

**MEETING MINUTES**  
**Office of Economic Development**  
Economic Development Advisory Board  
57 E. 1<sup>st</sup> Street, Mesa, AZ 85201  
Lower Level Council Chambers

Date: November 2, 2021 Time: 7:31 am

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**MEMBERS PRESENT**

Rich Adams, Vice Chair  
Brian Campbell  
Deb Duvall  
Matt Likens  
Christopher Nickerson  
Dominic Perry

**EX-OFFICIO**

Mayor Giles (Excused)  
Chris Brady (Excused)  
Sally Harrison  
James Kasselmann, Chair  
Natascha Ovando-Karadsheh  
Jeff Pitcher  
Jennifer Zonneveld

**STAFF PRESENT**

William Jabjiniak  
Maribeth Smith  
Lori Collins  
Chris Molnar  
Jaye O'Donnell  
Bryan Smith

**MEMBERS ABSENT**

Brad Wilson (Excused)

**GUESTS**

Laura Robertson

The EDAB meeting was conducted in-person and via virtual platform with options for public participation.

**1. Chair's Call to Order**

Chair Kasselmann called the November 2, 2021, meeting of the Economic Development Advisory Board to order at 7:31 a.m.

**2. Items from Citizens Present - None**

**3. Approval of Minutes from October 5, 2021, Meeting**

Chair Kasselmann called for a motion to approve the minutes from the October 5, 2021, meeting. Brian Campbell moved to approve the October 5, 2021, minutes as presented; seconded by Deb Duvall.

Upon tabulation of votes, it showed:

AYES – Adams, Campbell, Duvall, Likens, Nickerson, Perry

NAYS – None

Chair Kasselmann declared the motion carried by unanimous vote.

**4. Hear a presentation on Banner Desert Medical Center's Expansion**

Chair Kasselmann welcomed Laura Robertson from Banner Desert Medical Center, the chief executive officer. Thank you very much for joining us and we look forward to hearing your presentation.

Laura Robertson stated it's a pleasure to be here and get back into some of the normal business. I appreciate seeing you all in person. As you said, I'm the CEO of Banner Desert, Banner Children's at Desert and I'm also the CEO of Banner Ocotillo, and I've been at the Desert Campus for eight years and before that, I was the CEO of Baywood, Banner Baywood and Banner Heart Hospital. Banner Children's

is 22 years old, so it's just amazing how quick time goes by. I love to start everything with the mission, making health care easier so life can be better. I'm a nurse by background, and so I love the aspect around - our mission is about serving the community and keeping our values front and center in terms of what we do. I've been with the organization 30 years and the transformation and the impact that we're making in the community is significant. We're now a \$10 billion organization, covering six states. We do almost \$900 million in community support, community benefit, and we have over 54,000 employees. You can see the lives we touch, with a million emergency visits. We have clinics, urgent cares, hospitals. We really are supporting the community in a significant fashion and proud to work for an organization that serves its communities, supporting a great place to work while a great place to care. And this is the total portfolio of services. You know, people think of Banner Health as hospitals, right? That's kind of the old days of what health care was. Now really, we are an integrated health system. We have an insurance arm, an ambulatory arm. We have the acute care hospitals, which is my whole history, but we also are now post-acute, so we're growing in that space. We also have services, pharmacy services, lab services, and a significant alignment in telehealth so that we can provide care across the continuum. I think that's important for you to think about. More of health care happens outside of the hospital so while the significant amount of acute care is in the hospitals, Banner is really leading with our mission in the forefront to provide care across the continuum. So, as you see our growth, you'll see it both in the acute care setting, but you see a lot of kind of behind the scenes in the ambulatory space. We have 30 hospitals now. The majority are in Arizona, so we have a significant impact in Arizona, and we're headquartered in Arizona, but we're pretty large in terms of the influence across the US.

Mr. Likens asked if the plan is to continue to expand and look for other acquisitions around this region or to expand beyond the region that you're already in?

Ms. Robertson stated we will continue to look at alignments that make sense. So, as you look at where we are in the metro area, we'll expand in areas such as post-acute urgent cares in that ambulatory space. I think you'll see us expand outside into some of the rural areas within Arizona, but we're constantly being talked to about other alignments outside of even Arizona. So, you'll continue to see us grow. And...

Rich Adams asked a follow-up to Mr. Liken's question. You mentioned you'll continue to look at expansions when it makes sense I think, or words to that effect. Can you expand on the factors that Banner looks at when they're considering going into an area or a region?

