

2013



Avondale
Buckeye
El Mirage
Gila Bend
Glendale
Goodyear
Litchfield Park
Peoria
Phoenix
Sun City
Sun City West
Surprise
Tolleson
Wickenburg
Youngtown



WESTMARC

Western Maricopa Coalition

WESTMARC is a public-private partnership of the 15 communities, business community and educational sector west of Interstate 17. The coalition's mission is to enhance economic development and promote quality of life in the West Valley. WESTMARC is dedicated to the principle that communities accomplish more by working together.



WESTMARC
leadership • advocacy • public policy

HOW THE WEST HAS WON

WESTMARC HELPS WEST VALLEY
CAPITALIZE ON STRENGTHS TO
ATTRACT NEW BUSINESSES AND
NEW RESIDENTS

BY MICHAEL GOSSIE

The Recession is over. So where do we grow from here? Look to the West, experts say.

"The West Valley is going to produce about 65 percent of the growth in the market," says Barry Broome, president and CEO of the Greater Phoenix Economic Council (GPEC). "The completion of Loop 303 is going to help fuel that growth and is going to become a great example of how working infrastructure will pay great dividends."

GPEC, the Maricopa Association of Governments and other economic development organizations expect the lion's share of future economic and population growth in Maricopa County to occur in the West Valley.

According to Scott Whyte, director of economic development services for the City of Peoria, there are several factors that are driving residential, commercial and industrial growth in the West Valley.

* Residential growth is being influenced by a reduction in the supply of single-family, detached housing and an increase in demand fueled by an increase in job growth, increased consumer confidence, historically low housing prices and low mortgage interest rates.

* Commercial and industrial new development is being influenced by the absorption of significant existing vacant space, and growth demands from companies looking to expand into

the Phoenix metro area. Growth in net new job creation through regional commercial and industrial expansion is also fueling residential growth.

* Availability of vacant land in close proximity to major transportation systems, excelling public and private schools and many recreational opportunities all add to the high quality of life in the West Valley.

"We are looking forward to that growth and are being proactive in terms of creating more job centers — both manufacturing and office centers — in the West Valley," says Michelle Rider, president and CEO of WESTMARC, a regional coalition of 15 communities that provides leadership and advocates for good public policy for the West Valley. "We have a large population of skilled workers that currently travel to Central Phoenix or the East Valley for work. We need to make sure that as our region grows in population, we are able to offer our residents a great selection of quality jobs west of Interstate 17."

Bringing jobs

Broome says WESTMARC has done a superb job of attracting growth industries that are providing those jobs for the West Valley's growing population.

"The West Valley has become a strong logistic center and a center for renewable energy," Broome says. "The West Valley

FUTURE GROWTH

What business sectors do West Valley leaders anticipate will see the greatest growth in the next decade?

Barry Broome, president and CEO, GPEC: "I do think solar and renewable energy is going to be a double-digit growth industry for the West Valley. It may take us five or six years, but I expect there will be more jobs in the solar sector than in the semiconductor sector."

Christian Green, business development, City of Goodyear: "It's commonly overlooked, but Luke Air Force Base is one of the valley's largest economic engines. For this reason we believe aviation, defense and technology industries will continue to grow and expand in the decades ahead."

Matthew McGuire, senior vice president of operations, CTCA: "I honestly think healthcare is going to continue to explode. There are already signs of growth in the three largest hospitals in the West Valley, and we've recently welcomed Phoenix Children's Hospital as well. Medicine will always follow population growth, so as long as the population continues to grow, the healthcare industry will continue to expand and attract expert clinicians to our facilities."

Michelle Rider, president and CEO, WESTMARC: "In addition to

manufacturing, renewable and clean technologies and healthcare, I think the West Valley is going to start turning toward office and advanced business services growth. That is likely where the next wave of job growth in Greater Phoenix will come from, and the West Valley has got to be ready for it."

Marie Lopez Rogers, mayor of Avondale: "Most of the West Valley communities and Avondale in particular has a general plan that supports a wide range of businesses, including sports venues, retail, healthcare and medical research, advanced business services, distribution, manufacturing, education and information technology."

Jerry Weiers, mayor of Glendale: "There are many opportunities to capitalize upon our existing healthcare, education, aviation, defense and manufacturing/distribution strengths in the West Valley, particularly in the emerging Loop 101 and 303 corridors. Additionally, tourism is on the rise in Arizona, and more West Valley hospitality and tourism amenities will be needed to meet this demand."

