STRATEGIC PLAN 2018-2023





LETTER FROM THE CEO



Dear Friends,

The West Valley of the Phoenix metro-area continues to be one of the fastest growing regions in the country. The West Valley is comprised of 15 communities encompassing 3000 square miles west of Interstate 17. The region is home to 1.6 million residents who range from established corporate executives to an up-and-coming millennial workforce, including, by age, young families through senior citizens. Though the region was once perceived as a retirement community, the reality is that 62% of residents are workforce age. Over the past 15 years, many young adults moved to the West Valley as an affordable place, with quality community amenities, in which to raise their families. Today, these families have grown, established roots, and become engaged in supporting their communities.

WESTMARC, a coalition of public, private and education leaders is committed to the West Valley's economic vitality and enhanced quality of life. It is a place for stakeholders to connect, collaborate and take-action to promote the West Valley within the state and country.

WESTMARC is governed by a Board of Directors, representing all three sectors of the membership who set the strategic direction for the organization. The main priorities of promoting the West Valley, enhancing economic development, and increasing member value drive our daily work. As the President and CEO, my team and I work with members of the WESTMARC Issue Committees to implement the goals of the Board of Directors. These priorities will guide the organization's strategies over the next several years.

I would like to thank the WESTMARC Board of Directors and all members for their active participation, community involvement, investment, and passion for moving the West Valley forward.

Sincerely,

Sintra Hoffman

Sintra Hoffman President and CEO



EXECUTIVE COMMITTEE



Chair Bobbi Magdaleno ASU



Chair-Elect Jonathan Howard Quarles & Brady



Treasurer Michael Martin APS



Secretary Stan Holm Abrazo West

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Executive Advisory Committee

Sharon Grambow, Chief Operating Officer – Sun Health Senior Living Joe LaRue, Executive Vice President – Sun Health Herman Orcutt , Founder – Orcutt Winslow Partnership (Retired)



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INTRODUCTION & PURPOSE

WESTMARC was created in 1990 as a coalition of the public, private and education sectors to address important issues facing the West Valley - Transportation; Education; and preservation of Luke Air Force Base. Through the success of the region's leaders, those issues are now the foundation for current economic activity. Today, the West Valley is keenly focused on economic development growth and job creation. To accomplish this, WESTMARC is focused on demonstrating the region's workforce, increased buying power and high quality of life. Successful communication of this transformation means reversing outdated perceptions and re-branding the West Valley.

Economic forecasts and growth projections show that the economic opportunity for the future of Arizona lies within Western Maricopa County. Over the next 25 years, 49.5% of the growth in Maricopa County will occur in the West Valley. WESTMARC continues to work with regional stakeholders to ensure this community is ready to meet the associated demands.

The WESTMARC Board of Directors held a Strategic Planning Retreat in October of 2017, and confirmed WESTMARC's continued role, as the regional organization, to promote the West Valley as a place of quality communities, economic vitality and job creation. In doing so, strategies are being developed to enable all communities and sectors of WESTMARC to speak with one united voice.

WESTMARC Vision Statements

- WESTMARC will enhance the perception of the West Valley as the premier location for business opportunities and quality communities
- WESTMARC is the regional organization to join for everyone with West Valley interests
- WESTMARC is the leader in enhancing economic development opportunities for the West Valley

WESTMARC Priorities

- · Promote the West Valley with one united voice
- · Enhance the West Valley for economic development vitality
- Increase member value and engagement





PROMOTE THE WEST VALLEY

The WESTMARC Board of Directors identified promotion of the West Valley with one united voice, as a strategic goal and important pillar. Given the number of unique communities that make up the West Valley, WESTMARC will employ various methods to communicate and promote the region's united message.

Regional and Statewide Media

WESTMARC continues to strengthen relationships with the Phoenix Business Journal, Arizona Business Magazine, the Arizona Republic and other print and radio media partners for strategic promotional opportunities and increased exposure.

Social media

WESTMARC takes advantage of media outlets such as Facebook, Linked-In, Twitter, etc. as a marketing tool for events, member exposure, etc.

Marketing Materials

WESTMARC continues to update and distribute its "West Valley: 15 Communities One Workforce," quality of life brochure, regional asset map, GMFTZ brochure and other key materials that promote the West Valley's key assets, economic drivers, ongoing growth, and quality development.

WESTMARC Website

WESTMARC's website is designed to focus on promoting the West Valley and providing timely and useful information for members and potential business locates. The new website will provide greater opportunities to connect readers to key West Valley resources. Additionally, the new website will increase opportunities for direct member interaction and allow them to increase exposure through their own input.

