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CALL TO ORDER

[Time: 00:00:05]

Mayor Lane: Good afternoon, everyone. I would like to start with just a call to order for the June 10th, 2014 Work Study session and we'll need to start with a roll call, please.

ROLL CALL

[Time: 00:00:11]

City Clerk Carolyn Jagger: Mayor Jim Lane.

Mayor Lane: Present.

Carolyn Jagger: Vice Mayor Guy Phillips.

Vice Mayor Phillips: Here.

Carolyn Jagger: Councilmembers Virginia Korte.

Councilmember Korte: Here.

Carolyn Jagger: Suzanne Klapp.

Councilwoman Klapp: Here.

Carolyn Jagger: Bob Littlefield.

Councilman Littlefield: Here.

Carolyn Jagger: Linda Milhaven.

Councilwoman Milhaven: Here.

Carolyn Jagger: Dennis Robbins.

Councilman Robbins: Here.

Carolyn Jagger: City Manager Fritz Behring.

Fritz Behring: Here.

Carolyn Jagger: Deputy City Attorney Sherry Scott.

Sherry Scott: Here.

Carolyn Jagger: City Treasurer Jeff Nichols.

Jeff Nichols: Here.

Carolyn Jagger: City Auditor Sharron Walker.

Sharron Walker: Here.

Carolyn Jagger: And the Clerk is present.

[Time: 00:00:41]

Mayor Lane: Thank you. This is a Special Meeting and is a Work Study, and there are a little bit different procedures for this. But I will get into that in a little bit. You know, this is sort of odd, I suppose to end on a Work Study, but tonight we want to say thank you and best wishes to one of Scottsdale finest, officer Greg Carlin has been in law enforcement for 32 years. It doesn't look like he's even that old. 28 of them here in Scottsdale after spending four years in the City of Kingman. I would say that's a good move, Greg! He was a narcotics detective before becoming the first officer selected for the D.A.R.E. program and spent well over a decade providing security for us here at the City Council meetings. He was telling me the other night, he knows more about what goes on in City Hall, and with all the Councils he's watched, Mayors and Councils he's watched go through the 28 years or that period of time. So we want to thank you Greg, truly. Very, very much. We appreciate your services and wish you the very best in the next chapter of your life. On a much lesser note, I would have to say, but certainly important to some, and that is that AAA just announced that Chaparral Dog Park was voted the best dog park in Arizona. So I would have to say that's a cause for celebration. So nice job. Dog gone good as the former Vice Mayor just has indicated. And the

City Manager has given me an emphatic no report. So I will take that....understand.

So the next order of business is the Public Comment. It's a total of 15 minutes set aside for Public Comment. This is reserved only for the items on this agenda and will just occur now at the beginning of the Work Study session. If you have any thoughts you would like the Council to consider but do not wish to speak, submit them on a written card, the yellow card that the Clerk is holding over her head right now. We will ensure that the Council gets those. We only have one request to speak, in the Public Comment period. No, I'm sorry, it's to the first item, so we will move right to that order of business.

ITEM 1 – DRAFT GENERAL PLAN 2014

[Time: 00:03:15]

Mayor Lane: Our first order of business is the draft General Plan 2014 and we have Erin Perreault with the long, she is the Long Range Planning Manager and we will sit right here in front of us, it's a little bit like a congressional hearing. And I don't know if this is more comfortable Erin or less. But.....

[Time: 00:03:43]

Long Range Planning Manager Erin Perreault: I was going to say, I felt honored and then you called it a congressional hearing and now I'm not sure. I just have a brief presentation, actually, bringing back the task force recommendations you requested back in March of this year. And I'm going to hopefully adjust this a little bit. If you recall, in March of this year, the Council unanimously directed staff and the task force to come back with recommendations on a robust public outreach program continuing that forward for the Scottsdale General Plan effort and extending.....

Mayor Lane: Erin, I'm sorry to interrupt you so early in the presentation. I'm wondering the way it goes from the Study Session, we generally go right from your presentation and into the questions and answers. I'm going to ask Ms. Littlefield if she would rather make her comments at the beginning. Oh, yes, I do see Kathy. If you won't mind, Kathy, and pardon me. You can stay where you are. We just received it, singular card. The request to speak is Kathy Littlefield on the first item.

[Time: 00:04:49]

Kathy Littlefield: Thank you, Mayor, Council, my name is Kathy Littlefield I live at 8926 East Sheena Drive in Scottsdale. I would like to talk about the General Plan and the possible dates for putting it on the ballot for citizen vote. If you have to decide between August 15th and November 16, there's a couple of things to consider. In August '15, the crucial question becomes who do you want to vote in the election on the General Plan? This will probably be a small turnout election with relatively small percentage of the population voting. There will be no other items probably on that agenda. So then you would favor an August 15th election, if you want a small voter turnout. Few, in any other questions will be there, and many folks will be out of town. a special interest development group might feel like they have a better chance of getting a positive response at that time. On the November 16th ballot, you have many other things upon which to vote.

City Council races, legislative races, congressional races will all be on that ballot and because the school year will be in session, there will be more people here in town, who will turn out to vote. I would expect a higher turnout and a higher number of voters attending to and studying the General Plan to make an informed decision. I believe that the General Plan is one of the most important documents that the City has in order to design, desired future growth and development. I would want as many citizens as possible to read, understand, and vote on the plan. The plan is the primary civic and legal protection people have for their property and for their neighborhoods and their quality of life. I will support a November 16th election. If the City would have adequate, the City would have adequate time to prepare the very best document it can design, and would also get a higher election turnout which would represent the citizens in a better fashion. Thank you very much.

Mayor Lane: Thank you, Ms. Littlefield. The singular and only request to speak on any item, but this was on item one. Erin, if you would proceed, I would appreciate it.

[Time: 00:07:23]

Erin Perreault: As I was saying, based on Council direction, what being in March of 2014, the task force is bringing forward recommendations based on your request per those recommendations with regard to continued public outreach on the General Plan, and then extending the General Plan timeline into 2015, which that was the specific direction from Council. The task force is recommending that they continue on their work and they continue on with that process for drafting to the 2014 General Plan. They are asking to complete the plan no later than this year, 2014.

Once adopted, that has to go through the public hearing process per state statute and they are recommending that the plan be considered for a November 2016 ballot. And that to accommodate some of those first recommendations, they are also recommending that their bylaws be amended, which we would have to bring back to Council to do that, that the task force would sunset or dissolve at the time they send their final draft plan to the Planning Commission when they are targeting for November of this year, and that the lower the minimum of the task force, so they can remain as is as full body who worked on the document to date.

[Time: 00:09:05]

Councilmember Korte: I have a question. Erin, so does dissolving the task force upon recommendation of the final draft to the Planning Commission, would there be any instance that that draft could possibly go back to the task force for changes, amendments after it's sent?

Erin Perreault: The task force will release a final draft plan to the Planning Commission and at that point, they will be done their work so that they could dissolve at that point there. Would be no reason for it to go back to the task force. It's really the Planning Commission by state statute that needs to make recommendation on the General Plan to the City Council itself.

Councilmember Korte: Thank you.

Erin Perreault: So continuing forward real briefly. Because the Council direction back in March

involved public outreach, this slide is just to remind you of the different formats. We had the task force members attending the different workshops and open houses. In moving forward, we would have some of the same types of public outreach. Some of them are state statute required and most importantly and most discussed are the meetings and presentations that need to occur with community groups and individuals from the time that the final draft is released by the task force and as it goes through the public hearing process. This is just a representative example of the number of different types of groups that we could engage during that time frame, certainly isn't limited.

Then finally, a couple of options for your consideration, the task force is recommending the November 2016 ballot option, and then we have outlined some pros and cons for you also in your staff report, but you can see on the left of the slide, as part of Option a. And then Option b, the alternative, you can look at narrowing the option in the final draft plan of the task force and the 2016 election, which would be two years if you chose an August election or sooner than November 2016.

You would narrow that time frame of having the plan out in the public so that you would have at least some less fatigue in terms of the outreach and communications, but certainly the recommendation at this time from the task force is that 2016 ballot option. Depending on what we hear for direction today from Mayor and Council, these are some of the next steps that we see happening, if the task force does continue on, then they would be looking at, we will, we are prepared to release their text document in a more graphic format at the end of this month, early July for community consideration. They would come back in September to finalize and do more community outreach on that actual document and then send, of course, the target is to send the final draft plan to the Planning Commission in November of this year. So I will just leave those options up there for your consideration. We look forward to any direction you might have today with regard to timing and maintaining the task force if you so choose and then also we would be looking at bringing back bylaw amendments if we get that direction from you as well.

[Time: 00:12:51]

Mayor Lane: Thank you, Erin, that's concise and to the point on the subject and the points of interest on that. Do we have any questions from Council on this? Well, I would, seeing none at the present time, I would say that I think that my inclination would be to go to Option a and one of the primary reasons, I think it certainly gives us the time. I think it gives us the audience, the November election. It gives us a greater audience which I think is always a positive thing from the standpoint of the election. No small fact, there's a half million dollars involved in additional cost on it as well. I think there's some positive things on both sides of that equation. Yes, Councilwoman Korte.

Councilmember Korte: In all, I agree with the Mayor as Option a for the direction.

Mayor Lane: I don't know that it's probably necessary, but a lot of times when we are looking and seeking for general direction, we like to sort of have it make sure that it's not just the Councilwoman and myself that are positive on this. So I would ask for a motion to accept Option a, rather, if, in fact, that is so desired.

Councilwoman Klapp: So moved.

Vice Mayor Phillips: Second.

Mayor Lane: And a second. So if there's no further comment, this is to provide guidance, this is not anything other than to continue on the path of the schedule. So I would just say that if you are in favor of, that then please indicate by aye. All right. Thank you very much, Erin.

ITEM 2 – PRESERVE ACQUISITION – ARIZONA STATE LAND DEVELOPMENT

[Time: 00:14:44]

Mayor Lane: Our next item within today's meeting is item two, and it's the Preserve Acquisition, Arizona State Land Development. Of course, we have Kroy Ekblaw, the Preserve Director here to speak to us on that topic. He's right here in front of me.

Preserve Director Kroy Ekblaw: I didn't mean to surprise you.

Mayor Lane: That's all right. When all else fails, look straight ahead.

Kroy Ekblaw: I will be doing a short presentation for you this evening, going over a little bit of the background and history related to our interest in land acquisition through state trust lands, about 400 acres. State Land Department represented this evening by Mark Edelman, their planning and engineering manager who is in the audience has an interest in finishing some tasks that come from many years ago that relate to rezoning of approximately 4,000 acres of trust lands in north Scottsdale. They would be based on a commissioner's order for reclassification in August of 2001 and also consistent with the General Plan, which we all worked to go on in 2002. And we would be looking to come back to you in July for approval of the development agreement, the development agreement and the initiation of cases.

Backing up to the Preserve history. In the mid-1990s, the dark green on this graphic really represented the McDowell Mountains and was a little over 16,000 acres of the initial target for Preserve. In 1998, our visions got larger and added almost 20,000 acres of land to the north. The blue on this graphic was the original boundary and then the dark green to the north represented the new. a key issue about those acreages in this next graphic, the pink, identifies the lands that were in state trust land. Of course that was a concern and something that needed to be worked on.

What occurred is in December of 1998, the City of Scottsdale filed an application with the State Land Department and those areas I will call light yellow, at the top of this graphic, roughly 16,600 acres and a petition to reclassify those lands as suitable for conservation. After extensive public hearing and testimony in August of 2001, the land commissioner issued an order that reclassified approximately 13,000 of those acres as suitable for conservation and those are the lands in that light pink color. The lands in tan were not identified straight as suitable for conservation and the City of Scottsdale worked, was one of the key statements in the commissioner's order is that the City of Scottsdale would have to work with the State Land Department to accommodate enhancement of land values to justify the extent of reclassified lands. We immediately went to work on a General Plan amendment, and it was on the entire 16,600 acres that had been petitioned.

It was about a one-year process that led to an approval of this next graphic, which is a little hard to pick out, but the dark black dotted lines represents that same 16,600 acres and most of the areas to the north and the east are identified in a dark green color, which was the natural area open space, and then areas along Pima Road and what have been known as the postage stamps and Happy Valley and Pima and Dynamite were identified as lands for development and there was an extensive zoning, not zoning, excuse me, General Plan that identified a range of land uses, over 6,000 units on about 4,000 acres of land identified in that proposal, and, again that was approved in October of 2002 by the City Council.

[Time: 00:18:53]

Since that time, from 2010, to 2012, the City has acquired six parcels totaling 12,800 acres identified in the bright green at the top of this graphic, consistent with those General Plan designations of open space, and key parcels that allowed us to connect our entire preserve north to south and also connect with the Tonto national forest. We had previous discussions at that time interest in our next priority parcels, 1 and 1a, representing just over 400 acres of land are what we would like to pursue and discussions with, well, let me just back up. This then is the graphic that you are probably most familiar with, identifying all of our acquisitions in the past five years and showing the lands that now show up in this graphic in blue, those are still lands within the recommended study boundary but lands that we are talking about rezoning with the state and then we have shown you this graphic a couple of weeks ago, the parcel 1, the 290 acres, still links to the Preserve land and expands past the recreational area. And the key point was the planned location for a major trail head and then parcel 1a, which is the Rawhide Wash and a key buffering of the wash habitat corridor. So we had interest in those two parcels.

You had given staff in September of 2013 to begin discussions with the state to process acquisition. We reiterated that and we had ongoing discussions. The city's interest, as I mentioned before is in rezoning the 4,000 remaining, again consistent with that commissioner's order, which expects cooperation to accommodate the enhancement of values of land and consistent with the General Plan that was approved in 2002.

State Land Department is intending to request that we initiate this rezoning and at the same time, the City of Scottsdale would be initiating a rezoning for our lands that we acquired that are in the Preserve that are currently zoned residential and then looking to be, those lands would be consistent with the General Plan as designated as open space zoning. So this graphic, again, just a reminder, this is the General Plan case that was approved in 2002, and what we are looking at, I have highlighted here are the roughly 3,000 acres that would be part of the rezoning.

This next graphic identifies that we are looking at General Plan categories that are consistent to that original approval, predominant amount of this land would be residential. There's about 40 acres of commercial and 75 or 76 acres of resort that were included in that original General Plan approval, and would be part of a zoning case as well. From the standpoint, this backing out this would be the graphic, the tan is the state land and then from the City's standpoint, what we are looking at, those lands are showing up with red and represent roughly 22,000, over 22,000 acres of land that we have acquired that are not zoned conservation open space and we would be proposing to rezone them to conservation open space.

We already have the protection of the charter. We get the protection of the General Plan but another hurdle, in essence, would be added by adding conservation open space so that any future interest in doing something with the lands would have to go through a zoning process as well. The reason you may ask why those light blue lands aren't included, those lands are already zoned conservation open space for the most part and so we would be being consistent with past actions in that area.

So we are targeting coming back July 2nd. We would be looking for an approval of an agreement between the state and the City. We would be initiating the state land 4,000 acres and 22,000 acres of preserve land and we would be looking to initiate an amendment to the conservation open space district, just to tighten it up a little bit on preserve use. The Preserve Commission heard this last week, and they gave their support for parcel 1 and 1a. With that, I would be happy to answer any questions you may have.

[Time: 00:23:58]

Mayor Lane: Thank you, Kroy. This item on our Study Session is only for input from you and as to the status, where we are at right now, not to do anything other than ask questions with regard to that, not to make any changes or to vote on anything in this Study Session. I don't know if there's any other questions right now, but I will start with one. The request that comes before us in July and I think it's indicated on July 2nd on the slide there, that's the entire remaining 4,000, approximately 4,000 acres, to change the zoning to land for conservation zoning. So what will state say, if I might inquire now, as far as the status of that is concerned, given potentially limited resources and maybe a change in direction. What will the state's position be with regard to that rezoning for all of those lands?

Kroy Ekblaw: And, again, the 4,000 acres the state land will be zoning to a variety of commercial, small amount of commercial but mostly residential districts. It's the City's 22,000 that will go to conservation open space. Those we already own. They have no interest in that. Ours, the General Plan approval in 2002, established a value on those lands but the zoning case will ensure that those entitlements under place. And in essence, we have acquired 12,800 acres of land. We are asking to purchase 400 more. And they would hike to see that the zoning is in place so that after we are done with the acquisition, and they have the zoning in place. Whether we are the successful or not, they could go forward without a zoning case.