Scott Whyte, director of economic development services, City of Peoria: "Healthcare and life sciences, advanced manufacturing, advanced business services, higher education and innovation, as well as aerospace and defense."

WEST VALLEY'S BIGGEST EMPLOYERS

These firms are the West Valley's top employers, based on information from the Maricopa Association of Governments:

Banner Health

What they do: Healthcare
West Valley employees: 8,065
Website: bannerhealth.com

Luke Air Force Base

What they do: Military training
West Valley employees: 5,329
Website: luke.af.mil

American Express

What they do: Financial services
West Valley employees: 3,350
Website: americanexpress.com

APS/Palo Verde Nuclear Station

What they do: Energy production
West Valley employees: 2,767
Website: aps.com

Grand Canyon University

What they do: Higher education
West Valley employees: 2,600
Website: americanexpress.com

PetSmart

What they do: Retail pet supplies
West Valley employees: 1,898
Website: petsmart.com

Abrazo Healthcare

What they do: Healthcare
West Valley employees: 1,854
Website: abrazohealth.com

Amazon

What they do: Online retail sales
West Valley employees: 1,753
Website: amazon.com

Wells Fargo

What they do: Banking
West Valley employees: 1,474
Website: wells Fargo.com

Shamrock Foods

What they do: Foodservice industry
West Valley employees: 1,323
Website: shamrockfoods.com



F35 during a night flight
Photo by Tom Reynolds/ Lockheed Martin



Sub-Zero calls Goodyear home



Infusion Center - Cancer Treatment Centers of America

was able to do that because it fought the temptation of being isolated. The West Valley paid attention to the market, its role in the market, its capabilities, and the West Valley got its assets organized and got plugged into a regional strategy, which is key to positive growth.”

Whyte says the West Valley has diversified its economy and bolstered its assets in the following ways to attract businesses and residents:

- * Facilitated the retention of Luke AFB and the F-35 mission
- * Created an aerospace and defense cluster around the Phoenix/Goodyear Airport
- * Attracted advanced manufacturing and research and development, as with Maxwell Technologies in Peoria
- * Grown healthcare and life sciences industries
- * Grown advanced business services
- * Expanded higher education through new university branch campuses
- * Established a medical device accelerator program and facility named BioInspire

The exceptional vision West Valley leaders have shown while planning and managing growth has sent a positive message to

business leaders who are looking to relocate or expand in the region.

“The infrastructure they have built — and are continuing to build — with projects such as the Loop 303 expansion, shows businesses and homeowners that the local governments are supportive and are committed to seeing the West Valley thrive,” says Matthew McGuire, senior vice president of operations at Cancer Treatment Centers of America (CTCA) at Western Regional Medical Center in Goodyear.

West Valley leaders have also done an exceptional job selling the region's strengths to attract a variety of industries that are driving economic growth.

* Prime Solutions Group, an engineering firm, moved to Goodyear because the city offered attractive payroll tax incentives and because of its proximity to Luke Air Force Base, firm President Joe Marvin says.

* Maxwell Technologies, which builds energy storage devices for alternative-fuel vehicles and other uses, decided to locate in Peoria because the dry climate helps keep the carbon used in manufacturing from absorbing water, Maxwell Vice President Earl Wiggins says.

* Sub-Zero Inc. called Goodyear home because it had an



Tierra Associates, Ltd.

COMMERCIAL PROPERTY

Contact: Bruce Hilby / brucethilby@aol.com
Designated Broker, Tierra Associates, Ltd., Owner/Agent
Office 4531 N. 16th St., Suite 110 Phoenix, AZ 85016
Phone: (602) 508-8500 Fax: (602) 508-8510

±12 Acres, NWC of Sarival Ave. & Van Buren St.

Property size: ±12 ac.

Parcel #: 500-05-014L

Pricing: Call Bruce Hilby
(602) 508-8500

Zoning: PAD< Commercial (retail)

Utilities: Sewer and water to site

Comments: Part of Canyon Trails master planned community PAD. Less than 1 mile south of I-10.