Laura Robertson stated that as we look at providing care, historically hospitals were looking at it only from a hospital perspective, but we are now also an insurance company. So, our role is serving the community, keeping the community well, providing the triple aim, which is the right care, the right place, at the right time, for the right cost. What that means is for those we serve, do we have services in that region from urgent cares, emergency rooms, surgery centers, hospitals. So, the founding reason in terms of us aligning with organizations is around the mission, right, as I talked about delivering value-based care, all of those aspects are critical. So that's really the basis. Then when you see, where do we have gaps in coverage, that's another aspect that drives us to expand. Does it make business sense? Is it an organization that would be additive and help us achieve our mission around value-based care? From the standpoint of delivering care, we take it seriously to provide care in the highest quality, strong experience, but also in a cost-effective manner. That's value-based care, right? We take the responsibility of controlling and managing the cost of care very seriously, so we rolled out our urgent cares. We rolled out urgent cares because if you're sick enough to go to the emergency department, we want you to go to the emergency department. If you don't need an emergency department then we have urgent care. Same thing with the ambulatory strategy of surgery centers. So, you can have a lower cost

of care, high quality in an outpatient setting such as the surgery center, or, if you're higher acuity, more complex, or more risk factors, then you have the hospital setting. It's about the total integrated approach to care.

As we talk now about Banner Desert, it's the tertiary campus in the East Valley, so really, we are the hub or referral site. Banner Desert opened in 1973 and Banner Children's officially in 2009. We're one licensed hospital but we have continued to expand. The East Valley growth is just enormous, as you all know and so that campus is in a constant state of expansion. The space is 72 acres. We have a medical office building. We have that ambulatory surgery center on the campus. We have outpatient services. We have a Ronald McDonald site so we're the only Ronald McDonald site in the East Valley, which means out-of-state families can come and stay there when their children are in our hospital. We have a sleep center, so as you see, the total supportive care is significant. We're total today of 629 licensed beds and then we have a little under 70 observation beds. And you can see the statistics of the numbers we serve. We see the largest emergency site visits in all of Arizona. We're one of the top ten in the nation. We're the highest neurosciences program, highest surgical volume. So really, when we talk about impact and serving the community, it's large. I've outlined here all the main service lines from babies to the elderly. Really comprehensive services, across the board, 24/7, Level 1 trauma, all of those aspects to really serve the community. Banner talked for 30 years about becoming that trauma center. EMS had really been working with us to make sure that we would achieve that. We now have been doing that almost four years so - and we're the largest trauma program as you see it today. So, lots of aspects of service line support, specialty services, and all kinds of aspects that also help in terms of the care and the emotional healing of our patients. So where are we growing? If you've driven by the campus at Southern and Dobson, we are undergoing a \$162 million new tower expansion. We have the children's wing to the south and the new tower to the north. It'll be 162 beds and it started in March. We are excited that despite the challenging times of the pandemic that we got this approved. It's really to support the community because we are such a busy campus. We're building a women's tower, which will include all of our OB as we'll be adding medical and surgical beds. Additionally, once we build that tower, then we will go back and retro or renovate some of the other aspects of the older towers, which are D Tower and so forth. In January of 2023, the new tower will open, so all of the seven-story tower, and then we will begin to take down some of the other units. We'll build another ICU and then we'll renovate and update outdated units. The driving force is to increase capacity and efficiencies. As the largest site in the East Valley, we get on average 25 transferred inpatients per day and between 350 and 450 patients in our emergency department per day. So really, the connection between our children's hospital, our children's service lines, and the connection of women's is a significant one. We're also supporting our community by including some play spaces such as Sophie's Place. It's an interactive music room. This helps minimize or maximize the overall experience for pediatric patients that are in the hospital at that time. Renderings were shared of hospital floors and the tower. It's been a longstanding ask in our communities if we could have more of a female dedicated space, and so we're happy to do that. It also supports our women's service line.

I wanted to hit a couple other expansions. So, we've just expanded our laboratory increasing capacity by 20%. It's a behind-the-scenes, but it's a \$1.6 million investment in the campus so that we can continue to serve our community. As the campus grows with volume, really making sure that we're investing in all of the other services is a critical one as well. I want to share also about the medical office building updates. While we don't own them, I will say our partner is investing \$30 plus million in terms of renovating that space. So, if you've driven by it, you know, it's a medical office building that serves the community, and it was outdated. Additionally, wayfinding was a nightmare, and so they're doing an amazing kind of renovation that's resurfacing and it's going to just to create the appeal of the environment on the exterior as well as the internal. They will also color code the buildings.

