



CITY OF ELOY

PUBLIC NOTICE REVITALIZATION COMMISSION MEETING

Wednesday, October 12, 2022

3:00 PM

City Council Chambers

595 North C Street

Eloy, Arizona 85131

AGENDA

- I. Call to Order**
- II. Roll Call**
- III. Call to the Public**
- IV. Motion to approve the April 27, 2022 meeting minutes of the Revitalization Commission**
 - A. Meeting Minutes
- V. Old Business: Possible discussion and/or action on the following:**
 - A. Review the draft market analysis and vision plan for downtown as a component of the Downtown Master Plan.
 - B. Review and discuss the recent appraisals prepared for the Dustbowl Theatre, Veterans Center and a vacant land scenario
- VI. New Business: Possible discussion and/or action on the following:**
 - A. Staff to provide a framework approach to standing up a volunteer committee of the Revitalization Commission.
 - B. Staff to update the Commission on the Council approved Ex-Officio position, to serve as a representative of the Eloy Chamber of Commerce, acting in the capacity of a non-voting member, on the Revitalization Commission.
 - C. Staff to Brief Commission on the Conduct of a Future Technical Assistance Panel by the Arizona Chapter of the Urban Land Institute.
- VII. Communications:**
- VIII. Good of the Order**
- IX. Motion to Adjourn**

POSTED BY 5:00 P.M. ON SEPTEMBER 30, 2022 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 from the end of the signature.

Mary Myers, MMC, CPM
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.

**SUMMARY MEETING MINUTES OF
THE CITY OF ELOY
REVITALIZATION COMMISSION
Regular Meeting
Wednesday, April 27, 2022
3:00 p.m.**

I. CALL TO ORDER

Chairperson Morales called the meeting to order at 3:01 p.m.

II. ROLL CALL

*One or more members of the Revitalization Commission may attend by telephonic means.

Members present:

- Chairperson Isabel Morales
- Vice-Chairperson Eddie Peters
- Commissioner David Christenson
- Commissioner Allen Crawford
- Commissioner Ralph Varela
- Commissioner Jeana Capel-Jones
- Ex-Officio Daniel Snyder

Members Absent:

- Commissioner George Hargis

Staff present:

- Jon Vlaming, Community Development Director
- Jeff Fairman, Economic Development Specialist
- Belinda Cota, Planner
- David Malewitz, City Manager

Others present: None.

III. CALL TO THE PUBLIC

None.

IV. MOTION TO APPROVE THE MARCH 23, 2022 MEETING MINUTES OF THE REVITALIZATION COMMISSION.

Chairperson Morales asked for a motion to approve the meeting minutes.

Vice-chairperson Peters made the motion to approve, Commissioner Capel-Jones seconded. The motion passed 6-0.

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

A. COMMISSION TO MAKE A RECOMMENDATION FOR COUNCIL CONSIDERATION TO COMPLETELY RESTORE, RENOVATE, STABILIZE OR DEMOLISH THE DUSTBOWL THEATRE.

In June 2020, the City requested proposals from firms with the expertise to evaluate the existing building to determine the costs associated with the implementation of one of the following options:

- Construction and design cost estimate to completely restore the update the exterior and interior of the building.
- Construction and design cost estimate to renovate the exterior and interior of the building to a "vanilla shell" configuration adaptable to a variety of commercial uses.
- Stabilize the exterior and interior of the building-primarily the roof-to minimize any further deterioration
- Demolish the building and foundation, making it suitable for future development.

The firm of Rider, Levett, Bucknall was retained by the City and prepared a report to address these options. It is attached on the meeting packets for review and reference.

Commissioner Capel-Jones asked if there was a need to restore it as things are changing. In her view she does not feel like destroying the building as it has charm from the past and asked as to why the need to make a recommendation now.

Mr. Malewitz, explained it was brought up by the Eloy City Council and he was instructed to have a decision in thirty (30) days, where he needed to go back to City Council and report. In any case, the Revitalization Commission needed to come up with a recommendation by the end of the meeting to provide a report to the Eloy City Council.

Ex-officio Snyder commented that this project goes back three to four years. One thing that came up was looking at the façade, and improving Main Street. And then the questions was asked about what was the game plan for the corner, what about the theatre roof, as something needed to be done to maintain it. That is where the pressure came from. Now there is a problem, because both of the buildings (Dustbowl Theater and the Veteran's Center) very possibly could have a common wall. Mr. Snyder suggested let's do something and commented that what City Council wants to see is a recommendation for either "A" or "B", and then the Council can make a decision from there.

After a lengthy discussion, Chairperson Morales asked for a vote on two options. The Revitalization Commission considered the following options:

- Option 1 - Restoration to Basic Theater Standards
- Option 2 - Restoration to Commercial Shell Space

- Option 3 - Stabilize Building for Future Consideration
- Option 4a - Demolition of Existing Theater (Veteran's Center to Remain)
- Option 4b - Demolition of Existing Theater & Adjacent Veterans Center Structure

It was a consensus recommendation for Option 3 and Option 4a or 4b with a Vote 6-0.

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

A. DISCUSSION OF COMMUNITY BRANDING/IMAGE/PROMOTIONAL ACTIVITIES

Mr. Fairman commented this item has been on the radar for a while now. Commissioner Capel-Jones led the discussion among the Commission members regarding a strategy, tactics, action plan, timeline, budget and additional suggestions for creating a community "Buzz" in attracting greater interest from residents and visitors.

2022 REVITALIZATION COMMISSION - Facade Renovation – Beautification

BACKGROUND:

As part of Eloy's Pathway to Economic Prosperity" plan there were four building blocks identified:

1. Downtown - goal is for Main Street to exude a hip vibe through amenities it has to offer.
2. Housing & Infrastructure - ensure the city has adequate infrastructure to attract businesses and residents.
3. Jobs - new jobs are available to residents focusing on diversity.
4. Image - Eloy brands itself as a prime regional location for business, community growth and capital investment.

This plan will focus on the ways to improve the physical appearance of Main Street, which will be flexible and adaptable for when the City develops its new image & brand.

STRATEGY:

Many cities use flags or banners to promote amenities and malls use pops ups to attract new customers when some of the storefronts are empty. Pop ups bring attention, are visually appealing and can promote the city's assets. I suggest developing pop ups to communicate the Eloy's assets - restaurants, tourist attractions, businesses and its people.

TACTICS:

1. To visually improve the main street of Eloy by using large photos and graphics to promote Eloy assets - illustrate its history, its employers, its residents, its restaurants, and attractions.
2. Work towards developing a consistent image for city graphics and any signage that may be used in the future.

3. Purchase 12 large flowerpots and fill with xeriscape plants to add color to the city streets - little or no maintenance.
4. Work with business owners to take bars off the windows and add some lighting when required.
5. Identify grants or funding to help businesses improve signage/store fronts.
6. Identify buildings owned by city and start “incubator for small business”

ACTION PLAN:

1. Work with business owners to secure permission to use graphics on windows
2. Work with city staff to write copy and secure graphics/photos
3. Identify art/photos to reproduce
4. Print & hang graphics
5. Purchase pots and plant flowers/grasses - use plants which require little water and maintenance.

TIMELINE: 90 days to completion - July 2022

1. Work with city to identify vendors, messages to communicate – April
2. Reach out to five businesses who might be willing to support this – May
3. Prepare photography, graphics and write copy – June

COSTS: approximately \$1,500 or use sponsorship POSSIBLE SUGGESTION FOR BANNERS/FLAGS

1. ELOY - 12,000 residents strong - use photo of Water Tower
2. Tagline - “intersection of value, location & opportunity - Hwy intersection or City Hall
3. “Eat, Work & Play” - our culture is changing - photo?
4. RECREATION - City Park Main Street
5. Picacho Peak
6. Sky Dive Arizona – airport
7. Golf - Robson Ranch - Pool - city pool
8. EAT - Bent Prop
9. Robson Ranch grill
10. Tumbleweed or somewhere along I-10
11. Encore or La Paloma
12. WORK - police bldg. - major employers
13. Chamber - join and volunteer
14. Great West Bank
15. Agriculture business employs 10,000
16. Manufacturing
17. Republic Plastics or Bridgestone
18. SUCCESS - Community College of AZ - workforce YOU

Commissioner Varela commented he supported Commissioner Capel-Jones energy and the plan she has put together.

Chairperson Morales asked about the businesses that are vacant or non-owner occupied.

Mr. Fairman mentioned he has a head start for the signs with Council member Georges Reuter.

Chairperson Morales asked if City of Eloy has a sign ordinance in place. Mr. Vlaming responded yes.

VII. COMMUNICATIONS:

A. EX-OFFICIO MEMBER ANNOUNCEMENTS

- City Council has been working with the Budget and prioritizing Capital Improvements.
- Ex-officio Snyder attended a tour at the rose garden owned and operated by Frances Roses.

B. COMMUNITY DEVELOPMENT DIRECTOR ANNOUNCEMENTS.

- The next Adopt-A-Street event is scheduled for Saturday, April 30, 2022.
- Mr. Fairman and Mr. Vlaming have been working on the Vision Plan.
- Mr. Vlaming has been working on a Major General Plan amendment with consultant and the State Land Department on approximately forty square miles of land-mainly on the east side of Eloy.
- The landscape bids for Shedd Road and Frontier Street are substantially higher than the budget.
- Community Development and the Review Team have been having pre-application meetings on a weekly basis.

C. COMMISSIONERS MAY SHARE INFORMATION OR INQUIRE ABOUT CITY RELATED ACTIVITIES

- Commissioner Capel-Jones asked if members may attend meetings via Zoom when unable to attend in person. Mr. Vlaming responded it was possible to meet via a Zoom call.

VIII. GOOD OF THE ORDER

- There was a consensus to skip the May 2022 monthly meeting and schedule a meeting during the month of June.
- The Eloy Chamber of Commerce is holding their Chamber Mixer (today) April 27, 2022 at 5:30 p.m. at Eva's Mexican Food in Casa Grande, AZ
- The next Revitalization Commission meeting is scheduled for Wednesday, June 22, 2022 at 3:00 p.m.

IX. MOTION TO ADJOURN

Chairperson Morales asked for a motion to adjourn. Commissioner Christenson made a motion to Adjourn, Commissioner Varela seconded. The motion passed 6-0 and the meeting adjourned at 4:36 p.m.

CITY OF ELOY

REQUEST FOR COUNCIL ACTION

Agenda Item: V.A.

Date: 10/12/2022

Date submitted:
09/23/2022

Action: Other

Subject: Review the draft market analysis and vision plan for downtown as a component of the Downtown Master Plan.

Date requested:
10/12/2022

TO: Mayor and City Council

FROM: Jon Vlaming, Community Development Director

RECOMMENDATION:

There is not a recommendation at this time. This is only a review session of the Commission with no action requested by Staff.

DISCUSSION:

In April 2021, the City retained the services of Rounds Consulting Group to assist City staff in the preparation of a market analysis and vision plan for a portion of the Main Street Area in Downtown Eloy. In May 2022, a draft document was prepared and submitted to the City.

Staff believes that this market analysis and vision plan is a necessary first component to fold into the overall vision and master plan for the Downtown Area in a comprehensive effort to synchronize the economic development and land use/zoning related recommendations for this important area of the City. The focus of the market analysis is the heart of Downtown Eloy: Main Street and its surrounding area, to demonstrate near, mid and long term employment, retail, office and higher density residential components. The intent is to continue to make the Downtown, and its surrounding residential areas, a vibrant economic and residential community in the City.

FISCAL IMPACT:

There is not a direct fiscal impact from reviewing this information to the Commission at this time.

Approved as to Form:



Stephen R. Cooper, City Attorney



Main Street Vision Plan

City of Eloy

May 2022



Prepared by:





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Executive Summary

The City of Eloy is well positioned, both economically and geographically, to realize significant growth over the next two decades. The community is located in the heart of the Arizona Sun Corridor, a future megapolitan corridor connecting Phoenix and Tucson. Eloy also benefits from adjacency to the confluence of Interstates 10 and 8 as well as two future freeway corridors (North-South Freeway and Interstate 11) that are expected to foster significant population and employment growth.

Knitting these land use, transportation and economic development resources with efficient local planning will allow for a cogent and sustainable development pattern adding both community vitality and market value for the betterment of the City of Eloy.

A portion of any long-term growth opportunities will be dependent on the City establishing a well-designed “sense of place” for the Downtown area. The City will already benefit from the broader, regional growth within Pinal County and neighboring communities. However, a properly designed downtown will enhance the growth opportunities and allow for additional growth to occur from within.

Rounds Consulting Group and Local First Arizona partnered to identify those critical components through a downtown “visioning” plan to yield the greatest returns for the City over the short-, mid-, and long-term. Many of the recommendations will occur with minimal or no local cost, while other recommended projects will require modest or even high levels of financial capital. These recommendations are outlined for consideration by community leaders to allow for the most informed decision-making.

The following recommendations are organized as they relate to the Downtown or focus on its supportive economy.

Downtown Visioning Recommendations

1. **Continue Dedicated Leadership** – A successful downtown development initiative will take significant time, focus, and capacity. To maintain momentum and attain objectives that show progress to the community, the Downtown Advisory Commission was recently reorganized to the Revitalization Commission. A committee that is focused on the City of Eloy, with emphasis on the Downtown area.
2. **Extend Beautification and Branding** - Community pride and connection to place is often cultivated through visual representation. Through a branding process, the City of Eloy can start to build on the pride generated by the recent rehabilitation, repainting and lighting of the Eloy Water Tower that starts to establish an authentic identity that will then translate to design standards and the “desired look” for Main Street.

Furthermore, additional investment in downtown businesses will create job opportunities which will encourage residential development and increase wages. The cycle of spending will continue as those new hires also spend locally, creating additional economic activity.



3. **Foster Community Engagement** – Downtown Eloy has an opportunity to become a true community hub – not only for its own residents but for those in surrounding communities where there's an appetite for an authentically 'local' experience. These experiences could include a craft beer venue, coffee shop, non-chain Mexican restaurant, carniceria and/or panaderia.

To become this hub, a connection should be forged between Robson Ranch, Toltec, and Eloy Proper where socio-economic differences can come together for a stronger community. Special events can often act as this connector, so creating an Events Committee and new opportunities to engage with one another will help to build a more unified Eloy.

4. **Enhance Economic Development Volume/Quality** - Business attraction and expansion will be critical to the success of the *Main Street Vision Plan*. A leakage analysis indicates that there are critical needs not being met by local businesses, particularly in the retail and service industries. If these needs are addressed, a significant portion of economic activity would remain within the community, keeping the local spending cycle flowing. These needs include additional retail shops, restaurants, bars, and a diversified grocery selection. This will become a short-term issue if enhanced residential development occurs nearby, which is the current trend.

Additionally, with the announcement of Owens Corning reopening operations in Eloy, as well as National Gypsum locating at the Sunshine Industrial Park (approximately 2 miles southeast of Downtown) there is a strong case to be made for new manufacturing employers and other workforce initiatives that will connect Eloy residents to local jobs.

5. **Maintain a Long-Term Vision** - As Eloy grows and the economic development initiatives begin to generate direct and indirect revenues, the City can begin to pursue new development projects such as a fine dining establishment, brewery, or entertainment venue, and retail shops, as well as attracting continued investment from residential and commercial developers.

Supporting Economic Considerations

- **Demographics** - Eloy has an overall age distribution that is younger than Pinal County. The relatively young population is an economic and planning advantage for Eloy, if leveraged properly. The younger population residing in the broader community has more time to earn wages, more flexibility in taking advantage of emerging opportunities (i.e., changing careers, starting a business, obtaining additional education, etc.), and a higher potential to generate economic activity. For these reasons, the younger population is an advantage for economic development efforts as it will support the growth of economic activity and community engagement in the Downtown area.
- **Employment** – According to multiple sources, there are approximately 1,900 employees in the Downtown area. This represents 48.0% of Eloy's total employment. The largest concentration of workers is employed in the retail industry, which employ 12.6% of the workforce in the Downtown area. The manufacturing industry employs 11.1% of the Downtown workforce and the construction industry represents 10.5% of the workforce in the Downtown area (Table 1A).



However, there exists questions related to the accuracy of the official employment statistics. Feedback provided by City staff indicates that select industries are overweighted in Table 1A. It is recommended that the data collection and reporting problem be resolved.

As an alternative, occupational data was collected for the City as a whole, which is generally considered to be more reliable. While this data cannot be separated into a Downtown sub-region, it likely represents a more accurate employment tabulation within the broader City. This data is displayed in Table 1B.

Table 1A: Employment by Industry in the Downtown Area		
Industry	Downtown Employment	Percent of Total
Retail Trade	237	12.6%
Manufacturing	208	11.1%
Construction	197	10.5%
Public Administration	197	10.5%
Health Care/Social Assistance	178	9.5%
Admin/Support/Waste Management	159	8.5%
Accommodation/Food Services	157	8.4%
Agriculture/Forestry/Fishing	149	7.9%
Educational Services	149	7.9%
Transportation/Warehousing	62	3.3%
Real Estate/Rental/Leasing	50	2.7%
Arts/Entertainment/Recreation	48	2.6%
Other Services (Excluding Public)	43	2.3%
Utilities	21	1.1%
Wholesale Trade	19	1.0%
Professional/Scientific/Tech	6	0.3%
Total	1,878	-

Note: May not sum to total due to rounding.

Source: Esri, Updated Demographics; Rounds Consulting Group, Inc.



Table 1B: City of Eloy - Employed Population (2020)

Occupation	Estimate	Percent of Total
Management, business, and financial occupations:	366	10.5%
Computer, engineering, and science occupations:	46	1.3%
Community and social service occupations	31	0.9%
Legal occupations	6	0.2%
Educational instruction, and library occupations	54	1.6%
Arts, design, entertainment, sports, and media occupations	29	0.8%
Healthcare practitioners, technical, and support occupations:	295	8.5%
Protective service occupations:	304	8.7%
Food preparation and serving related occupations	289	8.3%
Building and grounds cleaning and maintenance occupations	272	7.8%
Personal care and service occupations	34	1.0%
Sales and related occupations	316	9.1%
Office and administrative support occupations	308	8.9%
Farming, fishing, and forestry occupations	189	5.4%
Construction and extraction occupations	217	6.2%
Installation, maintenance, and repair occupations	65	1.9%
Production occupations	262	7.5%
Transportation occupations	239	6.9%
Material moving occupations	156	4.5%
Total	3,478	100.0%

Source: American Community Survey, U.S. Census Bureau, 2020 5-Year Estimates

- Economic Partnerships/Funding** - Public and private groups such as the Chamber, Small Business Development Center (SBDC), etc., and workshops for the existing businesses in the Downtown area can be focused on training and utilizing current technologies to enhance management and marketing efforts. For example, developing strategic branding into a digital marketing strategy for any local restaurant or retail establishment will elevate Eloy's hometown pride. Developing a key "hashtag" for residents and small businesses to share will unify and amplify efforts to define what Eloy is to potential investors while bringing the community together.

The local SBDC can train businesses on marketing strategies or how to use a digital marketing hashtag, but a local entity such as the Chamber of Commerce could assist to define the brand, and implement a strategy.

City leaders can also consider soliciting grants from the Economic Development Administration (EDA) or other appropriate state and federal grant agencies. There is no hole-in-one grant for any city or town, but rather a series of dozens of grants that could help from different development angles.



For example, the USDA's Rural Business Development Grant (RBDG) will help retain and expand businesses, the EDA's Good Jobs Challenge will help attract and train workers, and the Small Business Administration (SBA) has several programs (i.e., 504 loans, microloans, surety bonds, etc.) for small businesses to improve operations.

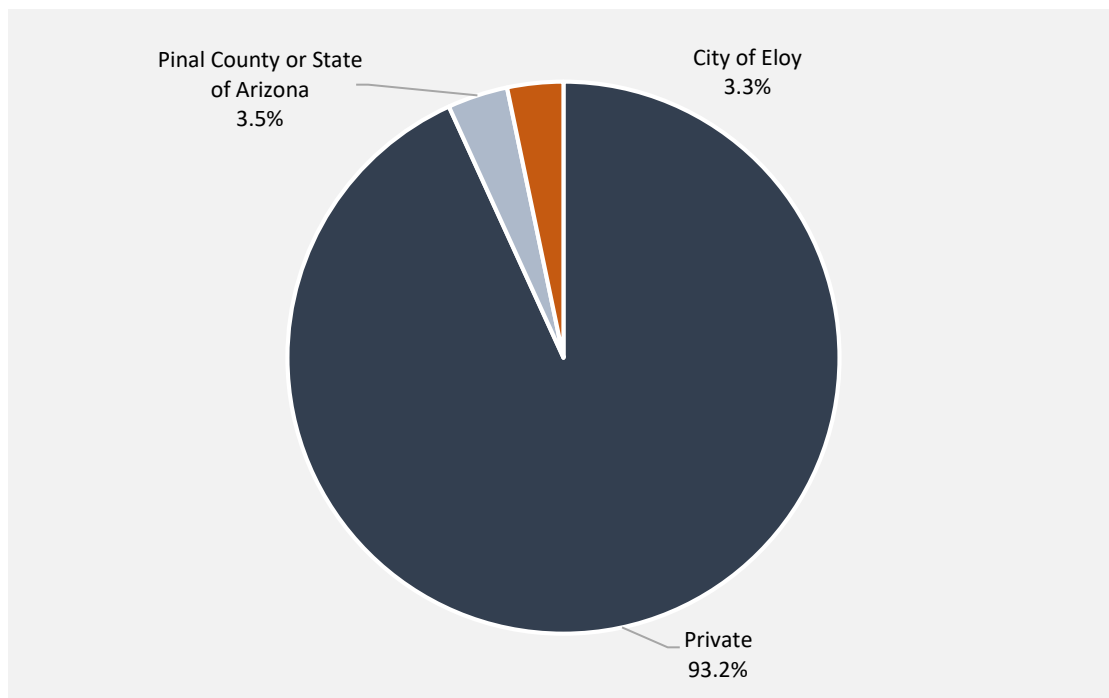
The Heritage Grant, administered by the State of Arizona, is designed to help protect and preserve resources representative of the state's unique cultural heritage. This grant can be used to preserve and/or renovate the Dust Bowl Theater or other structures throughout the City.

Many grants are designed to accelerate local and regional economic development strategies. Local First Arizona's Economic Recovery Center can be utilized as they deploy grant researchers and grant writers at no cost to Eloy through the end of 2022. New revenues and new projects will **expand the current base**.

- **Land Ownership** - Approximately 93.0% of the land in the Downtown area is privately owned. With the reinvestment by the City for its City Hall and Police Department in Downtown, it will be very important to designate appropriate uses with an underpinning in market reality. The City will need to engage with land and building owners to create partnerships to encourage development that will achieve both public and private objectives.

Flexibility on the part of city leaders should be encouraged to adjust selected zoning ordinances to allow for a more diverse inventory of commercial, residential and mixed-used developments in the Downtown area to foster future population growth.

Figure 1: Land Ownership Composition of the Downtown Area in Eloy



Source: Pinal County Assessor; Rounds Consulting Group, Inc.



- **Multi-Family Considerations** - While there is a sufficient amount of multi-family residentially zoned land, nearly all of it is located south of Frontier Street and retains the existing single family lot pattern, which will require assemblage to make it attractive for multi-family residential use. Its location should be effectively evaluated to site such uses with appropriate visibility and vehicular access.

Adjusting the zoning district designation(s) in the Main Street corridor north of Frontier Street will allow for a mixed-use residential and commercial development. Integrating development flexibility to respond to changing market conditions will provide the opportunity for innovative development solutions, enhance the sense of community and encourage a more youthful demographic with a greater degree of disposable income to locate in the heart of Downtown Eloy.

- **Addressing Retail Sales Leakage** – An analysis of separate retail spending categories identified that approximately \$8.6M in grocery and retail spending is leaking from Eloy. The results of this analysis are detailed later in this report.
- **Return on Investment Focus** - When City tax revenues are required for economic development purposes, it is important that any new activity aimed at generating tax revenue equal the initial outlay over its contributing lifecycle. While portions of the recommendations in this analysis have negligible cost, other investments may be more significant. At least matching (if not exceeding) the estimated tax revenues with estimated project costs ensures a positive return on investment (ROI) that then can be leveraged to other community, economic development or infrastructure investments to enhance fiscal community health for City residents.

Eloy's targeted industries require different periods for ROI calculations. For retail, City investment in a new project would need to yield an equivalent value in tax revenues over a 5- to 7-year period. Using the example detailed in the body of the report, each \$100,000 in community outlay for new retail development would need to generate the equivalent of 24 full-time retail workers for a breakeven to occur within 7 years. Conducting impact analyses on major downtown investment should be standard procedure.



Introduction

In the Spring of 2021, the City of Eloy (City or Eloy) embarked on a mission to create a *Main Street Vision Plan* for downtown Eloy. The intent of the plan is to incorporate economic analysis and data along with community input to develop a shared vision of the best probable future for downtown Eloy. The framework for this plan contains the following elements:

- ⇒ **Economic, land use, and demographic analyses of Eloy and the downtown region.**
- ⇒ **Analysis of retail leakage.**
- ⇒ **Recommendations for implementing the *Main Street Vision Plan*.**



Rounds Consulting Group (RCG) and Local First Arizona (LFA), collected and evaluated qualitative community feedback and quantitative economic data to create a vision and direction for economic growth in downtown Eloy.

Expanded Community Engagement

From May-July 2021, LFA interviewed residents of Eloy with a series of questions aimed at gathering an understanding of desires, concerns and a wish list of what it necessary for the Eloy downtown to prosper. Interviewees represented a cross-section of business owners, elected officials, working professionals, long-time residents, volunteers and residents with differing demographic characteristics.

These community stakeholders were asked a series of questions that evaluated local attributes. Included on the following pages is a list of select interview questions and the top responses. All of the interview questions and the key takeaways are highlighted in Appendix D.



Photo credit: Local First Arizona – taken at a public outreach meeting with Eloy residents and City leaders (2021)



Interview question 1: What brought you here (to Eloy) and why do you stay?

Top Responses:

- Born and raised (53.0% of respondents)
- Moved for work (21.0% of respondents)
- Work in Eloy (16.0% of respondents)
- Retired in Eloy (10.0% of respondents)

Interview question 2: What is the most important tradition in Eloy?

Top responses:

- Fiestas (e.g., Patrias Parade, light parade, car show, cruise night, Cinco de Mayo, Fourth of July, & MLK Celebration)
- Sky Diving Championships
- High school football
- Family
- Park gatherings

Interview Question 3: When you travel to another city, what things do you buy?

Top responses:

- Groceries
- Medicine
- Cleaning Supplies
- Clothes
- Specialty items (e.g., cars, electronics, home improvement/auto supplies)

Interview Question 4: What kind of new business would you most like to see in Eloy?

Top responses:

- Restaurants (i.e., Italian, coffee, salad shop, ice cream store)
- Activities (i.e., bowling, movie theater, community center, water park)
- Specialty shops (i.e., antique shops, bike shops, boutique/souvenir shops)
- General store with basic hardware/home supplies
- Grocery store with a greater variety and affordable options

Interview Question 5: How often do you go to downtown Eloy and do you spend money while there?

Top responses:

- The primary reasons to regularly frequent the Downtown area were for work, visiting the bank, post office or participating in an annual event
- Circle K was cited as the most common place to spend money in the Downtown area
- Other reasons included getting a haircut, or visiting a City facility, or enjoying a Main Street park



Interview Question 6: What is the public opinion regarding the Dust Bowl Theater downtown?

Top responses:

- Those that grew up in Eloy would like to see it renovated because it has a lot of history
- Others would like to see it demolished and replaced with a recreation center or water park
- There is concern surrounding the cost to renovate and whether or it (a renovation) would be worth it.

Interview Question 7: What bank or credit union do you use, if any?

Top responses:

- Of those interviewed, 26.0% use the Great Western Bank in Eloy

Additional Insights and Takeaways

- ⇒ **It is clear that there are three distinct areas in Eloy. Those are Downtown Eloy, Toltec and Robson Ranch. There is a strong sense of connection within each area, but a disconnect between the areas.**
- ⇒ **LFA has found that the inability to fill prescription medications is a leading reason people leave town. Those people will visit a variety of stores on the same trip when they fill their prescriptions.**
- ⇒ **Utilizing experts would bring a new perspective to the community, help to clarify the City's vision and encourage long-term thinking.**
- ⇒ **Recurring challenges include enhancing youth engagement, the public schools and district boundaries (to align with municipal boundaries), addressing the "tri-community" identity, new business recruitment, existing business relations, changing the perception that Eloy is not a safe place to live and providing reliable broadband access.**



The interviews indicated that residents have a deeply rooted connection to Eloy. They value the small-town atmosphere, where everyone knows and looks out for one another. Family and tradition are key to the fabric of the Eloy community. Many of the participants were born and raised in Eloy and cherish many of the City's community events like Fiestas Patrias and the annual tree lighting ceremony.



Blending the Vision with Economic Fundamentals

The *Main Street Vision Plan* will be a tool to enhance the City's Downtown area and develop the Main Street Corridor as an Eloy focal point. The intent is to create an appealing environment that fosters a sense of community and celebrates culture, attracts visitors to a vibrant retail and service trade area.

The implementation of these recommendations will result in enhanced economic vitality, increased employment opportunities and support for local businesses that serve local customers and attract non-residents. The result will be the growth of supporting construction and retail sales tax collections.

In the case of downtown Eloy, investment resources are currently limited. As such, low- to no-cost strategies must be first identified. Therefore, any economic development strategy must enhance the aesthetics of the area *and* produce an economic return on investment (ROI). The *Main Street Vision Plan* will provide a series of insights and recommendations to reach those objectives and potential economic development strategies.





Community Profile Review

Synopsis: The Community Profile Review is a brief economic and demographic analysis of the City of Eloy, the Downtown area, and Main Street corridor as they relate to each other, as well as Pinal County and State of Arizona. The profile highlights recent and projected population growth in Eloy as well as other key demographic characteristics.

Employment growth and the workforce profile is also examined. Additional economic and demographic characteristics are included in Appendix B. The profile provides context on Eloy's current position relative to the State of Arizona and the surrounding region, and also illustrates the community's potential for growth.

A review of Eloy's zoning ordinance and an inventory of the City's current land assets is also included. The review provides the initial groundwork for the *Main Street Vision Plan* to begin making recommendations for how the City can utilize its available assets.

These characteristics are then used to establish specific objectives and action items for advancing the aesthetic and economic development in the Downtown area. Additional information regarding the housing market in Eloy is included in Appendix C.

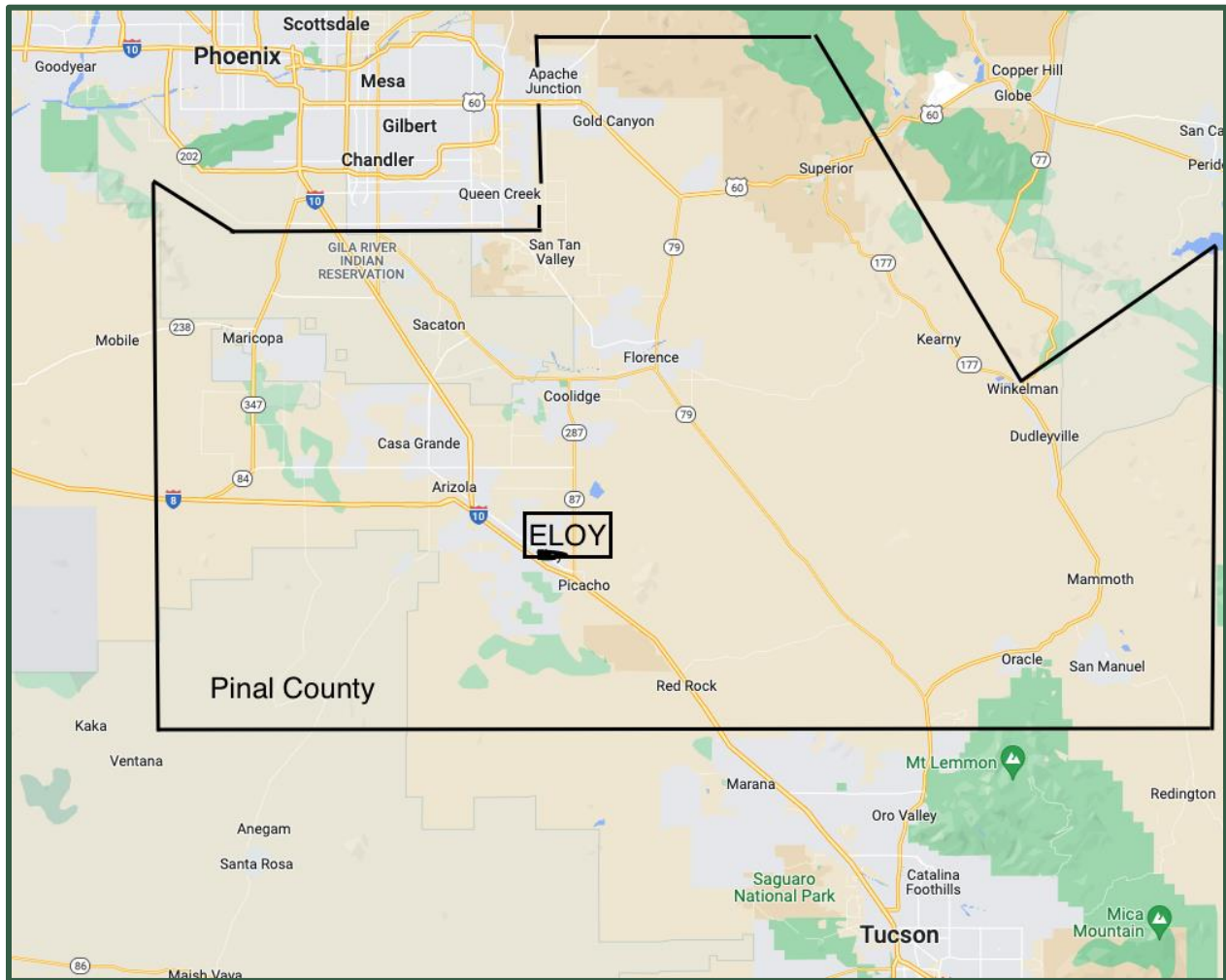
City of Eloy Economic Characteristics

The City of Eloy (Figure 2), is located in Pinal County, Arizona and is approximately 60 miles south of Phoenix and 60 miles north of Tucson. It is located adjacent to I-10, a major commercial transportation corridor that connects the west and east coast of the U.S., along with access to Sonora Mexico via I-19.

