

MINUTES OF THE  
MARICOPA ASSOCIATION OF GOVERNMENTS  
ECONOMIC DEVELOPMENT COMMITTEE

November 4, 2014

MAG Offices, Saguaro Room  
302 North 1<sup>st</sup> Avenue, Phoenix, Arizona

MEMBERS ATTENDING

Mayor John Lewis, Gilbert, Chair  
Mayor Michael LeVault, Youngtown, Vice Chair  
Mayor Gail Barney, Queen Creek  
Steven Betts, GPEC  
\*Dr. Joseph Cavinato, Thunderbird  
Supervisor Steve Chucri, Maricopa County  
Angela Creedon, Arizona State University  
Mark Dreher, East Valley Partnership  
Thomas Franz, Greater Phoenix Leadership  
Mayor Linda Kavanagh, Fountain Hills  
Jim Kenny, El Dorado Holdings, Inc.  
Mayor W.J. "Jim" Lane, Scottsdale  
Mayor Georgia Lord, Goodyear  
#Mayor Jackie Meck, Buckeye

Mayor Mark Mitchell, Tempe  
John Nelson, ADOT  
#Mayor Christian Price, Maricopa  
\*Jim Rounds, Elliott D. Pollack & Company  
Todd Sanders, Greater Phoenix Chamber  
of Commerce  
Mayor Thomas L. Schoaf, Litchfield Park,  
Councilmember Jack Sellers, Chandler  
Bill Sheldon, WESTMARC  
Dan Spitz, Achen-Gardner Construction  
Mayor Greg Stanton, Phoenix  
\*Sandra Watson, ACA  
Mayor Jerry Weiers, Glendale  
#Mayor Kenneth Weise, Avondale  
\*Mayor Sharon Wolcott, Surprise

\* Not present

# Participated by video or telephone conference call

OTHERS PRESENT (from sign-in sheet(s)):

Roc Arnett, EVP  
Anubhav Bagley, MAG  
Frank Beltran, Trade Base Mexico  
Rob Bohr, Goodyear  
Peter Burnett, MAG  
Doran Cott, Queen Creek  
Cheryl Covert, Avondale  
Natalia Cuneo, MAG  
Margie Emmermann, AMC  
Walt Gray, West Side Town Hall  
Steve Haase, Think Global Institute  
John Halikowski, ADOT  
Elizabeth Higgins, Tempe  
Mike Hoover, Surprise

Fernando Jimenz, ACA  
Ian Johnson, BNSF  
Patrice Kraus, Chandler  
Gail Lewis, ADOT  
Brad Lundhal, Scottsdale  
Denise McClafferty, MAG  
Lora Mwaniki-Lyman, MAG  
Linda Priano, MAG  
Nathan Pryor, MAG  
Tom Remes, Phoenix  
Amy Scerra, Think Global Institute  
Dennis Smith, MAG  
Kelly Taft, MAG  
Marge Zylla, Tempe

1. Call to Order

The Economic Development Committee (EDC) meeting was called to order by Chair Lewis at 11:38 a.m.

2. Pledge of Allegiance

The Pledge of Allegiance was recited.

Mayor Meck, Mayor Price, and Mayor Weise joined the meeting via teleconference.

Chair Lewis noted public comment cards were available for those members of the public who wish to comment. Chair Lewis stated that transit tickets were available from Valley Metro for those using transit to come to the meeting. Parking validation was available for the MAG parking facilities for those who parked in the garage.

3. Call to the Audience

Chair Lewis noted that the Call to the Audience provides an opportunity to members of the audience who wish to speak on items not scheduled on the agenda that fall under the jurisdiction of MAG, or on items on the agenda for discussion but not for action. Citizens are requested to not exceed a three minute time period for their comments. A total of 15 minutes is provided for the Call to the Audience agenda item, unless the Economic Development Committee requests an exception to this limit. Those wishing to comment on agenda items posted for action will be provided the opportunity at the time the item is heard. Chair Lewis noted that no public comment cards had been received.