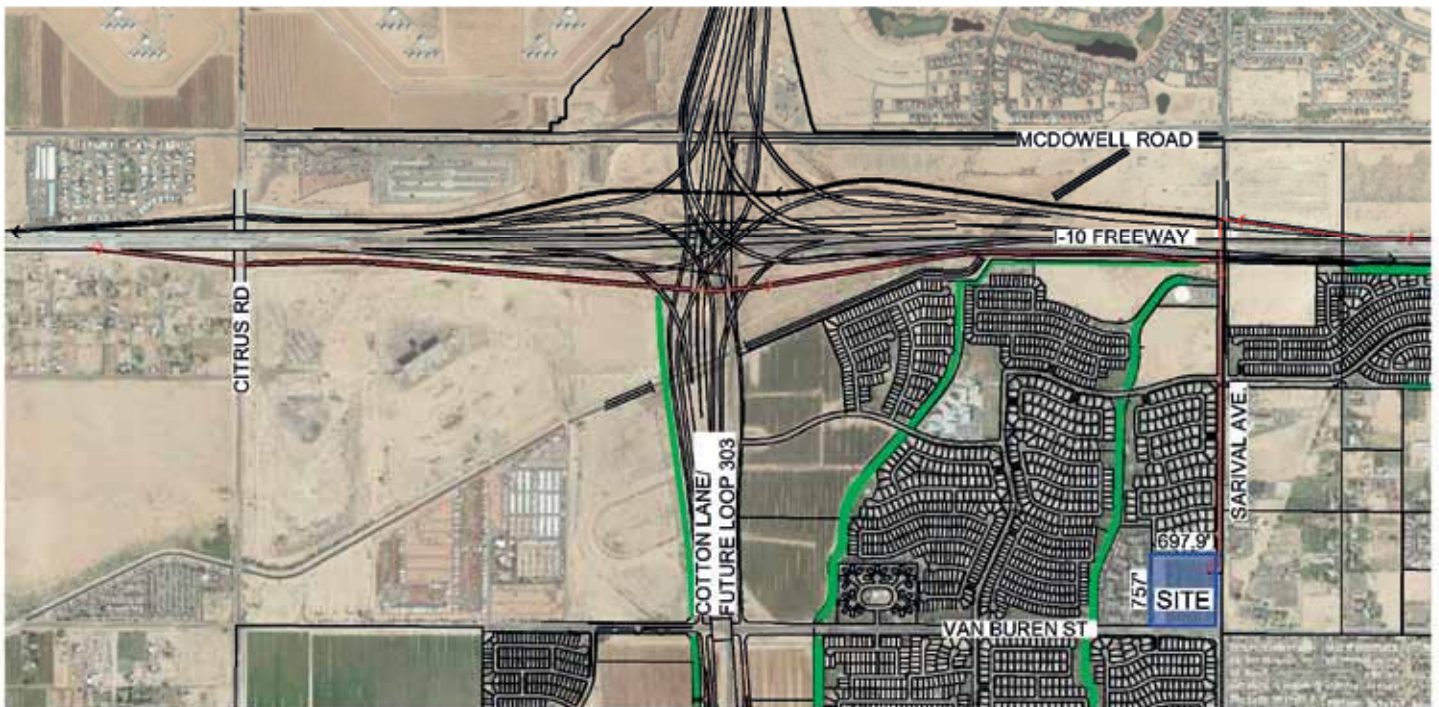
Half-diamond interchange at Sarival.

Located in heart of Goodyear residential submarket.

Subject to Canyon Trails Development Agreement.

1st retail site south of I-10 on Sarival Ave.

This is Tierra Territory



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WEST VALLEY COMMUNITIES

Avondale: avondale.org

Buckeye: buckeyeaz.gov

El Mirage: cityofelmirage.org

Gila Bend: gilabendaz.org

Glendale: glendaleaz.com

Goodyear: goodyearaz.gov

Litchfield Park: litchfield-park.org

Peoria: peoriaaz.gov

Phoenix: phoenix.gov

Sun City: suncityaz.org

Sun City West: suncitywest.org

Surprise: surpriseaz.gov

Tolleson: tollesonaz.org

Wickenburg: ci.wickenburg.az.us

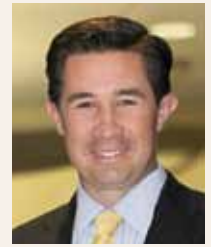
Youngtown: youngtownaz.org



Barry Broome



Christian Green



Matthew McGuire



Marie Lopez Rogers



Michelle Rider



Scott Whyte



Tom Dickson



Jerry Weiers



Nate Nathan

existing 440,000-square-foot spec building. Corporate Manager Bill Lawrie says other contributing factors included the West Valley's Foreign Trade Zone and Goodyear's proximity to California, which means Sub-Zero's trucks can travel round-trip within a day.

