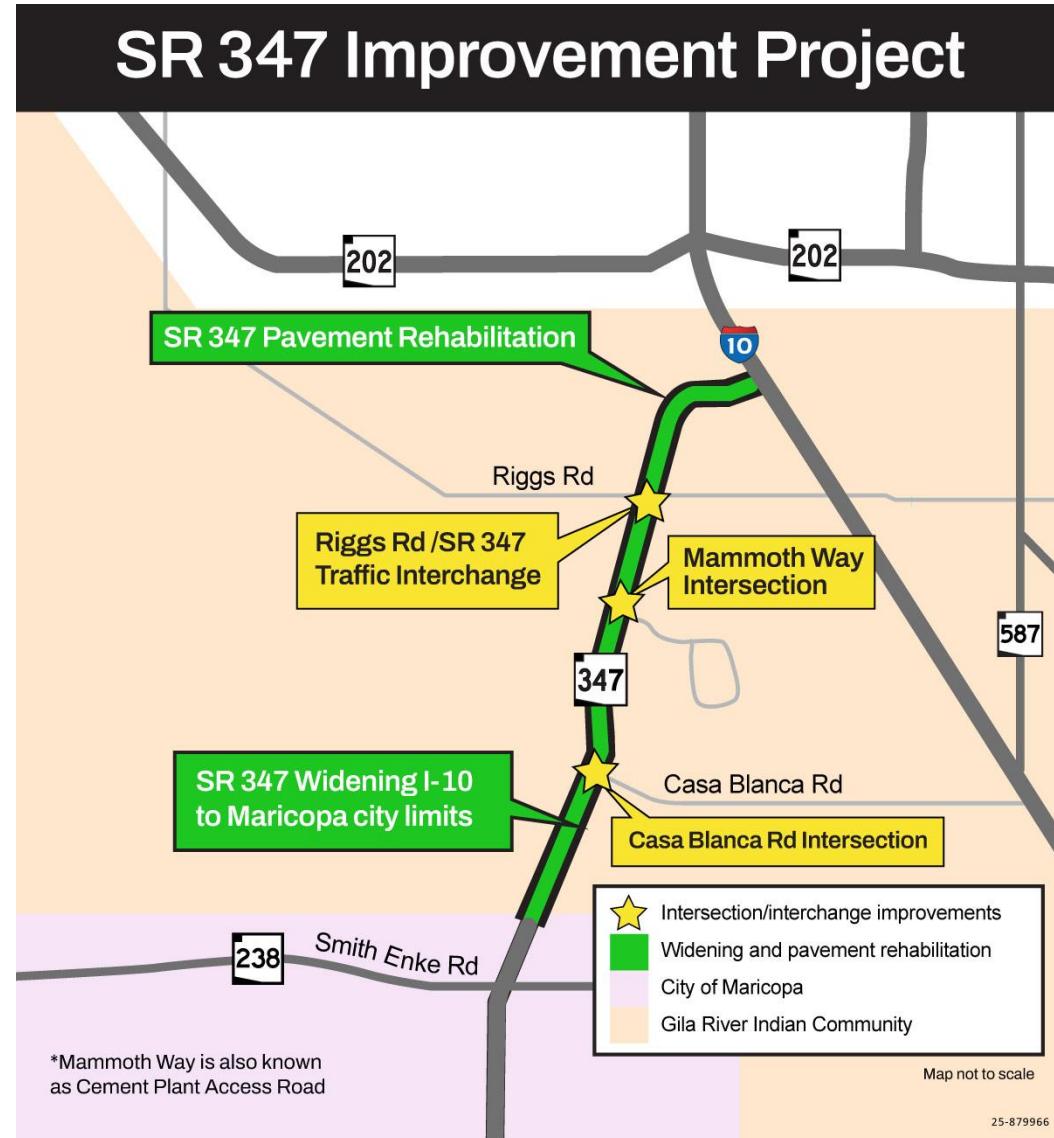
347 Widening and Improvements are fully funded!

Approved a ½-cent sales tax

Signed agreements with ADOT and Pinal County

Broadway Curve Team assigned to the project

Sundt Construction hired as contractor



Moving through the process to provide ambulance service

City of Maricopa's application is in its final steps for approval of the Certificate of Necessity (CON) at the Department of Health Services (DHS)

Anticipate a hearing will be required

Hopeful for a final decision this summer



The Fieldhouse at Copper Sky under construction

4 basketball courts

6 volleyball courts

12 pickleball courts

Opening Fall of 2026



Moved forward discussion on the Iconic Park

Completed conceptual plan and presented to the City Council and Parks and Recreation Committee

Contractor hired for feasibility study and site planning



Completed Union Negotiations

- Negotiated two-year agreements with public safety unions through the Meet and Confer Process

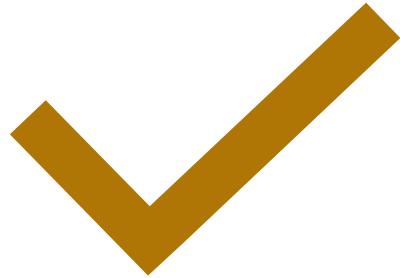


Completed a Classification/Compensation Study

- Hired consultant to conduct classification/compensation study
- Completed the study
- Provided robust support and data to consultant
- Implemented recommendations



Enhanced Advisory Committees



Updated code to clarify the purpose
of Advisory Committees



Began work on implementing the
partnership strategy

Drafted the General Plan

Received public input

Drafted the General Plan

Started 60-day review period



Approved a Partnership Strategy

Received feedback from City Council Advisory Committees

Received feedback from the City Council

City Council approved the Partnership Strategy

Seeking partnerships through Advisory Committees



Updated City Code – including adding public art requirements

City Council adopted a code change for developments of greater than 50,000 square feet to provide one unique pedestrian-oriented feature that would generally be recognized as public art.



Launched 'Things to Do in Maricopa'

Partnered with InMaricopa to publish a city-wide activity guide every other month



Discover All Maricopa Has to Offer
Courtesy of the City of Maricopa & InMaricopa.com

Stagecoach Days

- Brought back Stagecoach Days in grand fashion, with 11 days of celebrating our community and our history



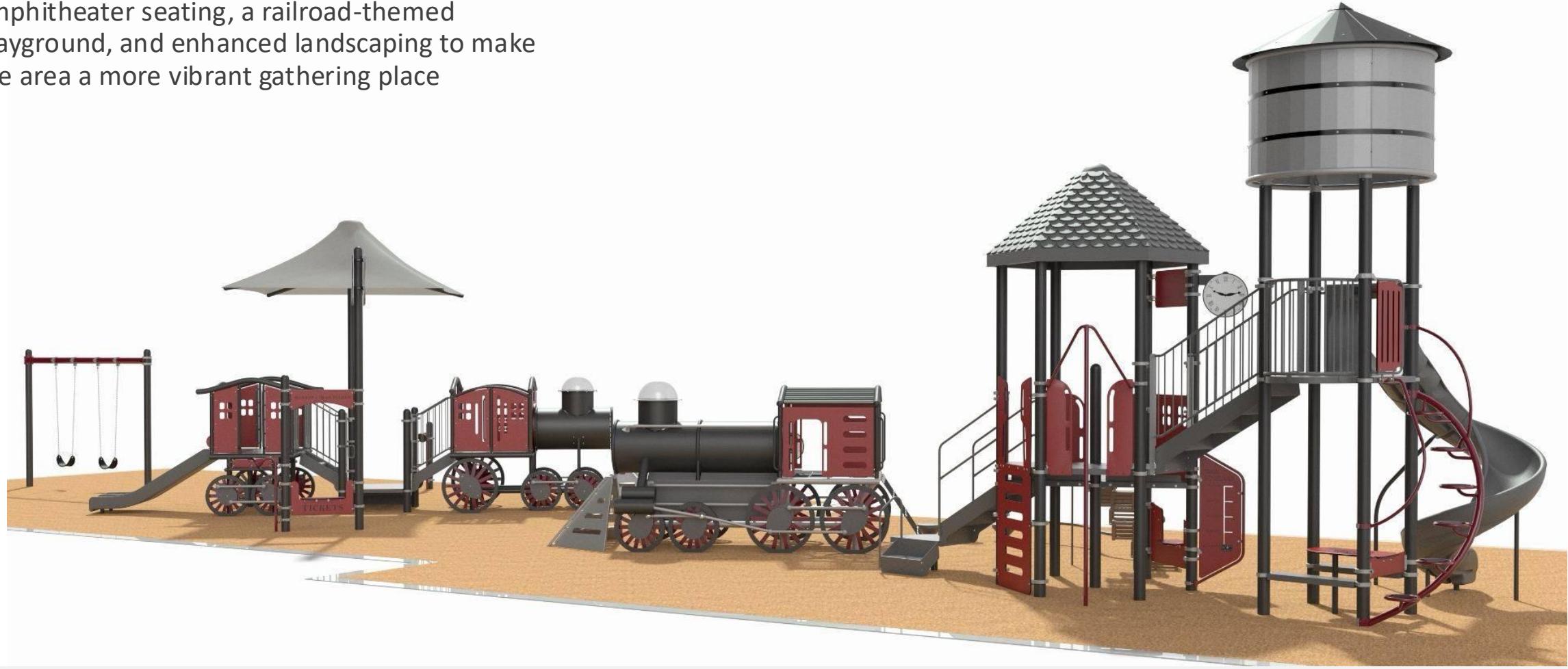
Smith Home

Partnered with the Historical Society to transform the donation of the Smith Family Home into an immersive historical experience for the community to enjoy and learn



Mike Ingram Heritage Park

The park will feature a performance stage, amphitheater seating, a railroad-themed playground, and enhanced landscaping to make the area a more vibrant gathering place



Completed Veterans Memorial

Ribbon cutting held on Memorial Day

American Legion to manage memorial events, fundraising and veterans' recognitions

Veteran Banner program to honor local heroes



Reestablished Maricopa Youth Council

Nearly two dozen local youth are involved in the program

Youth Council members beginning to interact with City Council Advisory Committees



NOW RECRUITING!



**YOUTH
COUNCIL**

Maricopa, Arizona

**CALLING
YOUNG
LEADERS!**



CAVIT Lease Agreement Signed

Career and technical training satellite campus

Phase 1 planned to open July of 2028

Phase 2 planned to open 2030 – 2031

14,000 sqft



Pedestrian Overpass

Construction underway

Partial funding through federal grants

Improving safety, walkability, connection, redevelopment, and beautification

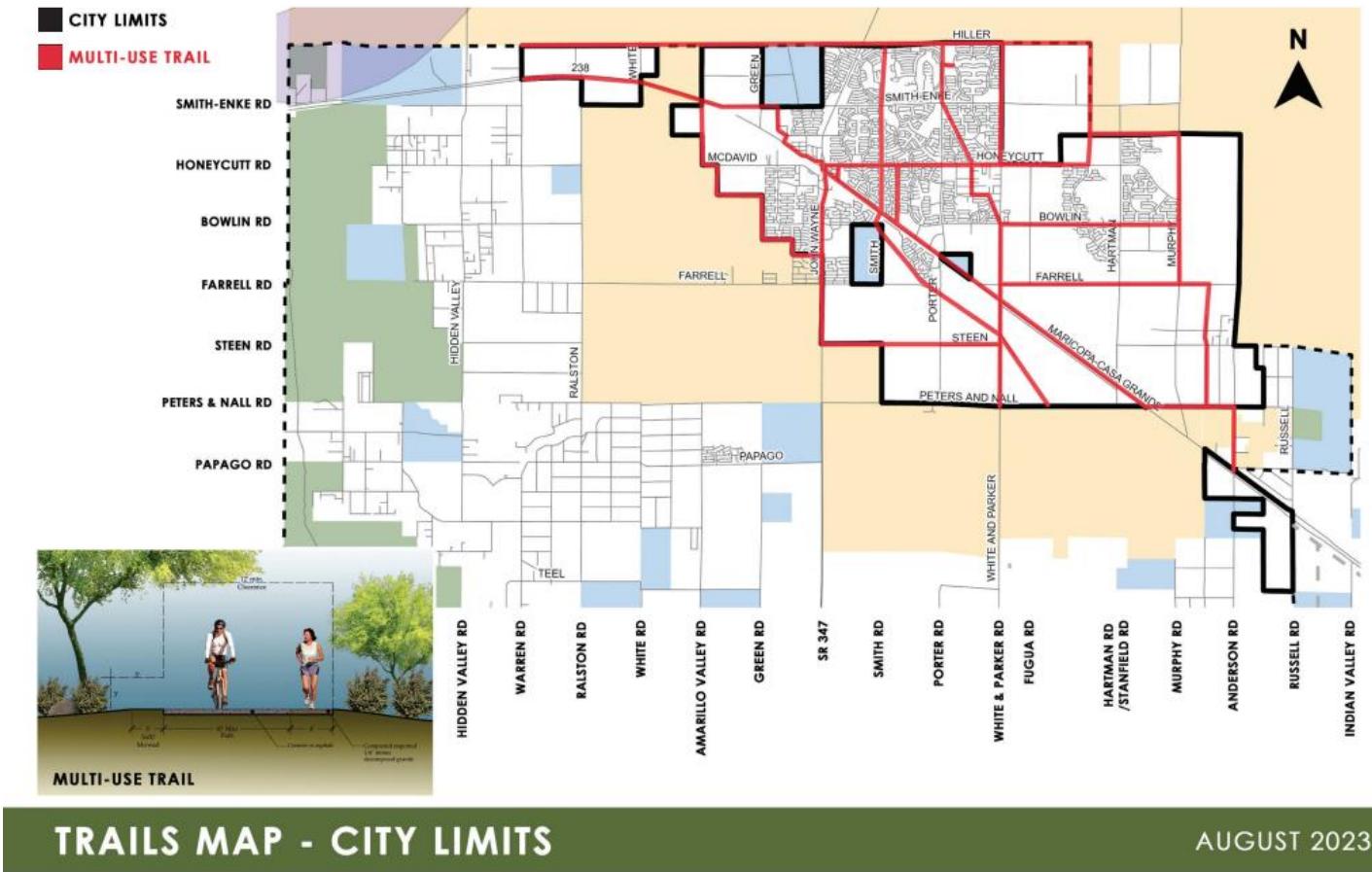


Trails plan in CIP

MCGH Trail from Walmart to MUSD Building in progress

Additional trails scheduled in the 10-year plan

Trails layer added to GIS Map



Updated the Rental Rates and Policy



Received
input from
the City
Council

Received
input from
Committees

City Council
approved
new rates
and policy

Will review
room usage
data
quarterly

New voting software for Council Chambers

Implementing easier vote recording and transparency

City Council Regular Meeting on 2026-01-14 10:35 AM - TEST MEETING, 1/14/2026, 10:35 AM 

Voting in Progress



 Nancy Smith
Yes

 Bob Marsh
Yes

 Eric Goettl
Yes

 Henry Wade
Yes

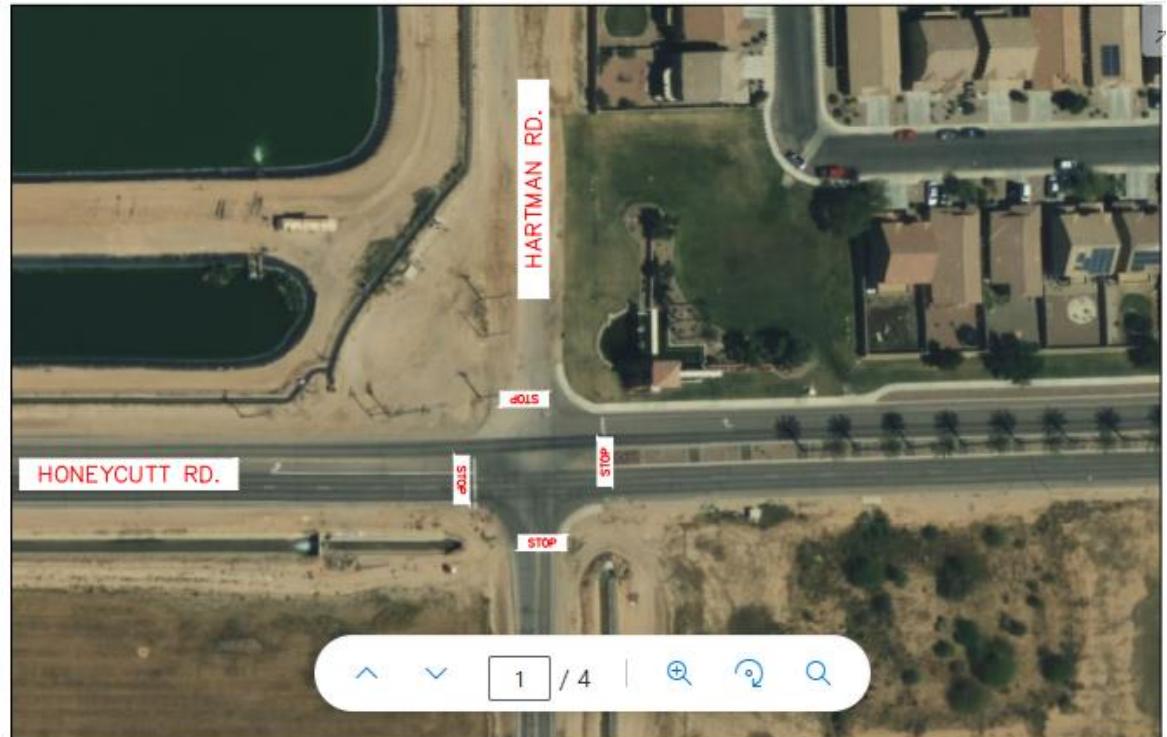
 AnnaMarie Knorr
Yes

 Vincent Manfredi
Yes

 Amber Liermann
Yes

Initiated Traffic Strike Force

- Created a cross-discipline team to identify traffic problem areas, develop solutions and implement improvements
- Optimized lights along Smith Enke and John Wayne Park Way for a 4-9% time reduction
- Made improvements to the Honeycutt/Hartman intersection
- Crown Castle provided in-kind fiber to connect traffic signals



Smith Enke/347 intersection improvements completed



Industrial Triangle Master Plan completed

Over 10 million SF of manufacturing / industrial facilities

11 miles of rail throughout the park



New phone system roll out

Ring Central installed

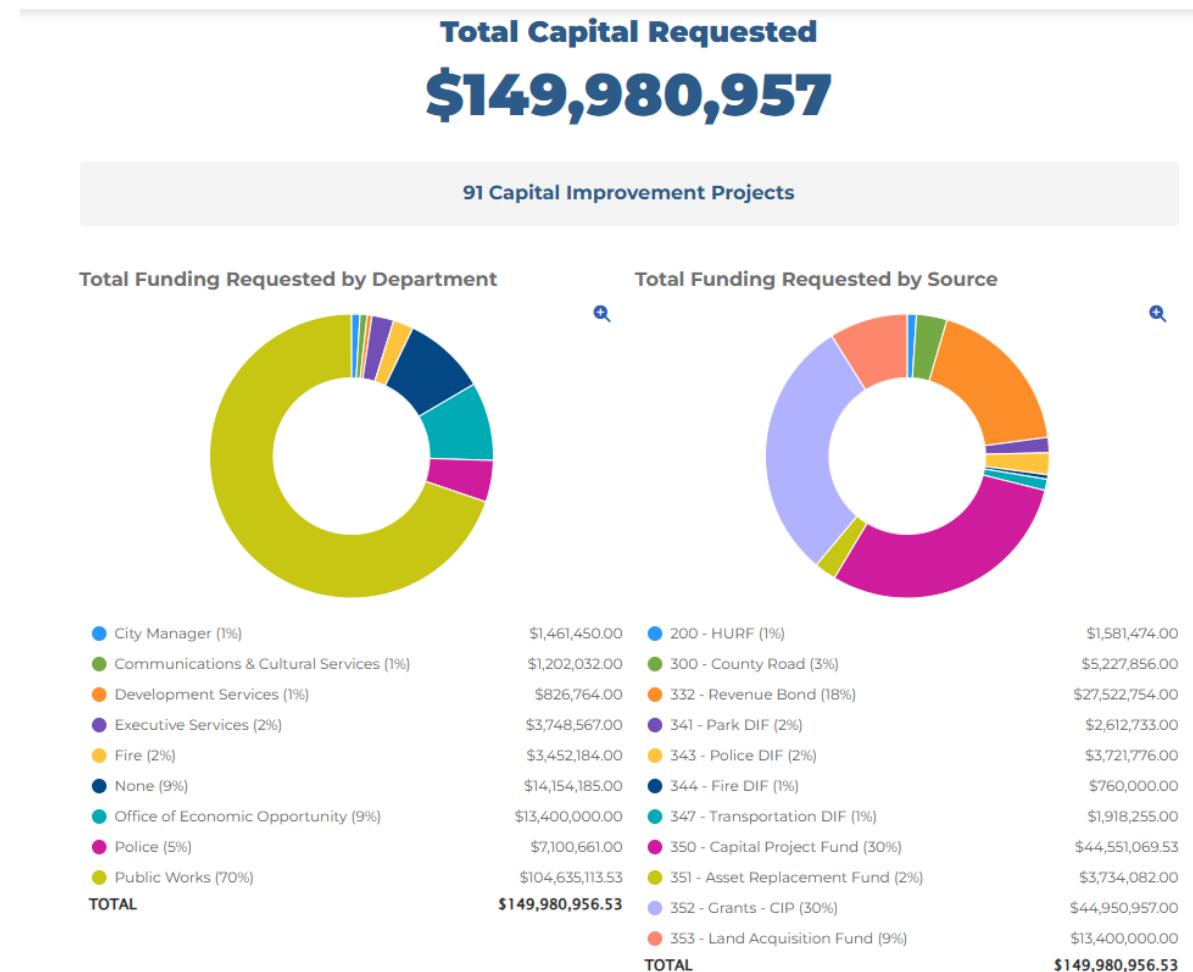
Decreased costs

Increased efficiency



ClearGov – publishing CIP online

Public accessibility for increased transparency



Business Watch Program

Initiated program

Created signs, window stickers and handbook

Plans to meet with individual businesses



Economic/Tourism Tracking Software



- Captures true economic impact
- Separates local vs. visitor spend
- Provides reliable, third-party data



Placer.ai

- Measures real-world visitation patterns
- Reveals consumer behavior and affinities
- Creates tangible value for sponsors and partners
- Strengthens accountability and storytelling

Facility Rental Brochure and Website

Created brochure and website to help individuals and organizations find rentable space in the community.

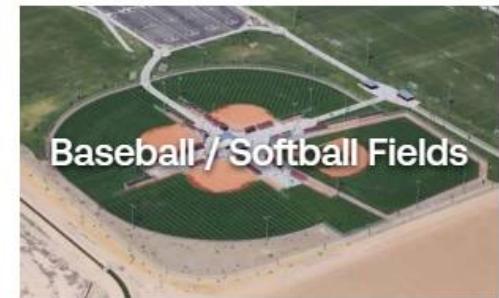
Maricopa Unified School District



Central Arizona College - Maricopa



Reservations



Former PD Remodel Update

Remodeling for Economic Development and Development Services as a one stop shop for development

Design is underway

Construction contractor selected



Introduction of Today's Theme



Where does this lead?

Light A Single Candle



*It is better to light a single candle
than to curse the darkness.*

*You would be amazed
that a single act...
elevates and energizes.*

— Bill de Blasio



How do we know what 'single act' to do?

That's Part of The Reason Why We're Here!

- We have to set a strategic direction for our organization!
- Our whole day focuses on working together to understand existing conditions, to brainstorm, to discuss, and to prepare for the future.
- But it can't end today!

"We're Listening"

- How do we listen?
 - Who do we listen to?
 - When do we listen?
 - What do we listen to?
-
- Facebook and social media are the "easiest." But are they representative of the community?
 - Elections are the "best." But are they comprehensive?
 - We must be agile. Nimble. Constantly finding opportunities to listen. And then adapt.
 - As Patrick Lencioni describes it, we must be "Humble, hungry, and smart."

What We're Listening to Already...

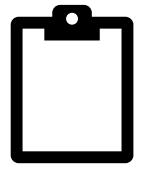


What Else Can We Do?

Resident Survey

From Idea to Impact: Survey Process

Considering a resident survey to listen to community priorities and help shape future decisions.



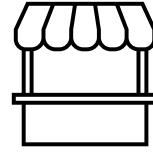
Survey
Concept



Budget
Inclusion



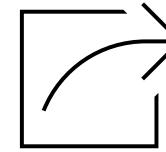
Develop
RFP



Select
Vendor



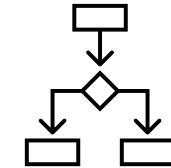
Design
Survey



Launch
Survey



Analyze &
Share
Results



Inform Budget
& Decisions



Can We Afford the City We Are Becoming? A 'First Look' at Budgeting and Financial Projections

January 22nd, 2026



CITY OF
MARICOPA[®]
PROUD HISTORY • PROSPEROUS FUTURE

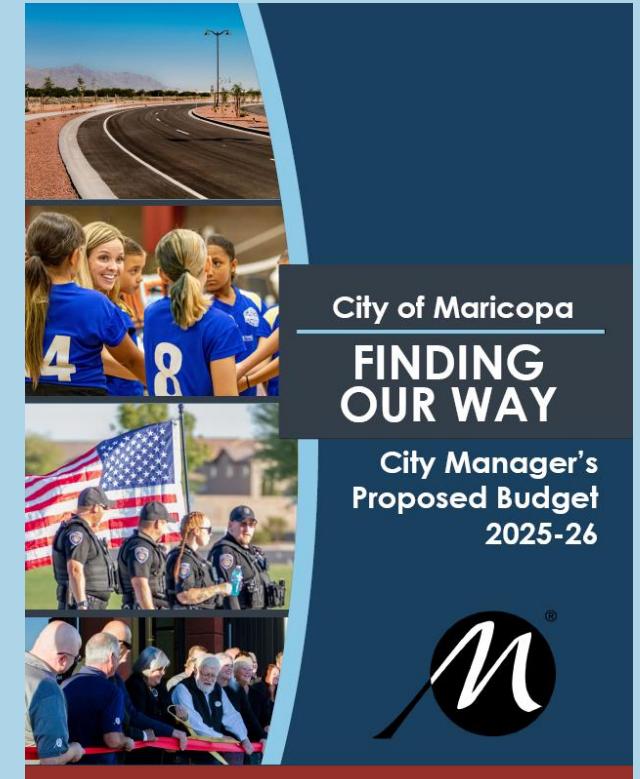
\$6 MEAL DEAL





“But if you don’t get
the coffee, then it can’t
be a Meal Deal.”