4. Approval of the October 7, 2014 Economic Development Committee Meeting Minutes

Chair Lewis asked if the members had any questions regarding the October 7, 2014, meeting minutes. There were none. Mayor Lord moved to approve the October 7, 2014 Economic Development Committee meeting minutes. Steve Betts seconded the motion and the motion carried unanimously.

5. Defining a World-Class Community

Brent Stockwell, Strategic Initiatives Director, City of Scottsdale, provided a report on a recent project that the city collaborated on with the Thunderbird School of Global Management on defining a “world class community”. He explained that the term "world-class" is often used, but rarely defined, and that the purpose of the project was to formalize the definition and attributes of a world-class community. As a result, the City of Scottsdale adopted a new mission statement, "Simply better service for a world-class community". Mr. Stockwell explained that the implementation plan was divided into four parts and an initiative was developed for each one: 1) Simply-streamlining the services they provide through process improvements; 2) Better- formalizing the benchmarking efforts to ensure that Scottsdale city services are better than those of their peers; 3) Service-identifying standards and training to provide high quality customer service.

Mr. Stockwell explained that the Thunderbird School of Global Management team looked at the community and classified them as residents, businesses, workers and visitors. They then identified over forty different attributes identified in a world class community. Within each of these areas, they grouped the attributes into nine categories that included natural assets, cultural assets, specific amenities, people, technology & innovation, economics, public services, environment and sustainability, and other (seasonal appeal, beauty at night, etc.).

Mr. Stockwell stated that these categories were then filtered down even further to obtain attributes that were a fit for the city. These attributes included natural assets, ecological quality, cultural assets, human capital, lively people, inclusiveness, specific amenities, tech leadership, safety, healthcare, transportation, employment options, beauty at night and social brand. Lastly, the team analyzed these attributes to see how they were aligned with the city's strategic goals. The study also identified 164 similar global cities, (cities in the United Kingdom, Japan, Spain, Germany, and Canada, etc.) so that they could understand just how competitive Scottsdale is globally. Scottsdale is now using this information as part of its benchmarking and strategic planning efforts. Mr. Stockwell noted that a much more detailed report is available on the MAG and City of Scottsdale's websites.

Chair Lewis thanked Mr. Stockwell for his presentation and noted that it is nice that the report provides benchmarking perspectives. Chair Lewis asked if the report has been circulated to the cities and businesses. Mr. Stockwell stated that those efforts will follow into the second phase of the strategic planning by field testing the attributes with communities and businesses.

Chair Lewis asked if there were any questions or comments from the committee. Mr. Betts stated that he noticed that the population density attribute was eliminated early on in this report and noted that a lot of cities are creating urban centers, which help to create a more world class community. Mr. Stockwell stated that the team looked at the city's general plan, citizen survey results, measures, and size of the community, and this would require such a dramatic change that it could not be accomplished within the short or medium term. Mr. Smith encouraged members of the committee to take advantage and use the Thunderbird Consultant Practicum Program because this is an inexpensive, impressive and invaluable resource.

#### 6. Update on the Mexico City Delegation Visit

Alana Chávez Langdon , MAG International Economic Development Analyst, stated that in December 2013, the MAG Regional Council voted unanimously to partner with the City of Phoenix to establish an in-market trade, investment and tourism office in Mexico City. MAG approved to provide \$25,000 of MAG dues for this effort. On October 5-8, 2014, approximately 70 business and policy leaders from Arizona traveled to Mexico city to formally open the Arizona Trade and Investment office. Ms. Chávez Langdon added that several of the meetings included officials and agencies in the areas of economic development, transportation and infrastructure, and tourism. She congratulated the leaders of the state, the City of Phoenix and Mayor Stanton on the well planned and incredibly

executed trade mission. She also thanked Margie Emmermann, Policy Advisor to the Governor, Mexico and Latin America and Executive Director of the Arizona-Mexico Commission (AMC), for her years of service and tireless efforts in connecting Arizona with Mexico. Ms. Chávez Langdon also thanked John Halikowski, Director of the Arizona Department of Transportation (ADOT), for the opportunity to participate on the infrastructure and transportation track discussions.

