

Implementation

Appendix B: Comprehensive Plan Implementation

B.1: Implementation Plan

This Implementation Plan for the Comprehensive Plan is designed to bring to fruition the intent of the goals and policies of the plan. An Interagency Monitoring Team, as described in Section 10.8 of the Plan, is charged with overseeing and monitoring the implementation. The implementation matrix outlined in this Appendix B is based on the initial Implementation strategies embedded in Pima Prospers as adopted. This is intended to be a living document to be used by Interagency Monitoring Team, county staff, the Planning and Zoning Commission and the Board of Supervisors during the life of this plan.

Implementation Plan Objectives

The main objectives of this Implementation Plan are to ensure:

1. The effective implementation of the Comprehensive Plan by coordination of its intents with the annual budget, capital improvement decisions and bonding decisions of the County, so that the county's priorities, needs and long term goals are in sync to the maximum extent possible.
2. That the Comprehensive Plan assists the County in attaining the fiscal viability desired by strategically furthering the economic development intent of each planning area to create the synergies needed to become a healthy community.
3. That the Comprehensive Plan remains a dynamic, up-to-date and responsive guide for the development of the County.

Effective implementation of the Comprehensive Plan requires a periodic process to prioritize the actions and programs and to determine the priority for funding specific actions and programs each year over the 10-year life of each Comprehensive Plan Update keeping in mind that the plan looks ahead 20 years plan.

To ensure that the County’s annual budget and capital improvement plan decisions are consistent with the Comprehensive Plan and there are opportunities to prioritize and review Comprehensive Plan actions and programs prior to the Board of Supervisors annual budget decisions, the Interagency Management Team will need to establish a process for making recommendations to the Board of Supervisors on the status of the Comprehensive Plan and its implementation. There should be a public component to this effort.

This approach to Comprehensive Plan implementation ensures that the plan remains a dynamic, responsive document and that the County’s budget decisions are consistent with the long-term goals of the Comprehensive Plan.

Code changes should be drafted to ensure that from a regulatory and timeframe standpoint, the construction industry has sufficiently rebounded such that any impact on them are minimal.

B.2: Implementation Matrix

Goals and policies from each element of the Comprehensive Plan are reflected in the Implementation Plan Matrix through the strategic action items and tied to each goal. The Implementation Plan Matrix provides:

Implementation Matrix Categories

| Matrix Category | Definitions |
|---------------------------|---|
| Implementation Measure | Identifies action necessary to carry out policy statements and support Comprehensive Plan goals. |
| Lead Department/Agency | Identifies the primary responsible County department for accomplishing a specific implementation measure. |
| Anticipated Timeframe | Identifies and prioritizes the intended timeframe for the implementation measure to be initiated. |
| Potential Funding Sources | Lists the potential funding source necessary to implement the measure based on the Funding Mechanism Matrix ID below (the full version of funding programs, grants, and other funding sources included in the Funding Sources and Programs Tables are provided in Section B.3 toward the end of this Appendix). |
| Partners in Success | Lists the primary Partners in Success where appropriate (may be public agency, non-profit agency, private sector, community organization, stakeholders or other). |

The intent of the *Implementation Matrix* is to prioritize Implementation Measures identified for each element of the Comprehensive Plan for their timely, effective and successful completion.

The *Implementation Matrix* provides a summary of implementation measures, responsibilities, timeframes and applicable financing mechanisms for each element of the Comprehensive Plan in tabular form. The *Implementation Matrix* components include:

Implementation Measure – Identifies actions to carry on the goals and policies provided on each element of the Comprehensive Plan. It is anticipated that some of these may be combined for efficiency and effectiveness.

Lead Responsibility - Describes the department, organization and partners that will lead the effort. The following acronyms are utilized in the Implementation Matrix:

1. Acronyms – County Agencies:

- CDNC = Community Development and Neighborhood Conservation (includes Housing)
- CIP = Capital Improvement Program
- CSET = Community Services and Employment Training
- DSD = Development Services
- IT-GIS = Information Technology - Geographic Information Systems
- NRPR = Natural Resources, Parks and recreation Department
- OSC = Office of Sustainability and Conservation
- PACC = Pima Animal Care Center
- PCDOT = Department of Transportation
- PCDEQ = Department of Environmental Quality
- PCHD = Health Department
- PW = Public Works (include all County departments under John Bernal)
- RFCD = Regional Flood Control District
- RWRD = Regional Wastewater Reclamation Department

2. Acronyms – County Processes:

- DRP = Development Review Process

3. County Departments Without Acronyms Include:

- *Communications Office*
- *County Administrator*
- *Economic Development and Tourism*
- *Facilities Management*
- *Finance*
- *Library System*
- *Office of Emergency Management and Homeland Security*
- *Project Management Office*
- *Real Property*
- *Sheriff*
- *Sports and Tourism Authority*
- *Visit Tucson*
- *Works Force Investment Board*

Anticipated Timeframe – Prioritizes implementation measures based on immediacy of need, land and infrastructure availability, revenue generating potential, role in achieving the fiscal viability desired by the County, project timeframes and support staff and fund availability and include the following categories:

1. Immediate Action (initiate no later than 6 months after Comprehensive Plan adoption by the Board of Supervisors)
2. Near-Term (1-5 Years) initiate by 2016;
3. Mid-Term (5-10 Years) initiate by 2021;
4. Long-Term (10+ Years) initiate by 2025 or later;
5. Ongoing Action

The timeframe may change over time based on need, opportunity, available personnel, and funding.

Financing Mechanisms - Lists all the applicable financing programs, mechanisms and funding sources available to implement the measure identified. Financing mechanisms and potential funding sources identified in the *Implementation Matrix* tables are provided in tabular form in the financing mechanisms and funding program tables included in Section B.3 below. Potential financing mechanisms and funding sources assigned to each *Implementation Measure* have been tabulated by type of funding using the following *Matrix ID*:

Funding Mechanisms Matrix ID

| MATRIX ID | TYPE OF FINANCING MECHANISM/FUND/PROGRAM |
|-----------|--|
| 1 | Typical financial mechanisms available to the County for general government operation and for public infrastructure and services improvements: General Fund, Revenue Bonds, General Obligation Bonds, Special Assessment Bonds, County Property Corporation Bonds, Lease Financing, and Sales Tax for Payment of Bonds. This type of funding mechanism also includes Development Services Department (DSD) funds from permit revenue and application revenue for rezonings etc.). Most of the code changes as well as the enforcement of codes such as military zones etc. also come from DSD funds. |
| 2 | Financing mechanisms and fund programs designed to spur economic development and stimulate business expansion. |
| 3 | Active/potential Community Development Corporations (community development corporations, community development banks and venture capital firms) providing investment to low-income areas and Artist Relocation Programs. |
| 4 | Historic Preservation programs. |
| 5 | Redevelopment and urban renewal programs (Brownfields Program, CDBG, etc). |
| 6 | Special Improvement District programs include programs for maintenance and improvement of public facilities. Some of these programs include funds for planning, design, construction, managing, marketing activities and business recruiting services. |
| 7 | Transportation improvement, streetscape enhancement and alternate modes of travel programs. |
| 8 | Funds for bus acquisition and other transit capital projects, new Light Rail Transit (LRT) and other high capacity systems, including Heavy Rail Transit (HRT) |
| 9 | Funds to improve air quality in areas that do not meet clean air standards. |
| 10 | Stormwater control facility financing programs. |
| 11 | Non-traditional grants and funding programs for beautification, enhancement and public art. |
| 12 | Funding programs for infrastructure financing requiring private/public partnerships, including low interest loans, tax incentives and government grants. |
| 13 | Infrastructure financing methods including the preparation of an area Infrastructure Financing Plan, County/Developer development agreements, land dedication, impact fees, in-lieu fees and infrastructure construction. |
| 14 | Funds for energy efficient compact development, energy efficiency and clean energy sources. |
| 15 | State funding sources for mapping aggregate mining operations and for protecting these areas from further encroachment. State will map aggregate mining operations as State funding becomes available for such purpose. |

| MATRIX ID | TYPE OF FINANCING MECHANISM/FUND/PROGRAM |
|-----------|--|
| 16 | Healthy Communities funds and grants. |
| 17 | Workforce Investment Act Funding. |
| 18 | Grant funding from a variety of sources. |

See Tables in Section B.3) at the end of this volume for lists of funding available under these funding categories.

Partners in Success – The list of partners is not exhaustive, may change with subsequent iterations of the Implementation Matrix, and includes the following entities:

- ADOT = Arizona Department of Transportation
- ADWR = Arizona Department of Water Resources
- ASLD = Arizona State Land Department
- DMAFB = Davis Monthan Air Force Base
- PAAW = Pima Alliance for Animal Welfare
- PAG = Pima Association of Governments
- PCOA = Pima Council on Aging
- RTA = Regional Transportation Authority
- SABCC = Southern Arizona Buffelgrass Coordination Center
- SAHBA = Southern Arizona Homebuilders Association
- SCI = Sun Corridor Inc. - Formerly Tucson Regional Economic Opportunities (TREO)
- TAA = Tucson Airport Authority
- TPAC = Tucson Pima Arts Council
- UA = University of Arizona
- USGS = United States Geological Survey

Use of Land Implementation Matrix

3.1 Land Use Element

Land Use

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS | |
|------|--|---|-----------------------|---------------------------|---------------------|--|
| 1 | Policies 1 to 21/Implementation Measures: | | | | | |
| | a. | With the input from diverse community stakeholders, update the Zoning Code and Subdivision standards as necessary to conform to the Comprehensive Plan and to serve as its primary implementation tool. | DSD | Near-Term, Ongoing | 1 | Community stakeholders and County Departments involved in the DRP, RFCD |
| | b. | Facilitate the addition of a second plan amendment submittal period for non-major amendments through an amendment to the zoning code (chapter 18.89 Comprehensive Plan). | DSD | Immediate | 1 | Community stakeholders and County Departments involved in the DRP, RFCD |
| | c. | Examine, and improve as needed, the interagency, interdisciplinary approach to reviewing land use actions in furtherance of the vision and plan policies. | DSD | Ongoing Action | 1, 2, 5, 7, 13 | County Departments involved in the DRP, PCHD, RFCD |
| | d. | Implement preferred land use patterns per the above policies (e.g. Policies 1-13) through land use change actions in conformance with the land use legend. | DSD | Ongoing Action | 1, 2, 5, 7, 13 | County Departments involved in the DRP, Planning & Zoning Commission, RFCD |

| | | | | | |
|----|---|-----------------------------|----------------|-----------------------|--|
| e. | Further study to identify areas where mixed use and Transit Oriented Development are appropriate, and propose amendments to the Comprehensive Plan as necessary. | DSD | Mid-Term | 1, 2, 3, 5, 11 | PCDOT, RFCD |
| f. | Annually monitor and evaluate progress towards implementing Comprehensive Plan policies through a formal monitoring program as outlined in the Administration chapter. | Interagency Monitoring Team | Ongoing Action | 1 | Planning and Zoning Commission, DSD, all applicable county agencies, RFCD |
| g. | Identify funds for the preparation of a community plan for Ajo, AZ. | DSD | Near-Term | 1, 2, 3, 4, 5, 11, 16 | Work Collaboratively with District 3 Supervisor's Office, RFCD |
| h. | Implement Special Area Policies and Rezoning Policies included in Chapter 9. | DSD | Ongoing Action | 1 | County Departments involved in the DRP, RFCD |
| i. | Create and update applicable design manuals which support land uses leading to healthier communities. | DSD | Near- Term | 1, 16 | PCHD and other Departments involved in the DRP, RFCD |
| j. | Continue to notice the Mt. Hopkins, Mt. Lemmon and Kitt Peak observatory operators/agencies of any specific plan, rezoning, or comprehensive plan requests within their affected areas. | DSD | Ongoing Action | 1 | |
| k. | Develop an implementation schedule, and work with stakeholders, to update the zoning code as may be required to align it with comprehensive plan goals and policies. | DSD | Near-Term | 1 | Stakeholders, County Departments involved in the DRP, Planning & Zoning Commission, RFCD |

Aggregate Mining Operations

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---------------------------------------|
| 2 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Integrate potential aggregate mapping data into County mapping system, once mapped information is available from the State. | IT-GIS | Mid-Term | 1, 15 | DSD, AZ Geologic Survey, RFCD, others |
| | b. Once mapped areas are available, identify and adopt legal and practical means to protect identified aggregates from incompatible land uses through the development review process and any other applicable mechanism. | DSD | Long-Term | 1, 15 | RFCD |

Military Airports

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| 3 | Policies 1 to 7/Implementation Measures: | | | | |
| | a. To the extent possible, incorporate by amendment the results of the draft DMAFB Installation Development Plan into the Land Use Element of the plan. | DSD | Near-Term | 1 | IT-GIS, DMAFB, RFCD |
| | b. Continue to implement the zoning code requirements for proposed development within DMAFB Environs Zone for land compatibility. | DSD | Ongoing Action | 1 | Planning and Zoning Commission, DMAFB, RFCD |
| | c. Continue to provide timely notification to DMAFB of all discretionary development requests for the “Territory within the Vicinity of Davis-Monthan Air Force Base Military Airport” including requirements in the zoning code. | DSD | Ongoing Action | 1 | DMAFB, RFCD |
| | d. Continue to work with the State Land Department and other agencies to pursue land exchanges and support land acquisition efforts to minimize development within the Approach/Departure Corridors (ADCs) and Accident Potential Zones (APZs) that would help facilitate long term viability of DMAFB. | DSD | Ongoing Action | 1 | Country Administrator, IT-GIS, ASLD, RFCD |
| | e. Collaborate and participate in planning processes with DMAFB to assess future transportation, utility, recreation, library, open space, social services and other sustainability indicators as it relates to the base. | DSD | Ongoing Action | 1, 16 | Country Administrator, IT-GIS, DMAFB, RFCD |

