

City Council Seminar Notice & Agenda



Saturday, December 5, 2015
Development and Community Services Building
Point of View Room
9875 North 85th Avenue
Peoria, AZ 85345

Seminar Agenda

8:00 a.m. Convene

Breakfast will be Served

Roll Call

Subject(s) for Discussion Only

1. Economic Development Implementation Strategy II

Adjournment

NOTE: Documentation (if any) for items listed on the Agenda is available for public inspection, a minimum of 24 hours prior to the Council Meeting, at any time during regular business hours in the Office of the City Clerk, 8401 West. Monroe Street, Room 150, Peoria, AZ 85345.

Accommodations for Individuals with Disabilities. *Alternative format materials, sign language interpretation and assistive listening devices are available upon 72 hours advance notice through the Office of the City Clerk, 8401 West Monroe Street, Peoria, Arizona 85345 – Phone: (623) 773-7340 or FAX (623) 773-7304. To the extent possible, additional reasonable accommodations will be made available within the time constraints of the request. The City has a TDD line where accommodations may be requested at: (623) 773-7221.*

Public Notice

In addition to the City Council members noted above, one or more members of the City of Peoria Boards and Commissions may be present to observe the City Council meeting as noticed on this agenda.

City Council Meetings can be viewed live on Channel 11 (Cox Cable) and are available for viewing on demand at <http://www.peoriaaz.gov/content2.aspx?id=2151>.

Mayor
Cathy Carlat

Willow
District
Jon Edwards,
Vice Mayor

Acacia
District
Vicki Hunt

Ironwood
District
Bill Patena

Mesquite
District
Bridget Binsbacher

Palo Verde
District
Michael Finn

Pine
District
Carlo Leone

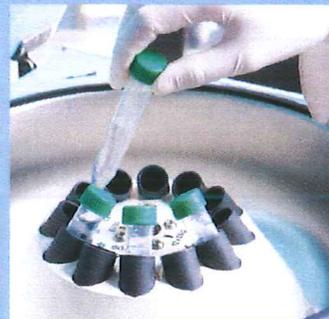
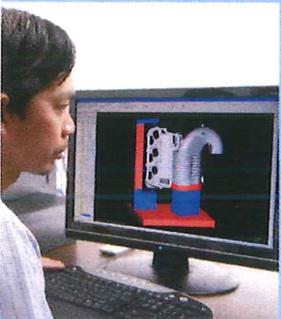


ECONOMIC DEVELOPMENT SERVICES

Peoria **AZ** SMART

DRAFT

ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGY II



Prepared by:
Wadley-Donovan GrowthTech, LLC
Garnet Consulting Services, Inc.

Contents

Executive Summary	1
Introduction.....	3
Data Profile.....	3
EDIS II Research.....	4
Guiding Principles.....	5
Vision Statement.....	6
Major Goals and Focus Issues	6
Goal 1: Real Estate and Infrastructure	6
Goal 2: Education, Workforce and Employment:.....	6
Goal 3: Economic Expansion and Diversification:	6
Goal 4: Economic Development Tools and Business Climate:	6
The Process of Selecting EDIS II Initiatives	7
Final EDIS II Initiatives Summary	8
The EDIS II Action Plan.....	15
Initiative #1: Improve Peoria’s Inventory of Available and Suitable Real Estate	15
Initiative #2: Regional Infrastructure and Strategic Planning	20
Initiative #3: Comprehensive Workforce Development Implementation Strategy	24
Initiative #4: Public School Support	30
Initiative #5: Tourism Strategy	33
Initiative #6: Business Attraction, Retention, Expansion, and Entrepreneurial Development	37
Initiative #7: Strategy for BioInspire.....	45
Initiative #8: Economic Development Website.....	48
Initiative #9: Marketing Peoria.....	52
Initiative #10: Continue to Improve Peoria’s Site Plan, Design Review, Permit and Approval Process..	57
 Appendix-Potential EDIS II Initiatives Grouped by Goal	

Executive Summary

This Economic Development Implementation Strategy II (EDIS II) provides the final piece of a year-long research, analysis, planning, and strategy development process intended to provide guidance to the City of Peoria, Arizona in carrying out its economic development activities for the next several years.

Preparation of the EDIS II included several other components:

- A Community Assessment (frequently called a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment) of the City. This assessment includes as appendices the results of an employer survey, a data profile, and benchmark comparisons of selected statistical data.
- A detailed analysis of Peoria's Opportunity Areas for future economic growth.
- A Property Inspection Report that focused on selected, available, non-retail buildings or spaces in buildings considered to have the greatest short-term potential for hosting new businesses in Peoria.
- A Target Industry Report.

Development of the EDIS II was guided by 13 principles identified by the consulting team (Wadley-Donovan GrowthTech, LLC and Garnet Consulting Services, Inc.). They are articulated in the body of this document.

In collaboration with the City's Economic Development Advisory Board (EDAB), the Consultant Team developed the following Vision Statement for Peoria's economic development efforts. The purpose of this Vision Statement is to provide a common and unifying frame of reference for multiple components of the City. Peoria's EDIS II Vision Statement is:

In 2035, Peoria, Arizona will be recognized as the standard in the metropolitan Phoenix region:

1. For a highly skilled workforce;
2. As a location for advanced industries; and
3. As a leader in technology and innovation.

The City's quality of life will continue to be highly desirable and will be a major result of Peoria's well-managed growth.

The Consultant Team developed four Goal Statements and Focus Issues for consideration by EDAB. The following four Goal Statements were discussed and approved at the April 9, 2015 EDAB Meeting, and reaffirmed at the June 4, 2015 EDAB Meeting:

Goal 1: Real Estate and Infrastructure: Improve the inventory of available buildings and "shovel-ready" sites suitable for modern businesses, particularly those identified as targets for Peoria's economic development efforts.

Goal 2: Education, Workforce and Employment: Build on Peoria’s educational system and institutions to increase employment opportunities in the City that can capitalize on existing City and labor shed workforce skills, while simultaneously ensuring that available training programs meet the future employment needs of both employers and workers.

Goal 3: Economic Expansion and Diversification: Seek to have Peoria become an advanced business and technology hub in the Greater Phoenix area and be so recognized throughout the Valley. Continue to diversify Peoria’s economy through an aggressive program of business attraction, creation, retention, expansion and transition. Focus these efforts on the mix of target business sectors, response to targets of opportunity, tourism activity, and other areas found appropriate.

Goal 4: Economic Development Tools and Business Climate: Ensure Peoria’s economic development efforts are supported by the City Council and the best available tools, resources and business climate.

Ten Initiatives were identified that support these four Goals; they are:

1. Improve Peoria’s Inventory of Available and Suitable Real Estate
2. Regional Infrastructure and Strategic Planning
3. Comprehensive Workforce Development Implementation Strategy
4. Public School Support
5. Tourism Strategy
6. Business Retention, Expansion and Entrepreneurial Development
7. Strategy for BioInspire
8. Economic Development Website
9. Marketing Peoria
10. Continue to Improve Peoria’s Permit and Approval Process

For each of these Initiatives, EDIS II provides a detailed description that includes:

- The initiative elements or sub-components
- The rationale for including the Initiative and relevant background information
- Major Action Steps and a related schedule
- Identification of primary and support responsibilities for implementation
- Identification of funding and other necessary resources with potential sources
- Suggested performance measures
- Indication of whether the timeframe for the Initiative is short-term, intermediate-term, long-term, or continuing
- Additional information to assist with implementation

Introduction

This Economic Development Implementation Strategy (EDIS) is the product of a contract between The Wadley-Donovan Group (through its economic-development unit Wadley-Donovan GrowthTech [WDGT]) and the City of Peoria, Arizona. WDGT partnered with Garnet Consulting Services, Inc. to complete this EDIS and the other components of this project. This EDIS is an update of one prepared in 2011 by the same WDGT/Garnet team; therefore, this plan is referred to as EDIS II.

Several other deliverables were prepared and submitted as part of this project and are included in the full EDIS II document. These are:

- A Community Assessment (frequently called a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment) of the City. This assessment includes as appendices the results of an employer survey, a data profile, and benchmark comparisons of selected statistical data.
- A detailed analysis of Peoria's Opportunity Areas for future economic growth
- A Property Inspection Report that focused on selected, available, non-retail buildings or spaces in buildings considered to have the greatest short-term potential for hosting new businesses in Peoria.
- A Target Industry Report.

Each of these documents contributed to the identification of possible action items (referred to in EDIS II as Initiatives) for Peoria's future economic development efforts.

Data Profile

As noted above, a detailed Data Profile was prepared providing key demographic data, including those items most typically considered by site selection consultants and businesses when comparing potential locations (including their current location); and when comparing Peoria with Maricopa County, the Phoenix MSA, Arizona, and the United States. Where relevant and available, similar information was also provided for two commute zones or labor sheds (30 and 45 minute drives) centered at the Bell Road/83rd Avenue intersection, Park West and Vistancia.

It is important to understand the importance of the regional information included about Maricopa County and the Phoenix MSA. While EDIS II focuses on the City of Peoria, prospect companies rarely begin their consideration of potential locations (including their current one) by looking at a single municipality, particularly when a city is part of a large, dense, and diverse region. Site searches recognize that factors such as labor availability, economic base, recreational and cultural opportunities, transportation infrastructure, and other factors are a function of regional conditions, not just a single community. Other factors such as the regional availability of real estate and the residential location of workforce skills are aspects of intra-regional competition.

EDIS II Research

The EDIS II components are based on the information obtained through a variety of research methods including:

- Information collected during the preparation of EDIS I that remained valid.
- Preparation of a Research Information Request List that was provided to the City's Economic Development Services (EDS) Department, which provided extensive documents, websites, and other relevant sources of information. The consultant team reviewed these and developed follow-up questions.
- Collection of key demographic and other data by the consultant team leading to the preparation of a statistical profile of the City and comparison areas.
- Extensive website research.
- A project alignment meeting with EDS staff conducted during a research trip on November 10 – 14, 2014.
- A tour of the City conducted by EDS staff during the November research trip.
- Meetings with the City's Economic Development Advisory Board (EDAB) on November 12, 2014 (in person); February 12, 2015 (through GoToMeeting); April 9, 2015 (through GoToMeeting); and June 4, 2015 (through GoToMeeting).
- A series of bi-weekly status report conference calls with EDS staff.
- Additional research trips and project meetings conducted January 12 – 15, 2015; March 2 – 4, 2015; and April 20 – 22, 2015.
- Meetings on March 3, 2015 with the five Working Groups established by EDS to assist in the study process:
 - Customer Service
 - Downtown Peoria
 - Loop 303
 - Tourism and Conventions
 - Workforce Development
- Data-focused interviews with a variety of sources suggested by EDS staff representative of or considered particularly knowledgeable in the areas of:
 - Local government leadership (Mayor Carlat and City Manager Swenson)
 - Real estate and infrastructure
 - Workforce and education
 - Peoria's marketing and branding program
 - Old Town
 - State economic development efforts
 - Regional economic development
 - BioInspire and BioAccel
- A City Council Study Session conducted March 3, 2015

Guiding Principles

The preparation of EDIS II was influenced by the following principles, which should also be part of future implementation efforts:

1. Communities do not have economies – they have economic bases that contribute to a larger regional economy. Each community must find its appropriate role in that economy.
2. Strategic planning is required for the long-term benefit of the City as a whole and its economic development efforts.
3. Strategic Planning is based on the goals of communities and their short-to-middle and long range vision.
4. Strategic planning is not the important thing – Strategic Doing is. In other words, implementation is where you receive the greatest public benefit for the costs of the planning.
5. There is no one-size-fits-all list of important characteristics that make a community competitive for all business sectors and companies. Every sector, and frequently individual companies, has its own set of priority considerations. Therefore, the ultimate focus of any economic development strategy or action plan must focus on making the location involved as competitive as possible.
6. There are two types of targets – targets of intent and targets of opportunity. EDIS II identifies recommended targets of intent and recommends strategies to attract them. In addition, it recommends actions to increase Peoria’s more general competitiveness for the wider range of potential opportunities that may present themselves.
7. Collaboration is needed among the agencies, organizations and other entities active in the various facets of economic development within the City and other portions of the Greater Phoenix region.
8. Economic development must aim for cost-effectiveness.
9. Economic development efforts must be results-oriented.
10. Economic Development efforts need to be sustained for the long term for desired goals to be met.
11. Economic development needs to aim at sustainability of resources and goals.
12. Efforts need to capitalize on and support available programs and allies to benefit from economies of scale and synergies, and to avoid duplicated work.
13. While correcting important deficiencies is important, capitalizing on important opportunities is even more important.

Vision Statement

In collaboration with EDAB, the Consultant Team developed the following Vision Statement for Peoria's economic development efforts. The purpose of this Vision Statement is to provide a common and unifying frame of reference for multiple components of the City. Peoria's EDIS II Vision Statement is:

In 2035, Peoria, Arizona will be recognized as the standard in the metropolitan Phoenix region:

1. For a highly skilled workforce;
2. As a location for advanced industries; and
3. As a leader in technology and innovation.

The City's quality of life will continue to be highly desirable and will be a major result of Peoria's well-managed growth.

Major Goals and Focus Issues

The Consultant Team developed four Goal Statements and Focus Issues for consideration by EDAB. The following four Goal Statements were discussed and approved at the April 9, 2015 EDAB Meeting, and reaffirmed at the June 4, 2015 EDAB Meeting:

Goal 1: Real Estate and Infrastructure

Improve the inventory of available buildings and "shovel-ready" sites suitable for modern businesses, particularly those identified as targets for Peoria's economic development efforts.

