



CITY OF ELOY

THE CITY OF ELOY
PLANNING & ZONING COMMISSION MEETING
Wednesday, September 18, 2019, 6:00 PM
Eloy City Council Chambers-City Hall
595 North C Street
Eloy, Arizona 85131

AGENDA

- I. **Call to Order**
- II. **Roll Call**
- III. **Invocation**
- IV. **Pledge of Allegiance**
- V. **Motion to approve the August 21, 2019 meeting minutes of the Planning and Zoning Commission**
 - A. Meeting Minutes for August 21, 2019
- VI. **Old Business: Possible discussion and/or action on the following:**
 - A. Overview of Council Approved Economic Development Strategic Plan
 - B. Conduct a Public Hearing to allow comments from the public and interested parties on the proposed minor revisions to the Eloy Zoning Code pertaining to portions of Sections 1.6.5, 1.6.6, 2.2.3, 2.2.5, 3.1.39, 4.4.2, 4.4.3 and Section 9.
 - C. Consideration, discussion, and recommendation to the Eloy City Council for approval, disapproval or other action on the proposed minor revisions to the Eloy Zoning Code pertaining to portions of Sections 1.6.5, 1.6.6, 2.2.3, 2.2.5, 3.1.39, 4.4.2, 4.4.3, and Section 9.
- VII. **New Business: Possible discussion and/or action on the following:**
 - A. Commission Work Session on the Major General Plan Amendments for Calendar Year 2019
 - B. Overview of the Proposed Annexation, Major General Plan Amendment and Planned Area Development for the 10|8 Business Park, located at the southeast corner of Sunland Gin Road and Adams Road

VIII. Informational Item:

- A. Briefing on the Eloy Infrastructure Improvements Plan

IX. Communications:

- A. Ex-Officio Member Report-Councilman Dan Snyder
- B. Good of the Order

X. Motion to Adjourn

POSTED BY THURSDAY, SEPTEMBER 12, 2019 BY 5:00 PM AT ELOY CITY HALL, ELOY POST OFFICE, TROY THOMAS COMMUNITY CENTER, TOLTEC COMMUNITY/SENIOR CENTER AND CITY WEBSITE: www.elayaz.gov

A handwritten signature in black ink, reading "Mary Myers", with a horizontal line extending to the right.

Mary Myers, CMC
City Clerk

INDIVIDUALS WITH SPECIAL ACCESSIBILITY NEEDS MAY CONTACT LORENA LaSALDE-RIOS, ADA COORDINATOR FOR THE CITY OF ELOY AT 520-466-9201 OR 520-466-7455 (TDD). IF POSSIBLE, SUCH REQUESTS SHOULD BE MADE 72 HOURS IN ADVANCE. ONE OR MORE MEMBERS OF THE COMMISSION AND/OR STAFF MAY PARTICIPATE BY TELEPHONIC OR VIDEO MEANS.

**MEETING MINUTES OF
THE CITY OF ELOY
PLANNING AND ZONING COMMISSION
Regular Meeting
Wednesday, August 21, 2019
6:00 p.m.**

I. CALL TO ORDER

Chairperson Marlo Schuh called the meeting to order at 6:05 p.m.

II. ROLL CALL

*One or more members of the Planning and Zoning Commission may attend by telephonic means.

Members present:

- Chairperson Marlo Schuh
- Vice-Chairperson Larry Brown
- Commissioner John Peterson

Members Absent:

- Commissioner Steve Paulson (excused)
- Commissioner Allen Crawford (excused)
- Commissioner Kirk Tatom (excused)
- Ex-Officio Daniel Snyder (excused)

Staff present: Jon Vlaming, Community Development Director, and Belinda Lopez, Planner and Jerry Stabley, Planning Manager.

Others present: Michael Buschbacher II, AICP, Principal Planner for Hunter Engineering, Inc. and Omar Abdallah, Rose Law Group, PC

III. INVOCATION

Chairperson Schuh led the Invocation and requested a moment of silence.

IV. PLEDGE OF ALLEGIANCE

Chairperson Schuh led the recitation of the Pledge of Allegiance.

V. MOTION TO APPROVE THE JUNE 19, 2019 MEETING MINUTES OF THE PLANNING AND ZONING COMMISSION.

Chairperson Schuh asked for a motion to approve the meeting minutes of the Planning and Zoning Commission. Vice-Chairperson Brown made a motion to approve the June

19, 2019 meeting minutes as presented. Commissioner Peterson seconded the motion. The motion was approved with a vote of 3-0.

VI. OLD BUSINESS: POSSIBLE DISCUSSION AND/OR ACTION ON THE FOLLOWING:

None.

VII. NEW BUSINESS: POSSIBLE DISCUSSION AND/OR ACTION ON THE FOLLOWING:

A. REVIEW AND APPROVAL OF MINOR REVISIONS TO THE ELOY ZONING CODE PERTAINING TO PORTIONS OF SECTION 1.6.5, 1.6.6, 2.2.3, 2.2.5, 3.1.39, 4.4.2, 4.4.3 AND SECTION 9.

Mr. Jerry Stabley introduced himself as the Planning Manager for the City of Eloy. He indicated to the Commission and those present that he would be doing a PowerPoint presentation on proposed text amendments to Chapter 21-Zoning Ordinance. The Zoning Ordinance and Subdivision Code went through an update and were revised and approved on July 23, 2018 by the Eloy City Council. He indicated that Sterling Codifiers are a 3rd party online company who processes all updates and changes to the City of Eloy Codes-not just the zoning ordinance. They also contract with many other jurisdictions all over the United States for these services. Sterling Codifiers reviews each ordinance, they provide code maintenance, and a specific focus on every detail and cross reference of the code text before the code goes live to the public. Mr. Stabley indicated that they have identified numerous scriveners' errors in their initial review. Mr. Stabley indicated that he and the Community Development Department Director have reviewed each item and organized them into pure scrivener's errors and those that are changes to the text. The text changes are the issues that require circling back for Planning and Zoning Commission and City Council review and approval.

The issues that require the formal review and approval process are: Tiny Houses, Wireless Facilities, other new definitions, remove redundancies with other Chapters of the City Code and other changes. The Tiny Houses section needs a clarification of where would they be permitted and a better definition of groupings of tiny houses allowed on single parcels. Wireless facilities issues were undefined relative to a zoning permit, alternative wireless facilities were not defined, commercial TV and Radio Antennas were not addressed, and there appeared to be confusing carry over language. Other proposed definitions are proposed to be added to remove redundancies with other Chapters of the City Code, making the definition of Subdivision be the definition from the Subdivision Code and also use it in the Zoning Ordinance, as these are currently different. Another proposed change would be to allow detached single family residential in the R-3 Residential Zoning District as previously permitted (approximately 150 SFR, non-conforming lots in the Downtown area prevent additions and reconstruction if more than 50% of the property was destroyed.

Vice-Chairperson Brown asked if these proposed text revisions to the zoning code covered all of the errors. Mr. Stabley responded that approximately seventy different items were identified and sixty were fixed via being scrivener's errors. Chairperson Schuh expressed her concern as to why Michel Baker International, Inc., the consultant who was contracted by the City to update the Zoning Ordinance and Subdivision Code had missed these errors. Mr. Vlaming explained that this is not unusual as we had addressed each section independently and these discrepancies arise when it is time to bring all of the chapters together. He noted that these bubble up when they get synced and cross referenced. He indicated that Mr. Stabley was assisting on clearing up all of the conflicting text and it is smoothed out now. Chairperson Schuh expressed her concern about the City paying money for assistance that includes scrivener's errors. Mr. Vlaming commented that the consultant has been cooperating to clarify the text with Mr. Stabley and himself and it is now resolved.

VIII. INFORMATIONAL ITEMS:

A. OVERVIEW OF TWO APPLICATIONS FOR MAJOR GENERAL PLAN AMENDMENTS FOR CALENDAR YEAR 2019- Mr. Vlaming gave a Power Point presentation to the Planning and Zoning Commission of an overview for the two major General Plan Amendments that have been submitted for their consideration and review this calendar year. He noted that the Major General Plan Amendment Criteria are:

1. A change in residential land use designation that exceeds 320 acres.
2. A land use designation change from residential to non-residential of 40 acres or more.
3. A change in any commercial or employment land use designations (e.g. neighborhood commercial, community commercial, light industrial, General Industrial) exceeding 40 acres for commercial and 80 acres for industrial or employment uses.

Mr. Vlaming explained that the first application is a Staff initiated application, Case No.: GPA19-001 to amend the City of Eloy General Plan. The proposed 2019 Major General Plan Amendments are proposed for the following Elements:

Introduction-Update information;

Amendments and Process-Update information;

Land Use-Planned Community Area definition revision; add existing land use map

Circulation-update the corridor for proposed I-11; inclusion of transit information;

Parks, Open Space and Trails-Significantly update text and maps;

Economic Prosperity-Based on directions framed in the Economic Development Strategic Plan; and

Implementation Strategies-Update information.

Mr. Vlaming also gave an introduction of the second application, Case No.: GPA19-002 for a project by the name of Interstate 10|8 Industrial Park. The subject project is approximately 610 acres but only a portion needs an amendment from Light Industrial land use to General Industrial land use as the market is focus in the General Industrial.

He also mentioned that Mr. Stabley is also working on the annexation for a 49-acre portion as part of the project that is currently unincorporated (Case No.: A19-013).

Mr. Michael Buschbacher II, AICP, Principal Planner for Hunter Engineering, Inc. and Omar Abdallah, Rose Law Group, PC introduced themselves as they represent the client for the Interstate 10/8 Industrial Park's Major General Plan Amendment application. Chairperson Schuh asked if their client had something in mind to construct onsite or if this request was just for speculation. She mentioned that Sunland Gin Road needs to be looked into to make it more efficient. Mr. Vlaming explained that they are working on a mechanism that could develop the property for shovel ready sites.

The schedule for the 2019 Major General Plan Amendments is as follows:

July 26:	<i>Applicant Submittal</i>
August 1 through September 30:	<i>60-day Review</i>
October 2:	<i>Open House</i>
October 16:	<i>Planning and Zoning Commission Public Hearing</i>
November 11:	<i>City Council Public Hearing</i>
November 25:	<i>City Council Action</i>

- B. UPDATE ON THE STATUS OF CITY SOLICITATION FOR UPCOMING PROJECTS.**-Mr. Vlaming commented that in September there will be a solicitation for Statements of Qualifications for a Citizen Satisfaction Survey about what our community, citizens think of our existing facilities and services. The City is also soliciting for a Hotel Feasibility Study. Statements of Qualifications are due on September 6, 2019. An Airport Economic Study is also being considered for the City to quantify the activities and revenues accruing from activities at the Eloy Municipal Airport.

IX. COMMUNICATIONS:

- A. EX-OFFICIO MEMBER REPORT**-Mr. Vlaming mentioned that Ex-officio Snyder was attending the 2019 League of Cities and Towns Annual Conference in Tucson, AZ along with other Council members and Staff. Mr. Snyder asked if Mr. Vlaming would update the Commission on the proposed 49-acre annexation that is included as part of the 2019 Major General Plan Amendment for Interstate 10/8 Industrial Park located east of Sunland Gin Road, between Interstate 10 and Frontier Road/Union Pacific Rail Road. He also wanted Mr. Vlaming to identify new staff hires at the City. Mr. Vlaming told the Commission that the City of Eloy has two new Code Compliance Officers on staff and they are working full force to keep the City clean. Chair Schuh also indicated that she'd like an update at the next meeting regarding the improvement of the intersection of Sunland Gin and Arica Roads.
- B. GOOD OF THE ORDER**-Mr. Vlaming communicated the following events:

- Pre-Job Fair Workshop for Employers-September 12th from 10 AM to 12 PM, Eloy City Hall Community Room & Lobby, 595 North C Street, Eloy, AZ 85131
- Pre-Job Fair Workshop for Employees- September 16th from 11 AM to 12 PM, Eloy City Hall Community Room & Lobby, 595 North C Street, Eloy, AZ 85131
- Job Fair-September 19th from 10 AM to 2 PM, Eloy City Hall Community Room & Lobby, 595 North C Street, Eloy, AZ 85131

X. MOTION TO ADJOURN.

Chairperson Schuh asked for a motion to adjourn. Vice-Chairperson Brown made a motion to adjourn and was seconded by Commissioner Peterson. The adjournment passed 3-0 and the meeting adjourned at approximately 7:00 p.m.

**CITY OF ELOY
REQUEST FOR COMMISSION ACTION**

Agenda Item: **VI.A.**

Date: **9/18/2019**

Date submitted:
8/30/2019

Action: Other

**Subject: Overview of Council
Approved Economic Development
Strategic Plan**

Date requested:
9/18/2019

TO: Planning and Zoning Commission

FROM:

RECOMMENDATION:

DISCUSSION:

FISCAL IMPACT:

2019

Eloy Pathway to Economic Prosperity

**City of Eloy Economic Development Strategic Plan
July 22, 2019**

Eloy

Pathway to Economic Prosperity

Economic Development Building Blocks

PREPARED BY:

ESI CORPORATION

5635 North Scottsdale Road

Suite 170

Scottsdale, Arizona 85250

(602) 265-6120

www.esicorp.net

In Collaboration with:

LL Consulting and

Michael Baker International

July 22, 2019

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CITY OF ELOY

ARIZONA

July 22, 2019

Dear Eloy Residents, Businesses and Investors:

On behalf of the City Council and Eloy staff, I am proud to present this Economic Development Strategic Plan for the City of Eloy. This document is the result of significant time and expertise provided by many Eloy leaders, from both the private and public sectors. Following the Great Recession of the last decade, Eloy simply has not bounced back with regard to attracting new industry and investment-the reasons of which are outlined in the document. However, Eloy exhibits numerous assets that, if utilized properly, can make Eloy an employment center worthy of its location on I-10. Such a robust center would not only benefit our existing residents, but also those who move to our community looking for the opportunity to put down roots, raise a family and retire comfortably. The intent of this plan is to do just that.

Over 30 individual interviews were completed and round table discussions were held with local industry representatives and the real estate community. An Economic Development Advisory Committee was formed, with 15 key folks providing their valued experience and expertise to make the result of this effort aggressive and realistic. They met and discussed all of the elements in this plan, refined concepts presented by the consultant team and contributed greatly to this guidepost for the future.

Also, let me thank City staff and our consultant team from ESI for listening to the community issues and aspirations and turning those into a road map to direct Eloy's economic future. I would especially like to acknowledge the Chamber of Commerce for their active involvement and stepping up to claim responsibility for several of the activities that are necessary for our success.

This Economic Development Strategic Plan belongs to the community. All of our organizations, associations and residents will need to play a visible and ongoing role to achieve collective success. I call on everyone to imagine a successful, vibrant community with a well-educated population and a strong work ethic to make Eloy the very best.

Thank you,

Mayor Joel Belloc

Acknowledgements

This report was prepared in consultation with the City of Eloy including City Council, staff, the Economic Development Advisory Committee, and key community stakeholders.



This report was sponsored by Arizona Public Service through the Economic Development Department.

Prepared by ESI Corp in collaboration with Michael Baker International and L.L. Consulting



Special thanks to the following for their time and invaluable contribution to the creation of this strategic economic development plan.

Eloy Council Members, City Manager and Staff	
Mayor Joel G. Belloc	
Vice Mayor Micah Powell	
Andrew Rodriguez	
Jose Garcia	
Georges Reuter	
Daniel Snyder	
J.W. Tidwell	
JoAnne Galindo (former Council Member)	
Harvey Krauss, City Manager	
City Staff	
Paul Anchondo, Eloy Community Services Director	
Jeff Fairman, Eloy Economic Development Specialist	
Chris Vasquez, Eloy Police Department Chief	
Jon Vlaming, Eloy Community Development Director	
Brian Wright, Eloy Finance Department Director	

Eloy Economic Development Advisory Committee

Name	Organization
Mark Benner	Eloy Chamber of Commerce
Evelyn Casuga	Central Arizona College
Jeffrey Fairman	City of Eloy Economic Development
John Gluch	Core Civic/EDGE
Irene Higgs	SCMPO
Ron McEachern	CAIDD
Joel Millman	Arizona@Work
Isabel Morales	Great Western Bank
Kelly Patton	APS
John Peterson	Eloy AAComm/P&Z
Dan Snyder	Eloy City Council
Ralph Varela	Pinal Hispanic Council
Jon Vlaming	City of Eloy Community Development Department

Acronyms and Abbreviations

ADOT	Arizona Department of Transportation
APS	Arizona Public Service
ASU	Arizona State University
CAAG	Central Arizona Association of Governments
CAC	Central Arizona College
CAIDD	Central Arizona Irrigation and Drainage District
CAVIT	Central Arizona Valley Institute of Technology
CD	Community Development
CEDS	Comprehensive Economic Development Strategies
CFA	Center for the Future of Arizona
CIP	Capital Improvement Plan
CM	City Manager's Office
C of C	Chamber of Commerce
CS	Community Services
CTE	Career Technical Education
DAC	Downtown Advisory Commission
EDGE	Economic Development Group of Eloy
EHA	Eloy Housing Authority
IMPLAN	Impact Analysis for Planning
NAICS	North American Industrial Classification System
PC	Pinal County
PCFCU	Pinal County Federal Credit Union
ROW	Right of Way
SBDC	Small Business Development Center
SCMPO	Sun Corridor Metropolitan Planning Organization
UA	University of Arizona

Executive Summary

Over the last 25 years, the City of Eloy has been engaged in economic development and first underwent a *Focused Future* strategic planning process in 1994. During this time, the City has participated in a variety of economic development organizations including Pinal Alliance for Economic Growth, the successor of Central Arizona Regional Economic Development Foundation (CAREDF); funded the Economic Development Group of Eloy (EDGE); and became a member of the Pinal Partnership. However, economic development success has continually eluded the community. Lack of key infrastructure investment and sluggish resident population growth have contributed to the city's stagnation. Without investment, there are no jobs, and without jobs, little incentive exists for young people and workers to remain in the community.

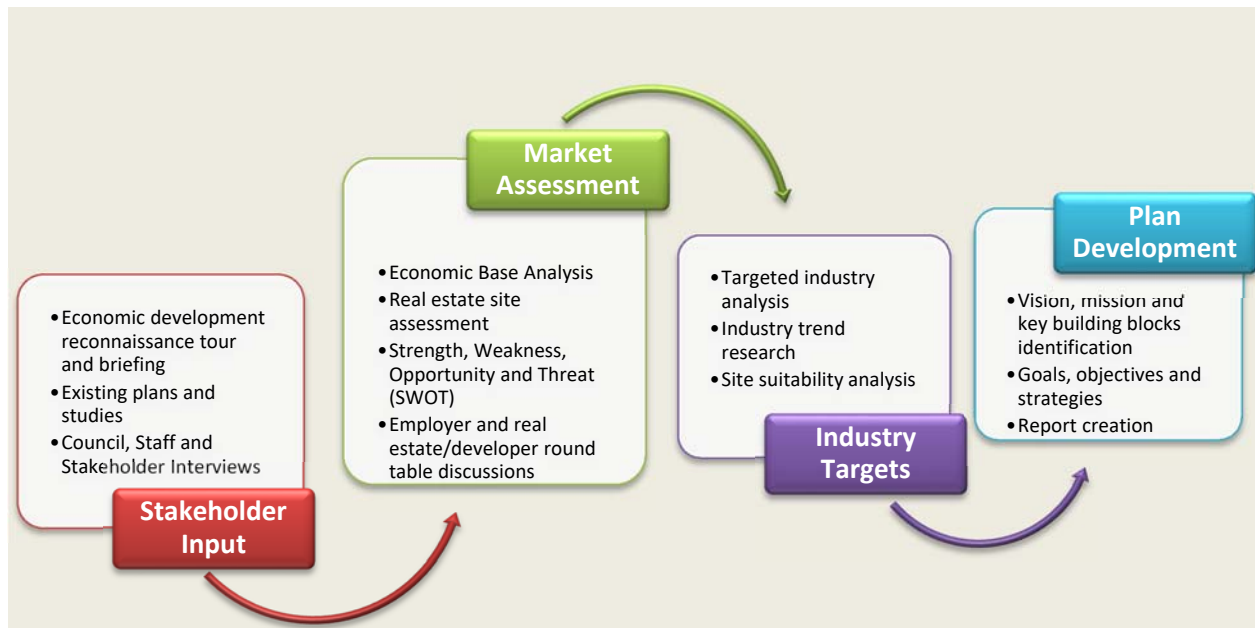
The state's economy has been on the rebound since coming out of the Great Recession, and there is economic development momentum within Pinal County. To capitalize on this momentum, the City of Eloy desires more active engagement in economic development and is making significant investments in downtown that include the construction of the new Eloy City Hall and redevelopment of the Police Department into a public safety facility. The City is also in the midst of implementing the Main Street façade improvement program. They also recently hired a full time economic development manager.

This economic development strategic plan provides the community with a sharpened focus that is more than just creating or retaining jobs and expanding the tax base. It's also about creating a climate that's attractive for investors and businesses and a place where workers and their families can flourish. To attract and retain investment, a community must have cultural amenities, modern infrastructure, quality schools, broadband and a trained workforce with skills that match business needs. This strategic plan offers the framework to improve the social and economic prosperity of Eloy residents, workers and visitors.

Planning Process Overview

The planning process included extensive input from Eloy council members and staff, key economic development partners, and business stakeholders and is depicted in Figure 1. A total of 33 one-one-one interviews were conducted. In addition, an Economic Development Advisory Committee (EDAC) of 13 members was constituted to provide direction on Eloy's opportunities, industry targets, and overarching goals and strategies. Two roundtable discussions were also held with area employers and real estate brokers/developers to solicit their insight on Eloy as a business destination. Independent research was also undertaken to assess Eloy's strengths to support and sustain economic development, and identify any challenges that may need to be overcome. The culmination of this inclusive process was the creation of this strategic plan.

Figure 1 – Planning Process



The Challenge

According to the U.S. Census Bureau, the population of Eloy has grown 69 percent since the 2000 Census. However, nearly half of this growth has occurred within the institutionalized prison population. The ability to attract or grow local business is highly dependent on population, household and workforce growth.

This lack of resident population growth is compounded by a deficiency in new housing developments that are not targeted to those 55 years of age and older. Lack of available housing leads to economic instability, places the city in a competitive disadvantage and stymies spending and employment in the surrounding economy. People will not move to a community if they can't find a decent house or property to live in.

The K-12 schools that serve Eloy lag in their overall performance in preparing students to succeed and compete in a global economy. Education has the power to change lives by increasing productivity, creativity and the standard of living of residents. It also promotes entrepreneurship and plays a critical role in securing economic and social progress, and improving lifelong earning potential. Education is a fundamental factor for achieving economic development success. Enhancing school performance will require an objective review and a commitment to making necessary changes.

Communities successful in economic development understand the necessity of “shovel ready” sites. Due to competitive economic forces and customer product delivery demands, companies make market decisions faster than ever before. Shovel ready sites take much of the time, expense, unpredictability and risk out of the development. Shovel-ready sites simplify the development process and greatly reduce risk by eliminating most of the unknowns from the site selection decision, and increasing the predictability of getting the land developed, the building constructed and the business up and running. In order for Eloy to be competitive, it will need to deliver to the market place shovel ready sites.

Quality of life and community amenities are key factors that attract new residents and business. Quality of life includes a multifaceted balance of indicators from jobs and education to healthcare and housing. It also includes arts and culture and infrastructure. In order to strengthen Eloy's economy, community leaders will need to make sure all of these pieces are in place and working in harmony with one another.

The Opportunity

Pinal County population grew 145 percent since the 2000 census. Employment projections from the State demographer's office indicate that Pinal County is expected to add 13,000 jobs by the year 2026. Eloy is situated in the path of growth and city leaders would like to build an adequate tax base and capture a greater share of jobs through a strategic focus of business retention, expansion and attraction, infrastructure improvements, housing development, image enhancement and downtown revitalization.

Today, downtowns are the focus of many small communities who leverage this asset to rebuild their economies. Downtown Eloy used to be a commerce center surrounded by vibrant neighborhoods. Today, there is very little business located downtown and the surrounding neighborhoods have aged and, in some cases, suffer from neglect. Maintaining the places and institutions that make a community special contributes to a sense of place and neighborhood identity, which help retain existing residents and could attract new residents and businesses. The City of Eloy recognizes downtown as an asset and has laid out goals in their updated Economic Development Element (2019 Major General Plan Amendment) to encourage new development, promote preservation and rehabilitation, stabilize and reinvest in downtown neighborhoods and make significant public investments to foster private investment and job creation.

Housing availability and affordability is important to attracting new business. When the local workforce can't find adequate housing, the entire community suffers. It has been well-established in past research that having access to affordable and stable housing in good neighborhoods is associated with positive health, education and economic outcomes for individuals and families. But having a sufficient supply of housing affordable to households within the full income spectrum is also critical to supporting vibrant and sustainable local economies. Eloy has the opportunity to support and facilitate the development of housing.

Deploying a strategic focus on key industry targets is an important element of this plan. Communities across the country desire to pinpoint the industries that have the highest probability of expanding or locating in their region or community. Consequently, targeting industry sectors is a vital step to an overall economic development strategy and implementation plan. Industry targeting will help Eloy focus its efforts to ensure that the city is leveraging the strengths of its market and utilizing its limited resources in the most effective manner possible.

Mission and Vision

The mission of economic development for the City of Eloy is to enhance the economic, political, and social prosperity of Eloy residents, workers and visitors. During the planning process an economic development vision, in which the strategic priorities are embedded, was established. The vision is as follows:

Eloy has achieved a vibrant economy and thriving downtown through the provision of quality housing, job creation, adequate infrastructure and supportive amenities.

The Strategy

This strategic plan was developed in collaboration with Eloy policy makers, city staff, and economic development stakeholders. It provides the framework to improve social and economic prosperity for Eloy residents, workers and visitors. This plan recognizes the opportunities and constraints that exist for Eloy and lays out the mission of economic development, the vision for the future and the fundamental building blocks necessary to prepare the City to achieve its desired economic prosperity.

The economic development strategy is designed around four key building blocks which are anchored with overarching goals, as noted in Table 1. These major initiatives are not independent of one another and will require achieving progress within each initiative in order to achieve momentum.

Table 1 – Economic Development Strategic Plan Building Block and Goals

Building Block	Goals
DOWNTOWN	Main Street exudes a hip vibe of restaurants, shops and activities supported by quality neighborhoods that offer housing choice.
INFRASTRUCTURE AND HOUSING	Eloy has adequate infrastructure, utilities, community amenities, and housing that attracts businesses and residents.
JOB	New jobs are available in Eloy by quality employers with a focus on diversity and multiple salary levels.
IMAGE	Eloy brands itself as a prime regional location for business, community growth and capital investment.

The City of Eloy is in a position to change the economic trajectory of the community by leveraging its location, investing in infrastructure, paving the way for new housing development, revitalizing downtown, and rebranding the image of the community. Strategically aligning City resources to create/attract jobs that pay a wide spectrum of wages is a focus of this strategic plan. There are six industry clusters that have been identified as suitable for Eloy. Within these six clusters are 44 industries that are immediate targets and 10 future targets as noted in the following Table 2. A list of industries is represented in Table 14, and the complete cluster analysis and summary table are included in Appendix D.

Table 2 – Eloy Industry Clusters

	Number of Industries	
	Immediate	Future
Agribusiness	6	
Arts, Entertainment, Recreation & Visitor Industries	5	
Business & Financial Services	2	
Manufacturing	27	10
Personal & Commercial Services	1	
Transportation & Logistics	3	
Total	44	10

Achieving the goals of the strategic plan requires an equal focus on job growth, product improvement and marketing and promotion. Each building block is anchored with a goal followed by strategies and a series of tactics for implementation. Identification of short term (1-3 years) versus mid-term strategies (4+ years) will determine the timing for achieving desired outcomes. Performance metrics are established to track progress in incremental achievement of desired outcomes. Performance measures have also been identified for each initiative, along with the lead and supporting organizations taking responsibility for implementation.

Plan Execution and Oversight

The success of this ambitious strategy requires the continued alignment of goals and funding priorities among City departments and organizations who have a role to play in the City's economic success. This strategic plan necessitates reliable multi-year operating support for the key initiatives, including work that supports job growth, capital improvements that foster economic development, and marketing and promotion that propels the community forward. Without adequate resources this economic development plan will not be successful.

The City will collaborate with public and private sector partners throughout the community and region to carry out the actions recommended by the strategic plan. The Economic Development Manager will manage oversight of the implementation strategy. He should meet quarterly with the Community Development Director and City Manager to review the plan, discuss progress that has been made towards implementation, establish priorities, and provide accountability for meeting the objectives of the strategy. The Economic Development Manager will also provide timely updates to City Council, Eloy Planning and Zoning Commission, and Downtown Advisory Commission. As necessary, the plan should be modified to reflect new partners, changes in market conditions, new opportunities, and the like.

Economic Landscape

An analysis of the existing local economy of the City was prepared to understand of population and employment gains, socio-economic characteristics and workforce migration patterns. Data provided within this chapter originates from a variety of sources including the decennial U.S. Census, the American Community Survey (ACS), Arizona Department of Administration, and Esri.

It is important to point out that data from all sources include the incarcerated population within the figures. Given that this cohort represents nearly 50 percent of Eloy’s population, some of these datasets present a distorted picture of Eloy’s household population. To overcome this problem, an aggregation of Eloy block group data was compiled and analyzed for educational attainment, age by sex, and race-ethnicity. Appendix B provides a map and list of block groups used.

Population Growth and Demographics

Eloy experienced exponential growth between the years 2000 and 2017 with the addition of 7,162 people, however, nearly half of this growth can be attributed to the institutionalized correctional population, which increased by 7,017 people, compared to resident household population that increased 151. Household population, as a percent of total population, has steadily declined from 86 percent of total population in 2000 to just 52 percent in 2017.

Table 3 – Eloy Population and Household Population Growth

	2000	2010	2017	2000-2017 Change
Total Population	10,375	16,631	17,537	7,162
Correctional Institution Population	1,482	7,293	8,499	7,017
Total Household Population	8,887	9,332	9,038	151
Household pop as % of Total	86%	56%	52%	--

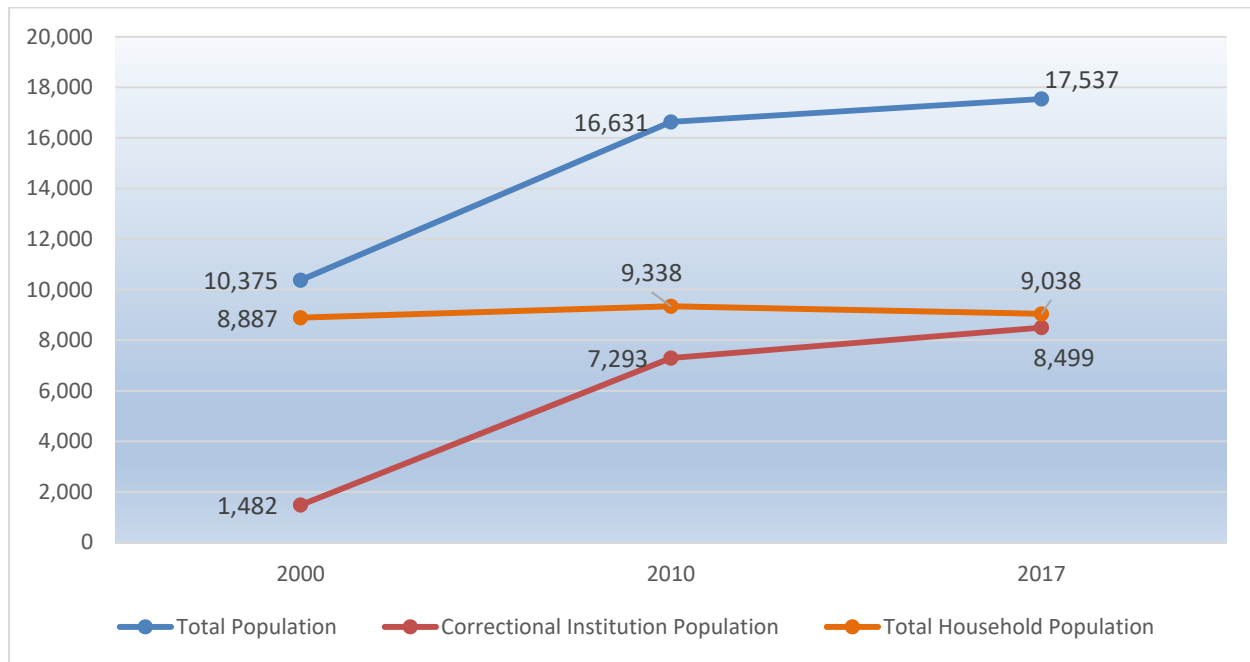
Sources:

U.S. Census Bureau, Census 2000 Summary File 1

U.S. Census Bureau, Census 2010 Summary File 1

U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

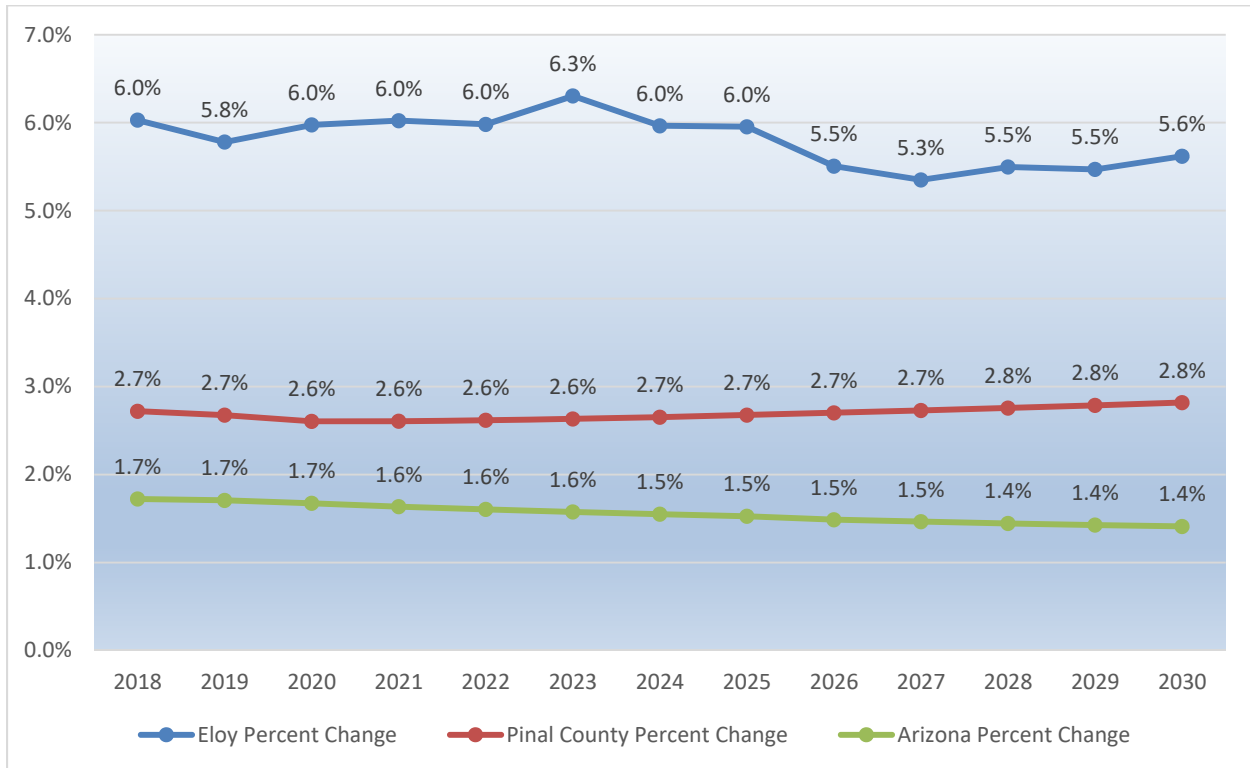
Figure 2 – Eloy Household versus Correctional Population Growth Comparison, 2000-2017



Source: Same as Table 2

Growth projections provided by the Office of Employment and Population Statistics do not distinguish household population projections from the total population, so it is impossible to isolate the true projected growth of the community through the year 2030. Based on the State's data presented in Figure 3, Eloy will continue to experience an annualized growth rate between 5 and 6 percent. This rate of growth is faster than Pinal County and Arizona. By the year 2030, Eloy is projected to have a population of 41,824 people.

Figure 3 – Population Growth Projections, 2018-2030



Source: Arizona Department of Administration, Office of Employment & Population Statistics, 12/11/2015

Housing

The total number of housing units in Eloy increased by 957 units during the years 2000 to 2010, but decreased by 73 units over the years 2010 to 2017 (Table 4). Population within owner-occupied housing units has been stagnant over the 17 year timeframe, while population within renter-occupied units increased 4.4 percent. When the “combined” data in Table 4 is reviewed, occupied housing units increased 17.4 percent, but the number of people living in these units only increased 1.7 percent.

Table 4 – Eloy Housing Units, 2000-2017

	2000	2010	2017	2000-10 Change	2010-17 Change	2000-17 Change
Total housing units	2,734	3,691	3,618	35%	-2.0%	32.3%
Vacant housing units	242	707	693	192%	-2.0%	186.4%
Owner-occupied housing units	1,548	1,829	1,833	18%	0.2%	18.4%
Average HH size of owner-occupied unit	3.62	3.10	3.06	--	--	--
Population in owner-occupied housing	5,604	5,670	5,609	1%	-1.1%	0.1%
Renter-occupied housing units	944	1,155	1,092	22%	-5.5%	15.7%
Average HH size of renter-occupied unit	3.48	3.17	3.14	--	--	--
Population in renter-occupied housing	3,285	3,661	3,429	11%	-6.3%	4.4%
Combined						
Occupied housing units	2,492	2,984	2,925	20%	-2.0%	17.4%
Population in occupied housing	8,889	9,331	9,038	5%	-3.1%	1.7%
Average HH size	3.57	3.13	3.09	--	--	--

Sources:

U.S. Census Bureau, Census 2000 Summary File 1

U.S. Census Bureau, Census 2010 Summary File 1

U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Housing construction has also slowed considerably since 2010, principally due to the recession. According to the American Community Survey, only 288 housing units have been constructed from 2010 to 2017. This compares to 1,328 over the 19 year timeframe from 1990 to 2009. This data shows an aging housing stock, with the majority of homes built prior to 1970. According the City staff, since 2010 there have been 835 new single family housing units constructed, which is in stark contrast to the Census data. This implies there is some vibrancy in the market, but it's focused on product for the 55+ age retired demographic. However, having a sufficient supply of housing affordable to households within the full income spectrum is critical to supporting vibrant and sustainable local economies.

Table 5 – Eloy Housing Construction Year

Total Eloy Housing Units	3,618	100.0%
Year Constructed		
2010 and later	288	8.0%
1990-2009	1,328	36.7%
1970-1989	1,139	31.5%
1950-1969	686	19.0%
1940 and earlier	177	4.9%

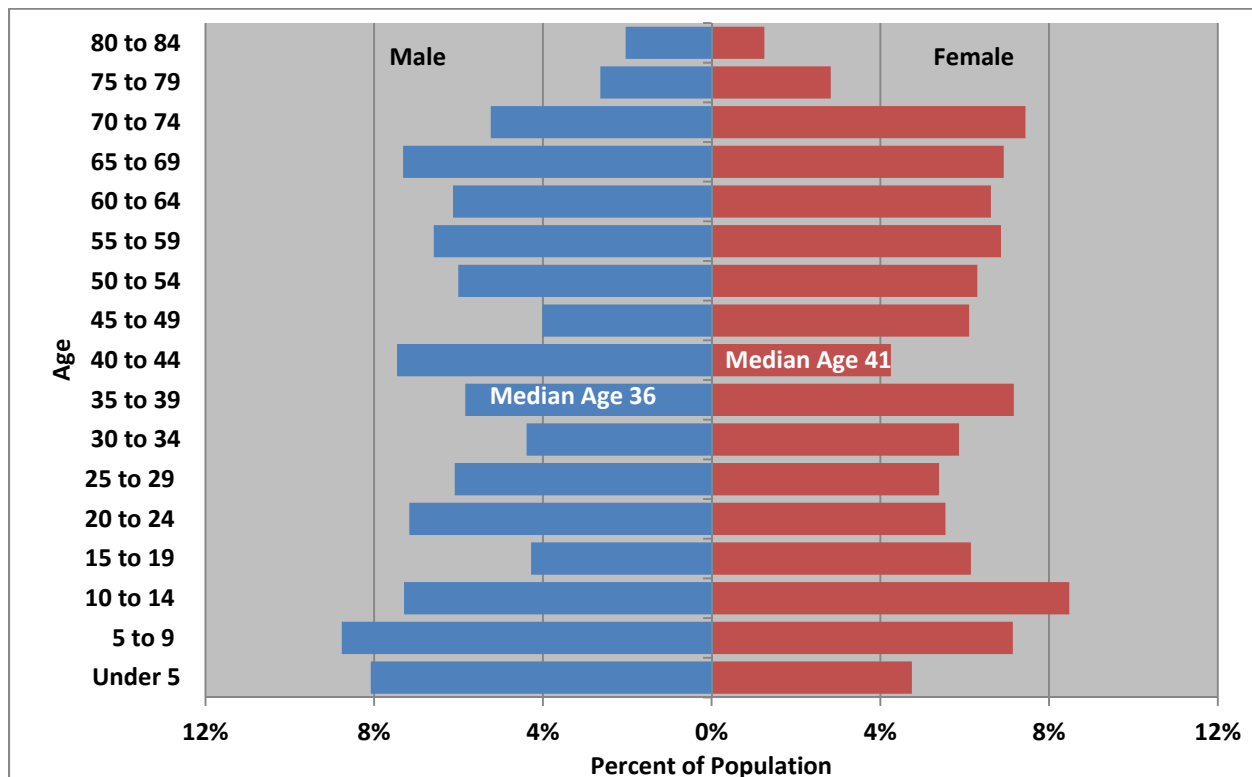
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Age, Race and Ethnicity

The aggregated block group data representing the household population was utilized to understand age, race and ethnicity. When examining the distribution of the household population based on gender and age, there is a 51%-49% split between the males and females (Figure 4), which closely aligns to Pinal County at 52%-48%. The data also shows that 34 percent of the population are within their prime working years between the ages of 25 to 54, which is a measurement of the economic health of the labor market.

The median age for the resident population is 39, which is also equivalent to Pinal County. Overall the resident male population is 36 years of age compared to the resident female at 41 years of age.

Figure 4 –Eloy Aggregated Block Groups, Age and Gender Breakdown



Source: U.S. Census Bureau, 2013-2017 ACS, 5-Year Estimates, Aggregated Block Groups

A comparison of race and ethnic composition of Eloy, the aggregated block groups and Pinal County is presented in Table 6. The percentage of population that identifies itself as Hispanic or Latino of any race is nearly the same. Pinal County overall has a higher percentage of White population and lower percentage of Hispanic. Racial and ethnic diversity adds to the social fabric of a community and can inspire creativity and drive innovation in the workplace.

Table 6 – Eloy Race and Ethnicity

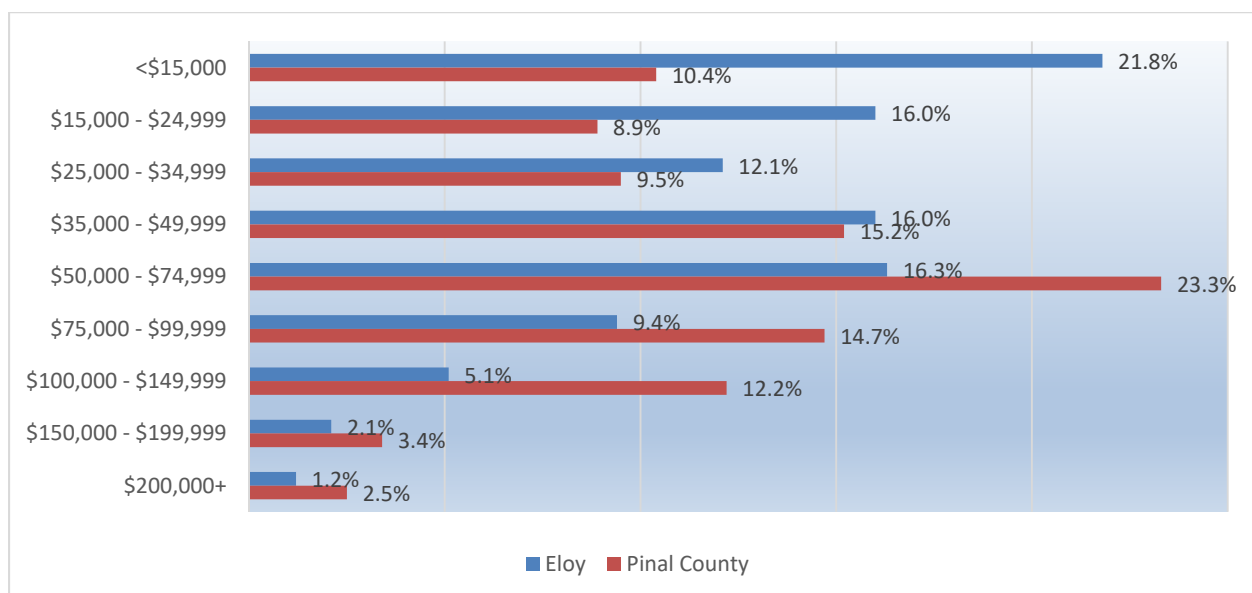
	City of Eloy	Eloy Block Groups	Pinal County
Total Population	17,537	9,448	405,537
Race			
White	71.8%	82.6%	80.4%
Black or African American	9.6%	3.4%	4.5%
American Indian and Alaska Native	2.8%	2.6%	5.0%
Asian	2.3%	0.5%	1.7%
Native Hawaiian and Other Pacific Islander	3.0%	0.0%	0.4%
Some Other Race	8.1%	9.1%	4.4%
Two or More Races	2.5%	1.8%	3.6%
Ethnicity			
Hispanic or Latino	59.7%	58.7%	29.6%

Source: U.S. Census Bureau, 2013-2017 ACS, 5-Year Estimates, City of Eloy, Pinal County and aggregated block groups

Income

Income is based on households, so this data already reflects Eloy household residents. According to Esri there are 3,437 households in the City of Eloy. The average household income is \$46,627, with 34 percent of the population earning greater than \$50,000. When comparing Eloy to Pinal County, the majority of Pinal County households earning greater than \$50,000 is substantially higher. Households with higher average income have more discretionary spending, which translates into greater sales tax collections.

Figure 5 – Households by Income, 2018

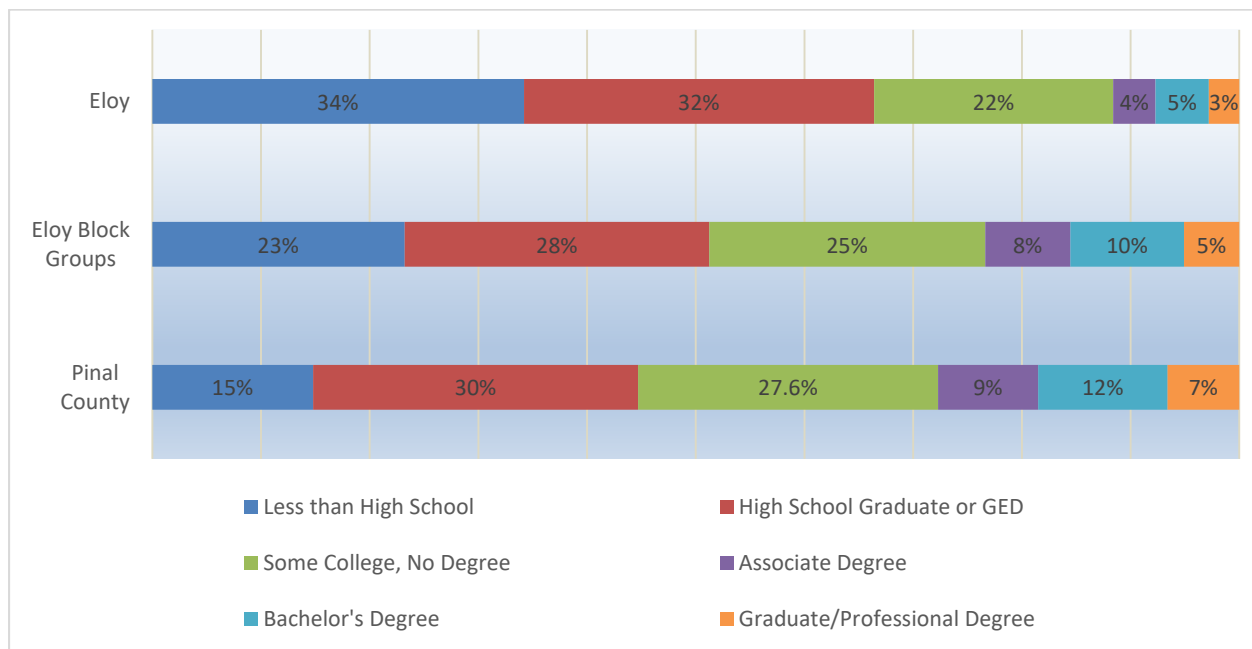


Source: Esri 2018

Educational Attainment

The aggregated block group data representing the resident population was utilized to understand educational attainment of the household population. When it comes to education, City of Eloy data shows that only 12 percent of the population have an Associate's Degree or higher, as compared to the population within the aggregated block group at 23 percent. The resident population, however, still trails behind Pinal County with 28 percent of the population having an Associate's Degree or higher (Figure 6). Educational attainment is an indicator of the strength and aptitude of the local workforce. Aligning educational attainment with the City's industry targets can help identify existing training deficiencies that can be corrected with workforce development programs.