“But it’s in the Budget!”



City Manager Ben Bitter's FY26 Budget Transmittal Letter

IN MARICOPA, WE ARE NOT TRYING TO BECOME JUST ANOTHER CITY. WE ARE TRYING TO BECOME "A PLACE WORTHY OF OUR AFFECTION," A PREMIER CITY THAT IS BOTH THRIVING AND DURABLE. TO ADEQUATELY ACHIEVE THESE NOTEWORTHY ASPIRATIONS, WE MUST FIND OUR WAY. WE CANNOT SIMPLY ACCEPT SOMETHING BECAUSE THAT IS THE WAY IT HAS ALWAYS BEEN DONE. WE MUST FIND OUR WAY TO MEANINGFUL SOLUTIONS. WE MUST FIND OUR WAY TO NEW OPPORTUNITIES...WHEN STORM CLOUDS ARISE AND THE WAVES OF CHANGE THREATEN OUR DEMISE, WE MUST READJUST OUR BEARING AND STEER THE SHIP IN A NEW DIRECTION, UNTIL WE CAN FIND OUR WAY TO MOVE FORWARD.

Envision the Long Term. Execute it Now.

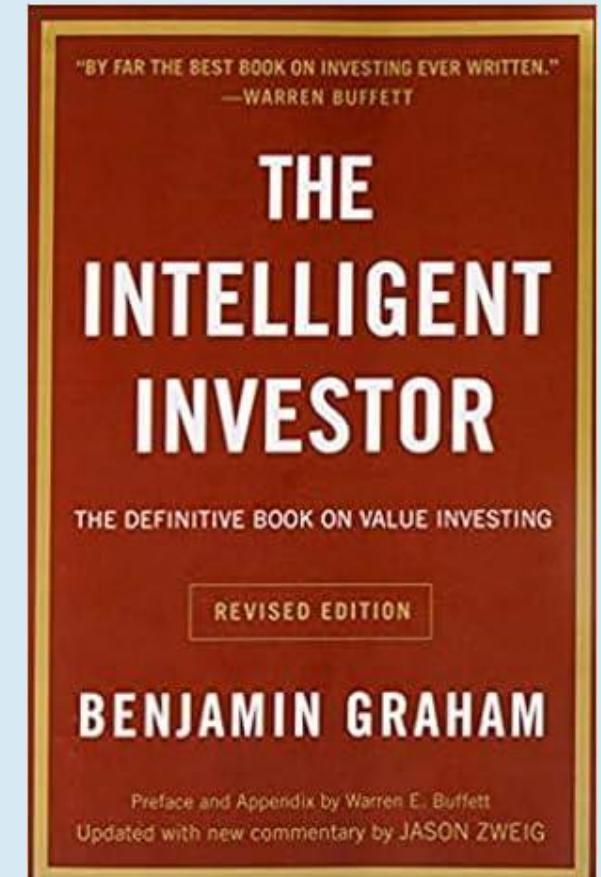
“In the short run, the market is a voting machine. In the long run, it is a weighing machine.”

-Benjamin Graham, British economist and “the father of value investing”

“The investor is neither right or wrong because others agreed or disagreed with him; he is right because his facts and analysis are right.”

“Plant trees that other men will sit under.”

“Investing isn’t about beating others at their game. It’s about controlling yourself at your own game.”



Behavioral Economics vs. Neoclassical Economics

Neoclassical economics see market economies as largely self-regulating systems, governed by natural laws of production and exchange. It advocates for the freedom of the market, and the role of the state is in providing the common good. It acknowledges that there are times where the market is not the best way to serve the common interest and stresses the importance of competition in the markets.

“My experience has been the market gets it right about 85 percent of the time and cities get it right about 10-20 percent of the time, so we need to pay more attention to the market.”

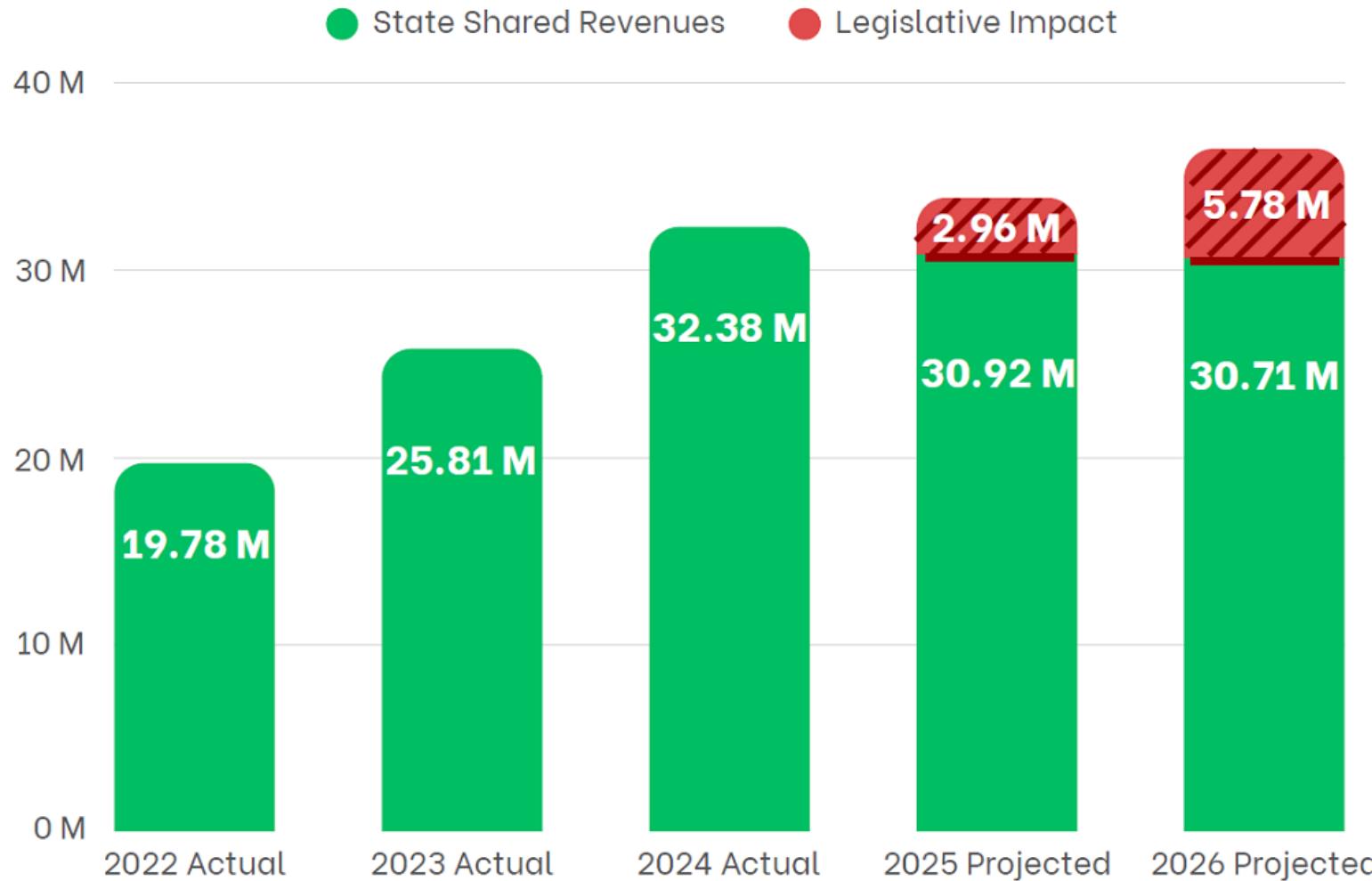


The Impact of Legislative Reductions to State Shared Revenues



2025-2026 CITY MANAGER'S PROPOSED BUDGET

State Shared Revenues Over Time



San Tan Valley Becomes Arizona's Newest and Largest-Ever City Incorporation





	2023	2024	2025
City Clerk	56,397	627,501	683,898
City Magistrate	169,192	1,301,631	1,470,823
Community Enrichment	841,952	1,456,891	2,298,843
Development Services	366,862	3,781,135	4,147,997
Executive Services	1,886,863	1,611,335	3,498,198
Financial Services	170,843	1,519,993	1,690,836
Fire	1,647,885	14,178,695	15,826,580
Human Resources	280,669	1,694,177	1,974,846
Information Technology	2,907,883	1,775,562	4,683,446
Library	326,364	1,129,157	1,455,521
Mayor & City Council	144,838	354,215	499,053
Non Departmental	3,169,300	1,670,248	4,839,548
Office of Economic Opportunity	1,441,054	923,865	2,364,919
Police	1,207,257	17,653,194	18,860,451
Public Safety	130,560	982,283	1,112,843
Public Works	5,380,118	4,797,851	10,177,969
Recreation Services Management	564,053	2,489,256	3,053,309
Risk and Safety	2,664,294		2,664,294
Transit	101,394	469,907	571,301
Total	23,457,778	58,416,897	81,874,675



Capital Improvement Plan
Where the Money is Spent



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Arizona

- Either something has changed or there will be a significant revision in February.
- There is no historic precedent for Arizona to be doing this poorly relative to the U.S.
- Is it transitory or permanent?

Growth has slowed

- In both population and employment.
- in both relative and absolute terms.
- The slowdown in population growth will affect Arizona and the U.S. going forward.

People are fleeing Arizona for other states, new study says

A state of transplants? Maybe, but not as much as it used to be.

By Morgan Fischer | December 8, 2025



According to an [analysis by the moving company Atlas](#), more people are now moving away from Arizona than moving to it. Over the past year, 57% of interstate moves recorded by the company in Arizona were outbound moves rather than inbound. That's the highest that percentage has been since 2016, when Atlas began tracking moving trends.

Arizona is tied with Delaware and Nebraska for the fourth-most popular state to leave this year. Louisiana and West Virginia were the biggest net-negative migration states, with 66% and 61% of all moves being out of the state, respectively.

Arizona has been a net-negative migration state since 2022, per Atlas, though not to this extent. Before then, more people were moving into the state than out of it, with 58% of all moves being inbound in 2019. That trend has since reversed itself.

Why? The study pointed to affordability — specifically [housing costs](#) and the increasing cost of living — as reasons why people are opting to leave the state. For years, Arizona was an affordable paradise for East Coasters and Californians looking to escape expensive housing prices, grocery bills and taxes in their respective cities and states.

Times, and Arizona, have changed. Housing costs skyrocketed during and after the COVID-19 pandemic, and new home builds came to a halt during the same period. In the meantime, Arizona's population continued to grow, stressing the available housing supply.

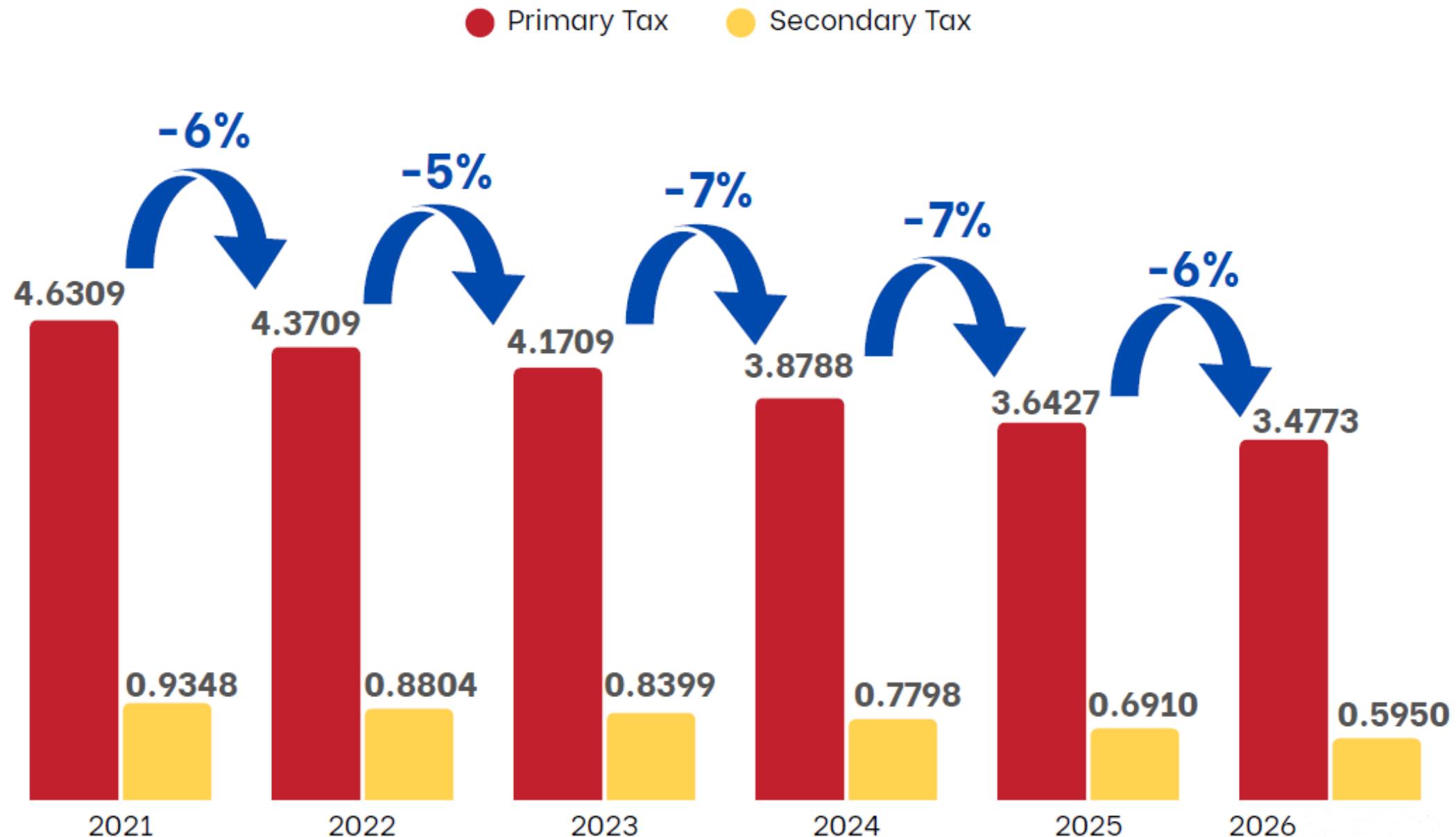
Remember Where We Are...

Understanding Our Market

	Incorporation	2024 Population	Annual Sales Tax Revenues	Maricopa Sales Tax Variance	Annual Property Tax Revenues	Maricopa Total Variance
Maricopa	<i>October 2003</i>	76,654	\$ 35,295,659		\$ 14,931,350	
Queen Creek	1989	83,781	\$ 103,156,725	-192.3%	\$ 13,343,224	-131.9%
Goodyear*	1946	118,186	\$ 152,130,402	-331.0%	\$ 34,083,996	-270.7%
Buckeye	1929	114,334	\$ 86,256,847	-144.4%	\$ 12,123,020	-95.9%
Casa Grande	1915	68,927	\$ 58,677,789	-66.2%	\$ 7,987,855	-32.7%

*includes CFD Secondary Property Tax Collections

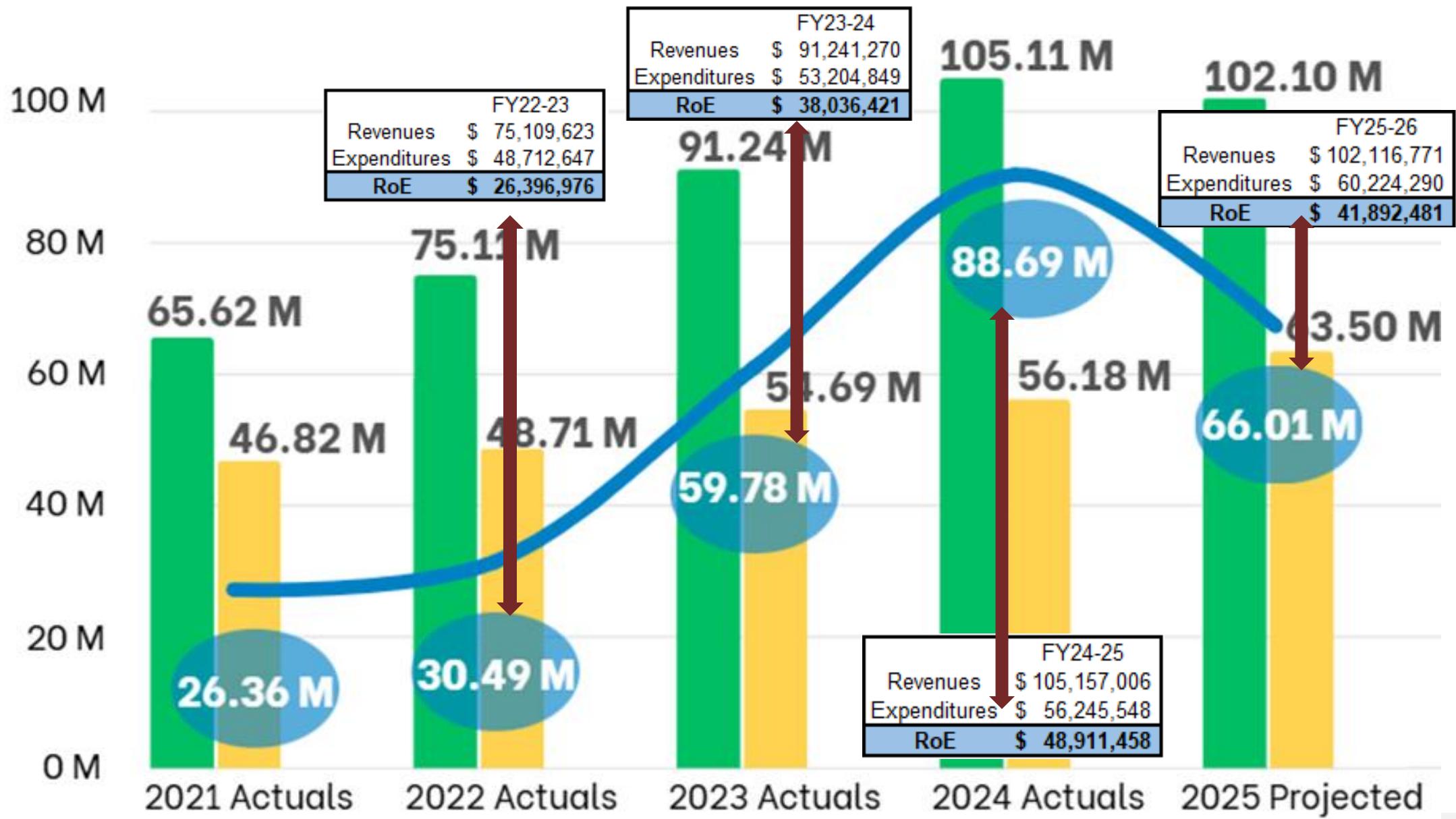
Primary and Secondary Property Tax Rate Over the Years



5 Year Visual – The Primary Property Tax Dilemma



A Reminder of Where We Have Been



Where We Were & Where We Are Going



The Year is FY26-27...

	FY25	FY26
Revenue		
Local Taxes		
General Property Tax	16,296,312	15,988,374
Franchise Fees	1,789,350	1,800,000
Total Local Sales Tax	36,268,544	43,747,600
Local Sales Tax: Commuting Corridors		5,000,000
Local Sales Tax: CIP Allocation		17,499,040
Local Sales Tax: Other Allocation		21,248,560
Total Local Taxes	54,354,205	61,535,974
Intergovernmental		
State Shared Income Tax	15,108,363	14,132,026
State Shared Sales Tax	10,965,090	10,947,678
Vehicle License Tax	5,282,182	5,627,448
Total Intergovernmental	31,355,635	30,707,152
Other (Licenses, Fees, Permits, Etc.)		
Courts Fees	517,503	
Library Use Revenue	309,037	
Passport Revenue	58,030	
Recreational Fees	2,390,623	
Permit & Plan Review Fees	7,371,516	
Fines & Forfeitures	274,410	355,950
Rent & Royalty Revenue	141,330	134,000
Total Fees, Fines & Charges	11,062,450	10,160,027
Investment Earnings	4,010,694	4,050,801
Other Miscellaneous	1,333,786	932,690
Total Operating Revenue	102,116,771	107,386,644
	-2.9%	5.2%

\$197,800,283

Expenditures	74.9%	77.2%
Personnel	45,114,599	53,877,205
Professional & Technical	3,934,618	4,131,349
Utility Expenditure	1,796,433	1,904,219
Contract Purchase Services	3,500,732	3,675,769
Other Purchased Services	2,276,211	2,390,022
Supplies Expended	3,032,628	3,184,259
Fuel & Oil	442,004	464,104
Capital Outlay	127,064	133,418
Total Operating Expenditures	60,224,290	69,760,344
	7.1%	15.8%
Surplus/(Deficiency)	41,892,481	37,626,300
		-10.2%
Transportation DIF Revenue	4,189,987	5,080,282
Parks DIF Revenue	1,200,077	974,844
Fire DIF Revenue	1,065,979	948,092
Police DIF Revenue	497,785	688,403
Library DIF Revenue	204,752	197,854



The Year is FY27-28...

	FY26	FY27
Revenue		
<i>Local Taxes</i>		
General Property Tax	15,988,374	16,468,025
Franchise Fees	1,800,000	1,890,000
Total Local Sales Tax	43,747,600	48,122,360
<i>Local Sales Tax: Commuting Corridors</i>	5,000,000	7,500,000
<i>Local Sales Tax: CIP Allocation</i>	17,499,040	19,248,944
<i>Local Sales Tax: Other Allocation</i>	21,248,560	21,373,416
Total Local Taxes	61,535,974	66,480,385
<i>Intergovernmental</i>		
State Shared Income Tax	14,132,026	12,555,987
State Shared Sales Tax	10,947,678	10,495,062
Vehicle License Tax	5,627,448	5,908,800
Total Intergovernmental	30,707,152	28,959,849
<i>Other (Licenses, Fees, Permits, Etc.)</i>		
Courts Fees	466,700	28,260
Library Use Revenue	324,960	28,260
Passport Revenue	27,900	28,260
Recreational Fees	2,252,565	2,320,142
Permit & Plan Review Fees	6,597,952	6,729,911
Fines & Forfeitures	355,950	373,748
Rent & Royalty Revenue	134,000	140,700
Total Fees, Fines & Charges	10,160,027	10,408,368
<i>Investment Earnings</i>		
	4,050,801	4,091,309
<i>Other Miscellaneous</i>		
	932,690	979,325
Total Operating Revenue	107,386,644	110,919,257
	5.2%	3.3%

<i>Expenditures</i>	77.2%	78.8%
<i>Personnel</i>	53,877,205	61,881,242
<i>Professional & Technical</i>	4,131,349	4,337,916
<i>Utility Expenditure</i>	1,904,219	2,018,473
<i>Contract Purchase Services</i>	3,675,769	3,859,557
<i>Other Purchased Services</i>	2,390,022	2,509,523
<i>Supplies Expended</i>	3,184,259	3,343,472
<i>Fuel & Oil</i>	464,104	487,309
<i>Capital Outlay</i>	133,418	140,088
<i>Other General Expenditures</i>	69,760,344	78,577,580
Excess/(Deficiency)	15.8%	12.6%
	37,626,300	32,341,676
	-10.2%	-14.0%

\$250,785,232

The Year is FY28-29...

	FY27	FY28
Revenue		
<i>Local Taxes</i>		
General Property Tax	16,468,025	16,962,066
Franchise Fees	1,890,000	1,984,500
Total Local Sales Tax	48,122,360	52,934,596
<i>Local Sales Tax: Commuting Corridors</i>	7,500,000	7,987,500
<i>Local Sales Tax: CIP Allocation</i>	19,248,944	21,173,838
<i>Local Sales Tax: Other Allocation</i>	21,373,416	23,773,258
Total Local Taxes	66,480,385	71,881,162
<i>Intergovernmental</i>		
State Shared Income Tax	12,555,987	12,932,666
State Shared Sales Tax	10,495,062	11,019,815
Vehicle License Tax	5,908,820	6,204,261
Total Intergovernmental	28,959,869	30,156,743
<i>Other (Licenses, Fees, Permits, Etc.)</i>		
Courts Fees	480,701	
Library Use Revenue	334,709	
Passport Revenue	28,458	
Recreational Fees	2,320,142	
Permit & Plan Review Fees	6,729,911	6,864,569
Fines & Forfeitures	373,748	392,435
Rent & Royalty Revenue	140,700	147,735
Total Fees, Fines & Charges	10,408,368	10,663,325
<i>Investment Earnings</i>		
	4,091,309	4,132,223
<i>Other Miscellaneous</i>		
	979,325	1,028,291
Total Operating Revenue	110,919,257	117,861,743
	3.3%	6.3%

Expenditures	78.8%	79.9%
<i>Personnel</i>	61,881,242	69,925,803
<i>Professional & Technical</i>	4,337,916	4,554,812
<i>Utility Expenditure</i>	2,018,473	2,139,581
<i>Contract Purchase Services</i>	3,859,557	4,052,535
<i>Other Purchased Services</i>	2,509,523	2,634,999
<i>Supplies Expended</i>	3,343,472	3,510,646
<i>Fuel & Oil</i>	487,309	511,674
<i>Capital Outlay</i>	140,088	147,093
Expenditures	78,577,580	87,477,143
Change in Net Assets (Deficit)	12.6%	11.3%
Net Assets (Deficit) - Beginning	32,341,676	30,384,599
	-14.0%	-6.1%

\$189,033,917



The Year is FY29-30...

