



EXECUTIVE SUMMARY

City of Avondale

Five-Year Economic Vitality Strategic Plan

March 2021



Acknowledgments

Mayor and Council

- Kenneth Weise, Mayor
- Veronica Malone, Vice Mayor
- Tina Conde
- Pat Dennis
- Bryan Kilgore
- Curtis Nielson
- Mike Pineda

Management Staff

- Charles Montoya, City Manager
- Gina Montes, Assistant City Manager
- Tracy Stevens, Deputy City Manager
- Cherlene Penilla, Deputy City Manager
- Ken Chapa, Economic Development Director
- Kirk Beaty, Public Works Director
- Cheryl Covert, Economic Development Assistant Director
- Bryan Hughes, Parks and Recreation Director
- Chris Lopez, Neighborhood and Family Services Director
- Kevin Murphy, Development and Engineering Services Director
- Pier Simeri, Public Relations and Marketing Director

Economic Vitality Advisory Committee

- Ken Chapa, Director, Economic Development
- Cheryl Covert, Economic Development Assistant Director
- Aaron White, Business Development Manager
- Charity Lee, Business Development Manager
- Wendy Bridges, Business Development Manager
- Lisa Lantz, Economic Development Analyst
- Nikki Taylor, Destination Sales Manager



Acknowledgments

Economic Development Partners

- Chris Camacho, GPEC
- Kevin Dumcum, Arizona@Work
- Sintra Hoffman, Westmarc
- Karla Moran, SRP

Local Business

- Izabela Castillo, AZPro
- Tim Cozatt, AKOS Medicine
- Hector De Armas, ProLogistix
- Julie Giese, Phoenix Raceway
- Jeremy Hall, Avondale Station, Virtua
- Gabriela Harrison, Vitamin Shoppe
- Jerry Powell, My Place Hotel
- Jaime Rodriguez, Cien Motorwerks

Education Partners

- Patrick Bennett, Universal Technical Institute
- Dr. Roger Freeman, Littleton Elementary School District Superintendent
- Nora Gutierrez, Tolleson Union High School District Superintendent
- Dr. Betsy Hargrove, Avondale Elementary School District Superintendent
- Dr. Spencer Isom, West-MEC Business Development and Government Affairs
- Dr. Rey Rivera, Estrella Mountain Community College President

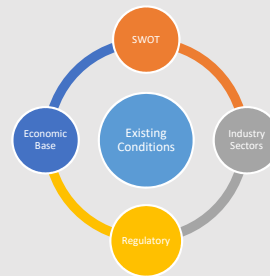


Strategic Economic Vitality Planning Process

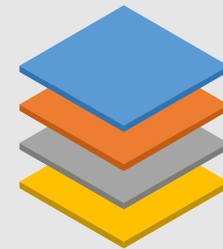
Phase 1
Project
Initiation &
Input



Phase 2
Market &
Community
Assessment



Phase 3
Economic
Vitality Plan



Phase 1 – Project Initiation, Stakeholder Engagement

Received invaluable input from nearly 60 people:

- Mayor and Council Survey (5 out of 7)
- City Staff Interviews and Surveys (14)
- Economic Development Partner Interviews (4)
- Local Business Interviews (8)
- Real Estate Industry Interviews (28)



