

CITY OF MARICOPA

# 2040 VISION

PROUD HISTORY, PROSPEROUS FUTURE



## STRATEGIC PLAN

# 2040 VISION



*A citizen-driven visioning program,  
actively engaging the community in planning  
Maricopa's future by establishing the City's  
direction for the next 25 years.*



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*“Right now, our City boasts an amazing quality of life with an energetic business community and a proud, engaged citizenry. Together we can craft a plan that builds on our community’s strong foundation and proud heritage that enables us to move confidently toward a remarkable future of our own design for Maricopa.”*

*~ Mayor Christian Price*

# INTRODUCTION



Since its incorporation in October 2003, the City of Maricopa (“the City”) has become Arizona’s fastest growing community, transforming from an agricultural community of under 2000 to a city of 45,000 today. The population is projected to be of 144,500 residents by 2040.

In the Fall of 2014, the City Council authorized City Manager Gregory Rose to launch a comprehensive citizen-driven project to create a strategic plan designed to guide Maricopa into the next 25 years of its future. The Maricopa 2040 Vision and Strategic Plan is a broad blueprint for positive change and progress that defines a vision and key strategic outcomes required to achieve that vision. The City’s intent is to pursue a singular vision which, when realized, offers its residents a proud heritage, a high quality of life, a prosperous future, and the enjoyment of residing in an attractive City; a great place to live, work and play.

Sixteen community members were selected by the City Council and appointed by the Mayor to oversee the project. Citizens were notified and invited to become involved and engaged in this project. Notices were sent to community groups, HOAs, schools, teachers, churches, the Ak-Chin and Gila River Indian Communities, newspapers and on the City website to make all Maricopa residents aware of 2040 Visioning project, and inviting them to participate.

During October and November 2014, nearly 150 community members participated in eight Community Forums held at various locations. During the two-hour meetings, individuals were asked to envision the future they desired for Maricopa. After sharing their respective visions, the participants working in teams collectively defined the themes and ideas common to their visions and identified the issues of strategic importance for achieving the future desired for Maricopa. From the results of the forums, the Steering Committee identified six Core Vision Elements to be addressed; each representing a factor of strategic importance to achieving the community’s vision for its future.

Issue Project teams were created from volunteers who participated in the Community Forums. The role of each Issue Project Team was to address an assigned Core Element and determine a vision statement, goals, rationale and proposed strategies for future implementation. These strategic pathways created by the Issue Project Teams are included in the City of Maricopa 2040 Vision and Strategic Plan. The Teams met diligently from January 12, 2015 to February 20, 2015. They had staff liaisons to gain insights into various issues and provide additional information about City plans and documents. The results were compiled into a draft strategic plan for review by the Steering Committee.

On May 5, 2015 the Steering Committee presented a copy of the City of Maricopa 2040 Vision and Strategic Plan to the City Council for adoption.

## **BACKGROUND: WHAT IS A STRATEGIC PLAN?**

A strategic plan is a broad leadership and governance blueprint for positive change that defines a vision, key issues and outcomes that must be addressed to attain the vision.



Communities are future seeking.

But first, they must be able to imagine and decide what they want the future to be. The vision, Maricopa 2040, is a destination to be pursued on the journey from 2015 to 2040. Secondly, they must invent the ways and means to make the desired vision become a reality through dedicated leadership, careful planning, prudent decision-making, community teamwork and disciplined actions.

The strategic plan also defines those areas of strategic importance and focus stated as Vision Elements, where critical resources should be spent – time, talent and money – to reach the vision and answer the question, “What really is most important?” For each Vision Element, specific goals and strategies are proposed to aid the community and City in their pursuits to address the element toward achievement of the City of Maricopa 2040 Vision and Strategic Plan.

Specific more detailed implementation efforts, policies and plans such as the General Plan, master plans, financial plans and budgets and 2-year administrative performance plans focus on specific outcomes and means for the ultimate achievement of the vision, Maricopa 2040.

The Strategic Plan is an act of leadership that will challenge and stretch the community’s imagination and commitment to creating a “best, great and exciting,” rather than a “good enough” future.

*WARNING: Committing to a Strategic Plan raises an immediate and profound question. How, as a result of this Strategic Plan, will the City have to THINK and ACT differently from how it did in the past as it moves towards the future vision?*

## MISSION STATEMENT

The City of Maricopa provides high quality of life, a prosperous future, and a strong sense of community.



## 2040 VISION

The City of Maricopa is a family friendly, vibrant community that offers diverse opportunities in culture, technology, education, business, entrepreneurship, transportation, entertainment, and recreation for all ages. A close knit community of committed leaders, engaged citizens, and diverse partners with pride in our history, and a shared vision for a prosperous future.

## VISION ELEMENTS - AREAS OF STRATEGIC IMPORTANCE TO ACHIEVING MARICOPA'S FUTURE

The following six Vision Elements represent the areas of strategic importance that must be addressed in order for the Maricopa 2040 Vision and Strategic Plan to become reality. The order of the Vision Elements does not imply priority; all are of equal importance.

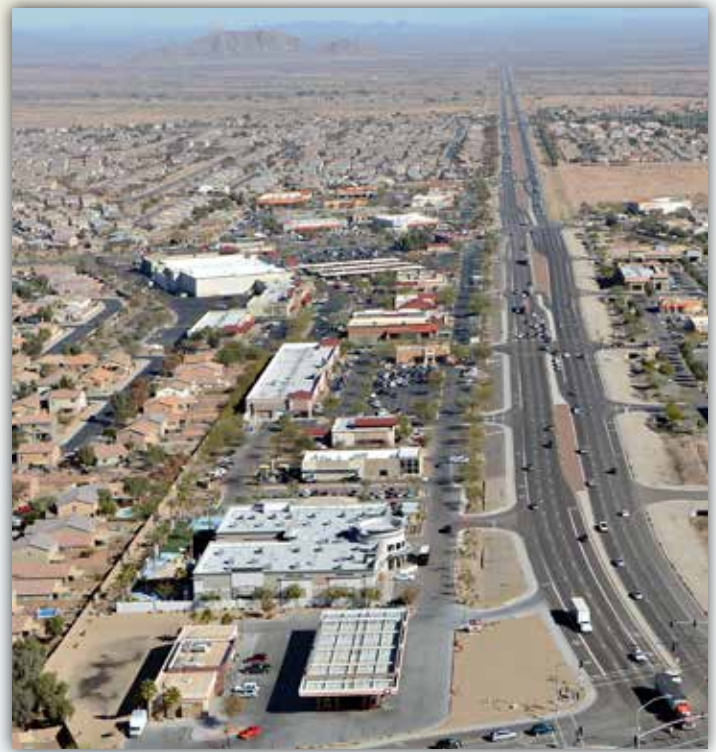
- Well Planned Quality Growth and Development
- Economic Development
- Community Resources and Quality of Life Amenities
- Safe and Livable Community
- Community Pride, Spirit, and Relationships
- Fiscal Policies and Management

