CITY OF PEORIA, ARIZONA
COUNCIL COMMUNICATION

CC: 13R
Amend No. _____

Date Prepared: April 2, 2008

Council Meeting Date: April 15, 2008

TO: Terrence L. Ellis, City Manager

FROM: Steve Prokopek, Economic Development Director

SUBJECT: **Economic Development Work Plan**

RECOMMENDATION: City Council to review, discuss, and accept the Economic Development Work Plan.

SUMMARY:

On October 20, 2007, City Council held a special workshop session to discuss economic development goals. As part of that session, the City Council identified some specific goals and objectives they would like to see accomplished. The three specific goals include: 1. Attract major employers 2. Attract a hospital 3. Attract a university and/or college. Additional objectives include: 1. Develop a disposition strategy with State Lands 2. Utilize the ASU decision theater 3. Explore higher density development 4. Expedite infrastructure development to serve the Loop 303.

On January 15, 2008, staff presented a draft work plan for Council review that addressed the primary goals and objectives outlined by City Council. The plan did not include other activities such as retail and redevelopment, which are other economic development related activities with which the City is involved. City Council provided direction to move forward with the work plan as presented, and staff would bring back the additional work plan items for formal City Council consideration. This plan was completed and approved by the Economic Development Advisory Board.

The intent of this plan is to be a mid-range (approximately five years) working document with targeted dates for activities to be completed. The plan also takes into account that economic development initiatives require coordination and cooperation from multiple departments within the city, and assigns responsibilities to the appropriate department.

The plan will be continuously reviewed and updated by staff, and regularly brought to the Economic Development Advisory Board and City Council for direction and consideration.

CITY CLERK USE ONLY:

o Consent Agenda
o Carry Over to Date:_____
o Approved
o Unfinished Business (Date heard previous:_____**)**
o New Business

ORD. #_____ **RES. #**
LCON#_____ **LIC. #**
Action Date:

REV. 10/99

Economic Development Work Plan City of Peoria

Economic Development Work Plan

Goal 1: Attract Major Employer to Peoria

Objective	Responsible Party	Due Date	Completed
Implement promotional action plan to include: • Identify targeted markets • Update marketing materials • Public relations strategy • Sales and business development strategy	 ED ED/CAPA CAPA/ED ED	 7/08	
Implement major employment site opportunity action plan: • Identify sites (Loop 303, southern Peoria, Loop 101, Sports Complex) • Create infrastructure and utility development plan • Develop disposition and development plan with private owners and state lands • Entitle property	 ED/CD ENG/UT/FIN/BUD CD/ED CD	 1/08 6/09 3/10	1/08
Create and implement health care cluster action plan aimed at developing medical, business, research and educational assets in one healthcare campus	ED	2/08	
Develop strategy to meet targeted customer timing for plan review and permitting of high impact projects	CD	6/08	

Goal 2: Attract a Regional Hospital to Peoria

Objective	Responsible Party	Due Date	Completed
Create and implement health care cluster action plan aimed at developing medical, business, research and educational assets in one healthcare campus	ED	2/08	2/08
Complete healthcare market analysis to identify needed services and potential healthcare sites	ED	5/08	
Develop relationships with local and national hospital/medical groups and medical site consultants	ED	Ongoing	
Take a lead role in developing and implementing GPEC's emerging technology healthcare initiative	ED	Ongoing	
Update promotional action plan to include hospital promotional efforts	ED/CAPA	3/08	

Goal 3: Attract a University or College to Peoria

Objective	Responsible Party	Due Date	Completed
Complete a visioning process to determine the type of college, potential locations, and available resources.	ED	6/08	
Complete a market feasibility analysis to determine program demand in the community and student demand within the region.	ED	9/08	
Complete economic impact analysis to determine cost benefit	ED/FIN	10/08	
Identify and develop relationships with location consultants specializing in colleges and universities	ED	10/08	
Create Community RFP and targeted promotional strategy	ED/FIN	11/08	
Ensure projects resource – land, funding, infrastructure	ED/FIN	9/08	

Goal 4: Attract New Projects and Reinvestment in Downtown

Objective	Responsible Party	Due Date	Completed
Encourage Revitalization in Old Town Peoria	ED	Ongoing	
Encourage Redevelopment for Infill Properties	ED	Ongoing	
Develop and implement targeted business marketing strategy	ED	6/08	

Goal 5: Generate New Sales Tax Revenues to Peoria

Objective	Responsible Party	Due Date	Completed
Maintain existing auto dealer base	ED	Ongoing	
Develop Loop 303 auto mall	ED	Ongoing	
Revitalize underperforming retail sites	ED	Ongoing	
Develop new regional retail centers	ED	Ongoing	
Develop resort, entertainment and destination retail	ED	Ongoing	