Figure 6 – Eloy Higher Educational Attainment Level, Population 25 Years and Older



Source: U.S. Census Bureau, ACS 2013-2017, 5-Year Estimates

Labor Force and Employment

From 2011 to 2018, Eloy's labor force increased at an annual rate of 1.4 percent, compared to the County overall at 2.3 percent. In contrast, Eloy had a more rapid decline in the unemployment rate going from 16.8 percent in 2011 to 6.3 percent in 2018. However, the unemployment rate in Eloy is still higher than the County's as seen in Table 7.

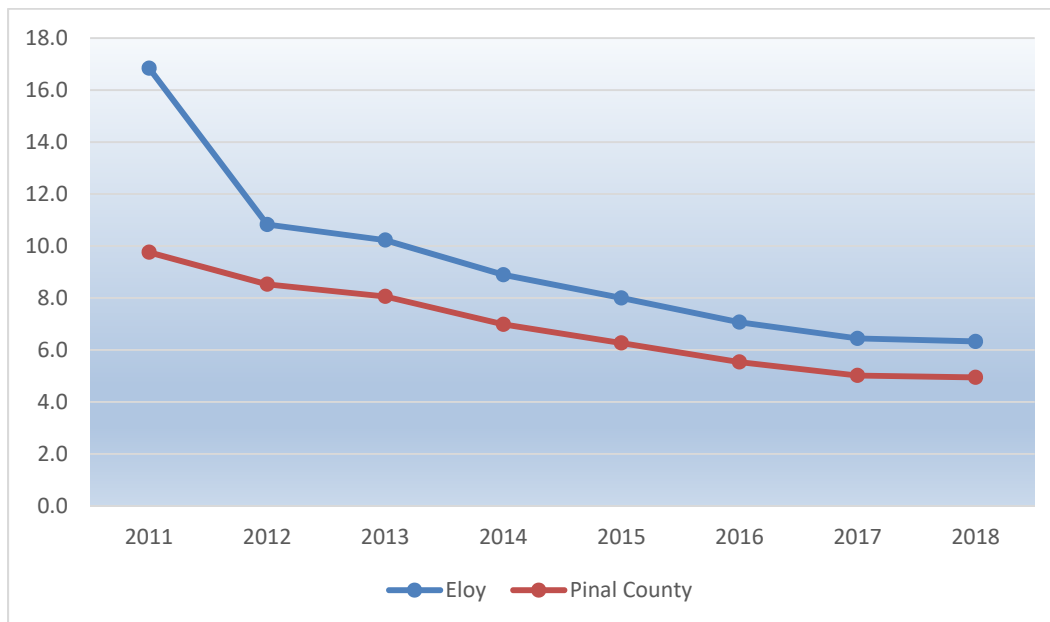
Table 7 – Labor Force, Employment and Unemployment Rate, Eloy and Pinal County

	2011	2015	2018	CAGR*
<u>Labor Force</u>				
Eloy	3,528	3,510	3,885	1.4%
Pinal County	149,658	156,475	173,834	2.3%
<u>Employment</u>				
Eloy	2,934	3,230	3,639	3.4%
Pinal County	135,043	146,677	165,264	3.2%
<u>Unemployment Rate</u>				
Eloy	16.8%	8.0%	6.3%	--
Pinal County	9.8%	6.3%	4.9%	--

Source: Arizona Office of Economic Opportunity, Arizona Labor Statistics

* Compound Annual Growth Rate (CAGR)

Figure 7 – Unemployment Rates, 2011-2018

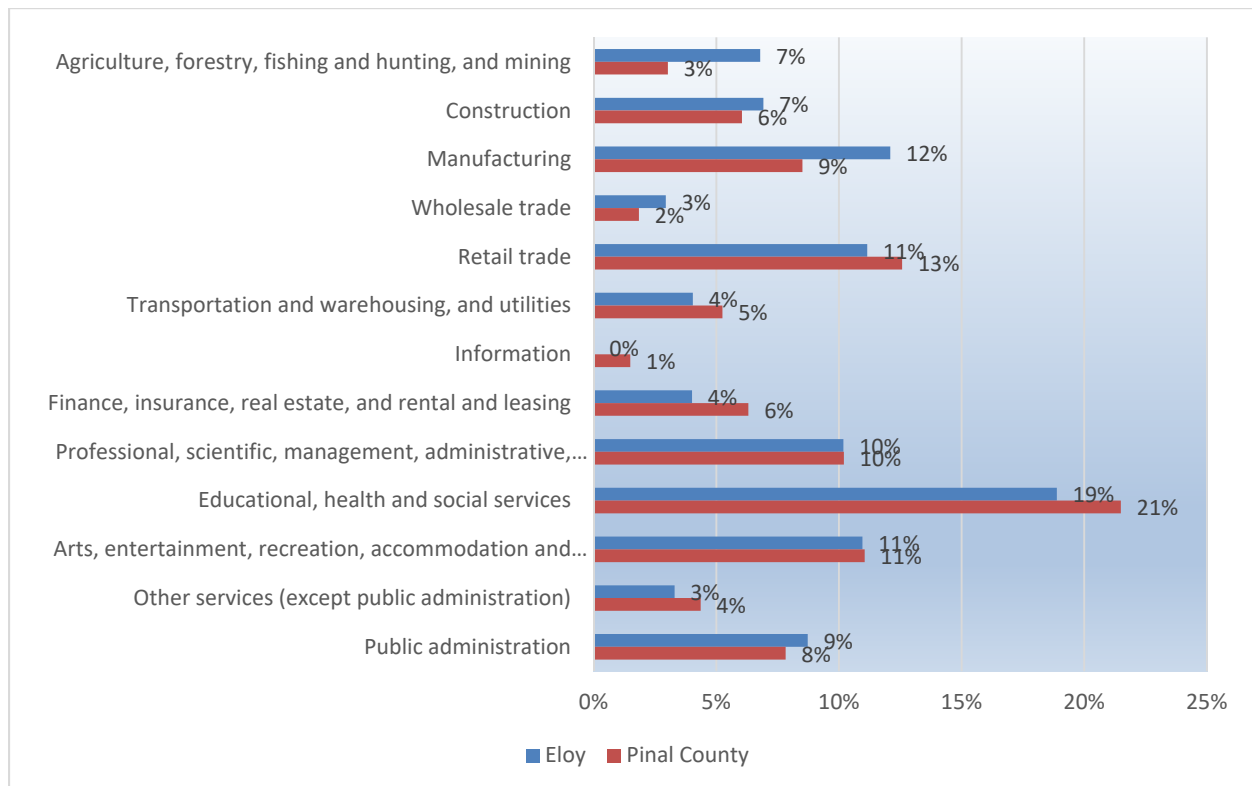


Source: Arizona Office of Economic Opportunity, Arizona Labor Statistics

Employment by Industry and Occupation

Eloy employment is highly concentrated in Education and Health Services (19%), Manufacturing (12%), and Retail Trade (11%) as can be seen in Figure 8. When comparing the mix of employment to Pinal County, Eloy has a higher concentration in Manufacturing and Agriculture, with an equivalent percentage in Professional Services (10%), and Arts, and Entertainment (11%).

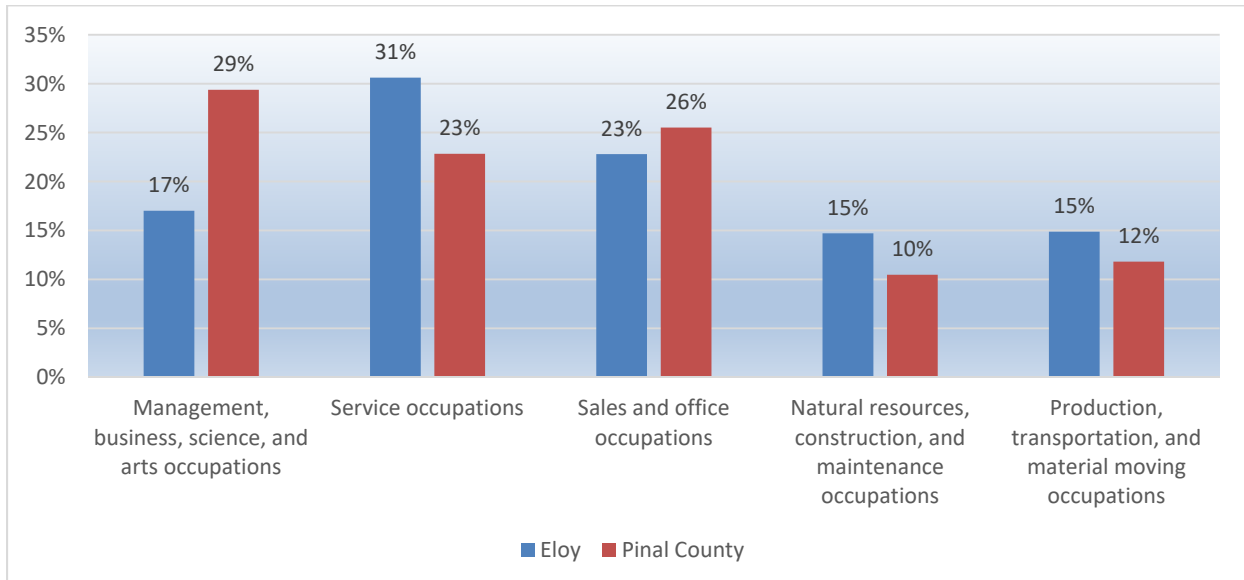
Figure 8 – Employed Civilian Labor Force by Industry, Eloy and Pinal County, 2017



Source: U.S. Census Bureau 2013-2017 ACS, 5-Year Estimates

The occupational mix for Eloy shows that Service and Sales occupations dominate with 53 percent of the workforce employed in these occupations, compared to the County at 48 percent (Figure 9). Similar to the employment data noted earlier, Eloy has a higher percentage of occupations in production and transportation jobs than Pinal County.

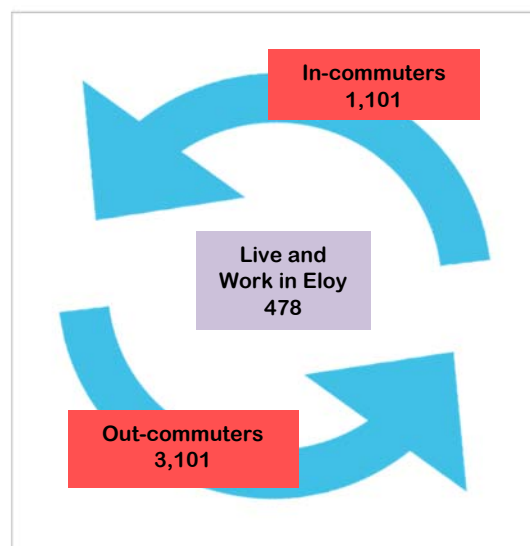
Figure 9 – Occupational Employment, Eloy and Pinal County



Source: U.S. Census Bureau, 2013-2017 ACS, 5-Year Estimates

Commuting Patterns

According to the U.S. Census origin destination data, Eloy has a workforce of 3,579 people,¹ of which 3,101, or nearly 87 percent out-commute to jobs in other cities. At the same time, there are 1,101 people who commute into Eloy to work, while 478 live and work in Eloy.



¹ This figure is provided by the US Census LEHD Origin-Destination Employment Statistics, which will not match the figure provided in the State or US Census Employment by Industry data.

As previously mentioned, 87 percent of Eloy residents out-commute to jobs. Table 8 provides a comparison of characteristics of worker inflow, resident outflow and those that both live and work in Eloy. Twenty percent of outflow residents are employed in goods producing jobs, such as manufacturing. A larger percentage of in-commuters are employed in service related jobs, of which 40 percent earn more than \$3,333 per month, compared to 28 percent of out-commutes earning this monthly amount. Residents that both live and work in Eloy are heavily concentrated in the services sector with 46 percent earning between \$1,251 and \$3,333 monthly.

Eloy has the opportunity to attract more manufacturing operations to retain the manufacturing workforce that out-commutes to manufacturing jobs elsewhere.

Table 8 – Eloy Workforce Characteristics

	Resident Outflow	Worker Inflow	Live and Work in Eloy
Total All Jobs	3,101	1,101	478
Jobs by Worker Age			
Age 29 or younger	25%	20%	21%
Age 30 to 54	51%	55%	52%
Age 55 or older	23%	25%	28%
Jobs by Earnings			
\$1,250 per month or less	25%	19%	31%
\$1,251 to \$3,333 per month	48%	41%	46%
More than \$3,333 per month	28%	40%	23%
Jobs by Sector			
"Goods Producing" Industry Class	20%	18%	15%
"Trade, Transportation, & Utilities" Industry Class	20%	17%	10%
"All Other Services" Industry Class	60%	65%	75%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015).

Destination of employment commuters is presented in Table 9 and shows that Phoenix draws 17 percent of the commuters, with Casa Grande and Eloy attracting the next most commuters with 15 percent and 13 percent, respectively. When evaluating the home origin of workers, 30 percent are Eloy residents, followed by Casa Grande at 21 percent and Phoenix at 6 percent.

Table 9 – Employment Commuter Destination and Origin

City	Commuter Destination	Commuter Origin
Phoenix	17%	6%
Casa Grande	15%	21%
Eloy	13%	30%
Florence	5%	1%
Tucson	5%	2%
Mesa	4%	2%
Tempe	3%	0%
All other locations	36%	39%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015).

Competitive Assessment

Community Assessment Findings

To analyze Eloy’s competitiveness, an assessment was conducted utilizing several sources of information, including input from City staff, interviews with City Council members and key community stakeholders, meetings with the Eloy Economic Development Advisory Committee, and examination of other city documents and reports relevant to this strategic planning effort. In addition, a comprehensive analysis was prepared for selected Eloy industrial sites identifying their shovel readiness. The following figure represents a high level summary of the findings, with the comprehensive assessment included as Appendix A.

Figure 10 – Community Assessment Findings

Strengths	Weaknesses	Opportunities	Threats
- Centrally located between Phoenix and Tucson - Proximity to major transportation and rail corridors - Existing workforce in production jobs - Central Arizona College - Strong civic leadership - Concentration of education and civic uses downtown - Downtown festivals and events - Vacant industrial zoned land	- Undefined image and no real brand - Aging road infrastructure - Absence of new workforce housing stock - Slow household growth - Shortage of amenities for residents and business - Inadequate infrastructure to industrial sites - Lack of available industrial buildings - Absence of regional cooperation and collaboration - Underperforming schools	- Downtown revitalization and adaptive reuse of old buildings - Downtown facade improvement program - Leverage relationship with SkyDive Arizona for Eloy tourism - Target industry attraction - Potential "Economic" corridor for electric and autonomous vehicles - New housing development to attract a workforce population - Transportation planning and improvements - Facilitating shovel ready sites - Water resources	- Economic development fragmentation - Growing competition from other cities - Majority of sales tax comes from I-10 businesses - Majority of property tax comes from correctional institutions - Economic stagnation - Negative perception cast on the city due to Eloy Detention Center

Benchmarking Eloy

Surrounding Communities

Understanding how Eloy compares to its surrounding communities within central Pinal County helps determine its uniqueness relative to various factors, including population, business establishments, consumer buying power, age and other metrics. In addition to comparing Eloy to these communities, information on Pinal County was included.

Eloy block group data was used to determine population, household population, median age, and educational attainment. Eloy, as compared to other communities, has the highest group quarters population and the lowest household population. As mentioned earlier, the institutionalized prison population in Eloy is growing at a rate 279 times faster than the household population. Median household income also trails the benchmark cities and county. Higher educational attainment exceeds Coolidge, but is behind Maricopa, Casa Grande and the County as a whole. Last, Eloy household size is the largest with an average of 3.05 and represents the lowest median home value at \$90,965.

Table 10 – Eloy Compared to Other Pinal County Communities

	Eloy	Casa Grande	Coolidge	Maricopa	Pinal County
Total Population	17,537	54,054	12,636	51,262	426,864
Group Quarters Population	8,499	265	14	4	24,001
Household Population	9,038	53,789	12,622	51,258	402,863
Median Age	39.0	38.1	32.5	33.0	36.8
Employed Population 16+ years old	3,593	21,633	4,818	24,428	162,633
Business Establishments	227	1,446	300	466	5,709
Number of Employees	2,752	18,558	3,050	4,062	66,700
Median Household Income	\$35,047	\$50,743	\$42,830	\$69,501	\$54,508
Average Household Income	\$46,627	\$63,573	\$54,038	\$80,801	\$67,407
Owner Occupied Housing Units	51.0%	50.6%	50.9%	66.2%	58.7%
Renter Occupied Housing Units	28.9%	26.9%	30.4%	16.5%	19.2%
Vacant	20.1%	22.5%	18.7%	17.3%	22.0%
Average Household Size	3.05	2.73	2.99	3.01	2.80
Median Home Value	\$90,965	\$159,298	\$100,056	\$175,335	\$169,331
Bachelor's Degree	10.4%	11.9%	8.0%	17.9%	12.5%
Graduate/Professional Degree	5.1%	6.4%	3.2%	8.1%	7.0%

Source: Esri 2018; U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Note: Eloy age and educational attainment based on an aggregation of Eloy block groups.

Eloy Neighborhoods

The City of Eloy has three distinct neighborhood areas that include Robson Ranch, Toltec and Downtown. In addition to understanding how Eloy compares to its surrounding communities, it is noteworthy to understand how the three distinct neighborhoods within the City compare to one another. A comparison of the three neighborhoods was conducted examining population, households, income, spending potential, educational attainment and employment.

The Downtown neighborhood has the greatest number of residents with 5,619, followed by Toltec at 3,124 and then Robson Ranch with 1,118. As can be seen in Figure 11, the Robson Ranch neighborhood has the greatest growth projection at 6.5 percent, followed by Toltec at 4.9 percent. The Downtown neighborhood growth projection is meager at 0.4 percent, which is due in large measure to the age of the housing stock and lack of new housing development within Downtown.

Figure 11 – Population and Population Growth by Neighborhood, 2018-2023

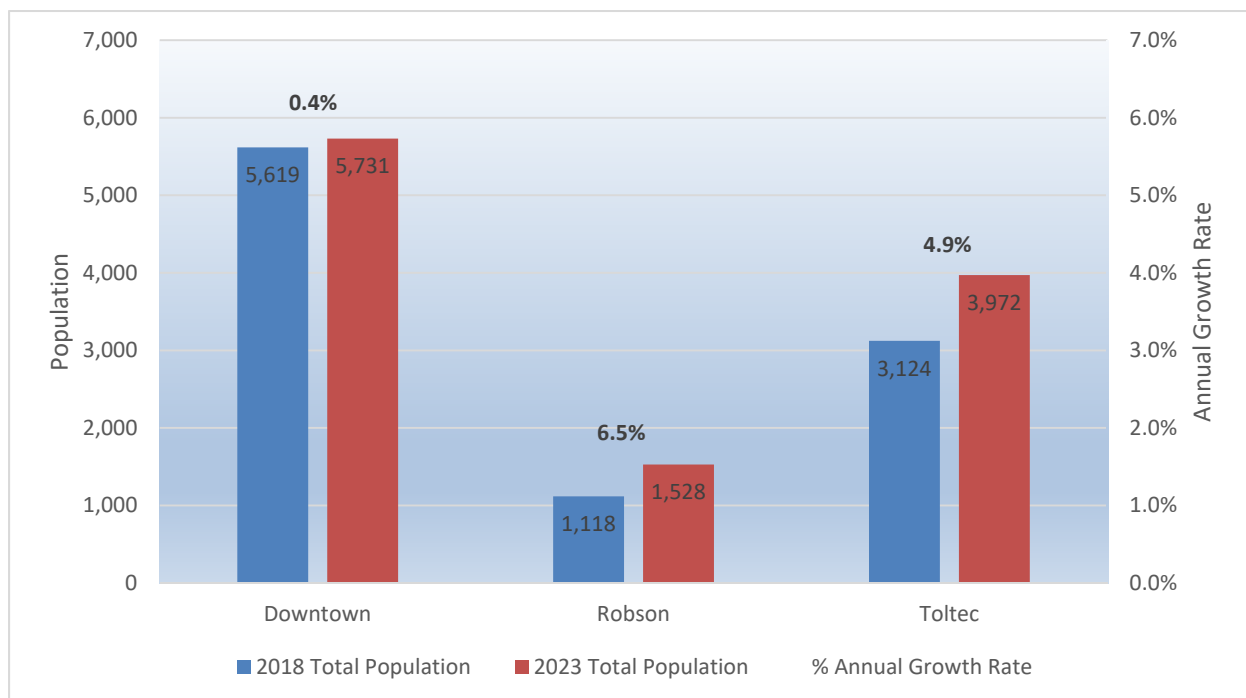


Table 11 provides a side by side comparison of the three neighborhoods. Downtown has the youngest population with a median age of 31.6, and Robson Ranch has the oldest at 42.5 years. Toltec has the largest household size at 3.31, with Robson Ranch having the smallest at 2.07. The median family household income is nearly identical between the Robson Ranch and Toltec neighborhoods at \$41,022 and \$41,182 respectively. The level of educational attainment is an indicator of lifetime earnings. Residents in the Downtown neighborhood, who have the lowest median household income, also have the smallest percentage of those with a Bachelor's degree or higher at 6.5 percent. Residents in the Robson

Ranch neighborhood lead the way with 26.6 percent having a Bachelor's Degree or higher, followed by Toltec at 22.5 percent.

Finally, the Downtown neighborhood is an employment center for Eloy, which is anchored with civic and educational uses. When looking at the daytime population, Downtown has the largest number of workers at 1,263 for a total daytime population of 4,947.

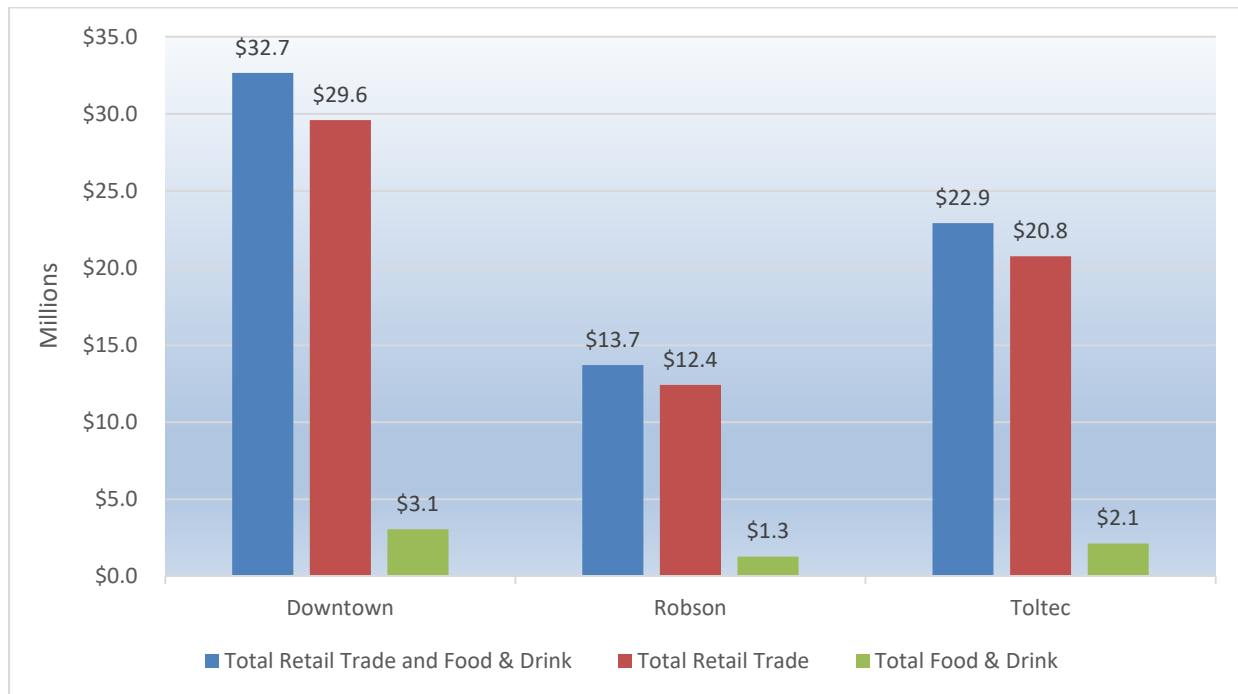
Table 11 – Eloy Neighborhood Comparison

	Downtown	Robson	Toltec
2018 Demographics			
Total Population	5,619	1,118	3,124
Households	1,718	539	945
Median Age	31.6	42.5	38.1
Average Household Size	3.27	2.07	3.31
Median Household Income	\$27,128	\$41,022	\$41,182
2018 Housing Units	2,138	717	1,141
Owner Occupied Housing Units	39.5%	63.7%	64.7%
Renter Occupied Housing Units	40.8%	11.4%	18.1%
Vacant Housing Units	19.6%	24.8%	17.2%
% Vacancy Attributed to Seasonal Use	3.8%	43.0%	34.4%
2018 Median Home Value	\$66,636	\$125,000	\$115,323
2018 Daytime Population	4,947	903	2,237
Workers	1,263	130	173
Residents	3,684	773	2,064
2018 Higher Educational Attainment			
Some College, No Degree	19.2%	27.1%	26.0%
Associate Degree	6.0%	6.2%	9.8%
Bachelor's Degree	5.2%	18.4%	15.6%
Graduate/Professional Degree	1.3%	8.2%	6.9%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography.

Economic vitality is often measured by the magnitude of consumer spending. Annual discretionary spending on retail, food and beverage is compared between the neighborhoods in Figure 12. Consumers in the Downtown neighborhood spend \$32.7 million in retail, food and beverage, followed by Toltec at \$22.9 million, and Robson Ranch at \$13.7 million. Given the variance in the number of households by neighborhood, another way to measure economic vitality is spending per household. Using this metric, Robson Ranch spends the most at \$25,428 per household, followed by Toltec at \$24,240 and finally households in the Downtown neighborhood spend \$19,006.

Figure 12 – Potential Retail Household Spending by Neighborhood



Human Resources

Competitive economies require a workforce that has the necessary educational attainment and technical skills. Availability of a skilled labor force is widely recognized as the top site location criteria, and the key to successful economic development. Building a sustainable economy requires both educating people and ensuring that jobs are available that reward their investment in education. The local labor market and skills development are assessed in terms of workforce skill levels and production of graduates. Measuring these systems includes K-12 preparation, career technical education/skills enhancement and advancement through higher education.

K-12 Preparation

The State of Arizona adopted the Arizona's Measurement of Educational Readiness to Inform Teaching (AzMERIT) which tests for knowledge in English Language Proficiency (ELP) and Math. It is a computer based test with the goal of measuring critical thinking skills for college and career readiness. The Arizona's Instrument to Measure Standards (AIMS) is used to assess Science.

The ELP standards help measure student progress in English language proficiency and provides teachers with goals to help focus instruction. The Arizona ELP Standards help students gain the language knowledge needed to meet the language demands and complexity of math, science, and social studies.

Arizona has a school accountability system, which was adopted in 2011, and schools get a grade A-F. This tool is designed to help schools improve and to identify which schools are in need of support. The system

quantitatively measures student proficiency and annual growth. The letter grade is based on a range of measures including:

- Proficiency in English Language Arts, Math and Science
- Growth in English Language Arts and Math
- Graduation Rate
- Acceleration and Readiness Measures
- College and Career Readiness Indicators

The letter grading is provided annually for each school. The meaning of what each grade means is as follows:

A – Excellent

B – Highly Performing

C – Performing

D – Minimally Performing

F – Failing

Table 12 provides a comparison of education achievement scores of schools located in the Eloy region against Pinal County and Arizona. The school district is noted, followed by the school within the district, and the grade level of students that take the test. Eloy students perform at a much lower rate in all knowledge areas. Overall, Toltec Elementary students are performing better in math and science than students in other schools in the region, and this school received a letter grade of “C” for performance. Eloy Elementary and Santa Cruz Valley Union High School both received letter grade of “D” and have lower test scores overall.

Table 12 – AzMerit and Science AIMS Test Scores, FY2018

	% Passing ELA	% Passing Math	% Passing Science	School Grade
State Score (All Schools)	41	41	51	n/a
Pinal County Score (All Schools)	33	32	40	n/a
Eloy Elementary School District:				
Eloy Intermediate School (grades 3-5)	17	16	21	D
Eloy Junior High School (grades 6-8)	22	24	32	B
Toltec School District:				
Toltec Elementary School (grades 3-8)	21	25	36	C
Casa Grande Union High School District:				
Casa Grande Union High School (grades 9-11)	27	19	21	C
Santa Cruz Valley Union High School District:				
Santa Cruz Center for Success (grades 9-11)	*	8	*	n/a
Santa Cruz Valley Union High School (grades 9-11)	19	11	18	D

Source: Arizona Department of Education

Table Notes:

The grades noted after each school signify the grade level of students that take the test

ELA stands for English Language Arts

All schools includes district and charter

Science percentage for Pinal County is a weighted average of all test takers

The asterisk signifies not enough test takers to disclose

Career Technical Education

The Central Arizona Valley Institute of Technology (CAVIT) works in partnership with 13 public schools in Pinal County, including Casa Grande Union High School, where 11th and 12th grade students can begin preparing for higher wage jobs while attending high school.

CAVIT offers eight programs, some of which qualify for dual enrollment through CAC, Eastern Arizona College, or Pima Community College. The number of programs offering dual enrollment may change each year depending upon teacher and course approval. The eight CAVIT program areas are listed below, and those programs that offer dual enrollment in 2019 are marked with an asterisk.

- Cosmetology
- Dental Assistant
- Fire Science*
- Law Enforcement
- Massage Therapy*
- Medical Assistant*
- Nursing Assistant
- Veterinary Assistant*

Career Technical Education (CTE) programs provide students with the ability to earn industry certification, college credit and internship opportunities. Often these programs are supported by business and industry, equipping students with relevant skills and working industry knowledge, propelling them in their future careers and higher learning endeavors.

Higher Education

Central Arizona College (CAC) serves the population in Pinal County. The main campus is in Coolidge, with six satellite campuses located throughout the county. In addition, CAC has a location for workforce development which is also the home to the Small Business Development Center (SBDC). At this location the services offered include computer lab and academic testing.

CAC provides degrees and certificates in a wide variety of programs ranging from accounting to visual and performing arts. There are several certificate programs geared towards manufacturing, logistics and supply chain, and computer programming and computer technology. In addition CAC offers Associate of Applied Science degree in Manufacturing Engineering Technology, Nanofabrication, Business, Diesel Technology, Welding Technology, Computer Programming, and Computer Business Applications.

Transitioning from CAC to a four year university is made possible through credit transfers which are allowed by Arizona's three public universities, as well as several public and private non-profit institutions. Northern Arizona University has a satellite campus at CAC and offers undergraduate degrees in special and elementary education, industrial leadership, public administration and nursing. In addition Arizona State University and the University of Arizona have pathway agreements in place with the community colleges for some programs.

Infrastructure

Water

The City of Eloy provides domestic water service and fire protection water to approximately 11,000 residential and non-residential customers. The City of Eloy is the water provider for all five (5) priority sites assessed, including two (2) pressure zones with three active wells with a limited network of tanks and booster facilities. There are three (3), 1 MGD storage tanks interconnected with boosters and transmission mains. The city has a suitable supply of water resources on hand (deep groundwater wells supplemented with nominal CAP water).

Wastewater

The City of Eloy is the wastewater operator, including the five (5) priority assessment sites. Due to the large municipal limits of 114 square miles, the city is divided into nine (9) sub basins. Area 1 covers the most developed areas of the city and is the location of the sole wastewater treatment plant (WWTP) facility. The existing WWTP has a design capacity of 2 MGD and is currently experiencing approximately 0.5 MGD flows daily. There are a series of gravity mains, pressure mains and lift stations that comprise the existing wastewater system.

Electric

Arizona Public Service (APS) is the electric provider for the majority of the Eloy municipal limits, including all five (5) priority assessment sites. Generally speaking, APS has suitable infrastructure and capacity to serve Eloy's future growth. Capacity expansions and line extensions will be necessary to accommodate future growth. As proprietary information, APS will not reveal the operational characteristics of its systems, but has noted that they are well positioned to serve Eloy's employment growth areas and each site is assessed on a case by case basis according to its individual electric load needs.

Gas

Southwest Gas is the area provider of natural gas utilities. Similar to APS, proprietary system infrastructure location and performance metrics are unavailable, but generally speaking, Southwest Gas' infrastructure in the Eloy is well-positioned to accommodate Eloy's future growth.

Fiber

Century Link and Airebeam LLC are the two fiber providers in the Eloy area. Neither provider offers access to their proprietary infrastructure location or operational characteristics, but both entities currently possess infrastructure in Eloy and have demonstrated a desire and willingness to expand their systems with continued economic development in the area.

Transportation

Railroad: Union Pacific's east-west line – traveling the width of the state from Yuma to San Simon – is part of the railroad's Sunset Route, a 760-mile corridor between Los Angeles and El Paso. An important north-south line connects the border crossing at Nogales to the Sunset Route, allowing cross-border traffic to access that major thoroughfare.

Aviation: Eloy has three options for commercial passenger service including Sky Harbor International Airport, which is the major aviation hub of the Phoenix Metro Area is approximately a 50 minute drive to the north from Eloy. The other options are the Tucson International Airport and the Phoenix-Mesa Gateway Airport, which are within approximately a 60 minute drive time. The City of Eloy owns and operates a general aviation airport. The primary runway is 3,901 feet long by 75 feet wide and has a full parallel taxiway. According to ADOT, Eloy Municipal Airport has 17 hangars and 27 tie down spaces with 12 single-engine and 7 multi-engine based aircraft. Aircraft maintenance is available but no aircraft rental.

Transit: Although currently Eloy has no transit service, the Eloy City Council, in April 2019 accepted the Eloy Transit Feasibility Study, which identifies potential future transit routes within the City and connections to other key regional transit originations/destinations. Also in the Spring of 2019, Greyhound Lines, Inc. relocated their regional bus stop from Casa Grande to Eloy (Love's Truck Stop). Greyhound serves this location every day with two stops in each direction. The Central Arizona Regional Transit (CART) system is now evaluating how their bus system can connect with the Greyhound stops to provide the linkage of local and regional transit service.

Shovel Ready Site Analysis

As part of the Eloy Economic Development Strategic Plan, a thorough suitability assessment of existing industrial sites and infrastructure service potential to those sites was conducted. The process began with a kick off meeting with Eloy staff to preliminarily identify potential parcels of land that represented the strongest likelihood of generating near term economic development opportunities. Sites were identified that have favorable entitlements, transportation access, motivated ownership, and generally perceived as the most "shovel ready" with respect to infrastructure services and minimal physical development challenges.

After further EDAC consideration and additional discussions with Eloy staff, five (5) priority sites were short listed for further infrastructure and site suitability analysis and are identified in Figure 13 and listed in Table 13. Fact sheets which include a more in-depth infrastructure analysis for these five (5) priority sites are included in Appendix C.

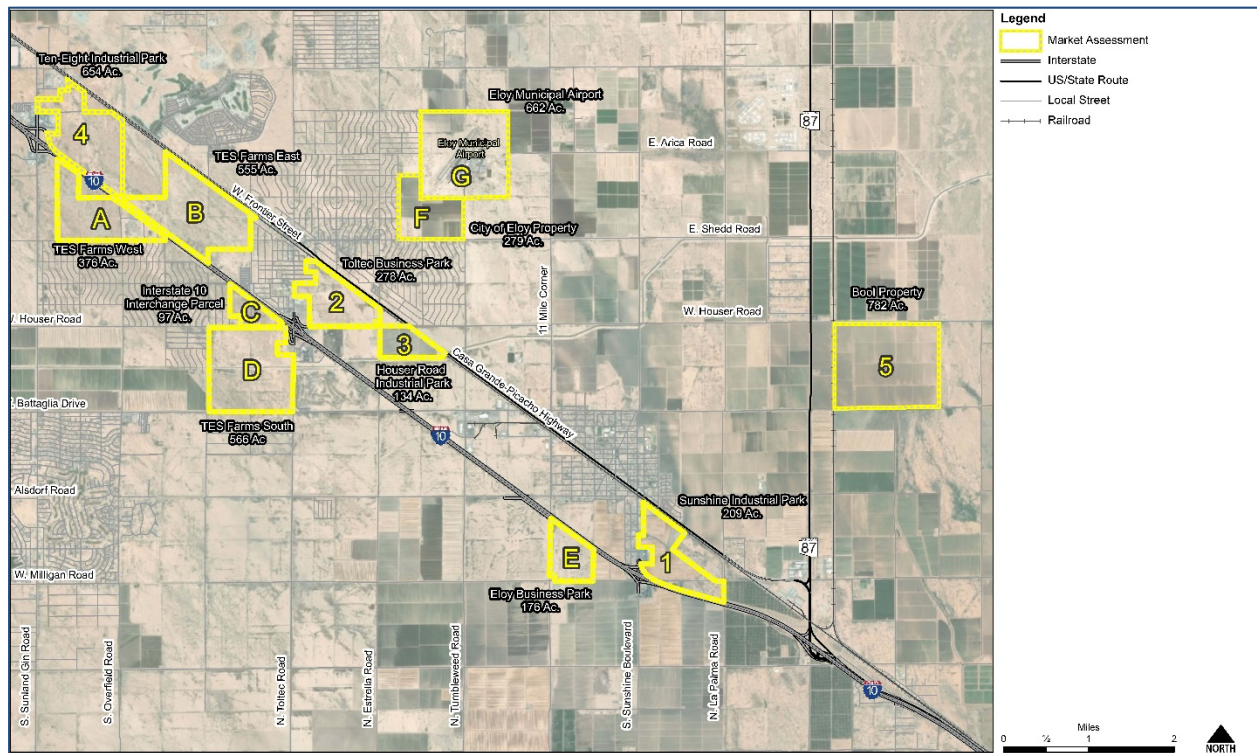
Eloy's existing water and wastewater infrastructure in proximity to the five (5) priority sites has been in place for some time, with very few modifications and/or expansions to these systems in many years. Eloy's fiscally constrained CIP budget is structured to predominately focus on modernization and repairs to the existing aged infrastructure with limited capabilities to fund expansions or extensions to the existing water and wastewater infrastructure.

Subsequent to the evaluation and analysis of existing water and wastewater infrastructure serviceability of each site, a "Cost Grade" was assigned to each site, as noted in Table 13, as a relative measurement and comparison of "shovel readiness" to each other.

- Grade of "A" indicates that existing infrastructure is adjacent to, or within very close proximity to the property, sufficient line and system capacity exists and that there are little to no physical obstacles complicating connection to the existing system.

- Grade of “B” would suggest that the existing infrastructure is in relative proximity to the parcel, but that there are physical obstructions (such as a railroad crossing) and existing line capacity may be sufficient, but that the adjacent line capacity and capacity of a downstream lift station may require additional engineering study and possible upsizing depending on final user demands on the system.
- Grade of “C” would indicate that the existing infrastructure is relatively close to the parcel, but that the infrastructure service either lacks redundancy, is found at a system dead-end and/or the infrastructure in place is inconsistent with the current Eloy utility master plan resulting in the need to upsize infrastructure and/or establish alternate solutions for the property that would be identified through more specific engineering analysis that reflect end user needs and requirements.
- Grade of “D” indicates that there is no existing infrastructure within one mile (or greater) of the parcel. As a result, significant investment in line extensions and/or system storage/capacities would be necessary or that an alternate, unique infrastructure solution tailored to the site’s end user requirements must be developed.

Figure 13 – Eloy Industrial Sites Map



A tailored approach was utilized in the evaluation of determining the “shovel readiness” of each priority site. For those priority sites that require an extension or expansion of water and wastewater infrastructure, the City staff preferred the evaluation of the connected network of existing infrastructure be completed on a case by case basis. However, this evaluation method is beyond the scope of this project. This is largely attributable to the fact that (in some cases), the existing water or wastewater infrastructure in proximity to a priority parcel is not consistent with the City’s water and wastewater master planning. More specifically, the current reliance upon pressure lines and lift stations crossing wastewater sub basin boundaries requires an evaluation of the entire pressure line/lift station network serving the parcel, or establishing an alternate infrastructure approach all-together.

Detailed information on the priority sites is provided in the following Table 13, which includes a “cost grade” and a relative measurement and comparison of “shovel readiness.”

Table 13 – Eloy Priority Sites Summary

Sunshine Industrial Park	Map Area #1
Acres	209
Zoning	I-1 – Light Industrial
Shovel Ready Status	Water: Readily serviceable with existing lines Wastewater: Existing gravity lines appear to be sufficiently sized and have capacity
Infrastructure Improvement Cost Grade:	Water: A Wastewater: A
Toltec Business Park	Map Area #2
Acres	278
Zoning	I-2 – General Industrial
Shovel Ready Status	Water: Readily serviceable with existing lines Wastewater: Extension of pressure line south and oversizing Tohono II lift station, and possible line upsizing
Infrastructure Improvement Cost Grade:	Water: A Wastewater: B
Houser Road Industrial Park	Map Area #3
Acres	134
Zoning	I-2 – General Industrial
Shovel Ready Status	Water: Serviceable with existing lines Wastewater: Pressure line extension south and likely oversizing of Tohono II lift station needed; downstream pressure line capacity analysis and possible line upsizing necessary
Infrastructure Improvement Cost Grade:	Water: A Wastewater: B
Ten-Eight Industrial Park	Map Area #4
Acres	570.2
Zoning	I-1 – Light Industrial (52 acres), and I-2 General Industrial (602 acres)
Shovel Ready Status	Water: Existing line at system dead-end, not sufficiently sized; second redundant source needed Wastewater: Located in different sub basin than existing infrastructure; pressure lines need to be upsized; likely interim pressure line solution and long-term sub basin solution needed
Infrastructure Improvement Cost Grade:	Water: C Wastewater: C
Bool Property	Map Area #5
Acres	782
Zoning	R1-43 – Mixed Use (155 acres), and Medium Density Residential (386 acres) – these are planned General Plan land uses, not existing zoning
Shovel Ready Status	No water services near the property/different pressure zone No wastewater services near the property/different sub basin
Infrastructure Improvement Cost Grade:	Water: D Wastewater: D

Targeted Sector Analysis

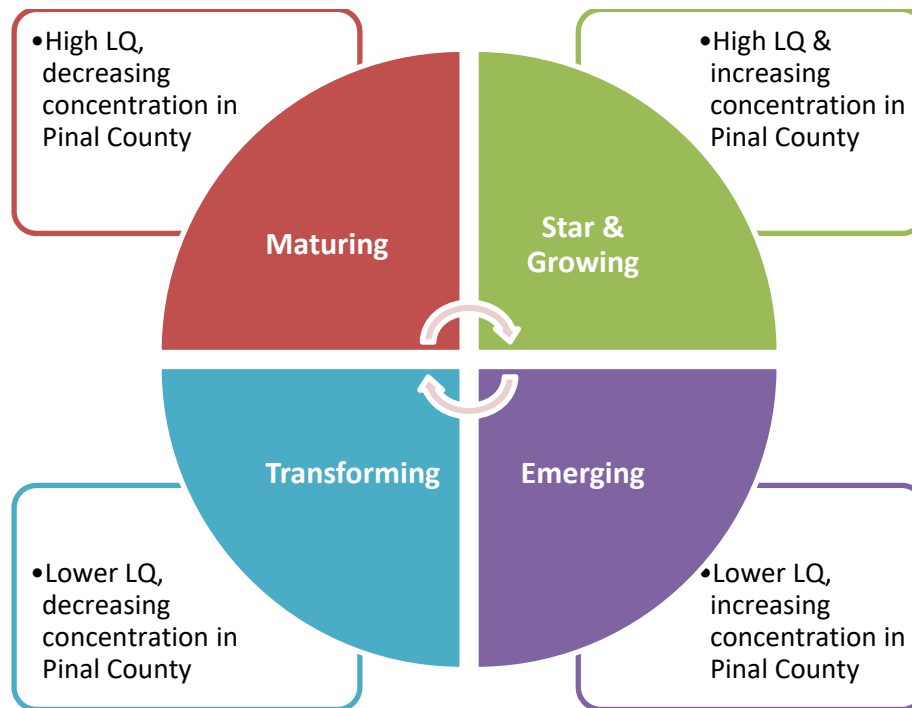
Communities across the country desire to pinpoint the industries that have the highest probability of expanding or locating in their region or community. Consequently, targeting industry sectors is a key component of an overall economic development strategy and implementation plan. This analysis helps focus the efforts of communities to ensure that they are leveraging the strengths of their market and utilizing their limited resources in the most effective manner possible.

The practice of targeting sectors and industry cluster analysis has become common practice as communities witness success in other markets, and companies experience the advantages afforded by continued concentration of industries or clusters. An industry cluster is defined as a group of business and industry, which are connected by shared interests, resources or requirements, such as supply chain, similar infrastructure or technology used in operations, and the need for a similar labor pool.

The targeted sector analysis begins with compiling business and industry IMPLAN (Impact Analysis for Planning) data for Pinal County and Arizona to gain a deeper understanding of the major industry sectors, as well as their growth, regional concentration, and their importance to the area economy. Several factors are utilized when evaluating the various industry sectors, including the relative employment concentration, known as the location quotient (LQ), the number of jobs linked to each industry sector, employment growth, and change in the LQ.

Location quotients are used to identify the relative concentration of local employment within a specific business sector. For the purpose of this analysis, the LQ for Pinal County was examined against Arizona. A total of 503 industries were examined at the six digit North American Industrial Classification System (NAICS) level. An industry with a LQ equal to 1.0 has the same share of total employment as the industry's share of Arizona's employment. If a LQ is greater than 1.0, that signifies that the industry is more concentrated within the economic region than Arizona. Likewise, if a LQ is less than 1.0, that means it is less concentrated than Arizona.

Figure 14 – Industry Sector Classification

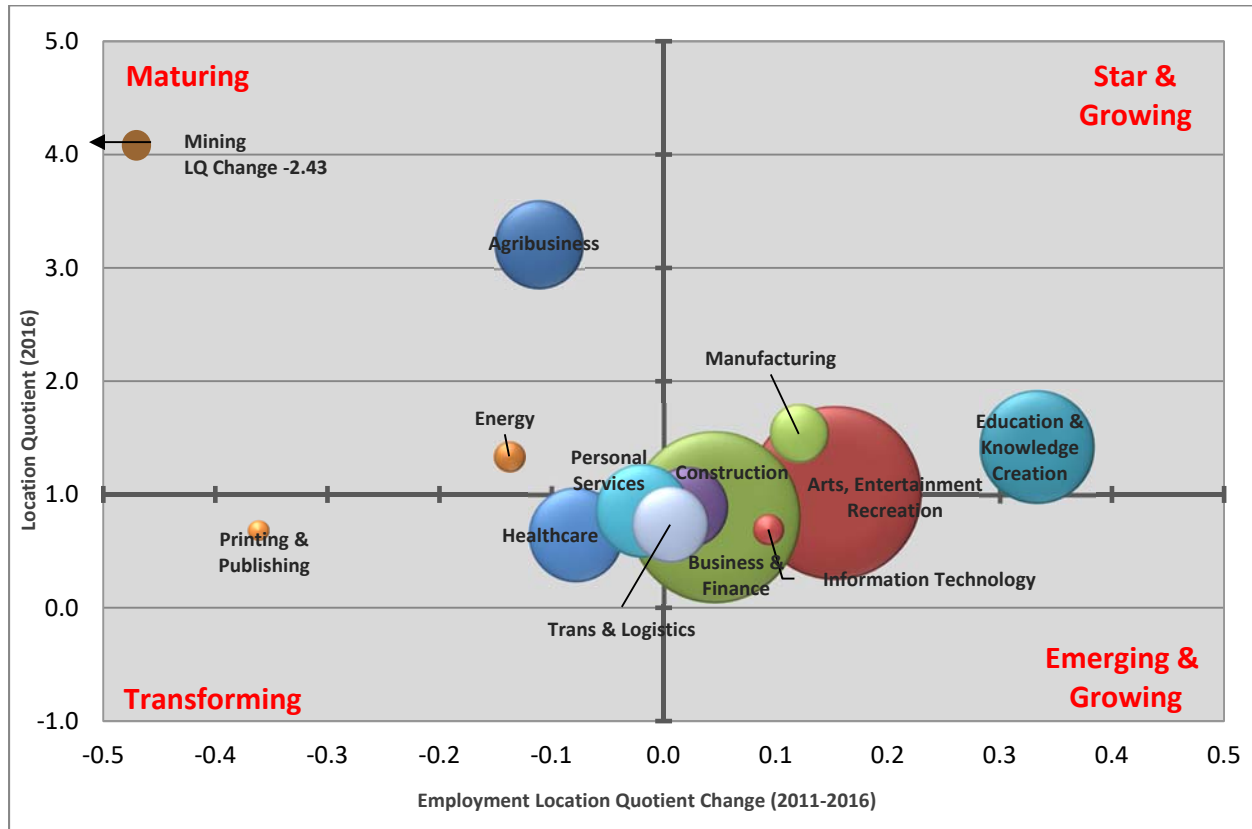


The above graphic explains the meaning of the four quadrants of the LQ, and Figure 15 illustrates the competitive strengths and weaknesses of the various sectors within Pinal County. The size of the bubble represents industry size by number of workers. The vertical axis represents the LQ which shows the relative concentration of that industry to the State as a whole. Anything 1.0 or greater reveals a greater concentration in employment than the State. The horizontal axis represents change in the LQ from 2011-2016. The industry bubbles located to the right of the vertical axis are those sectors driving the County's growth.