For each Vision Element, the primary achievements that must occur are stated in terms of a vision statement, goals, rationale and implementation strategies. The vision statement describes the City of Maricopa in 2040. The goals, rationale and implementation strategies are pathways for fulfilling the vision.

### SMART CITIES

Throughout the strategic planning and foreseeable execution of these goals for 2040, the City of Maricopa will employ “Smart City” initiatives. These include but are not limited to digital technologies to enhance performance and wellbeing, to reduce costs and resource consumption, and to engage more effectively and actively with its citizens.

Cities around the world, as well in the United States, are experiencing the benefits of applying Smart City concepts and initiatives. They bring together technology, government and a desire to empower their planning efforts and infrastructure toward creating a city that is more attractive for residents, visitors and businesses, a better place to work, and to achieve greater cost



savings. It also has attracted the support of a coalition of leading edge corporations, the Smart Cities Council, dedicated to helping cities invest in the urban future they desire.

But, the application of the Smart Cities concept is specific to every city. Those studying and embracing the concept are on the right path because they have developed a vision and are building action plans to achieve the vision. Next, they must study the concept, identify the possibilities it offers for Maricopa, and develop a plan for integrating it into the community's engagement of its citizens and its organizational culture, structure, and performance.

The 2040 Vision Steering Committee recommends the Mayor, with recommendations from the City Manager, create a task force to define “What is ‘Smart Cities’ for Maricopa?” This task force would identify how to incorporate Smart Cities principles into the City's plans and efforts that links the Maricopa 2040 Vision and Strategic Plan to the City's leadership priorities, policies, operational plans and relationships with its critical partners to realize its vision, goals and inspiration for achievement for a prosperous future.



# WELL PLANNED QUALITY GROWTH AND DEVELOPMENT

Planned Quality Growth is a significant challenge and great opportunity facing the City of Maricopa as its population is projected to grow from 45,000 to 144,500 by 2040.

This Vision Element encompasses these six areas of emphasis:

- a. Land Use
- b. Housing Availability and Diversity
- c. Transportation
- d. Water, Wastewater and Utilities
- e. Environmental Stewardship and Flood Mitigation
- f. Technology, Infrastructure and Regional Commitments

## A. LAND USE

**Vision:** The City is a carefully planned and well-designed community that is amenity driven and has balanced development in all sectors: diversity of business and industry, well-planned open spaces, and integrated amenities. The City has expanded health and wellness related facilities and a wide variety of higher education learning opportunities to meet the needs of a growing population.

### GOAL 1

Create, adopt, and implement a General Plan update that, where possible, aligns with the Maricopa 2040 Vision and Strategic Plan.

**Rationale:** A quality and current General Plan facilitates a citizen-friendly and amenity driven community.

### Strategies:

- Assess compliance with and consider potential updates to the General Plan on an annual, bi-annual, and five-year cycle.
- Incorporate broad long range planning policies such as Regional Transportation Plan updates, policy direction with long range planning implications, and Parks, Trails, and Open Space Master Plan updates.
- Engage high quality City staff for the development of Master and Area Specific Plans.
- Design and develop a collection of villages and neighborhoods with distinct community names, themes, and districts.
- Proactively manage future development and partner with developers to create distinctive communities.
- Require that the City Council and Planning and Zoning Commission uphold the General Plan to ensure balanced land use.
- Create public and private partnerships, where appropriate, for funding development of city owned land and redevelopment efforts.
- Ensure parity of services among all sections of the City.
- Create incentives to encourage redevelopment of aging properties and infill.
- Strengthen partnerships with neighboring jurisdictions and agencies that influence growth and development.



## GOAL 2

Encourage mixed-use development.

**Rationale:** Mixed-use development integrates commerce to enhance connectivity and improve efficiency.

### Strategies:

- Create zoning districts that include various densities and building heights.
- Encourage developers to take advantage of opportunities provided by mixed-use standards especially within the designated redevelopment areas.
- Create design standards that address the unique needs and desires of the residents.
- Streamline permitting and development processes.
- Evaluate the impact of development on natural aesthetics and view corridors.
- Establish guidelines for the appropriate inclusion of green spaces, paths and other people-oriented amenities.
- Encourage the location of neighborhood commercial and mixed uses adjacent to or within residential communities.
- Establish entryways, gateways, streetscapes, and other features that distinctively delineate the various neighborhoods.

## GOAL 3

Promote and encourage development of large destination commercial centers, as well as small scale shopping centers and convenience shopping / services in close proximity to neighborhoods.

**Rationale:** The development of a regional mall and large commercial power centers will create jobs, provide convenient amenities, and enhance the sales tax base.

### Strategies:

- Encourage the development of regional commercial and retail centers along major transportation corridors.
- Attract commercial power centers to meet the unique needs of neighborhood areas.
- Establish design standards for commercial developments so they are attractive, user friendly and integrated into the surrounding neighborhoods and adjacent areas.

## GOAL 4

Evaluate annexation of land to accommodate the City's projected growth.

**Rationale:** The City must ensure the availability of developable land and water resources required to meet projected growth and development trends.

### Strategies:

- Adopt a Comprehensive Annexation Plan.
- Consider expanding the limits of the City south, west of the Ak-Chin Indian Community along the I-8, as well as the future I-11 corridor.
- Ensure that smart growth concepts are applied to developments planned for annexed areas.
- Consider opportunities for loop parkways to provide greater mobility and connectivity within the community and to the greater region.