Bill Jabjiniak asked what the estimated completion time of both your projects?

Ms. Robertson stated the tower will complete in June or July of 2021 although it won't open for six months while we outfit it. Then we'll start to work on the D Tower and the A Tower. Desert's complete expansion for that project completes at the end of 2023. From the medical office building, the time frame is an 18-month project, so it should finish at the end of 2022.

Laura Robertson mentioned that they are looking at some short-term emergency department expansions, so that work is underway. We want to reconfigure the lobby and make the experience easier. A couple of other things that I wanted to cover. Surgical robotics, we're one of the only facilities that has the level of surgical robotics that we have. So, as I talked about it being the largest surgical business in the valley, having more of that technology that provides that advanced care is a priority for us. We currently have five robots that help provide care to the community. We're adding an additional CAT scan, so another million dollars to the emergency department that helps us provide timely care. And then one I'm real excited about is adding another biplane and interventional radiology biplane. It's a \$2.3 million investment as we're the largest neurosciences in the community, so that's an additional investment. The biplane will finish in June of next year as well.

Rich Adams stated he is pleased to see Banner continuing to lead the way here with the technological advances. I greatly appreciate your presentation and the wayfinding advantages.

Ms. Robertson stated that she can't say enough of the campus, the teams, the physicians, the dedications of all the teams that really serve the community during the pandemic and did so with amazing outcomes. We did implement some campus restrictions pretty quickly to keep our teams safe. There were also restrictions on visitors. We also recently as of yesterday mandated the vaccine. Our role is to care for the community when they're at their sickest and so having them have the confidence and a safe environment as well as keeping our team safe is our approach. Our huge job was around capacity management, although we're a large campus we expanded by a 160%. We had 18 overflow units open. For a very short time did limit elective surgeries, although I do want to say people think of elective surgeries as cosmetic surgeries. Elective surgeries really are much broader. And that was a big bulk of our business. As you could imagine, workforce management was a challenge to ensure that we were providing the community and being able to pivot on a dime to modify our approaches so we could deliver care. So, I wanted to highlight just telemedicine. I'm not going to speak at length about it, but really, you know, within a matter of weeks, we implemented telemedicine. We really led the way and really were able to serve our communities in a much different way from doctor's office emergency, clinic visits and we used it in the hospital really across the approach. We have an entire arm of our company that is telemedicine, and it really did an amazing job to provide care in the community. And then the last thing I would just say to you, is really around workforce. I'm sure you're aware of the workforce challenges, right? It's not just about health care. It's about the state, right, the state of the world. I was just reading an article yesterday that stated it's health care and high tech that are the most impacted. Forty-three percent of nurses are actively planning to stay at the bedside. That means 57% of our nurses that are providing care today, that did the amazing care that I talked about, are planning to leave. We're all over this issue, really focusing on recruitment and retention, supplemental staffing. We're doing a lot of focus on wellbeing also. People have been through the pandemic for 18 months and so how do we keep people in a good state of mind when we're not through yet? We're also implementing new models of care. We've introduced LPNs back. We're looking at paramedics and having them work in the hospital, so we're thinking outside the box. Our role is to support care to the community, and we'll absolutely do that. Partnering with some of the community colleges, how do we create more schools or

more access for, some of the entry-level nursing assistant positions, LPNs, and then, as I shared before, engaging technology so that we can provide care during a really challenging labor situation.

Chair Kasselmann stated that a lot of us are feeling pressure from the workforce side. What is the number of roles that you're looking to add in order to staff the new part of the campus, how many employees?

Ms. Robertson replied that we're going to need 300 more people. The majority of the roles are similar. Like we have nurses, we need more nurses. We have leaders, we need more leaders. We need more lab techs. So, we're working on that recruitment as we speak. We opened one 30 bed unit and definitely recruitment and retention are a challenge for us and you're seeing people choose different things. In the hospital, you can't really work from home. This is one aspect of our industry that make it a bigger challenge. We obviously did significant compensation adjustments over the past year to stay current and stay competitive. We like to say journey of a lifetime and Banner, a great organization that your entire career can be in. Really making sure we have strong leaders that create a strong work environment when people have lots of choices is certainly a challenge.

Bill Jabjiniak mentioned that this time of year, traffic picks up with a lot of winter visitors. How many travel nurses do you add percentagewise? Also, Desert used to be one of the busiest emergency rooms in the state. Is that still true?

