

# 2015



## WESTMARC





**RICHARD HUBBARD:** “The West Valley is burdened by the fact that 90 percent of the people who live here have to drive east for their jobs,” said the president and CEO of WESTMARC. “It’s a misperception that there isn’t a talented workforce where businesses can come in and flip a switch and have a workforce with high-level, highly skilled employees.”

PHOTOS BY MIKE MERTES, AZ BIG MEDIA





# MAN ON A MISSION

Hubbard leads WESTMARC and the West Valley into a period of tremendous growth and innovation

By MICHAEL GOSSIE

**A**s CEO of Valley Partnership, Richard Hubbard led the Valley's most visible advocacy group for responsible development.

Hubbard, who became CEO of WESTMARC in February, will use that experience in economic development to help the West Valley capitalize on its Opportunity Loop, the region encircled by Loop 303 and Interstates 10 and 17 that offers an abundance of shovel-ready land and foreign trade zone tax breaks for businesses looking relocate or expand.

Az Business sat down with Hubbard to talk about his new role at WESTMARC and how he plans to leave his mark.

**Az Business:** What attracted you to the position at WESTMARC?

**Richard Hubbard:** WESTMARC is a great organization that's been around for about 25 years and it's a broad mission. It's a very broad economic development mission and a promotion of the West Valley. It really had great leadership with its board of directors and each community's mayor is on the board. The regional aspect, the broader mission and the people made it a very attractive opportunity.

**AB:** How has WESTMARC been so effective at creative a regional approach?

**RH:** There has been a history of unity in the West Valley because the communities are very young. There's a lot of unity around Luke Air Force Base and protecting

Luke. There is a lot of appreciation for the terrain and the White Tank Mountains. Plus, the fact that there is an infrastructure issue among all communities that have to work cooperatively really promotes that unity. Just look at the Loop 303 and the number of communities it passes through. All those communities had to cooperate to make that a reality.

**AB:** As CEO, what do you see as WESTMARC's primary role?

**RH:** I want to drive WESTMARC according to the three main things in its strategic plan — promote the West Valley, enhance economic development and increase member value.

**AB:** How has the opening of Loop 303 impacted development of the West Valley?

**RH:** It's been spectacular. It enhances the ability to get goods from the West Valley into California and back. It's opened up a whole regional transportation infrastructure.

**AB:** How has the Greater Maricopa Foreign Trade Zone helped WESTMARC?

**RH:** The foreign trade zone has been a terrific success. WESTMARC serves as its marketing arm and administrative arm. If you're in the business of international distribution, we have great access from an infrastructure with the airports and the highways



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**WESTMARC**

# WESTMARC Thanks Our Chairman's Circle and Premier Partners for Their Work in the West Valley

WESTMARC is the public-private partnership of the 15 communities and the business and education sectors west of Interstate 17. WESTMARC's mission is to promote economic development and quality of life in the West Valley. For information on WESTMARC membership, please visit [www.westmarc.org](http://www.westmarc.org)



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Gila River Indian Reservation was established in 1859, and the Gila River Indian Community formally established by Congress in 1939. The community is home for members of both the Akimel O'odham (Pima) and the Pee-Posh (Maricopa) tribes. Learn more at [gilariver.org](http://gilariver.org).



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— including the new Loop 303. Plus, the FTZ offers two added benefits for an international company. One is that you have the tax and the customs benefits from the FTZ. Second, there is a property tax benefit and that has helped bring really big companies to the West Valley. If that's not enough, the West Valley has a built-in workforce necessary to help businesses succeed.

**AB:** Who are some of the companies that have benefited from the FTZ?

**RH:** Amazon, REI, Dick's Sporting Goods and Macy's. Today, you can order something from Amazon and it will be delivered directly from Goodyear. It's spectacular efficiency, innovation and economic development.

**AB:** How does higher education in the West Valley impact WESTMARC's ability to attract and retain business?

**RH:** Many of the educational institutions in the West Valley — including Midwestern University and West-MEC — are career path organizations. Students come out of those

schools and are job ready. From a higher education standpoint, I always say that ASU West is an unpolished jewel. It's a beautiful campus. It's a four-year degree college and students can interact with other campuses. Students can get on a bus and be at the downtown campus or be at the Tempe campus. We are just starting to see the impact of ASU's acquisition of the Thunderbird School of Global Management. The combination of those two is an enormous asset.