Ms. Emmermann stated that some of the major initiatives that were discussed during the meetings in Mexico City are policy initiatives that the Arizona-Mexico Commission has been working on for quite some time. These discussions were with governors, elected officials, representatives of the federal governments from both countries and business leaders. They were also the topic of pre-delegation meetings in Mexico City. Ms. Emmermann discussed the Arizona Sonora Border Roadmap, the establishment of the Transportation and Trade Corridor Alliance (TTCA), as well as the TTCA Roadmap. She added that the most recent initiative is the Arizona-Mexico Economic Indicators, which stands to increase trade in the region and position Arizona in the global economy.

Ms. Emmermann discussed the thirteen AMC committees that encompass the most relevant topics facing the US-Mexico border today. These committees include Agribusiness & Wildlife, Economic Development, Education, Emergency Management, Energy, Environment & Water, Real Estate, Security, Sports, Tourism, Arts & Culture, Transportation, and Infrastructure & Ports. She explained that the Tourism Committee advanced important initiatives in Mexico City in dealing with the facilitation of transit motor coaches at border crossing and the language for travel warnings. She added that a member of the Mexican congress has invited the Arizona Office of Tourism (AOT) to present these initiatives to the Border Issue Committee of the Mexican congress.

Ms. Emmermann added that throughout the years, the AMC has solidified many initiatives through agreements, firmly establishing protocols, especially if there are multiple levels of governments involved, and that they set the platform for other border states, as they are the pilot and trend setters for the border. She explained the collaboration that is in place and the sharing of information and the protocols are noteworthy. Ms. Emmermann discussed Mexico's important position as Arizona's largest trading partner, stating that in 2013, Arizona's bilateral trade relationship with Mexico was more than \$14.1 billion.

Ms. Emmermann reminded the committee that there is also an Arizona State Trade Office in Hermosillo, Sonora, Mexico, that was established in 1992 and continues to be an asset. She also discussed the ribbon cutting and opening of the Arizona State Trade and Investment Office in Mexico City that took place on October 7, 2014. She discussed a few highlights of the trip that included Pro-Mexico confirming their commitment in opening an office in Phoenix, initial discussions on opening roads with the states of Mexico and Queretaro, as well as business communities making several key contacts with the leading Chambers of Commerce and Industry in Mexico. She recognized the commitment and collaboration efforts that took place with ADOT, ACA, AOT, and the City of Phoenix. She noted that there is a great deal of follow-up work that needs to be done, but reiterated that Arizona is indeed open for business.

John Halikowski, Director, Arizona Department of Transportation, stated that they have been very active in transportation planning and projects on our side of the Arizona-Mexico border, but are now becoming even more engaged with projects on both sides of the border. He explained that the TTCA has developed a Roadmap that has changed the way ADOT is thinking about economic development and transportation. One of the central points of the Roadmap is that bringing new wealth in from outside the state is critical to grow the economy. He added that tradeable goods and services are those that can be created in this state and then sold in a variety of diverse markets. In order to bring new wealth into Arizona, we have to create products and services here in Arizona and sell them outside the state. Mexico is our top trading partner and market, and is the most logical place to start our global exports.

Mr. Halikowski reported that transportation revenues are declining, and that we need to find new ways of identifying resources, such as public-private partnerships and looking for high-impact, low cost solutions. He added that by understanding Mexico's economy, supply chain, and infrastructure priorities, Arizona can begin to understand our economic opportunities. Mr. Halikowski also explained that relationships are especially vital in Mexico and that we need to continue building relationships there. He also explained that our transportation is a system, and a bottleneck in Mexico can greatly impact trade flows in and out of Arizona. This means that we need to think about the entire corridor, all modes of transportation, and have plans for improvements that can be worked on from both sides of the border.

Mr. Halikowski discussed the Key Commerce Corridors, which has been identified by ADOT as the highways most important to enable Arizona to expand trade and increase investments. These corridors provide the state's connectivity to the world. He added that nearly 85 percent of all freight and cargo entering and leaving the state uses these highways. Developing a fully integrated transportation network, from our southern border to our northern border, from east to west, is critically important in helping Arizona realize its potential with Mexico. The goal, as stated in the TTCA Roadmap, is to develop and fund an integrated transportation system that is supportive of Arizona's economic goals.