Results of the sector analysis described indicate the following findings for Pinal County:

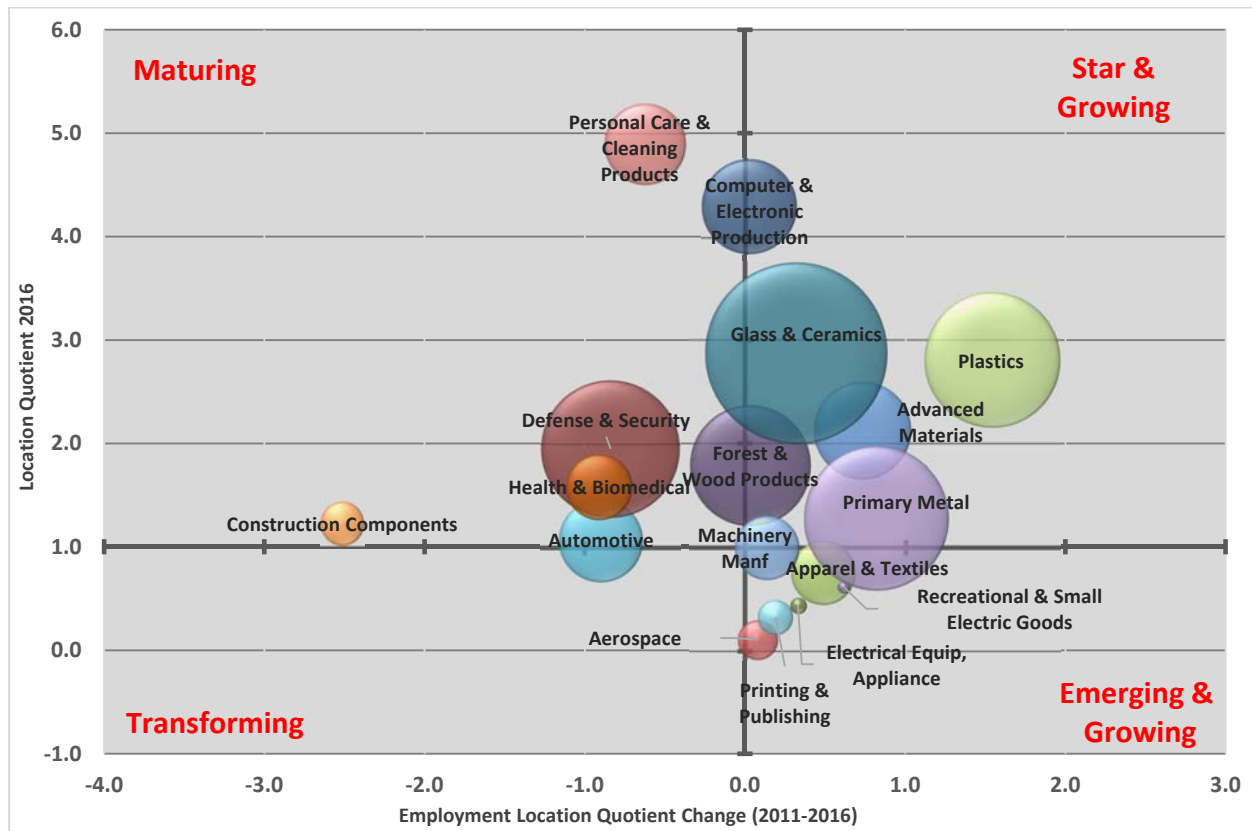
- **Stars (Upper Right Quadrant)** – Manufacturing, Education & Knowledge Creation, Arts, Entertainment, Recreation
- **Mature (Upper Left Quadrant)** – Agribusiness, Energy, and Mining
- **Transforming (Lower Left Quadrant)** – Printing & Publishing, Healthcare, Personal Services
- **Emerging (Lower Right Quadrant)** – Information Technology, Business & Finance, Construction, Transportation, Transportation & Logistics

Figure 15 – Pinal County Industry Concentration and LQ Growth, 2011-2016



Manufacturing employment experienced a 22 percent increase in Pinal County, which outpaced the state which exhibited a 3 percent gain. Further analysis of this sub cluster was prepared to understand the growing industries within the Manufacturing sub cluster. Figure 16 shows that the “stars” in Pinal County are Computer and Electronic Production, Glass and Ceramics, Plastics, Advanced Material, Primary Metals, and Forest and Wood Products.

Figure 16 – Pinal County Manufacturing Sub Cluster



Industry Short List

Utilizing the master list of all industries, a filtering approach was employed to short list industries for Eloy that meet certain criteria. Appendix D contains the master list of industries for the study area categorized within their respective industry cluster.

1. The first step was to calculate the employment growth over a five year time horizon (2011-2016) at the six digit NAICS code and delete any industries that had zero employment.
2. The second step was to calculate the location quotient for each industry against the State of Arizona and eliminate those industries that did not have a LQ greater than 1.0.
3. The last step was to identify desired industry that did not meet the criteria, yet is important to the City's economic development efforts, and include those industries within the targeted industry list, such as automobile, light truck, and motor vehicle parts manufacturing.

Based on this screening methodology, six out of fourteen industry clusters were identified as suitable for Eloy. Industries within these six clusters were further evaluated for employment growth, wages, market strength and existing presence in Eloy. Based on this additional screening, 44 industries were short listed as potential industry targets, as presented in Table 14. The list of industries selected is based on a

combination of industry growth over five years, wages, market strength in Pinal County and whether the industry currently has a presence in Eloy. An additional 10 industries were classified as “future” targets. These future targets are based on the prospect of Nikola Motors operating a major facility on Eloy’s northeastern boundary, focusing on the auto and truck industry.

Table 14 – Eloy Clusters and Industry Targets

Industry Cluster	Industry Target
Agribusiness	• Tree nut farming • Greenhouse, nursery, and floriculture production • Other animal food manufacturing • Fluid milk manufacturing • Dry, condensed, and evaporated dairy product manufacturing • Fertilizer, mixing only, manufacturing
Arts, Enter, Recreation & Visitor Industries	• Other amusement and recreation industries • Other accommodations • Full-service restaurants • Limited-service restaurants • All other food and drinking places
Business & Financial Services	• Facilities support services • Waste management and remediation services
Manufacturing	• Paperboard container manufacturing • Synthetic dye and pigment manufacturing • Other basic organic chemical manufacturing • Polish and other sanitation good manufacturing • Plastics packaging materials and un-laminated film and sheet manufacturing • Plastics pipe and pipe fitting manufacturing • Polystyrene foam product manufacturing • Plastics bottle manufacturing • Other plastics product manufacturing • Other pressed and blown glass and glassware manufacturing • Glass product manufacturing made of purchased glass • Cement manufacturing • Ready-mix concrete manufacturing • Nonferrous metal, except copper and aluminum, shaping • Secondary processing of other nonferrous • Fabricated structural metal manufacturing • Sheet metal work manufacturing • Metal tank (heavy gauge) manufacturing • Spring and wire product manufacturing • Electroplating, anodizing, and coloring metal

Table 14 – Eloy Clusters and Industry Targets (Continued)

Industry Cluster	Industry Target
Manufacturing (Continued)	• Construction machinery manufacturing • All other industrial machinery manufacturing • Power-driven hand tool manufacturing • Software and other prerecorded and record reproducing • Motor vehicle electrical and electronic equipment manufacturing • Other motor vehicle parts manufacturing • Custom architectural woodwork and millwork
Personal & Commercial Services	• Commercial and industrial machinery and equipment repair and maintenance
Transportation & Logistics	• Warehousing and storage • Rail transportation • Truck transportation

Future Industry Target

Manufacturing - Future Targets	• Automobile manufacturing • Light truck and utility vehicle manufacturing • Heavy duty truck manufacturing • Motor vehicle body manufacturing • Truck trailer manufacturing • Motor vehicle gasoline engine and engine parts manufacturing • Motor vehicle steering, suspension component (except spring), & brake systems manufacturing • Motor vehicle transmission and power train parts manufacturing • Motor vehicle seating and interior trim manufacturing • Motor vehicle metal stamping
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Occupations

To assist training providers pinpoint the skills and educational requirements required by targeted industry employers, key occupations associated with each industry cluster have been identified. Armed with this information educational providers can better align their curriculum to the needs of the industry target employers.

Table 15 – Key Occupations by Industry Cluster

Industry Cluster	Key Occupations	
Agribusiness	• General and operations managers • Marketing managers • Sales managers • Industrial production managers • Bookkeepers • Industrial Engineers • Chemists • Sales representatives	• Order fillers • Farm workers and laborers • Packaging and filling machine operators and tenders • Separating, filtering, clarifying, precipitating, and still machine setters • Operators, and tenders
Arts, Entertainment, Recreation and Visitor Industries	• Fitness trainers and aerobics instructors • Amusement and recreation attendants • Landscaping and groundskeeping workers • Waiters and waitresses	• Coaches and scouts • Receptionists and information clerks • Lifeguards and other recreational protective service workers • Recreation workers • Janitors and cleaners
Business & Financial Services	• Janitors and cleaners • Security guards • Laborers and freight, stock and refuse and recyclable material movers • Landscaping and groundskeeping • Correctional officers and jailers	• Customer service representative • Office clerks • Sales representatives • Secretaries and administrative assistants • Heavy and tractor trailer truck drivers
Manufacturing	• Assemblers and fabricators • First-line supervisors of production and operating workers • Inspectors, testers, sorters, samplers and weighers • Laborers and freight, stock, and material movers • Packaging and filling machine operators and tenders	• Welders, cutters, solderers, and brazers • Electrical, electronic and electromechanical assemblers • Sales representatives, wholesale and manufacturing • General and operations managers
Personal and Commercial Services (commercial and industrial machinery and equipment)	• Industrial machinery mechanics • Welders, cutters, solderers, and brazers • Office Clerks • First-line supervisors of mechanics, installers and repairers • Heating, air conditioning, and refrigeration mechanics and installers	• General and operations managers • Mobile heavy equipment mechanics • Machinists • Secretaries and administrative assistants • Maintenance and repair workers
Transportation & Logistics	• Heavy and tractor-trailer truck drivers • Postal service mail carriers • Light truck or delivery services drivers • Industrial truck and tractor operators • Bus drivers, school and special client	• First line supervisors • Stock clerks and order fillers • Flight attendants • Postal service mail sorters, processors, and processing machine operators • Managers of transportation and material moving machine and vehicle operators

Site Suitability Analysis

A number of site location factors are taken into consideration by business and industry as they conduct their due diligence when identifying new business locations to meet their expansion plans. The last piece of the puzzle is understanding key site location criteria of the industry clusters to determine Eloy's ability to accommodate industry requirements.

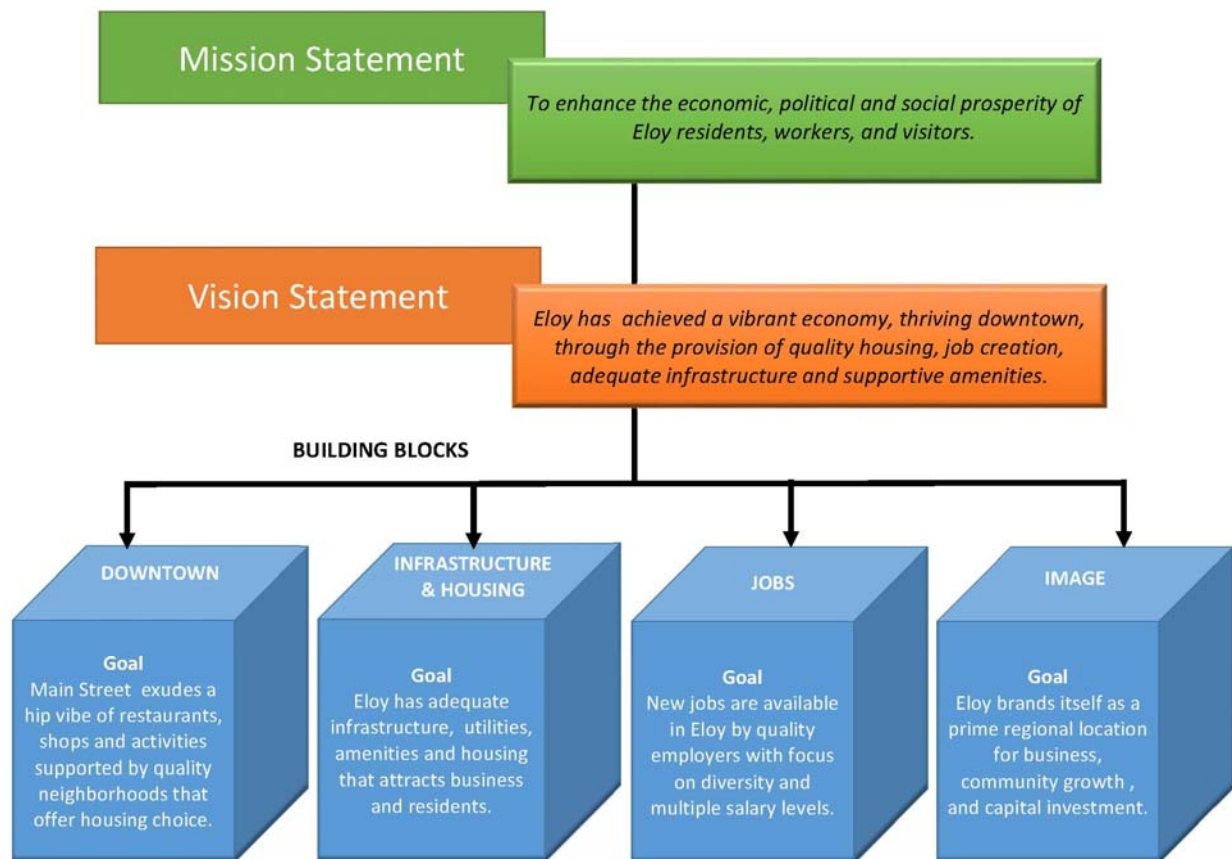
The following Table 16 is a summary of the site suitability analysis for each industry cluster. These site location factors and criteria were compiled from several resources including industry publications, internet research, and ESI Corp's institutional knowledge from past experience. Findings of the suitability analysis will help the City leverage existing assets and where appropriate, the noted deficiencies addressed in the strategic plan will help overcome the impediments.

Table 16 – Industry Cluster Site Location Criteria

Industry Cluster	Key Site Location Drivers
Agribusiness	Proximity to agricultural products and other raw inputs, favorable delivery, cost of materials, favorable wage differentials, availability of water, mature transportation infrastructure, and affordable and available electricity
Arts, Enter, Recreation & Visitor Indus	Population and household growth, median household income, diversity in dining and accommodation options, and labor supply
Business & Financial Services	High speed internet, skilled labor supply, technical labor availability, available buildings, and proximity to business amenities
Manufacturing	Availability of sites and buildings, availability of skilled labor in a variety of production occupations, a flexible and responsive training and education system, competitive labor costs, proximity to transportation networks, proximity to buyers and suppliers, affordable and available electricity, and favorable corporate tax and regulatory environment
Personal and Commercial Services	Availability of technically trained labor, career training programs, customer base, and available sites and buildings
Transportation & Logistics	Proximity to rapidly growing retail and business markets within 200 mile radius, lower operating costs, favorable wage differentials, availability of land and buildings with features such as loading docks, adequate ceiling heights, etc., proximity to highways, rail service, ports and mature multi-modal infrastructure

Strategic Plan

This strategic plan was developed in collaboration with Eloy policy makers, City staff, and economic development stakeholders. It provides the framework to improve social and economic prosperity for Eloy residents, workers and visitors. This plan recognizes the opportunities and constraints that exist for Eloy and lays out the mission of economic development, the vision for the future, and the fundamental building blocks necessary for preparation of the City to achieve economic prosperity. The plan is anchored with a mission and vision statement and articulates supporting goals under four key economic development building blocks.



Economic Development Strategy

Over the last 10 years, the City of Eloy has had modest resident population and employment growth. The downtown continues to function as the civic center for government operations and Main Street Park is the center for special events. There are several Eloy advantages that can be leveraged, including:

- Centrally located between Arizona’s two major metropolitan areas of Phoenix and Tucson
- Proximity to California and Mexico markets with overnight delivery capabilities
- Major transportation corridors that include I-10 and I-8 and Union Pacific double track railroad
- Central Arizona College as a partner and workforce provider
- Policy makers, staff and community leaders who are committed to economic development
- Several key industrial sites that could be brought to complete shovel ready status in short term
- Designated Opportunity Zones and Foreign Trade Zone

There are also challenges for the City to overcome and opportunities for the City to seize on. Eloy is in a position to change the economic trajectory of the community by leveraging its location, investing in infrastructure, paving the way for new housing development, revitalizing downtown, and rebranding the image of the community. Strategically aligning City resources to create/attract jobs that pay a wide spectrum of wages is a focus of this strategic plan.

The four building blocks noted below have supporting goals and strategies that comprise the economic development strategic plan. These key initiatives take a relatively broad view of economic development in the sense that they represent a holistic approach to improving the “product” of Eloy that in the long run will enhance job creation efforts.

BUILDING BLOCK	GOALS
DOWNTOWN	Main Street exudes a hip vibe of restaurants, shops and activities supported by quality neighborhoods that offer housing choice.
INFRASTRUCTURE & HOUSING	Eloy has adequate infrastructure, utilities, community amenities, and housing that attracts businesses and residents.
JOBS	New jobs are available in Eloy by quality employers with a focus on diversity and multiple salary levels.
IMAGE	Eloy brands itself as a prime regional location for business, community growth and capital investment.

Each building block is anchored with a goal followed by strategies and a series of tactics for implementation. Performance measures have been identified for each tactic, along with the lead and supporting organizations taking responsibility for implementation. Performance measures are also used to track progress in the achievement of the desired outcome. Identification of short term (less than 3 years) versus mid-term (more than 4 years) strategies will determine the timing for achieving desired outcomes.

To achieve success, the City of Eloy will need to align its goals and funding priorities amongst the various City departments when implementing this strategic plan. In addition, City staff will need to encourage organizations who have a role to play in the City's economic success to also prioritize their goals in alignment of the strategic plan. Finally, City staff will collaborate with its public and private sector partners throughout the region in order to carry out the actions recommended by the strategic plan.

Quarterly meetings should be held by the Economic Development Manager with the Community Development Director and City Manager. The purpose of these quarterly meetings is to review the plan, discuss progress that has been made towards implementation, establish priorities, and provide accountability for meeting the objectives of the strategy. Modifications to the plan should be considered to reflect new partners, changes in market conditions or new opportunities that arise.

The strategic plan will be managed by the Economic Development Manager in consultation with City leadership, and updates to the City Council, Eloy Planning and Zoning Commission and Downtown Advisory Commission should be done in a timely manner.

The Eloy Economic Development Strategic Plan begins on the following page, Table 17.

Table 17 – Eloy Economic Development Strategic Plan

Building Block: Downtown					
Goal - Main street exudes a hip vibe of restaurants, shops and activities supported by quality neighborhoods that offer housing choice.					
Lead and Support Legend: CM, City Manager's office; CD, Community Development; CS, Community Services; Finance, Eloy Finance Department; DAC, Downtown Advisory Commission; CofC, Chamber of Commerce; EHP, Eloy Housing Authority; CAC-SBDC) Central Arizona College-Small Business Development Council); PCFCU-Pinal County Federal Credit Union); PC-Pinal County					
Strategic Action	Tactics	Lead and Support	Timeframe		Performance Metric
			Years 1-3	Year 4 plus	
1. Prepare Downtown Master Plan and Implementation Strategy	Define land use categories and locations	CD, DAC, CoC	•		Plan completed and adopted
	Identify key vehicular access and circulation corridors from I-10 to Main Street	PW, CD	•		Completed detailed circulation plan for downtown with roadway standards, parking regulations and standard cross sections
	Identify key water, sewer, gas, electrical improvements and extensions to enhance shovel readiness/revitalization	PW, CD	•		Completed CIP for Downtown
	Establish workable downtown boundaries	CD	•		Defined area for increased city participation
2. Adopt supportive development regulations	Prepare and adopt Adaptive Reuse Ordinance	CD, DAC		•	Regulations completed and adopted
	Design Guidelines	CD, DAC		•	"
	• Signage	CD, DAC		•	"
	• Landscaping/Outdoor Spaces	CD, DAC		•	"
	• Lighting	CD, DAC		•	"
	• Materials/Massing	CD, DAC		•	"
	Prepare and adopt infill Ordinance	CD, DAC		•	"

Building Block: Downtown				
Strategic Action	Tactics	Lead and Support	Timeframe	Performance Metric
			Years 1-3	Year 4 plus
3. Aggressively Market and Manage Assets	Develop a cohesive community brand	CD, DAC	•	Design and adopt new Eloy logo
	Create one FTE staff position	CD	•	Make strategic hire
	Increase palette of event offerings	CD, DAC, CS	•	Number of new events
	Revise and administer Facade/Building Maintenance/Enhancement Grant program	CD, DAC	•	Number of buildings enhanced
	Continue to prepare for and conduct Vacant Building Tour	CD, DAC	•	Reduced vacant building rate on Main Street
	Continue to auction surplus City owned properties	CD	•	Number of properties back on the tax rolls and actively being planned/redeveloped
	Confirm direction for Dustbowl Theater/adjacent lot	CD, DAC	•	Implement council directive (renovation or demolition)
	Continue to lease and administer CORR building	CD	•	Maintained and leased for community benefit
	Assess strategic asset acquisition	CD	•	Amount of square feet owned or managed by City in downtown
	Finalize design and construct the approved Arcade Renovation program for Main Street	CD, DAC	•	Number of building facades renovated
	Approve a cohesive design and then implement Landscape Improvements on Main Street	CD	•	Total square feet of new streetscape improvements designed and constructed

Building Block: Downtown					
Strategic Action	Tactics	Lead and Support	Timeframe		Performance Metric
			Years 1-3	Year 4 plus	
4. Revitalize Main Street Park and add public landscaped areas throughout downtown	Enhance functionality and increase drought tolerant plantings	CS, CD, PW		•	Park redesigned, redeveloped and operational
	Increase additional landscaping in public areas with attention paid to drought tolerant native species	CS, CD		•	Number of established landscaped areas along Main Street and Frontier Street
	Leverage overall Eloy investment in new construction, arcade/façade, landscape and park improvements for additional special events	CD, CS, PW		•	Increased number of annual community events

Building Block: Infrastructure and Housing					
Goal - Eloy has adequate infrastructure, utilities, amenities and housing that attracts business and residents.					
Strategic Action	Tactics	Lead and Support	Timeframe	Performance Metric	
			Years 1-3	Year 4 Plus	
1. Bring top five industrial sites to shovel ready status	Develop a team approach to the development process utilizing resources of the property owner, the City of Eloy and various funding sources to accelerate targeted infrastructure development	CD	•		Increase number of shovel ready sites
	Develop an incentive program to encourage the development of off-site infrastructure	CD, Finance	•		Number of companies interested in participation
	Prepare report on the option of hiring independent grant writers to support design and construction of employment related infrastructure	CD	•		Report completed
	Use freelance grant writers to access any and all grant opportunities suited to Eloy's demographics	CD	•		Number of grants applied for and number of successful applications
	Initiate rezonings on properties with the best chance for commercial development activity	CD	•		Number of rezonings and number of interested parties post rezoning
2. Prepare and adopt an infrastructure improvements plan and complete a development impact study	Prioritize infrastructure improvement plan to support key growth areas over outward expansion	CD, PW, Finance, CM	•		Total number of commercial/industrial parcels served
	Work with City Council to adopt fees that are the most competitive in Eloy's market area.	CD, Finance, EHA	•		Council adopts lowest fees in Pinal County

Building Block: Infrastructure and Housing					
Strategic Action	Tactics	Lead and Support	Timeframe		Performance Metric
			Years 1-3	Year 4 Plus	
3. Prepare and adopt a residential attraction plan	Identify key sites best suited for residential development	CD, PW	•		Inventory complete
	Determine necessary incentives and standards necessary to attract affordable and move up housing	CM, CD	•		Increased number of housing proposed and permitted
	Initiate rezonings on properties with the best chance for residential development activity	CD	•		Number of acres immediately available for development

Building Block: Jobs				
Goal - New jobs are available in Eloy by quality employers with focus on diversity and multiple salary levels.				
Strategic Action	Tactics	Lead and Support	Timeframe	Performance Metric
			Years 1-3	Year 4 Plus
1. Implement an industrial/business recruitment program	Participate in trade shows, forums and other events to showcase and promote Eloy	CD	•	Number of events attended
	Maintain frequent communications with the real estate brokerage community	CD	•	Keep log of interactions and set up calling schedule
	Attract business amenities to support non-service/retail employers	CD	•	Number of new restaurant/service businesses
	Identify and promote realistic incentives to foster quality economic development	CM, CD, Finance	•	Preparation and maintenance of incentive options for general discussion with prospects
	Prepare a cost of doing business comparison of Eloy with key competitors and source cities	CD	•	Comparison complete with schedule for updates
2. Collaborate to retain and expand existing businesses	Continue to implement a business outreach program	CofC, CD	•	Number of businesses visited
	Establish and conduct industry roundtables	CofC, CD		Eloy industry roundtable conducted
3. Work collaboratively to create a repository of entrepreneurship information and programs	Understand and promote available micro-loan programs to support home occupations	CAC-SBDC, GWB, PCFCU	•	Inventory and list of human resources completed
	Work with local financial institutions to understand and promote Community Reinvestment Act (CRA) programs	CD, GWB, PCFCU,	•	Number of successful applications and amount of CRA attributable funding
	Investigate other federally-related Economic Development support programs	CD, Finance, USDA, FHA,		Inventory or programs and successes and list of human resources completed

Building Block: Jobs					
Strategic Action	Tactics	Lead and Support	Timeframe		Performance Metric
			Years 1-3	Year 4 Plus	
4. Work collaboratively to prepare youth for success in school and work	Support the work of Achieve Pinal Committee to create early childhood career pathways in partnership with K-12, business and higher education resources	CD, Achieve Pinal, Arizona@Work, CofC	•	•	Attend meetings and conferences as possible, have working knowledge of programs and resources
	Focus resources on youth engagement, education programs and internships	CD, Achieve Pinal, Arizona@Work, CofC	•	•	Understand local resources and provide local assistance as possible
	Continue to leverage the work led by Arizona at work, Achieve Pinal and other career initiatives	CD, Achieve Pinal, Arizona@Work, CofC	•	•	Inventory of programs and successes and list of human resources completed
5. Promote adult workforce and skill development program	Help training providers to link workforce responding to the needs of local employers	CD, Achieve Pinal, Arizona@Work, CofC	•	•	Number of successful referrals
	Utilize the findings of the Pinal County Occupational Skills survey to promote skills that benefit Eloy employers	CD, Achieve Pinal, Arizona@Work, CofC	•	•	Utilize and reference the report to enhance location opportunities
6. Attract a satellite facility for post-secondary education	Identify potential post-secondary sites	CD	•		Inventory of potential locations
	Determine the type of curriculum most in demand	CD, Arizona@Work, CofC	•		Employer needs identified and documented
	Engage with ASU, UA, CAC and other higher learning institutions to strengthen connections and resources to benefit new and existing businesses	CD	•		Have active list of resources and communicate on a regular basis

Building Block: Jobs					
Strategic Action	Tactics	Lead and Support	Timeframe	Performance Metric	
			Years 1-3	Year 4 Plus	
7. In collaboration with Skydive Arizona, support the Eloy Airport as an international skydiving center and future aviation employment center	Support and participate in national and international sky diving competitions and other events at the airport that bring attention to the City of Eloy	CD, CS, CoFC	•		Established partnership to attract and promote sky diving competitions and events, number of events held
8. Design and adopt a Municipal Airport Specific Plan	Develop long range plan for the ultimate development of the airport for aviation and aeronautical related industries or industries that rely on airport convenience and services	CD		•	Plan complete and adopted
9. Prepare and adopt an airport business plan	Integrate three primary components, one is the current utilization as a destination sky diving facility, two is the eventual transformation in to a multiple use facility and the third is the final transformation into a full service general aviation airport	CD, PW		•	Plan complete and adopted
10. Develop and implement a plan to encourage and enhance Eloy's potential to attract international employees	Work with international trade organizations such as the Arizona Mexico Commission, ACA, MAG, the Arizona Hispanic Chamber, and other trade related organizations	CD, CoFC	•		Active participation in programs encouraging trade with Mexico
11. Market and encourage vacant land purchases	Maintain site inventory of key vacant parcels with site attributes such as FTZ , O-Zones or other value added amenities Regularly communicate with site selectors and real estate brokerage houses about the benefits of an Eloy location	CD CD, CBRE, JLL, ALA, NA,	•		Inventory and marketing materials complete Include complete list of active site selectors, land owners and brokers in all mailing lists and social media mailings, present Eloy opportunities to no less than 6 firms per year.

Building Block: Jobs				
Strategic Action	Tactics	Lead and Support	Timeframe	Performance Metric
			Years 1-3	Year 4 Plus
12. Attract a full service hotel with meeting, conference and food service	Identify potential locations	CD	•	Complete inventory of appropriate sites
	Conduct a market feasibility study	CD		Feasibility analysis complete
	Develop relationships with hotel developers and site selectors	CD		New hotel complex located in Eloy
13. Promote Eloy as a location for shooting film and video production	Prepare and see through adoption of a commercial film ordinance to encourage and support filming in Eloy	CD		Ordinance adopted, marketed and on file with the Film office at the ACA
	Create film sites photo library	CD		Inventory complete and on file with the Film office at the ACA
	Annually prepare tour for the ACA film office and film site selectors	CD		Tour scheduled and completed
	Provide assistance with scouting sites and support industries i.e. construction, catering etc.	CD		Complete list of supporting industries including incentives or deals provided by Eloy hotels, restaurant, etc.
	Act as liaison to government agencies and individual property owners to coordinate film industry needs	CD		Successful attraction of at least one film or other media production

Building Block: Jobs					
Strategic Action	Tactics	Lead and Support	Timeframe		Performance Metric
			Years 1-3	Year 4 Plus	
14. Encourage a County wide approach to a full service Economic development agency to provide leads and research to Pinal County economic development agencies	Support and participate in discussions to increase competitiveness with areas of the state with existing regional agencies	CM, CD		•	County-wide program adopted providing leads and research services
	Support efforts of the County to provide national marketing services resulting in direct acquisition of leads suited for Pinal County communities	CM, CD, PC		•	"
	Support efforts of the County to provide research necessary to attract and encourage new investment in Pinal County	CM, CD, PC		•	"
15. Position the Eloy Airport as a long-term asset for aviation and aeronautical related employment	Update airport master plan	PW, CD, CM		•	Update complete
	Expand the supply the supply of T-Hangars	PW, CM	•		Number of T-Hangars added
	Pursue grants for key airport expansion projects and improvements	PW, Finance		•	Potential grants identified, application complete and funding secured
	Provide direct collector street connection between Downtown and Airport	PW, CD,		•	New street designed and constructed

Building Block: Image				
Goal - Eloy brands itself as a prime regional location for business, community growth and capital investment				
Strategic Action	Tactics	Lead and Support	Timeframe	Performance Metric
			Years 1-3	Year 4 Plus
1. Develop and implement an updated Eloy brand and image	Conduct series of branding exercises to align Eloy with a common vision	CM, CD	•	Branding, image and logo complete and implemented
	Implement a marketing strategy to embed the brand in all market strategies and product development programs	CM, CD	•	All marketing materials updated
2. Develop an ongoing marketing plan that promotes and image and opportunities in Eloy	Adopt new logo and tagline, rebrand all related Eloy City materials	CM, CD	•	All marketing materials updated
	Continually update Eloy economic development marketing brochure	CD	•	All marketing materials kept recent applicable in print and electronic format
	Utilize existing 1-10 billboards to tell Eloy story	CM, CD	•	At least two billboards utilized to tell Eloy story to interstate travelers
	Continue and expand the Eloy Opportunity newsletter to a monthly or bi-weekly output	CD, CofC	•	Newsletter monthly with special editions throughout the year to mark location announcements, adoption of new economic
	Establish robust Eloy economic development specific website	CD	•	Eloy economic development website active
	Aggressively integrate social media into Eloy's economic development marketing mix	CD	•	Eloy has a presence on LinkedIn to support economic development efforts

Building Block: Image				
Strategic Action	Tactics	Lead and Support	Timeframe	Performance Metric
			Years 1-3	Year 4 Plus
3. Expand the community beautification programs relating to commercial and residential maintenance, clean up, fight blight, recycling etc.	Work with ADOT in visually enhance I-10 overpasses, interchanges and signage	CM, CD, CofC		Number of faces of improved interchanges in Eloy
	Implement ROW streetscape beautification projects	CD, PW, CS		Main Street landscape plan implemented
	Institute neighborhood and commercial beautification awards program	CD, PW, CS		Program instituted and awarded annually
	Continue Eloy "Operation Clean-Up"	CD		Number of pounds of material collected and disposed of annually
	Continue "adopt a street" clean up program	CD, CofC		Event held twice annually with continued increase in participation
4. Develop community art program	Continue aggressive code compliance program	CD		Second code compliance officer hired, number of inquiry's and
	Encourage public art through creative landscaping, public sculpture, murals etc.	CD, CofC		Square feet of public art designed and installed
	Establish public art and community beautification advisory commission	CM, CD, CofC		AAC established with adopted goal and mission statements completed
5. Promote Eloy "Quality of Life"	Implement an active social media program for "bragging stories" highlighting commercial, residential and personal success stories	CM, CD		Weekly social media presence, Facebook, LinkedIn etc.
6. Design and implement wayfinding signage for key city destinations	Include all City signage as part of the rebranding and logo design package	CD		Signage standards adopted and new signs installed
	Encourage ADOT to include Eloy freeway wayfinding signage	CD		Number of wayfinding signs in ADOT right of way

Appendix A – City of Eloy Community Assessment

Eloy Community Assessment

STRENGTHS

Assets

- Centrally located between the two metro areas of Phoenix and Tucson
- Proximity to California and Mexico
- Rail and major transportation corridors (I-10 and I-8)
- Direct access off of I-10
- Proximity to Sky Harbor International Airport
- Central Arizona Irrigation and Drainage District (CAIDD), water rights and availability of water
- New City Hall
- Eloy Recreation Center
- Central Park and Veteran's Park
- Eloy Visitor's Center
- Proximity to Central Arizona College
- Weather conditions and airspace conducive for sky diving
- Robson Ranch
- Workforce within a larger labor shed
- Eloy Airport
- Internationally known SkyDive Arizona
- Picacho Mountain and Newman Peak Trail

Downtown

- Existing downtown business
- New businesses opening in downtown
 - *Restaurant at Pinal Hispanic Council building*
 - *New restaurant planning to open in old Sonic building*
 - *New doctor office and potential re-use of bank building as Urgent Care center*
 - *Pinal Credit Union opening inside City Hall*
 - *Expansion of Eloy HeadStart*
- Concentration of education and civic uses in downtown
- Ample downtown parking
- Festivals and events in downtown that draw people
- Wide streets, beautiful park and places to sit

Culture and History

- Family oriented with deep family cultural roots
- Small town atmosphere – "Everyone knows everyone"
- Known for the Eloy water tower
- Diverse population base

Leadership

- Talented and experienced staff
- Council committed to embracing change
- Eloy Downtown Advisory Commission
- City investments
- Pinal County Economic Development marketing efforts

---Continued on Next Page---

Eloy Community Assessment

WEAKNESSES/CHALLENGES

Workforce and Education

- Shallow labor pool and lack of a skilled workforce
- Reputation of the education system, which is not performing as high as others
- Lower levels of educational attainment
- High school boundaries divide Casa Grande and Eloy
- Substance abuse and behavioral health
- School children that live in poverty don't have access to the internet so they can't utilize technology outside of the school

Planning and Community Development

- Infrastructure is limited
- City's ability to pay for infrastructure improvements
- Lack of workforce housing and existing housing is not desirable; poor variety of housing options and price range
- Internet service is poor
- Roads are tired and worn and costly to repair
- Areas along the Santa Cruz River are in the flood zone
- Image of the community and perception that there is a lot of crime

Downtown

- There is little reason to go downtown – lack of downtown type businesses
- Theater is an eyesore and cost to repair greater than the potential return
- Robson Ranch is not connected to downtown
- Buildings in need of repair, boarded up buildings, and the overall visual appearance
- Lacking public amenities – (trash receptacles, benches, bike racks, etc.)
- Downtown is very linear and doesn't encourage walkability
- Frontier Street, which is the window to downtown, needs improvement
- Getting business on Main street that can survive
- Residential mixed in with business
- Rehab of older buildings is expensive with a lot of regulations

Economic Development

- Eloy has not been consistent with marketing
- Job opportunities are severely limited, especially for young adults
- Most retail is outside of Eloy
- Limited disposable income and retail potential
- Overall property tax rate is high
- Lack of amenities for business such as hotels, restaurants and services
- Lack of amenities for residents such as theater, roller rink, bowling alley and restaurants
- Absence of smaller 5-10 acre lots for business
- Lack of infrastructure and shovel ready sites
- Land owners are not developers and lack the sophistication to get deals done

Leadership and Collaboration

- Lack of regional cooperation or collaboration between the cities and county
- Lack of a regional entity to effectively market the region
- Poor working relationship with SkyDive Arizona

Social

- Community resistant to change and keeping the City from moving forward
- People are leaving and the next generation is not moving to Eloy

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Eloy Community Assessment

OPPORTUNITIES

Workforce and Education

- Tie skill training to targeted industry
- Work with the schools to develop career pathways that are meaningful to the local economy
- Continue to engage with CAC
- Organize a career day/Job Fair
- Innovative leader as next school superintendent
- Utilization of business mentors and Internship programs between ACA and local business
- Create apprenticeship programs and expand Central Arizona Valley Institute of Technology (CAVIT) programs
- Lack of transportation during the summer for students to access programs
- Creation of a teen center
- Engage high school seniors who can be the future leaders of the community

Marketing & Promotion

- Find a niche and create a new image for the community
- Develop a cohesive brand for downtown
- Consistent marketing of downtown's events, activities and business/entrepreneurial opportunities
- Develop a marketing program/outreach aimed at industry targets
- Enhanced website, utilization of social media and leverage Pinal County's marketing outreach
- Greater engagement of residents/neighborhoods
- Targeted industry attraction
- Outreach efforts to educate brokers, developers, consultants on Eloy
- Real estate broker outreach to market portfolio of sites along I-10 and near Nikola
- Signage off of I-10 that says Downtown Eloy
- Co-located Chamber of Commerce and Visitor Center
- Greater promotion of Eloy to visitors with new brochure, website and social media outreach

Downtown

- Improve the overall appearance/aesthetics/signage of downtown
- Consistency in tree trimming and removing weeds and trash
- New tenant/use for the old drug store building/property (Teen Center; Mercado)
- Restoration/repurpose of the old Dust Bowl Theater
- Downtown farmers/craft market
- Façade Improvement program
- Eloy Main Street Arcade Renovation Project
- Adaptive reuse of City owned buildings
- Development of vacant buildings and lots
- Need to stimulate more traffic flow to downtown with Main Street better aligned to Sunshine Blvd
- Increase the events, festivals, activities and other programming for downtown
- Engage the private sector and non-profits
- Foster the development/attraction of small shops that can be sustained by the existing population
- Become a destination known for something i.e. arts, antiques, culinary, etc.
- Adapt a vacant building into a food hall and/or merchant mall by creating slots for vendors
- Prepare a downtown master plan

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Eloy Community Assessment

OPPORTUNITIES (CONTINUED)

Economic Development

- More dining and entertainment options, such as restaurants and movie theater
- Identify/create incentives aimed at industry targets and small business
- Work with economic partners and identify and attract the electric vehicle supply chain for Nikola and Lucid Motors
- Become the economic corridor for electric and autonomous vehicles (auto, truck and farm equipment)
- Target light manufacturing/assembly; warehousing/distribution; engine maintenance and repair; parachute harnesses, rigging, equipment testing and other aviation business related to the airport; agri-business/value added agriculture
- Need business and job growth off of Sunshine Boulevard and I-10
- Develop a Skydive Hall of Fame
- Attract more freeway related business along I-10
- Develop an incubator or co-working space
- Leverage the FTZ and Opportunity Zone designations
- Tie tourism to extreme sports such as BMX tracks, desert scramble, skydiving, etc. and outdoor recreation such as hiking and biking
- Attract a developer to City owned land
- Attract higher end lodging
- Be proactive and visible with the Governor's Office, ACA, GPEC, Pinal County, and PAEG
- Build and leverage the relationship with SkyDive Arizona
- Agriculture and food development?
- Utilization of SBDC services including one-on-one counseling, workshops and business training
- Collaboration with the Chamber of Commerce on business retention activities

Community and Infrastructure Development

- Housing development to attract a workforce
- City owned lots that can be sold to developers for housing
- Downtown revitalization and redevelopment
- Leverage the future North-South Corridor to accommodate employment
- Synchronize the strategic actions of the city's planning documents: economic development plan, general plan, and capital improvement plan
- Transit system connecting Eloy to Casa Grande and Coolidge
- Strategically expand water and sewer infrastructure to stimulate industrial/business park development
- Beautify the entrances to Eloy off of I-10 and make them more welcoming
- Reconstruction of the I-10/SR 87 traffic interchange and the proposed land annexation
- Invest in better broadband, which is a driving force behind the economy
- Prioritize and pursue improvements at the airport
- Invest in infrastructure at the FTZ
- Incorporate land in strategic areas like Picacho Mountains and across from Nikola
- Regional park that includes soccer, tennis courts and other ball fields
- Replacement of tie downs lost to taxiway expansion

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Eloy Community Assessment

THREATS

Physical

- Congestion on I-10
- Vacant and neglected properties
- Continual deterioration in roads and infrastructure

Social/Policies

- Underperforming schools
- Legislative policies that drove off Hispanic customers and hurt the economy
- Lack of regional cooperation
- Residents who are resistant to change
- Leaders who allow their personal beliefs to interfere with what is best for the city as a whole
- Ignoring the needs of all citizens from young to old

Economic

- Growing competition from Downtown Casa Grande's events, promotions and successes
- 70% of retail tax comes from I-10
- 75% of city's budget comes from retail tax and prison property tax
- Proposed I-11 could draw or reduce traffic off of I-10
- Electric vehicles could reduce gas tax collections
- Too much land tied up in too few owners
- Competition locally and regionally for business and labor
- Increase in gas prices
- Economic stagnation
- Negative publicity from the Eloy Detention Center
- Demise of agriculture
- Water scarcity and cost

---End---

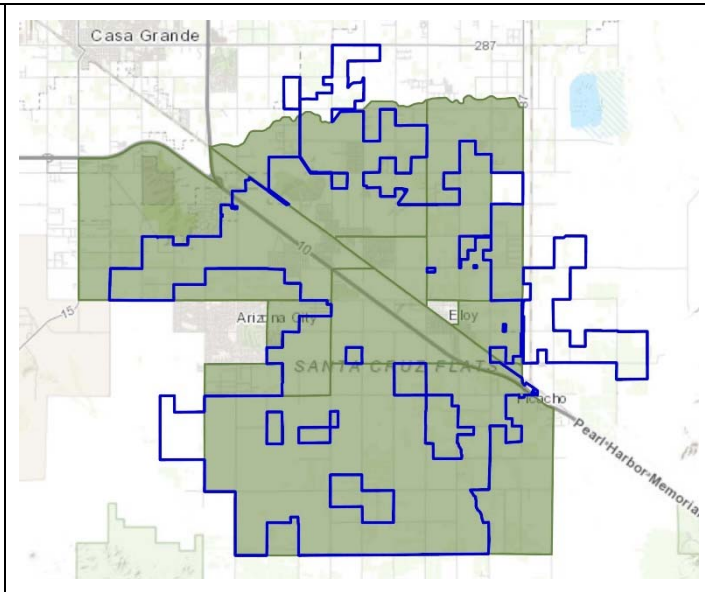
Appendix B – Eloy Block Groups

Aggregated Block Groups

Data from all sources include the incarcerated population within the figures. Given that this cohort represents nearly 50 percent of Eloy's population, some of these datasets present a distorted picture of Eloy's household population. To overcome this problem, an aggregation of Eloy block group data was compiled and analyzed for educational attainment, age by sex, and race-ethnicity. The block groups selected are presented below, and depicted in green, with City boundaries overlaid in blue. Some of the block groups extend beyond the city's boundary while some of the city's boundary extends outside of the block group boundary. It is the author's opinion that the block groups selected best represent the City of Eloy's household population.

Eloy Block Groups Used:

- 40210019001
- 40210019002
- 40210020011
- 40210020012
- 40210020021
- 40210020032
- 40210021021
- 40210021022



Appendix C – Priority Industrial Sites Fact Sheets

Market Assessment Area #1 – Sunshine Industrial Park

Site Information

209 Acres

APN:

- 411-100-17B, 411-100-23E, 411-100-23F, 411-100-21C, 411-100-17E, 411-100-21D, 411-100-190, 411-100-180, 411-100-17F, & 411-100-160 – WSI Development Sub LP

Zoning: I-1

General Plan: Light Industrial

Site Circulation

- Direct property frontage and access to Sunshine Blvd. and Milligan Rd. (675 feet of frontage) with over 4,000 feet of improved Date Street (4 lanes with center turn lane) on-site roadway access to serve internal parcels
- Adjacent to the I-10 and Sunshine Blvd. Interchange with over one mile of I-10 frontage (no vehicular access) and visibility
- Convenient regional access being adjacent to the I-10/Sunshine Rd interchange and approx. 9 miles to the I-8 and I-10 interchange
- Over 3,00 linear feet of frontage to the Union Pacific RR, sufficient for a limited rail spur design if so desired by an end user



Water, Wastewater, & Utility Considerations

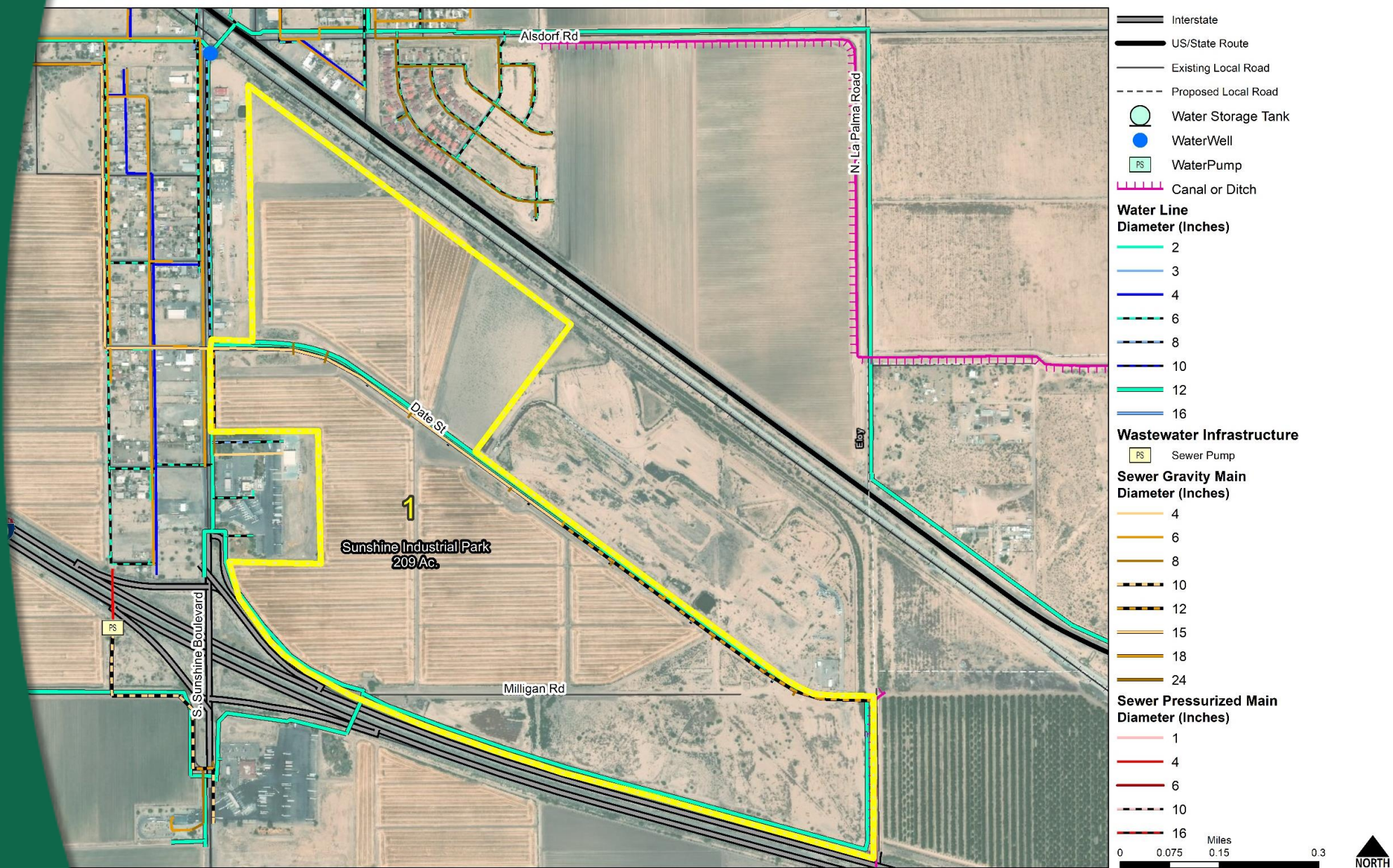
- Water: An existing looped system provided needed redundancy serving the entire property. This includes a 12" line running along the southern boundary, and another 12" line located in Date St., both connecting to existing
- Wastewater: 12" gravity line feeding into a 15" gravity line in Date St. serving entire property. 15" line feeds into 18" gravity line in Sunshine Rd.
- Electric: APS
- Gas: Southwest Gas
- Canal located along the southeast boundary.