Goal 2: Education, Workforce and Employment:

Build on Peoria's educational system and institutions to increase employment opportunities in the City that can capitalize on existing City and labor shed workforce skills, while simultaneously ensuring that available training programs meet the future employment needs of both employers and workers.

Goal 3: Economic Expansion and Diversification:

Seek to have Peoria become an advanced business and technology hub in the Greater Phoenix area and be so recognized throughout the Valley. Continue to diversify Peoria's economy through an aggressive program of business attraction, creation, retention, expansion and transition. Focus these efforts on the mix of target business sectors, response to targets of opportunity, tourism activity, and other areas found appropriate.

Goal 4: Economic Development Tools and Business Climate:

Ensure Peoria's economic development efforts are supported by the City Council and the best available tools, resources and business climate.

The Process of Selecting EDIS II Initiatives

Throughout the project research process, the Consultant Team compiled a master list of possible Initiatives that might be included in the final EDIS II Action Agenda. These initiatives were developed by the consulting team or suggested by others who were part of the research process, in the context of the Goals identified above. This list is provided in the Appendix.

As was the process in EDIS I, the intent was to have these Initiatives reviewed by the EDAB, to refine the list through prioritization, combination, sequencing or elimination to reduce the list to a workable number of 10 to 12 very important Initiatives. This was done through two work sessions with EDAB on April 9 and June 4, 2015 and conference calls with EDS and other City staff on August 20 and 27, 2015.

As a result of this collaborative effort, ten final Initiatives were selected to comprise the EDIS II Action Agenda. A summary listing of these ten Initiatives, grouped by relevant Goal, and showing the Initiative Name and Capsule Description follow. These were then more fully developed, reviewed and revised to become the detailed Initiative descriptions that follow. Final development of these Initiatives included two work sessions with EDAB on September 10 and October 8, 2015.

Final EDIS II Initiatives Summary

Goal 1 - Real Estate and Infrastructure: Improve the inventory of available buildings and “shovel-ready” sites suitable for modern businesses, particularly those identified as targets for Peoria’s economic development efforts.

Initiative Name	Initiative Capsule Description
<p>1. Improve Peoria’s Inventory of Available and Suitable Real Estate</p>	<p>Conduct an aggressive and multi-faceted program intended to improve the availability of suitable sites and buildings for business development. This may include such things as:</p> <ul style="list-style-type: none"> • Develop commercial and industrial properties in Peoria, focusing initially on City-owned properties and parcels. • The City should take an aggressive market intervention approach to reduce risk to and increase interest by developers and brokers in constructing new buildings through such methods as: <ul style="list-style-type: none"> – Acquisition, optioning, or other methods of obtaining long-term control of desirable tracts of land for development and land-banking. – Taking a master lease on space to be sub-let to building occupants. – Investigate other ways to stimulate speculative development of modern buildings to meet market needs, particularly for businesses in target sectors and in Peoria’s Opportunity Areas. • Continue the work of the Loop 303 Working Group to plan and support land acquisition, funding for installation of necessary infrastructure, and other actions necessary to support development along Loop 303. • Upon completion of bankruptcy proceedings, prepare a detailed Development Prospectus for the former Gilbert Hospital Medical Center site. • Create a Developers and Brokers Advisory Committee to assist EDS in planning and carrying out events aimed at attracting interest from the Valley’s development sector. • Develop a new specialty incubator aimed at supporting the digital media sector or other sector to be selected.

<p>2. Regional Economic Development, Infrastructure and Strategic Planning</p>	<ul style="list-style-type: none"> • The City takes a political leadership role with the Maricopa Association of Governments (MAG) to investigate the possibility of creating a regional Comprehensive Economic Development Strategy (CEDS) that can provide a source of infrastructure funding for economic development projects in the West Valley from the U.S. Economic Development Administration (EDA) and other funding sources. • Continue and expand involvement in the West Valley economic development community. • Support a greater coordination of strategic planning in the West Valley, working with WESTMARC.
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Goal 2 - Workforce and Employment: Increase employment opportunities in Peoria that can capitalize on existing City and labor shed workforce skills, while simultaneously ensuring that available training programs meet the future employment needs of both employers and workers.

Initiative Name	Initiative Capsule Description
<p>1. Comprehensive Workforce Development Implementation Strategy</p>	<p>Urge WESTMARC to take the lead in creating a comprehensive Education/Workforce Plan for the West Valley, with a focus on implementing key initiatives that improve the workforce delivery system for the West Valley. The effort would involve a collaboration of employers, chambers of commerce, Glendale Community College, Estrella Mountain Community College, the West Valley school districts, Basis AZ, Trine and Huntington Universities and other higher educational institutions, any existing industry consortia, and other stakeholders.</p> <p>Topics that should be considered by WESTMARC in its plan and implementation include:</p> <ul style="list-style-type: none"> • Develop an enhanced regional workforce development program in the West Valley through a partnership among the education, workforce, and private and public sectors. A regional effort is needed because the West Valley’s workforce is regionally based. • Identify any existing gaps between employer needs and existing training programs, and if they exist, identify how they can be best corrected. • Project future workforce training needs. • Encourage Glendale Community College and Estrella Mountain Community College to have stronger outreach programs to Valley employers, working with them to jointly develop more training programs meeting actual training and education needs. • Develop Career Pathways programs and industry consortia aimed at industry-specific training program

	<p>development by area educational institutions. Consortia have the potential for coordinated program development and funding, provision of equipment, and sufficient numbers of students for class development.</p> <ul style="list-style-type: none"> • Establish a coordinated program among West Valley cities to share specifics on their target industry training needs with area educational institutions for better training program development. • Encourage the West Valley Human Resource Managers to develop a more formally organized human resource organization in the West Valley that can partner with WESTMARC by working with employers, economic development agencies, chamber of commerce and the community colleges and universities to develop enhanced training programs, and with the public schools (including charter schools), to more strongly prepare students to be workforce ready, to develop entrepreneurial capacities, and to work with employers for student immersion programs into companies. • Investigate the need to establish high school target industry academies to develop a future workforce for manufacturing and other target operations. • Create a Career Fair aimed at exposing 7th-12th grade students to the types of jobs available in the area, including STEM jobs, wages paid by those jobs, and courses that should be taken to obtain those jobs.
<p>2. Public School Support</p>	<p>Encourage and support the Peoria Unified School District (PUSD) and the Deer Valley Unified School District (DVUSD) to advance their rankings in the state, as measured by the AZ DOE’s testing and evaluation criteria, to be among the top ten unified districts in the state. Currently the PUSD is ranked 16th and the DVUSD is ranked 11th.</p> <p>Leverage PUSD’s Medical, Engineering and Technical Academy and Accelerated Academy with Peoria’s innovation programs and projects, and encourage development of other academies as needed.</p> <p>Because the City’s workforce is regionally based, encourage the PUSD to work with other school districts to share their academy and other experiences.</p> <p>Encourage GPEC and the Arizona Commerce Authority (ACA) to create a network of stakeholders statewide to develop</p>

	more state support of public school education, and improved performance.
Goal 3 - Economic Diversification: Continue to diversify Peoria’s economy through an aggressive program of business attraction, creation, retention, expansion and transition. Focus these efforts on the mix of target business sectors, response to targets of opportunity, tourism activity, and in other areas found appropriate.	
Initiative Name	Initiative Capsule Description
1. Tourism Strategy	<p>Continue and enhance ongoing efforts by the City’s Office of Communications to increase tourism activity in Peoria by:</p> <ul style="list-style-type: none"> • Funding and implementing a Tourist Intercept Study to gather important information on visitors to Peoria. This should include questions about knowledge of and visits to the City’s primary and secondary tourist attractions and venues. • Preparing a “Tourism Cost Comparison Study” to determine if Peoria has a cost advantage over other Valley locations in terms of overall costs for visitors. • Investigating the feasibility of creating a Peoria Visitors Bureau. • Developing a tourist-oriented marketing program around a theme such as “Come Play in Peoria” to capitalize on the old saying “Will it Play in Peoria?” • Continue promoting the P83 District as a primary visitor and tourist destination. • Creating a Lake Pleasant Tourism Task Force to develop a long-range plan for capitalizing on the Lake’s tourism potential. • Creating electronic collateral material and a Social Media platform to provide information on current events, tourist attractions, tourist-oriented facilities (in particular, hotels, restaurants, clubs), and other appropriate content. • Creating a Tournament Task Force or other mechanism to develop methods for attracting and hosting additional sports tournaments. • Prepare a Market and Feasibility Study aimed at developing additional hotel rooms.
2. Business Retention, Expansion and Entrepreneurial Development	<ul style="list-style-type: none"> • Build upon current EDS efforts to create a more robust Business Retention and Expansion program by such actions as: • Creating a database of Peoria businesses to be used in support of the City’s business retention and expansion efforts and in maintaining regular communications between the City and its business community.

	<ul style="list-style-type: none"> • Publishing an online monthly or quarterly “Peoria Business Newsletter.” • Creating an annual Peoria Business Awards program to recognize noteworthy achievements such as: <ul style="list-style-type: none"> – Significant employment or space growth – Exterior property improvements – Contributions to the community – New patents or technology development – Other categories to be identified • Establishing and promoting a Business Assistance Hotline and expeditiously respond to requests for assistance. • Other items to be identified • Continue conversation with the Auto District dealers to encourage communication and discover opportunities. <p>Stimulate new business development in Peoria by:</p> <ul style="list-style-type: none"> • Creating live-work neighborhoods to support entrepreneurial and small business development. • Creating and supporting a Young Professionals and Entrepreneurs organization. • Developing additional innovation and entrepreneurship support programs such as an Incubator Without Walls Program, Hackerspace, or similar tools aimed particularly at younger entrepreneurs. • Using Social Media to identify most desirable business establishments throughout Peoria. • Coordinating and collaborating actions and strategies or communicating with SEED SPOT, the nonprofit incubator in Phoenix that supports early stage social entrepreneurs. (602) 753-7811 email: connect@seedspot.org; www.seedspot.org <p>Build on the success of BioInspire by identifying another sector for which a technology incubator, accelerator or innovation center can be created.</p> <p>Prepare a Cost of Doing Business Comparison Study comparing a Peoria location with selected competing areas.</p>
<p>3. Strategy for BioInspire</p>	<p>Maintain regular contact with the BioInspire companies individually or through BioAccel for input on the ongoing status of those companies and the potential for their graduating from BioInspire and the timing of those graduations.</p> <ul style="list-style-type: none"> • Assist in the companies’ continued growth within the

	<p>accelerator, as needed, including seeing that commercialization technical assistance services are available, along with education and access to intellectual property, business planning assistance, sources of capital and management expertise.</p> <ul style="list-style-type: none"> • Consider creating a local or regional fund for financing growth startups with low-cost financing. • Create a networking avenue for BioInspire companies through contacts in the area, such as in education, funding, research collaboration, real estate, other innovators, and miscellaneous business services. • Be ready to introduce BioInspire companies to other companies and resources in the City and the Valley as needed for business, research and other partnerships. • Work with area developers and realtors to have low cost operating space in Peoria for BioInspire graduates, working and planning in advance of their graduation. <p>Working with BioAccel, BioInspire and BioInspire companies, identify expectant graduates or young startups in other locations that might be interested in moving their operations to Peoria. Coordinate with realtors and developers, GPEC, Arizona Commerce Authority, investors and others to facilitate moves to Peoria.</p> <p>Working with GPEC, the Arizona Commerce Authority, BioAccel, BioInspire and others, investigate the potentials for hosting special events in Peoria for BioInspire companies and other innovation companies in the Valley and state on educational events including seminars on various legal, business, regulatory, and fund raising topics, and roundtables with investors on startup financing opportunities.</p> <p>Support BioInspire in terms of services, approach, and the needs of medical device companies to stay on the cutting edge of accelerator services.</p>
<p>Goal 4 - Economic Development Tools and Business Climate: Ensure Peoria’s economic development efforts are supported by the best available tools and business climate.</p>	
<p>Initiative Name</p>	<p>Initiative Capsule Description</p>
<p>1. Economic Development Website</p>	<p>Continue to enhance the City’s economic development website by identifying and implementing additional necessary content and ways to improve navigability. In particular, prepare and maintain the website’s information on all non-retail business sites and buildings in Peoria, and ensure this information is available from or linked to GPEC</p>

	<p>and other entities marketing the Valley.</p> <p>Include a full range of workforce data and other relevant topics on the economic development website, using labor shed data where possible.</p>
2. Marketing Peoria	<p>Enhance Peoria’s marketing efforts to capitalize on the marketing expertise and programs of GPEC, WESTMARC, the Arizona Commerce Authority, and others. Examples of work to be undertaken by this Task Force include:</p> <ul style="list-style-type: none"> • Market the City to East Valley employers as a location for satellite operations for West Valley residents. • Market the City to REITs active in the Valley or that may be attracted to the Valley using the PeoriaAZSmart brand.
3. Continue to Improve the Permit and Approval Process	<p>Formalize the City’s efforts for identifying and responding to additional needed improvements in regulations and procedures impacting development and business operations by:</p> <ul style="list-style-type: none"> • Creating a standing Development Advisory Group. • Conducting a periodic “Developers Survey” to obtain feedback on Peoria’s development process. • Publishing a regular Developers Newsletter to update developers, real estate brokers, architects, engineers and others on improvements in the City’s development process and provide feedback from those who have recently been involved in projects in Peoria.