3.2 Focused Development Investment Areas Element

Focused Development Investment Areas

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. In conjunction with stakeholders, update guidelines, standards and regulations to eliminate barriers and: <ol style="list-style-type: none"> 1) Incentivize compact, energy efficient development; 2) Connect housing to jobs, services and amenities locationally or through multimodal transportation linkages; 3) Promote emerging clean industries and technology; 4) Incentivize job creation 5) Support healthy lifestyles (healthcare, healthy foods, walkability and bikeability); 6) Encourage local food distribution and community gardens; 7) Establish lifestyle, entertainment and art districts that are revenue generators; 8) Support multigenerational housing and neighborhood opportunities; 9) Incorporate, where feasible and cost effective, complete streets principles and best practices; 10) Support the unique regional identity, Sonoran Desert setting and the diverse arts, cultural, ethnic, | DSD | Mid-Term | 1, 2, 5, 6, 7, 9, 16 | County Departments involved in DRP, PCHD, Stakeholders, CDNC, RFCD |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| | <p>geographic and historic characteristics that make Pima County a world destination;</p> <p>11) Support urban development within evolving mixed use areas; and</p> <p>12) Provide a variety of housing tenures, types, and price ranges.</p> | | | | |
| 2 | Policies 1 to 6/Implementation Measures: | | | | |
| | a. Identity strategies to incentivize infill development such as streamlining the development review process and reduction of processing fees. | DSD | Ongoing Action | 1 | County Departments involved in DRP, RFCD |
| | b. Identify non-traditional funding sources (in addition to Community Development Grant (CDBG) program grants and Brownfield program grants, etc.) for redevelopment, revitalization, infill, historic preservation, and climate adaptation. | CDNC | Ongoing Action | 1,4,5,11,16 | DSD, OSC, RFCD |
| 3 | Policies 1 to 6/Implementation Measures: | | | | |
| | a. Appoint a Revitalization Task Force comprised of development professionals, commercial brokers, lenders, and area community stakeholders to identify barriers and support creation of tools and programs to facilitate the revitalization efforts. | CDNC | Near-Term | 1,4,5,11,16 | DSD, RFCD |
| | b. Identify existing conditions, barriers and opportunities to attract and sustain public and private investment in the redevelopment and reuse of vacant or distressed properties. | CDNC | Near-Term | 1,4,5,11,16 | Economic Development and Tourism, RFCD |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|--|
| | c. Propose amendments to existing Arizona Revised Statute (ARS) 11-254.06. to remove or reduce process barriers to more effectively establish County Infill Incentive Districts. | DSD | Near-Term | 1 | County Administrator (lobbying), CDNC, RFCD |
| | d. Develop incentives, including innovative zoning codes, streamlined approval processes, and public investments in street designs and open space. | DSD | Mid-Term | 1,7,11,16 | County Departments involved in DRP, RFCD |
| | e. Focus efforts in Revitalization Opportunity Corridors and commercial corridors in Community Development Target Areas. | CDNC | Ongoing Action | 1,5,11,16 | DSD, RFCD |
| | f. Work with the Arizona State Land Department (ASLD) to prepare statutorily required conceptual plans for lands owned by the State Land Department. | DSD | Ongoing Action | 1,2,6,12,13 | County Departments involved in DRP, ASLD, RFCD |
| | g. Utilize demolition and clearance resources (e.g. CDBG funds) to secure unsafe property conditions. | CDNC | Ongoing Action | 1,5,16 | DSD |
| | h. Facilitate acquisition of underutilized and blighted properties for redevelopment compatible with adjacent neighborhood character. | CDNC | Ongoing Action | 1,5,16 | Real Property, RFCD |
| | i. Develop a viable Commercial Façade Program. | CDNC | Mid-Term | 1,2,3,11 | DSD, OSC, RFCD |
| | j. Develop a Streetscape Enhancements Program for public projects utilizing the Pima County plant nursery and design team. | PCDOT | Near-Term | 1,11 | County Departments involved in DRP, RFCD |
| | k. Establish County Infill Incentive District in Revitalization Opportunity Corridors. | CDNC | Mid-Term | 1,2,5,7,8,12,13 | DSD, RFCD |
| | l. Explore Revitalization Districts per A.R.S. 48-6808. | CDNC | Near-Term | 1,5,16 | DSD |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---|
| | m. Consider Government Property Lease Excise Tax (GPLET) for County use and propose amendments to ARS as appropriate. | Finance | Mid-Term | 1 | Country Administrator (Lobbying), RFCD |
| | n. Explore incentives to provide connectivity to open spaces, parks and river parks. | NRPR | Mid-Term | 1,11,16 | County Departments involved in DRP, RFCD |
| | o. Document and support existing capacity building efforts to promote community and ultimately economic development in stressed areas. | CDNC | Ongoing Action | 1,2,3,4,5,11 | Economic Development & Tourism, DSD, RFCD |
| | p. Utilize General Obligation Bond Funds, CDBG, and Brownfields grants to facilitate revitalization. | CDNC | Ongoing Action | 1,5 | DSD |
| | q. Coordinate with other local jurisdictions when planning Community Development Target Areas. | DSD | Ongoing Action | 1 | DSD, Local jurisdictions |
| | r. Support the creation of an online region-specific climate adaptation resource site. | OSC | Mid-Term | 1 | Communications Office |
| | s. Create incentives to the extent possible for energy efficiency and climate adaptation design features in redevelopment projects. | OSC | Mid-Term | 1 | DSD, RFCD |
| | t. Create opportunities, awareness of, and incentives for low-income residents to improve existing structures with energy and water efficiency improvements. | OSC | Near-Term | 1 | CDNC, DSD, RFCD |

Community Development and Neighborhood Capacity

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|---------------------------------|
| 4 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Identify community stakeholders, historic and integral community/business assistance, working partnerships, and issues to attract and leverage available resources. | Economic Development and Tourism | Ongoing Action | 1,2 | Small Business Commission, RFCD |
| | b. Develop specific community goals, policies and implementation strategies to supplement but not supplant County-wide goals. | DSD | Near-Term | 1 | All County Departments |
| | c. Prioritize Community Development Target Areas in unincorporated Pima County. | CDNC | Near-Term | 1,5,16 | DSD, RFCD |
| | d. Consider utilizing HUD Neighborhood Revitalization Strategy Area methodology. | CDNC | Near-Term | 1,5,16 | DSD, RFCD |
| | e. Integrate community area plans by reference into the Comprehensive Plan. | DSD | Near-Term | 1,16 | CDNC, RFCDD |

Land Use Corridors

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|--|
| 5-6 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Market and promote land use corridors. | County Administrator | Ongoing Action | 1,2 | Sun Corridor Inc., County Administrator, TAA, City of Tucson, Economic Development and Tourism, RFCD |
| | b. Invest in infrastructure to bring utilities and transportation to economically viable industrial lands to make shovel ready lands available to new industry. | County Administrator | Near-Term | 1,2,6,7,10,12,13 | PCDOT, Other Departments Providing Other Infrastructure Services, RFCD |
| | c. Prepare and adopt a master plan for the Aerospace Parkway Industrial Park | County Administrator | Immediate Action | 1,2,6,7,10,12,13 | DSD, County Departments Providing Infrastructure Services, IT-GIS, RFCD |

3.3 Open Space Element

Open Space

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 5/Implementation Measures: | | | | |
| | a. Develop, fund, and implement an inter-departmental open space and conservation land management program which: <ol style="list-style-type: none"> 1) Presents strategies to maintain a regional system of integrated open space and conservation resources; 2) Initiates an inter-departmental Geographic Information Systems (GIS) and data management project to: <ol style="list-style-type: none"> i. Create and maintain an open space and conservation land GIS layer(s) as well as data collection and project sites located within these lands; ii. Develop and maintain a database solution that allows multiple departments to store, access, and share data collected on these lands; iii. Provides a mechanism to regularly assess ecosystem service benefits of lands, including climate mitigation and adaptation benefits. | OSC, NRPR | Near-Term | 1 | <ul style="list-style-type: none"> • PCDOT • IT-GIS • DSD |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|--|
| | <ul style="list-style-type: none"> 3) Promotes the retention of lands owned in fee simple and apply appropriate mechanisms to ensure long-term protection; 4) Presents strategies to promote habitat and landscape connectivity throughout the region; and 5) Explores opportunities to efficiently and cost-effectively maintain, monitor, and manage open space and conservation lands. | | | | |
| | b. Continue to pursue the issuance of a regional Section 10 permit from the U.S. Fish and Wildlife Service. | OSC | Near-Term | 1 | NRPR |
| | c. Maximize and coordinate the use of these lands as mitigation for other future federal and state permits as may be required. | OSC | Ongoing Action | 1 | DSD, IT-GIS, RFCD |
| | d. Based on the best available science, update methodologies used to monitor changes in habitat quality and impacts on vulnerable species. | OSC | Near-Term | 1 | DSD, IT-GIS, RFCD |
| | e. Systematically inventory cultural resources on open space and conservation lands to determine and implement appropriate levels of protection and preservation. | OSC | Near-Term | 1 | DSD, IT-GIS, RFCD |
| | f. Subsequent to inter-departmental coordination, develop a set of draft policies for consideration by County Administration that comprehensively address the use of and access to open space and conservation lands. | OSC | Near-Term | 1 | County Departments Involved in DRP, RFCD |
| | g. Develop an Ecosystem Services Valuation Model. | OSC | Mid-Term | 1 | NRPR, RFCD |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------------|---|-------------------------|-----------------------|---------------------------|--|
| 2-3 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Seek out opportunities to share data, research methodologies, management strategies, and other information with regional, national, and international cultural or natural resource colleagues and preserve managers. | OSC | Ongoing Actions | 1 | Regional, National and International Cultural and Natural Resources Agencies and Organizations, RFCO |
| | b. Participate in regional, national, and international forums that address cultural or natural resource management and retention of biodiversity across large landscapes. | OSC | Ongoing Actions | 1 | Regional, National and International Cultural and Natural Resources Agencies and Organizations, RFCO |

3.4 Environmental Element

Conservation Guidelines/Conservation Lands System Mitigation Lands:

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 13/Implementation Measures: | | | | |
| | a. Applications for Comprehensive Plan amendment will: <ol style="list-style-type: none"> 1) Inventory and assess the site’s conservation values and context within an area-wide landscape; 2) Analyze the biological impacts of the requested amendment; 3) Demonstrate that intensifying the land use designation will preserve the integrity of the CLS; 4) Promote development that is consistent with the existing infrastructure service area or land use planning and infrastructure studies that address the logical expansion of infrastructure services; 5) When requesting modification of or exemption from CLS conservation guidelines demonstrate that: <ol style="list-style-type: none"> i. SDCP goals are upheld; ii. Landscape integrity of the CLS remains intact; iii. On-site conservation values are protected, restored, or enhanced; and iv. Native fauna retain the ability to: <ol style="list-style-type: none"> 1. Move across the landscape; and | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|--|
| | 2. Pollinate native flora. | | | | |
| | b. Staff will review Comprehensive Plan Amendment applications, at a minimum, for the following: <ol style="list-style-type: none"> 1) The site’s landscape context as it relates to the biological, hydrological and built environments; 2) Potential biological impact of the requested amendment; 3) Preservation of the integrity of the CLS; and 4) Consistency with the existing infrastructure service area or land use planning and infrastructure studies that address the logical expansion of infrastructure services. | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |
| | c. Approvals of Comprehensive Plan Amendments: <ol style="list-style-type: none"> 1) May include special area policies in order to govern or otherwise direct subsequent rezoning to specifically address conservation of certain landscape attributes; and 2) Will apply and modification of or exemption from Conservation Guidelines through and subsequent rezoning. | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |
| | d. Applications for a rezoning will: <ol style="list-style-type: none"> 1) Inventory and assess the site’s conservation values and context within an area-wide landscape; 2) Analyze the biological impacts of the requested amendment; 3) Demonstrate that intensifying the land use will preserve the integrity of the CLS; | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|--|
| | <ul style="list-style-type: none"> 4) Demonstrate that highly valued on-site native flora and fauna species are conserved; 5) Provide for development that achieves at the least as much conservation as development under the existing zoning; and 6) When requesting modification of or exemption from Conservation Guidelines demonstrate that: <ul style="list-style-type: none"> i. SDCP goals are upheld; ii. Landscape integrity of the CLS remains intact; iii. On-site conservation values are protected, restored, or enhanced; and iv. Native fauna retain the ability to move through and across the landscape and pollinate native flora. <ul style="list-style-type: none"> 1. | | | | |
| | <ul style="list-style-type: none"> e. Staff will review rezoning requests for the following, at a minimum: <ul style="list-style-type: none"> 1) Potential biological impact of the requested rezoning; 2) The site’s landscape context as it relates to the biological and built environments; 3) The on-site presence of or potential to support highly valued native flora and fauna species and conservation of these species; 4) The occurrence of physical characteristics that contribute to biodiversity; and 5) Preservation of the integrity of the CLS. | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|--|
| | f. Approvals of rezoning requests: 1) May include special conditions in order to govern or otherwise direct conservation of certain landscape attributes; and 2) Will apply any modification of or exemption from Conservation Guidelines. | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |
| | g. Continue to implement the CLS of the SDCP. | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |
| | h. Develop and implement development-related incentives appropriate for use in Multiple Use Management Areas. Incentives may, if appropriate, be established through revision of allowable zoning districts, overlays, and comprehensive plan land use plan designations. | DSD | Near-Term | 1 | OSC & County Departments involved in DRP |
| | i. Continue to develop and refine guidance criteria for restoration, enhancement, and mitigation proposals. | OSC | Ongoing Action | 1 | OSC & County Departments involved in DRP |
| | j. Continue to develop and refine site design guidance and other site planning recommendations for environmentally-sensitive development. | DSD | Ongoing Action | 1 | OSC & County Departments involved in DRP |
| | k. Assess existing environmentally-related zoning code ordinances for opportunities to align implementation and create incentives accessible to existing and legal land uses, zoning, and permitted activities to promote broader support of CLS and goals of the Sonoran Desert Conservation Plan. Ordinances appropriate for review and revision may include: | DSD | Near-Term | 1 | OSC & County Departments involved in DRP |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---------------------|
| | 1) Native Plant Preservation Ordinance (18.72); 2) Buffer Overlay Zone Ordinance (18.67); 3) Cluster Development Option (18.09.040); 4) Conservation Subdivision Requirements (18.09.100); 5) Hillside Development Zone Ordinance (18.61); 6) Modification of Development Standards in Riparian Areas (18.07.080); 7) Landscape Buffering and Screening Standards (18.73); and 8) Off-Street Parking & Loading Standards (18.75). | | | | |

Climate and Emerging Environmental Issues

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|--|-----------------------------|---------------------------|---------------------|
| 2 | Policies 1 to 9/Implementation Measures: | | | | |
| | a. Adopt an Integrated Adaptive Drought Management Strategies Plan for the County. | RWRD | Near-Term | 1 | OSC & PCDEQ |
| | b. Implement and update as needed the County Drought Management Plan and Water Wasting Ordinance. | RWRD | Ongoing Action Once Adopted | 1 | OSC & PCDEQ |
| | c. Continue to monitor drought status and its impacts through Local Drought Impact Group. | RWRD | Ongoing Action | 1 | OSC & PCDEQ |
| | d. Coordinate with local water providers on drought declarations and response actions. | RWRD | Ongoing Action | 1 | OSC & PCDEQ |
| | e. Solicit U.S. Natural Resource Conservation Service drought assistance to achieve temporary reductions in stocking rates on ranches not owned or managed by Pima County. | NRPR | Ongoing Action | 1 | OSC |
| | f. Continue to periodically update the Community Wildfire Protection Plan. | Office of Emergency Management and Homeland Security | Ongoing Action | 1 | NRPR & DSD |
| | g. Establish greenhouse gas emissions targets, develop plans to attain targets and establish monitoring processes. | PCDEQ | Mid-Term | 1,14 | OSC |
| | h. Increase focus on, and identify funds and creative funding sources, for programs to eradicate buffelgrass and other invasive species. | NRPR | Near-Term | 1 | OSC, SABCC |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|--|-----------------------|---------------------------|---|
| | i. Update and maintain consistency between lists of exotic, invasive species identified in County regulations. | DSD | Mid-Term | 1 | RFCD |
| | j. Work closely with the Southern Arizona Buffelgrass Coordination Center (SABCC) in regards to updating policies, procedures, and specifications as best practices improve. | NRPR | Near-Term | 1 | OSC, SABCC |
| | k. Add Sahara mustard and other invasive species, as needed, to the List of Invasive Species. | DSD | Immediate Action | 1 | OSC, RFCD, NRPR |
| | l. Continue to implement and improve the Multi-Jurisdictional Hazard Mitigation Plan. | Office of Emergency Management and Homeland Security | Ongoing Action | 1 | OSC, DSD, RFCD |
| | m. Initiate a discussion with other jurisdictions in the region regarding taking steps toward a regional approach to carbon footprint reduction. | OSC | Near-Term | 1,14 | Regional jurisdictions, Country Administrator |
| | n. Update the Native Plant Preservation Ordinance and the Landscape Design Manual. | DSD | Near-Term | 1 | OSC, NRPR, RFCD, Stakeholders |
| | o. Integrate and use best climate science modeling data for regional drought planning. | OSC | Mid-Term | 1,14 | RWRD, RFCD |

3.5 Housing and Community Design Element

Housing

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---------------------------------|
| 1 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Develop, adopt, and implement voluntary residential guidance programs for “Aging in Place.” | CDNC | Near-Term | 1,16 | PCOA & PCHD |
| | b. Review effectiveness of existing Inclusive Home Design Ordinance with a committee of stakeholders and consider further changes to encourage aging in place, universal design, and accessibility amendments. | DSD | Mid-Term | 1,16 | CDNC, PCOA & PCHD |
| | c. Support, develop and consider a secondary dwelling unit ordinance, or update, that may include innovative design/development standards; permit procedures; community education and incentives such as: 1) Flexible zoning requirements and development standards; 2) Parking considerations; 3) Setback requirements; 4) Priority processing of approvals for health and safety projects; 5) Alternate impact fee arrangements as may be necessary for low or very-low income households; and 6) Allowing for owner-occupancy in either primary or secondary unit. | DSD | Near-Term | 1,16 | CDNC, PCOA & PCHD, Stakeholders |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|-------------------------|
| | d. Establish an incentive program for developers to build innovative, residential product types and designs of varying densities. | DSD | Near-Term | 1, 12, 14, 16 | CDNC & Stakeholders |
| 2 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Consider development of a Housing Assessment Inventory (HAI) Tool and interdepartmental guidance to assess housing stock on a regular and ongoing basis to identify: <ol style="list-style-type: none"> 1) Housing in substandard condition including crowding, lacking adequate plumbing, heating and cooling or other structural problems; 2) Resources and process for the condemnation of buildings and structures unfit for human occupancy and use and the demolition of such structures; 3) Inter-departmental collaborations that direct regulatory compliance processes and available | CDNC | Near-Term | 1,5 | DSD, PCHD, Stakeholders |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|---|
| | <p>funding resources to address substandard housing conditions; and</p> <p>4) Resources that provide relocation of inhabitants and/ or replacement of substandard housing.</p> | | | | |
| | b. Explore processing, fee waivers or incentives program to bring unpermitted improvements into compliance. | DSD | Mid-Term | 1,5 | All Pima County Departments Issuing Permits to Improvement Projects, CDNC, PCHD, Stakeholders |
| | c. Convene a stakeholders group to review and consider adopting sections of the International Property Maintenance Code for all residential dwellings with a focus on safe, decent, sanitary housing. | DSD | Near-Term | 1,5 | CDNC, PCHD, Stakeholders |
| | d. Consider adoption of a Pima County Rental Inspection Program as outlined in Arizona Revised Statutes Title 11, Chapter 12 Residential Rental Inspection program. | DSD | Mid-Term | 1,5 | All Pima County Departments Issuing Permits to Improvement Projects |
| | e. Adopt a ban on the importation into the County and installation of pre-1976 mobile homes. | DSD | Immediate Action | 1,5 | CDNC, Stakeholders |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|--------------------------|
| | f. Work with stakeholders to identify and convene applicable County departments to adopt parts or all of the National Healthy Housing Standards developed by the American Public Health Association and the National Center for Healthy Housing. | CDNC | Near-Term | 1,5 | DSD, PCHD & Stakeholders |
| | g. Support, identify, and implement best practices to inform residents and property managers on healthy housing standards and methods to maintain healthy homes (e.g. green improvements; use of fewer chemicals in cleaning; redesign of outdoor areas to provide for safe, active lifestyles). | CDNC | Ongoing Action | 1,16 | PCHD |
| | h. Pursue and support local, state and federal funding for “Healthy Homes” implementation. | CDNC | Ongoing Action | 1,16 | PCHD |