Proximity to Public Facilities Infrastructure Needs Analysis

- | | |
|--|---|
| <ul style="list-style-type: none">• Downtown Eloy: 1/2 mile• Downtown Casa Grande: 10.5 miles• Casa Grande Medical Center: 11.5 miles<ul style="list-style-type: none">• Central Arizona College: 19 miles• Picacho Peak State Park: 15 miles | <ul style="list-style-type: none">• Ultimate water and wastewater solution TBD with City based on end user system demands. 2008 master plan guidance may or may not be utilized.• Average Daily Water Demand: 365,750 gallons• Water Infrastructure Needs: Readily serviceable with existing lines. Average and max day (peak) storage and pressure needs to be determined by end user requirements.• Average Daily Wastewater Generated: 209,000 gallons• Wastewater Infrastructure Needs: Existing series of gravity lines on site appear to be sufficiently sized and have available capacity to serve end users with typical/average use demands. |
|--|---|



Market Assessment Area #1 – Sunshine Industrial Park



Market Assessment Area #2 – Toltec Business Park

Site Information

Acreage: 278 Acres

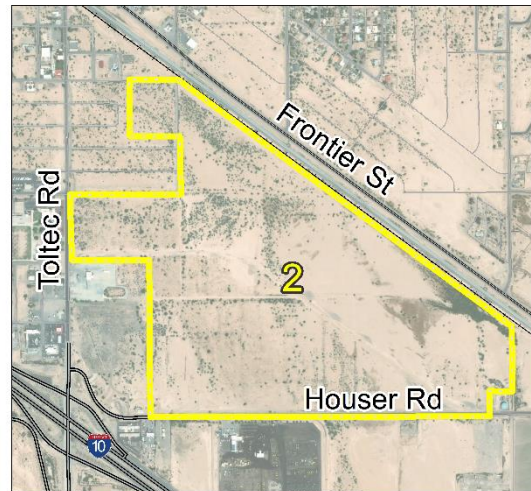
Ownership and APN:

- 404-090-040 – RUC Holding Inc.
- 404-090-23A – RUC Holding Inc.

Zoning: I-2

General Plan: General Industrial

Site Image



Site Circulation

- Direct property frontage and access to Toltec Rd. (west) with approximately 800 feet of frontage.
- Direct property frontage and access to Houser Rd. (south) with approximately 4,000 feet of frontage.
- Very convenient access for regional commerce with adjacency to the I-10 and Toltec Rd. Interchange and 4.25 miles to I-8 and I-10 interchange.
- Potential roadway access from Frontier St., but not considered necessary due to expensive grade separated crossing needed of railroad and optimum accessibility from Toltec Rd. and Houser Rd.
- Approximately 4,900 feet of Union Pacific Railroad frontage; sufficient for a rail spur design if desired by end user.

Existing Water, Wastewater, & Utilities

- Water: 16" line running completely through the property; a 12" line along Toltec Rd. and on the east property line. A water well and pump station located adjacent to the southeast corner of the property
- Wastewater: 16" pressure line located approximately 300' away, along the north side of Frontier St.
- Electric: APS
- Gas: Southwest Gas
- CAP Canal approximately 150 feet south of the property

Proximity to Public Facilities

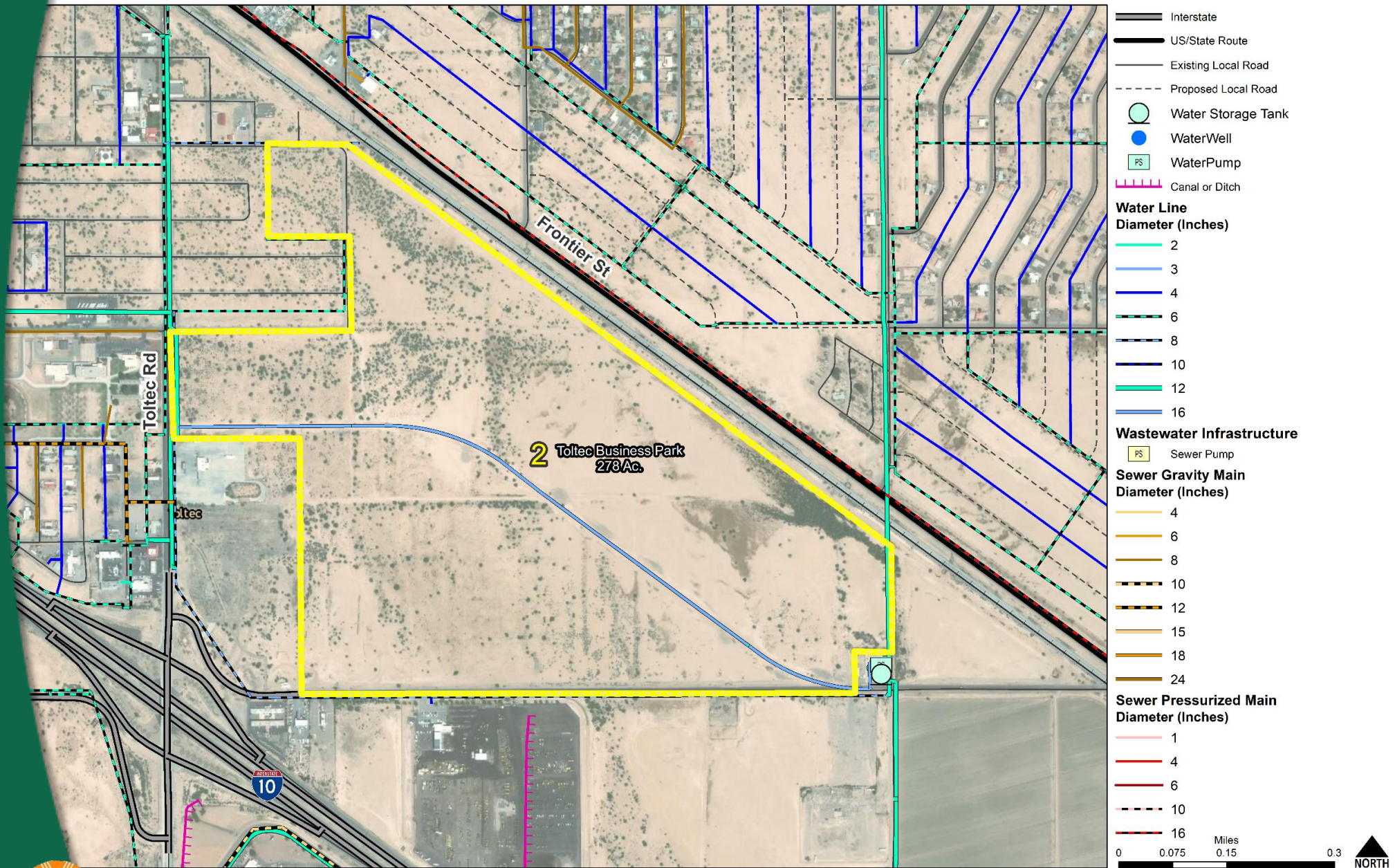
- Downtown Eloy: 4 miles
- Downtown Casa Grande 9.5 miles
- Casa Grande Medical Center: 10.5 miles
- Central Arizona College: 18 miles
- Picacho Peak State Park: 15 miles

Infrastructure Needs Analysis

- Ultimate water and wastewater solution TBD with City based on end user system demands. 2008 master plan guidance may or may not be utilized.
- Average Daily Water Demand: 486,000 gallons
- Water Infrastructure Needs: Readily serviceable with existing lines. Average and max day (peak) storage and pressure needs to be determined by end user requirements.
- Average Daily Wastewater Generated: 278,000 gallons
- Wastewater Infrastructure Needs: Pressure line extension south and likely oversizing of Tohono II lift station needed. Downstream pressure line capacity analysis and possible line upsizing necessary.



Market Assessment Area #2 – Toltec Business Park



Market Assessment Area #3 – Houser Road Industrial Park

Site Information

134 Acres

APN:

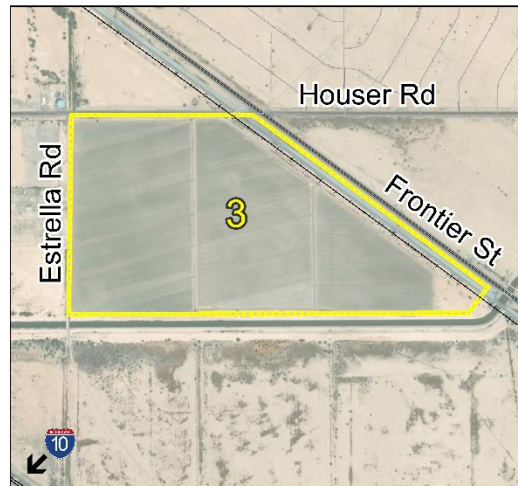
- 404-230-02C – Cotton City Industrial Park LLC

Zoning: I-2

General Plan: General Industrial

Site Circulation

- Direct property frontage and access to Houser Rd. with approximately 1,600 feet of frontage. At grade RR crossing allows access to Frontier St.
- Estrella Rd. (or Curry Rd.) contiguous to the west property line (approx. 1,900 feet of frontage) is planned as a Minor Arterial Roadway. No roadway exists today.
- Convenient regional accessibility being 1.25 miles to the I-10 and Toltec Rd. Interchange And 5.75 miles to I-8 and I-10 interchange.
- Approx. 2,775 feet of Union Pacific RR frontage which is suitable in size and alignment to establish a rail spur if desired by end user.



Existing Water, Wastewater, & Utilities

- Water: Existing 12" line running adjacent to the property along the Estrella Rd. alignment. A 16" line, water well, storage reservoir and pump station located adjacent to the northwest corner of the property.
- Wastewater: 16" pressure line located approximately 300' away, along the north side of Frontier Street. to the north. Additional 4" pressure line and a 12" gravity line located south of the property, but access obstructed by CAP canal.
- Electric: APS
- Gas: Southwest Gas
- CAP Canal just south of the property

Proximity to Public Facilities Infrastructure Needs Analysis

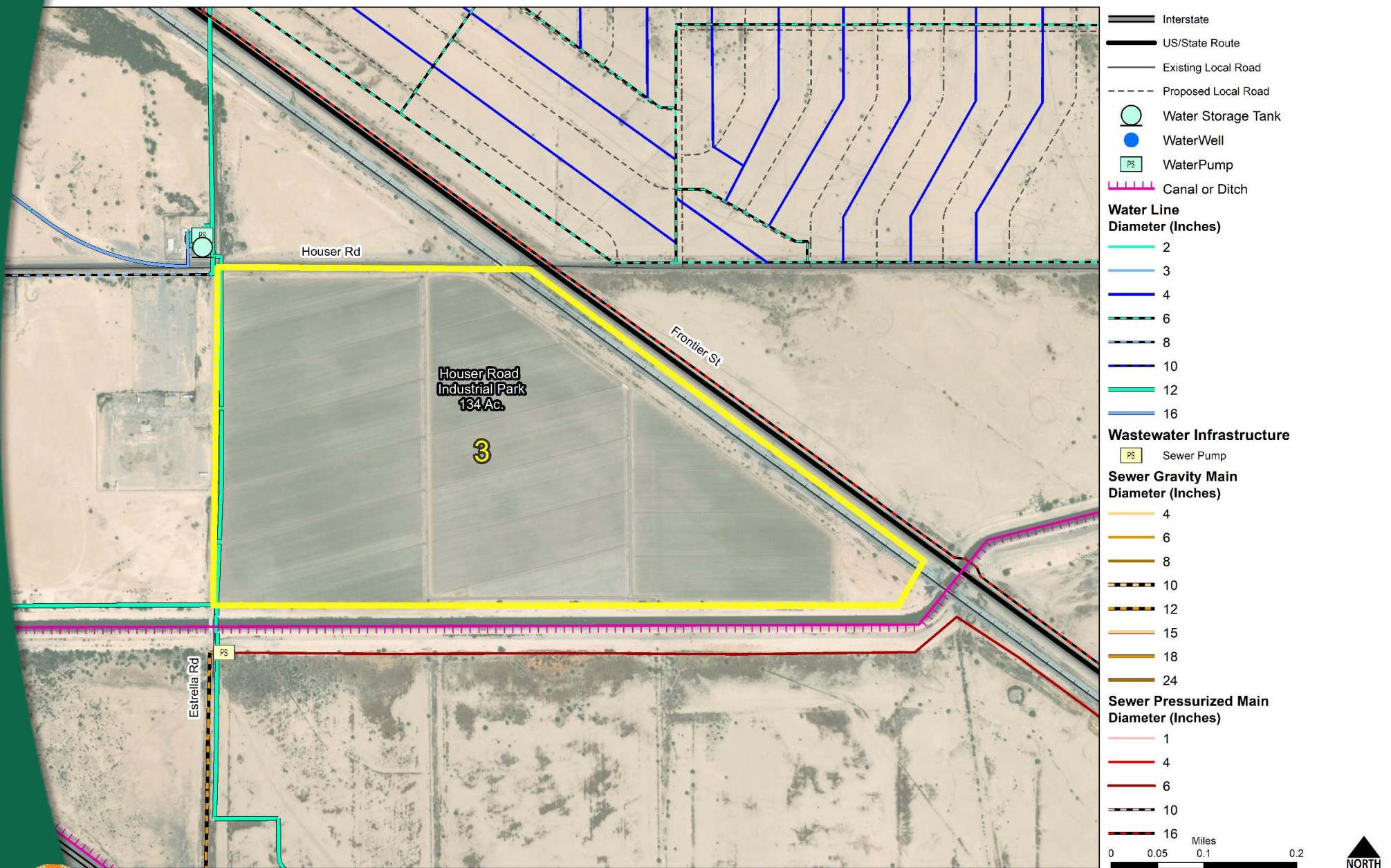
- Downtown Eloy: 3 miles
- Downtown Casa Grande: 10.5 miles
 - Casa Grande Medical Center: 11.5 miles
 - Central Arizona College: 19 miles
 - Picacho Peak State Park: 14 miles

- Ultimate water and wastewater solution TBD with City based on end user system demands. 2008 master plan guidance may or may not be utilized.
- Average Daily Water Demand: 234,500 gallons
- Water Infrastructure Needs: Serviceable with existing lines. Average and max day (peak) storage and pressure needs to be determined by end user requirements.
- Average Daily Wastewater Generated: 134,000 gallons

Wastewater Infrastructure Needs: Pressure line extension south and likely oversizing of Tohono II lift station needed. Downstream pressure line capacity analysis and possible line upsizing necessary.



Market Assessment Area #3 – Houser Road Industrial Park



Market Assessment Area #4 – Interstate 10-8 Business Park

Site Information

Acreage: 570 Acres*

Ownership and APN:

- 402-150-37d, 402-150-37b, 402-150-37k Sutton Kenneth & Cynthia
- 402-150-37m, 402-150-37j, 402-150-37q, 402-150-37t, 402-150-37u - Carroll Ned & Betty Family Trust
- 402-150-32b - Performance Capital LLC 401(K) Profit sharing Plan
- 402-150-37p, 402-150-37g, 402-150-34c, 402-150-34b, 402-150-33c, 402-150-41b, 403-020-12a, 402-150-420, 402-150-430, , 402-140-04a, 403-020-04a, 403-020-04b - Peterson Arizona Land LLC
- 403-020-130 - TES Farms

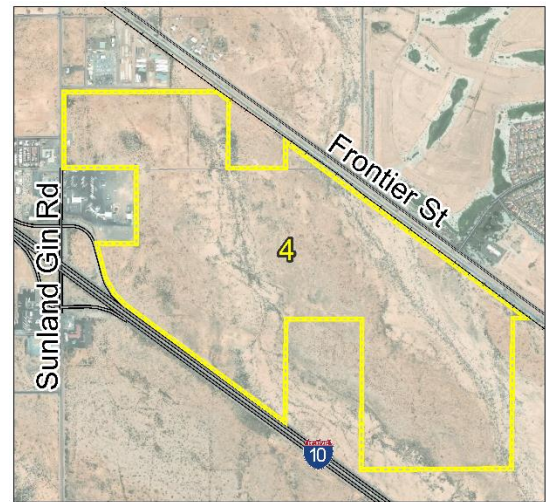
Zoning: I-1 (52 acres), I-2 (476 acres)

General Plan: CB-2 (13 acres), C1-2 (29 Acres), General Industrial (263 Acres) Light Industrial (307 acres)

Site Circulation

- Over one mile of I-10 frontage/visibility; no direct vehicular access.
- Newly acquired parcels provide direct property frontage and access to Sunland Gin Rd.
- Convenient access for regional commerce with less than ¼ mile to I-10/Sunland Gin interchange and only 1.5 miles to I-8/ I-10 interchange.
- Adjacent to the Union Pacific Railroad, but noncontiguous frontage limiting for rail spur access.

Site Image



Existing Water, Wastewater, & Utilities

- Water: 6" line along the southern property line; located near system terminus and lack of redundancy
- Wastewater: Located in Eloy sub-basin #4, existing infrastructure served from sub-basin #1. 10" pressure line at running through the property; located upstream in a system of downstream pressure lines and lift stations.
- Electric: APS
- Gas: Southwest Gas

Proximity to Public Facilities

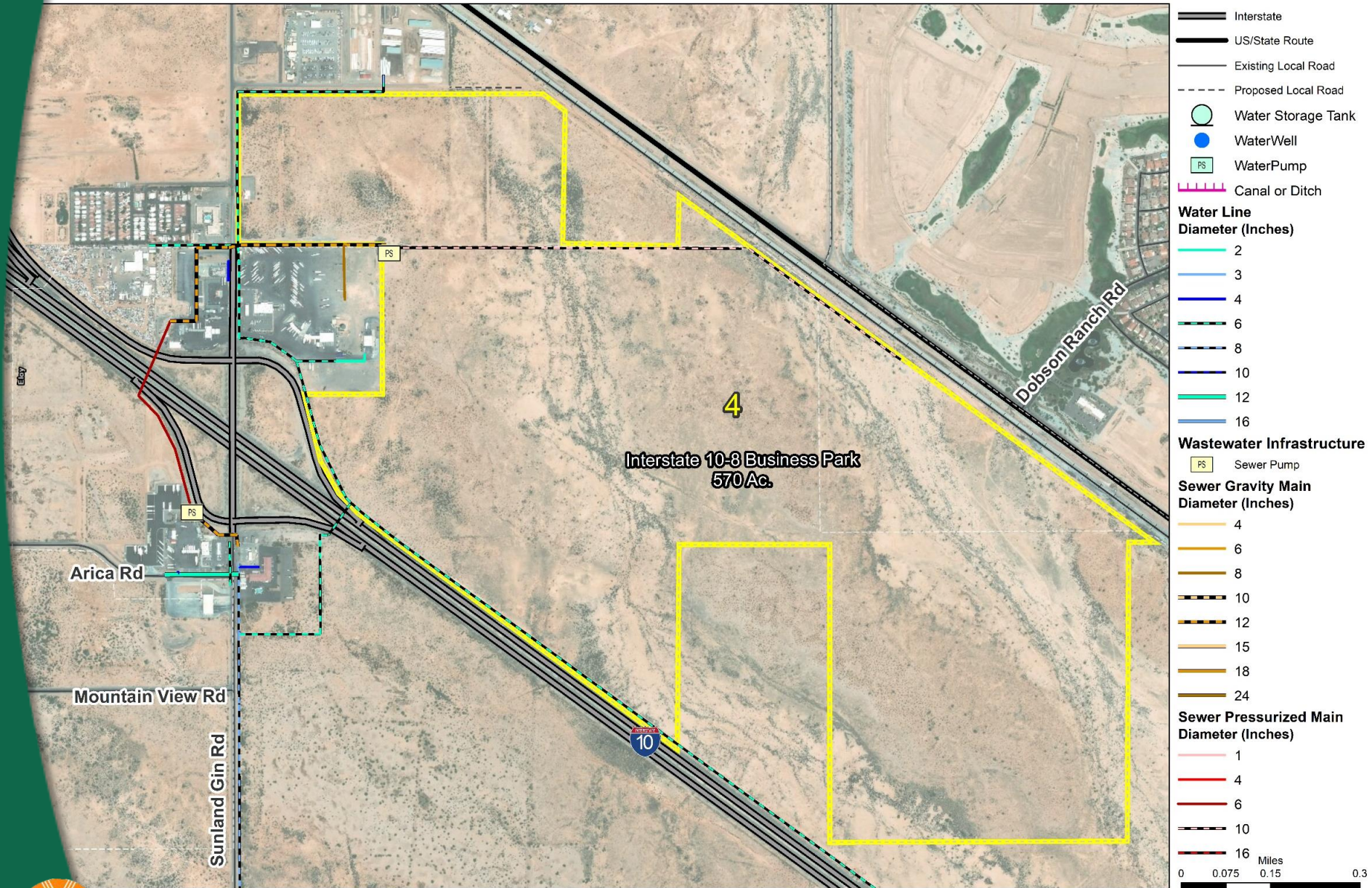
- Downtown Eloy: 10 miles
- Downtown Casa Grande 8 miles
- Casa Grande Medical Center: 7 miles
- Central Arizona College: 15 miles
- Picacho Peak State Park: 20 miles

Infrastructure Needs Analysis

- Ultimate water and wastewater solution TBD with City based on end user system demands. 2008 master plan guidance may or may not be utilized.
- Average Daily Water Demand: 654,000 gallons
- Water Infrastructure Needs: 6', dead-end line likely not sufficient for end user needs and city specifications; also lacking the redundancy of a second source. On site booster, storage and possible well necessary. Average and max day (peak) storage and pressure needs to be determined by end user requirements.
- Average Daily Wastewater Generated: 2 gallons
- Wastewater Infrastructure Needs: Likely incremental phasing of upsized line capacity and lift station capacity for near term solution. Ultimate end user demands may require alternative approach in the sub basin. Interim solution of upsizing downstream pressure lines ad lift stations is likely. Further analysis needed specific to end user system demands.



Market Assessment Area #4 – Interstate 10-8 Business Park



Market Assessment Area #5 – Bool Property

Site Information

782 Acres

APN:

- 401-540-02C, 401-540-01B, 401-540-01A, 401-550-02A & 401-550-03A – Bool Properties LP

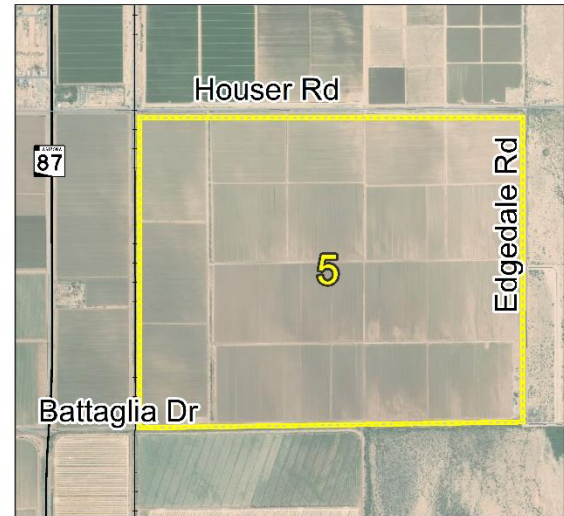
Zoning: R1-43

General Plan: Mixed Use (155 acres), Medium Density Residential (386 acres)

Site Circulation

- Approximately 1.25 miles of direct property frontage to Houser Rd (north)
- Located approximately $\frac{1}{4}$ mile from SR-87 with no frontage or access.
- Located approximately 3.5 miles to I-10 and SR-87 interchange undergoing ADOT modernization.
- Approximately one mile of Union Pacific Railroad frontage along the west property line; sufficient for a rail spur design if desired by end user.
- Multiple irrigation district service canals adjacent and upon property.

Site Image



Water, Wastewater, & Utility Considerations

- Water: No existing infrastructure near property.
- Wastewater: No existing infrastructure near property. Property located in sub basin 9 per adopted City Master Plan. Proposed WWTP located approx. $\frac{3}{4}$ mile due north of property.
- Gas: Southwest Gas Electric: APS
- CAP Canal within the property and directly adjacent to the property on the north, east and southern property lines.

Proximity to Public Facilities

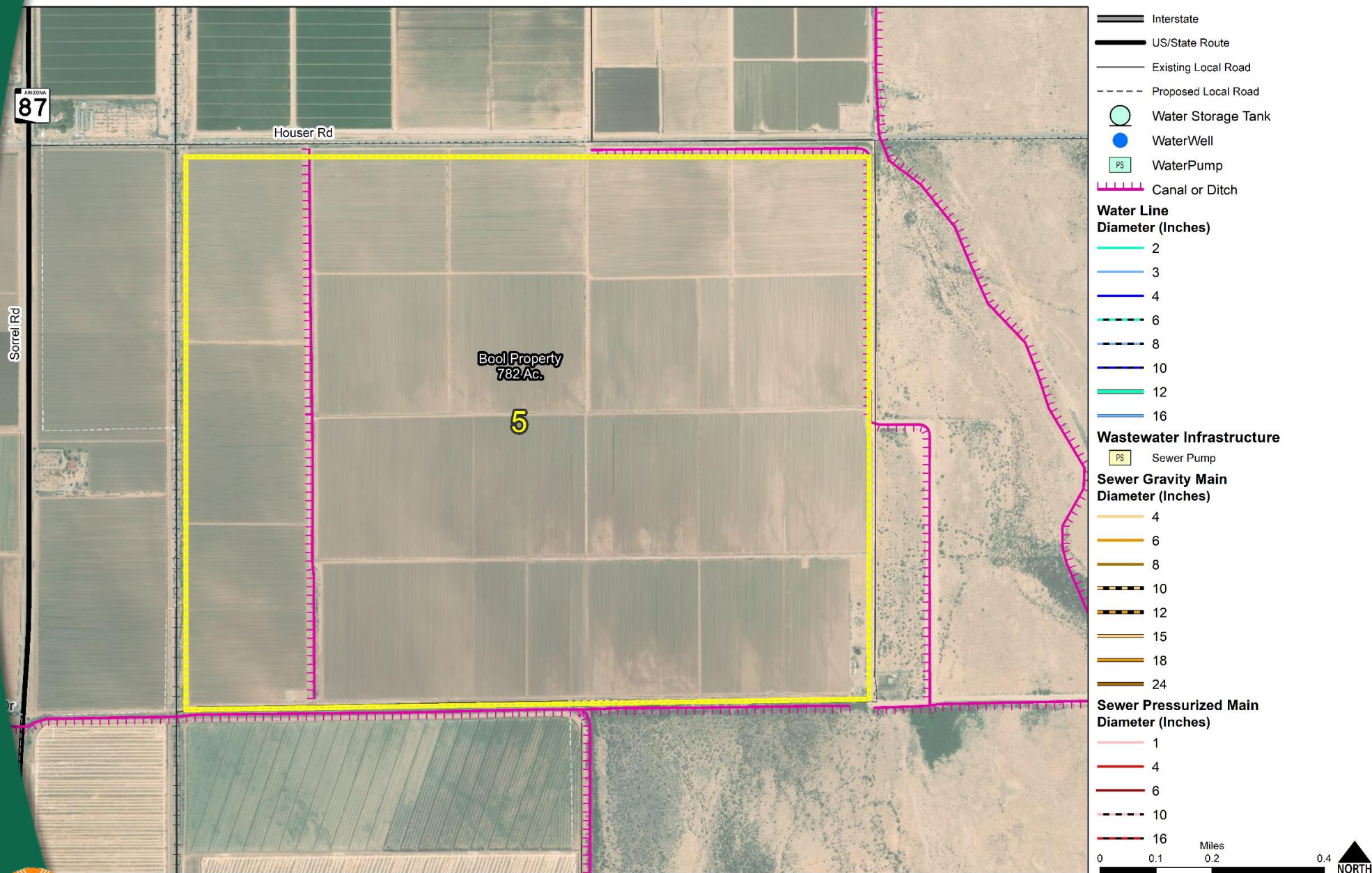
- Downtown Eloy: 3 miles
- Downtown Casa Grande: 16.5 miles
- Casa Grande Medical Center: 18 miles
 - Central Arizona College: 19 miles
 - Picacho Peak State Park: 13 miles

Infrastructure Needs Analysis

- Ultimate water and wastewater solution TBD with City based on end user system demands. 2008 master plan guidance may or may not be utilized.
- Average Daily Water Demand: 1,368,500 gallons
- Water Infrastructure Needs: Existing 12" line located approximately 2.3 miles west of property on Battaglia Dr. Parcel located outside of City water master plan limits and likely different pressure zone/service characteristics. Additional analysis of water service to this parcel is needed. Average and max day (peak) storage and pressure needs to be determined by end user requirements.
- Average Daily Wastewater Generated: 782,000 gallons
- Wastewater Infrastructure Needs: No immediate wastewater services near the property. Parcel located in different sub basin (9) than majority of existing city infrastructure (sub basin 1). Individual analysis to consider viable extension of off-site infrastructure to sub basin 1 infrastructure vs. infrastructure needed in sub basin 9 is needed. Consider Battaglia Dr. as likely alignment for future extension of sub basin 1 infrastructure and consider possible development activity to the north to complement sub basin 9 infrastructure opportunities.



Market Assessment Area #5 – Bool Property



Appendix D – Industry Cluster Analysis

Exhibit A - Eloy Industry Targets

NAICS Code	INDUSTRY NAME	Employment			Location Quotient	Industry		Presence in		Industry Target
		Growth	Average Wage			Growth	Wages	Market Strength	Eloy	
	Total Across All Sectors	20.9%	\$41,913	1.00						
	Agribusiness									
11113-6, 11119	Grain farming	-18.5%	\$66,546	4.32		Declining	High	Strong	None	
1112	Vegetable and melon farming	39.1%	\$50,775	2.78		Moderate	High	Strong	None	
111331-2, 111331	Fruit farming	215.7%	\$25,385	2.50		Very Strong	Low	Strong	None	
111335, 111336*	Tree nut farming	497.0%	\$102,637	1.61		Very Strong	High	Moderately Strong	None	Yes
1114, 1125*	Greenhouse, nursery, and floriculture production	427.7%	\$60,948	4.86		Very Strong	High	Strong	None	Yes
11192	Cotton farming	-39.1%	\$97,645	13.65		Declining	High	Very Strong	None	
11194, 111992, 111992	All other crop farming	81.9%	\$34,942	4.47		Moderate	Low	Strong	None	
11211, 11213	Beef cattle ranching & farming, including feedlots & dual-purpose ranching & farmin	-16.0%	\$162,871	2.18		Declining	High	Strong	None	
11212	Dairy cattle and milk production	5.6%	\$112,913	11.58		Moderate	High	Very Strong	None	
1133	Commercial logging	New	\$4,616	1.18		Emerging	Low	Moderately Strong	Low	
1142	Commercial hunting and trapping	3.6%	\$56,652	1.96		Moderate	High	Moderately Strong	Low	
115	Support activities for agriculture and forestry	28.4%	\$49,111	1.30		Moderate	High	Moderately Strong	Strong	Yes
311119	Other animal food manufacturing	16.8%	\$76,850	20.79		Moderate	High	Very Strong	Low	Yes
311511	Fluid milk manufacturing	182.3%	\$74,800	3.91		Strong	High	Strong	None	Yes
311514	Dry, condensed, and evaporated dairy product manufacturing	-53.1%	\$88,729	20.50		Declining	High	Very Strong	None	
311611	Animal, except poultry, slaughtering	-37.5%	\$40,086	1.32		Declining	Average	Moderately Strong	Low	
311612	Meat processed from carcasses	New	\$14,298	7.05		Emerging	Low	Very Strong	Low	
311811-2	Bread and bakery product, except frozen, manufacturing	-6.8%	\$22,916	0.96		Declining	Low	Moderately Strong	Low	
311813	Frozen cakes and other pastries manufacturing	23.0%	\$29,934	1.17		Moderate	Low	Moderately Strong	Low	
31183	Tortilla manufacturing	New	\$4,779	2.35		Emerging	Low	Strong	None	
311919	Other snack food manufacturing	-16.1%	\$61,707	9.88		Declining	High	Very Strong	None	
31213	Wineries	New	\$13,602	5.19		Emerging	Low	Very Strong	Low	
325311	Nitrogenous fertilizer manufacturing	13.5%	\$70,088	6.32		Moderate	High	Very Strong	Low	
325314	Fertilizer, mixing only, manufacturing	66.5%	\$43,914	25.43		Moderate	Average	Very Strong	None	Yes
	Arts, Enter, Recreation & Visitor Indus									
441	Motor vehicle and parts dealers	68.2%	\$41,968	0.85		Moderate	Average	Moderately Strong	Low	
444	Building material and garden equipment and supplies stores	65.8%	\$34,532	1.10		Moderate	Low	Moderately Strong	Low	
445	Food and beverage stores	22.2%	\$28,722	0.99		Moderate	Low	Moderately Strong	Moderate	
446	Health and personal care stores	20.0%	\$30,279	1.08		Moderate	Low	Moderately Strong	None	
447	Gasoline stores	44.6%	\$23,454	1.93		Moderate	Low	Moderately Strong	Very Strong	
448	Clothing and clothing accessories stores	45.4%	\$15,443	1.30		Moderate	Low	Moderately Strong	None	
452	General merchandise stores	24.0%	\$32,139	1.69		Moderate	Low	Moderately Strong	Moderate	
453	Miscellaneous store retailers	177.5%	\$9,336	1.23		Strong	Low	Moderately Strong	None	
454	Nonstore retailers	259.4%	\$2,422	1.21		Very Strong	Low	Moderately Strong	Strong	
487, 488	Scenic and sightseeing transportation and support activities for transportation	-7.2%	\$60,031	1.18		Declining	High	Moderately Strong	None	
5122	Sound recording industries	-22.6%	\$1,019	1.77		Declining	Low	Moderately Strong	Low	
7113-4	Promoters of performing arts and sports and agents for public figures	71.6%	\$14,355	1.89		Moderate	Low	Moderately Strong	None	
7115	Independent artists, writers, and performers	83.1%	\$11,956	1.82		Moderate	Low	Moderately Strong	None	
712	Museums, historical sites, zoos, and parks	63.4%	\$21,476	0.22		Moderate	Low	Moderately Strong	None	
7132	Gambling industries (except casino hotels)	-28.4%	\$19,330	0.53		Declining	Low	Moderately Strong	Low	
71391-3, 71399	Other amusement and recreation industries	34.7%	\$20,273	1.42		Moderate	Low	Moderately Strong	Strong	Yes
72119, 7212-3	Other accommodations	38.1%	\$17,451	2.68		Moderate	Low	Strong	None	Yes
722511	Full-service restaurants	32.8%	\$19,544	0.70		Moderate	Low	Moderately Strong	Strong	Yes
722513	Limited-service restaurants	45.2%	\$16,804	1.03		Moderate	Low	Moderately Strong	Strong	Yes
7223-4, 722514-5	All other food and drinking places	9.7%	\$33,094	0.76		Moderate	Low	Moderately Strong	None	Yes

Exhibit A - Eloy Industry Targets

NAICS Code	INDUSTRY NAME	Employment Growth	Average Wage	Location Quotient	Industry Growth	Wages	Market Strength	Presence in Eloy	Industry Target
	Business & Financial Services								
5242	Insurance agencies, brokerages, and related activities	11.2%	\$39,330	0.71	Moderate	Average	Moderately Strong	None	
525	Funds, trusts, and other financial vehicles	143.3%	\$27,666	1.36	Strong	Low	Moderately Strong	Moderate	
531	Real estate	9.3%	\$11,611	0.96	Moderate	Low	Moderately Strong	Moderate	
533	Lessors of nonfinancial intangible assets	68.3%	\$11,610	1.08	Moderate	Low	Moderately Strong	None	
54162-9	Environmental and other technical consulting services	83.2%	\$30,731	1.19	Moderate	Low	Moderately Strong	None	
54192	Photographic services	198.4%	\$12,723	1.56	Strong	Low	Moderately Strong	None	
54191, 54193, 54194	Marketing research & all other misc. professional, scientific, & technical services	113.9%	\$13,438	1.71	Strong	Low	Moderately Strong	None	
5611	Office administrative services	262.9%	\$22,012	0.61	Very Strong	Low	Moderately Strong	Low	
5612	Facilities support services	4.9%	\$56,200	22.42	Moderate	High	Very Strong	Very Strong	Yes
56171-2, 56174-9	Services to buildings	41.3%	\$11,329	1.09	Moderate	Low	Moderately Strong	Low	
56173	Landscape and horticultural services	9.4%	\$17,147	1.35	Moderate	Low	Moderately Strong	None	
5619	Other support services	11.6%	\$11,570	1.00	Moderate	Low	Moderately Strong	None	
562	Waste management and remediation services	145.7%	\$47,342	1.46	Strong	High	Moderately Strong	Low	Yes
	Construction								
23*	Power and communication structures	24.4%	\$64,759	1.06	Moderate	High	Moderately Strong	Low	
23*	Other residential structures	46.4%	\$73,164	1.60	Moderate	High	Moderately Strong	Moderate	
	Education								
6111	Elementary and secondary schools	128.6%	\$36,931	1.20	Strong	Average	Moderately Strong	None	
6114-7	Other educational services	8.1%	\$16,425	0.99	Moderate	Low	Moderately Strong	Strong	
0	Employment and payroll of state govt, education	New	\$52,122	0.61	Emerging	High	Moderately Strong	Moderate	
0	Employment and payroll of local govt, education	44.9%	\$53,403	1.78	Moderate	High	Moderately Strong	Very Strong	
	Energy								
211111	Natural gas & crude petroleum	85.7%	\$377	1.64	Moderate	Low	Moderately Strong	Low	
213111	Drilling oil and gas wells	71.3%	\$66,005	4.32	Moderate	High	Strong	None	
213113, 213115	Other nonmetallic minerals services	-14.6%	\$90,286	2.86	Declining	High	Strong	None	
2212	Natural gas distribution	82.0%	\$64,759	1.06	Moderate	High	Moderately Strong	None	
2213	Water, sewage and other systems	-23.0%	\$63,516	2.59	Declining	High	Strong	None	
486	Pipeline transportation	40.3%	\$85,394	1.23	Moderate	High	Moderately Strong	None	
	Healthcare								
6213	Offices of other health practitioners	35.8%	\$28,115	1.25	Moderate	Low	Moderately Strong	None	
	Info Technology								
5182	Data processing, hosting, and related services	116.9%	\$22,789	1.01	Strong	Low	Moderately Strong	Moderate	
	Manufacturing								
31321	Broadwoven fabric mills	New	\$15	1.67	Emerging	Low	Moderately Strong	Low	
314999	Other textile product mills	708.7%	\$14,941	1.40	Very Strong	Low	Moderately Strong	Low	
31521	Cut and sew apparel contractors	0.0%	-\$22,677	1.42	Declining	Low	Moderately Strong	None	
321114	Wood preservation	-92.8%	\$34,563	24.95	Declining	Low	Very Strong	Low	
321918	Other millwork, including flooring	New	\$25,453	2.91	Emerging	Low	Strong	Low	
321999	All other miscellaneous wood product manufacturing	378.0%	\$29,729	5.37	Very Strong	Low	Very Strong	None	
32221	Paperboard container manufacturing	New	\$460,965	0.06	Emerging	High	Moderately Strong	Low	Yes
32513	Synthetic dye and pigment manufacturing	216.8%	\$169,054	22.88	Very Strong	High	Very Strong	Low	Yes
32519	Other basic organic chemical manufacturing	212.9%	\$40,182	8.82	Very Strong	Average	Very Strong	None	Yes
325412	Pharmaceutical preparation manufacturing	-4.7%	\$35,600	1.58	Declining	Average	Moderately Strong	Low	
325612	Polish and other sanitation good manufacturing	113.7%	\$44,869	13.35	Strong	Average	Very Strong	Low	Yes
32562	Toilet preparation manufacturing	-35.5%	\$21,063	2.98	Declining	Low	Strong	Low	
32611	Plastics packaging materials and unlaminated film and sheet manufacturing	New	\$48,544	10.73	Emerging	High	Very Strong	Low	Yes
326122	Plastics pipe and pipe fitting manufacturing	251.5%	\$56,832	4.88	Very Strong	High	Strong	None	Yes

Exhibit A - Eloy Industry Targets

NAICS Code	INDUSTRY NAME	Employment Growth	Average Wage	Location Quotient	Industry Growth	Wages	Market Strength	Presence in Eloy	Industry Target
	Manufacturing								
326140	Polystyrene foam product manufacturing	47.9%	\$38,588	5.00	Moderate	Average	Strong	Strong	Yes
326160	Plastics bottle manufacturing	130.2%	\$60,162	4.90	Strong	High	Strong	None	Yes
326190	Other plastics product manufacturing	88.4%	\$48,953	0.92	Moderate	High	Moderately Strong	Moderate	Yes
327212	Other pressed and blown glass and glassware manufacturing	New	\$41,343	2.15	Emerging	Average	Strong	None	Yes
327215	Glass product manufacturing made of purchased glass	240.7%	\$63,601	7.28	Very Strong	High	Very Strong	Low	Yes
32731	Cement manufacturing	New	\$60,936	2.35	Emerging	High	Strong	None	Yes
32732	Ready-mix concrete manufacturing	60.0%	\$57,094	3.16	Moderate	High	Strong	Low	Yes
327331	Concrete block and brick manufacturing	0.0%	\$53,747	1.78	Declining	High	Moderately Strong	Moderate	
32739	Other concrete product manufacturing	-66.6%	\$48,185	4.94	Declining	High	Strong	None	
327993	Mineral wool manufacturing	-42.0%	\$23,915	4.55	Declining	Low	Strong	None	
33111	Iron and steel mills and ferroalloy manufacturing	-59.3%	\$39,567	1.29	Declining	Average	Moderately Strong	None	
331491	Nonferrous metal, except copper and aluminum, shaping	New	\$43,591	21.58	Emerging	Average	Very Strong	None	Yes
331492	Secondary processing of other nonferrous	23.5%	\$70,569	12.82	Moderate	High	Very Strong	Low	Yes
33151	Ferrous metal foundries	31.4%	-\$19,729	0.36	Moderate	Low	Moderately Strong	None	
33152	Nonferrous metal foundries	-85.3%	\$44,891	1.21	Declining	Average	Moderately Strong	None	
332312	Fabricated structural metal manufacturing	1890.3%	\$51,911	2.67	Very Strong	High	Strong	None	Yes
332322	Sheet metal work manufacturing	181.3%	\$52,281	1.55	Strong	High	Moderately Strong	Low	Yes
33242	Metal tank (heavy gauge) manufacturing	525.2%	\$62,016	4.28	Very Strong	High	Strong	None	Yes
3326	Spring and wire product manufacturing	New	\$35,050	2.41	Emerging	Average	Strong	None	Yes
332813	Electroplating, anodizing, and coloring metal	New	\$35,422	1.38	Emerging	Average	Moderately Strong	Low	Yes
333111	Farm machinery and equipment manufacturing	0.1%	\$79,055	1.96	Declining	High	Moderately Strong	Low	Maybe
33312	Construction machinery manufacturing	New	\$52,837	1.19	Very Strong	High	Moderately Strong	Low	Yes
333131	Mining machinery and equipment manufacturing	-33.2%	\$20,305	4.93	Declining	Low	Strong	Low	
333249	All other industrial machinery manufacturing	New	\$43,573	1.67	Emerging	Average	Moderately Strong	Low	Yes
333991	Power-driven handtool manufacturing	New	\$46,211	38.99	Emerging	High	Very Strong	None	Yes
334511	Search, detection, and navigation instruments manufacturing	-48.5%	\$96,884	1.95	Declining	High	Moderately Strong	Moderate	
334512	Automatic environmental control manufacturing	-2.7%	\$68,407	4.20	Declining	High	Strong	Low	Maybe
334519	Watch, clock, and other measuring and controlling device manufacturing	-25.1%	\$37,364	3.22	Declining	Average	Strong	Low	
334614	Software and other prerecorded and record reproducing	New	\$76,825	11.52	Emerging	High	Very Strong	Low	Yes
336111	Automobile manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
336112	Light truck and utility vehicle manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
33612	Heavy duty truck manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
336211	Motor vehicle body manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
336212	Truck trailer manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
33631	Motor vehicle gasoline engine and engine parts manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
33632	Motor vehicle electrical and electronic equipment manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
33633-4	Motor vehicle steering, suspension component (except spring), & brake systems manufacturing	New	\$38,231	11.59	Emerging	Average	Very Strong	None	Yes
33635	Motor vehicle transmission and power train parts manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
33636	Motor vehicle seating and interior trim manufacturing	0.0%	\$0	0.00	-	-	-	None	Future
33637	Motor vehicle metal stamping	0.0%	\$0	0.00	-	-	-	None	Future
33639	Motor vehicle parts manufacturing	New	\$53,073	0.39	Emerging	High	Moderately Strong	None	Yes
337121	Upholstered household furniture manufacturing	New	\$32,029	5.30	Emerging	Low	Very Strong	None	
337122	Nonupholstered wood household furniture manufacturing	New	\$30,196	1.14	Emerging	Low	Moderately Strong	None	
337212	Custom architectural woodwork and millwork	262.3%	\$55,143	4.92	Very Strong	High	Strong	None	Yes
	Mining								
21234	Copper ores	-26.1%	\$76,044	4.70	Declining	High	Strong	None	
21231	Stone mining and quarrying	21.3%	\$54,044	2.09	Moderate	High	Strong	None	
212399	Other nonmetallic minerals	174.0%	\$38,463	2.29	Strong	Average	Strong	None	

Exhibit A - Eloy Industry Targets

NAICS Code	INDUSTRY NAME	Employment Growth	Average Wage	Location Quotient	Industry Growth	Wages	Market Strength	Presence in Eloy	Industry Target
6244	Personal and Commercial Services								
811192	Child day care services	-15.7%	\$15,126	1.67	Declining	Low	Moderately Strong	Moderate	
81113	Car washes	10.5%	\$35,029	1.34	Moderate	Average	Moderately Strong	Strong	
8114	Commercial and industrial machinery and equipment repair and maintenance	251.3%	\$94,430	1.30	Very Strong	High	Moderately Strong	Moderate	Yes
8114	Personal and household goods repair and maintenance	12.9%	\$59,108	0.89	Moderate	High	Moderately Strong	None	
8122	Death care services	132.3%	\$30,687	1.53	Strong	Low	Moderately Strong	None	
8132-3	Grantmaking, giving, and social advocacy organizations	561.6%	\$28,294	1.12	Very Strong	Low	Moderately Strong	None	
8134, 81393-9	Labor and civic organizations	84.8%	\$22,486	1.78	Moderate	Low	Moderately Strong	None	
	Printing								
51111	Newspaper publishers	-28.3%	\$23,476	2.21	Declining	Low	Strong	Low	
	Transportation & Logistics								
493	Warehousing and storage	7.5%	\$52,775	0.97	Moderate	High	Moderate	Low	Yes
482	Rail transportation	12.1%	\$95,405	1.09	Moderate	High	Moderately Strong	Low	Yes
483	Water transportation	44.9%	\$58,549	38.99	Moderate	High	Very Strong	Low	
484	Truck transportation	8.1%	\$78,014	0.95	Moderate	High	Moderately Strong	Moderate	Yes
485	Transit and ground passenger transportation	147.4%	\$20,702	1.27	Strong	Low	Moderately Strong	None	

Source: IMPLAN

Industry Growth:

- > 2% Very Strong
- 1%-1.99% Strong
- .0.1%-.99 Moderate
- <0.1% Declining

Wages:

- >\$45,000 High
- \$35,000-\$44,999 Average
- <\$35,000 Low

Market Strength

- >5.0 LQ Very Strong
- 2.00-4.99 LQ Strong
- <1.99 Moderately Strong

Industries with LQ less than 1.0 were removed with the exception of Warehousing and Storage, and Automotive

