

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

Date: October 4, 2022 Time: 7:30 A.M.

MEMBERS PRESENT

Rich Adams
Brian Campbell
Michelle Genereux
Steve Henderson
Kathleen "KJ" Jolivet
Christopher Nickerson
Dominic Perry
Laura Snow

EX-OFFICIO

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

STAFF PRESENT

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

MEMBERS ABSENT

N/A

GUESTS

Councilmember Kevin Thompson
Scott Somers

1. Chair's Call to Order

Chair Adams called the October 4, 2022, meeting of the Economic Development Advisory Board to order at 7:30 a.m.

2. Items from Citizens Present - None

3. Approval of Minutes from September 6, 2022, Meeting

Chair Adams called for a motion to approve the minutes. A motion was made to approve the September 6, 2022, minutes by Brian Campbell, seconded by Laura Snow.

Upon tabulation of votes, it showed:

AYES – Adams, Campbell, Genereux, Henderson, Jolivet, Nickerson, Perry, Snow

NAYS – None

Chair Adams declared the motion carried by unanimous vote.

4. Hear from Councilmember Kevin Thompson regarding economic development in District 6

Chair Adams welcomed Councilmember Kevin Thompson.

Councilmember Thompson thanked the board for the opportunity to talk about all the great things that are going on in District 6 and stated that it has been an amazing eight-year ride. He reflected on when he was first elected in 2014, walking and knocking doors, and he didn't stop in Eastmark because they only had model homes and seven or eight houses. Cadence didn't exist yet and Bella Via, out in the far southeast part of the district, was still under construction. Here we are eight years later, Eastmark and

Cadence are almost completely built out, Bella Via obviously done, and even more residential around Williams Field Road. He initially ran on a platform of bringing jobs to our community because that was what we needed at the time. As we emerged from the recession there was no new construction going on, people were losing their jobs, and communities across the valley were hurting. He stated he wanted to bring those jobs back to Mesa because when you look at our freeway system in the morning, you quickly realize that Mesa is the net exporter of labor. We send a majority of our citizens to other communities to work, and then we welcome them back home at night. He wanted to reverse that trend and either employ our own citizens or bring employees from other cities into our community. That has continued to be his primary focus, even in his second term.

During his first year in office, they were begging people to stick a shovel in the ground. The market wasn't proven yet. The financial institutions weren't lending money to developers, but there was this one little company that took the chance on Mesa, EuroContempo. They stuck a shovel in the ground on Ray Road, and it hasn't stopped since. Our citizens deserve the best, so we are picky about what we bring to our community. Councilmembers advocate for their constituents. District 6 constituents are requesting no more fast food, so we're pushing back on the quantity of drive-thrus. He mentioned that he couldn't have done what he's done without the support of community members who advocate for economic development and support our council and the decisions that we make, including Bill and his team. He thanked the Greater Phoenix Economic Council (GPEC) for sending prospects to the City and Chris Brady's leadership in making a lot of things happen.

Councilmember Thompson stated that right after he was elected and sworn-in in 2015, every single month he had a rolling meeting with Bill and John Wesley, at the time, the Director of Planning and Zoning. It was designed to talk about the vision for District 6 - what he saw for his first four years, what he wanted to do in the future. He set the tone of how he envisioned District 6 developing, specifically where development was to occur and what type of development. Mr. Thompson intentionally started meeting with landowners and set the expectations early on. The very first meeting we had with the community was Elliot Road because he was meeting with site selectors as they were coming into Mesa. He asked the site selectors at the end of the day, what was it that you liked and disliked about Mesa? And they said, we absolutely love the fact that you have all the infrastructure in place, that you're such a welcoming community, but I can't bring a client here, exit off the 202 and see this little country road that meanders through the desert. We need a finished product. So, Mr. Thompson sat down with landowners along Elliot Road and asked them if they would contribute land to widen Elliott Road, and every one of them said yes. He challenged City Manager Brady, who came through, and we widened Elliot Road to what you see today. The infrastructure implemented in Elliot Road has pulled a lot of economic development along there. So, we did the exact same thing with Ray Road. When SR24 became a reality, we knew we had an opportunity for economic development. We decided to try to keep all the residential to the north of SR24 and protect our heavy industrial corridor on Germann and Pecos, keeping everything south of SR24 retail, commercial, and then fade into light industrial and into heavy industrial. It's worked out well but getting the community and the landowners to buy into that vision is important. Landowners have a right to develop their dirt how it best suits them and brings the best prices, so we couldn't do this without their help. Mr. Thompson was thankful that they all bought into our vision and what we were trying to accomplish. He has appreciated working with the development community and the landowners in southeast Mesa. The Office of Economic Development was challenged to develop a strategy for Germann and Pecos Roads on the west side of Ellsworth Road. They put the floating overlay in place, and it has jump started development in the area just south of Gateway Airport.