Mayor Lane: Obviously the lands that we own that are not already classified as lands for conservation in the zoning sense, that's what we are asking for on July 2nd?

Kroy Ekblaw: Just the initiation. This is the start.

Mayor Lane: Certainly, I understand. We don't have that rule, well.....

Kroy Ekblaw: The process would likely take us well into the fall, towards the end of the year. We would have all the public meetings and open houses and go through the Planning Commission and ultimately end up back in front of the City Council for action.

Mayor Lane: Very good. Thank you, Kroy. Councilwoman Korte.

Councilmember Korte: Thank you, Mayor. The rezoning of these, this 4,000 acres state trust land property, certainly it will impact the market value. Were those number, market value. Were those numbers that you provided us last month regarding the market value of those lands, did those numbers reflect this zoning change.

Kroy Ekblaw: We believe that much of the market value is already impacted by the General Plan case of 2002, because that set over 6,000 units in expectation for development. The zoning will simply identify more definitively where and how those can be spread across the land. But to your point then, as far as the market value, yes, the example I used was one pinpointed potential price. There's certainly a range. It could be higher and it could be lower but we did anticipate it based upon the General Plan, the densities and, again, our intent with the state land is that a zoning case will be consistent with the zoning plan. The density and the acreages will be consistent with what has been talked about and approved in the 2002 Council action.

Councilmember Korte: So, yes, the values that were presented to us back in May reflect the impact of this zoning?

Kroy Ekblaw: That's correct.

Councilmember Korte: Okay. Thank you.

Mayor Lane: Thank you, Councilwoman. Councilman Littlefield.

[Time: 00:27:57]

Councilman Littlefield: So the 4,000 acres the State Land Department wants us to rezone is in the recommended study boundary?

Kroy Ekblaw: Yes. That's correct.

Councilman Littlefield: And they are rezoning it from what to what? What is the request going to be?

Kroy Ekblaw: All of the 4,000 acres are some form of residential today.

Councilman Littlefield: Yes.

Kroy Ekblaw: And the vast majority of those acres will still be residential. There will be some that will be open space, and there will be, as I mentioned about 40 acres that will have commercial and 76 that will be resort. Again, consistent with acreages and densities that are identified in the 2002 General Plan case.

Councilman Littlefield: Okay. Well, piggybacking where I believe Councilmember Korte was

heading, we want, it's our plan to acquire that land, right?

Kroy Ekblaw: That's correct.

Councilman Littlefield: For the Preserve. So if we rezone it and change the value, are we not doing ourselves in by making it more expensive?

Kroy Ekblaw: Again, it's that assumption of when that value was established and the General Plan established those densities in 2002, and that's contingent. That was the expectation of the State Land Department's reclassification order of 2001, that their designation of land suitable for conservation was based on the City cooperating with them, both at General Plan and zoning to increase the value of the remaining lands and so that was the General Plan case really set that in place in 2002, and the zoning puts the last administrative step in place on that, but that is consistent.

Councilman Littlefield: You can't ignore the fact that that rezoning make it more difficult for us to acquire the land, it will make it more likely that we will be out bid for it or we will be able to afford it.

Kroy Ekblaw: There's no doubt that that certainly makes it easier for anyone who acquires it to go forward with development.

Councilman Littlefield: That's going to be an interesting point to argue.

Mayor Lane: Thank you, Councilman. Councilman Robbins?

[Time: 00:30:15]

Councilman Robbins: On that same point, why would we rezone parcel 1? Why wouldn't we leave it the way it is. Why rezone it and we are going to move it back to C.O. or conservation.

Kroy Ekblaw: It's the state's expectation that before they move forward with any other acquisitions they want to see the completion of the agreement and the context of the commissioner's order and so they are looking for the rezoning to be in place as we go forward with the acquisitions. They are not compelled to sell land just because we asked them to.

Councilman Robbins: So it's a, it's a do this or else deal breaker?

Kroy Ekblaw: That would be, I believe I would require the State Land Commissioner to respond to that directly but, yes, I would expect that. They look at it that we have been successful in moving forward with 12,800 acres of land. We are asking for 400 more and they are looking for the conclusion of the process that started in 1998 and their order of 2001 and expected a process that would assure an increase in value commensurate had occurred to justify the commissioner's findings that those lands were suitable for conservation.

Councilman Robbins: And so why haven't we done this before now?

Kroy Ekblaw: We have been talking about it for some time and at this point in time, in pursuing the

400 acres, of the state identified the desire to go forward with the zoning at this point.

Mayor Lane: Thank you, Councilman. Councilwoman Milhaven, I know you are out there. Do you have any questions?

Councilwoman Milhaven: No, thank you, Mayor.

Mayor Lane: Well, seeing that there's no other questions and there is no required or even acceptable vote here, this is an update for us. We had some additional questions and I appreciate your presentation and the answering of those questions. Thank you.

Kroy Ekblaw: Thank you.

ITEM 3 – ECONOMIC DEVELOPMENT STRATEGIC PLAN FRAMEWORK

[Time: 00:32:34]

Mayor Lane: Well, we are moving right along so I hope to see that we continue in stride here but our next item is item 3, the Economic Development Strategic Plan Framework and we have our own Economic Development Director Danielle Casey here for presentation on this.

Economic Development Director Danielle Casey: Good evening, Mr. Mayor and Council. I am here tonight as a follow-up and I will wait for the slides to get, oh, look at that. Perfect timing! I like these comfy chairs, by the way. All right. Great. Well, this evening, if it's Council's pleasure, the three main items I would like to touch on our the review of the process just to bring everybody in the audience, as well as Mayor and Council up to speed and go through the meat of the framework and then text on the next steps.

So tonight's discussion, as you all know, as hopefully people that have been paying attention know, we had a very lengthy presentation on April 29th and Dr. Morfessis of IO Inc. is with us tonight to clarify any points, anything of that nature that the Council is interested in hearing. But, really tonight's presentation is with the spirit of really following up and discuss with the focus on the action agenda recommendation. So in the two-hour presentation you heard on the 29th, there was quite a bit of work walking you through the research and the strength, the weaknesses, opportunities, threats and all of that that had been done and conducted and a briefing on the process but there wasn't enough time to walk through what are the actual recommendations. Any final strategy that's brought before Mayor and Council, they have a chance to weigh in and give us full feedback. That's the idea.

Tonight, I will be presenting and bringing the items up for you, but, again, Dr. Morfessis is here for any questions. Any direction that Council is comfortable is certainly the direction we will go. I have a tendency when I look at high level framework recommendations to jump into who will do this, and what's the step and what's the implementation? This is not meant to be an implementation plan at any level or discussion in any depth on the implementation. Are the items in the action agenda, something that Council is comfortable with. Are there any items that need clarity and need to be discussed any further? And what we promised Mayor and Council when we started this process, goodness, close to a year ago, was that we would certainly not engage consultant activity for anything

that we felt staff to do in-house. And so we would be writing on the implementation plan in-house and bringing it back and sharing with Mayor and Council and the community and obviously the City Manager and everybody else involved.

So the framework creation process. There were significant steps that began a year ago, just about a year ago, with Mayor and Council and one of those big eight items was creating a comprehensive economic strategy. The scope of services was put out on the streets competitively and then the scope was completed. They were hundreds of interviews and proprietary research, updates and recommendations provided, et cetera. So what we end up with is really an executive summary document and what you see in your hands as well, Mayor and Council, just to let everybody know, this document, one Scottsdale elevating prosperity is the draft of the final framework document and it's shiny and pretty, but to be considered right now as a draft, because any input or edits or tweaks will be made in a final draft that comes back to you.

The elements in the framework document include a proposed goal for the Scottsdale economic strategy. And that was written to elevate, enhance and ensure Scottsdale sustained desirability as a place to live, learn, do business recreate and do business. It includes the economic development for Scottsdale. We will get into that in just a moment.

[Time: 00:35:52]

Comprehensive research, market intelligence, major findings, the S.W.O.T. assessment and comparative analysis with aspirational cities and economic snapshot of Scottsdale, the business location reality analysis, a little bit of an assessment on our organizational capacity and also recommended metrics and indicators and not just for the Economic Development department, but to the City's economy as a whole, as well as the metrics that are going to include input from many departments. So just as a refresher to let you know that it's not just the action agenda we will talk about tonight. All of these other elements are also included in this framework. Some of the additional deliverables that we are also receiving as part of this process are target industry research report and in-depth reports on the education sector, advanced business sectors and information communication and technology sector to give us a baseline of research so we can go forward and work to better retain companies and attract new ones. And also administrative recommendations. So we received internal recommendations from the consultant on different ways to best situate the department, should Council approve these action agenda items.

So in defining economic development and this is probably where I would look for my first piece of input, and it is written as through the economic development investments and programs, the City of Scottsdale, retains, grows and targeted courses to enhance the quality of life and preserve the natural path of life and prosperity for everyone. So in going forward in the economic development and the strategic plan, and implementation, this is what we think about when we look to decide if what we are doing makes sense in Scottsdale. I don't know if you want me to discuss this now or get to the meat of the slides before you comment.

Mayor Lane: If you mean the meat of the slides being the action plan.

Danielle Casey: Yes, Mr. Mayor.

Mayor Lane: Personally, I think moving to the action plan would probably work for all of us, unless there's some concern about that, most of what we talk here is a little bit in clear terms a reaction of something that we have been through, unless there's questions of some of those aspects, I think I would prefer to go to the action plan and start to make some assessment on that.

Danielle Casey: Wonderful. We can always go back to it. Just setting the stage, what I have following in these slides and you have printouts of the slides and some of them get lengthy in terms of the text. The idea with these slides if it pleases Mayor and Council when we get into these is to walk through each one of the action agenda recommendations. There's nine of them, and when we get to those, I can talk about the high level bullet point and then I will step back and let you decide if you want to delve into the sub-bullets, because if I read all of these off, you may be here for quite a while.

Mayor Lane: If I might just with one singular comment on the overall, and that in reading through the action items, they are fairly numerous. And they are fairly verbose in some instances, and I'm wondering whether or not there isn't an effort or potential effort to consolidate them somewhat, simplify them and get them into a position where they are more executable. I think the finer, the more concise and precise they are, the better we will have an opportunity to see them as they are and work on them in a broader sense. One of the things I found on some of this is there's too much precision to the direction that we in some of these and I welcome going through them. I'm going to have some comments myself with regard to combination and the simplification and one other element, I suppose in the combination, the consolidation and that is to avoid any duplication of those kinds of services and product that we received from supporting agencies that we pay great fees to, to help support us in this effort as well. That goes to GPEC, or the CVB, that we are not duplicating something that we already have the resources for.

Danielle Casey: Thank you, Mr. Mayor. I already had a chance to sit down with the draft, with them understanding that it is a draft, with the leadership of the Chamber. And also have time set up to speak to folks at GPEC and hope to speak to other groups as well, the obvious groups that would be directly involved in check development. The conversation we had with the Chamber was just that, and they have already looked at some of their focused interest groups to see where they align and can advance things that maybe are more of a private community interest issue and not overstep and duplicate efforts. No one needs to re-invent the wheel.

[Time: 00:41:49]

Mayor Lane: I think they may reference those types of resources that are already engaged on some of these topics and we might have an opportunity to point out a few of those specifically. Whether or not they remain as some sense that they are, with reference to those resources that work them. So I'm, you know, I think that those efforts that you have already just talked about, are in the right direction but I think those are important ones for us. There are a couple of other ones that I think go to policy that this Council will be voting on separately. I wouldn't want anyone not to be able to feel, when the time comes, to adopt this to be not in sync with some particular policy issue that's being recommended through this as an action item. So I had, that may be another item that I will probably be addressing as well. And specifically I'm thinking, and I don't have the reference number, but the redevelopment district, the renewal or the extension that we have talked about, probably incessantly

but we probably haven't made a decision on it. I would rather not adopt it through an action plan here. That's just one of a few but you must make that note so you can find that.

Danielle Casey: Thank you. Mr. Mayor, Council, just to set the stage and recap, with the action agenda, there were many strengths and opportunities identified in the action plan. The action agenda provides the recommendation on how they can be leveraged and used to combat the real or the perceived weaknesses and threat. So we had a lengthy discussion about that before and we will rehash that but the whole purpose of this going forward is taking all the great things about Scottsdale and using them to advance the City in a positive manner and we have short and long-term strategies as you know for the remainder of those present. It's a five-year strategy. So when you mention all the many things listed here, we won't be able to attack all of them in year one. Many of them will start and touch on but it will take the full five years to touch on them. Here's a quick slide with all nine major recommendations in one big shot but if you are comfortable, I will go ahead and go the first one. And we can start with goal one which is listed in the draft framework as galvanized and with you Scottsdale and you will see items a through f, and I am here to hear your comments.

Mayor Lane: Well, on a, if we were to start on a, and this only goes to an idea of how we feel about this, rather than to minimize and eliminate, I would rather promote positive and I just think that that's a small issue. I'm not trying to wordsmith it. I just would rather it was sort of taken in a positive direction rather than sort of, I don't know what it means when we have to eliminate somebody who is negative. That could get pretty serious. Or minimize them. I shrunk the kids. Yes, Councilman Littlefield.

[Time: 00:45:06]

Councilman Littlefield: Yes, this is actually the most offensive part of this entire document. Because basically that says that we should ignore the fact that the voters of this city are deeply divided over many, many important issues about development, about taxes and since we are supposed to work for the voters, they are supposed to be at the top of the org chart, not us. The idea that we would somehow paper over those differences or those of us who have differences with the majority here on this Council, should basically stuff it, no. I find that not only inappropriate, but actually I find it offensive and I think if I were a voter who maybe wasn't in tune with what the Council majority is up to, I might be offended by it too.

Mayor Lane: I presume we are on 1a in that category. And Councilman, in defense of what I just suggested, I think that to a degree, I share your opinion. When it says to eliminate negative interaction, there's something negative about that, rather than say promote positive interaction among city workers and the public. Any of our interactions should be positively addressed. It doesn't mean that we put somebody out. That's one of the reasons I suggested that language. Yes Councilman Phillips.

Vice Mayor Phillips: Thank you, Mayor and I agree with the Mayor and Councilman Littlefield. You have minimize, eliminate negative interaction and then the last line is respect their difference of opinion. I think you have to have a difference of opinion. Keep it civil and we will get along much better that way than trying to shut people up if they have a difference of opinion. I think the Mayor is kind of right in that perspective, that it puts a more positive spin on it than putting minimize or

eliminate negative interaction.

Mayor Lane: Thank you, Councilman.

Danielle Casey: And Mr. Mayor and Council, as you make comments on some of these, when I heard several and I feel like you let me know if you are comfortable with me, say at a point like this, do we hear consensus, because then we can look at some of the edits. I want to make sure that I get everything correct and make sure.....

Mayor Lane: That's fine. Councilwoman?

Councilwoman Klapp: I would agree also. The wording is probably, you could choose some better words to present this concept. I understand what you are getting at but I believe it can be presented in such a way that it's emphasizing more working together, greater interactions and not taking a negative approach. I agree that the more positive words and the negative words in this sense would make it more palatable for citizens in general.

Mayor Lane: Councilman Littlefield?

Councilman Littlefield: I have a better suggestion, let's just eliminate a.

Mayor Lane: Councilmember Korte.

Councilmember Korte: I agree we could use some better words but I believe it speaks to the S.W.O.T. analysis where there's a perception in, by some, by many community leaders that there is negative interaction amongst the public officials. So eliminating it, no, but make it more positive, yes.

Mayor Lane: Thank you, Councilwoman. Yes, Councilman.

Councilman Robbins: Thanks, Mayor. I would go along with making it more positive and I think we still need it. I think there's a point to be made there but I think we can word it better.

Mayor Lane: All right. Then if.....

Danielle Casey: I was wondering if we had any comments on the phone.

Mayor Lane: Councilwoman Milhaven, any comments?

Councilwoman Milhaven: I agree, keep it and make it positive. Thank you.

Mayor Lane: I think there's a general consensus, if I heard everybody, with the exception of Bob maybe, but there's a consensus that changing the wording to something on the order of promote positive interaction, rather than minimizing or eliminating negative people, no interaction. So I don't know if anyone has any particular comment on b. I do not. Item c, and I will speak towards c, d and e. Oh, I'm sorry. Did I miss you or.....

Councilmember Korte: No. It was a latent thought.

Mayor Lane: Councilwoman, please.