Housing Affordability

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|----------------------------|
| 3 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Consider expanding the Pima County Housing Commission to actively develop and adopt housing policy to promote the creation of new affordable housing and address existing substandard housing conditions. | CDNC | Near-Term | 1,5,16 | DSD, Stakeholders |
| | b. Support, develop and adopt regulatory incentives that provide affordable housing in new developments. | CDNC | Mid-Term | 1,3,5, 16 | DSD, Stakeholders |
| | c. Continue to work closely with local nonprofit and for profit housing developers to attract Arizona Low Income Housing Tax Credit investment in Pima County. | CDNC | Ongoing | 1,3,5,16 | DSD, Development Community |
| | d. Pursue, support and prioritize private and public local, state, and federal financial assistance efforts, programs and initiatives that promote affordable housing development including, but not limited to: 1) Private Activity Bonds; 2) Donation of Pima County-owned property; 3) Pima County Community Land Trust; 4) Pima County Housing Trust Fund; 5) Affordable Housing General Obligation Bonds; 6) Arizona Department of Housing; 7) U.S. Department of Agriculture; and 8) U.S. Department of Housing and Urban Development. | CDNC | Ongoing | 1,3,5,16 | DSD |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|--|
| | e. Develop and maintain a GIS based Vacant & Underutilized Land Inventory to identify and prioritize county parcels ideal for mixed income residential affordable housing developments. | IT-GIS | Near-Term | 1,3,5,16 | CDNC, DSD, Real Property |
| | f. Identify, prioritize, and make available County-owned property for affordable housing developments as appropriate for potential private/public partnerships. | Real Property | Near-Term | 1,3,5,16 | CDNC |
| | g. Preserve the Pima County Housing Trust Fund by identifying alternative revenue stream. | CDNC | Ongoing Action | 1,3,5,16 | DSD, Stakeholders |
| | h. Encourage and support strategies that preserve and subsidize affordable housing, including but not limited to: 1) Community land trusts; 2) Deed restrictions; 3) Equity sharing arrangements; and 4) Cooperatives. | CDNC | Ongoing Action | 1,3,5,16 | DSD |
| | i. Support private, public, and non-profit home repair and weatherization efforts to assist very low and low-income owner and renter households to improve their homes to a safe, sanitary, and decent state of repair. | CDNC | Ongoing Action | 1,3,5 | Non-profit organizations, DSD |
| | j. Work with housing industry to develop and provide education opportunities for do-it-yourself home repairs. | CDNC | Ongoing Action | 1,3,5 | Non-profit organizations, SAHBA |
| | k. Continue to pursue HOME Investment Partnership Program (HOME) grants for homeownership and rental housing development, rehabilitation and preservation. | CDNC | Ongoing Action | 1,3,5 | HOME and Non-profit organizations, SAHBA, Arizona Multihousing Association |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| | l. Continue to pursue funds to leverage federal, state and local housing funding sources. | CDNC | Ongoing Action | 1,3,5 | Federal state and local funding agencies, non-profit organizations, and housing industry |
| | m. Engage housing stakeholders through the Pima County Housing Commission in developing strategies for the investment in affordable housing projects. | CDNC | Near-Term | 1,3,5 | Housing Commission and housing stakeholders |
| 4 | Policy 1/Implementation Measure: | | | | |
| | a. Work with housing industry stakeholders to determine policies and incentives that could be developed and implemented to facilitate affordable market-rate housing. | CDNC | Near-Term | 1,3,5 | Housing Commission, DSD & housing industry stakeholders |
| 5 | Policy 1/Implementation Measures: | | | | |
| | a. Identify Pima County residents in need of emergency shelter or supportive housing including residents with pets. | CDNC | Ongoing Action | 1,5 | Social service agencies |
| | b. Support programs that address mental illnesses, addictions, joblessness, veteran post-traumatic stress and rehabilitation. | PCHD | Ongoing Action | 1,5 | CDNC & Non-profit Organizations |
| | c. Continue to provide rewards to non-profit organizations that offer creative solutions to address homelessness and special populations and consider for social impact bond eligibility. | CDNC | Ongoing | 1 | Non-profit Organizations |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| | d. Seek safe housing alternatives to relocate the homeless from contaminated sites, washes, hazardous waste, and brownfield sites. | CDNC | Mid-Term | 1 | Non-profit Organizations, Real Property, Real Estate Community |
| 6 | Policy 1/Implementation Measures: | | | | |
| | a. Working collaboratively, Pima County agencies will prepare and update the County’s Analysis of Impediments to Fair Housing Choice as required. | CDNC | Near-Term | 1 | Fair Housing Council, Pima County Agencies and Non-profit Organizations |
| | b. Integrate fair housing (or fair housing goals) into county planning and development process. | DSD | Near-Term | 1,3,16 | CDNC |
| | c. Ensure that fair housing practices are in place. | CDNC | Near-Term | 1,3,16 | Fair Housing Council, Housing Commission |
| | d. Further fair housing that provides for a range and mix of household incomes and family sizes. | CDNC | Ongoing Action | 1,3,5,16 | Fair Housing Council, Housing Commission |
| | e. Working collaboratively, promote affordable housing in a wide range of diverse communities throughout Pima County. | CDNC | Ongoing Action | 1,3,5,16 | DSD, Fair Housing Council, Housing Commission |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| | | | | | |
| 7 | Policy 1/Implementation Measures: | | | | |
| | a. Expand home-buying opportunities by providing housing resources, information, and services. | CDNC | Ongoing Action | 1,16 | SAHBA, Tucson Association of Realtors, County Communications Department & Non-Profit Organizations |
| | b. Offer counseling related to legal rights and responsibilities of home ownership, rental, and tenure. | CDNC | Ongoing Action | 1 | Non-profit Organizations |
| | c. Map and identify areas with a high index of foreclosures to inform outreach strategy. | CDNC | Near-Term | 1 | IT-GIS |
| | d. Map and identify areas with a low index of foreclosures to better understand influencing factors. | CDNC | Near-Term | 1 | IT-GIS |
| | e. Provide programs to revitalize, restore, and redevelop struggling neighborhoods. | CDNC | Ongoing Action | 1,3,5,12 | Nonprofits, DSD |

Community Design

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 8 | Policies 1 to 4/Implementation Measure: | | | | |
| | a. Adopt design standards that incorporate appropriate transition elements to ensure reasonable compatibility of higher density housing and mixed use development with adjacent established and historic neighborhoods. | DSD | Mid-Term | 1,4,14 | Stakeholders |
| 9 | Policy 1/Implementation Measures: | | | | |
| | a. Lead by example on Pima County’s properties in the urban and suburban area. | Facilities Management | Ongoing Action | 1,6,14 | Real Property |
| | b. Adopt mixed use design standards that activate the public realm including: 1) Human-scale neighborhood-serving retail, services and other similar uses on the ground floor and residential uses above non-residential space (vertical mixed use); and 2) Human-scale neighborhood-serving retail, services, and other similar uses within walking distance to residential areas (horizontal mixed use). | DSD | Near-Term | 1,6,14 | All Departments involved in the DRP, Stakeholders |
| | c. Incorporate trees and other landscaping to promote pedestrian activity and use of outdoor spaces. | DSD | Ongoing Action | 1,6,14 | All Departments Involved in the DRP, Facilities Management |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|--------------|--|-------------------------|-----------------------|---------------------------|--|
| 10-11 | Policy 1 to 2/Implementation Measures: | | | | |
| | a. Examine all existing design standards to determine appropriate changes. | DSD | Mid-Term | 1,6 | All Departments Involved in the DRP, Housing Industry & Other Stakeholders |
| | b. Review and consider amendments to the zoning code and other regulatory documents to remove regulatory barriers. | DSD | Mid-Term | 1,6,16 | All Departments Involved in the DRP, Housing Industry & Other Stakeholders |

Active Design

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|-----------|--|-------------------------|-----------------------|---------------------------|---|
| 12 | Policy 1/Implementation Measure: | | | | |
| | a. Develop and adopt voluntary Active Design Guidelines in partnership with other jurisdictions, Pima County Public Health Department, other departments, housing industry and other stakeholders. | DSD | Mid-Term | 1,16 | Municipal jurisdictions, All Departments Involved in the DRP, PCHD, Housing Industry & Other Stakeholders |

Healthy Communities and Health Impact Assessment

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---|
| 13 | Policy 1/Implementation Measure: | | | | |
| | a. Develop, adopt and periodically update a Health Impact Assessment Program (HIA) in partnership with other jurisdictions, Pima County Health Department, other departments and stakeholders. | PCHD | Near-Term | 1,16 | Facilities Management, Physical Infrastructure Depts, Municipal Jurisdictions, & Other Stakeholders |

Green Building Materials

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|-----------|--|-------------------------|-----------------------|---------------------------|--|
| 14 | Policies 1 to 6/Implementation Measure: | | | | |
| | a. Working with stakeholders, periodically update existing codes and regulations to include the latest green methods, techniques and material. | DSD | Ongoing Action | 1,14 | All Departments Involved in DRP & Stakeholders |
| | b. Working with stakeholders, prepare and adopt LID guidelines. | DSD | Near-Term | 1,14 | All Departments Involved in DRP & Stakeholders, RFCD |
| | c. Working with stakeholders, develop public education and awareness programs to increase the market receptiveness of green building. | DSD | Mid-Term | 1,14 | All Departments Involved in DRP & Stakeholders |
| | d. Create an incentive program to encourage incorporation of green building techniques. | DSD | Long-Term | 1,14 | All Departments Involved in DRP & Stakeholders |

3.6 Cultural Resources Element

Cultural Resources

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---------------------|
| 1 | Policies 1 to 18/Implementation Measures: | | | | |
| | a. Require that all rezonings, specific plans, historic overlay, development plan requests, subdivision plat reviews, Type II Grading Permit applications and Site Construction permits include review for cultural resources. | DSD | Ongoing Action | 1 | OSC |
| | b. Periodically update the list of Priority Cultural Resources and the PCRHP as needed. | OSC | Ongoing Action | 1,4 | DSD |
| | c. Adopt a Cultural Resources Protection ordinance. | OSC | Mid-Term | 1,4 | DSD & Stakeholders |

Physical Infrastructure Connectivity Implementation Matrix

4.1 Transportation Element

Transportation

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|---|---------------------------|--|
| 1 | Policies 1 to 5/Implementation Measures: | | | | |
| | a. Update the Major Streets and Scenic Routes Plan, based on established and future land use patterns, including existing zoned land, to further define future right-of-way needs and support future growth. | PCDOT | Immediate & Ongoing Action ¹ | 1, 7 | DSD |
| | b. Work with stakeholders to periodically update all design manuals to ensure efficient use of resources, regionally appropriate alignment with current national standards and consideration of best practices. | PCDOT | Immediate & Ongoing Action ² | 1, 7 | All Departments Involved in DRP and Stakeholders |

¹ The Major Streets and Scenic Routes Plan is being updated concurrent with Pima Prospers Comprehensive Plan Update Initiative. Subsequent updates will occur as needed in the long-term.

² Ibid.

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| | c. Work collaboratively with the Tohono O’Odham Nation, the Pascua Yaqui Tribe, National Park Services, Federal Highway Administration, Central Federal Lands and other state and federal agencies to access funding sources that benefit the entire region. | PCDOT | Ongoing Action | 1, 7,8 | County Administrator, PAG, ADOT, Native Nations and Tribes |
| | d. Accelerate the identification and acquisition of rights-of-way for future transportation infrastructure, where feasible. | PCDOT | Ongoing Action | 1, 7 | Real Property |
| | e. 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. | PCDOT | Ongoing Action | 1, 7,8 | DSD, PAG, ADOT |
| | f. Engage business leaders and employers to identify transit needs for a growing workforce. | PCDOT | Ongoing Action | 1, 7,8 | PAG, RTA, PCDEQ, Business Leaders and Employers |
| | g. Increase the number of and distribution of electric vehicle recharging stations. | OSC | Mid-Term | 1, 7 | PAG, ADOT, Business Leaders and Employers |
| | h. Create incentives for solar construction on existing and new parking structures. | DSD | Mid-Term | 1, 14 | County Departments Involved in DRP |
| | i. Pursue a text code amendment to eliminate or reduce the zoning code requirement for a 30-foot building setback for Major Streets and Routes | | | | |
| 2 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Work with local, state, and national legislators to develop a stable funding source for transportation improvements and maintenance. | County Administrator | Ongoing Action | 1, 7,8 | PCDOT, Regional jurisdictions, PAG, |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| | | | | | ADOT, Stakeholders, Business Community |
| | b. Collaborate with development industry stakeholders to explore options for road maintenance funding, identifying trade-offs and incentives, including private sector involvement. | County Administrator | Near-Term | 1, 7 | PCDOT, Regional jurisdictions, PAG, ADOT, Stakeholders, Business Community |
| 3 | Policies 1 to 6/Implementation Measures: | | | | |
| | a. Work with regional partners to prepare a regional access management plan. | PCDOT | Mid-Term | 1, 7,8 | All Departments Involved in the DRP, PAG & ADOT |
| | b. Work with Pima County Sheriff Department to plan, develop and implement a strategic traffic safety and speed management plan. | PCDOT | Mid-term | 1,7 | Sheriff |
| | c. Work with regional partners to develop and implement a region wide traffic signing and pavement marking management plan. | PCDOT | Mid-Term | 1, 7 | DSD, All Departments Involved in DRP, Regional Jurisdictions, PAG & ADOT |
| | d. Work cooperatively with the region’s school districts and charter school providers to coordinate normal and special event traffic demand in an effective and reasonable fashion. | PCDOT | Ongoing Action | 1,7 | Region’s School Districts |
| | e. Work collaboratively with transportation agency partners to evaluate the appropriateness of incorporating scale-dependent wildlife crossing features as part of County roadway improvement projects. | OSC | Ongoing Action | 1,7 | PCDOT, ADOT, Agency Partners |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---|
| | f. On a region-wide level, continue to work with other agency partners to evaluate opportunities to integrate wildlife crossing features into regional and roadway projects and corridors. | OSC | Ongoing Action | 1,7 | PCDOT, ADOT, Agency Partners |
| 4 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Conduct planning and seek regional support and funding for the Sonoran Corridor/Auxiliary Interstate Highway connecting 1-10 to 1-19. | County Administrator | Near-Term | 1,7,8 | DSD, Regional Jurisdictions, PCDOT |
| | b. Petition the State Transportation Board to accept the Sonoran Corridor as a state highway under the operational management and control of ADOT. | County Administrator | Near-Term | 1,7,8 | , Regional Jurisdictions, PCDOT, ADOT |
| | c. Support Tucson International Airport Master Plan and the development of a second main runway. | County Administrator | Ongoing Action | 1,7 | TAA, DSD, FAA, PCDOT and Regional Partners |
| | d. Work with the Tucson Airport Authority, ADOT, Town of Marana, and Pinal County to provide the infrastructure needed to best position Ryan Airfield Marana Regional Airport, and Pinal Airpark (for Pinal Airpark, the lead in planning and infrastructure would be the airport itself) as sub-regional employers. | County Administrator | Ongoing Action | 1,7 | TAA, Marana, Pinal County, PCDOT, ADOT |
| | e. Work collaboratively Port of Tucson and other community partners to position the Port as a key transportation and logistics center. | County Administrator | Ongoing Action | 1,7 | Port of Tucson, DSD, All Departments involved in the DRP, PCDOT, Sun Corridor Inc., and Regional Partners |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---|
| | f. Continue to work with PAG in the implementation of the most recent long-range transportation plan, the 2040 Regional Transportation Plan Update (RTP), prepared by PAG. | PCDOT | Ongoing Action | 1,7 | PAG, DSD |
| | g. Support any rail enhancements needed for the successful operation of the Port of Tucson. | County Administrator | Ongoing Action | 1,7 | Port of Tucson, Union Pacific, Regional Jurisdictions |