## GOAL 5

Encourage development of industrial and business parks to enhance employment opportunities.

**Rationale:** Industrial and business parks provide opportunities for a diversified economic base, employment, and conformity with the existing industrial land use patterns.

### Strategies:

- Protect industrial areas from residential encroachment by upholding the General Plan, attracting high tech and high value industrial enterprises and establish transportation corridors designed to provide access to employment centers.
- Encourage high-end business park development by creating incentives that attract industries that provide quality employment opportunities.

## GOAL 6

Identify and develop multiple mixed-use village core areas with commercial and employment centers served by restaurants, retail shopping and cultural opportunities such as art districts and galleries.

**Rationale:** The creation of village centers that integrate commercial developments with surrounding amenities and neighborhoods is desirable to residents and users.

### Strategies:

- Incorporate appropriate village center development within the various community Master Plans.
- Develop a walkable community with commercial nodes and amenities for residents.
- Promote commercial and office development in close proximity to neighborhood nodes, along arterials.

- Control traffic through smart development of roads and other infrastructure.



## GOAL 7

Ensure land uses are compatible with transportation corridors within the General and Master Plans.

**Rationale:** Arterials, transportation corridors and surrounding areas must be master planned to ensure that development occurs in a manner consistent with the City's long-term goals and plans.

### Strategies:

- Ensure that each development contributes to the long-term outcomes of the Master Plans.
- Use these Master Plans as a basis for Economic Development activities to recruit appropriate businesses and development along these corridors.
- Encourage neighborhood and citizen participation in the development of these Master Plans.
- Give particular attention to master planning requirements where major intersections occur.
- Amend the City's General Plan and map exhibits to reflect the City's adopted Master Plans, as appropriate.
- Consider future high volume transit corridors such as southern SR347 as opportunities for commerce and employment.



## B. HOUSING AVAILABILITY AND DIVERSITY

**Vision:** Maricopa has developed a variety of housing choices and amenities available to all income levels and lifestyles, including urban and suburban mixed-use villages with carefully planned multi- and single-family resident neighborhoods.

### GOAL 1

Adopt policies to provide desired and attractive amenities to drive quality growth and development.

**Rationale:** Opportunities for recreation, cultural enrichment, and social interaction make the City more attractive to its citizens.

#### **Strategies:**

- Attract resorts, hotels, convention facilities, and other venues to accommodate a variety of events, art education and exhibits, music institutions and opportunities for performing arts.
- Encourage and attract post-secondary and advanced education campuses as well as technical and trade schools.
- Provide services that are identified in the section entitled “Community Resources and Quality of Life Amenities”.

### GOAL 2

Partner with developers to identify innovative strategies for providing housing diversity for all ages and income levels.

**Rationale:** A broad variety of housing options attract a diverse population.

#### **Strategies:**

- Conduct a detailed citywide housing needs assessment.
- Partner with non-profits and private sector groups to address unmet housing needs.
- Establish adequate standards and programs to address housing needs in designated redevelopment areas.
- Encourage certain areas of the city to rezone to mixed-use and higher density housing consistent with redevelopment plans and General Plan land uses.
- Create aesthetic design standards and provide unique housing choices.
- Encourage home ownership through workshops and programs for homebuyers.
- Encourage the development of senior living options such as independent living, assisted living, skilled nursing care, and memory care.
- Expand housing options to include live/work and other mixed-use.



## C. TRANSPORTATION

**Vision:** The City has an integrated, citywide, regional, and multimodal transportation system that is safe, functional and integrated with the Smart Cities Initiative.

### GOAL 1

Provide greater, more efficient mobility through multi-modal transportation to and from Maricopa.

**Rationale:** Improved mobility opportunities foster greater economic development through a more efficient and economical workforce for both itself and its neighbors through mass transit.

#### Strategies:

- Explore greater connectivity with the Phoenix metro area with the expansion of one or more express bus routes to Maricopa.
- Expand Park and Ride opportunities within the City.
- Expand the current use of buses, shuttles, or even a trolley within the City to key locations and population centers.
- Explore addition of high-speed trains, light rail, and other modes for connecting to the Phoenix Metro area.
- Create a mobility corridor to and through the downtown area for future light rail connection to Phoenix.
- Foster strategic regional transportation partnerships (AMTRAK, Gila River Indian Community, Pinal County, etc.), including joining Valley Metro RPTA and Sun Corridor MPO.

### GOAL 2

Create an adequate intra-city road network.

**Rationale:** As outer regions of the City develop, an adequate road network is necessary to relieve future congestion and foster future growth.

#### Strategies:

- Complete the City Regional Transportation Master Plan and fully implement on arterial roadways.
- Establish truck routes through the City and near adjacent farms.
- Complete the SR-347 at UPRR Grade Separation/Overpass.
- Accept control of all roadways within Maricopa currently under the jurisdiction of other agencies (SR-347, SR-238, etc.).
- Foster strategic partnerships with immediate neighbors (Ak-Chin Indian Community, Gila River Indian Community, Casa Grande, etc.).
- Integrate monitoring and traffic flow control infrastructure to all signalized arterial intersections.



## GOAL 3

Create transportation connectivity with other cities and regions.

**Rationale:** Transportation routes in and out of the City are essential for increased economic development and regional partnerships.

**Strategies:**

- Explore additional north/south travel routes in addition to SR-347.
- Plan and build high capacity east/west regional travel routes.
- Foster strategic regional partnerships beyond Pinal County.

## GOAL 4

Create safe and functional pedestrian ways and bicycle routes throughout the City of Maricopa.

**Rationale:** Movement within the City fosters individual health of citizens, builds community, relieves congestion, and increases local economic activities.

**Strategies:**

- Develop bike lanes on all possible arterial roadways and reasonable connections reaching all shopping and population centers within the City.
- Establish and maintain a citywide trails and pedestrian plan.
- Increase handicapped accessibility.
- Develop pedestrian trails and bikeways connecting all parks, greenways, and commercial areas within the City.

## D. WATER, WASTEWATER AND UTILITIES

**Vision:** The public utilities infrastructure of the City ensures that economic development remains robust and citizens are served in the best and most reliable ways.

### GOAL 1

Improve the quality of water and utilities while controlling costs.

**Rationale:** The cost and quality of the water and utilities are major considerations of residents and economic development within the community.