Councilmember Korte: So my concern with the Council's Subcommittee on Economic Development is that it is a, certainly a minority number of Councilmembers but it almost becomes a de facto decision making body in that these, so much more information is provided to this subcommittee and the work that it does. And that's my concern. I don't know how to, I'm not saying to take this out, but I just would like to express that concern.

Mayor Lane: Thank you, Councilwoman. I would only just say to that a little bit of fact, our subcommittees generally work in that way, not to be de facto decision makers but in order to lend a little bit of specific learned expertise in an area, to be able to make recommendations to the full body, or to turn it down. But we can, we can certainly look at that with a sensitivity to what you are referring to, but whether it will be WestWorld subcommittee or any other subcommittee we have, there is a little bit of a review by a specific makeup of the Council. But not to make decisions arbitrarily and for the full Council. Councilman Littlefield?

Councilman Littlefield: I'm also not happy with item e, because once again, the org chart that supposedly we all pay allegiance to says our bosses are the citizens of Scottsdale, not the citizens of Scottsdale and the developers. So I think item e is also inappropriate and my direction would be to get rid of it.

Mayor Lane: Okay. Well, as far as B is concerned, though, we are, I think there's a consensus that it stays pretty much the way it is. If I were to move on to what I see as c, d and e, I see those three as being very similar. And I think that the responsibility of this Council and city government, is more to provide a platform that's a healthy platform for businesses and our residents but that's probably our biggest obligation in developing an environment that is attractive to both businesses, relocating, and individual residents relocating to Scottsdale as well as to our existing constituency.

So I would like to see, c, d and e combined into a general statement of what our real mission is. I don't know that we're ready to commit. I think this is the area where we talk about the, we need to institutionalize the City's commitment to economic development at all levels throughout all branches. I don't know whether I'm as much of an advocate of business development, I don't want everyone in City Hall to march to that drum. It's provide the kind of flat form that provides that enhanced development for development of business. So my recommendation would be to take a look at c, d and e and try to put it in some form along that line. Councilman Littlefield?

[Time: 00:53:41]

Councilman Littlefield: Well, I think I can demonstrate what's wrong with e, by just asking this very simple question. If there's a divergence between what's good for a developer and what's good for the residents, whose side are we supposed to take? The answer should be obvious, it's the residents. It should not be that developers have the same leeway as the residents. So just right there, you can see what's wrong with paragraph e. Paragraph e runs exactly counter to what we, as representatives of the citizens are supposed to be doing. That's why it needs to go.

Mayor Lane: Thank you, Councilman. Councilman Phillips.

Vice Mayor Phillips: Thank you, Mayor. I think e has, there's a dichotomy, because customer focus, a business executive and owners, including developers, I think they already are valued. I think we place a high value on them. And I think it's small businessman, I think that's getting the shaft in this. So I would rather see that included in here, I mean including developers and focus on small business because they are the ones that, I think are being left out here. I think we try to play pretty good attention to resident concerns and I think we pay really good attention to big developer concerns that the small business guy, I think we push him by the way side. So I would like to see that in there so small business person can see that we welcome them just as much as everybody else.

Mayor Lane: I will make just one final comment as far as the combining of those three and I think it really encompasses what Councilman Littlefield and what Councilman Phillips are looking for, but what I would like to see are all three of those eliminated if favor of sort of an equal and consistent application of our laws and our procedures and administration to everyone in the City to provide a great environment for businesses as well as for our residents.

So they are not incompatible and I don't think that anybody is looking to try to develop favoritism for one or the other. I think we are looking at being consistent and within our laws in the application of those laws. My thought still is that if we combine the three, to sort of focus on the idea of the kind of environment that we present for our entire community as being a positive one. This really goes to the entire desire, I should say the desire of Scottsdale to be able to be generally an attraction for both businesses and residents and for tourists but also for a healthy environment for our existing residents. Yes? Councilman Phillips?

[Time: 00:56:36]

Vice Mayor Phillips: Well, and I would agree with that also. I'm just saying that if we are going to be pointing out developers and citizens, we've got to be pointing out small business too. You know, if we want to make a more generalized term that includes everybody, that's fine, yeah. And the staff should have a focus on everybody equally. But if we name them outright, then we have to include them also.

Danielle Casey: Mr. Mayor and to remind you, lowanna is taking notes and they will be making the final revisions as the authors of this document but just to gauge your comfort, if we are looking at combining these and I hear what you are saying about small business, we are hearing about what you are saying as far as equal latitude. Are you comfortable with the statement that alludes to staff in the City being trained and understanding the value of business development and economic development. That's one thing in item c in that last sentence that that's really talking about making sure all departments see how they affect the business community and I just want to gauge your feelings about that as this gets redrafted.

Mayor Lane: Well, if I might, the only thing that I..... And I wouldn't disagree with that, but I think we are a customer-based organization and so that really goes, certainly that training is not a problem. Almost on the same line as the customers, our residential customers working with the City every day.

We want to make sure that there's a training to be appreciative of the services or I should say the, to maintain the positive attitude on all levels as far as all customers are concerned, inclusive of residents and businesses. Councilwoman, I'm sorry.

Councilmember Korte: Thank you, Mayor. I believe that's an important aspect of this and it goes into creating that culture. So it's not only a culture that's internally implemented but externally and so developing a culture of commitment to sustaining blah, blah, blah and that would include standard business practices and every employee the City, not only customer satisfaction but just this culture. Does that make sense?

Mayor Lane: Thank you, Councilwoman. Councilwoman Klapp.

[Time: 00:58:54]

Councilwoman Klapp: I have a question a little more process oriented. In c, have you had discussions within the City, with the various department heads about this idea? Are they buying into it. My question would be if each department is going to be trained or immersed in economic development, what kind of, how do you feel the other departments are feeling about that idea before you actually try to do it? I don't have a sense that other than we have been talking about it here, but is that going to be easily implemented throughout the City?

Danielle Casey: Mr. Mayor, Councilwoman, obviously the decisions and the leadership comes top down. So if these comments end up being part of the Council adopted plan, then obviously Fritz would lead the staff in terms of buy-in and moving along, but what I can speak to is a lot of excitement with other departments. The company Weebly, I can't tell you how excited the marketing team was to help with us. We communicate with all types of departments. So I certainly believe they would be open to that. I don't believe that this is alluding to training all of them to run economic development projects and be a full Economic Development staff. It's greater awareness of every interaction that they do with a member of the business community, just as with the resident can affect the business community's perception and, you though, in terms of retail. If you have a bad experience, you are going to tell ten people. So that would be the feeling that we would have behind there, and I would hope that they would be excited.

Councilwoman Klapp: So based on that and based on what the Mayor said on c, d and, e, I can see where he's coming from on c. If you were stating in c some things that are implied, at least in d, you might say something more like a city-wide commitment to customer service and economic development, rather than focusing strictly on economic development. They go hand in hand. I think it's pretty stark to say it's in the economic development game, even though we may be, I think we want to maintain this concept of customer service and what that means. And how good customer service translates into great economic development. I can see where c and d, or actually c and e, I would suppose with the customer focus in e could potentially be put together and so there are some possibilities in this verbiage in a couple of these line items that you might want to think about combining them and shortening the verbiage so that it's a little more focused. So I would kind of agree with what the Mayor said on that. You have three different things here, but they are all interrelates but there may be some changes in languages. I don't want to wordsmith it today. We will see if we can include it in items, c, d, and e.

Mayor Lane: Thank you, Councilwoman. If this is the final remark on, it I would say that the combining of them is certainly possible to simplifying it a little bit, staying within the message of both business and the residents, and I will say, and I think Councilwoman Klapp just mentioned is that they do go hand in hand. An awful lot of business development and frankly decisions to relocate here are on the basis of residents their feeling about our city and the kind of services they receive from us. So I think it plays well to go and I think depend upon you to bring up some language to do just exactly that. Is there, is it reasonable, I'm sorry, Councilman.

Councilman Robbins: Thank you, Mayor. I think you have a tough task combining these things. I see them as three different points by breaking them out but if you can combine them, then so be it. But I do think in e, calling out specific types of businesses as opposed to residents are not the best idea. I think it's better to have a more generalized point of view there. But I guess we will see what you come up with. I do think that we see each of these as trying to get at a different issue because you do have customer service as it relates to city and then you have city employees providing service versus economic development which crosses over that. It's interrelated but it can be different at times. I understand why these are three separate points but if you can combine, that will be interesting.

Mayor Lane: And then to that kind of guidance, do we have reasonable consensus on this? Yes, Bob? Councilman?

[Time: 01:04:15]

Councilman Littlefield: Bob is okay. Just pointing out, I looked on the City website here and lo and behold, City of Scottsdale, organizational chart. Mayor and City Council and the top item above that says citizens of Scottsdale. It doesn't say citizens of Scottsdale and the development community. So hello! That's why that reference has to be taken out there, unless you plan to rewrite the City charter and all of that. That's just wrong. We don't work for the development community. At least we are not supposed to. We work for the citizens.

Mayor Lane: I appreciate Bob's point and I would have to say that if we respond to this in a little bit of a broader fashion, I don't know that we need to delineate who is going to be considered one way or the other. We are talking about business in general. Everybody is in accordance with the law and given an equal and positive service. Residents or businesses. Yes, Councilman?

Councilman Robbins: I mean, just not to argue the point, I guess, but if you are a small business owner and you are building a building, are you a developer or a business owner or a resident? What are you? Just because someone is building a business or buying a piece of property and putting up a new house doesn't make them evil or dirty or mean or rotten. So I think we sometimes throw those words around and try to make people into something they are not, stick them in a box and so I think that's what this is after, initially is trying to say the developers are people too. And they could be residents. They could be citizens and they could be all types of people but calling them out separately, I think is probably something we don't need to do.

Mayor Lane: Developers are people too. Remember that one. But in any case, I think if we are on

a broader scope, I think we will be fine in that. So without any further ado on this, do we have a reasonable consensus? I mean, a nod of heads would be fine. Yes, it looks to me like we have consensus on that direction. Is that clear enough?

Danielle Casey: Yes, sir, Mr. Mayor.

Mayor Lane: I was going to use that word.

Danielle Casey: They can make an adjustment that will fit with Council's desire. And then I have the edits to item a and c through e, taking in all of your comments. Thank you very much.

Mayor Lane: Okay. I don't know, does anyone have any comments on f? Okay. Then going on to item two, and I don't want to take your strategy away if you want to announce item two, but....

Danielle Casey: Mr. Mayor, you are more than welcome.

Mayor Lane: Then to retain and grow existing economic drivers and employers. The next category, starting with 2a, and that's to institutionalize the Mayor. Well, I've had that suggestion many times. That suggestion has been made. But institutionalize Mayoral and City Council business appreciation visits with Scottsdale's existing employers. I don't personally have any problem with this one, but I don't also think that it's necessary that those who may not be either comfortable or willing or desire to do it, they are certainly not directed by this kind of action plan. I guess that would go to the individual Council people, all with a willing desire to help in. It yes, Councilwoman.

[Time: 01:07:50]

Councilwoman Klapp: I have a comment about this too. This is something that some of us have been doing for a long time. The Mayor has been meeting with business people for several years and so have I and some other Councilmembers. There may be some who don't want to do this but I'm not sure what institutionalized means since it's already being done. Are you saying this has to become a common practice among the Mayor and Council when you use the word "institutionalized" or can you change the wording in such a way that you can coordinate the Mayor and the Council, incorporate or something like that, because in my mind, I'm curious who is going to lead this concept. I'm assuming when the Mayor is having a meeting with the business person, it's his meeting. It's not necessarily the Economic Development department's meeting.

He wants to meet with the business people, maybe there will be somebody there from Economic Development, but it's his meeting to extend appreciation to the business to find out what the business needs, to see if there's something that the City can do for them and that's what my approach has been. So I think that including this in your strategy is a little cumbersome in that these are things that we do and we may or may not do it depending on the Councilmember, but it's not something that you as a department does. You might coordinate that for us, but it's essentially our meetings. Does that make sense to you, that we are not trying to say that you will hold the meeting and we just happen to be there. The meeting is really for us to meet with the business people. I think the verbiage is a little cumbersome. The Mayor may have some thoughts about that too.

Mayor Lane: Well, I think if I were to follow that comment and I would agree. There's been many times when all of us meet with constituent businesses or constituents in general, and so they are not always economic development related. But more often than not in recent years, certainly in the downturn, there was a conscience effort to reach out, I personally have, to reach out to the business community for obvious reasons. So I do welcome, as long as it's not imposing, there's a general rule with the Economic Development department that I really don't want any more than one person. Sometimes we are here from the government and we are here to help, when there's six of us and one of them and that kind of thing. So we try to play that well on all levels. If it's one of those things where it's something that we would want to get working with a business as being an ambassador for a city and/or what we can do for them in order to improve the environment for them or otherwise, we work together, business development and myself. But like you, and I know that you do an awful lot of meetings that are your meetings and specifically and, of course, you do work with Economic Development. Pardon me if it was you who mentioned the institutional aspect. I kidded about it, but nonetheless incorporation or incorporating the Council as a desire to, in this process, I think is.....

Danielle Casey: Mr. Mayor, and Councilwoman Klapp, if I may, and remember, Dr. Morfessis is here. I have been through these with her and asked many questions myself, and I think it's even simpler than that. The idea is as Councils change, as staff change, if you have a couple of staff members, they may not understand that Mayor and Councilmembers may want to go on these visits and forget to invite them. I think the spirit of this is to make it something that the City does and does well and does regularly if there's an appetite.

Mayor Lane: Okay. Yeah, I understand. And frankly, even the use of the word when we had a conversation one day when she said you should be institutionalized, I took it differently. Councilman Phillips?

[Time: 01:12:20]

Vice Mayor Phillips: Well, yeah, I agree with that. I think the problem we are talking about here is the word "institutionalized" we can change it to something like encourage and promote. Councilwoman Klapp said, we already do this anyway. So there's a new staff member, and they would have the direction to encourage it.

Mayor Lane: Thank you, Councilman.

Councilmember Korte: Yes, we do this but it's not institutionalized. We have visits and we have different messages. I think what this is saying is that we coordinate and we track and we measure the outcome of those meetings and we go with a similar message. That's what this means. It doesn't mean building a framework. It means creating a framework to make outreach more successful and measurable.

Mayor Lane: Thank you. Thank you, Councilwoman, and I think that on those occasions that they are joint meetings with Economic Development for the purpose of the business development, I would agree with you 100% and that should be formulated in that fashion, but there are all kinds of occasions that each and every one of us probably meet with people would call and ask to meet with you for a particular reason and it's not economic development, but it may be for other reasons. There's two

types of the meetings. The ones we are talking about here, I would agree with you. Yes, Councilman Littlefield. You are just waving? Okay. I'm sorry. Okay. We won't call upon you then. Okay. Well, as far as this goes, then I think we have got at least a bit of an idea. Is there somewhat of a consensus that maybe some reformulation of the way this is worded?

Danielle Casey: Mr. Mayor, I'm hearing a consensus that the word "institutionalized" can be modified a little bit and I think we can come up with some ideas to make it a little more, what I've heard about these feelings.

Mayor Lane: We don't want anything in any public document that the Mayor and the Council be institutionalized.

Danielle Casey: Thank you.

Mayor Lane: I'm going to play that one out for a while.

Danielle Casey: At least on a document you adopt.

Mayor Lane: Yes, we are on agreement on that policy. The next item you have under two is convene focused, value-added and consistent communications with private sector business executives. I think this is probably something that, but also we have a, we have different clubs, organizations, and they do that with us. So if there's anything, I would say on this is probably to incorporate some of those resources so that we might be able to lend ourselves to expand our ability to do this. Any other thoughts on this? Moving right along to c and engage business executives and founders and owners in City deliberations about policies and programs that impact them. I don't know that that's necessarily an economic development issue, but I do think it is something that we as a Council, and the organization of the City are incumbent to do anyway. I think that's something if we change the rules or if we are reinterpreting they will. Councilman Phillips did I see your hand go up?

[Time: 01:16:11]

Vice Mayor Phillips: Well, I think c is kind of problematic because you know, I don't know how far engaged means. If we are going to be taking advice to business executives from our policies, then we should be taking advice from the residents as well. I really don't like to see it at all. I would like to take it out of there.

Mayor Lane: Thank you, Councilman. Councilwoman Korte. I'm misreading everything. You readjust your microphone and I.....

Danielle Casey: And Mr. Mayor, or Vice Mayor, what this could also mean, and know that these are also written to stand the test of several years, this could be policies and programs through the state incentive program. It could be understanding federal legislation or other things. It may not be local policies and procedures. It could be other things that we need to understand that are impacting them that our policies and programs fall under.