West Valley Marketing Collaborations

A key goal in 2018, is to create several collaborations toward enhancing promotion of the West Valley. The first will include public relations personnel from West Valley community, business, and education sector partners who have a vested interest in positive and coordinated messaging about West Valley assets. Approaching the media together as a collaborative group will better promote assets individually and the region collectively.

West Valley Asset Tours

WESTMARC's West Valley Asset Tours have proven to be an effective mechanism to promote assets that enhance the quality of life, work, education, etc. in this region. These tours are also very valuable as they provide opportunities for members to showcase their operations to larger, diverse audiences. WESTMARC will enhance the tours and continue them into 2018.



PROMOTE THE WEST VALLEY

PERFORMANCE MEASURES:

- 1. Create a group of media relations and communication professionals to collaborate for increased positive coverage of the West Valley.
- 2. Launch the new WESTMARC website, focusing on promoting the West Valley.
- 3. Produce West Valley Quality of Life brochure and other marketing materials.
- 4. Increase media exposure by 15%.

69% of the West 1.6 Valley workforce lion commutes outside people live in the of the region to work West Valley. in other parts of Maricopa County. 40% of Phoenix 28% of the residents live west manufacturing workers of Interstate 17. in Maricopa County Phoenix, the state's live in the West Valley largest city, has a population of 1.5 million. 37% of the healthcare workers in Maricopa County **\$64,634** is the average live in the West Valley annual income for households in the West Valley. 34% of the professional finance and insurance workers **62%** of the in Maricopa County West Valley live in the West Valley population is

workforce age.

Projected Population Growth



Increased Buying Power

Average household income - \$64,634.

Household income range more than 50% of the West Valley's residents fall into the range of \$64,634 - \$130,000.

Several pockets of the West Valley exceed \$130,000.



Growing the West Valley's Workforce

Today, the leading conversation in business attraction and expansion is the availability of a talented, skilled and educated workforce. While we anecdotally know this region has a talented workforce, economic development professionals have experienced challenges demonstrating the numbers. Traditional data sources report workforce information by place of emoployment, rather than place of residence. This flaw has perpetuated mis-perceptions about the actual talent and buying power in the West Valley. Through a partnership with Maricopa Association of Governments and Arizona State University, WESTMARC was able to collect and analyze data on the current workforce.

The outcome of this first step led to a stakeholder driven and supported, workforce development plan. This five-year workforce development Implementation strategy - West Valley Pipeline - will validates the current talent and provides near and long-term strategies to strengthen connections between business and education to produce a marketable workforce pipeline. Consistent, focused messaging will be used to re-brand the perception of the region's labor pool and coordinate

TARGET INDUSTRIES: Aerospace, Advanced Business Services, Advanced Manufacturing, Healthcare, Information Technology, Transportation and Logistics.

STRATEGY	PARTNERS	TIME FRAME
Address skills gaps through partner- ships	WESTMARC, Target industry sectors, Industry Advisory Committees, Arizona@Work, West-MEC, education partners including Maricopa Community College District, universities and training providers, em- ployment agencies, marketing partners	2018
Develop Key Messages for consistent delivery	WESTMARC, Arizona@Work, West-MEC, Maricopa Community Col- lege District, university partners, Greater Phoenix Economic Council (GPEC), economic development partners, and the business community	2018
Develop a collaborative business outreach program	WESTMARC, Arizona@Work, Municipal economic development rep- resentatives, business community/chambers, and other partners as appropriate	2018
Create pathway for in-demand occupations	WESTMARC, Target industry sectors, Industry Advisory Committees, Arizona@Work, West-MEC, all relevant education partners including community college district, other colleges, universities and training pro- viders, Pipeline AZ, Arizona Career Information System (AZCIS)	2019
Re-brand vocational education to Career Technical Education (CTE)	West-MEC, K-12 school districts, industry partners, industry councils/ associations	2019
Conduct resident and commuter outreach	WESTMARC, Municipal economic development professionals, media outlets	2019
Integrate soft skills into K-12 curriculum	WESTMARC, K-12 school districts, corporate sponsors	2020-2023
Support STEM education	WESTMARC, K-12 districts, West-MEC, Maricopa County Community College District, industry partners, parents/decision makers	2020-2023



Greater Maricopa Foreign Trade Zone (GMFTZ)

The Greater Maricopa Foreign Trade Zone (GMFTZ) is an economic development tool for business attraction in the manufacturing and logistics space. The GMFTZ enables the West Valley to compete for projects that entail a significant amount of foreign import-export activity by reducing operating expenses and property taxes for qualifying companies. West Valley communities benefit from the job creation, increased economic and business development that results from GMFTZ projects.

