

Redefining Economic Development

ANNUAL REPORT FOR FISCAL YEAR 2022-2023



MEDA
Maricopa Economic
Development Alliance

Letter from MEDA's Chief Executive Officer

This year, as the Maricopa Economic Development Alliance (MEDA) has continued to evolve its role in the community, we would like to thank our esteemed partners: The City of Maricopa, our private sector investors, and the citizens of Maricopa, for their valued trust and support. Here at MEDA our staff works tirelessly each day to be worthy of this confidence with all energies dedicated to outcomes and results.

The Mission here at MEDA is simple: "To promote and attract economic growth by appealing to industry and corporate place makers, creating job opportunities for residents, and enhancing the overall economic well-being of the City of Maricopa through business expansion and/or relocation, by focusing primarily in the industrial, manufacturing, headquarters, office or large-scale commercial warehousing space."

In the world of industrial and corporate relocation, this process does not happen overnight or even quickly. However, we believe that targeted strategic partnerships and large-scale sustained business attraction efforts, over time, will produce the desired outcome of positioning new business entities here, and create high paying jobs within the City of Maricopa for the benefit of her residents.

We know that with each new business success comes a community-wide economic benefit that can be utilized to further leverage the positive messaging of Maricopa's competitive advantage in: our centralized geographic location, water availability, highly educated and qualified work force, less expensive land accessibility, pro-growth government policies and tactical corporate partnerships that all lend to making our city, one of great desirability to the development community.

As we continue to maintain these robust efforts of national and international business attraction through positive messaging, along with, our unique brand of partnered solutions to business relocation challenges – MEDA and the City of Maricopa will continue to expand its list of new businesses that will call Maricopa home.

We invite you to take a small glimpse into just some of the many endeavors MEDA is contributing to Maricopa's overall economic attraction with this year's 2022-2023 Annual Report. We welcome your thoughts, concerns, praise and even criticisms, as we diligently strive to become the very best economic attraction agency in the state of Arizona!

As you continue to envision Maricopa's future, please know that MEDA will be right alongside you in our business and employment attraction efforts.



Christian Price
MEDA President and CEO

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WHO IS MEDA?

The Maricopa Economic Development Alliance (MEDA) is a 501(c)3 corporation that was established in 2009 to assist the city in fostering economic development and growth in the Maricopa region.

Since MEDA's creation, the organization has brought together the business and private sectors, government leaders, and educational resources in order to identify and advance policies and programs that facilitate business investment and establishment, expansion, growth and workforce development locally.

MEDA is comprised of a governing board of directors with eighteen current members and additional advisory members*. This governing body is a tactically advantaged group of the city's most influential stakeholders and partners, including the key decision makers for local utilities, educational institutions, land holdings, vital businesses and governmental heads. This also includes the City of Maricopa's Mayor, two councilmembers and the City Manager, who provide critical guidance and insight as to the city's goals, objectives and direction.

**Board member counts and roles are subject to change as per the direction of the board.*



By working closely together with each of these essential participants in one place; from a project's inception to its grand opening, MEDA helps to provide new businesses the very best opportunity for success that an expanding or relocating enterprise has, to push through the various challenges of what it takes to start or establish a large scale industry-operation in a new location.

In 2019, with support from the City Government and the Board of Directors, MEDA began transitioning into a more expansive economic development role. This transformation was expanded once again, in July of 2022, with the establishment of the contractual agreement for Economic Development services-rendered with the City of Maricopa. Following this transformation, MEDA relocated to permanent physical offices at the new Estrella Gin Business Park. Maricopa's long time Mayor Christian Price accepted the role of President and CEO, and onboarded additional Economic Development staff to support the expanding workload.

These strategic decisions have created a robust full court press to the business attraction and location efforts by MEDA, the City and the business community on behalf of Maricopa's residents. Furthermore, as a contractually bound partner, MEDA and the City work hand-in-hand to create the best business environment possible to provide expert professional and confidential services to help facilitate companies looking to expand or relocate in the Maricopa area.



2022-2023 MEDA BOARD

OF DIRECTORS

MEDA's Board is comprised of leading executives from Maricopa's major business sectors, representing expertise and experience in utilities, finance, development, healthcare and infrastructure development. Equally important are the elected officials and public sector executives who bring essential representation from the City of Maricopa's City Council, City Management and Economic Development functions.