Phase 1 – Project Initiation, Existing Studies & Reports

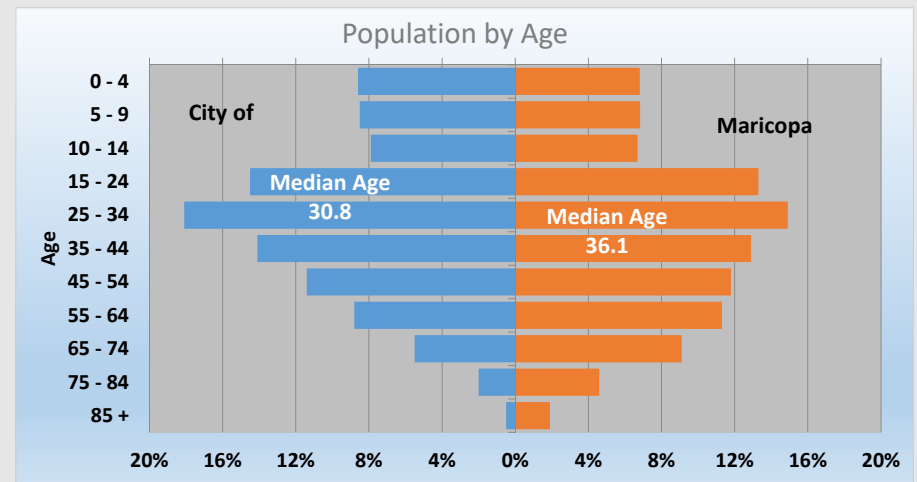
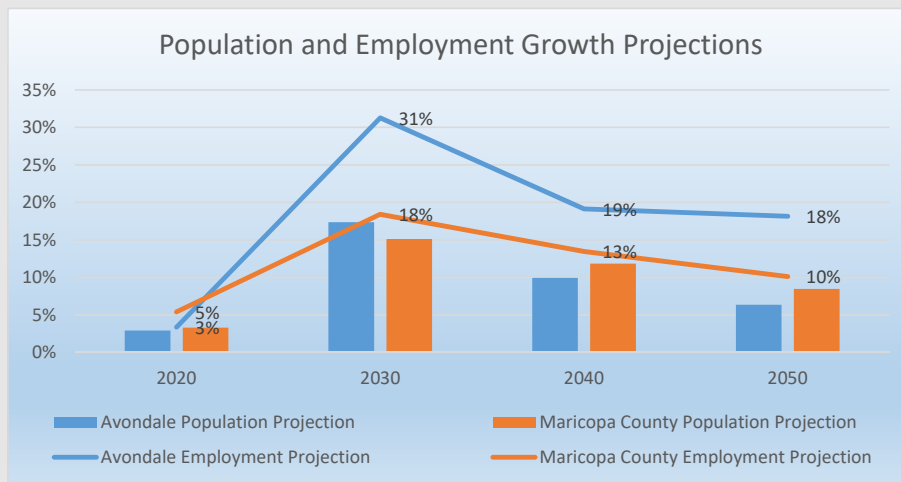
Review of past studies and plans

- Avondale Strategic Plan, 2021
- Avondale 2019 Annual Report
- Avondale Consolidated Plan, 2020-2024 (HUD)
- Parks, Recreation, Libraries Trails Master Plan
- Marketing Strategy
- The BLVD Specific Plan
- Specific Plan for Old Town, Cashion, Las Ligas/
Rio Vista
- Consolidated Annual Performance and
Evaluation Report (CAPER)
- General Plan 2030
- Avondale Health Tech Corridor
- Infrastructure Improvements Plan &
Development Fee Report
- Transportation Plan Update 2017
- Public Art Master Plan
- North Avondale Specific Plan
- South Avondale Area Plan-Land Use Plan &
Program
- Avondale Manufacturing & Logistics Industry
Report
- Freeway Corridor Specific Plan



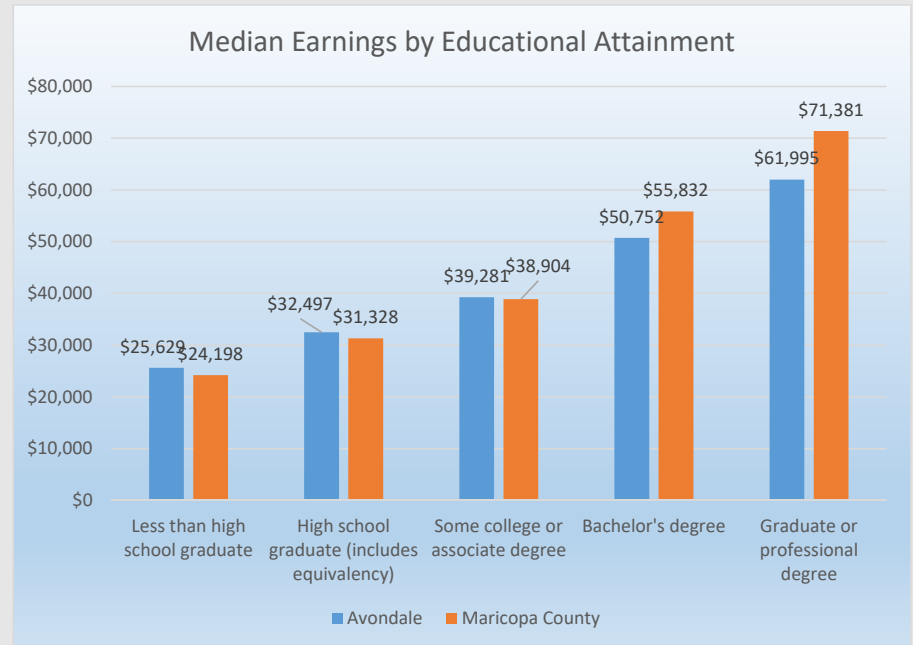
Phase 2 – Community Assessment

- The City is growing at a faster pace than Maricopa County
- Employment projections outpace population growth
- Avondale has a young population with 44% within their prime working years