This tool has been very successful, having already led to the creation of more than 1500 jobs. Its impact is projected to exceed 3500 jobs by 2021. Capital investments through this program total upwards of \$500 million. Given the proximity of the West Valley to the ports of entry in California, this tool is especially important to this region's economy.

WESTMARC is responsible for administrative support and marketing efforts for the GMFTZ.

West Valley cities are keenly aware of the benefit of this business attraction tool and the employment opportunities for their residents. For these reasons, WESTMARC is dedicated to the success of the program.

GMFTZ 277 Economic Impact Summary					
Construction (tota	l over ten years)				
	Person Years of Employment	Wages	Economic Output		
Direct	1,936	\$130,618,000	\$288,615,972		
Indirect	412	\$24,814,000	\$71,411,000		
Induced	1,057	\$47,776,000	\$143,954,000		
Total	3,404	\$203,208,000	\$503,980,972		
Operations (annual at buildout)					
	Jobs	Wages	Economic Output		
Direct	2,478	\$106,952,970	\$528,096,898		
Indirect	1,191	\$63,147,000	\$195,896,000		
Induced	1,157	\$52,293,000	\$157,567,000		
Total	4,825	\$222,392,970	\$881,559,898		



Promoting a Quality West Valley Lifestyle

Quality of life has become an increasingly key factor in the site selection process. WESTMARC convened a Quality of Life committee to define the elements of a quality lifestyle, inventory regional assets and promote this information on a regional basis. Family oriented amenities, nightlife options, world-class entertainment, sporting events and outdoor recreation opportunities make the West Valley a high-quality community for residents and new businesses. WESTMARC promotes these lifestyle offerings through the delivery of a quality of life brochure, video messaging, website, etc. to market the region both in-state and to business locates.



Economic and Tourism Decision Influencer's

WESTMARC partners with organizations whose primary focus is to reach those outside of Greater Phoenix/Arizona for economic development and tourism purposes. This includes economic development organizations such as the Arizona Commerce Authority (ACA) and the Greater Phoenix Economic Council (GPEC), the commercial and residential real estate community, and convention and visitors bureaus. The primary goal is to deliver a strong and united West Valley message providing current data and information to those partners to ensure they have the most up-to-date and accurate tools to promote the region.

Policy Advocacy

Policies and programs created for our region and state directly affect opportunities for the West Valley. Active engagement with policy-makers ensures they are provided with information on the West Valley's legislative priorities related to the economic vitality of this region. A clear and focused Legislative Agenda is paramount as our policy representatives make decisions that impact the West Valley's economy.

Pursuing Infrastructure Programs

Well planned infrastructure (energy, transportation, technology, water) is essential in order for West Valley communities to capture immediate business expansion and attraction opportunities, and pro-actively plan for the best economic opportunities for residents. WESTMARC convenes conversations on changing technologies and their impact on business and residential services to create a smart region. WESTMARC works hand in hand with GPEC to support the implementation of the Connected Place and development of a smart region. Additionally, WESTMARC works with MAG and other regional stakeholders to support programs addressing the need to develop new, and replace aging, infrastructure.



PERFORMANCE MEASURES:

- 1. Collect, organize and communicate data and materials that demonstrate the West Valley's workforce.
- 2. Collect, organize and communicate data and materials that demonstrate the West Valley's quality of life.
- 3. Execute goals and strategies of the Workforce Development Implementation Strategy. (See page 7.)
- 4. Examine and pursue programs to enhance infrastructure in the West Valley.
- Increase West Valley presence in statewide and regional economic development activities through partnerships with the ACA and GPEC.
- 6. Increase media exposure for the West Valley by 15%.
- 7. Develop relevant and timely legislative priorities and communicate through the Annual Legislative Agenda.
- 8. Increase engagement in Greater Maricopa Foreign Trade Zone, marketing, administrative and business development activities.





WESTMARC is fortunate to have a strong, connected, engaged and passionate membership who share the common goal of improving the business climate, economic vitality and quality of life in the West Valley. This is the only organization representing West Valley interests by connecting three important and interrelated sectors: Business; Education; and Government.

Member value and partnership engagement is the main focus of WESTMARC. All organizational initiatives are member driven, and with teamwork, successfully executed. WESTMARC is the place for conversations, coalitions and action to advance the West Valley's economic agenda.

