



TOWN OF  
QUEEN CREEK  
ARIZONA



TOWN OF QUEEN CREEK

QC IS THE PLACE TO BE.

QUEEN CREEK ECONOMIC DEVELOPMENT STRATEGY

5-YEAR ACTION PLAN

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# 01 EXECUTIVE SUMMARY

## QC IS THE PLACE TO BE.

Queen Creek has built something real. A community that families actively choose—not by default, but because it offers something worth choosing: space, strong schools, an agricultural identity, and a sense of place that is increasingly rare in fast-growing metropolitan regions. Over the past fifteen years, the Town has grown by more than 60 percent, attracted one of the region’s most significant industrial investments in LG Energy Solution’s battery manufacturing facility, and cultivated a destination economy that draws visitors from across the Phoenix metro. These are hard-earned advantages. They are also the foundation for what comes next.

But momentum without structure creates risk. Today, more than three in four of Queen Creek’s working-age residents commute outside Town limits for employment—a number that reflects both strong regional connectivity and a structural gap between where people live and where economic activity occurs. Wastewater capacity has not kept pace with the industrial opportunity the Town is now positioned to capture. Downtown is generating real energy, but sustaining that energy requires programming, placemaking, and parking solutions that have yet to be fully coordinated. Queen Creek’s agritainment identity sets it apart from every other community in the East Valley; land use policy and destination marketing must evolve to protect it. Growth that outpaces its own systems produces strain, not strength.

This five-year strategy is built on a single premise: Queen Creek does not need reinvention. It needs alignment. The plan organizes effort across five interconnected goals—competing for advanced manufacturing and supply chain investment; unlocking future employment areas through strategic infrastructure; strengthening Downtown as the community’s civic and economic heart; growing the agritainment and destination economy; and aligning the Town, Chamber, employers, and regional partners around shared priorities. Each goal reflects what the data shows, what community members said, and where Queen Creek is positioned to compete.

The Town’s competitive position is strong. High incomes, an educated workforce, available land, a distinctive destination brand, and leadership that is genuinely aligned—these are conditions that most communities at a comparable stage would envy. The challenge this plan addresses is converting those conditions into durable economic advantage: expanding the local employment base so residents can build careers here rather than commuting out for them; sequencing infrastructure investments to unlock growth rather than react to it; and protecting the quality of place that makes Queen Creek worth investing in.

**Queen Creek is already the place to be. This plan is the commitment to keep it that way.**



**GOAL 1:**

**COMPETING FOR INVESTMENT**

We will attract innovative employers that expand Queen Creek's employment base and create economic opportunity for residents.



**GOAL 2:**

**INFRASTRUCTURE THAT UNLOCKS OPPORTUNITY**

We will align infrastructure investment with economic development priorities to prepare Queen Creek for future employers and sustained growth



**GOAL 3:**

**A DOWNTOWN THAT COMES ALIVE**

We will strengthen the Downtown as Queen Creek's civic and economic heart through placemaking, local businesses, and programming.



**GOAL 4:**

**DESTINATION QUEEN CREEK**

We will grow Queen Creek's agritainment and experience economy to reinforce its identity as a distinctive regional destination.



**GOAL 5:**

**ALIGNED FOR MOMENTUM**

We will align the Town, Chamber, employers, and regional partners to turn Queen Creek's growth into lasting opportunity.



## 02 THE BIG PICTURE

### *WHY THIS STRATEGY MATTERS — AND WHAT IT SETS OUT TO DO*

Economic development rarely fails because a community lacks ambition. It fails because the pieces don't move together. The communities that convert growth into prosperity are those that align where they invest, who they recruit, how they build, and what kind of place they protect. Queen Creek has reached the moment where that alignment is no longer optional. It is the work.

### A DIFFERENT KIND OF ECONOMIC DEVELOPMENT

The traditional model of economic development is familiar: attract a company, create jobs, repeat. That model still matters, but it is no longer sufficient on its own. Communities that are winning economically think in systems rather than transactions. They ask not just "what company can we land?" but "what kind of place are we building, who is it for, and is everything we're doing reinforcing the same vision?"

Queen Creek's strategy reflects this broader view. Business attraction is central, but it sits alongside infrastructure investment, destination stewardship, Downtown development, and civic alignment. These are not separate tracks. They are dimensions of a single challenge: how to convert the momentum Queen Creek has already built into an economy that works for the people who live here.

## WHERE QUEEN CREEK STANDS

Queen Creek entered this planning process from a position of real strength. In fifteen years, it grew from a small community at the edge of the East Valley into a Town of 91,900 residents—with household incomes among the highest in the region, strong schools, a distinctive agricultural and equestrian identity, and the market credibility that comes with landing LG Energy Solution’s battery manufacturing facility. These advantages did not arrive by accident. They reflect deliberate choices by Town leadership, engaged employers, and residents who chose this community on purpose.

The structural challenge is that residential growth has significantly outpaced the local employment base. More than 75 percent of Queen Creek’s working-age residents commute elsewhere for work. That figure carries fiscal consequences and represents the central opportunity this plan addresses: building the infrastructure, recruiting the employers, and creating the conditions that allow more residents to build their careers in the community where they have chosen to live.

Queen Creek is also operating in a favorable regional context. The Greater Phoenix economy is experiencing a historic wave of investment in advanced manufacturing, semiconductors, and supply chain infrastructure, and that wave is moving southeast. The LG Energy Solution facility is the opening chapter, not the conclusion. Capitalizing on it requires wastewater capacity, development-ready sites, and a focused recruitment strategy. Without them, the wave moves past.

## THE STRENGTHS QUEEN CREEK BRINGS TO THIS WORK

Six competitive advantages give this strategy its foundation:

### 01. INDUSTRIAL CREDIBILITY.

LG Energy Solution's facility has reshaped how the broader market perceives Queen Creek. The Town is now part of a regional conversation about advanced manufacturing and supply chain investment that did not include it five years ago. That credibility is hard to earn and consequential to build on.

### 02. STRATEGIC LOCATION.

Queen Creek sits at the edge of an expanding industrial corridor, with access to regional labor markets, transportation infrastructure, and large tracts of developable land—including Arizona State Trust parcels that will come online in the years ahead. Few East Valley communities can say the same.

### 03. A DESTINATION IDENTITY NO ONE CAN REPLICATE.

Schnepf Farms, the Queen Creek Olive Mill, Horseshoe Park & Equestrian Centre, and an expanding network of agritainment businesses have created something unusual in a suburban context: a destination brand rooted in agriculture, food, and place. That brand attracts visitors, supports local entrepreneurship, and reinforces a quality of life that residents value and investors notice.

### 04. AN EMERGING DOWNTOWN.

Restaurants, new development, and community gathering places are generating consistent activity in Downtown Queen Creek. The foundations are in place; programming, coordination, and continued investment will determine whether that energy deepens or plateaus.

### 05. PROACTIVE INFRASTRUCTURE PLANNING.

Queen Creek has already begun planning for water, wastewater, and transportation needs. That posture is an asset—and this strategy accelerates and sharpens it around the infrastructure decisions that will most directly shape economic development outcomes.

### 06. ALIGNED LEADERSHIP.

Town leadership, the Economic Development Commission, and major employers share the same goals: responsible growth, fiscal sustainability, and opportunity for residents. That alignment is not universal in communities experiencing this pace of change. It is worth protecting.

## WHAT THIS MOMENT REQUIRES

Strength without direction dissipates. Infrastructure investments made in the wrong sequence slow development rather than enable it. Industrial recruitment without site readiness produces leads that go nowhere. A growing Downtown without programming and parking coordination becomes a district that feels promising but never quite arrives. Agritainment without supportive land use policy erodes the identity that makes Queen Creek distinctive.

The next phase requires coordination across strategies and across time. Decisions being made today about wastewater capacity, land use, and employer relationships will determine what is possible five years from now. Communities that act early and deliberately create compounding advantages. Those that wait for growth to force their hand find themselves managing consequences rather than building toward a vision.

This strategy does not ask Queen Creek to become something it is not. It asks the Town to become more fully what it already is: a community with a real identity, meaningful assets, and the capacity to convert momentum into opportunity.



## 03 OUR ENGAGEMENT: WHAT WE DID

### *HOW THIS STRATEGY WAS BUILT*

A strategy is only as strong as the understanding behind it. This plan was built through sustained engagement with the people who know Queen Creek best—Town leadership and staff, the Economic Development Commission, major employers, regional and state economic development partners, small business owners, developers, utility providers, education partners, and community leaders. Their perspectives, combined with data analysis and peer benchmarking, produced an honest picture of where the Town stands and what the path forward requires.

## THE WORK

This engagement began with a comprehensive review of Queen Creek’s economic and demographic profile: employment trends, industry concentration, workforce characteristics, land use and site readiness, water and wastewater policy, infrastructure planning, Downtown conditions, and agritainment positioning. That analysis was benchmarked against peer communities across the East Valley and Greater Phoenix region to assess Queen Creek’s competitive position, industry mix, and growth trajectory.

In-depth interviews with major employers, developers, and business leaders surfaced operational realities that data alone cannot reveal. Facilitated working sessions with Town staff examined water policy, site readiness, infrastructure planning, Downtown conditions, and business attraction strategy—not as informational exchanges, but as working conversations designed to ground the emerging framework in what implementation actually requires.