The EDIS II Action Plan

This section provides the EDIS II Action Plan, based on the ten selected initiatives with detailed descriptions provided on:

- The initiative elements or sub-components
- The rationale for including the Initiative and relevant background information
- Major Action Steps and a related schedule
- Identification of primary and support responsibilities for implementation
- Identification of funding and other necessary resources with potential sources
- Suggested performance measures
- Indication of whether the timeframe for the Initiative is short-term, intermediate-term, long-term, or continuing
- Additional information to assist with implementation

Peoria, AZ EDIS II
Initiative #1: Improve Peoria’s Inventory of Available and Suitable Real Estate
Initiative Elements
<p>This Initiative includes the following elements, and may include additional activities over time:</p> <ul style="list-style-type: none"> • Develop key real estate opportunities, including: (1) the Rovey Industrial Park; (2) Park West – Parcel 3; (3) Vistancia Commercial Core; (4) the former Peoria Regional Medical Center site; (5) the 14 acre site at Peoria Avenue/Loop 101; and (6) the 17 acre site at the Sports Complex in P83, as well as others that may be identified in the future. • To reduce risk to and increase interest by developers and brokers in constructing new buildings, the City should take an aggressive market intervention approach through methods such as: <ul style="list-style-type: none"> ▪ Acquisition, optioning, or other methods of obtaining long-term control of desirable tracts of land for development and land-banking. ▪ Taking a master lease on space to be sub-let to building occupants. ▪ Investigate other ways to stimulate speculative development of modern buildings to meet market needs, particularly for businesses in target sectors and in Peoria’s Opportunity Areas. • Continue the work of the Loop 303 Working Group to plan and support land acquisition, funding for installation of necessary infrastructure, and other actions necessary to support development along Loop 303. • Upon completion of bankruptcy proceedings, prepare a detailed Development Prospectus for the former Gilbert Hospital Medical Center site. • Create a Developers and Brokers Advisory Committee to assist EDS in planning and carrying out events aimed at attracting interest from the Valley’s development sector. • Develop a new specialty incubator aimed at supporting the digital media sector or other sector to be selected.

Supports Goals:

1. Real Estate and Infrastructure

Rationale for Initiative and Background Information

While different community attributes are ranked differently by various industry sectors, and even different firms within the same industry sector, the availability of real estate – available space for sale or rent, and sites to build on – are an essential common denominator for most businesses. Without adequate space in which to operate, it is difficult to run a successful business. Therefore, providing information about available real estate has always been a primary responsibility of a full-service economic development program.

As discussed in the Competitive Assessment portion of this EDIS II, Peoria's inventory of available space is very limited, and largely suitable for only smaller uses. This inadequacy was one of the most commonly mentioned weaknesses impacting Peoria's economic development prospects during research for EDIS II.

There are several approaches the City should take to correct this deficiency:

- There is a need and opportunity for development of additional, high-quality, mixed-use business parks in several portions of the community. The Rovey Industrial Park site has the opportunity to provide rail-served industrial sites, but development of this critical property may require active involvement by the City to minimize risk to the Rovey family. The City can do this, in part, by preparing an independent market analysis that demonstrates the expected demand.
- Land along the Loop 303 including the existing Vistancia Commercial Core project affords the opportunity to host larger scale office and manufacturing uses that can diversify the City's economy.
- The former Gilbert Hospital Medical Center site is a very marketable property. Once bankruptcy proceedings have been cleared, the City can help in marketing this site by preparing a detailed Development Prospectus similar to that prepared for other Peoria opportunities in the past.
- The City can play an important role in catalyzing new development by the private sector by identifying ways to partner with property owners and developers. Contrary to other parts of the country, there is little experience by developers in creating new space on a speculative basis in the West Valley. The City can minimize developer risk by being the master lessee for new space and then subletting it to occupants; once the building reaches an agreed-upon level of occupancy, the City's master lease can terminate.
- An increasing number of states, regions, and localities now have Certified Sites programs (also known by a variety of other terms such as Shovel-Ready Sites). The purpose of such programs is to provide business prospects with some level of assurance that the site can be occupied within an expedited period of time because much of the front-end evaluation and necessary infrastructure have already been taken care of. Suitable sites in Peoria should be submitted for inclusion in GPEC's Industrial-Ready Site program.
- Peoria has been very successful in developing a biotechnology niche through its BioInspire

incubator. A new incubator should be created to develop a second specialty area; the digital media sector is suggested to capitalize on Huntington University’s focus in this field at its Peoria campus.

Most importantly, this Initiative builds on prior efforts by the City and several new efforts that have been started during the preparation of EDIS II including:

- Recent completion of an “Office Market Analysis and Forecast - Peoria, Arizona” report by Elliott D. Pollack and Company, which indicates a growing opportunity for speculative office development in the City over the next 10 years.
- Retaining a highly qualified consulting team to provide targeted analysis and advice to the City on the best approaches to developing key properties. The preferred vendor, following an RFP process, is currently under contract with the City.
- Continuation of the “P83 Building Reuse Program” to stimulate revitalization of the P83 District by designating it an EDIS Investment Zone and providing a reimbursable grant of up to 50% of eligible costs for eligible improvements.
- Continuing the Old Town Commercial Revitalization Program, with the City providing funding on a case-by-case basis with City Council approval.

Initiative #1 Major Action Steps and Schedule

Action Steps	Schedule
<p>1. Create real estate development due diligence packages for each key City-owned site including the following:</p> <ul style="list-style-type: none"> • Preferred development program • Site plan • Development pro forma • Market evaluation. <p>Target sites include but are not limited to:</p> <ul style="list-style-type: none"> • The Rovey Industrial Park site (subject to owner participation) • Loop 303 Corridor (State-owned) • The Vistancia Commercial Core • Park West – Parcel 3 • The former Gilbert Medical Center site • 17 acre City-owned site at the Sports Complex • Peoria Place (subject to owner participation) • The 14 acre City-owned site at Peoria Avenue/Loop 101 	<p>1st Qtr 2016</p>
<p>2. Amend the Economic Development Investment and Incentive Policy (EDIIP) to identify the ways in which the City will collaborate with the private sector to catalyze construction of new building space in Peoria. This policy should include. but not be limited to such things as:</p> <ul style="list-style-type: none"> • Acquisition, optioning, or other methods of obtaining long-term control of desirable tracts of land for development and land-banking 	<p>3rd Qtr 2016</p>

<ul style="list-style-type: none"> • Taking a master lease on space to be sub-let to building occupants • Investigating other ways to stimulate speculative development of modern buildings to meet market needs, particularly for businesses in target sectors and in Peoria’s Opportunity Areas 			
3. Obtain City Council approval of the amended EDIIP.		4 th Qtr 2016	
4. In anticipation of resolution of the Peoria Regional Medical Center property bankruptcy, prepare a real estate due diligence package for the site. The property should be given a new name to allow it to “start over.”		1 st Qtr 2017	
Responsibility			
Primary: <ul style="list-style-type: none"> • EDS Department • Land Development Consultant 		Support: <ul style="list-style-type: none"> • Other City Staff involved in the development process • Rovey family and other key property owners • Private sector (real estate brokers, engineers, land owners) 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> • Development of due diligence packages 	\$300,000 current contract amount	EDS
Other:	<ul style="list-style-type: none"> • Assigned EDS staffing • Participation of other needed City Staff • Participation of Rovey family and other necessary private sector participants 		
Performance Measures			
<ul style="list-style-type: none"> • Completion of the Due Diligence Packages for key City-owned sites by March 2016 • Peoria Regional Medical Center property real estate due diligence packages prepared by March 2017 and issued upon completion of bankruptcy proceedings • Increased inventory of available land and buildings to support economic development • Vacant or underutilized properties put into use • Increased tax revenue to the City through increased development • Public-private partnerships developed as necessary to stimulate development 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			

The Opportunity Areas report prepared as a separate portion of EDIS II is a resource for this Initiative.

For an article on Components of a Business Park Feasibility Study, see:

<http://smallbusiness.chron.com/components-business-park-feasibility-study-82017.html>

For an example of a Market Study prepared by consulting team member Garnet Consulting Services, Inc. for two potential industrial parks in Leavenworth County, KS, see:

www.lvcountyed.org/wp.../03/LVCoKS_Mktg_Feas_Study_2011.pdf

For an Urban Land Institute article on Innovative Public/Private Partnerships and Finance, see:

<http://uli.org/research/centers-initiatives/center-for-capital-markets/capital-markets-forums-education-events/charles-h-shaw-forum-innovative-public-private-partnerships/>

For information on establishing a certified sites program, see: <http://uscertifiedsites.com/establish.asp>

For information on incubators and accelerators for digital media companies, see:

<http://www.digital.nyc/incubators/digital-harvest-capital>

- <https://www.ohio.edu/research/innovation/Digital-Media-Incubator.cfm>
- <http://www.knightfoundation.org/press-room/press-release/new-digital-media-startup-incubator-launches-phila/>
- http://www.georgebrown.ca/design/industry/digital_media_and_gaming_incubator.aspx

Peoria, AZ EDIS II	
Initiative #2: Regional Infrastructure and Strategic Planning	
Initiative Elements	
As a minimum, this Initiative includes the following elements:	
<ul style="list-style-type: none">• The City should take a political leadership role with the Maricopa Association of Governments (MAG) to investigate the possibility of creating a regional Comprehensive Economic Development Strategy (CEDs) that can provide a source of infrastructure funding for economic development projects in the West Valley from the U.S. Economic Development Administration (EDA) and other funding sources.• Peoria should work with WESTMARC to support greater coordination of strategic planning in the West Valley; while the emphasis in this EDIS II is on economic development strategic planning, other aspects of regional strategic planning including infrastructure, education, and others should also be investigated to identify synergistic benefits of cooperative approaches.• Peoria should continue and expand its involvement in the West Valley economic development community and its programs and services. The City has the opportunity to be recognized as a regional leader.	
Supports Goals:	
1. Real Estate and Infrastructure	
Rationale for Initiative and Background Information	
<p>In a region as large and densely developed as the Phoenix metropolitan area and the West Valley portion of which Peoria is a part, successful economic development often requires a regional approach. There are several regional entities that impact regional economic development: the Greater Phoenix Economic Council (GPEC); the Western Maricopa Coalition (WESTMARC); and the Maricopa Association of Governments (MAG).</p> <p>Full implementation of Initiative #1 – improvement of Peoria’s supply of high quality real estate – will depend in part on the provision of necessary road and utility infrastructure. A useful tool for financing infrastructure is the U.S. Economic Development Administration (EDA). However, obtaining such funding is dependent on having relevant projects listed as “Vital Projects” in an EDA approved Comprehensive Economic Development Strategy (CEDs). It does not appear that such a CEDs exists for any region that includes Peoria. Therefore the City should take a leadership role in supporting development of a CEDs through a collaborative effort involving MAG, WESTMARC and GPEC. This effort can build upon and expand the ongoing Velocity Plans and project that is aimed at making the Greater Phoenix region a world-class innovation center.</p> <p>Whether or not a regional CEDs is prepared, there are other regional benefits that can accrue to Peoria through increased regional strategic planning that leads to economies of scale, greater efficiency, and</p>	

reduced inter-community competition through increased collaboration. Peoria should take a leadership role in developing and promoting these types of regionally collaborative efforts.

Initiative #2 Major Action Steps and Schedule

Action Steps	Schedule
1. Working with MAG, WESTMARC and GPEC, plan and convene a meeting to explore the desirability of preparing a regional Comprehensive Economic Development Strategy. Invite the EDA Economic Development Representative (EDR) for Arizona (from the Seattle Regional Office) to attend the meeting and discuss benefits of having a CEDS, the CEDS process and requirements (which are in the process of being revised), and the possibility and process for obtaining EDA planning funds to support preparation of a CEDS.	1 st Qtr 2016
2. If found desirable and supportable, decide whether a regional CEDS will be prepared using existing staff resources or with consultant assistance.	2 nd Qtr 2016
3. Apply for an EDA Planning Grant and obtain organizational and community commitments to provide required matching share.	2 nd Qtr 2016
4. If consultant assistance will be used, research RFPs used by other areas to obtain such assistance.	3 rd Qtr 2016
5. If consultant assistance will be used, and upon approval of the EDA Planning Grant, prepare and issue a RFP. Select and contract with the consultant.	4 th Qtr 2016
6. Prepare the CEDS and submit to EDA for approval.	1 st - 3 rd Qtrs 2017
7. Investigate the efficacy of establishing a regional Economic Development District (EDD) recognized by EDA. If this is to be done, it may make most sense to designate GPEC to run the EDD rather than establish a new entity.	4 th Qtr 2017
8. Use the CEDS Steering Committee to identify other areas where regional cooperation would be advantageous to Peoria and other communities. Take action as appropriate.	1 st Qtr 2018 and ongoing
9. Upon approval of the CEDS by EDA, apply for EDA Public Works funds or from other sources to support necessary infrastructure improvements related to increasing Peoria’s inventory of suitable sites for target or other desirable industrial and office uses. [It should be noted that due to EDA’s project load and limited staff, it can often require a year or more to obtain official approval of a submitted CEDS.]	4 th Qtr 2018

Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> • City Manager and Council • EDS Staff • MAG, WESTMARC and GPEC 		<ul style="list-style-type: none"> • Other communities in the area targeted for inclusion in the CEDS 	
Resources Needed			
	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> • Consultant assistance for CEDS preparation 	\$150,000	<ul style="list-style-type: none"> • EDA Planning Grant • Local matching share from MAG, WESTMARC and GPEC and participating community budgets
Funding:			
Other:	<ul style="list-style-type: none"> • Participation of MAG, WESTMARC and GPEC and other communities 		
Performance Measures			
<ul style="list-style-type: none"> • Decision to prepare a regional CEDS made by April 2016 • If needed, consultant retained by December 2016 to prepare CEDS • CEDS prepared by September 2017 and approved by EDA by October 2018 • Collaborative regional approach to identifying and responding to needs and opportunities shared by multiple communities 			
Timeframe			
This Initiative is:			
<input type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing

Additional Information

For information from EDA on requirements for a CEDS, see: <http://www.eda.gov/ceds/>

For examples of CEDS, see:

- <http://www.hvceo.org/economicplan.php> [Note: this CEDS was prepared by Consultant Team member Garnet Consulting Services, Inc.]
- <http://www.rexdevelopment.org/index.php/what-we-do/programs/ceds>
- <http://www.capecodcommission.org/index.php?id=249>
- <http://columbusregion.com/Columbus2020/About-us/Comprehensive-Economic-Development-Strategy.aspx>
- <http://ocwib.org/ceds>

For examples of regional infrastructure or other plans, see:

- library.oregonmetro.gov/files/regionalinfrastructureanalysis.pdf
- http://www.gladstone.qld.gov.au/en_US/social-infrastructure-strategic-plan
- <http://www.strategy.planning.nsw.gov.au/illawarra/>

Peoria, AZ EDIS II

Initiative #3: Comprehensive Workforce Development Implementation Strategy

Initiative Elements

The following elements are contained in this Initiative, but others can be added as needed.