Finally, we focused on the inner loop area and worked quite diligently for about a year and a half on visioning what we wanted to see there and how it would interact. Obviously, housing developers pushed the City in that area. So, we went back to work on revisioning and now we're beginning to see it come to fruition. The industrial manufacturing component is slated to develop between Loop 202 and Warner Road as well as to the west of Sossaman Road.

Mr. Thompson shared that his calendar is filled with developer and zoning attorney meetings. He speaks with Bill Jabjiniak and the Development Services Director by phone multiple times be week. Constant communication is key as things are changing so quickly. Time is money to companies and developers. The faster they can go to construction and go vertical the better off they are, and the better off Mesa is as well. Mr. Thompson stated that he has no doubt Scott Somers will hit the ground running. A lot of what you see on Elliot Road began with Mr. Somers' vision. Councilmember Thompson shared that he had good bones to build upon when he started. Previous councils and Mr. Brady had the foresight and fortitude to put infrastructure in place, specifically Elliot Road. It had everything except the roadway, and now we've got the roadway. That's why you're seeing a lot of activity because businesses can't afford to come into a community and spend \$3-5 million on infrastructure when they could put that money into going vertical.

Councilmember Thompson introduced Councilmember Elect Scott Somers to the Board.

Councilmember Elect Somers thanked Councilmember Thompson. He stated that his experience, as it predates Mr. Thompson's, was a blank canvas that was District 6. When he took office in 2006, Mr. Brady had just started a few months prior as a new city manager. Mr. Jabjiniak was hired about the same time. One of the first projects Mr. Somers worked on was Ray Road itself, because Ray Road didn't exist. The GM Proving Grounds closed, and we didn't have a plan for that. So, working with Mr. Brady and then Mr. Jabjiniak, advisory boards, and the chamber, we created a vision and identified the challenges for this blank slate, which was very much infrastructure. He stated you cannot have economic growth without infrastructure. Complicating this matter even further was the recession that hit in 2008 and lasted to almost the time he finished office. So, we developed a plan and had some successful bond issues that allowed us to start building Ray Road, to identify Elliot Road and at least start the funding process there. Councilmember Thompson has done an absolutely fantastic job in District 6. Mr. Somers mentioned he wants to come back to City Council so that he can paint a little bit more on the canvas. He looks forward to the next four years continuing the tremendous success that we have had over the last eight years and seeing more positive development. In particular, those better paying jobs that we all want to bring to Mesa because this area needs to be a net importer of jobs. That's our vision, that's our objective. Mr. Somers stated he's looking forward to working with community members to make that a reality.

Jim Kasselmann congratulated Mr. Somers on his election and expressed his thanks to Councilmember Thompson for his service to the community and leadership in his district and at the city level. He stated its tremendous the changes and growth that has occurred in District 6.

Natasha Ovando-Karadsheh congratulated Mr. Somers and stated she looked forward to working with him. She also stated that it has been an absolute pleasure to work with Councilmember Thompson over the last couple of years. She appreciated his intentional, strategic vision and diligence. It is critical for us to recognize that what we're seeing today is the result of visioning from many years ago. She asked Councilmember Thompson what his concerns were for the district as he leaves office as well as the top couple of things that he looks forward to in a positive way.

Councilmember Thompson mentioned that we've been intentional in how we've developed District 6. He stated that one of the things he wanted to do was ensure a diversified economy. District 6 now includes electric vehicle manufacturing, Niagara, and data centers to name a few industries. What we didn't want to do, and he hoped that Mr. Somers felt the same way, is fill District 6 with warehousing. That isn't what our community needs, so we've been intentional on pushing back against warehousing. City Manager Brady is on board as well, ensuring that what the developers are bringing to the table are quality projects that aren't going to negatively impact our community. We do need to have some logistics near the airport

to support what the Mexican and US Customs can bring to Gateway Airport. Good things are happening now, and I think we have an even brighter future.