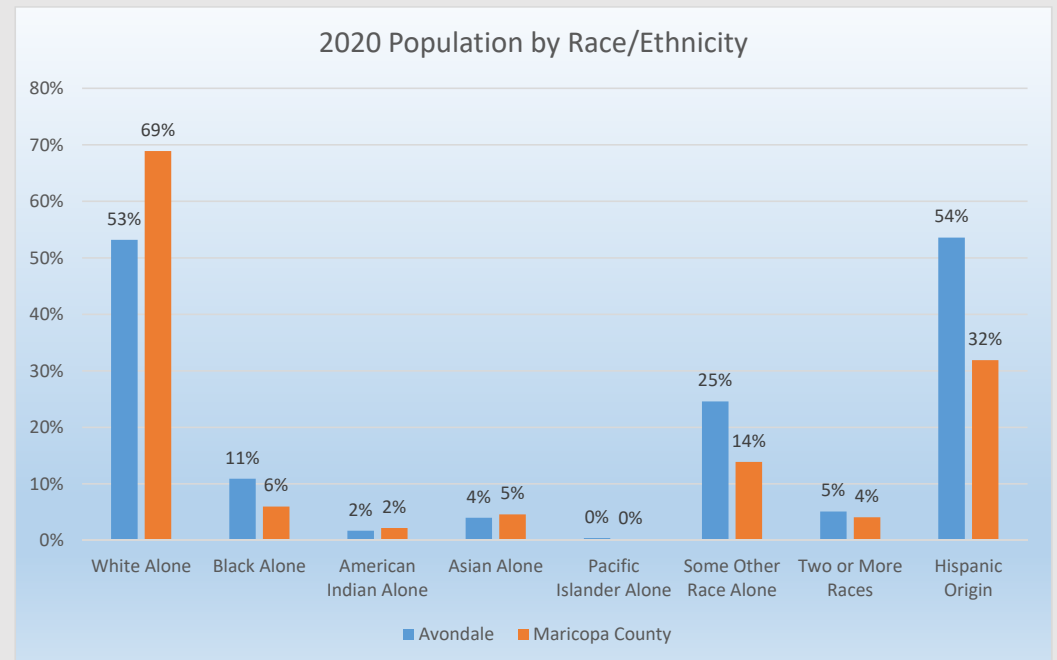
Phase 2 – Community Assessment

- Avondale’s median household income is \$62,719, as compared to Maricopa County at \$66,778
- Educational attainment and earnings lag Maricopa County
- Nearly 19% of Avondale residents have a Bachelor’s Degree or higher, compared to Maricopa County at 34.4%



Phase 2 – Community Assessment

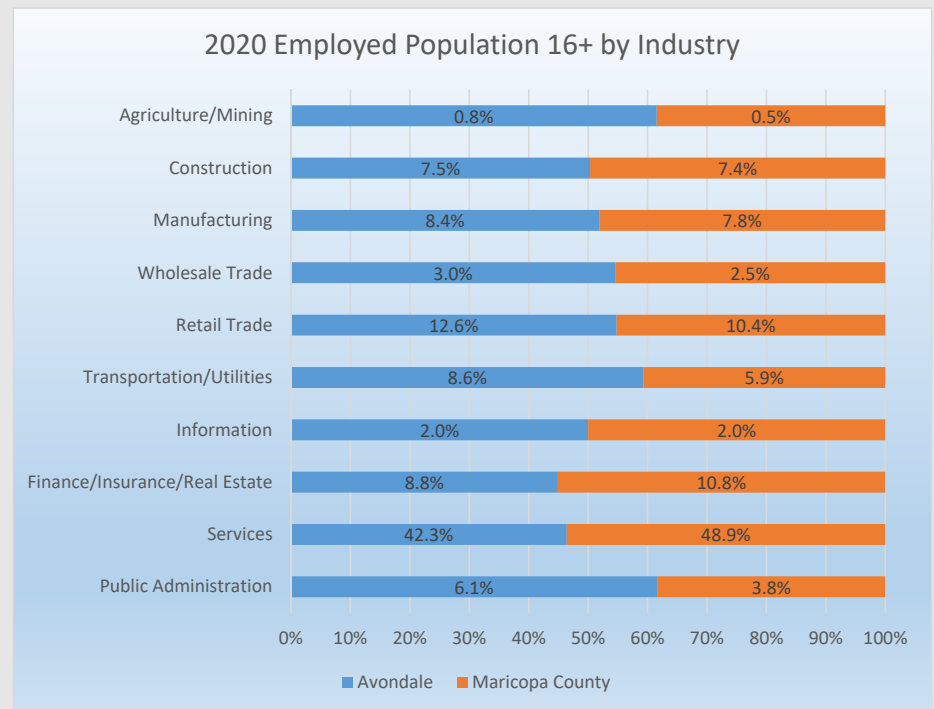
- Avondale has an ethnically diverse population, with 54% reporting Hispanic origin, compared to Maricopa County at 32%.
- Racial and ethnic diversity adds to the social fabric of a community, inspires creativity and drives innovation



