

CITY OF MARICOPA

Economic Development Strategic Plan 2026-2030

Rounds Consulting Group

01

Overview

Purpose of an “Economic Dev. Strategy”

Blueprint to help with building and diversifying the City's economy:

- Provide an economic update and establish benchmarks.
- What is there and what could later exist.
- Design action items...not your grandfather's strategic plan.
- Separate into short-, mid- and long-term goals.
- Describe how economic diversity creates more jobs and more tax revenue.
- **LEAVE POLICYMAKERS WITH A SMALL NUMBER OF IMMEDIATE OPPORTUNITIES.**

The Mission

Quality of growth is a central theme underlying the City recommendations.

While Maricopa offers a range of local amenities for residents, analysis indicates meaningful economic leakage is occurring, suggesting unmet demand within the community.

Critical Consideration

THE CITY HAS BEEN MANAGED WELL, and budgeting has been responsibly conservative. However, it has only been more recently that additional economic development opportunities have begun to present themselves.

This will require current community policymakers and business and workforce leaders to **BE EVEN MORE PROACTIVE MOVING FORWARD** when it comes to managing economic development issues within the City.

Challenges & Opportunities

A Victim of its Own Success?

- The community presents well in terms of appearance, the infrastructure is relatively new, and higher-wage job opportunities are tied to the high-tech businesses in the Southeast Valley.
- These same positive attributes also create challenges for designing a community **WHERE PEOPLE CAN BOTH WORK AND LIVE.**

Business Expansion/Relocation Priorities

Most Important Location Criteria Survey Results (2018 versus 2025)		
2018 Rank	2025 Rank	Criteria
6	1	Utilities (Availability, Cost, Reliability)
7	2	Ease of Permitting & Regulatory Procedures
2	3	Transportation Infrastructure
1a	4	Workforce Skills
NA	5	Quality of Life
3	6	Land/Building Prices and Supply
4	7	State and Local Tax Scheme
1b	8	Workforce Development
8	9	Higher Education Resources
5	10	Economic Development Strategy

Source: Site Selection Magazine

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Employment



Evidence of Higher Wages

Changes in Household Income by Region (2014 vs 2024)				
	City of Maricopa	Phoenix MSA	Arizona	United States
Median Household Income (2014)	\$65,214	\$51,969	\$49,928	\$53,482
Median Household Income (2024)	\$96,391	\$88,301	\$79,964	\$80,734
Percent Increase	47.8%	69.9%	60.2%	51.0%

Source: U.S. Census Bureau; U.S. Department of Commerce

Jobs-to-Population Ratio

In the case of the City of Maricopa, a long-term goal related to a jobs-to-population ratio should be between 1:3 and 1:4. However, **THE CITY'S**

CURRENT RATIO IS A CHALLENGE AT 1:10.6. GP AVERAGE = 1:2

For the City to improve the ratio to that of Greater Phoenix, an additional

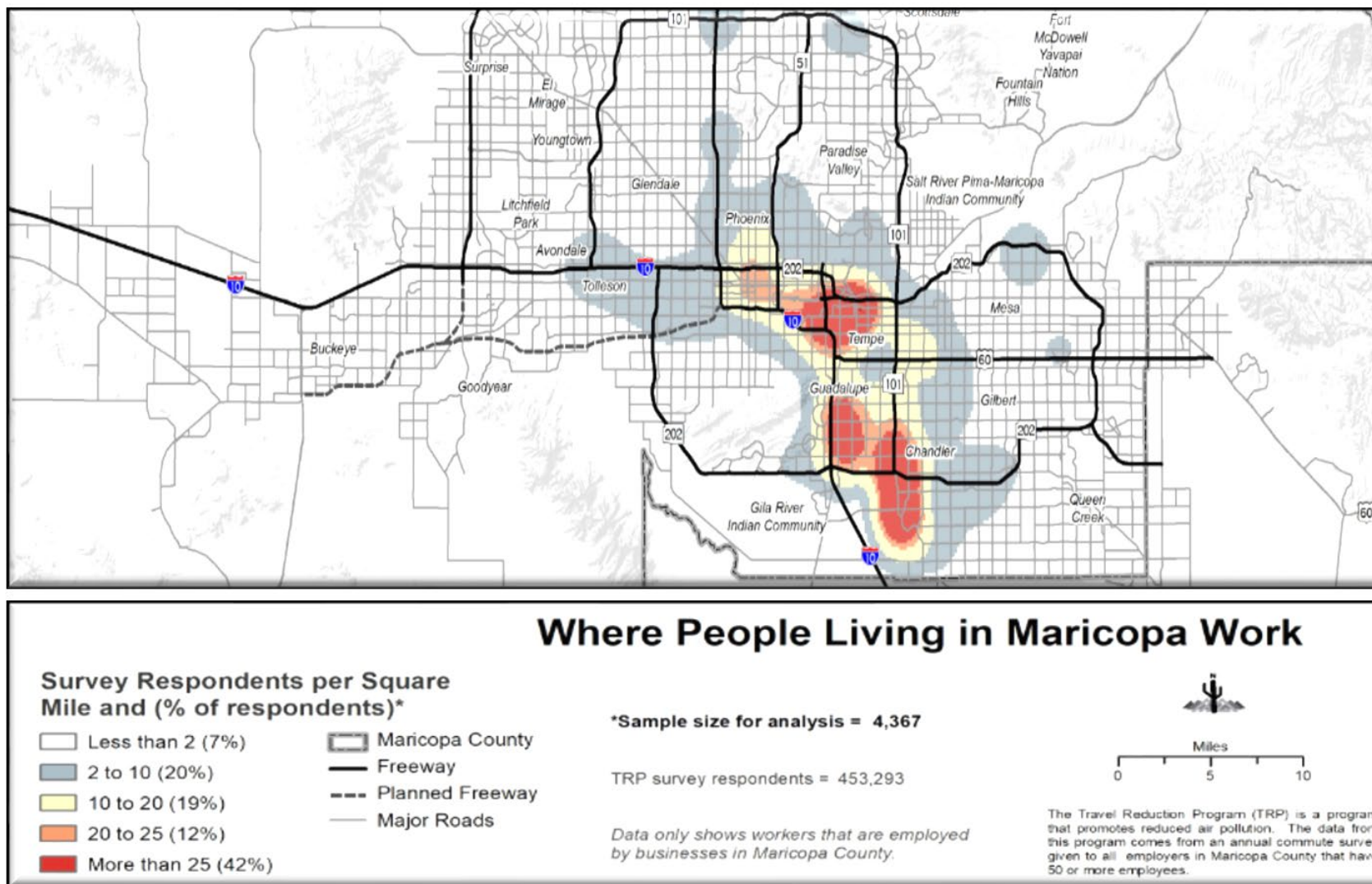
41,000 JOBS WOULD NEED TO BE ADDED to the local employment base.