Brian Campbell thanked Councilmember Thompson and Mr. Somers and complimented their wealth of experience and knowledge. He mentioned that back in 2006 and 2008 during the downturn, the City had the vision to invest in infrastructure so we could reap the benefits now. Mr. Campbell asked that with current national economic development trends, what are the opportunities for us given those economic conditions? What should we be doing now with what we see on the horizon?

Mr. Somers stated that the last downturn presented us with an opportunity to invest in infrastructure at a much lower rate. The issue we are having now is the absolute opposite of that. The cost of piping one of the projects that we worked on back when he was on council, was the transfer of water between the City and the Native American community. The cost of the next phase of that pipe has gone up at least twofold or two and a half fold. So, the challenge moving forward is planning for the continued infrastructure development that we need. What we're referring to as inside the loop is not complete. The infrastructure for the former Williams Air Force Base, is literally 1950s infrastructure, the road, the water system. So, when we want a logistics and trade hub at Gateway Airport, we must look for creative partnerships and financing mechanisms to make these things happen. We know what we need to put in the ground, but how do we afford it? One of the ways we do that is through connecting to international trade. The state has a lot of interest in this as well, so creating partnerships with the state to properly finance infrastructure so that the private sector can invest in these areas, is what we'll need to look at moving forward.

Councilmember Thompson agreed and added that we do a lot in District 6 to protect the ingress and egress for Boeing, because they have a hand to play out of Gateway Airport and out into Pinal County. He echoed Mr. Somers comments that moving forward it's continuing the intentional development and being smart with how we develop and continue to push for quality jobs. City Manager Brady has challenged Bill to continue to increase the average wage for the community, and we're slowly getting there. We've made a lot of headwind over the last eight to 10 years and we're going in the right direction.

Chris Brady stated that the success speaks for itself. This is a great example of seeing the potential for an area, especially when it was the GM Proving Grounds, and recognizing a huge opportunity. That opportunity continues to grow today. He mentioned that he and the mayor sometimes talk about the greatest overnight success, which took 10 years. The success in southeast Mesa was in part possible due to decades of planning and deliberate discussions about what we envisioned. Economic development cannot happen unless we are able to deliver water, sewer, and electric. Access to power is what brought First Solar, which then became Apple, which then opened the technology corridor, which then allowed us to bring in lots of other developments. So, there are many, many elements that come in to play, but proper planning and an early vision have allowed us to attract development and jobs by spending millions and millions of dollars on infrastructure.

Chair Adams thanked Mr. Brady for his leadership during that time. He also thanked Councilmember Thompson for his service to Mesa and welcomed Councilmember Elect Somers back.

Bill Jabjiniak echoed Chair Adams comments. He stated that Councilmember Thompson has taken it to a new level in the last eight years. He has been a champion for economic development from the beginning with his enthusiasm and passion. Cutting entitlement risk allows our department to sell Mesa across the nation and internationally. It took patience to build an award-winning technology corridor that now houses the big three tech companies, and we continue to add quality jobs in between those developments. Additionally, the ability to say no is not easy. Councilmember Thompson has done that thereby making our job easier. Thank you both for your enthusiasm and vision.

Chair Adams thanked Councilmember Thompson and Councilmember-Elect Somers and invited them to speak with the Board anytime.

5. Review City of Mesa Office of Economic Development Strategic Plan FY2023-2026

Chair Adams welcomed Assistant Economic Development Director Jaye O'Donnell.

Jaye O'Donnell thanked Jolene Pomeroy, our performance administrator in the Office of Management and Budget, as she was instrumental in facilitating initial brainstorming meetings with staff and leadership. She outlined the sections of the four-year document, of which we're in year one now. The document includes our vision, mission, operational structure, lines of service, and industries of opportunity. She highlighted the BRE program and what we mean when we say attraction, entrepreneurship, and small business development. Redevelopment, revitalization, talent attraction, and workforce development are also emphasized as well as our industries of opportunity, which are HEATT: healthcare, education, aerospace/aviation, tourism, and technology. The goals have stayed true to our key mission, which is growing Mesa's economy, attracting new companies, and expanding the existing companies to create and retain quality jobs.