Eloy is a community rich in history and culture with roots that still strengthen the foundation of the community to this day. People are proud to be from or live in Eloy, whether they have lived in Eloy their entire life, relocated with their family or recently retired.



Figure 2: Strategically Located City of Eloy



Source: Google Maps

It is vital that the Downtown area, as shown in Figure 3, becomes a focal point for community engagement, the center of economic activity and an area that fosters a positive and productive relationship between residents, visitors, community leaders and government officials. Downtown Eloy has the highest density of commercial buildings, paired with open spaces, that will serve as a backdrop to events and cultural activities.

The enhanced interest will attract restaurant and retail investments. Studies prepared by diverse entities such as Project for Public Spaces,¹ Main Street America,² and National Endowment for the Arts³ all indicate that downtown development is the starting point for rural community development which enhances quality of life and improves opportunities for economic development.

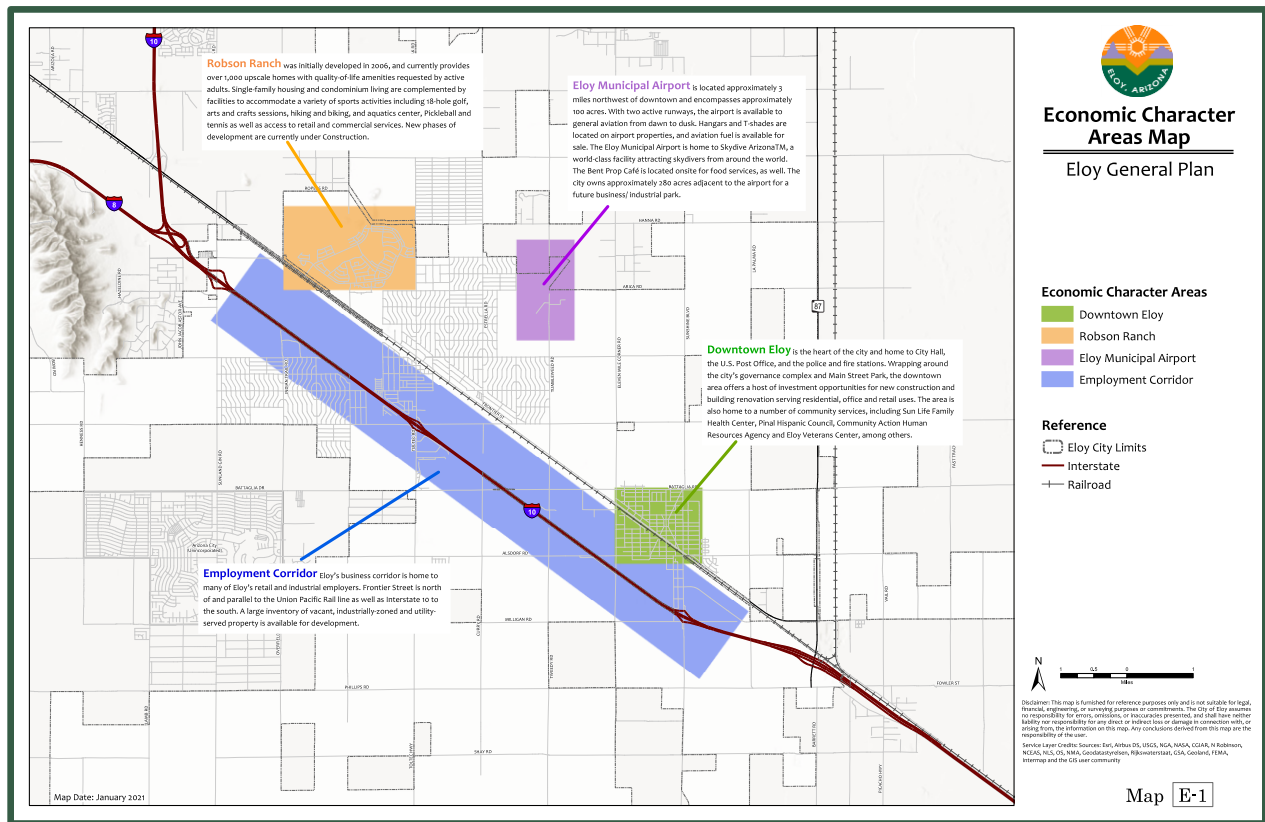
¹ Project for Public Spaces (<https://www.pps.org/article/placemaking-main-street-into-a-destination-downtown>)

² Main Street America (<https://www.mainstreet.org/mainstreetamerica/ourwork/projects/spotlight/placemaking>)

³ National Endowment for the Arts (<https://www.arts.gov/impact/creative-placemaking/creative-placemaking-resources>)



Figure 3: Downtown Eloy



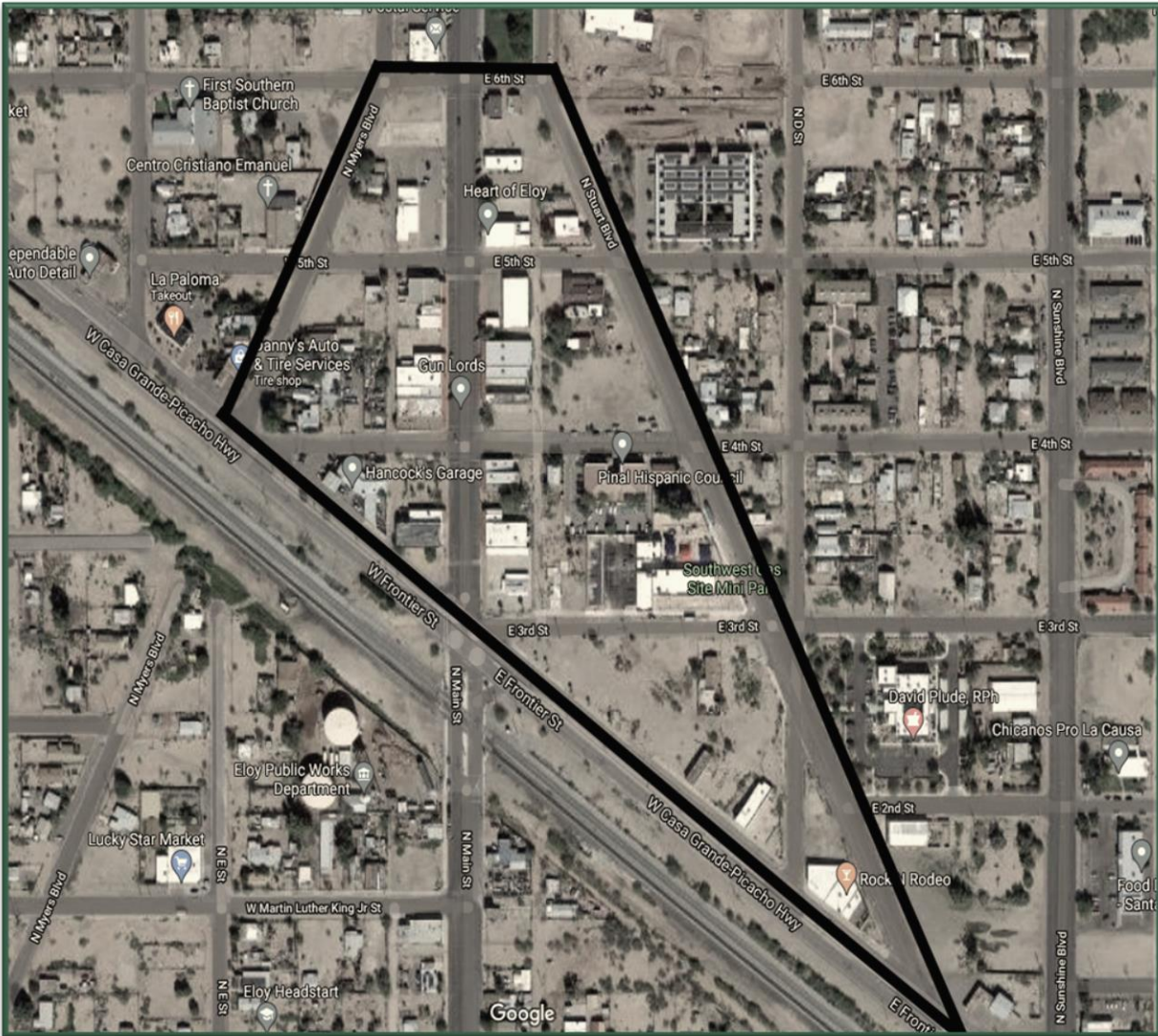
Source: City of Eloy; Google Maps

City officials have designated the Main Street corridor located south of Eloy City Hall and the City's police station (Figure 4) as a special area of interest.

The Main Street corridor is likely the targeted area for projects that enhance the aesthetics and value of the Downtown area.



Figure 4: The Main Street Corridor



Source: City of Eloy; Google Maps



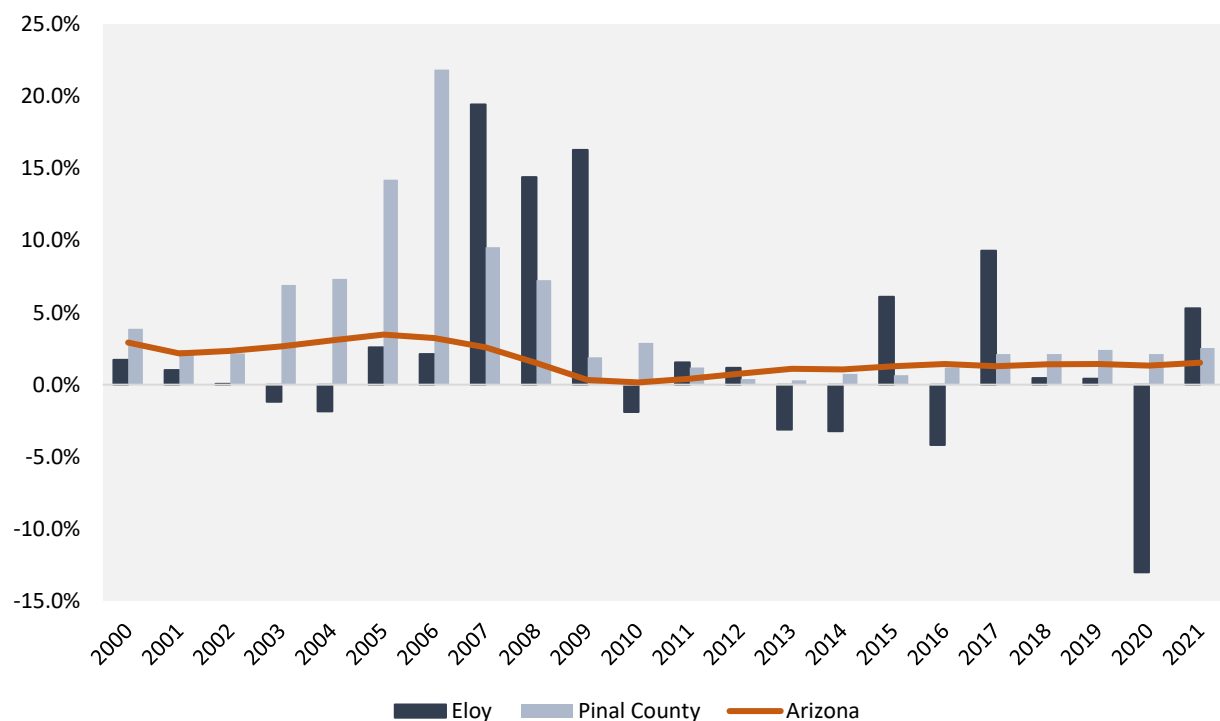
General Demographic Profile

According to the Arizona Office of Economic Opportunity (OEO), there are an estimated 16,500 people living in Eloy. These estimates include the population of the four Core Civic correctional facilities located in Eloy. Typical inmate population range between 5,000 and 8,000 residents, the actual number of Eloy residents is estimated to be between 9,000 and 10,000 people, according to official state estimates.

It needs to be noted that during the 2020 census, other U.S. states which utilize the Eloy correction facilities returned many of the inmates back to their home states effectively decreasing the Eloy population during the count. Additionally, the 2020 census results are considered controversial and underrepresent the actual population in rural communities to a significant degree.⁴

In the case of Eloy, the historical rates of population and employment growth may not represent the economic opportunity moving forward. Therefore, for planning purposes, economic and revenue forecasts will need to place extra weight on current economic conditions.

Figure 5: Annual Population Percent Change



Source: Arizona Office of Economic Opportunity

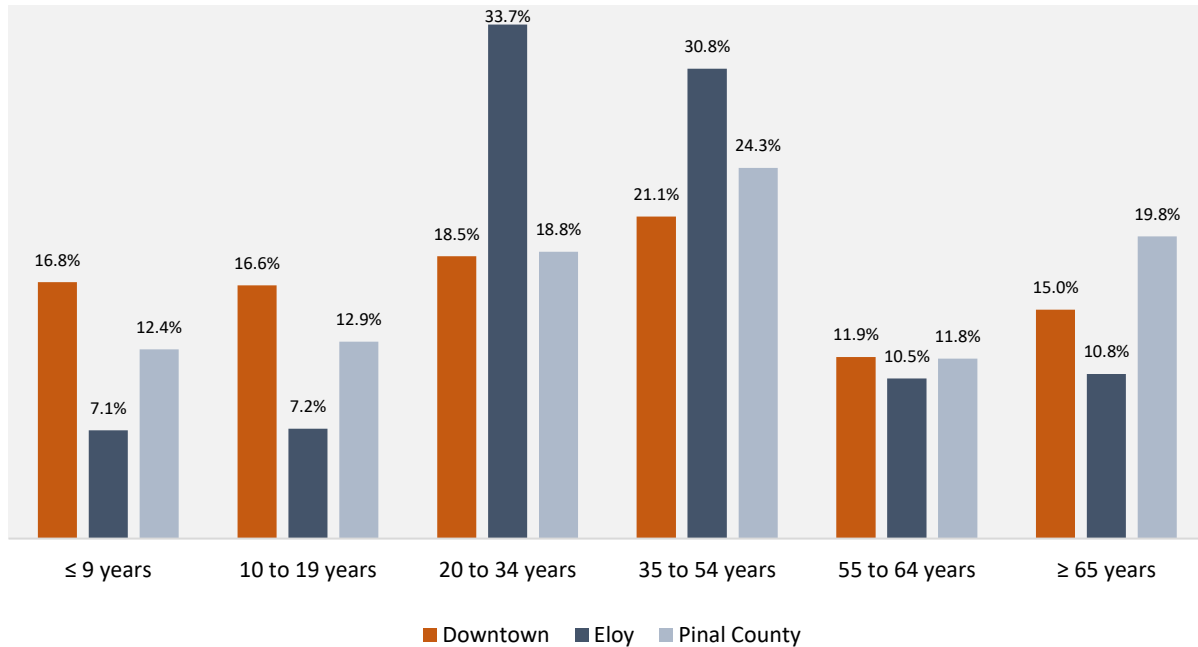
⁴ Cronkite News (<https://cronkitenews.azpbs.org/2021/12/28/census-undercount-missed-millions-united-states-arizona/#:~:text=Report%3A%20Census%20undercount%20may%20have,in%20U.S.%2C%2048%2C000%20in%20Arizona&text=WASHINGTON%20%E2%80%93%20The%202020%20Census%20may,according%20to%20a%20recent%20report.>)



The U.S. Census Bureau reports that Eloy has a larger concentration of younger individuals compared to Pinal County as a whole. For example, as of 2019, 33.7% of residents in Eloy were between the ages of 20 and 34, while 18.8% of Pinal County residents were between the ages of 20 and 34.

Additional sources suggest that the population in the Downtown area continues to be skewed young in 2021 with the largest share of the population reported to be between the ages of 20 and 34 years of age as opposed to 2019, when the largest share was between 35 and 54 years of age.

Figure 6: 2019 Age Distribution by Area

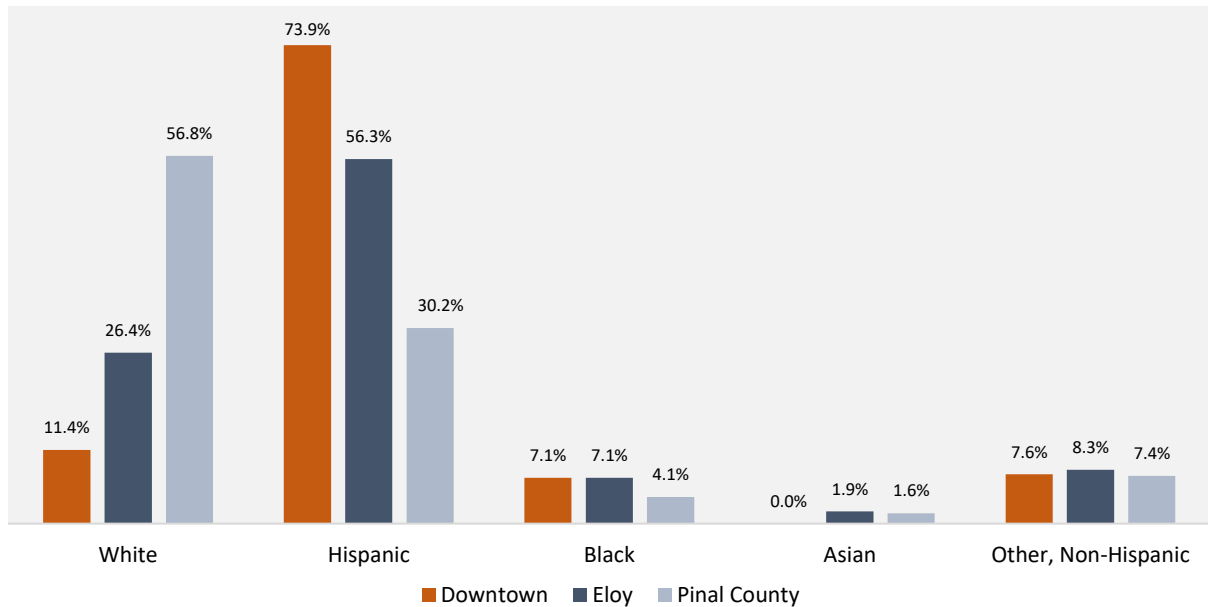


Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates; Maricopa Association of Governments

In both 2010 and 2019, Eloy had a higher concentration of residents that identified as Hispanic than in Pinal County, where 28.5% identified as Hispanic in 2010, and 30.2% of residents identified as Hispanic in 2019. Additionally, according to the U.S. Census Bureau, 21.4% of the population in Eloy had limited English proficiency, as identified by the Limited-English Proficiency (LEP) rate, compared to 6.5% of all residents in Pinal County.



Figure 7: 2019 Population by Race and by Area



Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates; Maricopa Association of Governments

Select Insights and Recommendations – Demographic Profile

- The relatively young population is an economic and planning advantage to Eloy if accounted for properly. The younger population residing in the broader Downtown area may be indicative of a stable anchor to support the growth of economic activity and community engagement.
- Youth and young adult engagement are essential to strengthening the community's connection to the Downtown area, and potential events and activities could include sports, arts, gaming competitions, and events. Additionally, developing a Youth Council or Future Leadership program could help to engage and retain the younger generation.
- The concentrated representation of the Hispanic culture in Eloy and in the Downtown area is a unique characteristic of the Eloy community. Embracing this culture, its values, and strengths will help shape an authentic vision for the area and will catalyze growth. Creating programs, events and activities that celebrate this culture is a prominent component of the *Main Street Vision Plan*.

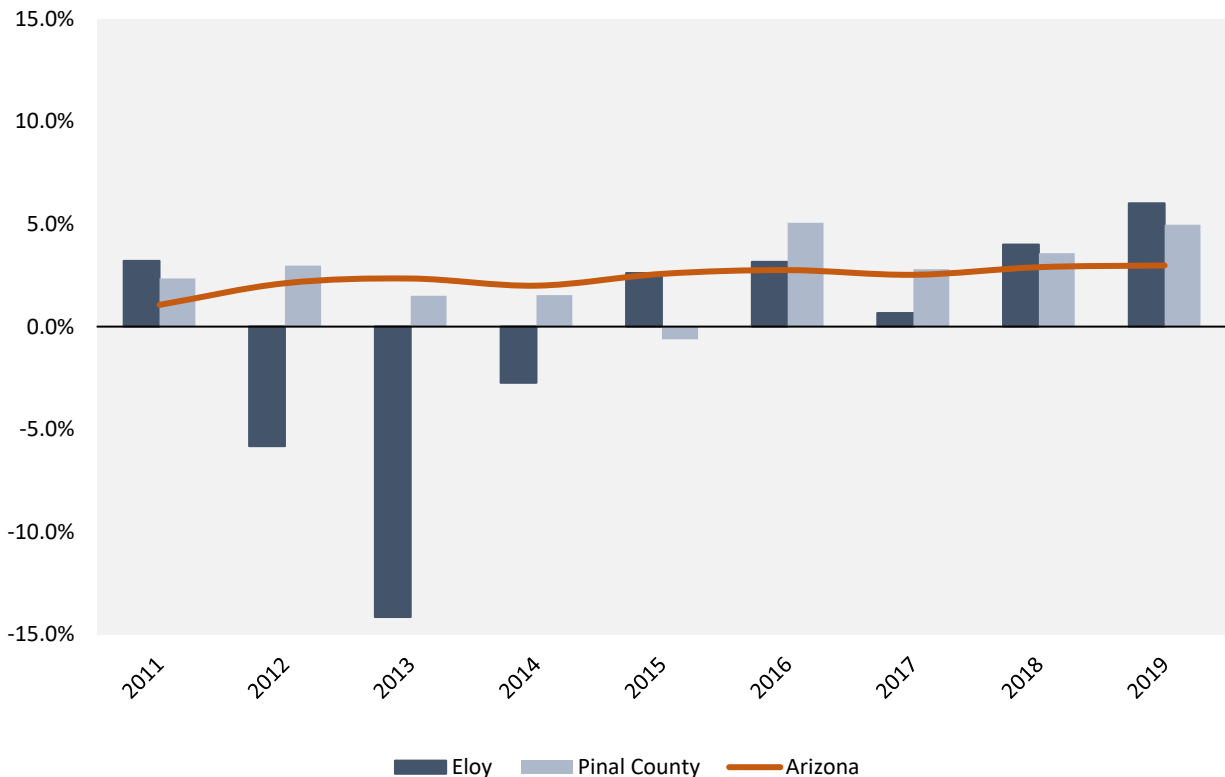


General Employment and Workforce Profile

Employment in Eloy has declined at an average rate of 0.6% per year since 2010, according to the U.S. Census Bureau. This compares to Pinal County's employment that grew an average annual rate of 2.6% since 2010.

However, from 2018-2019 (latest available data), employment in Eloy grew 6.0%. This compared to a 5.0% growth in total employment throughout Pinal County over the same timeframe. This means that even though the employment trend in the City has declined historically, this trend has shown signs of reversing in recent years. This indicates that there is potential for economic growth and strategic development policies can build on this potential.

Figure 8: Annual Percent Change in Total Employment



Source: U.S. Census Bureau, American Community Survey

As previously noted (see Table 1B) there exists uncertainty regarding the official statistics related to industry employment within the Downtown area. At some point, the discrepancy between the industry data and the occupational data will need to be resolved.

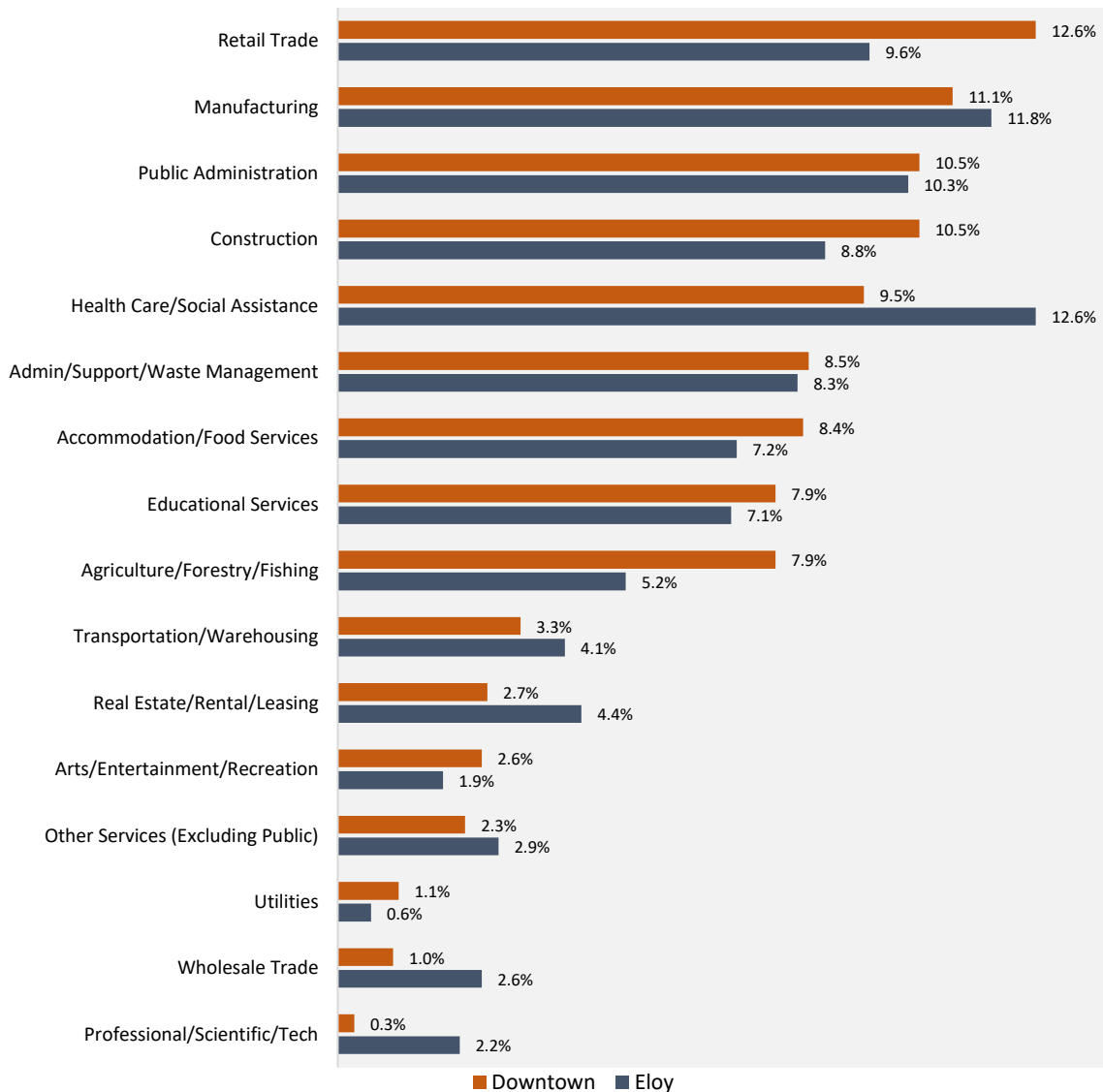
However, according to the official estimates, in 2021, the largest concentration of workers in Eloy were employed in the healthcare industry, which employed 12.6% of Eloy's workforce. In the Downtown area, the retail industry was the most employed industry, employing 12.6% of the Downtown workforce. The manufacturing industry employed 11.1% of the workers in the Downtown area.



The employment composition, by industry, in the broader community is similar to the specifically designated Downtown target area. While employment diversity is a positive economic attribute for a community as a whole, a more specialized experience in the Downtown area will be of benefit to the City. This means any commercial development in the Downtown area should focus on the retail, arts, entertainment and food services industries.

Providing any of the recommended business services will come at a cost. An evaluation of cost versus benefit will help Eloy leaders conduct an ROI analysis, as well as aid with efficiently queuing needed improvements.

Figure 9: 2021 Employment by Industry



Source: Esri, Updated Demographics; Rounds Consulting Group, Inc.



Select Insights and Recommendations – Community Profile

- Engaging the Hispanic community in economic development initiatives will have a significant positive impact. For example, NBC News polling shows that Latinas, between the ages of 18-35, are the most likely to start a business.
- An incubator program or business coaching initiative, offered in both English and Spanish, could produce in-demand start-ups, particularly in food/restaurant, childcare, home services, or retail/fashion industries.
- Explore state and federal grant programs designed to promote minority and women business owners. Eloy can become a leader for minority and women entrepreneurship throughout the region and state.
- Develop partnerships with public and private groups including business workshops for existing businesses in the Downtown area. Utilize technology to enhance branding and marketing to **strengthen the current base**.
- City leaders should identify and solicit grants numerous Federal programs including the Economic Development Administration (EDA), Housing and Urban Development (HUD), the USDA, and SBA and locally access resources made available by the Community Reinvestment Act, (CRA). These grants are designed to accelerate local and regional economic development strategies.



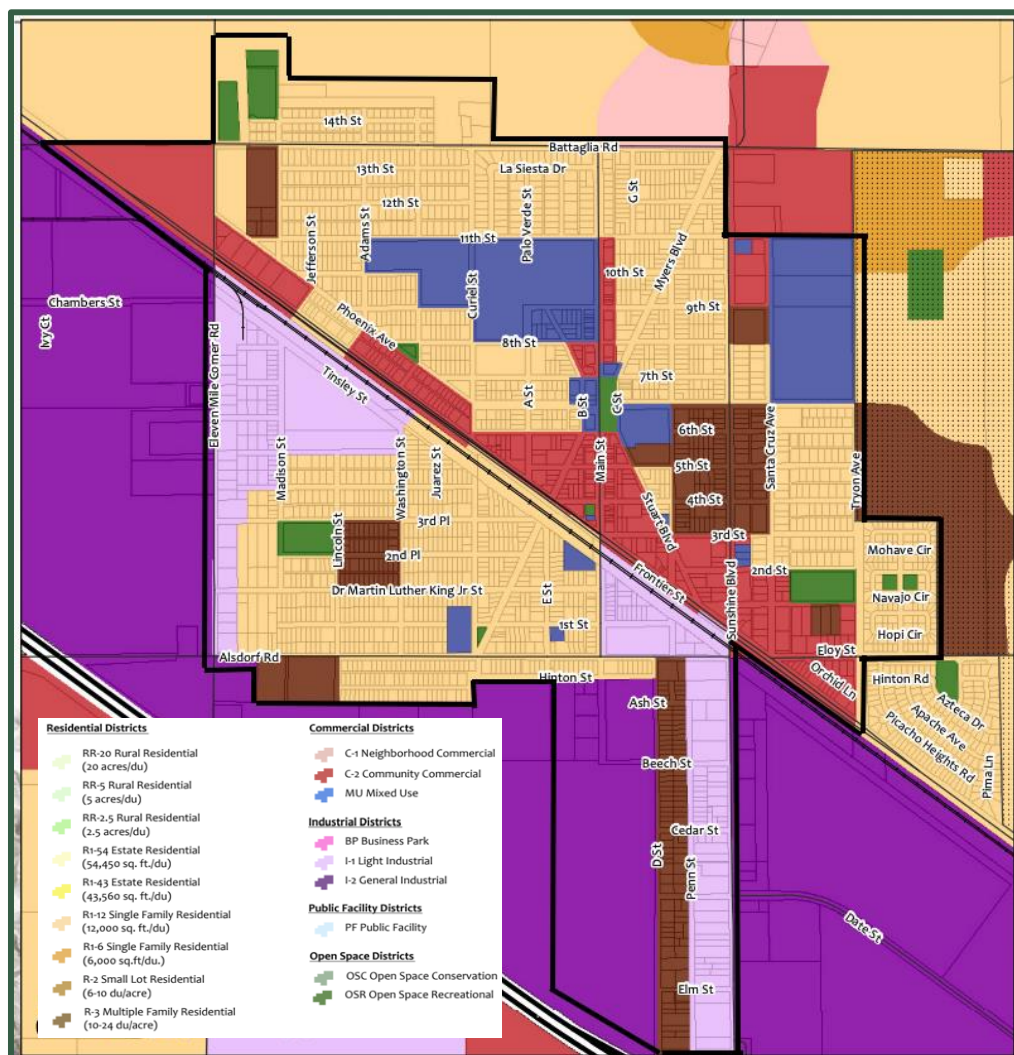
Existing Zoning/Future Land Use

A review of Eloy's future land use and zoning ordinance and inventory of Eloy's developable land provides insight into how the layout of the Downtown area can best support the *Main Street Vision Plan*. The evaluation of current planning and zoning policies should consider existing and future opportunities to implement Downtown specific building codes and policies. The evaluation of the current land inventory will ensure that there is sufficient land to meet future growth projections.