4.2 Water Resources Element

Pima County 2011-2015 Action Plan for Water Sustainability and Water Resource Policy

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| 1 | Policies 1 to 9/Implementation Measures: | | | | |
| | a. Implement and update as needed the 2011-2015 Action Plan for Water Sustainability. | RWRD | Ongoing Action | 1,10 | OSC, RFCD, DSD, City of Tucson, other Pima County Departments |
| | b. Continue transmittal of Year End Progress Reports of the Action Plan recommendations. | RWRD | Ongoing Action | 1 | City of Tucson |
| | c. Develop strategies for the utilization of Pima County water resources consistent with the Water Rights Policy. | RWRD | Near-Term | 1 | |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---------------------|
| | d. Prepare a Watershed Management Plan which identifies the watersheds impacting Pima County, their drainage characteristics, regulatory and infrastructure needs. | RFCD | Near-Term | 1,10 | |
| | e. Continue to conduct Water Supply Impact Reviews on proposed comprehensive plan amendment requests larger than four acres. | RFCD | Ongoing Action | 1 | DSD |
| | f. Continue to include the Preliminary Integrated Water Management Plans (PIWMP) as part of the site analysis and conduct Water Resource Assessments on all rezoning or specific plan requests that require a site analysis. Update the site analysis checklist as needed. | RFCD | Ongoing Action | 1 | DSD |
| | g. Develop incentives to encourage beneficial use of stormwater and other water conservation measures. | RFCD | Ongoing Action | 1,10 | DSD, RWRD |
| | h. Develop a practicable method to assess both the increased water demand associated with new development and the offset measures that are proposed in Integrated Water Management Plans in order to compare them. | RFCD | Ongoing Action | 1,10 | DSD |

Water Supply and Demand Management

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|-------------------------------------|
| 2 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Achieve full utilization of the County’s reclaimed water as part of a strategy that best incorporates direct reuse, aquifer replenishment and accrual of long term storage credits. | RWRD | Ongoing Action | 1 | PCDEQ |
| | b. Support increased use of reclaimed water by water providers with reclaimed water entitlements. | RWRD | Ongoing Action | 1 | PCDEQ |
| | c. Support increased use of CAP water and a blend of recharge of CAP water and groundwater including wheeling agreements between water providers. | RWRD | Ongoing Action | 1 | PCDEQ, CAP & Water Providers |
| | d. Stay apprised of the Colorado River water supply and its impacts to local water providers. | RWRD | Ongoing Action | 1 | PCDEQ& CAP |
| 3 | Policies 1 to 9/Implementation Measures: | | | | |
| | a. Work collaboratively with water providers to establish goals for regional water use, decrease the use of wells found in groundwater dependent ecosystems, and increase the use reclaimed water. | RWRD | Near-Term | 1 | ADWR, OSC, RFCD & Regional Partners |
| | b. Support programs that conserve water within the Colorado River Basin system and protect Lake Mead operation. | RWRD | Ongoing Action | 1 | County Administrator, OSC |
| | c. Work with stakeholders to update existing codes and regulations as necessary to include long-term water conservation strategies. | DSD | Near-Term | 1,10 | RWCD, PCDEQ, RFCD & Stakeholders |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| | d. Coordinate across departments to prepare and adopt voluntary LID guidelines. | RFCD | Mid-Term | 1,16 | All Departments Involved in DRP, DSD, OSC, Stakeholders |
| | e. Update Water Conservation Measures (Table B of the rezoning site analysis requirements) to comprehensively address water conservation for proposed development (low water use toilets, water harvesting, etc.). | DSD | Mid-Term | 1,16 | RFCD, Stakeholders |
| | f. Provide guidance on the use and effectiveness of additional conservation measures for site with water supply in groundwater-dependent ecosystems. | RWRD | Ongoing Action | 1 | RFCD, OSC |
| | g. Support educational programs on water conservation. | RWRD | Ongoing Action | 1 | RFCD, OSC |
| | h. Develop guidelines for water efficient solar systems or options to offset water use. | DSD | Mid-Term | 1,14,16 | All Departments Involved with Water Conservation, Stakeholders |
| | i. Revise and update water conservation and management tools with input from stakeholders to achieve policy goals. | RWRD | Mid-Term | 1,16 | All Departments Involved with Water Conservation, Tucson Regional Water Coalition & Stakeholders |
| 4 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Work cooperatively with water providers, other jurisdictions, Sun Corridor Inc. and Tucson Regional Water Coalition (TRWC) to prioritize water supply for new | County Administrator | Mid-Term | 1,16 | All Departments Involved with Water Conservation, Tucson |

| GOAL | IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| | economic development which both provide basic employment (jobs with a multiplier effect) and use water efficiently. | | | | Water, PAG, Sun Corridor Inc., Other Water Providers & Other Jurisdictions |
| | b. Educate potential new businesses on water conservation strategies and approaches. | County Administrator | Near-Term | 1 | All Departments Involved with Water Conservation, PAG, Sun Corridor Inc., Water Providers & Other Jurisdictions |
| 5 | Policies 1 to 7/Implementation Measures: | | | | |
| | a. Using a sustainability model, balancing existing and future water needs of residents, businesses and the natural environment; develop baseline data and measure future impacts to open space lands and riparian habitats within the unincorporated area of the County to protect these groundwater dependent ecosystems. | OSC | Mid-Term | 1 | All Departments Involved with Water Supply, Demand and Conservation & IT-GIS |
| | b. Provide needed resources to address any soil and groundwater remediation needed at County-owned sites of concern, including landfills. | PCDEQ | Mid-Term | 1 | All Other Departments Involved with soil and groundwater remediation |
| | c. Implement the County's Municipal Separate Storm Sewer System Program. | PCDEQ | Ongoing Action | 1,10 | All Other Departments involved with Environmental Quality, Water & Stormwater |

4.3 Energy Element

Energy

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 10/Implementation Measures: | | | | |
| | a. Create a review system that rewards developments that incorporate energy efficient systems or go beyond basic code requirements. | DSD | Long-Term | 1,14 | All Departments Involved in DRP, Utility Companies, OSC, Stakeholders |
| | b. Develop incentives for using solar energy and for providing alternative fueling stations. | OSC | Mid-Term | | DSD, |
| | c. Identify zoning and other code barriers that inhibit the use of the latest energy technologies. | DSD | Mid-Term | 1,14 | All Departments Involved in DRP, Utility Companies, OSC |
| | d. Modify standards to encourage alternative materials, more shade and smaller footprints for parking lot construction. | DSD | Mid-Term | 1,14 | OSC, Utility Companies, PCDOT |
| | e. Implement and periodically update the Biogas Utilization Master Plan recommendations. | RWRD | Ongoing Action | 1,14 | |
| | f. Work collaboratively with utility companies, other jurisdictions, the University of Arizona and other potential partners to reduce energy consumption and increase the use of clean energy systems and decrease reliance on fossil fuels in the region. | OSC | Ongoing Action | 1,14 | OSC, Jurisdictions, UA, Utility Companies, UA Solar Zone & Regional Partners |

| | | | | | |
|----------|---|-----|----------------|------|--|
| | g. Incorporate a solar-ready policy. | | | | |
| | h. Protect access to solar energy for pre-existing solar energy improvements from new development. | | | | |
| 2 | Policy 1/Implementation Measure: | | | | |
| | a. Coordinate with utility companies and infrastructure providers to facilitate design integrity with its surroundings. | OSC | Ongoing Action | 1,14 | DSD, Utility Companies & Public Infrastructure Providers |

Tradeoffs for Water, Energy Production and Economic Development

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|-------------------------------|
| 3 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Work with energy providers and regulators to minimize environmental and economic impacts. | OSC (placeholder) | Ongoing Action | 1,14 | Regulators & Energy Providers |
| | b. Assess water use measurement in evaluating electricity generation options such as coal burning electricity or alternatives. | OSC (placeholder) | Long-Term | | Regulators & Energy Providers |

4.4 Wastewater Treatment Element

Wastewater Treatment

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---------------------|
| 1 | Policies 1 to 10/Implementation Measures: | | | | |
| | a. Integrate land use planning changes into sewer system planning. | RWRD | Ongoing Action | 1,6,13 | DSD |
| | b. Establish strategies to support growth close to existing sewer infrastructure and feasible extension of infrastructure to Focused Development Investment Areas. | RWRD | Near-Term | 1,6,13 | DSD |
| | c. Continue to explore opportunities for aquifer recharge via water reclamation facilities. | RWRD | Ongoing Action | 1,6,13 | DSD |
| | d. Assure that sewer conveyance system extensions are undertaken with priority to Focused Development Investment areas. | RWRD | Ongoing Action | 1,6,13 | DSD |

4.5 Environmental: Air Quality and Solid Waste Element

Air Quality

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---------------------|
| 1 | Policies 1 to 4/Implementation Measure: | | | | |
| | a. Continue to implement existing dust, asbestos and open burning regulations and periodically update County ordinance related to reducing air pollutants. | AZDEQ | Ongoing Action | 1,9 | DSD |

Waste Removal, Recycling and Solid Waste

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|------------------------------|
| 2 | Policies 1 to 8/Implementation Measures: | | | | |
| | a. Continue to enforce the Waste Hauler Program which requires inspection of septic tank cleaners, liquid waste haulers and pumper trucks on an annual basis. | AZDEQ | Ongoing Action | 1 | Waste and Recycling entities |
| | b. Continue to safely and efficiently implement the Waste Tire Program. | AZDEQ | Ongoing Action | 1,9 | Waste and Recycling entities |
| | c. Assure that all jurisdictions in the region cooperate to establish and financially support a Regional Household Hazardous Waste program. | AZDEQ | Ongoing Action | 1 | Regional Jurisdictions |
| | d. Develop and update periodically a public education program to educate the public about all County waste removal programs and the benefits of recycling. | AZDEQ | Near-Term | 1 | Waste and Recycling entities |

4.6 Communications Element

Communication Networks

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|---|-----------------------|---------------------------|---------------------------|
| 1 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Work collaboratively with service providers to identify funding sources to include the latest communication technologies needed to provide critical services. | Pima County Wireless Integrated Network (PCWIN) | Ongoing Action | 1 | Regional Jurisdictions |
| | b. Incorporate fiber network extension capabilities into major transportation corridor upgrade planning. | County Administrator | Ongoing Action | 1 | Service Providers & PCDOT |

New or Updated Communication Facilities

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------------|---|-------------------------|-----------------------|---------------------------|--------------------------------|
| 2-3 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Continuously evaluate the communication, learning and collaboration, and people-centric service needs of the County’s residents, communities, businesses, cultural and educational institutions as a regular part of the comprehensive planning process. | County Administrator | Ongoing Action | 1 | Cities and Stakeholders |
| | b. Procure, provide, and encourage the development of the latest emerging networks, technologies and services to meet the County’s needs. | County Administrator | Near-Term | 1 | Procurement, Service Providers |
| | c. Address changes in codes or ordinances as appropriate. | County Administrator | Mid-Term | 1 | DSD |

4.7 Public Buildings and Facilities Element

Integrated Facilities Planning System/Carbon Footprint Reduction

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------------|---|-------------------------|-----------------------|---------------------------|--|
| 1-2 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Identify a systematic and effective approach to implement the Integrated Facilities Planning System (IFPS). | County Administrator | Near-Term | 1 | Pima County Departments Providing Services, Infrastructure |
| | b. Continue to implement and update as needed the SAPCO. | OSC | Ongoing Action | 1,14 | Facilities Management, Sustainability Action Committee |
| | c. Comply with all applicable carbon footprint reduction, renewable energy, green building, water conservation, land conservation, waste reduction, green and healthy community principles adopted as part of the Pima County Comprehensive Plan. | Facilities Management | Ongoing Action | 1,14 | OSC, Pima County Departments |

Public Facilities and Healthy Communities

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 3 | Policy 1/Implementation Measure: | | | | |
| | a. Prepare and adopt design guidelines based on healthy community principles for County public facilities. | Facilities Management | Mid-Term | 1, 16 | PCHD, PCDOT, OSC, CDNC & Other Pima County Departments |

4.8 Trails Element

Trails

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 10/Implementation Measures: | | | | |
| | a. Implement the Pima County Trail System Master Plan. | NRPR | Ongoing Action | 1 | DSD and All Departments Involved in DRP |
| | b. Work collaboratively with citizens to complete and expand The Loop. | NRPR | Ongoing Action | 1 | Public/Private Partnerships & Non-profit Organizations |
| | c. Develop pre-siting guidelines to identify any potential conflicts with natural and cultural resources. | OSC | Mid-Term | 1 | NRPR |

Trail System, Transportation Modes, Healthy Communities and Economic Development

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| 2 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Periodically update the Pima Regional Trails System Master Plan. | NRPR | Ongoing Action | 1 | DSD |
| | b. Identify funds and design a program for the provision of recreational and cultural programs and activities appropriate for parks and recreation facilities along the Juan Bautista de Anza National Historic Trail and the Loop. | NRPR | Ongoing Action | 1,4,16 | Visit Tucson & Non-Profit Organizations |

4.9 Flood Control and Drainage Element

Flood Control and Drainage

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 7/Implementation Measures: | | | | |
| | a. Require, when appropriate, avoidance of development in Resource Areas as identified in the Regional Hydrology maps including FEMA and locally mapped floodplains, and PCRRH. Encourage use of Flood Control District Modified Development Standards or the Zoning Code Transfer of Development Rights to maintain similar yields while maintaining these areas as open space in order to increase public safety, and reduce infrastructure investment, maintenance and insurance costs. | RFCD | Ongoing Action | 1 | DSD, OSC & Other Departments Involved in DRP |
| | b. Preserve riparian areas by using the Flood Control District Modified Development Standards located in chapter 18 of the zoning code or other strategies for transferring densities to areas of the property outside of floodplains and riparian areas. | RFCD | Ongoing Action | 1 | DSD, |
| | c. As new floodplain mapping is completed, either by the District, or by a developer, update the Resource Areas on the Regional Hydrology Maps to reflect this new information. | RFCD | Ongoing Action | 1 | IT-GIS |
| | d. Work with construction industry stakeholders to review current riparian habitat protection ordinance to identify | RFCD | Ongoing Action | 1 | DSD, OSC, Construction Industry |



Comprehensive Plan
Implementation

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|---------------------|
| | barriers and obstacles to development and adjust ordinance as necessary to accommodate. | | | | |

Storm Water Runoff

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--------------------------|
| 2 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Work with stakeholders to update as needed, the Pima County Floodplain Management Ordinance. | RFCD | Mid-Term | 1 | Stakeholders & DSD |
| | b. Ensure new developments provide maximum encroachment limits and require that the flood-prone areas within those limits are located within separate parcels or easements that are set aside as open space. | RFCD | Ongoing Action | 1 | DSD |
| | c. Work with stakeholders to update as needed the building and zoning code to include the latest green standards for grading and site drainage and design. | DSD | Mid-Term | 1 | RFCD, OSC & Stakeholders |
| | d. Create and adopt a Watershed Management Plan which identifies the watersheds impacting Pima County, their drainage characteristics, regulatory and infrastructure needs. | RFCD | Ongoing Action | 1 | Stakeholders |