Presence in Eloy

- 0=none
- <16 low
- <50 Moderate
- <300 Strong
- >300 Very Strong

Exhibit B - Eloy-Pinal County Industry Cluster Analysis												
NAICS Code	INDUSTRY NAME	Pinal County						Eloy (Zip Code 85131)				
		Employment Change			Average Wage	Pinal LQ to AZ	Employment		2016	% of Pinal County	Eloy Average Wage	
		2011	2016	% Growth			2016	% of Pinal County				
	Total Across All Sectors	76,266	92,241	20.9%	\$41,913	1.00	4,877	5.3%			\$48,226	
	Agribusiness											
11113-6, 11111	Grain farming	56	46	-18.5%	\$66,546	4.32	0	0.0%	0	0.0%	\$0	
11112	Vegetable and melon farming	376	522	39.1%	\$50,775	2.78	0	0.0%	0	0.0%	\$0	
111331-2, 11131	Fruit farming	30	95	215.7%	\$25,385	2.50	0	0.0%	0	0.0%	\$0	
111335, 11133	Tree nut farming	6	33	497.0%	\$102,637	1.61	0	0.0%	0	0.0%	\$0	
1114, 1125*	Greenhouse, nursery, and floriculture production	87	457	427.7%	\$60,948	4.86	0	0.0%	0	0.0%	\$0	
11192	Cotton farming	418	254	-39.1%	\$97,645	13.65	0	0.0%	0	0.0%	\$0	
11194, 11199	All other crop farming	617	1122	81.9%	\$34,942	4.47	0	0.0%	0	0.0%	\$0	
11211, 11213	Beef cattle ranching & farming, including feedlots & dual-purpose ranching & farming	352	296	-16.0%	\$162,871	2.18	0	0.0%	0	0.0%	\$0	
11212	Dairy cattle and milk production	509	538	5.6%	\$112,913	11.58	0	0.0%	0	0.0%	\$0	
11233	Commercial logging	0	10	New	\$4,616	1.18	1	7.4%	1	7.4%	\$4,616	
1142	Commercial hunting and trapping	21	22	3.6%	\$56,652	1.96	2	7.4%	2	7.4%	\$56,652	
115	Support activities for agriculture and forestry	399	512	28.4%	\$49,111	1.30	241	47.1%	241	47.1%	\$49,111	
311119	Other animal food manufacturing	73	85	16.8%	\$76,850	20.79	10	12.0%	10	12.0%	\$76,850	
311511	Fluid milk manufacturing	80	225	182.3%	\$74,800	3.91	0	0.0%	0	0.0%	\$0	
311514	Dry, condensed, and evaporated dairy product manufacturing	412	193	-53.1%	\$88,729	20.50	0	0.0%	0	0.0%	\$0	
311611	Animal, except poultry, slaughtering	90	56	-37.5%	\$40,086	1.32	4	7.8%	4	7.8%	\$40,086	
311612	Meat processed from carcasses	0	15	New	\$14,298	7.05	1	7.8%	1	7.8%	\$14,298	
311811-2	Bread and bakery product, except frozen, manufacturing	206	192	-6.8%	\$22,916	0.96	15	7.8%	15	7.8%	\$22,916	
311813	Frozen cakes and other pastries manufacturing	5	7	23.0%	\$29,934	1.17	1	7.8%	1	7.8%	\$29,934	
31183	Tortilla manufacturing	0	44	New	\$4,779	2.35	0	0.0%	0	0.0%	\$0	
311919	Other snack food manufacturing	316	265	-16.1%	\$61,707	9.88	0	0.0%	0	0.0%	\$0	
31213	Wineries	0	35	New	\$13,602	5.19	3	7.8%	3	7.8%	\$13,602	
325311	Nitrogenous fertilizer manufacturing	34	39	13.5%	\$70,088	6.32	3	7.8%	3	7.8%	\$70,088	
325314	Fertilizer, mixing only, manufacturing	105	175	66.5%	\$43,914	25.43	0	0.0%	0	0.0%	\$0	
	Arts, Enter, Recreation & Visitor Indus											
441	Motor vehicle and parts dealers	419	705	68.2%	\$41,968	0.85	11	1.6%	11	1.6%	\$41,968	
444	Building material and garden equipment and supplies stores	444	735	65.8%	\$34,532	1.10	2	0.3%	2	0.3%	\$34,532	
445	Food and beverage stores	1106	1352	22.2%	\$28,722	0.99	23	1.7%	23	1.7%	\$28,722	
446	Health and personal care stores	557	668	20.0%	\$30,279	1.08	0	0.0%	0	0.0%	\$0	
447	Gasoline stores	630	911	44.6%	\$23,454	1.93	357	39.1%	357	39.1%	\$23,454	
448	Clothing and clothing accessories stores	625	909	45.4%	\$15,443	1.30	0	0.0%	0	0.0%	\$0	
452	General merchandise stores	2247	2787	24.0%	\$32,139	1.69	18	0.6%	18	0.6%	\$32,139	
453	Miscellaneous store retailers	422	1170	177.5%	\$9,336	1.23	0	0.0%	0	0.0%	\$0	
454	Nonstore retailers	429	1540	259.4%	\$2,422	1.21	67	4.4%	67	4.4%	\$2,422	
487, 488	Scenic and sightseeing transportation and support activities for transportation	464	430	-7.2%	\$60,031	1.18	0	0.0%	0	0.0%	\$0	
5122	Sound recording industries	26	20	-22.6%	\$1,019	1.77	1	6.3%	1	6.3%	\$1,019	
7113-4	Promoters of performing arts and sports and agents for public figures	161	276	71.6%	\$14,355	1.89	0	0.0%	0	0.0%	\$0	
7115	Independent artists, writers, and performers	477	874	83.1%	\$11,956	1.82	0	0.0%	0	0.0%	\$0	
712	Museums, historical sites, zoos, and parks	9	14	63.4%	\$21,476	0.22	0	0.0%	0	0.0%	\$0	
7132	Gambling industries (except casino hotels)	173	124	-28.4%	\$19,330	0.53	8	6.3%	8	6.3%	\$19,330	
71391-3, 7139	Other amusement and recreation industries	395	532	34.7%	\$20,273	1.42	51	9.6%	51	9.6%	\$20,273	
72119, 7212-3	Other accommodations	120	166	38.1%	\$17,451	2.68	0	0.0%	0	0.0%	\$0	
722511	Full-service restaurants	1406	1867	32.8%	\$19,544	0.70	60	3.2%	60	3.2%	\$19,544	
722513	Limited-service restaurants	1915	2780	45.2%	\$16,804	1.03	145	5.2%	145	5.2%	\$16,804	
7223-4, 72251	All other food and drinking places	870	955	9.7%	\$33,094	0.76	0	0.0%	0	0.0%	\$0	

Exhibit B - Eloy-Pinal County Industry Cluster Analysis										
NAICS Code	INDUSTRY NAME	Pinal County					Eloy (Zip Code 85131)			
		Employment Change			Average Wage	Pinal LQ to AZ	Employment		% of Pinal County	Eloy Average Wage
		2011	2016	% Growth			2016			
	Business & Financial Services									
5242	Insurance agencies, brokerages, and related activities	600	667	11.2%	\$39,330	0.71	0	0.0%	0.0%	\$0
525	Funds, trusts, and other financial vehicles	189	459	143.3%	\$27,666	1.36	29	6.3%	6.3%	\$27,666
531	Real estate	4150	4536	9.3%	\$11,611	0.96	50	1.1%	1.1%	\$11,611
533	Lessors of nonfinancial intangible assets	42	72	68.3%	\$11,610	1.08	0	0.0%	0.0%	\$0
54162-9	Environmental and other technical consulting services	92	169	83.2%	\$30,731	1.19	0	0.0%	0.0%	\$0
54192	Photographic services	60	180	198.4%	\$12,723	1.56	0	0.0%	0.0%	\$0
54191, 54193	Marketing research & all other misc. professional, scientific, & technical services	557	1191	113.9%	\$13,438	1.71	0	0.0%	0.0%	\$0
5611	Office administrative services	110	398	262.9%	\$22,012	0.61	15	3.6%	3.6%	\$22,012
5612	Facilities support services	2891	3031	4.9%	\$56,200	22.42	1524	50.3%	50.3%	\$56,200
56171-2, 5617	Services to buildings	1015	1434	41.3%	\$11,329	1.09	11	0.8%	0.8%	\$11,329
56173	Landscape and horticultural services	887	970	9.4%	\$17,147	1.35	0	0.0%	0.0%	\$0
5619	Other support services	168	188	11.6%	\$11,570	1.00	0	0.0%	0.0%	\$0
562	Waste management and remediation services	94	231	145.7%	\$47,342	1.46	4	1.9%	1.9%	\$47,342
	Construction									
23*	Power and communication structures	343	427	24.4%	\$64,759	1.06	15	3.4%	3.4%	\$64,759
23*	Other residential structures	489	716	46.4%	\$73,164	1.60	33	4.7%	4.7%	\$73,164
	Education									
6111	Elementary and secondary schools	343	784	128.6%	\$36,931	1.20	0	0.0%	0.0%	\$0
6114-7	Other educational services	748	808	8.1%	\$16,425	0.99	109	13.4%	13.4%	\$16,425
0	Employment and payroll of state govt, education	0	611	New	\$52,122	0.61	29	4.7%	4.7%	\$52,122
0	Employment and payroll of local govt, education	4476	6484	44.9%	\$53,403	1.78	303	4.7%	4.7%	\$53,403
	Energy									
211111	Natural gas & crude petroleum	110	203	85.7%	\$377	1.64	15	7.4%	7.4%	\$377
213111	Drilling oil and gas wells	67	115	71.3%	\$66,005	4.32	0	0.0%	0.0%	\$0
213113, 2131	Other nonmetallic minerals services	13	11	-14.6%	\$90,286	2.86	0	0.0%	0.0%	\$0
2212	Natural gas distribution	18	33	82.0%	\$64,759	1.06	0	0.0%	0.0%	\$0
2213	Water, sewage and other systems	204	157	-23.0%	\$63,516	2.59	0	0.0%	0.0%	\$0
486	Pipeline transportation	9	12	40.3%	\$85,394	1.23	0	0.0%	0.0%	\$0
	Healthcare									
6213	Offices of other health practitioners	590	801	35.8%	\$28,115	1.25	0	0.0%	0.0%	\$0
	Info Technology									
5182	Data processing, hosting, and related services	143	311	116.9%	\$22,789	1.01	20	6.3%	6.3%	\$22,789
	Manufacturing									
31321	Broadwoven fabric mills	0	3	New	\$15	1.67	0	7.8%	7.8%	\$15
314999	Other textile product mills	2	17	708.7%	\$14,941	1.40	1	7.8%	7.8%	\$14,941
31521	Cut and sew apparel contractors	0	25	0.0%	-\$22,677	1.42	0	0.0%	0.0%	\$0
321114	Wood preservation	159	11	-92.8%	\$34,563	24.95	1	7.8%	7.8%	\$34,563
321918	Other millwork, including flooring	0	31	New	\$25,453	2.91	2	7.8%	7.8%	\$25,453
321999	All other miscellaneous wood product manufacturing	12	59	378.0%	\$29,729	5.37	0	0.0%	0.0%	\$0
32221	Paperboard container manufacturing	0	1	New	\$460,965	0.06	0	7.8%	7.8%	\$31,583
32513	Synthetic dye and pigment manufacturing	10	32	216.8%	\$169,054	22.88	2	7.8%	7.8%	\$169,054
32519	Other basic organic chemical manufacturing	31	97	212.9%	\$40,182	8.82	0	0.0%	0.0%	\$0
325412	Pharmaceutical preparation manufacturing	68	64	-4.7%	\$35,600	1.58	5	7.8%	7.8%	\$35,600
325612	Polish and other sanitation good manufacturing	23	49	113.7%	\$44,869	13.35	4	7.8%	7.8%	\$44,869
32562	Toilet preparation manufacturing	74	48	-35.5%	\$21,063	2.98	4	7.8%	7.8%	\$21,063
32611	Plastics packaging materials and unlaminated film and sheet manufacturing	0	77	New	\$48,544	10.73	6	7.8%	7.8%	\$48,544
326122	Plastics pipe and pipe fitting manufacturing	10	34	251.5%	\$56,832	4.88	0	0.0%	0.0%	\$0
326140	Polystyrene foam product manufacturing	37	55	47.9%	\$38,588	5.00	55	100.0%	100.0%	\$38,588
326160	Plastics bottle manufacturing	22	51	130.2%	\$60,162	4.90	0	0.0%	0.0%	\$0
326190	Other plastics product manufacturing	31	58	88.4%	\$48,953	0.92	39	68.3%	68.3%	\$48,953

Exhibit B - Eloy-Pinal County Industry Cluster Analysis										
NAICS Code		INDUSTRY NAME	Pinal County				Eloy (Zip Code 85131)			
			Employment Change			Pinal LQ to AZ	Employment		Eloy Average Wage	
			2011	2016	% Growth		2016	% of Pinal County		
Manufacturing (Continued)										
327212	Other pressed and blown glass and glassware manufacturing	0	16	New	\$41,343	2.15	1	7.8%	\$41,343	
327215	Glass product manufacturing made of purchased glass	35	120	240.7%	\$63,601	7.28	0	0.0%	\$0	
32731	Cement manufacturing	0	24	New	\$60,936	2.35	2	7.8%	\$60,936	
32732	Ready-mix concrete manufacturing	130	207	60.0%	\$57,094	3.16	30	14.4%	\$57,094	
327331	Concrete block and brick manufacturing	0	35	0.0%	\$53,747	1.78	0	0.0%	\$0	
32739	Other concrete product manufacturing	163	55	-66.6%	\$48,185	4.94	0	0.0%	\$0	
327993	Mineral wool manufacturing	31	18	-42.0%	\$23,915	4.55	0	0.0%	\$0	
33111	Iron and steel mills and ferroalloy manufacturing	20	8	-59.3%	\$39,567	1.29	1	7.8%	\$39,567	
331491	Nonferrous metal, except copper and aluminum, shaping	0	16	New	\$43,591	21.58	0	0.0%	\$0	
331492	Secondary processing of other nonferrous	27	34	23.5%	\$70,569	12.82	3	7.8%	\$70,569	
33151	Ferrous metal foundries	3	4	31.4%	-\$19,729	0.36	0	0.0%	\$0	
33152	Nonferrous metal foundries	160	24	-85.3%	\$44,891	1.21	0	0.0%	\$0	
332312	Fabricated structural metal manufacturing	5	95	1890.3%	\$51,911	2.67	0	0.0%	\$0	
332322	Sheet metal work manufacturing	38	108	181.3%	\$52,281	1.55	8	7.8%	\$52,281	
33242	Metal tank (heavy gauge) manufacturing	2	13	525.2%	\$62,016	4.28	0	0.0%	\$0	
3326	Spring and wire product manufacturing	0	21	New	\$35,050	2.41	0	0.0%	\$0	
332813	Electroplating, anodizing, and coloring metal	0	23	New	\$35,422	1.38	2	7.8%	\$35,422	
333111	Farm machinery and equipment manufacturing	11	11	0.1%	\$79,055	1.96	1	7.8%	\$79,055	
33312	Construction machinery manufacturing	0	14	New	\$52,837	1.19	1	7.8%	\$52,837	
333131	Mining machinery and equipment manufacturing	23	15	-33.2%	\$20,305	4.93	15	100.0%	\$20,305	
333249	All other industrial machinery manufacturing	0	9	New	\$43,573	1.67	1	7.8%	\$43,573	
333991	Power-driven handtool manufacturing	0	3	New	\$46,211	38.99	0	0.0%	\$0	
334511	Search, detection, and navigation instruments manufacturing	547	282	-48.5%	\$96,884	1.95	22	7.8%	\$96,884	
334512	Automatic environmental control manufacturing	97	94	-2.7%	\$68,407	4.20	7	7.8%	\$68,407	
334519	Watch, clock, and other measuring and controlling device manufacturing	29	22	-25.1%	\$37,364	3.22	2	7.8%	\$37,364	
334614	Software and other prerecorded and record reproducing	0	15	New	\$76,825	11.52	1	7.8%	\$76,825	
336111	Automobile manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
336112	Light truck and utility vehicle manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
33612	Heavy duty truck manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
336211	Motor vehicle body manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
336212	Truck trailer manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
33631	Motor vehicle gasoline engine and engine parts manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
33632	Motor vehicle electrical and electronic equipment manufacturing	0	65	New	\$38,231	11.59	0	0.0%	\$0	
33633-4	Motor vehicle steering, suspension component (except spring), & brake systems manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
33635	Motor vehicle transmission and power train parts manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
33636	Motor vehicle seating and interior trim manufacturing	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
33637	Motor vehicle metal stamping	0	0	0.0%	\$0	0.00	0	0.0%	\$0	
33639	Other motor vehicle parts manufacturing	0	11	New	\$53,073	0.39	0	0.0%	\$0	
337121	Upholstered household furniture manufacturing	0	18	New	\$32,029	5.30	0	0.0%	\$0	
337122	Nonupholstered wood household furniture manufacturing	0	37	New	\$30,196	1.14	0	0.0%	\$0	
337212	Custom architectural woodwork and millwork	16	57	262.3%	\$55,143	4.92	0	0.0%	\$0	
Mining										
212234	Copper ores	1525	1128	-26.1%	\$76,044	4.70	0	0.0%	\$0	
21231	Stone mining and quarrying	39	47	21.3%	\$54,044	2.09	0	0.0%	\$0	
212399	Other nonmetallic minerals	4	10	174.0%	\$38,463	2.29	0	0.0%	\$0	

Exhibit B - Eloy-Pinal County Industry Cluster Analysis											
			Pinal County					Eloy (Zip Code 85131)			
			Employment Change			Average Wage	Pinal LQ to AZ	Employment		Eloy Average Wage	
NAICS Code	INDUSTRY NAME		2011	2016	% Growth			2016	% of Pinal County		
	Personal and Commercial Services										
6244	Child day care services		1082	912	-15.7%	\$15,126	1.67	39	4.3%	\$15,126	
811192	Car washes		230	254	10.5%	\$35,029	1.34	155	60.9%	\$35,029	
8113	Commercial and industrial machinery and equipment repair and maintenance		59	206	251.3%	\$94,430	1.30	30	14.6%	\$94,430	
8114	Personal and household goods repair and maintenance		262	295	12.9%	\$59,108	0.89	0	0.0%	\$0	
8122	Death care services		27	62	132.3%	\$30,687	1.53	0	0.0%	\$0	
8132-3	Grantmaking, giving, and social advocacy organizations		30	201	561.6%	\$28,294	1.12	0	0.0%	\$0	
8134, 81393-9	Labor and civic organizations		216	399	84.8%	\$22,486	1.78	0	0.0%	\$0	
	Printing										
51111	Newspaper publishers		257	184	-28.3%	\$23,476	2.21	4	2.0%	\$23,476	
	Transportation & Logistics										
493	Warehousing and storage		142	153	7.5%	\$56,728	0.77	5	3.3%	\$34,410	
482	Rail transportation		70	79	12.1%	\$95,405	1.09	3	3.2%	\$95,405	
483	Water transportation		30	44	44.9%	\$58,549	38.99	3	6.3%	\$58,549	
484	Truck transportation		698	755	8.1%	\$78,014	0.95	26	3.4%	\$78,014	
485	Transit and ground passenger transportation		250	619	147.4%	\$20,702	1.27	0	0.0%	\$0	

Source: IMPLAN

Table Note

Industries with LQ less than 1.0 have been removed, with a few exceptions

CITY OF ELOY

REQUEST FOR COMMISSION ACTION

Agenda Item: **VI.B.**

Date: **9/18/2019**

Date submitted:
9/11/2019

Action: Formal

Subject: Conduct a Public Hearing to allow comments from the public and interested parties on the proposed minor revisions to the Eloy Zoning Code pertaining to portions of Sections 1.6.5, 1.6.6, 2.2.3, 2.2.5, 3.1.39, 4.4.2, 4.4.3 and Section 9.

Date requested:
9/18/2019

TO: Planning and Zoning Commission

FROM:

RECOMMENDATION:

Planning and Zoning Commission recommend approval of Minor Revisions to the Eloy Zoning Code pertaining to portions of Sections 1.6.5, 1.6.6, 2.2.3, 2.2.5, 3.1.39, 4.4.2, 4.4.3 and Section 9.

DISCUSSION:

In July of 2018, the City Council adopted a new Zoning Ordinance. After a new Ordinance is approved, it is transmitted to the codifiers, who prepare it for placement on the internet. Sterling Codifiers is working with our Ordinance, and they found several instances where there were inconsistencies with items in the Zoning Ordinance, such as a cross reference to the wrong section. These type of errors are called scrivener errors, and they can be adjusted by staff.

The Codifiers did identify 23 changes that are not scrivener errors in the judgment of staff. These changes are before you today, and they are organized in five groups:

- Tiny Houses
- Wireless Facilities
- Other New Definitions
- Removing Redundancies with other Chapters of City Code
- Other Changes

Tiny Houses

The current Ordinance lists 4 types of tiny houses:

- Site Built

- Built on Trailers: Axle Components Removed
- Built on Trailers: Axle Components not Removed
- Licensed as Travel Vehicles

Each of these types of tiny houses have different land use impacts. The current Ordinance does not address where each of these different types will be permitted. The additions shown on Table 2.2.1 in the attachment shows how the issue was addressed.

Staff used the standards from the closest match in our Ordinance. For example: for tiny houses that are built on-site or have their axles removed, the proposed Ordinance permits them in the same locations as single family detached homes.

Along with some clarification of definitions, Staff also proposes a new definition for a group of tiny houses on a single parcel. The name proposed is Tiny House Park, and the definition is shown in Section 9 in the attachment.

Wireless Facilities

A number of issues arose with the wireless facilities section of the Ordinance. Staff recommends a clarification of some definitions and deleting language entitled AM band that the Consultant who wrote the Ordinance admitted did not belong and should not have been included. The Consultant also wrote new language for commercial television and radio antennas, after Staff pointed out that the current Ordinance is silent on the topic.

Other New Definitions

There are terms that are used in the Ordinance that are not defined. The added definitions include: Detention/Correction Facility, Fairground, 4H Program, General Market and Nature Area Preserves.

There is also a definition for Subdivision in the current Ordinance that is different from the definition in the Subdivision Code. The proposed definition you will find in Section 9 in the attachment comes from the Subdivision Code.

Removing Redundancies with other Chapters of City Code

Two changes are recommended under this heading. Both of them are covered in other parts of the City Code and so are redundant. The problem with redundancy is that when changes are made to one part of the code, they are often not changed in other parts. When that occurs, it can lead to conflicts, confusion and legal issues.

In one of the proposed changes, the Zoning Ordinance describes the preliminary plat approval process. Staff's recommendation is to delete this language and to allow the Subdivision Code to cover that issue.

The other change is to delete language in the Zoning Ordinance regarding minimum open space in subdivisions and to again allow the Subdivision Code to address the issue.

Other Changes

This is an issue which arose under the Waiver of Requirements Section. This Section is in keeping with State Law which requires the City to have a process if property owners believe that a new ordinance provision reduces the fair market value of their property. The date shown needed to be the date that the last major update to the Ordinance was adopted by the City Council, which was July 23, 2018.

FISCAL IMPACT:

There is no fiscal impact to the proposed changes.

CHAPTER 21

City of Eloy Zoning Ordinance

1.6.5 Developments with Approvals or Permits

A. Conditional Use Permit Approved Prior to Effective Date

An applicant for a use for which a Conditional Use Permit has been approved prior to the effective date of this Ordinance may file an application for a Building Permit, even if the use does not fully comply with the provisions of this Zoning Ordinance. If a Building Permit application is not filed within one (1) year from the date of approval of the Conditional Use Permit, it shall expire. No time extensions shall be permitted. Any re-application for an expired project approval shall meet the standards in effect at the time of re-application.

B. Site Plan Approved Prior to Effective Date

An applicant whose development has received Site Plan Approval prior to the effective date of this Ordinance may file an application for a Building Permit in compliance with the approved site plan and any conditions of approval, even if the development does not comply with the provisions of this Zoning Ordinance. Upon approval of construction plans for the development, a Building Permit may be issued. Site Plan approval for developments approved prior to the effective date of this Zoning Ordinance shall be valid for one (1) year from the date of Plan Approval. No time extensions shall be permitted. Any re-application for an expired project approval shall meet the standards in effect at the time of re-application.

~~C. Preliminary Subdivision Plat Approved Prior to Effective Date~~

~~A project which has a preliminary plat approved prior to the effective date of this Ordinance may file an application for a final subdivision plat and improvement plan approval, even if the subdivision does not fully comply with the provisions of this Ordinance. If a final plat application is not filed within eighteen (18) months as provided by the Subdivision Regulations, of the date of preliminary plat approval, the preliminary plat shall expire. No time extensions shall be permitted. Subsequent preliminary plat applications shall comply with this Zoning Ordinance and the Eloy Subdivision Regulations.~~

1.6.6 Waiver of Requirements

- A. Properties for Which the Owner Believes the Adoption of this Ordinance has a Direct Effect Upon and has caused a Diminution of Value. (A.R.S. §12-1134)
- B. If a property owner has reason to believe the adoption of this Ordinance and the requirement(s) related to this Ordinance have directly reduced the fair market value of their property, a Waiver of Requirements from this Ordinance, in favor of all requirements of the Zoning Ordinance in effect previous to ~~June 6, 2004~~ July 23, 2018, may be applied. Actions establishing the initiation of this waiver must be made before 3 years from the date of adoption, ~~June 25, 2018~~ July 23, 2018.

Table 2.2-1: Table of Allowed Uses for Residential Districts

[illegible]

Table 2.2-1: Table of Allowed Uses for Residential Districts

[illegible]

Table 2.2-1: Table of Allowed Uses for Residential Districts												
Use Category	Specific Use Type	P = Permitted Use C = Conditional Use NP = Not Permitted O=Overlay District										
		Residential Zoning Districts										
		RR-20	RR-5	RR-2.5	R1-54	R1-43	R1-12	R1-6	R-2	R-3	PF	Supplemental Use Regulations
	Plant Nursery/Greenhouse	P	P	P	C	C	NP	NP	NP	NP	NP	
	Arizona/Pinal County 4H Program	P	P	P	P	P	C	C	NP	NP	NP	
	Produce Stand	C	C	C	NP	NP	NP	NP	NP	NP	NP	
	Ranching, Commercial	C	C	NP	NP	NP	NP	NP	NP	NP	NP	
Commercial	Commercial Riding Stables	C	C	NP	NP	NP	NP	NP	NP	NP	NP	3.1.14
	Detention/Correctional Facilities	C	C	NP	NP	NP	NP	NP	NP	NP	C	3.1.17
	Extractive Industries	C	NP	NP	NP	NP	NP	NP	NP	NP	NP	3.1.19
	Farmers Market	C	C	C	C	C	NP	NP	NP	C	NP	
	Feed Store	C	C	C	C	C	NP	NP	NP	NP	NP	
	Golf Course, Unlighted	P	P	P	P	P	P	P	P	P	NP	
	Animal Kennel/Shelter	P	C	C	NP	NP	NP	NP	NP	NP	NP	
	Parking Lots and Parking Structure	NP	NP	NP	NP	NP	NP	NP	NP	P	P	
	Resort	C	C	C	C	C	C	C	C	C	NP	

2.2.5 Single-family Residential Design Guidelines

C. Single-family Residential Open Space **Guidelines Requirements**

1. All residential developments (subdivisions) shall provide the minimum net acreage required by ~~Subsection 15-598~~ Chapter 15 of this Ordinance as open space. ~~Developers shall set aside a minimum of fifteen percent (15%) open space (net acreage) in subdivisions platted under the R1-6 zoning districts. Not more than fifty percent (50%) of the required open space for any residential development (subdivisions) shall be attributed to golf course use or ancillary golf uses.~~

3.1.39 Tiny Houses

- A. Tiny Houses shall be built and inspected in accordance with adopted City of Eloy building code(s), including required electric and plumbing inspections.
 1. Site built Tiny Houses constructed on an approved foundation system shall be allowed in all residential zoning districts where detached single-family dwellings

are identified as permitted uses and shall meet all of the development standards and design guidelines of the underlying zoning district.

2. Tiny Houses built on trailers, where the suspension/axle components have been removed and the chassis permanently attached on an approved foundation, shall be permitted in residential zoning districts allowing detached single-family dwellings and shall meet the development standards and design guidelines of the underlying zoning district.
3. Tiny houses ~~constructed built on mobile-chassis trailers~~ where the suspension/axle components are not removed are considered semi-permanent. As such, the chassis shall be attached on an approved foundation system, and shall be permitted in zoning district(s) allowing manufactured homes as a permitted use and shall meet all of the development standards and design guidelines of the underlying zoning district.
4. Tiny Houses licensed as Travel Vehicles by the State of Arizona are considered as a non-permanent house and must be self-contained. These structures shall be considered as a permitted use similar to recreation vehicles. Such Travel Vehicles are within the purview of ADOT.
5. Tiny Houses proposed for an accessory structure shall conform to the same development standards for accessory structures as provided within the underlying zoning district. More specifically, a Tiny House that is to function as an accessory unit may not contain kitchen facilities that would transform such structure as a second dwelling unit on any one parcel, which is only permitted in the R-2 residential zoning district
6. A Tiny House ~~Park site, under single ownership and not organized as a subdivision, containing only tiny home units~~ shall require Multiple Family Residential (R-3) zoning; be submitted, reviewed and considered under the Site Plan Review procedures and requirements of Section 6.11; and conform to the development standards and design guidelines of the R-3 zoning district.

4.4 WIRELESS FACILITIES

4.4.2 Applicability

- A. Wireless Facilities, Freestanding. All new wireless freestanding structures (or support structures), including a monopole, tower (guyed or lattice) and alternative structure, in the City, and their related equipment, shall be subject to a CUP in any zoning district. The CUP process is described in Section 6.7.
- B. Modifications to pre-existing freestanding Wireless Facilities. All modifications or alterations to towers and antennas in the City, and their related equipment, are subject to these regulations. The review process and permit type required is determined based on the scale of the modification(s) and whether or not a Conditional Use Permit is in good standing. Review and permitting procedures, via ~~Zoning Permit~~ ~~administrative approval~~ or Conditional Use Permit, is a determination made during a Pre-Application review by the Community

Development Director or designee in accordance with the requirements of this Section.

- C. **Mobile and Temporary Wireless Facilities.** All new mobile and temporary antennas in the City shall be subject to these regulations and require a Temporary Use Permit. In the event an approved Conditional Use Permit for a permanent tower or antenna does not provide for an interim mobile or temporary antenna, mobile and temporary antennas shall be reviewed and permitted by Temporary Use Permit for a period not to exceed twelve (12) months. More than one Temporary Use Permit may be approved for the same temporary antenna. These facilities do not require a CUP, if said facilities conform to the development standards of the underlying zoning district.
- D. **Amateur Radio Towers and Antennas.** This Section shall govern the installation of any tower or antenna that is an Amateur Radio Station Operators/Receive Only Operations, that is under the maximum building height of the Zoning District in which such structure is located and which is owned and operated by a federally-licensed amateur radio station operator or is used exclusively for "receive only" operations. These facilities do not require a CUP if said facilities conform to the development standards of the underlying zoning district.
- E. **Commercial television and/or radio antennas.** All new commercial television and/or radio antennas intended for commercial transmission and broadcasting are permitted under the maximum building height of the underlying Zoning District. Commercial television or radio antennas proposed to exceed the maximum building height of the underlying Zoning District shall be approved by Conditional Use Permit.
- F. **Exceptions. The following are exempt from the provisions of this Section:**
 - 1. **Valid Use Permits.** Legally established pre-existing towers and pre-existing antennas with a valid Conditional or Special Use Permit shall not be required to meet the requirements of this Section. Legal Non-Conforming Antennas and Towers proposed for modifications may be allowed (for modifications to pre-existing towers and/or antennas).
 - 2. A **Zoning Permit administrative approval** may be approved for a Public Safety Communications Facility seventy- five foot in height or less in any public facility or industrial zoning district.
 - 3. A **Zoning Permit administrative approval** may be approved for a modification, improvement or co-location of an existing Wireless Facility (seventy- five feet in height or less) in a commercial and industrial zoning district and (sixty- five feet in height or less) in any residential district.
 - 4. **Small Wireless Facilities.** The construction, improvement, co-location, modification, repair or operation of small wireless facilities may be located within any City right-of-way or any areas outside of the right-of-way that are not zoned exclusively for residential uses. Said small wireless facilities shall be permitted by right and not subject to any zoning or CUP review and approval. Additional City permits may apply for the construction, improvement, co-location, modification, repair or operation of small wireless facilities.

4.4.3 Use and Development Regulations

- G.** Land Use Regulations. Wireless Facilities are permitted as a CUP in all zoning districts with the exception of Small Wireless Facilities and certain public safety communication facilities as described in Section 4.4.2 (E).
- H.** Residential Zoning Districts. Wireless Facilities are permitted by CUP in single-family and multi-family residential zoning districts only on property owned by:
1. The state, County, the City of Eloy, public school district, and/or private schools, HOA approved tract, or community college district, if the primary use of such property is a government use;
 2. A public or private utility company, if the property is used for a utility use; or
 3. A place of religious assembly, if the primary use of such property is for worship or place of public assembly.
 4. ~~AM band. For purposes of implementing this Section, an AM array, consisting of one (1) or more tower units and supporting ground system, which functions as one (1) AM broadcasting antenna, shall be considered one tower. Additional tower units may be added within the perimeter of the AM array by right.~~

SECTION 9 - DEFINITIONS & ACRONYMS

Alternative Wireless Facility: Any Wireless Facility that is designed in a stealth-like manner intended to be camouflaged and/or conceal the presence of the Wireless Facility so that the Wireless Facility is not readily apparent to the casual observer. Examples include man made trees, cacti and Alternative Tower Structures.

Detention/Correctional Facility: Public or private unit housing individuals who are awaiting trial, or are serving a sentence after being found guilty of a criminal offense.

Fairground: An area where land, building and structures are used for the exhibition of livestock and farm products including carnival like entertainment and shows. Events are managed or sponsored by the City or the County.

4H Program: Children and young adults raising animals that will participate in competitions sponsored by 4H or other similar agricultural based programs.

General Market: A single retail establishment that sells groceries, prepackaged food items and other household items and occupies less than 125,000 square feet of gross floor area.

Natural area preserves: Areas which will remain in a natural or undeveloped state to provide resource protection and may include opportunities for passive recreation and environmental education.

Subdivision: ~~In accordance with ARS 9-463.02, a "subdivision" means improved or unimproved land or lands divided for the purpose of financing, sale or lease, whether immediate or future,~~

~~into four or more lots, tracts or parcels of land, or, if a new street is involved, any such property which is divided into two or more lots, tracts or parcels of land, or, any such property, the boundaries of which have been fixed by a recorded plat, which is divided into more than two parts. "Subdivision" also includes any condominium, cooperative, community apartment, townhouse or similar project containing four or more parcels, in which an undivided interest in the land is coupled with the right of exclusive occupancy of any unit located thereon, but plats of such projects need not show the buildings or the manner in which the buildings or airspace above the property shown on the plat are to be divided.~~

Improved or unimproved land or lands divided for the purpose of financing, sale, lease, or conveyance whether immediate or future, into four (4) or more lots, tracts or parcels of land; or, if a new street is involved, any such property which is divided into two (2) or more lots, tracts or parcels of land, or, any such property, the boundaries of which have been fixed by a recorded plat, which is divided into two (2) or more parts. "Subdivision" also includes any condominium, cooperative, community apartment, townhouse, patio home, or similar project containing four (4) or more parcels, in which an undivided interest in the land is coupled with the right of exclusive occupancy of any unit located thereon.

Tiny House Park – A single parcel of land, not organized as a subdivision, containing more than one tiny home and no other type of dwelling unit.

CITY OF ELOY

REQUEST FOR COMMISSION ACTION

Agenda Item: **VI.C.**

Date: **9/18/2019**

Date submitted:
9/11/2019

Action: Formal

Subject: Consideration, discussion, and recommendation to the Eloy City Council for approval, disapproval or other action on the proposed minor revisions to the Eloy Zoning Code pertaining to portions of Sections 1.6.5, 1.6.6, 2.2.3, 2.2.5, 3.1.39, 4.4.2, 4.4.3, and Section 9.

TO: Planning and Zoning Commission

FROM:

RECOMMENDATION:

DISCUSSION:

FISCAL IMPACT:

2019 MAJOR GENERAL PLAN AMENDMENT

INTRODUCTION

1.0 INTRODUCTION

The City of Eloy has a bright and prosperous future. The goals, objectives and policies contained within this General Plan will help Eloy evolve into the future we desire. The City's unique location, culture, history, geography, and citizen's vision of the future were used in conjunction with fulfilling Arizona Revised Statute (ARS 9-461) requirements and supportive public participation activities to successfully update the Eloy General Plan.

1.1 CONTEXT

The City of Eloy is located in south central Pinal County, to the north and south of Interstate 10 (I-10), the state's main economic transportation artery. Eloy is approximately halfway between the two largest cities in Arizona- Phoenix and Tucson. The City's topography is relatively flat throughout the majority of the Planning Area except near the southeast (Picacho Peak State Park), northwest corner (Casa Grande Mountains), and just outside of the eastern boundary (Picacho Mountains) where Newman Peak is located. There are large expanses of vacant desert land and open fields used for agriculture and ranching scattered throughout the City and the Planning Area.

1.2 HISTORY

The area surrounding the City began to carry the name of Eloy when a railroad switchyard was constructed by the Southern Pacific Railroad to connect Tucson to Casa Grande in 1902. In 1918, after the end of World War I, three men: W.L. Bernard, J.E. Meyer and John Alsdorf purchased land in what is now Downtown Eloy. After they purchased the land, they subdivided it and began growing cotton. An application was made in 1919 to establish a post office and, at that time, the City founders favored the name Cotton City. This name was rejected by the Postal Service and the name Eloy was chosen instead.

Historically, the City's economy was largely dependent upon agriculture due to the rich soil profile and easily accessed groundwater. During harvest time, the City's population could temporarily swell to three times the average year-round population. The City of Eloy is part of the Santa Cruz Basin, which is one of Arizona's most fertile agricultural areas, with more than 100,000 irrigable acres.

More recently, the City's economy has diversified, with over 95 percent of its businesses and nearly half its employment now in the agribusiness; arts, entertainment, recreation & visitor

industries; business and financial services; education; manufacturing; personal and commercial services; and transportation and logistics sectors.

The City of Eloy officially incorporated in 1949 and was home to approximately 4,700 residents. The Toltec area was annexed in 1965, increasing the City's incorporated area to 11 square miles. By 2000, the City had increased in size to 71 square miles and approximately 10,375 residents. This growth has continued and as of July 2019, the City of Eloy had a population of approximately 19,005 people, 114 incorporated square miles and 392 square miles within its Planning Area.

Eloy's Historic Battle

When the Civil War began in 1861, Union Troops were withdrawn from many of the western territories. Soldiers near Tucson opened up their supply depots prior to leaving and told the civilians to "take what you need, and get out." Many settlers and civilians did not follow this advice since they had staked their wealth and lives on the prosperity of the southwest.

The Confederate Army marched into the Rio Grande Valley, which was part of the New Mexico Territory. After securing the area, they sent a detachment to Tucson. The commander of the Confederate detachment was Captain Sherrod Hunter.

As the Confederate threat in California subsided, Brigadier General James H. Carleton led a detachment of approximately 1,400 Union soldiers, called the California Column from Fort Yuma to march on Tucson. By early April 1862, the California Column had reached an area near present day Eloy. Detachments were dispatched to reconnoiter the area and the final route into Tucson. Sensing an ambush, the Union Cavalry were split into two groups, one of which circled the base of the Picacho Mountains as a precaution.

Hunter's men had set up an ambush near Picacho Peak. The Confederates opened fire immediately wounding two Union troops. At this time, the second Union force flanked Hunter's men and captured three of the Confederate soldiers. Emboldened by this minor victory, Union Lieutenant James Barrett ordered his soldiers to advance forward. The remaining Confederate Cavalry fired a heavy barrage which killed and wounded four Union soldiers. Lieutenant Barrett was among those killed.

The battle lasted approximately ninety minutes at which point the remaining Union soldiers withdrew and returned to the main column. The Confederate detachment in Tucson withdrew shortly thereafter and returned to the Rio Grande Valley as they continued to be outnumbered and were too far from the main army to receive regular supplies and reinforcements.

This historic Civil War battle has been reenacted annually at Picacho Peak State Park and has been an exciting event for the City. While the battle's original participants only numbered about two dozen, the event has typically drawn over 200 reenactment participants.

Local Attractions

Fifteen miles north of Eloy, in the City of Coolidge, is the Casa Grande Ruins National Monument. This monument is the largest single and tallest Hohokam structure known to exist. The structure was constructed in 1350 A.D., is four stories in height and is the centerpiece of the monument which overall covers approximately 427 acres.

Other local and regional attractions and recreational areas include Picacho Peak State Park, SkyVenture Arizona, and SkyDive Arizona, Rooster Cogburn Ostrich Ranch, Eloy Fiestas Patrias, Robson Ranch Golf Course, Pinal County Fairgrounds, Boyce Thompson Arboretum, Country Thunder, Queen Creek Olive Mill, Biosphere 2, Goldfield Ghost Town, Eloy BMX racing track, Schnepf Farms,

1.3 CITY GOVERNMENT

The City of Eloy was created by the local citizens primarily for the purposes of self-determination, representation, and improvement to their quality of life. Local government was tasked with providing a wide range of services to meet the needs of the citizens and businesses located within the community. Services currently provided by the City of Eloy include police protection, water/sewer, trash/landfill, roadways, municipal court, clerk, human resources, library (through a partnership with Pinal County), community development, community services (parks and recreation, Eloy Memorial Park) and city administration.

The City of Eloy continues to improve the quality of life and the sustainability of the community by developing and enforcing policies related to economic development, land use and transportation planning, open space, environmental preservation, and other important issues. City leaders and staff listen and report the ideas, comments and opinions of the public to the Planning and Zoning Commission, Downtown Advisory Commission, and City Council to ensure that the community's health, safety, and welfare is protected. The City of Eloy has an elected mayor and six elected council members, as well as a City Manager, City Clerk and Chief of Police appointed by the City Council.

In order to provide services to the City's residents and businesses, the City uses revenues principally from City Sales Tax (approximately 40 percent), State Shared Revenues (approximately 39 percent) and Property Tax (approximately 8 percent) and a variety of other

sources including services, interest, fees, and licenses. Similar to private businesses, it is critical that the local government's revenues and expenditures are effectively managed to maintain a long-term balance.

1.4 BACKGROUND

The purpose of the General Plan is to provide the local community with a comprehensive approach to guide future development in the community. It applies to all land within the City's incorporated boundary and is advisory for the surrounding Planning Area, includes all subjects related to the community's development, and extends over a 10-year timeframe. The General Plan identifies the community's goals, as well as the policies and implementation measures necessary to achieve these goals.

Over the past several years, City staff has incrementally reviewed and updated each of the eleven elements of the general plan that were formerly adopted by the Eloy City Council on December 13, 2010 (Resolution 10-1224). This subsequent update responds to the changing internal and external physical, economic and political conditions of the community as well as its neighboring communities to the north and west. The City's Planning Area includes an area larger than the City's Incorporated Area to account for the sphere of influence of the City based on its proximity to other surrounding communities. Generally, the Planning Area is bounded by a portion of State Route 287 (Florence Boulevard) on the north, a portion of the Pinal/Pima County boundary line on the south, a portion of the section line alignment approximately two miles east of Pecan Road on the east and a portion of the Burris Road alignment on the west.

1.5 USE OF THE GENERAL PLAN

The General Plan is intended to be used by all members of the community, as well as others interested in the City's future. The key to using the General Plan is the understanding that while some of the objectives within the Plan may not be achievable in the near term, they are intended to guide the community's future long term development.

The remainder of the General Plan is divided into 11 chapters, or elements. An implementation chapter is also included.

Each element shares a common format, beginning with general overarching Goals, followed by the Purpose of the Element, the City's Existing Character and Discussion sections, with the Objectives section as the final section within each Element and establishes the City's recommended direction. Supportive maps, charts and tables are also included to assist in communicating the intent of the text.

2019 MAJOR GENERAL PLAN AMENDMENT

AMENDMENTS AND PROCESS

Major Amendment Overview

The Eloy General Plan, as required by ~~Arizona Revised State~~ Statutes (ARS 9-461), shall be updated every 10 years, or earlier as determined by the City Council. ~~Within~~~~During~~ the ten year ~~interim periods~~ the ~~City will entertain~~~~re-may-be~~ proposed changes or amendments to the General Plan. These proposed amendments may be filed by the City, landowners, individual residents or developers. State Statutes identify ~~that~~ an amendment to the General Plan ~~is classified~~ as major when the proposal substantially alters the City's planned mixture or balance of land uses. A major amendment is ~~confirmed when~~ any proposal ~~that~~ satisfies any one of the criteria listed below (all other amendments shall be considered minor).

State Statutes requires that all major amendments be heard before the City Council at a single public hearing designated each ~~calendar~~ year. The City Council shall review and approve or deny each major amendment. Major amendment cases are required to be submitted within the same calendar year in which they are heard, and a 2/3-majority vote of the City Council is necessary for approval. In addition, major amendments will require a staff review and recommendation to the Planning ~~& Zoning~~ Commission. The Planning ~~& Zoning~~ Commission shall hold a minimum of one public hearing and shall make a recommendation of approval or denial to ~~the City~~ Council. The ~~City~~ Council shall hold an additional public hearing and its decision shall be based on specific review guidelines listed below.

Any proposal that does not meet the criteria listed below is considered a minor amendment and can be considered by City staff, the Planning ~~&end~~ Zoning Commission, and the City Council, according to the regularly scheduled review and approval process.

Major Amendment Land Use Criteria

A major amendment to the general plan is required where any one of the **Land Use Criteria** following occurs:

1. A change from one residential land use designation to another residential designation that exceeds 320 acres.
2. A land use designation change from residential to non-residential of 40 acres or more.
3. A change involving an industrial land use designation exceeding 80 acres.
4. A change involving a commercial or Mixed Use designation exceeding 40 acres.

5. A change involving a Parks/Open Space or Public/Institutional designation exceeding 20 acres.
6. Any proposed realignment, deletion or change in the functional roadway classification of a major or minor arterial or planned freeway.
7. Proposed text changes that conflict with, or alter the goals and policies of the General Plan.

Amendment Guidelines

Changes to the General Plan must also meet the following guidelines for approval:

1. That the City has not provided adequate land uses designated that would allow for the proposed use to be sited as proposed.
2. That the amendment constitutes an overall improvement to the General Plan and will benefit the City in general.
3. The amendment will not adversely impact any portion of the community, by:
 - Creating incompatible land use patterns,
 - Requiring additional and more expensive infrastructure improvements to roads, sewer, or water delivery systems than are needed to support the prevailing land uses unless mitigated by the applicant and demonstrated to benefit the City,
 - Adversely impacting existing or planned land uses through an unreasonable increase in traffic generated by the proposed use unless mitigated by the applicant, or
 - Adversely affecting the livability of an area or the health and safety of existing residents.
4. That the amendment is consistent with the General Plan's overall intent and other adopted plans, codes, and ordinances.

It shall be the responsibility of the party requesting the major amendment to prove that the change constitutes an improvement to the General Plan and satisfies all review guidelines above.

2019 MAJOR GENERAL PLAN AMENDMENT

ECONOMIC PROSPERITY

11.1 GOALS

- Create the opportunity for, and successfully attract, quality employers with a focus on diversity and multiple salary levels.
- Brand Eloy as a prime regional location for business, community growth and capital investment.
- Through public and private investment, make Main Street a centerpiece for Eloy featuring restaurants, shops, small businesses and activities supported by quality neighborhoods that offer housing choice.
- Create a community with adequate infrastructure, utilities, community amenities and housing that will attract new businesses and residents.

11.2 PURPOSE

This Economic Development Prosperity Element, in conjunction with the Economic Development Strategic Plan (EDSP), adopted in July 2019 provides the community with a focus that is more than just creating or retaining jobs and expanding the tax base. It's also about crafting a climate that's attractive for investors and businesses and a place where workers and their families can flourish. To attract and retain investment, Eloy must have cultural amenities, modern infrastructure, quality schools, broadband and a trained workforce with skills that match business needs.

The Strategic Plan recognizes the opportunities and constraints that exist for Eloy and lays out the mission of economic development, the vision for the future, and the four fundamental goals/building blocks necessary to prepare the City to achieve its desired economic prosperity. These building blocks include: Jobs, Image, Downtown Redevelopment, and Infrastructure and Housing.

11.3 EXISTING CHARACTER

Eloy was first established in the early 1900's as a rail stop and rapidly became a hub for agriculture. Although cotton was the primary crop, a wide variety of vegetables, feed crops, melons, fruit and nuts were also produced. Although agriculture remains an important part of Eloy today, water costs and its long term availability will require a significant effort to establish new agricultural technology and crops well suited to an arid, desert environment.

Over the years, Eloy added a significant industrial and retail truck stop presence which, with some exceptions, has done well. Several of the businesses attracted in the 1990's and early 2000's continue to thrive. However, the Great Recession in the middle of the last decade hit Eloy especially hard. In the last ten years, very few new employers have located in Eloy, several have shuttered their doors and there

have been very few land transactions (even though land costs are lower than surrounding communities and significantly lower than the Phoenix and Tucson areas). The majority of private employers that are located in the City are located within the corridor formed by Frontier Street and Interstate 10. The only exceptions are CoreCivic to the northeast and SkyDive Arizona up at the Eloy Municipal Airport as shown on EP-1.

Economic Character Areas

In addition to 1,000's of acres in agricultural production, Eloy has four key economic character areas, which is illustrated on Figure EP-2:

Robson Ranch – Robson Ranch was initially developed in 2006, and currently provides over 1,000 upscale homes with quality-of-life amenities sought by active adults. Single-family housing and condominium living are complemented by facilities to accommodate a variety of sports activities including 18-hole golf, arts and crafts sessions, hiking and biking, an aquatics center, Pickle ball and tennis as well as access to retail and commercial services. New phases of development are currently under construction.

Eloy Employment Corridor - This predominately commercial and industrial business area is home to many of Eloy's industrial employers. The Corridor is south of, and parallel to, the Union Pacific Rail line and extends to the south of Interstate 10. A large inventory of vacant, industrially-zoned and utility-served property is available for development. There are several, older, smaller vacant buildings that could accommodate some retail or commercial businesses. The majority of those are located on Frontier Street and along Sunshine Boulevard. Although these structures offer limited opportunity for reuse, many of Eloy's buildings are currently empty and in disrepair, diminishing the opportunity for existing business vitality and expansion and the potential for future businesses moving to the area.

Downtown Eloy (including a segment of Frontier Street) - Downtown Eloy is the heart of the city and home to a new City Hall, a soon to be new Police facility, the U.S. Post Office, various small businesses, Santa Cruz Valley Union High School and Main Street Park, which for years has served as Eloy's 'living room' for special events and festivals. The Downtown area offers investment opportunities for new construction and building renovation serving the mix of residential, office and retail uses. The area is also home to a number of community services, including Sun Life Family Health Center, Pinal Hispanic Council, Community Action Human Resources Agency and Eloy Veterans Center, among others.

Eloy Municipal Airport – The Eloy Municipal Airport is located approximately three miles northwest of Downtown and encompasses approximately 100 acres. With two active runways, the airport is available to general aviation aircraft from dawn to dusk. Hangars and T-shades are located on airport properties, and aviation fuel is available for sale. The Eloy Municipal Airport is home to Skydive Arizona, a world-class facility attracting skydivers from around the world. The Bent Prop Café is located onsite for food services, as well. The City owns approximately 280 acres adjacent to the airport for a future business/industrial park.