Additional context as to how other communities (similar to Eloy) utilized future land and zoning as part of an economic development initiative is found in Appendix A.

The Downtown area is a mix of residential and commercial zoning as well as land designated for open space. Figure 10 is a map of the zoning designations in the Downtown area.

Figure 10: Zoning Map of the Eloy Downtown Area



Source: City of Eloy



As of 2020, land designated as residential makes up 54.3% of the Downtown area, industrial comprises 27.0% of the land in the Downtown area while commercial land makes up 17.5%. Open space and public facility land comprise 0.3% of the total land in the Downtown area. Table 2 displays the number of acres of each zoning designation in the Downtown area.

Table 2: Detailed Inventory of Land Assets in the Downtown Area				
Land Use Designation	Number of Buildings	Size of all Buildings (sq. ft.)	Vacant Land (sq. ft.)	Total Amount of Land (sq. ft.)
Residential	1,042	1,246,820	4,751,525	5,998,345
Industrial	41	83,580	6,987,460	7,071,040
Commercial	55	364,191	2,410,610	2,774,801
Open Space	-	-	27,007	27,007
Public Facility	1	17,880	-	17,880
Total	1,263	1,712,471	14,176,602	15,889,073

Source: Pinal County Assessor; City of Eloy; Rounds Consulting Group, Inc.

Table 3 displays an inventory of the land assets for the Main Street corridor. There is a total of 409,227 square feet of commercially zoned land in the Main Street corridor. There is also a total of 302,307 square feet of vacant land, including 283,576 square feet of vacant commercial land and 32 commercial buildings that total 125,651 square feet.

There is a total of 28,828 square feet of residential land in the Main Street corridor. This includes 9 buildings that total 10,097 square feet and 18,731 square feet of vacant land. It is recommended that a mixed-use designation be adopted for much of the Downtown area. This will allow for a future businesses owners or developers to build with greater flexibility and minimal procedural limitations.

The City could consider purchasing one or two of the residential buildings in the Main Street corridor, should the opportunity present itself. These homes can then be remodeled to be an example of what the *Main Street Vision Plan* should look like. The City can then sell the home or use it for events, activities, or workshops.

Table 3: Inventory of Land Assets in the Main Street Corridor				
Land Use Designation	Number of Buildings	Size of all Buildings (sq. ft.)	Vacant Land (sq. ft.)	Total Amount of Land (sq. ft.)
Residential	9	10,097	18,731	28,828
Industrial	-	-	-	
Commercial	32	125,651	283,576	409,227
Open Space	-	-	-	
Public Facility	-	-	-	
Total	41	135,748	302,307	438,055

Source: Pinal County Assessor; City of Eloy; Rounds Consulting Group, Inc.

Land designated for multifamily residential is currently located in the southern portion of the Downtown area typically located south of Frontier Street. This tends to isolate those living in in that area from the development in the Main Street corridor. The City should encourage the development of multi-family



homes adjacent and proximate to Main Street in the Downtown area. This supports the *Main Street Vision Plan* in two ways:

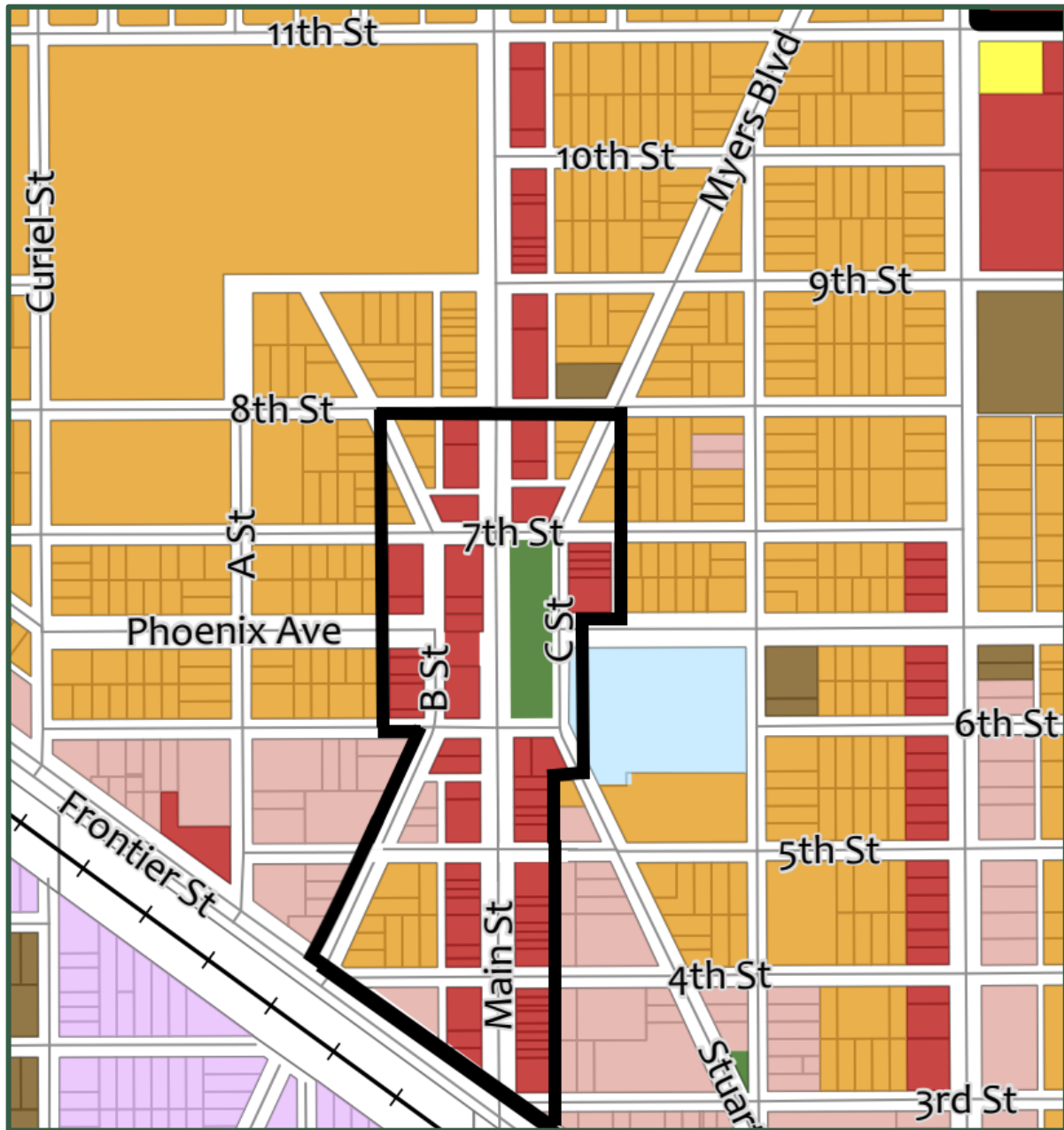
- Additional multi-family housing options north of Frontier Street will diversify the housing market in Eloy, differentiating it from the surrounding region. The majority of new housing developments in Pinal County include primarily single-family homes; with limited multi-family housing.¹ New multi-family developments in the Downtown area will bolster the market for attainable housing as well as for supportive commercial and service uses.
- Multi-family developments can be attractive to young professionals or single adults that prefer to rent or are not able to afford the purchase of a home. This demographic is likely to be a significant driver for advancing the *Main Street Vision Plan*. One strategy would be to encourage multi-family housing developments to be built near the Downtown area. This will require that current zoning be amended to allow multi-family housing in the study area.
- Programs should also be established to attract the population south of Frontier Street to the Downtown area. Residents in targeted areas should be invited to events such as food truck Friday, Cruise Night, NFL tailgating parties, or live music concerts in the park. Youth from SCVU High School can be engaged to promote, as long as they are also involved in the planning.

One recommendation of this study is that the current Community Commercial land use designation in the Eloy General Plan within the Study Area be changed (in select locations) to a Mixed-Use designation allowing for vertically or horizontally blending residential and commercial/office uses.

Figure 11 displays which areas are specifically recommended to be amended as Mixed-Use. By amending the General Plan, property owners may proceed with a rezoning request that may be expeditiously processed, providing much greater flexibility while remaining in conformance.



Figure 11: Area Recommended for Mixed Use on Eloy General Plan



Source: City of Eloy

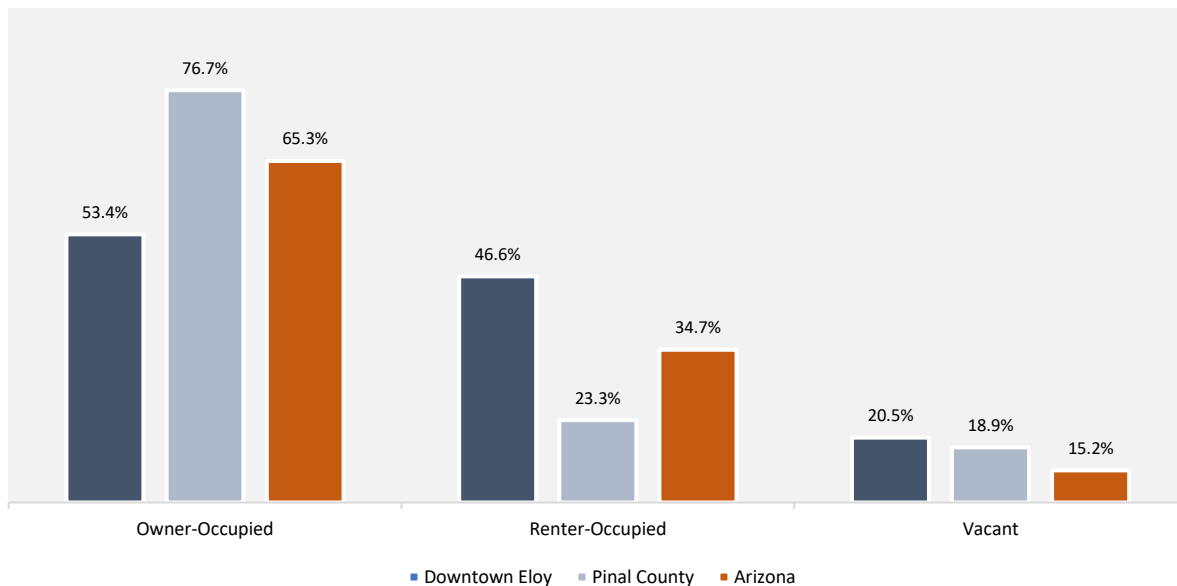


A large portion of the land in the Downtown area is currently designated as residential. In 2019, the U.S. Census Bureau estimates that there were 2,033 housing units in the Downtown area, with approximately 3.0 people in each household. Homes in the Downtown area are typically older and approximately 1,200 square feet (sq. ft.).

Many of these homes exist on two lots that have been combined, creating the opportunity for adding on or expanding to meet current home trends. Conversely, many of the homes are also positioned on smaller lots. One option is to encourage a Barrio style setting with zero front setbacks and rear access for parking. The goal would be to encourage architectural diversity and further enhance the Southwest Hispanic influence.

Approximately 53.4% of the occupied housing units are owner-occupied, 46.6% are renter-occupied, and 20.5% of all units are vacant (Figure 12). This compares to 76.7% of the occupied housing units in Pinal County being owner-occupied, 23.3% renter-occupied, and 18.9% of all units are vacant.

Figure 12: Housing Occupancy and Tenure in Downtown Eloy



Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates; Maricopa Association of Governments

Future demand for residential land is often a concern for municipalities with strong growth potential, such as Eloy. City officials and leaders will need to ensure that there is enough land to accommodate future population growth without hindering commercial and employment growth. In the case of Eloy, this would mean that the City needs to plan for population growth close to the Downtown area but needs to be strategic regarding residential development within the Downtown area and within the Main Street corridor.

Upon reviewing the current inventory of residential land as well as current planning documents created by the City, Eloy has sufficient residential land available to accommodate projected future housing needs. This land is close to the Downtown area, but is not likely to hinder growth within the Downtown area.



According to the Maricopa Association of Governments (MAG), the population in the Downtown area is projected to grow by 14.8% over the next 10 years, or approximately 1.4% per year, on average. These estimates indicate that over the next 10 years, the demand for housing in the Downtown area will require that 390 dwelling units be constructed each year (for a total of 3,900 by the end of year 10).

Population projections from MAG are based on an assumption that the most recent trends will continue. The goal is to implement public policy that results in an inflection point in the economic data such that the population growth exceeds the previous projections statistics. This means that the previously estimated demand for housing could prove to be conservative.

According to the City's General Plan, there are 1,300 acres of planned area development that is zoned for residential use (the Esperanza, Palmilla, Campos and La Palma areas). These areas are located to the east and north of the Downtown area and proximate to existing utility services.

At full build-out, these planned development areas will support approximately 9,700 single-family homes, which is sufficient to satisfy the projected demand for housing.

Select Insights and Recommendations – Housing

- Approximately 93.0% of the land in the Downtown area is privately owned. This indicates that the City will need to engage with landowners to create partnerships to encourage continued commercial and residential development.
- There is a sufficient supply of residentially zoned land, either in the Downtown area or directly adjacent to it, to meet the projected population and housing growth. There is some flexibility, therefore, to adjust the zoning of select areas to encourage a more diverse housing stock.
- While there is a sufficient amount of multi-family residentially zoned land, it is separated from the Main Street corridor by Frontier Street. This isolates those occupying the multi-family developments. Adjusting the zoning ordinance in the Main Street corridor to allow for a mixed-use residential and commercial development will enhance the sense of community and encourage a more youthful demographic to locate in the Main Street corridor.
- The City can set an example in enhancing the aesthetics of the Downtown area by purchasing and possible remodeling one or two of the commercial or residential buildings. This will provide residents a snapshot of what Eloy will look like when the *Main Street Vision Plan* is fully realized.
- City efforts should also include formal and informal surveying of residential and business sector leaders to identify what economic development characteristics would make the City a preferred location for residential and commercial development over similar communities.



Economic Activity Leakage Analysis

Synopsis: As part of an economic development strategy, a thumbnail analysis of the commercial spending leakage will provide insight into the viable market capacity for retail spending and the economic development potential of the study area. City officials can then make informed decisions based on the results of this analysis regarding the investment of economic development resources and the expected ROI.

Leakage is the outflow of retail and service industry activity including total expenditures from one area to another. For example, when residents of Eloy leave to purchase retail goods or frequent restaurants and bars in neighboring communities, the economic output, employment opportunities, retail sales, consumer spending, and tax revenues associated with that activity benefits the community in which the location of the sale takes place.

Efforts to minimize the leakage by creating opportunities in the Downtown area will enhance local retail business development, retail activity, create job opportunities, and increase local tax revenues.

Retail Leakage

A retail leakage analysis measures and compares the number of sales captured by retail businesses in Eloy with the amount of retail spending expected from Eloy residents. Leakage occurs when the level of retail spending exceeds the actual level reported by local businesses (i.e., retail sales), suggesting that demand for retail sales in Eloy exceeds supply – meaning, *Eloy can support additional retail businesses in the Downtown area.*

The following leakage analysis provides insight into the capacity for retail spending and the economic development potential of Eloy. City officials can then make informed decisions regarding the investment of economic development resources and the ROI that can be expected.

Estimates from the 2020 Consumer Expenditure Survey (CES) conducted by the Bureau of Labor Statistics (BLS) are used to estimate the expected level of retail spending of Eloy residents. Tax collection receipts from the Arizona Department of Revenue (ADOR) are used to estimate the actual level of retail sales in Eloy.

Table 4 displays the expected spending (i.e., demand) and actual spending (i.e., sales) in Eloy by spending category. In 2020, according to estimates from the CES and ADOR, there was a total of \$8.6M in grocery and retail spending leaking from Eloy to the surrounding communities.



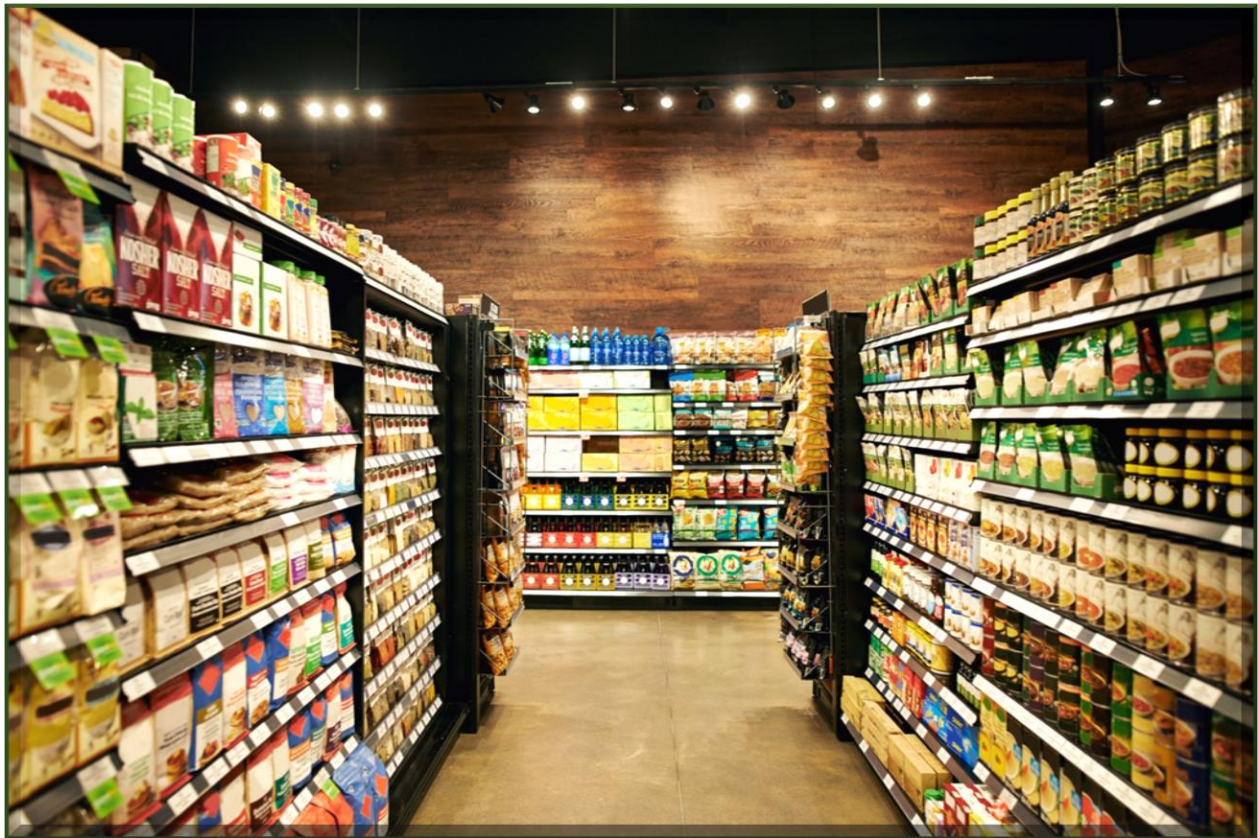
Table 4: Revenue Leakage in Eloy by Spending Category

Spending Category	Estimated Sales	Retail Demand	Estimated (Leakage) or Surplus
Grocery Sales	\$13,264,366	\$18,019,334	(\$4,754,968)
Retail	\$75,259,818	\$79,059,466	(\$3,799,649)
All Categories	\$88,524,184	\$97,078,800	(8,554,617)

Source: U.S. Census Bureau; Arizona Department of Revenue; U.S. Bureau of Labor Statistics; Rounds Consulting Group, Inc.

Recapturing retail leakage would bring much needed tax revenues back to the City. Tax revenues are often the largest source of funds that support local economic development initiatives. Without a larger tax base, Eloy will be challenged to provide adequate facilities and services and reach its economic potential.

Additionally, enhanced retail activity in the City will create jobs, increase the demand for additional services and generate additional economic activity. The presence of retail and commercial developments will also enhance the City's competitive position in attracting residents. These new residents will continue to fuel the cycle of spending and economic growth.





Implementing the Main Street Vision Plan

Based on this research and analysis, an approach for implementing the *Main Street Vision Plan* was created. This approach consists of six Primary components.

These components blend development strategies that maximize the impact of visual, cultural, and economic based programs and development strategies. These strategies enhance local economic fundamentals through public/private partnerships, public and private investment.

For each component, objectives and specific action items are highlighted for both the short, mid and long-term implementation, as defined below:

Objectives are broad goals or benchmarks that can be used to measure progress toward realizing the *Main Street Vision Plan*.

Action items are strategies that reach the broader objective. Short-term refers to a period of 1-3 years. Mid-term refers to 3-5 years and long-term refers to a period of more than 5 years.

Primary Components of the Main Street Vision Plan

- Organize Dedicated Leadership
- Promote Beautification
- Foster Community Engagement
- Create Development Opportunities
- Expand Area of Influence
- Enhance Economic Development Efforts



Organize Dedicated Leadership

Economic development initiatives can only succeed to the extent that Eloy's leadership is committed to and believes in the *Main Street Vision Plan*. This means that the City Council should stay committed to developing a vibrant city core. City leaders and council members should remember that this is a long-term commitment and having a long-term perspective is the only way to turn the *Main Street Vision Plan* into a reality.

- **Short-Term Objective: Leverage the Recently Organized Revitalization Commission**



The City clearly understands that a group of committed individuals is critical to the implementation of the *Main Street Vision Plan's* strategy (as well as responsibility for the revitalization and historic preservation of the entire City). This group will manage projects, ensure accountability, and become a source for new ideas and innovations. It offers a well-defined structure that encourages the active participation of all members.

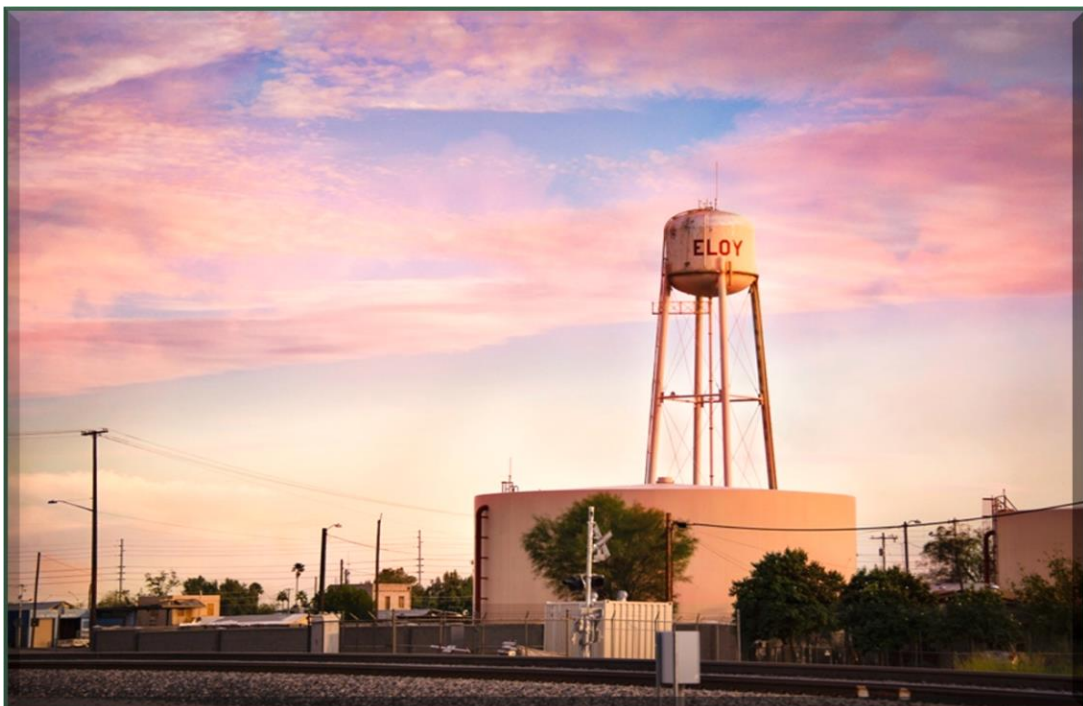


The members of the group should represent the entire City. This means eliciting the participation from City leadership, elected officials, business owners, community leaders and residents from each of the major neighborhoods. Eloy is segmented in three unique areas, the Downtown, Toltec and Robson Ranch.

Characteristics by Area		
Downtown Area	Toltec Area	Robson Ranch
Commercial buildings/land	Single-family Residential	Age restricted (55+) luxury community
Open spaces	School is among top priorities	High net worth individuals
High poverty residential		Discretionary spending
Municipal buildings		

The Revitalization Commission should include representatives from each of these different geographic and demographically diverse parts of Eloy. Input from this array of residents can help to bridge the gap between the residents of each area.

However, even though volunteers have the commitment and desire to implement change, they are most efficient in an advisory and policy role. Volunteers, if motivated properly are also some of the best foot soldiers in a coordinated effort. One key consideration in the earliest stages of this effort will be a dedicated downtown specialist. This can be the part time reassignment of a municipal employee, a municipal position dedicated to the project or a separately funded position supporting the Revitalization Commission's efforts.





Promote Beautification

An important aspect of the *Main Street Vision Plan* is to create a safe, clean and inviting environment to attract businesses, residents and visitors to the Downtown area. To accomplish this, the Revitalization Commission should aggressively continue the campaign to increase the visual appearance and enhancing the aesthetics of the Downtown area.

Projects to enhance the aesthetics of the Downtown area require careful consideration. For example, a significant investment of funds can ensure that the Downtown area is one of the cleanest, safest and most appealing places to shop and visit in Pinal County. A clean and safe environment enhances the experience of being in the Downtown area and is a first step to significantly increase the number of people that come to the Downtown area.

Therefore, the following action items and objectives are focused on creative and low-cost projects that can be accomplished in the short, mid- and long-term.

- **Short-Term Objective: Create a “Brand” for Eloy; Enhance Marketing**

Engage with an outside firm to develop a “brand” for Eloy. This will be a cohesive effort from City leadership, residents, and independent experts. The Eloy brand should convey a visual representation (logo) and a vision statement. As part of creating Eloy’s brand, the Revitalization Commission should:

- ⇒ Develop a color scheme and architecture preference for building facades.
- ⇒ Review zoning ordinances governing landscaping, architecture and building codes to ensure they comply with the new styles-and adjust them, if necessary.
- ⇒ Exercise control of City owned common areas by activating green spaces and open areas and ensure these places strictly adhere to the new brand.
- ⇒ Budget for and pursue purchasing buildings along Main Street and adjacent properties to control uses and future rental and purchase agreements
- ⇒ Develop a specific detailed master plan for all properties within the Downtown area.
- ⇒ Encourage community participation by organizing a contest for residents to submit ideas to be included in the brand (a slogan, logo design, font style, etc.).
- ⇒ Develop a Downtown coordinator position to oversee real estate, development, marketing sales and leasing of land within the Downtown area.
- ⇒ Develop a partnership with SCVUHS or CAC or local/regional artist to develop the artistic layout for the Downtown area.
- ⇒ Commission local and/or regional artists to create murals or other art throughout the Downtown area.



- **Mid-Term Objective: Create a “Gateway” from Interstate 10**

The Downtown area should be a place where both local residents, visitors and travelers can meet. In order to accomplish this, Eloy needs to use directional signs to expose people to the Downtown and improve its first impression.

Using art on building columns and exterior surfaces is one way to highlight a community’s history, culture and aspirations. Initial efforts should focus on visual improvement and beautification efforts on the primary arterial roadways that lead to the Main Street corridor.

This could be the intersection of Frontier Street and Main Street or the intersection of Frontier Street and Stuart Boulevard. Studies show historic preservation is a key strategy for activating downtowns. Cities and towns that restored their older buildings performed better on measurables as diverse as jobs per block, civic pride, and real estate performance.

- **Long-Term Action Item: Develop/Sponsor a Façade Improvement Grant Program**



One method to improve the visual appearance of pedestrian pathways and storefronts is to encourage business owners to perform the improvements themselves. A micro-grant program subsidizes the cost to business owners for improving their storefront and could include a rebate for a portion of the cost of improving the appearance of their business. A business owner could also earn additional incentives if the work is contracted to local businesses.

Funding a micro-loan program could begin with funding from a number of sources including Eloy’s general fund, the Community Reinvestment Act or dedicating a portion of the proceeds from community events.

- **Long Term Objective: Activate the South Side of Main Street**



A catalyst for the revitalization of the south side of the Downtown area requires connecting Date Street and Main Street. This one investment would add significant connectivity with the Downtown area. Less than ½ mile from Interstate 10, there is a direct roadway for accessing Downtown and creates a new area that is prime for retail and multi-family development.

Foster Community Engagement

While the beautification of the Downtown area and other “bottom-up” development strategies are important components of the *Main Street Vision Plan*, their effectiveness will be limited if there is not an increase in people that visit or businesses that locate to the Downtown area. The amount of spending that occurs in the City needs to improve. An increase in spending will increase the number of tax revenues for the City. These revenues can then be reinvested into the community for additional economic development initiatives.

After conducting extensive interviews and meeting with residents, elected officials and City leadership, there was little doubt that Eloy residents are eager to be engaged in improving their community. The following objectives and action items will capture this enthusiasm and direct it toward a well-defined purpose.



- **Short-and Mid-Term Action Item: Enhance/Create Additional Community Events**



Eloy has a deeply rooted sense of community and prides itself in how closely connected the City's residents feel about their community. The *Main Street Vision Plan* seeks to enhance that sense of community by encouraging more community events. These events should be organized by any number of existing community groups, including the Eloy Chamber of Commerce.

Historically, the Chamber, which represents the private sector, is in the best position to encourage and leverage the participation of local businesses and partner with City officials for scheduling, marketing, funding and other components necessary for a successful event.

- **Long-Term Objective: Connect Outlying Residential Neighborhoods to Downtown**



Eloy residents have acknowledged the existence of a disconnect between the residents of the Robson Ranch and Toltec areas and those living in the Downtown area. This disconnect is created by geographical and socio-economic factors.

A primary long-term objective would be to provide a downtown environment that has a constant buzz of activity welcoming all Eloy residents and visitors to an experience not often offered in smaller rural settings. This will be particularly important as residential development occurs in areas that are not directly adjacent to the Downtown area.

As the pace of residential construction quickens in Eloy, City officials and planners will need to consider how to ensure that the new residents will become connected to the Downtown area. One strategy would be to design the infrastructure (i.e., ingress and egress into the residential developments) in a manner that compels residents to pass either through or adjacent to the Downtown area.

Additional opportunities in the Downtown area include:

- ⇒ Continuing the seasonal farmer's market with a wide variety of homemade food goods and produce that have been created/grown across the region.
- ⇒ Building on the lighting of the water tower, and Main Street Holiday Tree event to foster an annual festival of lights.
- ⇒ Increasing the number of Hispanic heritage events beyond Fiestas Patrias with traditional Mexican cuisine, music and dancing.
- ⇒ Develop local multi-cultural music festivals and carnivals with games, activities, and contests.
- ⇒ Hosting enthusiast gatherings related to vehicles, arts, school festivals, hobbyists etc.
- ⇒ Hosting Robson Ranch Days, a Toltec festival or a Skydive festival that expands the Airport and Airpark sphere of influence.
- ⇒ Until new food and beverage purveyors populate the Downtown with brick and mortar shops, food trucks could continue to be given a designated area in the Downtown attracting visitors and creating an incubator for new restaurateurs.
- ⇒ Making the Downtown area more pedestrian friendly by establishing bike/walk lanes, expanding the sidewalk or by placing landscape décor (i.e., trees, bushes, etc.) to reduce the drivable space.

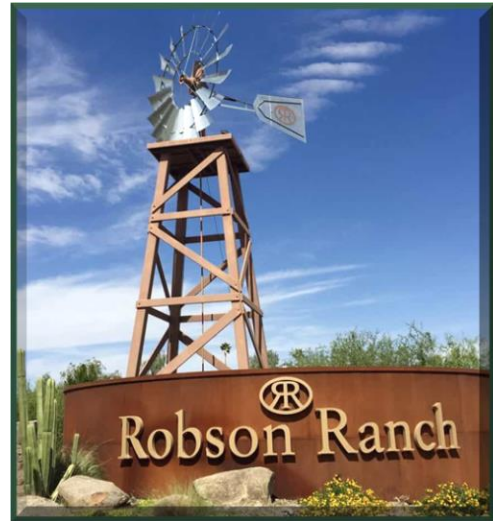


Expanding the Area of Influence

The Robson Ranch Community is a resort-style housing development that is located approximately eight miles northwest of downtown Eloy.

According to the City of Eloy, there are approximately 1,442 housing units and approximately 2,600 City residents in the Robson Ranch Community as of December 31, 2021. It is estimated that 70.0% of these residents remain in the community year-round.