Drainage Integration

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 3 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Prepare appropriate green street guidelines and standards for urban, suburban and rural areas. | DSD | Mid-Term | 1,7,10 | County Departments Involved in DRP & Stakeholders |
| | b. Prepare voluntary LID guidelines for neighborhood scale subdivision or commercial development, transportation projects, parks projects, resource conservation projects and public buildings. | RFCD | Mid-Term | 1,10 | DSD, County Departments Involved in DRP & Stakeholders |
| | c. Emphasize the importance of site planning to identify Resource Areas to be avoided, encourage compact development footprints, and establish thoughtful placement of water harvesting in order to provide multiple benefits. | RFCD | Ongoing Action | 1,10,14 | DSD, County Departments Involved in DRP |
| | d. Continue to utilize “Drainage Standards for Detention and Retention” for all new commercial, including Pima County projects, and subdivision development. | RFCD | Ongoing | 1,10 | County Departments Involved in DRP |

4.10 Countywide Infrastructure Concurrency Element

Concurrency

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---|
| 1 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Update and continue to implement the County Concurrency Management System cooperatively with planning, resource and infrastructure management departments. | DSD | Mid-Term | 1 | County Departments Involved in DRP |
| | b. Consider updates to the Concurrency Management System addressing applicability to time extensions, waiver of platting requirements of zoning plans and types of modifications of rezoning conditions. | DSD | Mid-Term | 1 | County Departments Involved in DRP |
| | c. Work with stakeholders to update the Water Policy and Site Analysis Checklist Appendix A to provide clear guidance as to when, where, and how water supply impacts are to be mitigated, and to define when supply concurrency has been met. | DSD | Mid-Term | 1 | RFCD, County Departments Involved in DRP & Stakeholders |

Human Infrastructure Connectivity Implementation Matrix

5.1 Health Services Element

Health Services Delivery and Healthy Communities

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 7/Implementation Measures: | | | | |
| | a. Identify facilities and programs available for physical activity. | PCHD | Near-Term | 1,16 | NRPR |
| | b. Promote physical activity among school-aged youth. | PCHD | Ongoing Action | 1,16 | NRPR |
| | c. Expand opportunities for urban agriculture. | PCHD | Near-Term | 1,16 | PCHD, Community Food Bank, School Districts, UA, Future Farmers & Others |
| | d. Solicit input from community stakeholders on physical activity and exercise. | DSD | Near-Term | 1,16 | NRPR |
| | e. Create awareness of resources, programs, and training opportunities in behavioral health, especially for youth. | PCHD | Ongoing Action | 1,16 | Behavioral Health & Non-Profit |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|---|
| | | | | | Organizations, School Districts |
| | f. Promote programs and resources that enhance interpersonal safety. | PCHD | Ongoing Action | 1,16 | Sheriff Office, Pima County Library System & Non-Profit Organizations |
| | g. Promote policies and programs that reduce public and street harassment. | PCHD | Ongoing Action | 1,16 | Sheriff Office & Non-Profit Organizations |
| | h. Incorporate Complete Streets principles into jurisdictional planning to make streets safe for all users. | DSD | Near-Term | 1,16 | PCHD, PCDOT |
| | i. Integrate green infrastructure into capital improvement projects (providing shade, mitigating heat island affects, and manage storm water issues). | DSD | Near-Term | 1,16 | PCHD, PCDOT, PSC, RFCD, CIP, Project Management Office |
| | j. Promote importance of physical activity for enhanced employee wellness among employers. | PCHD | Ongoing Action | 1,16 | NRPR, Business Community, Non-Profit Organizations |
| | k. Work with employers to encourage and support employee engagement in wellness programs and initiatives. | PCHD | Ongoing Action | 1,16 | Business Community, Non-Profit Organizations |
| | l. Promote policies and programs to reduce climate vulnerability of underserved communities. | OSC | Ongoing Actions | 1,16 | CDNC |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---|
| 2 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Identify health and climate literacy awareness and needs of health care providers and community members. | PCHD | Near-Term | 1,16 | Pima County Library System, Health Care Providers, Non-Profit Organizations |
| | b. Adopt health literacy guidelines and standards. | PCHD | Mid-Term | 1,16 | Pima County Library System, Health Care Providers, Non-Profit Organizations |
| | c. Disseminate health and climate preparedness information and education resources to the community. | PCHD | Mid-Term | 1,16 | Pima County Library System, Health Care Providers, Non-Profit Organizations |
| | d. Identify health literacy education and training materials for health care and health information providers. | PCHD | Mid-Term | 1,16 | Pima County Library System, Health Care Providers, Non-Profit Organizations |
| | e. Promote health literacy education and training opportunities for health care and health information providers. | PCHD | Mid-Term | 1,16 | Pima County Library System, Health Care Providers, Non-Profit Organizations |
| | f. Provide education and materials to neighborhoods to support neighborhood administered climate risk assessments. | OSC | Mid-Term | 1,16 | CDNC |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| | g. Support integrated strategies to mitigate climate risks to neighborhoods. | OSC | Ongoing Actions | 1,16 | CDNC |
| 3 | Policy 1/Implementation Measures: | | | | |
| | a. Identify populations that will not be covered by the Affordable Care Act (ACA), may be eligible for coverage under the ACA, but will have barriers to that coverage. | PCHD | Near-Term | 1,16 | Non-Profit Organizations |
| | b. Define barriers to accessing health care services and potential solutions. | PCHD | Mid-Term | 1,16 | Pima County Library System, Health Care Providers, Non-Profit Organizations |
| | c. Disseminate information regarding the ACA to disparate populations and employers. | PCHD | Ongoing Action | 1,16 | Pima County Library System, Non-Profit Organizations |
| 4 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Conduct analysis of current health care workforce status and projected workforce needs due to the ACA, including the root causes of shortages and the barriers to accessing health care services in Pima County. | PCHD | Mid-Term | 1,16 | Non-Profit Organizations & Healthcare Providers |
| | b. Work with the Primary Care Areas (PCA) and providers to address health care workforce development in Pima County. | PCHD | Mid-Term | 1,16 | PCA, Pima County Workforce Development, Non-Profit Organizations & Healthcare Providers |
| | c. Leverage existing health care resources in Pima County to meet identified workforce demands and fill gaps in access. | PCHD | Mid-Term | 1,16 | Pima County Workforce Development, Non- |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| | | | | | Profit Organizations & Healthcare Providers |
| | d. Grow and sustain a public health workforce that is prepared and knowledgeable. | PCHD | Ongoing Action | 1,16 | Pima County Workforce Development, Non-Profit Organizations & Healthcare Providers |
| | e. Provide education and resources to education health providers and emergency personnel about health-related aspects of climate variability, including risks for new vector-borne diseases. | PCHD | Mid-Term | 1,16 | OSC, Healthcare Providers, Office of Emergency Management and Homeland Security |
| 5 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Increase diversion from Pima County Adult Detention Complex and Pima County Juvenile Detention Center for crisis and substance use detoxification. | PCHD | Mid-Term | 1 | Pima County Adult Detention and Juvenile Detention |
| | b. Increase utilization of the Crisis Response Center by adults and youth that limits emergency department visits. | PCHD | Mid-Term | 1 | Crisis Response Center, Healthcare Providers |
| | c. Coordinate with law enforcement officers resulting in improved return to service times following a behavioral health crisis intervention. | PCHD | Mid-Term | 1 | Sheriff |
| | d. Reduce the use of emergency transportation in response to behavioral health crisis. | PCHD | Mid-Term | 1 | Emergency Service Providers |
| | e. Achieve a reduction in civil commitment proceedings. | PCHD | Mid-Term | 1 | Court System |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| | f. Encourage coordination of care with the behavioral health network outpatient providers to limit length of stay in restrictive environments. | PCHD | Ongoing Action | 1 | Behavioral Health Network Outpatient Providers |
| | g. Disseminate behavioral health resource information to medical providers. | PCHD | Ongoing Action | 1,16 | Healthcare Providers |
| | h. Ensure access to medical treatment by advocating for the coordination of care with primary care providers and medical facilities. | PCHD | Mid-Term | 1,16 | Primary Care Providers and Medical Facilities |
| | i. Participate in community initiatives to promote behavioral health services careers. | PCHD | Mid-Term | 1 | Behavioral Care Services & UA |
| | j. Leverage existing behavioral health infrastructure by innovative treatment opportunities. | PCHD | Mid-Term | 1 | Behavioral Care Services & UA |
| 6 | Policies 1 to 3/Implementation Measures: | PCHD | | | |
| | a. Research and assess available public health data as well as other data systems (census data, behavioral health data, etc.). | PCHD | Mid-Term | 1 | UA Public Health Department Data Systems |
| | b. Study feasibility of creating an academic-public partnership to collect, monitor, use, and report data on community assets and health disparities, including climate vulnerabilities that exist within Pima County. | PCHD | Mid-Term | 1 | UA Public Health Department Data Systems |
| | c. Describe community assets and health disparities as well as social and structural factors within Pima County, including behavioral health. | PCHD | Mid-Term | 1,16 | UA Public Health Department |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|--|
| | d. Engage stakeholders, health coalitions and grassroots groups, and jurisdictional officials in data sharing and interpretation. | PCHD | Mid-Term | 1,16 | Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA |
| | e. Advocate for the use of community assets and health disparities data in priority setting and action planning. | PCHD | Mid-Term | 1,16 | Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA |

Provision of Services for Disease Prevention

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| 7 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Promote programs that improve the overall wellness of the community. | PCHD | Ongoing Action | 1,16 | Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA |
| | b. Update development standards to include complete streets principles. | DSD | Near Term | 1,16 | PCHD, PCDOT, Stakeholders |
| | c. Screen clients for insurance status and appropriately refer for enrollment assistance. | PCHD | Ongoing Action | 1,16 | |
| | d. Increase efforts to identify and solve community health problems in Pima County. | PCHD | Mid-Term | 1,16 | Health Coalitions, Service Providers, Non- |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|--|
| | | | | | Profit Groups, Agencies, Jurisdictions & UA |
| | e. Increase informational, educational, and empowerment efforts supporting public health issues in Pima County. | PCHD | Mid-Term | 1,16 | Health Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA |
| | f. Reduce incidence of injuries and zoonotic illness to animals. | PCHD | Ongoing Action | 1,16 | |
| | g. Become an accredited public health department. | PCHD | Near-Term | 1,16 | |
| | h. Deliver clear and consistent public health messages. | PCHD | Near-Term | 1,16 | Pima County Library System, Communications Office |
| | i. Engage organizations that serve Pima County residents to address issues of health, safety, and well-being. | PCHD | Near-Term | 1,16 | Health Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions, Sheriff & UA |
| | j. Empower and support residents to take ownership of public health in their communities (e.g. neighborhoods, schools, childcare centers). | PCHD | Near-Term | 1,16 | Pima County Library System, School Districts, Day Care Centers |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| | k. Collaborate with stakeholders and partners to identify and increase resources to address health, safety, and well-being of residents. | PCHD | Near-Term | 1,16 | Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA |
| | l. Continue county-wide efforts to coordinate programming to address poverty and safety net issues. | PCHD | Ongoing Action | 1,16 | CDNC |
| | m. Integrate climate change models in planning for insect-borne disease and other complex and compound climate related health risks to urban and rural communities. | PCHD | Near-Term | 1,16 | OSC |
| 8 | Policy 1/Implementation Measures: | | | | |
| | a. Promote use of Health Impact Assessments. | PCHD | Near-Term | 1,16 | Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions, Facilities Management, Infrastructure Departments & UA |
| | b. Educate decision-makers on benefits of Health Impact Assessments. | PCHD | Near-Term | 1,16 | Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions, Facilities Management, |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---------------------------------------|-------------------------|-----------------------|---------------------------|---------------------------------|
| | | | | | Infrastructure Departments & UA |

Aging Healthy

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 9 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Review the Zoning Code to eliminate potential barriers to aging in place, and adding flexible zoning provisions to support multigenerational housing and additional residences for long term caregivers especially on rural lands of at least one acre. | DSD | Near-Term | 1 | PCOA, PCHD, CDNC |
| | b. Adopt development standards for continuing care facilities that align with established State Standards. | DSD | Mid-Term | 1 | PCOA, Service Providers |
| | c. Work with PCOA and others to widely disseminate public information on programs/support for aging populations. | PCHD | Near-Term | 1 | PCOA, NRPR, CDNC, Business Community, Other Nonprofits |
| | d. Continue to offer 50 Plus Employability Skills seminars and coaching at Pima County One-Stop Career Centers. | Workforce Development | Ongoing Action | 1 | One Stop Career Center, Workforce Training, PCHD, and PCOA |
| | e. Coordinate with Pima Council on Aging to identify funds to support a designated Planner for Senior Services and Programs position in Pima County. | DSD | Near-Term | 1 | PCOA, City of Tucson |

5.2 Public Safety and Emergency Services Element

Community Threats, Hazards and Emergency Preparedness

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|--|-----------------------|---------------------------|--|
| 1 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Increase Pima County Public Health Department capacity to respond to public health emergencies. | PCHD | Near-Term | 1,16 | Office of Emergency Management and Homeland Security, Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA |
| | b. Integrate flood mitigation and response by expanding the Hazard Mitigation Plan to include specific flood response activities including area specific warning dissemination. | Office of Emergency Management and Homeland Security | Near-Term | 1,16 | RFCD |
| | c. Evaluate the community’s level of preparedness for power outages triggered by extreme climate events and assess results for implementation. | Office of Emergency Management and Homeland Security | Mid-Term | 1,16 | Health Partners Coalitions, Service Providers, Non-Profit Groups, Utilities |
| | d. Improve awareness of and access to resources for extreme weather events such as heating and cooling stations, acute air quality alerts, and flooding. | Office of Emergency Management and Homeland Security | Mid-Term | 1,16 | Health Partners Coalitions, Service Providers, Non-Profit Groups, Utilities |

Public Safety and Law Enforcement

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--------------------------------|
| 2 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Continue to support educational programs between the Sheriff's Department and the Health Department to ensure best practices. | Sheriff | Ongoing Action | 1 | PCHD |
| | b. Continue utilizing social media as a way to disseminate crime prevention tips and share information effectively with the community. | Sheriff | Ongoing Action | 1 | Communications Office |
| | c. Continue developing partnerships with the community and local businesses to gain support, cooperation and a better understanding of community-police relations. | Sheriff | Ongoing Action | 1 | Community and Business Leaders |

5.3 Parks and Recreation Element

Parks and Recreation

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---|
| 1 | Policies 1 to 9/Implementation Measures: | | | | |
| | a. Implement Level of Service Standards for parks and user-based and activity-based recreation. | NRPR | Mid-Term | 1 | Recreation Stakeholders |
| | b. Expand and tailor recreational programs and services to meet evolving community needs. | NRPR | Mid-Term | 1 | Recreation Users, School Districts and Community Centers |
| | c. Improve access to open space and natural preserves for activities such as hiking, bird watching and interpretive experiences. | NRPR | Mid-Term | 1 | DSD, School Districts, Non-profit Organizations & Departments Involved in DRP |
| | d. Develop intergenerational recreation programs housed in community centers and designed to meet the specific needs of rural communities. | NRPR | Ongoing Action | 1 | Community Centers, PCOA, YMCA, Facility Users, Rural Community Councils |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|---|
| | e. Expand the number of parks served by reclaimed water and allow only limited use of turf in parks for sports fields, multi-use facilities, and other appropriate recreational amenities in conformance with the County's Sustainable Action Plan and all applicable sustainability standards such as water harvesting and the use of recycled water, etc. | NRPR | Ongoing Action | 1 | OSC, Water Providers |
| | f. Address parks and recreation improvements and deficiencies identified in the Pima County Infrastructure Study. | NRPR | Mid-Term | 1 | Community Centers, PCOA, YMCA, Recreation Users, Business Community |
| 2 | Policies 1 to 3/Implementation Measure: | | | | |
| | a. Prepare a parks and recreation master plan, identifying traditional and non-traditional funding sources for operation and maintenance. | NRPR | Near-Term | 1 | DSD, RFCDD, OSC, Recreation users, Stakeholders |

Recreation as a Tool for Economic Development

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|--|-----------------------|---------------------------|---|
| 3 | Policies 1 to 3/Implementation Measure: | | | | |
| | a. Proactively market the Stadium District/Kino Sports Complex. | The Pima County Sports & Tourism Authority | Ongoing Action | 1 | Economic Development and Tourism, Visit Tucson |
| | b. Further develop and implement a master plan for the Kino Stadium complex that would allow for hotel development, commercial, restaurant and entertainment district activities including activity centers for youth. | The Pima County Sports & Tourism Authority | Near-Term | 1 | Economic Development and Tourism, Business Community, DSD |