**Strategies:**

- Increase City's influence over water and wastewater utilities.
- Conduct a feasibility study of the City's acquisition and operation of water systems and utilities.
- Become a Designated Management Agency (DMA) through Arizona Department of Environmental Quality (ADEQ).
- Pursue federal grants and public-private partnerships in an effort to improve quality and reduce costs of water and wastewater utilities.
- Develop contingency capabilities for water supply and treatment.
- Integrate with the Smart Cities initiatives.



## GOAL 2

Ensure the City will be well served by regional utility providers that offer alternative, sustainable energies such as solar and wind energy for residential and commercial use.

**Rationale:** Renewable energies can help reduce our City's carbon footprint and our dependency on fossil fuels.

### Strategies:

- Establish Maricopa as renewable/sustainable energy-friendly and supportive of private investment in residential and commercial solar/renewable electric and solar/renewable thermal energy.
- Establish a partnership with utility providers to align priorities.
- Encourage other electric utility providers in order to increase competition and reduce cost.
- Integrate with the Smart Cities initiatives.

## GOAL 3

Establish a municipal solid waste (garbage) and recycling program.

**Rationale:** Garbage and recycling services should be consistent and reliable in order to better serve the community.

### Strategies:

- Explore the establishment of a City Recycling Program.
- Conduct a feasibility study regarding establishment of a City Municipal Solid Waste collection program and transfer station.
- Foster strategic regional partnerships beyond Pinal County.
- Integrate with Smart Cities Initiatives.

## GOAL 4

Establish greater Right-Of-Way (ROW) control over other utilities within the City.

**Rationale:** Right of way control over other utilities enables the City to take advantage of new technologies and utility distribution for the public good, compatible with the Smart Cities Initiative.

### Strategies:

- Establish ROW Public Utility Easements and dedicated conduit along all arterial roadways enabling efficient installation and maintenance of current and future utility solutions.
- Renegotiate franchise agreements with all public utilities to greater protect the public's interest.

- Optimize availability of all other utilities, including natural gas, to all citizens.
- Integrate planning and execution with Smart Cities initiatives.

## E. ENVIRONMENTAL STEWARDSHIP AND FLOOD MITIGATION

**Vision:** The City fosters environmental stewardship that makes our City and the surrounding area a better place to live, work, and play.

### GOAL 1

Improve air quality.

**Rationale:** Attaining Clean Air Act standards provides for a better quality of life, overall community health, and is necessary for compliance with the EPA.

#### Strategies:

- Improve unpaved roads and areas that contribute to dust pollution.
- Establish regulations for cattle yards and other industries that may significantly impact Maricopa's air quality.
- Amend City Code to give the City the authority to enforce dust and pollution standards.
- Encourage means to reduce auto ridership through the use of bicycling, telecommuting for City staff, and mass transit for Phoenix metro commuters.
- Integrate with the Smart Cities initiatives.

### GOAL 2

Encourage renewable energy use and long-term environmental stewardship.

**Rationale:** Environmental stewardship preserves resources and improves the quality of life for current and future generations.

#### Strategies:

- Encourage renewable energy, such as solar and wind.
- Partner with utility providers to develop solar- and wind-friendly policies.
- Examine the feasibility of an energy management system at City facilities.
- Explore the use of LEED (Leadership in Energy and Environmental Design) technology in future City facilities.
- Conduct a feasibility study of alternative fuels for City facilities and vehicles.
- Investigate methods to lessen the City's carbon footprint and heat island effects.
- Integrate City energy management with the Smart Cities initiatives.





### GOAL 3

Expedite removal of Maricopa from the FEMA 100-Year flood plain.

**Rationale:** Removal from the flood plain will reduce flood insurance costs and stimulate economic development.

#### Strategies:

- Engage regional partners and update Multi-Jurisdictional Multi-Hazard Mitigation Plan.
- Complete the design of the North Santa Cruz Wash for the surrounding developments.
- Remove downtown and Southern Maricopa from the floodplain through the Vekol Wash and other engineering.
- Apply for grants and partners to reduce the impact of floodwaters within the City.
- Create a City of Maricopa Flood Control/Drainage Master Plan, and integrate it with surrounding jurisdictional plans.
- Become the City's floodplain administrator.
- Take control of the Maricopa Flood Control District.



## F. TECHNOLOGY, INFRASTRUCTURE, AND REGIONAL CONNECTIVITY

**Vision:** Maricopa has a robust telecommunications infrastructure and is at the forefront of Smart Cities initiatives.

### GOAL 1

Establish Maricopa as a “Top Tier” Smart City.

**Rationale:** A robust telecommunications infrastructure enhances the City's ability to manage the quality of the water treatment, power/grid management and transportation.

#### Strategies:

- Encourage the use of technology wherever possible to improve efficiency and cost-effectiveness.
- Leverage the knowledge of citizens and their connections within the technology industry to enhance support and funding.
- Partner with companies currently engaged in Smart Cities initiatives.
- Leverage regionally available resources such as the Center for Urban Innovation at Arizona State University.
- Use the Smart Cities initiatives and processes to guide the City's decision making and to attract technology-oriented employers and educational facilities.

# ECONOMIC DEVELOPMENT

This Vision Element encompasses three areas of emphasis:

- a. A diverse and sustainable economy.
- b. A climate of rich educational opportunities at all levels.
- c. Responsive and high-quality services and process support.

**Vision:** Maricopa is an economically prosperous, dynamic and sustainable community. It offers a government structure that is welcoming and supportive of business and employment growth. Members of the Maricopa Community at all levels embrace a shared vision, seeking opportunities to establish collaborative relationships with business, educational, neighboring and regional entities for their mutual benefit and advancing common economic development goals.

## GOAL 1

Achieve a diverse and sustainable Maricopa economy.

**Rationale:** To remain economically healthy over time, the City must recruit, retain and nurture the growth of a wide range of sustainable and competitive businesses.

### Strategies:

- Recruit high performing and high quality companies that match the labor profile in the community.
- Maintain a working group of educators, local and regional economic development professionals, and business leaders responsible for forecasting mid-to long-term business trends and proposing how the community should respond to those trends.