Local Jobs?

Employment Cluster Summary (2025)				
	Employers		Employees	
	Estimate	Percent	Estimate	Percent
Retail	45	9.7%	1,410	19.1%
Consumer Services	100	21.5%	1,400	18.9%
Education	24	5.2%	1,300	17.6%
Government, Social, & Advocacy Services	65	13.9%	990	13.4%
Healthcare	77	16.5%	770	10.4%
Construction	37	7.9%	290	3.9%
Business Services	35	7.5%	270	3.6%
Finance, Insurance, & Real Estate (FIRE)	25	5.4%	240	3.2%
Hospitality, Tourism, & Recreation	20	4.3%	220	3.0%
Transportation & Distribution	13	2.8%	200	2.7%
Resource-Dependent Activities	7	1.5%	70	0.9%
High Tech Manufacturing & Development	2	0.4%	60	0.8%
Non-Metallic Manufacturing	3	0.6%	60	0.8%
Media, Publishing, & Entertainment	5	1.1%	50	0.7%
Telecommunications	3	0.6%	30	0.4%
Consumer Goods Manufacturing	3	0.6%	20	0.3%
Metal Inputs & Transportation-Related Manufacturing	2	0.4%	20	0.3%

Source: Maricopa Association of Governments

Where do Most Residents Work?



Source: Maricopa Association of Governments (Travel Reduction Database, 2022)

Consequences of a Jobs Imbalance

The local jobs imbalance results in **ADDITIONAL RETAIL LEAKAGE**, which **REDUCES THE TAX REVENUE BASE** and restricts the community's ability to invest in infrastructure and other pro-development activities.

Furthermore, additional commuting miles translate into **ADDITIONAL TRANSPORTATION INFRASTRUCTURE COSTS.**

Working Towards a Better Future

THE CITY IS APPROACHING AN INFLECTION POINT in its growth potential.

During the next decade, the community is either going to begin recruiting more businesses with high-wage opportunities, or the community will simply be a supporting residential area for other cities that provide high-quality jobs.

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SWOT Analysis

SWOT Analysis: Part 1

Strengths

- Population Growth
- Demographic Profile
- Affordable Housing (in relative terms)
- Planning/Development Capacity
- Land Availability
- Community Amenities
- Pro Business Climate

Weaknesses

- Workforce Leakage
- Infrastructure Constraints
- Retail Leakage
- Public Perception
- Underdeveloped Tax Base
- Business recruitment

SWOT Analysis: Part 2

Opportunities

- Advanced Manufacturing
- Local Business Growth
- Tourism Attraction
- Infrastructure Investment
- Regional Logistics
- Entrepreneurship & Innovation
- Healthcare/Facility Development
- Regional Collaboration