Robson Ranch was initially developed in 2006, and currently provides over 1,000 upscale homes with quality-of-life amenities requested by active adults. Single-family housing and condominium living are complemented by facilities to accommodate a variety of sports activities including 18-hole golf, arts and crafts sessions, hiking and biking, an aquatics center, Pickleball and tennis as well as access to retail and commercial services. New phases of development are currently under construction.

Eloy Municipal Airport is located approximately 3 miles northwest of downtown and encompasses approximately 100 acres. With two active runways, the airport is available to general aviation from dawn to dusk. Hangars and T-shades are located on airport properties, and aviation fuel is available for sale. The Eloy Municipal Airport is home to Skydive Arizona™, a world-class facility attracting skydivers from around the world. In October 2019, Skydive Arizona hosted the FAI Parachuting World Cup. The Bent Prop Café is located onsite for food services, as well. The city owns approximately 280 acres adjacent to the airport for a future business/ industrial park.



Employment Corridor Eloy's business corridor is home to many of Eloy's retail and industrial employers. Frontier Street is north of and parallel to the Union Pacific Railroad as well as Interstate 10 to the south. A large inventory of vacant, industrially-zoned and utility-served property is available for development.

Downtown Eloy is the heart of the city and home to City Hall, the U.S. Post Office, and the police and fire stations. Wrapping around the city's governance complex and Main Street Park, the downtown area offers a host of investment opportunities for new construction and building renovation serving residential, office and retail uses. The new City Hall opened in the spring of 2019. The old location is currently under renovation and when completed, will more than double the available space for the police department. Downtown facade renovations are also underway in 2019. The area is also home to a number of community services, including Sun Life Family Health Center, Pinal Hispanic Council, Community Action Human Resources Agency and Eloy Veterans Center, among others.

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11.4 DISCUSSION

In 2018, the Eloy City Council adopted the updated Land Use Element of the Eloy General Plan. During that effort, considerable attention was paid to setting aside sufficient land for Eloy's commercial, industrial and employment uses. Of the approximately 72,600 acres within the City limits, 4,500 acres (6%) are designated as commercial and 6,300 acres (9%) are designated as industrial. Primary challenges to commercial and industrial growth in these areas are lack of rooftops in the primary trade area, limited access and lands unserved with shovel ready infrastructure. Strengths include approximately 20 miles of I-10 freeway frontage and the opportunity for Union Pacific rail spur service.

In July 2019, the Eloy City Council adopted the Eloy Economic Development Strategic Plan (EDSP). This comprehensive effort, in conjunction with the General Plan, is intended to guide Eloy's business retention and expansion and business attraction efforts. The plan focuses its attention most aggressively in the first five years but provides guidance for economic sustainability and growth of many important economic activities over a much longer term. The EDSP states, "The success of this ambitious strategy requires alignment of goals and funding priorities between City departments and other organizations. The City will collaborate with public and private sector partners throughout the community/region to carry out the actions recommended by the strategy. Without adequate resources, this economic development strategic plan will not be successful. This strategy requires reliable multi-year operating support for the key initiatives, including work that supports job growth, capital improvements that foster economic development and marketing and promotion that brands and propels the community forward".

Strengths, Weaknesses, Opportunities and Threats - A key component of the EDSP was the development of a Strengths, Weaknesses, Opportunities and Threats Analysis. This analysis is the compilation of over 30 interviews conducted with key community stakeholders and is summarized below:

Strengths	Weaknesses	Opportunities	Threats
• Centrally located between Phoenix and Tucson • Proximity to major transportation and rail corridors • Existing workforce in production jobs • Central Arizona College • Strong civic leadership • Concentration of education and civic uses downtown • Downtown festivals and events • Vacant industrial zoned land	• Undefined image and no real brand • Aging road infrastructure • Absence of new workforce housing stock • Slow household growth • Shortage of amenities for residents and business • Inadequate infrastructure to industrial sites • Lack of available industrial buildings • Absence of regional cooperation and collaboration • Underperforming schools	• Downtown revitalization and adaptive reuse of old buildings • Downtown facade improvement program • Leverage relationship with SkyDive Arizona for Eloy tourism • Target industry attraction • Potential "Economic" corridor for electric and autonomous vehicles • New housing development to attract a workforce population • Transportation planning and improvements • Facilitating shovel ready sites • Water Resources	• Economic development fragmentation • Growing competition from other cities • Majority of sales tax comes from I-10 business • Majority of property tax comes from correctional institutions • Economic stagnation • Negative perception cast on the city due to Eloy Detention Center

Addressing the weaknesses and threats and leveraging the strengths and opportunities will take a concerted effort by not only the City of Eloy, but the myriad of community organizations such as the Chamber of Commerce, School Districts, and most importantly, all of Eloy's existing businesses and residents.

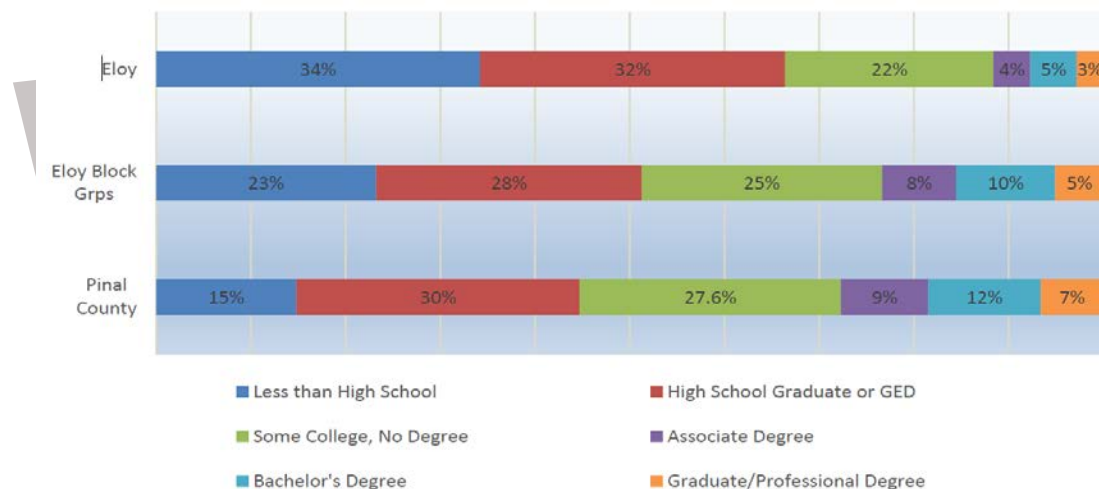
Offsetting many of the weaknesses and threats are Eloy's Strengths and Opportunities. Eloy is well positioned on Interstate 10 and the Union Pacific rail line with excellent proximity to Arizona's border with Mexico - three ideal assets for attracting manufacturing, distribution and warehousing operations. Another key in Eloy's future lies with its equidistant, one hour drive time to Phoenix and Tucson, both high growth areas that are beginning to experience rapid decreases in affordability for land and building in virtually every economic sector. Proximity to Casa Grande and Coolidge will also play a role as new industries such as Lucid Motors and Nikola (both considered leaders in the future of personal and commercial truck transportation) which are expected to hire a minimum of 2,000 employees once each comes to fruition. As the area begins to attract new users and investment, all three communities stand to benefit equally. Additionally, Eloy has hundreds of acres available and entitled for development, and a City rich in heritage with strong community pride.

Education

As the region develops, it will be important to develop and attract a skilled labor force to staff these new businesses. It will also be important to adopt policies that will support the attraction of amenities that improve the City's overall quality of living.

Educational success will also play a key role in attracting businesses. Most of today's workforce requires a strong work ethic, certifications, degrees and other levels of training. If a community does not have residents with the necessary level of education or vocational training and/or certificates, then the company will be pulling "talent" from other communities to fill their positions, or the company will locate within a community that has a population that meets its job-related qualifications.

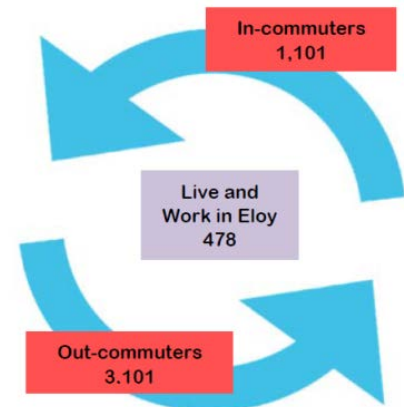
When it comes to education, Arizona Department of Education data shows that only 12 percent of the population have attained an Associate's Degree or higher. The resident population, however, still trails behind Pinal County with 28 percent of the population having an Associate's Degree or higher. Educational attainment is an indicator of the strength and aptitude of the local workforce. Aligning educational/vocational attainment with the City's industry targets can help identify existing training deficiencies that can be corrected with workforce development programs.



Labor Force

As per the EDSP, there is a viable labor force in Eloy, however, less than 500 residents both live and work here. Approximately 1,100 workers commute in for work and 3,100 commute out for work to neighboring communities and as far away as the Phoenix and Tucson suburbs. Attracting employment opportunities for these 3,100 workers will be a priority as the EDSP is implemented.

As a small rural community, Eloy will need to contend with its rural setting and limited size of its labor force with lower skill levels. Over time as the community grows, these conditions will change. In the interim, Eloy's economic development opportunities will likely be limited to those industries that are attracted to its assets of good transportation access, low labor costs, and low land costs.



Potential Windfalls

There are several factors that can and will have a significant impact on the community and will no doubt require the updating of this element over time. In the last 18 months, numerous projects have been announced with sophisticated hiring requirements and 1,000's of potential job openings. Four of them include:

- **Phoenix Mart** began construction of over 1.5 million square feet of display space in east Casa Grande (north of Eloy) featuring a Business to Business buying and selling experience for manufactured goods and products from throughout the world. The building will house over 1,800 showroom suites. Although this project seems to be on hold, it will be one of the largest private sector employees in the region, when completed.
- **Lucid Motors** first announced their plans in 2016 to build an electric vehicle manufacturing facility located on 500 acres just south of Downtown Casa Grande, less than 10 miles west of Eloy. Initially, Lucid plans to employ over 600 skilled and semi-skilled workers ramping up to over 2,000 in the first five years.
- **Nikola Corporation** has announced that it will construct a one million square foot facility to build hybrid Class 8 semi-trucks on the outskirts of Coolidge (adjacent to Eloy) and only four miles from our Downtown. Nikola has stated it will hire 1,800 to 2,000 skilled employees at an average annual salary of \$60,000-80,000.
- **Attesa Motorsports** has announced a motorsports lifestyle center in south Casa Grande (west of Eloy) with several race circuits, testing and research for amateur and professional racers. The project includes off-road race tracks, entertainment venues, a luxury resort and a convention center on roughly 500 acres. Attesa anticipates employing over 15,000 when fully operational.

Whether or not these projects come to fruition is yet to be determined. However, when complete, they will have a significant impact on the entire region. It will be up to the Eloy elected officials and staff to be ready to leverage benefits in Eloy from these investments.

Targeted Industry Clusters

Based on research outlined in the EDSP, six industry clusters were identified as suitable for Eloy. Industries within these clusters were further evaluated for employment growth, wages, market strength and existing presence in Eloy. Forty four industries were short listed as potential industry targets, based on a combination of industry growth over five years, wages, market strength in Pinal County and whether the industry currently has a presence in Eloy. An existing cluster, (manufacturing) with 10 industries, was classified as a “future” target. These future industries are based on the prospect of Nikola Corporation and Lucid Motors operating their truck and vehicle manufacturing facilities near Eloy. Nikola is located approximately two miles northeast of Eloy’s Downtown and Lucid Motors is located approximately six miles west of the City.

The listing of proposed industry clusters and targets includes the following:

Industry Cluster	Industry Target
Manufacturing (Continued)	• Construction machinery manufacturing • All other industrial machinery manufacturing • Power-driven hand tool manufacturing • Software and other prerecorded and record reproducing • Motor vehicle electrical and electronic equipment manufacturing • Other motor vehicle parts manufacturing • Custom architectural woodwork and millwork
Personal & Commercial Services	• Commercial and industrial machinery and equipment repair and maintenance
Transportation & Logistics	• Warehousing and storage • Rail transportation • Truck transportation
Manufacturing - Future Targets	• Automobile manufacturing • Light truck and utility vehicle manufacturing • Heavy duty truck manufacturing • Motor vehicle body manufacturing • Truck trailer manufacturing • Motor vehicle gasoline engine and engine parts manufacturing • Motor vehicle steering, suspension component (except spring), & brake systems manufacturing • Motor vehicle transmission and power train parts manufacturing • Motor vehicle seating and interior trim manufacturing • Motor vehicle metal stamping

11.5 OBJECTIVES

The success of this ambitious strategy requires the continued alignment of objectives among City departments and organizations that have a role to play in the City’s economic success. Successful implementation requires reliable multi-year operating support for the key initiatives, including work that supports job growth, capital improvements that foster economic development and marketing and promotion that propels the community forward. Without adequate resources this economic development plan will not be successful.

Specific Economic Development objectives include:

1. Implement An Industrial/Business Recruitment Program
2. Collaborate To Retain And Expand Existing Businesses
3. Create A Repository Of Entrepreneurship Information And Programs
4. Work Collaboratively To Prepare Youth For Success In School And Work
5. Promote Adult Workforce And Skill Development Programs
6. Support The Eloy Airport As An International Skydiving Center And Future Aviation Employment Center
7. Develop And Implement A Plan To Encourage And Enhance Eloy's Potential To Attract International Employees
8. Market And Encourage Vacant Land Purchases
9. Attract A Full Service Hotel With Meeting, Conference And Food Services

In year four and beyond, specific Economic Development Activities and Tactics include the continuance of all of the above, plus the following:

1. Collaborate to Retain and Expand Existing Businesses
2. Create A Repository Of Entrepreneurship Information And Programs
3. Design And Adopt A Municipal Airport Specific Plan
4. Prepare And Adopt An Airport Business Plan
5. Promote Eloy As A Location For Shooting Film And Video Production



Economic Prosperity Element

Eloy General Plan

Economic Focus Areas

- 1 Interstate 10 Corridor
- 2 Eloy Municipal Airport
- 3 Prison Complex
- 4 Nikola Contributing Area
- 5 North-South Freeway Corridor
- 6 Downtown Eloy
- 7 Rail Related

Roadways

- Interstate
- State Highway
- Major Arterial (130' ROW)
- Minor Arterial (110' ROW)
- Two Lane Collector (80' ROW)
- Union Pacific Railroad

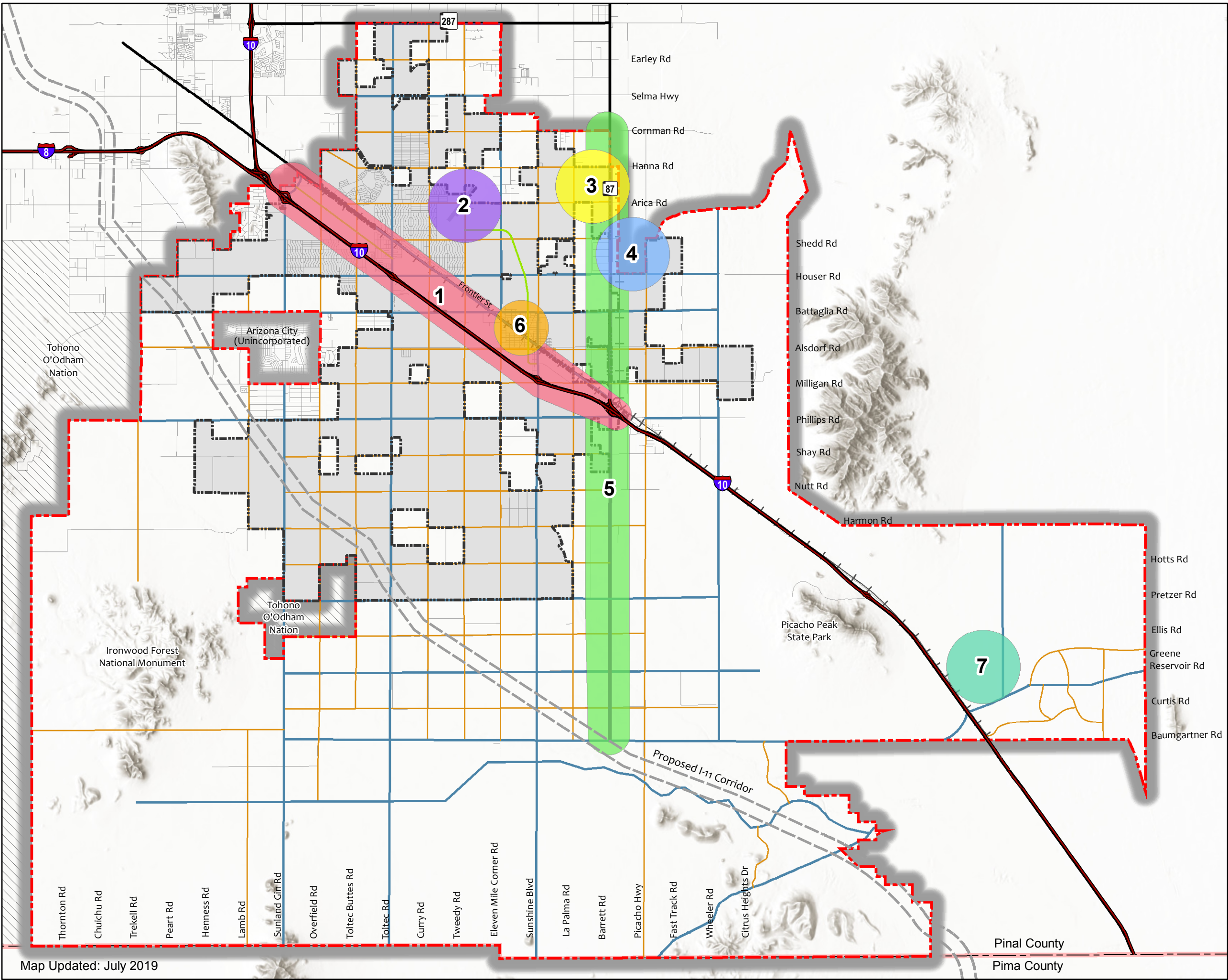
Reference

- Eloy City Limits
- Eloy Planning Boundary



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Economic Prosperity Element

Eloy General Plan

Existing Employers

Private Employer

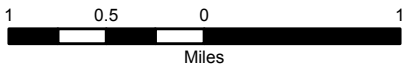
- Arizona Pacific Wood Preserving Inc.
- Ballard Truss
- Bayer
- Bridgestone
- CoreCivic
- Elrus Aggregate Systems
- Empire Machinery
- Flying J Travel Center
- Flying J Travel Plaza
- Hasa Chemical
- Loves Travel Stop
- Otto Environmental Systems
- Petro Stopping Center
- Pilot Travel Center
- Pride Travel Center
- Republic Plastics
- San Juan Pools
- Schuff Steel
- SkyDive Arizona
- TA Travel Centers of America
- Xpress Fuels Truck Stop

Reference

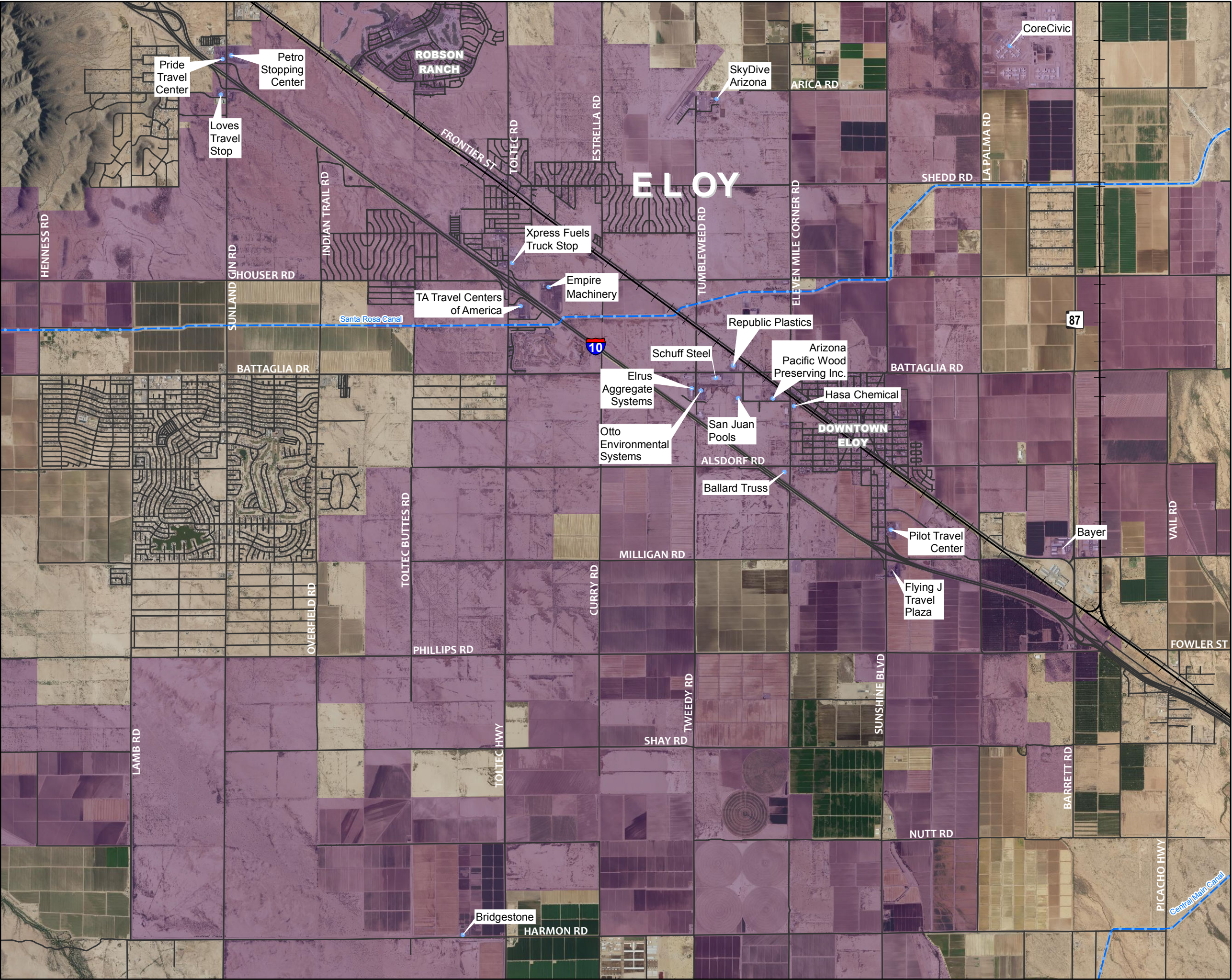
Eloy City Limits



1 Mile



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Economic Prosperity Element

Eloy General Plan

Proposed Major Development

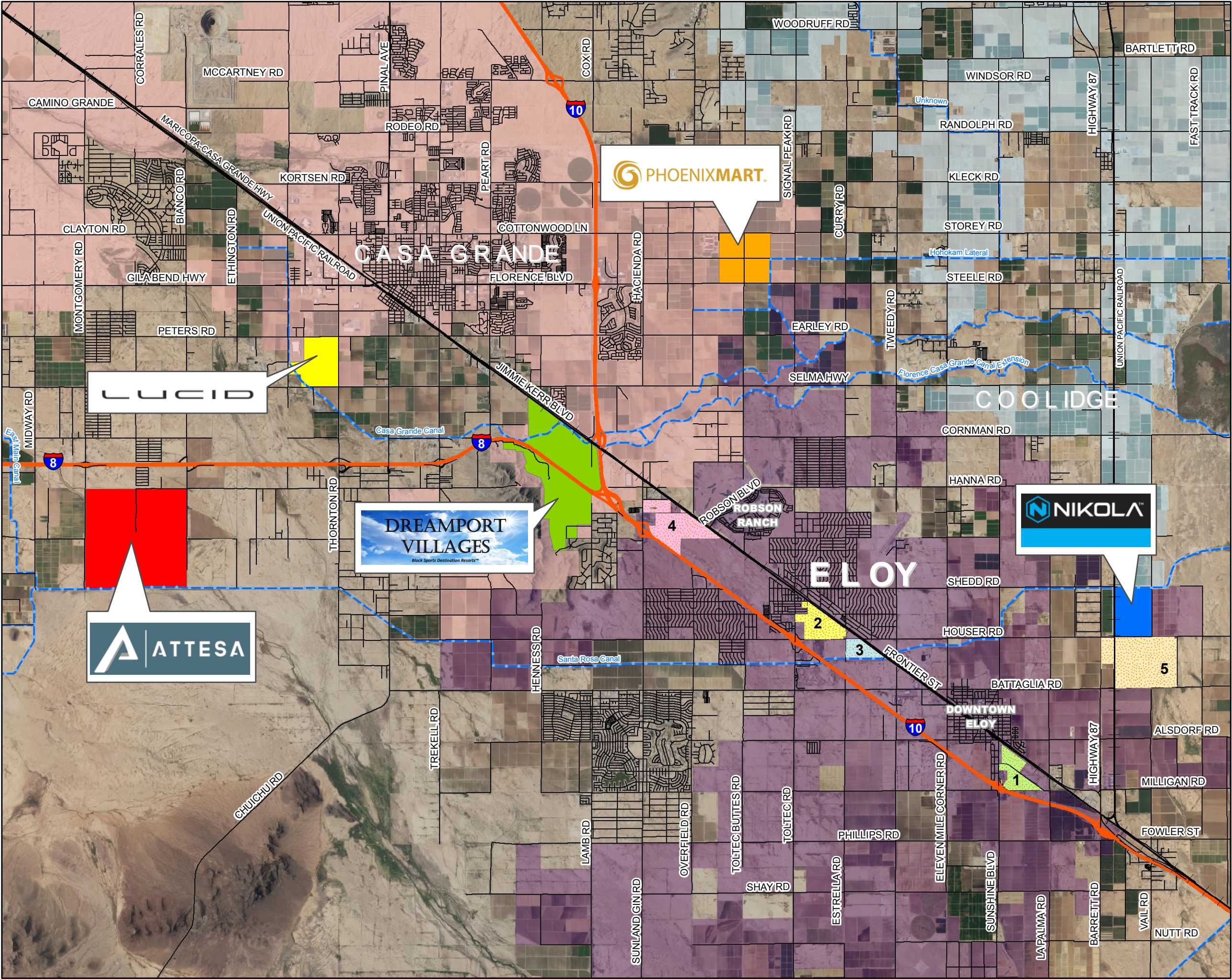
- Attesa
- Dreamport Village
- Lucid Motors
- Nikola
- Phoenix Mart

Priority Site

- 1
- 2
- 3
- 4
- 5

Incorporated Area

- Eloy
- Casa Grande
- Coolidge



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2019 MAJOR GENERAL PLAN AMENDMENT

CIRCULATION ELEMENT

CIRCULATION ELEMENT

3.0 GOALS

1. Encourage public safety through appropriate street design.
2. Improve "Level of Service" through coordinated street design, signal spacing and access management within the community and the surrounding region.
3. Plan and provide for alternative methods of transportation.

3.1 PURPOSE

The purpose of the Circulation Element is to:

- Summarize the existing street and roadway conditions,
- Provide guidance and goals for public transportation, multi-modal pathways, and other modes of transportation,
- List and define the different street classifications,
- Map future roadway network,
- Coordinate the City's streets with both existing land use and proposed future land use to provide mobility and access,
- Guide where infrastructure should be upgraded to facilitate the efficient movement of people, goods and services within the City of Eloy.

3.2 EXISTING CHARACTER

Within the City's boundaries, there are approximately 25 miles of existing paved roadways. These roads vary in width, pavement composition and condition. Some roads are in serious need of repair while other roads are newly constructed or have recently been resurfaced.

The City's downtown was initially oriented in a radial street pattern. This design was later modified into a grid pattern with arterials planned at each mile. This situation has led to offset intersections as well as five (5) five-legged intersections on Frontier Street which are a hazard to both vehicles and especially pedestrians. The confusion that these types of intersections create can be the cause of accidents and/or serious injury/death as traffic volumes increase.

Roadways

The local roadway network is based on the one-mile grid system originally established in Pinal County. There are six basic street classifications used by the City, specifically: Interstate Freeways/State Highways; Major and Minor Arterials; Major and Minor Collectors; and Local Streets.

Airport

The Eloy Municipal Airport was opened to the public in February 1969 and is a general aviation facility. The Eloy Municipal Airport is located approximately three miles northwest of City Hall and encompasses approximately 91-acres in area. The airport was initially constructed by the Air Force for training purposes. Estimated air traffic using the airport is approximately 28,000 operations annually. It has one runway approximately 3,900 feet in length and 75-feet wide. The airport has five conventional hangers and twelve T-hangers with a parking apron 150-feet by 300-feet.

The Eloy Municipal Airport is currently used for general aviation and skydiving activities, with no scheduled services to other locations. Recommendations for future upgrades to the airport to meet potential and desired demand includes the relocation of Taxiway "A", drainage improvements, extension of the runway, and lighting improvements.

Multi-Use Pathways

Currently, there are 95 miles of existing pathways and trails within Eloy's Planning Area. These pathways currently include the full complement of dirt pathways to sidewalks.

Public Transportation

The only public transit access in the City occurs through the connection of Central Arizona Regional Transit(CART) that extends limited service (twice per day) down Interstate 10 to serve the recently relocated Greyhound stop at Love's Truck Stop, located at the northwest corner of Sunland Gin Road and Arica Road. No intercity public transportation of any kind is currently available in Eloy. However, The recently completed city is currently conducting a transit feasibility study to identify corridors and routes that would serve the City's population with access to desired area-wide destinations. A circulator for downtown and routing along Frontier to Casa Grande is shown on Figure C-1. assess its viability. The closest Greyhound stop is in Casa Grande and the closest Amtrak stop is located at 19427 N. John Wayne Parkway in the City of Maricopa. Amtrak's Sunset Limited, which operates between Los Angeles and New Orleans, stops in Maricopa at night on Tuesday, Thursday and Sunday from east to west and in the morning on Monday, Thursday and Saturday from west to east. three times weekly in each direction.

Greyhound serves Casa Grande twice daily in each direction with schedules operating between Tucson and Phoenix. Local Bus Service: The Cotton Express and Central Arizona Regional Transit currently serve the City of Casa Grande, City of Coolidge and Town of Florence.

3.3 DISCUSSION

Circulation Plan

The City of Eloy's circulation system is shown on Figure C-1, Circulation Map and includes the roadway network with its recommended characteristics discussed below.

Roadway Network Roadway Network

The roadway system consists of a hierarchy of streets which range in widths and traffic volume capacity. For example, an arterial's main function is to carry the largest volume of traffic from collector streets to places of employment, retail, offices, and to the City gateways and then funnel the traffic back to the collectors. Functional characteristics include roadway type, function, right-of-way width, lane configuration, pavement width (curb-to-curb), and average daily traffic (ADT).

Roadway Descriptions

Interstate Freeway / State Routes (Highways)

Freeways and State Routes should connect major metropolitan areas, and carry a high proportion of vehicular travel on a minimum of mileage. Freeways and State Routes should be integrated with arterial streets. Freeways and State Routes generally have full access control and consist of interstate highways, other freeways or U.S./State routes. This class of street is designed to handle higher speeds between 55 and 75 mph as well as between 11,000 and 22,000 vehicle trips per day. The number of lanes should range between three and five (one direction) with a total right-of-way width of 300-feet or greater.

Arterial (Principal - RSR, Major and Minor)

Arterials are major streets that are designed to move large volumes of traffic within each community and between cities and towns and are typically spaced at one-mile or greater intervals. These streets are typically constructed with a total of four to six lanes of traffic, and have a raised or striped median. Access to arterials should be limited to intersections at approximately one-quarter mile intervals and from the driveways of major developments. No on-street parking is allowed on arterial roadways.

These streets are typically designed to handle between 8,900 and 11,740 vehicle trips per day with speeds ranging from 45 to 55 mph. Total right-of-way width for arterials range from approximately 110- to 130-feet.

Collector (Major and Minor)

Collector streets provide mobility and access between local streets and arterials, local streets to other local streets, as well as, allowing access to properties fronting onto the street. Collectors are generally spaced at one-half mile intervals. These streets are constructed with a total of two to four travel lanes, and typically have a striped or raised median. Travel speeds on collector streets are typically set at 35 mph. Collector's usually have right-of-way widths ranging from 70- to 80-feet.

CIR-1: Roadway Functional Classification & Characteristics*					
CLASSIFICATIONS	CHARACTERISTICS				
	Primary Function	Configuration (both sides included)	Right of-Way Width	Width Back of Curb-to Curb	Maximum Vehicle Trips Per Day
Freeway/State Route	Mobility	4 and Greater Divided	300+	---	>55,000
Major Arterial (Principal)	Mobility	6 Lanes + Divided Median	130'	124' - 104'	45,000 - 55,000
Minor Arterial	Mobility / Access	4 Lanes + Raised Median	110'	80'	30,000
Major Collector (Commercial)	Access / Mobility	3 Lanes + Two Way Turn Lane	80'	54'	10,000
Minor Collector	Access	2-3 Lanes + Two Way Turn Lane	70'	48'	8,000
Local	Access	Two Lanes	50'	32'	1,000

Source: City of Eloy, July 2018

Collectors may have on-street parking, although this is typically not permitted near intersections and curb-cuts for visibility purposes. Collector roadways designated within the Eloy Planning Area are generally located on the midsection-line boundaries.

Local Road

Local roadways serve local traffic, providing access to adjacent properties and roadways of higher classification. Local roadways usually have two lanes and low travel speeds (25 mph or slower), and allow on-street parking. A typical right-of-way width for a local street is approximately 50-feet.

Future subdivision developments and local street construction should focus on a non-grid internal street pattern to help slow traffic, create visual aesthetics (when coupled with a landscaping theme), create a sense of place and variety within each individual development and create a more pedestrian friendly environment.

Multi-Use Pathway

The purpose of a multi-use pathway system is to provide residents with other transportation alternatives to travel within the community other than a vehicle. Other transportation options include walking, jogging, bicycling, skating, or horseback riding. Non-vehicular travel may provide a wide-range of benefits, such as increased mobility and access as well as enhanced recreational activities, improved air quality, and better personal health.

The multi-use pathway system consists of trails and bike routes/paths. The trails typically consist of shared-use paths that are physically separated from vehicular traffic. These may be paved or unpaved, and may be located within an existing roadway right-of-way or within an existing utility or canal right-of-way or easement.

Bicycle paths are comprised of both trails and lanes. A bicycle lane is a one-way travel lane located along the edge of a paved street. A bicycle trail is a non-vehicular pathway identified for bicycle use by signage only. Bicycle trails are physically separated from vehicular traffic, and may be paved or unpaved.

Aside from the 95 existing miles of trails and pathways, Pinal County's Open Space Master Plan also shows an additional 44 miles of proposed trails. As the City expands into its Planning Area through future annexation and when these areas are developed, an analysis of the proposed pathway system should be completed. Developers should be encouraged to set aside, construct and possibly dedicate pathway network improvements within or adjacent to their development.

Opportunities exist for developing a system of urban multi-use trails along the street, utility, and railroad rights-of-way that could be used for pedestrian, equestrian, and bicycle travel. Potential locations for these trails include Frontier Boulevard (south side), Sunshine Boulevard (west side), Hanna Road (south side), Milligan Road (south side), SR-87 (west side), Toltec Highway (east side), and Sunland Gin Road (west side). In the future, a more comprehensive Parks, Recreation, and Trails Master Plan could be developed and adopted that will confirm such corridors.

High Capacity Transportation Corridors

A series of recent studies have identified several key transportation corridors for future consideration within the Eloy Planning Area. The Arizona Department of Transportation is currently assessing (through an Environmental Impact Statement) two routing options for a future North-South Freeway. The intent is to connect US 60, in northern Pinal County, to Interstate 10 within the City of Eloy. The City of Eloy supports (through Resolution 19-14545-1343) the W4 Corridor Segment Z/AA which utilizes the existing SR 87 roadway and terminates at Interstate 10.

The Intermountain West Corridor (I-11) is intended as a multimodal transportation facility to diversify, support, and connect the economies of Arizona and Nevada, ultimately linking Mexico and Canada. The connection between Phoenix, Arizona, and Las Vegas, Nevada has been analyzed, and the Green Alternativesegment through Eloy (supported by Resolution 19-1457) ~~may utilize the existing I-10 corridor, or, it may~~ deviate to the south of I-10 within the Eloy Planning Area as shown on Figure C-1.

No funding has currently been set-aside for the design or construction of these corridors.

Railroad

The rail line through Eloy was originally constructed by the Southern Pacific in 1880 and parallels Frontier Street. The Union Pacific rail line (also known as the Sunset Route), which was acquired by the Union Pacific in 1996, traverses the southern portion of Arizona, connecting Los Angeles with Tucson, El Paso, Houston, and New Orleans.

Currently, between 45 and 55 freight trains operate through Eloy daily. The largest of the commodities shipped on these trains are Agricultural Products (grains, grain products, and food & refrigerated products); Automotive (finished vehicles and auto parts); Chemicals (Fertilizer, Plastics, Industrial Chemicals, Soda Ash, Petroleum LPG and Crude Oil); Coal (Coal and petroleum coke); Industrial Products (Lumber, construction products, metals, minerals/consumer, paper, other); Intermodal (Domestic and international), Mexico (Autos, intermodal, agricultural, industrial products, chemicals and coal); and some 10,000,000 tons of coal (shipped in) to run the state's power plants.

Currently, the only grade-separated crossings of the Union Pacific in the vicinity of Eloy's Planning Area are the I-10 viaduct west of Toltec and the SR 87 viaduct at Picacho. The at-grade rail crossings occur at Sunland Gin Road, Toltec Highway, Houser Road, Battaglia Drive, Eleven-Mile Corner Road, Main Street and Sunshine Boulevard.

In the future, the proposed development of the Red Rock Rail Yard is a 367-acre property located on the east side of the Red Rock/Interstate 10 Interchange. The Rail Yard would be constructed as a classification yard, where the Union Pacific Railroad optimizes efficiency and reduces the number of trips made hauling empty cars. It is intended to be planned with approximately two miles of freeway frontage and also fronts the Union Pacific Railroad's Sunset Route. If successful, a major multi-modal rail served warehouse/distribution facility has the potential to generate job opportunities for the region.

3.4 OBJECTIVES

The objectives provide the City necessary direction in order to create and enhance a functional circulation network and to interweave viable alternative transportation modes that could reduce reliance on the automobile.

1. Improve and maintain street safety;
2. Improve and maintain the quality of street surfaces;
3. Manage vehicular access onto the street;
4. Reduce accidents at off-set and five-legged intersections;

5. Implement traffic sign upgrades and pavement rehabilitation actions as recommended in the city of Eloy Small Area Transportation Study, for both streets and railroad crossings; and
6. Incrementally upgrade existing roadways to comply with the street classification system as demand warrants;
7. Require new developments to adhere to the street classification system and dedicate adequate right-of-way;
8. Monitoring vehicular accidents, determining their causes and then adopting policies to avoid similar situations in the future;
9. Promote paving/topical treatment of dirt and gravel roads and prohibiting the creation or continuation of unimproved roads, especially as new development occurs.
10. Work with other government entities [e.g., Arizona Department of Transportation (ADOT), Sun Corridor Metropolitan Planning Organization (SCMPO), Pinal County, Central Arizona Association of Governments (CAAG), City of Casa Grande, etc.] to improve and maintain the regional roads, including State Routes and Interstates 8 and 10.
11. Determine and define traffic impact mitigation measures to preserve mobility and access through the City's roadway network.



Circulation Element

Eloy General Plan

Functional Classification

- Interstate
- State Highway
- Major Arterial (130' ROW)
- Minor Arterial (110' ROW)
- Two Lane Collector (80' ROW)
- Union Pacific Railroad

Interchanges

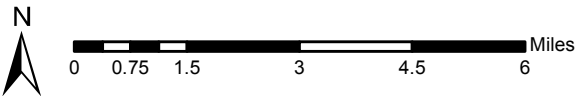
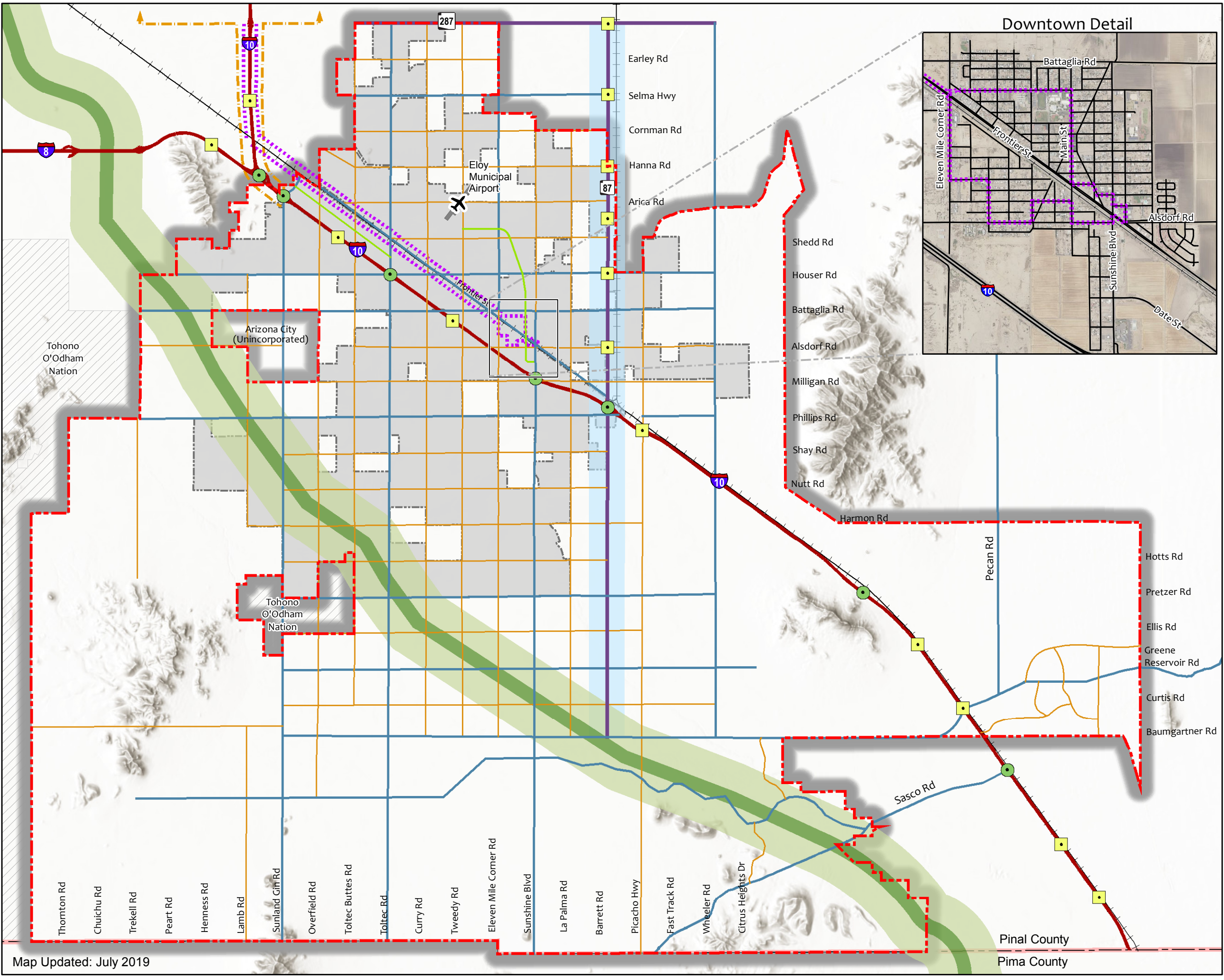
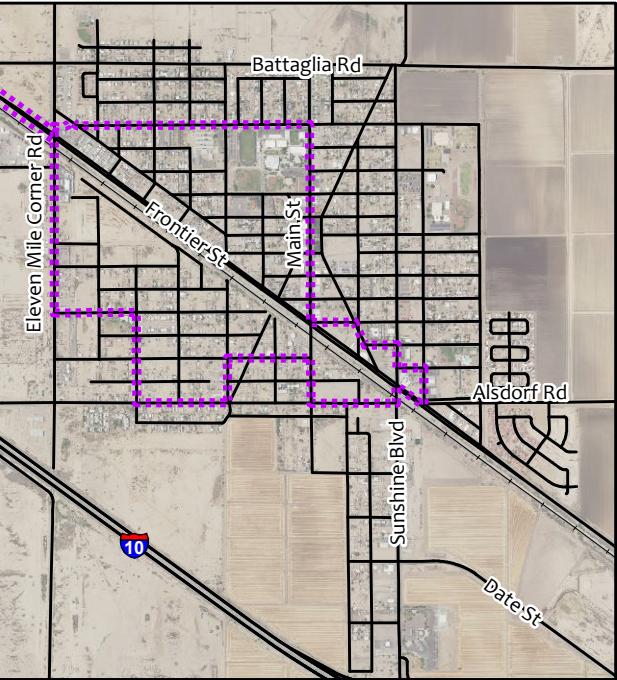
- Existing Interchange
- Potential Interchange

Proposed Transportation Corridors

- Preferred North-South Corridor
- Proposed Interstate 11 Corridor
- Future Transit System Route
- Existing Transit System Route

Reference

- Eloy City Limits
- Eloy Planning Boundary



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2019 MAJOR GENERAL PLAN AMENDMENT

PARKS, OPEN SPACE AND TRAILS ELEMENT

PARKS, OPEN SPACE AND TRAILS ELEMENT

5.0 GOALS

1. Improve the Community's livability, aesthetics and desirability through active and passive "green" space.
2. Provide a wide variety of organized recreation opportunities for residents of all ages.

5.1 PURPOSE

The Parks, Open Space and Trails Element focuses on providing passive and active open space areas for recreation opportunities, a sense of openness and to improve the aesthetics of the community. This element identifies existing and proposed parks, open spaces and trails that have enhanced and will further improve the City's livability.

5.2 EXISTING CHARACTER

Eloy's residents place a high value on parks and open space. Additional parks, open space and trails will be necessary, both from a community aesthetics and livability standpoint and to satisfy the objectives of the General Plan. Surrounding open vistas, native desert and mountains provide a scenic backdrop for the City and its residents.

While Eloy has grown slowly over the past five years, the population increase has not created the need for additional park land or open space for its citizens. The City of Eloy owns and maintains 12 park facilities and two community centers comprising nearly 22 acres as shown below and illustrated on the Parks and Service Area Map.

Park Type/Name	Facilities	Acreage	Service Area Radius
Mini-Park			
Anita Park	Picnic Area and playground equipment.	0.50	0.25
Chamber Park	Grass area	0.10	0.25
Maddux Park	Grass area and picnic area.	0.25	0.25

Toltec Park	Picnic area, playground and half-court basketball.	0.50	0.25	Source: City of Eloy
Toltec Senior Community Park	Picnic and grass area.	0.90	0.25	
Veteran's Heritage Park	Seating area, gathering area	0.23	0.50	
Subtotal		2.48		
Neighborhood Park				The existing inventory of parks is limited to Mini Parks and Neighborhood
Central (Main Street) Park	Grass field, park benches, and gazebo.	1.32	0.50	
Jones Park	Ball field, concession stands, basketball court, swings, playground, picnic area, swimming pool, skate park and restrooms	4.55	0.50	
North Toltec Park	Picnic area, grass area, swings, playground and half-court basketball.	0.77	0.50	
Shumway (North) Park	Baseball field, concessions stands, tennis court, playground, picnic area, restrooms and basketball court.	7.42	0.50	
Troy Thomas/Trekell Park	Grass area, playground, picnic area, swings and basketball court.	3.50	0.50	
Sunland Visitors Center Park	Ramadas, passive area, path	1.70	0.50	
Subtotal		19.26		
Total		21.74		

Parks-none more than five acres in size. There are not any community (more than 15 acres) or district (more than 50 acres) level parks located in the City. However, an approximate 14 acre private Community Park is located in Robson Ranch to serve the recreation needs of its residents. The park includes tennis courts, pickle ball courts, pools, indoor workout facilities, softball field and dog park.

In addition, the City also owns several parcels within the City, which are currently vacant and identified for park uses. These parcels total 17.85 acres, are identified on the Parks and Service Area Map and consist of the following:

- Northwest Corner of Houser and Tumbleweed Roads 14.78 acres
- Sunland Visitors Center Park 1.74 acres
- Northwest Corner of Adams St. and Phoenix
- Northeast Corner of 13th Street and Myers Blvd. 0.22 acre
- Southwest Corner of Navajo Circle and Apache Dr. 0.55 acre
- Southeast Corner of Navajo Circle and Apache Dr. 0.56 acre

The City of Eloy is providing public park space at a gross ratio of 1.25 acres per 1,000 persons. National standards recommend 3.0 acres per 1,000 persons, but the City has reduced it to 2.0 acres per 1,000 persons. These standards also recommend the same ratio for open space that

exists for parks. While many similar size (in terms of population) communities not only achieve these national standards, several exhibit a much higher ratio of parks and open space per population than the City of Eloy, as illustrated below.

Community	Existing Population (2019)	Park Acreage	Park Acreage per 1,000 population
Eloy	17,412 (10,612*)	21.74	1.25 (2.05**)
Coolidge	12,187	50.6	4.10
Chino Valley	11,705	38.65	3.30
Somerton	15,759	13.8	0.88

* Net population total, based on reduction of prison population and Robson Ranch.