Strategy sessions with Town leadership and the Economic Development Commission tested the findings, refined priorities, and shaped the framework presented here. Throughout this process, one message was consistent: Queen Creek has real momentum, and the challenge now is to organize it.

## PEER COMMUNITIES

The benchmarking analysis compared Queen Creek against a set of peer and aspirational communities chosen for their relevance to its growth trajectory and regional context: Buckeye, Celina (TX), Chandler, Gilbert, Goodyear, Henderson (NV), Leander (TX), Maricopa, McKinney (TX), Mesa, and Taylor (TX), alongside Maricopa County, the State of Arizona, and national benchmarks. The analysis evaluated livability, prosperity, and talent metrics to clarify where Queen Creek competes well, where it has room to strengthen its position, and which trends are most relevant to the priorities addressed by this plan.



## 04 DISCOVERY INSIGHTS

### *WHAT THE DATA AND ENGAGEMENT REVEAL*

#### THE OPPORTUNITY BEFORE QUEEN CREEK

Every community reaches a point where decisions start to matter more than conditions. Queen Creek is at that point. The groundwork has been laid—through residential growth, industrial investment, agritainment distinction, and a Downtown finding its footing. What happens next depends less on circumstance and more on intention.

The opportunity is substantial. The Phoenix region is pouring investment into advanced manufacturing and supply chain infrastructure at a scale not seen in a generation, and that investment is moving toward Queen Creek. The Town has a destination economy the rest of the East Valley cannot replicate. Its workforce is well-educated, high-earning, and engaged in the regional economy—even if most of that engagement currently happens somewhere else. Each of those facts is a lever. What the data and the engagement process both make clear is that these levers only move together if someone is coordinating them.



## QC BY THE NUMBERS

- ~91,900 residents, with population growth among the fastest in the Phoenix region over the past decade.
- ~\$135,000 median household income, significantly above state and national averages and among the highest in the region.
- 7 in 10 working-age residents participating in the labor force, reflecting strong workforce engagement and broad access to the East Valley employment market.
- 44% of residents are prime working-age (25–54)—a workforce-oriented community with strong family and labor force participation.
- +65% of adults hold some college or a degree, reflecting a well-educated population with access to regional higher education institutions.
- More than 75% of workers commute outside the Town for employment—the most important economic signal in the data, and the defining opportunity this plan addresses.
- Less than 5% child poverty rate, well below state and national benchmarks, reflecting overall household stability.

SOURCE: U.S. CENSUS BUREAU AMERICAN COMMUNITY SURVEY 2023; LIGHTCAST 2025.

## WHAT THE DATA SHOWS

Queen Creek enters this planning effort with advantages most communities would envy: high household incomes, strong labor force participation, a growing and educated population, and a workforce that already contributes to the advanced industries the Town seeks to attract. These strengths are real. They also have not yet produced a local economy that matches the community's scale or ambition.

The core signal in the data is the outcommute rate. When more than three in four workers leave Town every morning, it reflects a structural imbalance: Queen Creek's economic infrastructure has not kept pace with its residential growth. The income and the talent are here. The jobs, in large part, are not. That dynamic has fiscal consequences, limits the Town's economic resilience, and is the central problem this strategy is designed to address.

The LG Energy Solution investment marks a turning point. It demonstrates that Queen Creek can compete for the category of employer that actually changes a community's economic trajectory—large-scale, high-wage, anchor industrial investment. The opportunity now is to build out the supplier ecosystem, attract the logistics and service firms that cluster around anchors, and use the credibility LG generated to open doors that would otherwise remain closed. That only happens with deliberate infrastructure, site readiness, and targeted recruitment.

## THE TEN INSIGHTS

The insights below draw on both the data and the perspectives shared throughout the engagement process. They describe where Queen Creek stands today and point toward the decisions that will determine how effectively the Town converts its momentum into economic advantage.

*“Queen Creek is starting to show up on investors’ radar in a way it didn’t five or ten years ago.”*



## 1. MOMENTUM IS RESHAPING QUEEN CREEK.

*Queen Creek is experiencing significant momentum, and that momentum is beginning to reshape the Town's economic role in the East Valley.*

Queen Creek is no longer simply absorbing growth from elsewhere in the East Valley. It is beginning to generate its own gravitational pull. Developers and employers who were not watching the Town five years ago are watching it now. The combination of population scale, available land, and LG Energy Solution's visibility has placed Queen Creek in conversations that were previously out of reach.

The momentum is real. The question is whether the systems are in place to channel it productively. Visibility without site readiness produces inquiries that go nowhere. Investment interest without wastewater capacity produces projects that locate somewhere else. This strategy is designed to close those gaps before opportunity passes by.



*"LG changed how people think about Queen Creek. It showed the Town can compete for major projects."*

## **2. INDUSTRIAL INVESTMENT IS CHANGING THE GAME.**

*Industrial investment is opening a new chapter for Queen Creek's economy.*

For most of its recent history, Queen Creek's economy was defined by where its residents went to work, not what happened inside its borders. The LG Energy Solution battery manufacturing facility is the most significant disruption of that pattern to date—one of the largest industrial investments in the Phoenix region, placing Queen Creek within Arizona's rapidly expanding battery and electric vehicle supply chain.

Large anchor investments change location dynamics. Suppliers, logistics providers, and related manufacturers tend to follow them—locating nearby to reduce costs and access the same workforce. Queen Creek can cultivate that ecosystem deliberately: reaching suppliers proactively, having development-ready sites available when they come looking, and building the infrastructure that makes the Town competitive for the next layer of investment. That requires intention, not just availability.

*“We have the  
population and  
the workforce.  
The opportunity  
now is creating  
more jobs here.”*



### 3. JOB GROWTH MUST KEEP PACE WITH POPULATION.

*Queen Creek's population growth has far outpaced its employment base, creating an opportunity to expand local job access.*

The 75-percent outcommute rate is not just a statistic. It is the daily reality for most of Queen Creek's working households—and the largest single economic development opportunity in this plan. Queen Creek already has the workforce: the income levels, the educational attainment, and the labor force participation that employers look for. What it has not yet built, in sufficient scale, is the local employment infrastructure to capture that workforce.

Closing that gap—even partially—compounds. More local spending, a stronger tax base, reduced infrastructure strain from outbound commuting, and a community where economic opportunity is visible and close. Every major employer that locates in Queen Creek advances this goal. So does every strategy that makes the Town more competitive in the site selection process.



*“Infrastructure is the key to what comes next. Without it, a lot of opportunity simply can’t happen.”*

#### **4. INFRASTRUCTURE INVESTMENT WILL DETERMINE WHAT GROWTH IS POSSIBLE.**

*Water, wastewater capacity, transportation access, and utility infrastructure will shape how much economic opportunity Queen Creek can unlock in the years ahead.*

Infrastructure is not background. At Queen Creek's stage of development, it is the primary determinant of what economic opportunity is actually available—and where. Wastewater capacity has emerged as the most binding constraint on the Town's ability to accommodate industrial and commercial growth. Advanced manufacturing facilities are significant users of wastewater infrastructure. Without sufficient capacity, viable sites cannot support major projects, and the Town finds itself declining opportunities it cannot serve.

Transportation access, utility infrastructure, and the sequencing of development on Arizona State Trust Land all carry the same logic: infrastructure investment is economic development strategy. It is the difference between a community that can credibly say "yes" and one that can only aspire to. Queen Creek's proactive planning posture is a genuine asset. This strategy is designed to sharpen it.



*“The agritainment piece is something that really sets Queen Creek apart from other communities in the East Valley.”*

## 5. AGRITAINMENT IS A DISTINCT ECONOMIC ADVANTAGE.

*Queen Creek's agritainment and destination-oriented businesses differentiate the Town within the Phoenix region and contribute to its growing economic identity.*

In a region full of fast-growing suburban communities competing on the same residential amenities, Queen Creek has something those communities do not. Schnepf Farms, the Queen Creek Olive Mill, Horseshoe Park & Equestrian Centre, and an expanding roster of farms, food destinations, and experience-based businesses have created a destination economy rooted in place, agriculture, and community identity. That is difficult to replicate and increasingly valuable.

The agritainment economy is not a sideshow. It drives visitation, supports local entrepreneurship, reinforces the quality of life that attracts residents and employers alike, and provides a brand identity that no marketing budget could manufacture. Protecting and growing that identity—through supportive land use policy, active business support, and coordinated promotion—is both economic strategy and an act of stewardship for what makes Queen Creek itself.



*“Downtown has great energy already. The next step is making sure there’s programming and activity that keeps it alive throughout the week.”*

## 6. PLACEMAKING AND PARKING WILL SHAPE DOWNTOWN'S NEXT PHASE.

*As activity increases in the Downtown, thoughtful placemaking and coordinated parking solutions will be essential to support long-term vitality.*

Downtown Queen Creek is at an inflection point. The early investments have paid off: restaurants are open, development is moving, and the district has a sense of possibility that draws people in. What it has not yet built is the consistent, week-round activity that defines a truly vital downtown—the kind of place where there is always something to return for, not just on weekends or during special events. That vitality requires intentional programming:

a coordinated calendar of events, markets, and cultural activations that give residents and visitors recurring reasons to show up. It also requires honest attention to the friction that inhibits visits—particularly parking. As activity grows, the district's ability to accommodate it conveniently will shape whether businesses thrive or struggle. Addressing these issues before complaints accumulate is the mark of a community that is serious about its Downtown.