5.4 Workforce Training/Education Element

Workforce Training Role in Improving Services and Economy

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 7/Implementation Measures: | | | | |
| | a. Maintain local support and pursue available grant funding for adult and youth training programs including: 1) One-Stop Center; 2) Sullivan Jackson Employment Center (SJEC); 3) Kino Veterans' Workforce Center; 4) Workforce GED Education programs; 5) Youth and juvenile preparation for future workforce programs; 6) Summer Youth Program; 7) Las Artes Arts and Education Program; and 8) Pledge-A-Job Program. | CSET | Ongoing Action | 17 | <ul style="list-style-type: none"> CSET, Workforce Investment Board |
| | b. Support investment for training of direct care workers through state approved training programs, such as the Caregiver Training Institute and other programs. | CSET | Ongoing Action | 17 | Workforce Investment Board |
| | c. Support training for high demand industry occupations. | CSET | Ongoing Action | 17 | Workforce Investment Board |
| | d. Engage industry partners in sector strategies to address workforce needs. | CSET | Ongoing Action | 17 | Workforce Investment Board, SCI |

5.5 Arts and Entertainment Element

County Role in Funding Arts and Entertainment

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------------|--|-------------------------|-----------------------|---------------------------|---------------------|
| 1-2 | Policies 1 to 5/Implementation Measures: | | | | |
| | a. Work collaboratively with the Pima County Public Art Program and the Tucson Pima Arts Council to secure funding to 1) support the ongoing maintenance of existing public art; and, 2) support the existing arts programs. | TPAC | Ongoing Action | 18 | PCDOT |
| | b. Examine Zoning Code to reduce or eliminate barriers for public art. | DSD | Mid-Term | 1 | TPAC |
| | c. Evaluate the zoning code for unnecessary barriers to community-enriching entertainment events. | DSD | Mid-Term | 1 | TPAC |

5.6 Library Services Element

Library Services

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------|-----------------------|---------------------------|---|
| 1 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Continue to build and maintain welcoming library or County facilities. | Pima County Public Library | Ongoing Action | 1 | Facilities Management |
| | b. Continue to provide workforce development programming. | Pima County Public Library | Ongoing Action | 1 | Pima County One-Stop Service Center Arizona Workforce Connection & The Pima County Workforce Investment Board |
| | c. Create entrepreneurship and career development opportunities through library programs, services and partner agencies. | Pima County Public Library | Ongoing Action | 1 | Pima County One-Stop Service Center Arizona Workforce Connection, The Pima County Workforce Investment Board, Business Community, Community Organizations |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|----------------------------|-----------------------|---------------------------|---|
| | d. Provide youth development opportunities to promote 21 st century skills and alternative career pathways. | Pima County Public Library | Ongoing Action | 1 | Pima County One-Stop Service Center Arizona Workforce Connection, The Pima County Workforce Investment Board, Sun Corridor Inc., UA, Pima Community College & Community Organizations |
| | e. Expand partnerships with other county departments to maximize services following the successful Library Nurse collaboration model with the Pima County Public Health Department. | Pima County Public Library | Ongoing Action | 1 | PCHD |
| | f. Research facility sharing models in future building projects with County departments and organizations. | Pima County Public Library | Ongoing Action | 1 | Facilities Management, Other Pima County Departments |
| | g. Leverage community partnerships to provide programs and services that address our mission and support the Learn, Create, Connect focus areas. | Pima County Public Library | Ongoing Action | 1 | Other Pima County Departments and Community Partners |
| | h. Foster organizational partnerships to provide mentoring expertise to knowledge seekers. | Pima County Public Library | Ongoing Action | 1 | UA, PCC & Community Partners |
| | i. Provide technology infrastructure, support and training at a level that meets community needs demands. | Pima County Public Library | Ongoing Action | 1 | UA, PCC & Community Partners |
| | j. Seek grant opportunities to explore innovation. | Pima County Public Library | Ongoing Action | 1 | UA, PCC, Research Parks, STEM Education |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|----------------------------|-----------------------|---------------------------|--|
| | k. Design facilities with flexible spaces and technological infrastructure. | Pima County Public Library | Ongoing Action | 1 | Facilities Management, UA, Innovation and Technology Industry & Research Parks |
| | l. Expand partnerships with key community early literacy providers. | Pima County Public Library | Ongoing Action | 1 | Early Literacy Providers |
| | m. Maintain an adequate budget to provide for the needs of changing collections including the addition of electronic resources. | Pima County Public Library | Ongoing Action | 1 | Non-profit organizations and community agencies supporting library programs |

5.7 Animal Care Element

Animal Care

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 6/Implementation Measures: | | | | |
| | a. Provide resources to implement, monitor and evaluate PAAW’s programs including the Trap, Neuter, Return (TNR) program, the Elevating the Human/Animal Bond program, and the Community Adoption Event program. | PACC | Ongoing Action | 1, 18 | PAAW,, Community & Other Organizations and Non-Profits |
| | b. Work collaboratively with other local animal rescue groups and service providers on all facets to improve the community’s animal welfare system. | PACC | Ongoing Action | 1, 18 | Local Animal Rescue Groups and Animal Welfare Service Providers, Community Members |
| | c. Educate the community on responsible pet ownership including spaying and neutering through presentations to school kids, working with social service agencies, inmate pet care programs and other methods. | PACC | Ongoing Action | 1, 18 | TNR Program, Social Service Agencies, Inmate Care Program, School Districts |
| | d. Minimize unnecessary development review obstacles and costs for rescue groups to locate and operate related services. | PACC | Ongoing Action | 1 | DSD, RFCD, County Departments involved in the DRP |
| | e. Communicate the financial and other benefits of preventing unwanted pets through spay/neuter programs compared to providing euthanasia services needed to address overpopulation. | PACC | Ongoing Action | 1, 18 | Pima County Library, Community Pet Services, Veterinarians & Animal |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---|
| | | | | | Services Groups and Organizations |
| | f. Educate other County field workers on how to recognize animal abuse and neglect activities and report them to PACC. | PACC | Ongoing Action | 1 | Other Pima County Departments, Utility Company Field Employees |
| | g. Increase the number of pet owners who report they have an established primary veterinarian for each of their pets. | PACC | Near-Term | 1 | Pima County Library, Community Pet Services, Veterinarians & Animal Services Groups and Organizations |
| | h. Increase the availability of animal spay/neuter services. | PACC | Near-Term | 1, 18 | Organizations Offering and/or Sponsoring Animal Spay/Neuter Services, Pima County Library, Social Service Agencies, Rescue Groups |
| | i. Increase licensing compliance by expanding awareness efforts. | PACC | Ongoing Action | 1 | Pima County Library, Community Pet Services, Veterinarians & Animal Services Groups and Organizations |

5.8 Food Access Element

Food Access

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------------|---|-------------------------|-----------------------|---------------------------|--|
| 1-2 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Identify and reduce regulatory barriers to all manner of the processing and distribution of healthy foods. | DSD | Near-Term | 1,16 | PCHD, Stakeholders |
| | b. Prepare a Health Impact Assessment (HIA). | PCHD | Near-Term | 1,16 | DSD & Other Departments Involved in the Provision of Infrastructure and Services |

Economic Development Implementation Matrix

6.1 Business Retention, Expansion and Attraction

Business Retention, Expansion and Attraction

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|---|
| 1 | Policy 1/Implementation Measures: | | | | |
| | a. Engage businesses, Chamber of Commerce, and trade groups in ongoing analysis of needs and opportunities. | Economic Development and Tourism | Ongoing Action | 1 | Sun Corridor Inc., Businesses and Trade Groups |
| 2 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Collaborate at the federal, state, and regional level with government agencies and regulators, municipalities, utility providers, private property owners, and other relevant stakeholders to develop a competitive set of incentives, targeted at winning new business to the area thereby expanding the tax base available to pay for community priorities. | Economic Development and Tourism | Ongoing Action | 1 | County Administrator, DSD, Agencies, Regulators, Jurisdictions, Utility Providers, Private Land Owners & Other Stakeholders |
| | b. Work with Sun Corridor Inc. to continue to improve the existing process for customer service oriented, rapid, coordinated response to site selectors. | County Administrator | Ongoing Action | 1 | Sun Corridor Inc., DSD, Economic Development and Tourism |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|--|
| | c. Lead effort to plan and implement the Sonoran Corridor connecting 1-10 to 1-19. | County Administrator | Ongoing Action | 1 | Sun Corridor Inc., PCDOT, TAA, Tech Parks Arizona, Aerospace and Defense Industry, PAG, Economic Development and Tourism |
| | d. Complete development of the Aerospace and Defense Business Park to provide 2,400 acres for manufacturing and logistics business operations. | County Administrator | Ongoing Action | 1 | Sun Corridor Inc., TAA, Tech Parks Arizona, Aerospace and Defense Industry, PCDOT, PAG, Economic Development and Tourism |
| | e. Develop an inventory of Pima County concept-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. | County Administrator | Near-Term | 1 | DSD, IT-GIS, Economic Development and Tourism |
| | f. Support infrastructure expansion and mixed income residential, education, community service, and passive and active recreational amenities for land use in proximity to designated concept-ready sites where appropriate in support of future live, work, learn, play balanced land uses. | DSD | Ongoing Action | 1 | County Departments Involved in DRP |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|--|
| | g. Develop and secure road and infrastructure maintenance programs and investments. | PCDOT | Near-Term | 1 | Other Public Works Departments Providing Infrastructure along Roadways |
| 3 | Policies 1 to 7/Implementation Measures: | | | | |
| | a. Identify barriers for businesses and work collaboratively to reduce such barriers. | Economic Development and Tourism | Ongoing Action | 1,6,13 | DSD & Pima County Departments Involved in the DRP |
| | b. Establish a business roundtable to explore ways Pima County can assist business expansion and develop an action plan including working to establish a business one stop center. | Economic Development and Tourism | Near-Term | 1 | Sun Corridor Inc., Chambers of Commerce, the Arizona Mexico Border Commission, the Canada Arizona Business Council, CANAMEX, the Arizona Commerce Authority-Mexico Office & Other. |
| | c. Work with Chambers of Commerce, the Arizona Mexico Border Commission, the Canada Arizona Business Council, the Arizona Commerce Authority-Mexico Office and other on trade opportunity with Mexico. | Economic Development and Tourism | Ongoing Action | 1 | Sun Corridor Inc., Chambers of Commerce, the Arizona Mexico Border Commission, the Canada Arizona Business Council, CANAMEX, the Arizona Commerce Authority-Mexico Office & Other. |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|----------------------------------|-----------------------|---------------------------|---|
| | d. Work with Tucson Metro Chamber and related business advocacy groups to implement the recommendations resulting from the Business Expansion and Retention (BEAR) survey. | Economic Development and Tourism | Near-Term | 1 | Tucson Metro Chamber and Related Business Advocacy Groups |

Raytheon

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 3 | Policy 8/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. | County Administrator | Ongoing Action | 1 | Economic Development and Tourism, Real Property |
| | 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. | PCDOT | Immediate Action | 1,7 | Economic Development and Tourism, County Administrator |
| | c. Increase the area’s compatibility with the Raytheon mission by improving access to 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. | PCDOT | Immediate Action | 1,7 | Economic Development and Tourism, County Administrator |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|---|
| | <p>d. Promote collaborative planning among land owners surrounding Raytheon (County, City, TAA, State, private) to:</p> <ol style="list-style-type: none"> 1) Assure that land use and development decisions on adjacent land accommodate all Raytheon manufacturing, space and security requirements; 2) Maximize amount of concept-ready industrial land available; 3) Standardize planning and development requirements for industrial area; 4) Provide efficient and immediate access to truck, rail, and air transport; and 5) Provide for residential housing and mixed-use development where appropriate for convenient work access by current and future employees. | County Administrator | Near-Term | 1,6,7,13 | Economic Development and Tourism, DSD, Utilities and Infrastructure Service Providers (County and City of Tucson), Major Public and Private Land Owners |
| | <p>e. Align long-range development plans for the Aerospace and Defense Corridor plans to maximize investments.</p> | County Administrator | Ongoing Action | 1,6,7,13 | DSD, Economic Development and Tourism, Utilities and Infrastructure Service Providers (County, City of Tucson and Private), TAA |
| | <p>f. Invest in Pima County’s future by expanding regional roadway, water, sewer, and utility infrastructure to encourage expansion and relocation in the Aerospace and Defense Business and Research Park.</p> | County Administrator | Ongoing Action | 1,7,13 | Utilities and Infrastructure Service Providers (County, City of Tucson and Private), RWRD, PCDOT |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|---|
| | g. Facilitate the preparation of the Aerospace and Defense Business and Research Park master plan to attract supply chain partners. | County Administrator | Near-Term | 1,7,13 | Utilities and Infrastructure Service Providers (County, City of Tucson and Private) |
| | h. 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. | County Administrator | Ongoing Action | 1 | DSD, County Departments Involved in DRP |
| | i. Maximize investments by supporting the long-term development plans of the Aerospace Parkway. | DSD | Ongoing Action | 1 | County Departments Involved in DRP |
| | j. Anchor Raytheon’s location as a vital component of the Aerospace Parkway. | County Administrator | Near-Term | 1 | DSD |

Military Resources

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| 3 | Policy 9/Implementation Measures: | | | | |
| | a. Promote regional support for DMAFB mission and expansion needs through multi-jurisdictional lobbying and through lobbying and communicating with State and Federal Officials and military command structure. | County Administrator | Ongoing Action | 1 | Sun Corridor Inc., DMAFB, 162 nd Fighter Wing & DM 50 |
| | b. Support current and future flight operations at DMAFB and ANG 162 nd Fighter Wing as an important utilization of existing investment in military facilities, infrastructure and runways which provide efficient access to the Barry M. Goldwater Range. | County Administrator | Ongoing Action | 1 | DSD, DMAFB, 162 nd Fighter Wing & DM 50 |
| | c. Support the activities and expansion needs of the ANG 162 nd 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. | County Administrator | Ongoing Action | 1 | DSD, Real Property, 162 nd Fighter Wing & Raytheon |
| | d. 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. | DSD | Ongoing Action | 1 | DMAFB, County Departments Involved in DRP |
| | e. 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. | CSET | Ongoing Action | 1 | Veterans Administration Hospital and Related Facilities and Programs |

University of Arizona

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|----------------------------------|-----------------------|---------------------------|--|
| 3 | Policy 10/Implementation Measures: | | | | |
| | a. Work collaboratively with the University of Arizona to fund and construct Science Park Drive and complete the I-10/I-19 Sonoran Corridor interlink highway. | County Administrator | Mid-Term | 1,7 | PCDOT & Tech Parks Arizona |
| | b. Create a secure defense and industrial research and testing facility on County owned land. | County Administrator | Mid-Term | 1 | Economic Development and Tourism, Sun Corridor Inc. and Defense Industry |
| | c. Support efforts that encourage technology and innovation, business incubators and shared resources, and research to expand entrepreneurial opportunities and retain graduates. | Economic Development and Tourism | Ongoing Action | 1 | Sun Corridor Inc., Arizona Center for Innovation, Tech Parks Arizona & Innovation Park |
| | d. Utilize the existing international academic and research linkages of University departments and individual professors to develop business contacts and potential business investments and opportunities. | Economic Development and Tourism | Ongoing Action | 1 | Sun Corridor Inc., Arizona Center for Innovation, Tech Parks Arizona & Innovation Park |
| | e. Support Tech Launch Arizona and other efforts to encourage innovation and the spin off new technologies to commercial ventures. | Economic Development and Tourism | Ongoing Action | 1 | Tech Launch Arizona, Arizona Center for Innovation, Tech Parks Arizona & Innovation Park |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|----------------------------------|-----------------------|---------------------------|--|
| | f. Continue to expand health service and bio-sciences collaboration at University South. | Economic Development and Tourism | Ongoing Action | 1 | PCHD, UA, University South & Tech Parks Arizona |
| | g. Collaborate and support the University in cross border, Mexico, Canada, Asia and International trade, education, technical consultation and health service efforts. | Economic Development and Tourism | Ongoing Action | 1 | UA, PCDOT, Pima County Department of International Trade, Education and Consultation Organizations |
| | h. 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. | Economic Development and Tourism | Ongoing Action | 1 | UA, Visit Tucson, Arizona-Sonoran Desert Museum and local incorporated jurisdictions |
| | i. 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. | RWRD | Near-Term | 1 | Pima County Public Works Departments |
| | j. 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. | IT-GIS and PCHD | Ongoing Action | 1 | Eller School of Management, College of Architecture, Planning and Landscape Architecture, & University of Arizona Medical Center |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|----------------------------------|-----------------------|---------------------------|---|
| | k. Support efforts to graduate more community college transfer students and non-traditional students who are enrolled in school and working. | CSET | Ongoing Action | 1 | PCC & UA |
| | l. Increase efforts to create degree pathways for incumbent technology workers and high-tech employers. | CSET | Ongoing Action | 1 | PCC, UA, STEM Education, Other |
| | m. Collaborate on regional water clusters that involve infrastructure, policy planning, education and innovative technologies. | RWRD | Ongoing Action | 1 | Pima County Public Works Departments |
| | n. Support research and industry growth related to the regions existing optics cluster, astronomy, planetary and space sciences. | Economic Development and Tourism | Ongoing Action | 1 | Sun Corridor Inc., UA, Tech Parks Arizona & Innovation Park |