Mayor Lane: You know, if I was adding a little something to what you just mentioned, I think any

time we write code, whether it impacts our residents or whether it impacts our constituent businesses, I think it's important that we do get input from them as before we do injury, that maybe even the unintended we try to get some input from our constituents on all levels. So I think that goes to that and I'm fine with it, but, you know, I'm not concerned about the word "engaged" too very much. Did I see another hand? Okay. Then, Bob, you should put your hand down on the table. Okay. So that was c. d, to ensure a solution, results-oriented service delivery model to address and satisfactorily resolve challenges that may impede the retention and expansion of Scottsdale's existing employers. I think it's consistent with the overall service to the community in a positive way. I don't necessarily know whether or not it's a restatement of it, which I feel maybe we may have already addressed. But I personally don't have any problem with this. Councilwoman Korte?

Councilmember Korte: I think this is an economic development policy that we are trying to develop and we don't have one. Number one, we are not creating the wheel, but we are creating a wheel for Scottsdale. And, yes, we are doing these things in different ways. I think there's great value in maintaining the detailed nature of this as a policy so we can implement it. And I'm concerned that we are kind of going through these and wordsmithing and maybe getting off of the purpose that this is, this is around economic development. It's around business attractions and it's around maintaining our quality of life. And, yes, residents are our number one or citizens or residents are the number one entity that we answer to, but this is around residents and businesses and primarily businesses because it's economic development. I think we just strain away from the intent of this a little bit. I wanted to express my frustration.

[Time: 01:20:16]

Mayor Lane: All right. We have a little venting here. Just to say, truly, Councilman Korte, I think you are right but we do have seven of us here. I want to comment on that type of thing. We should keep it in focus that that's what the intent of this overall action plan is. Yes, Councilman Phillips.

Vice Mayor Phillips: I kind of felt that that's what we are doing. If I may stray on d here. Resolve challenges that may impede the retention of Scottsdale existing employers. We could say Scottsdale's new and existing employers. I want to be able to include the new small business people in this plan and not just big companies that we already have.

Danielle Casey: And Mr. Mayor and Vice Mayor, it absolutely does address that in the plan. This is focused on the growth of the existing, but I will make a note. If that's not adequate.....

Vice Mayor Phillips: The existing.

Danielle Casey: If it's not adequately addressed in the plan, I will make sure it is.

Mayor Lane: So I think we are solid on that. Moving on to number three, ensure that Scottsdale's present and future employers will be able to cultivate, retain and attract the talent that they need. If I could say something on the overall, this is an area of a lot of attention with some of our partners, our major partners on a regional basis, and this, in large part is a regional issue, not so much focused on us in particular, even though our partners within the City on this should be players in this. What I don't want to do is put us in competition or in duplicating something that GPEC has on this. Whether or

not we represent our educational institutions and bring them with us into the picture and make sure they are participating in that. I do think this is a more of a regional effort. So I don't know that I want to necessarily, other than to sort of bring them into that, that that whole thing.....

Danielle Casey: And Mr. Mayor, absolutely correct. As we go through this plan, there will be many things in here that are not the responsibility of the Economic Development department, and that we may only play one role of the many players that are involved and pay not be the primary implement or even be the group that, the City may not even be primarily responsible, but these are things laid out that are related to success for economic development for Scottsdale, that these things are important. So that's the nature, especially when you look at K-12. Obviously the City is not in charge of K-12.

Mayor Lane: And I appreciate that and I suppose depending upon how you just read this, you can incorporate what my thinking is, versus maybe something more specific, but on 3ai, I think we need to be more general here too. I don't know that we want to isolate Scottsdale Unified School District. We need to talk about all of our colleges and educational institutions on all levels, whether we are talking about STEM or otherwise. If I were to say anything, it would simply be modeling after exactly what they are doing with velocity in that regard too. They are trying to be all inclusive. So that would be the only modification I would say on, that as far as that's concerned and I have some other notes here that go to the idea that it's GPEC, that a lot of this centers around the efforts through GPEC and even the state for that matter. Yes, I'm sorry, if you want to.....

Danielle Casey: I was just going to say, Mr. Mayor, if anyone is looking at 3ai, it would fit on the slide. If you read the document, there are many words in there. So I just wanted to make sure that you saw that in the long document, and so you may be more comfortable with what's actually on the slide under 3ai.

Mayor Lane: It goes to my initial comment about simplifying and consolidating some of this so that there's easy reference, not that we will be waking up every morning and seeing what we need to do for economic development an easy reference and having an ability to execute on these things is simpler and a clearer way. Councilwoman Klapp.

[Time: 01:24:43]

Councilwoman Klapp: Yes, I had a note on this one also and I would agree with the comment that was made. You need to look at using the word "partner" here instead of establish. You are talking about creating a new organization and I think that's a pretty big task here because you have a lot of other things to get done in this document as well to create a Scottsdale Council for talented workforce development when there are already other organizations doing this, as was mentioned, GPEC and the Chamber has a workforce development committee that includes this school system and includes the Scottsdale community college system within it. So instead of establishing a Scottsdale Council, I would partner with the existing organization to make sure that there are conversations that are taking place, but I wouldn't establish a new Council. I don't see the need for it.

Danielle Casey: Mr. Mayor, Councilwoman, with that statement, again, some of these, it's a little vague. I could read that either as we are supposed to do it or somebody should do it. Would you be comfortable with language that said, you know, support existing formal groups? Because I think

what it's talking about is there needs to be a formal group because we do see so many different groups getting together and talking, but we don't know what the primary group is having. Is it the Chamber? Is it someone else? Is it the community college? Who is really leading that discussion?

Councilwoman Klapp: And I know when I read this document, what struck me in this instance and a couple of others was that it sounded like you were going to create some of these new things. You were going to create a task force, you were going to create a task force and this and that. If there's a hole that you determine is available, then you could fill that hole with, perhaps a new organization. But as I said, because you have a lot to get done in this document, I wouldn't look at creating something new if there's something already existing that you can work with and partner with and help strengthen and that's my reason for saying the verbiage here sounds like you are going to create a new Scottsdale Council for talent workforce development. That's what it sounds like to me. It may not be the intention but that's the way it reads.

Danielle Casey: Understood.

Mayor Lane: Yeah, I agree. There are a lot of agencies that have the number of programs in place but nobody knows who is in charge. We don't want to add another one that to list. We want to make sure that we work towards the consolidation of those efforts. So, yes, I would agree with the terminology establishment does sound exactly that. Yes, Councilman Phillips.

[Time: 01:27:34]

Vice Mayor Phillips: I would agree with Councilwoman's Klapp's analysis of that, if that's what it does sound like, but to be honest with you, I don't like goal three at all. I don't think we should be ensuring any of this kind of stuff. I think it's way overreaching for a local government, and I think what we do, we already do, and there's already groups that monitor these kinds of things and give us polls and stuff. We get enough information that I don't think we need to establish anything or ensure anything like that and force the City government to start taking over as far as, you know, picking winners and losers in economic development.

Mayor Lane: Thank you, Councilman. We are trying to not just be wordsmithing, but words do mean something. For us to commit to ensure is a pretty strong statement. But in any case, if we were to somehow be working with partners to work toward this goal of cultivating and retaining talent, that the companies need, I think is probably maybe a clearer way to put it. 3.a.ii, I'm not sure. I have that noted as sort of a GPEC thing but I think on the overall, if we talk about making sure we are consolidating and working with the groups to ensure these types of things get completed, I think that would be our real movement. Councilwoman Korte.

Councilmember Korte: I completely agree that partnerships and collaboration is important, and, yes, GPEC is doing some of these things but GPEC is doing them for the whole state of Arizona and sometimes Scottsdale doesn't get on the list of priorities. And this would be a priority for Scottsdale. I don't know what Scottsdale Council for talent and workforce development would mean but I think it's worth looking into for specifically Scottsdale.

Mayor Lane: I'm sorry. Councilwoman, the last part of that, it's definitely...

Councilmember Korte: Worth keeping, a, i, and ii on this goal three, because, yes, we partner with statewide or Maricopa-wide organizations or greater Phoenix economic Council, but we're just one of many, and I think that this is important to consider and look at and see and have the dialogue, have the dialogue of what that would mean, what it looks like. Is it, you know, would we be creating just more bureaucracy or would it be value? I don't know.

Mayor Lane: If I might just say, I think that one of the things that is really a constant struggle when we talk about regional versus individual city applications whether it's economic development or anything, is the idea of where do you feel like you are getting enough out of the regional effort to justify for yourself and how much individual drive do you have for your specific municipality? I personally think that one of the most important things that we can do and I think this probably is incorporated in this to a degree somewhere and that is that we need to make our presence known with those regional organizations and we need to participate strongly with that and we need to have our community, if it's education or otherwise participate, put them in the forefront.

I will tell you by no small effort, I suppose, GPEC really has had a fair amount of focus in the areas of our interest and it's simply because of our participation with them. And we pay them pretty good money and we have some others who pay them good money. The bottom line is we need to continue to strive to make sure that we are at the top of the rung as best as we possibly can. Right now the velocity program which is Stanford Research Institute is put together with GPEC has focused on a number of educational institutions in the City of Scottsdale primarily because of that, but nevertheless, I hear what you are saying, but that's always a bit of a struggle. Okay. All right, Councilman Littlefield.

[Time: 01:32:40]

Councilman Littlefield: Well, I was galvanized to use one of the buzz words up here to hear Councilwoman Korte's. I hope she has struck a chord with what's wrong with this entire plan, besides the fact that you are drowning in words just reading it. Is anything going to actually be done or more massive bureaucracy? You know, it's funny, everybody up here at one time or another ran for election to this Council as a small government conservative republican. And yet this entire document is talking about how we are going to insert the judgment of bureaucrats and politicians into private enterprise.

And, in fact, we even have a thing here later on, goal number five, which I don't know if we will ever get to before 10:00 at this point, but we are talking about, why would anybody think government is better at marketing than people in the private sector. This thing is really about massive levels of bureaucracy. And that's an overall problem. You know, we get lost in the forest and trees issue. We are looking at the tree of goal number two or three and we have to look at the forest. The forest is this whole thing is just a giant bureaucratic buzz word laden maze. And that's what really gives me heartburn about this whole thing. If we have the buzz word, we have our \$65,000 worth for sure. If we are talking about actually making more progress, what's the one industry in this town that works better than anybody else? Tourism. We do tourism better than any other town in Arizona. And why is that? Because we outsource the judgments about what to do about tourism to the tourism community. We don't tell them how to market Scottsdale as a tourist destination. They do it. We

have a Tourism Development Commission with people who are experts on tourism, not bureaucrats.

Our tourism people are the tail, not the dog. And if you look at this, this is a, this is talking about making the City, the Economic Development department the dog, and not the tail. I think I actually have to thank Councilwoman Korte. She crystallized what it was that was bugging me about this whole thing. And that's where it's come from. This is just a massive bureaucratic exercise and buzz word laden too. We shouldn't be in the marketing business. We should do everything for tourism. Outsource it to the people of tourism, who actually know how to do it.

[Time: 01:35:28]

Mayor Lane: Thank you, Councilman. Bob, I agree with you on a lot of those counts. Your participation is welcome at every step and that is to try to make sure that we are looking at this from the standpoint. How do we improve city government without expanding it, but actually improve it's service to all aspects of our community as we have gone through a number of different times. We haven't gotten to your number five yet but undoubtedly there will be some comment about that.

There's couple of items I mentioned on the front end too, that we don't want to set up policy. We don't want to be expanding bureaucracy. We want to have a concise and precise plan in how we move forward and how our department which we are already invested in best facilitated not making decisions for businesses. That's not where we are supposed to be. I know that there's been some talk about that and some of it is in here but nevertheless, participate as we go along and give that argument. We won't stop at this point on the basis of your concerns about it. We have got something here. We want to make sure that it's in the best possible form that we can have. Whether we are going to adopt it at all. I mean that hasn't been a predetermined item.

So we'll get down to that too. What we are trying to do is see if it can take a form that will get the majority of Council to vote for it and maybe even yourself. Yeah, well, I guess this really is exercise in futility for you, if that's the attitude you want to take on it. In any case, on the remainder of three, I don't have any particular items on this. Bob, if you, you know, I will look to you on this and each and every one of them, if you think there's a component that expands the bureaucracy, I'm really interested to.

Councilman Littlefield: It's overall. Our Economic Development department is bigger and more expensive than ever.

Mayor Lane: So there is not anything in here that you object to? Okay. I want to get it specifically. So Bob is okay with three. But we could, unless there's any other comments on three.

Danielle Casey: Mr. Mayor, just to clarify. The comments I have written down for three was 3a to modify that language so that it reflects that this could be a third party we are involved in as opposed to establishing something new, and that 3ai to be a little more general in terms of stakeholders and the goal three statement itself instead the word ensure, maybe we could modify that to something where involvement or influence. Those are the three notes I have down that I felt there was consensus on but, please, let me know if that's where I am.

[Time: 01:38:29]

Mayor Lane: The only override thing I would say to this is we are not inventing something new with any of these. To galvanize the business in general community behind supporting the highest quality of public school, I don't know whether that's our job necessarily, but I think it's part of an overall operation of a community.

Danielle Casey: It may not be. It may be the Chamber or another group like that. And, again, that does represent things that the City very well may not do and we did have a great conversation with the Chamber that is very excited about possibly taking the lead on some of the workforce issues in the community, because it is the top challenge that we hear from all of our employers when we visit them. Thank you.

Mayor Lane: You know, I will just, some of this, I suppose, does lend itself to potential interference, in courting and recruiting talent. On this whole item 3, I did label it as a GPEC kind of thing because those are the kind of things that we general coordinate with GPEC. So as long as we use existing resources to the best possible method we can.

Danielle Casey: Great. Thank you.

Mayor Lane: Okay. Next item is, oh, actually, it continues on, under three. Under three, I, single I.

Danielle Casey: You are right and that would be a skip in the slides so I can read those. That's I can read those to the group, in terms of transposing them on the slides. So Mayor and Council, okay, you got that? Okay. Great. The Mayor is correct. If you don't mind, you know, looking into this nice big book here, under page 46, there is an e through I, so my apologies. Quite a bit of materials to pull over there. For 3e assist Scottsdale employers and institutions in courting and recruiting talent, including medical professionals and trailing spouses. This could be partnering with and encouraging the CVB in their marketing materials to put messages out that serve some of those purposes.

There are a number of ways that these can be implemented along different channels. Item f to immediately engage professional recruits and their spouses and community activities, boards and commissions that are in alignment with their personal interests and passions. If I can add a comment on this one. This one is really a fun one of the Chamber is working on this a little bit and is interested in partnering. We went and visited a company that's just relocated to Scottsdale. It's called Accolade. They came out of, oh, goodness, Pennsylvania. They came out and relocated 30 employees from their home office when they came out here last fall, last December and right before the holidays they brought 30 employees from across the country. 10 of their employees were those people that were on 20/20, who had their furniture hijacked. This is the experience they had coming to Scottsdale and the community. They for some reason were terrified of scorpions because none of them had any experience in the desert. It was a big challenge. We went and visited and talked to the operations manager that was in charge of setting all of this up. She had been in Arizona for a while.

It was a fascinating conversation. When she explained the challenges that these new residents now living in the community had, she on her own because there was no support system through the City or

other organizations, to welcome them went to Fashion Square Mall and all types of different places and got information and put to go welcome bags and data on how they could plug into the community and do other things. She said if you could provide a service like this directly or through partnership, it would make a huge difference for my employees and by the way, you know, I bring out five or six people who come out and stay two weeks every month, sometimes twice a month and that's an impact on our heads and beds as well.

One example of a company but I'm certain there are more out there and this is one of the things we would love to get going. We could probably do it at very little cost and partnership with other groups. Item g, connect with young professionals' organizations in the City to ensure that they are knowledgeable about Scottsdale's economy, community and business and employment base. H, reach out to professionals of the ethnic heritage to feel that they feel connected with and valued by Scottsdale. I, build a talent retention/recruitment oriented brand for Scottsdale in sync with the skill needs of the City's employers. Fund it at a level that's successful.

This is public relations initiative in the local market as well as national markets at high concentrations of the professionals that Scottsdale employers seek. And I will go ahead and hit sub-bullet I so you can discuss. Ensure that they are aware of greater Phoenix communities within a 30-minute or less that could have housing for young employees. There are partnerships in the community that can provide this. It's about aligning them and getting them in a place where people can find them.