Phase 2 – Community Assessment

Key Employment Sectors

- 40% of Avondale residents are employed in Retail Trade, Transportation & Warehousing, Manufacturing, and Construction, compared to Maricopa County at 34%



Phase 2 – Community Assessment

- Avondale is an exporter of labor with nearly 96% out commuting to work
- 42% of out commuters are employed in the West Valley
- 89% of workers employed in Avondale live outside the city
- The majority of workers commuting to Avondale live in Phoenix and Tempe

Where Avondale Residents Work		
City	Count	Share
Avondale	1,723	11.0%
Goodyear	1,607	10.2%
Glendale	940	6.0%
Buckeye	872	5.6%
Peoria	756	4.8%
Surprise	692	4.4%
Mesa	368	2.3%
Scottsdale	283	1.8%
Ch&ler	214	1.4%
All Other Locations	4,056	25.9%

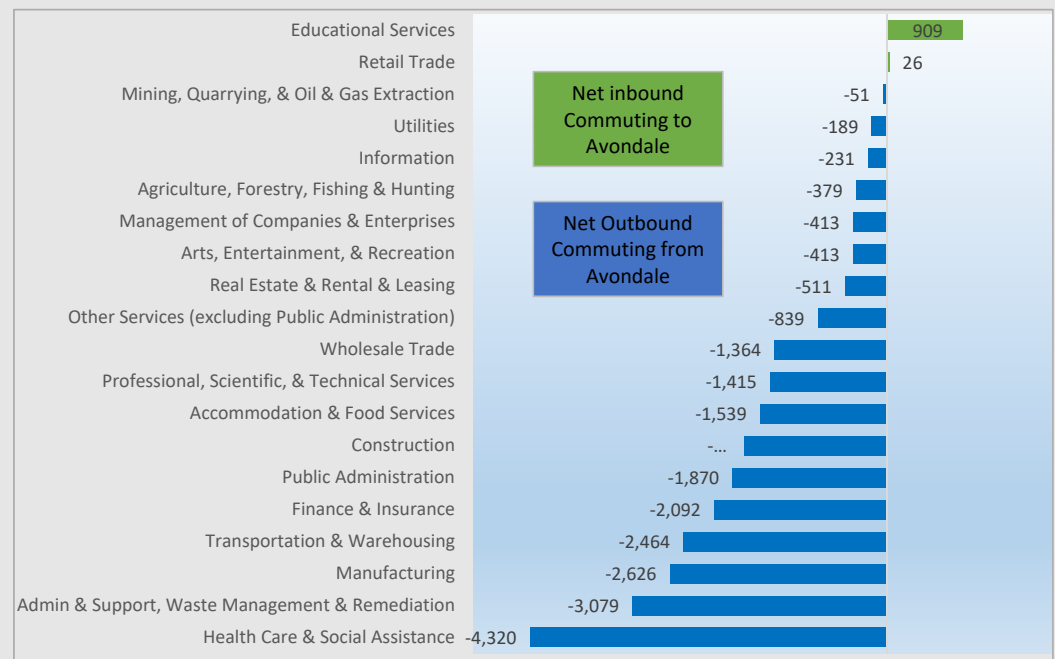
Where Workers Live that are Employed In Avondale		
City	Count	Share
Phoenix	19,159	47.6%
Tempe	2,730	6.8%
Glendale	2,107	5.2%
Goodyear	1,961	4.9%
Scottsdale	1,805	4.5%
Avondale	1,723	4.3%
Mesa	1,424	3.5%
Tolleson	1,262	3.1%
Ch&ler	1,150	2.9%
Peoria	985	2.4%
All Other Locations	5,970	14.8%