Urge WESTMARC to take the lead in creating a comprehensive Education/Workforce Plan for the West Valley, with a focus on implementing key initiatives that improve the workforce delivery system for the West Valley. The effort would involve a collaboration of employers, chambers of commerce, Glendale Community College, Estrella Mountain Community College, the West Valley school districts, Basis AZ, Trine and Huntington Universities, any industry existing consortia, and other stakeholders. Topics that should be considered by WESTMARC in its plan and implementation, with City encouragement include:

- Developing an enhanced regional workforce development program in the West Valley through a partnership among the education, workforce, private sector and public sectors. A regional effort is needed because the West Valley's workforce is regionally based.
- Identifying any existing gaps between employer needs and training programs, and if they exist, identify how they can be best met.
- Projecting future workforce training needs.
- Encouraging Glendale Community College and Estrella Mountain Community College to have stronger outreach programs to Valley employers, working with them to jointly develop more training programs meeting actual current and future training and education needs.
- Developing Career Pathways programs and industry consortia aimed at industry-specific training program development by area educational institutions. Consortia have the potential for coordinated program development and funding, provision of equipment, and sufficient numbers of students for class development.
- Establishing a coordinated program among West Valley cities to share specifics on their target industry training needs with area educational institutions for better training program development.
- Encouraging the West Valley Human Resource Managers to develop a more formally organized human resource organization in the West Valley that can partner with WESTMARC by working with employers, economic development agencies, chamber of commerce and the community colleges and universities to develop enhanced training programs, and with the public schools (including charter schools), to more strongly prepare students to be workforce ready, to develop entrepreneurial capacities, and to work with employers for student immersion programs into companies.

- Investigating the need to establish high school academies developed around the City’s targeted industries to develop a future workforce for the targeted operations.
- Creating a Career Fair aimed at exposing 7th-12th grade students to the types of jobs available in the area, including STEM jobs, wages paid by those jobs, and courses that should be taken to obtain those jobs.

Supports Goals:

2. Workforce, Education and Employment

Rationale for Initiative and Background Information

Ongoing Workforce development is critical for areas to maintain their economic edge. Job requirements change because of new technology developments; shifts in global competitive positioning that require business geographic relocations of operations, introduction of new production and operating processes, and the overall evolving business operating environment. An area’s emerging, transitional, incumbent, and 1099/Gig workforce needs to have the flexibility and skills to meet these changes if it is to retain its ability to meet business needs. The quality and availability of an educated and well trained workforce is a key determinant for the retention and development of business.

For most businesses, having an adequate supply of workers with necessary skills and other characteristics (e.g., work ethic, productivity) at reasonable labor costs, is at or near the top of the list of location evaluation criteria among site location consultants and corporate executives. Peoria is blessed with a high number of skilled and well educated residents, but it does not currently have the jobs requiring those skills in the City. This is an important opportunity that can be exploited for attracting companies needing those skills.

A regional approach to workforce development is needed. The City’s workforce is regionally based, with 85% of the current workforce employed in the City residing outside of the City. The City’s primary labor shed is within a 30 minute drive, mostly in the West Valley. 93% of the City’s residents work outside of the City.

There are workforce shortages in the City in 10 of the 13 occupational groups included in an employer survey conducted as the Community Assessment element to the EDIS II, with particular shortages in arts, design, entertainment, sports and media; computer and mathematical, and food preparation and serving.

Initiative #3 Major Action Steps and Schedule

Action Steps	Schedule
1. EDS approaches WESTMARC with the proposition that it take the lead in creating a comprehensive Education/Workforce Plan for the West Valley. This approach may take place with other West Valley city economic development agencies. All of the actions listed below would be taken with WESTMARC as	1st Qtr 2016

<p><u>the lead, supported by West Valley economic development agencies, educators, workforce organizations, employers and stakeholders.</u> A regional effort is needed to optimize the use of resources and to address the regional nature of the City's workforce.</p>	
<p>2. Investigate working with Specialisterne-USA, a Danish based firm and the international leader in Autism Spectrum Disorder (ASD) workforce development, and recognized by the United Nations and the World Economic Forum, to develop an assessment, training and employment service for individuals in the West Valley with ASD. Individuals with ASD have proven to be excellent employees in technology and other sectors, but are frequently excluded from the workplace. Having a program to bring these members of the greater Peoria community into the workplace taps a hidden portion of the area's workforce and provides employment to individuals frequently considered unemployable. Many employers are now looking to hire people with ASD for their abilities in occupations such as software testing and quality assurance that require focused attention on detail, are tedious, or require repetitious action. SAP and Microsoft are two companies that have programs to employ ASD individuals and are partnered with Specialisterne. An initiative to help ASD individuals will help area residents, area employers, and contribute to the City's goal to be a recognized innovator. ASU has an Autism/Asperger's Research Program to which the City could investigate linkages for any employment program it may develop.</p>	<p>1st Qtr 2016</p>
<p>3. With WESTMARC as the lead, identify an initial list of education, workforce (e.g. West Valley Career Center/Maricopa Workforce Connections), employer and economic development partners to be part of the development of the Workforce Plan. The West Valley Human Resource Managers would be an important part of this effort. WESTMARC can approach the potential partners to solicit involvement. Revise or expand the partner list as needed. Develop an initial set of goals and an action strategy based on needs identified by partners in the West Valley and working models within the West Valley, such as the PUSD MET Academy.</p>	<p>1st-2nd Qtr 2016</p>
<p>4. Encourage WESTMARC to convene a workforce conference in the West Valley for employers across the business spectrum, with special attention to those with targeted industries, to voice their experiences and needs. Conduct a workforce skills demand/supply gap analysis and training needs assessment in the West Valley to serve as a foundation for development of the Workforce Plan.</p>	<p>2nd-3rd Qtr. 2016</p>

5. With WESTMARC as the lead, develop a coordinated on-going employer outreach program by Glendale Community College and Estrella Mountain Community College to identify training currently needed and anticipated needs in the future. Incorporate the findings into a training program.	On going
6. With WESTMARC as the lead, investigate the development of employer consortia or associations in those industry sectors where there is a significant cluster of companies and demand to enable employers to work together to solve common workforce issues and implement or assist in the implementation of training programs.	2 nd -3 rd Qtr. 2016
7. A WESTMARC-lead comprehensive Education/Workforce Plan for the West Valley is completed	3 rd Qtr. 2016
8. With WESTMARC Investigate the development of a West Valley Target Industry Academy , and academies addressing the skill gaps and anticipated needs identified in #3 above. Develop a West Valley Academy if warranted, and funding is available during next year.	4 th Qtr 2016; 2017
9. Creation of a Career Fair by WESTMARC, encouraged by the City, aimed at 7 th -12 th grade students in the West Valley	4 th Qtr 2016

Responsibility

Primary:	Support:
<ul style="list-style-type: none"> • WESTMARC • EDS 	<ul style="list-style-type: none"> • Glendale Community College • Estrella Mountain Community College • West Valley city economic development agencies • West Valley Career Center/Maricopa Workforce Connections • West Valley employers

Resources Needed

	Item	Amount	Possible Sources
Funding:	<ul style="list-style-type: none"> • Use of a consultant for the workforce plan and gap analysis (lead by WESTMARC) 	\$40,000-\$50,000	West Valley Partners, WESTMARC, West Valley employers
	<ul style="list-style-type: none"> • Development of a target industry academy 	Unknown	West Valley Employers, WV school districts, West Valley cities

Other:	<ul style="list-style-type: none"> • EDS staff time 		
Performance Measures			
<ul style="list-style-type: none"> • Specialisterne-USA is contacted by WESTMARC or EDS staff to investigate Peoria's or the West Valley's role in having an employment initiative for individuals with ASD by March 2016. • A West Valley workforce initiative is established, that includes WV cities, employers and stockholders, with WESTMARC as the lead by June 2016. • A West Valley workforce conference is held by the end of September 2016 • West Valley workforce goals and a workforce strategic plan are developed by November 2016 • At least one industry consortium is created in the West Valley by September 2016 • A West Valley Education/Workforce Plan is completed by September 2016. • The feasibility of one or more Target Industry Academies is researched, and if needed, an academy is created by December 2016. • A career Fair is held by December 2016. • The West Valley community colleges have a defined employer outreach program. 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input type="checkbox"/> Continuing
Additional Information			
<p>For an example of a regional manufacturer's consortium or association, refer to the 26 year old First Coast Manufacturers Association in Florida, www.fcmaweb.com. For additional information refer to the National Association of Manufacturers: www.NAM.org</p> <p>For background on manufacturing academies, we refer to an excellent one in Denmark, operated by the Manufacturing Academy of Denmark (MADE), which is a national collaboration of Small, Medium and Large Danish Manufacturing companies, the five Danish Engineering Universities, two Technical Institutes, the confederation of Danish Industry and three foundations. Visit MADE's website (in English): www.made.dk</p> <p>For an example of a regional agency that set up a manufacturing academy, including the process and rationale, visit: http://nwfmc.org/NWFMC/media/media/Committees/Northwest-Florida-Manufacturing-Academy-Task-Force-Overview.pdf</p> <p>A cutting-edge, widely recognized company involved in the training and employing individuals with Autism Spectrum Disorder (ASD) is Specialisterne, an international firm, with a U.S. headquarters in</p>			

Wilmington, DE, and a Southwest regional headquarters in Denver. For additional information, visit: usa.specialisterne.com/about-specialisterne/regions/southwest/

To view an article in the *New York Times Magazine* on Specialisterne, visit

<http://www.nytimes.com/2012/12/02/magazine/the-autism-advantage.html?pagewanted=all&r=1>

For a copy of SAP's Testimony to the U.S. Congress on its autism program and partnership with Specialisterne, visit : <http://docs.house.gov/meetings/FA/FA16/20140724/102542/HHRG-113-FA16-Wstate-VelascoJ-20140724.pdf>

For information on Career Pathways programs in Wisconsin and New York visit:

www.wicareerpathways.org and www.seedco.org/programs/job-seekers/career-pathways/

The Huntsville AL Chamber of Commerce serves a highly technical and sophisticated business community. Programs include career fairs and coordination of the public school programs with the needs of area companies regarding career development. See their website:

<http://www.huntsvillealabamusa.com>

Vermont Tech Jam is an annual career fair/tech expo showcasing the state's most innovative tech and bioscience companies. A primary target of the career fair is the young talent they want to keep in and attract to the state. See their website to see how it posts news, events and resources for Vermont's technology community: <http://www.techjamvt.com/about/>

Peoria, AZ EDIS II

Initiative #4: Public School Support

Initiative Elements

Encourage and support the Peoria Unified School District (PUSD) and the Deer Valley Unified School District (DVUSD) to advance their rankings in the state, as measured by the AZ DOE’s testing and evaluation to be among the top ten in the state.

Encourage the PUSD in its Medical, Engineering and Technical (MET) Academy and Accelerated Academy, and encourage development of other academies as needed. Also encourage the Peoria Unified School District’s growing Peoria Student Broadcasting Network (PSBN).

Because the City’s workforce is regionally based, encourage the PUSD to work with other School Districts, particularly in the West Valley, to share their academy and other experiences.

Encourage GPEC and the Arizona Commerce Authority to create a network of stakeholders statewide to develop more state support of public school education, and improved performance.

Supports Goals:

2. Workforce, Education and Employment

Rationale for Initiative and Background Information

An area’s educational system is important for two primary reasons: first, it provides the workforce skills that will attract and keep businesses seeking those skills, and provide residents with the skills required for enhanced employment opportunities; and second, it is a key component of quality of life for the residents of a community, particularly those that seek high quality public education for their children. Well educated parents with school-aged children typically choose to live in communities with high quality school systems.

The City’s two school districts rank among the state’s best public schools: Dear Valley ranks 29th and PUSD ranks 43rd. However, most of the school districts in Peoria’s primary East Valley competitor locations have school districts that rank higher in state rankings than the PUSD, the school district that contains most of the City’s elementary and secondary schools. As a further issue, the state’s educational ranking is among the lowest in the nation, based on national scorings.

The PUSD’s MET and Accelerated Academy have been well received and are an innovative approach for developing a future workforce in needed fields.

PUSD reports that over 1,400 high school students will be involved in its digital media programs during the 2015-16 school year. HU plans to make the university’s facilities available to PUSD students while also offering dual credit programs for PUSD students who wish to begin their college coursework in the area of digital media while still in high school.

