

Economic Development Element

Chapter 6: Economic Development Goals and Policies



This chapter includes the economic development goals and policies needed to support a healthy region. It includes overarching regional goals and policies that:

- Aid the protection of our existing employers;
- Bolster opportunities for job growth;
- Leverages the Sun Corridor and other regional collaboration efforts;
- Recognizes tourism as an economic engine;
- Creates and maintains a positive climate for business;
- Capitalizes on our people as an economic driver;
- And suggests the establishment of art districts as an economic development tool for redevelopment and revitalization.

[Note: This chapter may be supplemented with information from the County Administrator’s 2014-16 Economic Action Plan when available.]

6.1 Business Retention, Expansion and Attraction

Pima County's efforts to promote economic development, job growth and rising income within the region are focused on four specific strategy areas to protect our existing employer base, create new opportunities for job growth, revitalizing tourism, and creating a positive environment for business. These efforts stem from a plan that Pima County put into place after the Great Recession in 2012 that was geared to identify the county's role in economic development and focus on those areas where the county could have a measurable impact.

This element encompasses the set of programs and strategies that spur and strengthen economic development. Expanding on our geographic advantage in the Sun Corridor megaregion is critical and Pima County is strategically positioned to capitalize on the increasing commerce between the U.S., Mexico and Canada. Pima County has partners in that effort including the Arizona Commerce Authority (ACA) and Tucson Regional Economic Opportunities, Inc. (TREO). The ACA emphasizes the state's economic development competitiveness, while TREO pursues high-wage job and investment growth on behalf of the region. These areas include taxation, transportation, energy planning, and support for the military.

Other partners in economic development include the City of Tucson, the Arizona Board of Regents, the University of Arizona, Pima Community College, the region's educational system, and the private sector including health care providers, supply chain businesses, and utilities. All are vital for the long-term viability of the region.

Goal 1: Strengthen public and private partnerships to ensure the long-term viability of the region

Policy 1: Continue to work collaboratively and regionally with the Office of the Governor, the Arizona Commerce Authority, TREO, all local jurisdictions, the Arizona Board of Regents, the University of Arizona, Pima Community College, school districts serving the region and the private sector to coordinate economic development strategies.

Goal 1 Implementation Measures:

- a. Engage businesses and trade groups in ongoing analysis of needs and opportunities.

Goal 2: Align economic development strategies, programs and initiatives with land use, transportation, infrastructure, services and natural resource conservation decisions to support the long-term viability of the region

- Policy 1:** Ensure that all land use, transportation, infrastructure, services and natural resource conservation decisions take into consideration the long-range viability of the region.
- Policy 2:** Work with water providers to effectively promulgate sound water management and stewardship that enhances system reliability and resiliency and encourages new business and industry recruitment and investment.

Goal 2 Implementation Measures:

- a. Lead effort to plan and implement the Sonoran Corridor connecting 1-10 to 1-19.
- b. Develop an inventory of shovel ready sites available for sale or lease for the location of new primary employment centers or for the expansion of existing employers in the vicinity of the following locations:
 - 1) Aerospace and Defense Business and Research Park;
 - 2) Sunset and Interstate 10/River Road;
 - 3) Tech Parks Arizona; and
 - 4) Bioscience Incubator.

Goal 3: Protect the region’s existing employers, especially our major employers

- Policy 1:** Support and assist our existing employers to foster their success and expansion needs.
- Policy 2:** Meet frequently with existing private employers to solicit their views on assistance that can be provided to sustain their existence.
- Policy 3:** Deal proactively with government and community issues articulated by private employers.
- Policy 4:** Encourage private employers to work collaboratively to expand their business into new markets.
- Policy 5:** Assist private employers in reducing or mitigating barriers to business expansion.

Goal 3 Implementation Measures:

- a. Identify barriers to business recruitment, retention and expansion and work collaboratively to reduce such barriers.

Raytheon

Policy 6: Support Raytheon's efforts to protect its employment base, expansion needs and operations.