The median household income of those living in Robson Ranch was reported to be \$60,020 in 2019, according to the U.S. Census Bureau. This is 93.3% above the median income of those living in the Downtown area.



To provide context as to how Robson Ranch can further development efforts in Eloy, consider the following. Suppose that 75.0% of the full-time residents in Robson Ranch turned left on Frontier to patronize local businesses in Eloy each month. This would represent nearly \$730,000 in additional annual sales to the Downtown area and \$44,000 in new tax revenues captured for the City of Eloy.

Establishing a stronger connection with both the Toltec and Robson Ranch areas will bring a significant amount of additional spending to the Downtown area. During the community outreach component of this project, Robson Ranch was noted multiple times as a place of underutilized resources, such as active retirees who have resources and are looking for things to do, places to eat and be entertained, as well as early adopters who could support new revitalization and activities occurring in downtown Eloy. Early adopters are influencers who model new behavior for others to follow.

Live music, live painting, or other events on the Main Street corridor with food and beverages available would draw a crowd. Additionally, seeking a connection with those living in Robson Ranch would encourage them to spend their incomes in Eloy.



Enhance Economic Development Efforts

As established in the Eloy Economic Development Strategic Plan, the Downtown can be summed up as the following – “Main Street exudes a hip vibe of restaurants, shop and activities supported by quality neighborhoods that offer housing choice.”

One of the objectives of the *Main Street Vision Plan* is to enhance the resiliency of Eloy’s economy by attracting new businesses, expand existing businesses in the Downtown while cultivating a spirit of entrepreneurship.

Another objective is to attract both housing and jobs to the Downtown area. Reviewing and updating the goals and strategies delineated in the Strategic Economic Development Plan, which the City prepared and adopted in 2019 is a critical first step to accomplishing many Downtown goals.

When analyzing the viability of any economic development initiative or program, it is important that the City consider the expected return on investment (ROI) in terms of the direct, indirect and induced tax revenues that are generated from the initiative/program. This is an especially critical analysis to conduct when financial resources are limited to assess cost-benefit.

Typically, it is very difficult for City officials to select an area of the economy in which to invest its scarce resources. Investments in different parts of the economy will produce varying impacts. In terms of advancing economic development, not all public investments are equal. They will vary depending on the economic characteristics, size and objectives of a particular area.

- **Short Term Action Item: Continue to Strengthen the Eloy Chamber of Commerce**



With an importance set on creating connections within the community, supporting entrepreneurship and attracting new businesses, the Eloy Chamber of Commerce serves a critical role in building strength and capacity for each of these initiatives.

As a short-term action item, dusting off the results of the Chamber of Commerce strategic planning session (conducted in 2019 and again in 2021) that addresses board development, programming, committee structures, and funding could be reviewed and augmented to align the Main Street Vision Plan with Chamber objectives.

A strong Chamber results in stronger businesses, improved/expanded events, and more volunteers to engage in the action steps of the *Main Street Vision Plan*.



- **Mid/Long Term Objective: Enhance Restaurant and Bar Spending Downtown**



The Main Street Vision Plan should be used as a means to attract restaurants and related uses to the Downtown area and Main Street Corridor. While Eloy could try to attract a large chain restaurant through incentives, a much more effective strategy would be to assist local entrepreneurs in starting a small-scale coffee or lunch venue or encourage food trucks to initiate enthusiasm and following for something new and different in Eloy.

The character Eloy could develop Downtown by capturing innovation, and unique entrepreneurs could be a remarkable contrast to Casa Grande, which has a variety of chain restaurants along Florence Boulevard. Focusing on a weekly 'Food Truck Friday' type event, or 'Eloy Cooks! Market' with homemade goods would build excitement.

The interviews and meetings with residents and community leaders indicate that there is local support to develop a restaurant and entertainment district in the Downtown area. In one-on-one interviews with these residents, many participants noted that although they may travel into/through Downtown for work or other reasons, many rarely spend money there.

In fact, 93% of the residents interviewed for this project indicated a strong desire for retail food and beverage industry development. The lack of such development discourages these residents from visiting the Downtown area. Although there are restaurant options, they were not highly recommended, and it was noted that the hours could be inconsistent and/or limited.

In addition to local residents spending more time and money in the Downtown area, a restaurant and bar district with a few different options will likely also attract spending from outside the city. For example, consider the following.

The Nikola Motor company is adjacent to City boundaries. While the plant is physically located outside City boundaries, the closest places to eat and gather are in Eloy. Therefore, it is likely that future employees of the facility will travel to the Downtown area to gather to eat or pass the time during lunch or as they commute.

At full capacity, the Nikola facility is expected to employ 2,000 people. If only half of those people come to the Downtown area just once a week for food and beverage, that represents as much as \$657,100 in additional spending in the Downtown area per year. This represents approximately \$39,424 in additional yearly tax revenues collected by the City.

However, as discussed above, the benefits of recapturing this leakage extend beyond the foregone revenues. This calculation is also incremental, meaning that if Nikola employees are expected to come to the Downtown area twice or three times a week, the amount of spending and resulting tax revenues can be doubled or tripled.

Furthermore, an increase in the food and beverage, retail and entertainment options in the Downtown area, supported by the demand from Nikola workers and local residents, would likely also encourage the residents of Robson Ranch and Toltec to frequent the Downtown area as well as provide a supporting anchor to the community events and activities.



- **Short Term Action Item: Recapture Grocery and Other Retail Leakage**



The retail spending category with the largest amount of leakage in 2020 was grocery spending. This is not surprising as the majority of participants in meetings and interviews stated that they would like to see an affordable grocery store with more options in Eloy.

A more aggressive research effort could provide current businesses with additional inventory considerations. For example, select goods that are appropriate for a rural grocer to sell other than food (i.e., gardening supplies, personal care items, limited lightweight building materials and supplies, etc.) would reduce leakage and make local businesses more profitable.

An analysis of the current grocery market in Eloy indicated a retail disconnect. According to the Food Marketing Institute (FMI), although the local IGA store is of sufficient size to support food items for the net population it is not sufficient size to support the demand for the additional household supplies and personal care items.

In other words, the local IGA at its current size cannot compete directly with chain grocers. The presence of other stores (i.e., Dollar General) exacerbates this problem. It is unlikely, however, given Eloy's demographic and economic profile, a larger grocer could be attracted to Eloy until the population in the vicinity of the Downtown has more than doubled.

However, strategies to recuperate portions of the leakage will still generate significant benefits, and it is a crucial component of the Main Street Vision Plan. An example that has been successful in other communities is a program that encourages local resident's commitment to purchasing groceries at the local IGA. This would represent an additional \$4.2M in annual sales for the IGA. These sales will generate approximately \$83,200 in additional sales tax revenue for the City.

The following is a brief list of strategies to show how this can be accomplished:

- ⇒ Work with the local IGA owner to obtain professional assistance in identifying a stronger product mix that more directly supports the market needs in Eloy.
- ⇒ Deploy a 'Shop Local' campaign that incentivizes residents to spend money at the local IGA. A loyalty program, rewarding frequent visitors, could accompany this.
- ⇒ Hold timely meetings where the IGA owner talks with residents to identify improvements and the residents make a commitment to the IGA owner.
- ⇒ Provide the IGA owner access to marketing materials and distribution lists so she may more directly communicate promotions.
- ⇒ Encourage the IGA to showcase new products at community events and become a sponsor at community events and activities.



Long Term Objective: Enhancing Employment Growth in Key Industries



Eloy's ability to realize the *Main Street Vision Plan* is largely dependent on its ability to attract new residents to the area. Only as Eloy grows and the housing and other economic development initiatives mentioned begin to generate economic activity, can the City begin to pursue larger development projects and attract continued interest from residential and commercial developers.

Over the long term, Eloy can make increasingly larger investments to enhance employment opportunities, should consideration be given to targeting appropriate industries for the Downtown area.

Industries related to education, business incubators, and specific workforce training programs are examples of those that are likely to be well suited for the Downtown area. The following is a list of how and why Eloy can enhance employment opportunities in these industries.

- ⇒ Develop an incubator in the Downtown area with the help of local professionals.
- ⇒ Implement a grant program that helps young business owners begin their business. For example, a grant program that permits a new business owner complimentary access to a kiosk or booth at community events for a specified period. This can serve as a probationary period to test the product or service in the marketplace, thus reducing the financial risk associated with starting a business.





Enhancing Employment in Eloy

Synopsis: The Maricopa Association of Governments (MAG) estimates that Eloy’s population is projected to grow 134.0% in the next ten years, adding approximately 1,330 new residents each year from 2020-2030. While this appears like significant growth, with proactive economic development policies, such as those recommended in this document, Eloy can surpass this forecast. New residents represent new tax revenues and economic activity that will continue to directly and indirectly support the *Main Street Vision Plan*.

Employment is estimated to grow 114.0% in the next ten years, increasing by 389 workers each year (according to MAG). With targeted efforts to enhance the employment opportunities that exist in Eloy, the City can ensure that it maximizes the amount of economic activity that remains in the community.

To leverage city personnel capacities, an economic model was developed to provide an analysis of the economic impacts resulting from enhanced employment in 3 primary industries: healthcare and social assistance industry, manufacturing industry, professional and business services industry and the retail industry.

This brief industry analysis can be used to guide City officials and leaders as they decide to allocate economic development resources.

Economic Impact Modeling

The economic impact model demonstrates how employment growth in one industry impacts the local economy and employment growth in other industries. The impact estimates are based on RCG’s proprietary model which employs an input-output methodology commonly used by economists to determine effects.

This method is used to estimate the “multiplier” or “secondary” effects caused by the activity being analyzed. The activity is then converted into labor income, economic output, and tax revenues in each of the relevant categories. The impact model’s methodology is further described in Appendix D. The following employment industries (as defined by the North American Industry Classification System, or NAICS) were analyzed to provide context on the varying effects of each industry.

- **Healthcare and Social Assistance** – The healthcare and social assistance industry includes establishments providing medical care and social assistance to individuals by health practitioners or social workers. Examples of healthcare and social assistance jobs include nurses, physicians, laboratory technicians, personal and home care aids, and social workers, among others. The average annual wage of healthcare and social assistance workers in Pinal County is approximately \$45,292, according to Arizona Office of Economic Opportunity (OEO).



- **Professional and Business Services** – The establishments in this industry specialize in a variety of services to businesses or individuals including legal advice and representation, accounting, bookkeeping, payroll services, architectural services, and consulting services, among others. Examples of professional and business services jobs include accountants, lawyers, analysts, engineers, architects, office clerks, etc. According to OEO, professional and business service workers in Pinal County earn approximately \$47,840 per year.
- **Retail Trade** – The retail trade industry includes employees of establishments that sell products, such as home goods and clothing, and after-sale services related to these products, such as cleaning or repair. For the Downtown area, the retail businesses should be focused on those operating in the arts, entertainment, recreation, and other tourism industries.

Examples of retail trade jobs include cashiers, stock clerks, salespersons, customer service representatives, and automotive service technicians, among others. The average annual wage of retail trade workers is \$35,550 in Pinal County according to OEO.

Of the industries analyzed, the professional and business services industry had the largest multiplier at 1.59 – meaning that for every 1 job created in the industry, another 0.59 jobs are created in the local community. The healthcare and social assistance services industry followed with a job multiplier of 1.56. The retail trade industry had the smallest job multiplier at 1.46 – meaning that for every 1 job created in the retail trade industry another 0.46 jobs are created. Table 5 summarizes each industry’s job multiplier.

Table 5: Job Multiplier by Industry			
Industry	Healthcare & Social Assistance	Professional & Business Services	Retail Trade
Job Multiplier	1.56	1.59	1.46

If 100 new professional and business service jobs are created in Eloy, another 59 secondary jobs are produced. Approximately \$7.5M in labor income (i.e., the sum of all earned wages, income, and benefits) and \$16.7M in economic output (i.e., the sum of all economic activity similar to how GDP is estimated) are produced by these 159 new jobs. These employees would generate \$53,000 in new tax revenues for the City of Eloy.

An estimated 56 additional jobs are produced in Eloy by the creation of 100 new healthcare and social assistance jobs. The total labor income earned by the 156 new jobs (i.e., the sum of 100 healthcare and social assistance jobs and 56 additional secondary jobs) is equal to \$7.1M. Approximately \$15.8M in economic output and \$67,000 in Eloy tax revenues are generated by the creation of 100 healthcare and social assistance jobs.

Every 100 new retail jobs produce another 46 jobs in the local economy, for a total of 146 new jobs. This generates \$5.4M in labor income and 13.8M in economic output. Approximately \$58,100 in new tax revenues would be collected by the City each year from the 100 new retail trade jobs. Table 6 illustrates the job, labor income, economic output, and tax revenue impacts (i.e., the economic and fiscal impacts), as well as the industry breakdown of the secondary jobs.



Table 6: Economic and Fiscal Impacts of Enhancing Eloy Employment by Industry

Industry	Healthcare & Social Assistance	Professional & Business Services	Retail Trade
Primary Job Impact	100.0	100.0	100.0
Secondary Job Impact	56.3	59.5	46.3
Agriculture, forestry, fishing & hunting	3.5	3.4	2.8
Mining, quarrying, & oil & gas extraction	0.9	1.6	0.8
Utilities	0.2	0.2	0.1
Construction	0.6	0.8	0.9
Manufacturing	5.6	7.0	4.8
Wholesale trade	0.5	0.6	0.4
Retail trade	10.9	9.7	8.8
Transportation & warehousing	5.1	4.3	4.2
Information	2.9	6.0	2.3
Finance & insurance	2.8	3.9	2.2
Real estate & rental & leasing	0.8	1.3	0.7
Professional, scientific, & technical services	1.0	1.2	0.8
Management of companies & enterprises	0.7	1.6	0.5
Administrative & support & waste management	2.1	2.0	1.7
Educational services	1.3	1.0	1.0
Healthcare & social assistance	4.7	3.5	3.8
Arts, entertainment, & recreation	4.5	4.7	3.5
Accommodation & food services	2.1	2.5	1.8
Other services	5.2	3.9	4.4
Public administration	1.0	0.4	0.8
Total Job Impact	156.3	159.5	146.3
Total Labor Income	\$7,134,700	\$7,536,000	\$5,406,200
Total Economic Output	\$15,754,300	\$16,640,600	\$13,848,900
Total Tax Revenues	\$67,000	\$53,000	\$58,100

Source: IMPLAN; Rounds Consulting Group

Note: The job impact refers to the number of full-time equivalent jobs created on an annualized basis. Labor income is the sum of all primary and secondary earned wages, income, and benefits. Economic output is the sum of all economic activity generated in the area. Tax revenues refer to the employee-generated sales, property, utility, lease, and use tax revenues that will be produced for the City of Eloy on an annualized basis. The retail example excludes the on-site retail sales taxes that would be generated.



Utilizing Impact Modeling in Community Investment Decisions

The economic estimates previously included in Table 6, offer insight into the extent different employment opportunities will provide tax revenues to the City. These estimates are necessary for ROI calculations.

For example, if an opportunity related to a retail development was identified and the estimated City cost to realize this development equaled \$100,000, then the retail development would need to create approximately 170 retail workers for the community to breakeven within a single year. This is calculated by dividing the \$100,000 cost by the estimated \$58,100 in tax revenues (exhibited in Table 6), and then multiplying the result (i.e., 1.72) by the 100 workers (i.e., $\$100,000/\$58,100 * 100 = 172.1$ workers).

Standards in economic development allow for the breakeven point to be realized within a certain number of years, depending on the type of employment and investment opportunity. In the case of retail, the City may consider the timing for a breakeven point to be between 5 and 7 years. Using this threshold, the number of workers for a positive ROI only needs to reach 24 (i.e., $170 \text{ workers}/7 \text{ years} = 24 \text{ full-time jobs}$).

Regardless of the type of use, it is recommended that any community expenditures related to developing the Downtown area consider the benefits that accrue from the generation of direct and indirect tax revenues from the creation of net, new jobs in the City.



Appendix A: Small Town Success Stories

A large portion of Arizona's economic activity is concentrated in relatively small areas. For example, in 2021 Maricopa and Pima Counties accounted for 85.4% of the state's jobs and 76.4% of the state's population, according to the Arizona Office of Economic Opportunity (OEO).

This high concentration of economic activity can hinder the economic growth of small cities and towns like Eloy. These places have limited resources to invest in economic development initiatives than larger cities and must, therefore, be more thoughtful about the use of these resources.

These cities have similar economic and demographic characteristics as Eloy and have successfully created thriving commercial and retail districts that have become a focal point.

Case Studies - General Demographic Profiles

Safford and Tolleson are of similar size to Eloy in terms of population. Safford is the largest City in Graham County and, as of 2021, was home to 10,324 residents, according to the OEO. The City of Tolleson is in Maricopa County and was home to 7,309 people in 2021, according to the OEO. This compares to a population (excluding the inmate population) of approximately 9,000 in Eloy in 2021.

These two Cities were chosen for different reasons. Safford was selected because its main street has a similar aesthetic to Eloy's Main Street corridor, a very wide road with single story buildings lining either side. The length of Safford's main street is similar to Eloy's and the storefronts are not very engaging. Safford overcame these hurdles by using events to bring people together downtown which is a key strategy being recommended to Eloy. Leadership invested in unique approaches in Safford, such as playing music through speakers on light poles, to bring energy to the street.

Tolleson, on the other hand, was selected because they invested in arts and culture to activate their small main street area. Leveraging on their Latino heritage, they brought artists together to paint murals and activate their open space with performances and events- all strategies Eloy could implement to build enthusiasm for Downtown and Main Street.

Despite having similar populations, Safford and Tolleson each have a stronger economic base than Eloy. For example, the U.S. Census Bureau reported that Safford had an unemployment rate of 5.1% in 2019. In other words, of those that are living in Safford, of employment age and in the labor force, nearly 95.0% are employed. The unemployment rate in Tolleson was 4.0% in 2019. In contrast, the unemployment rate in Eloy was 10.4% in 2019.

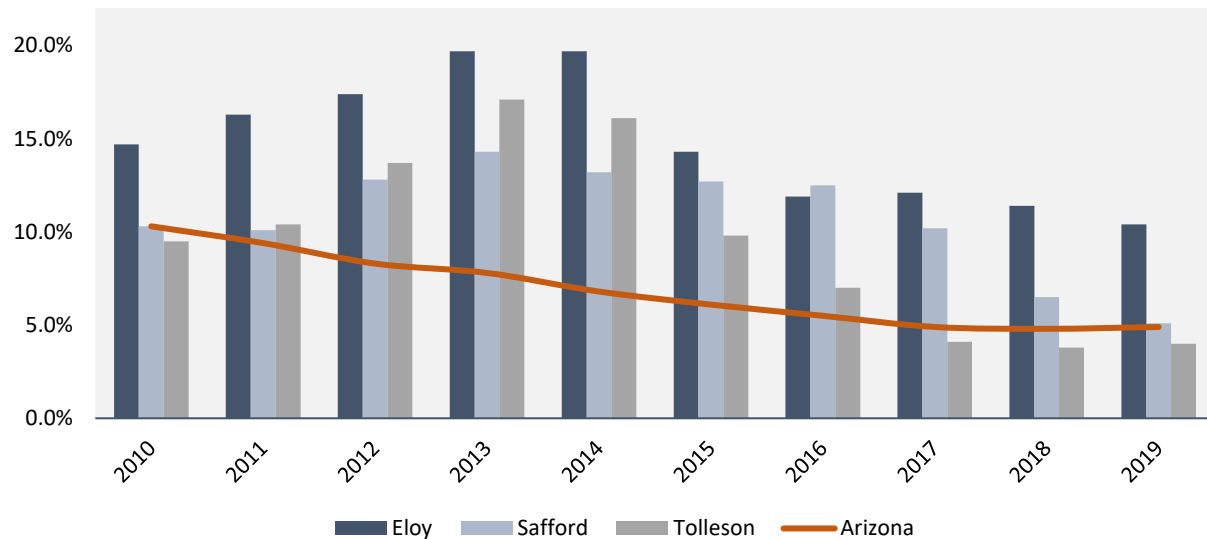
Median income levels in Safford and Tolleson also exceeded those in Eloy in 2019. The median household income in Safford was \$50,255, according to the U.S. Census Bureau. Tolleson reported a median household income of \$45,952. These incomes are both larger than the median household income in Eloy, which was \$39,838 in 2019.

However, the economic conditions in Safford and Tolleson were not always more favorable than those in Eloy. Figure 13 displays the unemployment rate for Safford, Tolleson and Eloy from 2010 to 2019.



While the unemployment rate for each of the municipalities declined since 2010, those of Safford and Tolleson declined more than Eloy. One reason for this could be the enhanced downtown district in each City increased employment opportunities and reduced the unemployment rate.

Figure 13: Unemployment Rate 2010-2019

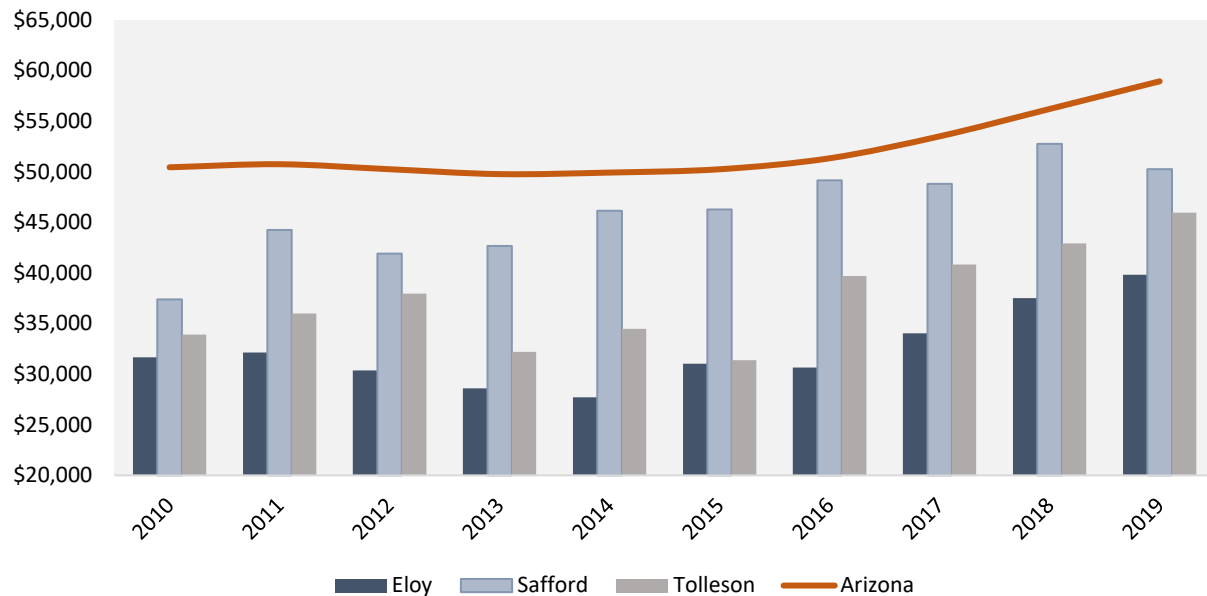


Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates

As unemployment declined in Safford and Tolleson, median incomes increased. Figure 14 displays the median income level for each City from 2010-2019. From 2010 to 2019, the median household income level in Tolleson grew 35.5%. The median income level in Safford grew 34.4%. This compares to the median household income in Eloy, which grew by 25.8%, according to the U.S. Census Bureau.



Figure 14: Median Household Income Level 2010-2019



Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates

While there are numerous factors that contribute to the economic growth of a region, the improvements in employment and income levels experienced in Safford and Tolleson are not simply the result of fortunate economic circumstances. Each City implemented a targeted and deliberate economic development strategy that guided development efforts towards a central goal of creating a commercial district that attracted visitors, encouraged community participation and increased economic activity in the City.

Eloy has the potential to experience similar economic growth. The following is a review of the economic development initiatives that were implemented in Safford and Tolleson. These initiatives can be used as case studies to identify best practices that can be adapted to support the *Main Street Vision Plan*.

Case Study - Safford Downtown District

In 2006, the City of Safford officially adopted the Downtown Safford Vision Plan. This plan outlined goals and objectives that maximize the economic potential of the Downtown area while preserving the authentic and unique character of Safford.⁵

The Safford Downtown Association (SDA) was created and consisted of local business and property owners that volunteer both time and money to facilitate and administer the Downtown Safford Vision Plan. The SDA has been a critical component of the successful development of the Downtown area by promoting business activity, sponsoring public events and supporting a grant program that incentivizes community involvement.

⁵ Safford Downtown Association 2018-2023 Strategic Plan



The SDA has grown to over 40 members since its inception in 2016. These members generate approximately \$10,000 each year in volunteer contributions. Additionally, the SDA has created several partnerships with both public and private organizations. These partnerships help support community events and sponsor improvement programs.

Safford has over 6 annual community events that encompass the unique culture and spirit of the city. A selection of these events is listed below.

- Merry Main Street
- Valley Telecom Light Parade
- Harvest Festival
- Salsa Fest
- Wine/Art/History/Music Festival
- Safford Downtown Association's Annual Business Luncheon

The SDA sponsors and supports various development initiatives that were created to improve the aesthetic, appearance and overall cleanliness of the Downtown area. For example, the \$1.8 million streetscape improvement project focused on installing landscape and improving the streets throughout the downtown district.

Additionally, the Façade Improvement Grant Program encourages business owners to improve the exterior appearance of their storefronts by offering a rebate that reimburses the business owner up to 50% of the cost for eligible improvement projects.⁶ In 2017, the SDA received a grant from Freeport-McMoRan to update the strategic plan and continue the development of the downtown district, and in 2019, the Safford City Council approved the creation of an entertainment district downtown.⁷

A total of \$2.4 million from public organizations and \$475,000 from private organizations have been invested in the Downtown area. The efforts of the SDA, support from public officials, community leaders, and residents have resulted in the net creation of 16 new businesses and 50 jobs in the Downtown area since 2016.

Eloy could convene a group of key leaders and residents to focus on four new Main Street events each year, such as the types Safford chose, to pique interest in coming downtown for food or entertainment (food trucks or park activations). Eloy could use Community Development Block Grants (CBDG) funding to start a façade improvement program, or ARPA (American Recovery Plan Act) funding to secure a building to be used for small business development and resources, such as a small business development center, coworking space, commercial kitchen, or all three.

⁶ Downtown Façade Grant Program Brochure

⁷ https://www.eacourier.com/news/safford-council-approves-downtown-entertainment-district/article_4d4f2236-f07f-11e9-9d46-67493ec6b139.html



Case Study - Tolleson CORE District

In 2013, the City of Tolleson undertook a redevelopment plan to create a pedestrian-oriented, mixed-use environment that facilitated the revitalization of downtown Tolleson by enhancing business activity and encouraging visitation to the area. The result of this effort was the establishment of a Commercial, Office, Retail and Entertainment (CORE) district.⁸

The CORE district was intended to:

- Promote an active mixed-use district through the permissive allowance of compatible uses and forward-thinking building designs and developments.
- Encourage a bicycle-friendly and pedestrian-focused environment that invites residents and visitors to the area.
- Create a destination for unique retail, restaurant, entertainment and service businesses that increases revenue and strengthens the city's tax base.
- Increase the number of residents in the Downtown area.
- Provide adequate open space.
- Preserve and enhance the aesthetic quality of the city.

The CORE District Zoning document outlined the requirements and specifications regarding land use, development standards, building design and architecture, landscape and streetscape, parking regulations and lighting and signage.

This document helped establish clear expectations as to the appearance of the CORE district. Residents, community leaders, developers and business owners could then participate and support the CORE district vision.

Partnerships with utility providers and local artists facilitated the creation of the Paseo de Luces. This central plaza is a well-manicured gathering place for community events and concerts. The entire area is lighted and is equipped with free WIFI and outdoor audio speakers.

This area is a focal point of the CORE district and hosts over 25 community events and parties. These include cultural events such as the Latin Jazz and Mariachi Festival, Tardeada Latina, and Luces de Navidad, as well as entertainment and recreational events such as Whoopee Daze, Music Fest, 4th of July, Movies in the Park, and Veterans Day celebration.

Businesses and vendors are permitted sponsorship opportunities for these events, and the city has begun a kiosk business incubator program that supports the creation and growth of local kiosk businesses in the Paseo de Luces Central Plaza.

The City of Eloy should be celebrating its Latino heritage with colorful murals painted by locals, or cultural events with live music. These strategies will preserve and enhance the aesthetic quality of the City and will lead to the creation of a destination for unique retail, restaurant, entertainment and service businesses that increases revenue and strengthens the City's tax base.

Similar policies and programs to those implemented in Safford and Tolleson can be considered for use in Eloy as the City continues to develop its *Main Street Vision Plan*.

⁸ Downtown Tolleson CORE Zoning District Document



Appendix B: Additional Economic Characteristics

The following economic assessment addresses the economic characteristics of the City of Eloy (as defined in Figure 2) and the Downtown area (as defined in Figure 3).

The average annual wage earned by those employed in the education and health care services industry was \$43,218 in 2019, according to the Bureau of Labor Statistics (BLS). This was 20.9% more than the overall average wage in Pinal County in 2019. Table 7 displays the average wage for each industry.

Table 7: Employment Level and Average Wage by Industry for the Downtown Area and Eloy					
Industry Name	Downtown		Eloy		2019 Average Annual Wage*
	Employment	% Share	Employment	% Share	
Agriculture, hunting, & mining	304	13.0%	335	9.8%	\$50,209
Construction	128	5.5%	203	5.9%	\$52,164
Manufacturing	343	14.7%	521	15.2%	\$57,294
Wholesale trade	27	1.2%	37	1.1%	\$80,897
Retail trade	268	11.5%	318	9.3%	\$28,967
Trans., warehousing, & utilities	93	4.0%	146	4.3%	\$52,860
Information	29	1.2%	0	0.0%	\$87,430
Finance, insurance & real estate	84	3.6%	78	2.3%	\$39,824
Prof., and business, & admin.	176	7.5%	377	11.0%	\$48,455
Education and health care services	280	12.0%	532	15.5%	\$43,218
Art, entert., & accomm. & food	344	14.7%	497	14.5%	\$19,819
Other services	61	2.6%	86	2.5%	\$34,807
Public administration	202	8.6%	293	8.6%	\$60,689
Total	2,339	-	3,423	-	\$41,530

Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates; U.S. Bureau of Labor Statistics

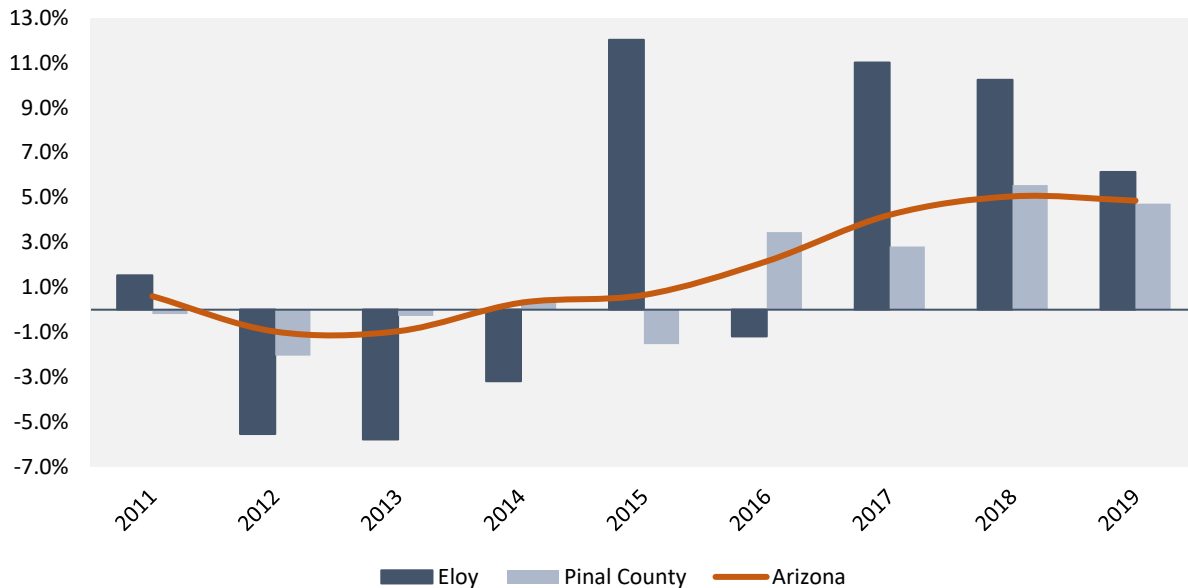
*The average wage of each industry reported in Pinal County

The U.S. Census Bureau reported that the median household income in Eloy was \$39,835 in 2019. This was 31.5% below the reported household median income throughout Pinal County of \$58,174 in 2019.

However, income growth in Eloy has been trending upwards over the last 10 years. From 2010-2019, household income in Eloy grew at an average rate of 2.6% per year, while the overall household income level in Pinal County grew at an average rate of 1.4% per year.