Huntington will also be in a unique position to provide institutes and training for high school educators who are teaching digital media in PUSD in addition to other districts and private schools throughout the West Valley. This would provide a much-needed service to the regional education community.

Initiative #4 Major Action Steps and Schedule

Action Steps	Schedule
1. Coordinate or encourage action by the City’s school districts and the West Valley school districts to advance their rankings in the state.	On-going
2. Encourage the PUSD in the on-going development of its MET Academy and other academies as needed; and its PSBN program, with a synergistic relationship with Huntington University.	On-going
3. Encourage the PUSD and the Deer Valley USD to share their experiences with each other for the educational advancement of the City’s children. Also offer encouragement to the two districts to have a sharing of information on educational program goals, successes and failures among other West Valley public school districts, possibly as part of a WESTMARC-lead regional workforce development program (See Initiative #3).	On-going
4. Encourage GPEC to create a network of business and other stakeholders statewide to develop more state support of public education, and improved performance.	On-going

Responsibility

Primary:	Support:
<ul style="list-style-type: none"> • PUSD and Deer Valley Unified School Districts • Other West Valley school districts • GPEC 	<ul style="list-style-type: none"> • ACA • EDS • Other West Valley EDCs • WESTMARC

Resources Needed

	Item	Amount	Possible Sources
Funding:	<ul style="list-style-type: none"> • Development and maintenance of programs and academies 	Unknown	School districts Employers Grants
Other:	<ul style="list-style-type: none"> • EDS, PUSD, Deer Valley staff 		

Performance Measures			
<ul style="list-style-type: none"> • Communication is established and is maintained with the City’s two school districts and WESTMARC by EDS staff. Initial contact regarding this initiative made by December 2015. • Communication is made and maintained with GPEC, starting at least by December 2015. • GPEC establishes a program to lobby or work with the state for enhanced state public education rankings by March 2016. • Rankings of the City’s two public school districts in the state are improved, and on par with East Valley School districts, with some ranking improvements seen after the 2016 school year, followed by continued improvement. • The state’s rankings of its public school systems improve, beginning in 2017. 			
Timeframe			
This Initiative is:			
<input type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For information on public school and industry collaboration, visit the following websites: <ul style="list-style-type: none"> • http://www.euroscientist.com/the-case-for-fostering-school-industry-collaboration/ • http://chippewa.com/business/businessreport/how-local-industry-education-collaboration-can-address-the-regional-skills/article_8382d72a-5abd-5163-845e-9461b2578b96.html • http://www.kansascity.com/news/business/article1010136.html • http://nycbiznews.journalism.cuny.edu/2014/11/stronger-collaborations-businesses-schools-needed-better-workforce/ 			

Peoria, AZ EDIS II	
Initiative #5: Tourism Strategy	
Initiative Elements	
<p>Continue and enhance ongoing efforts by the City’s Office of Communications to increase tourism activity in Peoria by:</p> <ul style="list-style-type: none"> • Funding and implementing a Tourist Intercept Study to gather important information on visitors to Peoria. This should include questions about knowledge of and visits to the City’s primary and secondary tourist attractions and venues. • Prepare a “Tourism Cost Comparison Study” to determine if Peoria has a cost advantage over other Valley locations in terms of overall costs for visitors. This study would compare variable costs such as lodging, meals, gasoline, entrance fees and others comprising the overnight cost for a family of four, to determine Peoria’s competitive positioning versus its competitors. • Identify the feasibility of creating a Peoria Visitors Bureau. • Develop a tourist-oriented marketing program around a theme such as “Come Play in Peoria” to capitalize on the old saying “Will it Play in Peoria?” • Continue to promote the P83 District as a primary visitor and tourist destination. • Create a Lake Pleasant Tourism Task Force to develop a long-range plan for capitalizing on the Lake’s tourism potential. • Create electronic collateral and social media aimed at both visitors and residents to provide information on current events, tourist attractions, tourist-oriented facilities (in particular, hotels, restaurants, clubs), and other appropriate content. • Create a Tournament Task Force or another mechanism to develop additional methods for attracting and hosting additional amateur, school and club sporting events in the City, including state and regional tournaments. • Prepare a Market and Feasibility Study aimed at developing additional hotel rooms and exhibition space, and exhibits in Peoria. 	
Supports Goals:	
3. Economic Diversification	
Rationale for Initiative and Background Information	
<p>Tourism is an important element of Peoria’s economic development, as it is a source of net cash inflow into the local economy from outside the City, generates primary and secondary jobs, sustains small business-particularly in the retail and services sectors, promotes quality of life, builds positive awareness</p>	

and image of the City, and attracts investment, among others.

Peoria has many attractions that support a special tourism initiative as part of its economic plan, including the Challenger Space Center, Lake Pleasant, Arizona Broadway Theatre, spring training baseball for the San Diego Padres and Seattle Mariners, hiking trails, golf, and beautiful scenery, among others. It also offers good potentials for small conferences and exhibits.

The City’s Office of Communications has been taking on the responsibility of tourism marketing through social media, brochures, networking with bloggers and the broader media, promotional activity in targeted U.S. and Canadian markets, and development of a tourism website VisitpeoriaAZ.com. The efforts taken by the Office of Communications are impressive. But the effort needs to be developed further and sustained.

The City is an excellent destination tourism venue, especially for visitors from California, Washington State, the Upper Plains States, and from Western Canada. Peoria is also well positioned as a part of a broader Valley tourism venue, for visitors to enjoy the City’s entertainment, recreational, dining and hospitality attractions in conjunction with the attractions elsewhere in the Valley. It also offers attractions and day trip opportunities for residents of the Valley.

The City needs greater promotion to generate broader awareness and to attract more visitors. Some of its attractions, such as Lake Pleasant, need further development for enhanced tourism. This Initiative is linked to the overall marketing of the City, as outlined in Intuitive #9.

Initiative #5 Major Action Steps and Schedule

Action Steps	Schedule
<p>1. Evaluate the feasibility of the following as elements of a single report by the Office of Communications staff or a consultant under its direction:</p> <ul style="list-style-type: none"> • Creating a Peoria Visitors Bureau. • A Tourist Intercept Study, identifying the origin of the tourists visiting the City and their visitation and spending habits. • A Tourism Cost Comparison Study comparing the costs of an overnight tourist stay by a family of four in Peoria and competing locations. <p>If determined feasible and desirable, undertake the study and submit the results to the City Council when completed.</p>	<p>2nd Quarter 2016</p>
<p>2. A Lake Pleasant Tourism Task Force is created to study the tourism opportunities for Lake Pleasant, to develop a plan for realizing those opportunities, and to guide the implementation of that plan.</p>	<p>1st Qtr 2016</p>
<p>3. Results of the Lake Pleasant Task Force are completed and presented to the City Council and the next steps are determined.</p>	<p>4th Quarter 2016-1st Qtr 2017</p>

4. A tourist-oriented marketing program is completed. This action would follow development of the Economic Development and Tourism Marketing Plan outlined in Initiative #9.	2 nd Quarter 2016
5. Continue to promote the P83 District as a primary visitor and tourist destination	On-going
6. Electronic collateral and a Social Media program is begun aimed at both visitors and residents	3 rd Qtr 2016, on-going
7. A Tournament Task Force or similar mechanism composed of stakeholders is created to develop additional methods for attracting and hosting additional sports tournaments, such as state or regional high school or college events, and clubs.	3 rd Quarter 2016
8. The Tournament Task Force report on methods for attracting and hosting additional sports events is completed and submitted to the City.	4 th Quarter 2016

Responsibility

Primary:	Support:
<ul style="list-style-type: none"> • Office of Communications • Peoria Visitors Bureau (if established) 	<ul style="list-style-type: none"> • WESTMARC • EDS • Arizona Tourism Authority • Peoria Chamber of Commerce • Recreational, cultural, sports, and other tourism stakeholders

Resources Needed

Funding:	Item	Amount	Possible Sources
	• A combined tourism Intercept, Tourism Cost Comparison and Visitors Bureau feasibility study if completed by a consultant	\$40,000	City funds Contributions from stakeholders
	• A tourism marketing program developed and maintained, Media Mission	\$20,000/per year	City funds
	<ul style="list-style-type: none"> • Electronic collateral material and a Social Media platform for visitors and residents <ul style="list-style-type: none"> – P83 – Print campaign – Video production – Social media/online 	\$18,000/year \$120,000/year \$50,000/year \$40,000/year	Advertisements, contributions, City funds
	• Hotel market and feasibility study, if completed by a consultant	\$25,000	City funds Contributions

Other:	• Office of Communications staff		
Performance Measures			
<p>The following are completed:</p> <ul style="list-style-type: none"> • A Lake Tourism Task Force is created by March 2016 • A tourist-oriented marketing program is completed, emanating from the Economic Development and Tourism Marketing Plan highlighted in Initiative #9 by June 2016. • Results of the Lake Pleasant Task Force are completed and presented to the City by September 30, 2016 • Implementation of a tourist-oriented marketing program, based on the Economic Development and Tourism Marketing Plan outlined in Initiative #9 is begun by September 2016 • There is formal promotion of the P83 District as an on-going activity. • Electronic collateral and a Social Media platform is created by September 30, 2016. • A Market and Feasibility Study aimed at developing additional hotel rooms and exhibition space in Peoria is completed by September 30, 2016 • A report is completed containing the feasibility of a Peoria Visitors Bureau, a Tourist Intercept Study, and a Tourism Cost Comparison Study by October 2016. • A Tournament Task Force is created by November, 2016 • The Tournament Task Force report on methods for attracting and hosting additional sports events is completed and submitted to the City by December 31, 2016. 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
<p>For a useful book with tips and strategies on using Social Media for marketing and communicating in a cluttered and busy world of Social Media, read: <i>Jab, Jab, Jab, Right Hook</i> by Gary Vaynerchuk, published by Harper Business, 2013.</p>			

Peoria, AZ EDIS II

Initiative #6: Business Attraction, Retention, Expansion, and Entrepreneurial Development

Initiative Elements

Build upon current EDS efforts to create a more robust Business Attraction, Retention and Expansion program by such actions as:

- Creating a database of Peoria businesses to be used in support of the City’s business attraction, retention and expansion efforts and in maintaining regular communications between the City and its business community.
- Publishing an online monthly or quarterly “Peoria Business Newsletter.”
- Creating an annual Peoria Business Awards program to recognize noteworthy achievements such as:
 - Significant employment or space growth
 - Exterior property improvements
 - Contributions to the community
 - New patents or technology development
 - Other categories to be identified
- Establishing and promoting a Business Assistance Hotline, and expeditiously responding to requests for assistance.
- Other items to be identified
- Continuing conversation with Auto District dealers to encourage communication and discover opportunities.
- Investigating the development of employer consortia or associations in those industry sectors where there is a significant cluster of companies and demand to enable employers to work together to solve common workforce issues and implement or assist in the implementation of training programs.

Stimulate new business development in Peoria by:

- Creating live-work neighborhoods to support entrepreneurial and small business development.
- Creating and supporting a Young Professionals and Entrepreneurs organization.
- Developing additional innovation and entrepreneurship support programs such as an Incubator Without Walls Program, Hackerspace, or similar tools aimed particularly at younger entrepreneurs.
- Using Social Media to identify most desirable business establishments throughout Peoria.
- Preparing a Cost of Doing Business Study comparing a Peoria location with selected competing areas.
- Coordinating and collaborating actions and strategies or communicating with SEED SPOT, the

nonprofit incubator in Phoenix that supports early stage social entrepreneurs. (602) 753-7811
email: connect@seedspot.org; www.seedspot.org .

Build on the success of BioInspire by identifying another sector, and explore the feasibility of adding another incubator in Peoria (See Initiative #1), or an accelerator such as in Digital Media. Development of a supporting business environment for entrepreneurs not participating in incubators and accelerators is encouraged. Support is also urged for independent contractors serving a variety of business sectors.

Supports Goals:

- 1. Real estate

- 3. Economic Diversification

Rationale for Initiative and Background Information

A location’s current economic base is the foundation on which future growth rests. A major share of that growth will often come from the business sectors and operations, clusters, universities, and natural resources existing in the community. Conversely, dependency on a narrow economic base places a community at risk if the businesses operations, sectors or clusters comprising its economic base decline, making economic diversification an important goal for communities, regions, states and nations. Economic diversification also can provide an area with the flexibility needed to respond to evolving economic changes.

Small businesses play a critical role in a community’s economic diversity, and are the seedbeds of entrepreneurial activity. This sector of the local economy typically needs assistance when starting operations, including direction on the basics of running a business; legal, financial and accounting assistance and guidance; business plan development; and finding well-located affordable space in which to operate.

Finding this assistance can be time-consuming and expensive. Therefore, it is common for local governmental agencies, together with allies such as chambers of commerce, universities and community colleges to provide assistance through business incubators and business accelerators; facilitate access to financing sources such as private sector venture capital; development of entrepreneurial boot camps or start up weekends; providing referral networks; and providing contract bidding and networking opportunities. The City has an excellent start in incubator development through BioInspire.

Many areas are making special efforts to attract and retain highly educated and skilled residents in their 20’s and 30’s because of their knowledge of cutting edge technologies and operating processes, high energy levels, and greater willingness to take the risks needed to start their own businesses and explore new ideas.

There is a growing use of independent 1099 contractors in today’s business world, and there are forecasts that this practice will grow. This new environment is frequently called the 1099 Economy, the On Demand Economy, the Gig Economy and the Uber Economy. Many of the City’s residents may be

participants in this trend, and the number may grow. Therefore, it would be in the City’s interests to have support systems in place for these residents, including networking opportunities, contract opportunity alerts, and to encourage building owners and developers to provide small office space for these users. This effort is linked to Initiatives #1 and #4.