Laura Robertson responded that we have 350 travelers right now, which is twice what we would normally have. We are significantly higher in our census than we would normally be due to people delaying care for about a year. We're seeing about 100 more patients a day in the hospital than we would normally. We would normally have about 150 travelers and 3600 nurses. We are still the busiest emergency department. In the pandemic you saw a lot of people shying away from the emergency department, so we saw some decrease in every emergency department as well as we have urgent care, right? So, a lot of people would use the high-cost emergency department when an urgent care would suffice. But we are absolutely the highest volume emergency department. Obviously with our high-end services, the patients that are in the hospital today are much sicker than they were five years, ten years ago. It's why as soon as we build our new tower, we're building an additional ICU so that can help support care for the high acuity patients. Chandler and Osborn are trauma centers. Our campus is a trauma center for pediatrics through adults, so the next similar site to us is County.

Brian Campbell stated that we very much value the relationship we have with Banner. You guys are fantastic. The commitment to the rural care, the telemedicine, everything's amazing. Given everything, what can we do as a city to help you - whether it's in terms of the construction management, traffic, recruitment, what can we do as a board, as a city to help do what you do, because what you're doing is fantastic.

Ms. Robertson replied that the work you do that makes Mesa an attractive place to live is great. I mean I can't tell you how much we feel your partnership, so thank you. Creating an environment that is attractive, so whether we're talking about travel nurses, whether we're talking about people moving into the community, wanting to live in Mesa, wanting to work in Mesa, that's the driver for us. That's both from an employee perspective and workforce, but also the community that we're serving. So how do we continue to keep Mesa relevant, how do we help improve upon older businesses. How do we look at what is driving the communities today, both in terms of where they live, where they work, and putting efforts in those spaces? So just keep doing what you're doing, and I appreciate the opportunity, the connection for you to understand what we're doing. We're investing a significant amount in our campus.

And if you think about the environment today, really challenging times financially, you can see Banner's investment in serving the community through the advancements that we're making. I appreciate your support; our company appreciates your support and continue to focus on that.

Mr. Likens commended Banner for their innovation. As far as I know, there are three facilities within the entire organization that do surgeries to remove brain tumors, and each one has adopted GammaTile therapy. We have two procedures scheduled at the University Hospital in Tucson at the end of the month. I've seen firsthand the innovation at Banner with robotic surgery. Just one additional question. With the vaccine mandate happening, what we hear across the country is that often that causes an exodus associated with that. What is your experience?

Ms. Robertson commented that they saw about 2%. There was an exemption process, so people had the opportunity to have a religious or a medical exemption; however, on our campus - it's on average 2% of employees that opted to not get the vaccine.

Mr. Likens commented that that was a lot lower than others.

Laura Robertson stated that having personal connections and talking to our staff, and helping them understand the why, why as a health care organization, why do we believe it's tied to our mission? So, I think our campus did really well. Some places across the US had to change services by shutting emergency departments and so forth, but we navigated it very well. A credit to the leaders really making it a priority and talking to people and having them understand.

Chair Kasselmann thanked Laura for all her years of service in the health care community and leadership at Banner. With Dexcom being just up the road, I know we on some occasions send employees your way and they always get great care there and we appreciate that.

Mr. Jabjiniak asked Laura, with such a long career with Banner what's the biggest difference for you from Banner Baywood to being at Desert and now Children's Hospital? Obviously, a lot of growth in those years.

Laura Robertson stated the biggest accomplishment was opening the trauma services. We had worked with EMS and our pre-hospital leaders for 30 years and I got to the campus, and I said, "Okay, we're going to open this in a year or we're taking it off the table." Because we're off two freeways and trauma services are highly costly, but minutes matter to pre-hospital patients. I'm a nurse by background, so I am 100% committed to serving the patient in the community, so that's my highest, biggest achievement. We talked about it for so long and could never organize it, but we opened it in 13 months. People in the hospital today are so much sicker than when I was a cardiac ICU nurse and a trauma nurse. The biggest difference is how sick people are. So, when you think about what hospitals are going to be mainly ICUs, because patients are so sick that means we really need to invest in that ambulatory space. Half the healing today is outside the hospital. So, we implement have surgery centers, clinics, and outpatient imaging centers to make it easier for our patients and our families to access care at a lower cost. It's why I love our mission as an organization because it's really founded on how we serve our patients, and it truly is taking down the cost of care because outpatients don't make money. That outpatient setting is an investment from our organization showing its commitment to the community. Thank you for your time today.