And one thing that we will hear from employers is sometimes they will look at the median housing value of Scottsdale when they are looking at where to go and that can be scary for their overall employment base. When we talk from the Airpark, a third are from the West Valley and a third from the East Valley. They need to know about housing options in the whole region. When we think about groups like GPEC, our economy is regional. I will be quiet now and my apologies for misstating some of those bullet points in the slides.

Mayor Lane: I don't know if there's any comments from the Council. Yes, Councilman Phillips?

Vice Mayor Phillips: Well, I have an issue with I and kind of along the line of Councilman Littlefield, but building a talent retention recruitment or any other brand and funded at a level to ensure its success, I think that's overreaching government. That's creating another bureaucracy and I don't really agree with that. As you said earlier, well, maybe some other person is going to do that, and the City can work with that person, yeah, but I don't think we should be at all creating a new department and funding it to do that kind of a thing. And as far as, you know, the City trying to have employers to show them where people can live and stuff like that, I think that's up to the Realtors to do that. I think people more than are well aware of what is available and what isn't, and the other day, I was at some guy's apartment in Tempe, and he was a chef in Scottsdale and I said just for curiosity, why do you live here? Why don't you live in Scottsdale? He said, why would I want to live next to work? It's not like they don't live here because there's nothing available. They don't live here because they choose not to live here. They have their own reasons and if they want to live here, there's plenty of avenues to take and I don't think that's up to the City or the City Council to be trying to recruit employees as such. So thank you.

Danielle Casey: Thank you.

[Time: 01:47:08]

Mayor Lane: Thank you, Councilman. You know, I'm concerned about that i as it's stated there as well. And I'm concerned about exactly what it is that we, this brand. We are talking about a talent retention/recruitment oriented brand. Maybe it's just from lack of background and business development at this level. I'm just not sure why the City would be engaged in this, or why it would be marketing it. And it seems like an entirely, it's a market driven issue. If we have organizations like GPEC and as I mentioned several times now velocity with an idea of reforming and improving STEM training as well as other engineering programs and higher education, to meet that pool, what specifically, I guess, I'm just, I have a question mark beside it and a circle on the funding of it, because it seems, it's left me with a little bit of a blank as far as why we are doing this and what it potentially is going to cost and what's the recovery on it that we wouldn't have on a regional basis, anyway.

Danielle Casey: Would you like a comment? Mr. Mayor, it's a great question. It was definitely a wild one. When I looked at it, one of the, we have gone out and through GPEC, we met with other successful metro regions and one thing that greater Austin, remember, all of these things are not that we are going to do this alone and fund this alone and that's where this clarity is important from all of you. Greater Austin went to as their short-term solution as they built labor, went to other markets that had excess labor and certain talent skill sets that they were seeking and went and recruited out of the other markets.

Our challenge is we see companies coming in and we have a reputation nationally for being really good at staffing call centers but not really good at being a place to hire engineers and hire skilled labor, even when we meet with architectural firms. And we have done it, we have done visits lately. They have a hard time finding people with four or five years of experience, on the job experience that are qualified at a higher level to manage and train other employees. Getting the new graduates is not a problem. Getting people competent to manage the others is a labor challenge and we are talking about building a brand and working on attractive people from other markets that have the skill sets in the gaps that we have currently while we build out long term education so that we can avoid being a community of lower page positions. That's the theory.

Mayor Lane: Councilwoman Korte?

Councilmember Korte: Thank you, Mayor. Regarding I, I think we must not forget when Google came into town and they left in about, what, three years because they were unable to get the talent that they needed for their jobs and it was about a three-year turn around if I remember. And that's what this is speaking to. So if we are concerned about including funds, we could say this may include funds for marketing. But I believe if we are going to be successful in attracting the types of high paying jobs that we want in this community, whether it's financial or whether it's health or I.T. or educational, we have to have the talent pool to fill those jobs that are created and this is critical to that. One more thought, Councilman Phillips or Vice Mayor Phillips.

Vice Mayor Phillips: And that's it!

Councilmember Korte: On h, of ethnic heritage. Is this speaking to diversity as a whole? And if it

is, then diversity is bigger than just ethnic.

Danielle Casey: I'm going to actually punt this one to our consultant because I know they will have, there's more behind that. It really talks to the labor and talent pool nationally and internationally.

[Time: 01:51:47]

Dr. Joanna Morfessis: Mayor and Councilmembers, all of this is based on the 101 interviews with major employers, 25 of them, and 75 mid-sized and small businesses that we enacted with. When we talk about ethnic, we are, it was very specific because there is a disproportionate number of Asians, mostly Chinese and Indians in STEM professions that is a real challenge for some major Scottsdale employers who have recruited these individuals and who just don't feel totally connected with the community. There are many communities across the country that are experiencing the sort of same situation.

Councilmember Korte: And I am totally with that. I am just suggesting that perhaps this is broader than just ethnic, and that it should be a broader diversity outreach.

Dr. Morfessis: I totally agree with you, especially with all due respect, Scottsdale having so many great amenities. Scottsdale being viewed as a very sophisticated community and Scottsdale still, you know, majority population is Caucasian, and the median age is 46 years old. All of these recommendations really build on what employers told us and we also did a focus group of young professionals as well who work in Scottsdale. Not all of them live in Scottsdale, obviously. So diversity would include LGBT, age diversity, ethnic diversity, racial diversity, all of those things.

Mayor Lane: Thank you. Thank you, Councilwoman. Yes, Councilwoman Klapp.

Councilwoman Klapp: A brief question. And this, again, I'm looking at how are you going to get all of this done? That sets my, that's my point. You've got under i that you are going to build and retain, build a talent retention and recruitment oriented brand in year three, but you are going to do the item underneath it in year one and two. So explain that to me how you would do the implementation of that particular item before you actually accomplish it.

Danielle Casey: Yes, Mr. Mayor and Councilwoman, I would say the check marks. I know that they are indicated to show in which years we will be working in some way, shape or form on these items. Doesn't mean it will be completed in that year at all, and certainly all of these depend on we are not looking for any additional resources this year and we are not even beginning to broach subjects for any future additional resources but sometime it will depend upon the skill level of the staff, the interest of the community and all of those things. So the check marks will adjust.

Councilwoman Klapp: But would you then have also, the item in year three, instead of year one? That's my question.

Danielle Casey: Mr. Mayor, Councilwoman, I would agree, we will look at the check marks to make sure that they are aligned.

Councilwoman Klapp: So many of these things are going to be done in year one that I really think in this instance, you probably ought to move this item to year three, because you are never going to, yeah. It's ambitious, but you are never going to be able to accomplish all of the things that you said you are going to accomplish in year one here, unless you move a few things to year two.

Danielle Casey: Thank you for that. Mr. Mayor and Councilwoman, certainly all of these items, and that's where the implementation plan will get put in place and then we will address, let's talk about now reality and the resources we do have and what we can reasonably accomplish and also what our partners are willing to do because then we will know where some of those things fall. So thank you very much for that.

Mayor Lane: Thank you, Councilwoman. Councilman Littlefield?

[Time: 01:56:01]

Councilman Littlefield: Well, actually, a buzz word that actually applied just popped into my head. It's called mission creep and this is probably mission creep on steroids. Where in the world do we ever get the idea that all of this is the job of city government? And that somehow private enterprise will be enhanced by all of this? You know, I actually asked the City Clerk before I came here to research the previous economic development activities of the Scottsdale city government, and I should ask her to share that with the rest of you. We have had an economic development strategy actually dating back to the '60s and we have Economic Development departments and people. And, you know, somehow we managed to get by and become the most successful city in the valley economically without galvanizing stakeholders or any of this other stuff, and, you know, somehow we managed to do that. I'm sorry. This is just, it's too big. It's too bloated. It's too expensive. And it's too much government. The entire thing and that is my biggest objection to this entire document.

Mayor Lane: Thank you, Councilman. I guess that's a no vote on adoption, but, and I appreciate and understand what you are saying, but we are still going to continue through the process and we'll try to weed out whatever we can.

Councilman Littlefield: Happy to be helpful.

Mayor Lane: In any case, Councilman Phillips?

Vice Mayor Phillips: Thank you, Mayor. Well, Bob, if I may call you Bob, is starting to make more and more sense as we get into this thing. I wasn't even going to comment on age, but since we did, we are also not in the business of picking out ethnic winners or losers, saying we need more Asians or LGBT. It's not up to us to recruit them to look more diverse. But back to i, you are talking about Councilwoman Korte, Google came here and said we can't find enough people in Scottsdale to employ here. So we are going to leave. Then you are going to leave. If they can't find the people to work for them, that's fine. It's not up to us to recruit people and give them training and all of this special stuff and find them a house and buy them a car so they can work for Google and Google will stay here. I think it's government overreach. I guess I'm not with the h and the i in this part of it.

Mayor Lane: Thank you, Councilman. One thing I should probably say because we are just even

slowly getting through this, that we will, philosophical statements from time to time, we will probably have to do without. Let's try to address the issues as we go through them. We will have closing statements. Otherwise we endanger our ability to get through this. This on the items that we have in front of us right now, you have heard, Danielle, you heard a little bit about h and i and l, my perspective is that l am and l continue to be concerned and questioning about i itself. The retention and the recruitment oriented brand of Scottsdale sync. There's something that it does, and to fund it, a request funded at a level to ensure it's successful. That just seems like a pre-statement of what we might budget or otherwise put into this. I'm not comfortable with that kind of language in this kind of offering. Recommendations on this don't go to our capacity to fund or to ensure success. I think that's a tough add to it. I would drop i all together. And that's my feeling on it. And any other comments as far as that's concerned?

[Time: 02:00:42]

Councilmember Korte: Yes, Mayor, I don't believe we should drop i. I think it's an important component of any economic development strategy is building the talent pool that we need to support the level of jobs that we want to create, the high-paying jobs. I think this is critical.

Mayor Lane: And I appreciate that comment and I did hear you say that earlier on, and l, but I think, you know, I personally do believe that this is something that we can drop out of this and I don't think that it will harm our approach, because I do think the market has organically built in this area very substantially. You mentioned something about Google three years ago and I don't want to go on about things because I will just be offending myself as far as my thoughts about going on, on these things, but the fact remains, three years hence, we were named the eCity by Google and Google then decided to pick us as a place where they realized the intensity of technology companies that have moved here from California and elsewhere, and the need by our community and the demand for that kind of service, I think exemplifies the marketplace building into it. I think I violated my own rule about philosophizing about it.

Councilmember Korte: So would it be more beneficial to say we could include funding. I think the funding is the stumbling block. I don't think it's the concept of retention and recruitment and building an employment pool, but it's more of will we have the funds and so maybe it's we may fund for marketing, et cetera, et cetera.

Mayor Lane: You just took this another step and said building an employment pool. That is definitely not our job to do! If we were to build a recruitment oriented brand, that's one thing. I don't know what that entails but it doesn't give us responsibility to build that pool of people, but, you know, I understand and I appreciate the concern about the funding aspect, but still my position is to eliminate this one. Any other thoughts? Because we need to come to some consensus on this and Bob, if it's just a repeat.

Councilman Littlefield: I'm agreeing with you. It needs to go.

Mayor Lane: Good enough. Yes, Councilman Robbins.

Councilman Robbins: Obviously, this is a part of the whole idea that Scottsdale is trying to retain and

attract the talent that our employers need and, you know, it's not just Scottsdale, obviously, the City, but I think the funding part of this is a problem for me as well. I just think that sets a policy or makes a statement that we don't really need to have in our document. If we decide to do something in the future, certainly we can do that but from a policy standpoint, I think that should be taken out of here. And if you are going to take that part of it out of here, I think enough of this idea is repeated in the rest of these bullet points that you can probably, you can try and retool this, but I think it's adequately stated in the rest of this what you shall trying to get at in i. But certainly the funding part of it is a problem.

Danielle Casey: Mr. Mayor and Council, I think i is adequately covered under item e that would allow us to participate in regional efforts to attract labor. That we should be fine.

Mayor Lane: Do we understand that there's a consensus to eliminate that i, rather? I know there isn't here, but can you, yeah?

[Time: 02:04:43]

Councilwoman Klapp: I think it all ties back to my comments about a, is that many of these things, I believe, are going to be done by somebody else. And if it would read that way, it would give us far more comfort than this will expand into a complete talent cultivation agency or whatever you want to call it. So I think there needs to be some thought put into this whole Section 3 about this concept of partnering and collaborating and who is going to do what so that it doesn't appear that the Economic Development department is going to do all of these things itself. Because that's the way it reads and I would certainly give some thought to that, but I don't disagree with the concept, again, of eliminating i, only because I think there's just too much to do here.

I think that's where I'm getting at, is that, not that it's, it's an important concept, but somebody else is going to have to do it, because I don't think this department in the City of Scottsdale, with the present people or even if you were funded at a higher level could accomplish all of these things. So as important as it is, it needs to be encouraged by somebody else to get it done and if you wanted to do that, you could say that in some other form in another area. That you're going to encourage another agency or another organization that's already working in workforce development to attack this concept.

Mayor Lane: Thank you, Councilwoman. I agree with all of that and frankly the reuse of the word "collaboration." And consolidation and using partnering and using other resources, I think the entire thing should be looked at from that standpoint, rather than building on or implying building on to efforts and funding department in that. So I think we have a consensus on that as it is. Moving on to four.

Councilwoman Milhaven: Mayor.

Mayor Lane: Yes, I'm sorry.

Councilwoman Milhaven: No, I need to disconnect. I would like to say good night.

Mayor Lane: All right. Very good.

Councilwoman Milhaven: Thank you. Sorry.

Mayor Lane: So noted. Thank you. Scare the daylight out of you!

Danielle Casey: Mr. Mayor, on to four.

Mayor Lane: If you want to move on to four, Danielle. So the whole idea on 4 is the strengthen foundations for firms and jobs of the future by identifying infrastructure, quality of life, and postsecondary investments and improvements that could position Scottsdale more advantageously for business and talent retention and recruitment. I think, well, the item that sort of stood out for me was the item b, ii and I think that, I think that needs to just go. That has never been really an area where we've had any significant concern because we have a great marketplace and I think, I don't think that we need to be investing in trying to bring more retail here. That's been a dilemma that we had in the past, in fact, paying for retail to be here which is something that we have gotten away from.

Danielle Casey: Mr. Mayor, that's definitely not a suggestion in terms of any retail development deals. This is actually, and I think it's repeated a little bit later. This is talking about the boutique and its vacant shop spaces in places like downtown and other areas. You know, we have some spots or at least have in the Gainey Ranch area that are open and sometimes they have challenges and some of the communities in the valley do engage in going with partners and talking to folks at the International Council of Shopping Centers and that's an international group for retailers and developers and so, what other communities do, that Scottsdale has not been doing, it's up to us whether we want to attend with property owners to go and pitch the City to retailers and let them know about our labor force, about our, you know, visitorship, what's going on. Sometimes our knowledge about a new apartment complex that's coming online is something that won't show up in the data that the retailers search when they ping their database. And so having those conversations and explaining to them, what's the demographics look like and what the City processes look like can help those property owners close the deal with tenants. It's a fairly traditional practice in Economic Development departments but something we can do or not do.

Mayor Lane: Yeah, and the only other thing I would add to that, and I'm still opposed to it, but, is the fact that any time we get involved in this kind of thing, somehow or other, somebody gets the idea that the City will do something for you. We end up with some kind of promotional dollars somewhere along the line. It may never happen but there seems to be a tendency to move towards that but I don't think it's an important area for us. I don't know if there's any other comments on that item. Yes? Councilwoman Korte?

[Time: 02:10:08]

Councilmember Korte: You know, I didn't read it that way. I read it by working to expand the diversity of shops. So, for example, Fifth Avenue, Fifth Avenue back in the '60s and '70s was known as the place to shop and everyone from the state of Arizona and elsewhere went to Fifth Avenue for their furs and, you know, and high-end gifts. It is no longer that way. There are more faux Indian trinket shops on Fifth Avenue than anything else. I think that's what this is referring to. Let's get

back to a diversity, or the sort of retail offerings that ensures our place in shoppers' minds to go and walk around and be a part of, whether it's downtown or whether it's Gainey Village, but maintaining that diversity and that specialness, I guess, that culture.