Member Engagement:

West Valley's Legislative Voice

WESTMARC has reconstituted an Annual Legislative Agenda that is intended to guide conversation and position statements affecting the economic vitality of this region, the organization's mission and membership. Key areas include:

- Economic Development
- Education
- Fiscal Responsibility and Taxation
- Healthcare
- Infrastructure
- Land and Regulatory Affairs
- Military Preservation
- Quality of Life

Communications

Communicating with our investors and providing platforms for greater exposure and business connections is WESTMARC's best method for member engagement. Communication tools include Weekly Headlines (E-Blasts), social media such as Facebook, Twitter, and LinkedIn. These popular options allow for timely dissemination of information to members.

The WESTMARC website is currently in the process of the major update. The new website will have a more streamlined look. This upgrade will also allow for increase member exposure. The new website will launch summer 2018.

Innovative Informational Summits and Forums

WESTMARC will organize more educational opportunities for its members to interact with one another through activities which promote the West Valley. This will include topic specific summits, workshops, and other forums for members to learn about key issues and solutions for improving member business operations. Summits and expos will focus on the targeted West Valley industries.



Informational Sessions and Asset Tours

Through its committees and activities, WESTMARC holds information sessions and asset tours, open to all members to promote business as well as educate members on important services and programs in the West Valley. Additionally, Board meetings and other convening discussions rotate to key sites around the West Valley for greater exposure of those assets.

Ambassador Program

WESTMARC membership embodies a variety of dynamic leaders across membership sectors. The Ambassador Program will provide a framework for members to approach and educate others about the work of the organization and the value of involvement and membership. This program will educate members on key messages focused on the mission and goals of the organization. This will ensure consistency of messaging and increase the fluency of Ambassadors' they share WESTMARC information which will facilitate new/increased membership and engagement.

Key Issue Committees

WESTMARC regularly convenes six committees each focused on issues of importance to the West Valley and relevant to the organization's mission. These committees create an environment for relationship-building while working on issues and projects that improve the quality of life in the West Valley. WESTMARC members are encouraged to participate in one or more Issue Committees. Committee participation has many points of value for members:

- Learn what's happening in the West Valley from guest speakers and subject-matter experts.
- Be an active participant in shaping the region.
- Build relationships with other members with similar interests.
- Develop new business opportunities.

Signature Events

WESTMARC holds five signature events each year. The WESTMARC signature events provide opportunities to educate, recognize, and promote what is happening in the West Valley. Events include luncheons, receptions, golf tournaments, award dinners and more! For a listing, please see page 14.





ISSUE COMMITTEES

Economic Development:

The Economic Development Committee is focused on regional strategies to enhance the West Valley's economic development capabilities. The key priority of this Committee has been to developing and now implementing the workforce development strategy -West Valley Pipeline. The Committee works to inform members about business attraction tools, such as the Greater Maricopa Foreign Trade Zone, and West Valley economic drivers and assets. This Committee also leads the planning for the Annual Economic Development Summit.

Education and Workforce Development:

The Education and Workforce Development Committee addresses issues affecting the quality of education in the West Valley at all levels (K-12, CTE, post-secondary). The committee is keenly aware of and coordinated to enhance and implement the work of the Economic Development Committee in their efforts to support the growth of a talented workforce. This Committee works to create and strengthen connections between the business membership/community and education. They have done so through the creation of an Education Asset inventory, as well as introducing expert speakers to the conversation, leading to further committee action.

Healthcare:

The Healthcare Committee is the region's innovative leader in ensuring the West Valley's top industry, healthcare is at the forefront. This Committee is instrumental in addressing issues and providing solutions in industry workforce shortages through partnerships, round-table discussions, and career expos. The Committee is leading efforts to create an interactive healthcare map as a member resource as well as business attraction tool. The Committee led a successful Healthcare Innovation Summit to provide information on the changing landscape of healthcare and impacts on the region and state.

Infrastructure:

The Infrastructure Committee addresses long-term planning issues that affect this key component for economic development growth. The Committee focuses on transportation, water, energy, and technology impacts to ensure the West Valley has a regional voice in this space. The Committee brings industry leaders in to share their knowledge with members.

Public Affairs:

The Public Affairs Committee in coordination with all other WESTMARC Issue Committees, develops the organization's Annual Legislative Agenda. This Agenda gives members a vehicle to discuss, form and advocate official positions on public policy issues facing the membership as related to the mission of WESTMARC.