	FY28	FY29
Revenue		
<i>Local Taxes</i>		
General Property Tax	16,962,066	17,470,928
Franchise Fees	1,984,500	2,083,725
Total Local Sales Tax	52,934,596	58,228,056
<i>Local Sales Tax: Commuting Corridors</i>	7,987,500	8,506,688
<i>Local Sales Tax: CIP Allocation</i>	21,173,838	23,291,222
<i>Local Sales Tax: Other Allocation</i>	23,773,258	26,430,146
Total Local Taxes	71,881,162	77,782,709
<i>Intergovernmental</i>		
State Shared Income Tax	12,932,666	13,320,646
State Shared Sales Tax	11,019,815	11,200,000
Vehicle License Tax	6,204,261	6,204,261
Total Intergovernmental	30,156,722	30,724,907
<i>Other (Licenses, Fees, Permits, Etc.)</i>		
Courts Fees	495,122	500,000
Library Use Revenue	344,750	355,093
Passport Revenue	29,027	29,608
Recreational Fees	2,389,746	2,461,439
Permit & Plan Review Fees	6,864,509	7,001,799
Fines & Forfeitures	392,435	412,057
Rent & Royalty Revenue	147,735	155,122
Total Fees, Fines & Charges	10,663,325	10,925,092
<i>Investment Earnings</i>	4,132,223	4,173,545
<i>Other Miscellaneous</i>		
	1,028,291	1,079,705
Total Operating Revenue	117,861,743	125,366,978
	6.3%	6.4%

Expenditures		
<i>Personnel</i>		79.9%
<i>Professional & Technical</i>		81.1%
<i>Utility Expenditure</i>		
<i>Contract Purchase Services</i>		69,925,803
<i>Other Purchased Services</i>		4,554,812
<i>Supplies Expended</i>		2,139,581
<i>Gas & Oil</i>		4,052,535
<i>Capital Outlay</i>		2,634,999
<i>Expenditures</i>		3,510,646
<i>Expenditures</i>		3,686,178
<i>Expenditures</i>		511,674
<i>Expenditures</i>		537,258
<i>Expenditures</i>		147,093
<i>Expenditures</i>		154,448
<i>Expenditures</i>		87,477,143
<i>Expenditures</i>		97,466,460
<i>Expenditures</i>		11.3%
<i>Expenditures</i>		11.4%
Excess/(Deficiency)	30,384,599	27,900,517
	-6.1%	-8.2%

\$196,631,554

The Year is FY30-31...

	FY25	FY26	FY27	FY28	FY29	FY30			
Revenue									
<i>Local Taxes</i>							\$31,369,713		
General Property Tax	16,296,312	15,988,374	16,468,025	16,962,066	17,470,928	17,995,056			
Franchise Fees	1,789,350	1,800,000	1,890,000	1,984,500	2,083,725	2,187,911			
Total Local Sales Tax	36,268,544	43,747,600	48,122,360	52,934,596	58,228,056	64,050,861			
<i>Local Sales Tax: Commuting Corridors</i>	<i>5 000 000</i>	<i>7 500 000</i>	<i>7 987 500</i>	<i>8 506 688</i>	<i>9 059 622</i>				
Expenditures			74.0%	74.9%	77.2%	78.8%	79.9%	81.1%	82.2%
<i>Personnel</i>	38,790,511	41,603,679	45,114,599	53,877,205	61,881,242	69,925,803	79,016,158	89,288,258	
<i>Professional & Technical</i>	4,646,521	3,736,622	3,934,618	4,131,349	4,337,916	4,554,812	4,782,552	5,021,680	
<i>Utility Expenditure</i>	1,471,539	1,642,678	1,796,433	1,904,219	2,018,473	2,139,581	2,267,956	2,404,033	
<i>Contract Purchase Services</i>	2,825,512	3,266,557	3,500,732	3,675,769	3,859,557	4,052,535	4,255,162	4,467,920	
<i>Other Purchased Services</i>	2,232,414	2,554,702	2,276,211	2,390,022	2,509,523	2,634,999	2,766,749	2,905,086	
<i>Supplies Expended</i>	2,670,032	2,786,588	3,032,628	3,184,259	3,343,472	3,510,646	3,686,178	3,870,487	
<i>Fuel & Oil</i>	430,417	523,305	442,004	464,104	487,309	511,674	537,258	564,121	
<i>Capital Outlay</i>	137,903	131,416	127,064	133,418	140,088	147,093	154,448	162,170	
Total Operating Expenditures	53,204,849	56,245,548	60,224,290	69,760,344	78,577,580	87,477,143	97,466,460	108,683,756	
Excess/(Deficiency)	38,036,421	48,911,458	41,892,481	37,626,300	32,341,676	30,384,599	27,900,517	24,802,728	
<i>Fines & Forfeitures</i>	274,410	355,950	373,748	392,435	412,057	452,659			
<i>Rent & Royalty Revenue</i>	141,330	134,000	140,700	147,735	155,122	162,878			
Total Fees, Fines & Charges	11,062,450	10,160,027	10,408,368	10,663,325	10,925,092	11,193,875			
<i>Investment Earnings</i>	4,010,694	4,050,801	4,091,309	4,132,223	4,173,545	4,215,280			
<i>Other Miscellaneous</i>									
	1,333,786	932,690	979,325	1,028,291	1,079,705	1,133,691			
Total Operating Revenue	102,116,771	107,386,644	110,919,257	117,861,743	125,366,978	133,486,484			
	-2.9%	5.2%	3.3%	6.3%	6.4%	6.5%			



A Quick Look at Current Fund Balance

		Operating Funds	
		General Fund (100)	
		Projected Fund Balance/Net Position at July 1, 2026	
2025	Projected Fund Balance/Net Position at July 1, 2025	2026	Projected Fund Balance/Net Position at July 1, 2026
		2027	General Fund Transfer Out to CIP and Debt
			General Government - CIP
2026	FY26 Actual Expenditures (Operating) Estimate		47,944,002
			Asset Replacement
2026	FY26 Revised CIP Budget (after Carryfwd Adjustments)		3,582,880
			Revenue Bond Payment
		2027	Total Transfers Out
2026	CIP Carry Forward Requests (FY27)		54,671,846
		2027	Projected Fund Balance after Transfers
2026	FY26 Projected Revenues		21,272,064
		2027	Total Estimated GF Expenditures
2026	Budgeted Transfers In (out)		84,577,580
			Budget Requests
			(6,000,000)
2026	Projected Fund Balance/Net Position at July 1, 2026	General Fund Balance as % of Expenditures	Projected Fund Balance/Net Position at July 1, 2027
		49,602,233	75,943,910



The Sky is Not Falling...

		<i>Operating Funds</i>
		General Fund (100)
2025	Projected Fund Balance/Net Position at July 1, 2025	47,393,795
2026	FY26 Actual Expenditures (Operating) Estimate	(69,760,344)
2026	FY26 Revised CIP Budget (after Carryfwd Adjustments)	
2026	CIP Carry Forward Requests (FY27)	
2026	FY26 Projected Revenues	107,386,644
2026	Budgeted Transfers Out (out)	(35,417,862)
2026	Projected Fund Balance/Net Position at July 1, 2026	49,602,233

2027 General Fund Transfer Out and Debt		Net
General Government	47,944,002	
Asset Revaluation	3,582,880	(ating)
Revenue Payment	3,144,963	(78,577,580)
Transfers Out	54,671,846	(New)
Projected Fund Balance after Transfers	21,272,064	
2027 Total Estimated GF Expenditures	84,577,580	
General Fund Balance as % of Expenditures	25%	Net
2027 Position at July 1, 2027		75,943,910

And Our Decisions Have Been Fiscally Appropriate

It's Just a New Financial Reality

Maricopa is NOT Alone in this Predicament...

Gilbert poised to raise ph

6 — NEWS
FISCAL FROM PAGE 1

ready signaling substantial needs.

Departments have requested a total 188 positions in full-time employees and limited-term agreements — a level of staffing expansion that Pfost said would add roughly \$36 million in ongoing operational costs and payroll paid out of the town's General Fund.

When one-time expenses and other costs are included, Pfost said that figure rises to about \$39 million.

She did not list the departments seeking more manpower, nor how many would be full-time and limited

Establishing a primary property a May election.

The primary tax levy is limited to the previous year's maximum allowed dollar amount due to a net gain

Property Tax FY2026 (From Schedule)

City	Primary Rate	Primary Levy
Gilbert	0.0000	0.00

GILBERT SUN NEWS | JANUARY 4, 2026

Deputy Town Manager and Chief Financial Officer Scott McCarty presented the framework for the year-long effort to Town Council last month, emphasizing that the discussion is preliminary and intended to establish direction rather than approve changes.

"This presentation is really introductory," McCarty told the council.

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Mesa Convention Center

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QUEEN CREEK

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New year brings major fiscal review for Queen Creek

By Paul Maryniak, Tribune Executive Editor Jan 4, 2026 Updated Jan 14, 2026

Budget Director Kelly Pfost states in a report that currently, town residents and businesses don't pay the tax on residential and business cellphones. A fee of \$2 that new businesses pay once in order to do business in the town. The Town Council last month at a retreat discussed the issue. "FY27 is going to be worse than FY26," Pfost warned then. "There will be less available funds, there will be more needs."



f
x
e

But he made clear that as the new year began, so would a comprehensive review of what residents, property owners and businesses pay for services and how the town can structure those payments in the least burdensome way as possible.

Ext
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Pfc
Beat
appr
Arizo
lion
align
with
fiscal
income
tax

"We're going to be doing a lot of work with our rates and our fees and our taxes, which are the resources that you turn into the services that you just received high ratings for," McCarty said, referring to the biannual town survey that showed a high satisfaction rate among Queen Creek residents with both services and what they currently cost them.

The review will unfold in two broad phases: utility rates and fees, followed by an examination of major tax policies, including the town's primary property tax and its food tax for home consumption.

This Will Have To Be a Consistent Management Thought Process Throughout Our Entire Organization

Updated Thought Processes

- CIP Prioritization
- Operating Request Prioritization
- Construction Tax Revenues as a CIP “Salary Cap”
- Retain Flexibility of Decision Making
- Program Performance Metrics
- Efficiency Gains
- The True Cost of Doing Business
- Updated DIF Study
- A Serious Discussion on Revenue Alternatives
- Strategic Priorities...Prioritization



Can We Afford the City We Are Becoming?



Maricopa
Proud History - Prosperous Future

Railroad	City Limits
Regional Route	City Property
BLM	Ak-Chin Indian Community
State Trust Land	Casa Grande
Counties	Gila River Indian Community
Planning Area	Goodyear

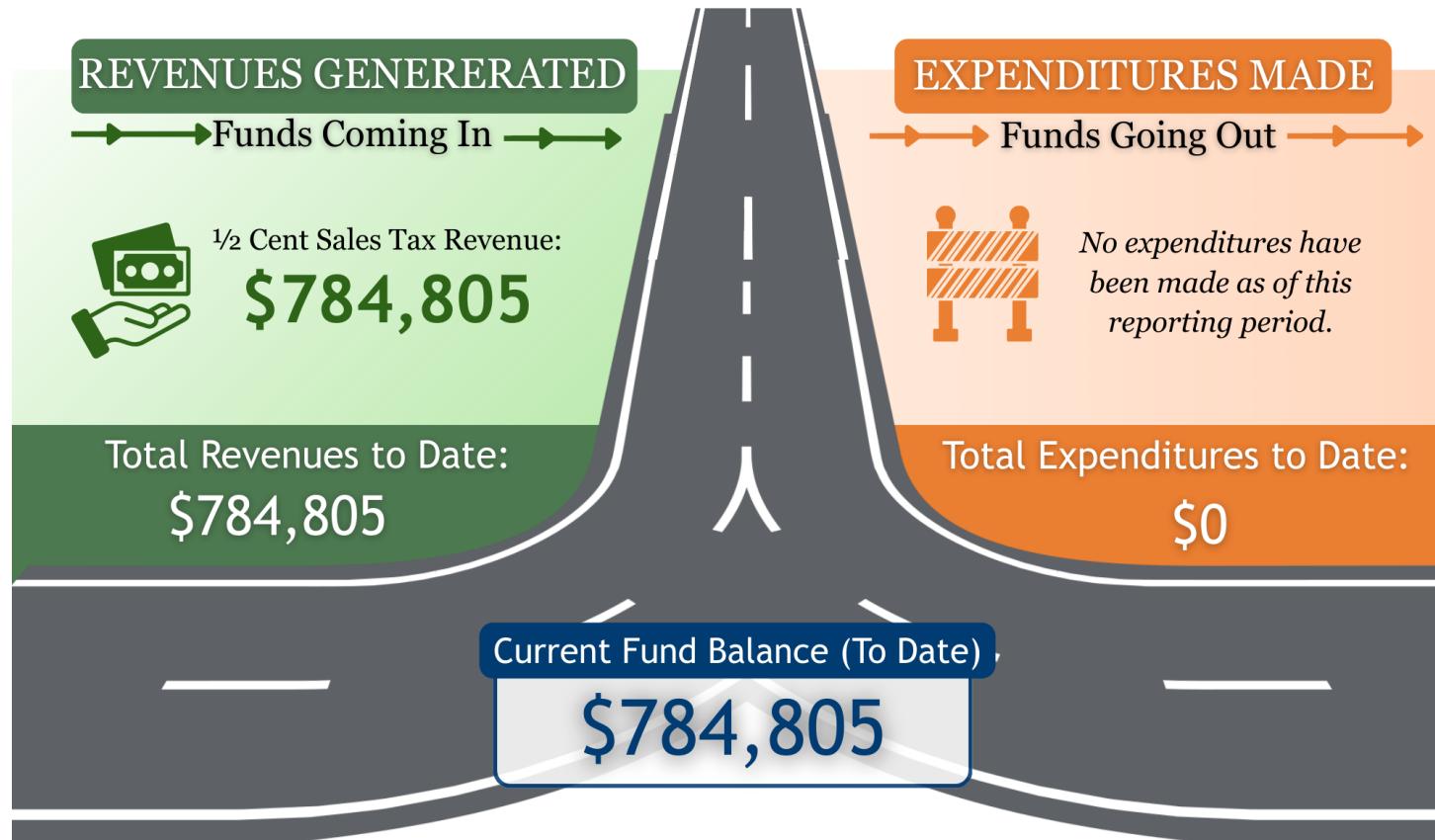
0 1 2 Miles

347 / Commuting Corridors Update

COMMUTING CORRIDORS FUND

Monthly Activity Report: October 2025

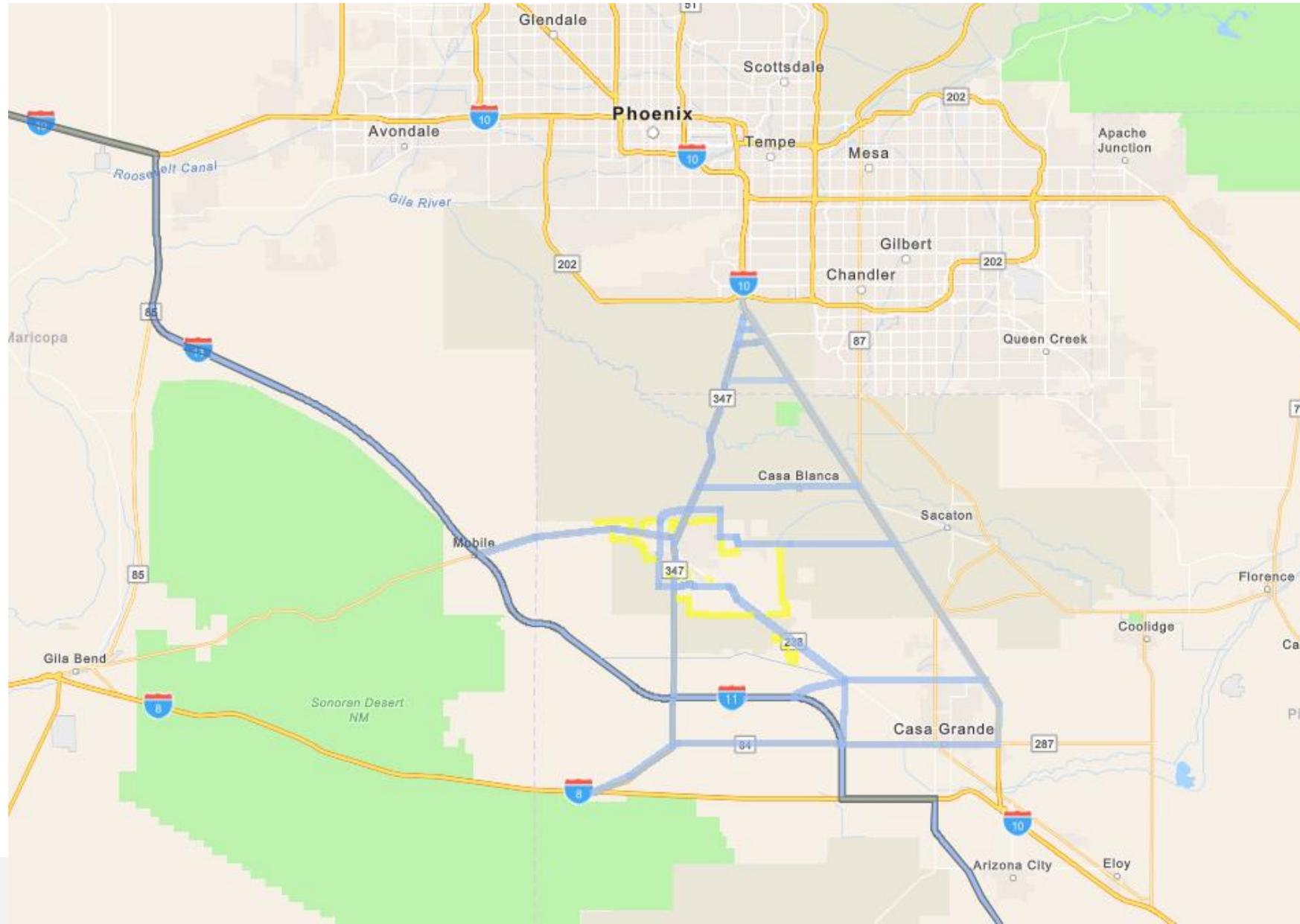
Tracking Funds collected for future commuting corridors improvement.



Schedule for Funding the 347 Expansion

DATE	EVENT
February 5-6	Draft rating presentation distributed
February 9	Comments due on Bond Documents
February 10	Drafts of Bond Documents, and Authorizing Resolution distributed for inclusion in City Council Packets
February 16	Presidents' Day
February 19	Final comments due on rating presentation
February 19-20	Distribute bond documents and City information to S&P
February 23-24	Rating presentation walkthrough
February 26-27	In-Person or Zoom call with rating agency
March 3	City Council meeting to consider adoption of the Authorizing Resolution, including delegating authority, [and reimbursement resolution]
[March 9-10]	Due Diligence conference call (time TBD)]
March 12-13	Receive ratings
March 12-13	Final comments due on POS
March 13-16	Distribute POS to market
March 13-26	Pre-marketing
March 17-18	FOMC Meetings
March 23-25	Pre-Pricing call (time TBD) – Tentative pending discussions with Stifel
March 24-26	Pricing call (time TBD) – Tentative pending discussions with Stifel
March 24-26	Pricing Committee meets to accept final pricing terms and execute the Bond Purchase Agreement
March 30	Distribute draft Closing Memo for review
April 1	Distribute final OS
April 2	Disseminate Draft Closing Documents
April 3	Distribute final Closing Memo
Week of April 8	Pre-closing: Signing of Closing Documents
April 8	Distribute Final Closing Documents
April 15	Closing and Delivery of Bond proceeds

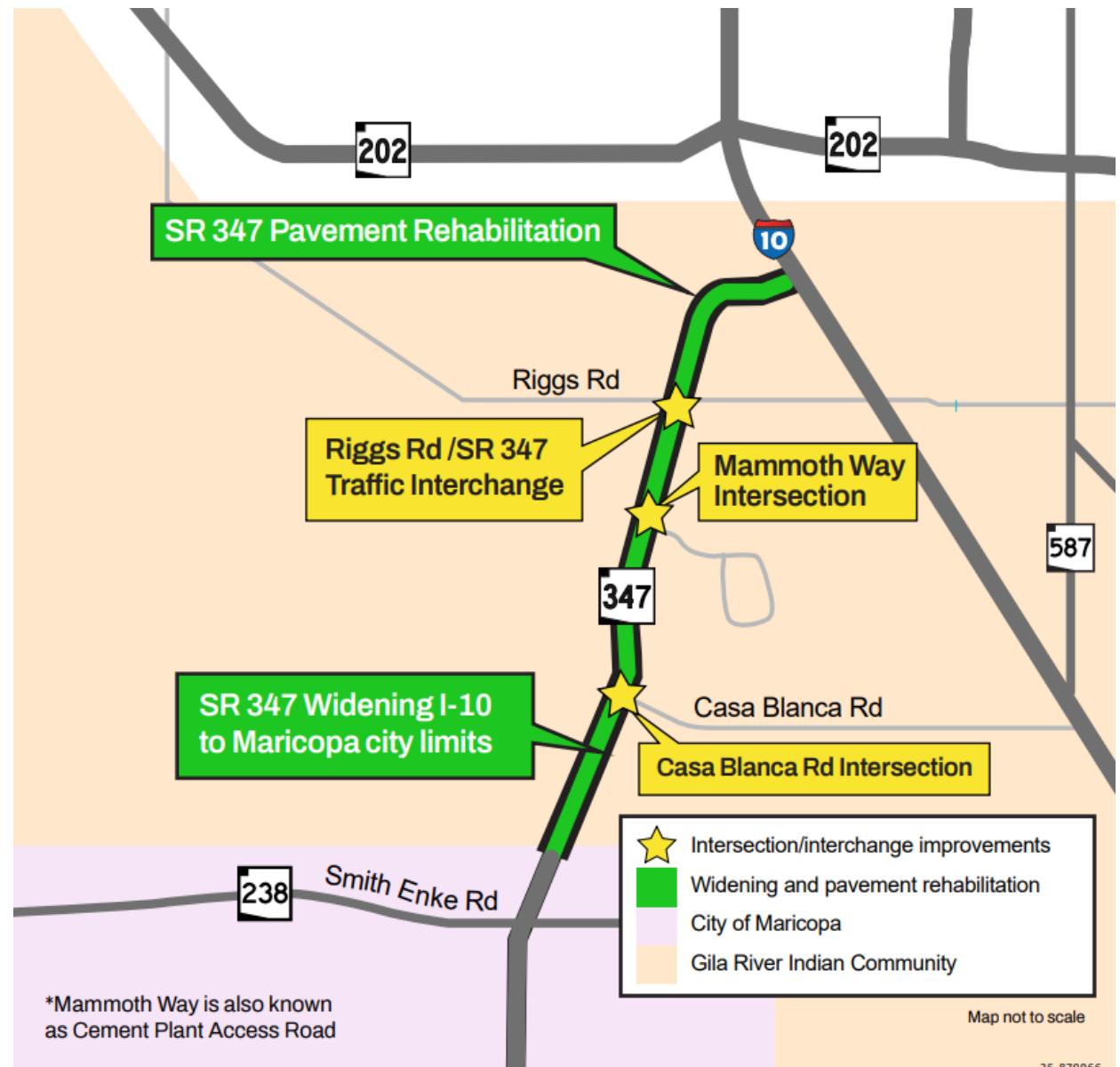
What does this area look like in 20 years? 30 years? 50 years?



347 Widening

Lots going on!

- Overpass at Riggs Road
- Overpass at Cement Plant Road
- "Flyover" entrance onto I-10
- Double Left Turn lanes from Casa Blanca onto southbound SR347, cutting signal time in half
- Three lanes in each direction



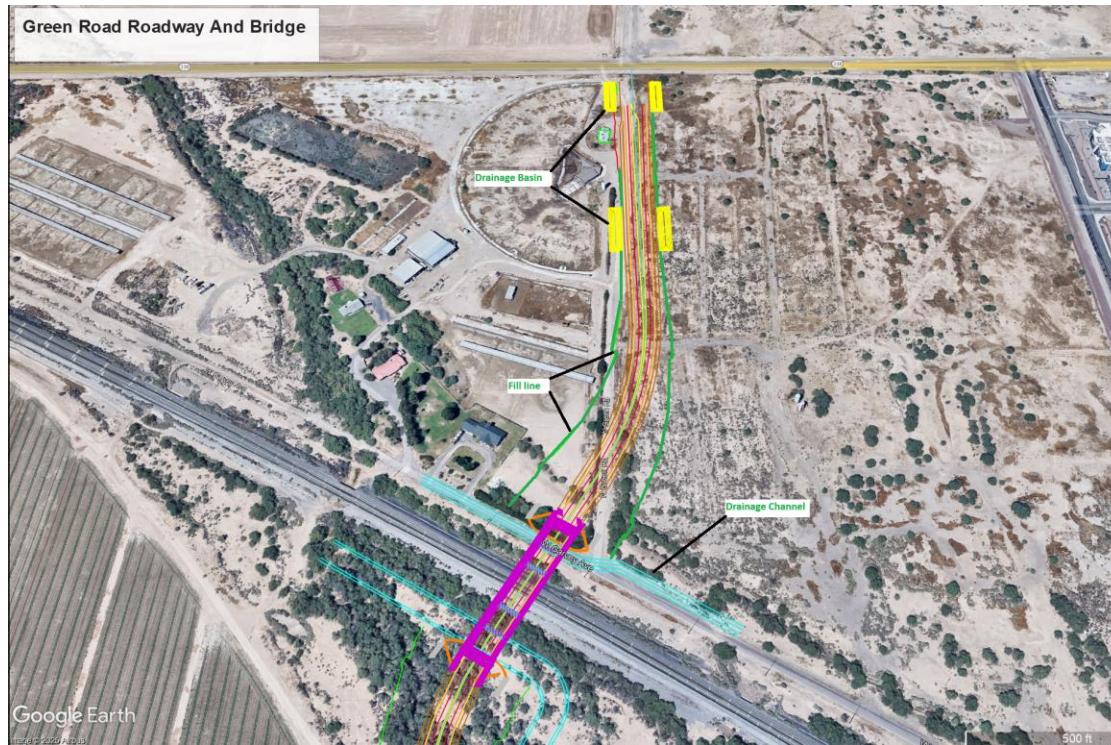
Interstate 11



- Currently stuck in lawsuit.
- Working with Federal and State lawmakers to get it moving.
- Serves as a future truck bypass route, including for oversized vehicles.
- Provides faster access to West Valley of Phoenix metro area.

Green Road

- The City continues to move forward on Green Road bridge design. We are at 30% plans.
- Green Road Loop Road in discussions with Gila River Indian Community. Cultural survey complete.