*“Our businesses want to grow. The challenge isn’t demand—  
it’s having the right support to take the next step.”*

## **7. SMALL BUSINESSES HELP DEFINE QUEEN CREEK'S CHARACTER.**

*Local entrepreneurs and small businesses contribute significantly to Queen Creek's identity, visitor experience, and sense of community.*

The local entrepreneurs and small business owners of Queen Creek are not peripheral to the community's economic story. They are central to it. Restaurants, specialty retailers, agricultural producers, and locally rooted service businesses create the texture and authenticity of place that neither corporate development nor municipal planning can manufacture. They are the reason Queen Creek feels like Queen Creek.

Growth brings development pressure that can crowd out the businesses that define a community's character. Maintaining space—physical, regulatory, and financial—for locally owned businesses requires deliberate attention. Supporting entrepreneurs, connecting them to resources, and making the business environment navigable for small operators is not a charitable act. It is economic development.

*“Queen Creek  
has become  
one of the  
places families  
want to be.”*



## **8. QUEEN CREEK'S QUALITY OF LIFE CONTINUES TO ATTRACT FAMILIES.**

*Queen Creek's strong schools, open space, and community character continue to attract families, expanding the Town's workforce and strengthening its long-term economic potential.*

Queen Creek grows because it offers something families are searching for: space, strong schools, community connections, and a sense of place that is harder to find as metropolitan regions expand. That draw has produced rapid population growth—and a workforce that is better-educated and higher-earning than most peer communities at a comparable stage of development.

Quality of life is not separate from economic development strategy. It is one of its inputs. A community that families choose is a community that employers can recruit into. Strong parks, good schools, and distinctive gathering places are not amenities competing with the economic agenda. They are part of it.

*“The East Valley is growing quickly, and Queen Creek is positioned right in the middle of that growth.”*



## **9. QUEEN CREEK IS IN THE PATH OF GROWTH.**

*Queen Creek sits within the rapidly expanding East Valley economy, creating opportunities to capture new employment, investment, and industry growth.*

The Phoenix region is undergoing a generational investment cycle in advanced manufacturing, semiconductors, and supply chain infrastructure. Mesa, Chandler, and Gilbert have absorbed much of that investment over the past decade. As those communities tighten and available land becomes constrained, the frontier of East Valley industrial growth is moving southeast—directly toward Queen Creek.

Geographic position is a structural advantage that grows more valuable over time. But position alone does not convert into investment. Site availability, infrastructure readiness, and active recruitment are what translate a favorable location into economic outcomes. The communities that capture the next wave will be those that are prepared when it arrives.



*“Queen Creek has real momentum right now. The key is making sure everything moves in the same direction.”*

## 10. MOMENTUM MUST BE INTENTIONAL.

*Queen Creek's rapid growth, new industrial investment, and expanding regional profile create a rare opportunity to shape the Town's economic future with purpose.*

Every stakeholder in the engagement process acknowledged the same thing: Queen Creek is in a good place. Industrial investment is building, agritainment is drawing visitors, Downtown is gaining energy, and families are still choosing the Town. The challenge is not generating momentum. It is directing it.

Uncoordinated growth—where infrastructure lags development, recruitment happens without site readiness, Downtown investment occurs

without programming, and agritainment identity erodes under development pressure—produces a community that is bigger but not better. This strategy is built around the conviction that every lever Queen Creek pulls should reinforce the others: infrastructure enables recruitment, recruitment expands employment, employment supports fiscal health, and quality of place sustains everything else.



## FROM INSIGHTS TO ACTION

These ten insights describe a community at a genuine inflection point—one where the assets are real, the opportunity is clear, and the decisions ahead will shape outcomes for decades. Queen Creek’s task is to build on strengths from a position of momentum, with enough discipline and coordination to convert that momentum into lasting advantage.

The strategic framework that follows translates these insights into a focused roadmap. It is specific enough to guide decisions and flexible enough to evolve as the Town grows.



## 05 STRATEGIC FRAMEWORK

### *THE PLAN FOR QUEEN CREEK'S NEXT CHAPTER*

This framework is the organizing architecture of Queen Creek's five-year economic development strategy. Its purpose is not to describe an aspiration. It is to guide action.



## MISSION AND VISION

### TOWN OF QUEEN CREEK MISSION STATEMENT

"We honor our past and embrace our future in being the best place to live and do business."

### ECONOMIC DEVELOPMENT VISION

A Town with momentum—where community, destinations, and opportunity grow together.

QUEEN CREEK—THE PLACE TO BE.

## VALUES GUIDING QUEEN CREEK'S MOMENTUM

These values emerged from the engagement process. They are the principles that community members, business owners, and Town leaders named as non-negotiable to who Queen Creek is and what it is becoming. They should inform every economic development decision the Town makes over the next five years.

### 01. GROWTH SHOULD BE INTENTIONAL.

Not every project that can be built should be, and not every form of investment advances the community's interests. Intentional growth means asking those questions before saying yes.

### 02. HONOR OUR ROOTS WHILE BUILDING WHAT'S NEXT.

Agriculture, open space, and local heritage are not vestiges of the past. They are active dimensions of Queen Creek's identity—economic assets, community anchors, and differentiators in a region full of communities that have abandoned theirs.

### 03. MOMENTUM SHOULD CREATE OPPORTUNITY.

Growth is not the goal. The goal is the quality of jobs and the quality of life that growth makes possible. Queen Creek's momentum should translate into careers, thriving businesses, and opportunity for the residents who call the community home.

### 04. DESTINATIONS STRENGTHEN IDENTITY.

The farms, gathering places, and Downtown experiences that make Queen Creek feel like Queen Creek are part of the economic strategy. They attract visitors, support entrepreneurs, and signal to investors that this community is worth betting on.

### 05. WE MOVE TOGETHER.

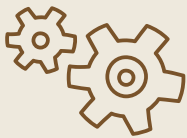
The best economic development outcomes happen when Town leadership, businesses, schools, employers, and community partners are aligned around shared priorities. Coordination is not a nice-to-have. It is a competitive advantage.

### 06. ALIGNED LEADERSHIP.

Town leadership, the Economic Development Commission, and major employers share the same goals: responsible growth, fiscal sustainability, and opportunity for residents. That alignment is not universal in communities experiencing this pace of change. It is worth protecting.

## THE FIVE GOALS

Five interconnected goals organize Queen Creek’s economic development strategy. They are not independent priorities—they are dimensions of a single challenge: converting the Town’s momentum into a more complete, resilient, and opportunity-rich local economy.



### GOAL 1:

#### COMPETING FOR INVESTMENT

We will attract innovative employers that expand Queen Creek’s employment base and create economic opportunity for residents.



### GOAL 2:

#### INFRASTRUCTURE THAT UNLOCKS OPPORTUNITY

We will align infrastructure investment with economic development priorities to prepare Queen Creek for future employers and sustained growth.



### GOAL 3:

#### A DOWNTOWN THAT COMES ALIVE

We will strengthen the Downtown as Queen Creek’s civic and economic heart through placemaking, local businesses, and programming.



### GOAL 4:

#### DESTINATION QUEEN CREEK

We will grow Queen Creek’s agritainment and experience economy to reinforce its identity as a distinctive regional destination.



### GOAL 5:

#### ALIGNED FOR MOMENTUM

We will align the Town, Chamber, employers, and regional partners to turn Queen Creek’s growth into lasting opportunity.



## WHAT SUCCESS LOOKS LIKE

Five years from now, Queen Creek will know this strategy is working when:

### **MAJOR EMPLOYERS ARE INVESTING IN QUEEN CREEK.**

Advanced manufacturing, supply chain, and innovative companies are choosing the Town—bringing high-wage jobs and building on the momentum that LG Energy Solution established.

### **INFRASTRUCTURE IS UNLOCKING OPPORTUNITY.**

Strategic investments in wastewater, utilities, and transportation have opened new employment areas, and Queen Creek can say “yes” to major projects with confidence.

### **QUEEN CREEK IS A DESTINATION.**

Agritainment businesses, farms, and food destinations are drawing visitors from across the region, reinforcing the Town’s identity and supporting local entrepreneurs.

### **THE DOWNTOWN IS FULL OF LIFE.**

Restaurants, shops, public spaces, and community events are creating a lively district that brings residents together and supports local businesses throughout the week.

### **PARTNERSHIPS ARE PRODUCING RESULTS.**

The Town, Chamber, employers, educators, and regional partners are working in alignment—translating Queen Creek’s growth into opportunity for residents and businesses.



# POSTINO

## 06 ACTION PLAN

### *STRATEGIES, ACTIONS, AND MEASURES OF SUCCESS*

The action plan translates Queen Creek's five strategic goals into specific strategies and concrete steps. For each goal, it explains why it matters, identifies what needs to happen, and establishes how the Town will measure progress.

## GOAL 1

# COMPETING FOR INVESTMENT THAT BUILDS QC'S FUTURE.

**WE WILL ATTRACT INNOVATIVE EMPLOYERS THAT EXPAND QUEEN CREEK'S EMPLOYMENT BASE AND CREATE ECONOMIC OPPORTUNITY FOR RESIDENTS.**

## WHY IT MATTERS

For most of its recent history, Queen Creek's economic identity was defined by where its residents went to work, not what happened inside its borders. That is changing. LG Energy Solution's battery manufacturing facility demonstrated that the Town can compete for projects that reshape a community's economic trajectory: projects that bring high-wage jobs, generate ripple effects through supplier networks, and signal to the broader market that Queen Creek is serious about industrial growth.