Peoria has a history of helping local companies prosper, developing and attracting new businesses, and retaining its business operations. These activities need to continue with a high level of sustained attention.

There has been no research on how the costs of a Peoria location compare with other competing locations in the Valley (or elsewhere). A specific Cost of Doing Business study should be undertaken to compare Peoria’s costs with other locations. If there is a cost advantage, this should be aggressively promoted. However, if Peoria is a more costly location, steps should be taken to reduce or eliminate this weakness. As a minimum, the following cost areas should be included:

- Real estate procurement and occupancy costs
- Construction costs
- Utility costs
- Taxes
- Development permit fees and costs
- Incentives to reduce costs
- Other relevant occupancy cost factors
- Labor costs

Initiative #6 Major Action Steps and Schedule

Action Steps	Schedule
1. Create a database of Peoria businesses that includes company name, address, telephone number, email address, contact officers or owners’ names, employment, and NAICS number.	1 st Qtr 2016
2. Begin an online monthly or quarterly “Peoria Business Newsletter” .	1 st Qtr 2016; On-going
3. Investigate the Kauffman Foundation’s entrepreneurial development program One Million Cups for background information and investigate the Phoenix sponsored operation. Investigate for applicability in or for Peoria.	2 nd Qtr 2016
4. Visit Deskhub in Scottsdale for ideas on having a similar, but smaller operation established in Peoria for local entrepreneurs and self-employed contractors working in the Gig, 1099, or Uber Economy. Deskhub is a high-end network of shared entrepreneurial workspaces in Scottsdale, Atlanta, San Diego, Salt Lake City and Portland.	2 nd Qtr 2016
5. Create and support a Young Professionals and Entrepreneurs organization .	2 nd Qtr 2016; On-going
6. Develop a plan with SEED SPOT to coordinate actions and strategies for social	2 nd Qtr 2016

<p>entrepreneurial activity in Peoria, and reach out to Ashoka, the world’s largest association of leading social entrepreneurs for networking.</p>	
<p>7. Identify another sector for the development of a business incubator, based on the success of BioInspire. One potential would be an incubator in Digital Media, in cooperation with Huntington University. Conform as best as possible to the guidelines presented in <i>Velocity’s Blueprint for Transforming Greater Phoenix into an Innovation Economy</i>.</p>	<p>2nd Qtr 2016</p>
<p>8. Investigate the development of employer consortia or associations in those industry sectors where there is a significant cluster of companies and demand to enable employers to work together to solve common workforce issues and implement or assist in the implementation of training programs.</p>	<p>2nd-3rd Qtr. 2016</p>
<p>9. Prepare a Cost of Doing Business Comparison Study. Steps in this Study should include:</p> <ul style="list-style-type: none"> A. Prepare a list of study factors and relevant measures for each to be included in the cost comparison (see the Rationale section above for possible factors). B. Create a model project for use in collecting comparison cost information. This may be based on an actual project that considered Peoria or a hypothetical case. C. Identify those places with which Peoria will compare itself. D. If consultant assistance is to be used in this analysis, prepare and issue a Request for Proposals and select the consultant. E. Complete the data collection and analysis for the costs of the model project in Peoria and the comparison locations. 	<p>2nd-4rd Qtr. 2016</p>
<p>10. Based on the results of the study, identify cost advantages of a Peoria location that can be marketed and cost disadvantages that should be reduced or offset. Take appropriate marketing and corrective actions.</p>	<p>1st Qtr 2017</p>
<p>11. Create an annual Peoria Business Awards program, with an annual awards luncheon.</p>	<p>3rd Qtr 2016</p>
<p>12. Create electronic and hard copies of a Directory of Small Business Services available to start-up companies, independent contractors and small existing businesses that include local contacts for the EDS and elsewhere in the City for general economic development information, environmental regulations, personnel recruitment, taxes and licensing, telecommunications services, transportation and utility services, small business legal and accounting start up assistance services, and funding sources (angels and equity investors, crowd funding, federal and state funding, local funding). Post both on the EDS Website. This document should be the result of input from and participation</p>	<p>3rd Qtr 2016</p>

EDIS II ACTION PLAN

by the agencies in the City and County offering business startup assistance, and be used by these agencies in their work.	
13. Encourage Glendale Community College and Estrella Mountain Community College to offer credit and non-credit courses aimed at entrepreneurs and independent 1099 contractors on software, marketing, sales, personal development, accounting and finance, and other topics of interest to people working as independent contractors.	3 rd Qtr 2016, on-going
14. Establish and promote a Business Assistance Hotline and expeditiously respond to requests for assistance.	3 rd Qtr 2016
15. Continue to work with the Auto District dealers to enhance the district.	On-going
16. Create live-work neighborhoods to support entrepreneurial and small business development.	On-going, long term
17. Inquire among large companies in the East Valley for their willingness to rent office space in Peoria or elsewhere in the West Valley for West Valley residents who commute to the East Valley. This office space would serve as a remote office, allowing West Valley residents to work locally for one or more days as an alternative to commuting to the East Valley. This action is linked to Initiative #9.	3 rd Qtr, 2016
18. Investigate development of entrepreneurial activity by sponsoring a Startup Weekend in Peoria for West Valley residents. This could also be accomplished as an action under Initiative #4 by WESTMARC for the West Valley.	3 rd Qtr 2016
19. Begin the development of additional innovation and entrepreneurship support programs such as an Incubator Without Walls Program, Hackerspace, or similar tools aimed particularly at younger entrepreneurs.	4 th Qtr 2016
20. Investigate the services needed by entrepreneurs and independent 1099 contractors and those services the City can provide to those entities, or identify others that can provide the services, and develop a plan of action to meet those needs, such as providing suitable real estate for second generation companies	4 th Qtr. 2016
21. Develop a Social Media strategy to identify the most desirable business establishments for Peoria, and to recruit operators of those businesses.	4 th Qtr 2016
22. Conduct an aggressive business attraction marketing strategy (see Initiatives	Ongoing

#8 and #9) aimed at attracting new and branch plants, offices, and other operations to Peoria.			
23. Take aggressive actions to stimulate and support the development of new real estate products necessary to house businesses attracted to or expanding or started in Peoria (see Initiative #1).		1 st Qtr 2016 and Ongoing	
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> • EDS 		<ul style="list-style-type: none"> • Office of Communication • EDAB • Peoria Chamber of Commerce • GPEC • Area tech employers • Huntington and Trine Universities • Glendale Community College • Estrella Mountain Community College and other educational institutions as needed or appropriate • Commercial realtors and developers • WESTMARC 	
Resources Needed			
	Item	Amount	Possible Sources
Funding:	• Awards luncheon	\$2,000	Attendance fee
	• Seed Spot (non-profit organization)	\$5,000	EDS
	• Consultant to prepare Cost of Doing Business Study	\$20,000	EDS Annual Budget
Other:	Staff support to administer Initiative Elements		
Performance Measures			
<ul style="list-style-type: none"> • A Peoria business database is completed by March 2016. • The first monthly or quarterly Peoria Business Newsletter is distributed by March 2016. • A Peoria Business LinkedIn Group is developed by March 2016. • An investigation of the Kauffman Foundation’s One Million Cups program has been completed, and discussions have been held with the Organizers of the Phoenix program by May 2016. • The EDS staff has visited Deskhub in Scottsdale by June 2016. • A Young Professionals and Entrepreneurs organization for the West Valley or the City by June 2016. • Discussions have been held with SEED SPOT and Ashoka to determine Peoria’s potential role as a location for social entrepreneurial activities by June 2016. 			

- Have a target sector identified for a the City’s second incubator by June 2016
- At least one industry consortium is created in the West Valley by September 2016.
- A Peoria Business Awards luncheon is held in September 2016
- Have a completed Directory of Small Business Services ready for distribution in electronic and hard copy by September 2016
- Have a Business Assistance Hotline ready for service by September 2016
- Have met with at least one East Valley Company to discuss the potential for a West Valley satellite office in Peoria, using the assistance of GPEC by July 2016.
- The first Startup Weekend will have been held by September 2016.
- Research is completed on the additional support that the City and its Stakeholders can provide to entrepreneurs and independent 1099 contactors by December 2016
- A Peoria-focused Social Media strategy has been developed by December 2016
- Cost of Doing Business Study completed by December 2016.
- Documented cost advantages of a Peoria location by December 2016

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input checked="" type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
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Additional Information

A copy of the Velocity full market assessment and analysis can be found at www.DiscoverVelocity.com.

Information on the Kauffman Foundation’s One Million Cups program can be found at:

<http://www.1millioncups.com/>

For the Phoenix One Million Cups program, consult:

<http://www.1millioncups.com/phoenix>

Information on Startup Weekend is available at: www.startupweekend.org/

Information on Deskhub is available at www.deskhub.com

For articles on Mega-Incubators, see:

- <http://www.goerie.com/titusville-industrial-park-awarded-125m-from-state>
- <http://www.bioinnovationsa.com.au/pages/biosa-incubator>
- <http://www.underqc.com/home/2012/11/05/manufacture-ny-bringing-manufacturing-to-brooklyn/>

For information on a Business Resources and Start Up Services Directory and website, see:

- <http://charlottechamber.com/eco-dev/small-business-tool-kit/>
- <http://charlottebusinessresources.com/>
- <http://ndsbdc.org/>

For information on entrepreneurial startup assistance programs, see:

- www.startupweekend.org/
- <http://www.1millioncups.com/>

Ann Arbor (MI) Spark is an organization that has long been focused on entrepreneurial development as the generator of the area's economic development, working closely with the University of Michigan and other area agencies and institutions. Its website contains useful information on a full service entrepreneurial program. The website has a particularly good profile of Spark's incubator network operating in different sectors of the Washtenaw County. See Spark's website at:

<http://www.annarborusa.org/>

Ashoka is the largest network of social entrepreneurs in over 70 countries. It provides start-up financing, professional support services, and connections to a global network across the business and social sectors, and a platform for people dedicated to changing the world. Ashoka originated the field of social entrepreneurship in 1980 and has activated globally multi-sector partners who look to entrepreneurial talent and new ideas to solve social problems. Ashoka is the world's largest association of leading social entrepreneurs with a world headquarters in Arlington, VA. For information on Ashoka, refer to its website, www.ashoka.org.

For examples of approaches to Cost of Doing Business Studies, see:

- <http://inwisconsin.com/select-wisconsin/cost-of-doing-business/>
- <http://www.growingjamestown.com/business/cost-of-doing-business/>
- <http://www.kosmont.com/tag/kosmont-rose-institute-cost-of-doing-business-survey/>
- <http://charlotteusa.com/business-info/costs-of-doing-business/>

Peoria, AZ EDIS II
Initiative #7: Strategy for BioInspire
Initiative Elements
<p>Maintain regular contact with the BioInspire companies individually or through BioAccel for input on the ongoing status of those companies and the potential for their graduating from BioInspire and the timing of those graduations.</p> <ul style="list-style-type: none"> • Assist in the companies’ continued growth within the accelerator, as needed, including seeing that commercialization technical assistance services are available, along with education and access to intellectual property, business planning assistance, sources of capital and management expertise. • Consider creating a local or regional fund for financing growth startups with low-cost financing. • Create a networking avenue for BioInspire companies through contacts in the area, such as in education, funding, research collaboration, real estate, other innovators, and miscellaneous business services. • Be ready to introduce BioInspire companies to other companies and resources in the City and the Valley as needed for business, research and other partnerships. • Work with area developers and realtors to have low cost operating space in Peoria for BioInspire graduates, working and planning in advance of their graduation. • Working with GPEC, the Arizona Commerce Authority, BioAccel, BioInspire and others, investigate the potentials for hosting special events in Peoria for BioInspire companies and other innovation companies in the Valley and state on educational events including seminars on various legal, business, regulatory, and fund raising topics, and roundtables with investors on startup financing opportunities. • Support BioInspire in terms of services, approach, the needs of medical device companies to stay on the cutting edge of accelerator services, etc. • Working with BioAccel, BioInspire and BioInspire companies, identify expectant graduates or young startups in other locations that might be interested in moving their operations to Peoria. Coordinate with realtors and developers, GPEC, Arizona Commerce Authority, investors and others to facilitate moves to Peoria.
Supports Goals:
3. Economic Diversification
Rationale for Initiative and Background Information
This category includes the basic economic development and business support services provided in a

community, as well as any specialized services such as those devoted to new business start-ups (see the section on Entrepreneurial Support below). Providing these services is the tool in which communities invest in order to generate the jobs, capital investment, desired goods and services, and other measures of return on investment from their economic development programs.

According to the most recent (April 2014) Kauffmann Index of Entrepreneurial Activity report, nearly 6 million new businesses (operating 12 hours or more each week) are started in the U.S. annually. This equates to about one new business per 50 residents, which would mean Peoria’s 165,000± population should be generating 3,300 new businesses per year if equal to the national average. However, Arizona’s start-up rate (220 per 100,000 adults) lags the U.S. rate of 280 per 100,000 adults. Nonetheless, new and small businesses can and should be an important component of any community’s economic development efforts; these new businesses are the foundation for significant potential growth in the future. Entrepreneurship support is critical to reduce the failure rate endemic in young businesses.