I-10 Widening

I-10 GILA RIVER INDIAN COMMUNITY PROJECT

Mileposts 161 – 172

- Add third general-purpose lane in each direction within the existing median
- Add one HOV lane in each direction (Loop 202 to Riggs Road) within the existing median
- Widen Wild Horse Pass Blvd/Sundust Road bridge
- Construct new interchange at Koli Road
- Upgrade Queen Creek Road/SR 347 bridge and construct a new flyover from eastbound SR 347 to westbound I-10
- Reconstruct and widen Riggs Road bridge
- Widen Goodyear Road Bridge over I-10
- Improve infrastructure and install freeway management system: fiber optic cable, CCTV cameras and overhead message boards
- Install full freeway lighting from Loop 202 to Riggs Road

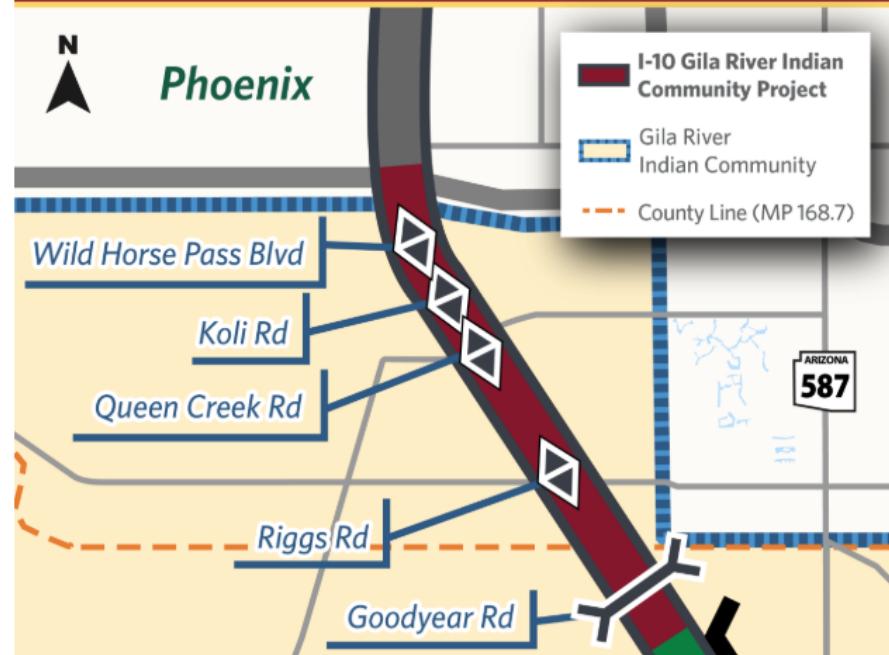
Construction is scheduled to begin in mid 2026 and last until late 2029.

Construction of this project is estimated to cost approximately \$469.5 million.

Expected Construction Timeline

Mid 2026 – Late 2029

Project Construction Limits: Mileposts 161.0 - 172.8



I-10 Widening

I-10 GAS LINE ROAD TO SOUTH OF SR 387

Mileposts 177 – 187

- Add third general-purpose lane in each direction within the existing median
- Construct new interchange at Seed Farm Road
- Reconstruct Pinal Avenue/SR387 interchange
- Reconstruct and widen Gas Line Road bridge
- Remove Dirk Lay Road bridge
- Improve infrastructure and install freeway management system: fiber optic cable, CCTV cameras and overhead message boards

Construction is anticipated to begin in early 2026 and last approximately two years, with an estimated construction cost of \$267.9 million.

Contractor: FNF Construction, Inc.

Expected Construction Timeline
Early 2026 – Mid 2028

Project Construction Limits: Mileposts 177.0 - 187.0



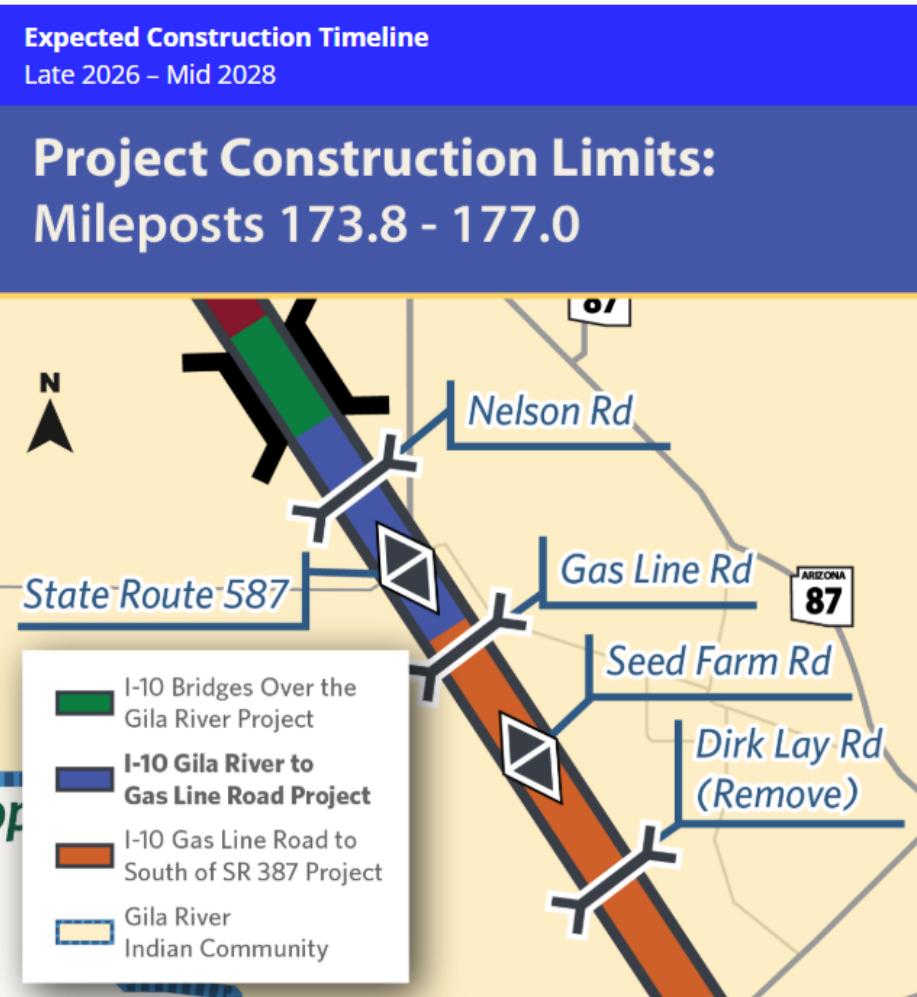
I-10 Widening

I-10 GILA RIVER TO GAS LINE ROAD

Mileposts 174 – 177

- Add third general-purpose lane in each direction within the existing median
- Reconstruct Casa Blanca Road/SR 587 bridge and reconfigure the interchange to a traditional Diamond Interchange
- Reconstruct and widen Nelson Road bridge
- Improve infrastructure and install freeway management system: fiber optic cable, CCTV cameras and overhead message boards

Construction is anticipated to begin in late 2026 and last approximately two years. Construction cost for this project is approximately \$158.4 million.



Sonoran Desert Parkway / "East-West Corridor"

- Nearing 90% plans
- New bridge over railroad
- Continuation of parkway concept
- Will connect to I-10 at Val Vista in Casa Grande.



SR-238 Widening

- Nearing completion of plans, with construction anticipated to start next fiscal year (FY27).
- Provides critical connection point to Green Road, with upgraded intersection improvements.
- Provides critical drainage improvements, making the roadway more reliable for Moonlight residents and residents commuting to the West Valley through Gila Bend.





City of Maricopa
Parks & Recreation
Master Planning Process

Last Adopted Master Plan

- Approved October 7, 2008
- A lot has changed since then:
 - Pacana Park
 - Copper Sky Regional Park
 - Lake View Park
 - Mike Ingram Heritage Park
 - The Fieldhouse at Copper Sky
 - Civic Center Park



2008
City of Maricopa

Parks, Trails and Open Space Master Plan

Approved October 7, 2008

PLAN
WHERE
YOU *Play!*

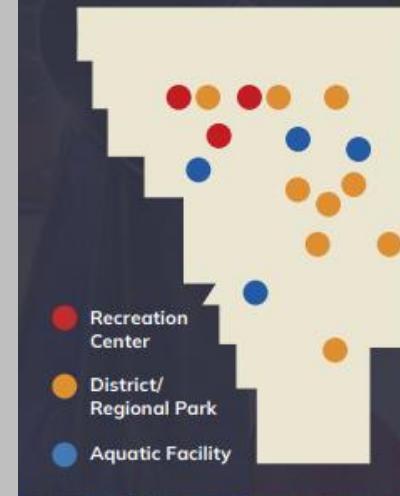


MASTER PLAN 2024- 2034

EXECUTIVE SUMMARY

gilbert

ORGANIZATIONAL ECOSYSTEM



Over **600** acres of developed parks

Over **150,000** program enrollments annually

3 recreation centers

20 neighborhood parks

9 district parks

12 lakes

4 aquatic facilities

2 libraries

Community Needs Assessment

87% visited a park or facility in the past year



43% visit a park or facility weekly



61% participated in a program in the past year



93% of residents indicated that high-quality park and multi-use path experiences are very important or important to the quality of life in Gilbert.

Baseline Data

- Acres
- Parks
- Ballfields
- Multipurpose Fields
- Playgrounds
- Basketball Courts
- Tennis Courts
- Pickleball Courts
- Dog Parks
- Restrooms
- Etc.



Only **30%** of residents live within a 10-minute walk of a Gilbert park



Gilbert parkland provides only **3.1 acres** per 1,000 residents versus NRPA recommended **10.1 acres**



Gilbert parks rank higher than the national average with a good to excellent rating of **96%**



Multi-use paths are important to Gilbert residents. Residents would like to see path improvements on:

- connectivity
- maintenance
- adequacy of lighting
- feeling of safety

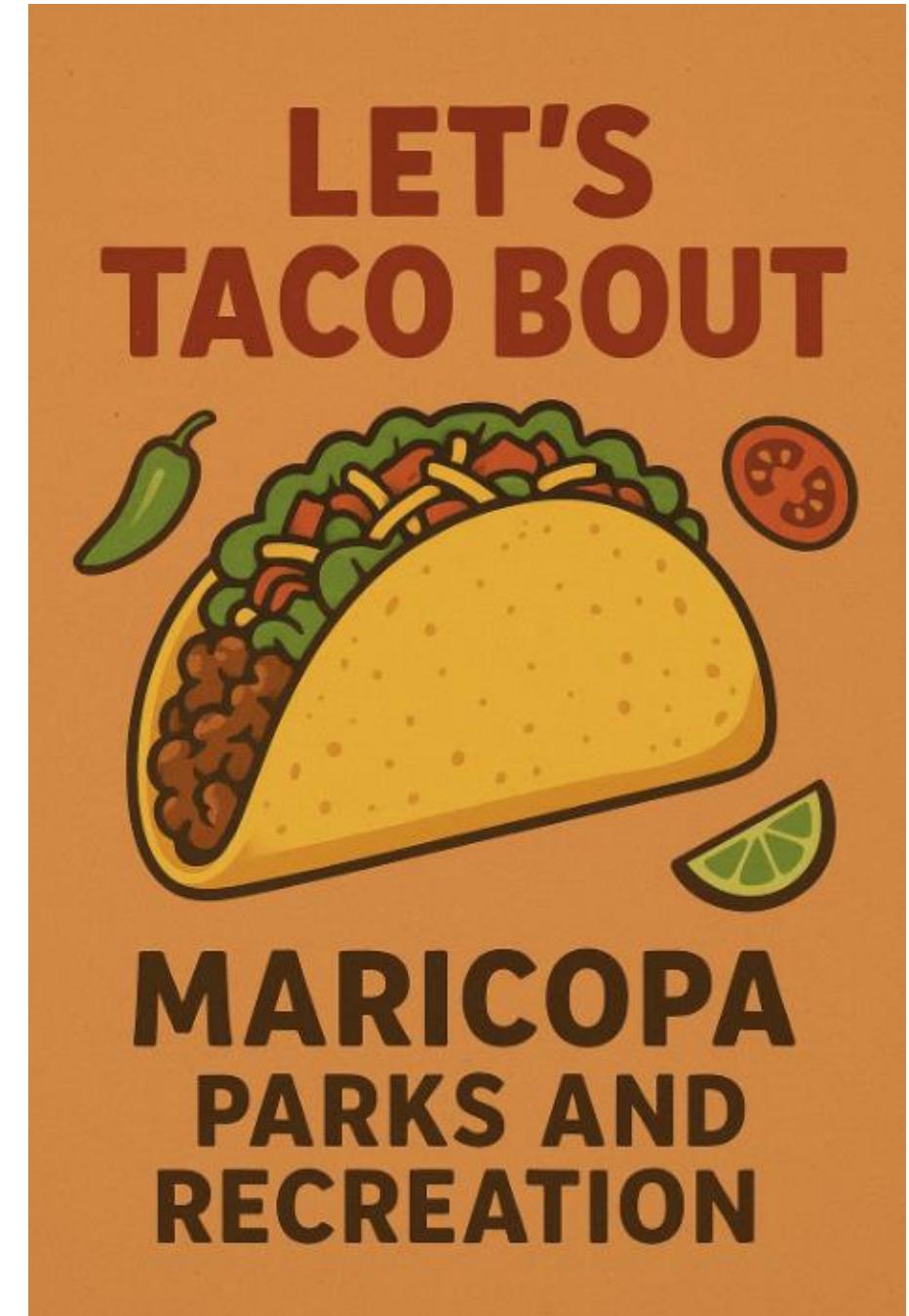


Fun Fact:

Gilbert's 5.3 million visits to parks, recreation facilities, and multi-use paths in 2022 compares to the **Grand Canyon**, at 5 million visits per year!

Public Outreach and Engagement

- Mayor and City Council
- Parks & Recreation Advisory Board
- Other City Boards and Commissions
- Sports Groups
- Youth Groups and Schools
- Public events with feedback opportunities





\$100 PARK SPENDING EXERCISE

CREATING SPACES FOR ALL AGES



COMMUNITY REGIONAL ICONIC

BENEFITS



Prioritization Transparency Funding Rationale Community Voice

PURPOSE AND BENEFITS

Online Engagement

The \$100 dollar spending exercise

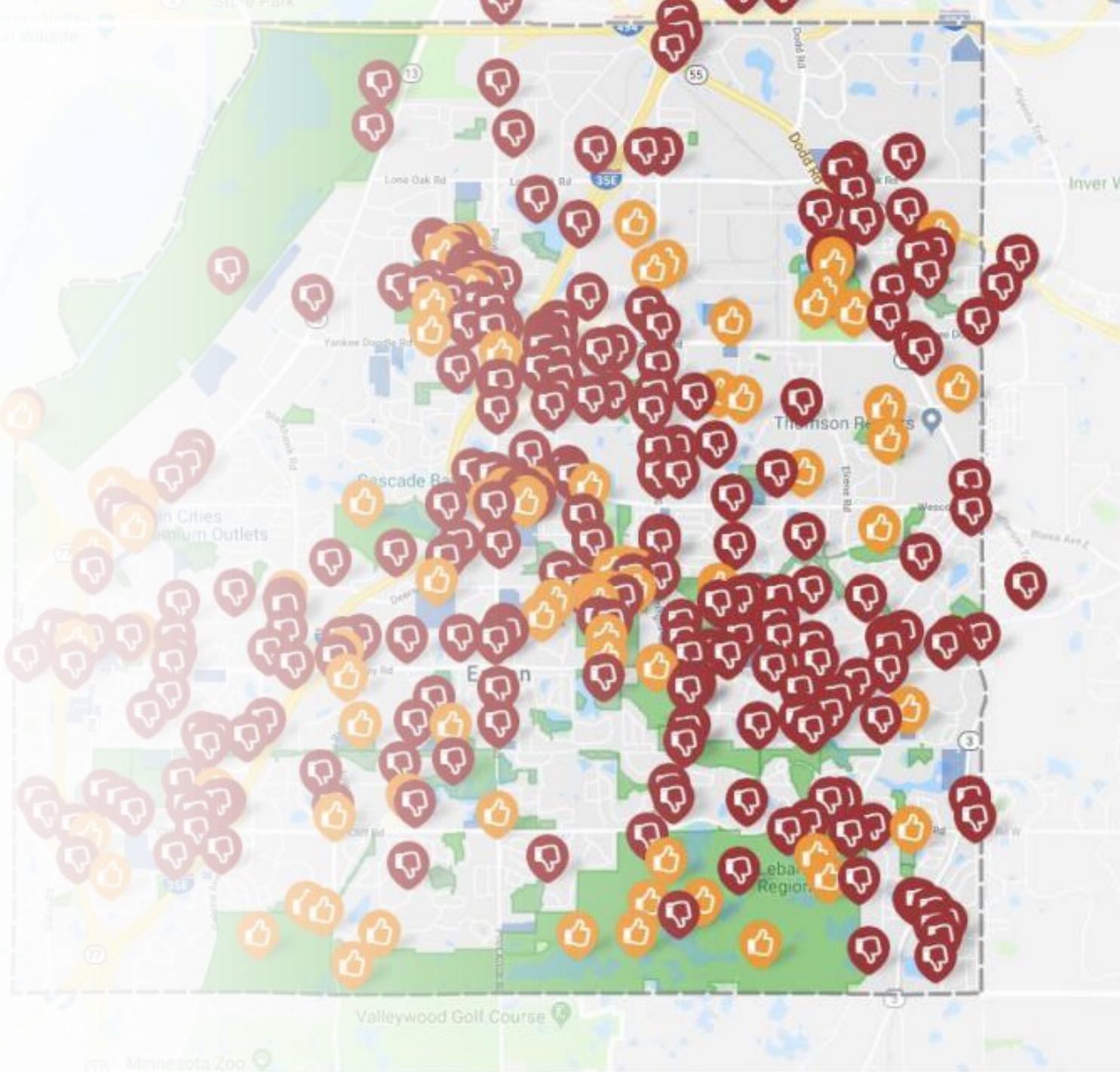
It is a hypothetical scenario where residents are asked to allocate a fixed amount of "money" among different park projects or priorities to help planners understand community values and funding priorities.

Present Options: A list of potential park improvements or focus areas is presented. These typically include items such as:

- Developing new parks
- Maintaining existing facilities
- Building new trails or connectivity
- Upgrading playgrounds or sports fields
- Improving safety and lighting
- Enhancing water conservation efforts

Gather Feedback: The results are collected and analyzed by city staff to identify community-wide priorities.

Social Pinpoint Site



4.3 Statistically Valid Survey (continued)

Figure 39: Top Priorities for Investment for Facilities/Amenities

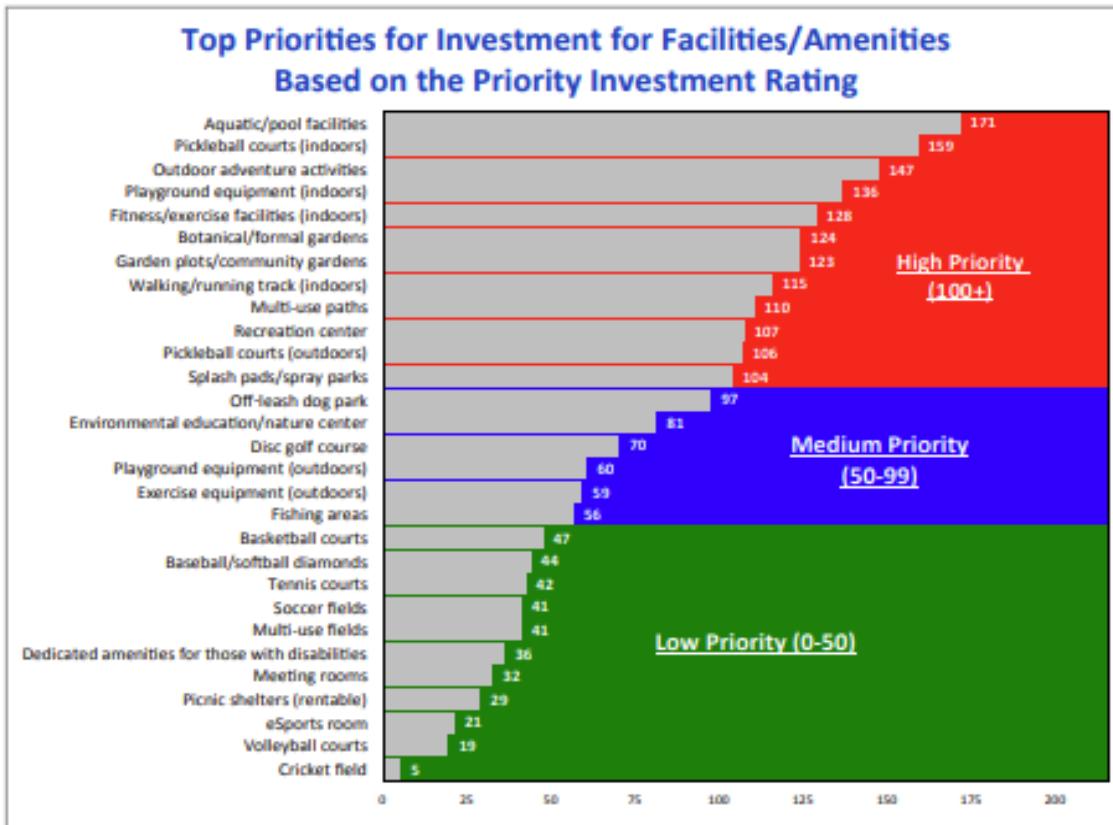
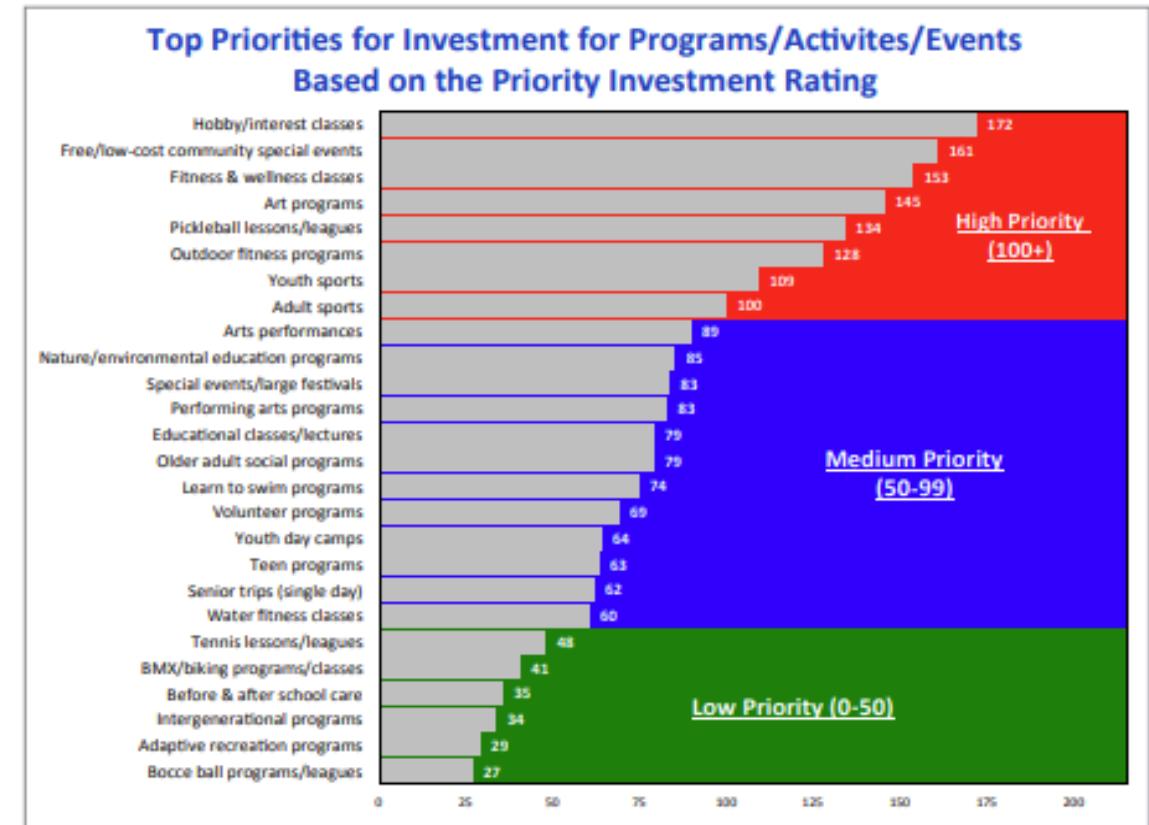


Figure 40: Top Priorities for Investment for Programs/Activities/Events



Statistically Valid Survey

Statistically Valid Survey Results

4.3 Statistically Valid Survey

Consulting team partner ETC created a statistically valid survey, which was implemented to help ensure that feedback collected through the planning effort accurately reflected Gilbert's demographics. The goal was to garner a minimum of 500 completed surveys from Town residents. That goal was met with 537 completed surveys collected. The overall results for the sample of 537 households have a precision of at least ± 4.2 at the 95% level of confidence.

STATISTICALLY VALID SURVEY KEY OBSERVATIONS:

- As with many of the platforms following this section, aquatics ranks high in terms of community needs (facility and programming).
- While athletic fields rank low priority in the area of facility/amenities ratings, youth and adult sports rank high priority in the program's ratings. Clearly, the two are inextricably linked; additional programming requires additional space.
- Free special/community events rank remarkably high in program needs, followed closely by arts programming; clearly, "wellness" is not limited to sports and fitness activities.

