



PUBLIC PRIVATE PARTNERSHIPS

I. What are some options for Public Private Partnerships locally and regionally?

- Big Chino Water Ranch
- Big Chino Water Pipeline
- Beltway starting at Pioneer Parkway
- Job center near the airport (where all three cities intersect)
- Expansion of Airport
- Regional airport and expansion
- Tri-cities and Quad-cities transportation system and network
- Light rail between Verde/Prescott/Flagstaff/I-17
- Regional road system
- Renewable energy
- Solar bank acreage – wind, bio diesel
- Rodeo grounds
- Oil processing plant
- Municipal golf course
- Communications and broadband service
- Internet connectivity and broadband
- Higher education/university
- Educational facilities
- Sustainable funding source for water
- Tax benefit – incentives
- Wash control and urban traffic safety
- Healthcare facilities
- Landfills and recycling
- Buildings and industrial parks
- Labor development to grow and sustain workforce

II. Who are the “players” who would be involved in each of the top issues for PPPs?

The “players” depend on the service or issue to address. However, here is an example of “players” involved in a couple PPP options.

Water and pipeline

- State government
- Prescott, Prescott Valley and Chino Valley governments
- Active Management Area
- Yavapai County
- Public relations firms
- Citizens/tax payers for each community
- Federal government
- SRP
- Utilities
- Unions (operations and maintenance)
- Financial institutions
- Private investors (Wall Street, international investors, venture capitalists)
- Regulatory agencies
- Bio diversity and environmentalists groups.
- “Angel” investors (specialists in certain investments)
- Surrounding communities (Paulden, Mayer, etc.)
- Consultants – coordinators (financial, legal, engineering, construction, economic development, lender’s advisors)



Addendum II Central Yavapai Institute * Break-Out Group Data October 9, 2009

Transportation

- Arizona Dept. of Transportation
- Municipalities
- Central Yavapai Metropolitan Planning Organization (CYMPO)
- Private providers
- Vendors
- Transit authority
- Federal and government funding partners
- Help from public sector – sharing of the burden
- Public relations firms
- Citizens/tax payers for each community
- Unions (operations and maintenance)
- Financial institutions
- Private investors (Wall Street, international investors, venture capitalists)
- “Angel” investors (specialists in certain investments)
- Nonprofit organization providers
- Boards of Education (state and local)
- Schools
- Nonprofit organizations

Other considerations:

- Environmental benefits
- Tourism benefits
- Local economy benefits
- Barriers/risk and Rewards/benefits
- Costs
- Delays
- Financial burden on municipal – debt
- Make new growth pay for new growth
- Inequitable division of debt
- City Services always continue to go up

III. How do we proceed from here?

- Educate the public and private sectors on PPPs.
- Work with government entities to analyze whether this are potential PPP projects in the future.
- Obtain government buy-in for a specific project.
- Obtain input from all “players” involved
- Rely on Government to take the lead
- Complete due-diligence on project.
- Bring project to constituents for vote
- Implement an ongoing public communications plan.
- Gather and procure consulting firms: including financial institutions, along with engineering and construction firms.
- Complete the bidding process.
- Choose PPP convener and contract firms (RFPs).
- Complete due diligence, assessments, bidding, RFQ, RFP, risk mgmt, contracts.
- Set up oversight and project management for the project

IV. Priority Areas for PPP Consideration

- Transportation plan (light rail beyond I-17 – Flagstaff, Verde, Phoenix; bypass options; public roads; intercity public transportation)
- Airport expansion
- Big Chino Water Pipeline
- Regional job center (industrial, commercial, intercity transport of goods)
- Expanded alternative energy sources.



V. Key Questions for Consideration

- How much risk is the public and private sector willing to take to develop a project outside of its already existing projects?
- How much are the public and private sectors willing to invest through a tax or other revenue source to add an additional project to its plans?