Goal one focuses on growing Mesa's economy by attracting new companies and expanding existing companies to create and retain quality jobs. Our first objective is to increase the number of jobs created and retained by 10% over the next four years and aim for those jobs to be high quality. We intend to generate and strategically fulfill high value company leads and focus on key industries to maximize return. Recently, we have made the decision to not respond to specific leads for various reasons. It could be an extremely high-water user or extremely low wage jobs, but we are in the position now where we should be strategically choosing the leads we focus on. Our key industry focus may shift over the next few years if we are going to pursue the supply chain for semiconductor or other emerging industries. The second objective is related to small business development and services in that space, really continuing to execute and expand the small business assistance program using the partners that we have on contract. We're working now to build an asset inventory map of entrepreneurship services. We have a Mesa business builder portal that lists different services, but continuing to help everyone understand how things are linked together and how, when you are an entrepreneur, you don't come into the system at point A and work your way to point Z. You may come in at D and then go to L. It's not a linear journey for these small businesses.

Goal two is centered around marketing Mesa nationally as a premier location for companies to land, grow, and prosper. This includes promoting to our key decision makers, site selectors, our international primary target audience, but also talented knowledge workers. Tactics will include focused marketing campaigns, promoting Mesa as the first choice to work, live and play and utilizing existing businesses to tell Mesa's story.

Goal three is to build a resilient community by increasing capacity for attracting quality economic development citywide and for driving equitable economic development. Objectives include strengthening relationships and improving coordination with workforce development partners, connecting companies to workforce development opportunities, and developing a workforce strategy. To attract and develop high quality labor, we recognize that Mesa will need to import talent in the short-term, we'll promote Mesa Public Schools quality programs and high achievements, and identify best practices for methods to attract, develop, and retain talent. Finally, we will lead and participate in the development, implementation, and completion of transformative projects in Mesa to build capacity. We will participate on the team for Mesa's General Plan Update, collaborate with key departments to facilitate development projects, partner with ASU on the Polytechnic Innovation Zone and preserve land to grow office space for tech, finance, and headquarters. We'll integrate action plans for the RDAs, Central Business District, and Town Center, amplify existing community efforts, such as the Asian District and Broadway Corridor,

and adopt an equitable economic development lens making sure we take a good look at the difference in the community between west, southeast, and northeast Mesa. Our strategies do need to be different for each of those areas. We'll provide research and best practices for what we can do to improve and enhance those areas aligning with council's vision.

The annual performance measures are key metrics that are presented to city management twice per year as well as tracked on our public-facing dashboard. Ms. O'Donnell detailed the fiscal year 2022 – 2026 metrics which include jobs, average annual wage, capital investment, square footage, number of companies attracted, expanded, or retained, prospect visits, leads, media impressions, technical assistance, BRE visits, small business engagements, special and transformative projects.

Chair Adams commented that he's had the pleasure to work with Jaye on generating similar reports, some much more extensive than this one, but was impressed by the quality of this in-house product.

Dominic Perry echoed Rich Adams comments. He complimented the tremendous work it took to produce a digestible, easy to understand report in-house.

Michelle Genereux commented that she is relatively new to the board but appreciated the fantastic report. Personally, she'll use this as an opportunity to learn about our efforts to grow Mesa.

Chris Nickerson appreciated the outstanding, high-level view of the strategic plan. With any plan, the devil is in the details. It will take a lot of hands to achieve these goals. How can we help?

Ms. O'Donnell commented that the first step is being aware of what we're trying to accomplish and continue ask for updates on our progress. We review our performance measures monthly with staff. There are some programs that will continue to evolve, and we'll ask the board for feedback and direction.

Mr. Jabjiniak encouraged the members to be advocates for economic development with the business community and elected officials. Occasionally, we have connected a board member with a prospective company to share their experience in Mesa and tell our story. When you travel, advocate for Mesa as the place to locate.

KJ Jolivette agreed with previous comments and reiterated that it is a great report. She appreciated the HEATT focus and how those key areas are going to bring balance to the community. Ms. Jolivette mentioned that when Boeing brings visitors to Mesa, they just can't get over the growth that's going on here. They are currently hosting a group of 100 from various locations. She felt paying attention to details like fast food drive-thrus or the next item of concern was pro-active.