Phase 2 – Community Assessment

- Avondale residents out commute to jobs in Healthcare, Administrative Support, Manufacturing and Transportation & Warehousing.
- More people in-commute for jobs in Educational services and Retail Trade

Net Commuting Job Flow by Industry Sector



Phase 2 – Community Assessment

K-12 Educational Achievement Scores

- Exceeds county and state average test scores in all testing categories by a significant margin:
 - Arizona Agribusiness & Equine Center
 - Imagine Avondale Elementary
 - Legacy Traditional School
 - Litchfield Elementary
- Avondale Elementary District exceeds in two categories

	% Passing ELA	% Passing Math	% Passing Science
<i>State Score (All Schools/All Assessments)</i>	42	42	51
<i>Maricopa County Score (All Schools/All Assessments)</i>	44	45	53
Agua Fria Union High School District	37	42	38
Avondale Elementary District	40	44	55
Arizona Agribusiness & Equine Center, Inc. (Estrella Mountain)	62	67	61
E-Institute Charter Schools, Inc.	18	21	13
Imagine Avondale Elementary	50	51	65
Imagine Avondale Middle, Inc.	37	44	58
Legacy Traditional School - Avondale	67	73	78
Litchfield Elementary School District	57	56	70
Littleton Elementary District	31	26	40
Pendergast Elementary District	34	33	43
Tolleson Union High School District	22	26	28
ELA – English Language Arts			



Phase 2 – Community Assessment

Strengths

Current Strengths

- Phoenix Raceway and the presence of NASCAR.
- Over 3 million square feet of spec industrial space in 8 different developments either delivered, planned or under construction.
- The City's parks, trails, and sports.
- Tres Rios.
- Young and culturally diverse demographic with a growing workforce.
- Proximity to the I-10 and other transportation corridors.
- The existing Healthcare corridor.

Goals and Project Plan

- Leverage NASCAR and the Phoenix Raceway.
- Identify and attract the automotive supply chain.
- Expand retail, hospitality & entertainment options.
- Attract advanced manufacturers.
- Attract technology companies.
- Enhance the Healthcare Corridor.
- Continue to incorporate amenities within the community to enhance the quality of life.
- Promote diversity in housing.
- Prime the workforce for tomorrow's economy.



Phase 2 – Community Assessment

Weaknesses

Current Weaknesses

- Perception of the "west valley" as low skilled and low income.
- Image of Avondale and lack of a strong brand.
- Limited vacant zoned land for industrial development.
- Perceived lack of incentives for development projects.
- Insufficient jobs to retain workers.
- Higher educational attainment and income levels lag the county
- Shortage of diverse housing.

Goals and Project Plan

- Build on "Avondale Edge" branding.
- Utilize city owned digital billboard to help brand Avondale.
- Expand participation in Local Edge.
- Identify employment centers along SR30 corridor.
- Provide competitive incentives geared towards key industry targets and projects.
- Attract advanced manufacturers.
- Attract technology companies.
- Prime the workforce for tomorrow's economy.
- Lay the groundwork to encourage housing options.



Phase 2 – Community Assessment

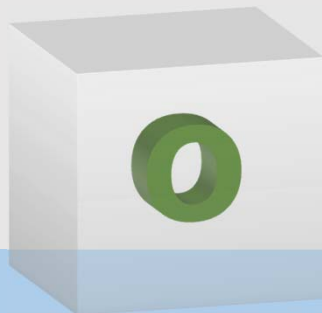
Opportunities

Current Opportunities

- Strategically target quality jobs in healthcare, industrial, technology, and entertainment.
- Expansion of the Healthcare Corridor and fill in ancillary healthcare gaps.
- Attraction of Class A office space.
- Leverage the Phoenix Raceway as an economic engine (events & activities).
- Create a small business assistance outreach program.
- Streamline regulations and provide economic incentives.
- Create a unique identity for Avondale.
- Continue to foster diversity in housing, including executive-level housing.
- Create identity for key growth corridors by investing in infrastructure that improves the visual appearance.