KEY FINDINGS BY CAPITAL NEEDS:

This is what the community identified as the top priorities for the department over the next ten years:

High-Priority Capital Needs (not necessarily in order of priority):

- Park development
- Aquatic/pool facilities
- Pickleball courts (indoor and outdoor)
- Indoor fitness/playground amenities
- Splashpads
- Multi-use paths
- Indoor track
- Community gardens

Medium-Priority Capital Needs (not necessarily in order of priority):

- Dog parks
- Nature Center/Education Center/Programs
- Disc golf
- Art performances/special events
- Outdoor playground/exercise equipment
- Adult enrichment activities
- Teen programs
- Water fitness programs

Low-Priority Capital Needs (not necessarily in order of priority):

- Athletic fields
- Meeting rooms
- Picnic shelters
- Dedicated amenities for the disabled



Sports Field Assessment Report

Town of Gilbert | PR1337 | February 2024

Prepared by:

BerryDunn &
J2 Engineering and
Environmental Design, LLC



3 Prioritize Ongoing and Preventive Maintenance

Our team recommends that the Town develop a regular routine field maintenance repair and rehabilitation schedule for sport field maintenance that allows each field to be taken out of service and rehabilitated for a minimum of a full growing season every four years.

- The condition and playability of the fields has a huge impact on the customer experience and satisfaction

4 Improve Internal Policies and Processes for Sport Field Usage

Our team is recommending that the Gilbert Youth Sports Coalition Handbook be revised and updated.

- Survey participants expressed that they were not satisfied with the allocation process
- Open ended survey comments mainly focused on the difficulty of non-coalition groups reserving fields

We are also recommending that the Town promote and advertise the advantage of organizations becoming a Coalition member

- Open ended survey comments included confusion and a lack of understanding by user groups as to the advantage of being a Coalition member

Current Population (2023)	Projected Population (2023)	Population Increase	Percent Population Increase
284,510	333,000	48,490	17.04%

Table 1 Population Growth Projections

Current Number of Fields in Town of Gilbert	Final Build Out Needs Based on Population Growth Projections	Additional Fields Needed to Support Population Growth	Additional Fields Needed to Manage Rehabilitation	Total Number of Additional Fields Needed	Final Build Out to Support Population Growth and Rehabilitation
Multi-Use					
18	21	3	11	14	32
Diamond					
24	28	4	6	10	34

Table 2 Additional Field Needs, and Fields Needed to Manage Rehabilitation

7.0 Field User & Non-User Survey

BerryDunn worked with J2 and Town staff to launch an on-line survey to gather data from current and future field users. The survey tool was also available in Spanish. Town staff mailed the link to the survey tool to more than 175 identified athletic fields user groups and potential user groups. The survey remained open for more than a month, with Town staff sending multiple email reminders to user groups and potential user groups. 45 responses were received and analyzed. The following section details the on-line survey process and results.

Raw survey data has been included in the appendix of this document beginning on page xxiv.

7.1 Survey Questions

The survey contained the questions shown below:

1. Please enter the following information to confirm that you are authorized to participate in this survey.
2. Please select the type of sport/program(s) your organization represents.
3. Is your organization a Gilbert Sport Coalition member made up of 80% or more Gilbert residents?
4. Current total number of participants in your organization/league that use or would use Gilbert Parks and Recreation fields (please choose a range).
5. Current total number of teams in your organization/league that use or would use Gilbert Parks and Recreation fields (please choose a range).
6. Trends in participation numbers for your sport/program/organization.
7. What field space provided by Gilbert Parks & Recreation do you typically use? If you don't currently reserve or use Gilbert Parks and Recreation fields, please skip to question #8.
8. Only answer this question if you skipped question #7. Name of your organization not currently using or reserving Gilbert Parks and Recreation fields.
9. Do you desire a baseball/softball field, or a soccer/multi-use field? (Please choose all applicable types)
10. Type of field used/desired (please choose all that apply)
11. Desired length of typical practice session/ reservation per team.
12. Desired length of typical game reservation per team.
13. Current/Desired/Future (think 10 years) number of field hours provided by Gilbert Parks & Recreation during a typical season (i.e., 4-hour reservation x 4 fields x 5 days per week x 12 weeks = 960 field hours).
14. Current/Desired/Future (think 10 years) number of fields during a typical season.
15. Current/Desired/Future (think 10 years) number of fields needed for a tournament?
16. Please rate your current satisfaction level with Gilbert Parks & Recreation sport fields.
17. Please rate the importance of the following components of the Gilbert Parks & Recreation sports fields.
18. What is your preference for field surfaces?
19. If you prefer synthetic turf, which type of fields should be synthetic turf fields?
20. Do you have any other comments, questions, or concerns?

7.2 Survey Key Findings:

- The majority of survey respondents represented baseball, followed by other/multi-use, softball and soccer
- Only 36% of the survey respondents were Gilbert Sport Coalition member made up of 80% or more Gilbert residents
- The majority of organizations completing the survey have 150 – 1,000 participants in their organization
- The majority of organizations completing the survey have 5 – 50 teams in their organization
- The majority of organizations indicate that they believe their participation numbers for their sport/program/organization will increase or remain the same over the next 3 years
- The majority of organizations indicate that they believe their participation numbers for their sport/program/organization will increase over the next 10 years
- Crossroads is the facility used most by survey respondents followed by McQueen, Cactus Yards and Freestone
- The following 5 organizations that are not currently using or reserving Gilbert fields completed the survey
 - AZ Premier Flag Football
 - CK Youth Sports/CK Vikings
 - San Tan Charter
 - Arizona Soccer Association
 - Gilbert Youth Lacrosse
- Survey responses were similar related to desires for a baseball/softball field/soccer/multi-use fields
- Dirt infield/grass outfield was the most desired type of field followed by grass infield, synthetic field and open grass field



Freestone District Park

COST RECOVERY & PRICING ANALYSIS



POLICY REVIEW

POLICY REVIEW

Cost Recovery and Pricing Analysis, Policy Review

- Review of Department Policies
- Review of pricing for programs, memberships, rentals, etc.
- Review of current cost recovery metrics in comparison to other cities.

PARK FUNDING OPTIONS



GENERAL FUND
DOLLARS



GRANTS



PARTNERSHIPS



REVENUE
BONDS

Parking Funding Options

COMMUNITY PRIORITIES

The community priorities identified in the Plan are rooted in feedback gathered from more than 61,000 community touchpoints. They are further understood through presentations, discussions, and visioning efforts conducted with key Town stakeholders. Utilizing innovative engagement methods, such as community-wide ice cream giveaways and neighborhood nights at local breweries, the level of participation surpassed national best practices. Engagement efforts encompassed various approaches, including

an interactive project website, statistically valid surveys, open public surveys, crowdsourcing, focus group sessions, facility vision boards, and customized youth engagement. The scale and results of these engagement efforts have been impressive:

MORE THAN
61,000
TOUCHPOINTS

UNPRECEDENTED COMMUNITY ENGAGEMENT AND FEEDBACK

- Over **9,000** online visits to the master plan site (Social Pinpoint) with 890 responses and additional interactions
- **537** statistically valid surveys completed
- **21** "pop-up" engagement events with **9,048** points of feedback
- **12** Focus Group sessions
- **17**-foot traveling mural that made 12 stops around town
- Free ice cream day where **1,600** treats were given away with input and awareness opportunities
- Design Your Own Playground Workshop with **143** youth registrants
- Beverage for Your Thoughts at OHSO Brewery resulting in **150** drink giveaways with interaction and awareness
- Social media campaigns had **10,102** engagements



This is what the community identified as the top priority for the department for the next ten years. The Town of Gilbert is exploring options for how to fund these priorities.



HIGH-PRIORITY CAPITAL NEEDS

- Park Development
- Aquatic/Pool Facilities/ Splashpads
- Recreation Center with Indoor Fitness/ Playground Amenities
- Sports Fields
- Garden Spaces
- Multi-Use Trails/Paths
- Pickleball Courts (indoor and outdoor)
- Shade
- Public Art



MEDIUM-PRIORITY CAPITAL NEEDS

- Skate Park
- Dog Parks
- Nature Center/Programs
- Disc Golf
- Food Options
- Art Performances/ Special Events
- Arts Programming
- Amusement Park/ Petting Zoo
- Outdoor Playground/ Exercise Equipment
- Adult Enrichment Activities



FIELD NEEDS

Current Number	Final Build-Out
----------------	-----------------

MULTI-USE

18 **32**

DIAMOND

24 **34**

CAPITAL INVESTMENT



79%

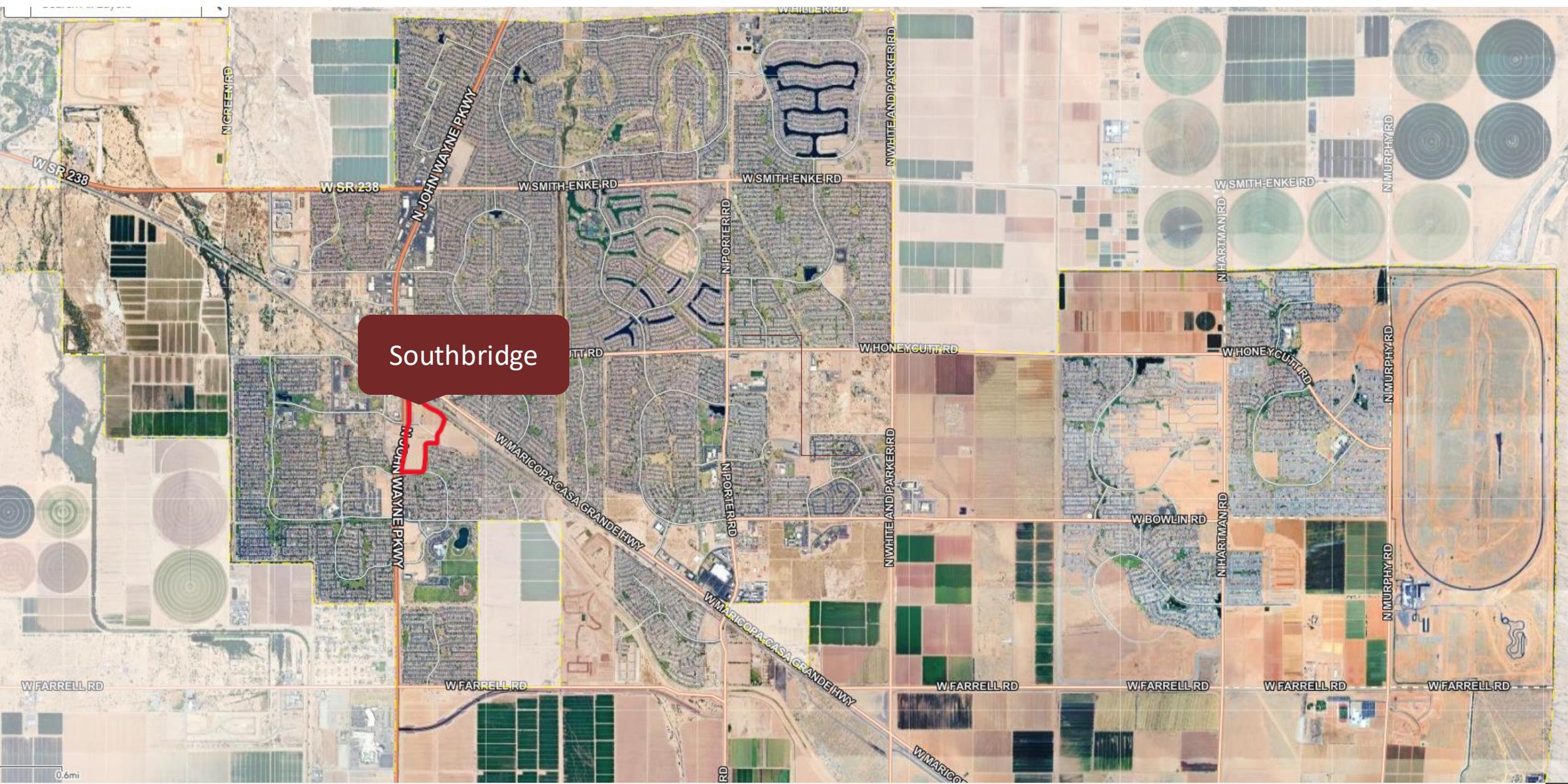
of Gilbert residents indicated support for improvements and new developments for Gilbert Parks and Recreation.



Questions?

Economic Update – What's Next?





Southbridge

- Aldi and adjacent pads are **under construction**.
- 54,000 sqft. of additional retail space.
- Confirmed tenants include:
 - ALDI
 - Club Pilates
 - Einstein Bros. Bagels
 - European Wax Center
 - Panera Bread
 - She Nail Lounge, and
 - Tropical Smoothie Cafe.
- Additional ~25 acres south of Honeycutt Ave. is ready for development.





New Commercial Growth Along MCGH

- Wendy's
- Some Burros
- Panda Express
- Starbucks
- Farmer Boys
- Dentist Office
- Christian Bros. Auto Care

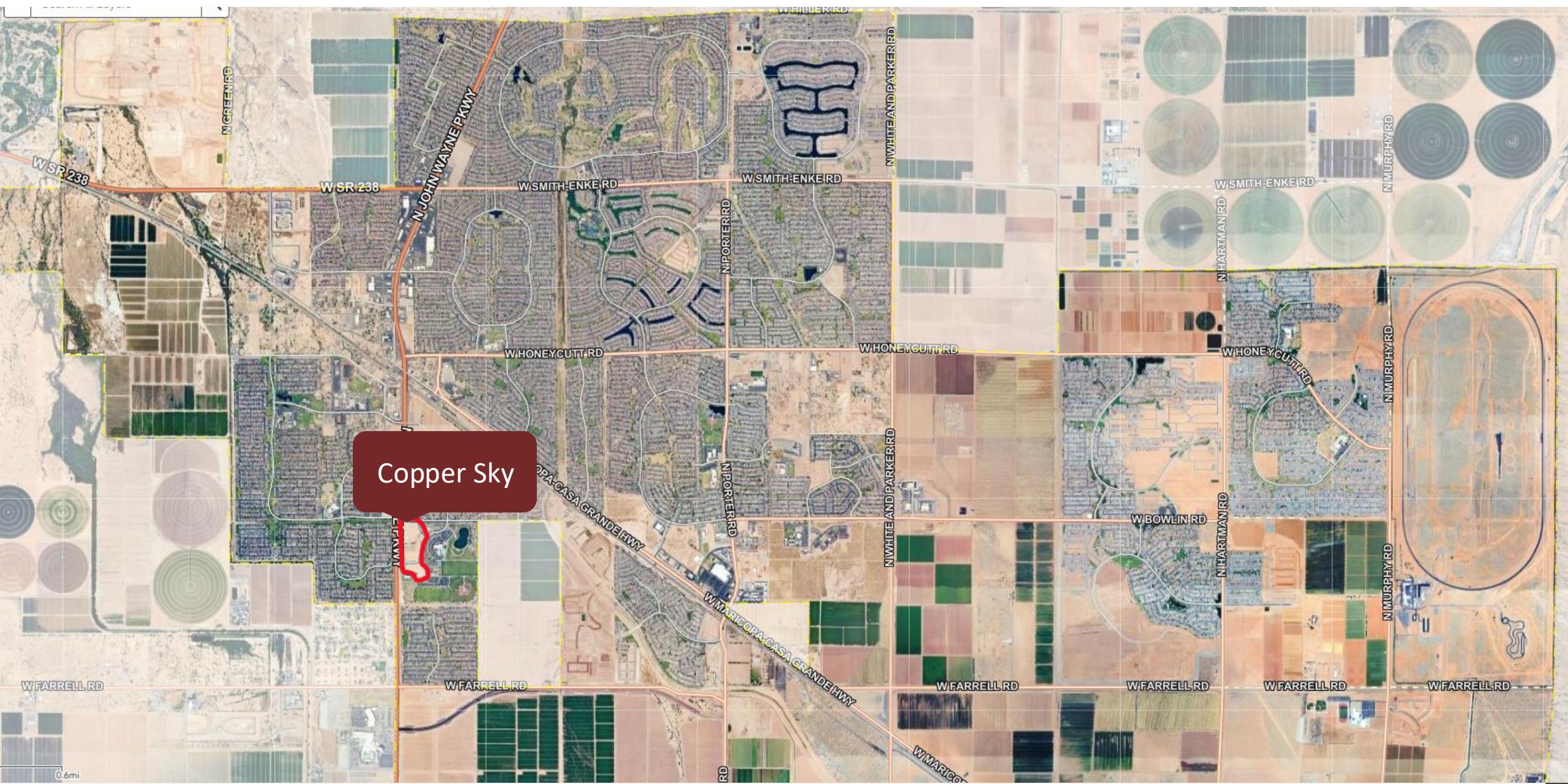




New Commercial Growth Along Porter Road

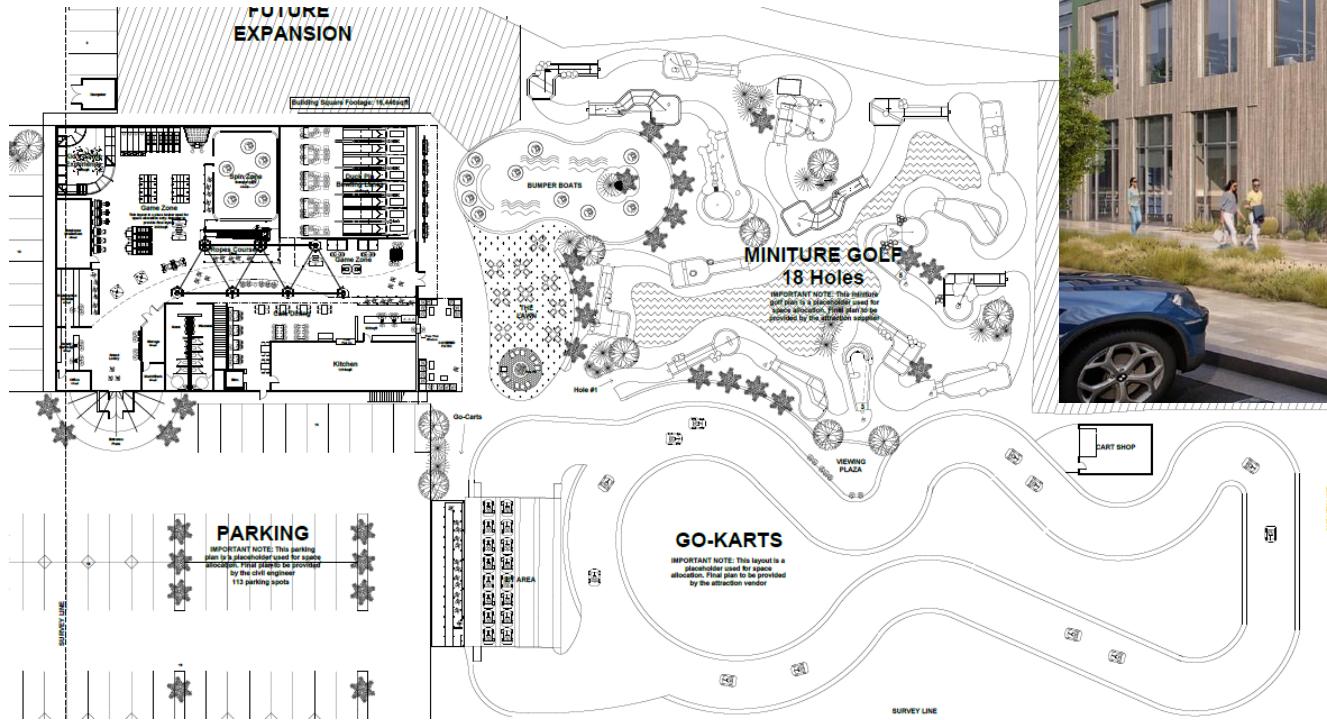
- Goodwill
 - Chipotle
 - Other PADs and shops

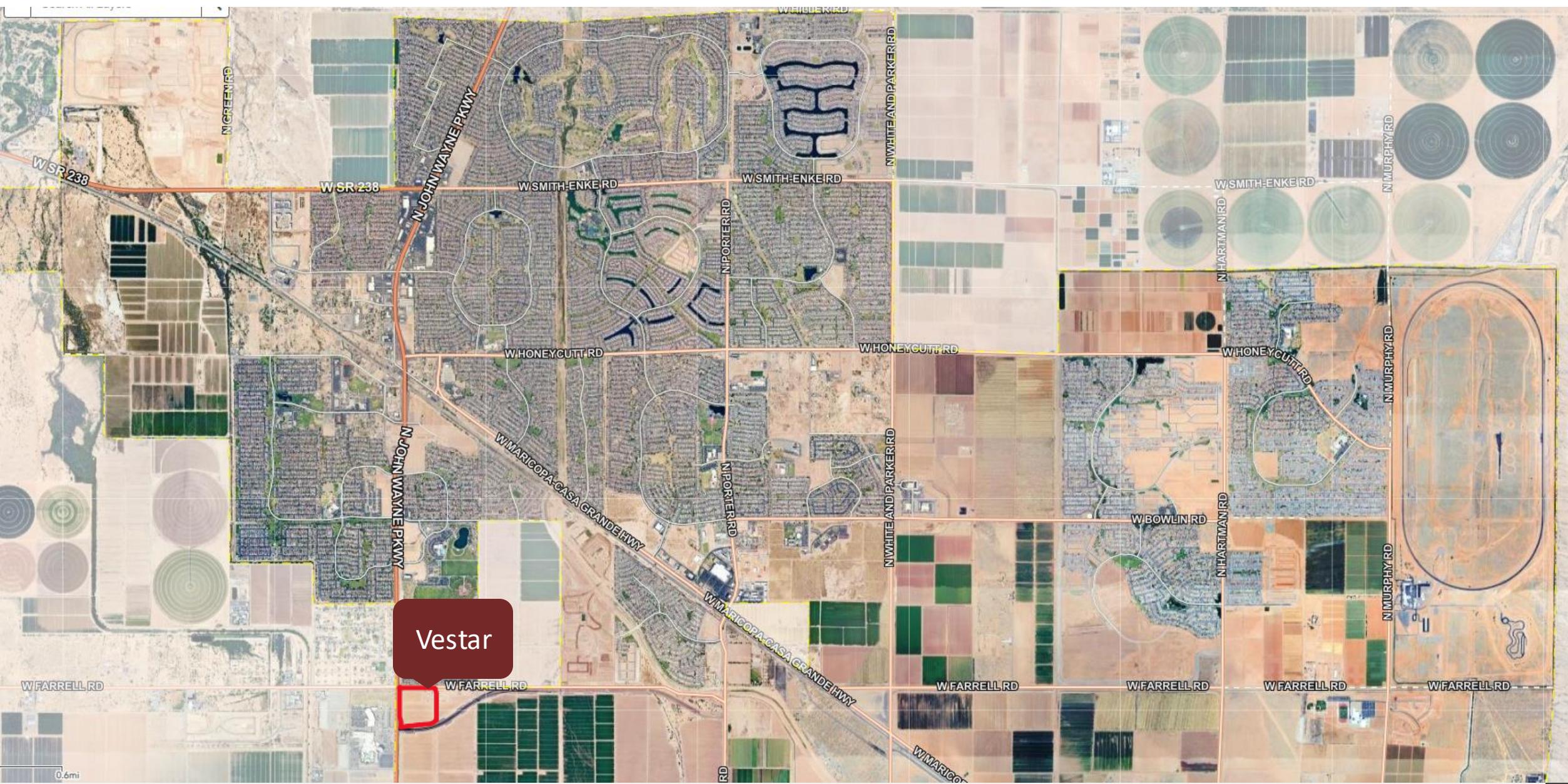




New Commercial Growth at Copper Sky

- Hospital and medical offices
- Outside the Box family entertainment center





New Commercial Growth along the Sonoran Desert Parkway

What will Vestar bring to Maricopa?

Vestar Planning Major New Mixed-Use at Legacy Park



Credit: Vestar/Phoenix

Vestar Plans Two Future Outdoor Malls

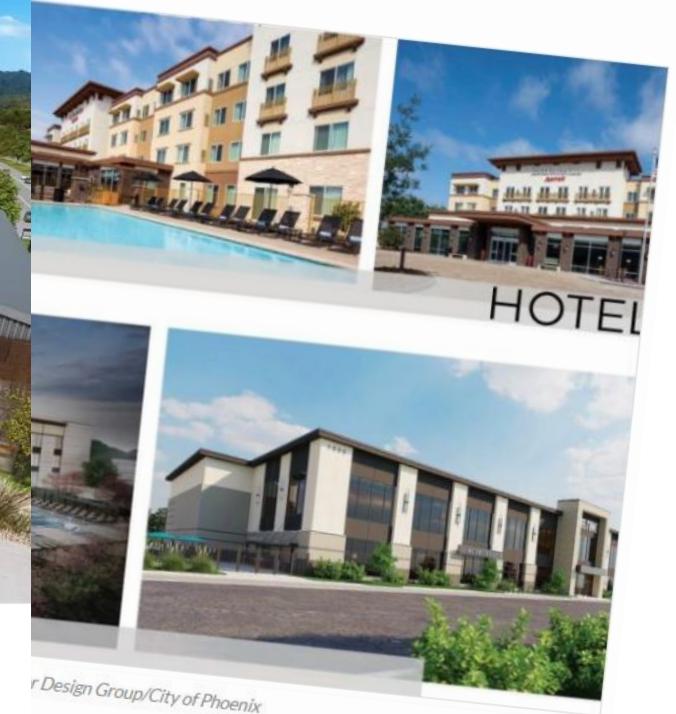


Credit: AZ Central

Vestar continues to develop outdoor retail projects in Arizona with two more planned: one in the Verrado area of Buckeye, and one in the south Phoenix area of Laveen.