Brian Campbell expressed kudos on the document, especially as an in-house product. He commented that this document reminds him of the challenges we face in an economic and development environment, because there are so many different pieces that must fall into place to achieve the winning combination that we're having right now, for example, in District 6. This document drove home the need to keep focused on a strategic level. It's almost tactical in its approach. He challenged the office to keep focus at the 30,000-foot level, keeping an eye on the larger ball, so we can assemble these pieces and bring them forward. It will become even more important as we move into a more challenging economic environment that we may be facing nationally.

Laura Snow echoed the quality of the document. The HEATT initiative goes back many years and part of that is the wisdom of having identified those broad industries. It lays a diversified foundation for the types of businesses and districts that we have created. She appreciated the conversation earlier with Mr. Brady regarding the investment in the infrastructure, and knowing that fiber is that next piece of

infrastructure that we're investing in. Laura commented on our focus towards the next evolution in industry. Maybe those five industries are still the right industries, but what does the future hold within those industries, and how well prepared are we to continue to build on the success that we've had. Ms. Snow asked, as a leader within women's health, has Arizona's territorial ban on women's healthcare come up in any conversation you've had with companies who are evaluating where to relocate businesses?

Mr. Jabjiniak commented that he had not heard that concern voiced.

Mr. Campbell commented that, to Laura's point, there are several issues, whether it's water or reproductive health, that we should anticipate moving forward.

Steve Henderson stated that this report has been extremely beneficial for him as he's attending his second meeting as a member of the Board. He congratulated the City and its leadership for an extremely successful year in FY22. The thing that really jumped out for him, was the strategy on workforce development. When you have \$2.8 billion in investment in the City, we're going to have to find ways to attract and develop the workforce. It's an excellent strategy to retain and attract people to this area because we're going to need them.

Ms. Ovando-Karadsheh appreciated the document for its readability and graphics. She voiced a concern that the annual wage for jobs created was not increasing steadily. Stating that if our goal is to attract those next level jobs, we're really just accounting for inflationary increases in these amounts. She mentioned that the leads generated are flatlining and asked if we were not holding GPEC accountable for more leads? In business, the more leads you have, the more results you can generate especially if a downturn in the economy is anticipated.

Mr. Jabjiniak commented that Mr. Brady challenged us a year ago to increase our average wage benchmark to 135% of county median. The previous goal was 125% of the county median. So, if the county median wage goes up, our benchmark goes up as well. That is an aggressive goal. He echoed Mr. Henderson's point that workforce is our number one economic development issue. We must tell both the Mesa story and the regional story to reach those high-quality jobs. The number of leads is a strategic piece in GPEC's plan, and they are projecting things to level in the future. Additionally, our leads also come from the Arizona Commerce Authority and what we generate ourselves. The City Council requested we expand support for small businesses as so much of our growth comes from our existing business community. Thankfully we have a talented staff that was able to absorb that focus.

Ms. Ovando-Karadsheh asked how the Board can support the business retention and attraction program. Or what would one more FTE allow you to achieve?

Bill Jabjiniak commented that last fiscal year, we pushed very hard as an entire team to achieve the BRE goal. We did have a staff member dedicated to BRE's. Unfortunately, she moved to the private tech sector. We're currently recruiting for the right person that will interact with all of you and others to grow have a meaningful dialogue with the business community. Mr. Jabjiniak thanked Ms. O'Donnell for leading the strategic plan effort internally. He commented that he pushed some of the metric goals higher, challenging ourselves. Achieving \$2.8 billion in capital investment is amazing, but how many more years is that achievable?

Ms. Ovando-Karadsheh asked if the office had more budget, could these numbers increase? If we invest X number of dollars in another full-time staff member, what could the return on investment be in the community? She felt it was a small investment based upon the return. Developing a strategic plan is the time to evaluate where additional resources might be needed.

Chair Adams recommended Mr. Jabjiniak take the suggestions under advisement and report back to the board at a later time.

Mr. Jabjiniak mentioned that Mr. Brady manages a citywide budget that has expanded over the years. The request for additional resources is a dialogue for the two of us to have during the upcoming budget cycle.