Figure 15: Annual Percent Change in Median Household Income

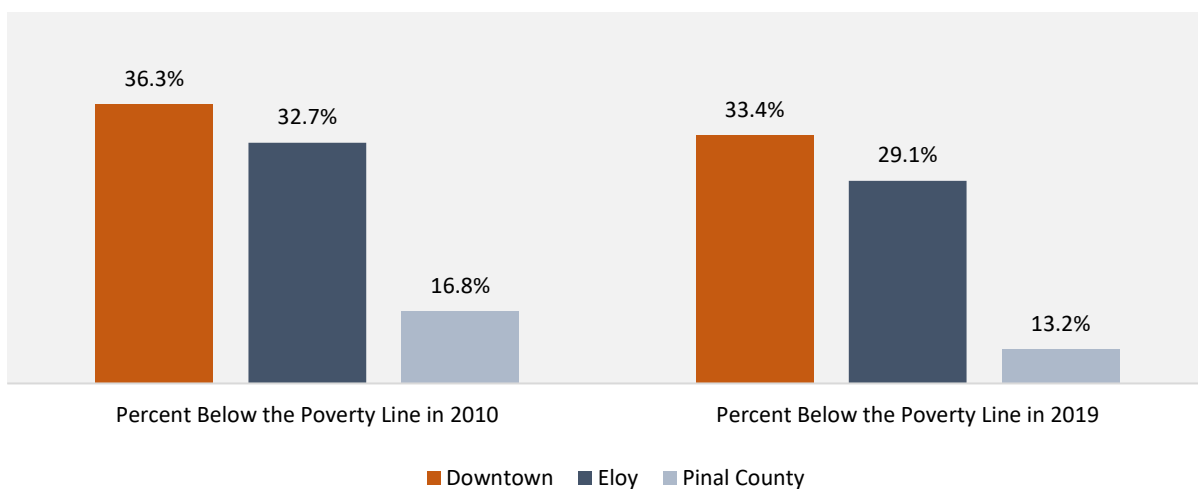


Source: U.S. Census Bureau, American Community Survey; Maricopa Association of Governments

Despite the growth in household income, there is a higher concentration of people with income below the federal poverty level in the Downtown area and Eloy than in Pinal County. The U.S. Census Bureau estimated that 33.4% of people in the Downtown area and 29.1% of people in Eloy reported income levels below the poverty level. This compares to 13.2% of all the people in Pinal County.

There are many different factors that can contribute to the difference in poverty rates. These include limited infrastructure, lack of employment opportunities, large concentrations of low skilled labor, and educational attainment, among others.

Figure 16: Percent of People Below the Poverty Level by Area

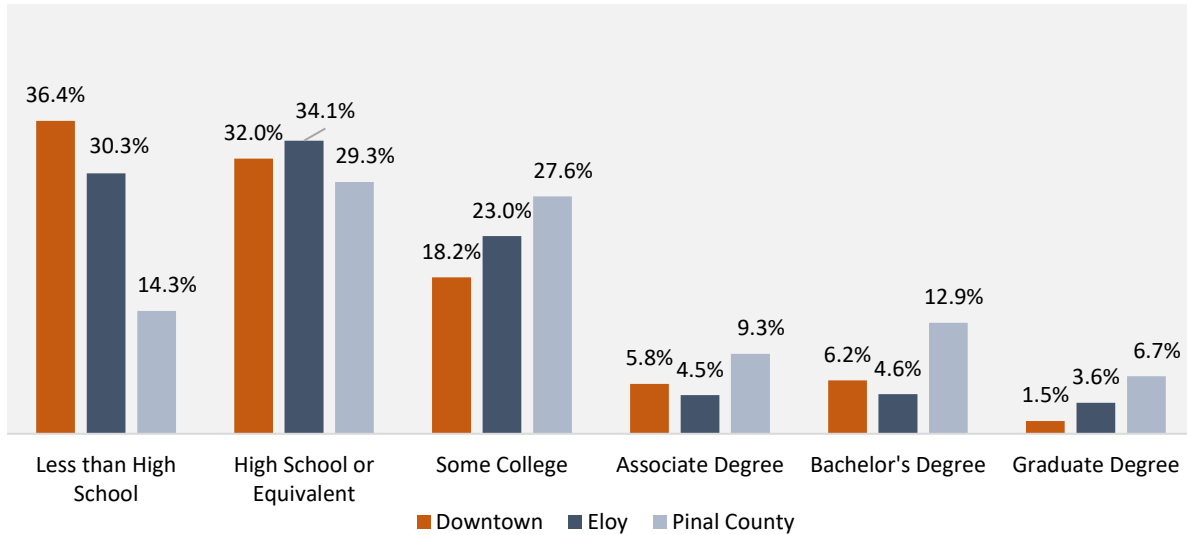


Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates; U.S. Census Bureau, 2010 Census



The U.S. Census Bureau estimated that, as of 2019, 8.2% of the Eloy population held a bachelor's degree or higher. This compares to 19.6% of the total Pinal County population. For 34.1% of the Eloy population, the highest level of education attained was a high school diploma or equivalent, and 30.3% had less than a high school education as of 2019.

Figure 17: 2019 Highest Level of Educational Attainment



Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates; Maricopa Association of Governments

While educational attainment was lower in Eloy than Pinal County overall in 2019, it has been improving over time. In 2010, 2.0% of the residents in Eloy and 1.7% of those in the Downtown area had a bachelor's degree. In 2019, 4.6% of Eloy's residents and 6.2% of the residents in the Downtown area had attained a bachelor's degree.

Educational attainment is strongly correlated with employment opportunities and wages. Analyzing it can provide insight into the capacity for economic growth of an area. Enhancing the educational attainment of a region's workforce is an effective economic development policy objective.

A well-educated and highly skilled workforce will increase an area's competitive position in attracting new businesses and jobs to the area.



Table 8: General Demographic and Economic Data for the Downtown Area, Eloy, Pinal County

	Downtown		Eloy		Pinal County	
	Est.	Percent	Est.	Percent	Est.	Percent
Total Population	5,151	-	18,666	-	432,793	-
Age						
Median Age	32.8	-	35.8	-	39.9	-
≤ 9	866	16.8%	1,326	7.1%	53,427	12.4%
10 to 19	857	16.6%	1,339	7.2%	55,941	12.9%
20 to 34	949	18.5%	6,295	33.7%	81,323	18.8%
35 to 54	1088	21.1%	5,740	30.8%	105,016	24.3%
55+	616	11.9%	1,945	10.5%	51,112	11.8%
65	775	15.0%	2,021	10.8%	85,974	19.8%
Race and Ethnicity						
White	587	11.4%	4,920	26.4%	245,773	56.8%
Hispanic	3,807	73.9%	10,517	56.3%	130,511	30.2%
Black	367	7.1%	656	7.1%	17,675	4.1%
Other, Non-Hispanic	0	0.0%	1,244	6.7%	20,218	4.7%
Ability to Speak English						
Population 5 years and over	4,694	-	17,956	-	407,869	-
Speak only English	2,222	47.3%	9,868	55.0%	321,319	78.8%
Speak other languages	2,472	52.7%	8,088	45.0%	86,550	21.2%
Limited English Proficiency (LEP)	1,119	23.8%	3,845	21.4%	26,378	6.5%
Employment By Occupation						
Civilian Labor Force, 16 Years and Over	1,755	-	3,423		157,798	
Management, science, and arts occupations	177	10.1%	498	14.5%	48,927	31.0%
Service occupations	501	28.5%	1,053	30.8%	33,824	21.4%
Sales and office occupations	229	13.0%	635	18.6%	37,797	24.0%
Construction and maintenance occupations	358	20.4%	462	13.5%	16,461	10.4%
Production and material moving occupations	490	27.9%	775	22.6%	20,789	13.2%
Income Distribution						
Less than \$49,000	1,137	70.2%	1,756	57.1%	60,032	42.5%
\$50,000 to \$99,999	362	22.4%	937	30.4%	50,374	35.7%
\$100,000 to \$149,000	90	5.6%	297	9.7%	20,265	14.3%
\$150,000 to \$199,999	12	0.7%	46	1.5%	6,524	4.6%
\$200,000+	16	1.0%	37	1.2%	4,105	2.9%
Median Household Income	\$31,051	-	\$39,835	--	\$58,174	-
Poverty Status in the Past 12 Months						
Persons with Poverty Status	5,142	-	9,384	-	405,131	-
Persons below poverty level	1,835	35.7%	2,729	29.1%	53,276	13.2%
Educational Attainment						
Population 25 Years and Over	3,126	-	14,316	-	299,353	-
Less than high school	1,138	36.4%	4,330	30.3%	42,607	14.3%
High school or equivalent	999	32.0%	4,883	34.1%	87,608	29.3%
Some College	568	18.2%	3,291	23.0%	82,696	27.6%
Associate Degree	180	5.8%	638	4.5%	27,972	9.3%
Bachelor's Degree	193	6.2%	659	4.6%	38,541	12.9%
Graduate or Professional Degree	48	1.5%	515	3.6%	19,929	6.7%
Median Sales Price	-	-	\$233,968	-	\$228,850	-
Median Home Value	\$75,550	-	\$100,100	-	\$183,100	-

Note: Detailed demographic data unavailable for the main street corridor

Source: U.S. Census Bureau, American Community Survey: 2014-2019 5-year estimates; Maricopa Association of Governments



Appendix C: Housing Market Characteristics

According to Redfin, the median sales price for residential property in Eloy was \$274,100 in 2021. This compares to a median sales price of \$340,700 in Pinal County. Eloy has seen faster growth rates amongst residential property sales prices than Pinal County as a whole.

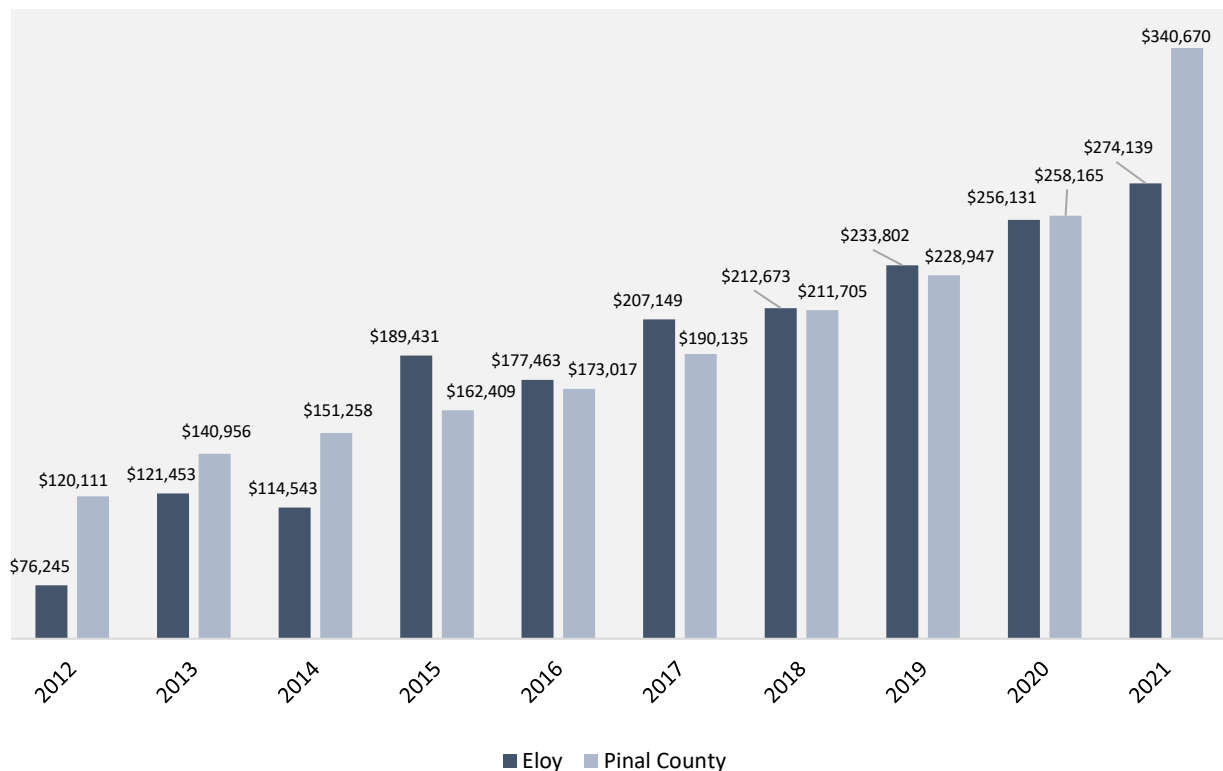
Additionally, the median sales price for residential property in Eloy is likely skewed upward due to the high home values in Robson Ranch and the Toltec neighborhood. Therefore, considering these areas likely widens the gap between the housing market values in Eloy and Pinal County.

Since 2012 (when the data series began tracking sales prices for Eloy), median sales prices in Eloy have grown by 15.3% per year, on average. This compares to a 12.3% average annual growth in median sales price in Pinal County.

Home prices are expected to continue to rise as demand for housing exceeds supply. This can present an opportunity for Eloy to bring residents to the City by developing housing developments that are designed to enhance and complement economic development efforts.

Downtown city-owned land can be leveraged to attract an affordable housing developer using new market tax credits or other strategies.

Figure 18: Residential Real Estate Median Sales Price 2012-2021



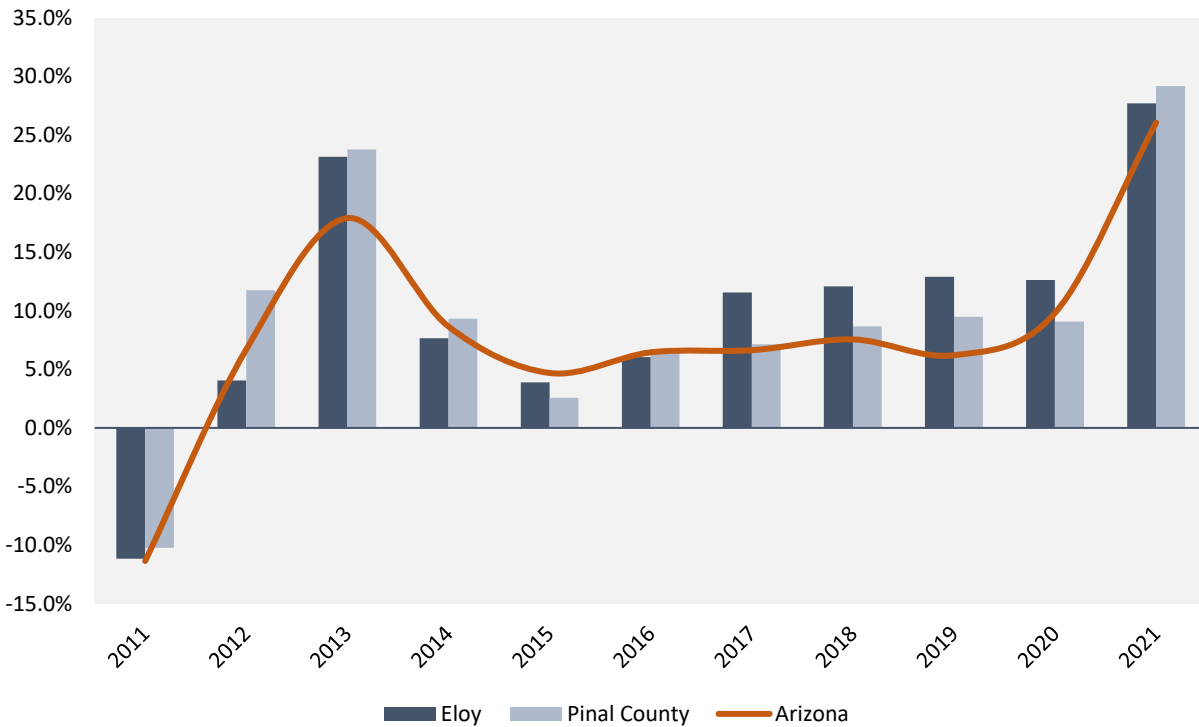
Source: Redfin Data Center



The rise in sales prices has placed upward pressure on overall home values. According to data from the U.S. Census Bureau, the median home value in Eloy grew 27.7% from 2020 to 2021. During the same time period, Pinal County experienced a 29.2% annual increase in median home value.

Overall, from 2011 to 2021, the median home value in Eloy has grown at an average rate of 11.9%. This compares to a 11.5% average annual growth rate in Pinal County as a whole.

Figure 19: Annual Percent Change in Median Home Value



Source: Zillow

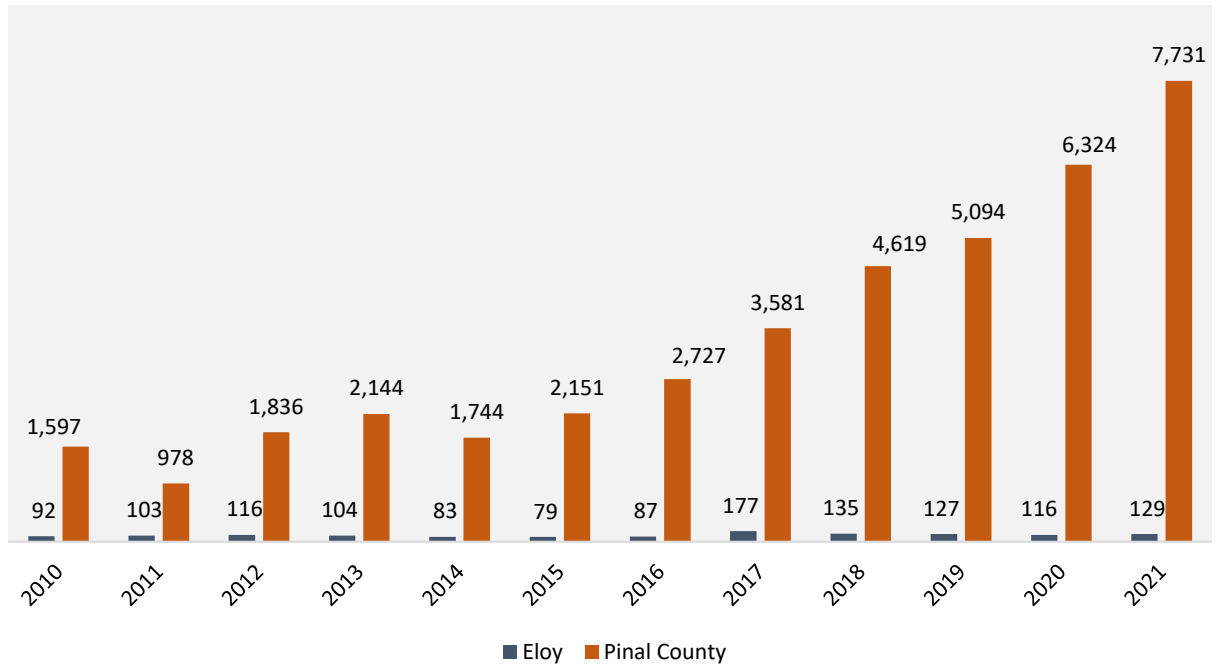
In 2021, there were 7,731 housing permits issued in Pinal County, and 129 were issued in Eloy. Since 2010, there has been an average of 112 housing permits issued in Eloy each year. In total, housing permits grew at an average rate of 3.1% per year from 2010-2021.

This compares to an average annual growth rate of 15.4% for Pinal County, which issued an average of approximately 3,377 housing permits each year.

The increases in sales prices and home values in Eloy combined with the low level of new residential construction indicate the demand for housing is exceeding the supply of housing products, and a new housing development may be feasible, as shown by the recent development in the Picacho Heights subdivision.

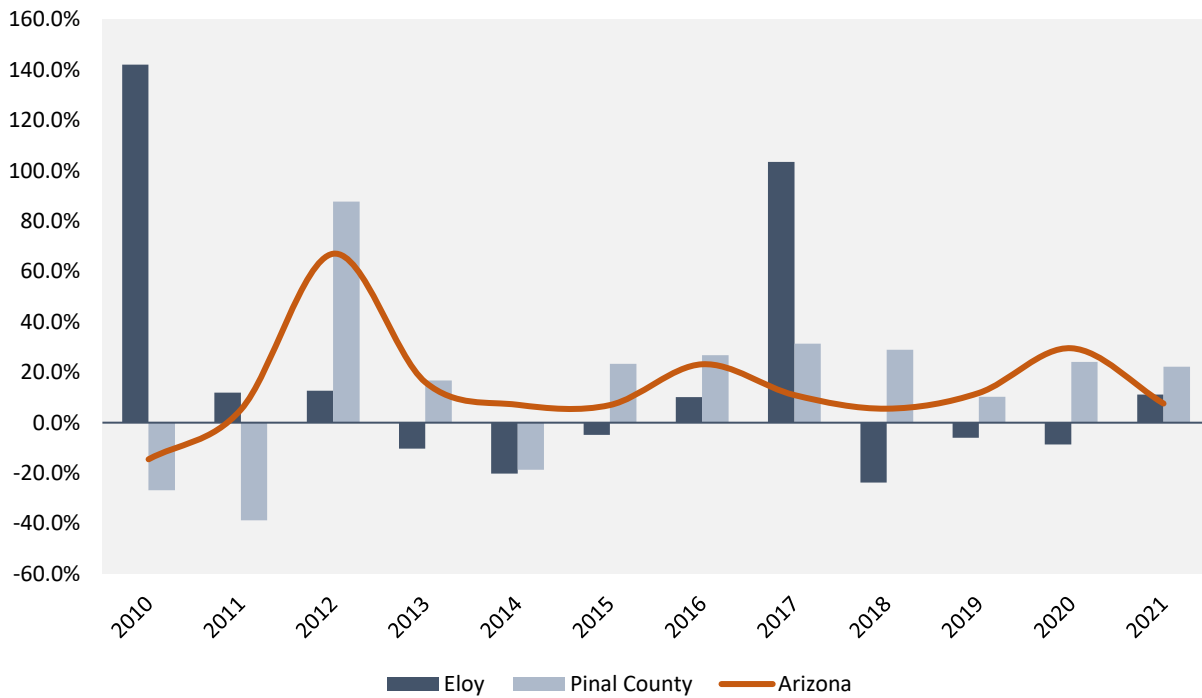


Figure 20: Number of Annual Housing Permits Issued



Source: U.S. Census Bureau, Building Permits Survey

Figure 21: Annual Percent Change in Housing Permits Issued



Source: U.S. Census Bureau, Building Permits Survey



Appendix D: Public Outreach Efforts

The City of Eloy has embarked on a journey to create a Main Street Vision Plan for Downtown Eloy. This plan incorporates economic analysis and data along with community input to determine a direction for development, revitalization and redevelopment that will (1) decrease economic purchasing outside the community; (2) enhance the quality of life for residents; and (3) draw in visitors to drive local economic growth and prosperity.

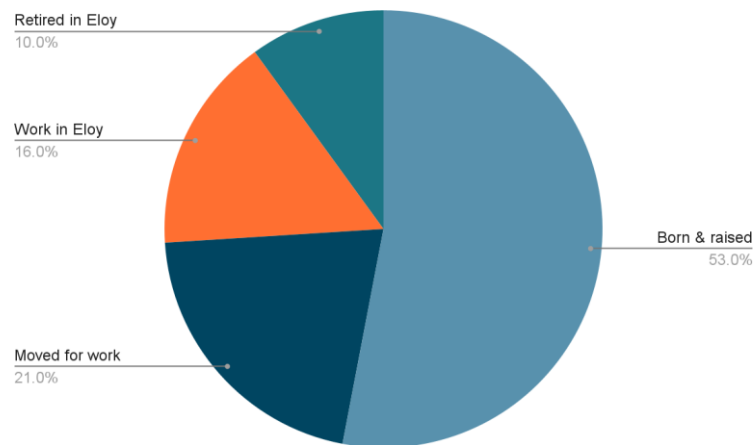
Interview Questions and Responses

Local First gathered feedback through interviews from more than **30 individuals** who either live or work in Eloy. Conversations with individuals were intended to:

1. Determine the **vision for Eloy's Main Street** through the eyes of Eloy residents, community leaders, and stakeholders
2. Understand the perspective of Eloy residents as it relates to **connection to place and community pride**.
3. Determine community needs related to **goods and services** that are currently being purchased elsewhere.

Questions Related to the Resident's Perceptions and Connection to Eloy

Question 1: What journey did you take to get to Eloy - what brought you here and why do you stay?



Key takeaways:

- Family ties, Eloy is home
- Eloy natives have considerably more hometown pride than most small towns in Arizona
- Community culture is strong
- The Skydiving facility has brought in a lot of people
- The cost of living is considered very good



- Retirement is a common reason that non-natives live in Eloy; largely due to Robson Ranch community
- Many natives have proud memories about community events

Question 2: How do you think others discover Eloy?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Eloy prisons and large prison employers
- Driving on I-10; accidental discovery
- Born and raised in Eloy
- Robson Ranch/retirement
- Skydiving

Question 3: What do you think visitors do while here?

The top 3 responses are listed below and in no particular order, duplicated answers are not reflected.

- Visit Family
- Skydiving
- Annual events

Key takeaways:

- For the most part, those who were interviewed stated that there isn't much to do or recommend for visitors in Eloy. Many of the recommendations took visitors out of Eloy to Casa Grande or other parts of Arizona.

Question 4: As a local, what would you suggest visitors do while they are in Eloy?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

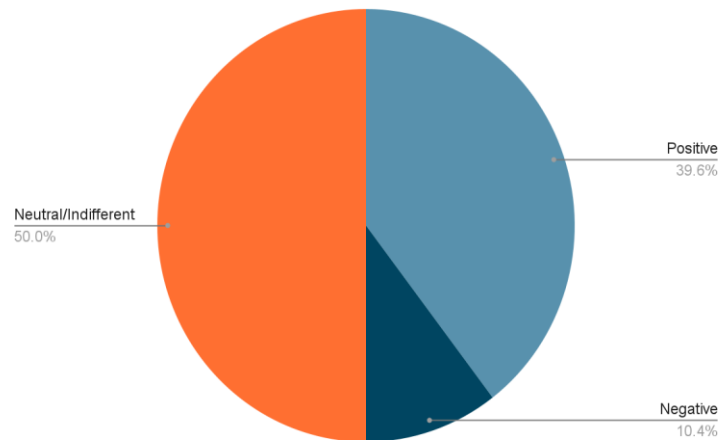
- Skydiving/Sky Adventure Indoor Skydiving
- Events (when they happen)
- Hiking/outdoor activities
- Restaurants like Bent Prop Saloon and Cookery

Key takeaways:

Approximately 68.0% of the people interviewed either made suggestions for activities that are not located in Eloy or stated that there are very limited activities to suggest visitors do while in Eloy.



Question 5: How does the community feel about the expansion of the sky diving industry?



Question 6: What is your favorite memory about living or working in Eloy?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Events - Grand Prix, high school football, annual fiestas, car shows
- Family
- Small town - everyone knows everyone, getting to see kids grow up, and then their kids grow up
- Sense of community
- Culture- primarily Latino Culture

Question 7: What is the most important tradition in Eloy?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Fiestas Patrias Parade, light parade, car show, cruise night, Cinco de Mayo, Fourth of July, & MLK Celebration
- Sky Diving Championships
- High school football
- Family
- Park gatherings

Question 8: What do you think people envision first when you say you're from Eloy?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- People ask, "where's that?"
- Small town
- Halfway between Phoenix and Tucson
- Poor, crime-ridden, failing infrastructure
- Truckstop



Question 9: Are you proud to be from Eloy? Why or why not?

- All of the individuals who were interviewed who live in Eloy are proud to either be from Eloy or to live in Eloy now.

Key takeaways:

- Everyone knows each other
- Amazing amount of hometown pride
- Friendly community
- Small town feel
- Opportunities to get involved

Question 10: What food do you think of when someone mentions Eloy?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Mexican food
- Home cooking/family cookouts
- Robson Grill
- Nicos
- Food trucks

Questions Related to Spending Patterns & Gaps in Economic Activity

Question 11: When you travel to another city, what things do you buy? How often do you go?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Groceries
- Cleaning supplies
- Clothes
- Medicine
- Specialty items: cars, electronics, building/home improvement, auto supplies

Question 12: Are there any particular businesses you always visit while there?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Frys
- Sam's Club
- Walmart
- Mall
- Lowe's/Home Depot



Question 13: What kind of new business would you most like to see in Eloy?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Restaurants - Italian, coffee, salad shop, ice cream
- Activities - bowling, movie theater, community center, water park
- Specialty shops - antique, bike, boutique, souvenir
- General store with basic hardware/home supplies
- Grocery store with more variety and affordable options

Question 14: Do you have a local pharmacy where you can pick up prescriptions?

- For those who do regularly pick up prescriptions, the majority go to Casa Grande. One person uses Sun Life to pick up prescriptions, no one else was clear on whether or not they were able to.

Note: LFA has found that prescriptions are a leading reason people leave the City. If they must fill a prescription, they will make use of the trip and spend on a variety of items.

Question 15: How far do you travel to purchase healthy food products? Where do you get groceries?

- Casa Grande: Frys or Safeway
- Phoenix: Sprouts, Whole Foods, Trader Joes, Costco
- Tucson: Costco, Sam's Club

Note: This could be used to convince the local grocer that higher-end, healthier or organic products would sell locally if stocked.

Question 16: How often do you go to Downtown Eloy and do you spend money while there?

- Of those interviewed, the only reason to frequent Downtown was if they worked there, or were using the bank or post office, or for annual events.
- Circle K is the most common place where people spend money Downtown.
- Other reasons people go Downtown to spend money include getting a haircut, getting something to eat, or going to the convenience store.
- 100% agreed they would visit Downtown more often if there were more opportunities for them to spend money.

Questions Related to the Political Environment, Economy & Leadership in Eloy

Question 17: What is the public opinion regarding the Dust Bowl Theater downtown?

- The population who grew up in Eloy would like to see it renovated because it has a lot of history
- Others would like to see it demolished and replaced with a recreation center or water park
- There is concern surrounding the cost to renovate and whether or not it would be worth it



Questions 18: Do residents feel connected to the community? What contributes or detracts from feeling connected?

- For all of the questions, it was made clear that there are three distinct areas of Eloy: Downtown Eloy, Toltec, and Robson Ranch. Within each of the three siloed areas, there is a strong sense of connection to the community. There is a disconnect between the three communities as one.

Question 19: What bank or credit union do you use, if any?

- Only 26% of those interviewed use Great Western Bank in Eloy.

Question 20: What is the current political environment in Eloy?

Responses are listed below and in no particular order, duplicated answers are not reflected.

- The overall sense is that Eloy leans left and Robson Ranch leans right for their political perspectives.
- There was some frustration about how dollars are being spent when road conditions are poor, but there was also excitement about what new leadership seems to be prioritizing moving forward.
- There is some “moving and shaking” happening, which was viewed positively.
- There’s a marked disconnect between Robson Ranch residents who don’t have a strong connection to place outside of their planned community, and Eloy residents who, for the most part, have lived in Eloy for most of their lives.
- Hometown pride exists for both.

Question 21: Who is leading "community" discussions in Eloy? Key partners/investors?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Elected Officials
- Government Officials
- Robson Ranch Residents
- Non-Profit Organizations: Pinal Hispanic Council, CAHRA
- Private Sectors: Skydive AZ, APS

Question 22: Which are the strongest nonprofits working in the area and their focus?

The top 5 responses are listed below and in no particular order, duplicated answers are not reflected.

- Community Action Human Resources Association (CAHRA): emergency assistance, food, medical, homeless food and security
- Eloy Food Bank
- Eloy Veterans Center
- Pinal Hispanic Council
- Corazon de Latinos (CDLU): fundraising for fiestas

Note: of those interviewed, no one mentioned the Chamber of Commerce.



Question 23: What additional social resources would be most valuable to Eloy: Volunteers, Leaders, or Experts? Why?

- Volunteers are needed to raise awareness and get things done
- Eloy has leaders, who could benefit from leadership development training
- Experts would bring a new perspective to the community, a vision, and more long-term thinking

Key takeaways:

- Responses for what social resources would be most valuable for Eloy were even amongst the three options presented to those who were interviewed. One didn't stand out as being a bigger need than the other

Additional responses included but are not limited to:

- More opportunities for volunteers to support locally
- Programs to promote educational opportunities outside of the classroom
- Additional resources for low-income families and individuals

Community Vision Session

On August 12th, 2021, twenty-three Eloy residents gathered at City Hall to participate in a community vision session. The group included the Mayor and Council members, the Fire Chief, local teachers and clergy, small business owners, nonprofit leaders, and longtime Eloy residents.

The session included discussions regarding the City's character, the recurring challenges facing Eloy, and the City's most valuable assets/attractions. This discussion was followed by an activity in which the participants described a vision for the Main Street and Downtown areas and what those areas ideally may look like in 5 years. In this hypothetical exercise, participants also described hypothetical newspaper headlines that would be printed if their vision was realized.

The following is direct feedback from these participants.