"We are all about location," says Avondale Mayor Marie Lopez Rogers, also president of the National League of Cities. "New businesses appreciate the fiscal and political stability of most West Valley communities. With the challenges that were brought about by the Recession, many have improved their permitting processes and adopted the attitude that the right kind of business growth is everyone's responsibility. Many of the West Valley communities have used the Recession to improve infrastructure and address the factors that make a community livable, thus attracting a more skilled labor force."

Powerful force

Business leaders say West Valley cities and towns have done a good job attracting that skilled labor force by addressing the need for a nice mix of affordable, mid-priced and upscale housing.

"This has allowed our employees and physicians to live near where they work," says Tom Dickson, CEO of Banner Thunderbird Medical Center. "The economic development efforts of our local municipalities and our business advocacy groups, such as the chambers of commerce and WESTMARC, have also been instrumental in breaking down some of the misconceptions that have existed about the west side by helping spread the word that the West Valley is a wonderful place to live, work and play."

The West Valley has made quality of life and transportation accessibility a priority. According to Glendale Mayor Jerry Weiers,

the City of Glendale has focused on creating experiences, such as its Sports and Entertainment District, signature downtown festivals and the attraction of jobs to the community; Weiers says those are all things in which West Valley residents can take pride.

According to Valley experts, the number of people taking pride in being a West Valley resident is going to explode.

"The consultants say 42 percent of our market is west of the I-17," says Nate Nathan, president and designated broker at Nathan & Associates, which helps acquire land for master-plan developers and represents the Vistancia, Verrado and Estrella communities in the West Valley. "As fast as we can produce the lots, we're selling them."

Nathan expects business in the West Valley to only get better.

"Loop 303 is going to become a dominant force when that opens in a year and it's going to make the West Valley explode," Nathan says. "It's going to help create a dynamic northern corridor that will become a major distribution and manufacturing area. As those corridors mature and as the master-plan communities mature, you're going to see a diversity of employment attracted to these communities."

Nathan says the West Valley was lucky to have the leadership and stewardship of DMB Associates, Newland Communities and Sunbelt Holdings that helped create the communities and executive housing that had attracted a more skilled workforce.

"The West Valley has learned from the East Valley how to put the hammer down and say, 'This is the place to be,'" Nathan says. "And the West Valley has been fortunate to have leaders like [former Glendale Mayor] Elaine [Scruggs] and others who spearheaded others to look West and say, 'Hey, the cities in the West Valley are not the ticky-tack towns they used to be.'" **AB**

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Small business owners try to stay focused on running their businesses, but sometimes other concerns can prove to be big distractions.

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SafeAtWorkAZ.com



Palo Verde Nuclear Generating Station

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WESTMARC is the public-private partnership of the 15 communities and the business and educational sectors west of Interstate 17.

WESTMARC's mission is to promote quality of life and economic development in the West Valley. WESTMARC membership provides opportunities to interact and learn through

- Asset Tours and Events
- Electronic Newsletters
- Issue Committees/Info Sessions
- Member Networking
- Signature Events

For more info please visit www.westmarc.org



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Sub-Zero, Inc Goodyear, Arizona

Sub-Zero, Inc. opened its Goodyear, Arizona facility in June 2011 and has continued to create manufacturing jobs in the Southwest Valley. The world class facility, part of the Palm Valley corridor by Loop 303, is where refrigerators and wine storage units are manufactured. Sub-Zero is a proud member of WESTMARC and of the West Valley community. Please visit www.subzero-wolf.com for more information.





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CLASS ACT

West Valley communities strengthen higher education to build a more skilled workforce

BY MICHAEL GOSSIE

Tom Dickson, CEO of Banner Thunderbird Medical Center, says he cannot overstate the importance of having quality school districts in the West Valley.

“We’re fortunate in that we have many excellent public and private institutions located throughout the region,” Dickson says. “We depend on them to produce the high

quality employees we’ll need in the future.”

As West Valley leaders try to convince new businesses to locate to the region or encourage existing businesses to expand in the region, it’s that quality and educated workforce that could make or break the deal.

“The West Valley is very fortunate to have ASU’s West Campus, Midwestern University, Thunderbird School of Global Management, two great community colleges in Glendale and Estrella Mountain and many others,” says Michelle Rider, president and CEO of WESTMARC. “These raise the profile of the West Valley and enable unique business to education partnerships that enable workforce training and other business needs.”