## **5. Discussion of Goals for Calendar Year 2022**

Bill Jabjiniak stated would like to facilitate a strategic, open discussion with the Board regarding their focus for 2022 and the future. He invited Jaye O'Donnell and Lori Collins to join the discussion, but first we'll take a look back at the past year's accomplishments. The Office of Economic Development's annual report video was shared with the Board.

Mr. Jabjiniak thanked the Board and staff for this year's tremendous accomplishments. Many of you have been with us for a number of years and have seen the grow, not only in the past 14 years since I've been here, but since we've come out of the recession to where we're at today. How do we continue this momentum and which direction do we go? Jaye often speaks to me about industries of opportunity. Recently, we attended the AAED annual conference, which Ms. Collins is the president of the board taking a leadership role amongst our peers statewide. We were awarded two Golden Prospectors. One for our Mesa CARES Huub effort to support small business with technical assistance, and the second for deal of the year - ElectraMeccanica. Lori led that project. So, where do we focus moving forward. Is there room for growth in the health care industry, electric vehicles, aerospace and defense, small business? Also, where does the Board play a role?

Vice-chair Adams mentioned that he found himself reflecting while he spent those days in Nashville and speaking to some well-placed people in the economic development world who do this for a living. And I was trying to remember, was there anything that I originated, an idea that I originated that went somewhere? And the answer is no. There are people I can call, there are letters I can write and emails I can send as citizen Rich Adams, and there are things I can influence politically or within my social circles, but I think what I have been able to contribute and hope that I can contribute in the future is to play that supporting role.

Dominic Perry suggested that we are in fact actually running out of land to develop with as much growth as is happening in this city, especially in the Southeast Valley around Gateway. It's getting picked up in larger and larger chunks. We have a 4 million square foot industrial complex and rail line being developed. I think the piece we need to start looking at is sustainability and taking care of those that we do have now. Within ten years we're not going to have the large parcels and the large deals that we do today, and we need to maintain what we have, or we need to secure our environment and jump on the sustainability train, because that's becoming more and more a bigger piece for all companies. You look at what the Facebook deal was in that they took no incentives from the City, and they are offsetting all their electricity and they brought their water rights and they're bringing 200 million gallons of water back to the city, to the state and that was on their own because they have a water positive initiative. I think those are the pieces that we need to start driving and expecting people to bring to our community because one, we live in a desert and water is very sacred and we need to be more self-sufficient that way.

Mr. Jabjiniak replied that Dominic is correct, we're not going to compete for the same type of client that we have in the past looking for larger parcels. If we're looking for 300 acres today, it's more of a challenge. That means we have to focus on the type of project you're pursuing. There is a lot to be said for the Facebook deal because they are very sustainable. So, the quality of the development and the type of development that we're going to pursue in the future is changing. Just like there's a different way to look at West Mesa than East Mesa. It's redevelopment and infill on the West Side versus East Side you still of large chunks of land. And going back to Rich's comments, his leadership has been out front, and I do appreciate all of you getting involved and speaking out. I appreciate Natascha pushing us to produce the annual report video. As a department we've really stepped up our social media presence in

the past two years and now it's starting to pay those dividends. Although it's self-promotion, it elevates Mesa's accomplishments to a wide audience, an international audience.

Brian Campbell stated that there are certain themes that I think we take for granted. Promotion within the organization is key and we need to continue that. We need to continue to keep striking while the iron is hot doing deals. That's what we're here for. But we know the economy is going to change. Infrastructure, whether it's transportation, water, livability I put in that context, those are all things we understand. But I think to Dominic's point that really struck a chord with me is nowhere in that list are we looking for what are we going to be doing in ten years. You mentioned, for example, the different approaches we take in West Mesa versus East Mesa. In ten years, we're not going to have the real estate to do what we're doing now. We need to fill it with the highest quality possible. That's a given. But we're going to turn into a landlocked region. When you look at the population growth where we're going to be with the new transportation corridor going down through Florence they just announced. We have to have a strategic plan for as we change as an organization, as a city because we're going to have different products. We have to set up ourselves for success in that next ten-year period and we're doing it in changing economic conditions from a logistics standpoint, from a pricing inflationary standpoint, an energy standpoint. But where are we going to go in the next ten years and how are we going to be as thriving as we are today in that environment? And that I think is something as an organization we owe to our successors as we move forward.