Goals and Project Plan

- Enhance the Healthcare Corridor.
- Attract advanced manufacturers.
- Attract technology companies.
- Provide competitive incentives geared towards key industry targets and projects.
- Attract desirable mix of uses at the BLVD.
- Expand Avondale Edge marketing and use of city's digital billboard.
- Enhance the city's BRE program.
- Lay the groundwork to encourage future economic development opportunities and diverse housing options.
- Foster the commercial resurgence of Old Town Avondale.
- Pursue other aspirational destination projects.



Phase 2 – Community Assessment

Threats

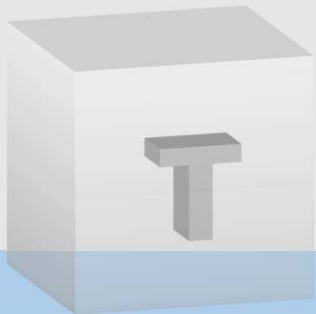
Current Threats

- Limited industrial zoned land along I-10.
- Not being fast enough to market with providing infrastructure.
- Growing faster than the ability to keep up with key infrastructure.
- Continuing to be “passed over” by developers and real estate brokers.



Goals and Project Plan

- Lay the groundwork for future economic development opportunities.
- Build on “Avondale Edge” branding.
- Conduct FAM tours with industrial real estate brokers and developers.
- Continue to incorporate amenities within the community to enhance the quality of life.



Phase 3 – Economic Vitality Plan Key Industry Targets



Advanced Manufacturing



Healthcare & Biomedical



Technology



Retail, Hospitality & Entertainment



Higher Education

These industry targets support job growth, retain the local workforce, and increase the standard of living.



Phase 3 – Economic Vitality Plan Vision & Guiding Principles

*Avondale is a beautiful vibrant city
with a balanced economy offering
diverse, well-paying jobs and
abundant quality of life amenities that
attract business and the best and
brightest talent.*

**Leverage
Community
Assets**



**Grow responsibly and
be an economically
balanced community**



**Protect the City's
economic base**



**Maintain the vision
for quality
development**



Phase 3 – Economic Vitality Plan Pillars



IMAGE BUILDING

Promote the image of Avondale as an economically vibrant community to live, work, socialize, recreate, and invest.



BUSINESS ATTRACTON & RETENTION

Strategically focus on key industry sectors to attract and develop a robust business retention program.



COMMUNITY DEVELOPMENT

Plant the seeds for long-term economic growth and investment.



EDUCATION & WORKFORCE DEVELOPMENT

Align workforce development efforts to meet the needs of residents and business targets.

- 5-Year Economic Development Vitality Plan
- Each pillar includes overarching goals, short and long term strategies, and metrics to measure what we value
- The Vitality Plan provides the City a roadmap to organize programs, annual budget, and capital improvement plans
- The plan incorporates accountability



Phase 3 – Economic Vitality Plan Execution

*The key to successful
economic development is
working collaboratively*

**Aligns
community
vision, plans and
priorities**

**Targets key sectors
and catalyst
projects to grow
the economy**

**Creates the tactical
framework for plan
implementation**

**Includes strategic
partners in plan
implementation**

**Utilizes metrics to
measure what we
value**



Phase 3 – Economic Vitality Plan Summary

IMAGE BUILDING

Goal 1: Enhance Avondale's Image.

BUSINESS ATTRACTION & RETENTION

Goal 1: Enhance the Healthcare Corridor.

Goal 2: Attract Advanced Manufacturers (Cross reference Community Development Goal 1).

Goal 3: Attract Technology Companies (Software and IT).

Goal 4: Expand Retail, Hospitality & Entertainment Options.

Goal 5: Attract a Desirable Mix of Uses at The BLVD.

Goal 6: Enhance the Business Retention & Expansion Program (BRE).

Goal 7: Establish an Entrepreneurship Program to Foster Business Development.

Goal 8: Explore the Feasibility of a City Partnership with a Facilitator/Operator of Collaborative Work Space.

Goal 9: Create an Incentive Program.

COMMUNITY DEVELOPMENT

Goal 1: Lay the Groundwork to Facilitate Future Economic Development Opportunities.

Goal 2: Promote Diversity in Housing.

Goal 3: Continue to Foster the Commercial Resurgence of Old Town Avondale.

Goal 5: Support Development Standards that Promote Investments in Avondale.

EDUCATION & WORKFORCE DEVELOPMENT

Goal 1: Prime the Workforce for Tomorrow's Economy.

Goal 2: Fine-tune Workforce Development Delivery.

Goal 3: Ensure that Residents of All Income Classes Have the Ability to Connect and Learn.