Vestar Planning New Retail Mixed-Use in North

No Comments 2 Mins Read



Design Group/City of Phoenix



New Commercial Growth Along Honeycutt

- Pinal County Credit Union
- Clean Freak Car Wash
- ZZeek's Pizza
- Filiberto's
- U-Haul

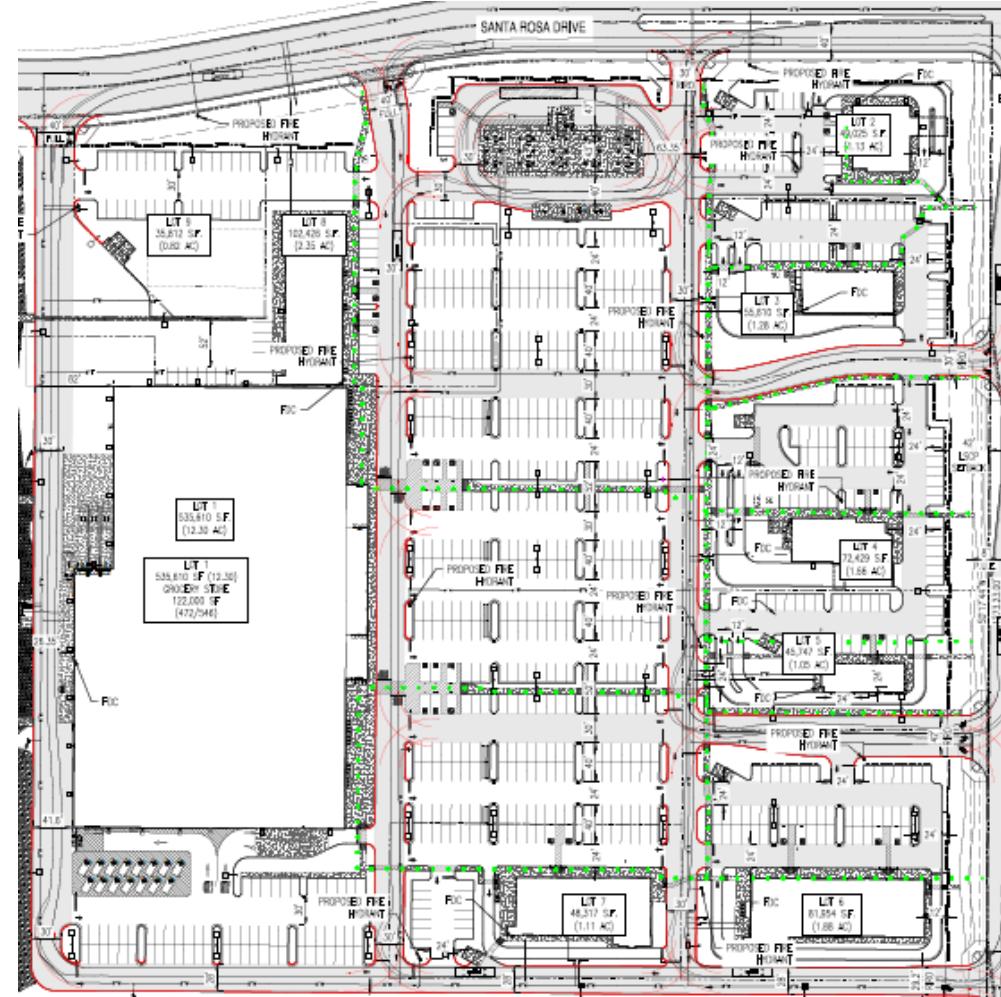


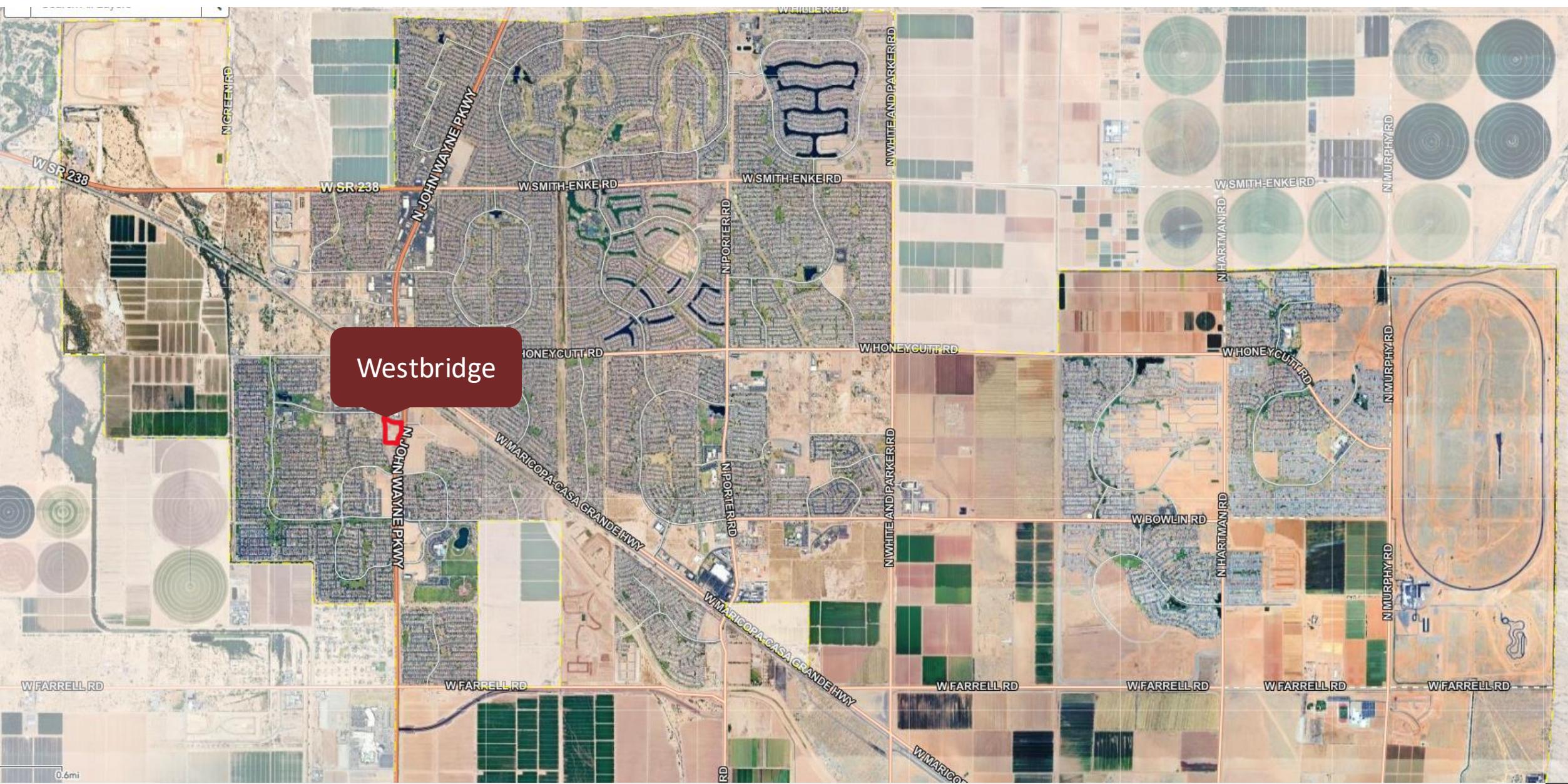


San Travasa Retail

New Commercial Growth Along White & Parker

- Fry's (and gas station)
- Retail shops



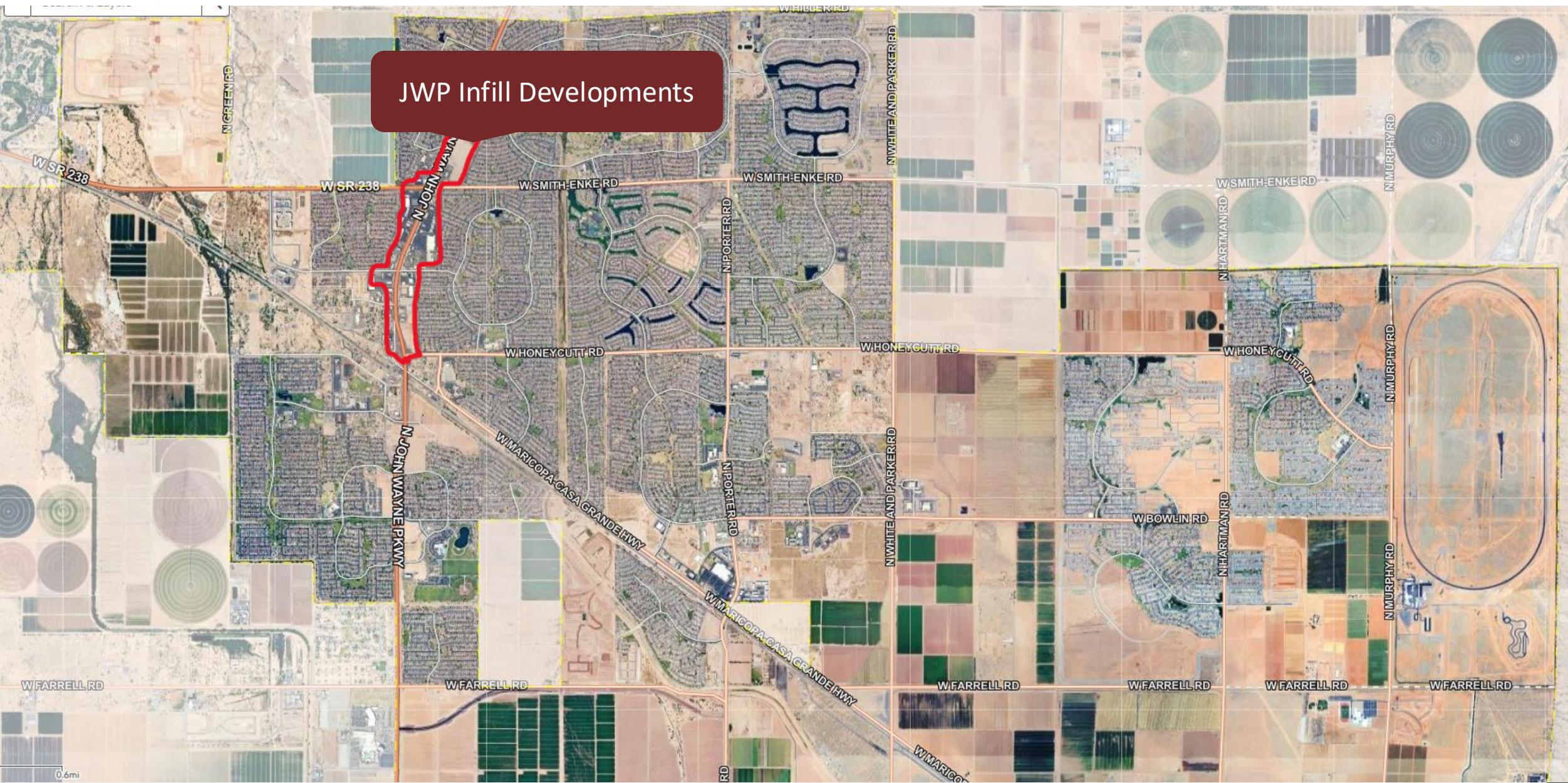


Commercial Growth Along John Wayne Parkway

- 7-Eleven
- Take 5 Oil Change
- Future Car Wash?



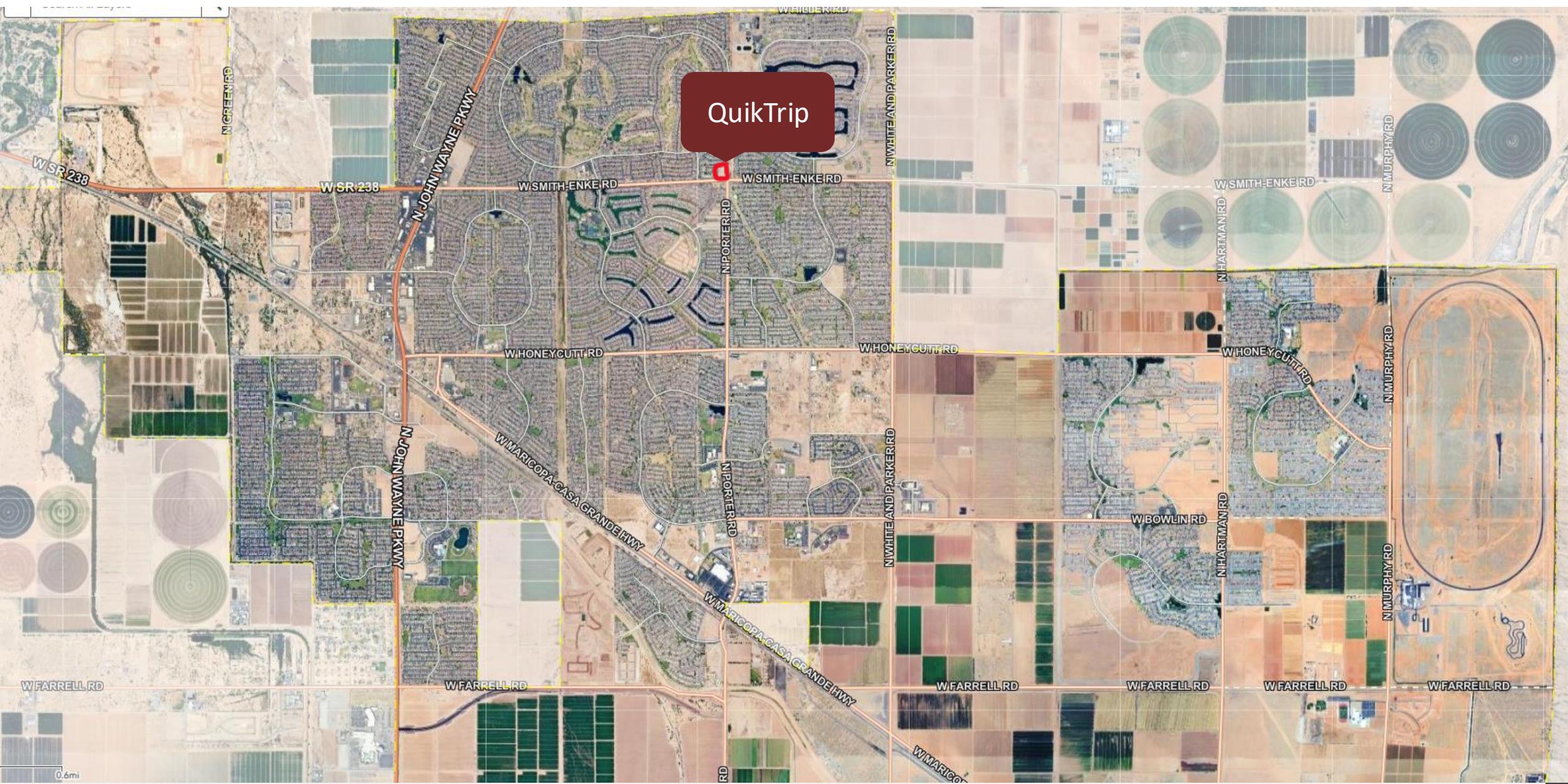
JWP Infill Developments



Growth Along John Wayne Parkway

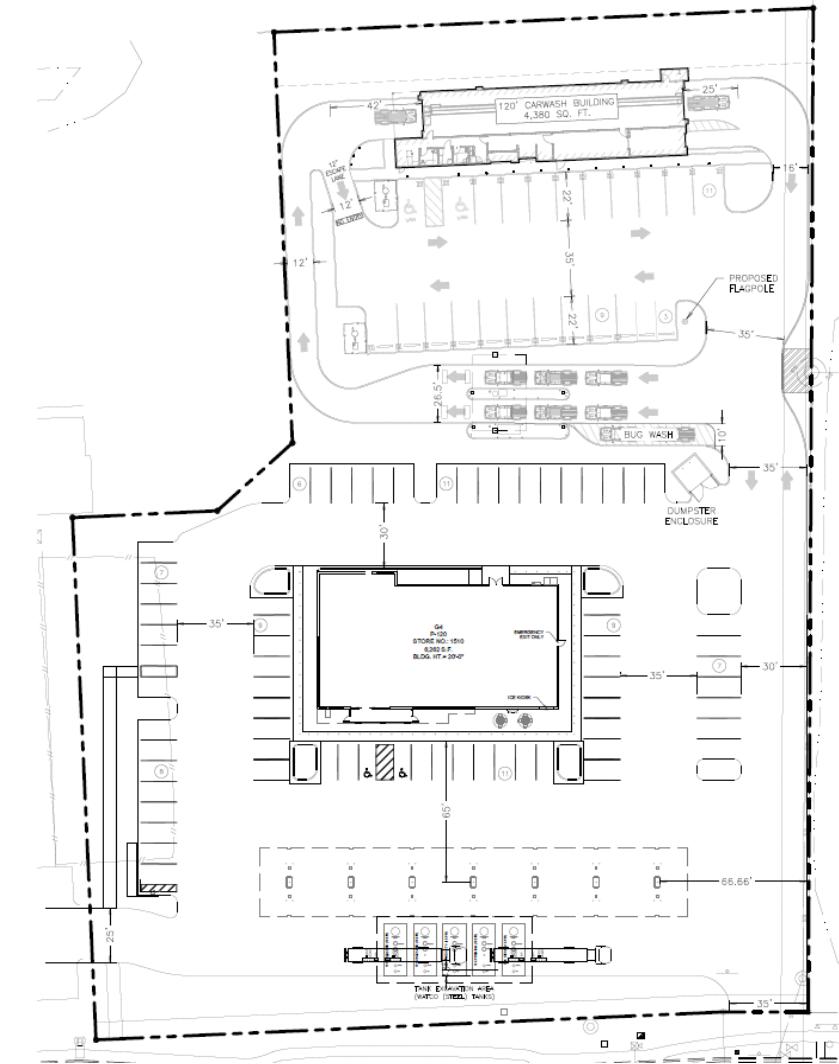
- Roots expansion
- Black Rock Coffee
- Ono Hawaiian (opens tomorrow)
- Mattress Firm
- Taco Spot
- Tesla Supercharger
- Dignity Health site?





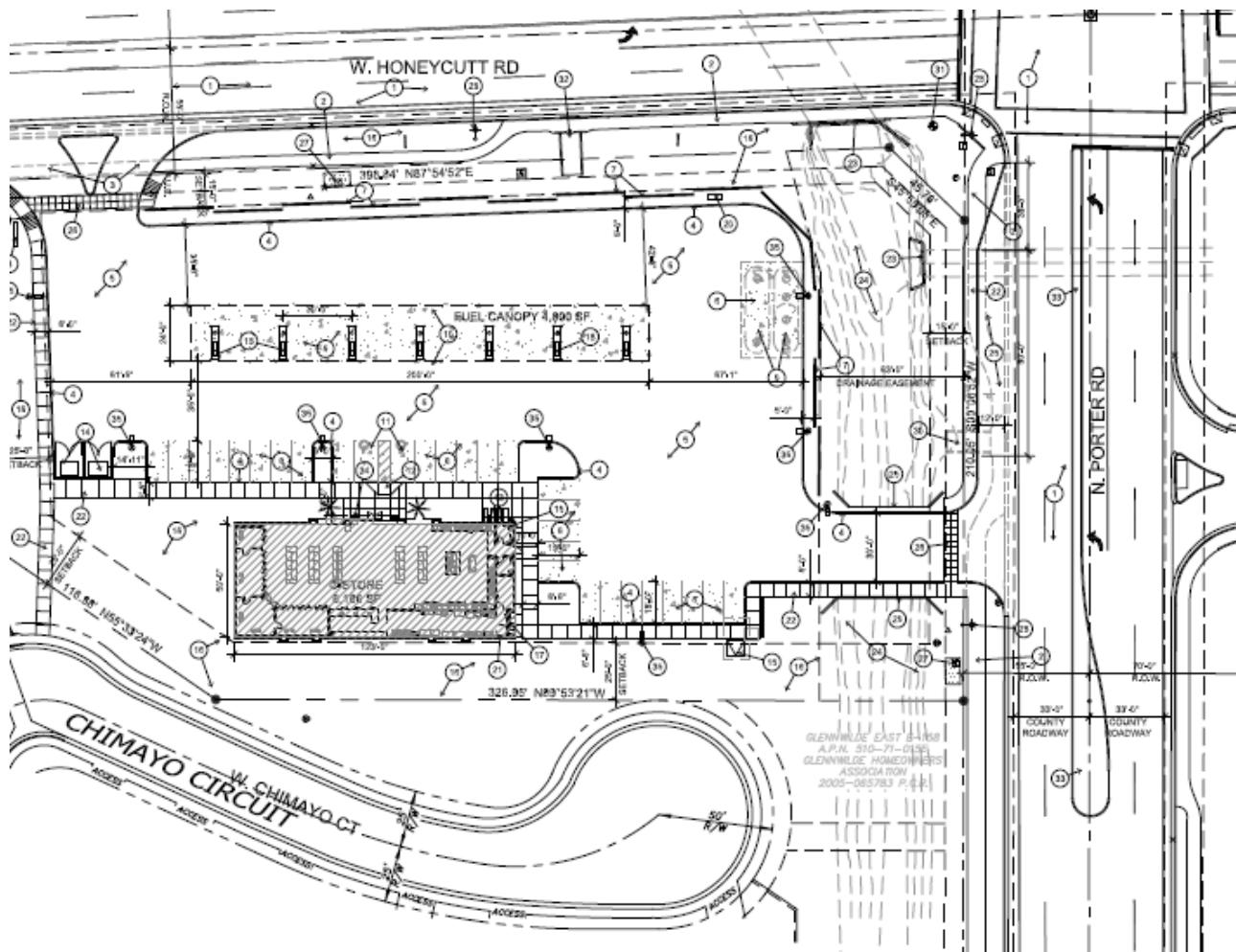
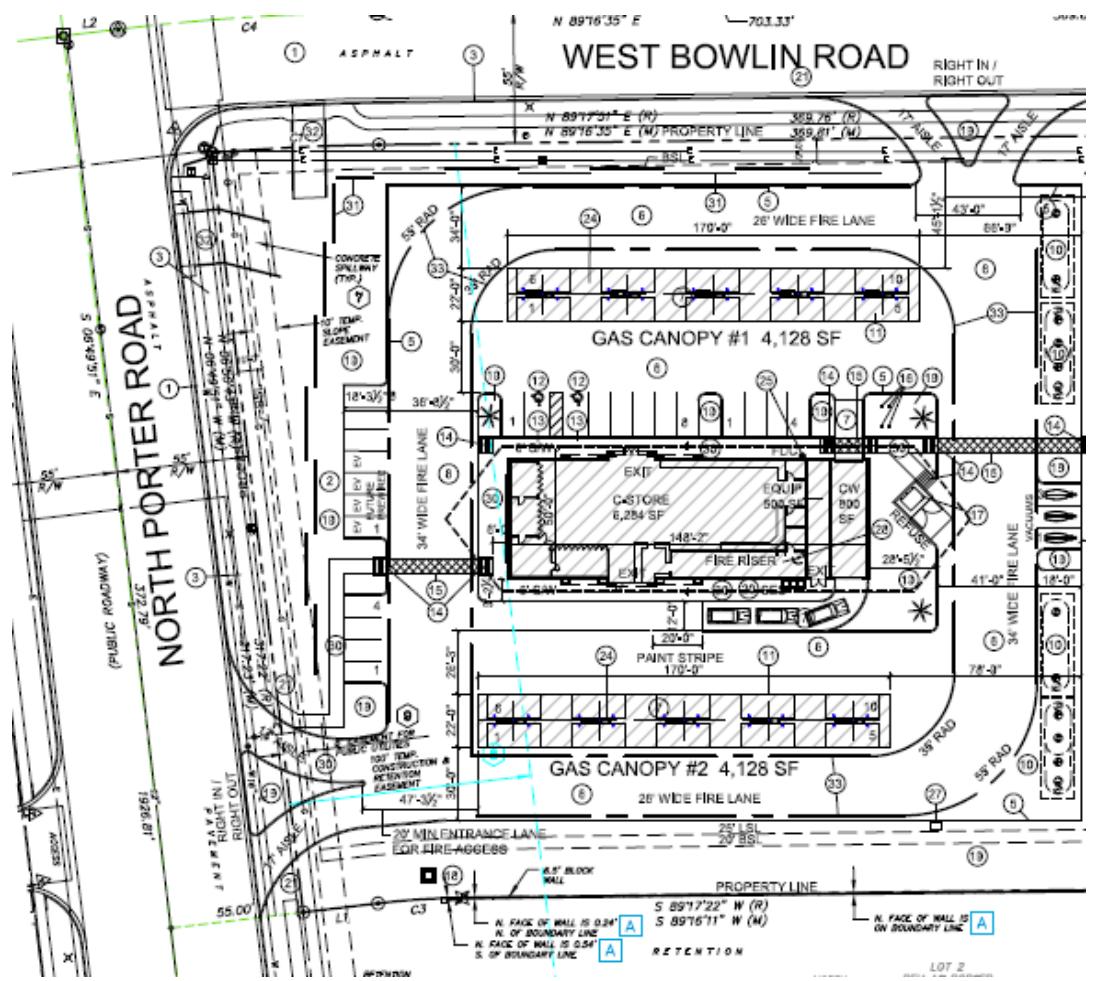
New Commercial Growth Along Smith-Enke