West Valley Quality of Life:

The West Valley Quality of Life Committee is focused on promoting the high quality of life and strong buying power of this region. The Committee will inventory West Valley assets that enhance the quality of life for residents and visitors to the state. They are highly aware of the importance of the impact this topic has for decision makers when locating new businesses or expanding existing ones.



WESTMARC SIGNATURE EVENTS

West Valley State of the State Luncheon - January

WESTMARC hosts the Annual State of the State Address each year, this luncheon provides a forum for Governor Ducey to share his Annual Legislative Agenda with the West Valley community.

Annual Business Meeting - February

WESTMARC holds its Annual Business Meeting in February each year to elect the Board of Directors. The event is combined with a special speaker or panel to address the economy or other issues of importance to the West Valley and WESTMARC members.

Economic Development Summit - May

WESTMARC's Economic Development Summit provides members and the community with timely updates on plans for economic development in Western Maricopa County. The event features speakers and/or panels addressing current issues and opportunities for economic success.

Annual Golf Classic - September

WESTMARC's Golf Classic provides an opportunity to golf with government and business leaders from the West Valley. The event is pure fun and includes a raffle and tournament prizes at the player reception immediately following the tournament.

Best of the West Awards Dinner - November

WESTMARC's Best of the West Awards has been the signature event of the West Valley for more than twenty-five years. The event is designed to celebrate the best of Western Maricopa County, and recognize outstanding contributions to the quality of life, economic development, and innovation in the West Valley.





ECONOMIC DEVELOPMENT SUMMIT 2017





GOLF CLASSIC 2017





BEST OF THE WEST 2017







PERFORMANCE MEASURES:

- 1. Increase awareness of and utilization of the web-based member database to promote our WESTMARC members.
- 2. Implementation of the Ambassador program.
- 3. Organize more opportunities for members to interact, learn, and communicate through activities that promote the West Valley.
- 4. Enhance opportunities to engage in policy issues affecting the West Valley.
- 5. Increase opportunities for expert speakers to share knowledge with WESTMARC members.

INVEST IN THE WEST



BOARD OF DIRECTORS

Board of Directors

Shawn Bradford, Vice President, Corporate Services – Epcor Water Marie Buck, Sr. Director of Business Operations – ISM Raceway Ron Campbell, SR. Director of Ticket Sales – Arizona Cardinals Bernadette Carroll, President and CEO – West Valley Arts Council Guy Carpenter, Vice President, Client Service Manager - Carollo Engineers

Ron Castro, West Valley Bank President - BNC National Bank Dave Coble, Project Manager – Coe and Van Loo

Tina Brucato-Day, Sr. Director of Hospital Operations, St. Joseph's Westgate – Dignity Health

Rick Dircks, Executive Vice President - Moving & Logistics Patricia DiRoss, Government Relations Specialist – SRP

Greg Donovan, Superintendent – West-MEC

Libby Francisco, COO - Desert Diamond Casino

Dr. Roger Freeman, Superintendent – Littleton Elementary School District

John Graham, President and CEO – Sunbelt Holdings

Dan Kelly, Sr. Vice President - DMB

Jim Kenny, President - El Dorado Holdings

Dr. Ernie Lara, President – Estrella Mountain Community College The Honorable Michael LeVault, Mayor – Town of Youngtown Lynn Malloy, General Manager, Operations – Southwest Gas The Honorable Lana Mook, Mayor – City of El Mirage

Bill Olson, SVP, Division Manager – Newland Real Estate Group The Honorable Eric Orsborn, Councilmember – City of Buckeye

Michele Pino, Commercial, Site Selection and Industrial Specialist – Land Advisors Organization

Bridget Schwartz-Manock, Director of Public Affairs-Central Arizona Project

The Honorable Everett Sickles, Mayor - Town of Wickenburg The Honorable Lorenzo Sierra, Councilmember – City of Avondale Mike Theile, Sr. Vice President-Alliance Bank of Arizona The Honorable Anna Tovar, Mayor – City of Tolleson The Honorable Tommy Lee Sikes, Mayor – Town of Gila Bend

Ex-Officio Board Members

David Berry, Vice President - Swift Transportation

Clint Chandler, Metro Phoenix and Greater Arizona Director – U.S. Senator Jeff Flake

Luis Heredia, District Director – Congressman Ruben Gallego The Honorable Michelle Hess, Executive Director-Leadership West The Honorable Clint Hickman, Supervisor – Maricopa County Michael Jameson, District Representative – Congressman Trent Franks Kevin Knight, District Director – Congressman David Schweikert