Opportunities for Job Growth

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|---|
| 4 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Foster cross-border meetings and communication and encourage business ventures and mutual co-investment in Sonoran and southern Arizona’s economic development opportunities. | Economic Development and Tourism | Ongoing Action | 1 | UA & International Trade, Education and Consultation Organizations |
| | b. Support safe and efficient routes that increase the international mobility of people and goods. | County Administrator | Ongoing Action | 1,7 | Economic Development and Tourism, PCDOT, ADOT, PAG & Federal Highway Administration |
| | 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. | Economic Development and Tourism | Ongoing Action | 1 | PCDOT, ADOT, CANAMEX Corridor, Sun Corridor, Intermountain West Corridor & Canada Arizona Business Council. |
| | d. Develop the interstate connector, connecting I-10 and I-19, to create a master planned industrial corridor focused on supply chain development, logistics, and cross-border opportunities. | County Administrator | Near-Term | 1,6,7,13 | PCDOT, Public and Private Infrastructure and Utilities Service Providers |
| | e. Support the expansion of SR 189A as a priority project for Arizona Department of Transportation (ADOT). | County Administrator | Mid-Term | 1,6,7,13 | ADOT, PCDOT, Economic Development and Tourism, Public and Private Infrastructure |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|----------------------------------|-----------------------|---------------------------|--|
| | | | | | and Utilities Service Providers |
| | f. Support the work of the Tucson Hispanic Chamber of Commerce and other community organizations with a mission to support international trade and business expansion between our community and Mexico. | Economic Development and Tourism | Ongoing Action | 1 | Tucson Chamber of Commerce, Arizona-Mexico Commission & Community Organizations Involved in Trade with Mexico |
| | g. Build cross-border relations with Mexico to address infrastructure issues while encouraging cross-border trade and investment. | Economic Development and Tourism | Near-Term | 1 | Arizona-Mexico Commission, CANAMEX, USGS Office at the UA Mapping Infrastructure Projects in the US/Mexican Border |
| | h. Support the work of the Canada Arizona Business Council and use the Council to identify and pursue investment opportunities from large Canadian businesses. | Economic Development and Tourism | Ongoing Action | 1 | Canada Arizona Business Council |
| | i. Work collaboratively with other border counties and communities to develop a cohesive strategy to promote and market the region’s assets. | Economic Development and Tourism | Ongoing Action | 1 | Arizona-Mexico Commission & Other Border Counties and Communities (Nogales, |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
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| | | | | | Santa Cruz, Cochise, Naco, Douglas, etc.) |
| | j. Provide opportunities and facilities that encourage Mexican businesses to locate operations in Pima County. | Economic Development and Tourism | Ongoing Action | 1 | Arizona-Mexico Commission, International Trade, Education and Consultation Organizations |
| | k. 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. | Economic Development and Tourism | Ongoing Action | 1 | Arizona-Mexico Commission, CANAMEX, USGS Office at the UA Mapping Infrastructure Projects in the US/Mexican Border |
| | l. Educate Southern Arizona businesses and citizens about cross-border opportunities making it easier for Mexican businesses to do business in Pima County. | Economic Development and Tourism | Ongoing Action | 1 | Arizona-Mexico Commission |
| | m. 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 | Economic Development and Tourism | Near-Term | 1 | Canada Arizona Business Council |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|----------------------------------|-----------------------|---------------------------|---|
| | <p>Mexico and developing supply chain opportunities for Canadian companies in Southern Arizona;</p> <p>2) Increasing Canadian (conventional and medical) tourism in Pima County;</p> <p>3) Working with existing Canadian companies in Pima County to ensure quality business operations, involvement in regional corporate citizenship, and retention and encouragement of appropriate investment and expansion; and</p> <p>4) Identifying specific industry sectors in Canada that promise the most return for our region’s economic development strategy and proactively targeting specific Canadian companies within those sectors.</p> | | | | |
| 4 | Policy 3/Implementation Measures: | | | | |
| | a. Capitalize on the attractiveness of air service to businesses for passenger, freight, and operational needs. | Economic Development and Tourism | Mid-Term | 1 | TIA, TAA & Air Service Business Providers |
| | b. Use the nationally acclaimed aviation technology program offered by Pima Community College as a driver to attract industry to the region. | Economic Development and Tourism | Ongoing Action | 1 | PCC Aviation Technology Program |
| | c. Support the recommendations of the Tucson International Airport Master Plan. | Economic Development and Tourism | Ongoing Action | 1 | TIA, DSD |
| | d. Attract new employers from the aerospace, defense, and transportation industries. | Sun Corridor Inc. | Near-Term | 1 | TIA, Port of Tucson, Aerospace/Defense Industry, Economic Development and Tourism |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|--|
| | e. Attract suppliers and support businesses to the nearly 200 aerospace and defense-related companies in Pima County. | Sun Corridor Inc. | Near-Term | 1 | Economic Development and Tourism, Aerospace/Defense Industry |
| | f. Provide concept-ready sites and aggressively market these to the supply chain of existing companies. | DSD & IT-GIS | Near-Term | 1 | Economic Development and Tourism, Sun Corridor Inc., Arizona-Mexico Commission, Canada Arizona Business Council & Others |
| | g. Consider demand for increased freight infrastructure driven by the rapidly growing industrial base in deep-water port being developed in northern Mexico. | Sun Corridor Inc. | Near-Term | 1 | Economic Development and Tourism, Arizona-Mexico Commission |
| | h. Strengthen partnerships with Tucson Airport Authority (TAA), Raytheon, the Arizona Air National Guard, Sun Corridor Inc. and other tenants, agencies and stakeholders. | County Administrator | Near-Term | 1 | Economic Development and Tourism, Sun Corridor Inc., TAA, Raytheon |
| 4 | Policy 4/Implementation Measures: | | | | |
| | a. Add incentives to attract industry that creates or utilizes alternative energy sources. | Economic Development and Tourism | Near-Term | 1 | OSC |
| | b. Support the University of Arizona and other innovative partners in addressing and protecting climate focused technologies as part of the new economy. “The economy is about increasing quality of life, improving health, and restoring the environment”. | Economic Development and Tourism | Ongoing Action | 1 | OSC |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|--|-----------------------|---------------------------|---|
| 4 | Policy 5/ Implementation Measures: | | | | |
| | a. Maintain an inventory of the region’s zoned industrial land (private and publicly owned). | DSD | Ongoing Action | 1 | IT-GIS |
| | b. Encourage the PAG Economic Development Committee to proactively engage in projects which provide both immediate and short-term benefit to the region as well as long-range planning. | Economic Development and Tourism | Near-Term | 1 | PAG Economic Development Committee |
| | c. Identify and aggressively market the region’s industrial and other appropriately zoned, concept-ready sites. | DSD & IT-GIS & Economic Development and Tourism, | Near-Term | 1 | Sun Corridor Inc., Arizona-Mexico Commission, Canada Arizona Business Council & Others |
| | d. Solicit input from site selectors about barriers to entry in Pima County and work aggressively to remove them. | Economic Development and Tourism | Near-Term | 1 | DSD, Sun Corridor Inc. |
| | e. Work to gain regional support for creating a resource base and funding specifically used to attract desirable employers, grow our long-range tax base and increase contributions and funding for community priorities. | Economic Development and Tourism, | Near-Term | 1 | Sun Corridor Inc., PAG Economic Development Council, Chambers of Commerce, International Commissions, Other Jurisdictions |
| | f. Encourage and assist private industrial land holders in developing their industrial lands and consolidating multiple land holdings to attract companies. | DSD | Near-Term | 1 | Sun Corridor Inc., Realtors, Private Land Holders of Industrial Lands |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|--|-----------------------|---------------------------|--|
| | g. Encourage appropriate residential and commercial construction to serve employment center areas for the convenience of employees. Consider promoting specialized employment centers that promote synergistic development of like industries such as is occurring in Innovation Park and Port of Tucson. | Economic Development and Tourism, | Ongoing Action | 1 | Residential and Commercial Construction, Tech Parks Arizona, Innovation Park, Port Of Tucson, DSD, Realtors, Sun Corridor Inc. |
| | h. Identify mechanisms to incentivize the utilization of privately-owned undeveloped industrial lands such as: 1) Development agreements with property owners; 2) Joint ventures and public private partnerships; 3) Transfer of Development Rights (TDRs); and 4) Other mechanisms. | DSD & Economic Development and Tourism, | Near-Term | 1 | Private Land Holders of Industrial Lands |
| | i. Identify, develop and offer public land alternatives for special size, location and other requirements that are not available from private sector. Also use public infrastructure and development to promote better development and larger size of private parcels. | DSD & Economic Development and Tourism, | Near-Term | 1,6,7,13 | Private Land Holders of Industrial Lands & Pima County Public Works Departments Providing Transportation & Infrastructure Services & Utilities Service Providers |
| | j. 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 concept-ready for development. | Public Works Departments Providing Development, Transportation & Infrastructure Services | Near-Term | 1 | Economic Development and Tourism & Utilities Service Providers |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|----------------------------------|-----------------------|---------------------------|---|
| | k. Develop a Board of Supervisors policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses, employment, and the increase of the median wage in Pima County. | County Administrator | Near-Term | 1 | CSET, One-Stop Center Workforce Training, Economic Development and Tourism |
| | l. Work with local school districts and support pre-K through 12 th grade public education and the importance of secondary property taxes and bonding capacity of school districts toward attracting economic development. | Economic Development and Tourism | Ongoing Action | 1 | School Districts |
| | m. Maintain the current County policy of requiring that incentive agreements assure full, commercial property tax revenue to each of the education districts. | County Administrator | Ongoing Action | 1 | School Districts |
| | n. Utilize County land, lease, training, and tax incentives wisely with a long-range goal of increasing County median income levels. | Economic Development and Tourism | Ongoing Action | 1 | County land, lease, training and tax incentives Programs |
| | o. Establish new Aerospace and Defense Business and Research Park and other business parks to be able to negotiate and attract major new industry to the region. | County Administrator | Near-Term | 1 | Aerospace/Defense Industry, TIA, Economic Development and Tourism |
| | p. Work with Pima Community College and other providers to offer training to upgrade the skills of the region's current workers. | CSET | Ongoing Action | 1 | One-Stop Center, PCC, STEM Education Program & Other Community Partners Offering Workforce Training |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
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| | | | | | |
| | q. Create an industry attraction incentive matrix that provides a list of available support, fees, incentives and waivers from all sources available to attract business. | Economic Development and Tourism | Near-Term | 1 | DSD |

Airports and Aviation

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|----------------------------------|-----------------------|---------------------------|--|
| 5 | Policies 1 to 6/Implementation Measures: | | | | |
| | a. Work collaboratively with TIA in the development of a second runway and the implementation of its master plan. | Economic Development and Tourism | Mid-Term | 1,6,7,13 | DSD, TAA & Public Works Departments Providing Transportation and Infrastructure Services |
| | b. Work to bring the Sonoran Corridor to fruition. | County Administrator | Near-Term | 1,6,7,13 | DSD, TAA, Economic Development and Tourism & Public Works Departments Providing Transportation and Infrastructure Services |
| | c. Promote efforts to position Ryan Airfield as a logistics hub. | Economic Development Tourism | Ongoing Action | 1,13 | TAA, Ryan Airfield, Sun Corridor Inc., PAG Economic Development Council |

Sun Corridor and Other Regional Collaboration Efforts: Rail, Freight and Shipping

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|---|
| 6 | Policies 1 to 6/Implementation Measures: | | | | |
| | a. Work collaboratively with Sun Corridor Inc., Port of Tucson, PAG, Union Pacific, ADOT and other partners to identify appropriate regional rail infrastructure expansion opportunities and position Port of Tucson as a key transportation and logistics center. | Economic Development and Tourism | Near-Term | 1,7,13 | Sun Corridor Inc., Port of Tucson, PAG, Union Pacific, ADOT & Other Partners |
| | 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. | PCDOT & County Administrator | Ongoing Action | 1,7,8 | State, Port of Tucson, PAG, Union Pacific, Local Jurisdictions, ADOT & Other Partners |
| | c. Collaborate with County partners to promote the region. | Economic Development and Tourism | Ongoing Action | 1,7,8 | Sun Corridor Inc., Port of Tucson, PAG Economic Development Council, Local Jurisdictions, ADOT & Other Partners |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|--|-----------------------|---------------------------|---|
| | d. Strengthen partnerships between Tucson and Phoenix to promote the Sun Corridor and to attract job growth to the County. | Economic Development and Tourism | Ongoing Action | 1 | Maricopa Association of Governments, City of Phoenix, Sun Corridor Inc., PAG Economic Development Council, Local Jurisdictions & Other Partners |
| | e. Spread new employment throughout the region's Regional Job Growth Centers in Oro Valley, Marana, Sahuarita and South Tucson. | Sun Corridor Inc. | Ongoing Action | 1 | Economic Development and Tourism, Regional Job Growth Centers & Jurisdictions |
| | f. Support and facilitate the development of critical infrastructure to enable rapid development of employment center opportunities. | County Administrator (Fund Allocation) | Ongoing Action | 1,6,7,13 | DSD & Public Works Departments Providing Development, Transportation and Infrastructure Services |
| | g. Actively seek financial resources to repair and rebuild roads to aid the logistics industry and improve the overall condition of our streets. | PCDOT | Ongoing Action | 1,7 | PAG, ADOT |

Sun Corridor Inc. (formerly Tucson Regional Economic Opportunities, Inc. (TREO))

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|--|
| 7 | Policy 1/Implementation Measures: | | | | |
| | a. Provide Sun Corridor Inc. with financial support, specific objectives and deliverables. | County Administrator | Ongoing Action | 1 | Economic Development and Tourism |
| | b. Collaborate with Sun Corridor Inc. to develop incentive packages for desirable new employers. | Economic Development and Tourism | Near-Term | 1 | Sun Corridor Inc., |
| | c. Encourage cross-border recruitment to realize advantages of cost manufacturing in Mexico while having access to design expertise in Southern Arizona. | Economic Development and Tourism | Ongoing Action | 1 | Sun Corridor Inc., Arizona-Mexico Commission |
| | d. Work with Sun Corridor Inc. to develop concept-ready supply of industrial sites for potential clients. | Economic Development and Tourism | Ongoing Action | 1 | Sun Corridor Inc., DSD |