Describe the Character of Eloy

- Loyal
- Comfortable
- Seasoned
- Compassionate
- Proudful
- Protective
- Loud (Speaks out)
- Thick Skinned
- Emotional
- Adventurous
- Isolated
- Easy-going



Eloy: Recurring Challenges (no particular order)

- Youth Engagement
- Schools and School Districts
- The Tri-Community Identity
- New Business Recruitment
- Existing Business Relations
- Our identity- people think it's not safe here
- Broadband

Eloy: Here's our 2026 Main Street Vision

- 80% of the buildings are occupied
- New local industries are providing jobs and bringing new customers
- Monthly attractions including food and live entertainment
- Fiestas with record attendance
- "Main Street Experience" that draws thousands of visitors
- Mainstreet is unrecognizable - vegetation, fresh paint, full store fronts
- Outdoor, curbside dining
- Fully refurbish the Dust Bowl Theater
- New housing developments are nearby
- Youth activity center is nearby
- Farmers market on the weekends
- Regular sports and family fun activities in the park



Eloy: Future Newspaper Headlines

- “Two new housing developments slated to break ground with 2,000 rooftops!”
- “New Youth Center slated to open with \$10M grant funding”
- “New Franchise restaurant slated to open on Main Street”
- “300 jobs added to the Eloy economy!”
- “10 New Business Licenses Awarded Last Month!”
- “2,000 New Rooftops within walking distance of Main Street!”
- “Downtown Eloy has Something for Everyone!”
- “Eloy is awarded \$7.5M to refurbish the Dustbowl”
- “Eloy Population Surpasses 30,000; Visitors top 15,000 this year!”
- “Fiestas attract Record Attendance”
- “Monthly Cruise Night Attracts Food Trucks and Live Music”
- “Commercial Building Owners Invest Capital to Preserve Main Street Buildings”
- “Main Street Gets a Makeover- New Paint, Trees, Murals Added”

Eloy Assets:

Indoor Activities:

- Wind Tunnel
- City Hall Facilities
- Robson Ranch Grill
- Museum
- Library
- Bent Prop Saloon & Cookery
- La Paloma
- Tumbleweed Bar
- Visitor’s Center

Outdoor Activities:

- Skydive Arizona
- Newman Peak
- Pickleball
- Robson Ranch Golf Course
- Cemetery
- High School Football
- Main Street Park
- Picacho Peak
- Veterans Park
- Flower Rock
- Petroglyphs
- Water Tower

Events:

- Veterans Day Parade
- Tree lighting
- Fiestas
- Electric Light Parade
- Cruise Night
- Skydiving Competitions
- Pickleball Tournaments

ELOY: Key Takeaways from Public Outreach Efforts

Eloy residents are excited about the future of Eloy. They have enormous pride about their hometown and want to see it thrive. This positive energy should be leveraged for everything from coordinated community cleanups to mural painting, and large community events. Residents should be encouraged to invite relatives and friends from other communities to come to the community-organized events as a way to get others excited about the possibilities in Eloy. Starting small will go a long way for getting buy-in and lasting commitments to support any new businesses or opportunities that land in Eloy.

Existing assets should be highlighted in a marketing strategy to get people off of Interstate 10 to visit the City. More emphasis should be placed on sky diving competitions and the Bent Prop Saloon & Cookery as a lunch destination for people from Phoenix and Tucson.



While the City of Eloy has already spent quite a lot of money and resources on Main Street remodeling, the community feels uneasy about where it is now. They want it to be 'restored' and 'reimagined' which clearly indicates that the current condition should not be the final result.

Build a Better Block is a national organization that helps to renovate main street districts using basic beautification strategies that emphasize local art and culture. They should be hired as consultants and Eloy leaders should enter to win a main street makeover.

The youth in the City- and particularly artistic youth- should be engaged for activation strategies, performances, and volunteerism. Investing in events and activities that bring people together - even if starting small with a quarterly cruise night with live music and food trucks- will begin to connect the 3 different areas in Eloy (i.e., Robson Ranch, Toltec and Downtown Eloy).



Appendix E: Economic Model Methodology

Economic and fiscal impact models are an effective way to demonstrate regional implications of a particular project, policy, business, development or other activities in a given area. The study area can range from a single neighborhood or city to an entire state or country. Typically, the level of effects resulting from the activity is estimated in terms of output, labor income, employment, and tax revenues.

RCG developed an economic and fiscal impact model to analyze the effects resulting from new employment in select industries in Eloy. The RCG proprietary model employs an input-output model methodology commonly used by economists to determine impacts. This method was used to estimate the “multiplier” or “ripple” effects caused by the activities being analyzed. The activity was then converted into tax revenues in each of the relevant categories.

Economic Impact Methodology

An economic impact model provides a quantifiable method to estimate the economic activity of a particular activity in a given area. Impacts can be used to measure existing activity and to measure potential expansions/contractions of an area’s economy resulting from changes in economic activity. Typically, the level of economic effects resulting from the activity is estimated in terms of output, labor income, and employment.

- *Output* captures the level of economic activity, or the total value of goods and services produced, in the broader region, similar to how statistics like GDP capture economic volume in individual states and across the country.
- *Labor income* simply represents the sum of all employee-earned wages, incomes, and benefits.
- *Employment* is the job count on an annualized basis. A job-year is one year of work for one person (for example, a new manufacturing job that lasts five years is equivalent to five job-years).

The economic effects occurring as a direct consequence of the initial activity create additional effects in the economy. This relationship is known as the “multiplier” effect. The basis for the multiplier effect is the interdependencies between industries, how one industry impacts other sectors, and the cycle of spending and re-spending within the regional economy. Direct effects are the result of the initial activity being analyzed. The multiplier effects, or secondary effects, are measured as either indirect or induced. These are defined as:

- *Direct effects, or impacts*, are the result of the development’s primary activity. For example, direct jobs include the manufacturing employees that work at a new site on a regular basis.
- *Indirect effects, or impacts* capture additional effects as a result of increased demand in the supplier industries which supply services or products to the direct businesses. For example, indirect jobs include the workers of businesses that supply materials and services to the manufacturing firm.



- *Induced effects, or impacts* capture additional effects generated as a result of the increased spending in the economy made by the households of both the direct and indirect employees. For example, induced jobs include the convenience store employees that are supported by the local spending of the direct and indirect employees.

A common input-output model used to generate economic multipliers is IMPLAN (short for “impact analysis for planning”). Originally developed by the U.S. Forest Service in the 1970s, the responsibility for developing IMPLAN data sets shifted to the University of Minnesota as demand grew for regional models. Now, IMPLAN runs as a private organization and is the leading provider of nationwide economic impact data and analytical software.

The RCG custom economic impact model partly employs this input-output model methodology and uses Pinal County-specific IMPLAN multipliers.

Fiscal Impact Methodology

Fiscal impact models provide estimates for the government revenues that are generated by a particular project, policy, business, development, or activity in a given area. Typically, fiscal impacts examine revenues that are likely to result from a project or activity and are determined by the study area’s tax structure.

In general, the types of government taxes analyzed include sales taxes, excise taxes, lease taxes, income taxes, and property taxes. The activities subject to these taxes include payroll, retail sales, utility use, leases, and construction, to name a few. Fiscal impacts are categorized similarly to economic impacts and are broken down at the direct, indirect, and induced levels in which they are created.

- *Direct tax revenues* include the revenues generated on-site (i.e., grocery sales taxes, property taxes, etc.) and the off-site revenues generated by the direct workers (e.g., the sales tax revenues generated when employees stop and purchase dinner on their way home from work).
- *Indirect and induced (secondary) tax revenues* are generated by the wages, residency, and spending of those indirect and induced employees (i.e., taxes imposed on the direct worker’s household expenditures, their wages, and residency).

The RCG fiscal impact model employs this methodology. Impacts were calculated based on Eloy’s tax structure, and estimated by RCG and industry standards. Actual impacts may vary, and some impacts may not materialize due to unanticipated events and changing circumstances. However, RCG has made extensive efforts to confirm the accuracy of the information contained in this analysis.



May 2022

CITY OF ELOY

REQUEST FOR COMMISSION ACTION

Agenda Item: **V.B.**

Date: **10/12/2022**

Date submitted:
09/26/2022

Action: Other

Subject: Review and discuss the recent appraisals prepared for the Dustbowl Theatre, Veterans Center and a vacant land scenario

Date requested:
10/12/2022

TO: Downtown Advisory Commission

FROM: Jon Vlaming

RECOMMENDATION:

There is not a recommendation associated with this discussion.

DISCUSSION:

In May 2022, the City commissioned the preparation of valuation appraisals regarding the Dust Bowl Theater, the Veteran's Center Building and the land where the buildings are located being vacant (with any environmental issues remediated).

Dust Bowl-Based on the information found in the Appraiser's investigation and coupled with his professional and independent appraisal, his opinion of the market value of the fee simple interest in the subject property, as of the effective date of the appraisal (date of valuation), July 29, 2022, was: NO MARKET VALUE (\$0.00)

Veterans Center-Based on the information found in the Appraiser's investigation and coupled with his professional and independent appraisal, his opinion of the market value of the fee simple interest in the subject property, as of the effective date of the appraisal (date of valuation), July 29, 2022, was: SEVENTY THOUSAND DOLLARS (\$70,000 or \$38.98 per square foot of gross building area).

Vacant Site-Based on the information found in his investigation and coupled with his professional and independent appraisal, the Appraiser's opinion of the market value of the fee simple interest in the subject property, as vacant, as of the effective date of the appraisal (date of valuation), July 29, 2022, was: TWENTY THOUSAND DOLLARS (\$20,000 or \$1.76 per square foot of net site area)

In November 2020, the City received an evaluation of the development costs associated with the Dust Bowl Theater building with the four following options:

- Construction and design cost estimate to completely restore the exterior and interior of the building
- Construction and design cost estimate to renovate the exterior and interior of the building to a "vanilla shell" configuration adaptable to a variety of commercial uses
- Stabilize the exterior and interior of the building primarily the roof to minimize any further deterioration
- Demolish the building and foundation, making it suitable for future development

By way of background, members of the Commission provided input at that time that, given current market conditions for vacant property, renewed interest in Eloy, and the uptick of development in the City, stabilization of the building would provide for more adaptive reuse options of the building and site. Additionally, Commission members recommended that City staff initiate an effort to repaint the exterior of the building in order to enhance the curb appeal until a final development plan for the Dust Bowl Theater is determined. No action has been undertaken at this time.

FISCAL IMPACT:

There is not a direct fiscal impact related to this discussion.

Estimate of Probable Project Cost

CITY OF ELOY, ARIZONA DUST BOWL THEATER DEVELOPMENT OPTIONS

November 2020

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Project Overview & Summary

Basis of Estimate

This estimate has been prepared at the request of City of Eloy and is to provide a concept estimate of probable project cost to address the long-term intentions of the City of Eloy related to the final disposition of the Dust Bowl Theater, located on Main Street in down town Eloy, Arizona. A series of four estimates were requested and provided in this report.

Option 1 - Restoration to Basic Theater Standards

Option 2 - Restoration to Commercial Shell Space

Option 3 - Stabilize Building for Future Consideration

Option 4a - Demolition Of Existing Theater (Veteran's Center To Remain)

Option 4b - Demolition Of Existing Theater & Adjacent

Veterans Center Structure

The estimates are based upon:

- Measured quantities and built-up rates prepared from the site visit performed by RLB and City of Eloy staff.
- All contractors will be required to pay market wage rates
- Unit pricing is based on November 2020 costs.
- Construction cost escalation has been included in the estimate and assumes a 2nd Quarter 2021 construction start.
- This estimate is for the sole use of providing budgets based on the site visit of existing conditions.
- The estimate is not to be used for comparison with actual bids received at any time.
- A design and estimating contingency has been included at 15%.
- A construction contingency of 5% has been included for the renovation options of the theater only.

RLB sourced pricing for the following critical elements of the project:

- Demolition - RLB engaged Dickens Quality Demolition (DQD) to evaluate both options for demolition
 - o Craig Snider (602)-258-8088
- Bird damage - RLB sourced pricing from Native Environmental for the following critical elements of the project:
 - o Native Environmental provided rough order of magnitude pricing for the following scenarios:
 - o If facility is to be renovated / restored the facility will have to be abated.
 - o If facility is to be demolished the facility would have to be cleaned up to make it safe for demolition.
 - o Randy Maddock (602)-373-7904

Items Specifically Excluded

- Renovation of adjacent Veteran's Center

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Project Overview & Summary

- . Salvage of existing materials
- . Rock excavation
- . Photovoltaics and other renewable energy resources
- . Murals and works of art
- . Work outside the site boundaries unless noted otherwise
- . CMAR Preconstruction Services
- . Land and legal costs. Items marked as "Excl." in the estimate
- . Escalation beyond a 2nd Quarter 2021 construction start

City of Eloy, Arizona Dust Bowl Theater

Appendix - Line Item Cost Estimates

Code	Description	Page
O1	Option 1 - Restoration - Theater	6
O2	Option 2 - Restoration - Commercial Shell Space	12
O3	Option 3 - Stabilize Facility	17
O4A	Option 4A - Demolition of Existing Theater (Veteran's Center to Remain)	20
O4B	Option 4B - Demolition of Existing Theater & Adjacent Veterans Center Structure	23

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Project Options - Summary - Total Cost

GFA: Gross Floor Area
Rates Current At September 2020

Location		GFA SF	Cost/SF	Total Cost USD
O1	OPTION 1 - RESTORATION - THEATER	5,000	1,040.00	5,200,000
O2	OPTION 2 - RESTORATION - COMMERCIAL SHELL SPACE	5,000	500.00	2,500,000
O3	OPTION 3 - STABILIZE FACILITY	5,000	220.00	1,100,000
O4A	OPTION 4A - DEMOLITION OF EXISTING THEATER (VETERAN'S CENTER TO REMAIN)	5,000	40.00	200,000
O4B	OPTION 4B - DEMOLITION OF EXISTING THEATER & ADJACENT VETERANS CENTER STRUCTURE	6,875	29.09	200,000

OPTION 1 - RESTORATION OF THEATER

Restore existing theater to a functioning theater.

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 1 - Restoration of Theater - Summary - Gross

GFA: Gross Floor Area

		GFA SF	Cost/SF	Total Cost USD
O1	OPTION 1 - RESTORATION - THEATER	5,000	1,040.00	5,200,000
ESTIMATED TOTAL COST		5,000	\$1,040.00	\$5,200,000

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 1 - Restoration of Theater - Estimate Detail

O1 OPTION 1 - RESTORATION - THEATER

GFA: 5,000 SF Cost/SF: \$1,040.00

Description	Unit	Qty	Rate	Total USD
A1010 Standard Foundations				
1 Foundation modifications to support existing structure	SF	5,000	16.41	82,037
Standard Foundations			\$16.41/SF	\$82,037
A1030 Slab on Grade				
3 Slab repairs	SF	5,000	11.72	58,598
Slab on Grade			\$11.72/SF	\$58,598
B1010 Floor Construction				
8 Mezzanine framing (assumed all new framing)	SF	1,000	117.19	117,192
Floor Construction			\$23.44/SF	\$117,192
B1020 Roof Construction				
6 Roof framing w/ sheathing (assumed replace roof structure w/ timber framing)	SF	5,000	58.60	292,982
Roof Construction			\$58.60/SF	\$292,982
B2010 Exterior Walls				
10 Structural reinforcing of existing concrete panels (assumed possible mix of structural steel / grouting / panel replacement / etc.)	SF	7,400	58.60	433,610
22 Exterior skin rehabilitation / restoration	SF	7,400	35.16	260,168
Exterior Walls			\$138.76/SF	\$693,778
B2020 Exterior Windows				
53 Exterior windows (Excluded)	Item			Excl.
Exterior Windows				Excl.
B2030 Exterior Doors				
51 Storefront doors at main entrance	EA	2	17,579.50	35,159
52 Back of house doors - assumed hollow metal doors w/ steel frames	EA	3	8,203.67	24,611
Exterior Doors			\$11.95/SF	\$59,770
B3010 Roof Coverings				
7 Membrane roofing	SF	5,000	30.47	152,354
Roof Coverings			\$30.47/SF	\$152,354
C1010 Partitions				
23 Interior partitions	SF	5,000	23.44	117,192
Partitions			\$23.44/SF	\$117,192
C1020 Interior Doors				
24 Interior doors	SF	5,000	8.20	41,018
Interior Doors			\$8.20/SF	\$41,018
C1030 Fittings				
25 Toilet partitions	EA	15	2,578.27	38,674
26 Restroom fittings & accesories (paper dispensing / waste receptacles / soap dispensers / changing stations / mirrors / grab bars)	Item			23,442

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 1 - Restoration of Theater - Estimate Detail

O1 OPTION 1 - RESTORATION - THEATER (continued)

GFA: 5,000 SF Cost/SF: \$1,040.00

Description	Unit	Qty	Rate	Total USD
27 Miscellaneous rough carpentry	SF	5,000	1.17	5,860
28 Caulking & sealants	SF	5,000	1.76	8,791
29 Miscellaneous metals	SF	5,000	1.17	5,860
30 Room ID / code signage	SF	5,000	0.35	1,758
33 Exterior signage / marquee board	Item			117,192
Fittings			\$40.32/SF	\$201,577
C2010 Stair Construction				
9 Stair construction	FT/R	12	3,515.83	42,190
Stair Construction			\$8.44/SF	\$42,190
C3010 Wall Finishes				
54 Wall finishes - gypsum board furring / acoustical wall panels / tile to restrooms / etc.	SF	5,000	46.88	234,387
Wall Finishes			\$46.88/SF	\$234,387
C3020 Floor Finishes				
56 Floor finishes - carpet / tile / wall base / etc.	SF	5,000	28.13	140,634
Floor Finishes			\$28.13/SF	\$140,634
C3030 Ceiling Finishes				
49 Ceiling finishes	SF	5,000	35.16	175,792
Ceiling Finishes			\$35.16/SF	\$175,792
D2010 Plumbing Fixtures				
14 Water closet	EA	10	15,235.40	152,354
15 Urinal	EA	2	15,236.00	30,472
16 Lavatory	EA	3	15,235.67	45,707
17 Mop sink	EA	1	15,234.00	15,234
Plumbing Fixtures			\$48.75/SF	\$243,767
D2020 Domestic Water Distribution				
18 Domestic water distribution	Item			Incl.
19 Sanitary waste & vent piping including above & below grade piping	Item			Incl.
20 Water heater	EA	1	18,750.00	18,750
Domestic Water Distribution			\$3.75/SF	\$18,750
D2040 Rain Water Drainage				
21 Rainwater drainage	Item			23,442
Rain Water Drainage			\$4.69/SF	\$23,442
D3090 Other HVAC Systems & Equipment				
4 HVAC system w/ RTU's / distribution / controls / etc.	T	25.00	9,375.48	234,387
Other HVAC Systems & Equipment			\$46.88/SF	\$234,387

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 1 - Restoration of Theater - Estimate Detail

O1 OPTION 1 - RESTORATION - THEATER (continued)

GFA: 5,000 SF Cost/SF: \$1,040.00

Description	Unit	Qty	Rate	Total USD
D4010 Sprinklers				
40 Fire suppression system	SF	5,000	14.06	70,316
Sprinklers			\$14.06/SF	\$70,316
D5030 Communications & Security				
41 Structure cabling system - special systems / tel/data including backbone / rough-in / conduit / backboxes & jacks	SF	5,000	5.86	29,298
42 Head end equipment (allowance provided as part of FF&E in the Margins & Adjustments, assumed Owner Furnished Owner Installed)	Item			Incl.
Communications & Security			\$5.86/SF	\$29,298
D5090 Other Electrical Systems				
37 Electrical system - distribution / lighting / outlets / controls	SF	5,000	93.76	468,776
39 Fire alarm system	SF	5,000	7.03	35,159
Other Electrical Systems			\$100.79/SF	\$503,935
E1010 Commercial Equipment				
31 Projection equipment / specialty lighting / audio equipment	Item			585,962
32 Vending equipment / beverage lines / point of sale equipment	Item			292,983
Commercial Equipment			\$175.79/SF	\$878,945
E2010 Fixed Furnishings				
34 Theater seating (allowance)	EA	150	644.57	96,685
Fixed Furnishings			\$19.34/SF	\$96,685
E2020 Movable Furnishings				
35 Stage curtain	Item			17,580
36 Storage (racking / costume / equipment / etc.)	Item			8,205
Movable Furnishings			\$5.16/SF	\$25,785
F2020 Hazardous Components Abatement				
12 Hazardous material abatement - Bird remains / excrement	Item			35,159
Hazardous Components Abatement			\$7.03/SF	\$35,159
G2040 Site Development				
47 Miscellaneous site improvements (pedestrian paving / sidewalk repairs / seating nodes / etc.)	SF	5,400	58.60	316,416
Site Development			\$63.28/SF	\$316,416
G2050 Landscaping				
48 Landscaping at corner of Picacho Hwy. & Main St. - small plantings / irrigation / tree protection / tree replacement	SF	5,400	16.41	88,600
Landscaping			\$17.72/SF	\$88,600
G3090 Other Site Mechanical Utilities				
63 Miscellaneous site utility adjustments / repairs	Item			82,037
Other Site Mechanical Utilities			\$16.41/SF	\$82,037

Estimate of Probable Project Cost

O1 OPTION 1 - RESTORATION - THEATER (continued)

GFA: 5,000 SF Cost/SF: \$1,040.00

Description		Unit	Qty	Rate	Total USD
GR	General Requirements				
11	Structural survey (X-ray / materials testing / etc.)	Item			117,192
46	Temporary fencing	Item			8,205
68	Final clean	SF	5,000	3.52	17,580
General Requirements				\$28.60/SF	\$142,977
OPTION 1 - RESTORATION - THEATER				\$1,040.00/SF	\$5,200,000

OPTION 2 - RESTORATION / COMMERCIAL SHELL SPACE

Restore & repair existing structure. Existing space would be converted a core & shell that would enable the city to procure a vendor / operator of the existing space.

City of Eloy, Arizona Dust Bowl Theater Development Options

Option 2 - Restoration - Commercial Shell Space - Summary - Gross

GFA: Gross Floor Area

		GFA SF	Cost/SF	Total Cost USD
O2	OPTION 2 - RESTORATION - COMMERCIAL SHELL SPACE	5,000	500.00	2,500,000
	ESTIMATED TOTAL COST	5,000	\$500.00	\$2,500,000

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 2 - Restoration - Commercial Shell Space

O2 OPTION 2 - RESTORATION - COMMERCIAL SHELL SPACE

GFA: 5,000 SF Cost/SF: \$500.00

Description	Unit	Qty	Rate	Total USD
A1010 Standard Foundations				
1 Foundation modifications to support existing structure	SF	5,000	15.59	77,969
Standard Foundations			\$15.59/SF	\$77,969
A1030 Slab on Grade				
2 Slab infill	SF	5,000	22.28	111,382
3 Slab repairs	SF	5,000	11.14	55,693
Slab on Grade			\$33.42/SF	\$167,075
B1010 Floor Construction				
8 Mezzanine framing (assumed all new framing)	SF	1,000	111.38	111,382
Floor Construction			\$22.28/SF	\$111,382
B1020 Roof Construction				
6 Roof framing w/ sheathing (assumed replace roof structure w/ timber framing)	SF	5,000	55.69	278,455
Roof Construction			\$55.69/SF	\$278,455
B2010 Exterior Walls				
10 Structural reinforcing of existing concrete panels (assumed possible mix of structural steel / grouting / panel replacement / etc.)	SF	7,400	55.69	412,109
22 Exterior skin rehabilitation / restoration	SF	7,400	33.41	247,267
Exterior Walls			\$131.88/SF	\$659,376
B2020 Exterior Windows				
53 Exterior windows (Excluded)	Item			Excl.
Exterior Windows				Excl.
B2030 Exterior Doors				
51 Storefront doors at main entrance	EA	2	16,708.00	33,416
52 Back of house doors - assumed hollow metal doors w/ steel frames	EA	3	7,797.00	23,391
Exterior Doors			\$11.36/SF	\$56,807
B3010 Roof Coverings				
7 Membrane roofing	SF	5,000	28.96	144,800
Roof Coverings			\$28.96/SF	\$144,800
C1010 Partitions				
71 Interior partitions (Excluded)	SF	5,000		
Partitions				
C1020 Interior Doors				
72 Interior doors	SF	5,000	2.78	13,924
Interior Doors			\$2.78/SF	\$13,924
C1030 Fittings				
25 Toilet partitions	EA	15	2,450.47	36,757

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 2 - Restoration - Commercial Shell Space

O2 OPTION 2 - RESTORATION - COMMERCIAL SHELL SPACE (continued)

GFA: 5,000 SF Cost/SF: \$500.00

Description	Unit	Qty	Rate	Total USD
26 Restroom fittings & accesories (paper dispensing / waste receptacles / soap dispensers / changing stations / mirrors / grab bars)	Item			22,279
27 Miscellaneous rough carpentry	SF	5,000	1.11	5,570
28 Caulking & sealants	SF	5,000	1.67	8,356
29 Miscellaneous metals	SF	5,000	1.11	5,570
30 Room ID / code signage	SF	5,000	0.33	1,673
Fittings			\$16.04/SF	\$80,205
C2010 Stair Construction				
9 Stair construction	FT/R	12	3,341.50	40,098
Stair Construction			\$8.02/SF	\$40,098
C3010 Wall Finishes				
55 Wall finishes - gypsum boar furring / acoustical wall panels / tile / etc. (Excluded)	SF	5,000		Excl.
Wall Finishes				Excl.
C3020 Floor Finishes				
57 Floor finishes - carpet / tile / walll base / etc.	SF	5,000		Excl.
Floor Finishes				Excl.
C3030 Ceiling Finishes				
50 Ceiling finishes (Excluded)	SF	5,000		Excl.
Ceiling Finishes				Excl.
D2010 Plumbing Fixtures				
14 Water closet	EA	10	14,479.90	144,799
15 Urinal	EA	2	14,480.50	28,961
16 Lavatory	EA	3	14,480.00	43,440
17 Mop sink	EA	1	14,479.00	14,479
Plumbing Fixtures			\$46.34/SF	\$231,679
D2020 Domestic Water Distribution				
18 Domestic water distribution	Item			Incl.
19 Sanitary waste & vent piping including above & below grade piping	Item			Incl.
20 Water heater	EA	1	17,820.00	17,820
Domestic Water Distribution			\$3.56/SF	\$17,820
D2040 Rain Water Drainage				
21 Rainwater drainage	Item			22,279
Rain Water Drainage			\$4.46/SF	\$22,279
D2090 Other Plumbing Systems				
67 Natural gas piping	Item			11,137
Other Plumbing Systems			\$2.23/SF	\$11,137

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 2 - Restoration - Commercial Shell Space

O2 OPTION 2 - RESTORATION - COMMERCIAL SHELL SPACE (continued)

GFA: 5,000 SF Cost/SF: \$500.00

Description	Unit	Qty	Rate	Total USD
D3090 Other HVAC Systems & Equipment				
5 HVAC system - core & shell - RTU's w/ drops only to condition shell	T	25.00	3,341.52	83,538
Other HVAC Systems & Equipment			\$16.71/SF	\$83,538
D4010 Sprinklers				
40 Fire suppression system	SF	5,000	13.37	66,830
Sprinklers			\$13.37/SF	\$66,830
D5090 Other Electrical Systems				
38 Electrical system - distribution / code requirements	SF	5,000	26.73	133,660
39 Fire alarm system	SF	5,000	6.68	33,416
Other Electrical Systems			\$33.42/SF	\$167,076
F2020 Hazardous Components Abatement				
12 Hazardous material abatement - Bird remains / excrement	Item			33,416
Hazardous Components Abatement			\$6.68/SF	\$33,416
G2040 Site Development				
65 Miscellaneous site improvements (pedestrian paving / sidewalk repairs / seating nodes / etc.)	SF	5,400		Excl.
Site Development				Excl.
G2050 Landscaping				
66 Landscaping at corner of Picacho Hwy. & Main St. - small plantings / irrigation / tree protection / tree replacement	SF	5,400		Excl.
Landscaping				Excl.
G3020 Sanitary Water				
64 Grease waste interceptor	Item			22,279
Sanitary Water			\$4.46/SF	\$22,279
G3090 Other Site Mechanical Utilities				
63 Miscellaneous site utility adjustments / repairs	Item			77,969
Other Site Mechanical Utilities			\$15.59/SF	\$77,969
GR General Requirements				
11 Structural survey (X-ray / materials testing / etc.)	Item			111,382
46 Temporary fencing	Item			7,797
68 Final clean	SF	5,000	3.34	16,707
General Requirements			\$27.18/SF	\$135,886
OPTION 2 - RESTORATION - COMMERCIAL SHELL SPACE			\$500.00/SF	\$2,500,000

OPTION 3 - STABILIZE FACILITY

Stabilize existing structure and provide new roofing framing & a roof membrane capable of keeping the facility free of water and bird damage.

City of Eloy, Arizona Dust Bowl Theater Development Options

Option 3 - Stabilize Facility - Summary - Gross

GFA: Gross Floor Area

		GFA SF	Cost/SF	Total Cost USD
O3	OPTION 3 - STABILIZE FACILITY	5,000	220.00	1,100,000
ESTIMATED TOTAL COST		5,000	\$220.00	\$1,100,000

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 3 - Stabilize Facility

O3 OPTION 3 - STABILIZE FACILITY

GFA: 5,000 SF Cost/SF: \$220.00

Description	Unit	Qty	Rate	Total USD
A1010 Standard Foundations				
1 Foundation modifications to support existing structure	SF	5,000	15.07	75,345
Standard Foundations			\$15.07/SF	\$75,345
A1030 Slab on Grade				
3 Slab repairs	SF	5,000	10.76	53,816
Slab on Grade			\$10.76/SF	\$53,816
B1020 Roof Construction				
6 Roof framing w/ sheathing (assumed replace roof structure w/ timber framing)	SF	5,000	53.82	269,079
Roof Construction			\$53.82/SF	\$269,079
B2010 Exterior Walls				
10 Structural reinforcing of existing concrete panels (assumed possible mix of structural steel / grouting / panel replacement / etc.)	SF	7,400	53.82	398,236
Exterior Walls			\$79.65/SF	\$398,236
B3010 Roof Coverings				
7 Membrane roofing	SF	5,000	27.98	139,920
Roof Coverings			\$27.98/SF	\$139,920
F1020 Integrated Construction				
58 Structural wall modifications to shared wall at Veteran's Center	Item			21,528
61 Renovation to existing Veteran's Center	Item			Excl.
Integrated Construction			\$4.31/SF	\$21,528
F2010 Building Elements Demolition				
70 Demolition of existing roof structure	Item			53,816
Building Elements Demolition			\$10.76/SF	\$53,816
F2020 Hazardous Components Abatement				
13 Hazardous material clean-up / make safe for demolition - Bird remains / excrement	Item			10,763
Hazardous Components Abatement			\$2.15/SF	\$10,763
G1030 Site Earthwork				
45 Rough grading w/ ground cover to provide a clean site	Item			16,143
Site Earthwork			\$3.23/SF	\$16,143
GR General Requirements				
11 Structural survey (X-ray / materials testing / etc.)	Item			21,528
46 Temporary fencing	Item			7,535
60 Move management / temporary facility for Veteran's Center	Mth	3	10,763.67	32,291
General Requirements			\$12.27/SF	\$61,354
OPTION 3 - STABILIZE FACILITY			\$220.00/SF	\$1,100,000

OPTION 4A - DEMOLITION OF EXISTING THEATER WITH VETERANS CENTER TO REMAIN

Remove existing theater while preserving the existing veterans center. Theater footprint and adjacent landscaping would be rough graded and prepared to receive a new building.

Estimate of Probable Project Cost

Option 4A - Demolition of Existing Theater (Veteran's Center to Remain) - Summary - Gross

GFA: Gross Floor Area

Location		GFA SF	Cost/SF	Total Cost USD
O4A	OPTION 4A - DEMOLITION OF EXISTING THEATER (VETERAN'S CENTER TO REMAIN)	5,000	40.00	200,000
	ESTIMATED NET COST	5,000	\$40.00	\$200,000

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 4A - Demolition of Existing Theater (Veteran's Center to Remain) -
Estimate Detail

04A OPTION 4A - DEMOLITION OF EXISTING THEATER (VETERAN'S CENTER TO REMAIN)

GFA: 5,000 SF Cost/SF: \$40.00

Description	Unit	Qty	Rate	Total USD
E1010 Commercial Equipment				
62 Equipment associated with potential commercial uses	Item			Excl.
Commercial Equipment				Excl.
F1020 Integrated Construction				
58 Structural wall modifications to shared wall at Veteran's Center	Item			23,392
61 Renovation to existing Veteran's Center	Item			Excl.
Integrated Construction			\$4.68/SF	\$23,392
F2010 Building Elements Demolition				
59 Demolition of Theater only (Veteran's Center to remain)	Item			115,787
Building Elements Demolition			\$23.16/SF	\$115,787
G1030 Site Earthwork				
45 Rough grading w/ ground cover to provide a clean site	Item			17,543
Site Earthwork			\$3.51/SF	\$17,543
GR General Requirements				
46 Temporary fencing	Item			8,189
60 Move management / temporary facility for Veteran's Center	Mth	3	11,696.33	35,089
General Requirements			\$8.66/SF	\$43,278
OPTION 4A - DEMOLITION OF EXISTING THEATER (VETERAN'S CENTER TO REMAIN)			\$40.00/SF	\$200,000

OPTION 4B - DEMOLITION OF EXISTING THEATER & ADJACENT VETERANS CENTER

Demolish both existing structures. Provide a rough graded site to receive a new building.