Threats

- Road Congestion
- Regional Competition
- Macroeconomic Risks
- Motivation

- **THIS WILL NOT BE EASY**

04

Primary Recommendations

Primary Recommendations

10 primary areas of focus for economic development

1

**Expand Healthcare
Access**

2

**Improve
Transportation
Infrastructure**

3

**Focused
Community
Marketing**

4

**In-Person
Development
Outreach**

5

**Expand Economic
Partnerships**

6

**Tracking Economic
Competitiveness**

7

**Healthcare
Information
Collection**

8

**Public & Private
Infrastructure
Investment**

9

**Leadership
Outreach**

10

**Additional Misc.
Recommendations**

1

Expand Healthcare Access

Hospital Attraction

- ATTRACTING A MID- TO LARGE-SCALE HOSPITAL IS KEY FOR BUSINESS ATTRACTION.
- RCG conducted outreach to two major hospitals for possible expansion.
- Opportunity for a hospital to act as an economic development partner for the City.
- Requires marketing and incentive package offered by community leaders.
- Land assembly may be necessary.

2

Transportation Infrastructure

Further Increase Connectivity

- Approval of funding for SR 347 is a significant win for the City.
- Grant opportunities?
- Focus on regional connectivity rather than just internal mobility.
- Current plans for Interstate 10 connections.
- Federal outreach is recommended.

3

Focused Community Marketing

Marketing/Upscaling - Spreading the Word

- OUTSIDERS DO NOT HAVE A CLEAR UNDERSTANDING OF THE CITY'S ECONOMIC PROFILE, APART FROM TRANSPORTATION DEFICIENCIES.
- Executives in high-tech industries are optimistic the City could secure the location or EXPANSION OF SUPPLIERS TO HIGH-TECH BUSINESSES.
- The City could initially serve as a designated expansion location for these suppliers, before strengthening its portfolio to attract more high-wage residents.
- High-tech industries offer more opportunities to reinvest profits and expand.

4

In-Person Development Outreach

Targeted Business Outreach

- **MORE PROACTIVE OUTREACH EFFORTS** targeting business interests across Greater Phoenix, particularly the Southeast Valley.
- Focus on business attraction and expansion opportunities among **HIGH-TECH SUPPLIERS AND LARGER BASE-SECTOR FIRMS**.
- Supported by executive feedback.
- Possibility for high return on investment (ROI) for taxpayers, as these locations supply high wages and expansion opportunities.

5

Expand Economic Partnerships

University of Arizona Partnership

- Establish a connection between newly developing high-tech activities in the area and the **UNIVERSITY OF ARIZONA** (not just the uncertain research park).
- Recommended to **TARGET INDIVIDUAL DEPARTMENTS** within the University rather than solely aiming to establish a central tech park.
- Opportunity to create a **“HIGH-TECH OPTICS AND AI CORRIDOR”** between Maricopa and Tucson?

6 Tracking Economic Competitiveness

Document Maricopa's Performance

- **CREATE A DOCUMENT COMPARING THE CITY'S PERFORMANCE RELATIVE TO ITS PRIMARY ECONOMIC DEVELOPMENT COMPETITORS.**
- Assess any areas where the City is uncompetitive and losing economic development potential.
- Bottom line, if you don't know how your own fees and tax rates compare to others, how will you remain competitive?

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Addressing Critical Services

Boost Healthcare Industry Employment

- THE HEALTHCARE AND SOCIAL SERVICES INDUSTRY REPRESENTS 6.4% OF TOTAL EMPLOYMENT IN GREATER PHOENIX, BUT ONLY 0.9% OF TOTAL EMPLOYMENT IN MARICOPA.
- To bridge this gap, the City needs to add approximately 3,800 additional workers to this industry.
- Most local healthcare workers work outside the City.

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Public & Private Infrastructure

Establish Regulatory Clarity

- RCG collected feedback from local leaders as well as the private sector.
- Both expressed **A DESIRE FOR ADDITIONAL CONSISTENCY RELATED TO BUSINESS LOCATION AND DEVELOPMENT REQUIREMENTS FOR INFRASTRUCTURE INVESTMENTS.**
- Further clarify the definitions for public vs private infrastructure expenditures.
- Road infrastructure, utilities, traffic signals, water and sewer, and other forms of basic infrastructure investment.

9

Leadership Outreach

It Starts at the Top

- Recommended that the **CITY'S LEADERS MORE ACTIVELY PARTICIPATE IN MARKETING THE COMMUNITY.**
- Providing favorable marketing information is key to assisting staff with development outreach.
- At any given time, City leaders should have immediate access on their phones to core economic stats and marketing suggestions.

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Additional Recommendations

Further Considerations

- Form a stronger partnership between various Chambers of Commerce and the City, which can aid in identifying opportunities and advocating for local businesses.
- Outreach to federal government entities to enhance transportation infrastructure funding.
- Balance between developing job opportunities and providing worker housing.
- **YOU WILL NOT BE ABLE TO CHANGE YOUR JOBS TO POP RATIO OVERNIGHT...YOU WILL STILL NEED NEW HOUSING AS THE JOB BASE EXPANDS.**

Questions?