Initiative #7 Major Action Steps and Schedule

Action Steps	Schedule
1. Assist the BioInspire companies’ continued growth within the accelerator, as needed, including seeing that commercialization technical assistance services are available, along with education and access to intellectual property, business planning assistance, sources of capital and management expertise.	On-going
2. Investigate creating a local or regional fund for financing growth startups with low-cost financing.	3 rd Qtr 2016; On-going
3. Create a networking avenue for BioInspire companies through contacts in the Valley, such as in education, funding, research collaboration, real estate, other innovators, and miscellaneous business services.	On-going
4. Develop a strategy and plan with area developers and realtors to have low cost operating space in Peoria for BioInspire graduates , working and planning in advance of their graduation.	4 th Qtr 2016
5. Working with GPEC, the Arizona Commerce Authority, BioAccel, BioInspire and others, develop plans for hosting special events in Peoria for BioInspire companies and other innovation companies in the Valley and state on educational events including seminars on various legal, business, regulatory, and fund raising topics, and roundtables with investors on startup financing opportunities.	2 nd Qtr 2017; ongoing
6. Provide on-going support for BioInspire to stay on the cutting edge of accelerator services.	On-going

Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> • EDS • BioAccel 		<ul style="list-style-type: none"> • GPEC • EDAB • Arizona Commerce Authority • Commercial and industrial realtors 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> • BioInspire operations and seed funding • BioInspire events 	\$1.6 million/yr. \$5,000	City of Peoria EDS
Other:	EDS and partners' staff time		
Performance Measures			
<ul style="list-style-type: none"> • Investigation has been completed on the potential for a local or regional fund for financing startups by September 2016. • A network avenue for BioInspire Companies has been created by September 2016. • The first special event aimed at innovative companies is held in Peoria by October 2016. • A strategy for accommodating BioInspire Companies in Peoria has been developed by December 2016. 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For information on measuring a business incubator's economic impact, read http://www2.nbia.org/impact/what.php			
For information on an entrepreneurial support program, refer to: http://www.nbia.org/success-stories			
For information on Tech Launch Arizona, visit: https://techparks.arizona.edu/about-us/tech-launch-arizona			

Peoria, AZ EDIS II

Initiative #8: Economic Development Website

Initiative Elements

Continue to enhance the City’s economic development website by identifying and implementing additional necessary content and ways to improve navigability. Examples of improvements include:

- In particular, prepare and maintain the City’s economic development website information on all non-retail business sites and buildings in Peoria and ensure this information is available from or linked to GPEC and other entities marketing the Valley.
- Include a full range of workforce data on the economic development website, using labor shed data where possible.
- Include information on improvements to the City’s development permit and approval process as they occur. Make the City’s Commercial Plan Submittal Guidelines Checklist easier to find.
- Provide summary information on utility providers, capacities, or services so that business prospects and site selection consultants conducting on-line research do not have to seek out and review multiple websites.
- Provide information on entrepreneurial support programs available from or in the City.

Supports Goals:

Primary

4. Economic Development Tools and Business Climate

Secondary

1. Real Estate and Infrastructure
2. Workforce, Education and Employment
3. Economic Diversification

Rationale for Initiative and Background Information

As a result of EDIS I, Peoria created a website devoted to economic development that is linked to but separate from the more general City website. This is an excellent tool that can be further improved and enhanced. Five specific improvements are listed above in the Initiative Elements section; others will likely be identified over time.

Site location consultants generally agree they do about 70% of their initial research on possible locations (beyond their own proprietary data bases) from community and regional websites. While Peoria’s shortage of available land and buildings for non-retail commercial use is the focus of Initiative #1, the problem is further exacerbated by inadequate information about real estate opportunities that do exist in the City. Given the importance of real estate in the site selection process, this is a deficiency that must be addressed.

Inclusion of the other types of information listed in the Initiative Elements section above will also serve to make Peoria a more competitive location.

Initiative #8 Major Action Steps and Schedule	
Action Steps	Schedule
1. Assign an EDS staff person to oversee this Initiative.	4 th Qtr 2015
2. Research award winning economic development websites. See examples in the Additional Information section.	4 th Qtr 2015 – 1 st Qtr 2016
3. Consult with Mark James, CEcD, at AEP (614-716-2396 – mjames@aep.com) for recommendations on content, navigability and performance measures of ideal economic development websites.	1 st Qtr 2016
4. Develop a Sites and Buildings Information Template that lists all information categories that should be provided for available properties. Prepare a complete list of available non-retail commercial and industrial properties in Peoria. Collaborate with property owners and major commercial/industrial real estate brokers to establish and maintain a Peoria Commercial and Industrial Property Inventory . Evaluate and select a method for maintaining this inventory (such as LOIS, ZoomProspector, or CoStar).	1 st Qtr 2016
5. Develop, populate and maintain a Workforce Data Template , using labor shed data where possible, for maintaining workforce information that should be provided on Peoria’s economic development website.	2 nd Qtr 2016
6. Develop, populate and maintain a Utilities and Telecommunications Template for providing information about these capabilities in Peoria on the economic development website. Use IEDC’s Site Selection Data Standards as a checklist for preparing this Template (see the Additional Information section for how to find the Site Selection Data Standards).	2 nd Qtr 2016
7. Develop, populate and maintain an Entrepreneurial and Small Business Support Template for providing information about available programs and services in Peoria on the economic development website. Provide links to all appropriate organizations providing these services.	2 nd Qtr 2016
8. Identify other desirable improvements to the economic development website and gather necessary information.	2 nd Qtr 2016
9. Prepare specifications for development of economic development website improvements .	2 nd Qtr 2016
10. Retain the services of a website designer with experience in creating effective economic development websites. Make all identified improvements to the website.	2 nd – 3 rd Qtrs 2016
11. Maintain the website and regularly update information that changes, particularly on available commercial and industrial properties in Peoria.	Ongoing

Responsibility			
Primary: <ul style="list-style-type: none"> Office of Communications EDS Staff 		Support: <ul style="list-style-type: none"> Website designer 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> Website consultation with Mark James Website improvements 	\$2,000 \$15,000	EDS budget
Other:	Time of assigned EDS staff		
Performance Measures			
<ul style="list-style-type: none"> All necessary content for inclusion in improved EDS website developed by June 2016 Improved website operational by August 2016 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For examples of award winning economic development websites (as recognized by the International Economic Development Council – IEDC – at its 2015 Annual Conference), see:			
<ul style="list-style-type: none"> Parker, CO Economic Development Department: http://www.parkered.org/Home.aspx?gclid=CO6imcSRx8gCFQmJaQod3F8ACw 			
<ul style="list-style-type: none"> Anchorage, AK Economic Development Corporation: http://aedcweb.com/ Fairfax County, VA Economic Development Authority: http://www.fairfaxcountyeda.org/ 			

- York County (NE) Development Corporation: <http://www.yorkdevco.com/york>

For information on the CoStar property inventory program, see:

<http://www.costar.com/products/costar-property>

For information on the LOIS property inventory system, see: <http://www.locationone.com/>

For information on the ZoomProspector system, see:

<http://www.zoomprospector.com/findproperties.aspx>

For an example of a Property Inventory using Zoom Prospector, see

<https://www.ctsfinder.com/Default.asp>

To obtain IEDC's Site Selection data Standards, see: <http://www.iedconline.org/web-pages/resources-publications/site-selection-data-standards/>

For examples of the topics that can appear in a Directory of Small Business Services, see:

- <http://www.georgia.org/business-resources/small-business-resource-directory/>
- <http://www.cabq.gov/.../Albuquerque-small-business-resource-directory>

For information on entrepreneurial startup assistance programs, see

- www.startupweekend.org/
- <http://www.1millioncups.com/>

For information on a Business Resources and Start Up Services Directory and website, see

- <http://charlottechamber.com/eco-dev/small-business-tool-kit/>
- <http://charlottebusinessresources.com/>
- <http://ndsfdc.org/>

Peoria, AZ EDIS II

Initiative #9: Marketing Peoria

Initiative Elements

Many possible marketing efforts can be undertaken to promote Peoria. Examples include:

- Market the City to East Valley employers as a location for satellite operations for West Valley residents.
- Market the City to REITs active in the Valley or that may be attracted to the Valley using the PeoriaAZSMART brand.
- Prepare Development Prospectuses to support improvements in the City’s real estate inventory (see Initiative #1)
- Continue the process of enhancing the City’s economic development website (see Initiative #8)

Supports Goals:

Primary

4. Economic Development Tools and Business Climate

Secondary

1. Real Estate and Infrastructure

3. Economic Diversification

Rationale for Initiative and Background Information

Success in economic development generally requires an aggressive marketing program. This is particularly true in an area as large, densely developed, and highly competitive as the metropolitan Phoenix area.

Peoria’s marketing is currently a function of a partnership between the City’s Economic Development Services and Office of Communications. Economic development marketing includes general marketing of the City; marketing of specific development or other opportunities within the City; and tourism marketing. This Initiative seeks to expand upon the Tourism-related advisory group that already works with the Office of Communications.

The recent creation of the PeoriaAZSMART brand is intended to establish an identity of the City as a smart investment location with a well-educated workforce. This will help distinguish Peoria, AZ from Peoria, IL – a very common point of confusion. However, at the time this portion of EDIS II was prepared, this brand still did not appear in the Economic Development Services Department website, although it is being used in e-mail announcements such the recent one about Aviage Systems.

Current efforts can be enhanced by creating a “Marketing Peoria Task Force” designed to capitalize on the marketing expertise and programs of GPEC, WESTMARC, the Arizona Commerce Authority, Arizona Tourism Authority and others that can help promote the city. This Task Force should serve as an advisory group similar

to the Working Groups established as part of the preparation of this EDIS II, one of which focused on Tourism development – see Initiative #5. This group should help prepare and guide implementation of the City’s future economic development and tourism marketing efforts.

Initiative #9 Major Action Steps and Schedule

Action Steps	Schedule
1. Evaluate the need for a Peoria Marketing Advisory Group or other oversight mechanism to assist the Office of Communications and Economic Development Services Department in identifying and carrying out marketing efforts supporting the City’s economic development and tourism programs. This group should include representatives of other organizations whose marketing efforts support Peoria’s including but not limited to GPEC and WESTMARC., and others where appropriate.,	1 st Qtr 2016
2. Update the City’s Economic Development and Tourism Marketing Plan . This can build on the prior efforts of the Tourism Working Group that provided input for EDIS II and the consultant research on Tourism Plans that informed the preparation of Initiative #5. As a minimum, this Plan should address: <ul style="list-style-type: none"> • The purpose and intended outcome of the specific marketing effort • Projected benefits from the effort • Resources required to accomplish the effort • Responsibilities for carrying out the effort • Specific work items required • Schedules and milestones • Performance measures 	1 st – 2 nd Qtrs 2016
3. As a portion of the Plan, create a Target Industry Marketing approach to market to companies in the Target Industries identified in a separate portion of EDIS II.	2 nd Qtr 2016
4. As a portion of the Plan, create a strategy for informing companies operating in the East Valley of the advantages of locating satellite operations in Peoria . In part, this should reflect potential cost savings that may be identified in the Cost of Doing Business Study discussed in Initiative #10.	2 nd Qtr 2016
5. Develop a master list of Real Estate Investment Trusts (REITs) or similar entities already active in the Valley or that may be recruited to the Valley. As a portion of the Marketing Plan, create a program for marketing to these REITs and similar entities to interest them in investing in projects in Peoria. The PeoriaAZSMART brand should be incorporated to convey the message that Peoria is a smart investment location.	2 nd Qtr 2016

<p>6. Update the City’s Development Prospectus as necessary, and/or create separate but similar documents to provide detailed information on development Opportunity Areas in Peoria. As discussed in Initiative #1, the former Gilbert Hospital Medical Center site should be one of the first once bankruptcy proceedings have ended. Similarly, any new specialty incubator should also be the subject of a Prospectus with the intent of occupying the incubator as quickly as possible. As appropriate to individual opportunities, elements to be emphasized could include:</p> <ul style="list-style-type: none"> • Demographics and economic base of the City including market access; population and workforce data; existing economic sectors; quality of life factors including housing, education and crime; and other factors considered appropriate • Location maps showing the distances to cities in the Southwestern U.S. market • Aerial photographs showing the property, existing occupants, and those occupants who move into the project; and proximity to major highway corridors • Full utility and telecommunications capabilities • Quality of design • If appropriate, a conceptual or actual site plan showing potential lots and combination of lots, with indication of the maximum size building that could fit on the lots when taking into account land development regulations, stormwater management areas, and physical feature limitations • Summary of allowable uses by zoning • Pricing structure and incentives summary. • Other project benefits as appropriate 	<p>3rd Qtr 2016</p>
<p>7. Implement the Marketing Plan as appropriate.</p>	<p>3rd Qtr 2016 and ongoing</p>
<p>Responsibility</p>	
<p style="text-align: center;">Primary:</p> <ul style="list-style-type: none"> • Office of Communications • EDS Department 	<p style="text-align: center;">Support:</p> <ul style="list-style-type: none"> • Peoria Marketing Advisory Group (if established) • GPEC, WESTMARC, the Arizona Commerce Authority, and the Arizona Tourism Authority • Other entities and organizations as appropriate

Resources Needed			
	Item	Amount	Possible Sources
Funding:	<ul style="list-style-type: none"> • General support for marketing efforts • Marketing Plan <ul style="list-style-type: none"> – Print – Social media – Printing collateral – Video production 	\$75,000 \$110,000/year	Office of Communications and/or EDS budgets
Other:	<ul style="list-style-type: none"> • Dedicated staff time • Participation by GPEC and WESTMARC and others as appropriate. 		
Performance Measures			
<ul style="list-style-type: none"> • Evaluation of establishing a Peoria Marketing Advisory Group completed by February 2016 • Written Economic Development and Tourism Marketing Plan including all elements discussed above adopted by June 2016 • Development Prospectus updated by September 2016 • First business prospect developed as a result of the new Economic Development and Tourism Marketing Plan by September 2016 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For information on Marketing Task Forces, see: <ul style="list-style-type: none"> • http://www.pascoedc.com/Our-Team/Task-Forces • http://www.wiltonmanors.com/index.aspx?NID=235 • http://www.transylvaniatimes.com/story/2014/03/24/news/task-force-lays-out-its-marketing-strategies-brevard-nc/17183.html • http://ci.wilsonville.or.us/607/Tourism-Development-Strategy For information on economic development marketing plans, see: <ul style="list-style-type: none"> • The Municipal Research and Services Center (MRSC): http://www.mrsc.org/subjects/econ/ed-mark.aspx • GIS Planning: http://www.gisplanning.com/blog/GIS_Planning_Blog/post/economic-development-marketing-present-and-future/ • Los Angeles: cdd.lacity.org/pdfs/edsf/edsf_Section4.pdf For a useful book with tips and strategies on using Social Media for marketing and communicating in a			

cluttered and busy world of Social Media, read: *Jab, Jab, Jab, Right Hook* by Gary Vaynerchuk, published by Harper Business, 2013.