Laura Snow echoed Natasha's comment that when you create a strategic plan you look at what market growth is likely to occur and what share of that growth you want to achieve. Then determine what additional resources are needed to achieve the goal. Rather than tailoring the plan to the resources you have today, tailor your resources to what you think you can achieve, creating a business case and return on investment based upon that. She agreed with Natasha's sentiment that these goals are probably conservative, they're conservative given the amount of activity that is going on today, stretched for the number of resources that you have today. That underscores the need to think a little bit bigger and aim for the fences.

KJ Jolivette commented that she looked at this a little differently. She felt businesses are coming to Mesa because it's affordable. Huntsville, Alabama has a very high concentration of degrees, but it's still a very, very affordable place to live which makes it highly attractive. That's why businesses locate there. She reiterated that we cannot take ourselves into a place where we're unaffordable and businesses choose to go elsewhere. There's a reason businesses are locating in Mesa, and it is affordability.

Bill Jabjiniak commented that affordability, availability of talent, state taxing structures and reliability of power are a few of the reasons companies locate in Mesa.

Jaye O'Donnell responded to Natasha's question about the average wage and showed a GPEC 2021 analysis of office vs. industrial operation types based on wage. The analysis reflected a higher wage for the office market, but we publish an average wage. Depending upon the mix of projects attracted, it can lessen the average wage outcome. With the softening of the office market, we must be diligent about how we pursue office and ensure we target headquarters, regional headquarters, and administrative back office. Ms. O'Donnell also pointed out that high-tech manufacturing is also very competitive wage-wise, so we'll focus there as well.

Sally Harrison complimented Jaye on the report stating everything she is involved in is top notch. Sally also invited Jaye to present the report to the Mesa Chamber of Commerce Board.

Chair Adams thanked the Board for the valuable comments and feedback. He commented that everyone he had worked with at the Office of Economic Development is just a consummate professional.

6. Director's Report

Bill Jabjiniak mentioned that we are hearing more and more about Environmental Social Governance (ESG). Dominic Perry brought up this focus a few years ago, specifically the environmental side of things.

Mr. Jabjiniak shared that he attended the IEDC Annual Conference in Oklahoma City in September. JD Beatty was named the young professional of the year at last year's conference. This year, Elyce Gobat was named the young professional of the year across the United States, Mexico, and Canada. Additionally, Ms. Gobat has accepted a promotion within the department to Economic Development Project Manager effective October 10. Elyce is currently a Project Specialist. We are very proud of her accomplishments. It is in honor to have staff recognized across the country, in essence the continent, and is important when telling our story. Bill thanked Dominic Perry for participating on the project manager selection panel.

Chair Adams requested Mr. Jabjiniak express the Board's congratulations to Elyce Gobat.

JX Nippon is holding a groundbreaking for the first phase of their development tomorrow, October 5, in southeast Mesa at Germann and Crismon Roads. Thompson Thrift will break ground on October 11 in the Elliot Road Technology Corridor, just north of the Apple facility. The Mesa Chamber bus tour of development in southeast Mesa is one week away on October 12 and approximately six seats remain.

Councilmember Elect Somers spoke about the area inside the loop as a focus and we've discussed it in depth with this board. This area, west and north of Loop 202 bordered by the canal to the west and the power lines north of Elliot Road, was previously farms and dairies primarily without infrastructure. Currently, there is approximately 12 million square feet of spec industrial planned south of Elliot between the canal and Sossaman then south of Warner and east to Hawes. That is a phenomenal amount of activity. Mr. Jabjiniak mentioned that according to the brokerage community, property is not falling out of escrow. Developers may choose to hit the brakes in certain situations, but others are full steam ahead. The market is still strong enough at this point that we are filling buildings as they are being built.

Ms. Ovando-Karadsheh inquired if any residential development had broken ground within the inner loop.

Mr. Jabjiniak stated that although developers have not broken ground, permits are ready.

7. Other Business

The next Economic Development Advisory Board meeting will be on Tuesday, November 1, 2022.

8. Adjournment

Chair Adams adjourned the October 4, 2022, meeting of the Economic Development Advisory Board at 8:54 a.m.

Submitted By:



William J. Jabjiniak
Economic Development Department Director