Goal 3 (Policy 6) Implementation Measures:

- a. Purchase land to minimize urban encroachment and to provide the space necessary to assure the safety and security required for national defense manufacturing.
- b. Prioritize the realignment of Hughes Access Road as a new access and bypass road sufficiently south of the current road to provide the space necessary to assure the safety and security required for national defense manufacturing and to facilitate expansion opportunities for Raytheon;
- c. Increase the area's compatibility with the Raytheon mission by improving access to Tucson Airport Authority (TAA) and Pima County-owned properties south of Hughes Access Road. This access makes these properties more attractive for potential development that is compatible with the area;
- d. Promote collaborative planning among land owners surrounding Raytheon (County, City, TAA, State, private) to:
 - 1) Assure that land use and development decisions on adjacent land accommodate all Raytheon manufacturing, space and security requirements;
 - 2) Maximize amount of shovel ready industrial land available;
 - 3) Standardize planning and development requirements for industrial area; and
 - 4) Provide efficient and immediate access to truck, rail and air transport.
- e. Align long-range development plans for the Aerospace/Defense Corridor plans to maximize investments;
- f. Facilitate the preparation of the Aerospace/Defense Business and Research Park master plan to attract supply chain partners.
- g. Require new development in the vicinity to be compatible with Raytheon's mission and the long-range plans and viability of the Aerospace and Defense corridor;
- h. Maximize investments by supporting the long-term development plans of the Aerospace Parkway; and
- i. Anchor Raytheon's location as a vital component of the Aerospace Parkway.

Military Resources

Policy 7: Protect the military functionality of Davis-Monthan Air Force Base (DMAFB) and the Arizona National Guard 162nd Fighter Wing.

Goal 3 (Policy 7) Implementation Measures:

- a. Promote regional support for the Base mission and expansion needs through multi-jurisdictional lobbying and through lobbying and communicating with State and Federal Officials and military command structure.
- b. Support the activities and expansion needs of the Arizona Air National Guard 162nd Fighter Wing and its need to develop facilities in the vicinity of the southeastern area of the Raytheon/Air Force Plant 44 facility to enhance operations and functionality.
- c. Buffer DMAFB from residential encroachment by requiring that new development complies with all applicable sound mitigation, density and land use requirements within the APZs, the DMAFB Approach/Departure corridor and noise contours.
- d. Build support for DMAFB through veteran and retiree support, assistance and participation programs such as Veterans One-Stop and collaboration with the Veterans Administration Hospital and related facilities.

University of Arizona

Policy 8: Leverage the intellectual capacity of the University of Arizona to help solve community problems and service delivery.

Goal 3 (Policy 8) Implementation Measures:

- a. Work collaboratively with the University of Arizona to fund and construct Science Park Drive.
- b. Create a secure defense and industrial research and testing facility on County owned land.
- c. Support efforts that encourage technology and innovation, business incubators and shared resources and research to expand entrepreneurial opportunities and retain graduates.
- d. Support Tech Launch Arizona and other efforts to encourage innovation and the spin off new technologies to commercial ventures;
- e. Continue to expand health service and bio-sciences collaboration at University South.
- f. Collaborate and support the University in cross border, Mexico and International trade, education, technical consultation and health service efforts.

- g. Collaborate with the University of Arizona, Visit Tucson, Arizona-Sonoran Desert Museum and local incorporated jurisdictions to develop a County and Southern Arizona geo-tourism program.
- h. Explore adaptive use and reuse of County facilities for emerging technologies such as aquaculture/fisheries at wastewater treatment facilities to encourage investment in Water technologies.
- i. Utilize the data collection and analysis services of the various colleges such as Eller School of Management, College of Architecture, Planning and Landscape Architecture and University of Arizona Medical Center in a collaborative approach to improve our community and Southern Arizona.
- j. Support efforts to graduate more community college transfer students and non-traditional students who are enrolled in school and work.
- k. Increase efforts to create degree pathways for incumbent technology workers and high-tech employers.
- l. Collaborate on regional water clusters that involve infrastructure, policy planning, education and innovative technologies.

Opportunities for Job Growth

Goal 4: Create new opportunities for job growth

Policy 1: Take competitive advantage of the synergies generated by a bi-national economy through maximizing international trade with Mexico.