- Create business retention teams from the public and private sectors to reach out to businesses that want to expand or relocate.
- Establish public policies that protect areas designated for business and employment from incursion by incompatible land uses such as residential.
- Coordinate public and private planning of infrastructure to ensure that business parks and business neighborhoods may develop and grow.
- Recruit services and industries that fill a gap in local business offerings and support other business activity.
- Create and maintain a marketing program promoting the business climate of Maricopa.
- Use local and statewide economic development agencies to create tools that make the City a more competitive business location.
- Invest in business incubation and professional entrepreneurship programs to develop an entrepreneurial ecosystem that taps into the community's existing talent base for business growth.
- Cooperate with non-profit, education, and economic development groups to advance local, regional, and statewide economic and workforce development initiatives.
- Use financial tools to stimulate private sector investment to encourage the creation of new jobs, increased productivity, and an expanded local tax base.
- Establish an inventory of shovel-ready commercial sites designed to serve businesses in target industries.
- Incorporate opportunities for new and expansion of existing transportation corridors and additional business and employment uses along them.
- Create and maintain programs and services which support tourism.





- Explore opportunities to engage in public-private partnerships that leverage City and private resources for the purpose of generating a positive economic return.
- Develop performance-based incentive programs, both financial and non-financial (e.g. expedited review and permitting), that offer significant benefit to the community and demonstrate a need for assistance.

**Rationale:** Availability of a skilled workforce consistently ranks as one of the most important site selection factors for businesses. Providing residents with access to quality education at all levels attracts business, supports business growth, and increases local employment opportunities.

## GOAL 2

Cultivate a climate of rich educational opportunities at all levels which support economic growth.

### Strategies:

- Partner with education institutions at all levels to develop competency-based academic programs tied to current and projected industry needs.



- Collaborate with education institutions and the business community to offer experiential learning opportunities, such as internships, job shadowing, mentoring, service learning, etc.
- Prioritize recruitment of companies with incentivized training and education programs for their workforce.
- Develop programs within the education system designed to assist innovative and entrepreneurial community members in launching and growing their businesses.
- Recruit universities, colleges and other post-secondary educational institutions to the community to broaden the educational choices for workers seeking professional advancement.
- Establish flexible learning pathways from elementary school through college to build skills and knowledge relevant to job and career fields.
- Support local schools in their efforts to improve elementary and secondary education quality and program offerings.



commerce, and business incubators.

- Solicit direct involvement of the business community in defining the language and intent of new rules and regulations.
- Establish digital resource pages dedicated to issues affecting the start up of a business such as potential lending sources, how to write a business plan, what to do as the business expands or contracts, and where to look for business growth opportunities.
- Develop programs that educate business owners and entrepreneurs on the basic components of operating a business, how to plan for growth, and how to structure a new or restructure an existing company.
- Raise awareness of business assistance services offered by economic development organizations and government offices that work with businesses.
- Establish a comprehensive resource center providing vocational counseling, job-readiness and placement assistance services that connect employers to a well-prepared labor force.
- Proactively look to other communities and economic development organizations for best practices in business support programs and services.
- Engage with the business community to identify shared concerns.
- Streamline and simplify governmental permitting processes to assist businesses in locating or expanding within the community.

### GOAL 3

Provide responsive and high-quality services and process support for businesses at all stages of growth.

**Rationale:** As businesses establish and expand, their needs and expectations change. Support from the City will help businesses respond to the impact of changes and enhance opportunities for growth.

#### **Strategies:**

- Enhance direct business support and training services through organizations such as small business development centers, chambers of

# COMMUNITY RESOURCES AND QUALITY OF LIFE AMENITIES

Maricopa is a community where residents can gain a true hometown feel; a place where citizens can work and play together and share experiences unique to our City. The City is dedicated to serving all families, at all ages and stages of life, with professional services and a sense of togetherness.

There are five areas of emphasis to this Vision Element:

- a. Parks, Recreation and Leisure
- b. Cultural, Historical, Worship and Community-Oriented Facilities and Programs
- c. Libraries
- d. Quality Healthcare Services and Facilities
- e. Cemeteries

## A. PARKS, RECREATION AND LEISURE

**Vision:** The City provides areas of open space and facilities for parks, recreation and leisure that serve the population and its interests through flexible planning and responsiveness to the community.

### GOAL 1

Create and maintain a responsibly connected system of open spaces and recreational opportunities throughout the City.

**Rationale:** Parks and Recreation services support citizen health, environmental cohesiveness and community pride.

### Strategies:

- Plan for connectivity in developments via sidewalks, bike paths and hiking trails.
- Encourage green belts and natural areas to allow for flexible and multiple uses.
- Support responsible landscaping that facilitates conservation of water and other resources.
- Utilize landscaping and hardscaping to provide shade and strategically placed water availability to encourage broad use.
- Periodically evaluate the City's park needs to be responsive to current interests.
- Seek and strengthen relationships with private and public entities to provide multi-use recreational facilities that promote fitness and activity.
- Maintain practices of both community and regional events.



## GOAL 2

Expand the availability of leisure opportunities.

**Rationale:** Leisure opportunities enhance the quality of life, attracting residents and businesses, contributing to the growth and economy of the City.

### Strategies:

- Utilize Zoning Code and Land Use Plans to encourage gathering places for leisure activities.
- Seek partners in development to bring attractions to the City, such as theaters, dining, venues and night life, as well as supportive retail services.

## B. CULTURAL, HISTORICAL, WORSHIP AND COMMUNITY-ORIENTED FACILITIES AND PROGRAMS

**Vision:** Citizens of Maricopa find diverse opportunities to explore and promote religious, cultural, historical and community-oriented offerings.

## GOAL 1

Encourage the creation and expansion of a wide array of community-oriented services, and the ability of residents to share such services.

**Rationale:** Religious, historical, cultural and community-oriented services allow residents to strengthen community bonds.

### Strategies:

- Create opportunities for community gathering

places that include houses of worship, community centers and parks.

- Maintain a permitting structure to allow public and private entities to share space for cultural and community events.
- Promote inclusiveness and non-discrimination within the City, and support cultural educational opportunities.
- Maintain strong partnerships with our neighboring Native American communities to encourage education and cooperation.
- Maintain strong relationships with historians and other groups to ensure that future growth and development pays respect and reverence to both history and historical features; be responsible in the maintenance of records and documents regarding the history of the City.
- Explore, create and maintain opportunities to share Maricopa events with regional or greater audiences.