Promotional Action Plan

Promotional Action Plan

Strategy	Responsible Party	Due Date	Completed
Review and develop/update economic development marketing materials including:			
• General overview that provides overall city information and demographics	ED		Complete
• Develop prospect kits	ED/CAPA	7/08	
• Employment zone marketing packages containing demographic and work force data, site, and development opportunities	ED		Complete
• Develop economic development media presentation targeted toward users, developers, and brokers.	ED/CAPA	7/08	
• Develop informational video	CAPA/ED	6/08	
• Utilize the ASU decision theater for the Loop 303	CD/ED	10/08	
Update website:			
• Hold a focus group with site consultants and brokers to ensure proper information and access	ED/CAPA	7/08	
• Link site to other economic development partners	ED/IT	5/08	
• Place links from other economic development partners to City web site	ED/IT	5/08	
• Update appearance of website	IT/ED	12/08	
Develop broker, site consultant and developer network:			
• Prepare 15 minute presentation and marketing materials	ED/CAPA	7/08	
• Develop a visitation schedule and meet with local and national brokers and developers	ED	5/08	
• Participate in site consultant/broker visitation programs through GPEC including direct market visits and hosting GPEC 100 events in Peoria	ED	Ongoing	

Strategy	Responsible Party	Due Date	Completed
Develop and implement targeted business marketing strategy:			
• Review workforce data and trends for Peoria and the Northwest labor market	ED		Complete
• Develop/update targeted industry business list	ED		Complete
• Identify and contact select businesses for direct marketing	ED	Ongoing	
• Work with GPEC and ADOC to promote Peoria sites to prospective businesses interested in Peoria	ED	Ongoing	
• Utilize GPEC and ADOC resources to target potential businesses	ED	Ongoing	
Work with media and business publications on business related theme articles	ED/CAPA	Ongoing	
Promotes the City of Peoria by advertising in airline, real estate, business and other media publications	ED/CAPA	7/08	
Present executive gifts to prospects following visits and meetings in Peoria	ED	9/08	
Publish quarterly news letter that highlight Peoria's economic development efforts and features articles on companies in Peoria	ED/CAPA	12/08	
Initiate an annual function to recognize contributions of business and industry	ED	2/09	

Healthcare Cluster Action Plan

Healthcare Cluster Action Plan

Strategy	Responsible Party	Due Date	Completed
Identify and Engage Stakeholders:			
• Hire Consultant with proven success with developing medical facilities and clusters to assist with	ED/FIN	4/08	
○ Identify and engage further stake holders		4/08	
○ Identify potential medical and research assets		6/08	
○ Identify regional/national medical facilities for potential users		6/08	
○ Identify medical developers		6/08	
○ Identify potential sites		4/08	
○ Develop pipeline to medical users		9/08	
○ Develop research and development contacts		Ongoing	
○ Develop manufacturing contacts		Ongoing	
○ Develop office contacts		Ongoing	
○ Complete visioning process		7/08	
○ Develop implementation plan		9/08	
Engage educational entities	ED		
○ ASU, U of A, NAU		9/08	
○ MCC		9/08	
○ Private Universities		1/09	
Engage Hospital Providers	ED		
○ Sun Health/Banner		2/08	2/08
○ Specialty Hospital		1/09	
Develop State Lands MOU (Loop 303/Lk Pleasant Pkwy)	CD/ENG/CA	6/08	
Engage Private Developers	ED	Ongoing	
Participate in GPEC Emerging Technologies for healthcare	ED		
Complete impact and feasibility analysis:	ED/CD/ENG/UT/FIN		
• Complete market study		9/08	
• Complete impact analysis		9/08	
• Identify potential locations		4/08	
• Compete demographic impact and growth analysis			Completed
• Contract with the ASU Decision Theater for analysis of Loop 303 corridor		10/08	

Strategy	Responsible Party	Due Date	Completed
Develop Site:			
• Identify potential sites	ED/CD	4/08	
• Enter into agreement with State Lands	CD/ED	9/09	
• Identify market to be served	ED	9/08	
• Explore potential for agreement with state university	ED	12/08	
• Identify size and type of medical facilities	ED/CD	10/08	
• Develop list of targeted medical services to be provided research activities	ED	1/09	
• Identify size and scope of research component	ED/CD	12/08	
• Identify size and scope of medical office component	ED/CD	12/08	
• Secure medical and educational anchor users	ED	7/09	
• Identify size and scope of additional corporate entities	ED/CD	12/08	
• Identify ancillary uses	ED/CD	12/08	
• Develop and implement off-site infrastructure and utility plan	ED/CD/ENG/UT	9/09	
• Ensure proper zoning and entitlements	CD	9/09	
• Develop conceptual on-site infrastructure and development plan	ED/CD/ENG/UT	3/10	
• Engage private medical facility developers	ED	8/08	
Develop Finance Investment Strategy:			
• Determine cost(s) of infrastructure and financing resources	FIN/ENG/UT	3/10	
• Identify potential local and state incentives available	ED	6/08	
• Explore use of Industrial Development Authority financing for university research park	ED/ATT	6/08	
• Prepare cost benefit analysis	ED/FIN	9/08	
• Secure financing for infrastructure	FIN	6/09	
Promote Development Opportunities:			
• Develop marketing materials and media packages	ED/CAPA	9/08	
• Create a collaborative marketing team of all invested stakeholders	ED/CM	8/08	
• Identify market to targeted developers and users	ED	7/08	
• Utilize economic development partners such as GPEC and ADOC	ED	Ongoing	
• Participate in medical trade shows	ED	Ongoing	