Goal 4 (Policy 1) Implementation Measures:

- a. Foster cross-border meetings, communication and economic development opportunities.
- b. Support safe and efficient routes that increase the international mobility of people and goods.
- c. Support the CANAMEX Corridor, the Sun Corridor, and the Intermountain West Corridor to enhance international trade throughout the western United States and work with the Canada Arizona Business Council to facilitate commerce and trade with Canada for the Southern Arizona region.
- d. Develop the interstate connector, connecting I-19 and I-10, to create a master planned industrial corridor focused on supply chain development, logistics, and cross border opportunities.
- e. Build cross-border relations with Mexico to address infrastructure issues while encouraging cross border trade and investment.

- f. Work collaboratively with other border counties and communities to develop a cohesive strategy to promote and market the region's assets.
- g. Encourage TREO to actively engage in promoting Pima County to Mexican businesses.
- h. Provide opportunities and facilities that encourage Mexican businesses to locate operations in Pima County.
- i. Enhance our relationship with Mexico by developing appropriate infrastructure and marketing programs to position Arizona/Sonora regions as the next major gateway to Asian markets.
- j. Educate Southern Arizona businesses and citizens about cross border opportunities making it easier for Mexican businesses to do business in Pima County.
- k. Become a lead agency with the Canada Arizona Business Council to spur trade opportunities, investments and economic expansion for Southern Arizona to achieve the following:
 - 1) Integrating Canadian investment into our Pima County Mexico strategy by leveraging Canadian interest in Mexico and developing supply chain opportunities for Canadian companies in Southern Arizona.
 - 2) Increase Canadian (conventional and medical) tourism in Pima County.
 - 3) Work with existing Canadian companies (Bombardier, Mattamy, Fortis etc.) in Pima County to ensure retention and encourage expansion.
 - 4) Identify specific industry sectors in Canada that promise the most return for our region's economic development strategy and proactively target specific Canadian companies within those sectors.

Policy 2: Prioritize the establishment of an Aerospace/Defense oriented business park associated with the Tucson International Airport (TIA) as a regional economic engine.

Goal 4 (Policy 2) Implementation Measures:

- a. Capitalize on the attractiveness of air service to businesses for passenger, freight and operational needs.
- b. Use the nationally acclaimed aviation technology program offered by Pima Community College as a driver to attract industry to the region.
- c. Support the recommendations of the Tucson International Airport Master Plan.
- d. Attract new employers from the aerospace, defense and transportation industries.

- e. Attract suppliers and support businesses to the nearly 200 aerospace and defense-related companies in Pima County.
- f. Provide shovel-ready sites and aggressively markets these to the supply chain of existing companies.
- g. Consider demand for increased freight infrastructure driven by the rapidly growing industrial base in deep-water port being developed in northern Mexico.
- h. Strengthen partnerships with the Tucson Airport Authority (TAA), Raytheon, the Arizona Air National Guard, Tucson Regional Economic Opportunities (TREO) and other tenants, agencies and stakeholders.

Policy 3: Create new incentives to attract safe, clean, and high-wage jobs and industries.

Goal 4 (Policy 3) Implementation Measures:

- a. Maintain an inventory of the region’s zoned industrial land (private and publicly owned).
- b. Identify and aggressively market the region’s shovel ready sites.
- c. Encourage and assist private land holders in developing their industrial lands and consolidating multiple land holdings to attract companies.
- d. Identify mechanisms to incentivize the utilization of privately-owned undeveloped industrial land such as:
 - 1) Development agreements with property owners;
 - 2) Transfer of Development Rights (TDRs); and
 - 3) Other mechanisms.
- e. Offer alternatives on public lands only if competitive private sector options are not available.
- f. Fund, and schedule the public infrastructure (water and sewer) and other major utilities, including critical interceptor and transmission improvements, to meet the industry requirements at economically critical sites, to make industrially zoned lands shovel-ready for development.
- g. Develop a Board of Supervisors policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses and employment in Pima County.
- h. Establish new Aerospace/Defense Business and Research Park and other business parks to be able to negotiate and attract major new industry to the region.
- i. Work with Pima Community College and other providers to offer training to upgrade the skills of the region’s current workers.