- QuikTrip
- Car Wash





TWO New Terrible's Gas Stations

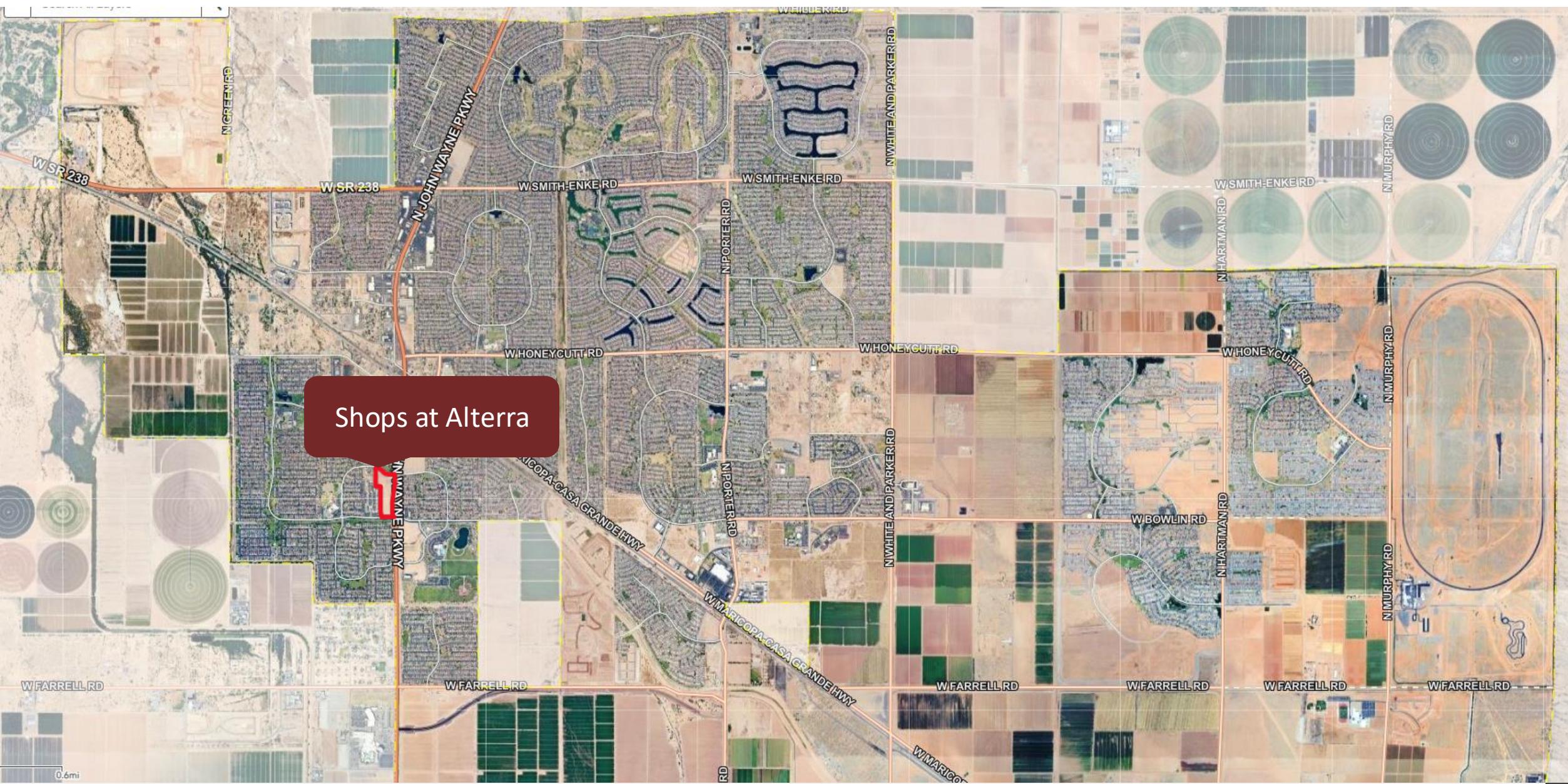


SR238 Mixed Uses



New Commercial Growth Along State Route 238

- PHX Surf
- Shops at Moonlight
- Carefree Covered RV Storage
- Estrella Gin Flex Offices
- Estrella Gin Mixed Use



City Council Items



Partnership Update

Mayor Smith



Advisory Committees are conducting surveys to understand the needs and desires of the community regarding their specific areas of interest as defined in the City Council approved Partnership Strategy



Committees will review survey feedback in their January/February meetings



Some may decide to dig a little deeper with a focus group to better understand the need



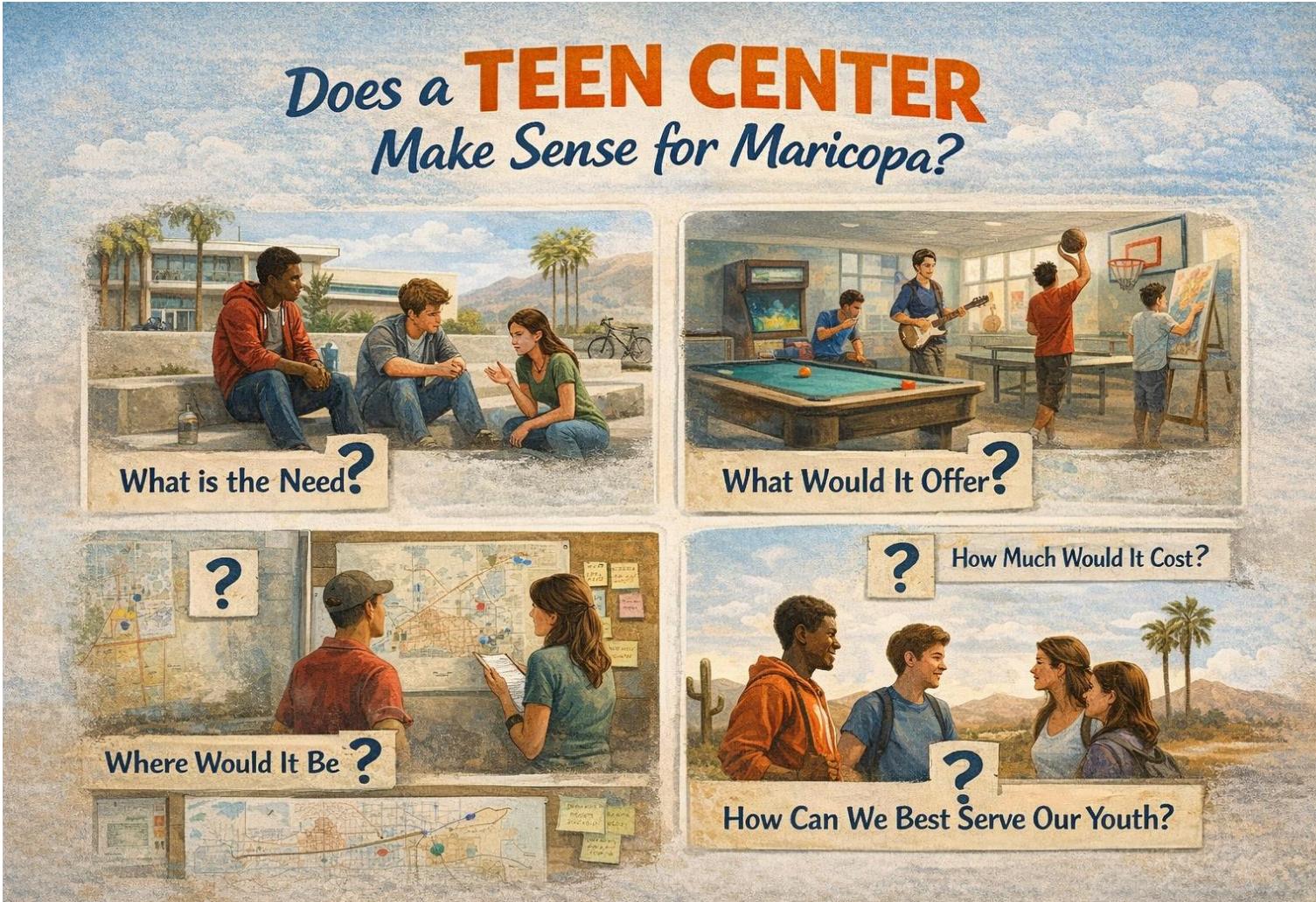
Committees will select an area of need or specific goal to focus on



Committees will coordinate with staff to solicit targeted partnerships through an RFP process

Teen Center

Mayor Smith, Councilmembers Wade, Marsh, Liermann, Goettl, Knorr



City Designations

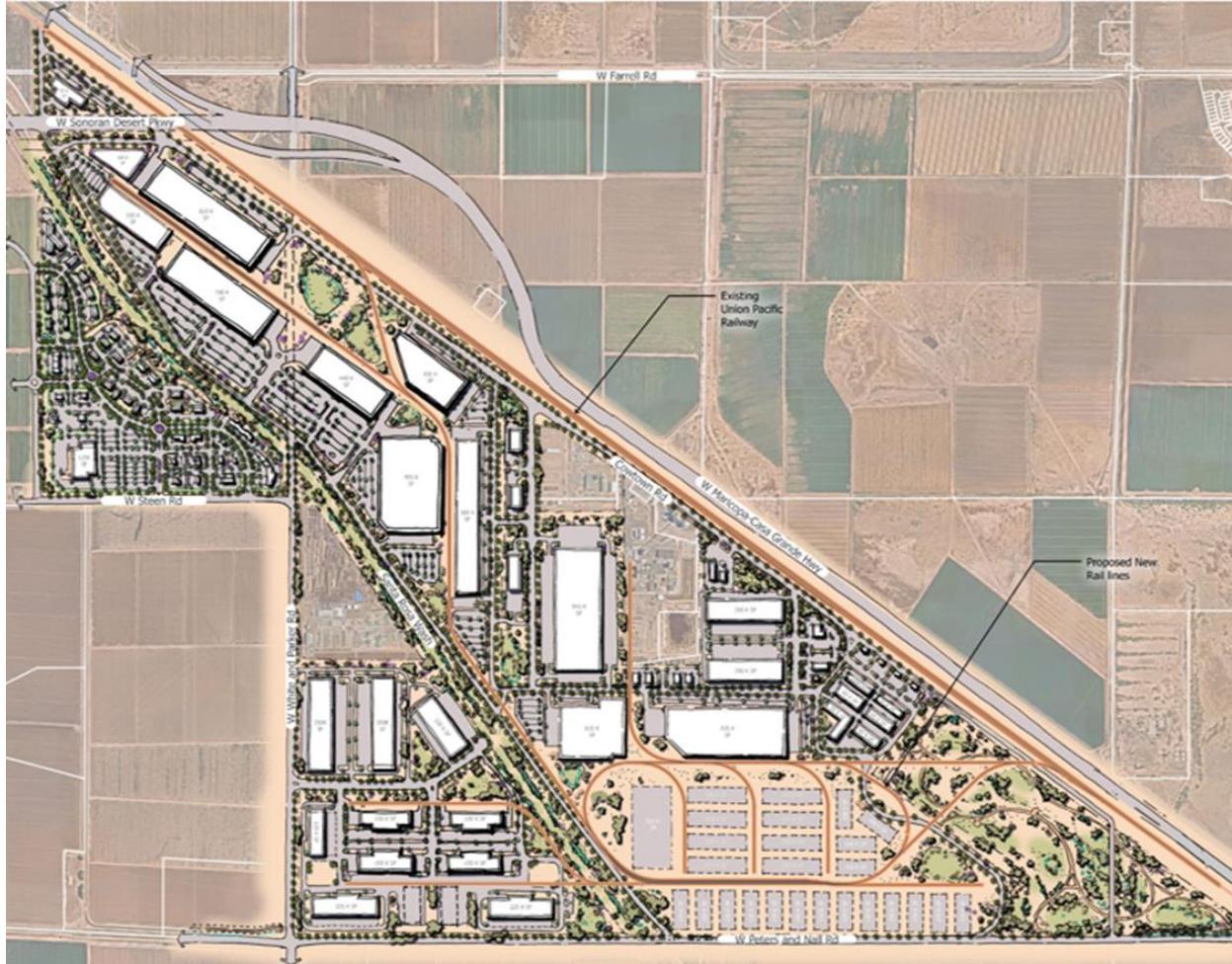
Councilmembers Goettl and Liermann

- Discuss process to receive and acknowledge certain designations such as:
 - Dementia Friendly City
 - Purple Heart City
 - Autism Friendly City



Maricopa Business Park

Councilmember Goettl



Design and Construction of Green Road Loop

Councilmember Knorr



Planning for the Future of the Police and Fire Departments

Councilmember Knorr



Art Grants Program

Councilmembers Liermann and Knorr



Business Watch Program

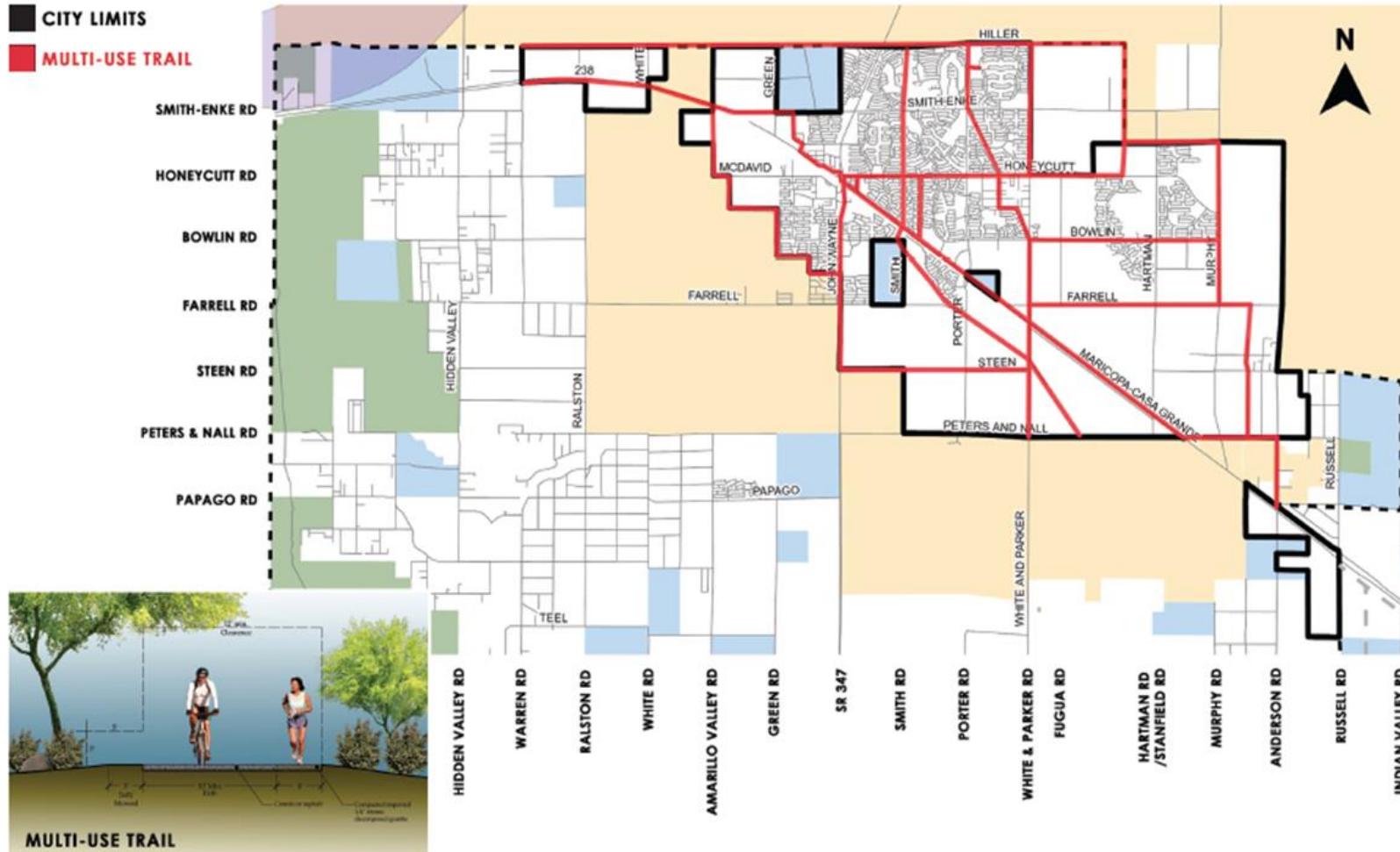
Vice Mayor Manfredi and Councilmember Liermann

- Initiated program
- Created signs, window stickers and handbook
- Plans to meet with individual businesses



Trails Master Plan

Mayor Smith, Councilmembers Marsh, Goettl, and Knorr



TRAILS MAP - CITY LIMITS

AUGUST 2023

Maricopa Casa Grande Trail

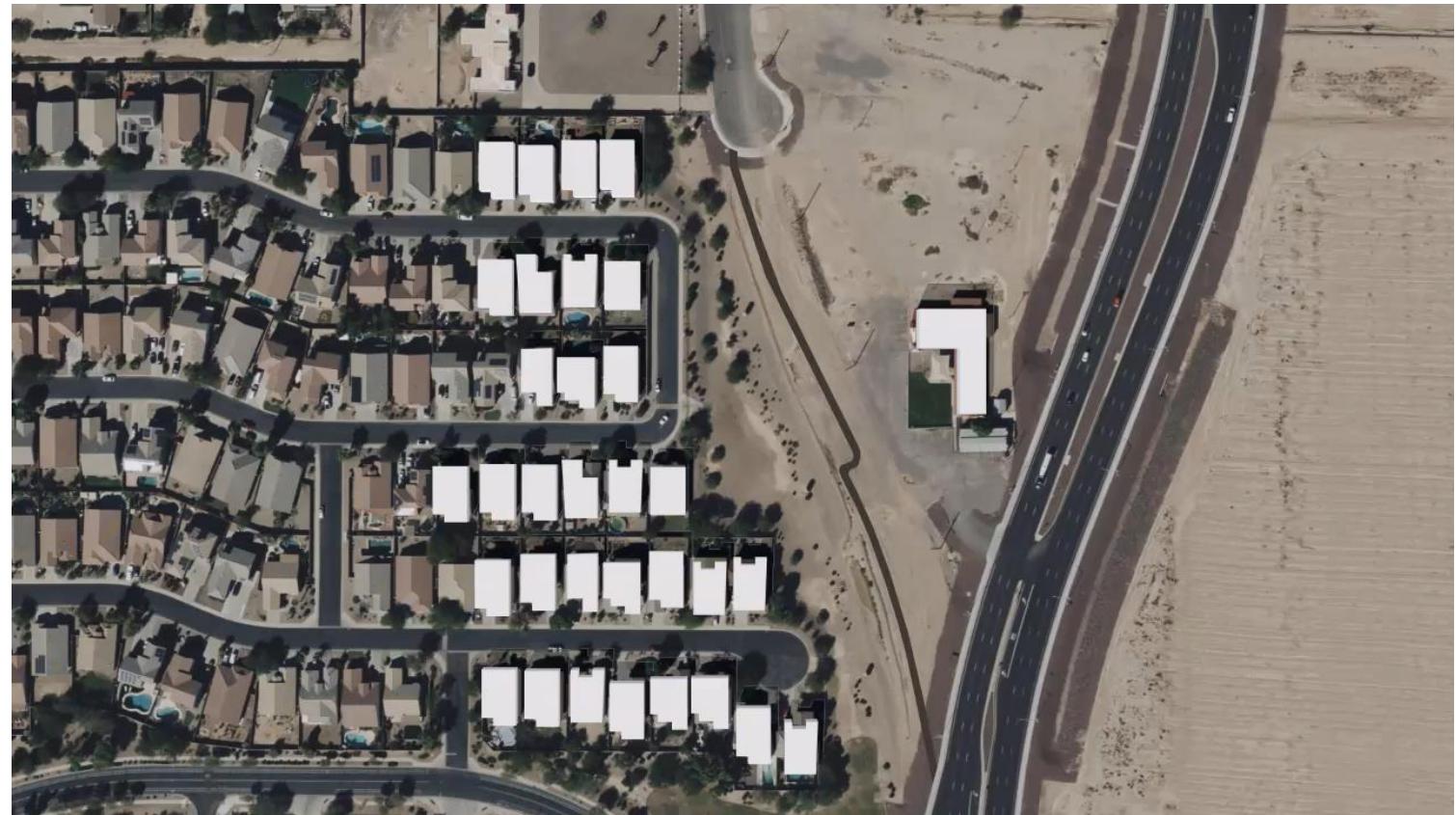
- Connecting from MUSD to Stonegate development.
- 1 mile length trail.



**Conceptual trail rendering.*

Maricopa Rd Trail

- Connectivity: Provides a pedestrian connection from the southern cul-de-sac of Maricopa Road to John Wayne Parkway.
- Facility Type: 10-foot-wide hardscape sidewalk.
- Project Schedule: Construction is anticipated to begin in the second quarter of 2026.



Lake View Trail

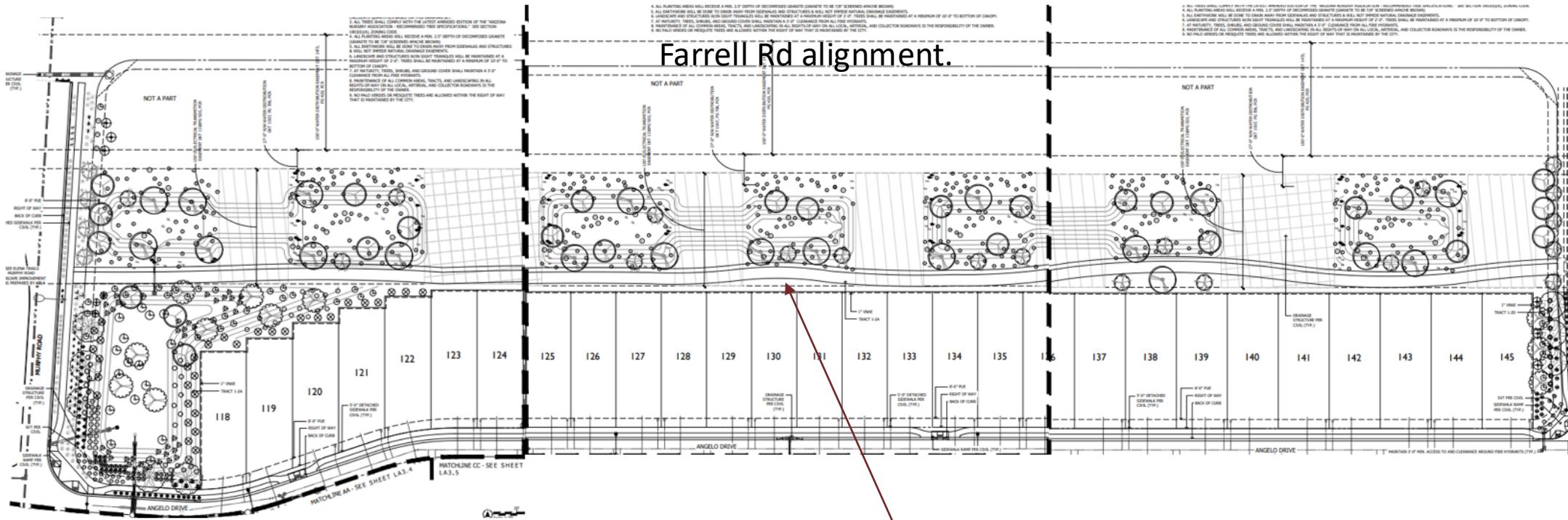
- Connectivity: Provides a trail connection from Smith–Enke Road to Lake View Park.
- Project Timing: Proposed for implementation in Fiscal Year 2028.



**Conceptual trail rendering.*

Recently Built Trail: Elena Trails (Farrell Rd alignment)

Murphy Rd.



¼ mile multi use trail
completed by private
development.

Recently Built Trail: Garvey Ave



Update on Recognition for the City Founders

Mayor Smith, Councilmembers Goettl and Marsh



City Council Future Facilities Discussion

Conference
Center

Kiosks

Swimming
Pool

Arts Center

Senior
Center

Teen
Center

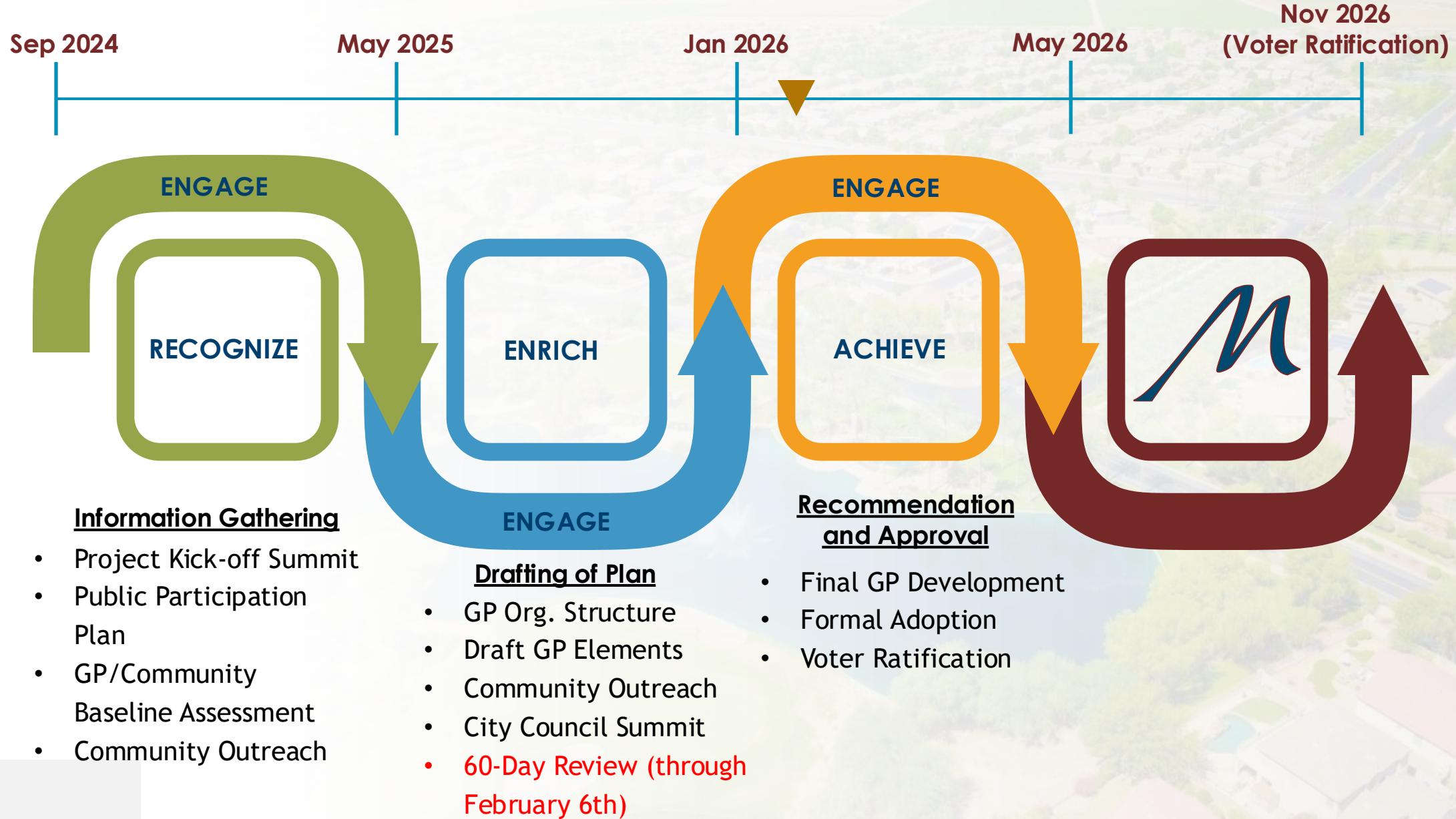


GENERAL PLAN UPDATE Futures Planning

Thursday, January 22, 2026



General Plan Process



Advancing Maricopa General Plan



Required Elements

- **Land Use**
- **Circulation** (Roadway Systems, Bicycling, Transit, Alternate Mode)
- **Growth Areas**
- **Open Space**
- **Recreation**
- **Redevelopment**
- **Neighborhood Preservation & Revitalization**
- **Environmental Planning**
- **Water Resources**
- **Conservation**
- **Energy**
- **Public Services & Facilities**
- **Public Buildings**
- **Housing**
- **Safety**
- **Cost of Development**

Elective Elements

- **Economic Development**
- **Arts & Culture**

Advancing Maricopa General Plan



DISCUSSION

A initial discussion is provided to explain the context in which goals and policies of a particular chapter have been made, reasons for those decisions, and how the goals and policies are related to the overall plan and other elements. The discussion portions of the plan do not establish or modify policies, but they may help to interpret policies.