Chairman
Ron L. Fleming
Chairman, President & CEO
Global Water Resources



Vice Chair/Treasurer
Brian Yerges
General Manager
Electrical District No. 3



Board Secretary
Dr. Tracey Lopeman
Superintendent
Maricopa Unified School District #20



Director
Michael Adams
Group President
First Interstate Bank



Director
Rita Adiani
SVP Strategy & Corporate Dev
Arizona Sonoran Copper Co.



Director
Dr. Jacquelyn Elliott
President
Central Arizona College



Director
Malcolm Green
Director
Maricopa Agricultural Center



Director
Rick Horst
City Manager
City of Maricopa



Director
Dr. Frederick Johnson
Chief Medical Officer
Exceptional Healthcare Hospital



Director
James F. Kenny
President
El Dorado Holdings, Inc.



Director
Vincent Manfredi
Councilmember
City of Maricopa



Director
Jason Plotke
 Co-Founder & President
 Private Motorsports Group



Director
John D. Schurz
 President & General Manager
 Orbitel Communications, LLC



Director
James P. Smith
 Economic & Workforce
 Development Director, Pinal County



Director
Nancy Smith
 Mayor
 City of Maricopa



Director
Henry Wade
 Councilmember
 City of Maricopa



Director
Eric Wilkey
 President
 Arizona Grain, Inc



Director
Daniel Wolf
 District Manager/Division
 Operations Southwest Gas Corp.



Advisory Director
Andrew Clegg
 Exec Dir, Career &
 Workshop Training,
 Central Arizona College



Advisory Director
Adam Hawkins
 Founder & President
 Global External Relations



Advisory Director
Robert Ito
 Associate
 Snell & Wilmer



Advisory Director
Andy Kroese
 Vice President & CFO
 Arizona Grain, Inc.



Advisory Director
Julie Willoughby
 Chief Nursing Officer
 Exceptional Community Hospital

MEDA Staff



Staff
Christian Price
 President & CEO
 MEDA



Staff
Carol Jackson-Robinson
 Executive Assistant to Christian Price,
 MEDA



Staff
Tarina Lovegrove
 Economic Development Specialist
 MEDA

WHAT MEDA DOES

MEDA is a non-profit, public private partnership, that specializes in professional Economic Development on behalf of the City of Maricopa.

As the evolution of MEDA has taken place over the past year, MEDA has left its traditional “Advisory & Marketing only” role behind and has taken its place as a forward-facing trusted partner for economic development. MEDA’s mission to attract and locate new businesses to the City of Maricopa is focused in four key areas:

BUSINESS ATTRACTION & RECRUITMENT

Find and target industries and companies that align with Maricopa’s economic development goals. Promote Maricopa as a favorable location in which to expand or locate a business. Provide initial and ongoing professional assistance including site selection, city coordination and working with key stakeholders to solve, effectively and efficiently, any and all “business location obstacles” that may arise.





COMMUNITY/REGIONAL COLLABORATION & BUSINESS EXPANSION

Engage, participate and build strong local, county, regional, state and national partnerships that directly assist in bolstering business interests in the direct site location of industry and corporations in Maricopa. Collaborate with local stakeholders, Chamber of Commerce, industry associations, government agencies, City of Maricopa, etc. to further these relationships to foster a supportive business climate and to encourage business expansion where possible.

MARKETING & COMMUNICATIONS

Implement brand strategies of outreach, education, and communication to raise awareness of the available locations and solutions provided by MEDA and the City, in order to attract and grow new business opportunities.

WORKFORCE DEVELOPMENT

Partner with educational institutions and employers to understand the comprehensive workforce needs in the region for newly locating businesses. MEDA facilitates connections and the creation of applicable training programs between employers, educational institutions and job seekers.