- j. Create an industry attraction incentive matrix that provides a list of available support, fees, incentives and waivers from all sources available to attract business.

Sun Corridor and Other Regional Collaboration Efforts

Airports and Aviation

Aviation, rail and freight transportation are linked. The Joint Planning Advisory Committee of the Pima Association of Governments, Maricopa Association of Governments, and Central Arizona Association of Governments, conducted a freight transportation study to identify freight commodities transported by truck, rail, and air; developed an inland port market assessment; and identified freight infrastructure improvements. This study was undertaken to develop strategies to diversify the economic base of the Sun Corridor.

The study examined 16 regional freight focus areas throughout the state and identified those that had the greatest opportunity for expansion and development. Of these 16 focus areas, four were selected for further analysis. One of those selected was the Tucson International Airport (TIA). The TIA focus area identified important assets and opportunities for the freight industry and considered the proximity of the airport to the international border with Mexico and major infrastructure such as I-10 and I-19, as well as rail facilities.

The study described TIA as an import distribution center, favoring this location in the Sun Corridor for development that serves a vital purpose in global supply-chain logistics. TIA is uniquely positioned in Arizona to focus on accepting imports and redirecting them to precise markets. These logistical advantages of TIA favor continued expansion of basic employment around the airport.

Ryan Airfield is a general aviation airport located approximately 10 miles southwest of Tucson at the intersection of West Valencia Road and Ajo Way (State Route 86). Ryan occupies over 1,804 acres, and serves as a general aviation reliever airport for Tucson International Airport. More than 300 aircraft are based at the field and 30 tenants ranging from aircraft maintenance shops to charters and flight instruction facilities, provide a variety of services. Ryan Airfield presents an opportunity to become a job creator. In order to become a job center, needed infrastructure must be in place.

Goal 7: Align transportation, land use, infrastructure, and economic development goals to support Tucson International Airport as a logistics center and Ryan Airfield as a job creator

Policy 1: Plan the Sonoran Corridor as a high-speed transportation facility connecting Interstate 19 (I-19) with Interstate 10 (I-10) in an integrated manner following land use directives.

- Policy 2:** Create the Sonoran Corridor as a fully-controlled access parkway that meets the criteria for a full access freeway by:
- a) Requiring that access to the corridor is only allowed through interchange points;
 - b) Setting operating speed of the corridor similar to existing freeway speeds in the urban area;
 - c) Maximize public infrastructure investments along the corridor;
 - d) Ensure that highway investments made to relocate Hughes Access Road are compatible with the Sonoran Corridor;
 - e) Propose that the Sonoran Corridor be designated as a state highway under the operational management and control of ADOT; and
 - f) Secure significant local funding for development and approval to be provided by local government agencies including Pima County.
- Policy 3:** Support Tucson International Airport Master Plan and the development of a second main runway.
- Policy 4:** Support the current and future missions of the 162nd Fighter Wing and the Arizona Air National Guard.
- Policy 5:** Work with the Tucson Airport Authority, ADOT, and others to provide the infrastructure needed to best position Ryan Airfield as a sub-regional employer.

Goal 7 Implementation Measures:

- a. Work collaboratively with TIA in the development of a second runway and the implementation of its master plan.
- b. Work to bring the Sonoran Corridor to fruition.
- c. Promote efforts to position Ryan Airfield as a logistics hub.

Rail, Freight and Shipping

The Port of Tucson’s Container Export Rail Facility is one of only six rail projects selected to receive TIGER V grant funding from the US Department of Transportation. Implementation of the Container Export Rail Facility will make the Port of Tucson the only true inland port in the southwestern United States.

This new facility is a key component of the County’s economic development strategy. It will enable our region’s businesses to access Asian pacific seaports through the Ports of Los Angeles and Long Beach, as well as private facilities such as American President Line’s Global Gateway South (GGS). As the region that includes the Tucson/Phoenix megapolitan area (Sun Corridor) and Sonora, Mexico continue to expand in population and jobs, this facility will provide global market access for manufacturers and commodity exporters through highly efficient direct rail connection to the piers at the Ports of Los Angeles and Long Beach and GGS.