**AB:** The West Valley will host the three biggest events in sports in three successive years — the Super Bowl, the College Football Championship Game in 2016 and the Final Four in 2017. What impact does that have on WESTMARC's ability to attract new businesses?

**RH:** You take advantage of those opportunities to promote the facilities in the West Valley. The University of Phoenix Stadium and Westgate are great venues to host these mega events. When those events





are in town, we take that opportunity to talk about the assets and opportunities that the West Valley holds.

**AB:** What are your primary goals as CEO of WESTMARC?

**RH:** I want to do a lot of economic development for the West Valley, which is keeping businesses here and helping them grow and bringing new businesses to the area. This is a broader mission than I had with Valley Partnership. Valley Partnership is focused on the advancement of commercial real estate. That's only a part of what WESTMARC does. If you just look at healthcare, healthcare is part of economic development, part of community growth, part of promoting the West Valley. The companies get it. They understand that they're building to serve the West Valley. They want to make the communities better. They want to be good citizens. And WESTMARC helps foster that entire mission. **AB**

# WESTMARC's 2015 priorities

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WESTMARC — the Western Maricopa Coalition — is a public-private partnership of the 15 communities, the business community and the educational sector in the West Valley. WESTMARC has identified three priorities for 2015:

## 1. Promote the West Valley

- **Create collaborative group of media relations and public information officers to work together toward advancing positive coverage of the West Valley.**
- **Launch a new WESTMARC website that focuses on promoting the West Valley and its assets.**
- **Leverage state, regional, and local activities as opportunities to further promote the West Valley.**

## 2. Enhance economic development

- **Develop and communicate data and materials that demonstrate the West Valley's workforce.**
- **Examine and pursue programs to enhance infrastructure in the West Valley.**
- **Enhance West Valley presence in statewide and regional economic development activities.**

## 3. Increase member value

- **Create a web-based member database to promote its member organizations and individuals.**
- **Organize more opportunities for members to interact, learn, and communicate through activities that promote the West Valley.**
- **Enhance opportunities to engage in issues affecting the West Valley and hear from special speakers through WESTMARC's committee structure.**

# Going PRO

WESTMARC develops tool to show the strengths of the West Valley workforce to potential employers By MICHAEL GOSSIE

**W**est Valley economic development officials have battled a stigma for years. “The West Valley is burdened by the fact that 90 percent of the people who live here have to drive east for their jobs,” said Richard Hubbard, president and CEO of WESTMARC. “There’s been a misperception that there isn’t a talented workforce where businesses can come in and flip a switch and have a workforce filled with high-level, highly skilled employees.”

To combat that misperception, West Valley officials commissioned a workforce study in 2008 to show the strengths of the West Valley to potential employers. Unfortunately, the Recession quickly made that study obsolete. So the burden remained.



**Bill Honsaker**

“All the economic development people in the West Valley have one thing that always has to get checked off the checklist and that’s whether or not we can deliver the professionals a business needs to relocate or expand in the West Valley,” Hubbard said.

Finally, there is an answer. WESTMARC, through its Economic Development Committee, is working to create a comprehensive database of potential employees who live and could work in the West Valley. The West Valley Professional Resource for Occupations — or West Valley PRO — will be an interactive online tool that allows the user to search for a specific industry or occupation. Data about each industry including the occupational workforce will be displayed in an easy-to-understand format.

“The West Valley had a strong need for data that shows the capability of the workforce we have on this side of town,” said Kristen Stephenson, economic development administrator for the City of Glendale’s Office of Economic Development. “Prior to the development of this tool, it was much more difficult to show that we have the workforce available for employers. Through the work of the WESTMARC Workforce subcommittee, we were able to compile data that shows the labor force based on where people live and demonstrate that the West Valley has a substantial labor force already located here. More importantly, it allows the data to be quantified based on the occupation of a person, not just an overall workforce number.”



**Kristen Stephenson**

Information will be compiled from a variety of sources, including the Census Bureau and the Maricopa Association of Governments, which will allow WESTMARC and other economic developers to show potential employers the breadth and depth of the workforce in the West Valley.

“We anticipate the primary users will be economic developers, along with site selectors and the broker community,” Stephenson said.