BUDGET

MEDA Budgets: Fiscal Years 2022-2023 / 2023-2024

Income	FY 22-23	FY23-24
City of Maricopa Contract	\$700,000.00	\$700,000.00
Private Sector Donations	\$100,000.00	\$152,500.00
Grants - Pinal County	\$10,000.00	\$0 - \$15,000
Total Income	\$810,000.00	\$852,500.00

Expenses	FY 22-23	FY23-24
Administration	\$25,000.00	\$25,000.00
Subscriptions	\$500.00	\$3,500.00
Marketing/Advertising	\$190,000.00	\$162,000.00
Memberships	\$48,615.00	\$56,527.00
Misc./Contingency	\$12,000.00	\$12,000.00
Occupancy/Office Equipment	\$28,100.00	\$28,000.00
Printing/Postage/Mail	\$6,585.00	\$7,585.00
Prospect Research/Generation/Sales Mission	\$70,000.00	\$80,000.00
Salaries/Benefits	\$439,700.00	\$473,388.00
Staff Training/Development	\$4,500.00	\$4,500.00
Total Expenses	\$825,000.00	\$852,500.00

Site Advancement Fund (SAF)	\$0.00	\$200,000.00
Balance	\$825,000.00	\$1,052,500.00

MEDA's budget was fiscally conservative and wise in the use of this year's funds. Every penny allotted to Economic Development is utilized to press forward the mission and work of business attraction on behalf of the City of Maricopa. The art of business attraction comes from an ever-changing combination of outreach, personal visits, hosting interested corporations, face-to-face relationship building and traditional and digital marketing, along with generating and responding to potential prospects, sales missions, meeting with Site Selectors and CEO's, traveling to gatherings of numerous developers, real estate professionals and so much more.

In the complex narrative of economic development, this year was one of discovery with less traditional print advertising than in past years, with a renewed resource focus on in-person visits and relationship building for the reconstruction of our deal generation pipeline.



While traditional print marketing in national and regional publications with wide circulations can be partially effective at helping to establish brand recognition amongst our peers, it does little to tell our in-depth story as a city and it does even less to explain the incredible investment opportunity that exists for desirous industries and businesses to locate. Print advertising is also very costly and is difficult to track outcomes and performance. Thus, combining a digital presence is helpful, but it too suffers from the same problem of effectiveness in length of impression and remembrance amongst our audience.

BUDGET

Personal connections in branding MEDA & The City are proving to have far greater results in interest and in-person visits to Maricopa than anything else. MEDA will continue to focus and even double our efforts here, this coming year.

Savings realized from prudence in this year's operational budget, was manifest in the judicious usage of FTE's, "targeting only" marketing and other categories exhibiting savings; was authorized to be reallocated and rolled into this next fiscal year's budget, by the MEDA board of directors in close cooperation with the City of Maricopa, to establish a new "Site Improvement Fund". Due to MEDA's special status of being outside the scope of traditional government restraints, MEDA can do things other economic development organizations can't. In the coming year(s) MEDA and the City seek to maximize this advantage for the fastest possible advancement of market competitiveness and return on investment.



ACHIEVEMENTS

Business Attraction & Recruitment

MEDA FY 2022-23 Prospects & Leads					
	GPEC	ACA	GPEC & ACA	Local Prospect Referrals	Total
Q1	23	12	7	1	43
Q2	13	1	12	0	26
Q3	19	1	14	1	35
Q4	18	5	12	11	46
Total	73	19	45	13	150

Prospects for the 2022-2023 fiscal year:

- Q1** Received **43** company and business prospects from GPEC & ACA and locally generated: MEDA responded to **22**. These responses included a potential of **6,367 jobs** with an **average annual wage of over \$66,181**.
- Q2** Received **26** company and business prospects from GPEC & ACA: MEDA responded to **11**. These responses included a potential of **3,883 jobs** with an **average annual wage of over \$67,988**.
- Q3** Received **35** company and business prospects from GPEC & ACA and locally generated: MEDA responded to **17**. These responses represented **16,301 jobs** with an average annual wage of over **\$65,167**.
- Q4** Received **46** company & business prospects from GPEC & ACA and locally generated: MEDA responded to **28**. These responses represented **10,724 jobs** with an average annual wage of over **\$61,155**.

ACHIEVEMENTS

Compilation summary

MEDA, in conjunction with the City of Maricopa, in review of and in response to, the ACA, GPEC, CABC, Pinal County and locally generated prospects had a total of **150 prospects** that were passed to or generated by MEDA, during the 2022-2023 Fiscal Year, representing a potential yearly grand total of: **67,074 jobs** with average annual wages of over **\$63,416**.