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 4B - Demolition of Existing Theater & Adjacent Veteran's Center
Structure - Summary - Gross

GFA: Gross Floor Area

Location		GFA SF	Cost/SF	Total Cost USD
O4B	OPTION 4B - DEMOLITION OF EXISTING THEATER & ADJACENT VETERANS CENTER STRUCTURE	6,875	29.09	200,000
ESTIMATED TOTAL COST		6,875	\$29.09	\$200,000

City of Eloy, Arizona Dust Bowl Theater Development Options

Estimate of Probable Project Cost

Option 4B - Demolition of Existing Theater & Adjacent Veterans Center Structure
- Estimate Detail

O4B OPTION 4B - DEMOLITION OF EXISTING THEATER & ADJACENT VETERANS CENTER STRUCTURE

GFA: 6,875 SF Cost/SF: \$29.09

Description	Unit	Qty	Rate	Total USD
F2010 Building Elements Demolition				
43 Demolition of Theater and Veterans Center - structure / foundations	Item			125,777
Building Elements Demolition			\$18.29/SF	\$125,777
F2020 Hazardous Components Abatement				
13 Hazardous material clean-up / make safe for demolition - Bird remains / excrement	Item			10,309
Hazardous Components Abatement			\$1.50/SF	\$10,309
G1020 Site Demolition and Relocations				
44 Utility removal w/ cap at property line	Item			41,236
Site Demolition and Relocations			\$6.00/SF	\$41,236
G1030 Site Earthwork				
45 Rough grading w/ ground cover to provide a clean site	Item			15,462
Site Earthwork			\$2.25/SF	\$15,462
GR General Requirements				
46 Temporary fencing	Item			7,216
General Requirements			\$1.05/SF	\$7,216
OPTION 4B - DEMOLITION OF EXISTING THEATER & ADJACENT VETERANS CENTER STRUCTURE			\$29.09/SF	\$200,000

CITY OF ELOY

REQUEST FOR COMMISSION ACTION

Agenda Item: VI.A.

Date: 10/12/2022

Date submitted:
09/23/2022

Action: Other

Subject: Staff to provide a framework approach to standing up a volunteer committee of the Revitalization Commission.

Date requested:
10/12/2022

TO: Downtown Advisory Commission

FROM: Jon Vlaming

RECOMMENDATION:

There is not a recommendation at this time.

DISCUSSION:

There appears to be a strong desire for citizens to assist in advancing several of the objectives of the Revitalization Commission. The Commission should have a documented structure to accommodate this capacity in a positive manner that benefits the City. Staff will provide an outline of an approach for such volunteer efforts for review, discussion and possible action.

FISCAL IMPACT:

There is not a fiscal impact to the City related to this action.

CITY OF ELOY

REQUEST FOR COUNCIL ACTION

Agenda Item: **VI.B.**

Date: **10/12/2022**

Date submitted:
09/23/2022

Action: Other

Subject: Staff to update the Commission on the Council approved Ex-Officio position, to serve as a representative of the Eloy Chamber of Commerce, acting in the capacity of a non-voting member, on the Revitalization Commission.

Date requested:
10/12/2022

TO: Mayor and City Council

FROM: Jon Vlaming, Community Development Director

RECOMMENDATION:

In August, the Eloy City Council approved the creation of a non-voting Ex-Officio position to serve on the Eloy Revitalization Commission. The Revitalization Commission has formally recommended that this Ex-Officio position be filled by the presiding President of the Chamber of Commerce Board of Directors or his/her designee. Due to the fact that many of the topics, issues and projects considered by the Commission have a direct or indirect impact on the City's small businesses as well as those areas of the community that are, or will be, populated by small businesses, the Commission and Staff believe that this appointment will allow for enhanced coordination between these two important bodies in the City. Key areas where this coordination is critical include the Downtown area, Frontier Street and several other emerging areas of the City. Adding a seat on the Commission to represent the Chamber of Commerce (as a non-voting member) will enhance the Commission's success by actively including the timely input of the Chamber in the deliberation of direction and proposed new development, redevelopment, or revitalization projects.

DISCUSSION:

Over the initial eight months of recently updated and revised Revitalization Commission meetings, it has become very apparent that, through the many topics discussed and projects undertaken by the Commission, they would benefit from the input and participation by the Eloy Chamber of Commerce. An Ex Officio member, selected from the Chamber will allow for enhanced communication and coordination between the City and the Chamber, resulting in an expanded level of opportunity for mutual success in the City's revitalization and redevelopment efforts. Providing a seat at the Commission's table for the Chamber will create a stronger partnership between the public and private sectors of our community.

FISCAL IMPACT:

Approval of this request will not result in a cost or financial burden to the City of Eloy.

Approved as to Form:

A handwritten signature in blue ink, appearing to read "Stephen R. Cooper", is written over a solid black horizontal line.

Stephen R. Cooper, City Attorney

CITY OF ELOY

REQUEST FOR COMMISSION ACTION

Agenda Item: VI.C.

Date: 10/12/2022

Date submitted:
09/23/2022

Action: Other

Subject: Staff to Brief Commission on the Conduct of a Future Technical Assistance Panel by the Arizona Chapter of the Urban Land Institute.

Date requested:
10/12/2022

TO: Downtown Advisory Commission

FROM: Jon Vlaming

RECOMMENDATION:

None at this time.

DISCUSSION:

In 2015 the Urban Land Institute conducted a technical assistance panel (TAP) focused on Downtown Eloy. This panel was memorialized in a report prepared at that time (which is attached). Staff has been in contact with the ULI Staff to organize an updated panel to reevaluate the Downtown Area in the near future.

FISCAL IMPACT:



Urban Land Institute

Arizona



CITY OF ELOY



ULI Arizona Technical Assistance Panel
April 30th, 2015

Funding for the ULI Arizona and City of Eloy Arizona Technical Assistance Panel was
generously provided by the Union Pacific Building America Foundation



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Acknowledgements

City of Eloy Mayor and City Council

The Honorable Joel G. Belloc, Mayor

Micah Powell, Vice Mayor

J.W. Tidwell, Councilmember

Augustine Saucedo, Councilmember

Joseph R. Nagy, Councilmember

Andrew Rodriguez, Councilmember

JoAnne Galindo, Councilmember



City of Eloy Staff

Harvey Krauss, AICP, City Manager

Jon Vlaming, Community Development Director

Belinda Cruz, Planner

Jill Sherwood, GIS Analyst

ULI Arizona Technical Assistance Panel Committee Leadership

Lance C. Ross, SIOR, ULI AzTAP Chair
President, Ross Property Advisors

Amy Malloy, ULI AzTAP Vice-Chair
Assistant Vice President, Development, Macerich

AzTAP Committee

Dan Alpers, Analyst
VIZZDA

K.C. Brandon, President
Oridian Construction Services

Cameron Carter, Partner
Rose Law Group pc

George T. Cole, Director
Fennemore Craig, P.C.

Mark Davis, Partner
Davis Enterprises

Susan Demmitt, Member
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Leslie Dornfeld, FAICP, Principal
Plan-et

Daniel "Buzz" Gosnell, President
DWG Phoenix, LLC

Tom Hester, Urban Design Practice Leader
Parsons Brinckerhoff

Don Keuth, President
Phoenix Community Alliance

Kyle Mieras, AICP, Development Services
Director
Town of Gilbert

Todd Severson, Development Manager
Walton International Group

Mitchell Rosen, Development Manager
Papago Park Center, Salt River Project

Jon Vlaming, Community Development Director
City of Eloy

Judie Scalise, Principal
ESI Corporation

Jacob E. Zonn, Senior Planner
Tiffany & Bosco

AzTAP Panelists

Mark Stapp, AzTAP Moderator,
Executive Director, Master of Real Estate
Development Program, the Fred E. Taylor
Professor of Real Estate, W.P. Carey School of
Business, Arizona State University

Lani Lott, President
L.L Consulting

Joe McClure, Principal
McClure Consulting

Trevor Barger, President
Espiritu Loci

Silvia Urrutia, Director of Housing & Healthcare
Raza Development Fund

Dana Belknap, Shareholder
Gallagher & Kennedy

Keith Watkins, Senior Vice President
Arizona Commerce Authority

Susan Demmitt, Member
Gammage & Burnham

Special Acknowledgement



The Urban Land Institute Arizona District Council (ULI Arizona) would like to thank the **Union Pacific Building America Foundation** for underwriting costs of the ULI Arizona / City of Eloy AzTAP. This funding enables smaller Arizona communities and nonprofits to benefit from this unique resource.

ULI Arizona Staff

Debra Z. Sydenham, FAICP
Executive Director

Carrie Martin
Manager

Kristen Busby, AICP
Director

Stacey Haggerson
Associate



Introduction and Overview

About ULI

The Urban Land Institute is a 501(c) (3) nonprofit research and education organization supported by its members. Founded in 1936, the Institute has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The ULI Arizona District Council was formed in the early 1980s, as a direct response to the need for educational forums and events at a local level. ULI Arizona boasts over 1000 members, and has one of the highest member participation rates of any ULI District Council. Known as the industry gold standard, ULI Arizona is at the forefront of real estate trends in Arizona. ULI Arizona is a trusted neutral convener, educator, and advisor positioned for high impact. ULI Arizona brings public and private sector leaders together to share and exchange ideas, information, and experiences to shape the way communities grow. For additional information, please visit: www.arizona.uli.org.

About ULI Arizona TAPs

The ULI Arizona Technical Assistance Panel (AzTAP) Program is a service offered by ULI Arizona to assist Arizona municipalities, counties, regions, and nonprofits in the preliminary study of complex land use planning, development, and redevelopment issues. Drawing from a seasoned professional membership base, TAPs provide objective and responsible guidance on a variety of land use and real estate issues ranging from site-specific projects to public policy questions.

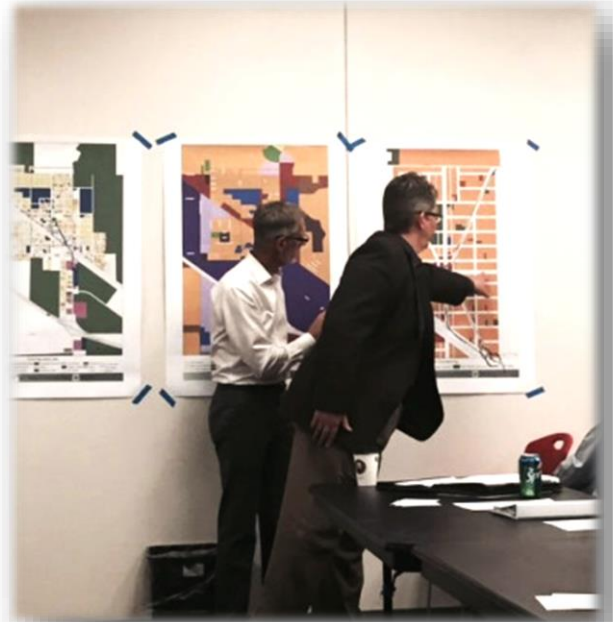
AzTAP was initiated by the ULI Arizona District Council in 2003 as an extension of the time-tested national ULI Advisory Services Program that was established in 1947 with proven success for its comprehensive, pragmatic approach to solving land use challenges. TAP interdisciplinary panel teams are carefully chosen for their specific knowledge and the holistic examination that they provide to help resolve local issues.

Communities gain valuable insight and ideas from highly qualified industry professionals who volunteer their time. Professionals who bring their expertise to bear also get a better understanding of the unique development challenges facing communities. The interaction between panel experts, local communities, and residents strengthens the community fabric and builds opportunities for strong public and private sector collaboration to promote thriving Arizona communities. The focus and scope of issues defined by the local sponsoring community make each TAP unique. Past ULI Arizona TAP reports are available to view and download at www.arizona.uli.org.

Eloy TAP Process

ULI Arizona and the City of Eloy undertook the AzTAP process to discuss the long-term future of the City's Downtown Area.

1. The City submitted an application in August 2014 to the ULI Arizona District Council requesting a Technical Assistance Panel be conducted, focusing on revitalizing the City's Downtown core.
2. The ULI AzTAP Committee evaluated the City's goals for the TAP and gathered additional insight from the City regarding the scope of development issues to be addressed.
3. Members of the ULI AzTAP Committee and ULI Arizona staff met with City Officials in Eloy to review the TAP process and refine questions pertaining to revitalizing the City's Main Street and Downtown Area.
4. The ULI AzTAP Committee selected Panel members with expertise specific to the City's key questions. The City prepared and delivered Briefing Book materials summarizing the City's history, demographics, economics, and other pertinent community data to the Panel members. An additional in-person meeting was held with the Panel one week prior to the TAP to thoroughly review background information.
5. The Eloy AzTAP took place on April 30, 2015 at the Eloy Santa Cruz Library. This day-long event began with a study area tour narrated by the Eloy City Manager and Community Development Director. The TAP meeting was attended by City Council Members, City staff, and interested stakeholders. For specific details refer to the AzTAP Agenda in the Appendix.
6. A draft report was prepared, capturing the Panel's recommendations and conclusions and transmitted to the Panel and the City for review. The final report was presented to the City Council (with members of the City's Planning and Zoning Commission invited) for consideration and potential implementation.



Executive Summary

Overview

The City of Eloy is one of six incorporated cities (i.e. Eloy, Maricopa, Coolidge, Casa Grande, Florence, Apache Junction) located in Pinal County. The TAP study area encompasses the historic Downtown, bounded by Battaglia Drive on the north, Alsdorf Road on the south, ½ mile to the east of Sunshine Boulevard on the east and Eleven Mile Corner Road on the west. The Downtown Area is approximately 320 acres or one-half of a square mile (see Figure 1 Eloy AzTAP Study Area, pg. 12).

The City's Downtown was once a vibrant area within the community. Fifty years ago, the community had a population of nearly 5,000 and Main Street and the Downtown Area were lively zones of activity and commerce for the City and region. Since that time, Eloy has experienced years of marginal population increases resulting in the erosion of retail and businesses along Main Street. The City is working hard to restore, improve and enhance the area, demolish dilapidated structures, clean up private properties, and repave and resurface many Downtown streets. Major assets that encompass the area include the Union-Pacific Railroad, Eloy Municipal Airport, Central (Main Street) Park, Interstate I-10 and I-8, and a substantial stock of historic buildings and residential housing.

The ULI Arizona Eloy Technical Assistance Panel (Eloy AzTAP) was convened to examine the opportunities and challenges associated with Eloy's Downtown Area with regard to market potential, branding, design, infrastructure, and finance. The goal was to position the City to develop a Downtown Area strategic plan which documents the best use of the land uses the near and mid-term market will support, and provides recommendations for implementation.



Process

In Fall of 2014, ULI Arizona and City Officials met to discuss the AzTAP process and desired goals. Dialogue continued in the Spring of 2015 and culminated with the AzTAP that took place on April 30, 2015 focusing on five key questions. The Panel discussion set forth a series of strategies for the City to consider, including the top five to move the City's Downtown Area revitalization efforts forward.

AzTAP Panel Questions



Market Potential: What is the market potential for Downtown – viable uses, location, etc.? What steps should the City take to increase the market for retail, office and other compatible uses on Main Street?



Planning and Design: What character improvements need to occur to attract or influence the market potential?



Investment Strategies: Is the City appropriately investing in its infrastructure to create a vibrant Main Street? Should the City acquire land along and proximate to Main Street? What other investment strategies should be considered?



Finance Strategies: How do we finance – public private partnerships and other sources? What entities could or should assist?



Incentive Strategies: How do we use community resources effectively to help create desired outcomes?

Strategies for Consideration

Question 1. Market Potential:

- ✓ **Develop an anchor** that will be a central activity center to lure people Downtown, become a source of resident pride, create demand and spur additional commercial activity.
- ✓ **Map and connect existing community assets** to create a network of regional and local businesses, schools, and service institutions that can assist with economic and community development efforts.
- ✓ **Survey area employers** to gather information regarding: 1) how to bring more people and businesses into the Downtown Area; 2) the amenities desired by employees; 3) the specific employer workforce training needs; and 4) possible business expansion or Downtown location opportunities.
- ✓ **Convert vacant space to incubator workspaces** and create opportunities for start-up and small businesses. Offering incubator, accelerator and co-working spaces to small businesses in Eloy's Downtown Area will transform the underutilized and vacant commercial spaces and build capacity for businesses to grow and expand.

Question 2. Planning and Design:

- ✓ **Cultivate a brand** that tells the unique story of Eloy's deep family roots, diversity, cultural pride, agricultural history, and skydiving appeal. Own the community's important historical elements and curate an experience through physical design elements and infrastructure, and social and educational programming.
- ✓ **Activate Main Street and its connections** to foster revitalization and to move people to the Downtown expeditiously from Interstate 10.
- ✓ **Develop design guidelines** to build Eloy's distinct character and brand. Incorporate consistent characteristics and attributes in guidelines that will foster cohesion and will provoke discovery experiences from residents and visitors (i.e. "the ability to go from little shop to little shop").

Question 3. Investment Strategies:

- ✓ **Critically evaluate alternative "Main Streets"** under consideration in the Downtown Area and identify where key design elements and development concentrations are strategically located. Focus public and private energy and investments on the preferred corridor.

- ✓ **Acquire and assemble land** in the Downtown Area. It is prudent for the City to control as much property as possible both north and south of Frontier Street for strategic opportunities.
- ✓ **Devote public and private monies and other resources judiciously** since they are limited. Be careful not to create competition between the Downtown Area and other activity centers.
- ✓ **Build financial partnerships**, such as, but not limited to, Great Western Bank and Pinal County Federal Credit Union. Look for opportunities where mutual objectives can be realized through their financial participation in implementation efforts. .

Question 4. Finance Strategies:

- ✓ **Enhance grant writing capacity** to know which agencies and organizations have money, the timing of submission/grant awards, and how to submit (and resubmit) compelling grant applications for Downtown Area development.
- ✓ **Develop a capital inventory of available financial resources**, including debt and equity resources to support community development and related infrastructure activities.
- ✓ **Create a Downtown Advisory Committee** to review specific recommendations and actions to improve the Downtown Area, monitor grant efforts, and navigate the many issues which need to be addressed by the public, private, and nonprofit sectors.

Question 5. Incentive Strategies:

- ✓ **Consider forming a Special District** to assist Downtown Area redevelopment and public infrastructure improvements through statutorily authorized finance mechanisms (e.g. Improvement, Revitalization, Community Facilities, etc.) that are intended to enhance public services and neighborhood amenities in designated areas.
- ✓ **Explore Public-Private-Partnership (P3) opportunities** to help the City advance Downtown Area priorities through private projects that leverage public investment dollars.

Going Forward: Top 5 Priorities

Create A Downtown Advisory Committee comprised of major public, private, nonprofit stakeholders whose mission is to drive actions and Downtown planning efforts.

Survey Local Businesses and Employers to find out what services they are lacking or would like to have so that they remain and expand their companies in the City, especially in the Downtown Area.

Establish a Recognizable Identity, Community Brand, and Market to bring people to live, work, and play in Eloy. Make sure infrastructure design concepts and projects support the image.

Prioritize the Alternative "Main Streets", pick one, and invest in pursuits that bring people to Main Street. Use the Main Street Area as a stage for every major activity and celebration that takes place in Eloy.

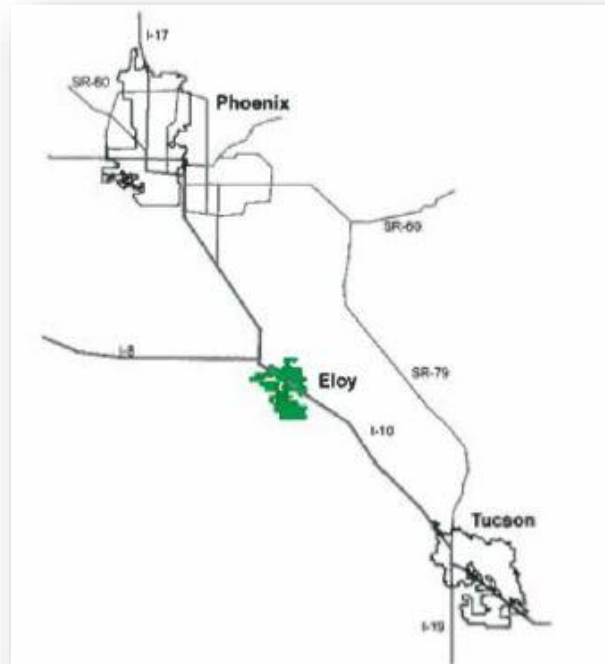
Develop the Overall Plan that promotes Eloy's brand/identity, has specific goals, and coalesces stakeholders. Strike while the iron is hot and find the smallest tangible successful outcome(s) to stimulate momentum. Celebrate each successful outcome and market it through various mediums.

Overview of Eloy

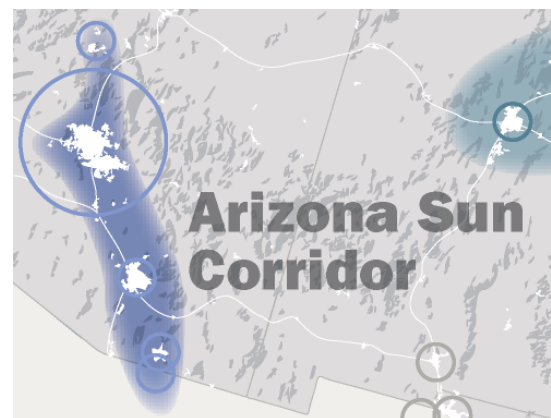
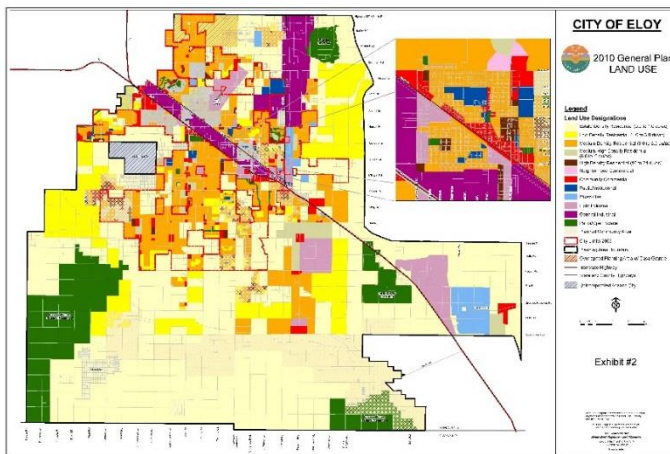
The following is a synopsis of the City's demographic, economic, infrastructure, and development conditions.

Context

Location The City of Eloy is located in the emerging Arizona Sun Corridor, nearly equidistant from Phoenix (56 miles south) and Tucson (54 miles north), in west central Pinal County. The City is a transportation hub strategically located at the crossroads of Interstates 8 and 10. The Sun Corridor is the vortex for manufacturing and major distribution firms. Another key transportation corridor is the Union Pacific Sunset Line (Long Beach to El Paso). Located approximately 40 miles to the north of Eloy, Phoenix Gateway International Airport (in Mesa) provides commercial aviation services to the East Valley and Central Pinal County.



The City's planning area consists of an irregularly shaped polygon bounded by SR 287 on the north, Pinal/Pima County boundary on the south, Marylynne Lane on the east and Burris Road on the west. The total planning area is approximately 500 square miles. The planning area contains both incorporated and unincorporated areas. The unincorporated area includes approximately 113 square miles.



Downtown Area The Study Area encompasses the historic Downtown Area of Eloy, bounded by Battaglia Drive on the north, Alsdorf Road on the south, Sunshine Boulevard on the east and Curiel Street on the west. The Downtown Study Area is approximately 320 acres or one-half of a square mile. The existing land uses consist of a mix of low density and medium density residential, specialty commercial, office, public/semi-public and open spaces. The majority of the land is owned by private interests. However, semi-public ownership consists of schools, churches and nonprofit agencies; city and county owned parcels.

Figure 1, Eloy AzTAP Study Area Map



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, several developers laid out the foundations for a community they called Cotton City, and for agricultural tracts to raise cotton. The City of Eloy, incorporated in 1949, historically is an agricultural community and is part of the Santa Cruz River Basin, which is one of Arizona's most fertile soil and agricultural areas with more than 100,000 irrigable acres.



There are three developed areas which make up the current City of Eloy. The first is the original town site, which has functioned historically as the Downtown Area. The second area is Toltec, which was annexed in 1965 and increased the City's incorporated area to 11 square miles. The third is Robson Ranch, an age restricted community which was annexed in 2006. As agriculture began to contract and neighboring towns expanded and diversified their economies, Eloy's downtown area began to decline. Today, few businesses on Main Street remain and many of the storefronts are vacant or filled with service uses and County or City governmental agencies.



Development Conditions

Existing Study Area Land Use The existing land uses consist of a mix of low density and medium density residential, specialty commercial, office, public/semi-public and open space. The majority of the area is developed, but pockets of vacant and underutilized lands exist throughout the area. The Main Street frontage (south of 6th Street) is approximately 80 percent vacant (including both vacant lots and vacant buildings).

Study Area Land Ownership The existing pattern of land ownership includes private lands, which comprise the majority of the ownership; semi-public owners, consisting of schools, churches and nonprofit agencies; city owned parcels and public owned (Pinal County) parcels.

Commercial Development The only new retail or office construction that took place in 2014 was for a Family Dollar Store (located on Frontier Street, approximately four miles from the Downtown Study Area). The existing inventory of commercial uses is scattered throughout the corridor and there are many buildings available for retail and office use.

Historically, Main Street was a vibrant retail and services corridor for the City, in conjunction with Frontier Street. Now, the corridor is underutilized with many existing buildings currently vacant due to a lack of market strength. Many of the lots fronting on Main Street are also vacant. The following retail, office and other establishments are located on Main Street:

Retail

Nicos Mexican Restaurant
Fashion J
Circle K
Eloy Family Laundry
Isabel's Flowers and Gifts
Pablo's Main Cuts
Eloy Home and Auto
Watermill Express

Office

Paglia Law Firm
Pinal Hispanic Council
Century Link
Great Western Bank
Eloy Enterprise

Other

US Post Office
Masons Building
Chapel of Hope
Eloy Veterans Center
Eloy Church of Christ
Pinal County Justice Court
Santa Cruz High School
Eloy/Santa Cruz Library
Eloy City Hall
Main Street Park

Eloy General Plan Adopted in 2011, the general plan contains 11 elements: Land Use, Circulation, Growth, Parks, Open Space and Trails, Housing, Environmental Planning, Water Resources, Public Facilities, Downtown Development and Neighborhood Preservation, Economic Development, and Cost of Development. The vision of the general plan consists of the following:

By implementing the Eloy General Plan, the City hopes to create a forward thinking, culturally diverse, and sustainable community that creates and preserves parks, open space, trails and open vistas while providing a variety of employment opportunities, entertainment and recreational activities, shopping and other commercial or retail services and a variety of residential opportunities.

Demographics

Population The City of Eloy is estimated to contain nearly 16,600 residents. A portion of its population (approximately 7,000) is incarcerated within a complex administered by Corrections Corporation of America (CCA). Historically, the City's population has only grown half as much as Pinal County, but slightly more than the State. The effect of the Great Recession has slightly eroded the population from its 2010 level.

Population Growth, 1980-2014						
Jurisdiction	1980	1990	2000	2010	2014	Percent Change
Eloy	6,240	7,211	10,375	16,631	16,531	165%
Pinal County	90,918	116,379	179,727	375,770	396,237	335%
Arizona	2,716,546	3,665,228	5,130,632	6,392,017	6,731,4784	148%

Source: US Census, 1980, 1990, 2000, 2010; 2014; CAAG, 2014

Population Forecast-The forecast for future population may be somewhat aggressive for the City for the year 2020, but with the strengthening of the economy and location, land and water attributes, the City may catch up to its forecast by 2025 or 2030. The State Demographers' medium series forecast has the City growing twice as fast as Pinal County and four times as much as the State.

Population Projections, 2020-2030				
Jurisdiction	2020	2025	2030	Percent Change
Eloy	27,798	37,472	48,742	75%
Pinal County	493,200	580,200	681,600	38%
Arizona	7,485,000	8,168,200	8,852,800	18%

Sources: Central Arizona Association of Governments and Arizona State Demographer (Medium Series), 2015

Age In terms of age, the City's juvenile residents are older than the County and State, exhibit a higher number of residents that could participate in the labor force, and contain a lower segment of those residents potentially retired.

Age, 2009-2013			
Age Range	Eloy	Pinal County	Arizona
Persons under 5 years	5.4%	6.4%	7.1%
Persons under 18 years	17.9%	25.0%	25.5%
Persons between 18-65 years	70.2%	51.6%	53.6%
Persons over 65 years	6.5%	17.0%	13.8%

Source: US Census/Quickfacts, 2015

Ethnicity The City is culturally diverse, with higher proportions of Asian, Black, Hispanic and Pacific Islander than either the County or the State.

Household Size The City exhibits the highest level of persons per household in the region, as well as the County and State. This may be attributed to larger families as well as multi-generational relatives living together. This condition may indicate the existing demand for more multi-bedroom units for both rental and owner occupied housing.

Income Eloy exhibits lower median household and per capita incomes than both Pinal County and the State of Arizona. On average, Eloy residents receive lower wages and their incomes along with the City's economy rely on agricultural and other "blue-collar" employment. Few new units have been added over the last few years to the housing supply to meet the needs of the City's low/moderate-income households. Approximately 38 percent of the City's residents (6,200) were identified as below the poverty level by the 2010 US Census.

Educational Attainment The City's residents significantly lag the educational attainment of both the State and the County. This condition may provide the basis to continue efforts to enhance associate's degree attainment as well as technical and vocational training to respond to employment demands in these types of sectors. In addition, it may also provide the impetus to enhance the retention of students in high school and the foundations to continue their educational pursuits at four year institutions.

Housing The most recent housing construction in Eloy has focused on Robson Ranch; an age restricted community located approximately four miles northwest of the Downtown Study Area. In 2014, approximately 90 new home permits were approved for new housing construction in this age restricted community. Homes in this community range from \$250,000 to \$400,000-significantly higher than any other neighborhood in the City.

The Downtown Study Area consists of a full range of housing types and conditions. While some housing is well maintained, other properties require substantial rehabilitation or redevelopment. The City has demolished eight homes in the Downtown over the past two years. This decline is largely related to the lack of new housing, inadequate maintenance of existing housing, and the decrease in agricultural jobs and other resource industry jobs-the demand that fostered the construction of housing in this area in the 1940's and 1950's-which turned bust in the 1970's.

Economics

The majority of City revenue accrues from the truck stops (i.e. Love's, TA, Flying J, Pilot, Petrol, Circle K) along Interstate 10 and the privately operated prison -Corrections Corporation of America (CCA). There are several other revenue sources that augment local revenue sources such as state and federal transfers. In fiscal year 2014-2015, the City of Eloy's total budget was approximately \$78 million.

Major Employers The City contains the following major employers as shown below:

Large Eloy Employers	Employees
Corrections Corporation of America	1,600
Schuff Steel	150
City of Eloy	126
Education (Eloy Elementary School District#11 and Santa Cruz Valley Union High School District # 840)	75
Otto Environmental Systems, Inc.	70

Source: Access Arizona and City of Eloy, 2015

Strategies and Actions for Consideration

A series of five questions were posed to the ULI AzTAP Panel to facilitate structured dialogue and ideas to address development challenges in the City's Downtown. Through the discussion, the Panelists identified strategies for the City to consider in its efforts to revitalize the Downtown and return the Central Business District to the bustling activity center of prior years.



Question 1. Market Potential: What is the market potential for Downtown – viable uses, location, etc.? What steps should the City take to increase the market for retail, office and other compatible uses on Main Street?

Develop an anchor that will be a central activity center to lure people Downtown, become a source of resident pride, create demand and spur additional commercial activity.

Panel Discussion:

The Panel discussed how to create market potential and the necessary demand in the Downtown Area. Currently consumer demand in Eloy concentrates on nonprofit social support systems. However, the City would like to activate robust commercial market demand. To do this, it is necessary to focus on the creation of Downtown destinations. “For profit” is currently doing well along Interstate 10, but the Downtown Area lacks vibrancy because of significant stretches of vacant buildings and lots, and a weakening housing stock. Eloy has attractive land pricing, so this is a good opportunity since population growth is expected to dramatically increase in the Sun Corridor over the next 20 years. As the City considers ways to locate retail uses and repurpose housing in the Downtown Area, developing an anchor is a huge piece of the puzzle. A downtown anchor might include specialty restaurants, small shops, or entertainment. The right anchor will be the catalyst to induce additional activity and define the community brand. People crave liveliness in a downtown activity center with dining and housing options. Market trends have revealed that both younger and older demographic groups desire the quality of life and livability of smaller, walkable communities.

Strategies/Implementation Actions:

- Develop a “flagship” restaurant/retail center with the necessary dining options to demonstrate confidence in other business operations opening Downtown.

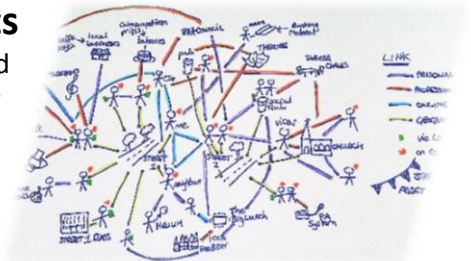
- Offer truckers healthier dining options through van shuttles between truck stops to Downtown. Initiatives are underway in the trucking industry to focus on healthier choices, such as creating systems for physical activity and having access to nutritious food along trips.
- Attract professionals who have community roots, especially Millennials, back as residents in essential service occupations, i.e. finance, insurance, real estate, tax, legal, etc.