West Valley economic developers said the impact of West Valley PRO will be to demonstrate empirically for the first time the availability of a quality labor force in the West Valley and show that the region is a prime location for doing business.









“As the West Valley continues to grow in terms of population, rooftops and commercial expansion, West Valley PRO will be a critical instrument in presenting the strong attributes on the West Valley labor pool,” said Bill Honsaker, managing director of JLL. “Many times, site selectors and corporate executives are influenced by perception. West Valley PRO is able to provide data that can combat perception with reality.”

To show the benefit of West Valley PRO, Honsaker said he is involved with an industrial company that is considering a move the Valley and will employ between 300 and 500 people. He utilized West Valley PRO to show the client the abundant labor available in the West Valley.

“With the central and east parts of the Valley being more limited with respect to land availability, West Valley PRO will assist in attracting more and more industrial users to WESTMARC’s communities,” Honsaker said. **AB**

## WESTERN APPEAL

Here are some of the major distinctions of Western Maricopa County and the 15 united communities that WESTMARC represents:

- **There is an abundance of developable land.** 
- **There are more than 50,000 businesses.** 
- **The region is approximately 3,000 square miles.** 
- **The population is 1,272,747.** 
- **The average household income is \$64,807.** 
- **It has an educated workforce that has increased 66 percent over the past 10 years.** 
- **It is home to Luke Air Force Base and the new F-35 aircraft.** 
- **The Greater Maricopa Foreign Trade Zone — FTZ No. 277 — makes it an attractive place to do business.** 



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# A HEALTHY ECONOMY

*WESTMARC helps the medical industry become a catalyst for growth in the West Valley*

By MICHAEL GOSSIE

There was a time when many West Valley residents had to travel to downtown Phoenix or the East Valley for specialized healthcare services and treatments.

Times have dramatically changed.

“Whether it’s specialized pediatric care, trauma care, cutting-edge heart care, or state-of-the-art cancer care, you can find some of the leading providers of those services in the West Valley,” said Rob Gould, president of Banner Health’s Arizona West Division.

You need to look no further than the Abrazo West Campus (formerly West Valley Hospital) and Cancer Treatment Centers of America at Western Regional Medical Center — which are separated by less than two miles in Goodyear — to see the healthcare innovation that has taken over the West Valley. Surgeons at Abrazo West performed the first surgery in the Valley using the new da Vinci Xi robotic surgical system. In April, CTCA began the Phase II portion of a first-of-its-kind clinical trial, using a new immunotherapy treatment for patients with advanced small cell lung cancer, pancreatic cancer and connective-tissue cancers, including breast cancer.

So how has the West Valley gone from having a reputation as a bedroom to community to one on the cutting edge of healthcare and medical research?

According to Sharon Grambow, chief operating officer of Sun Health Senior Living and immediate past chair of WESTMARC, the West Valley is well positioned for growth for healthcare organizations because of three factors:

- Demographics and concentration of seniors, who generally are high utilizers of care.
- The supply of healthcare professionals and workforce pool because of the growth of communities like Surprise, Peoria, Goodyear and Glendale.
- The changing face of healthcare which is trending away from the acute episodic incidents to more focusing on health and wellness, managing chronic disease and personal responsibility for an individuals health.

“There will be an explosion of growth away from the traditional hospital campuses,” Grambow said, “and the West Valley has the available land to support that growth.”

And writing the prescription to help the West Valley capitalize on healthcare opportunities has been WESTMARC.



**Don Freeman**



**Sharon Grambow**



**Rob Gould**



**Sharon Harper**



**Stan Holm**



**Matt McGuire**



## Catalyst for growth

“What WESTMARC has really done well is bringing people together in a way that is starting to build a more definitive brand for the west side of town,” said Matt McGuire, president and CEO of CTCA at Western Regional Medical Center. “WESTMARC has an ability to bring thought leaders together to help better position the West Valley and really make it a place that is attractive not just to healthcare businesses, but to other businesses as well.”

By serving as the leading advocate and economic development group for the West Valley, Gould said WESTMARC has helped outside companies better understand what the west side has to offer their businesses in terms of a skilled workforce, affordable land, freeway access to major markets and a high quality of life for their employees.

“We’ve also appreciated WESTMARC’s efforts to help lawmakers better understand the positive impact healthcare has on the state and why we need to do all we can to support the healthcare industry,” Gould said.