The global shift toward electrification and advanced manufacturing is producing a wave of industrial investment, and Arizona has positioned itself near the center of it. Queen Creek's available land, regional access, and emerging infrastructure place it at the edge of the East Valley's expanding industrial corridor. Capturing a meaningful share of that investment requires active recruitment, visible site readiness, and relationships with the site selectors and industrial developers who shape where projects land.



## FIVE TARGET SECTORS

Queen Creek’s recruitment strategy is anchored by five target sectors selected for their alignment with the Town’s assets, workforce, and regional position:

SECTOR	WHY IT MATTERS	CURRENT STRENGTHS
<b>Advanced Manufacturing &amp; Electrification Supply Chain</b>	Battery production, electrification components, and advanced materials are reshaping global supply chains. LG Energy Solution’s facility signals the Town is already part of this ecosystem.	Regional investment momentum; East Valley manufacturing cluster; available development land; proximity to transportation corridors and workforce pipelines.
<b>Energy, Grid &amp; Infrastructure Services</b>	Arizona’s energy transition is driving demand for grid infrastructure, energy storage, and utility services that support industrial expansion.	Statewide energy and transmission investment; proximity to industrial growth corridors; regional engineering, construction, and utility contractor presence.
<b>Logistics &amp; Industrial Services</b>	Manufacturing growth drives demand for distribution, supplier services, and industrial support operations across the region.	Regional highway access; proximity to Phoenix logistics corridors; industrial land availability; workforce suited to operations and distribution.
<b>Digital, IT &amp; Business Operations Services</b>	Advanced industries depend on cybersecurity, industrial IT, and engineering support. These firms create high-skill employment and deepen the surrounding innovation ecosystem.	Skilled and educated resident workforce; proximity to East Valley advanced industry cluster; emerging anchor presence through LG Energy Solution; available land for office and flex development.
<b>Agriculture &amp; Destination Economy</b>	Agritainment, food production, and experience-based businesses anchor the Town’s identity while generating visitor spending and supporting local entrepreneurship.	Schnepf Farms, Queen Creek Olive Mill, Horseshoe Park & Equestrian Centre, Queen Creek Botanical Gardens, and Pecan Lake Entertainment anchor a distinctive regional destination brand.



## STRATEGIES

- 1.1** Build Queen Creek's position in the electrification and advanced manufacturing supply chain.
- 1.2** Compete for foreign direct investment in advanced manufacturing and industrial technology.
- 1.3** Expand digital, IT, and business operations services that support advanced industries.
- 1.4** Promote Queen Creek as the East Valley's next major employment and industrial growth opportunity.
- 1.5** Elevate Queen Creek's visibility with site selectors and industrial developers.
- 1.6** Maintain a responsive and competitive RFI process for business attraction.

## STRATEGY 1.1

Build Queen Creek's position in the electrification and advanced manufacturing supply chain.

### WHY IT MATTERS:

The LG Energy Solution facility is part of a global electrification supply chain that generates substantial economic spillover through suppliers, component manufacturers, and specialized service firms that cluster near major production facilities. Queen Creek can capture a share of that activity—but only through proactive outreach to the right companies, coordinated with regional and state partners, and supported by development options that are ready when firms come looking.

### WHAT'S NEEDED?

- Develop a targeted list of suppliers and component manufacturers connected to the battery, electrification, and advanced manufacturing ecosystem.
  - Focuses outreach on firms producing components, materials, and specialized equipment that support battery production, electric vehicles, and advanced manufacturing systems.
- Coordinate with regional and state partners to identify supplier opportunities connected to LG Energy Solution and Arizona's broader electrification ecosystem.
  - Aligns recruitment efforts with companies already expanding within the state's battery, semiconductor, and advanced manufacturing supply chains.
- Create a concise advanced manufacturing recruitment brief that highlights Queen Creek's available land, workforce access, regional connectivity, and industrial growth potential.
  - Provides staff with a clear and consistent tool to communicate the Town's value proposition to companies, developers, and site selectors.
- Engage industrial developers to explore speculative development or build-to-suit opportunities that align with advanced manufacturing users.
  - Confirms that Queen Creek has development-ready options to accommodate suppliers and manufacturing firms seeking locations near major production facilities.
- Host targeted industry and developer briefings that position Queen Creek within the East Valley's emerging advanced manufacturing corridor.
  - Builds awareness among manufacturers, developers, and regional partners that Queen Creek is prepared to support the next wave of industrial investment.

## STRATEGY 1.2

Compete for foreign direct investment in advanced manufacturing and industrial technology.

### WHY IT MATTERS:

Arizona has become a preferred destination for international manufacturers expanding North American production in batteries, semiconductors, and advanced industrial systems. Companies from Asia and Europe are choosing the state for its business climate, skilled workforce, and growing advanced industry ecosystem. Queen Creek has an opportunity to compete for a portion of that global investment by positioning itself as a viable location within Arizona's expanding industrial footprint and building relationships with the international firms most likely to be searching.

### WHAT'S NEEDED?

- Conduct a focused foreign direct investment (FDI) opportunity assessment aligned with Queen Creek's priority industry clusters.
  - Identifies priority countries, companies, and supply chains most likely to invest in electrification, advanced manufacturing, and industrial technology sectors connected to Arizona's growing innovation economy.
- Develop a targeted list of international firms expanding U.S. production in sectors such as batteries, energy storage, advanced materials, and industrial technology.
  - Concentrates outreach on companies most likely to establish North American operations or supplier facilities in the Phoenix region.
- Coordinate closely with the Arizona Commerce Authority and the Greater Phoenix Economic Council to position Queen Creek within regional and global recruitment efforts.
  - Confirms the Town is visible in international project searches and aligned with broader regional investment attraction strategies.
- Participate in international trade missions and investment delegations aligned with priority sectors and markets.
  - Positions Queen Creek alongside regional partners in global outreach efforts and builds direct relationships with companies exploring U.S. expansion.



## STRATEGY 1.3

Expand digital, IT, and business operations services that support advanced industries.

### WHY IT MATTERS:

Modern manufacturing does not run on machinery alone. Cybersecurity firms, engineering consultancies, industrial IT providers, and operations support companies increasingly co-locate near advanced production clusters because proximity to their clients is a competitive advantage. As Queen Creek's industrial base grows, it creates a natural market for these firms—and an opportunity to diversify the Town's employment base with high-skill jobs that complement production-oriented growth.

### WHAT'S NEEDED?

- Map the regional ecosystem of firms providing engineering, industrial IT, cybersecurity, and operational services to advanced manufacturers.
  - Identifies companies already serving Arizona's semiconductor, battery, logistics, and advanced manufacturing sectors that could expand or establish operations in Queen Creek.
- Develop a targeted outreach list of engineering firms, technical service providers, and industrial technology companies supporting advanced industry growth.
  - Focuses recruitment on companies that benefit from proximity to manufacturing, infrastructure, and logistics systems.
- Promote Queen Creek as a location for operations centers and technical service firms supporting the East Valley's advanced industry economy.
  - Positions the Town as a cost-effective and accessible location for firms providing engineering, technology, and operational support services.
- Engage commercial developers to explore flex space and office-industrial hybrid development suited for engineering, technology, and operations firms.
  - Confirms Queen Creek can accommodate firms that require smaller-scale facilities than traditional manufacturing users.
- Coordinate with the Chamber and regional workforce and education partners to strengthen technical talent pipelines aligned with industrial technology and engineering services.
  - Supports the workforce needs of companies operating at the intersection of technology and advanced manufacturing.

## STRATEGY 1.4

Promote Queen Creek as the East Valley's next major employment and industrial growth opportunity.

### WHY IT MATTERS:

Available land and a favorable location are necessary conditions for attracting investment—but they are not sufficient. Companies and site selectors need to know Queen Creek is a viable option before they can choose it. As development sites in Chandler, Tempe, and Mesa tighten, the market is looking for where projects can scale next. Queen Creek has a compelling story. The goal of this strategy is to tell it consistently, credibly, and in the rooms where decisions are made.

### WHAT'S NEEDED?

- Continue to update the Invest the QC website to better communicate the Town's industrial opportunity, development sites, and regional connectivity.
  - Companies, developers, and site selectors should be able to quickly understand Queen Creek's economic advantages and available opportunities.
- Maintain a modern suite of promotional materials and digital channels highlighting Queen Creek's industrial growth potential, available land, infrastructure investments, and proximity to the East Valley's advanced industry ecosystem.
  - Provides clear and consistent messaging tools that staff and partners can use when marketing the community.
- Create targeted marketing briefs for priority industry clusters, including electrification, advanced manufacturing, and industrial services.
  - Communicates how Queen Creek fits into Arizona's broader advanced industry economy and where the Town is most competitive.
- Coordinate marketing and promotion with the Greater Phoenix Economic Council and Arizona Commerce Authority to confirm consistent messaging across regional attraction efforts.
  - Reinforces Queen Creek's visibility in regional economic development initiatives and investment recruitment campaigns.



## STRATEGY 1.5

Elevate Queen Creek’s visibility with site selectors and industrial developers.