MEDA (and Maricopa's stakeholder land sites) qualified for, and thus prepared responses to: **78** of these referred prospects, coordinating closely with city staff. These 78 responses included the potential of **33,977 jobs** with **average annual wages of over \$63,929!**

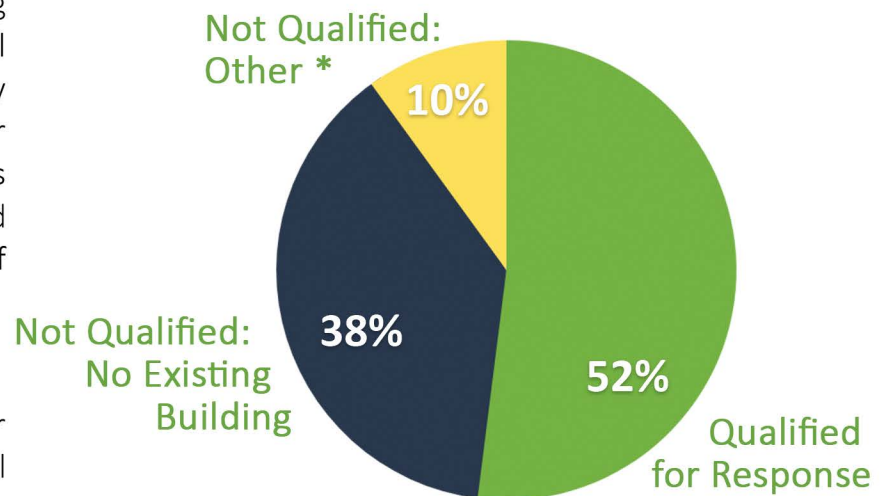
This represents an **average response rate of 52%** of all leads generated.

Please remember that many of the other leads that were not responded to were because "our available land sites did not qualify" for what the company was looking for. While there are always some additional caveats that a given prospective company is requiring that may disqualify us, for example: Own vs. Lease / existing utilities to site corners / must be built in a disadvantaged area / size of property/ size or volume of power/ water requirements, etc*.

However, the number one disqualifier for MEDA's prospect response for industrial operations, warehousing, manufacturing, distribution, or even mixed-use office space is a **LACK OF EXISTING BUILDINGS**.

"Existing building" requirements are the most common reason MEDA does not respond to a lead. This fiscal year the non-response number amounts to **57**. Those 57 represent **79% of all potential prospects NOT RESPONDED TO!**

PROSPECT RESPONSE QUALIFICATIONS



Challenges Identified:

All Land Sites are different when it comes to available size, readiness and challenges:

- 1.** Infrastructure and Infrastructure funding is critical to making a project happen. Clarifying who is responsible for each of those areas is just as important.
 - ◆ Water – Where are the lines? What obstacles exist in getting those lines to the property? How much does it cost and who pays for the extension of those lines? How much water is needed? Is that an appropriate usage? Wastewater – how much potable can be recaptured and thus be reused? Does this project make sense?
 - ◆ Power – Is the other most critical issue that no manufacturing can operate without. Where are the nearest lines run? Is there enough Mega Wattage that can be produced? Is there enough power line redundancy? How much do the lines, transformers, distributions stations all cost and who pays for that? When does it get paid for, before or after a company locates?
- 2.** Existing buildings from 50,000sqft-1,000,000sqft, as mentioned above, are what many are looking for to establish their operation quickly. It also generally implies utilities are on site.
- 3.** Roadway access: Whether this is proximity to freeways or the construction of a new roadway that comes as a street improvement due to the new project locating to a greenfield site: who pays the costs associated with that roadway?

Overcoming Challenges:

While there is no easy answer to solving all of these challenges at once, it is important to note that we are working presently with city leaders, the utilities, landowners and others to find innovative and creative solutions on how to move these sites forward and increase competitiveness.

To that end, MEDA has begun, in collaboration with the city, to gather and compile data to compare and contrast how these solutions may have been implemented successfully in other areas. Additionally, MEDA is investigating the factors leading to prospects choosing other competitive markets in order to convert that data into actionable solutions for business attraction and location.