Mayor Lane: Thank you, Councilwoman. I would point to examples but we look at Gainey Plaza. Two years ago it was a ghost town in a lot of areas and now you can hardly get into the parking lot and it's primarily because of other elements of how we have attracted businesses and brought marketplace development into the area. Now, I know there's some difficult areas and one of them is where Wally's is, of course there on Doubletree Road and that's been a difficult one, but that's property owners deal and it's a matter of location, location, location, and I think not that there are n't others but I definitely think it's a marketplace element. I would choose not to get any further involved in it. Yes, Councilman Phillips.

Vice Mayor Phillips: Well, I agree with b, ii, that's probably something we shouldn't be getting into. And also letter a, the line identifying the potential for high-speed capacity transit, we talked about that last time and we're going to have high-speed transit here. I mean, we have no choice. We have to bring that in. So I don't know what else you are looking for here. If you are looking for something more than high-speed transit.

Mayor Lane: Councilman, let's just close out at least this one of b, ii and then if we want to go back to that one. Councilman Robbins?

[Time: 02:12:50]

Councilman Robbins: Yes, I guess my thought on that is our entire budget is based on retail sales tax. So if we are not focused on improving that always, then we are going to have serious budgetary issues. So I don't know if taking that out is going to have any effect on that or not. Since it's based on retail sales taxes, we focus on those, it's probably a good idea. When an apartment complex comes up or any other kind of business comes in and they are paying property taxes, but we are driven primarily by sales taxes which is why the tourist industry is so important. So I'm not so sure that that's not an important part of what we do. Maybe it can be worded differently but retail sales tax is what we live on.

Mayor Lane: Dennis, I couldn't disagree with that statement. It is an important component but I think it's a product of a lot of other things that we do, inclusive of building a marketplace, a private sector marketplace and it somehow amounts to housing and it drives into prosperity and vitality. I just, I'm not sure that a direct attention to this is what we need to get involved in. I think it really is probably as close to the marketplace as possible. You think about some of the major retail accomplishments, haven't been by any promotion or anything other than good business practice and a good platform for them to operate in. So I'm not sure exactly where that puts you on it, but if I were to just try to close this item out and it may stay, it may go, maybe just even by a show of hands, who would like to see it go? Bob, I can't hardly believe you are not for this going. You want to keep this one, hmm? You want to keep this one?

Councilman Littlefield: No.

[Time: 02:12:00]

Mayor Lane: No what? You don't want to keep it?

Councilman Littlefield: This is such overreach.

Mayor Lane: We are trying to just determine right now whether b, ii is something that is retained. My suggestion is that it be removed.

Councilman Littlefield: You know what can't you buy in Scottsdale today, except what we make illegal and where is it, how does anybody think the City is the, is our responsibility to decide what retail offerings ought to be here. I think the people of Fashion Square have a better sense of what to offer people than we do. I think this is ridiculously micromanaging. No, no, we shouldn't be doing this.

Mayor Lane: So a show of hands. Bob, do you want to give us your hands? This is to get rid of it.

Councilman Littlefield: Yes.

Mayor Lane: That's what I have been asking all along. So we can move along. It took us a while, but we'll get there. Councilman Phillips, you wanted to talk about.....

Vice Mayor Phillips: So back to a, yeah, identifying the potential for high-capacity transit. We will be getting high-capacity transit. That's a state mandated thing. So to put something, that line in there, to suggest something, that line in there to suggest something like light rail, it sounds like someone's agenda. So I don't believe that line should in there. We either take that line out or I'm against a.

Mayor Lane: Any other comments on a? Bob this could be an important one for you. Okay, Councilman Phillips, I appreciate that comment. I'm not sure why we need to have necessarily, transportation challenges are what they are, but to specifically break out and say including identifying the potential for high-capacity transit, I'm not sure that that's necessary, if it becomes offensive. Do you have any problem with the item if it just simply said commit to effective and expeditiously addressing Scottsdale transportation challenges?

Vice Mayor Phillips: No, I don't. I would go for a if you took out that line.

Mayor Lane: And engaging employers in these endeavors?

Vice Mayor Phillips: Well, if the employers want to do that, it's up to them.

Mayor Lane: I would go along with that as well, is to modify a to drop that phraseology out of there. So it's not really necessary. Councilman Korte?

Councilmember Korte: Of course, I'm in favor of maintaining that inclusion of identifying high capacity transit because it has been identified in two important documents, the research that I.O. Inc. has done with S.W.O.T. analysis and talking to our community that transportation challenges and

high-capacity transit must be a dialogue and, and brought forward to a higher level conversation in this community. It was also brought forward in the five-year strategic plan for tourism, and it was very strong in that plan that high capacity transit, we must, we had that conversation and move forward at some level and so to dilute it by taking that out, I think, is doing a disservice to both of those important documents.

Mayor Lane: We are not excluding it from the conversation. We are not identifying it as a single issue for inclusion. I don't see any difficulty with taking it out. It will by necessity include any and all potential answers to it. So I would favor moving it out. Any other comments on this? So if we just for guidance again on this, of course, and those in favor of just removing that particular phraseology, please indicate with a hand up. Bob this would seem like a natural one for you too. I don't mean to keep prompting you.

Danielle Casey: For particular phraseology, are you indicating the entire item?

Mayor Lane: No, no, I'm talking about....

Danielle Casey: Just the first phrase?

Mayor Lane: The potential for high capacity. Bob wants it left in.

Danielle Casey: Very good. Very good. Thank you.

Mayor Lane: I never thought I would see the day that, okay, for continuing, I guess on the one that I got on to page 48. What happened? I'm sorry, Councilwoman? So we've got iii, which we were not focusing on, continuing to invest in the McDowell Sonoran Mountain Preserve.

[Time: 02:20:33]

Councilmember Korte: Mayor, the formal actual name for our preserve is McDowell Sonoran Preserve. That's just the formal name of it. Mountain needs to be taken out.

Mayor Lane: So let's have it right. Moving on to c, expand existing and track new postsecondary educational offerings in Scottsdale, proximate to major employment centers in the City, Scottsdale Unified School District, Scottsdale Community College, Maricopa County Community College, ASU and SkySong, and are addressing the talent needs the Scottsdale employers. Why would we not be talking to any and all institutions that are here within the City?

Danielle Casey: Mr. Mayor, I don't believe it's intended to exclude. We could add a comment, that says and any other appropriate parties. I believe it's intended to point out that these are pretty heavy players in this arena.

Mayor Lane: And SkySong is not actually an educational institution in development of talent.

Danielle Casey: They do have programs on site that take students, you know, they have some student incubations where they have student incubation measures out of there. It's an interesting

activity. I think SkySong is a great connection that we have to A.S.U.

Mayor Lane: Absolutely. That's not in challenge here. Let's keep within its proper realm, even though we may have entrepreneurs and we may have some incubated companies, as they come out of A.S.U., rather, it, well, it doesn't, it's no harm in it one way or another, except that SkySong is not really an educational institution and addressing talent needs, other than buying the incubated talent, and the I.P. with it and maybe it's a source of talent. Let's leave it like that.

Target and recruit specialized, premier postsecondary educational institutions. Now this gets into an area where we now start to pull in educational institutions which now we go out and solicit them and this gets into another area where we end up with the sort of presumed function that we are somehow going to provide something in order to facilitate that development here. I'm concerned about how that, how consistent or inconsistent that might be with some of our, the language within our gift clause within our charter and also within our, within the state constitution.

Danielle Casey: Certainly, Mr. Mayor. I believe that, those two things that you mentioned trump all and we are very clear with any groups that we work with on not only our local choices in terms of how we are going to participate, but also the state requirements and, again, making these groups aware, making them aware of the community, working with them to promote and market Scottsdale's assets and why they would want to be in the community. Sometimes extensive data sets and aligning with the right institutions can make the difference. So certainly this is not intended to presuppose that we will wrap together some type of incentive package, other than the many wonderful data sets and reasons why they would have a competitive advantage in the community.

Mayor Lane: Okay. So if there's any other comment on that, that completes four. And then five is invest in and strengthen present and future employment and business centers.

[Time: 02:24:28]

Danielle Casey: And Mr. Mayor, with the caveat, number five is the big one. So this is like the Wednesday of this document, and it's hump day. Five has four big items. Well, actually, there are a, b, c, d and e. It speaks to one of the employment centers and what we asked consultant team to do is put a vision statement and whether 2019 is the exact date this happens or not, but this is a five-year plan. They put together a vision statement from the feedback they received, from all the stakeholders in these discussions and drew their research in what these areas could possibly, if you had your dream, what it could possibly look like in five years and then the bullet points there are to support it. This is the vision that they put together and then the items below would support the development of that area into that vision.

Mayor Lane: Okay.

Danielle Casey: So we see these as very important because, you know, we need to know if you think these vision statements make any sense.

Mayor Lane: Then a i, continue to invest in the infrastructure that supports successful business operations in the Scottsdale Airpark, and I would think that's entirely done with our transportation

plan and otherwise. ii is increase investment and leverage the marketing of the Scottsdale municipal airport and business location opportunities in the Airpark ensuring that the Economic Development department, Airport and Scottsdale Convention and Visitors Bureau are working closely and collaboratively. Connect with existing Airpark employers to ensure that their potential expansion and growth will remain in the Airpark. Sorry, I should have at least looked up on that. To ensure that zoning and entitlement decisions do not inadvertently create a future opposition base for the continuation of the Airport operations. We continue on, on five then. 5b, I think there wasn't any objection, I don't think on any of those. So I think.....

Danielle Casey: We have a winner!

Mayor Lane: Barring any objection, we move right on. And we are really rolling now. b, this will be 5b now is Downtown Scottsdale in 2019, Downtown Scottsdale has morphed from a medley of, now, this is somewhat of a statement in this area, I presume of some futuristic look?

Danielle Casey: It's a futuristic business statement.

Mayor Lane: And how we get there. It's morphed from a medley of separate quadrants, arts, nightclubs, shopping mall and holdover of inexpensive western tourist retail and the single most, I think we have better tags than that, but into the single most attractive Arizona destination for visitors, local resident entertainment, and technology and advanced business services firms. To achieve this, the City of Scottsdale should, i support of creation of an improvement district for enhanced municipal services in downtown Scottsdale which will provide important tools and resources on par with other successful downtowns in Arizona and across the nation. Support the creation of an of an improvement district with enhanced municipal services. That's something we have in process right now, I can't argue that.

Danielle Casey: Correct.

[Time: 02:28:12]

Councilmember Korte: Would that be one improvement district for all of downtown?

Danielle Casey: Mr. Mayor, Councilmember, that's a good question. It would depend on, before being able to answer that, there would be significant amount of discussion among the private property owners and all of those groups in general, in successful downtown districts like that, the less tiny it can be and the less, you know, odd shape of the boundaries, the better, because they work together, the property owners work together with, there are some good examples, regionally and nationally of good success. So you don't want to force anyone into the area but you want to go a bit bigger if you can.

Mayor Lane: Councilman Phillips.

Vice Mayor Phillips: I would be in support of b, except for i. It says support the creation of an improvement district, not one that's already here and we can't support the creation of the improvement district until we totally vet that out. I don't think i should be part of it right now.

Mayor Lane: Okay. Any other comments on i other than affirmative? So we are good. ii, the investment in infrastructure improvements in the Civic Center Mall as one example that will allow the downtown area to be activated to the greatest extent possible and easily service and attract new, highly quality signature events, with national and international renown.

Danielle Casey: Mr. Mayor, this is a great example of something that I believe is already in the tourism budget plan for next year. So.....

Mayor Lane: When you talk about the use of bed tax funds and the Museum of the West that are lent to that, yes, absolutely it is. So iii, charge the Economic Development department to develop a retail retention/attraction strategy focusing on unique specialized offerings. There you go. This strategy should include a collaborative plan to work with gallery district to identify the potential/need to attract artists and art collectors. I'm not sure exactly what form that takes. Do you have some explanation on that?

Danielle Casey: Mr. Mayor, per the previous conversation, this would be exploring, in doing some search to figure out, there's a question I can't answer this, that artists and art galleries would be attracted. Where Economic Development is partnering with tourism, working on events, and bringing people in. What we were talking about earlier, us partnering and creating marketing information and materials to arm the property owners or potential future developers as they try to recruit the retail to come into the area. So just to kind of clarify on the earlier comments we wouldn't be picking certain retailers per se, but we would be helping to promote the business advantages for retailers in the area and strong retailers that maybe have higher price points boutique. Think about Sprinkles. They have three or four places that are packed and there are other places that we are not reaching out so. And we can provide information that the City is a resource to and give that to the private folks. That's the idea.

Mayor Lane: All right, yes, Councilwoman Korte.

[Time: 02:31:59]

Councilmember Korte: Thank you, Mayor. Somewhere, whether it's, perhaps it would go in ii, support the arts and culture aspect of downtown. So we have the Museum of the West. We've got the Greasepaint Theater going on, the Cultural Council and we are really developing kind of a core arts and cultural segment, region of downtown and I think that's important. So I don't know where that would go in this vision.

Danielle Casey: We could challenge the firm to see how they could.....

Councilmember Korte: Okay. If others feel that that's important.

Danielle Casey: Mr. Mayor, Councilmember, it could fit under iii because the question is arts and culture important for downtown but we are seeing a loss of artists. Are there other cultural aspects that could be attracted to this downtown to fill the commercial space that does bring revenue.

Mayor Lane: I think something like that would work. You know, it does bring up a point and it's in

the discussion of 2019 and morphing into one big downtown. Again, I'm breaking my own rule on the philosophical aspect of this. There's been some play and directive in the past of trying to keep that separation because there's different clientele. It's great to revitalize and energize downtown, but from a number of different components, but their compatibility sometimes with one another is not entirely consistent and so they don't necessarily work that well together. At least that's been our experience to this point in time. So morphing into dissolving those lines where we have a night club next to a gallery, probably isn't going to fly very well. Even in the marketplace.

Danielle Casey: Understood. Understood. I think that is, that's language, Mr. Mayor that could probably be modified. It comes from and I know because I had conversations with Ioanna, I only know about the Old Town area or I only identify with the night clubs and how do we get local visitors identifying with the different services in the area? So I think that could certainly be softened just a little bit so that we don't dissuade from the unique characters of the different areas of downtown.

[Time: 02:34:45]

Mayor Lane: But on the other hand, one area has introduced other, particularly if we have transportation and trolley to get them around town. It's not necessarily on this particular item. So I don't think we, so iii then is on the overall acceptable with that one consideration? Then go to c, McDowell Road corridor in 2019, we move ourselves into the future. It's a thriving, top destination for new, and young enterprises as well as established market leaders in emerging technologies. The corridor is synonymous with where great ideas and innovations are born, and anchored at SkySong and Maricopa County Community Colleges and teeming with start-ups, young firms inventors and executives who value the synergy that has been created it. Offers unique neighborhood boutique retail services and serve the influx of new, young knowledge workers, their families and students. To achieve this, the City of Scottsdale should, and I already mentioned this. I'm opposed that wording on that. It's a policy issue. I wouldn't want to have to vote against the adoption of this because this is in here. This is something that the City will undoubtedly be confronted with one way or another. I wouldn't want to have the vote now.

Danielle Casey: Mr. Mayor, would language consider renewal be more appropriate. It would be recognizing that the consideration would be brought back before Council?

Mayor Lane: Well, I think that's going to happen anyway, as far as that goes, but that might soften it a bit. An advocate is about to speak.

Councilmember Korte: Well, at least I'm consistent. So back in the visions, the Maricopa Community Colleges is selling that building. Okay. Okay. Maybe they are not.

Mayor Lane: Didn't they just put that land up for sale?

Danielle Casey: Mr. Mayor, Councilmembers we would love to encourage them to have some type of presence along that corridor, now or in the future.

Councilmember Korte: Okay. And then to i, I really believe we need to retain that support in here. I would support the consideration of the renewal of the redevelopment area, but I believe that we

need, I will keep it in there.

Mayor Lane: Councilman Phillips?

Vice Mayor Phillips: Well, I would not support renewing the redevelopment area because redevelopment area is a stigma that allows big businesses come in and purchase up lots of properties and it keeps the small businesses out: So redevelopment district is bad for small business, and that's why I keep asking the Council to please take the redevelopment designation area off. So like the Mayor said, this will come back to Council. It's probably a good idea not to have that.

Danielle Casey: Mr. Mayor, Vice Mayor, there have definitely been communities in the redevelopment area to the extremes and exactly what you are talking about. But there are also redevelopment plans that can specifically even lay out what tools you are not going to use and create that plan and I only say this as food for thought later because one challenge we do have right now is, and if Tom Frank is listening, he will probably have my head. We worked on putting together some community development block funds to be used as the thought improvement for any smaller businesses, the ones that need rehab in that redevelopment area but we just identified we have to scale down the boundary because the feds say you have to update your redevelopment plans every ten years. We will identify those and figure out who we can help. And things like that are specifically laid out when you put programs together like that, to help those smaller storefronts improve the look and feel. There are many ways to do it and I certainly understand. All right. Thank you. Thank you.