Peoria, AZ EDIS II
Initiative #10: Continue to Improve Peoria’s Site Plan, Design Review, Permit and Approval Process
Initiative Elements
<p>Formalize the City’s efforts for identifying and responding to additional needed improvements in regulations and procedures impacting development and business operations by:</p> <ul style="list-style-type: none"> • Creating a standing Development Advisory Group. • Conducting a periodic “Developers Survey” to obtain feedback on Peoria’s development process. • Publishing a regular Developers Newsletter to update developers, real estate brokers, architects, engineers and others on improvements in the City’s development process and provide feedback from those who have recently been involved in projects in Peoria.
Supports Goals:
<p><u>Primary</u></p> <p>4. Economic Development Tools and Business Climate</p> <p><u>Secondary</u></p> <p>3. Economic Diversification</p>
Rationale for Initiative and Background Information
<p>A result of the implementation of EDIS I was a focused effort on streamlining and improving the City’s site plan, design review and permit and approval process for development. One of the Working Groups established provided input for EDIS II concentrated on continuing the process of improved customer service by city staff, and by extension, boards and commissions that impact the development process.</p> <p>Both this Working Group and the Competitive Assessment of Peoria prepared as part of EDIS II identified additional improvements that can be made. This is not an indictment of the City’s regulations and procedures – rather, it is an acknowledgement that ways of making even more improvements that will give Peoria the reputation of being one of the most “business-friendly” locations in the metropolitan Phoenix area are always possible and desirable.</p> <p>Other communities are taking a variety of other approaches; examples include:</p> <ul style="list-style-type: none"> • Many communities (see the example from Alexandria, VA in the Additional Information section) provide guidebooks, flow charts, or other summaries of their development process to help applicants obtain permits, approvals and licenses more effectively. The City’s Department of Licenses and Inspections provides a Plan Review Checklist that summarizes major development requirements, but this can be made more comprehensive and attractive. • Other places try to provide “one-stop shopping” where developers are able to meet informally with

representatives from the Planning, Building, Fire Marshal, Licensing, and other offices that have oversight of the development process at the same time. Clermont County, Ohio created a “Permit Central” building to facilitate this process.

- Chesapeake, VA has a qualified engineer on the staff of the Economic Development Department to assure that plans can be approved as rapidly as possible when they are submitted to local permitting agencies.
- An increasing number of places are establishing maximum timeframes (shorter than what may be mandated by state statutes) for issuance of permit applications that are complete and accurate for types of projects that are allowed in the zoning district in which they are proposed.

All of these are examples of how places are attempting to streamline their permit, approval and licensing process to improve their business climates and increase their desirability as a place to locate and operate a business.

The formalizing of this process through a standing Development Advisory Group will assure that necessary attention is paid through a planned rather than ad hoc effort.

A main reason for doing this is to reduce the time and costs of the development process in Peoria. This becomes an important aspect of the overall cost of doing business in Peoria, which relates to the Cost of doing Business Study discussed in Initiative 6.

Initiative #10 Major Action Steps and Schedule

Action Steps	Schedule
1. Establish a Development Advisory Group appointed by the Mayor and City Council . This group will be responsible for identifying, recommending, and where authorized, implementing actions that will streamline and make the City’s development process more efficient with an emphasis on customer service.	1 st Qtr 2016
2. The Development Advisory Group should establish an overall Development Process Improvement Plan for carrying out their responsibilities, including a schedule and milestones. This plan should be presented to the City Manager, City Council and other entities considered appropriate and authorized for adoption after any necessary amendments.	1 st -3 rd -Qtrs 2016
3. The City should conduct nationwide research on examples of how other places have implemented One-Stop Shopping or other methods of Process Streamlining and improving their development regulations and procedures, with specific attention paid to problem areas.	3 rd Qtr 2016
4. The Development Advisory Group should identify and recommend improvements to development regulations and procedures and seek implementation of those recommendations by appropriate boards, commissions, departments or other agencies.	4 th Qtr 2016 and ongoing

5. Improvements should be publicly announced on the City’s Economic Development website and other vehicles as appropriate.		As appropriate	
6. After the first round of improvements, work of the Development Advisory Group should continue as necessary.		Ongoing	
Responsibility			
Primary: <ul style="list-style-type: none"> Development and Engineering Department Staff Development Advisory Group (to be established) 		Support: <ul style="list-style-type: none"> Private sector representatives to be established 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> None 		
Other:	<ul style="list-style-type: none"> EDS staff and other City Departments, Boards and Commissions that have regulations, procedures, licenses, and other requirements that regulate the development of property and operation of businesses Participation of private sector representatives to Development Advisory Group 		
Performance Measures			
<ul style="list-style-type: none"> Written Development Process Improvement Plan prepared and endorsed/adopted by the City Manager and City Council by June 2016 Streamlined, more consistent permit application and review process Correction of weaknesses in the City's development permit and approval process Creation of a more business-friendly reputation and reduction of complaints Clear understanding of how the cost of doing business in Peoria compares with competing areas Potential tool for demonstrating a competitive advantage Potential identification of cost areas in need of improvement Increased development activity 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input type="checkbox"/> Continuing

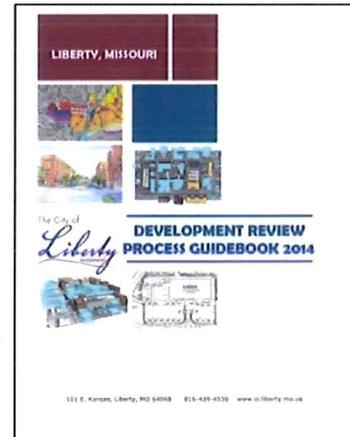
Additional Information

For an example of a Development Review Advisory Committee, see:

<http://www.portlandoregon.gov/bds/46405>

For examples of Development Process Guidebooks, see:

- alexandriava.gov/...pnz_development_process_guide.pdf
- www.ci.liberty.mo.us/DocumentCenter/View/18823
- <http://www.mankato-mn.gov/GuideToDevProcess/Page.aspx>
- <https://us-mg205.mail.yahoo.com/neo/launch?.partner=sbc&.rand=4a69gg2589bn5#mail>



Appendix - Potential EDIS II Initiatives Grouped by Goal

Table 1 – Potential EDIS II Initiatives Grouped by Goal

Goal 1 - Real Estate and Infrastructure: Improve the inventory of available buildings and “shovel-ready” sites suitable for modern businesses, particularly those identified as targets for Peoria’s economic development efforts.	
Initiative Name	Initiative Capsule Description
1. Loop 303 Task Force	Continue the work of the Loop 303 Working Group to plan and support land acquisition, funding for installation of necessary infrastructure, and other actions necessary to support development along Loop 303.
2. Speculative Building Development	Identify ways to improve Peoria’s inventory of available, modern buildings to stimulate speculative building development.
3. Developers Advisory Committee	Create a Developers Advisory Committee to assist EDS in planning and carrying out events aimed at attracting interest from the Valley’s development sector.
4. Gilbert Hospital Center Site Prospectus	Prepare a detailed Development Prospectus for the Gilbert Hospital Medical Center site.
5. Specialty Incubator	Build on the success of BioInspire by identifying another sector for which an incubator can be created.
6. Rovey Industrial Park Working Group and Market Study	Establish a public-private working group tasked with making the Rovey Industrial Park happen. Conduct a Market and Feasibility Study to demonstrate that this project is economically viable; answer key questions about the project; and identify necessary characteristics of the Park.
Goal 2 - Workforce and Employment: Increase employment opportunities in Peoria that can capitalize on existing City and labor shed workforce skills, while simultaneously ensuring that available training programs meet the future employment needs of both employers and workers.	
Initiative Name	Initiative Capsule Description
1. Manufacturing Academies	Establish high school “Manufacturing Academies” to develop a future workforce for manufacturing operations.
2. Career Fair	Create a Career Fair aimed at exposing 7 th -12 th grade students to the types of jobs available in the area, including STEM jobs, wages paid by those jobs, and courses that should be taken to obtain those jobs.
3. Public School Support	Encourage and support the Peoria Unified School District (PUSD) and the Deer Valley Unified School District (DVUSD) to advance their rankings in the state, as measured by the AZ DOE’s testing and evaluation to be among the top ten in the state. Encourage the PUSD in its Medical, Engineering and

	<p>Technical Academy and Accelerated Academy.</p> <p>Because the City's workforce is regionally based, encourage the PUSD to work with other School Districts to share their academy and other experiences.</p>
4. Unified Workforce Development	<p>Work with WESTMARC to develop an enhanced regional workforce development program in the West Valley through a partnership among the education, workforce, private sector and public sectors. If WESTMARC is not able to take on this responsibility, work with other West Valley cities to create another regional entity. Efforts should include encouraging and helping Glendale Community College and Estrella Mountain Community College to have stronger outreach programs to Valley employers, working with them to jointly develop more training programs meeting actual training and education needs. Also have Career Pathways programs established Valley wide, and industry consortia aimed as industry-specific training program development by area educational institutions. Consortia have the potential for coordinated program development and funding, provision of equipment, and sufficient numbers of students for class development. Also have a coordinated program among West Valley cities to share specifics on their target industry training needs with area educational institutions for better training program development.</p> <p>Work with the West Valley Human Resource Managers to develop a more formally organized human resource organization in the West Valley that can work with employers, economic development agencies, chamber of commerce and the community colleges and universities to develop enhanced training programs, and with the public schools (including charter schools), to more strongly prepare students to be workforce ready, to develop entrepreneurial capacities, and to work with employers for student immersion programs into companies.</p>
5. Workforce Data	<p>Include a full range of workforce data on the Economic Development Website, using labor shed data where possible.</p>
6. Improving the State's Schools	<p>Encourage the Greater Phoenix Economic Development Council (GPEC) and the Arizona Commerce Authority (ACA) to create a network of stakeholders statewide to develop more state support of public school education, and improved performance.</p>

Goal 3 - Economic Diversification: Continue to diversify Peoria’s economy through an aggressive program of business attraction, creation, retention, expansion and transition. Focus these efforts on the mix of target business sectors, response to targets of opportunity, tourism activity, and other areas found appropriate.

Initiative Name	Initiative Capsule Description
1. Tourism Strategy	Create a strategy for increasing tourism activity in Peoria.
2. Business Retention and Expansion	Build upon current efforts to create a more robust Business Retention and Expansion program.
3. Entrepreneurial Support	Develop additional innovation and entrepreneurship support programs such as an Incubator Without Walls Program, Hackerspace, or similar tools aimed particularly at younger entrepreneurs.
4. Live-Work Neighborhoods	Create live-work neighborhoods to support entrepreneurial and small business development.
5. Young Professionals and Entrepreneurs organization	Create and support a Young Professionals and Entrepreneurs organization.
6. Tourism Marketing Program	Develop a tourist-oriented marketing program around the theme “Come Play in Peoria” to capitalize on the old saying “Will it Play in Peoria?”
7. Tourism Research and Cost Comparison Study	Conduct a Tourist Intercept Study to gather important information on visitors to Peoria and Prepare a “Tourism Cost Comparison Study” to determine if Peoria has a cost advantage over other Valley locations in terms of overall costs for visitors.

Goal 4 - Economic Development Tools and Business Climate: Ensure Peoria’s economic development efforts are supported by the best available tools and business climate.

Initiative Name	Initiative Capsule Description
1. Economic Development Website	Continue to enhance the City’s economic development website by identifying and implementing additional necessary content and ways to improve navigability.
2. Marketing Peoria Task Force	Enhance Peoria’s marketing efforts by creating a “Marketing Peoria Task Force” designed to capitalize on the marketing expertise and programs of GPEC, WESTMARC, the Arizona Commerce Authority, and others.
3. Development Advisory Group	Formalize the City’s efforts for identifying and responding to additional needed improvements in regulations and procedures impacting development and business operations by creating a standing Development Approval Advisory Group.
4. Cost of Doing Business Study	Prepare a Cost of Doing Business Study that compares operating costs, including taxes, of a Peoria location with

	other Valley communities and places with which Peoria frequently competes.
5. Marketing Peoria to East Valley Employers	Market the City to East Valley employers as a location for satellite operations for West Valley residents.
6. Greater Regional Economic Development Involvement	Scott Whyte or other staff member becomes more active in GPEC, including attending meetings on a regular basis. Encourage GPEC to have meetings via SKYPE or other telecommunication medium.