## C. LIBRARIES

**Vision:** The City provides and maintains quality facilities and programming for information resources, educational support and community interaction.

## GOAL 1

Encourage the creation and expansion of a wide array of community-oriented services, and the ability of residents to share such services.

**Rationale:** A growing and expanding library network, equipped with the latest technology and quality programming betters the community by offering and supporting education, community togetherness and both personal and business growth.



**Strategies:**

- Identify and utilize strategic placement of library facilities to encourage participation and partnerships i.e., near gathering centers and educational facilities.
- Create and maintain strong partnerships with other libraries to build a supportive network of resources.
- Identify and support opportunities to place and expand strong, reliable technologies for connectivity on a worldwide level.
- Ensure quality staff training and education to support research assistance, at multiple levels, both privately and through business resource centers and partnerships.
- Explore opportunities to enhance usage of facilities, including the availability of multi-media, interactive and artistic modes.
- Maintain a strong community connection through programming designed towards social and intellectual interaction among community members.
- Preserve history and culture through public facilities and private partnerships.



**D. QUALITY HEALTHCARE SERVICES AND FACILITIES**

**Vision:** Quality healthcare, human services, and facilities serve residents across their lifespan in the prevention, treatment and support of human health.

**GOAL 1**

Encourage the development of an array of healthcare facilities.

**Rationale:** A full array of preventative, outpatient and emergency care facilities support and benefit all stages of life.

**Strategies:**

- Attract and develop state-of-the-art facilities including hospitals, emergency rooms, trauma centers, and air transport support.
- Encourage the creation and maintenance of facilities specializing in behavioral health, emergency and general psychiatric care.
- Support the development of assisted living facilities, nursing homes and hospice care.
- Encourage public and private partnerships to support quality public health, social services and health education, including domestic violence shelters and veterans’ needs.

## GOAL 2

Stimulate the expansion of a variety of healthcare services.

**Rationale:** A diversity of healthcare services encourages personal connections to family health and supports the local economy.

### Strategies:

- Facilitate strategic placement of complimentary health care service locations such as group medical buildings and plazas.
- Encourage, recognize and promote a variety of professional medical services including family and general practice, primary care and dentistry.
- Support the growth of advanced treatment specialties, psychological services, nutrition and dietetic support, chiropractic care and education.
- Attract supportive services, such as urgent care facilities and medical laboratories.

## E. CEMETERIES

**Vision:** The City has diverse opportunities for end-of-life planning and services.

### GOAL 1

Support the availability of burial facilities.

**Rationale:** A place to bury and lay persons to rest completes the circle of life and creates a permanent sense of home among residents.

### Strategies:

- Utilize zoning and land use plans to allocate space for cemeteries, through private and/or faith-based and non-profit partnerships.
- Require perpetual-term maintenance, via site insurance or other means.
- Partner with religious organizations and other support groups to ensure the perpetual quality of facilities.
- Recognize and support diverse opportunities for memorialization including traditional plots, columbarium or mausoleums, including in partnership as needed with houses of worship.



### GOAL 2

Encourage the establishment of mortuary services.

**Rationale:** Private providers of mortuary services ease the burdens and stress on residents during difficult times.

### Strategies:

- Seek opportunities to attract local providers of mortuary services.
- Encourage organizations to provide locations for memorial service in houses of worship or secular settings.
- Support regional cremation services.



## 2040 VISION



# SAFE AND LIVABLE COMMUNITY

**Vision:** Maricopa is a safe and livable community in which citizen involvement supports and upholds the value of being safe and secure in one's own community.

## GOAL 1

Maintain a community in which all residents, businesses and visitors are safe.

**Rationale:** Maintaining a community in which all residents, businesses and visitors are safe requires the efficient and effective use of public safety resources and active citizen involvement in promoting safety and security in their own neighborhoods.

### Strategies:

- Solicit citizen recommendations on Crime Prevention through Environmental Design in the planning stages of new residential and business development to improve public safety.

- Conduct a study to evaluate and improve the levels of lighting throughout the City (parks, neighborhoods and businesses).
- Incorporate into the City's Comprehensive, Development and Redevelopment plans, Urban and Community Crime Prevention design concepts that adhere to national standards and promote public and neighborhood security and safety.
- Adopt civil and criminal abatement ordinances and policies.
- Ensure all future development infrastructures include fiber infrastructure, proper ingress and egress for efficient public safety including bicycle paths and pedestrian crossings.
- Develop specific initiatives for Homeland Security and the City's Emergency Operations Center focusing on an all-hazards response to critical infrastructure.
- Design and implement effective community policing programs and strategies.
- Achieve optimal staffing levels and facilities, located in strategic areas throughout the city to provide efficient public safety including hazardous material and water rescue.
- Ensure fire, police and other service providers deliver seamless services to the community.
- Increase opportunities for use of technology and high quality resources.
- Achieve National Accreditation for Police and Fire Departments.

## GOAL 2

Increase meaningful citizen participation in community policing efforts, especially within neighborhoods.

**Rationale:** Effective community policing with active citizen participation creates a positive perception about the City and its public safety services and provides necessary resources and staffing.

### Strategies:

- Promote efforts and successes in making Maricopa safe through an enhanced website and meaningful partnerships with local and regional media.
- Create Neighborhood Watch programs in all areas.
- Involve public safety officials in the City's planning process (e.g., review plans to ensure incorporation of public safety concepts).
- Create liaisons to facilitate the development of neighborhood groups and activities.
- Expand the services provided for community organizing, creating and maintaining citizen involvement (e.g., partnering with neighborhood HOA's).
- Continue to provide City sponsored mechanisms for citizen input (e.g., coffee with the Chief, town hall meeting, public forums, Public Safety Citizens Academy, etc.)
- Engage citizens in the building of community and neighborhood safety programs.

*Let us build upon our proud history and heritage and work together to create a prosperous future for our community.*

# COMMUNITY PRIDE, SPIRIT AND RELATIONSHIPS

Maricopa has a long tradition of celebrations and partnerships. Stagecoach Days, Maricopa's original celebration that started in the 1950's, inspired other events such as Salsa Festival and the Great American Fourth. Maricopa was built with a farming community ethic of helping each other and partnering with our neighbors.