Dickson says the Maricopa Community Colleges district and private universities in the West Valley have been outstanding partners in helping ensure that organizations like Banner Health have a continuous pipeline of highly-trained and capable staff members, whether it be medical imaging professionals, financial analysts, nurses or physicians.

“We enjoy a close relationship with several local colleges and universities,” Dickson says. “They’ve done an excellent job of working with us to identify the greatest areas of need when it comes to worker shortages and putting into place the training programs necessary to help us close those gaps. We truly view these institutions as our business partners and are thankful for all that they do to prepare our young people for challenging and rewarding careers in healthcare.”

The higher education facilities aren’t only preparing the next generation of West Valley workers, but they are also keeping existing workers up-to-date with the latest information and technologies available.

“One of our primary objectives is to continue the learning and development of our staff, and we’ve found a number of well-respected educational institutions here to help us achieve this objective,” says Matthew McGuire, senior vice president of operations at Cancer Treatment Centers of America (CTCA) at Western Regional Medical Center. “Our relationships with Grand Canyon University, Estrella Community College and Arizona





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Thank you, Marie Lopez Rogers

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Sharon Vizzini
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State University have allowed us to utilize the higher education available on the west side, and use it to benefit the entire Phoenix community and anywhere our patients reside.”

With solid educational institutions already calling the West Valley home and other colleges and universities moving into the space, economic development experts say the challenge ahead is taking higher education facilities to the next level.

“If you look at ASU’s Polytechnic campus in Mesa, it has helped transform Mesa and the area around Phoenix-Mesa Gateway Airport and it continues to be a driver of excellence in the Mesa market,” says Barry Broome, president and CEO of the Greater Phoenix Economic Council. “If the West Valley is going to compete on a bigger economic scale, it has to look at ASU West

like that: what is ASU West going to be for the West Valley?”

Broome says that while Trine University in Peoria is attracting and educating gifted engineering students and the region needs to utilize Grand Canyon University, which is paying a great deal of attention to high-performance students, the West Valley will ultimately need to be anchored by ASU West.

“ASU West needs to have same kind of impact that the Polytechnic campus had in Mesa,” Broome says. “We have to keep higher education affordable, do a better job with science and technology at higher education levels and decide what centers of excellence will be developed at ASU West so it can produce the engineers, science and technology students that the West Valley needs to keep building its economy.” **AB**

WEST VALLEY HIGHER EDUCATION

Arizona State University at the West Campus

Arizona State University is ranked as one of the top 100 research universities in the world. The West campus offers degree programs through three nationally recognized colleges: New College of Interdisciplinary Arts and Sciences, Mary Lou Fulton Teachers College and W. P. Carey School of Business.

The Communiiversity @ Surprise

The Communiiversity is Arizona’s only partnership of higher education institutions and a public high school district offering occupational certificates, and associate, bachelor’s and master’s degrees in one location. Ottawa University is an integral Communiiversity partner.

Estrella Mountain Community College

Estrella Mountain Community College awards over 1,600 degrees and certificates each year and most of those students live and work in the West Valley. EMCC is the lead institution of a consortium of colleges awarded a \$13.5M grant in 2012 from the U.S. Department of Labor to develop programs to train the state’s energy workforce of the future.

Franklin Pierce University

Franklin Pierce University, which welcomed its inaugural doctor of physical therapy (D.P.T.)

class in 2009, has combined resources with Abrazo Health Care of Arizona to address the critical shortage of health care practitioners in Phoenix’s West Valley. The programs include state-of-the-industry labs and all the equipment required for students to gain the skills needed for effective patient care in today’s growing health industry.

Glendale Community College

Glendale Community College offers more than 100 degree and certificate programs and more than 1,000 courses. Glendale Community College has established Arizona’s only Procurement Technical Assistance Center to help West Valley businesses compete for federal contracts.

Grand Canyon University

Grand Canyon is a premier private university which provides bachelor’s, master’s and doctoral degree programs. The rapidly expanding university has recently invested \$280M in its 110-acre West Valley campus and technology, and is currently evaluating more expansion opportunities.