ACHIEVEMENTS

Target Group	Contacts Made				
	Q1	Q2	Q3	Q4	Total
ADOT - State Transportation Board Meetings	60	85			145
Arizona Commerce Authority (ACA)	12	8	11		31
Arizona League of Cities and Towns	150				150
Business Facilities Site Selectors Conference				153	153
Canada Arizona Business Council - CABC	35	27	17	35	114
Commercial Real Estate Brokers - City of Maricopa	3	12	5	7	27
Commercial Real Estate Brokers - Metro Phoenix	20	19	17	49	105
CoreNet Global		68			68
EconoMix		87			87
Greater Phoenix Economic Council (GPEC)/ EDDT	35	40	92	64	231
GPEC Market Familiarization missions				186	186
Maricopa & Pinal County Business Organizations	180	135	97	347	759
NAIOP - Local		26	10		36
NAIOP - National		82			82
National Site Location Consultants- Fall Forum (East Coast)	85				85
National Site Location Consultants- Site Selectors Guild		40			40
National Site Location Consultants- Unites States (Annual) (Texas)			175		175
SemiCon (Semiconductors)					
West Conference (West Coast)	85				85
Southern Arizona Leadership Council (SALC)	15				15
Urban Land Institute - Local		50			50
Urban Land Institute - National		81			81
Total Contacts Made	680	760	424	841	2705

Deal generating pipelines come from making contacts

The process of economic development is one of continual outreach and networking. Constantly marketing and meeting people that can accelerate the mission of business location to Maricopa. The process of doing this means having a vast and capable network of professionals that can refer commercial employment projects to the area.

For fiscal year 2022-2023 all leads/prospects/connections have generated 58 on site visits to Maricopa for site investigation, initial or subsequent due diligence missions or other fact-finding meetings that are precursor or complementary to the locating process of a prospective business in Maricopa.



ACHIEVEMENTS

Community/Regional Collaboration & Business Expansion

MEDA garners knowledge and builds relationships by working closely with partners that can both educate and help make introductions to those outside our circles of influence. Collaborations with these entities help us find and gain entry into the CEOs and decision makers that will locate or expand their business. This year MEDA has worked closely with all these groups and more. Here are some highlights and accomplishments.

MEDA has:

- Created successful partnerships and marketed to national Site Selectors that are employed by large corporations to gather information on all the best prospective sites for the location of their next business operation.
- Collaborated with organizations both local and national, Like NAIOP, CoreNet, ULI, and many others, to establish connections and working relationships with company CEOs, developers, real estate professionals and to educate them on all that Maricopa has to offer. It is also of critical importance that they visit Maricopa personally.
- Worked jointly with the City/Chamber to host the building's grand opening
- Attended as many ribbon cuttings and groundbreaking as possible.
- Participated in Chamber/Pinal Partnership meetings, breakfasts, speakers and coordinated with the board of directors of these organizations.
- Been a partner and advisor in the process related to the city led UofA EDA Grant and the proposition to masterplan its 2100 acre site.
- Actively participated in regional and local transportation outreach to advocate for plans, designs and funding for critical roadway structures that will directly impact the public safety and economic well-being of the City of Maricopa and her residents.

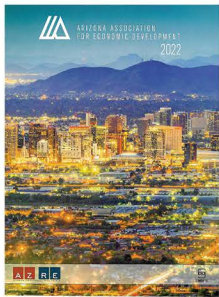
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- Hosted numerous in person meetings with outside companies expressing interest in Maricopa, as well as, facilitating regional fiber discussions with various fiber stakeholders to assist in moving the city towards being “Smart City” ready.
 - Worked closer than ever with our Economic Development partner organizations – Greater Phoenix Economic Council (GPEC), Arizona Commerce Authority (ACA), Canada Arizona Business Council (CABC), Pinal County Economic Development- to develop, market, foster, attain and answer new business leads that will result in direct location of new large scale industrial, manufacturing, commercial, etc. companies to Maricopa.
 - Sought to counter negative media reporting and to educate the public internationally, nationally, and locally as to how water in the State of Arizona, in Pinal County and especially in the City of Maricopa works. Maricopa has a competitive advantage that must be leveraged; a coveted assurance of 100 years’ water supply through our partner Global Water Resources, who has one of Pinal County’s only *Designation of Assured Water Supply* (DAWS). Setting this record straight is critical to attracting new business in spite of the negative media hype.
 - Worked closely with City Leadership and the MEDA Board of Directors to establish an innovative, one-of-a-kind “Site Advancement Fund” for the initial benefit of advancing the progress and master planning of the city’s 240 acres in the Industrial Triangle. The advancement of this site will lead directly to large scale corporate locations to Maricopa that will bring jobs and economic diversity.