WESTMARC has really help drive the growth of healthcare, Grambow said, because it is uniquely positioned to bring together all the stakeholders — government, business and consumers — to work together for optimal outcomes.

“I am really struck by how friendly and business-minded the political leadership has been in the West Valley,” McGuire said. “WESTMARC has an extraordinary ability to bring public and private leaders together to coalesce around opportunities and unique branding that makes the West Valley an attractive place for healthcare businesses and facilities to come.”

Once healthcare companies come, economic development experts said other businesses will follow.

“Healthcare is a huge economic development driver,” said Richard Hubbard, president and CEO of WESTMARC. “Having the ability to promote high-quality healthcare facilities in the West Valley helps us attract businesses. When you can promote premier healthcare facilities, it really is a draw. Plus, healthcare is a very high-wage industry, so there is the added benefit of having the economic impact of having an elite industry in the region.”

Gould agreed that families and employers will often factor in the availability of quality healthcare before choosing where to relocate, “so having high quality health care institutions in the West Valley plays an important role in supporting the West Valley’s economic development efforts.”

## Maintaining momentum

Experts said one of the biggest strengths the West Valley has going for it as it aims to maintain growth in the healthcare sector is its sizable and well-educated workforce, many of whom reside in the West Valley but currently leave to work elsewhere.

“That’s due, in part, to the fact that the West Valley is a



**EMERGENCY LANDING:** The Abrazo West Campus is home to a Level 1 Trauma Center.

great place to live and play, so it attracts a dynamic and diverse workforce,” Gould said. “Additionally, we’re fortunate to have so many terrific secondary schools, colleges and universities offering quality healthcare training programs.”

Gould said Banner enjoys a close relationship with several of them, including Glendale and Estrella Mountain community colleges, Grand Canyon University, Midwestern University and ASU West.

“Any day of the week, you can find nursing students, pharmacy students and medical students working alongside working professionals inside our hospitals, gaining the experience they’ll need to enter the workforce,” Gould said.

In addition to a built-in workforce, another strength is the tremendous support the healthcare industry receives from city leaders and economic development officials throughout the West Valley.

“A few years ago, for example, we completed a major \$290 million campus expansion at Banner Thunderbird Medical Center in Glendale,” Gould said. “You don’t get through a project of that scope and magnitude without extensive cooperation and



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**A NEW LEVEL:** Michelle Lawrie, Goodyear’s economic development director; Buckeye Mayor Jackie Meck; Goodyear Mayor Georgia Lord; and Litchfield Park Mayor Thomas Schoaf at the Level 1 Trauma Center at the Abrazo West Campus.

support from the city’s economic development team, planning department and City Council. At Banner, we don’t take that support for granted, and we appreciate it when we see it.”

Healthcare leaders universally agreed.

“When I look at the mayors of the communities we serve — Avondale, Goodyear, Buckeye, Litchfield — they are all very progressive and collaborative,” said Stan Holm, CEO of Abrazo West Campus.

Not to be ignored when creating a checklist of West Valley strengths is the fact that the region has room to grow.

“The West Valley is poised for growth because the region is not landlocked by anything tied to state land or Indian territories,” Holm said. “It allows businesses to continuously expand and the opening of the Loop 303 has geographically set up the West Valley to succeed for the long run.”

Don Freeman, senior project manager for healthcare for The Weitz Company said another advantage of the West Valley for healthcare facilities is the opportunity to get anchored and established in an up-and-coming market.

“Available land and economic development partners willing and able to work with real estate brokers, developers, new businesses and general contractors are the two major factors I see contributing to the growth,” Freeman said.

**PROVIDED PHOTOS**

**COMING SOON:** Plaza Companies has partnered with Duke Realty to build a new Class A medical office building on Banner Estrella Medical Campus in Phoenix. The campus features a 392-bed full-service acute care hospital specializing in bariatrics, cardiology, cancer care, pulmonology, maternity services and women’s health, neurosciences and orthopedics, among other specialties.

## What’s next?

Valley residents don’t have to look any further than daily headlines to see that healthcare is continuing to explode in the West Valley. In just the past five years, Gould said Banner Health has invested about \$250 million to expand existing healthcare facilities and to build new ones in the West Valley. This figure is led by the \$161 million expansion project that is nearly complete at Banner Estrella Medical Center in west Phoenix. And in June, Plaza Companies, which is based in the West Valley and is one of the premier medical office real estate firms in Arizona, announced it would help build a five-story addition to Banner Estrella Campus. It will be 70,000-square-feet initially, with future expansion capabilities up to 125,000 square feet.