Midwestern University

Midwestern University is Arizona’s largest medical school – and it’s in the heart of the West Valley. Its 144-acre campus houses five graduate colleges: Osteopathic Medicine,

Pharmacy, Health Sciences, Optometry and Dental Medicine. Midwestern will break ground on the state’s first College of Veterinary Medicine in 2013, a \$100M investment.

Thunderbird School of Global Management

The world’s number one ranked school for international business is located in the West Valley. The Thunderbird School of Global Management has been developing international leaders for sixty years, offering world-class programs for full-time students and working professionals.

Trine University

In October 2012, Trine announced a partnership with the City of Peoria to open a campus. Trine has students enrolled in online classes and intends to begin offering seated classes this summer. “Trine University’s engineering program is the culmination of more than a century of experience. It is very exciting for us to be investing in the West Valley,” said Dr. Earl D. Brooks, II, president of Trine University.

The University of Phoenix

The University of Phoenix has reinvented higher education for today’s working learner, offering associate, bachelor’s, master’s and doctoral degree programs from campuses in the West Valley, across the state of Arizona and online throughout the world.

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Bronze

Cactus Asphalt • Glendale Community College • Hunt & Caraway Architects
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November 7, 2013



For more info, please visit
www.westmarc.org

OPEN FOR BUSINESS

West Valley makes a case to lure more manufacturing companies

BY MICHAEL GOSSIE

The West Valley is the right price and the right place.

With an abundance of inexpensive, shovel-ready land, affordable housing and easier access to California and railroads, West Valley leaders promote the region as an effective place to grow businesses.

“The West Valley has the best case in the Greater Phoenix region for manufacturing,” says Michelle Rider, president and CEO of WESTMARC. “Combine the factors of available land, existing facilities, quality workforce, rail infrastructure, and proximity and easy access to a major international market like California, then stack on the West Valley’s own Greater Maricopa Foreign Trade Zone to state programs like the Quality Facility Tax Credit program. Manufacturing is one of the West Valley’s industries of advantage when it comes to creating quality jobs in Greater Phoenix.”

The West Valley has been particularly effective in attracting solar to renewable energy manufacturers, says Barry Broome, president and CEO of the Greater Phoenix Economic Council. Some recent success stories:

French company Saint-Gobain Solar, which makes mirrors for concentrated solar plants, opened its first North American factory in Goodyear in 2011.

Surprise used \$1.8 million in incentives, including infrastructure upgrades and fee waivers to convince Gestamp Solar Steel, which is based in Spain, to make the West Valley its U.S. home in 2011. The company has already expanded its Surprise facility.

San Diego-based Maxwell Technologies Inc., which makes some components used in the solar industry, opened a \$26 million high-tech manufacturing facility in Peoria. The company also created more than 150 high-tech, high-paying jobs for the West Valley.

Madrid-based Rioglass Solar opened a large solar mirror manufacturing plant in Surprise in 2011, bringing the West Valley a \$50 million capital investment.

“I do think solar and renewable energy is going to be a double-digit growth industry for the West Valley,” Broome says. “It may



Solar Heliostats at a concentrated solar farm

takes us 5 or 6 years, but I expect there will be more jobs in the solar sector than in the semiconductor sector.”

Glendale Mayor Jerry Weiers says the West Valley’s success at attracting business is because its leadership is outstanding at working with manufacturing companies to meet their needs when it comes to infrastructure, workforce and zoning and ease of permitting. Glendale has found success with the Grand Avenue industrial corridor and the Glen Harbor Business Park because of its proactive zoning, infrastructure and accessibility to employees. In addition to road accessibility, the West Valley also has BNSF Railway Company to meet the freight needs of its manufacturing centers, and this has been crucial to Glendale.

“Success in renewable energy and healthcare really proves the West Valley’s ability to attract diverse industries with different needs,” Rider says. “Renewable energy manufacturing success speaks to the case for manufacturing in the West Valley and the need to be close to major plants like Abengoa in Gila Bend and the California market ... We need to do whatever we can to foster that kind of industry growth.”

Beyond its economic impact, the growth of manufacturing in the West Valley also creates a trickle-down benefit to the people who call the West Valley home.

“Every day and for many years, the West Valley exported workers to other parts of the Valley,” says Avondale Mayor Marie Lopez Rogers. “Some studies show that up to 75 percent of West Valley workers commute up to 60 minutes or more to work. Now, with our aggressive economic development efforts, employers are getting the message that the workers are here and anxious to spend more time with their families and less time in the car. They appreciate the option of working closer to home.” **AB**

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