### WHY IT MATTERS:

Most major economic development projects begin not with a public announcement but with a quiet conversation between a site selector and a small set of communities the advisor already knows and trusts. Communities not in those conversations—those that show up only after a search has narrowed—rarely win. Building relationships with the intermediaries who shape location decisions is among the highest-leverage investments Queen Creek can make in its recruitment capacity.

### WHAT’S NEEDED?

- Develop and maintain a targeted list of site selectors, industrial developers, and location advisors active in the Phoenix and Southwest industrial market.
  - Focuses relationship-building efforts on the intermediaries most likely to influence major investment decisions.
- Conduct regular outreach and briefings with site selectors and developers to introduce Queen Creek’s development opportunities and industrial growth potential.
  - Builds awareness among decision-makers who frequently guide companies through the location selection process.
- Host familiarization tours, with regional partners, for site selectors and industrial developers highlighting Queen Creek’s available sites, infrastructure investments, and proximity to the East Valley’s advanced industry ecosystem.
  - Allows intermediaries to experience the community firsthand and better understand its development potential.
- Participate in key industry conferences and professional networks where site selectors and developers identify new location opportunities.
  - Positions Queen Creek within national conversations where many industrial and manufacturing projects first take shape.
- Maintain clear and up-to-date site readiness information for major development sites, including zoning, utilities, infrastructure capacity, and development timelines.
  - Allows Queen Creek to respond quickly and credibly when companies or advisors evaluate potential locations.

## STRATEGY 1.6

Maintain a responsive and competitive RFI process for business attraction.

### WHY IT MATTERS:

A Request for Information is often the first formal test of a community's competitiveness. Companies and site selectors use RFIs to assess whether a location has the land, infrastructure, workforce, and institutional capacity to support a project—and they draw conclusions quickly. A slow or incomplete response signals organizational weakness. A fast, accurate, well-organized response signals a community ready to do business. The gap between those two outcomes is almost entirely a function of process and preparation.

### WHAT'S NEEDED?

- Develop a clear decision framework to evaluate and prioritize business attraction opportunities.
  - Helps the Town focus on projects that align with economic goals, infrastructure capacity, and long-term community priorities.
- Establish a clear internal protocol for responding to Requests for Information (RFIs) from site selectors, regional partners, and prospective employers.
  - Allows Queen Creek to respond quickly and consistently when companies are evaluating potential locations.
- Maintain an up-to-date database of key site information, including zoning, utilities, wastewater capacity, transportation access, and development timelines.
  - Allows staff to provide accurate and complete information during early stages of site evaluation.
- Coordinate closely with regional partners such as the Greater Phoenix Economic Council and the Arizona Commerce Authority when responding to project inquiries.
  - Confirms Queen Creek's responses align with regional recruitment efforts and meet the expectations of companies exploring the Phoenix market.
- Prepare standardized response materials that can be quickly adapted for different project types and industry sectors.
  - Reduces response time and presents a clear and consistent value proposition.
- Track RFI activity and outcomes to understand which projects Queen Creek is being considered for and where the Town is most competitive.
  - Provides insight that refines future marketing, site readiness, and recruitment strategies.



## GOAL 1: MEASURING IMPACT AND SUCCESS

### TARGETED SECTOR JOB GROWTH

Track growth in employment across Queen Creek's priority industry clusters, including advanced manufacturing, electrification supply chains, and industrial technology.

### NEW INDUSTRIAL FIRMS ATTRACTED

Monitor the number of manufacturing, industrial technology, and supply chain firms that locate or expand operations in Queen Creek annually.

### INDUSTRIAL CAPITAL INVESTMENT

Track the total value of private-sector capital investment associated with new industrial development, facility expansions, and advanced manufacturing projects.

### BUSINESS ATTRACTION PIPELINE ACTIVITY

Monitor RFIs, site selector engagements, and active project leads to track Queen Creek's competitiveness in regional investment recruitment.

## GOAL 2

# INFRASTRUCTURE THAT UNLOCKS OPPORTUNITY.

**WE WILL ALIGN INFRASTRUCTURE INVESTMENT WITH ECONOMIC DEVELOPMENT PRIORITIES TO PREPARE QUEEN CREEK FOR FUTURE EMPLOYERS AND SUSTAINED GROWTH.**

## WHY IT MATTERS

Infrastructure is not the supporting cast of economic development. In a community at Queen Creek's stage of growth, it is often the leading actor. The decisions being made today about wastewater capacity, utility extensions, transportation connectivity, and site readiness will determine which employment opportunities the Town can accommodate in five years—and which it will be forced to decline.

Major employers require certainty before committing to a location. They need to know that wastewater capacity exists, that utility infrastructure can support their operations, and that transportation systems will not become a bottleneck as they scale. Communities that can answer those questions credibly and quickly are far more competitive than those still working through them. Aligning infrastructure investment with economic development priorities is not a technical exercise. It is a strategic imperative.





## STRATEGIES

- 2.1** Expand wastewater capacity to unlock future employment areas.
- 2.2** Coordinate infrastructure planning with Arizona State Land development.
- 2.3** Advance development-ready employment sites through coordinated utilities and site readiness planning.
- 2.4** Strengthen transportation access to support industrial growth and regional connectivity.
- 2.5** Use targeted infrastructure investment to unlock priority employment projects.

## STRATEGY 2.1

Expand wastewater capacity to unlock future employment areas.

### WHY IT MATTERS:

Wastewater capacity is the binding constraint on Queen Creek's ability to accommodate industrial development. Advanced manufacturing facilities are significant users of wastewater infrastructure, and without sufficient capacity, otherwise viable employment sites cannot support major projects. Expanding that capacity—strategically, modularly and in sequence with development opportunities—is the most impactful infrastructure investment Queen Creek can make for economic development purposes.

### WHAT'S NEEDED?

- Develop a clear wastewater capacity roadmap aligned with future employment areas.
  - Identifies where capacity must be expanded to support industrial and employment growth while providing clarity to developers and employers evaluating potential sites. Leverages modular expansion opportunities.
- Coordinate closely with utility providers and developers to plan phased wastewater infrastructure expansion.
  - Confirms infrastructure investments and modular expansions are sequenced with development activity and major employment opportunities.
- Prioritize wastewater infrastructure extensions that unlock high-value employment land.
  - Focuses infrastructure investment on areas most likely to support industrial development and long-term economic growth.
- Maintain clear and current information on wastewater capacity and expansion timelines for major employment sites.
  - Allows the Town to respond quickly and confidently when employers or site selectors evaluate development opportunities.

## STRATEGY 2.2

Coordinate infrastructure planning with Arizona State Land development.

### WHY IT MATTERS:

A significant portion of Queen Creek’s future employment land sits on Arizona State Trust Land, which means the timing and location of infrastructure investments must be closely coordinated with State Land release schedules if those areas are to become truly development-ready. This includes not only utilities and wastewater, but also transportation access and roadway capacity. Communities that engage the State Land Department early and plan infrastructure in advance can guide where development occurs; those that react after the fact often find infrastructure lagging behind opportunity.

### WHAT’S NEEDED?

- Establish regular coordination with the Arizona State Land Department regarding future land releases and development timelines.
  - Confirms the Town has visibility into when major parcels may come online and can plan infrastructure accordingly.
- Align infrastructure planning—including transportation corridors—with priority State Land employment areas.
  - Ensures roadway access, utilities, and capacity are in place when sites are brought to market.
- Engage developers and land planners early in the State Land planning process.
  - Encourages coordinated development planning that prepares employment areas for future investment.
- Develop planning scenarios that align State Land development with long-term employment growth.
  - Helps the Town anticipate infrastructure needs and guide where future industrial development occurs.

## STRATEGY 2.3

Advance development-ready employment sites through coordinated utilities and site readiness planning.

### WHY IT MATTERS:

The speed at which a community can say “this site is ready” is a significant competitive differentiator. Employers and site selectors are not patient with ambiguity about utility availability, wastewater access, or permitting timelines. Communities that do the work in advance—that can hand a prospective employer a site readiness profile with clear, current information on every key variable—are dramatically more competitive than those that begin assembling that information in response to an inquiry.

### WHAT'S NEEDED?

- Identify and maintain an inventory of priority employment sites suitable for industrial and advanced manufacturing users.
  - Provides clarity on which sites are most competitive for business attraction and future employment development.
- Coordinate with utility providers to confirm that electrical, water, and wastewater infrastructure can support large-scale employers.
  - Confirms sites are capable of supporting the infrastructure demands of advanced manufacturing and industrial users.
- Develop clear site readiness profiles for priority development sites.
  - Provides site selectors and employers with key information on utilities, access, zoning, and development timelines.
- Work with developers to advance site preparation and infrastructure planning in priority employment areas.
  - Helps sites move quickly from evaluation to development when companies are considering investment.

## STRATEGY 2.4

Strengthen transportation access to support industrial growth and regional connectivity.

### WHY IT MATTERS:

Industrial development depends on efficient movement—of goods, workers, suppliers, and customers. As Queen Creek’s employment base grows, its transportation infrastructure must grow with it. Identifying and addressing bottlenecks proactively, particularly arterial gaps and scalloped street patterns that limit connectivity and concentrate congestion, is far less disruptive and costly than addressing them after the fact. Building a more complete and resilient roadway network will be critical to supporting long-term industrial growth and regional access.