Mr. Halikowski also discussed the Mexico Highway 15, which is the principal gateway between the Western United States, Mexico, and Canada. Some of the issues within this corridor have a negative impact on the economy in Arizona and Mexico. ADOT is currently engaging with Mexican officials and private partners to keep the entire corridor functioning. He discussed speed bump issues in small towns and the heavy traffic in large cities, as well as the poor shape that the commercial corridor south of the Mariposa port of entry is, which could impact the efficiency of the new port.

Mr. Halikowski also discussed the military checkpoint at Querobabi, north of Hermosillo, which is a major issue. He explained that this is the only permanent military checkpoint on the border and that military personnel often break the seals on the trucks, enter the vehicles, and that the wait times at these checkpoints can be twelve hours or more. He noted that these types of invasive inspections and long wait times can have an impact on the cargo.

Mr. Halikowski stated that the biggest successes that transportation had during the Mexico City trade mission was a result of the work that was done over the past few years, through the AMC, US-Mexico transportation forums and regular meetings in both countries. He reported that the Mexican government has committed nearly \$1 billion in improvements along the Highway 15 corridor, from Sinaloa, to the border. He added that the commercial corridor in Nogales, Sonora is currently under improvement and the US Embassy in Mexico has offered financial support to the Mexican military to speed up those inspections. All of these commitments came during this recent trip to Mexico.

Mr. Halikowski also discussed the importance of rail connectivity in Mexico. He explained that railroads have been avoiding shipping produce, believing that produce was too sensitive to be shipped by rail. He reported that a few weeks ago a pilot load of watermelons was shipped from Sinaloa to Nogales, by truck, and then by rail to the East Coast. The shipment arrived intact and sold immediately. Mr. Halikowski stated that growers in Mexico are also interested in shipping grains and other products, as well as bringing loads of apples and tomatoes south and Ferrmoax has made a commitment to explore this opportunity.

The ADOT planning team has been asked to conduct a feasibility study for a multimodal facility in Nogales, as well as existing rail facilities and expansions, custom hours, and the availability of refrigerated rails cars. Mr. Halikowski added that the long-awaited upgrade of the Mariposa Port of Entry was celebrated with a ribbon cutting in October and that these improvements will double, or even triple throughput at Arizona's busiest port. He noted that ADOT has a long history of working along the border, and with Mexico, and believes the level of involvement and activities that have been taking place shows true progress.

Chair Lewis thanked the group for their reports and asked if there were any comments or questions from the committee. Councilmember Sellers stated that the ribbon cutting at the Mariposa land port was exciting and was a major accomplishment. He added that for this committee, one of the remaining major issues is the staffing at this port and that doubling the physical capacity does not solve the problem. Mr. Halikowski stated that having enough U.S. Custom and Border Protection (CBP) agents available during the hours that they are needed is a challenge. He added that there has been changes in federal law that states if we have the revenue, we could partner with CBP to pay for that. This will remain a challenge and needs to be discussed with the our congressional delegation.

Mr. Halkowski reported that another added issue is the actual number of truck inspections being done by various agencies. He explained that at some of the ports the CBP and Federal Motor Carrier Safety Administration (FMCSA) are conducting their own inspections and then the state also has to conduct an inspection, which is required by law. He noted that in Texas and California, all Level I truck inspections are done by state personnel only. He would like the FMCSA to put their resources elsewhere. Last year, according to the FMCSA website, Texas issued 500 truck citations and Arizona issued 55,000 truck citations, which basically tells a trucker if you show up in Arizona you are likely to get a citation.

Mr. Sanders commented that the positive movement that occurred during this Mexico City trip was tremendous. He added that the I-15 map was startling to see because it showed that all the roads lead to Texas. Mr. Sanders also thanked Mayor Stanton for his vision and leadership and stated that he appreciates all the work that ADOT, AMC and Mayor Stanton have accomplished.