**Based on non-incarcerated population

Source: Community General Plans

(Information obtained from each communities respective General Plan)

The Grande Valley (currently closed) and Robson Ranch Golf Courses both total approximately 175 acres. The Tierra Grande Golf Course is located in the planning area and includes approximately 63 acres. All three golf courses are privately owned and operated. They are, however, all open to the public.

The City's Community Services Department also is responsible for the development of youth, adult and senior activities and offers a robust program offering including after school, youth athletics, teen activities, senior programs, special interest classes, family activities, community events and aquatics.

In the recent past, the City of Eloy has annexed a large area into its jurisdiction and has approved numerous large scale master plans. The low level of existing service for both park and open space acreage may be enhanced by requiring the provision and possible dedication of new parks and open space areas when such areas are considered for preliminary platting. The Parks, Open Space and Trails Element provides a basis for the City to quantify criteria by which development proposals may be considered in order to satisfy the City's adopted service levels for park, open space and recreation facilities.

5.3 DISCUSSION

Parks, Open Space and Trails

To date, the City of Eloy has not adopted Park and Open Space standards. However, assuming that the City adopts a standard of two acres per 1,000 population, a total of 17 acres of developed park acreage should be provided based on a net year 2019 population of 8,712 residents (17,412-6,800 for prison population-1,900 for Robson Ranch). A total of 17 acres of open space should also be provided. The current increase in population to a gross total of nearly 17,500 people has been due in part to the increase in prison and retail hiring, which increases the

local population. Subtracting the prison population and Robson Ranch population allows for an accurate determination of acreage need for Public Park and open space activities.

Currently, the City meets this goal for its net existing population by a total of four acres. By the year 2025, Eloy is forecast to contain an estimated gross population of 31,400 people (net population estimated at 19,900), which will require a total of 40 acres of City parks and an equal amount of open space. If this population threshold is met, the development of 19 acres of additional park land will need to occur.

Pinal County prepared and adopted an Open Space and Trails Master Plan in 2007 for the entire County. The Master Plan includes maps detailing conceptual locations for trails, open space, and areas of historical and social resources that are recommended to be preserved. The proposed regional park (located in the Picacho Mountains) and trails, as they relate to the City of Eloy, and other components of historical and social importance within the City and Planning Area are incorporated into this element.

Regional Parks, Recreation, and Open Space Facilities

In addition to the public parks administered by the City, the Eloy Planning Area also contains several regional level park facilities. These include the Ironwood Forest National Monument, Picacho Peak State Park, Casa Grande Mountain Natural Resource and Trail Park and Picacho Reservoir

Ironwood Forest National Monument

A portion of the Ironwood Forest National Monument is located within two areas of the Eloy Planning Area. One area consisting of 30.3 square miles is located in the southwestern portion of the Planning Area. Another area consisting of 9.2 square miles is located in the southern portion of the Planning Area. The Ironwood Forest National Monument is an approximate 129,000-acre area established by a Presidential Proclamation on June 8, 2000, to protect objects of ecological and cultural resource interest in their Sonoran Desert environment. The landscape of the Ironwood Forest National Monument exhibits rich, drought-adapted vegetation of the Sonoran Desert. Extensive stands of Ironwood, Palo Verde, and Saguaro are prevalent throughout the Monument.

The Monument also includes rugged mountain ranges, including the Sawtooth Mountains to the west and the Silver Bell Mountains to the south. The Monument contains objects of scientific biological, geological, and archeological interest throughout its desert environment.

Picacho Peak State Park

Picacho Peak State Park was identified for acquisition by the Arizona State Parks Board in 1958. Over the next 10 years, multiple feasibility studies were conducted and development plans created. Finally, in 1968, the State Park was officially opened to the public, when the Arizona

Legislature granted approval. In 1970, the State legislature authorized the purchase of an additional 2,760 acres from the Bureau of Land Management (BLM) to be added to the park. The park now consists of 3,469 acres of land.

Picacho Peak has been used in the past as a landmark due to its unique shape, as recorded in the 1700's as part of the Anza Trail. In 1848, the Mormon Battalion constructed a wagon road through the Pass. Picacho Peak is also the site of a Civil War battle; the largest within Arizona (see Section 1.2).

Casa Grande Mountain Park

Much of the Casa Grande Mountains is owned by the City of Casa Grande and incorporates an approximately 1,025 acre area devoted to trails and outdoor recreation. Currently, there is a proposal to include another area as joint-use. The Federal Government (Specifically the Arizona Army National Guard) owns an 800-acre parcel of land on the west side of the mountain and is used for training purposes. In addition, the Bureau of Land Management also owns a parcel approximately 80-acres in size. The City of Casa Grande is working to acquire, through transfer, the BLM parcel, and has extended an offer of "Joint-Use" with the Army who responded favorably. Parcels of land on the east side of the mountain are made up, largely, by private land holdings.

Picacho Reservoir

The Picacho Reservoir lies outside of the planning area to the northeast. In addition to its function as a potential reservoir, it serves as a primary habitat for nesting waterfowl in the winter. The reservoir is known as a Blue Heron rookery and is a stopover site for migratory birds, including the Glossy Ibis and Pelican.

Proposed Park and Recreation Facilities

Irrigation Canal Trail System

The Central Arizona Project (CAP) Canal, CAP-Central Main Canal, Santa Rosa Canal, and Florence-Casa Grande Canal are canals that traverse the planning area, providing water to primarily irrigate agricultural crops in the Santa Cruz Valley. The CAP transports Colorado River water east more than 300 miles to serve the agricultural, municipal and industrial and Native American users. The Bureau of Reclamation committed (during the canal planning process) to maintaining a 20-foot recreation corridor on the downstream side of the Canal. The intent is to use the corridor for a ten-foot wide, paved non-motorized path that provides connectivity to both Maricopa and Pima Counties. The Central Arizona Irrigation and Drainage District (CAIDD) canal rights-of way provide two wide, level strips of land, which could be suitable for multi-use trails (walking, bicycling, and/or equestrian). However, discussions with the irrigation districts would need to take place.

The Santa Rosa Canal as a multi-use trail could provide the greatest impact for a connected non-vehicular circulation system because of its passage through the inhabited and near term growth

areas of Eloy. As conversion of land from agriculture to urban land use continues, the canal corridor will become more valuable as a recreation amenity. The Parks and Open Space Plan identifies not only the Santa Rosa but also the Florence- Casa Grande, CAP Central Main and Central Arizona Project canals for inclusion within a linked multi-use trail system.

Communication with representatives of the CAP and CAIDD as well as other affected landowners will be necessary to implement the proposed trail system and should be initiated by the City.

Proposed Regional Park

The Pinal County Open Space and Trails Master Plan identified a proposed regional park to be located within an irregular outlined area within and north of the Picacho Mountains. Even though the majority of the proposed regional park is located outside the City of Eloy's Planning Area, it is important to identify it and show how the trail networks provide non-vehicular connectivity. The proposed park includes a total of approximately 50,700 acres and is primarily owned by the Arizona State Land Department, with portions also held by the Bureau of Land Management (BLM). It also is intending to connect with the northern boundary (across Interstate 10) of Picacho Peak State Park and provide passive oriented recreational activities that balance natural resource conservation with a natural environment experience for users.

Multi-Use Urban Trail System

The street, utility, and railroad rights-of-way provide opportunities to add multi-use trails serving walking, bicycling, and equestrian modes of transportation. The potential locations for multi-use trails include Frontier Street (south side), Sunshine Boulevard (west side), Toltec Highway (east side), Estrella Road (east side), Shedd Road (south side) Lamb Road (west side), Henness Road (west side),,, Harmon Road (south side) and Santa Cruz River (south of Harmon Road) with specific design standards to be determined as a component of a future Parks, Open Space and Trails Master Plan. In addition, the El Paso Natural Gas pipeline that passes through the City from northwest to southeast is also identified for a multi-use trail, extending from Houser Road to the Casa Grande Canal.

Growth Area Park Development

As new development occurs-particularly residential, each section of land (640 acres) will be required to collectively provide the recommended level of service for improved park land. The land requirement will be determined based on the anticipated population of the area, which is based on the residential density and the mix of uses.

Downtown Mini-Parks and Plazas

The revitalization of Eloy's Downtown provides an opportunity to incorporate additional Mini-Parks. These are small parks and plazas, typically less than an acre, that serve as gathering places and rest stops for shoppers. Vacant parcels that are strategically located (i.e. proposed

13th Street Park) to provide proximate access for residents, workers and visitors should be sought for land lease or purchase.

Eloy Municipal Airport/Private Managed Skydive Facility

The extensively used and nationally/internationally recognized Skydive Arizona facility, located at the airport, is extensively used throughout the year by a range of novice and experienced skydiving enthusiasts. As such, the significant airplane takeoffs and approaches on a daily basis fill the air above the City with parachutists, adding to the reputation of the City for this recreational activity. This activity also necessitates the presence of numerous drop zones in and around the airport that provide landing areas for the skydivers. The intent of this designation is to acknowledge the value that this activity provides from both an active recreational pursuit and a viable economic development component (tourism).

Ironwood Forest Trailhead and Campground

The Parks, Open Space and Trails Map identifies the opportunity to site three trailhead and campgrounds adjacent to the portion of the Ironwood Forest National Monument located southwest and south of the City. Providing additional supportive access and amenities enhances visitation to this significant open space resource.

The regional and local open spaces, parks, and trails identified above establish a broad-based recreation system for the City of Eloy. The incremental development of these facilities will allow Eloy to meet the recommended park standards, and enhance access to open space and recreation pursuits consistent with the objectives of this Element.

5.4 OBJECTIVES

Objectives provide the City with direction for planning, reviewing, siting and designing future parks and open space acreage, and facilities. Specific objectives include:

1. Develop a plan for a connected system of open space areas that protect and conserve natural, physical, cultural, and social resources.
2. Develop a multi-use trail system that provides connectivity throughout the city, to recreational areas, parks, and coordinates with County trails within the Planning Area.
3. Develop community parks within the City that provide a balance of passive and active recreational opportunities for City residents and visitors.
4. Research and develop park, open space and trail standards for residential and non-residential developments.
5. Research, draft and adopt park and open space policies to require open space and recreation area developments and/or dedications from developers, and to assist in preserving natural and social resources.



Parks and Service Area Map

Eloy General Plan

City Parks

- Mini-Park, Existing
- Mini-Park, Proposed
- Neighborhood Park, Existing
- Community Park, Existing
- Community Park, Proposed

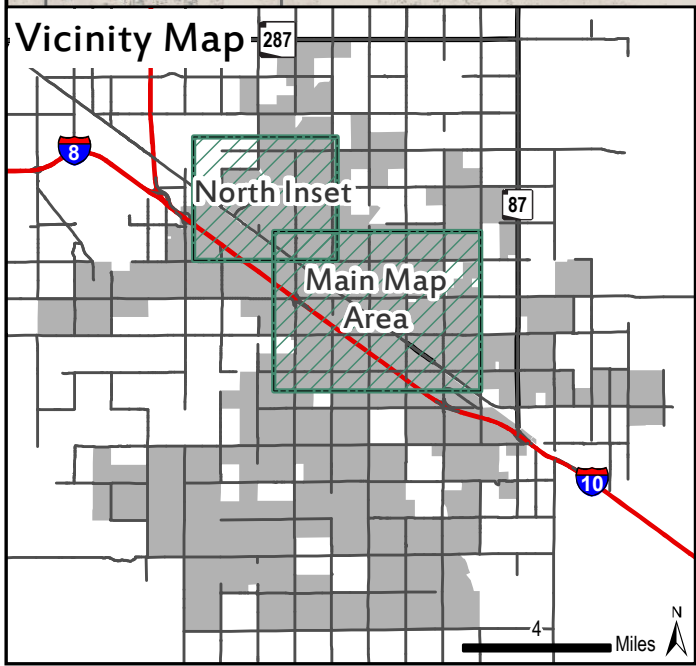
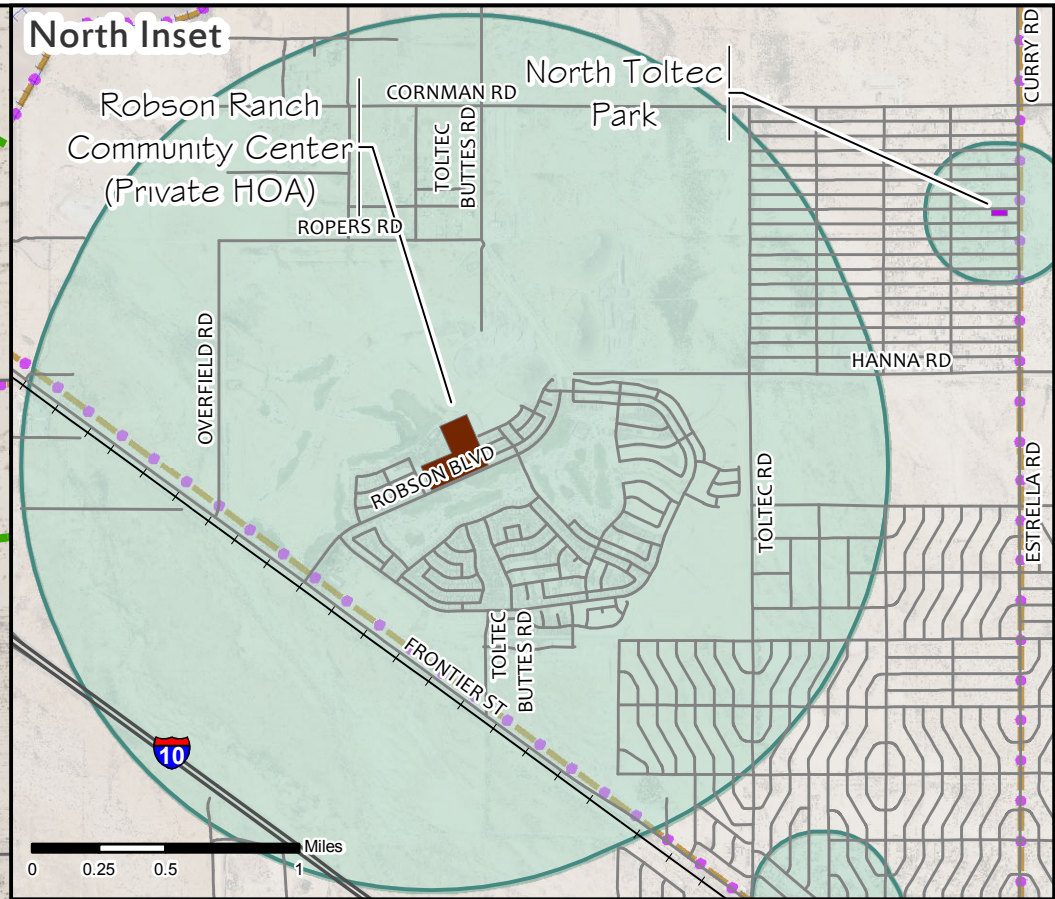
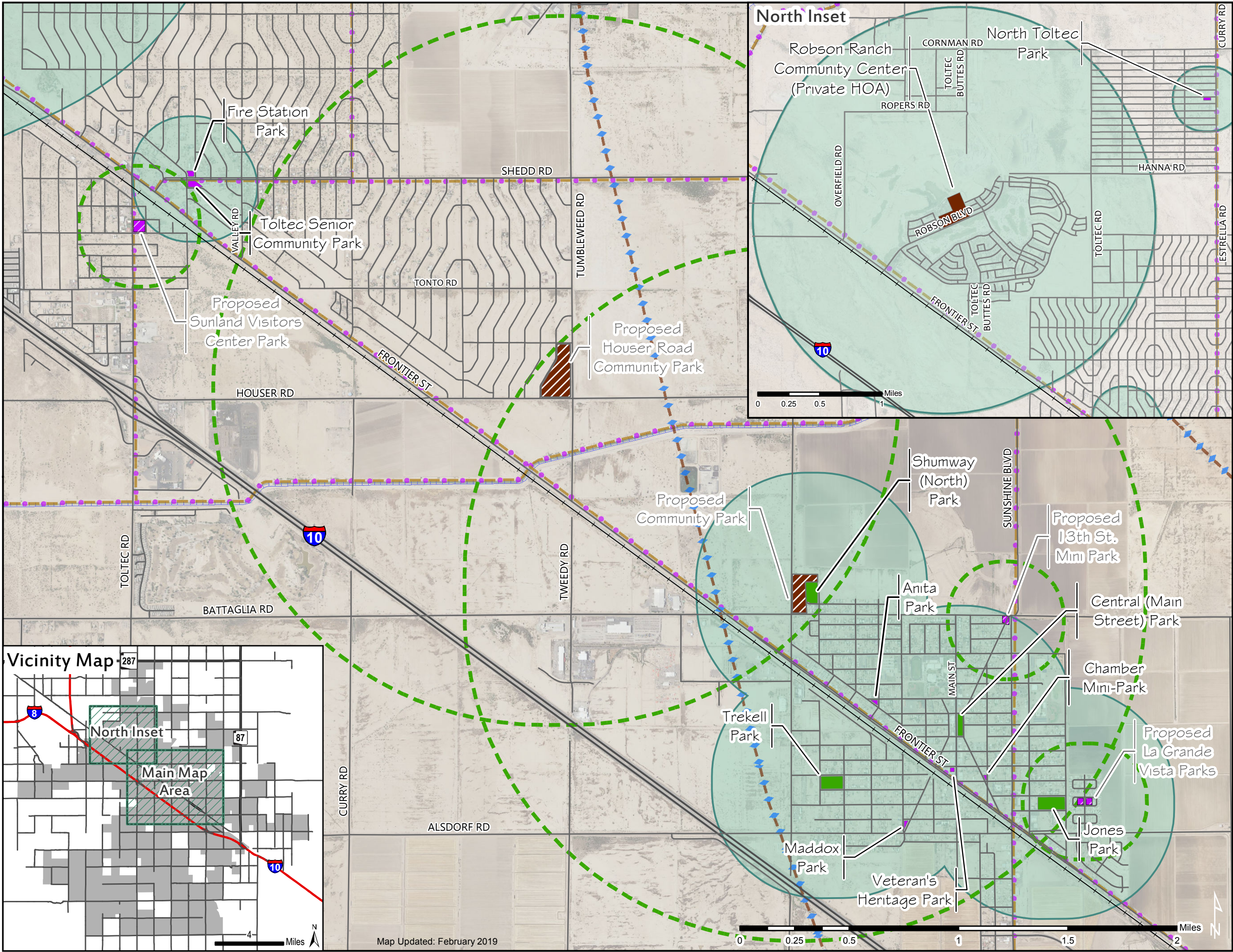
Park Service Area

- Service Area (Existing)
- Service Area (Proposed)

Proposed Trails

- Local Trails
- National Historic Trails

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Parks, Open Space and Trails Map

Eloy General Plan

Parks and Open Space

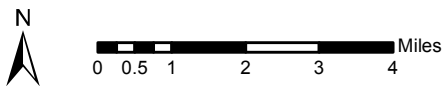
- City Park (Existing and Proposed)
- Open Space (Existing)
- Open Space (Proposed)
- Golf Course
- Private Community Park
- State Park
- National Monument
- Regional Park (Proposed)
- Restricted Use Open Space

Proposed Trail System

- Canal Trail
- Multi-Use Trail
- Historical Trail
- Picacho North Trail
- Picacho South Trail
- Trailheads (Proposed)

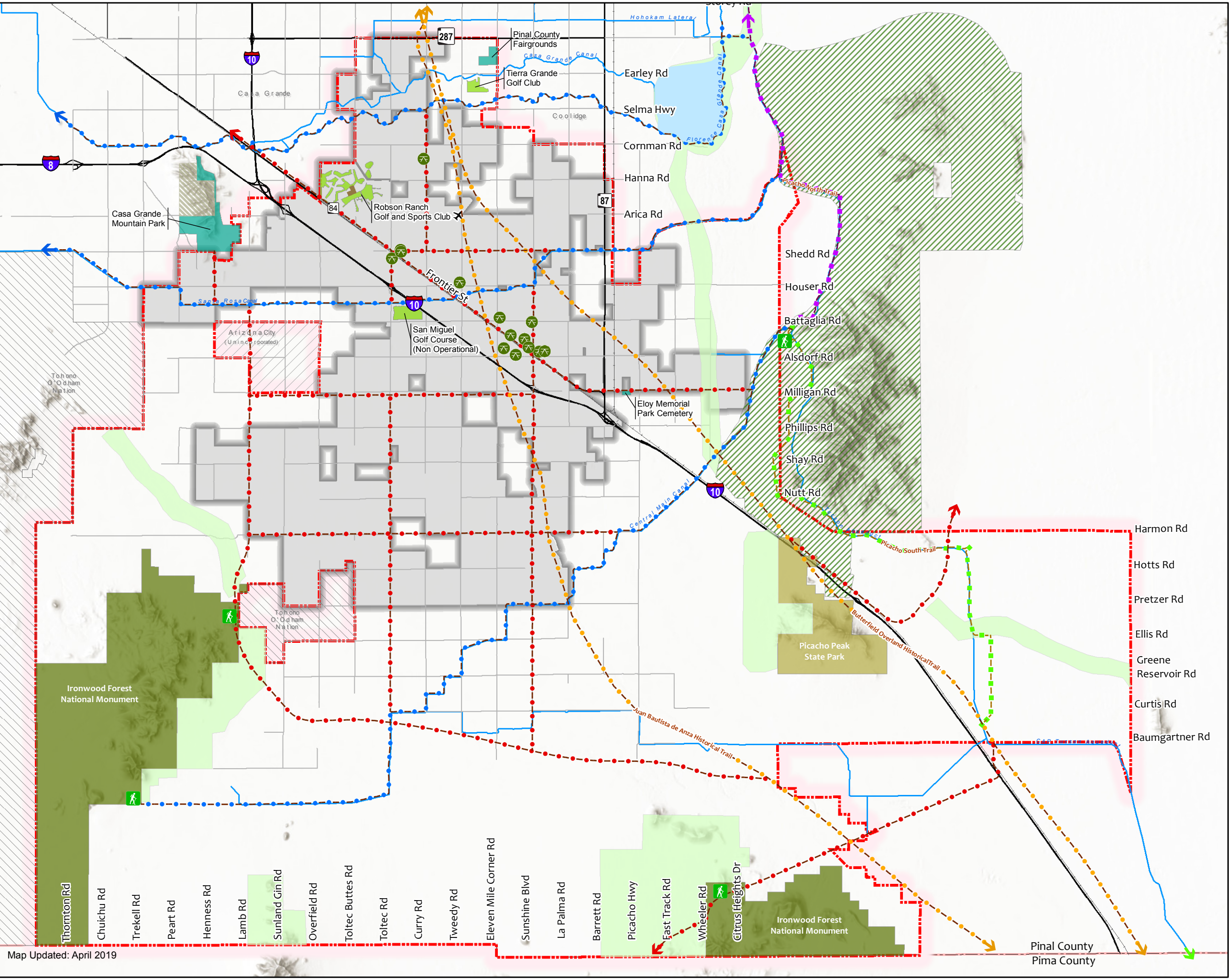
Reference

- Eloy City Limits
- Eloy Planning Area
- Railroad
- Canal
- Eloy Municipal Airport



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Map Updated: April 2019

2019 MAJOR GENERAL PLAN AMENDMENT

ECONOMIC PROSPERITY

11.1 GOALS

- Create the opportunity for, and successfully attract, quality employers with a focus on diversity and multiple salary levels.
- Brand Eloy as a prime regional location for business, community growth and capital investment.
- Through public and private investment, make Main Street a centerpiece for Eloy featuring restaurants, shops, small businesses and activities supported by quality neighborhoods that offer housing choice.
- Create a community with adequate infrastructure, utilities, community amenities and housing that will attract new businesses and residents.

11.2 PURPOSE

This Economic Development Prosperity Element, in conjunction with the Economic Development Strategic Plan (EDSP), adopted in July 2019 provides the community with a focus that is more than just creating or retaining jobs and expanding the tax base. It's also about crafting a climate that's attractive for investors and businesses and a place where workers and their families can flourish. To attract and retain investment, Eloy must have cultural amenities, modern infrastructure, quality schools, broadband and a trained workforce with skills that match business needs.

The Strategic Plan recognizes the opportunities and constraints that exist for Eloy and lays out the mission of economic development, the vision for the future, and the four fundamental goals/building blocks necessary to prepare the City to achieve its desired economic prosperity. These building blocks include: Jobs, Image, Downtown Redevelopment, and Infrastructure and Housing.

11.3 EXISTING CHARACTER

Eloy was first established in the early 1900's as a rail stop and rapidly became a hub for agriculture. Although cotton was the primary crop, a wide variety of vegetables, feed crops, melons, fruit and nuts were also produced. Although agriculture remains an important part of Eloy today, water costs and its long term availability will require a significant effort to establish new agricultural technology and crops well suited to an arid, desert environment.

Over the years, Eloy added a significant industrial and retail truck stop presence which, with some exceptions, has done well. Several of the businesses attracted in the 1990's and early 2000's continue to thrive. However, the Great Recession in the middle of the last decade hit Eloy especially hard. In the last ten years, very few new employers have located in Eloy, several have shuttered their doors and there

have been very few land transactions (even though land costs are lower than surrounding communities and significantly lower than the Phoenix and Tucson areas). The majority of private employers that are located in the City are located within the corridor formed by Frontier Street and Interstate 10. The only exceptions are CoreCivic to the northeast and SkyDive Arizona up at the Eloy Municipal Airport as shown on EP-1.

Economic Character Areas

In addition to 1,000's of acres in agricultural production, Eloy has four key economic character areas, which is illustrated on Figure EP-2:

Robson Ranch – Robson Ranch was initially developed in 2006, and currently provides over 1,000 upscale homes with quality-of-life amenities sought by active adults. Single-family housing and condominium living are complemented by facilities to accommodate a variety of sports activities including 18-hole golf, arts and crafts sessions, hiking and biking, an aquatics center, Pickle ball and tennis as well as access to retail and commercial services. New phases of development are currently under construction.

Eloy Employment Corridor - This predominately commercial and industrial business area is home to many of Eloy's industrial employers. The Corridor is south of, and parallel to, the Union Pacific Rail line and extends to the south of Interstate 10. A large inventory of vacant, industrially-zoned and utility-served property is available for development. There are several, older, smaller vacant buildings that could accommodate some retail or commercial businesses. The majority of those are located on Frontier Street and along Sunshine Boulevard. Although these structures offer limited opportunity for reuse, many of Eloy's buildings are currently empty and in disrepair, diminishing the opportunity for existing business vitality and expansion and the potential for future businesses moving to the area.

Downtown Eloy (including a segment of Frontier Street) - Downtown Eloy is the heart of the city and home to a new City Hall, a soon to be new Police facility, the U.S. Post Office, various small businesses, Santa Cruz Valley Union High School and Main Street Park, which for years has served as Eloy's 'living room' for special events and festivals. The Downtown area offers investment opportunities for new construction and building renovation serving the mix of residential, office and retail uses. The area is also home to a number of community services, including Sun Life Family Health Center, Pinal Hispanic Council, Community Action Human Resources Agency and Eloy Veterans Center, among others.

Eloy Municipal Airport – The Eloy Municipal Airport is located approximately three miles northwest of Downtown and encompasses approximately 100 acres. With two active runways, the airport is available to general aviation aircraft from dawn to dusk. Hangars and T-shades are located on airport properties, and aviation fuel is available for sale. The Eloy Municipal Airport is home to Skydive Arizona, a world-class facility attracting skydivers from around the world. The Bent Prop Café is located onsite for food services, as well. The City owns approximately 280 acres adjacent to the airport for a future business/industrial park.

Robson Ranch was initially developed in 2006, and currently provides over 1,000 upscale homes with quality-of-life amenities requested by active adults. Single-family housing and condominium living are complemented by facilities to accommodate a variety of sports activities including 18-hole golf, arts and crafts sessions, hiking and biking, an aquatics center, Pickleball and tennis as well as access to retail and commercial services. New phases of development are currently under construction.

Eloy Municipal Airport is located approximately 3 miles northwest of downtown and encompasses approximately 100 acres. With two active runways, the airport is available to general aviation from dawn to dusk. Hangars and T-shades are located on airport properties, and aviation fuel is available for sale. The Eloy Municipal Airport is home to Skydive Arizona™, a world-class facility attracting skydivers from around the world. In October 2019, Skydive Arizona hosted the FAI Parachuting World Cup. The Bent Prop Café is located onsite for food services, as well. The city owns approximately 280 acres adjacent to the airport for a future business/ industrial park.



Employment Corridor Eloy's business corridor is home to many of Eloy's retail and industrial employers. Frontier Street is north of and parallel to the Union Pacific Railroad as well as Interstate 10 to the south. A large inventory of vacant, industrially-zoned and utility-served property is available for development.

Downtown Eloy is the heart of the city and home to City Hall, the U.S. Post Office, and the police and fire stations. Wrapping around the city's governance complex and Main Street Park, the downtown area offers a host of investment opportunities for new construction and building renovation serving residential, office and retail uses. The new City Hall opened in the spring of 2019. The old location is currently under renovation and when completed, will more than double the available space for the police department. Downtown facade renovations are also underway in 2019. The area is also home to a number of community services, including Sun Life Family Health Center, Pinal Hispanic Council, Community Action Human Resources Agency and Eloy Veterans Center, among others.

large inventory of vacant, industrially-zoned and utility-served property is available for development.

renovation serving residential, office and retail uses. The new City Hall opened in the spring of 2019. The old location is currently under renovation and when completed, will more than double the available space for the police department. Downtown facade renovations are also underway in 2019. The area is also home to a number of community services, including Sun Life Family Health Center, Pinal Hispanic Council, Community Action Human Resources Agency and Eloy Veterans Center, among others.

11.4 DISCUSSION

In 2018, the Eloy City Council adopted the updated Land Use Element of the Eloy General Plan. During that effort, considerable attention was paid to setting aside sufficient land for Eloy's commercial, industrial and employment uses. Of the approximately 72,600 acres within the City limits, 4,500 acres (6%) are designated as commercial and 6,300 acres (9%) are designated as industrial. Primary challenges to commercial and industrial growth in these areas are lack of rooftops in the primary trade area, limited access and lands unserved with shovel ready infrastructure. Strengths include approximately 20 miles of I-10 freeway frontage and the opportunity for Union Pacific rail spur service.

In July 2019, the Eloy City Council adopted the Eloy Economic Development Strategic Plan (EDSP). This comprehensive effort, in conjunction with the General Plan, is intended to guide Eloy's business retention and expansion and business attraction efforts. The plan focuses its attention most aggressively in the first five years but provides guidance for economic sustainability and growth of many important economic activities over a much longer term. The EDSP states, "The success of this ambitious strategy requires alignment of goals and funding priorities between City departments and other organizations. The City will collaborate with public and private sector partners throughout the community/region to carry out the actions recommended by the strategy. Without adequate resources, this economic development strategic plan will not be successful. This strategy requires reliable multi-year operating support for the key initiatives, including work that supports job growth, capital improvements that foster economic development and marketing and promotion that brands and propels the community forward".

Strengths, Weaknesses, Opportunities and Threats - A key component of the EDSP was the development of a Strengths, Weaknesses, Opportunities and Threats Analysis. This analysis is the compilation of over 30 interviews conducted with key community stakeholders and is summarized below:

Strengths	Weaknesses	Opportunities	Threats
• Centrally located between Phoenix and Tucson • Proximity to major transportation and rail corridors • Existing workforce in production jobs • Central Arizona College • Strong civic leadership • Concentration of education and civic uses downtown • Downtown festivals and events • Vacant industrial zoned land	• Undefined image and no real brand • Aging road infrastructure • Absence of new workforce housing stock • Slow household growth • Shortage of amenities for residents and business • Inadequate infrastructure to industrial sites • Lack of available industrial buildings • Absence of regional cooperation and collaboration • Underperforming schools	• Downtown revitalization and adaptive reuse of old buildings • Downtown facade improvement program • Leverage relationship with SkyDive Arizona for Eloy tourism • Target industry attraction • Potential "Economic" corridor for electric and autonomous vehicles • New housing development to attract a workforce population • Transportation planning and improvements • Facilitating shovel ready sites • Water Resources	• Economic development fragmentation • Growing competition from other cities • Majority of sales tax comes from I-10 business • Majority of property tax comes from correctional institutions • Economic stagnation • Negative perception cast on the city due to Eloy Detention Center

Addressing the weaknesses and threats and leveraging the strengths and opportunities will take a concerted effort by not only the City of Eloy, but the myriad of community organizations such as the Chamber of Commerce, School Districts, and most importantly, all of Eloy's existing businesses and residents.

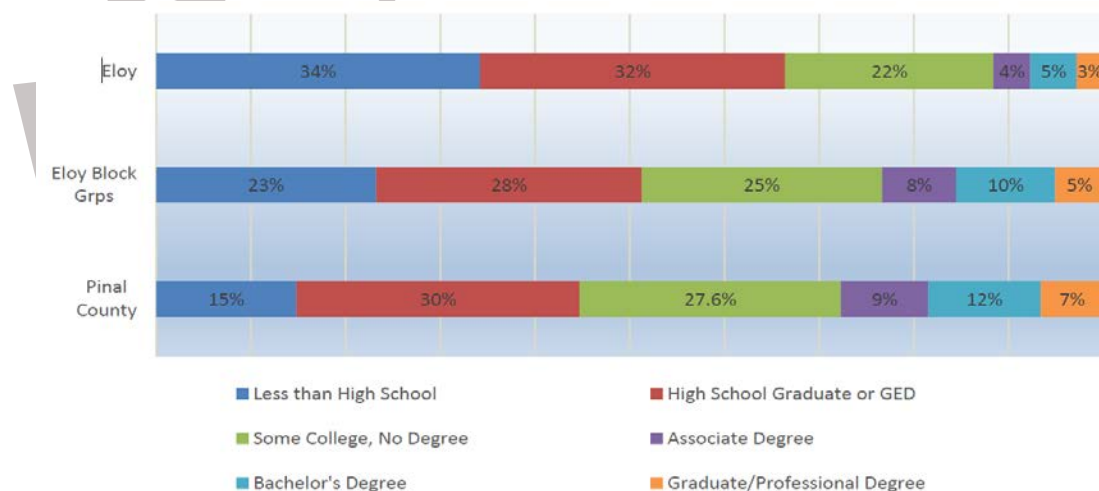
Offsetting many of the weaknesses and threats are Eloy's Strengths and Opportunities. Eloy is well positioned on Interstate 10 and the Union Pacific rail line with excellent proximity to Arizona's border with Mexico - three ideal assets for attracting manufacturing, distribution and warehousing operations. Another key in Eloy's future lies with its equidistant, one hour drive time to Phoenix and Tucson, both high growth areas that are beginning to experience rapid decreases in affordability for land and building in virtually every economic sector. Proximity to Casa Grande and Coolidge will also play a role as new industries such as Lucid Motors and Nikola (both considered leaders in the future of personal and commercial truck transportation) which are expected to hire a minimum of 2,000 employees once each comes to fruition. As the area begins to attract new users and investment, all three communities stand to benefit equally. Additionally, Eloy has hundreds of acres available and entitled for development, and a City rich in heritage with strong community pride.

Education

As the region develops, it will be important to develop and attract a skilled labor force to staff these new businesses. It will also be important to adopt policies that will support the attraction of amenities that improve the City's overall quality of living.

Educational success will also play a key role in attracting businesses. Most of today's workforce requires a strong work ethic, certifications, degrees and other levels of training. If a community does not have residents with the necessary level of education or vocational training and/or certificates, then the company will be pulling "talent" from other communities to fill their positions, or the company will locate within a community that has a population that meets its job-related qualifications.

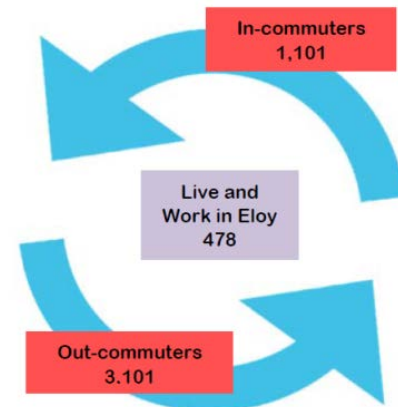
When it comes to education, Arizona Department of Education data shows that only 12 percent of the population have attained an Associate's Degree or higher. The resident population, however, still trails behind Pinal County with 28 percent of the population having an Associate's Degree or higher. Educational attainment is an indicator of the strength and aptitude of the local workforce. Aligning educational/vocational attainment with the City's industry targets can help identify existing training deficiencies that can be corrected with workforce development programs.



Labor Force

As per the EDSP, there is a viable labor force in Eloy, however, less than 500 residents both live and work here. Approximately 1,100 workers commute in for work and 3,100 commute out for work to neighboring communities and as far away as the Phoenix and Tucson suburbs. Attracting employment opportunities for these 3,100 workers will be a priority as the EDSP is implemented.

As a small rural community, Eloy will need to contend with its rural setting and limited size of its labor force with lower skill levels. Over time as the community grows, these conditions will change. In the interim, Eloy's economic development opportunities will likely be limited to those industries that are attracted to its assets of good transportation access, low labor costs, and low land costs.



Potential Windfalls

There are several factors that can and will have a significant impact on the community and will no doubt require the updating of this element over time. In the last 18 months, numerous projects have been announced with sophisticated hiring requirements and 1,000's of potential job openings. Four of them include:

- **Phoenix Mart** began construction of over 1.5 million square feet of display space in east Casa Grande (north of Eloy) featuring a Business to Business buying and selling experience for manufactured goods and products from throughout the world. The building will house over 1,800 showroom suites. Although this project seems to be on hold, it will be one of the largest private sector employees in the region, when completed.
- **Lucid Motors** first announced their plans in 2016 to build an electric vehicle manufacturing facility located on 500 acres just south of Downtown Casa Grande, less than 10 miles west of Eloy. Initially, Lucid plans to employ over 600 skilled and semi-skilled workers ramping up to over 2,000 in the first five years.
- **Nikola Corporation** has announced that it will construct a one million square foot facility to build hybrid Class 8 semi-trucks on the outskirts of Coolidge (adjacent to Eloy) and only four miles from our Downtown. Nikola has stated it will hire 1,800 to 2,000 skilled employees at an average annual salary of \$60,000-80,000.
- **Attesa Motorsports** has announced a motorsports lifestyle center in south Casa Grande (west of Eloy) with several race circuits, testing and research for amateur and professional racers. The project includes off-road race tracks, entertainment venues, a luxury resort and a convention center on roughly 500 acres. Attesa anticipates employing over 15,000 when fully operational.

Whether or not these projects come to fruition is yet to be determined. However, when complete, they will have a significant impact on the entire region. It will be up to the Eloy elected officials and staff to be ready to leverage benefits in Eloy from these investments.

Targeted Industry Clusters

Based on research outlined in the EDSP, six industry clusters were identified as suitable for Eloy. Industries within these clusters were further evaluated for employment growth, wages, market strength and existing presence in Eloy. Forty four industries were short listed as potential industry targets, based on a combination of industry growth over five years, wages, market strength in Pinal County and whether the industry currently has a presence in Eloy. An existing cluster, (manufacturing) with 10 industries, was classified as a “future” target. These future industries are based on the prospect of Nikola Corporation and Lucid Motors operating their truck and vehicle manufacturing facilities near Eloy. Nikola is located approximately two miles northeast of Eloy’s Downtown and Lucid Motors is located approximately six miles west of the City.

The listing of proposed industry clusters and targets includes the following:

Industry Cluster	Industry Target
Manufacturing (Continued)	• Construction machinery manufacturing • All other industrial machinery manufacturing • Power-driven hand tool manufacturing • Software and other prerecorded and record reproducing • Motor vehicle electrical and electronic equipment manufacturing • Other motor vehicle parts manufacturing • Custom architectural woodwork and millwork
Personal & Commercial Services	• Commercial and industrial machinery and equipment repair and maintenance
Transportation & Logistics	• Warehousing and storage • Rail transportation • Truck transportation
Manufacturing - Future Targets	• Automobile manufacturing • Light truck and utility vehicle manufacturing • Heavy duty truck manufacturing • Motor vehicle body manufacturing • Truck trailer manufacturing • Motor vehicle gasoline engine and engine parts manufacturing • Motor vehicle steering, suspension component (except spring), & brake systems manufacturing • Motor vehicle transmission and power train parts manufacturing • Motor vehicle seating and interior trim manufacturing • Motor vehicle metal stamping

11.5 OBJECTIVES

The success of this ambitious strategy requires the continued alignment of objectives among City departments and organizations that have a role to play in the City’s economic success. Successful implementation requires reliable multi-year operating support for the key initiatives, including work that supports job growth, capital improvements that foster economic development and marketing and promotion that propels the community forward. Without adequate resources this economic development plan will not be successful.

Specific Economic Development objectives include:

1. Implement An Industrial/Business Recruitment Program
2. Collaborate To Retain And Expand Existing Businesses
3. Create A Repository Of Entrepreneurship Information And Programs
4. Work Collaboratively To Prepare Youth For Success In School And Work
5. Promote Adult Workforce And Skill Development Programs
6. Support The Eloy Airport As An International Skydiving Center And Future Aviation Employment Center
7. Develop And Implement A Plan To Encourage And Enhance Eloy's Potential To Attract International Employees
8. Market And Encourage Vacant Land Purchases
9. Attract A Full Service Hotel With Meeting, Conference And Food Services

In year four and beyond, specific Economic Development Activities and Tactics include the continuance of all of the above, plus the following:

1. Collaborate to Retain and Expand Existing Businesses
2. Create A Repository Of Entrepreneurship Information And Programs
3. Design And Adopt A Municipal Airport Specific Plan
4. Prepare And Adopt An Airport Business Plan
5. Promote Eloy As A Location For Shooting Film And Video Production



Economic Prosperity Element

Eloy General Plan

Economic Focus Areas

- 1 Interstate 10 Corridor
- 2 Eloy Municipal Airport
- 3 Prison Complex
- 4 Nikola Contributing Area
- 5 North-South Freeway Corridor
- 6 Downtown Eloy
- 7 Rail Related

Roadways

- Interstate
- State Highway
- Major Arterial (130' ROW)
- Minor Arterial (110' ROW)
- Two Lane Collector (80' ROW)
- Union Pacific Railroad

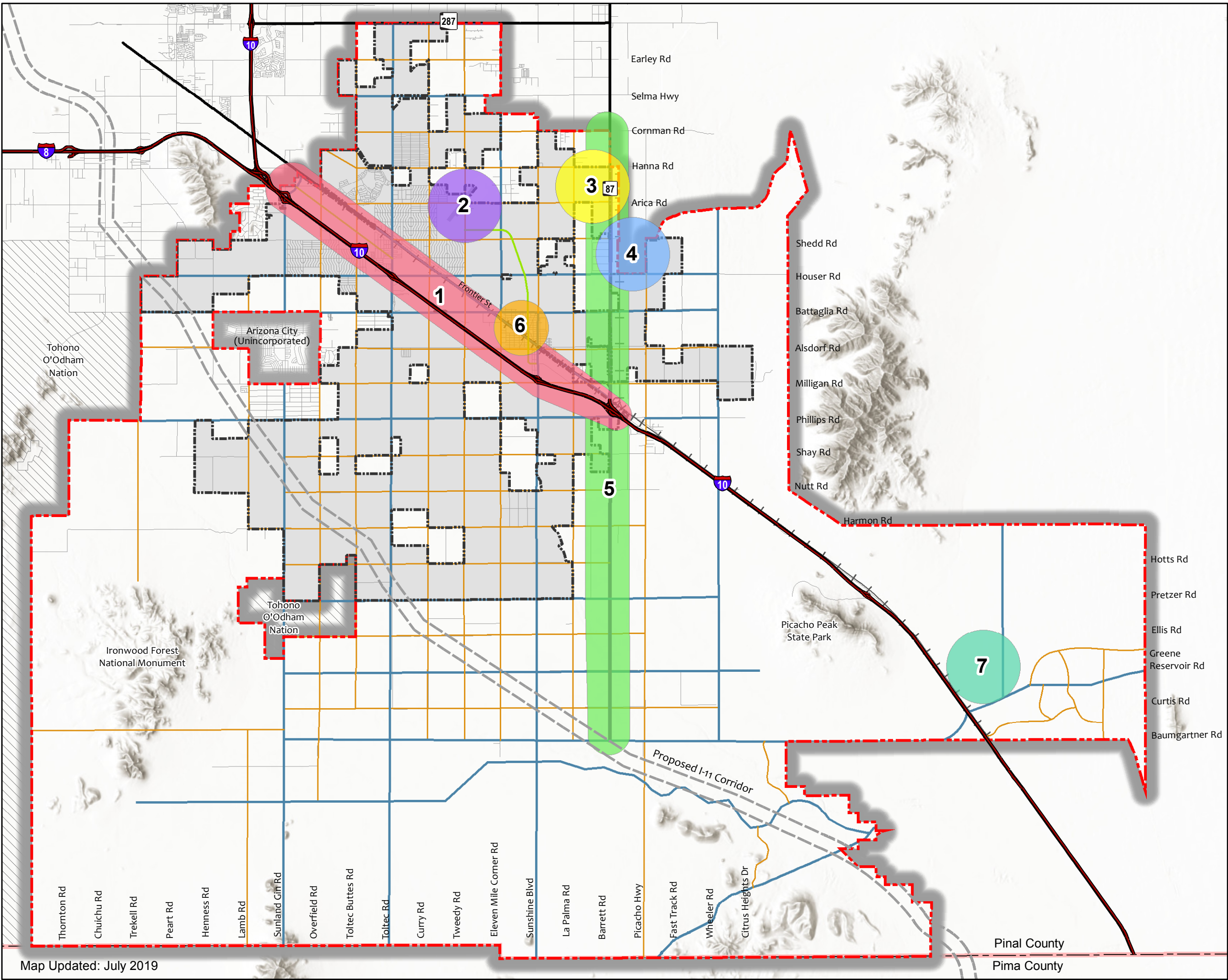
Reference

- Eloy City Limits
- Eloy Planning Boundary



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Economic Prosperity Element

Eloy General Plan

Existing Employers

Private Employer

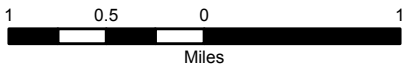
- Arizona Pacific Wood Preserving Inc.
- Ballard Truss
- Bayer
- Bridgestone
- CoreCivic
- Elrus Aggregate Systems
- Empire Machinery
- Flying J Travel Center
- Flying J Travel Plaza
- Hasa Chemical
- Loves Travel Stop
- Otto Environmental Systems
- Petro Stopping Center
- Pilot Travel Center
- Pride Travel Center
- Republic Plastics
- San Juan Pools
- Schuff Steel
- SkyDive Arizona
- TA Travel Centers of America
- Xpress Fuels Truck Stop