### WHAT’S NEEDED?

- Align transportation planning with priority employment, industrial, and commercial development areas.
  - Ensures roadway improvements support the movement of goods, workers, services, and customer access.
- Coordinate transportation improvements with infrastructure and development planning.
  - Ensures employment and commercial areas remain accessible as the Town grows.
- Work with regional transportation partners to strengthen Queen Creek’s connectivity within the East Valley economy.
  - Supports efficient access to regional employers, suppliers, logistics networks, and commercial destinations.
- Monitor roadway capacity and access points serving major employment and commercial areas.
  - Ensures transportation systems can support increased industrial activity, including heavy vehicle traffic and freight movement.
- Identify priority arterial corridors where scalloped streets create bottlenecks and evaluate options to complete missing roadway segments.
  - Supports improved connectivity, reduces congestion, and strengthens overall network resiliency through targeted capital investments and development agreements.

## STRATEGY 2.5

Use targeted infrastructure investment to unlock priority employment projects.

### WHY IT MATTERS:

Some of the most valuable employment projects Queen Creek will have the opportunity to attract will require infrastructure improvements that private development alone cannot deliver. Queen Creek's Economic Development Investment Program provides a mechanism for the Town to participate strategically in these situations—to close development gaps that would otherwise prevent catalytic projects from moving forward. Used with discipline, targeted infrastructure investment is not a subsidy. It is a leveraged bet on long-term fiscal return.

### WHAT'S NEEDED?

- Develop a clear decision framework to guide infrastructure investments tied to economic development projects.
  - Helps the Town prioritize projects based on job creation, fiscal impact, and alignment with long-term economic goals.
- Establish clear criteria for using infrastructure investment to support employment-generating projects.
  - Directs public resources toward projects that deliver long-term economic and fiscal benefits.
- Evaluate infrastructure participation opportunities tied to major employment investments.
  - Allows the Town to strategically support projects that may otherwise face development barriers.
- Coordinate infrastructure investment decisions with long-term economic development priorities.
  - Confirms public participation aligns with the Town's broader strategy for employment growth and competitiveness.
- Track the economic and fiscal outcomes of infrastructure-supported projects.
  - Provides accountability and guides future infrastructure investment decisions.





## GOAL 2: MEASURING IMPACT AND SUCCESS

### WASTEWATER CAPACITY EXPANSION

Track additional wastewater capacity brought online and employment areas made development-ready as infrastructure investments are completed.

### DEVELOPMENT-READY EMPLOYMENT SITES

Monitor the number of employment sites with confirmed utilities, wastewater capacity, transportation access, and development readiness.

### INFRASTRUCTURE-SUPPORTED EMPLOYMENT PROJECTS

Track the number of major employment projects enabled through infrastructure coordination or targeted public investment.

### INFRASTRUCTURE INVESTMENT IN EMPLOYMENT AREAS

Measure public infrastructure investment directed toward priority employment areas, including wastewater, utilities, and transportation improvements.

## GOAL 3

# A DOWNTOWN THAT COMES ALIVE.

**WE WILL STRENGTHEN THE DOWNTOWN AS QUEEN CREEK'S CIVIC AND ECONOMIC HEART THROUGH PLACEMAKING, LOCAL BUSINESSES, AND PROGRAMMING.**

## WHY IT MATTERS

A great downtown is not built by accident, and it is not built by buildings alone. It is built by what happens in those buildings—the businesses that anchor it, the programming that activates it, the public spaces that invite people to linger, and the accumulated culture of a community that treats it as the place where common life happens. Queen Creek's Downtown has real bones: investment is happening, businesses are drawing people in, and there is a growing sense of possibility about what the district can become.

What it needs now is coordination. Event energy must translate into consistent foot traffic. Businesses need customers not just on Saturday mornings but on Tuesday evenings. Development arriving needs to fit a coherent vision, not just fill available parcels. And the parking challenges already beginning to emerge need solutions before they become barriers. The strategies below address each of these.





## STRATEGIES

- 3.1** Advance placemaking, arts, and programming that brings the Downtown to life.
- 3.2** Support small business growth while encouraging additional retail, dining, and destination-oriented development in the Downtown.
- 3.3** Provide coordinated support for developers investing in the Downtown.
- 3.4** Evaluate parking and access to support continued Downtown activity.
- 3.5** Invest in infrastructure improvements that support Downtown growth, connectivity, and long-term vitality.

## STRATEGY 3.1

Advance placemaking, arts, and programming that brings the Downtown to life.

### WHY IT MATTERS:

A district's vitality is the result of what its businesses are embedded in—the public life, cultural activity, and shared experiences that give a place its character and create the recurring reasons for people to return. Placemaking and programming transform a commercial district into a destination. They generate the consistent activity that supports businesses, attracts new investment, and signals that this is a community that takes its Downtown seriously.

### WHAT'S NEEDED?

- Develop a coordinated Downtown programming calendar that includes seasonal events, markets, live music, and community gatherings.
  - Creates consistent activity in the district and gives residents and visitors recurring reasons to return.
- Expand public art installations and cultural programming in the Downtown.
  - Strengthens Queen Creek's identity while enhancing the visual and cultural experience of the district.
- Invest in streetscape improvements, beautification, and pedestrian-friendly public spaces.
  - Enhances the overall experience of the Downtown and encourages visitors to spend more time in the area.
- Partner with local organizations, artists, and businesses to activate public spaces and community events.
  - Encourages community participation while expanding the range of programming and experiences offered in the district.



## STRATEGY 3.2

Support small business growth while encouraging additional retail, dining, and destination-oriented development in the Downtown.

### WHY IT MATTERS:

Local businesses are the soul of a downtown. They create the daily activity, the authentic character, and the economic ecosystem that makes a district feel genuinely alive. A strong mix of local entrepreneurs alongside complementary destination-oriented businesses—restaurants, specialty retail, experience-based operators—creates a district that rewards repeat visits and earns a regional reputation. Supporting the businesses that make the Downtown what it is, while actively recruiting the businesses that could make it more, is a central responsibility of this strategy.

### WHAT'S NEEDED?

- Develop a targeted strategy to attract restaurants, specialty retail, and experience-based businesses to the Downtown.
  - Strengthens the district's business mix and encourages visitation from residents and regional visitors.
- Work with the Chamber of Commerce and local partners to support entrepreneurs locating in the Downtown.
  - Provides guidance and support for local businesses navigating the process of opening and growing in the district.
- Promote Downtown businesses through coordinated marketing and promotional campaigns.
  - Raises awareness of the district's dining, retail, and entertainment offerings and supports local business growth.
- Highlight Downtown businesses and events through digital platforms and regional promotion.
  - Positions the Downtown as a destination within the East Valley for dining, shopping, and community experiences.



## STRATEGY 3.3

Provide coordinated support for developers investing in the Downtown.

### WHY IT MATTERS:

Private development is the engine of Downtown transformation—but it needs a clear road to travel. Uncertainty about zoning, design expectations, infrastructure availability, or the Town’s vision for the district introduces friction that slows projects and deters investment. A coordinated, responsive development support process signals that Queen Creek is serious about its Downtown and makes it easier for the right development to move forward faster.

### WHAT’S NEEDED?

- Establish a coordinated point of contact within the Town to support developers working on Downtown projects.
  - Provides clarity and responsiveness during the development process and helps projects move efficiently.
- Maintain regular communication with developers to understand project timelines, opportunities, and infrastructure needs.
  - Helps development align with the Town’s vision while addressing potential barriers early.
- Provide clear guidance on zoning, design expectations, and development requirements for Downtown projects.
  - Reduces uncertainty and helps developers plan projects that align with community goals.
- Encourage development that complements the Downtown’s mix of retail, dining, and community activity.
  - Supports a balanced district that serves both residents and visitors.



## STRATEGY 3.4

Evaluate parking and access to support continued Downtown activity.

### WHY IT MATTERS:

Parking is never a glamorous topic—until it becomes a problem. In a growing downtown, the window between “parking is fine” and “parking is why I stopped going” is narrower than most communities expect. Evaluating current conditions and future needs before the problem becomes acute allows Queen Creek to develop proportionate, proactive solutions rather than reactive ones.

### WHAT'S NEEDED?

- Develop a 5-year implementation schedule based on the parking plan underway and the approved downtown plan to ensure shared public parking matches growing density.
  - Provides data-driven insight into parking availability, circulation patterns, and areas for improvement.
- Identify opportunities to improve parking management and wayfinding within the district.
  - Helps visitors navigate the Downtown and access businesses more easily.
- Explore opportunities to utilize underutilized Town-owned properties in transition as temporary public parking.
  - Confirms the district can accommodate growing activity without creating barriers for visitors or businesses.
- Coordinate parking and access planning with future development and public space improvements.
  - Confirms parking solutions support the long-term evolution of the Downtown.



## STRATEGY 3.5

Invest in infrastructure improvements that support Downtown growth, connectivity, and long-term vitality.

### WHY IT MATTERS:

As the Downtown grows, its infrastructure must grow with it. Water, wastewater, utilities, and transportation capacity determine where businesses can locate and how easily people can reach them. Identifying infrastructure needs proactively—and addressing them in coordination with development activity—means the district’s growth is never constrained by systems that were never designed to support it.