Goal 8: Support Port of Tucson as a key transportation and logistics center in southern Arizona

- Policy 1:** Support rail enhancements, construction and extension needed for the successful operation of the Port.
- Policy 2:** Continue to participate in ADOTs process seeking intercity rail connectivity between Tucson, Phoenix and beyond.
- Policy 3:** Support efforts to extend rail access throughout the region.
- Policy 4:** Continue engagement in Innovation Frontier consortium with Arizona and New Mexico border counties and cities to build a shared strategy on the foundation of historical strengths in agriculture, mining, electronics, and aerospace and defense.
- Policy 5:** Leverage the Sun Corridor to attract subsidiary and secondary industries by collaborating with communities to promote the entire region.

Goal 8 (Policies 1-5) Implementation Measures:

- a. Work collaboratively with TREO, Port of Tucson, PAG, Union Pacific, ADOT and other partners to position Port of Tucson as a key transportation and logistics center.
- b. Actively participate in the state planning efforts to explore the potential of an intercity passenger rail line connecting Southern Arizona with the Phoenix metro area.
- c. Collaborating with county partners to promote the region.
- d. Strengthen partnerships between Tucson and Phoenix to promote the Sun Corridor and to attract job growth to the County;
- e. Spread new employment throughout the region's Regional Job Growth Centers in Oro Valley, Marana, Sahuarita and South Tucson; and
- f. Support and facilitate the development of critical infrastructure to enable rapid development of employment center opportunities.

[Tucson Regional Economic Opportunities, Inc. \(TREO\)](#)

TREO recently released their 2014 Economic Blueprint update that sets priorities to advance prosperity in Southern Arizona. The "We Win as One" Economic Blueprint is designed to increase jobs and prosperity by focusing on the following:

- Healthy Region
- Infrastructure
- Talent Attraction, Development and Retention
- Strong Business Environment

Goal 9: Support TREO’s efforts to strengthen the regional economy

Policy 1: Continue to support TREO’s efforts in the identification of key industry sectors and industry attraction.

Goal 8 (Policy 6) Implementation Measures:

- a. Provide TREO with financial support, specific objectives and deliverables.
- b. Collaborate with TREO to develop incentive packages for desirable new employers.
- c. Encourage cross border recruitment to realize advantages of cost manufacturing in Mexico while having access to design expertise in Southern Arizona.

6.2 Tourism as an Economic Engine

Goal 1: Revitalize the tourism industry

Policy 1: Create a good first impression.

Goal 1 (Policy 1) Implementation Measures:

- a. Support beautification and clean-up projects.
- b. Create more parks, lakes and attractions that serve as destinations.
- c. Identify key corridors and major gateways in and out of the region such as *El Corazón*, Tucson International Airport, and regional malls that will benefit from landscaping, paving improvements, transit and redevelopment and prioritize these efforts.

Policy 2: Increase tourism opportunities.

Goal 1 (Policy 2) Implementation Measures:

- a. Encourage all regional jurisdictions to financially support Visit Tucson in order to increase funding available to support marketing and tourism.
- b. Provide incentives for tourism by discounting facility rental fees.
- c. Diversify sports attractions by encouraging soccer and other field sports as emerging sports.
- d. Support the international cycling tourism industry.
- e. Take advantage of our geography, topography and natural environment to develop Geo-Tourism opportunities.
- f. Promote the Loop and other connecting multi-use pathways as regional attractions.
- g. Create new and expanding existing tourism venues and expand the existing Pima County attractions through Public investment.
- h. Leverage our proximity to Mexico to take advantage of expanding disposable income and demand for American goods by visitors from Mexico.
- i. Maintain a visitor-friendly stance that does not discriminate through policy and law.

Policy 3: Balance environment, climate and natural attractions with economic development efforts.