Mr. Jabjiniak agreed. Sometimes we hesitate to take too long of a view because of the changing economic conditions. The pandemic in a lot of ways pushed us forward. Everybody is trying to have supply chains closer to home these days and because we were ready with that investment we've benefited.

Mr. Campbell reiterated that we're going to run out of land and that we're going to have to change our approach. We're going to be more like a Tempe where we focus on infill, on adaptive reuse, and those are not strengths of ours currently.

Natascha Ovando-Karadsheh appreciated the annual report video and commitment to raising the City's visibility. She felt as a board we've helped to manifest the destiny in partnership with the economic development team. We started talking about industrial many years ago and look where we are today. We've talked about office, look where we are today. The one thing that we have not addressed, and that we really must address going forward is how to deal with lifestyle and retail. It is one of the big lagging issues that we have in the city, we've had for a long, long time and it keeps getting swept under the rug. We are a sales tax-driven city so if we do not get in front of that piece, Queen Creek and Gilbert will take all of our sales tax dollars. Also, the younger generations are all looking for that. That's how they choose where they want to live and the companies that they run are going to select their sites based on the amenities that are in those communities. So, I think that it is something we've been able to manifest each step along the way and now we have to convince the developers to bring us those quality projects that will enhance the lifestyle for the workforce that we are desiring to attract and for the types of projects that we want going forward. You cannot have thousands and thousands of employees with only a McDonald's to choose from with a drive-thru for lunch. I know this is a long-standing conversation. I've probably been talking about it since I was 18, standing at the corner of Main Street and Center when I was on Mayor's Youth Committee and saying, "Hi, why don't we have restaurants or a coffee plantation in the city?" That was now 30 years ago. So, I think it's about time that we get those projects. And I think our board should take some time to focus on that. We have enough big stuff right now in the pipeline and if we want to be ahead in five years, that's where we need to go. Thank you.

Matt Likens asked if we're pursuing industries or are we pursuing lifestyle amenities like the Rio Salado project? Mesa's going to be the only city in the Rio Salado project that's going to have a public amenity with trails. Everything else is a commercial development in the plan as it's currently constituted. Do we pursue that and make that part of our branding, because we're going to be the place where you can enjoy your lifestyle or do we pursue the non-fast food lunches?

Ms. Ovando-Karadsheh stated we need to create a vision for retail corridors as well as lifestyle amenities. Other cities have done that well such as Agritopia or downtown Gilbert. Downtown, arguably, has a vision, but it can't only be in one place in a city of 140 square miles. You have to have it at Las Sendas, Val Vista, Eastmark, Fiesta, etc. There has to be dense, centralized areas where retail can cluster to attract the good projects. I believe we need to make it a priority and sell it, just like we've done everything else.

Bill Jabjiniak thanked Natascha for her comments. Lori brought the retail focus to us approximately a year ago now. It is a direction we're pursuing.

Natascha Ovando-Karadsheh asked that a presentation be made to the Board so we can start weighing in on those pieces. She also suggested a retail opportunities tour in the future.

Deb Devall had a quick comment. Everything that's been said looks positively towards the future, but this Board is one aspect of a large city. If we're talking about different uses and spaces, I think we need to look at what the city plan is, not just our strategic plan for this committee, but the city plan. We need to interface with Planning and Zoning who really has more say about what happens on parcels of land than we do. And just to go back to something that was said right at the very beginning in terms of marketing and attracting customers and retaining and increasing job opportunities. For years, probably 30 at least, I've been saying the only way that we are going to continue to keep Mesa the viable place to live, work, educate, play is by having jobs, jobs, jobs. Thank you.

Bill Jabjiniak thanked Deb for her comment and agrees that high quality jobs matter. Economic Development does interact with Planning staff more now than I think we ever have, and it's made a difference in communicating a specific vision.

Jennifer Zonneveld appreciated what Natascha said, because my younger workforce does not want to live in Mesa. They want to live near one of the more lifestyle-rich areas. I live in Las Sendas and often wonder why there is not better retail shopping there and gourmet grocery stores and so forth. But I will also say that my more experienced and family-oriented employees that I'm recruiting want to live in the Gilbert-Chandler area because of the perception of the schools. So, how do we raise or eliminate this perception of Mesa schools?