This Vision Element encompasses three areas of emphasis:

- a. Community Image and Brand
- b. Community Engagement, Volunteerism and Involvement
- c. Vital Regional Relationships

**Vision:** Maricopa is an attractive and appealing city; a great place to live, work and play. Maricopa works to highlight and enhance our amenities as a City, to promote a positive and professional image, and foster regional relationships.

## A. COMMUNITY IMAGE AND BRAND

### GOAL 1

Foster and sustain community events that maintain our heritage while engaging the citizens of Maricopa.

**Rationale:** The enduring history of Maricopa traditions provides a thread that connects the past, present and future to the citizens of Maricopa.





**Strategies:**

- Identify the traditional events that are vital to sustaining the heritage of Maricopa.
- Create opportunities to enhance citizen participation.
- Leverage these events to foster our relationships with our partners.

**GOAL 2**

Develop and maintain programs to preserve the overall aesthetics of Maricopa.

**Rationale:** A cohesive visual aesthetic helps maintain the unique identity of the City and distinguishes it from its neighbors.

**Strategies:**

- Conduct an inventory of cultural features to identify what makes Maricopa unique.
- Identify policies and plans to preserve our distinct cultural features.
- Incorporate these celebrated features in promoting and marketing community's image.
- Adopt and maintain design guidelines to ensure continuity between existing cultural features and future development projects.

**B. ENGAGEMENT, VOLUNTEERISM AND INVOLVEMENT**

**GOAL 1**

Encourage community involvement by developing and maintaining a wide range of opportunities that benefit the citizens of Maricopa.

**Rationale:** A broad variety of opportunities for all residents to share their diverse strengths benefits the entire community.

**Strategies:**

- Evaluate the community needs and develop versatile solutions for citizen involvement.
- Develop marketing and communication strategies to educate and inform residents about opportunities in which they can become involved.
- Create and empower citizen-led committees to address identified community needs.
- Support and recognize community involvement and volunteerism through Council action.



## C. VITAL REGIONAL RELATIONSHIPS

### GOAL 1

Strengthen the City's unique position in proactively establishing mutually beneficial regional relationships.

**Rationale:** Maricopa must establish and maintain core regional relationships with key stakeholders to address issues of mutual concern and benefit.

#### Strategies:

- Network with regional partners to build foundational relationships.
- Strengthen relationships through continued membership and participation in regional organizations.
- Spearhead the creation of coalitions to focus on issues facing the regional partners.



## FISCAL POLICIES AND MANAGEMENT

**Vision:** Maricopa is a City that holds its financial health and integrity paramount. Fiscal policies are carefully designed to maintain this integrity, ensure fiscal stability, provide long-term sustainability, and guide the development and the administration of operating and capital budgets and debt administration.

### GOAL 1

Adopt a long-term fiscal management plan and accompanying policies to ensure financial resources are available to achieve the City of Maricopa 2040 Vision and Strategic Plan.

**Rationale:** Fiscal policies and management must be aligned with the commitment to 2040 Vision to ensure financial resources are available, invested and expended to enable achievement.

#### Strategies:

- Create and adopt a long-term fiscal management plan and accompanying policies to achieve 2040 Vision through funding operating and capital requirements defined in appropriate implementation plans, the City's General Plan, and other Master Plans.
- Develop Budget and Capital Improvement Plan prioritization.
- Maintain and upgrade the City's credit rating.
- Maintain an appropriate amount of fund balance reserves and contingency funding.
- Create an investment and maintenance plan for the City's infrastructure.
- Adopt and adhere to a sound debt policy and strategy for the City.
- Maintain an appropriate reserve of fund balances.



## GOAL 2

Achieve a more equitable distribution and diversification of tax revenues to the City.

**Rationale:** A diversified tax revenue base that includes residential, commercial, and agricultural property taxes as well as transactional privilege tax (sales tax) will benefit the City.

### Strategies:

- Lobby the State Legislature so Cities are able to recognize the full primary property tax levy amount.
- Attract businesses to the City that will increase the commercial, agricultural and/or sales tax revenue base.
- Pursue other strategies that may be necessitated to achieve a more diverse tax revenue base.

## GOAL 3

Aggressively pursue all available funding from grants and other sources.

**Rationale:** Expanded funding opportunities will enable the City to fulfill the needs outlined by the Strategic Plan and any Federal and/or State mandates.

### Strategies:

- Continue aggressively acquiring grants.
- Ensure adequate staffing to seek and track grant dollars.
- Aggressively seek other funding mechanisms to provide increased City services to residents.
- Continue to evaluate the City’s Land Use Assumptions, Infrastructure Improvement Plan, and Development Fees on a periodic basis.

## GOAL 4

Explore options that recapture or reduce the costs of providing municipal services throughout the City.

**Rationale:** Aligning revenues with cost to the fullest extent possible, enables the City to provide quality services to its citizens.

### Strategies:

- Research the use of technology to provide services to customers in the most effective manner.
- Encourage development that pays for services.
- Partner with other government entities to work at reducing the costs of providing services.



## KEEPING THE PLAN CURRENT

It is important to help the 2040 Vision and Strategic Plan remain an accurate and timely reflection of community’s vision and goals with implementation strategies for achieving “Maricopa 2040” and beyond.

It is recommended that at least bi-annually the Mayor and Council reconvene the Steering Committee to evaluate the progress made by the City and community in implementing the vision and strategic plan and recommend changes and updates as may be required to insure the vision, goals, and strategies are kept current.