### WHAT’S NEEDED?

- Identify infrastructure improvements needed to support planned and future Downtown development.
  - Confirms new businesses, restaurants, and mixed-use projects can locate and grow in the district.
- Coordinate infrastructure planning with land use, economic development, and Downtown development priorities.
  - Aligns public investment with private development opportunities and long-term community goals.
- Prioritize infrastructure investments that improve connectivity, access, and the overall Downtown experience.
  - Supports a district that is easy to access, navigate, and enjoy for residents and visitors.
- Establish a coordinated approach across Town departments to implement Downtown infrastructure improvements.
  - Confirms infrastructure investments are delivered efficiently and support continued Downtown growth.





## GOAL 3: MEASURING IMPACT AND SUCCESS

### DOWNTOWN BUSINESS GROWTH

Track the number of new restaurants, retail businesses, and service establishments opening or expanding in the Downtown annually.

### DOWNTOWN EVENTS AND PROGRAMMING

Measure the number of community events, cultural programs, markets, and performances hosted in the Downtown each year.

### VISITATION AND ACTIVITY LEVELS

Monitor visitation and foot traffic in the Downtown during events and peak activity periods to assess overall district engagement.

### PRIVATE DEVELOPMENT AND REINVESTMENT

Track new private development, redevelopment, and business reinvestment occurring within the Downtown district.

## GOAL 4

# DESTINATION QUEEN CREEK.

**WE WILL GROW QUEEN CREEK'S AGRITAINMENT AND EXPERIENCE ECONOMY TO REINFORCE ITS IDENTITY AS A DISTINCTIVE REGIONAL DESTINATION.**

## WHY IT MATTERS

Most communities in the Phoenix region compete on the same terms: good schools, new housing, convenient retail. Queen Creek has something those communities do not. Schnepf Farms. The Queen Creek Olive Mill. Horseshoe Park & Equestrian Centre. A network of farms, food destinations, and seasonal experiences rooted in agricultural heritage that draws visitors not because it was manufactured to attract them, but because it grew organically out of the land and the people who have worked it. That kind of identity is irreplaceable.

The destination economy agritainment anchors is also a genuine economic engine. It supports local entrepreneurship, generates visitor spending that circulates through the community, and reinforces the quality of life that draws residents and employers alike. Protecting and growing this economy requires active stewardship: supportive land use policy, business development resources for agritainment operators, coordinated marketing, and a clear strategy for building the hospitality and visitor infrastructure that will allow Queen Creek to capture more of the spending its destination attracts.





## STRATEGIES

- 4.1** Promote Queen Creek as the Arizona's leading agritainment and experience destination.
- 4.2** Support the growth of agritainment, food, and experience-based businesses.
- 4.3** Align land use and development policies to enable agritainment and destination development.
- 4.4** Support the expansion of festivals, seasonal programming, and signature events that draw visitors to Queen Creek.
- 4.5** Encourage hospitality, dining, and visitor amenities that support a growing destination economy.

## STRATEGY 4.1

Promote Queen Creek as the Arizona's leading agritainment and experience destination.

### WHY IT MATTERS:

Queen Creek's destination identity is well established among residents—but its regional reach remains an opportunity. A more coordinated approach to destination marketing, one that tells a single clear story about what Queen Creek offers and makes it easy for visitors to explore the full breadth of that offer, would expand visitation, deepen the economic benefit that flows from it, and align with our objective to make Queen Creek the Agritainment Capital of the World.

### WHAT'S NEEDED?

- Develop a unified Queen Creek agritainment and destination brand that highlights the Town's farms, food experiences, and agricultural heritage.
  - Creates a clear regional identity that distinguishes Queen Creek from other East Valley communities.
- Produce a Queen Creek agritainment trail or destination map connecting farms, food destinations, and Downtown businesses.
  - Helps visitors navigate the Town's destination assets while encouraging exploration across multiple locations.
- Coordinate destination marketing with the Queen Creek Chamber and regional tourism partners.
  - Expands Queen Creek's reach within the Phoenix visitor market and aligns messaging across local partners.
- Develop high-quality digital content and promotional materials highlighting Queen Creek experiences and seasonal events.
  - Strengthens the Town's ability to attract visitors seeking unique agricultural and culinary destinations.



## STRATEGY 4.2

Support the growth of agritainment, food, and experience-based businesses.

### WHY IT MATTERS:

The farms, markets, and experience-based businesses that give Queen Creek its identity face challenges specific to their business model: navigating permitting for events, understanding development approvals, finding marketing support, and staying connected to resources that help them grow. Supporting these businesses is not a charitable act. It is economic development strategy for the sector that most clearly defines what Queen Creek is.

### WHAT'S NEEDED?

- Conduct regular business engagement visits with agritainment operators and destination businesses.
  - Provides direct insight into expansion opportunities, operational needs, and challenges facing key destination businesses.
- Provide business navigation support for farms, food producers, and experience-based entrepreneurs working through Town processes.
  - Reduces barriers for operators navigating permitting, events, and development approvals.
- Identify opportunities to support new food, agricultural, and experience-based businesses that complement Queen Creek's destination identity.
  - Encourages continued entrepreneurship and diversification within the Town's visitor economy.
- Partner with the Chamber to connect agritainment businesses with marketing support, networking opportunities, and business resources.
  - Strengthens the local ecosystem supporting destination-oriented businesses.



## STRATEGY 4.3

Align land use and development policies to enable agritainment and destination development.

### WHY IT MATTERS:

Agricultural properties and agritainment businesses exist in a land use environment that was not designed with their needs in mind. Events, farm stands, food service, visitor accommodations, and the range of other activities that allow farms to remain economically viable require clarity in zoning and permitting. Ambiguity in these areas creates unnecessary friction and, over time, can erode the viability of the agricultural landscape that is Queen Creek's most distinctive economic asset.

### WHAT'S NEEDED?

- Continue to evaluate and refine agritainment zoning and development regulations to confirm that activities such as events, retail sales, food service, and visitor experiences are clearly permitted.
  - Builds on existing policies while providing clarity for farms and destination businesses looking to expand their offerings.
- Develop clear guidance for agritainment operations including events, parking, signage, and visitor accommodations.
  - Helps businesses understand requirements while preserving the Town's agricultural character.
- Coordinate long-term land use planning with economic development priorities for agritainment areas.
  - Confirms agricultural landscapes that support the visitor economy remain viable as development pressures increase.
- Establish a streamlined review process for agritainment and destination-oriented projects.
  - Signals that Queen Creek welcomes investment aligned with its destination identity.



## STRATEGY 4.4

Support the expansion of festivals, seasonal programming, and signature events that draw visitors to Queen Creek.

### WHY IT MATTERS:

Events are among the most effective tools for building a destination's regional profile. They create recurring reasons for people to visit, generate word-of-mouth promotion, and connect the Downtown, agritainment destinations, and local businesses into a cohesive visitor experience. Expanding Queen Creek's event calendar—while making it easier for organizers to navigate the permitting process—amplifies the economic impact of the destination assets that already exist.

### WHAT'S NEEDED?

- Develop a coordinated annual events calendar that highlights seasonal festivals, farm experiences, and food-focused events.
  - Creates consistent reasons for residents and visitors to experience Queen Creek throughout the year.
- Support the growth of signature events that reinforce Queen Creek's agricultural identity.
  - Strengthens the Town's reputation as a destination within the state of Arizona with a vision towards "Agritainment Capital of the World."
- Partner with farms, local businesses, and community organizations to launch new seasonal and food-based events.
  - Encourages collaboration while expanding the range of visitor experiences.
- Streamline and clarify the special event permitting process for agritainment and community events.
  - Reduces barriers for event organizers and supports the successful execution of new and existing events.
- Coordinate Downtown programming with agritainment destinations and local businesses.
  - Helps connect multiple destinations and increases visitor activity across the community.



## STRATEGY 4.5

Encourage hospitality, dining, and visitor amenities that support a growing destination economy.

### WHY IT MATTERS:

Queen Creek is drawing visitors—but it is not yet fully capturing the economic value of those visits. Boutique lodging, destination restaurants, event venues, and visitor amenities that allow guests to extend their stay and spend more locally are largely absent from the current landscape. Understanding which hospitality uses are viable in Queen Creek’s market, then actively recruiting those operators, is how a destination economy matures from a day-trip experience into a regional draw.

### WHAT’S NEEDED?

- Engage a hospitality or retail market advisor to identify dining, lodging, and entertainment concepts suited to Queen Creek’s market.
  - Provides realistic guidance on the types of hospitality investments that can succeed in the community.
- Use the advisor’s analysis to define a clear “what fits Queen Creek” framework for hospitality and destination development.
  - Helps property owners and developers understand the types of projects the Town seeks to encourage.
- Conduct targeted outreach to hospitality operators and developers aligned with the Town’s destination strategy.
  - Moves from planning to action by actively pursuing projects that support the visitor economy.
- Identify opportunities for boutique lodging, event venues, and destination-supporting hospitality uses.
  - Allows Queen Creek to capture more visitor spending as its reputation as a destination continues to grow.



## GOAL 4: MEASURING IMPACT AND SUCCESS

### AGRITAINMENT AND DESTINATION BUSINESS GROWTH

Track the number of agritainment, food, and experience-based businesses operating or expanding in Queen Creek.

### DESTINATION EVENTS AND PROGRAMMING

Track the number of festivals, seasonal events, and destination-oriented programs hosted annually across Queen Creek.

### VISITOR-SERVING BUSINESS ACTIVITY

Track the number of new or expanded restaurants, hospitality businesses, and visitor-oriented amenities in Queen Creek.