REGIONALIZATION

I. Regional Boundaries Proposed

- Tri-cities and Quad-cities and Sovereign Nations
- AMA (for water-related issues)
- Realistic regional boundaries

Information in this report reflects Tri-cities and Quad-cities and Yavapai-Prescott Tribe unless otherwise noted.

II. What do we need to do to attract new businesses to the region and retain current businesses (Quad Cities and Sovereign Nations)?

In order to ATTRACT new businesses and jobs to our region:

1. Ensure the City/Towns have infrastructure in place such as facilities, utilities and developed land.
2. Establish a "Western Yavapai Economic Development" Council or Foundation (WYED) through intergovernmental agreements. This group could:
 - assess regional economic development opportunities;
 - interact with and between businesses and chambers of commerce;
 - assess the needs of community businesses;
 - assess what the business communities can do for each other;
 - collaborate on regional tourism opportunities;
 - collaborate on grants;
 - coordinate regional activities calendar;
 - collaborate on regional tourism opportunities.
3. Give region its own "flag" to make sure when the region wins, no one party can take credit, but credit instead goes to the whole region.
4. Establish an area information center to support/attract economic development for the region (possibly an extension of the Prescott Valley Economic Development Foundation to Western Yavapai Economic Development Council or Foundation-WYED).
5. Establish a team of volunteers to help with economic development efforts.



Addendum II Central Yavapai Institute * Break-Out Group Data October 9, 2009

6. Create a comprehensive program for regional marketing and economic development. Make sure to include the Yavapai-Prescott Indian Tribe. In addition, locate funding to market the region in a proactive way (WYED).
 - o The “center” should help businesses find everything they need to know – from learning about the area to the process (applications, permits, etc.).
 - o The “center” should be located in a central location in the region.
 - o The “center” should have tools to make it easy for the “scouts” to see what the region has to offer – buildings, demographics, workforce, services for employees, schools, etc.
 - o Make it easy to research our assets, giving us working knowledge of what businesses and services are in the communities.
 - o The “center” should be effectively marketed online.
7. Create policies and procedures that in the cities and towns that are “business friendly.”
 - o For example, during the initial plan review, set up a meeting with business owner and all town departments including the Economic Development Foundation to be an advocate/go between with the town.
8. Identify what businesses need (basic needs and incentives) in the area to be successful.
9. Require business licenses to track what types of businesses are in the community, in order to give prospective businesses an idea of what existing businesses and what is needed. Make the license affordable!
10. Modify development plans to be more “regional.”
11. View development as an investment for long-term job retention and development.
12. Support the Prescott Airport and evaluate more opportunities to make it a viable regional airport that will be an asset to potential businesses.
13. Evaluate and seek new markets.
 - o Meet with prime industries to identify needs, potential issues.
14. Focus on non-retail and commercial jobs.
15. Assess opportunities for workforce development.
16. Increase workforce development. The basic business is changing and we need more skilled workforce in our area to match changing businesses’ needs.
17. Increase public education and business education so potential businesses understand what they are buying (crucial to obtain buy-in).
18. Identify and address commercial property taxes, which are a disincentive to move to Arizona (on a statewide basis). The consensus was that Arizona’s commercial property taxes are too high – reduce.
19. Implement business incentive program (business grants, etc.)



Addendum II Central Yavapai Institute * Break-Out Group Data October 9, 2009

In order to RETAIN current businesses and make them viable:

1. Expand Central Yavapai Metropolitan Planning Organization (CYMPO) to be an “association of governments” (Central Yavapai Association of Governments—CYAOG or Yavapai Association of Governments—YAG). This expanded version of CYMPO could:
 - o Cooperate regionally to meet the current community needs of residents such as: transportation; planning; water; regional communications; education; waste management and recycling; and other services; etc.
 - o Collaborate on grants for services.
 - o Collaborate on regional lobbying efforts.
2. Establish a “business academy” (such as that currently offered by the Prescott Valley Chamber of Commerce) and other means of education to improve business, networking and communication skills.
 - o Encourage business owners to collaborate and network with one another. This could possibly be completed through the Chambers of Commerce, the local colleges and SCORE. This should be available to employees of local businesses too.
3. Establish a “Western Yavapai Economic Development” Council or Foundation (WYED), as previously discussed.
4. Educate publicly and spend locally. Understand the impact of what the dollar does locally.
5. Understand that rural communities in the area are important to our economy.
6. Identify with the small local businesses and support them.
 - o Sponsor “listening” sessions with business owners and allow them to share their needs and ask businesses and others to create action plans with their top issues (use Flagstaff as an example).
 - o Mentor businesses and encourage them to grow and develop.
 - o Institute regular visits of local businesses. Make sure their needs are known, understood, and addressed. Come out with an action plan.
7. Institute the Sirolli model to grow businesses locally (www.sirolli.com)
8. Invest in the Chambers of Commerce.
9. Implement a pro-active regional marketing plan (i.e. expansion of airport and new markets).
10. Increase collaboration with associations (like SLIM through Yavapai College).
11. Engage each city, private business and education facilities to work together.
12. Invest in retaining businesses.
13. Improve workforce development. The basic business is changing and we need more skilled workforce in our area to match changing businesses’ needs.
14. Focus on “job retention” not just business retention.
15. Increase involvement by and inclusion of SCORE.



III. What business sectors and/or industries can be supported and sustained in the region?

1. Light manufacturing and industrial
2. High tech (colleges, aerospace and aviation related)
 - New technology – simulation software – Embry-Riddle new frontiers in development
 - Businesses where professionals work from home using pods – network supported systems
 - Internet marketing – professionals – software companies
 - Software/clean/green industries
3. Old west attractions
4. Financial industry
5. Tourism
 - Outdoor recreation (eco-tourism)
 - Rodeo
 - Regional
6. Healthcare related (for our aging population)
7. Higher education
8. Retail/commercial/service
9. Sports/Arts & Entertainment
10. Events Center, Yavapai College, etc.
 - Yavapai County Fair Grounds(horse racing and sports)
 - Athletic activity marketing
11. Small start-up businesses.
12. High-end businesses that use a high level of commercial property.
13. High-end businesses with limited need for commercial space but can be home-based.
14. Renewable Energy (solar, wind, etc.)
15. Agriculture
16. Companies from Mexico to accommodate for our limited local resources.
17. Warehouse and distribution centers
18. Call Centers
19. Wineries/Breweries
20. Medical/Professionals
21. Research Austin, TX and what they did to increase jobs.



IV. How can our rural markets compete with metro markets?

- Identify a specific niche and target that niche
- Create regional branding
- Add a flight back to Phoenix
- Retain air service to Los Angeles and Denver
- Expand airport to make the region a destination.
- Increase regional cooperation
- Include all of Northern Arizona
- Ensure rural government is more approachable and friendly than urban governmental agencies
- Maintain diverse school selection
- Promote higher education options in our communities
- Stress proximity within Arizona and climate and active community members
- Decide what makes us unique and distinguish ourselves regionally for these qualities.
- Recognize the importance of arts, culture and entertainment programs in our area
- Emphasize year-round outdoor activities
- Promote the fact that regional resources are already here
- Promote the fact that there is room for expansion.
- Maintain substantial open space (currently approximately 1.2 million acres)
- Promote our healthy environment
- Engage our involved

V. Are there any incentives left in Arizona for business opportunities?

- PPP and regional marketing
- Grants
- Cooperation with Sovereign Nations
- Enterprise zones
- Reflection on community assets such as higher education (ERAU, YC, PC, NAU)
- Regional cooperation

VI. What is the best method to market our assets?

- Regional branding
- Relationships
- Social media
- More partnerships with Sovereign Nations
- Website links between all cities
- Consistent message through regional marketing
- More networking on the websites and through the internet
- Emphasize our community assets and population demographics