ACHIEVEMENTS

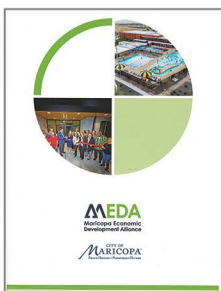
Marketing & Communications

MEDA's outreach and promotional strategy of event marketing at conferences, trade shows, and sales missions, etc. provides us an excellent opportunity to meet face-to-face with our target audiences for the chance to create in-person connections and build relationships, which is critical in the economic development industry. We have placed targeted advertising through strategically placed print publications and have found opportunities to do interviews, podcasts and earned magazine/newspaper articles to extend our co-branding efforts in a very cost-effective manner. MEDA has also renewed its presence on social media with thought leadership articles and updates about the city via LinkedIn and Facebook and is in the initial stages of a complete redesign for the MEDA website. Below is a representation of some of the targeted print media advertising for FY 2022-2023.



AAED (Arizona Association for Economic Development) Supplement with AZRE (Arizona Department of Real Estate)

"The Arizona Association for Economic Development serves as Arizona's unified voice for responsible economic development through professional education, public policy, and collaboration." MEDA's full page, full color ad in the November/December 2022 AAED Supplement targeted business leaders throughout Arizona and online, where AZRE averages over 3 million page views per month.



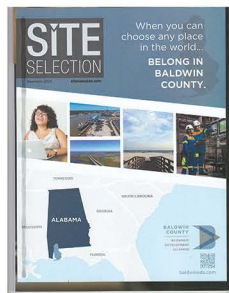
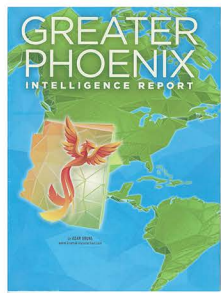
Business In Focus

Business in Focus reaches more than 254,829 industry leaders in all areas of North American business including manufacturing, technology, food and beverage, healthcare, logistics, finance, resources, and construction. The Business in Focus Magazine's online readership is 28,185 in Canada and 226,644 in the USA. MEDA has utilized this as a beneficial brochure for conferences and sales missions. The multi-page, full color advertorial appeared in Business In Focus in March 2023, and will be reprinted again in September 2023.



Forbes & Fortune Magazines

Forbes and Fortune are prestigious, industry-leading publications in the business sector. MEDA was featured in an advertorial in Forbes and Fortune Magazines in April 2023. MEDA's advertorial was full page, full color, in the Spotlight on Phoenix Business Leaders section. The local audience averages 91,785 readers including executives, business owners, and entrepreneurs.



S&S Greater Phoenix Intelligence Report

The November 2022 Greater Phoenix Intelligence Report reaches c-suite executives, site selection consultants, industrial brokers, IAMC (Industrial Asset Management Council) members and ultimate decision makers, many with active relocation, and expansion plans. MEDA's full page, full color ad in the publication was in both print and digital editions. The report was also posted on siteselection.com, sent out in the Investor Watch e-Newsletter and shared across social media platforms and additional groups on LinkedIn. 1,000 reprints went to the GPEC Business Development team that they use when they call on and meet with prospects and attend conferences/events.

Workforce Development

Finally, MEDA also helps focus on area workforce development, which is critical to any locating business that will need employees with specialized skills and training to do the jobs required by that industry. Partnerships are key to this strategy and while specific training programs will be identified and created as specialized companies locate to the area, the preparation for these begins now. MEDA Partners with organizations such as the University of Arizona (UofA), Central Arizona College (CAC), Maricopa Unified School District (MUSD), Pinal County Workforce Development office and county development board, and the Arizona Commerce Authority (ACA), just to name a few. This year we began with our strategic participation in the Annual Workforce Development Summit which allowed access to Maricopa and Pinal Counties, State, and other regional and corporate resources that will ultimately benefit City of Maricopa companies and job seekers.

MEDA

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Development Alliance**



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