Mayor Lane: Yes, Councilwoman Klapp.

[Time: 02:39:19]

Councilwoman Klapp: I would prefer to keep it consider renewals. It will come to a future Council for us to consider it. That's the wording I would use. But further into that sentence, I have a question about establishing a Citizens Advisory Committee, what is that supposed to be for?

Danielle Casey: Based on state statute. State statute allows the creation of redevelopment plans. It's governed by state statute. And one thing it references is local Council's ability to appoint a Citizen Advisory Committee or a commission that would be a Council appointed group that represents that redevelopment area. So citizens in the area, property owners, homeowners, business owners that represent it and make sure that redevelopment area and the way it's used is managed and brought forward and monitored and many communities use this positively. I don't see that one has been active in that redevelopment area in Scottsdale for at least many years. The experience I have is with very active citizen advisory committees that would actually go through and monitor the plan with a fine tooth comb.

Councilwoman Klapp: That was my question. If it's required, we haven't had one. So it would seem that that also would be part of the consideration if we are going to renew the redevelopment district. Then we would determine whether there's going to be a Citizen Advisory Committee at that time.

Danielle Casey: Absolutely. Absolutely correct. You could put consider renewal and then also consider establishment because Councilwoman, it's not required that the Citizens Advisory Committee be established. So you can decide not to do one, but the more successful ones seem to have a citizen involvement.

Councilwoman Klapp: Okay. There is a citizens group down in the McDowell area now that could function as a Citizen Advisory Committee without having to establish a new Citizen Advisory Committee made up of residents and businesses. So I think that's, that's my question. Do we need a new one? Or can we utilize an existing one. That's something we need to look at when we consider the redevelopment area.

Mayor Lane: We are looking for consensus. I think we have a couple of things, one is simply to remove it and the other is to change the wording just simply to consider the redevelopment area designation and preserve the opportunity. Yeah, I don't, I don't know. That's, yes, I'm sorry, Bob. Were you up for comment?

[Time: 02:42:15]

Councilman Littlefield: This is another example of those who don't remember history are doomed to repeat it. In the 2002 election, the issue was getting rid of redevelopment districts because they discouraged business growth for a variety of reasons. The last thing we should do is renew the redevelopment district down at McDowell. That's not a good thing. It's a bad thing. It's time to get rid of that, and get rid of the idea that there's going to be some type of subsidization, and get rid of the ambiguity. I would be opposed to renewing it. I would like to see it scrapped.

Mayor Lane: Councilman Littlefield, the only consideration right now is whether in the redevelopment, I should not say the redevelopment, but in the economic development plan, whether or not this particular item, i, is included as it is to renew it, the statement to renew or to change it to consider or to eliminate any reference to the redevelopment area. We're not voting on it. We are not voting on it right now at all. All right? So all of those in favor of simply eliminating it, please indicate by a show of hands. That doesn't carry the day. Then I would ask, who would be in favor of the same statement with just changing the word renew to consider the redevelopment area designation? Okay. So that's the way we will go on that one. The next item is ii.

Danielle Casey: And Mr. Mayor, this one is, we can tweak to be in conformance with the way you modified i. It speaks to designating the Economic Development department as the lead agency for the redevelopment plan. Obviously that's predicated on whether a plan even exists but this recommendation is consistent with best practices and I would say probably, you know, nine out of ten communities in the valley and then nationally when the redevelopment plans are in place. It leaves the planning and land use decisions but the Economic Development team is the one that brings different projects and works with the developers and those other things. So it would be a null point if it doesn't exist.

Mayor Lane: The only comment I have on this, I'm not sure exactly what form or level of authority or action would be taking place in that department as opposed to the way it is now if the redevelopment plan were in place. So I'm personally I'm okay if we just say to consider this designation, if, in fact,

there is a plan.

Danielle Casey: Great.

Mayor Lane: Okay? Next item is c iii, work with SkySong and other major stakeholders to develop a brand for the McDowell Road Corridor, anyone have a problem with that? Next item, which is, I scribbled over this thing. Reach out to and engage regional partners in this endeavor as well as national organizations that can help Scottsdale recruit entrepreneurs, young enterprises and talent to the McDowell Road Corridor, yeah, I don't have any problem with that. Any problem with that statement?

Danielle Casey: Mr. Mayor, I will very respectfully, I just want to, that I'm going to ask if it's okay with you all I.O. Inc. or any other ideas for what we could do for McDowell Corridor. I will say, and I have no opinion either way or our use of redevelopment tools or specific redevelopment plan, actually, there's some communities around the country doing interesting things with innovation districts and establishing innovation districts that maybe wouldn't use the tools of redevelopment.

So we need to explore that. I would like to ask her to take a look and see if there are any other options because without using those, it may be hard to achieve what item c says. You know, that whole definition of 2019 vision, it may be challenging but there may be other ways to get there. So we need to explore that. So in the final version, I'm looking at you all so that if we added some different bullet points that were maybe an alternative to the redevelopment district, we can look at, that maybe an innovation district. We wanted to though that out. We don't want to say that we will with deliver item c if we will not influence in any particular way which is particularly fine either way.

[Time: 02:47:12]

Mayor Lane: I'm sure lowanna is aware, and you are aware and maybe everyone here at the table but nevertheless, that the state had the, sort of redefined the business district element that did not pass this last year. I know a number of leaders are trying to reintroduce that. That may be an alternative if that goes through.

Moving on to d, and Cure Corridor. Boy, these are getting to be quite a little statement here. In 2019, the Cure Corridor enjoys a national and international reputation as a leading location where cutting-edge research, clinical trials, personalized medicine and health care delivery are seamlessly intersecting. Medical tourism is an important economic activity as more and more individuals and institutions learn about the offerings and resources of the Cure Corridor. Existing firms as well as new startups are thriving in the Cure Corridor, and are working collaboratively to succeed in their own business as well as to promote the Cure Corridor brand to attract research dollars, investment, more startups and top scientific and professional talent.

To achieve that the City of Scottsdale should, i is to work with the Mayo, to ensure that the Mayo medical school is on track to raise the funds necessary to launch a school in Scottsdale and commit to the assisting endeavor. I'm not exactly sure what that statement is. Commit to assisting in that endeavor.

Danielle Casey: Certainly, Mr. Mayor, we have an announcement that they are going to do it. We don't have firm dates or clarification of funding and we want to make sure that it happens. The idea is that you would speak with or visit their leadership and make sure that we are engaging with them and keeping an eye on that and knowing what's really going on there and how we can make sure to continue to convey to their leadership how important it is that they grow this school and establish it in Scottsdale.

Mayor Lane: Okay.

Danielle Casey: Because they made the announcement for us to sit back and they will do it whenever they feel like it, we can do that or try to engage them and encourage them to advance it as quickly as possible.

Mayor Lane: Thank you. Any other comments on that? ii engage the institutional and corporate leaders and founders in Scottsdale's biolife sciences sector to identify the framework for a Cure Corridor brand. Are we talking now a new brand? And do we want to change what has somewhat already been recognized? I see a shake of the head but this item, ii does seem to imply that we are looking for a new brand.

Danielle Casey: This is about engaging the leaders to help us, and then if you actually drop down to iv, it talks about developing the brand. It's taking the Cure Corridor as we have defined it to this point and really putting the data behind it to where we can create a compelling argument. We have done a good job so far getting the word out and getting the buzz out in the local community and the region but if we want the Cure Corridor to be recognized nationally, there's quite a bit of work to be done from that standpoint. I'm getting the nod. I wanted to make sure that I conveyed because she wrote it.

[Time: 02:50:34]

Mayor Lane: Any other comments on that? If none, we'll move on to iii, and establish a focused entrepreneurship program/facility that is devoted to technologies and products that are in alignment with the resources of the Cure Corridor. Okay. So establish a focus and facility. This sounds like a fairly big endeavor.

Danielle Casey: Do you want to speak to that?

Iowanna Morfessis: Mayor, I won't develop a complex as Mr. Littlefield leaves the table every time I come to it. This is based on some intelligence gathering we did nationally. This is not the City writing a check. We feel that there are some specific opportunities available in the United States for a community, for Scottsdale specifically, to position itself to be a location for these kinds of facilities that are beginning. Next generation innovation centers and the biolife sciences and we feel based on our research, very strongly that Scottsdale is uniquely suited and very competitive. So what this is really talking about is getting out there and talking to them and part of this is getting the Cure Corridor brand more, better known among the scientific and business decision making community.

Mayor Lane: Okay. And I hear what you are saying but when it says establish a focused entrepreneurialship program/facility, it sounds a little more than getting out and letting it be known.

Ioanna Morfessis: I will change that wording.

Mayor Lane: If you want to change that wording so it reflects more of what you were saying?

Ioanna Morfessis: Yes, Mayor.

Mayor Lane: I think getting away from the word of establishing a facility is the primary.

Ioanna Morfessis: Thank you.

Mayor Lane: The next item to develop a brand for the Cure Corridor focused on the substance of what the Cure Corridor stands for and offers. I'm not sure exactly how that translates. I mean, I think we have got something that we have invested in to a degree that at this point in time I wouldn't want to sacrifice it.

Danielle Casey: This is about expanding it and clearly defining it to, down to the level where anybody that knows about it has their top talking points and understands what's going on. So it's really taking what we started and enhancing this and putting a focus into it. What's important for the Economic Development team is understanding, you know, if the full Council is in consensus about the Cure Corridor and then we can put some energy and brain power behind it.

Mayor Lane: I'm not trying to go nuts on it, but words do mean something and develop a brand for the Cure Corridor. So it sounds like, it's not even saying redevelopment, but to develop the brand. Maybe we are talking about moving it forward.

Danielle Casey: Maybe fully define the Cure Corridor brand.

Mayor Lane: Yeah.

Danielle Casey: Oh, my God, I'm on a roll! Thank you.

Mayor Lane: Okay. Moving on to vi, develop a brand for the Cure Corridor focused on the substance where the cure, v, elevate Scottsdale's leadership position in the biolife sciences sector regionally and nationally. We are in the process of doing that. I don't have any promises. This would be vi actively promote the Cure Corridor externally and targeted recruitment missions and trade shows, both Scottsdale, only as well as regional/state initiatives. Councilwoman Klapp.

[Time: 02:54:51]

Councilwoman Klapp: If we go back to i, one, whatever you want to call it, the wording on that bothers me. It sounds very intrusive into the business of Mayo Clinic. And I would prefer if we could say something a little more general in that we would assist Mayo Clinic in their endeavor to launch a Mayo medical school and not be so specific as to get into how they raise their funds or those

kind of terms. I think it just would be a little more palatable for the Mayo Clinic people.

Danielle Casey: I think we can change this language and still get at the goal, the same goal but have that read in a...

Councilwoman Klapp: Okay.

Mayor Lane: And maybe simply to eliminate us checking in on how they are doing with raising funds.

Councilwoman Klapp: That's what I meant. Say will assist them in their endeavor to launch a school and not say anything about tracking or anything else that's in that line. The last part of it says we are going to assist them in their endeavors and that's essentially we would do. Assist them in their endeavor to launch the Mayo Medical School in Scottsdale.

Mayor Lane: Back to six, which is actively promote the Cure Corridor externally in targeted recruitment missions and trade shows, both Scottsdale-only as well as regional state initiatives. We already talked about that. I think we are good with that.

[Time: 02:56:17]

Then on to e, the long statement here, State-Owned land at 101 and Scottsdale Road. In 2019, this area of the community has been planned as a signature corporate campus and is soon to announce the location decision of a "trophy" corporate headquarters that will be establishing its North American headquarters operation in Scottsdale at this location. Leading firms and developers around the nation are excited about the location prospects for this site, because it is the only site in the Greater Phoenix marketplace – and perhaps the Southwest U.S. – that can be developed as a corporate headquarters center replete with high quality amenities, including retail, dining and entertainment. The top colleges and universities in the U.S. and world are seeking to establish a presence within this campus setting to educate, train, and produce the executive, management, professional and technical talent that these national and global firms will need. To achieve it i is to say, make working with the State Land Department a top priority to address and resolve issues with respect to drainage and other infrastructure that will require significant and consistent City Council and City Manager leadership commitment and focus over time. I don't think there's any real problem with that effort. Only thing we have done in past, that we probably remain consistent with and I know it's inconsistent with sometimes the timing on the development of these properties is that the City has generally speaking and I think rightfully so, has put the infrastructure requirements on the ultimate purchaser of the land. We are still recovering from this a little bit.

Danielle Casey: I'm getting very good at this, under e, ii, I think you will want to change that to say consider the adoption of a resolution.

Mayor Lane: I think that's a good idea.

Danielle Casey: I'm a quick learn.

Mayor Lane: We are only a few hours into this. You are catching on. No. Anybody have any

difficulty with that with i and ii?

Moving on to item 6, which is elevate Scottsdale's engagement in the national and international economic development arena. a, 6a is increase city funding for economic development resources and associated initiatives; establish a multiyear budget commitment commensurate with the total market reach of Scottsdale, and on par with similar competitor communities within the region and across the nation. I'm not necessarily looking for us to necessarily match or compare ourselves with other communities across the valley, because I think we have inherent advantages that we don't necessarily have to pay for where they may have to, because of our lease to much greater extent than they might have. We have a name and a brand across the country and the world to increase the City's funding for economic development, resources and associated initiatives. And to establish a multiyear budget. These are all things that I think are subject to obviously a year-to-year consideration, and frankly, a budget that might be presented by your department in this regard. I'm not entirely comfortable with the way that is there.

Danielle Casey: Mr. Mayor, might I suggest on the comments earlier, we could either pull this out and know it will be addressed in the budget process. I think what they were trying to go get at was that in order to do some of these things or not do them, this may be budget requirements but what we will do, as you all know, we have already stated we are not looking for any budgetary funds this first fiscal year, because I think the department has a lot of work to do, to show that we can get off ground running and make, you know, start achieving some goals and getting some things done. What we can do is just include any proposals in the budgetary process next year, and then that can be either be considered and added or not added but they will aligned with these funds if funds are requested or serve a specific goal and purpose, and then that goal and purpose can be advanced or not advanced.

[Time: 03:00:29]

Mayor Lane: Another thing here on a collaborative partnership on the agencies that already in this arena and working with us in Canada and Mexico and thanks to the City of Phoenix, we do actually have an office we have in MAG through Mexico City and so we have that resource available to us too. A small joke but I think guess it's too much inside. Anyway, in any case, yeah, I think they are dropping this out and in consideration of future time.

Danielle Casey: And to jump around on you, but item f says develop and fund a marketing and communication strategy. We can certainly say develop a marketing and communication strategy. I will tell you when we do, and I say only to give you a little bit of perspective, when we peel out the tourism dollars and the base Economic Development department budget operationally, our marketing dollars are less than what I had with the City of Maricopa. Now, their goals and initiatives were different. They were trying to get out there but I'm trying to give you a little bit of perspective in terms of what's spent and I want to give you a little bit of an assurance that we are certainly not out there right now throwing a lot of cash at these things and are extremely, I think, mindful of getting dollars to go far.

Mayor Lane: Well, you know, you mentioned f and I have actually f and g, as GPEC collaboration. And so I would say that it's important that we get away from establish or develop when there are

resources and agencies that we're already dealing with and frankly in the last couple of years certainly we have been much more active in this area than we had been previously. Through other agencies and international visitors. So.....

Danielle Casey: I'll stop taking you off track and let you get back to it.

[Time: 03:02:20]

Mayor Lane: As far as I'm concerned, f and g, if you wanted to address that already, I would serve to have some rework of the way that's written and the collaboration and the working of the existing resources and to the point that you made earlier. You know, the story on the road, we have done that in collaboration with GPEC, the firsthand information on that. And we may expand upon that or that could be something that can be coordinated with those kind of, those visits. So anyway, getting back on track, 6a is gone, 6b, elevate the professional training and certification of the department's staff to ensure they are as skilled as other practitioners in this field. Is that not part of our normal program, as far as training? Are there credentials required for the positions that are held within your department?