Mayor Stanton thanked the ACA, ADOT, AMC and MAG for their partnerships. He reminded the committee members that this investment and tourism office belongs to everyone at this table and it needs to be utilized. Mayor Stanton stated that very recently there has been revolutionary reforms on the federal level in Mexico, in the energy and telecommunication sectors and that this is going to be a growing opportunity for Arizona. He also recognized that the opening of the Pro-Mexico office in Phoenix is very symbolic and believes that this will lead to advancements in economic opportunities for this state.

7. Growing Businesses through the Think Global Institute Program

Amy Scerra, Co-Founder, Think Global Institute (TGI), stated that TGI was created in 2011 and since its inception, has helped over 300 women-owned businesses in twenty five countries. She explained that TGI is a facilitated 16-week business accelerator program for successful female entrepreneurs who are looking to actively grow their business but are unsure on how to move forward. She explained that TGI assists in reducing the growing pains of building, sustaining, and advancing a profitable business. Ms. Scerra stated that TGI provides a collaborative systematic roadmap, that includes an expansive network for female business owners, increasing their probability of success.

Ms. Scerra stated that TGI has partnered with the W. P. Carey School of Business at Arizona State University (ASU) for the First Annual Institute for Women in the Phoenix region. TGI will select up to 15 successful woman-owned businesses in high growth industries such as optics, healthcare, technology, advanced business services, healthcare, aerospace and defense, among others. These women will receive one-on-one business consulting sessions, as well attend professional facilitated group workshops, where they can learn from each others experiences. She stated that the women that have gone through this program increased their revenue and TGI has also helped several companies transition from a local market to a national market.

Chair Lewis thanked Ms. Scerra for her presentation and asked what kind of support is needed from this committee for this program. Ms. Scerra stated that EDC members can get the word out and can assist TGI by identifying women owned businesses in this region who have these high growth businesses. She explained that because these business women are typically very busy, they do not usually attend networking events. Chair Lewis asked if there were any other comments or questions from the committee.

Mr. Smith asked what has been the percentage of business growth for women who had participated in this program. Ms. Scerra noted that they have worked with 18 women and have had 18 successes and every one of these businesses has increased profitable revenue after going through the program. She reported that one of the businesses in Denver, Colorado was a non-profit and that was not the correct model for the type of business. TGI advised

switching the business model to a for-profit model and this business recently secured a \$1 million investment.

Mayor Stanton asked if the typical women participating in this program are in mid-career. Ms. Scerra stated that they have worked with women that were in business for two years, to women who have been in business for 30 years. She pointed out that the women entering this program are very interested in growing their businesses, but they just do not know how to do it.

Mayor Mitchell asked if TGI has looked into partnering with organizations like Local First or Sister Cities International. Ms. Scerra stated that TGI has worked with Local First and Sister Cities in Denver, but has not worked with any of the Sister Cities from our region, but that she is open in doing this. Mayor LeVault asked whether most of the participants are marketing tangible or intangible products. Ms. Scerra stated that they have a mixture of both, such as services, public relations, marketing firms, retail, and e-commerce, while others are producing technology, as well as manufacturing companies.

8. Draft Resolution for Binational Local Economic Development Cooperation Between MAG and the Southern Sonora Promotion Council

Alana Chávez Langdon, MAG International Economic Development Analyst, provided an update on the initiatives related to building relationships between the MAG region and the Southern Sonora region. She stated that in September 2014, MAG staff participated in a forum for regional development in Cajeme, Sonora and since that time, Mayor Díaz Brown from the Cajeme region has expressed an interest in visiting the MAG Economic Development Committee (EDC). She added that Mayor Díaz Brown would like to discuss recent initiatives in his region, including the formation of the Southern Sonora Promotion Council (COPPSON), as well as his proposal to formally engage his region and the MAG region through a binational agreement to advance economic development initiatives.