Matt Likens agrees with the previous comments. If want to have a special meal out you don't do it in Mesa, right? You shouldn't have to drive to Scottsdale or Phoenix or someplace else. And that's just a part of it. I'm fascinated by this Rio Salado project and turning that into more of a lifestyle area with paths and bikeways and other things along the path of the river. I think that's a phenomenal addition to Mesa if we can do something like that. But the other item that I think there's an opportunity for is a health care epicenter. So, you look at the Bay Area, where you have UCSF and Stanford and Kaiser and Sutter all around the Bay Area all competing with one another, but it's a destination. And there are - Cleveland, Ohio, with Cleveland Clinic and University Hospital. Cleveland Clinic alone is the largest employer in the entire state of Ohio. Health care is going to continue to grow. The demographics are in the favor of significant growth. This should be a destination location. More and more of the population will be

relocating in retirement to this area. So, whether it's leveraging Dignity or Honor Health along with a Banner or appealing to places other name brands, and I know there's the MD Anderson connection with Banner. I think that's wonderful. But there's Memorial Sloan-Kettering, there's Johns Hopkins. There are other major names that don't have facilities elsewhere. And what harm in approaching them about a West Coast facility for cancer care. I think that's a huge opportunity here for jobs that are high paying if we can get enough nurses trained and other health care workers trained in order to take those jobs.

Chair Kasselmann stated as I've been listening to everyone and thinking about the city having been here about 4-1/2 years is there are very distinct parts of the city that require very distinct strategies. We've been rightfully focused on the southeast for the past several years, and that has borne fruit. Like Bill and others have said that - the number of big plots of land out there are shrinking. So, we're going to have to pivot from thinking about landing the big projects to how do we renovate and keep vibrant areas? And to what Matt just said, if we make West Mesa the focus of health care. Dexcom is there and we're planning to expand. What else could be brought into the area because you have the confluence of the 101, US60 and the 202. The accessibility is there. What are we going to do up around Falcon Field? And I know there have been efforts about that, but again, driving a purpose-driven focus for which area. And they don't have to all be on the same timeline. I think it's going to take that type of approach as we go forward.

Brian Campbell mentioned that the health care piece, Natascha's piece, the land use piece are all symptoms in my opinion of the population growth. The population growth is taking the land out of our inventory. The population growth is creating the demand for the health care services. The population growth is creating the demand for the retail and the need and the workforce. That's what forces us to look for more of an infill re-use type thing, a greater density use. I think if we look systemically, these are the issues that we're going to face in ten years and that should be driving what we're doing as an organization to attract and grow because every issue raised is all tied to population growth. Every indicator I've seen will continue in Arizona for lifestyle reasons, for an aging population reasons, for health care reasons, all those issues and we need to get ahead of that and tailor our economic development with that in mind, because we're all talking about the same issue, in my opinion.

Jaye O'Donnell stated that many of the issues the Board brought up can easily be addressed through our strategic planning process. I'm really pleased to hear the conversation and the engagement and what you're all thinking about long-term. Our strategic plan is supposed to be an FY23 through FY26, but I think there's a way to look a little bit farther out and add some considerations for a 10-year view. Some of you have participated in our strategic planning process in the past. There's been EDAB members who've helped guide our process, and we really appreciate that, so we'd like to do the same thing this year which will begin in January. I'm excited to hear everyone's enthusiasm on different issues and items. I would like to mention a couple of other activities we're working on that I think EDAB can easily engage in. The Office of Economic Development went through a branding process about eight years ago, and you've seen a lot of our collateral material and website. Now we're in need of refreshing that. Not only our office brand, what do we want to show the rest of the world related to our city and economic development. That's where you all come in, helping guide the new brand and what that looks like, what images we should be using, and what we should be touting in terms of messaging. Lastly, and probably short-term, is the storytelling and helping us elevate and amplify our messages and our successes and our story about the City of Mesa economic development activities. It's very easy to do on social media when you share a post or like a post, but we also like it when you comment and when you're engaging with any one of us individually on LinkedIn, but also just our General Office of Economic Development page as well. Last year you participated in a campaign regarding what economic development means to me? We loved that. I think it was a very positive campaign, well-received. We'd

like to do something like that this year. Obviously not the same thing, but we're working on that now. So we do appreciate all of your support and interaction that you have with us. I love the idea of meeting again with the Planning and Zoning Board. We did that one year where we had a retreat. We could consider that in the future.