Goal 1 (Policy 3) Implementation Measures:

- a. Protect and promote the Sonoran Desert as a world destination.
- b. Promote regional cycling events that attract an international community by showcasing the Sonoran Desert.
- c. Continue building bicycle facilities and promoting regional bicycle events.
- d. Protect our dark skies through light pollution abatement efforts/investments.
- e. Protect and preserve the rich natural heritage of native species and habitats in the County's Sky Islands regions.
- f. Support, maintain and expand the Pima County regional trail system.
- g. Invest in regional attractions.
- h. Promote destination resorts in the region that attract the out of state and international community.
- i. Repurpose defunct golf courses and resorts as needed.
- j. Work with regional medical centers and Visit Tucson to develop and market visitor incentive packages for those seeking medical care within our community.
- k. Expand medical tourism opportunities.
- l. Diversify sports attractions at Kino Sports Complex with Minor League Soccer (MLS) teams.
- m. Plan monthly visits to Sonora with Visit Tucson to cultivate relationships and change perception of Arizona through welcoming measures.
- n. Work with Visit Tucson and the University of Arizona to continue to collect data on the impact of Mexican Visitors in Pima County and the impact of major events such as the Tucson Gem Show on our regional economy.



Tour de Tucson

6.3 Positive Climate for Business

Goal 1: Create a positive climate for business and improving business

Policy 1: Create a positive climate for business that:

- a) Takes a regional collaborative approach by working with other jurisdictions;
- b) Strengthens public/private partnerships and networks;
- c) Encourages public-private partnerships for infrastructure and other creative projects that improve the region;
- d) Supports shopping and buying locally as a region through procurement practices;
- e) Prioritizes projects, programs and efforts that support local businesses and enhance the entire region;
- f) Promotes utilization of new communication technologies such as new wireless and fiber networks in urban and rural Pima County that invigorate business and encourage investment;
- g) Builds bridges between libraries and workforce development;
- h) Provides programs for business start-up success;
- i) Recognizes the importance of urban form in economic development;
- j) Provides accelerated permitting time-frames; and
- k) Improves automated permitting and regulatory system as new technologies emerge.

Policy 2: Continue to advocate for good public policy that benefits businesses by:

- a) Providing business-friendly governance that promotes healthy people, healthy economy and healthy environment;
- b) Simplifying and maintaining a favorable tax structure;
- c) Supporting reduced utility fees;
- d) Centralizing business centers to serve new and emerging young entrepreneurs; and
- e) Considering strategies to support the unique needs of County Planning Areas, Community Development Target Areas (including Colonias) and rural communities.

Goal 1 Implementation Measures:

- a. Work collaborative with jurisdictions, TREO, the University of Arizona, chambers of commerce, major employers and other interested agencies and partners to strengthen the public/private partnerships needed to create a positive climate for business throughout the region.

- b. Develop a Business Resource One Stop Center and/or resources network to serve business development needs ranging from the single entrepreneur to all size business including access to capital, tax assistance, regulatory compliance, and marketing.
- c. Identify funding sources and grants available to support the unique needs of Community Development Target Areas and rural communities.

6.4 Our People as an Economic Driver

Goal 1: Develop our workforce to meet the business needs of our economy

Policy 1: Develop potential workforce to meet the business needs of the region by:

- a) Encouraging employment centers that integrate housing, jobs and retail services in a walkable and bikeable setting with access to transit;
- b) Supporting state and local efforts to assure that affordable, subsidized child care is accessible to all employment centers;
- c) Reviewing Tech Parks Arizona Global Advantage and other best practices to promote business park development and leverage production capacity in Mexico;
- d) Encouraging the development of mixed-use activity centers as tools for economic development, where appropriate;
- e) Examining Livable Wages and setting a standard for business incentives to meet that bar;
- f) Acknowledging the poverty in the region, identifying its causal roots, and eliminating barriers to growing a healthy community with a productive workforce; and
- g) Investing in early childhood education, daycare and other educational opportunities to give our workforce a head-start.