“We are looking forward to this project and building a facility that will complement the success of the first Medical Plaza on the Banner Estrella campus,” said Sharon Harper, president and CEO of Plaza Companies. “This is yet another sign of the growing need for healthcare services in the west Phoenix area. For years to come, this facility will serve thousands of people in need of medical care.”

But that’s not the only growth Banner is looking at in the West Valley.

“In June, we embarked on a \$2.3 million facelift of the Banner Thunderbird Medical Pavilion, a large medical office building on the campus of Banner Thunderbird Medical Center,” Gould said. “Next year, we plan to open a new Banner Health Center on the northwest corner of the Loop 101 Freeway and 75th Avenue in Glendale in the Aspera development. This center will include primary care physicians, specialists and lab and medical imaging capabilities.”



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PROVIDED PHOTOS

**FUTURE IS NOW:** The Abrazo West Campus was the first hospital in Arizona to receive the robotic-assisted da Vinci Xi Surgical System, which offers patients less invasive options and faster recovery from a variety of surgeries. The new technology provides advanced robotic technology including high-definition, 3-D visualization. It also allows for enhanced dexterity and greater precision and control for the surgeon.

The new Banner Health facility will mark the company’s fourth in the West Valley, joining Banner locations in Verrado, Estrella and Surprise.

But Banner isn’t the only healthcare company expanding in the West Valley.

“We just finished a \$26 million expansion a year ago,” Holm said. “In that, we had a south tower that was erected and the third floor was built out and we have shelf space on the first and second floors. We added operating room suites. We built out two operating rooms and have shelf space for future growth there. We are poised with shelf space to continue to grow with the community.”

At CTCA, McGuire said he is deep into the process of planning for growth.

“We initiated a five-year master capital planning process about three months ago and will be working with our board over the summer about what that will include,” McGuire said. “We are looking at options that include adding on to the existing footprint, but we also recognize where healthcare is moving, meaning much more care in the future is going to be delivered in outpatient settings.”

McGuire said than in addition to adding about 200 parking spaces and finishing off a couple areas that are currently shelf space

within the hospital, executives at CTCA are looking at adjoining acreage around the hospital for potential expansion opportunities.

“Instead of adding on, we’re exploring what it might look like to take a more campus approach for our hospital,” McGuire said. “A lot of that will be decided in coming months.”

As the healthcare industry continues to grow and medical innovation defines the West Valley, the region has developed a swagger that has made it an attractive place to do business.

“The west side has also been hurt historically by its reputation as a bedroom community,” Gould said. “A thriving healthcare industry on the west side is helping change that perception. Today, in many of the communities we serve, our hospitals are the largest local employer, allowing residents to find quality, well-paying jobs in the same communities where they live and play.” **AB**

# WEST VALLEY'S MAJOR EMPLOYERS

Here are the largest employers of West Valley residents, with the number of employees:

**Banner Health**, 7,690

**APS/Palo Verde**, 2,740

**Swift Transportation**, 960

**Luke Air Force Base**, 5,690

**Abrazo Community Health Network**, 1,940

**HonorHealth**, 950

**American Express**, 3,700

**PetSmart**, 1,860

**UnitedHealth Group**, 940

**Grand Canyon University**, 3,550

**JBS Packerland**, 1,100

**Lockheed Martin**, 800

**Amazon**, 3,020

**Shamrock Foods**, 1,040

**Honeywell**, 790



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# GROWTH LEADER

## WESTMARC chairman utilizes group's strength to help West Valley shine

By MICHAEL GOSSIE

**MICHAEL A. DiMARIA:** As director of legislative affairs for CenturyLink Arizona, DiMaria is responsible for interaction with federal, state and local elected officials and their staffs.

PHOTO BY MIKE MERTES, AZ BIG MEDIA



As director of legislative affairs for CenturyLink Arizona, Michael A. DiMaria says his company is committed to strengthening and improving the communities it serves.

"We focus our philanthropic and volunteer efforts on K-12 education and programs that support youth; technology-focused initiatives; and locally-driven efforts that strengthen communities and make them better places to live," DiMaria says.