Map and connect existing community assets

to create a network of regional and local businesses, schools, and service institutions that can assist with economic and community development efforts.

Panel Discussion:

The Panel discussed how the relationships among community assets lead to innovative ideas, resources, and build capacities for stronger economic health, workforce training, and education. Mapping what assets currently exist is a good first step towards organizing the people in the region to take active roles in building a more vibrant Eloy. When the region's existing support organizations are identified, they will reveal interconnections and lead to different opportunities to combine and leverage resources, spurring collective action to address important community development issues. A strong, active Eloy will be built on the foundation of assets already in place. Schools, hospitals, churches, libraries, social and service clubs, and health care centers are assets that improve Eloy's livability and quality of community life.



Strategies/Implementation Actions:

- Collaborate with Sun Life Health Center. They focus on community redevelopment and bring in grants and funding resources. They likely have a particular interest in Downtown revitalization due to their close proximity to the area.
- Develop a connection with the high school and local businesses that could lead to job training opportunities, entry positions, and nutrition services with local produce growers.
- Identify and connect the various regional institutions who can provide supportive services to grow the skilled workforce pool. There are a number of Vietnam Veterans living in Eloy. The Housing Authority is currently working with families, senior/disabled individuals, and Veterans. The City should collaborate with the Housing Authority on a Strategic Housing Reinvestment Plan to target limited resources and address opportunities for affordable workforce housing.
- Leverage the City's willing and active volunteers (e.g. Eloy Rotary Club and Robson Ranch) who focus on a soup kitchens, safety events, etc. Community-based neighborhood organizations are a ready source of active partners to address community issues.

Survey area employers to gather information regarding: 1) how to bring more people and businesses into the Downtown Area; 2) the amenities desired by employees; 3) the specific employer workforce training needs; and 4) possible business expansion or Downtown location opportunities.



Panel Discussion:

The Panel discussed Eloy's focus on economic development in the Downtown Area and how it is important to understand the support for existing businesses and local entrepreneurs. Businesses that are already located in the region are important assets and may expand and have a presence on Main Street someday. The goal is to listen to what is important to their business and employees, and to outline what investments are essential to them in the Downtown. This will also increase awareness on how to support their business retention and potential expansion needs.

Strategies/Implementation Actions:

- Meet with local businesses (e.g. Sun Life Health Center, Veteran's Center, Eloy Airport companies, Skydive Arizona, Lucky Nickel Farming) and discuss opportunities and potential partnerships. Work with Access Arizona on business survey efforts.
- Identify primary businesses who are attracting customers and visitors to Eloy and examine prospects of expanding outpost operations to locate in the Downtown (e.g. Skydive Arizona parachute display).
- Develop a strong connection with local businesses to share and foster ideas that can help them grow and build the labor force, e.g. training mechanics to service the local truck stops, local electricians, etc.

Convert vacant space to incubator workspaces and create opportunities for start-up and small businesses. Offering incubator, accelerator and co-working spaces to small businesses in Eloy's Downtown will transform the underutilized and vacant commercial spaces and build capacity for businesses to grow and expand.



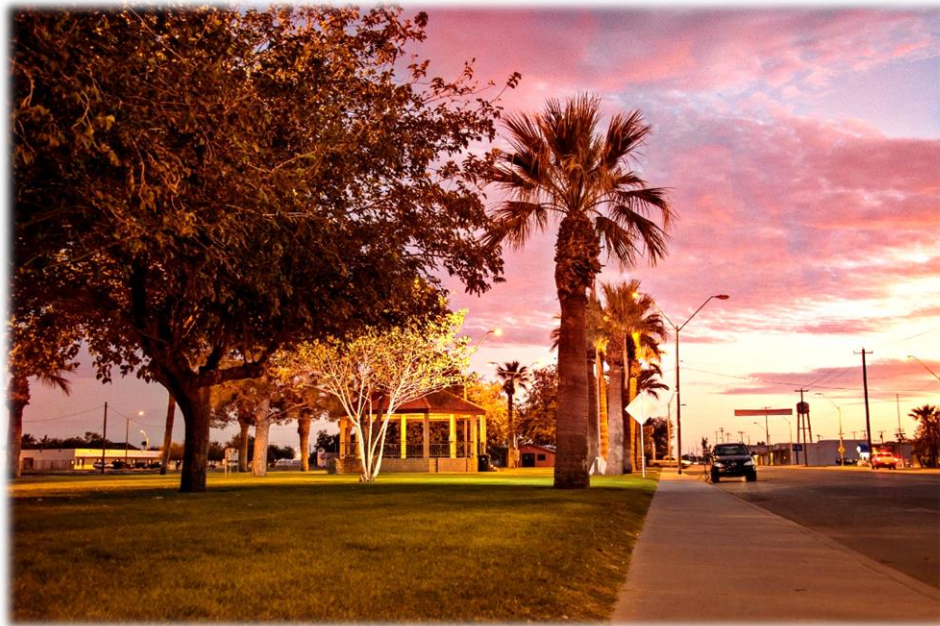
Panel Discussion:

The Panel discussed how the pockets of vacant buildings in the Downtown Area are currently a drag on development and people going downtown. Transforming the dead space will build confidence in Downtown Eloy and signal to the brokerage and development community that the City is truly "open for business" (e.g. DeSoto Market in Phoenix). The City owns several lots and buildings Downtown that could be immediate opportunities to convert blighted space into active commercial. Temporary uses generate activity and interest for sites that are not ripe for redevelopment and may provide short-term space for entrepreneurial start-up businesses. Nationwide, communities are increasingly preventing vacant lands

from lying fallow through temporary uses, such as community gardens and green spaces, event and festival sites, and food truck stations.

Strategies/Implementation Actions:

- Entice businesses Downtown through various incentives.
- Consider the vacant buildings as opportunities for businesses to get started or turn them into workforce training centers.
- Temporarily convert the vacant Downtown buildings into local agriculture outlets. The community garden in Eloy grows produce for the food bank but is not near Downtown, so this could be an opportunity to expand the garden's presence and operations.
- Create a Downtown Mercado that links Eloy's Hispanic heritage to food. When empty storefronts are divided among a variety of tenants, the different occupants share the risk. This activity can also serve as an incubator to build tenant capacity for eventually establishing individual full service operations. People want to experience authentic places. There often is a synergy among the different tenants (e.g. East coast fish markets), and together they create a unique experience.





Question 2. Planning and Design:

What character improvements need to occur to attract or influence the market potential?

Cultivate a brand that tells the unique story of Eloy’s deep family roots, diversity, cultural pride, agricultural history, and skydiving appeal. Own the community’s important historical elements and curate an experience through physical design elements and infrastructure, and social and educational programming.

Panel Discussion:

The Panel discussed how many of the successful communities in the country have a trademark feel to them (e.g. San Antonio, Santa Fe, Savannah, etc.). Through local development policies, communities build identity. For example, the Town of Gilbert has consistent implementation of brand and identity in the downtown Heritage District that celebrates the Town’s small town, agricultural legacy. Having a vision that pronounces that City’s unique character and promoting the brand in local amenities and infrastructure helps attract potential visitors and residents. Community development practitioners strive to create unique, authentic destinations in downtowns. Branding the Main Street district should be about telling the “one of a kind” Eloy story in the people, buildings, history, character, shops, restaurants and infrastructure.

Strategies/Implementation Actions:

- Develop a marketing plan that outlines how to tell the Eloy story, where it is told Downtown and throughout the City, how to celebrate it through community functions, and how it is reflected in Downtown design elements (e.g. Coronado Island Spanish origins).
- Ensure the brand essence melds the existing character, traditions, and celebrated historic buildings.
- Make the brand profound with many layers and opportunities to attract different market segments, e.g. festivals, tours (“seed to seed” farming), monuments, museums, recreation, education, etc.
- Create artistic gateways with historical and cultural orientations that welcomes visitors and residents to the Downtown Area at key entries.
- Maximize the Eloy Visitor Center as a principal resource for bringing more people to the Downtown Area.



Activate Main Street and its connections to

foster revitalization and to move people to the Downtown expeditiously from Interstate 10.



Panel Discussion:

The Panel discussed how streetscape enhancements, signage, and street interconnectivity will orient visitors, residents, and employers, enhancing the pedestrian experience. People typically will walk within a defined 0.25 mile Main Street segment where a critical mass of commercial retail and restaurants demonstrate “we are open for business”. The City’s ongoing investment in water and streetscape improvements supported by Water Infrastructure Finance Authority (WIFA) and Highway User Revenue Fund (HURF) capital already demonstrates a strong government commitment for the Downtown.

Strategies/Implementation Actions:

- Narrow the width of Main Street by adding on-street parking and add pedestrian scale and landscape amenities to improve the function and image of the public right-of-way for all users.
- Add identifiable elements, wayfinding, and directional signage to guide people Downtown. Recognized gateways will provide notice of transition and contribute to the sense of arrival.
- Implement the improvements necessary incrementally to make Eloy vibrant to attract business and retail. Don’t do too much too fast, be strategic with limited resources.
- Manage parking (e.g. on-street, vertical, shared, etc.) to maintain easy access to businesses, especially in the early stages.
- Support design improvements such as wider sidewalks, and visible, safe pedestrian crossings and access points that lead pedestrians to businesses, retail space, and key civic and gathering spaces like Central Main Street Park.

“A bad road can be forgiven if the place is pulsating and alive with activity. A great road might be nothing if the place is silent.”

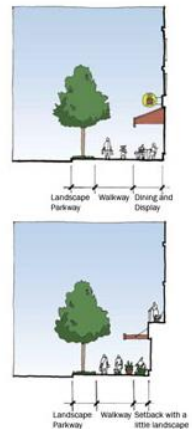
- Trevor Barger, Espiritu Loci, TAP Panelist



Develop design guidelines to build Eloy’s distinct character and brand (e.g. Town of Gilbert’s Heritage Area). Incorporate consistent characteristics and attributes in guidelines that will foster architecturally cohesive development and will provoke discovery experiences from residents and visitors (i.e. “the ability to go from little shop to little shop”).

Panel Discussion:

The Panel discussed how successful downtowns have virtues that attract residents, shoppers and visitors who find it different from and more desirable than other places. The virtues may disappear if new development does not carefully relate to the existing design context. Design guidelines influence the general character of projects to preserve important qualities and to promote a cohesive community brand.



Strategies/Implementation Actions:

- Create design guidelines with strategic community input to ensure consistency with community goals.
- Develop character elements (e.g. vegetation, artworks, murals, signage, lighting, colors, texture, materials integration, shading, etc.) that will celebrate the history, culture, and traditions of Eloy, while also heightening the overall appeal and functionality of the Downtown.





Question 3. Investment Strategies: Is the City appropriately investing in its infrastructure to create a vibrant Main Street? Should the City acquire land along and proximate to Main Street? What other investment strategies should be considered?

Critically evaluate alternative “Main Streets” under consideration in the Downtown Area and identify where key design elements and development concentrations are strategically located. Focus public and private energy and investments on the preferred corridor.

Panel Discussion:

The Panel discussed, including sketching out different scenarios on maps, potentially moving the focus of Main Street to a different location configuration along either Main, Stuart or Frontier Streets. Visitors accessing Downtown from I-10 should be able to orient to Main Street easily and know this corridor transports them Downtown. There are several areas of focus currently in the Downtown Area that should be thoughtfully considered to determine where strategic investment efforts make the most sense.

Strategies/Implementation Actions:

- Potentially move “Main Street”. Stuart Street could be emphasized due to the locations of the Chamber of Commerce, behavioral health, medical, possible new civic center, etc. Another option is to block off Stuart and direct and push left on Frontier and funnel to Main Street.



- Direct people to Downtown by restricting short cut streets and adding “wayfinding” to channel people to wherever “Main Street” locates. Develop the gateway to Downtown with pronounced amenities and then opening up to the dominant street to guide people where to go.
- Understand how people make decisions to get to Downtown Eloy. The different electronic map support applications (e.g. MapQuest, Yahoo, Google) currently direct traffic via different routes. Focus investment on a route of preference, so visitors can experience the transition to the walkable Downtown Area of activity.
- Redirect and emphasize the through-traffic movement from Sunshine Boulevard to Main Street because no regional traffic has to travel through Downtown currently.
- Recognize that a tipping point of roadway congestion and scarce parking can be a positive performance measure.
- Main Street is too wide currently. Shrink and narrow from its edges so that retail and commercial uses feel closer together and people feel comfortable crossing the Street. Employ traffic calming through the use of landscaped curb bump outs along with on-street parking on both sides.
- As the City explores building a new civic center, make sure the new location will enhance activity and pedestrian traffic on Main Street.

Acquire and assemble land in the Downtown Area. It is prudent for the City to control as much property as possible both north and south of Frontier Street for strategic opportunities.

Panel Discussion:

The Panel discussed how it is beneficial for a municipality to manage its own property holdings to encourage private or possibly public-private development. It can be easier to advance community goals and market a brand when the City owns and assembles downtown parcels to attract private investment. “Control your own destiny”. Gilbert owns a lot of land in its Heritage District, which simplifies the Town’s ability to adhere to its brand and strong sense of place. Maintaining municipal

control over the vacant and underutilized buildings in the Downtown Area will also make it easier to advance short-term temporary use of space to activate private revitalization/redevelopment.



Strategies/Implementation Actions:

- Establish a database of City-owned Downtown property to respond to requests for information from prospective Downtown businesses.
- Inventory available public property within the Downtown Area and identify parcels with the highest yield potential.
- Develop a strategic plan for land acquisition with identified goals for assemblage of land and redevelopment in prime areas.

- Acquire right of way access where necessary to redirect traffic through Downtown.
- Approach financial institutions about their portfolio of Downtown parcels to determine their willingness to donate and take the write-off.

Devote public and private monies and other resources judiciously since they are limited. Be careful not to create competition between Downtown and other activity centers.

Panel Discussion:

The Panel discussed the importance of outlining a framework of actions that are designed to produce positive financial results while balancing limited City resources. Being strategic with incentives to targeted uses, street, water, and sewer upgrades to enhance capacity and adequacy, and marketing and branding efforts to build external awareness will continue to positively leverage efforts and resources.



Strategies/Implementation Actions:

- Invest in signage, way finding, brand/image, land banking, public utilities and infrastructure improvements where/when possible, and financially feasible.
- Central Main Street Park is well maintained and should be referenced as a best practice to prudently manage public resource expenditures.

Build financial partnerships with banks, such as, but not limited to, Great Western Bank and Pinal County Federal Credit Union. Look for opportunities where mutual objectives can be realized through their financial participation in implementation efforts.

Panel Discussion:

The panel discussed the federal Community Reinvestment Act (CRA) and how banks also have community development missions to assist populations and businesses who are located in their region. The perceived inability of some banks to serve certain geographies may result from inaccurate or incomplete demographic or economic information. It is important to maintain open communications to increase the awareness of the City's economic and community development needs as well as the demand for loans and equity investments in local projects.



Strategies/Implementation Actions:

- Reach out to regional financial institutions regarding their respective CRA requirements and how they are fulfilling its objectives of providing capital and financial services to Eloy residents and businesses.
- Assess the financial institutions' investment willingness. This is a good opportunity to have focused conversations regarding the balance of investment/loan portfolios with local banking deposit levels.
- Talk with Access Arizona and the City's small-business owners about finance and equity needs. Financial institutions usually have a local Community Investment Officer who can assist with CRA opportunities.





Question 4. Finance Strategies: How do we finance – public private partnerships and other sources? What entities could or should assist?

Enhance grant writing capacity to know which agencies and organizations have money, the timing of submission/grant awards, and how to submit (and resubmit) compelling grant applications for Downtown Area development. Eloy has the existing characteristics to demonstrate need, which opens the ability to submit for more grants and resources, thus leveraging local funds.



Panel Discussion:

The Panel discussed how grants provide much-needed funding and enhance the community's capacity for change. However, grant writing is a very technical process and submittal and review can be viewed as subjective. Understanding where to look for money, how to clarify project goals and objectives, especially the roles and responsibilities, and clearly describing the problem/needs statements are imperative for successful grant applications. Eloy meets the eligibility standards in many grants and should actively pursue them.

Strategies/Implementation Actions:

- Example grant sources include:
 - United States Department of Agriculture (USDA), e.g. Florence downtown efforts
 - Economic Development Administration (EDA)
 - Community Development Block Grants (CDBG)
 - Arizona Commerce Authority (ACA) \$2 million rural infrastructure grants to promote base industry development (not retail)
 - Housing and Urban Development Department (HUD) Home funds
 - Department of Labor (DOL) training money
 - Arizona Office of Tourism
 - Arizona Lottery small community grant program
 - Health Resources and Services Administration (HRSA)
 - Utilities
 - Foundations

- Think outside of the box. The more linkages made, the better chances of the City obtaining money. Start small, realize success and move to the next step. Going after too much too soon can cause failure.
- Look for an established nonprofit to receive grants and partner with various groups, such as with Sun Life Healthcare Center.
- Get to know Sun Life Healthcare Center and how they operate. They obtain federal funds for ancillary services. This relationship can be important because a range of community development activities can be eligible for funding through a health organization. Healthcare centers also usually have grant writers on staff or on contract.
- Review Pinal County Health Assessment data to understand important health indicators for the City. “Building healthy places” is a popular cross-disciplinary theme to link human health with the built environment. There are numerous national, regional, and local organizations / foundations available as potential sponsors, or as resources for tools and best practice information to advance approaches to healthy buildings, projects, and health-promoting operations. (e.g. Centers for Disease Control, the Federal Reserve Bank of San Francisco, Robert Wood Johnson, Kresge, Urban Land Institute, Smart Growth America, AARP, Arizona Department of Health Services, St. Luke’s Health Initiative).
- Keep up-to-date on the various efforts to restore the Arizona Heritage Fund. This could be a good source for the Dust Bowl Theatre to be refurbished.
- Connect with arts organizations to include art in public streetscape improvements (e.g. Casa Grande *Life on Main Master Plan*).

Develop a capital inventory of available financial resources, including debt and equity resources to support community development and related infrastructure activities.

Panel Discussion:

The Panel discussed how outlining the associated risk and expected returns of each available resource builds stronger investment decision-making and explores different funding options, such as General Obligation (GO) Bonds, Community Facilities Districts (CFDs), revitalization districts, secondary taxes, special assessment bonds, real estate and development crowdfunding resources, municipal development agreements, etc. Eloy is in a good financial position because the City currently has no GO Bond debt.



Strategies/Implementation Actions:

- Evaluate the feasibility of financing one big public improvement through a GO Bond.
- Evaluate whether to set up a Revitalization District. The Arizona Legislature approved the creation of Revitalization Districts outside of Maricopa County in 2011 for planning, designing, repairing, and operating defined public infrastructure or providing enhanced municipal services (see ARS

Title 48). Revitalization Districts must not reduce levels of service, need to have majority of property owner participation, and have a focus on specific goals. For example, the City of Flagstaff recently approved a Business Improvement and Revitalization District for their downtown to fund comprehensive downtown management and planning of infrastructure improvements and services, such as parking.

- Monitor discussion related to bringing back Tax Increment Financing (TIF). TIF is a tool (not currently available in Arizona) that allows a community to “freeze” the existing property tax within a defined area. As the community undertakes future projects within that area, the community captures the increase or increment that allows payment or repayment of public improvements. The boundaries of a Revitalization District, if strategically defined, may also set the boundary for a TIF District, if so desired in the future.
- Take advantage of available business assistance resources. The Arizona Commerce Authority (ACA) has a revolving loan fund program, the Arizona Innovation Accelerator Fund, to stimulate financing of small businesses and manufacturers, but it requires cash flow. Perhaps a local or regional financial institution comes in first and the ACA loan fund is the second position.

Create a Downtown Advisory Committee to review specific recommendations and actions to improve the Downtown Area, monitor grant efforts, and navigate the many issues which need to be addressed by the public, private, and nonprofit sectors.

Panel Discussion:

The Panel discussed the benefits of a Downtown Advisory Committee. A group is needed that could coalesce a variety of public, private, nonprofit disciplines and perspectives. Such a group could help coordinate activities focused on the Downtown business environment and creating additional public amenities that strengthen its sense of place. The Committee would meet regularly to identify and discuss issues, explore plausible opportunities, review and monitor implementation progress, and make recommendations to the Eloy City Council.



Strategies/Implementation Actions:

- Ensure the Advisory Committee includes a diverse membership with all members having a stake in the goals (e.g. Sun Life Family Health Center, Great Western Bank, Chamber of Commerce, Eloy Visitor Center, Access Arizona, Rotary Club, local businesses, prison, farms, etc.).
- Consider setting up a nonprofit entity (i.e. 501(c) (3)) to be the lead organizational resource for the Downtown Area with City Council Members and land owners participating in an advisory capacity.
- Don't be afraid of not-for-profits operating Downtown. The social ventures that interest nonprofits fit well with the community because of lower costs (e.g. La Paloma Restaurant, Heart of Eloy, and the popular Florence Fudge Company).



Question 5. Incentive Strategies:

How do we use community resources effectively to help create desired outcomes?

Consider forming a Special District to assist Downtown Area redevelopment and public infrastructure improvements through statutorily authorized finance mechanisms (e.g. Improvement, Revitalization, Community Facilities, etc.) that are intended to enhance public services and neighborhood amenities in designated areas.

Panel Discussion:

The Panel discussed how cities form and use special improvement districts to finance supplemental public services in downtown commercial areas. There are a variety of districts authorized by state legislation in Arizona and many are funded by assessment fees paid by merchants and property owners within the district.

Strategies/Implementation Actions:

- Consider the Government Property Lease Excise Tax (GPLET) as a redevelopment tool to initiate development. The foundation for GPLET is a provision in Arizona's tax code that exempts land owned by governments from property taxes. GPLET allows a city to take over the rights to a piece of land and lease it back to the developer at a significantly reduced rate that replaces the normal property tax.
- Focus on adaptive reuse projects that transition older buildings for new business uses to promote building efforts that preserve Eloy's history and contribute economic vitality and authenticity.
- Explore a façade improvement program offering discounted or matching funds to qualifying businesses (Panelists noted that matching programs demonstrate "skin in the game"). For example, the City of Glendale has a Commercial Visual Improvement Program that assists in the improvement of commercial or industrial properties by offering a rebate of up to 50% of any qualified improvement costs.
- Offer incentives that create easier paths for property owners to develop and reinvest, such as waiving or reducing permit / development fees, offering density bonuses, providing lease abatement in City-owned buildings to jumpstart business, providing flexible zoning code requirements and development standards when certain conditions are met, and working to resolve business expansion or relocation conflicts with existing regulations (e.g. example of La Paloma desiring patio expansion but fire restrictions prohibiting).

- Consider a parking district so that businesses do not have to worry about accounting for parking ratios because it is provided and managed by the City.

Explore Public-Private-Partnership (P3) opportunities to help the City advance Downtown Area priorities through private projects that leverage public investment dollars.

Panel Discussion:

The Panel discussed why P3's are worthy opportunities. Many cities are considering these partnerships, as they are not only intended to maximize resources, but also to institute operating efficiencies.



Strategies/Implementation Actions:

- Develop a “Farm-to-Market” Program that could include the following scenario:
 1. The City will provide grocery retail space to local farmers wanting to sell local, organic foods in a vacant location Downtown (e.g. Lucky Nickel Farm);
 2. The farmers will provide training and jobs to local Veterans;
 3. The farmers’ produce will be provided to workforce nonprofits (e.g. La Paloma Restaurant);
 4. Workforce nonprofits can expand operations Downtown; and
 5. A Sustainable Agriculture Festival can be coordinated with the Farm-to-Market Program partners to attract visitors to Eloy.
- Collaborate with local businesses to assist growth and expansion needs. Develop cross-promotional opportunities where the City’s brand can be marketed (e.g. La Paloma Restaurant, Lucky Nickel, Skydive Arizona).
- Consider a P3 for the City-owned Dust Bowl Theatre to reduce its cost. A previous cost was estimated at approximately \$4.5 million to accomplish the adaptive reuse of the theatre, the plaza and to integrate a community center.



Going Forward: Top 5 Priorities: What are the top five steps that would have the potential to make the Downtown Area a place that would attract investment?

Create Downtown Advisory Committee comprised of major public, private, nonprofit stakeholders whose mission is to drive actions and Downtown planning efforts (e.g. Access Arizona, Eloy Chamber of Commerce, Visitor Center, Pinal County Hispanic Council, etc.). Establish a central organizer (ideally a paid position) who addresses the goals holistically, oversees tasks, writes grants, coordinates the critical players, and connects with potential partners (DOL, health centers, etc.). Having a point person who views the City holistically will help keep the various efforts in sync and moving forward.

Survey Local Businesses and Employers to find out what services they are lacking or would like to have so that they remain and expand their companies in the City, especially in the Downtown Area.

Establish a Recognizable Identity, Community Brand, and Market to bring people to live, work, and play in Eloy. Make sure infrastructure design concepts and projects support the image. If the image ends up celebrating organic agriculture, then consider reexamining the current theatre, community center and plaza design concepts.

Prioritize the Alternative “Main Streets”, pick one, and invest in pursuits that bring people to Main Street. Use the Main Street Area as a stage for every major activity and celebration that takes place in Eloy.

Develop the Overall Plan that promotes Eloy’s brand/identity, has specific goals, and coalesces stakeholders. Strike while the iron is hot and find the smallest tangible successful outcome(s) to stimulate momentum. Celebrate each successful outcome and market it through various mediums.



Panelist Biographies



Trevor Barger, President, Espiritu Loci

Trevor founded Espiritu Loci in 1997. He received a Bachelor of Science in Design, focusing on Housing and Urban Development, from Arizona State University in 1995. He earned a Master's of Science in Planning from the University of Arizona in 1997. Trevor has formally studied urban design around the country and around the world, in such places as Mexico, Italy, Denmark, Sweden, Switzerland, Austria, France, Spain, Germany, England and Canada. His studies abroad focused on the cultures and design techniques used in other countries to solve urban issues. He is an accomplished and certified planner, having worked on the projects that stretch to provide wonderful places for modern families to experience life.



Dana Belknap, Shareholder, Gallagher & Kennedy

Dana practices in the areas of land use, real estate development and governmental affairs. She has represented various regional and national developers and landowners in the planning and development of mixed-use, master-planned communities by assisting in a broad range of issues, including master planning and land use entitlements, negotiating annexations and development agreements, and advising on archaeological issues, infrastructure financing and development, analysis of water rights and environmental protections. In 2012, Dana was named among the "Best Lawyers in America," along with nearly two thirds of her fellow G&K shareholders. Dana earned her J.D., with honors, and her B.A., with honors, from University of Texas



Susan Demmitt, Member, Gammage & Burnham

Susan concentrates her practice in the areas of land use, development law and real estate transactions. Prior to attending law school, Susan worked for over a decade as a land use consultant for some of the most respected land use attorneys in Phoenix, allowing her to build close relationships with a wide-ranging network of developers, consultants, and city officials. She has extensive experience managing land use entitlement cases, negotiating annexation and development agreements, formation of special taxing districts, transactional counseling, development permitting, administrative proceedings and strategic oversight of public outreach campaigns involving collaboration with neighborhood organizations, political action groups and local media. Susan earned her J.D. from Arizona State University, where she was a Pedrick Scholar, and her bachelor's degree from Kansas State University, where she graduated from the College of Architecture, Planning and Design.



Lani Lott, President, L.L. Consulting

Lani is committed to assisting communities with the revitalization and economic development of their historic downtown cores, traditional commercial districts, urban commercial corridors, neighborhood districts and business improvement areas. With over 23 years in the field, Ms. Lott provides technical assistance and consulting services that include fundraising and funding plan development, organizational formation and training, Main Street program development and management, business development strategies and programs, strategic planning and visioning, marketing, promotional and tourism strategies, business improvement district formation and management and small business consulting and coaching. Prior to launching L.L. Consulting, Ms. Lott was a senior consultant for a national revitalization consulting firm. She holds a bachelor of science in public administration from California State University, Sacramento.



Joe McClure, Principal, McClure Consulting

Joe's multidisciplinary background incorporates many phases of the community and real estate development process: economic analysis and strategy development, market and financial feasibility assessment, and planning and design. Joe has an M.S. in Urban Planning, in a program that emphasized regional economics, from the University of Arizona and completed additional post graduate work in economic geography at UA. He has a B.S. in Architecture from the University of Cincinnati, and is a registered architect in Arizona. McClure directs the firm's technical focus on regional/land economic services – regional economic analysis and strategic planning, real estate feasibility, and economic impacts of development – and coordinates creative activities within the firm that include promoting innovation in economic development strategic planning.



Mark Stapp, Executive Director, Master of Real Estate Development Program, the Fred E. Taylor Professor of Real Estate, W.P. Carey School of Business, Arizona State University

Mark is the Executive Director of the Master of Real Estate Development Program and the Fred E. Taylor Professor of Real Estate in the W.P. Carey School of Business at Arizona State University. He also serves as a faculty associate in the School of Architecture and Landscape Architecture in the Herberger Institute for Design and the Arts at ASU. Mr. Stapp is also the Managing Member of Pyramid Community Developers, LLC, an investment and development firm of projects throughout the US and provider of asset management and design consultation services. Mr. Stapp completed his undergraduate work in environmental studies and urban design at William Paterson University, did his graduate work in urban economics at Arizona State University and was a member of the 2000 Stanford University Graduate School of Business Executive and Professional Education program. In 2007, Mr. Stapp received a Doctor of Humane Letters from A.T. Still University, for his work in community sustainability, health and wellness.



Silvia Urrutia, Director of Housing & Healthcare, Raza Development Fund

Silvia serves as the Director of Housing and Healthcare at RDF. As Director, she leads the company's vision and strategic planning in those sectors and oversees Business Development, Client Relations and Financing nationwide. Additionally, she provides technical assistance to many organizations, including the Illinois Latino Family Commission. Ms. Urrutia has extensive knowledge of community development and her experience includes: financing of affordable housing, healthcare facilities and charter schools; providing technical assistance; planning and developing mixed-income, mixed-finance projects; and utilizing collaborative leadership to revitalize neighborhoods. Ms. Urrutia holds a Bachelor degree from Arizona State University, a Juris Doctor from the Sandra Day O'Connor School of Law, and has completed courses at Harvard's Business School and Graduate School of Design. She was an Adjunct Professor at the University of Massachusetts Boston – College of Public & Community Service. She is fluent in English and Spanish.



Keith Watkins, Senior Vice President, Arizona Commerce Authority

Keith serves as the Senior Vice President of the Arizona Commerce Authority's Economic and Rural Development Division. Keith leads the ACA's efforts in advancing the rural economies of Arizona. In so doing, he has been instrumental in working with Arizona's rural communities to enhance their competitive offering so that they are capable of competing on the global scale. Mr. Watkins has pioneered the state of Arizona's first integrated Certified Sites program which is designed to showcase rural Arizona's very best development ready, industrial and office properties to employers seeking new locations. Prior to joining the Arizona Commerce Authority in 2011, Mr. Watkins spent 25 years in the real estate and economic development arenas and has a decorated history of bringing some of Arizona's largest employers to the state. Keith also has significant experience in the land development arena where he was responsible for the entitlement and development of large scale master planned communities. Mr. Watkins is a third generation Arizonan, is a graduate of the University of Arizona with a degree in Regional Development.

Appendix

- ❖ **Agenda of AzTAP Panel Session**

- ❖ **TAP Briefing Document Presentation (prepared by Jon Vlaming, Community Development Director, City of Eloy – under separate cover)**

- ❖ **TAP Briefing Document (prepared by City of Eloy-under separate cover)**



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City of Eloy AzTAP Panel Day Agenda

Thursday, April 30, 2015
8:00am to 4:30pm
Eloy Santa Cruz Library
1000 N. Main Street, Eloy, Arizona 85131

8:00am	Panelists Arrive
8:15am	Tour of Study Area
9:15am	Welcome and Overview of Issues Being Considered Mayor Joel G. Belloc, City of Eloy Harvey Krauss, Manager, City of Eloy Jon Vlaming, Interim Community Development Director, City of Eloy
9:50am	Panel Introduction and ULI AzTAP Process Review Mark Stapp, Executive Director, MRED/W.P. Carey School of Business, ASU, ULI AzTAP Panel Moderator
10:00am	Question 1 - Market Potential What is the market potential for downtown – viable uses, location, etc.? What steps should the City take to increase the market for retail, office and other compatible uses on Main Street?
10:30am	Question 2 - Planning and Design What character improvements need to occur to attract or influence the market potential?
11:00am	Question 3 – Investment Strategies Is the City appropriately investing in its infrastructure to create a vibrant Main Street? Should the City acquire land along and proximate to Main Street? What other investment strategies should be considered?
11:45am	Public Comment
12:00pm	Lunch and Presentations
1:15pm	Question 4 – Finance Strategies How do we finance – public private partnerships and other sources? What entities could or should assist?
2:00pm	Question 5 – Incentive Strategies How do we use community resources effectively to help create desired outcomes?
3:00pm	Going Forward: Top 5 Priorities What are the top five steps that would have the potential to make the downtown a place that would attract investment?
3:50pm	Public Comment
4:00pm	Closing Remarks
4:30pm	Adjourn

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