Lori Collins mentioned that she is really excited about the retail corridors piece and appreciated Natascha's input. Although the initiative has been delayed due to some staff turnover, we're now fully staffed. Mesa doesn't have a dedicated staff person to focus on retail development alone like other cities around us have. We've focused on filling land with quality jobs; however, I'm happy that Bill is supportive of this retail effort, knowing that we need to pay attention to quality and pay attention to all those different unique areas in Mesa may not initially come to mind. How do we publicize that and leverage relationships that we have that are driving a lot of those retail and restaurant entertainment choices? I always like to say the Board has a wide circle of influence. There's a reason why you participate in the Economic Development Advisory Board. What we would ask that if you hear of different companies or within your own company, different business lines that are moving, let us know and we'll reach out and follow-up. Jim and I have discussed a need to have a sterilization company close by. Sometimes it's relationships that help to bring quality jobs and build the ecosystem around Mesa companies. Also, by paying attention to the general plan there are specific areas in Mesa where we can focus - where density and mixed-use are really driving lifestyle centers as well as redevelopment opportunities in older parts of the city. Publicize the authentic and special spaces in Mesa and build upon the unique opportunities like Fiesta Mall. These are some of the things we're interested in working on with you.

Mr. Jabjiniak reiterated what Lori said about density being a key piece of the puzzle as land becomes more expensive. For developers to make profits, they need verticality. That's what's coming. I thank you for everybody's input. It's been very helpful. It gives us a lot of things to incorporate, and we'll talk about these points again in the near future.

## **6. Director's Report**

Bill Jabjiniak introduced a new staff member, Project Manager Bryan Smith. Bryan started in September and came to us from Goodwill, but most of you if you've interacted with GPEC, may know him as the director of business development for GPEC. He is an ASU grad and has a master's in urban and environmental planning.

Bryan thanked the Board for having him here today. He is eager to contribute to all the good stuff going on in Mesa and looking forward to getting to know each of you and working with all of you in the future.

As you know, Rich Adams was awarded the Citizen Leadership Award and JD Beatty as awarded the Young Economic Development Professional of the Year by the International Economic Development Council during its recognition ceremony on October the 4th in Nashville, Tennessee. The Mayor and Mr. Brady congratulated Rich and JD in two recent videos which were shared with the Board.

Bill stated that we are so very proud of these two individuals and their part of the Mesa economic development effort. Mesa also brought back a Gold Award for equity and inclusion, which resulted from a great community partnership as well as a Silver Award for Organization of the Year globally, for cities over 500,000 people. While I don't like to finish second, the Gold Award recipient was Greater Phoenix Economic Council. What does that tell you about what's going on in the Valley? Our counterparts across the country said it best, "We're all busy, but what are you doing? You're on fire."

Bill congratulated Mr. Kassermann on Dexcom's recent Large Manufacturer of the Year award. A significant win for Mesa as well, highlighting our continued growth.

Bill mentioned the upcoming holiday gathering planned for the Board and elected officials; details will follow. Also, the advisory board was officially expanded since GPEC granted two additional seats on their Board of Directors to Mesa. With five GPEC board seats, Natascha and Jim have moved to the ex-officio side of the Board, and we'll be adding two additional members to the voting side. The Board will total nine voting members and now eight ex-officio members.

Mesa's business license proposal was introduced last night at Council and a public hearing will be held in December. There has been interest in implementing a business license for some time, but during the pandemic we discovered we had no way to communicate with all the businesses within the city. This made disseminating assistance and information difficult. We are also embarking on a Broadway Corridor marketing strategy and reaching out to our Southwest Mesa employers for involvement. And finally, under the category of small business, LaunchPoint as the city's business incubator slash accelerator is currently over 90% full.

Chair Kassermann thanked Bill for the update. He offered his thanks to the city and stated he is proud of what the board has done over the years that has resulted in the growth and success here.

## **7. Other Business**

Our next advisory board meeting is on December 7<sup>th</sup> and will include a tour of Boeing. Details will follow. That should be a wonderful opportunity that I've been looking forward to for a while.

## **8. Adjournment**

Chair Kassermann called for a motion to adjourn at 9:05 a.m. A motion was made by Brian Campbell, seconded by Dominic Perry, that the meeting be adjourned.

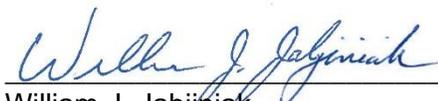
Upon tabulation of votes, it showed:

AYES – Adams, Campbell, Duvall, Likens, Nickerson, Perry

NAYS – None

Chair Kassermann declared the motion carried by unanimous vote.

Submitted By:

  
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William J. Jabiniak  
Economic Development Department Director