Rusty Mitchell, Director, 56th Fighter Wing Community Initiatives Team – Luke AFB

Penny Pew, District Director – Congressman Paul Gosar Tom Sadler, President and CEO – Arizona Sports and Tourism Authority

Michelle Shipley, Deputy State Director – U.S. Senator John McCain Ron Sites, Executive Director – Fighter Country Partnership

Honorary Director

The Honorable Doug Ducey, Governor - State of Arizona

Director Emeritus

The Honorable Janice K. Brewer, Past-Governor - State of Arizona



WESTMARC MEMBERS

Chairman's Circle

Arizona Cardinals APS Desert Diamond West Valley Casino

Platinum

Arizona Coyotes Arizona State University Banner Health CopperPoint Mutual Insurance Companies El Dorado Holdings, Inc. ISM Raceway Quarles & Brady LLP Southwest Airlines SRP Stifel, Nicolaus & Company, Incorporated Sun Health Sunbelt Holdings University of Phoenix

Gold

Abrazo Health Alliance Bank of Arizona BMO Private Bank Central Arizona Project DMB FirstBank of Arizona Greenberg Traurig, LLP IRIS USA, Inc. Maricopa Community College District Merit Partners West Maricopa Association of Realtors

Silver

Aetna Cancer Treatment Centers of America Carollo Engineers, Inc Coe & Van Loo Consultants, Inc Copper Springs Hospital Dignity Health EPCOR Water Grand Canyon University John F Long Properties LLLP Land Advisors Organization Midwestern University Nathan & Associates Newland Opus Development Company, L.L.C Orcutt Winslow Partnership Republic Services Southwest Gas Swift Transportation Valley Metro Vistancia Land Holdings, LLC/Land Resources Weitz West-MEC

Bronze

A New Leaf American Medical Response Arizona Business Bank Arizona Department of Transportation Arizona FTZ Services Arizona Sports and Tourism Authority AZ Commerce Authority - RevAZ **Bowman Consulting Group Cawley Architects** Contracted Driver Services Dircks Moving and Logistics Dorn Policy Group EPS Group Inc Estrella Mountain Community College FCI Constructors, Inc. Glendale Community College GMFTZ Goodwill of Central Arizona Hays Companies Henslev HILGARTWILSON, LLC IMS Operating Services, Inc. Littleton Elementary School District Mainstreet Health National Bank of Arizona Newmark Grubb Knight Frank Northern Arizona University Ottawa University Pacific Office Automation Phoenix Neurology and Sleep Medicine Phoenix West Commercial Resolute Siemens Industry, Inc

Sunbelt Investment Holdings Inc. Sundt Construction, Inc. The Walton Group of Companies TruPath University of Phoenix Stadium - SMG Vitalyst Health Foundation Wells Fargo Wigwam Arizona Winslow+Partners Wood, Patel & Associates, Inc Zona Communications

Copper

Antiqua Group Arizona Board of Regents Arizona Broadway Theatre Benevilla **BNC National Bank** Boys & Girls Clubs of Metro Phoenix Buckeye Elementary School District #33 **Career Connectors** Hickman's Family Farms lennings, Strouss and Salmon Litchfield Elementary School District Maricopa Association of Governments Pendergast Elementary School District Royal Oaks Retirement Community **Tolleson Elementary School District** Total Transit Triadvocates LLC Valley Leadership Valley of the Sun United Way White Tank Mountains Conservancy Wildlife World Zoo, Aquarium & Safari Park

Community Members

City of Avondale City of Buckeye City of El Mirage City of Glendale City of Goodyear City of Litchfield Park City of Peoria City of Phoenix City of Surprise City of Tolleson Maricopa County Town of Gila Bend Town of Wickenburg Town of Youngtown

Individual Members

Bill Vandenbosch Herman Orcutt Kathy Knecht Lisa Atkins Robert Burns Dr. Len Kirschner



15 Communities... One Voice

WESTMARC, a public/private partnership of 15 communities, the business and education sectors, provides opportunities for members to interact and communicate on issues vital to moving the West Valley forward. WESTMARC is committed to our members' success and our mission of enhancing economic development and quality of life in the West Valley. Avondale Buckeye El Mirage Gila Bend Glendale Goodyear Litchfield Park Peoria Phoenix Sun City Sun City West Sun City West Sun City West Surprise Tolleson Wickenburg Youngtown



Sponsored By:



Western Maricopa Coalition

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