Danielle Casey: They are preferred credentials. Now most of the classification in the department, in fact, I think all but probably the administrative assistant requires a base of a bachelor's degree by virtue of the nature of work. There are deferred certifications. They show a measure of study and knowledge base and the profession, but I will say that in the past few years, there's not been investment in training in the staff and the department and they are very eager to learn their trade to a greater extent, which would be very beneficial.

Mayor Lane: What about the hiring that's taken place? Are there credentials or other certifications that are required now?

Danielle Casey: Certainly. One of the staff members is very close to certification and came to us with a good measure of coursework under his belt and 15 years in private development industry and a bachelor's degree.

Mayor Lane: So we are not having to invest in the entire workforce to bring them all up to some new degree?

Danielle Casey: Not in terms of four-year credited degrees for the entire department but certainly some economic development training. That will be important.

Mayor Lane: Okay. Yes. Councilman Phillips.

[Time: 03:04:55]

Vice Mayor Phillips: Well, the way I read that, it sounds like you want the City to train and certify these people and I don't think that's really our position to do that. Is that what you are suggesting? I don't see any problem with elevating the professional training and the certification. I see a problem with us paying for that. So, you know, if you, if the City Manager decides to be in Economic

Development, they have to have a certain degree and that's part of job description, you look for those people. We don't give that to them so they can automatically get a higher pay raise.

Danielle Casey: The folks that we hire in the department need to have minimum requirements and that's how they are screened in the H.R. process and we bring them on board. What we are looking at is getting them additional economic development training so they can be very strong economic developers and this is coursework with groups like the International Economic Development Council and groups like that, that actually keep them up to speed on best practices.

Vice Mayor Phillips: Are you saying let's require that? Are you saying let's pay for that?

Danielle Casey: Mr. Mayor, Councilmembers, most departments have money for professional development.

Vice Mayor Phillips: That's part of the City Manager's plan that when you have the money to do that, you already have that, you don't need it at point. I mean, you don't need b. You can just go ahead and do it.

[Time: 03:06:30]

Danielle Casey: Mr. Mayor, Vice Mayor, you are correct, but, again, this is about getting consensus and understanding that we need to make them strong professionals. I think that's the idea here. I'm hearing a clearing throat behind me so I think she has something.

Mayor Lane: It's like continuing education credits.

Iowanna Morfessis: The economic development profession is just as constrained as every other occupational profession in the United States, and it's aging out. And so when Scottsdale hired Danielle, Scottsdale had a super home run. She's not only accomplished and experienced and talented. She came with the credentials and she's young. And Danielle was like the ideal person that all of these cities are looking to hire. I'm very involved nationally and internationally in our profession. So what this means is in general, and with all due respect, the City of Scottsdale has had an under-performing and under invested economic development function.

And even with the great efforts of the Mayor and the Councilmembers calling on items that should be catalyzed by the Economic Development department, the fact is there needs to be an elevated level of achievement of professional certification in the City of Scottsdale. It's been wonderful listening to everything tonight. Scottsdale is very aware of its unique position. It's not reflected in your economic development or it was not reflected in your Economic Development department. What we are suggesting is that to make sure that Scottsdale does not suffer from the talent crunch in this profession, and to get the best and the brightest to want to work in the City of Scottsdale, that, yes, certification and professional development are important.

Vice Mayor Phillips: I agree with that but I don't agree with the City paying for that. If you want to go ahead and get that, go ahead and get that. I mean, everybody has to get whatever degree of education they need to get the job that they want. You know, and we don't pay for that. We don't

pay for the garbage truck worker to get his chauffeur's license. He gets his own chauffeur's license. So, you know....

Mayor Lane: I think this is just a statement of trying to improve the caliber and the credentials of those folks that are in the Economic Development department, and Councilman Phillips, to the point of your concern, which I understand and certainly I'm sympathetic to, the City does provide ongoing professional training and there's a budget to it. So it's something that they would bring forward in a budget for training and we're not going to be sending them to a four-year institution. I think we got that cleared up and we are not going to be, you know, getting the major certifications but we will be looking to get them the training that elevates their ability. Yes, Bob?

[Time: 03:09:32]

Councilman Littlefield: I had a question on something that Dr. Morfessis said. You said that we had had an underperforming performing Economic Development group, and did I hear under-funded?

Iowanna Morfessis: Under invested, yes, sir.

Councilman Littlefield: So the City Manager says we spend \$1 million on the Economic Development group, if that's not enough, how much would be enough?

Iowanna Morfessis: Would you like my response?

Councilman Littlefield: Yes. I wouldn't have asked otherwise. It wasn't a rhetorical question.

Mayor Lane: We will be here for another couple more hours.

Councilman Littlefield: I don't ask rhetorical questions.

Iowanna Morfessis: Given the level and competitiveness of Scottsdale, I would definitely have a budget of at least \$3 to \$4 million a year. I would have it extremely focused and tied to transparency, accountability and metrics, performance standards but focused on some of these areas.

Councilman Littlefield: So you would triple or quadruple the amount that we spend on Ms. Casey's department right now?

Iowanna Morfessis: I would significantly increase it by at least a half million this next year, I know it's a tight year for fiscal year '15, and build up over time. Yes, this is for the City of Scottsdale economic development endeavor.

Councilman Littlefield: That's interesting, thank you.

[Time: 03:11:23]

Mayor Lane: That went quicker than I thought. And so we've got, is that e? So b is as is. No change. So now c, strive to obtain the International Economic Development Council's "Accredited

Economic Development Organization" certification in the next three years. This is something that goes just to the department and sets the standard for operations and accountability and transparency as to what we are doing.

Danielle Casey: Yes, sir, Mr. Mayor. You are probably familiar with the Police accreditation and the accreditation of other departments. The way you deal with new business prospects, the way you address your local business issues, the way you conduct your research, your marketing, do you have a strategic plan? Are your staff skilled and capable? All of those things? And so the idea of striving towards accreditation means you have to get those things in line and be a best of class team in order to get there.

Mayor Lane: Any comments on that? d then is become the "go to" and central point of contact for Scottsdale's existing employers including entrepreneurs and firm founders who are seeking to remain, expand or grow in Scottsdale. Engage other city departments to ensure that they understand and support the role of the Economic Development team. Sounds like a little bit of a restatement of something we have talked about before. That's not offensive or anything, as far as I'm concerned. Any comments on that. e is intensify business appreciation, retention and expansion activities and internal lead generation strategies. I think we have hit upon this in one form or another before.

Danielle Casey: Well, Mr. Mayor, we touched on and just because I want to brag a little, we touched on the Mayor and the Council appreciation visits. But what we have also had is in partnership, when you speak of GPEC and others, Bob, he's on the team and partnered with them and resulted in workforce training programs to be developed in collaboration with multiple groups. That's exciting. They are creating a specific training program, based on the results of the visiting multiple companies and he's actually visited upwards of about 80 companies this year and he will be putting together a debrief analysis based on the all the comments he's received from all of them, what's going on out in the field and what are the trends and more importantly what can we do, things like partnering with these regional groups and creating custom training programs. That's one example. So that's what this is talking about. And doing these visits in a very scientific way to where we are hitting the right groups.

Mayor Lane: Okay. Any comments on that? Good. I mentioned before, f and g, and only thing about that is develop and fund the marketing and the communication strategy as it targets key decision making audiences that impact/influence business expansion. Again, certainly within the department, within existing funding, and in collaboration with the other agencies, we talked about before, it seems to me that we could, we can get this accomplished without newly developing and separate funding for it.

Danielle Casey: Mr. Mayor, we can, if there's consensus, we could strike the words "and fund" because obviously that would be part of a budget process to.....

Mayor Lane: Develop a marketing and a communication strategy. It may be in collaboration. You remove the funding. Okay and then is everybody okay with the remaining people we have? Are we okay? We are just down to a quorum now. With the small changes is anybody, does anybody have a problem or a comment on f or g?

[Time: 03:15:28]

Mayor Lane: Okay. Yeah. Yeah. So let's take them one at a time then. Obviously, g is the proactively take the Scottsdale story on the road. We talked about we do that right now in collaboration with GPEC and some other agencies that we work together with. But now, Roman numeral i, conduct independent visits to firms in the U.S. while also continuing to participate in GPEC and ACA missions. I think that's well within, if it's within the budget to be able to accomplish, either in concert with those visits or separately, it's something that needs to be worked out. Conduct independent visits to editorial boards and key decision influencing organizations, professional technical and industry organizations that are all, that are in alignment with Scottsdale's primary targeted sectors.

Danielle Casey: For example, the trade commissions that we have spoken to out of market.

Mayor Lane: Okay. Any, all right. And three, Roman iii, initiate independent outreach to targeted markets in Canada, focusing on firms for FDI and Canadian media, leveraging the Canada Arizona Business Council and the Canadian general Council. Obviously some of these are already in process, but continuing on then this any comments? Seeing none. Roman numeral four, participate with the GPEC, ACA and Scottsdale Convention and Visitors Bureau in missions and outreach to markets, media and firms in Mexico, Asia and Europe. We hit on Canada a number of times but just talking about North America, but I guess that might be redundant. I don't have any difficulty with that. Does anybody have any problem with that? Roman numeral v, by year three, Scottsdale should entertain the development of a more comprehensive and national and international F.D.I. strategy. Interesting. I don't know what that entails. Yeah, I don't know what that might entail, but I don't have any difficulty with it. I think it's important that we try to attract foreign, direct investment into Scottsdale and into Arizona.

Danielle Casey: And Mr. Mayor, I think what's important, with the clarity by year three, so getting your check boxes. That's something that we definitely won't be ready to do in the first couple of years. We have a ton of work to do and even just with our bordering countries, you know, even just with our bordering countries?

Mayor Lane: Yeah.

Danielle Casey: But it's not something that should be overlooked long term.

Mayor Lane: You know, one of the collaborative organizations I haven't mentioned is MAG. MAG has gotten much more involved with the Economic Development subcommittee or the committee, I should say.

Danielle Casey: We have them in there.

Mayor Lane: Okay, seven is to build a Scottsdale business location brand on par with Scottsdale's tourism brand. And a is strengthen collaboration with the stakeholders who have a vested interest in the success of the visitor and the hospitality industry, ensure that the established tourism organizations are actively supporting Scottsdale's economic development agenda, and vice versa.

Any difficulty with that? It is as is. B is the leverage the City's investments in tourism and hospitality to ensure that every business executive who visits Scottsdale is educated about the city's economic and business opportunities, all of those golfers we have to sit them down for a forced orientation.

Danielle Casey: We can make it like the time share things, you know, when they land.

[Time: 03:19:07]

Mayor Lane: If they ring the bell, they have the idea. Okay, anybody have any problem with that other than the forced listening? c, working with Scottsdale Convention and Visitors Bureau and the City's public information office and ensure that every Scottsdale resort/hotel has an in-house channel devoted to business in Scottsdale featuring information and stories about the City's economy, business base and specific C.E.O. testimonials. Interesting thing to facilitate, but certainly I think it would be great if we can do it.

Danielle Casey: Mr. Mayor, it may not be possible in all. We know that some are controlled by, you know, corporate headquarters that really govern tightly what they put on the channels but how cool would it be if every visitor in Scottsdale saw some video clips about what's going on in business here and if not that, then different collateral and marketing pieces.

Mayor Lane: You know, strategy, I suppose is for a later date, but our fly over of the Preserve is an easy catch item that can motivate, I think, folks to at least get us on there. But.....

Danielle Casey: Thank you.

Mayor Lane: I don't know. There's some question as to who owns it. Item d then is the develop and produce high quality C.E.O. level publications that conveys the Scottsdale business image and case for doing business in Scottsdale. Interesting. Now we are going into publication with a periodical.

Danielle Casey: I hope not. That....

Mayor Lane: Maybe we can enlist one of our existing magazines.

Danielle Casey: We could do that or what we are seeing is quite a bit more digital pieces and if not a digital piece, then a small piece that drives them to a digital location and we will leave that up to better marketers than myself but certainly what we are talking about and this ties into our target industry attraction, really for each of the major target industry buckets that we are going after. The case for a Scottsdale location is different because it was different sectors pick us for different business reasons and making an argument for each one of them that's custom to them, I think is going to be a great way to focus our efforts. It could take any shape or form. It doesn't have to be Britannica.

Mayor Lane: Was that perform or produce?

Danielle Casey: Develop and produce high quality publication.

[Time: 03:21:40]

Mayor Lane: Of course, there's something to be said as to how that happens. Provide Mayor, Council, city management and staff, Chamber, business organizations, etc. with the Top Ten Reasons for locating/starting up your business in Scottsdale. Any problem with that? Invest in and develop a business location brand for the City of Scottsdale. Okay. Item 8 is to grow and attract quality firms and jobs domestic and global in targeted sectors. a, to that effort is technology and innovation, information, communications and technology and entrepreneurs and emerging enterprises. Okay. So that's sort of the list of the items that we were sort of focused on. Okay?

Danielle Casey: Yes, and Mr. Mayor on your slides.....

Mayor Lane: Does it get less controversial.

Danielle Casey: Look at this you are even ahead of me. I wasn't advancing the slides because you are moving so fast. I actually added education down here because even though it's not necessarily specifically called out in our target industry buckets it's definitely an arena that we discussed going after for recruitment. So these bullets are fairly high level because we don't necessarily want to broadcast the specific strategies and positioning statements that we're going to put to go for each of these. But we want consensus in the idea that these are industries that make sense for Scottsdale as opposed to if we had, you know, heavy industry in this list, you might have a concern.

Mayor Lane: Yes, Councilman. Councilwoman Korte.

Councilmember Korte: A question on education. Would that be postsecondary specifically.

Danielle Casey: That's the idea.

Councilmember Korte: Okay, thanks.

Mayor Lane: Okay, I'm presuming that items under 8 there, a, b, c and d, any further comments on that? And we are good?

Nine is adopt indicators and metrics to assist both the City government's and the economic development department's progress. I don't necessarily think I need to read through some of these. I think through, they all sound very, very positive as far as I'm concerned. I like the word accountability and transparency, performance matrix. These are positive words. Anybody have any comments on those?

Danielle Casey: Mr. Mayor, if I can add obviously.....

Mayor Lane: Are you going to screw this up?

Danielle Casey: I believe it's positive, you know, the last item mentions being in front of Council twice a year to give an update as to where we are at in this plan to make sure that the full Council is aware of what's going on and I think that speaks to comments about the subcommittee as they get

more regular updates and they want to have the opportunity to be before the full Council.

Mayor Lane: Okay. Thank you. Hey, is that it?

Danielle Casey: That's it.

Mayor Lane: Oh, well, okay. I will turn it back over to you.

Danielle Casey: All right. So we are not opening the go backs. I like that. This slide is simply the anticipated next steps to let you know what we are thinking and even since we submitted these slides, it's possibly changed just ever so slightly July 1, assuming we can make changes in edits in time, which I certainly believe that they can. I know they are up to the task that can fit with all of your comments and so we have the greatest consensus possible, we will return with final free market option.

[Time: 03:25:04]

In August, staff, July and August, staff is going to be starting to do some of the outreach with the firms that are alluded to in these things. What we want to do is not lose the momentum of all the companies and businesses that were talked to during the process. We want to make sure that they stay engaged. In August, we will be working on the implementation plan throughout July and August, because it will take a good amount of work to now put, you know, the pencil to paper and go, okay, now what do we want to do for all of these. Then more importantly, what are we going to do this? Get their buy-in and their support and then also how are we going to measure the success for each of those items? I don't want to put anything in an implementation plan that doesn't have all of those elements. Then August/September, and we are actually possibly considering a September time frame.

I spoke to your staff this morning about possible topics for the Mayor Council breakfast. So if I'm not getting too ahead of things that's a possibility for October. We would like to have a public event to unveil this framework and high level acts and agendas and share them with the community at large and all the partners that are mentioned and then also give any other general economic updates and talk about things going on.

January we would be back before Council, and then, we are in social media now. And then ongoing, again, coming back before Council and I just wanted to throw another thanks to the many, many people that have been involved in this process and all of the time that Mayor and Council spent this evening going through this very carefully so we can make sure that we have the best document possible.

Mayor Lane: Well, very good. Very nice presentation and thank you for that. And that does, well, other than we have half a dozen C.F.D.s that we have to go through. That does complete our business for this Study Session.

ADJOURNMENT

[Time: 03:27:05]

Mayor Lane: So thanks again, very much, and Ioanna as well and I will accept a motion to adjourn.

Councilwoman Klapp: So moved.

Councilmember Korte: Second.

Mayor Lane: All those in favor of adjournment, please indicate by aye. Thank you so much. We are adjourned.