State Lands Action Plan Loop 303

State Lands Action Plan (Loop 303/Lake Pleasant Pkwy)

Strategy	Responsible Party	Due Date	Completed
Develop Site Disposition Program	CD/CA/ENG	11/08	
Complete Preliminary Discovery	ENG	9/08	
Complete Site Analysis and Planning Alternatives	CD	1/09	
Complete Market Analysis	ED	10/08	
Preliminary Street, Drainage and Utility Plan	ENG/UT	9/09	
Complete Final Development Plan	CD	3/10	
Enter into Development Agreement	CA/FIN/ENG/CD	9/09	
Implement Zoning	CD	9/09	

Downtown Revitalization Plan

Old Town/Downtown Action Plan

Objective	Responsible Party	Due Date	Completed
Encourage Revitalization in Old Town Peoria:			
• Develop a façade improvement program to encourage older commercial properties to make physical improvements	ED	5/08	3/08
• Research and expand the redevelopment/revitalization library in order to find new tools and best practices in use in other communities.	ED	Ongoing	
• Complete Downtown Planning Study	CD/ED	2/09	
• Track redevelopment projects and provide factual data to the public	ED/CD	Ongoing	
• Bring potential projects to Council and community's attention, then determine the direction and help masterplan such projects	ED/CD	Ongoing	
• Create and foster partnerships that will complement private reinvestment	ED	Ongoing	
• Work with any private or public/private projects through the necessary processes, coordinating with city departments, property owners, and developers	ED	Ongoing	
• Create a Revitalization Investment Report and provide information to Council, media and the public for review	ED	5/08	
• Review potential zoning ordinance changes for Downtown	CD/ED	6/08	
• Provide oversight of Development Agreements for key projects	ED/FIN	Ongoing	
Encourage Redevelopment for Infill Properties:			
• Identify vacant or underutilized properties for potential redevelopment projects	ED	7/08	
• Identify residential infill projects with private developers to work as examples for innovative housing	ED	8/08	
• Update policy for purchasing property	ED/ENG	6/08	
• Act as a resource and advocate through the city approval processes	ED	Ongoing	
• Seek out investors	ED	Ongoing	
• Look for opportunities to create public/private partnerships	ED	Ongoing	
• Promote housing development	ED/CD	Ongoing	
• Create a Revitalization Opportunities Map and Database	ED	8/08	

Develop and implement targeted business marketing strategy			
• Review and research redevelopment trends for comparable communities	ED	Ongoing	
• Develop/update targeted business list	ED		Complete
• Identify and contact select businesses for direct marketing	ED	Ongoing	
• Work to promote Peoria sites to prospective businesses interested in Peoria	ED	Ongoing	
• Utilize ICSC resources to target potential businesses	ED	Ongoing	
• Work with media and business publications on business related theme articles	ED	Ongoing	

Retail Action Plan

Retail Action Plan

Objective	Responsible Party	Due Date	Completed
Maintain existing auto dealer base			
• Maintain relationships with existing dealers	ED	Ongoing	
• Explore a city sponsored marketing campaign	ED	6/08	
• Engage dealers to develop Peoria auto mall brand identity	ED	6/08	
• Explore the development of a marquee sign at Loop 101	ED	6/08	
• Market existing site for new development	ED	Ongoing	
Develop Loop 303 auto mall			
• Identify Potential locations for Loop 303 auto mall	ED		Complete
• Identify potential auto mall developers	ED		Complete
• Develop demographic marketing package	ED	5/08	
• Market potential sites to developers	ED	11/08	
• Develop Infrastructure plan	ED,ENG,UT	7/08	
Revitalize underperforming retail sites			
• Identify underperforming locations	ED		Complete
• Develop ongoing relationships with property owners	ED	Ongoing	
• Develop individual site strategies for revitalization	ED	2/09	
• Review and develop incentive programs for revitalization	ED	6/09	
• Assist with entitlement changes	ED/CD	Ongoing	
Develop new regional retail centers			
• Identify future regional retail sites	ED		Completed
• Identify retail developers	ED		Completed
• Prepare demographic and marketing packages	ED	6/08	
• Market sites to developers (Direct, ICSC)	ED	Ongoing	
• Create Infrastructure plan (General Plan, CIP)	ED,ENG,UT	7/08	
Develop resort and entertainment destination retail			
• Develop relationship with State Tourism Board	ED	Ongoing	
• Review Chamber tourism strategy	ED	10/08	
• Develop City/Chamber resort entertainment retail tourism strategy	ED,CAPA	2/09	
• Identify future resort and entertainment retail sites	ED	Ongoing	
• Complete vision process for entertainment uses and venues	ED	6/08	
• Identify destination entertainment and resort developers	ED	11/08	
• Prepare demographic and marketing packages	ED	8/08	

• Actively start to market sites to destination entertainment developers • Incorporate destination/resort development into general plan	ED ED/CD	8/08 12/08	

Potential Major Employment Site Plan and Status