To help strengthen his community, DiMaria brings more than 20 years of experience in telecommunications and public affairs to his role as chairman of WESTMARC. Az Business asked DiMaria about the impact WESTMARC is having on the West Valley business community and residents it serves.

**Az Business:** What do you see as WESTMARC's primary role in the community?

**Michael DiMaria:** Consistent with the 2015 WESTMARC Strategic Plan, our primary role is three fold. Our mission is to promote the West Valley throughout the state and nationally, foster economic development in the West Valley and

increase WESTMARC membership and the benefits we provide. The members of WESTMARC, particularly the sponsors and board of directors, are high-ranking elected leaders in the West Valley and high-level executives of both big and small businesses that operate in the West Valley. With that type of leadership, our primary role is to set an example in fulfilling our mission of promoting the West Valley and the economic development opportunities that exists.

**AB:** How has WESTMARC'S regional approach helped grow the West Valley?

**MD:** The regional approach has resulted in tremendous cooperation in the most important aspect of regional growth: infrastructure. The coalition of communities in the West Valley has accomplished a great deal to foster and promote transportation, utility and quality of life infrastructure throughout the rRegion. Included in these successes are the Loop 303, the expansion of the I-10, the unanimous support of Luke Air Force Base's F-35 mission and many sports and recreational facilities in the West Valley.

**AB:** What impact do the mega sports

events in Glendale have on WESTMARC's ability to attract new businesses and grow the region?

**MD:** Each one of these events put the West Valley on a world stage. We are fortunate enough that when the global television audience looks at our sports facilities, the world gets to see the beauty of the West Valley, including the White Tank and Estrella mountains. Our job is to take advantage of these opportunities through our leadership and to promote a business-friendly climate that is focused on economic development and quality of life for our West Valley communities.

**AB:** What are your primary goals as chairman of WESTMARC's board?

**MD:** Our current focus is on improving the education and economic climate in Arizona with a focus on the West Valley. With our diverse leadership group, we are able to foster a positive community dialog and recommend public policy positions to assist our elected officials in tackling issues that affect our daily lives. We are focused on being the voice of the West Valley and highlighting the great quality of life all of our communities offer their residents and businesses. **AB**



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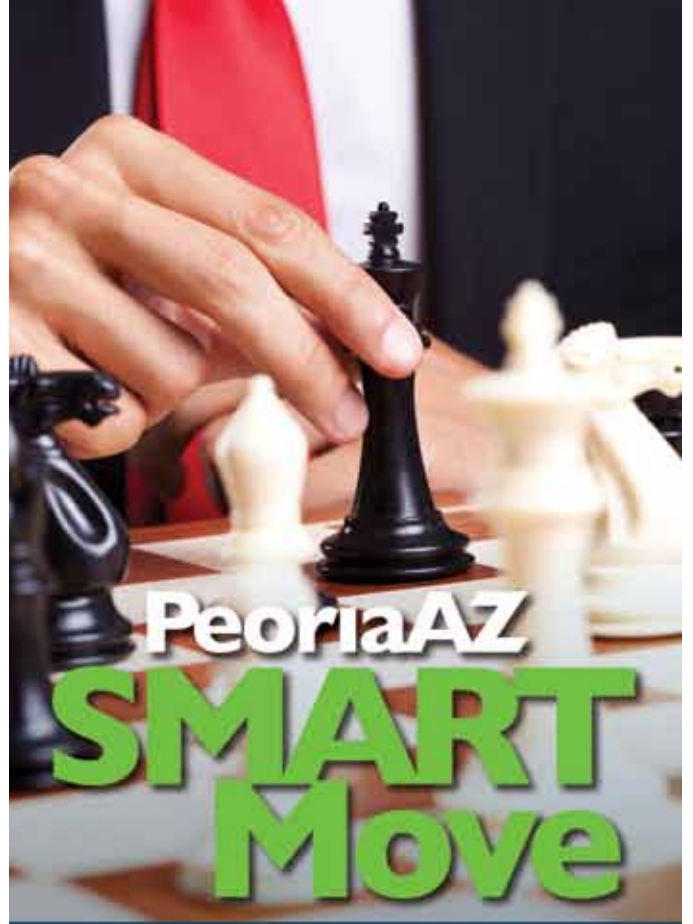


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