# ACKNOWLEDGEMENTS

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Victoria Andrade	Jeanne Crowe	Joshua Judd	Angel Rendon
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Kevin Bandin	Gina D'Abella	Richard Kane	Kristie Riester
Ron Batt	Taylor Demeter	David King	Bret Roberts
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Tom Baxter	Lee Dick	Rosie Kuzmic	Monica Rubio
Sheila Belland	Rob Dolson	Rachel Leffall	Juan Ruiz
Donna Berkowitz	Connie Drake	Marla Lewis	Bob Ruotolo
Philip Berkowitz	Nancy Duncan	Julie Litfin	Saul Santos
Kayla Blackburn	John Dutcher	Rodolfo Lopez	Dennis Schneibel
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Debe Boles	Jesus Elizondo	Vincent Manfredi	Nancy Slama
Barbara Brady	Brian Ewing	Major Luis Martinez	Ken Smart
Helen Brown	Yolanda Ewing	Isabel McCloskey	Anthony Smith
Rocky Brown	Teresa Farkash	JoAnne Miller	Nancy Smith
Joe Burak	Fred Fedesco	Suzie Miller	Helen Sparks
Bill Burns	Lee Feiles	Rebecca Molus	Cynthia Surber
Carol Cairns	Laura Franco	Angel Moreno	Erik Surber
Brenda Campbell	Tina Frank	Darlene Naugle	Dean Tevault
Gregory Campbell	Crystal Galvan	Dennis Naugle	Dorrine Tevault
David Carlson	Joan Garrett	Dustin Naugle	Andrea Torres
Pam Carlson	Pam Gorman	Patti Neuberger	Rich Vitiello
Chad Chadderton	Charlotte Hall	Wanda Ogan	Henry Wade
Renate Chamberlin	Beverly Henry	Joanne Olenyik	Brianna Walker
Becky Check	Marty Hermanson	Amilee Ortiz	Patti Wasowicz
Deb Chern	Alyssa Hollingsworth	Nura Patani	Niesha Whitman
Glen Chern	Clark Holzwarth	Marlene Pearce	Marv Wieland
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Lillian Chitwood	Jim Irving	Karina Perez	Mitchell Zieglgansberger
LeeAnne Clark	Constance Jackson	Lee Pierce	
Howard M. Cohen	Jack Jackson	Terry Pochert	
Kimberlee Cooper	Margaret Jackson	Cynthia Portrey	
Gary Crotty	Carl Jensen	Kayla Power	
Lois Crotty	Pat Jensen	Janice Pratt	
	Marciano Joaquin	Rosemary Quesenberry	
	Hank Johnson	Gayle Randolph	
	Susan Johnson	Matthew Reiter	



The 2040 Visioning Steering committee members and the Issue Project Teams have met throughout the winter of 2015 to draft the Strategic Plan. These community members have worked extremely hard on the plan and the City would like to extend a special thanks for their hard work.

The following citizens participated as part of the 2040 Vision Steering Committee:

- |                        |                 |
|------------------------|-----------------|
| Dan Frank, Chair       | Marla Lewis     |
| Paul Ellis, Vice Chair | Nura Patani     |
| Ron Batt               | Janice Pratt    |
| Greg Campbell          | Lucia Rodriguez |
| Howard Cohen           | Kenneth Smart   |
| Ed Farrell             | Ed Viser        |
| Lee Feiles             | Rich Vitiello   |
| Linda Huggins          | Ted Yocum       |
| Rachel Leffall         |                 |

The following citizens participated as part of the 2040 Vision Issue Project Teams:

- |                    |                   |
|--------------------|-------------------|
| Kayla Blackburn    | Rosie Kuzmic      |
| Sheila Belland     | Pat Lairson       |
| Albert Brandenburg | Cynthia Marsh     |
| Glen Chern         | Robert Marsh      |
| Lillian Chitwood   | Dennis Naugle     |
| Karrie Cohen       | Gayle Randolph    |
| Yolanda Ewing      | Bob Ruotolo       |
| Tina Frank         | Nicholas Sheppard |
| Joan Garrett       | Rick Swearingen   |
| Carl Jensen        | Joanna Vanderpool |

Elected Officials for the City of Maricopa:

- Mayor Christian Price
- Vice Mayor Marvin L. Brown
- Councilmember Peggy Chapados
- Councilmember Bridger Kimball
- Councilmember Vincent Manfredi
- Councilmember Nancy Smith
- Councilmember Henry Wade
- Former Vice-Mayor Ed Farrell
- Former Councilmember Dan Frank
- Former Councilmember Julia Gusse



The staff members who participated through the plan process:

### **City Manager's Office**

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Sara Delgadillo, Executive Assistant  
Jackie Shaulis, Executive Assistant  
Ruben Garcia, Web & Media Services Manager

### **City Clerk**

Vanessa Bueras, City Clerk  
Adriana Carpio, Deputy City Clerk

### **Community Services**

Kristie Riestler, Community Services Director  
Joyce Abbott, Senior Library Coordinator  
David Aviles, Youth Coordinator  
Rocky Brown, Recreation Manager  
Brenda Campbell, Management Analyst  
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Mike Riggs, Parks Manager  
Nikita Rossow, Program Coordinator  
Erik Surber, Library Manager

### **Development Services**

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Bob Goodhue, Former Director  
Kazi Haque, Zoning Administrator  
Robert Mathias, Development Manager

### **Economic Development**

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Micah Miranda, Former Director  
Michael Winer, Management Analyst

### **Financial Services**

Brian Ritschel, Finance Director

### **Fire Department**

Brady Leffler, Fire Chief  
Bobby Miller, Assistant Fire Chief  
Shelly Boyd, Management Analyst  
Cindy Inskeep, EMS Coordinator  
Eddie Rodriguez, Deputy Fire Marshall

### **Human Resources**

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Ariana Cota, Management Analyst  
Vannessa Belland, Sr. Management Analyst

### **Information Technology**

Cary Gielniak, Chief Information Officer

### **Police Department**

Steve Stahl, Police Chief  
James Hughes, Police Commander  
Mary Witkofski, Community Programs Manager

### **Public Works**

Bill Fay, Public Works Director  
Rob Dolson, Construction Inspector  
Erin Garcia, Administrative Assistant

### **Project Consultant**

Carl Neu, Neu & Company



***Back row, pictured left to right: Councilmember Peggy Chapados, Councilmember Henry Wade, Councilwoman Nancy Smith, Councilmember Vincent Manfredi. Front row, pictured left to right: Councilmember Bridger Kimball, Mayor Christian Price, Vice Mayor Marvin L. Brown***



*Gregory Rose, ICMA-CM*

# 2040 VISION

*A citizen-driven visioning program,  
actively engaging the community in planning  
Maricopa's future by establishing the City's  
direction for the next 25 years.*



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