Policy 2: Invest in workforce development to ensure a highly qualified talent pool for new and existing jobs at sustainable wage levels by:

- a) Providing job training that recruits and builds a workforce from high school forward leveraging the program capacity of Pima Community College and other providers;
- b) Working with Pima Community College, the University of Arizona, JTED, and the high schools to improve relevant/quality of occupational education and build community/industry support for targeted occupational education programs, renovation of high-tech equipment and facilities;
- c) Constructing special outreach and investment in disadvantaged populations that are underrepresented in the workforce;
- d) Diversifying the region's economic portfolio to avoid reliance on growth to spur the economy and to minimize labor fluctuations;
- e) Leveraging the presence of well over 100,000 former military personnel in Pima County to take advantage of their inherent skills, discipline, and desire to live in the region to enhance the available workforce for expanding employment centers;

- f) Designing and providing contextualized basic education and basic computer skills for adults and late teens to overcome educational deficiencies and prepare them for skilled labor positions; and
- g) Promote vocational education over a broad region (Southern Arizona and New Mexico) utilizing and requiring collaboration between multiple public colleges and universities where capital intensive and expensive educational curricula (advanced manufacturing, robotics, advanced machining, nanotechnology, etc.) are not competitively duplicated or replicated unnecessarily, but are developed collaboratively to minimize cost and maximize investment on expensive equipment.

Goal 1 Implementation Measures:

- a. Pima County’s Workforce Training Program shall:
 - 1) Engage businesses as co-sponsors based on their immediate workforce needs and long-term interests;
 - 2) Provide competencies that match jobs;
 - 3) Align with credit bearing coursework and transfer to professional degrees;
 - 4) Provide portable credential or certifications that enhance trainee’s employability; and
 - 5) Offer supportive services to trainees to aid with childcare, transit, or job search.
- b. Continue to support a strong regional One-Stop workforce system that facilitates coordination of workforce services provided by multiple state, local and private entities, and support grant proposals by other agencies that want to collaborate.

6.5 Art Districts as Tools for Economic Development

Art districts can also be a successful tool for revitalization, redevelopment, economic development, and the establishment of healthy communities. They can be located in urban areas, in proximity to government services or in more remote communities such as the community of Ajo. Art districts help in making a community a destination.



Art and Landscape Amenities Activating the Public Realm

Goal 1: Capitalize on the market potential of the region's Creative Economy to grow jobs and wealth

Policy 1: Continue to fund and support the arts as an indirect economic driver in the County and as a key component of healthy communities.

Goal 2: Capitalize on the market potential of the region as a destination by supporting entertainment for visitors and residents.

Policy 1: Continue to support regional entertainment events and venues such as the gem show, the music scene, festivals, and other community events.

Goal 3: Support art districts as a tool for economic redevelopment and revitalization

Policy 1: Identify opportunities for the support of existing art districts and art communities and the establishment of new ones as a part of the County’s economic development strategy that:

- a) Promote areas such as the community of Ajo with a large artist population as regional civic and cultural districts;
- b) Identify areas with potential for the formation of art districts;
- c) Incorporate art programs in libraries and other public facilities;
- d) Assess vacant or other under-utilized buildings that may serve creative uses and spur economic development;
- e) Identify the boundaries and activities appropriate for art districts including:
 - 1. Live/work opportunities for artists;
 - 2. Communal gallery space;
 - 3. Restaurants and outdoor cafes;
 - 4. Outdoor gathering spaces including courtyards, plazas, and amphitheaters to host a variety of community events such as art festivals, performances, farmers markets, healthy foods, and music venues; and
 - 5. Specialty shops and bed and breakfast hospitality.



Let Art Happen!

Goals 1-3 Implementation Measures:

- a. Identify funds and work with the community of Ajo to prepare a community plan that:
 - 1) Establishes the area as the County’s major art district; and
 - 2) Responds to the needs of Ajo’s residents and businesses.
- b. Work with other areas in the County that may benefit from creating an Art District as a tool for economic development.
- c. Include plazas and courtyards in the design of new public buildings to allow space for art, music festivals and other events that celebrate the arts and culture of our region.



Activating the public realm by incorporating gathering spaces for outdoor performances, art and music festivals and other outdoor businesses and events.