Ms. Chávez Langdon informed the committee that MAG will be hosting a brief networking session with Mayor Diaz Brown and his delegation prior to the December EDC meeting. She encouraged all EDC members to join this networking event. She indicated that MAG staff has been working with COPPSON to draft a general resolution of cooperation between the two regions, by looking to specific opportunities in areas that are similar between the regions. This resolution would be signed at the December EDC meeting.

Chair Lewis thanked Ms. Chávez Langdon for the update and asked if there were any questions or comments from the committee. Councilmember Sellers moved to approve the Draft Resolution for Binational Local Economic Development Cooperation Between MAG and the Southern Sonora Promotion Council, and the signing of this resolution at the December 2, 2014 EDC meeting. Mr. Franz seconded the motion and the motion carried unanimously.

9. Update on the BIEN Launch

Chair Lewis stated due to the length of the meeting this item will be heard at a future meeting.

Chair Lewis apologized and announced that he had to leave the meeting due to another commitment and requested that Vice Chair LeVault continue the meeting. Before Chair Lewis left, Denise McClafferty, MAG Regional Program Manager, introduced Ian Johnson, the new Regional Economic Development Manager from BNSF Railway, who wanted to provide his contact information to the committee.

Vice Chair LeVault commented that the Planners and ED Partnership Exchange (PEPE) meeting held at MAG on October 31 was a success. He stated that there were approximately 70 participants in attendance, which included a combination of both planners and economic developers. He noted that participants were very surprised on the accomplishments that MAG staff has achieved since the formation of the EDC four years ago and discussions included the creation of the Greater Phoenix Rising website, the BIEN platform and various tools and datasets that MAG has available for planners and economic developers.

Vice Chair LeVault also stated that he is very proud of the work that the MAG staff is doing. He added that as an Metropolitan Planning Organization (MPO), MAG is fulfilling a piece of our mission that puts us on the cutting edge when compared to other MPOs across the country, in that we are supporting and sustaining economic vitality of the metropolitan area that we serve.

Mr. Smith stated that all the cities gave MAG their self-defined employment centers data and MAG staff developed a mobile friendly resource for access to those employment centers and all of the statistics related to them. He also added that the employment centers information is now linked to the data from the travel reduction program, which shows developers where the workers come from in a specific site. EDC professionals spoke with MAG and stated that it would be useful to know what institutions people are graduating from and Angela Creedon from Arizona State University, the East Valley Institute of Technology, West-MEC and Maricopa Community Colleges will be providing this information to the MAG staff so that a database can be put together. Mr. Smith suggested that Anubhav Bagley could present to this committee some of the tools that were discussed at the PEPE meeting.

10. Request for Future Agenda Items

Vice Chair LeVault asked if there were any requests for future agenda items.

Mr. Spitz requested to have Kristine Ward, Chief Financial Officer of ADOT, attend future meeting to discuss transportation funding and what Arizona can expect in the future.

Mayor Stanton commented that the City of Phoenix Council is voting on an export initiative, which is in partnership between the ACA and the City of Phoenix. The initiative will allow ACA staff to train local small and medium sized companies on how to export and think globally. If passed, Mayor Stanton suggested that this item be heard at a future EDC

meeting.

11. Comments from the Committee

Mr. Smith commented that since the BIEN press conference and formal announcement on October 21, 2014, there are now over 600 registrations on the website.

Mayor Stanton complimented Mr. Smith, MAG staff, and Mr. Halikowski for the great job in regards to the press conference in partnering with ADOT in funding a three-year pilot program to co-locate DPS officers at the ADOT Traffic Operations Center. Mayor Stanton added that this organization thought outside the box and made a great decision. He believes that time and lives will be saved as a result of this decision. Vice Chair LeVault added that this type of state and regional partnership benefits everyone in our local communities.

Mayor Stanton commented that many of us are mourning the sudden passing of John Schell, Intergovernmental Affairs Director for the City of Peoria, who was well respected in the community, and by many state and federal legislative leaders. Mayor Stanton stated that he thought it would be appropriate for MAG to send condolences to his family and pass on our sympathies to his children on behalf of the members of MAG.

Adjournment

There being no further business, the Economic Development Committee meeting was adjourned at 1:10 p.m.

---

Chair

---

Secretary