### DESTINATION INVESTMENT AND VISITATION

Track new private investment in agritainment destinations, hospitality, and visitor-serving development, along with attendance at major events and destination attractions.

## GOAL 5

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# ALIGNED FOR MOMENTUM.

**WE WILL ALIGN THE TOWN, CHAMBER, EMPLOYERS, AND REGIONAL PARTNERS TO TURN QUEEN CREEK'S GROWTH INTO LASTING OPPORTUNITY.**

## WHY IT MATTERS

The most sophisticated strategy will produce mediocre outcomes if the organizations responsible for implementing it are not coordinating. Queen Creek's growth is being shaped by many actors simultaneously: Town departments, the Chamber, major employers, workforce and education partners, regional economic development organizations, and community groups. When they share priorities, communicate regularly, and understand their respective roles, the Town can move quickly and confidently. When they operate in silos, opportunities arrive and pass before the right response can be organized.

This goal addresses the organizational infrastructure of economic development—the coordination mechanisms, reporting systems, and partnership structures that allow the strategies in Goals 1 through 4 to be implemented effectively. It is the least visible goal and often the most consequential.





## STRATEGIES

- 5.1** Continue coordinated business visitation with the Chamber and workforce partners to support existing businesses and identify emerging opportunities.
- 5.2** Launch sector partnerships that align employers, workforce providers, and economic development partners in priority industries.
- 5.3** Strengthen Queen Creek's presence in regional economic development partnerships and initiatives.
- 5.4** Align planning, infrastructure, and economic development efforts across Town departments to support coordinated growth.
- 5.5** Establish a standard fiscal and economic impact evaluation process for major economic development projects.

## STRATEGY 5.1

Continue coordinated business visitation with the Chamber and workforce partners to support existing businesses and identify emerging opportunities.

### WHY IT MATTERS:

The businesses already operating in Queen Creek are the foundation of its local economy. They generate jobs, circulate spending, and provide early signals about emerging challenges and expansion opportunities that do not show up in aggregate economic data. The Chamber's Business Retention and Expansion program (BRE) provides a structured and efficient mechanism for staying connected with those businesses—and for feeding what they share back into economic development strategy and policy.

### WHAT'S NEEDED?

- Maintain the Chamber's Business Retention and Expansion program (BRE) as the primary platform for structured business visitation in Queen Creek.
  - Allows the Town to maintain regular contact with local employers while avoiding duplication of effort.
- Establish a simple reporting framework that shares key insights from business visits with Town leadership and economic development staff.
  - Allows issues related to workforce, infrastructure, permitting, and expansion to inform economic development strategy and policy.
- Conduct joint follow-up meetings between the Town and Chamber when major business concerns or expansion opportunities emerge.
  - Confirms important issues are addressed quickly and businesses receive coordinated support.
- Track visitation activity and key themes emerging from employer conversations.
  - Provides ongoing insight into the needs of local businesses and guides future economic development priorities.



## STRATEGY 5.2

Launch sector partnerships that align employers, workforce providers, and economic development partners in priority industries.

### WHY IT MATTERS:

As Queen Creek attracts new employers and expands its employment base in advanced manufacturing and destination industries, it will need to cultivate the workforce infrastructure those employers require. Sector partnerships—structured forums that bring employers, workforce providers, and education partners together around shared industry priorities—are the most effective mechanism for aligning training programs with employer demand. They also give employers a direct voice in shaping the talent pipeline, which strengthens the Town’s competitiveness as a business location.

### WHAT’S NEEDED?

- Identify two to three priority industries where sector partnerships can support business growth and workforce development.
  - Focuses effort on industries where collaboration will have the greatest impact.
- Convene employers within those industries to discuss workforce needs, training opportunities, and industry challenges.
  - Creates a forum for businesses to shape workforce and economic development strategies.
- Partner with workforce providers, education institutions, and regional training organizations to align programs with employer demand.
  - Confirms that workforce development efforts respond directly to the needs of local industry.
- Establish a regular meeting cadence for sector partnership participants.
  - Builds ongoing collaboration between employers and workforce partners as industries grow.



## STRATEGY 5.3

Strengthen Queen Creek's presence in regional economic development partnerships and initiatives.

### WHY IT MATTERS:

Queen Creek operates within one of the most dynamic regional economies in the country—and within a set of regional partnerships and industry networks that shape where investment flows. Communities that are actively present in those networks, known and trusted by regional partners, and consistently represented in conversations about economic development opportunities are far more likely to benefit from the region's growth. Those that show up only when a specific project is under consideration have already missed most of the game.

### WHAT'S NEEDED?

- Maintain active participation in regional economic development organizations and industry initiatives across the Phoenix region.
  - Confirms Queen Creek remains connected to regional investment and recruitment efforts.
- Coordinate regularly with regional partners such as the Greater Phoenix Economic Council on business attraction and expansion opportunities.
  - Positions Queen Creek to compete effectively for projects considering locations across the East Valley.
- Participate in regional marketing efforts, industry initiatives, and economic development forums.
  - Expands awareness of Queen Creek among site selectors, developers, and employers.
- Share local development opportunities, available sites, and investment priorities with regional partners.
  - Confirms Queen Creek is included in conversations when companies evaluate locations within the metropolitan area.

## STRATEGY 5.4

Align planning, infrastructure, and economic development efforts across Town departments to support coordinated growth.

### WHY IT MATTERS:

Economic development decisions are implemented through Town operations: permitting, infrastructure investment, land use review, utility planning. When the departments responsible for those functions are aligned around shared economic development priorities, the Town moves efficiently and consistently. When they are not, even well-designed strategies encounter unnecessary friction. Building the internal coordination mechanisms that keep these functions moving together is as important as any external strategy.

### WHAT'S NEEDED?

- Establish regular coordination among departments involved in planning, infrastructure, utilities, and economic development.
  - Creates consistent communication and alignment around development activity and growth priorities.
- Share information on development projects, infrastructure investments, and business opportunities across departments.
  - Confirms staff share a common understanding of upcoming projects and potential impacts.
- Align infrastructure planning, development review, and economic development priorities.
  - Confirms public investments and regulatory processes support business investment and community goals.
- Coordinate closely between Economic Development and Development Services on the Town's Strategic Projects program.
  - Supports priority projects such as agritainment, Downtown redevelopment, and major employment investments through a consistent and collaborative process.
- Identify opportunities for departments to collaborate on key initiatives related to Downtown development, business attraction, and infrastructure improvements.
  - Strengthens coordination and confirms efforts across the Town reinforce one another.
- Maintain clear internal communication as major projects and growth opportunities emerge.
  - Allows the Town to respond quickly and consistently to development opportunities and community needs.

## STRATEGY 5.5

Establish a standard fiscal and economic impact evaluation process for major economic development projects.

### WHY IT MATTERS:

As Queen Creek's growth accelerates and the decisions it faces become more consequential—larger infrastructure investments, more complex incentive structures, major recruitment opportunities with competing demands on public resources—the Town needs a consistent analytical framework for evaluating what each decision actually delivers. A standardized fiscal and economic impact model confirms that the Town is always asking the same questions, using the same criteria, and making decisions grounded in a clear-eyed assessment of value rather than short-term optics.

### WHAT'S NEEDED?

- Develop a standardized fiscal and economic impact model to evaluate major economic development projects.
  - Provides a consistent framework to assess projected revenues, costs, and long-term community benefits.
- Define core evaluation metrics such as job creation, wage levels, capital investment, municipal tax revenues, and infrastructure costs.
  - Confirms projects are evaluated using clear and comparable criteria.
- Coordinate project review across Economic Development, Development Services, Utilities, Public Works,, Finance, and CIP teams.
  - Aligns project evaluation with infrastructure capacity and long-term fiscal priorities.
- Create a concise reporting format for leadership and Council summarizing fiscal and economic impacts.
  - Supports transparent, data-informed decision-making.
- Apply the evaluation framework consistently to major recruitment and incentive decisions.
  - Confirms the Town prioritizes projects that deliver long-term economic and fiscal value.





## GOAL 5: MEASURING IMPACT AND SUCCESS

### BUSINESS VISITATION AND EMPLOYER ENGAGEMENT

Track the number of coordinated business visits and insights shared with Town staff and leadership annually through the Chamber's Business Retention and Expansion program (BRE) and the number of businesses engaged.

### SECTOR PARTNERSHIP PARTICIPATION

Measure employer participation in sector partnerships, including participating companies, workforce partners engaged, and partnership meetings held annually.

### BUSINESS EXPANSION AND RETENTION OUTCOMES

Monitor business expansion announcements, reinvestment by existing employers, and issues resolved through coordinated Town and Chamber engagement.

# QUEEN CREEK—THE PLACE TO BE.

Queen Creek is at a turning point—not a crisis, not a crossroads born of struggle, but the more consequential kind that arrives when everything is going well and the question shifts from “can we grow?” to “how do we grow well?” The momentum is real. The assets are meaningful. The community has built something worth protecting and worth investing in.

This plan is the framework for what comes next. It will require execution across many fronts simultaneously, and it will require the kind of sustained coordination that is harder to maintain than any individual strategy. But Queen Creek has demonstrated, repeatedly, that it can do hard things. It has grown with purpose. It has attracted major investment. It has built an identity that is authentically its own. The next chapter asks for nothing more—and nothing less—than the same.

**QUEEN CREEK IS THE PLACE TO BE. LET’S MAKE SURE IT STAYS THAT WAY.**



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