APPROACH FRAMEWORKS

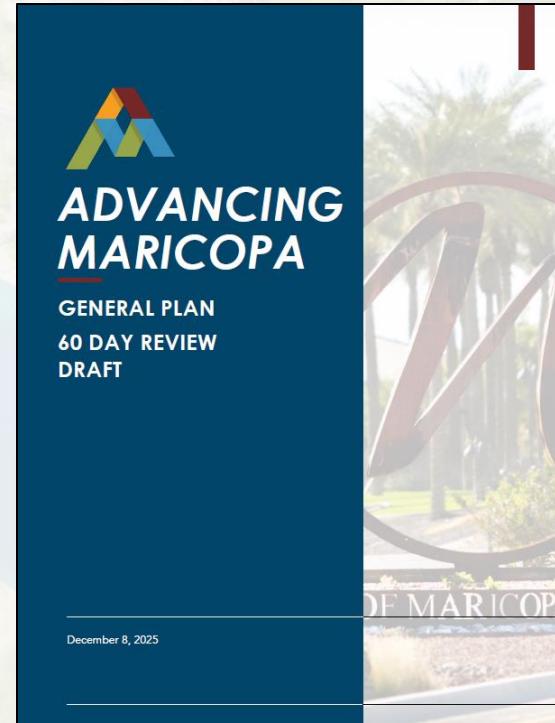
Approach frameworks are included in certain chapters to go into further detail on important subjects or plans (i.e., maps) that play a key role in applying the General Plan.

GOALS

Goals serve as overarching aspirations that guide the City's development and policy decisions. They reflect the residents' priorities for the future. Each goal is accompanied by a goal statement, which clearly expresses the intended outcome that an individual goal aims to achieve.

POLICIES

The essence of the General Plan is contained within its policy statements. Policies further refine goals and guide the course of action the City desires to take to achieve the stated goals in the plan. It is important to note that policies are guides for decision makers, not decisions themselves.



60-Day Review Draft

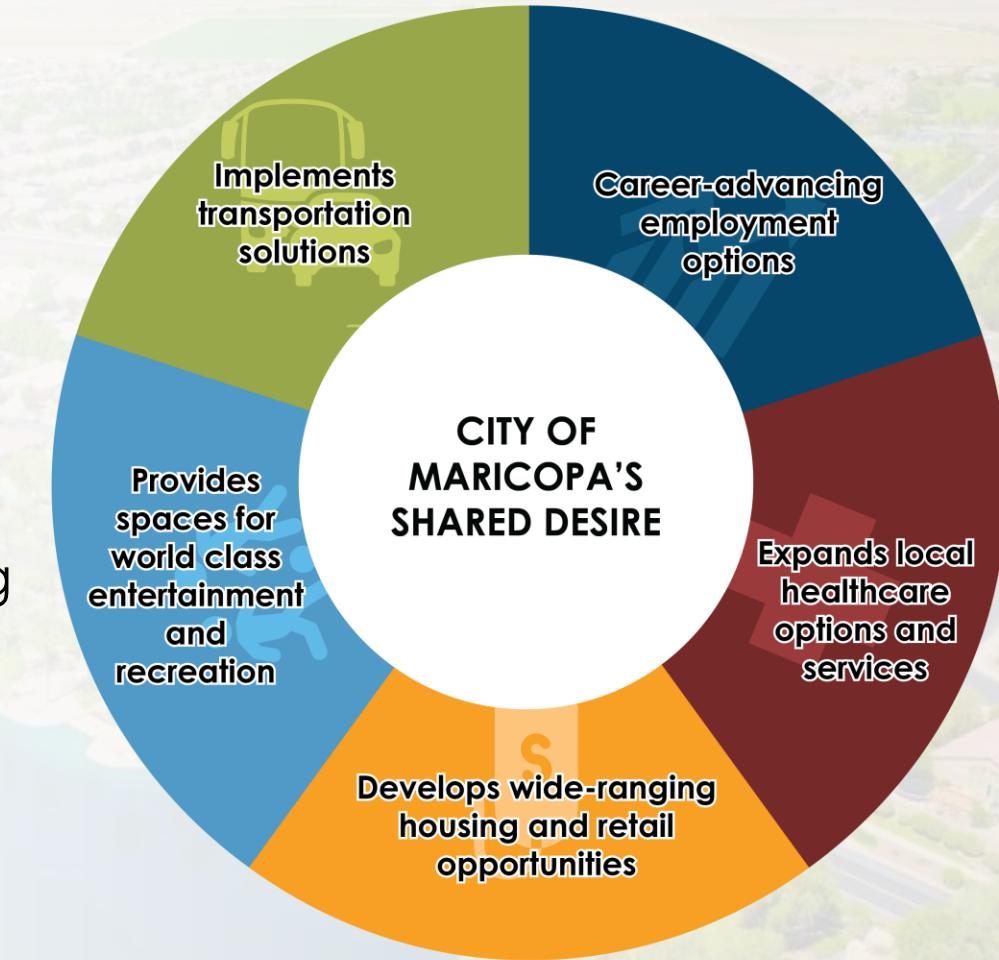
General Plan Public Engagement Overview

- Community Workshops (3)
 - General Plan Advisory Committee (6)
 - Pop Up Booths – City Events
 - Small Group Meetings
-
- Surveys (600+ Total Responses)
 - Website Visits (1,000+ Visits)
 - Press Releases/News Articles



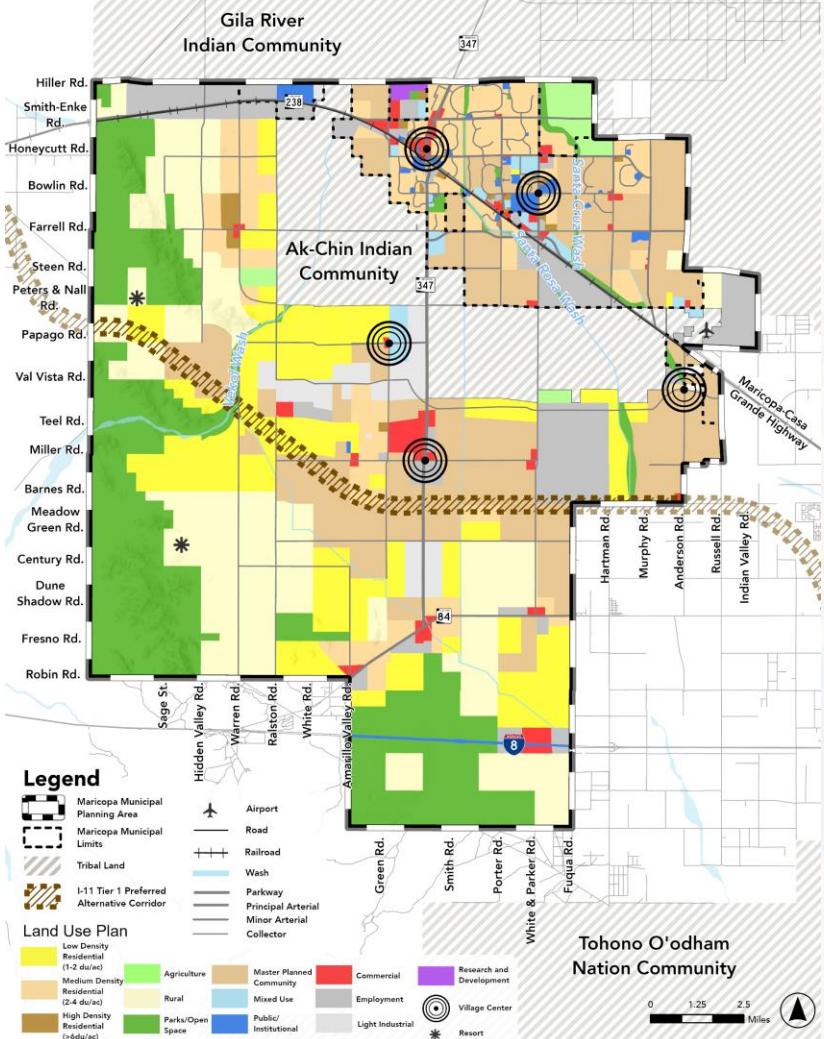
Public Engagement Key Findings

- Continue to develop safe and efficient transportation infrastructure into and within Maricopa for all users.
- Center economic development strategies on fostering a business climate that allows for growth in local career-advancing job prospects.
- Look toward housing options that meet the needs of various demographics from young families to retirees.
- Attract increased quantities and higher levels of local healthcare services.
- Expand the opportunities for shopping, dining, culture, and recreation destinations.
- Manage growth in a way that preserves the character of the City's neighborhoods and heritage.

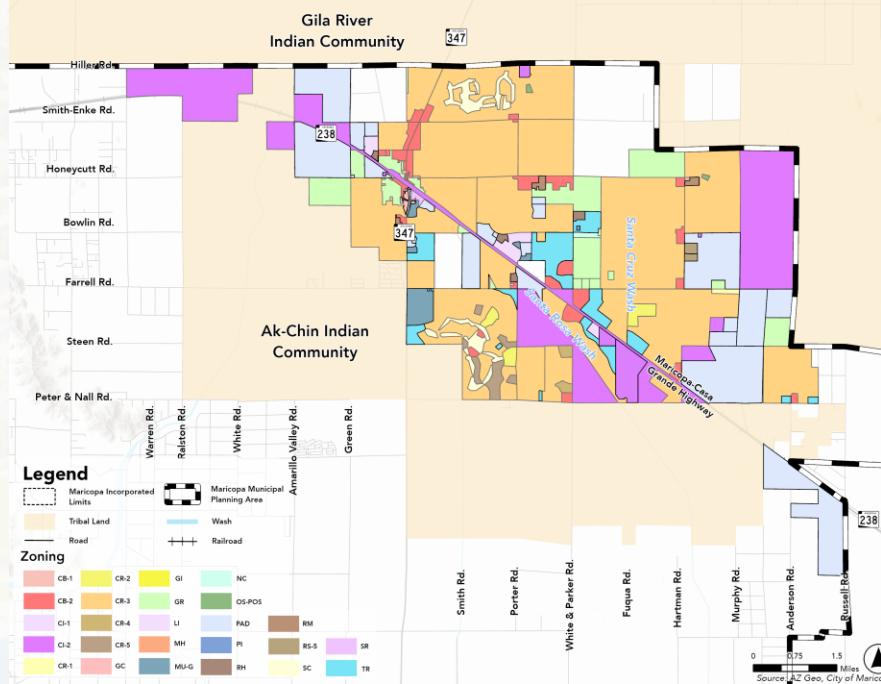


General Plan Land Use and City Zoning Map

Proposed Land Use Plan



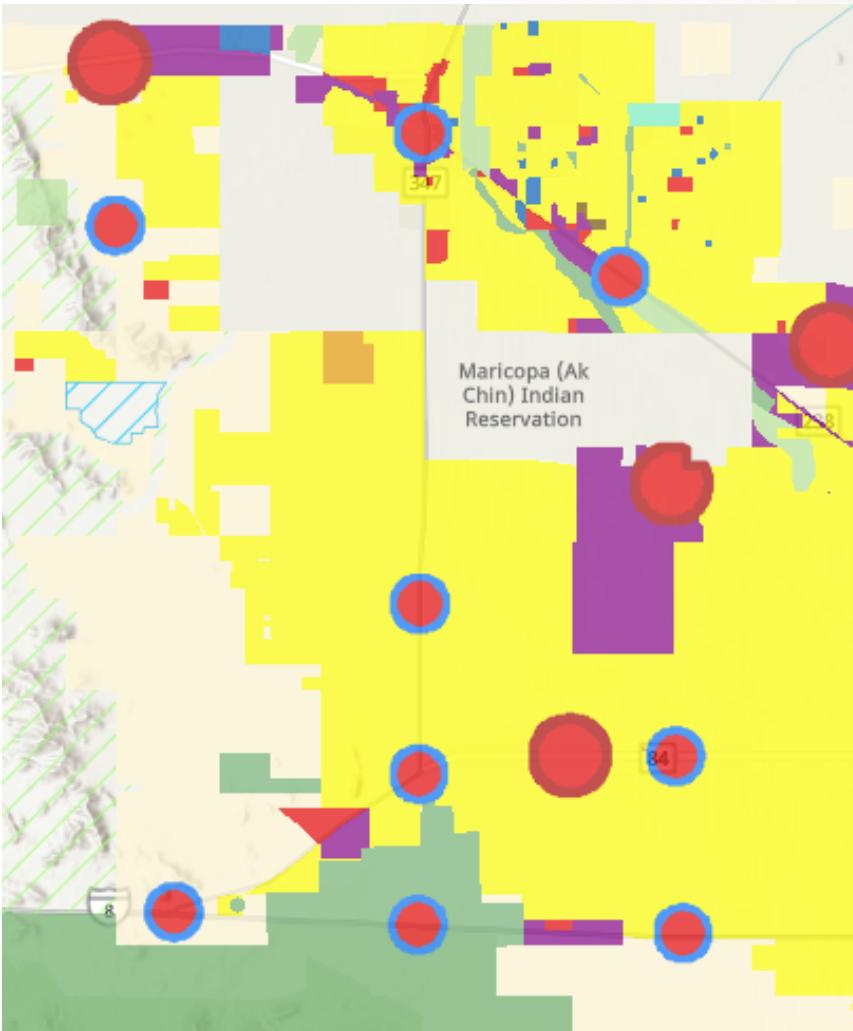
City Zoning Map



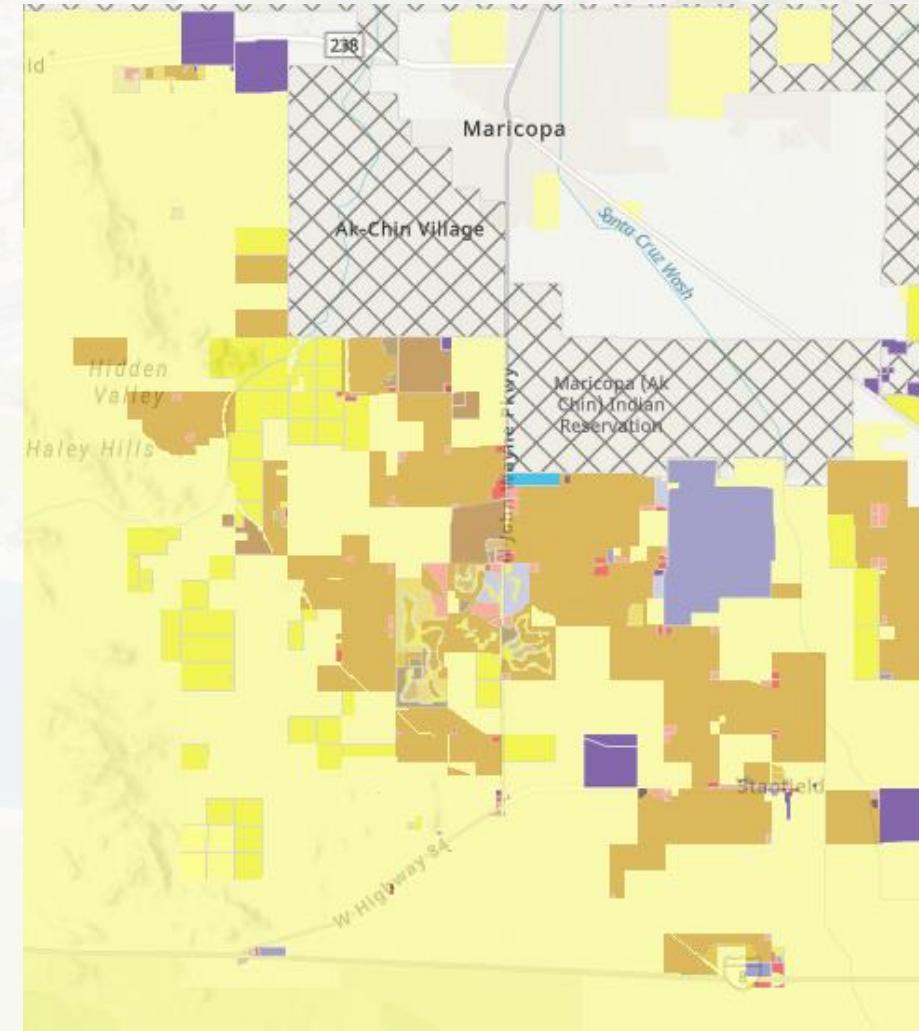
- Zoning changes must align with the Municipal General Plan or County Comprehensive Plan. The General or Comprehensive Plan does not have to align with Zoning.
- Until land in a Municipal Planning Area is annexed, the County planning documents are the governing plans and codes.
- Private property rights are held in high importance because of Prop 207.

Pinal County Plans in Maricopa's Vicinity

Pinal County Comprehensive Plan Land Use Plan



Pinal County Zoning Map



Next Steps

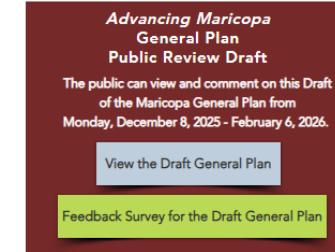
Comment on the Draft!

- www.MaricopaGP.com
- 60-Day Review Period
Dec 8, 2025 - Feb 6, 2026



GENERAL PLAN PUBLIC REVIEW DRAFT RELEASE

The Advancing Maricopa General Plan Public Review Draft is now available for community review. For the General Plan Update process, residents, stakeholders, agencies, and members of the public will have the opportunity to submit comments and feedback on this Draft of the City of Maricopa's General Plan Update during the two-month review period starting on Monday, December 8, 2025 until the end of the day on Friday, February 6, 2026. Click on the buttons in the maroon box to view the Public Review Draft of the General Plan and provide comments on the draft through the public feedback survey.



Advancing Maricopa General Plan 60-Day Draft Review

4. Please provide any thoughts or comments you have regarding the *Introduction* chapter of the plan. If you are referring to something specific, please state the page number and section header you are referring to.

5. Please provide any thoughts or comments you have regarding the *Land Use & Growth* chapter of the plan. If you are referring to something specific, please state the page number, section header, goal, or policy you are referring to.

6. Please provide any thoughts or comments you have regarding the *Connectivity & Circulation* chapter of the plan. If you are referring to something specific, please state the page number, section header, goal, or policy you are referring to.

7. Please provide any thoughts or comments you have regarding the *Environmental Planning & Resource Conservation* chapter of the plan. If you are referring to something specific, please state the page number, section header, goal, or policy you are referring to.

Strategic *Priorities*



01

Transportation

Maricopa is a city of connection, both within the community and the region. Transportation systems fuel economic and recreational opportunities for residents while bringing visitors to those same opportunities in Maricopa.

- **Action 1.1**

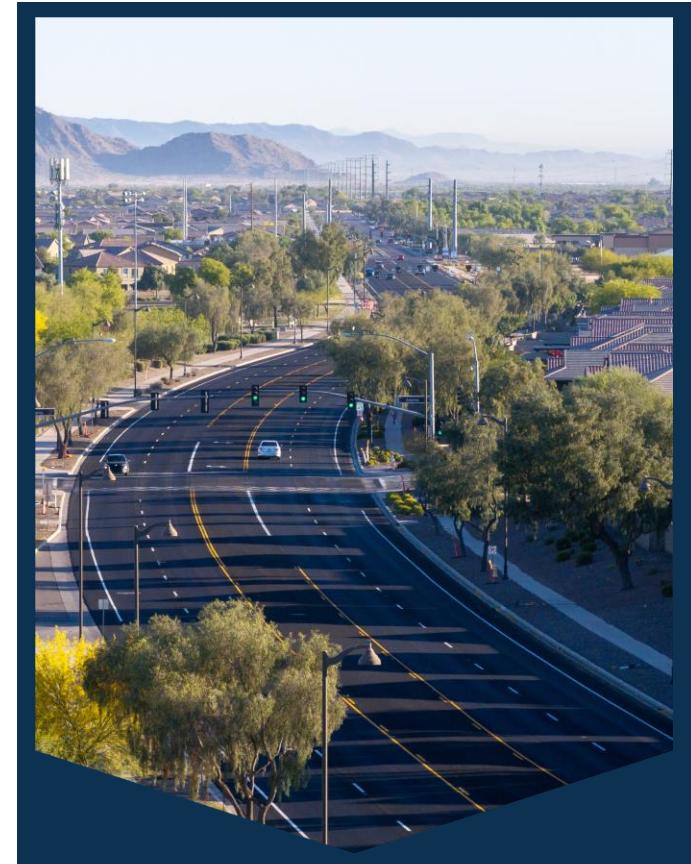
To connect Maricopa to the surrounding region with safe and swift transportation that spurs economic growth, we will **leverage local funds and** seek financial support from our county, state, and federal partners to improve State Route 347 and other regional connections. **Take time to celebrate achievements.**

- **Action 1.2**

~~Consider a 1/2 cent local sales tax proposal for long term infrastructure needs.~~ Prioritize needs for utilization of the Commuting Corridors ½ cent sales tax to improve regional connections and traffic flow.

- **Action 1.3**

~~To expedite the funding of improvements to local transportation infrastructure in a fiscally conservative manner without raising property taxes, we will seek all means possible to improve roadways sooner.~~ Utilize the Traffic Strike Force Team to identify high-priority problem areas, develop effective solutions, and implement timely improvements that enhance traffic flow throughout the city.



02

Job Creation & Business Development

Maricopa's well-educated workforce and environment for economic growth make our community attractive to employers and gives them a platform to grow from. Bringing quality jobs to the city will improve economic opportunities for residents and lift up the entire community.

Action 2.1

To attract high-paying jobs and encourage economic growth within the City of Maricopa, we will pursue the development of a Maricopa Business Park that will serve as a home to top employers.

Action 2.2

To continuously develop an educated workforce and keep Maricopa at the forefront of economic innovation, we will cultivate strategic partnerships with local schools, higher education institutions and small businesses to foster collaboration, support startups and drive technological advancements.



03

Housing Smart Growth



~~Home is the foundation of life's experiences. Homes collectively, in neighborhoods, create the foundation of community. As a community that values vibrance and connectedness Maricopa focuses development on neighborhoods abuzz with energy that include a wide array of housing options.~~ As one of the fastest-growing cities in the nation, Maricopa is committed to thoughtful, responsible planning that ensures today's decisions build a strong and successful tomorrow.

Action 3.1

Stimulate a balanced and sustainable local economy through a foundation of diverse housing options to create a sense of place, encourage walkability, and increase access to jobs, shopping, and other amenities.

Action 3.2

~~To~~ Continue to support local control in zoning decisions to ensure residents have a voice in how our community ~~meets our~~ ~~housing needs~~ grows.

Action 3.3

~~To build and maintain a vibrance of life and connectedness in Maricopa we will include multiple village center cores anchored with commercial and employment centers served by restaurants, retail shopping, and cultural enrichments in the general plan update. Collaborate with County and regional partners to ensure development within the City's planning area aligns with the General Plan and supports smart, sustainable growth.~~

Maricopa is defined by the quality of life that the community enjoys. In our city people enjoy the outdoors, and they are enriched by the cultures around them.

Action 4.1

To give Maricopa residents the greatest outdoor recreation experience and draw in visitors regionally, we will create an iconic park at City Center which capitalizes on public-private partnerships to deliver even more amenities.

Action 4.4

To enhance Maricopa's cultural vitality, we will champion initiatives that celebrate the arts by investing in public art projects and experiences.

Action 4.2

~~To combine the recreational opportunities available currently at Copper Sky with other common leisure activities of Maricopans, we will enhance Copper Sky by exploring a local culinary experience and adding other outdoor activities.~~ Seek to add additional recreational opportunities at Copper Sky through partnerships and innovative solutions.

Action 4.5

To ensure all residents are able to enjoy our high quality of life we will explore what groups may be underserved in our community and seek partnerships to enhance opportunities.

Action 4.3

To enhance walkability and bikeability throughout our community, we will develop a trail system and interconnected bike routes that seamlessly link the city by actively pursuing diverse funding sources, including support from new developments.



Becoming a Destination City

05

Since incorporation in 2003, the emergence of Maricopa has created a city built for the 21st Century. Just as Maricopa is the contemporary ideal of a place to live, it will be the ideal of a place to be, drawing in visitors from afar as a destination city.

Action 5.1

To attract visitors from across the region and the nation, we will employ a sports and event tourism strategy that encompasses broad appeal. We will utilize bed tax funds to minimize the impact on local taxpayers while inviting visitors who can boost local businesses and enhance Maricopa's regional profile. By attracting tourists who spend their dollars in our community, we aim to create an influx of revenue that supports both local commerce and the growth of our city.



06

Public Safety

Maricopa is consistently rated as one of the safest cities in the state of Arizona. Our public safety teams are proactive in mitigating risk while ensuring quality, appropriate and timely resources are able to respond when needed.

Action 6.1

To keep crime rates low as the City grows, we will implement data-driven methods to deploy an appropriate response to calls for service that enable the Police Department to unlock its full potential in serving the community.

Action 6.2

The Police Department will prioritize community policing through ongoing engagement with residents, businesses, and civic organizations. By building trust we will sustain an effective presence across diverse neighborhoods.

Action 6.3

To design and construct our fifth fire station, Fire Station 573, to support the Fire Department's ability to meet the city's immediate and future growth. This will ensure optimal emergency response capabilities and alignment with the City's mission to provide a safe, durable, and resilient community.

Action 6.4

Establish a Hazardous Materials Special Operations program to enhance response capabilities for hazardous materials incidents, ensuring community safety and environmental protection.

Action 6.5

The Fire Department will prepare for the approval and launch of an in-house ambulance service by recruiting, training, and equipping personnel to strengthen emergency medical response capabilities, enhancing the high-quality pre-hospital patient care in the community.