Reference

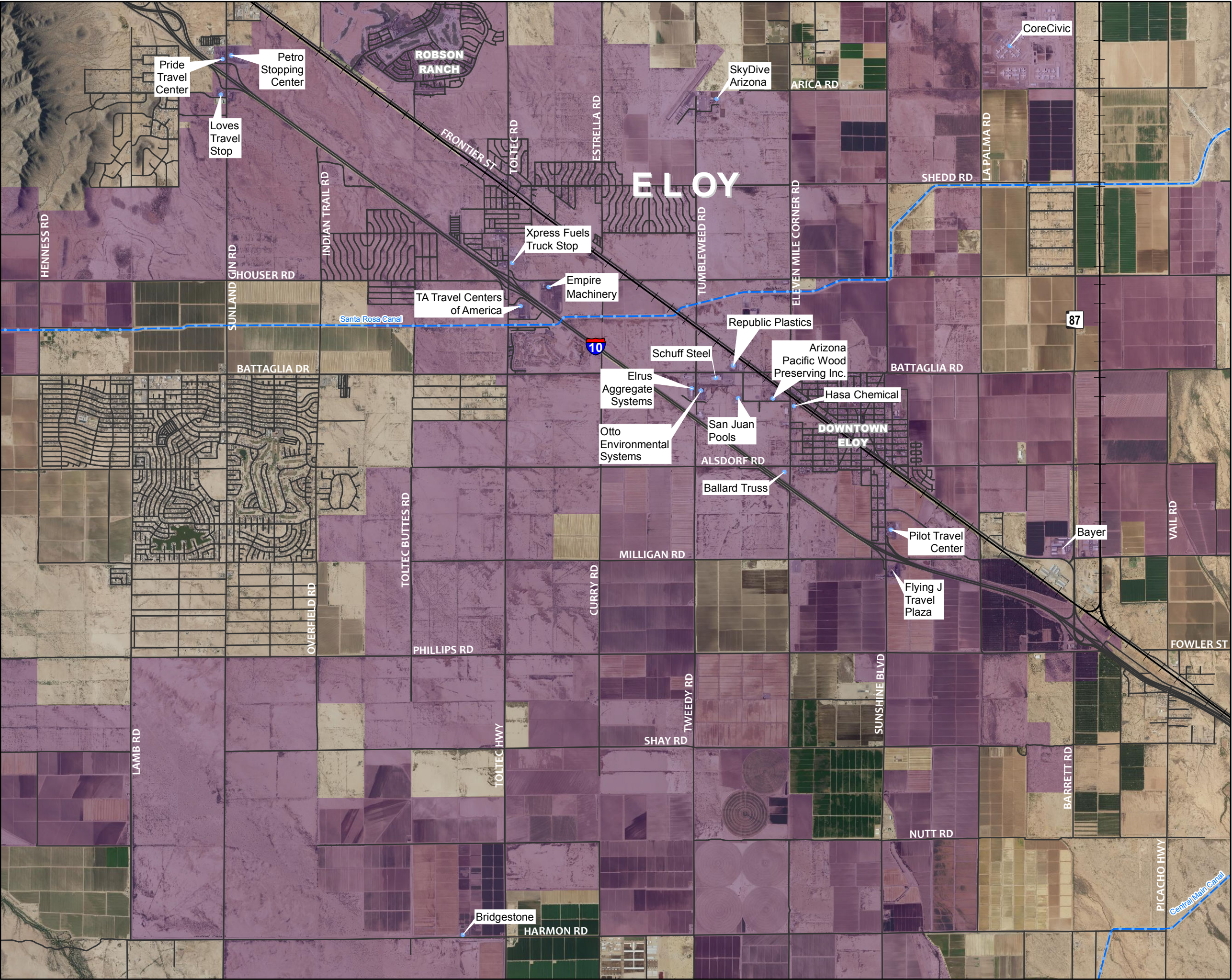
Eloy City Limits



1 Mile



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Economic Prosperity Element

Eloy General Plan

Proposed Major Development

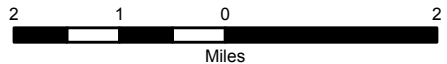
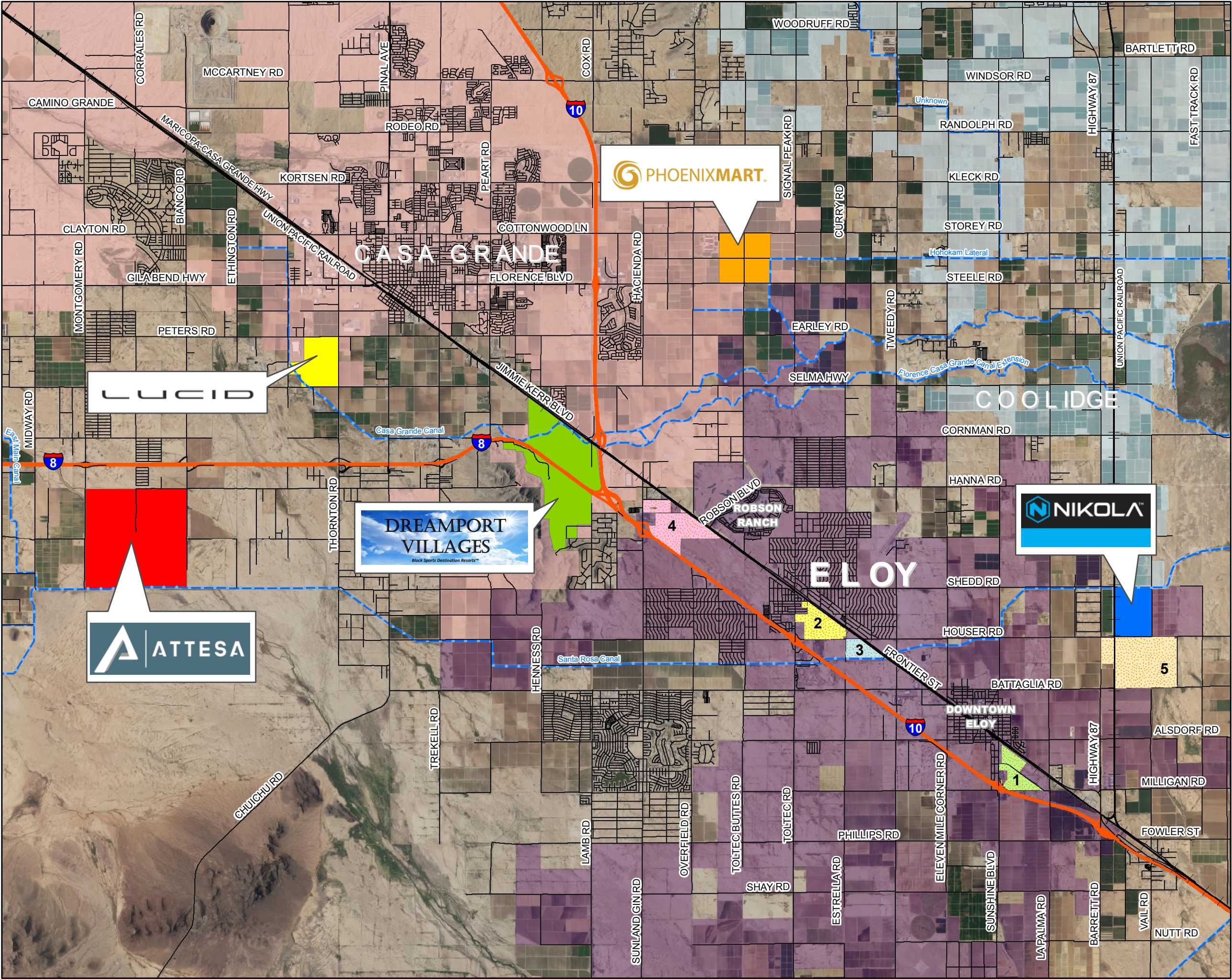
- Attesa
- Dreamport Village
- Lucid Motors
- Nikola
- Phoenix Mart

Priority Site

- 1
- 2
- 3
- 4
- 5

Incorporated Area

- Eloy
- Casa Grande
- Coolidge



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2019 MAJOR GENERAL PLAN AMENDMENT

IMPLEMENTATION STRATEGIES

Land Use

Goals						
1. Provide a range of residential, employment and supportive land uses to encourage and maintain a sustainable community. 2. Maintain, update and create standards and guidelines to which developments shall adhere in an effort to achieve a sustainable community.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Yr. 6)	On-Going	Related Actions
1	Maintain transitional buffers between high and lower impact land uses	X				Include design guidelines in the Downtown Master Plan
2	Promote Mixed Use development within designated areas including the downtown	X				Incorporate a Mixed Use zoning category in the City's Zoning Code Update Designate Mixed Use within the Downtown Master Plan
3	Adopt and enforce policies and standards for architecture, landscaping, lighting and signage to which all new developments shall adhere	X				Include such provisions in the City's Zoning Code Update

Circulation

Goals						
1. Encourage public safety through appropriate street design. 2. Improve "Level of Service" through coordinated street design, signal spacing and access management within the community and the surrounding region. 3. Plan and provide for alternative methods of transportation.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Improve and maintain street safety		X			Implement a design solution for Frontier Street and Main Street
2	Improve and maintain the quality of street surfaces				X	Continue to implement the Street Pavement Preservation Plan
3	Manage vehicular access onto the street				X	Promote interior vehicular circulation among adjacent parcels with similar uses
4	Reduce accidents at off-set and five-legged intersections		X			Reorient all intersecting streets with Frontier Street at 90 degree angles
5	Implement traffic sign upgrades and pavement rehabilitation actions as recommended in the city of Eloy Small Area Transportation Study, for both streets and railroad crossings		X			Reconstruct the approaches for the UPRR at Sunland Gin and Houser Roads
6	Incrementally upgrade existing roadways to comply with the street classification system as demand warrants		X			Incorporate strategic roadway expansion in the City's CIP

7	Require new developments to adhere to the street classification system and dedicate adequate right-of-way				X	Strive to request and receive dedications of ultimate ROW on arterial streets at the time of site plan review and approval
8	Monitoring vehicular accidents, determining their causes and then adopting policies to avoid similar situations in the future				X	Conduct police surveillance on Frontier Road to limit speeding and accidents
9	Promote paving/topical treatment of dirt and gravel roads and prohibiting the creation or continuation of unimproved roads, especially as new development occurs				X	Negotiate for the improvement of perimeter arterial streets at the time of site plan review and approval
10	Work with other government entities [e.g., Arizona Department of Transportation (ADOT), Sun Corridor Metropolitan Planning Organization (SCMPO), Pinal County, Central Arizona Association of Governments (CAG), City of Casa Grande, etc.] to improve and maintain the regional roads, including State Routes and Interstates 8 and 10				X	Conduct bi-annual meetings with each entity to coordinate pavement management and expansion planning and construction timing
11	Determine and define traffic impact mitigation measures to preserve mobility and access through the City's roadway network		X			Update the Small Area Transportation Plan

Growth Areas

Goals						
1. Encourage orderly development within Growth Areas. 2. Encourage balanced, mixed use and multi-modal development within the designated Growth Areas. 3. Promote commercial, employment and industrial development at identified Growth Area nodes. 4. Promote development within Growth Areas that provides for the logical extension of infrastructure and utility service.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Prepare and adopt a specific plan for each of the five growth areas identified on the Growth Area Map		X			Develop a S.R. 87/Interstate 10 Specific Area Plan
				X		Develop an Airport Area Specific Plan
		X				Develop a Sunland-Toltec Specific Area Plan
2	Prepare and adopt a Downtown/Redevelopment Plan	X				Develop a Downtown Master Plan
3	Prepare, adopt and maintain a five (5) year a Capital Improvements Program				X	Continue to review and update the City's CIP
4	Prepare and adopt a Main Street Streetscape Master Plan		X			Conduct a Phase 2 Project to Support the Main Street Arcade Project
5	Prepare and adopt an Infill Incentive District Ordinance		X			Prepare and adopt ordinance
6	Prepare and adopt a Revised Development Code for Planned Area Development and Master Site Plans	X				Include such provisions in the City's Zoning Code Update

7	Prepare and adopt an Adequate Public Facilities Ordinance		X			Include such provisions in the City's Zoning Code Update
8	Prepare and adopt Downtown Design Guidelines to address architecture, landscaping, parking, lighting, signage and open space, parks, alternate transportation modes, and parking	X				Include such provisions in the Downtown Master Plan

Parks, Open Space and Trails

Goals						
1. Improve the Community's livability, aesthetics and desirability through active and passive "green" space. 2. Provide a wide variety of organized recreation opportunities for residents of all ages.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Develop a plan for a connected system of open space areas that protect and conserve natural, physical, cultural, and social resources			X		Prepare and adopt an Open Space Master Plan
2	Develop a multi-use trail system that provides connectivity throughout the city, to recreational areas, parks, and coordinates with County trails within the Planning Area				X	Prepare and adopt a Trails System Master Plan
3	Develop community parks within the City that provide a balance of passive and active recreational opportunities for City residents and visitors			X		Conduct a user survey to quantify the key activities administered by the Community Services Department
4	Research and develop park, open space and trail standards for residential and nonresidential developments		X			Include such provisions in Parks, Trails and Open Space Master Plan(s)
5	Research, draft and adopt park and open space policies to require open space and recreation area developments and/or dedications from developers, and to assist in preserving natural and social resources	X				Create and adopt a native vegetation preservation ordinance

Housing

Goals						
1. Facilitate redevelopment and revitalization of existing housing stock and neighborhoods. 2. Encourage a variety of housing types to accommodate various levels of income and lifestyles.						
Objectives	Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions	
1	Achieve a high quality, varied and affordable housing stock through a combination of infill projects, new development and rehabilitation of older homes and structures.		X		Prepare and Adopt a Housing Needs Study	
2	Promote the development of sound, high quality neighborhoods that provide a variety of housing options and community amenities in an integrated manner.			X	Utilize CDBG funds to revitalize facilities and infrastructure in existing neighborhoods	
3	Encourage property managers/property owners to maintain and improve their respective existing housing stock.			X	Continue to maintain Code Compliance vigilance in existing neighborhoods Continue to conduct Operation Eloy Clean –up for selected properties in neighborhoods	
4	Pursue federal, state and local grants to address the revitalization needs of existing Downtown neighborhoods.	X			Include a comprehensive implementation component of the Downtown Master Plan	
5	Implement programs that incentivize property owners to maintain, rehabilitate, revitalize and protect the existing stock of affordable homes.		X		Work with State, Regional and local housing advocates to provide housing for the community	

6	Cooperate with the Eloy Housing Authority to provide affordable housing to those residents with a demonstrated need.				X	Continue to operate the housing rehabilitation program to enhance shelter needs in Eloy
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60 DAY DRAFT

Environmental Planning

Goals						
1. Encourage the preservation of the paloverde-saguaro plant community to retain high value vegetation that also provides natural area habitat. 2. Strive to enhance and maintain regional and local air and water quality. 3. Guide growth away from known fissure areas to protect future development and mitigate existing developed areas where development has occurred. 4. Continue to enforce zoning code and building code provisions to protect life and property from wind and fire hazards. 5. Work with the Pinal County Flood Control District to minimize the risk and hazards associated with flooding on existing and future development and human life within the City's floodplains.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Verify floodplain hazard delineation and research alternatives to minimize hazards to persons, structures and to minimize erosion and elevated flood height risks		X			Work with Pinal County Flood Control District to revise mapping to remove lands from hazard areas
2	Verify fissure hazard delineation and research alternatives to minimize hazards to persons and structures		X			Coordinate with Arizona Geological Society to make information available to public
3	Protect and conserve the quality and quantity of surface and groundwater resources				X	Continue to test the municipal water supply and provide results to City customers
4	Promote long-term conservation of potable water resources				X	Encourage low flow fixtures in new development Promote compliance with ADWR Low Water Use Plant Palette
5	Continue to treat effluent water to quality levels that will allow groundwater recharge				X	Continue to recharge treated effluent and receive return flow credits

6	Maintain and enhance air quality within the Planning Area of Eloy				X	Continue to aggressively apply palliatives to unpaved streets in the city's incorporated area
7	Identify, manage, and protect endangered and threatened species and species of special concern	X				Coordinate with the Arizona Game and Fish Department to manage critical animal and plant species
8	Preserve the natural aesthetic quality of the Sonoran Desert in developed areas through the use and preservation of the palo verde-saguaro plant community	X				Create and adopt a native vegetation preservation ordinance
9	Develop appropriate regulations and procedures with the Pinal County Flood Control District to minimize flood hazards and loss of life	X				Work with Pinal County Flood Control District to implement the 2016 Multi-Jurisdictional Hazard Mitigation Plan

Water Resources

Goals						
1. Provide existing and future residents and businesses a continuous, adequate and clean water supply. 2. Encourage conservation measures that foster efficient potable water use. 3. Pursue activities that augment the City's potable and non-potable water supplies. 4. Carefully evaluate expansions of the City's Water Service Area when it enhances social, economic, and environmental interests.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Continue to provide adequate water resources to both residents and employers in the City			X		Prepare and adopt a Water Resources Strategic Plan
2	Update the City's Water Master Plan. Continue to plan for development and require necessary utility infrastructure expansion on an as needed basis by requiring developers to build that infrastructure required by each development. Evaluate options to maximize the use of renewable water supplies, evaluate innovative methods for replacing reliance on groundwater, optimize the location of underground storage and subsequent recovery of renewable water supplies, and evaluate options to minimize the cost to existing ratepayers of new water supplies for future growth		X			Include storm water, reclaimed and gray water in the City's Water Master Plan Update
3	Review and update utility fees to accurately reflect the City's cost to provide water resources and the production and distribution network		X			Prepare and adopt a Utility Rate Study

4	Continue to monitor, and increase when prudent, the City's water supplies to accommodate future population and employment demand using funding methods that do not burden existing ratepayers			X		Prepare and adopt a Water Resources Strategic Plan
5	Coordinate with the ADWR to manage the City's Designation of Assured Water Supply to match future growth				X	Prepare and adopt a Water Resources Strategic Plan
6	Evaluate and implement an effective water conservation program (including emergency conservation) using efficient water management methods with supportive policies and standards		X			Prepare and adopt a Water Conservation Master Plan
7	Evaluate direct use of treated effluent for non-potable users (i.e. turf irrigation, manufacturing, cooling, etc.) as opposed to artificial recharge and recovery to optimize potable supplies		X			Include storm water, reclaimed and gray water in the City's Water Master Plan Update
8	Maintain the existing distribution and storage system to minimize the waste and maximize the efficiency of all water resources		X			Prepare and adopt a Water Conservation Master Plan
9	Comply with the ADWR Low Water Use Plant List where required, and encourage the uses of the List elsewhere to minimize and conserve water resources by vegetating the community with drought tolerant vegetation adapted to the Sonoran Desert				X	Strongly encourage the use of such plant materials in new and revitalized development

Public Facilities

Goals						
1. Maintain and upgrade existing public facilities to serve the existing population and employment, and locate new facilities to serve new residents and workers. 2. Continue to provide high quality municipal services – administration, public works, community development, community services (parks and recreation), library, aviation, police and municipal court, and coordinate with non-municipal service providers-fire, education, electrical, natural gas, fiber to provide adequate services.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Continue to provide adequate public services and facilities in order to maintain and improve the residents', workers' and visitors' quality of life while enhancing the community's attraction	X				Review and update the Infrastructure Improvement Plan and Development Impact Fee Study
2	Continue to plan for and provide necessary and efficient law enforcement services to the City				X	Update the 2016 Comprehensive Services Delivery and Staffing Review Plan
3	Continue to coordinate with the Eloy Fire District to provide efficient and capable fire prevention and suppression and medical response services to the City and surrounding Planning Area				X	Continue to transmit development proposals in the City to the Eloy Fire Marshall for formal review to ensure adequate fire protection is maintained
4	Maximize the usefulness, efficiency and affordability of city utilities and infrastructure for Eloy's residents and businesses		X			Prepare a Public Facilities and Services Master Plan
5	Coordinate City services with non-municipal utility providers to ensure new and existing developments in				X	Coordinate with Arizona Public Service (APS) and Southwest Gas (SWG) on their CIP related projects in

	previously rural areas have adequate utility services					the Eloy Planning Area
6	Actively coordinate with local school districts, charter schools and institutions of higher learning in the planning, design, construction and rehabilitation of facilities		X			Prepare a Public Facilities and Services Master Plan
7	Actively coordinate with dry utility companies regarding placement, design and size of proposed and future overhead/underground transmission lines				X	Communicate on a frequent basis with APS, SRP, WAPA, ED 4 on electrical transmission corridors

Downtown Development and Neighborhood Preservation

Goals						
1. Encourage new development, infill, revitalization, and redevelopment to enhance Downtown vitality. 2. Promote the protection, preservation, rehabilitation and adaptive reuse of historic and cultural landmarks and resources. 3. Protect, stabilize and reinvest in downtown neighborhoods. 4. Continue to make significant public investments in buildings and infrastructure to foster private capital investment and job growth.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Continue to utilize the Downtown Core Overlay, to exert appropriate flexibility relative to setbacks, parking standards, landscaping requirements, mixed use and design standards	X				Include design guidelines in the preparation and adoption of the Downtown Master Plan
2	Create a brand and unique identity which residents, visitors and businesses will identify with the City		X			Conduct a design competition and/or retain a consultant to assist in rebranding the City
3	Adopt a comprehensive infill incentive program that would include a host of financial, development, policy options to property owners to help in land assembly, revitalization and new development in the Downtown Core		X			Prepare and adopt an Infill Incentive District Ordinance
4	Adopt design review criteria, guidelines and standards to be used in review of new construction, and for the maintenance, upkeep, repair and preservation of existing (historic and otherwise) buildings		X			Create a revolving loan fund to finance minor home improvement projects (\$5,000 to \$10,000) Continue to fund the housing rehabilitation and redevelopment program

						Work with local financial institutions to make home loans available in Eloy Prepare and adopt a housing needs and market study
5	Research viable options for the City to purchase land, develop, update, rehabilitate the property then lease/sell to private owners who are committed to constructing buildings and having viable uses		X			Conduct a cursory analysis for properties on Main Street
6	Continue to focus roadway, sewer and water and fire protection upgrade projects in the Downtown through the City's adopted Capital Improvements Program				X	Reevaluate and Reposition Downtown CIP projects annually
7	Consider an existing City building as a satellite for a post-secondary educational, workforce training and/or maker/incubator space	X				Evaluate the ability of such a building using an existing building on Main Street

Economic Prosperity

Goals						
1. Create the opportunity for and successfully attract quality employers with a focus on diversity and multiple salary levels. 2. Brand Eloy as a prime regional location for business, community growth and capital investment 3. Through public and private investment make Main Street a centerpiece for Eloy featuring restaurants, shop, small businesses and activities supported by quality neighborhoods that offer housing choice. 4. Create a community with adequate infrastructure, utilities, community amenities and housing that will attract new businesses and residents.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Implement An Industrial/Business Recruitment Program	X				Participate in tradeshow, forums and other events to showcase and promote Eloy Maintain frequent communications with the real estate brokerage community Attract business amenities to support non-service/retail employers Identify and promote realistic incentives to foster quality economic development Prepare a cost of doing business comparison of Eloy with key local competitors Prepare and adopt jobs-housing balance standards
2	Collaborate to retain and expand existing businesses	X				Work with the Chamber of Commerce to implement a business outreach program Establish and conduct industry roundtables

3	Create a repository of entrepreneurship information and programs	X				Understand and promote available micro-loan programs to support home occupations Work with local financial institutions to assist them in achieving Community Reinvestment Act compliance Document federally-related economic support programs
4	Work Collaboratively to Prepare Youth For Success In School And Work	X				Support the work of Achieve Pinal Committee to create early childhood career pathways in partnership with K-12, business and higher education resources Focus resources on youth engagement, education programs and internships Continue to leverage the work led by Arizona at Work, Achieve Pinal and other career initiatives
5	Promote Adult Workforce and Skill Development Programs	X				Attract potential post-secondary sites Determine the type of curriculum most in demand Engage with ASU, UA, NAU, CAC and other higher learning institutions to benefit new and existing businesses
6	Support the Eloy Airport as an International Skydiving Center and Future Aviation Employment Center	X				Support and participate in national and international skydiving competitions and other events at the airport that bring attention to the City of Eloy

7	Develop and Implement a Plan to Encourage and Enhance Eloy's Potential To Attract International Employees	X				Work with international trade organizations such as the Arizona Mexico Commission, the ACA, MAG the Arizona Hispanic Chamber of Commerce and other trade related organizations
8	Market and Encourage Vacant Land Purchases	X				Maintain site inventory of key vacant parcels with site attributes such as Opportunity-Zones, Foreign Trade Zones or other value added amenities Regularly communicate with site selectors and real estate brokerage houses about the benefits of an Eloy location
9	Attract a Full Service Hotel With Meeting, Conference and Food Services	X				Identify potential locations Conduct a market feasibility study Develop relationships with hotel developers and site selectors
10	Collaborate to Retain and Expand Existing Businesses				X	Establish and conduct industry roundtables
11	Create a Repository of Entrepreneurship Information and Programs		X			Investigate other federally-related Economic Development programs
12	Design and Adopt a Municipal Airport Specific Plan		X			Develop long-range plan for the ultimate development of the airport for aviation and aeronautical related industries or industries that rely on airport convenience and services

13	Prepare And Adopt An Airport Business Plan	X				Integrate the current airport utilization as a destination skydiving destination with the transformation to a multiple use facility and full service general aviation airport
14	Promote Eloy As A Location For Shooting Film And Video Production				X	Prepare for adoption of a commercial film ordinance to encourage and support filming in Eloy Create film site library Annually hold tour for ACA Film office and film site selectors Provide scouting assistance Act as liaison to government agencies to coordinate film industry's needs

Cost of Development

Goals						
1. Continue to implement infrastructure improvements in accordance with the City's Capital Improvement Plan. 2. Maintain a high credit and bond rating through astute and prudent financial practices. 3. Continue to administer fair and proportionate impact fees such that new development adequately mitigates its public infrastructure and facilities impacts. 4. Provide adequate facilities and services concurrent with future growth.						
Objectives		Short Term (Year 1-3)	Mid-Term (Year 3-6)	Long Term (After Year 6)	On-Going	Related Actions
1	Continue to administer and enforce the adopted Infrastructure Improvements Plan policy to assess needs and cost for infrastructure and services that will be required by new development.	X				Update the 2014 Infrastructure Improvements Plan and Development Impact Fee Study
2	Maintain and promote adequate levels of public services and facilities.		X			Prepare and adopt a Public Facilities Master Plan
3	Identify, evaluate and consider implementing funding mechanisms to provide additional public facilities and services for the improvement of facilities and services to serve existing development.				X	Review and consider the application for appropriate local, regional, state and federal grants

Major General Plan Amendment Narrative

For

Interstate 10-8 Business Park

**City of Eloy
ELOY, ARIZONA**

PREPARED FOR:

Petersen Arizona Land and Entitlement Fund (PALEF)

3369 E Queen Creek Road #101
Gilbert, AZ 85297

PREPARED BY

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July 24th, 2019

H.E. PROJECT NO. ELOY001

Major General Plan Amendment Interstate 10-8 Business Park

1) Introduction

Petersen Arizona Land and Entitlement Fund (PALEF) hereby formally request a General Plan Amendment(GPA) for an approximate 620 gross acre property located about 1,275 feet northeast of the Interstate 10 traffic interchange at Sunland Gin Road situated between Interstate 10 and the Union Pacific Railroad Line in Eloy, Arizona. (referred to as the "Property"). See Aerial and Vicinity Map; attached as **Exhibit 1**. This major general plan amendment application provides the justification for updating the City of Eloy General Plan to improve the relationship of land uses in the area through a map change which is outlined in this document. Specifically, the request seeks city approval of a change to the General Plan to allow a wide variety of industrial and commercial uses as described in the land use category of General Industrial for the subject property. The planned development will be called Interstate 10/8 Business Park. The Applicant seeks to develop the Property in accordance with a PAD that will blend I-2 General Industrial with C-2 Commercial zoning and modify development standards to create a high-quality business park along the Interstate 10 and Interstate 8 transportation corridor. In addition, we are proposing to be allowed up to 20% of the gross acreage to be used as flex industrial or commercial in order to accommodate visitor oriented commercial uses along the freeway and Sunland Gin Road. The Property sits within the Toltec-Robson Growth Area identified in the Eloy General Plan and is designated as an area of emphasis for future employment growth by 2030.

2) Existing Land Use, Current Zoning and General Plan

Most of the Property exists in its natural condition as an alluvial plain, creosote flat and is mostly undeveloped and unimproved. A small portion of the site was developed as a restaurant that will be razed and the area will be used as the primary entrance for the development. The site is bound by Interstate 10 on the south and Frontier Street along the north. The Union Pacific Railroad runs along the south side of Frontier Street. A rezoning request for the Property will seek to designate the property as a PAD for industrial and

commercial uses. The PAD will permit the development of industrial and other related uses which are compatible with the City of Eloy General Plan designation of General, Light Industrial and Commercial. This PAD will be submitted concurrently with this general plan amendment request. Approximately 42 acres of the site along Sunland Gin Road is currently unincorporated and is in the process of being annexed into the City of Eloy. Another small portion of the site, along the I-10 frontage is currently zoned R1-6 Residential and will be requested to be rezoned with the PAD to General Industrial with some commercial uses.

This Property has about three quarters of a mile of frontage along Interstate 10, just south of the I-10 and I-8 Interchange from Sunland Gin Road to approximately the alignment for Toltec Butte Road. A portion of the property is within a mile of the Robson Ranch. The northwest most portion of the site is adjacent to the Midway Industrial District. To the southeast, along the freeway, is undeveloped vacant land with General Industrial zoning. Southwest of the site and south of I-10 is more undeveloped vacant land. Northwest is a truck stop, gas station, motel and mobile home park.

Most of the Property, approximately 377 acres, is zoned Light Industrial (I-1). The GPA shall seek to bring that 377 acres, plus 42 acres of unincorporated county land, currently being annexed, into the General Industrial land use category. This northwest most portion of the site is currently within Pinal County and is zoned Industrial (CI-2) and General Business (CB-2). Through the annexation these properties the two county zoning categories will be update to the Eloy zoning categories of I-2 and C-2 respectively. See Existing Zoning Map and Existing Land Use Map; attached as **Exhibits 2 & 3**. The rezoning request will update the newly annexed portion as a part of the PAD. General Industrial land use is the current designation for 218 acres of the Property. General Industrial land use also occurs along the Interstate 10 corridor further to the south and east of the Project along with a portion the property being annexed into Eloy for this project.

The proposal is also consistent with the Eloy General Plan Growth Area Element. It is located within the Toltec-Robson Growth Area along the freeway and rail frontage areas. The Toltec Robson Growth Area recommends a mixture of low to high density residential with some commercial and industrial designated parcels. The commercial and industrial designated land is typically located along I-10, with the residential designated areas transitioning away from the

freeway. This creates an ideal separation of uses and provides an appropriate buffer for industrial uses from the nearby residential uses.

3) Criteria use to classify this request as a major amendment

A major amendment to the general plan is required where any one of the following occurs; A change in Residential land use designation that exceeds 320 acres; A land use designation change from residential to non-residential of 40 acres or more; or A change in any commercial or employment land use designations (e.g. neighborhood commercial, community commercial, light industrial, General Industrial) exceeding 40 acres for Commercial and 80 acres for industrial or employment uses.

- a. There are no residential land uses within the Project, so this criterion does not apply.
- b. The proposed GPA will seek a change in land use that exceeds 40 acres of non-residential land and is therefore classified by the City of Eloy as a major general plan amendment.
- c. The proposed change in commercial or employment land use designations such as Neighborhood Commercial, Community Commercial, Light Industrial, General Industrial will exceed 80 acres for industrial or employment uses.

As that a major general plan amendment is required where any one of these conditions occurs; two of the three criteria apply for this Project and therefore a major general plan amendment is being sought through this narrative and application.

4) Amendment Guidelines

Changes to the General Plan must also meet the following guidelines for approval:

- 1. That the City has not provided adequate land uses designated that would allow for the proposed use to be sited as proposed.**

Current land use designation does not provide the adequate land use for the proposed site.

- i. The percentage of overall available General Industrial Land Use in Eloy is low (1.68%) versus (3.77%) for Light Industrial. Considering the amount of unique freeway and rail frontage that exists within this area and the fact that this type of condition occurs in only a few locations like this throughout the state more General Industrial is needed within the city at this location. The Project is especially unique as major growth corridor between two large urban areas, which makes the addition of more General Industrial appropriate for this location.
- ii. The site has a unique nexus with General Industrial as that there are very few greenfield locations in the state that are served by both Interstate access and rail access. This makes it perfect for industrial types of uses, especially general industrial uses due to the existing rail access which borders the northeast portion of the site.
- iii. The current and long-term outlook for the market in this area is targeted to general industrial uses. Recent locates have included plastic manufacturers, heavy equipment distributors and steel manufactures. Several nearby relocates have include truck and vehicle manufacturers.
- iv. General or Heavy Industrial Users, such as Lucid, Nikola and recently Tumtumcar have been looking in the area and have chosen to locate outside of Eloy in surrounding cities such as Casa Grande, Coolidge and Arizona City. These heavy industrial users would now have comparable shovel ready sites in Eloy.

2. That the amendment constitutes an overall improvement to the General Plan and will not solely benefit a particular landowner or owners at any particular point in time but will be of benefit to the City in general.

Constitutes an overall improvement to the General Plan and will benefit the City in general.

- i. There are adequate light industrial areas designated around the Eloy Airport, which is much better suited for light industrial, where technology-based development would typically occur.
- ii. The existing light industrial designation does not make sense along the existing heavy rail, where uses would rely on importing raw materials for processing that can only be delivered by rail.
- iii. Heavy rail is better suited to heavier industrial uses such as those that occurs along Grand Avenue in the Phoenix metro area.
- iv. The site is located on the northwestern edge of the Eloy city limits where potential impacts, such as noise, dust, fire and odors from general industrial activities would not affect the nearby Robson Ranch and the rest of the city's population further south of the area. Portions of Robson Ranch range from 1 to 3 miles from portion of the Project. With adequate buffers, most potential impacts would be minimal to the surround area. Some limitations for activities such that produce explosions, fire, or pose a contamination risk would be located away from the northeast boundary of the Project.

3. The amendment will not adversely impact any portion or entirety of the community, by:

- **Significantly altering acceptable existing and planned land use patterns,**
- **Require additional and more expensive infrastructure improvements to roads, sewer, or water delivery systems than are needed to support the prevailing land uses and may impact developments in other areas, unless otherwise negotiated through a development agreement, or other mitigation plan, and demonstrated to be of benefit to the City,**
- **Adversely impact existing or previously planned uses through an unreasonable increase in traffic generated on existing systems by the proposed use, or**
- **Adversely affect the livability of an area within the City or the health and safety of the residents.**

This proposed amendment will not adversely impact any portion or entirety of the community by the following:

- i. Our request would not significantly alter acceptable existing and planned land use patterns. Adjacent properties along the rail corridor are zoned general industrial and these areas have not been significantly altered as a result of this use. A similar designation for our site would most likely have a similar effect as other general industrial nearby and would therefore not significantly alter acceptable land use patterns.
- ii. The development will not require additional or more costly infrastructure than what was general planned for the area. Since the area is already planned to be industrial, anticipated uses would need similar infrastructure for the area regardless of whether the land use designation is general industrial or light industrial.
- iii. Traffic will be primarily focused on access from interstate 10 and would have limited access north of the railroad corridor and would not have a significant impact on the traffic generated. Also, the types of traffic associated with general industrial would encourage lighter traffic patterns due to the nature of industrial developments which typically include uses such as warehousing, and data centers that require less workers per square foot.
- iv. The GPA will not adversely affect the livability of the area within the City or the health and safety of the residents. The site is located on a northwest boundary of the city where little existing development has occurred. A small portion of the Project is within a ½ mile proximity to the Robson Ranch residential community, but most of the site is over a mile or more from the southwest edge of this community. Areas along Frontier street would be screened adequately when within a mile from Robson Ranch as is required for General Industrial and Light Industrial uses in the Eloy Zoning Ordinance. Current conditions include the Union Pacific Railroad. This heavy rail corridor has regular use that currently produces loud noises and diesel exhaust. Current conditions near the neighborhood would be consistent with potential noise and pollution that would be associated with general industrial.

4. That the amendment is consistent with the General Plan's overall intent and other adopted plans, codes, and ordinances.

This amendment request is consistent with the City of Eloy 2010 General Plan Update's overall intent and vision statement to create a forward thinking, culturally diverse and sustainable community with a variety of employment opportunities and commercial or retail services. The amendment, specifically applies to three of the five points of the General Plans mission statement:

1. To provide employment opportunities for all residents.
2. To encourage private enterprise such that community may provide and offer goods and services for its residents and visitors alike.
3. Capitalize on the City's close proximity to Interstates 10 and 8, the Union Pacific Rail Corridor and other roads of regional significance.

This MGPA is specifically consistent with the Land Use Element of the City of Eloy General Plan.

- i. The Land Use Element Development Guidelines for Community Commercial specifically refer to land located along an interstate highway that transports a significant amount of daily vehicular traffic between Phoenix and Tucson. This describes the exact location of the project.
- ii. The City of Eloy further desires to create and diversify the community's economy by capturing a portion of the future commercial and industrial jobs that will locate along the corridor. This MGPA specifically looks to capture that portion of the future commercial and industrial development in the area and responds to market conditions which put emphasis on the availability of general industrial land uses with a good mix of community commercial.
- iii. The Land Use Element Development Guidelines for all industrial designation call for designated areas to capitalize on the economic opportunity of the transportation network within the city. Two forms of primary transportation bound the project, which include rail and an interstate highway, making this site uniquely appropriate to capitalize on the opportunity of the existing transportation network.

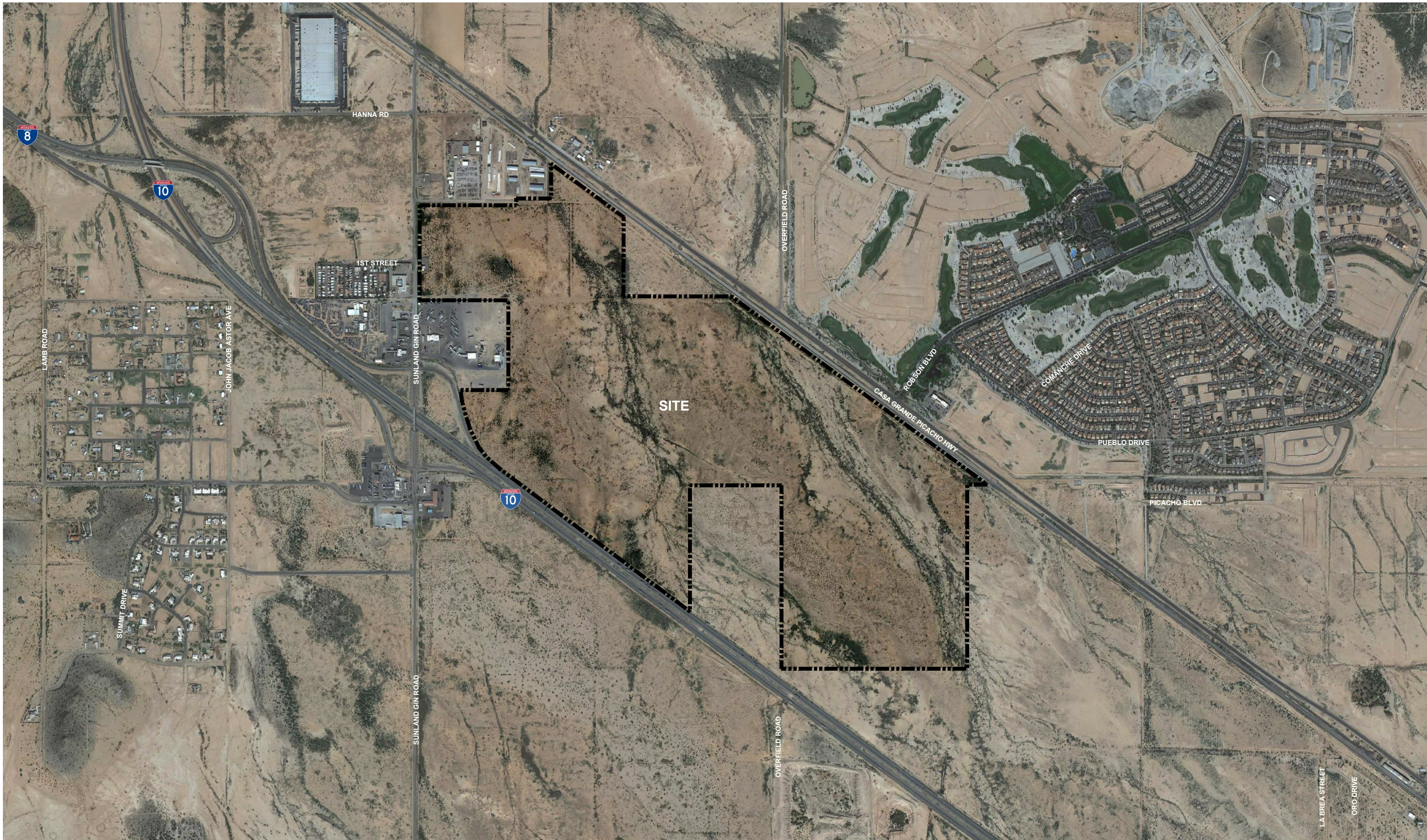
- 5. It shall be the burden of the party requesting the major amendment to prove that the change constitutes an improvement to the General Plan and satisfies all review guidelines above. It shall not be the burden of the City to provide a reason that an amendment should be denied.**

As it is the burden of this application and narrative to prove that the change constitutes an improvement to the General Plan and satisfies all review guidelines, we feel that the above statements provide that specific information and facts to prove that this major amendment is an improvement to the General Plan and that this Major General Plan Amendment should be approved. Here are several more specific reasons.

- i. The project will maximize future employment potential by bringing adequate infrastructure and support services for industrial and manufacturing uses that will be used to draw businesses to the area and the associated jobs.
- ii. As per the General Plan, under the Land Use Element for Industrial development guidelines, all such uses should be located along the interstate and/or state highway corridors. This describes the exact location that the proposed project will be located, and the use is well suited for the area.
- iii. Adequate buffers from adjacent residential land use within the City of Eloy already exist between the proposed General Industrial land use.
- iv. The development will provide an overall improvement to the area with new streets, sewer and water connections and other infrastructure.

5) Summary

In conclusion, we believe that the information provided in this major general plan amendment clearly shows that there is not only a nexus, but rather an immediate need and imperative as per the general plan to adjust the General Plan Map and designate the entire 620 acres of this project as General Industrial. This proposal clearly satisfies the goals, objectives and policies of the General Plan and the proposal relates to the surrounding properties and General Plan designations.

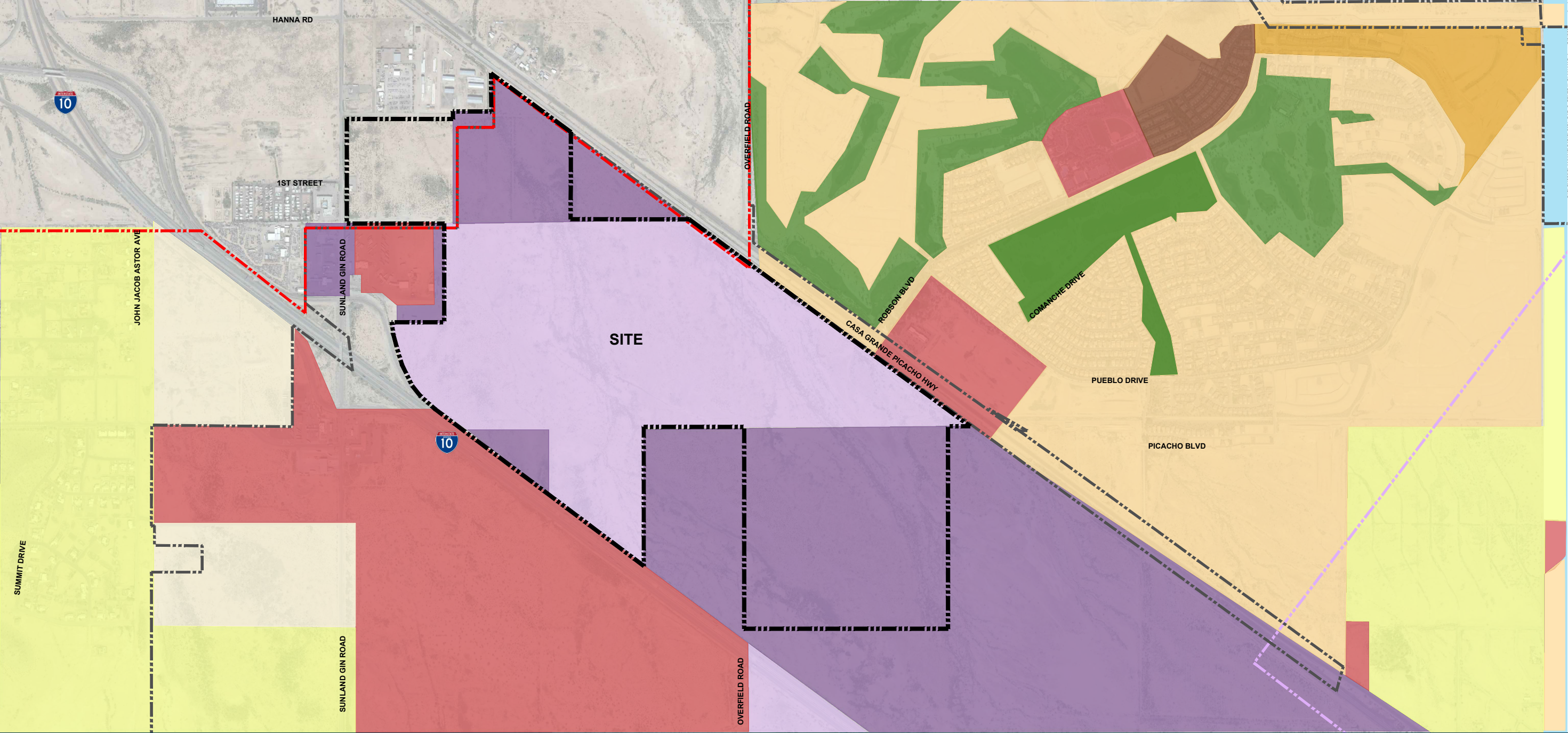


interstate 10|8 business park

Exhibit 1 - Aerial & Vicinity Map

 0 600 1200 Feet
This plan is for conceptual purposes only
Not to be used for construction
7/2/2019
EL01
Eloy, Arizona
PALEF, LLC

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ENGINEERING
10450 N 74th St • Ste 200 • Scottsdale, AZ 85258
Office: 480.991.3985 • www.hunterengineeringco.com



General Plan Map

LEGEND

Residential

- Estate Density Residential (0.2-1.0 du/ac)
- Low Density Residential (1.0-3.0 du/ac)
- Medium Density Residential (3.0-6.0 du/ac)
- Med-High Density Residential (6.0-10 du/ac)
- High Density Residential (10-24 du/ac)

Commercial

- Neighborhood Commercial
- Community Commercial

Industrial

- Light Industrial
- General Industrial

Other

- Parks/Open Space
- Mixed Use
- Public/Institutional

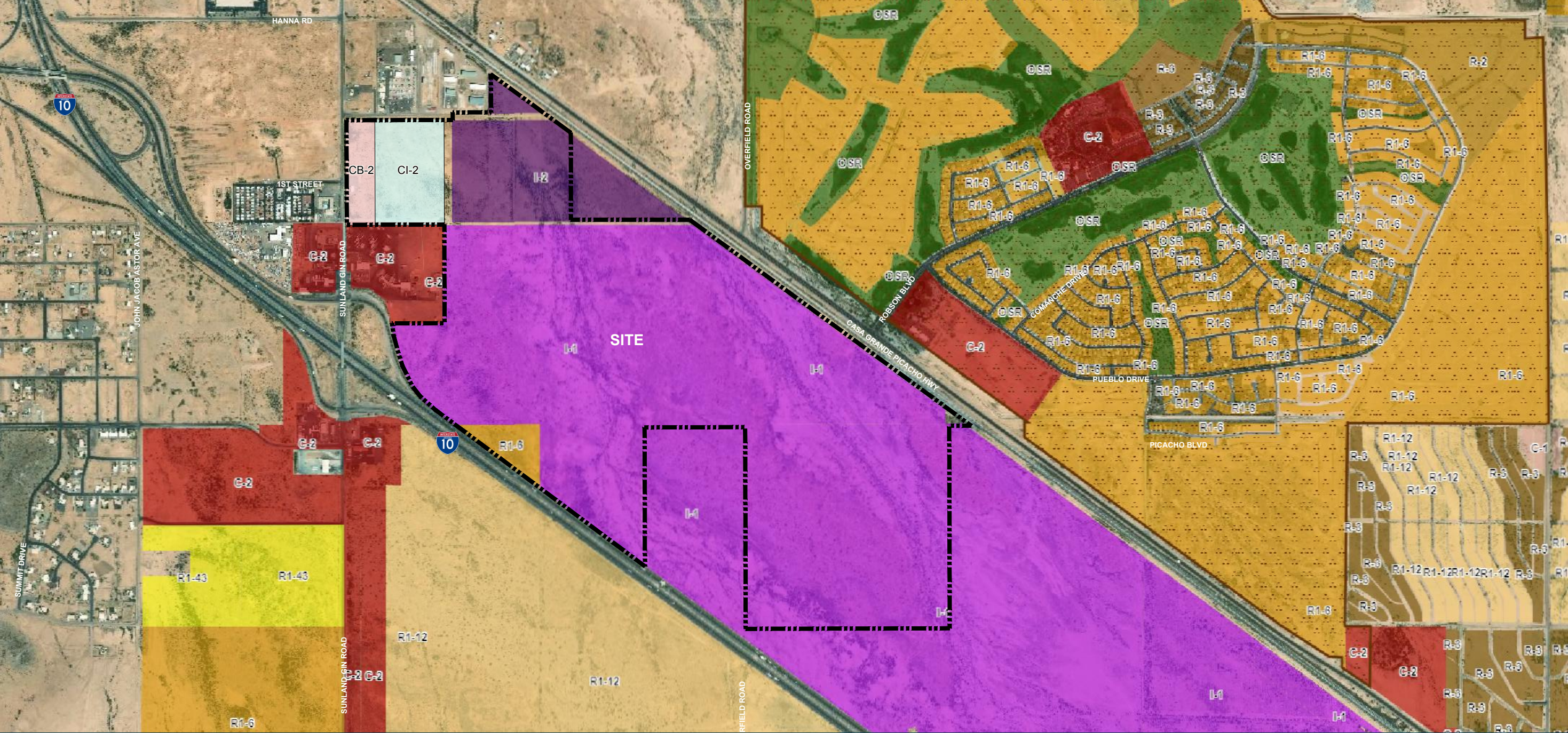
- Planned Community Area
- Airport Influence Area
- Eloy City Limits
- Eloy Planning Area

interstate 10|8 business park

Exhibit 3 - General Plan Map

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7/2/2019
EL01
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LEGEND					
	RR-20 Rural Residential (20 acres/du)		R1-43 Estate Residential (43,560 sq. ft.)		R-3 Multiple Family Residential (10-24 du/acre)
	RR-5 Rural Residential (5 acres/du)		R1-12 Single Family Residential (12,000 sq. ft.)		C-1 Neighborhood Commercial
	RR-2.5 Rural Residential (2.5 acres/du)		R1-6 Single Family Residential (6,000 sq. ft.)		C-2 Community Commercial
	R1-54 Estate Residential (1.25 acres/du)		R-2 Small Lot Residential (6-10 du/acre)		MU Mixed Use
					Planned Area Development
					BP Business Park
					I-1 Light Industrial
					I-2 General Industrial
					OSC Open Space Conservation
					OSR Open Space Recreational
					CI-2 (PINAL COUNTY)
					CB-2 (PINAL COUNTY)
					PF Public Facility

interstate 10|8 business park
Exhibit 2 - Existing Zoning Map

**CITY OF ELOY
REQUEST FOR COMMISSION ACTION**

Agenda Item: **VII.B.**

Date: **9/18/2019**

Date submitted:
9/11/2019

Action: Other

**Subject: Overview of the Proposed
Annexation, Major General Plan
Amendment and Planned Area
Development for the 10|8 Business
Park, located at the southeast corner
of Sunland Gin Road and Adams
Road**

TO: Planning and Zoning Commission

FROM:

RECOMMENDATION:

DISCUSSION:

FISCAL IMPACT:



interstate 10|8 business park
Exhibit 1 - Aerial & Vicinity Map