6.2 Tourism as an Economic Engine

Tourism

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|----------------------------------|-----------------------|---------------------------|--|
| 1 | Policy 1/Implementation Measures: | | | | |
| | a. Support beautification and clean-up projects. | Economic Development and Tourism | Ongoing Action | 1,11 | Community Organizations |
| | b. Create more natural attractions that serve as destinations. | Economic Development and Tourism | Ongoing Action | 1,11 | Visit Tucson, Local Jurisdictions, Community Organizations |
| | c. Identify key corridors and major gateways in and out of the region such as Paseo de Las Iglesias, <i>El Corazón</i> , Tucson International Airport, and regional malls that will benefit from landscaping, paving improvements, and transit and redevelopment and prioritize these efforts. | Economic Development and Tourism | Ongoing Action | 1,2,5,7, 8,11 | TIA, Community Organizations, Public Works Departments |
| | d. Support efforts to eradicate invasive, non-native species, such as Buffelgrass that threaten the Sonoran Desert natural environment. | OSC | Ongoing Action | 1 | Pima County Environmental Education Department SABCC |
| | e. Maintain roads and streetscapes. | PCDOT | Ongoing Action | 1,7 | Other Jurisdictions Using the County Regional Transportation Network |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|--|-----------------------|---------------------------|--|
| 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. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, Local Jurisdictions & Community Organizations |
| | b. Increase tourism opportunities by discounting facility rental fees. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, Tourism Service Providers, Local Jurisdictions & Community Organizations |
| | c. Diversify sports attractions by encouraging soccer and other field sports as emerging sports. | Pima County Sports and Tourism Authority | Ongoing Action | 1 | Visit Tucson, Tourism Service Providers, NRPR |
| | d. Build and repurpose existing facility infrastructure to attract amateur and youth tournaments. | Pima County Sports and Tourism Authority | Ongoing Action | 1 | Pima County Facilities Planning, NRPR, Visit Tucson |
| | e. Support the international and domestic cycling tourism industry. | Economic Development & Tourism | Ongoing Action | 1 | Visit Tucson, Local Jurisdictions & Community Organizations |
| | f. Take advantage of our geography, topography, and natural environment to develop Geo-Tourism opportunities. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, Local Jurisdictions & Community Organizations |
| | g. Promote The Loop and other connecting multi-use pathways as regional attractions. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, Local Jurisdictions & |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|----------------------------------|-----------------------|---------------------------|--|
| | | | | | Community Organizations |
| | h. Create new and expand existing tourism venues including the existing major Pima County attractions (i.e. Arizona-Sonora Desert Museum, Pima Air and Space Museum, Old Tucson, and Colossal Cave Mountain Park) through public investment. Attractions also serve as an important part of education for the children of this community. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, Major Pima County Attractions, Local Jurisdictions & Community Organizations |
| | i. Leverage our proximity to Mexico to take advantage of expanding disposable income and demand for American goods by visitors from Mexico. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, Local Jurisdictions & Arizona-Mexico Commission |
| | j. Leverage our partnership with the Canada Arizona Business Council (CABC) to expand visitor marketing programs with Canada. Canada ranks second in overnight visitation to Arizona with 773,260 visits in 2013. | Economic Development and Tourism | Ongoing Action | 1 | Canada Arizona Business Council, Visit Tucson |
| | k. Maintain a visitor-friendly stance that does not discriminate through policy and law. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson |
| | l. Encourage and support voluntary private sector initiatives to conduct business in a bilingual and bicultural manner. | Economic Development and Tourism | Ongoing Action | 1 | Private Sector Bilingual and Bicultural Initiatives |
| | m. Create a consolidated gateway through the development of a new Visitor Center located on historical land near the Santa Cruz River for all of our region's unique resources. Promote a story of Tucson and the region that showcases | Economic Development and Tourism | Mid-Term | 1 | DSD, City of Tucson, Visit Tucson, Investors |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
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| | its uniqueness and diversity and fosters a sense of pride and a sense of place in residents and visitors alike. | | | | |
| 1 | Policy 3/Implementation Measures: | | | | |
| | a. Protect and promote the Sonoran Desert as a world destination. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson |
| | b. Promote regional cycling events that attract an international community by showcasing the Sonoran Desert. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, El Tour de Tucson, Cyclovia Tucson, Living Streets Alliance, Other Community Groups Supporting Cycling Events |
| | c. Continue building bicycle facilities and promoting regional bicycle events. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, El Tour de Tucson, Cyclovia Tucson, Living Streets Alliance, Other Community Groups Supporting Cycling Events, Public Works Departments |
| | d. Continue to protect our dark skies through light pollution abatement efforts/investments. | DSD | Ongoing Action | 1 | All Departments Involved in DRP |
| | e. Protect and preserve the rich natural heritage of native species and habitats in the County's Sky Islands regions. | OSC | Ongoing Action | 1 | NRPR, DSD & Departments Involved in DRP |
| | f. Support, maintain and expand the Pima County regional trail system. | NRPR | Ongoing Action | 1 | County Administrator (Funding Allocation) |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|--|-----------------------|---------------------------|--|
| | g. Invest in regional attractions. | County Administrator (Funding Allocation) | Ongoing Action | 1 | Economic Development and Tourism |
| | h. Promote destination resorts in the region that attract out-of-state visitors and the international community. | Economic Development and Tourism | Ongoing Action | 1 | Visit Tucson, Other Jurisdictions |
| | i. Repurpose irrigated turf areas such as planned or existing golf courses and resorts as needed. | DSD | Ongoing Action | 1 | Economic Development and Tourism & Other Jurisdictions |
| | j. Expand medical tourism by working with University Medical Center, Tucson Medical Center, Northwest Medical, Marana Health Center, El Rio, and other regional medical centers and physician groups. Work with Visit Tucson to develop and market visitor incentive packages for those seeking medical care within our community. | Economic Development and Tourism & Other Jurisdictions | Ongoing Action | 1 | PCHD, Visit Tucson, University Medical Center, TMC, Northwest Medical, Marana Health Center, El Rio, & Other Regional Medical Centers & Physician Groups |
| | k. Diversify sports attractions at Kino Sports Complex with Minor League Soccer (MLS) teams. | Economic Development and Tourism & Other Jurisdictions | Ongoing Action | 1 | Pima County Sports and Tourism Authority & Minor League Soccer (MLS) Teams |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|--|-----------------------|---------------------------|---------------------|
| | l. Plan monthly visits to Sonora with Visit Tucson to cultivate relationships and change perception of Arizona through welcoming measures. | Economic Development and Tourism & Other Jurisdictions | Ongoing Action | 1 | Visit Tucson |
| | m. Work with Visit Tucson and the University of Arizona to continue to collect data on the impact of Mexican and Canadian visitors in Pima County and on the impact of major events such as the Tucson Gem and Mineral Show on our regional economy. | Economic Development and Tourism & Other Jurisdictions | Ongoing Action | 1 | Visit Tucson & UA |

6.3 Positive Climate for Business

Positive Climate for Business

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|--|-----------------------|---------------------------|---|
| 1 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Work collaboratively with jurisdictions, Sun Corridor Inc., the University of Arizona, business and industry membership organizations, 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. | Economic Development and Tourism & Other Jurisdictions | Ongoing Action | 1 | DSD, Jurisdictions, Sun Corridor Inc., UA, Business & Industry Organizations, Chambers of Commerce, Major Employers & Other |
| | 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. | Economic Development and Tourism & Other Jurisdictions | Ongoing Action | 1 | Jurisdictions, Sun Corridor Inc., UA, Business & Industry Organizations, Chambers of Commerce, Major Employers & Other |
| | c. Identify funding sources and grants available to support the unique needs of Community Development Target Areas and rural communities. | CDNC | Ongoing Action | 1,3,4,5,11,16 | PCHD, HUD, CDBG & Other |

6.4 Our People as an Economic Driver

Our People as an Economic Driver

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|----------------------------|-----------------------|---------------------------|---|
| 1 | Policies 1 to 2/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. | CSET | Near-Term | 1 | One-Stop Center, PCC, Area Businesses, Major Employers & Other Supportive Services |
| | 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. | CSET | Ongoing Action | 1 | CSET, Pima County Workforce Training Program One-Stop Center, Workforce Investment Board |
| | c. Leverage the Pima County Library system to improve the overall quality of skills and abilities in the workforce, providing access to the internet, resources, and sponsorship of community events. | Pima County Library System | Ongoing Action | 1 | CSET, Pima County Workforce Training Program One-Stop Center, PCC & Other Supportive Services |

6.5 Repair and Restore our Streets and Highways

Repair and Restore our Streets and Highways

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---------------------|
| 1 | Policies 1 to 3/Implementation Measures: | | | | |
| | a. Identify short-term funds for road repairs. | County Administrator | Ongoing Action | 1,7 | PCDOT, ADOT & PAG |
| | b. Continue to advocate for statewide solutions for repair funding. | County Administrator | Ongoing Action | 1 | PCDOT, ADOT & PAG |
| | c. Identify long-term funds to maintain a multimodal transportation network. | PCDOT | Ongoing Action | 1,7 | ADOT & PAG |

6.6 Art Districts as Tools for Economic Development

Art Districts as Tools for Economic Development

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------------|--|-------------------------|-----------------------|---------------------------|---|
| 1-3 | Policies 1 to 2/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. | DSD | Near-Term | 1,3,5,6,16 | Ajo Community, CDNC, & Other Departments Providing Services to the Community of Ajo |
| | b. Work with other areas in the County that may benefit from creating an Art District as a tool for economic development. | DSD | Mid-Term | 1,3,5,6,16 | Ajo Community, CDNC, & Other Departments Providing Services to the Community of Ajo |
| | 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. | Facilities Management | Mid-Term | 1,6,11,16 | DSD & Pima County Departments Providing Services |

6.7 Construction as a Stimulus of our Economy

Construction as a Stimulus of our Economy

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|--|
| 1 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Review procurement practices and procedures and change as appropriate to conform to state legal practices. | County Administrator | Near-Term | 1 | Procurement Department |
| | b. Monitor job training needs in the construction sector. | CSET | Near-Term | 1 | Construction Trade Representatives, PCC |
| | c. Continue to attract federal funding and other investments for public construction projects. | County Administrator | Near-Term | 1 | Procurement Department |
| | d. Continue to work with construction trade representatives to review standards, codes, and guidelines used in the regulatory processes. | DSD | Ongoing Action | 1 | Other Departments Involved in DRP & Construction Trade Representatives |
| | e. Work with industry leaders to encourage the retrofitting and rehabilitation of our housing stock to increase energy efficiency. | CDNC | Mid-Term | 1,14 | Utility Service Providers & OSC |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|-------------------------|-----------------------|---------------------------|--|
| | f. Support and encourage new and innovative construction practices that conserve resources, add to energy conservation, and provide unique affordable housing options. | DSD | Ongoing Action | 1,14 | Utility Service Providers, CDNC, OSC & Other Departments Involved in the DRP Process |

Cost of Development Implementation Matrix

7.2 Cost of Development Goals and Policies

Cost of Development

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|-------------------------|-----------------------|---------------------------|---|
| 1 | Policy 1/Implementation Measures: | | | | |
| | a. In conjunction with residential and commercial development stakeholders, identify Focused Development Investment Areas (growth areas) and land uses appropriate in size and location for future employment and revenue generating development. | DSD | Near-Term | 1 | Other Pima County Public Works Departments Providing Transportation and Infrastructure Services & Utility Service Providers |
| | b. Minimize land use changes within identified Focused Development Investment Areas that constitute barriers for future employment or revenue generating land uses through the use of tools such as Transfer of Development Rights and other land mitigation strategies. | DSD | Near-Term | 1 | Other Departments Involved in DRP |
| | c. Consider the cost/benefit ratio of new development proposed in designated Focused Development Investment Areas as part of the approval process. | DSD | Mid-Term | 1 | Other Pima Public Works Departments Providing Transportation and Infrastructure Services |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|----------------------------------|-----------------------|---------------------------|--|
| | d. Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects and work out innovative development terms to help fund the infrastructure improvements. | DSD | Ongoing Action | 1 | County Administrator, PW & Major Property Owners |
| | e. Manage all economic development efforts and work with Sun Corridor Inc. to prepare and implement an Economic Development Strategy that aggressively markets designated Focused Development Investment Areas and major economic development corridors to potential employers, retailers and commerce to curb long commutes to other employment centers. | Economic Development and Tourism | Near-Term | 1 | Sun Corridor Inc., Major Employment Centers |
| 2 | Policies 1 to 2/Implementation Measures: | | | | |
| | a. Explore cost recovery strategies for the following facilities and services: parks and recreation, stormwater management and drainage, sheriff services, animal care, and any other facilities and services deemed appropriate. | Finance | Mid-Term | 1 | Public Facilities Providing Such Services |
| | b. Establish or confirm Levels of Service standards for each facility identified for cost recovery. | PW | Near-Term | 1 | Public Facilities Providing Such Services |
| | c. Establish or reconfirm the benefit/service area for each public facility and determine the facility needs and costs to | Finance | Mid-Term | 1 | Public Facilities Providing Services |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|--|-----------------------|---------------------------|--------------------------------------|
| | service the benefit/service area based upon the established Levels of Service standards. | | | | |
| | d. Clearly define funding streams for each improvement, facility or service along with legal constraints. | County Administrator (Fund Allocation) | Mid-Term | 1 | Public Facilities Providing Services |
| | e. Identify costs of expansion of County operations and facilities to maintain service level expectations. | Finance | Mid-Term | 1 | Public Facilities Providing Services |
| | f. Employ technological and programmatic innovations to enhance productivity and reduce capital and/or operations and maintenance costs. | County Administrator | Ongoing Action | 1 | Public Facilities Providing Services |
| | g. Within the context of market conditions, incentivize a pattern of development that balances both the service demand and revenue-generation of land uses in phase with other uses that demand services. | DSD | Ongoing Action | 1 | Public Facilities Providing Services |
| | h. Maintain a Capital Improvements Program that prioritizes needed facilities and service improvements to maintain the adopted Level of Service standards. | The Pima County Capital Improvement Program (CIP) Unit | Ongoing Action | 1 | Public Facilities Providing Services |
| 3 | Policy 1/Implementation Measures: | | | | |
| | a. Explore the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, community facilities districts, development fees, | The Pima County Capital Improvement Program (CIP) Unit | Mid-Term | 1 | Public Facilities Providing Services |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|--|----------------------------------|-----------------------|---------------------------|---|
| | in-lieu fees, facility construction dedications, service privatization, and consolidation of services. | | | | |
| | b. Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the County by new development to provide services to such development. | PW | Mid-Term | 1 | Public Facilities Providing Services, Stakeholders, & Development Community |
| | c. Require all new development to contribute or construct new facilities or systems within or adjacent to the development consistent with its proportional use of the facility. | PW | Ongoing Action | 1 | Public Facilities Providing Services, Stakeholders, & Development Community |
| | d. Update development fee studies on a regular basis to ensure establishment of reasonable fees. | PW | Ongoing Action | 1 | Public Facilities Providing Services, Stakeholders, & Development Community |
| | e. Encourage the growth or relocation of industries that generate local tax revenue and employment. | Economic Development and Tourism | Ongoing Action | 1 | Public Facilities Providing Services, Stakeholders, & Development Community |
| | f. Encourage planned development as it also generates local tax and employment. | DSD | Ongoing Action | 1 | Departments Involved in DRP |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-------------------------|-----------------------|---------------------------|--|
| | g. Maintain the definition of “legally available” as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved. | County Administrator | Ongoing Action | 1 | Public Facilities Providing Services, Stakeholders, & Development Community |
| 4 | Policies 1 to 4/Implementation Measures: | | | | |
| | a. Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities. | PW | Ongoing Action | 1 | Finance, Public Facilities Providing Services |
| | b. Provide that the identified benefits of the new public facilities and services are received by the development charged with paying for them. | PW | Mid-Term | 1 | The Pima County Capital Improvement Program (CIP) Unit, Public Facilities Providing Services |
| | c. Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services. | PW | Ongoing Action | 1 | Finance, Public Facilities Providing Services |
| | d. Conduct studies to determine future benefits associated with new revenues generated from growth areas and economic development corridors. | PW | Ongoing Action | 1 | Finance, Public Facilities Providing Services |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|---|-----------------------------|-----------------------|---------------------------|---|
| | e. Allow infrastructure to be incrementally brought on line, or phased in order to not overly burden the initial phases of a project and put the overall success of the project at risk. | DSD | Ongoing Action | 1,6,7,10,12,13 | Public Works Departments Involved in the Provision of Infrastructure (Transportation, RWRD, Pima County Flood Control District, Water Resources Unit, etc.) |
| | f. Consider new opportunities for using best practices in public/private partnerships. | All Pima County Departments | Ongoing Action | 1,2,3,12 | UA, Membership to Professional Organizations in the Various Disciplines, Major Regional Employers |
| 5 | Policy 1/Implementation Measures: | | | | |
| | a. Work collaboratively with Arizona Department of Transportation, Pima Association of Governments, Native Nations and Tribes and adjacent jurisdictions seeking new and additional revenue-sharing opportunities from State or Federal sources for designing, constructing, and maintaining facility improvements that impact and/or benefit the region. | County Administrator | Ongoing Action | 1 | ADOT, PAG, Tohono O’Odham Nation, Pascua Yaqui Tribe, Adjacent Jurisdictions & Public Facilities Providing Services |
| | b. Work collaboratively with regional agencies to conduct regional studies that determine if, and how, operations and | PW | Mid-Term | 1 | ADOT, PAG & Public Facilities Providing Services |

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|----------|--|---------------------------------|-----------------------|---------------------------|---|
| | maintenance costs of capital facilities can be assessed and allocated on a fair share basis. | | | | |
| | c. Working collectively with other counties, seek new or additional revenue-sharing opportunities from the State of Arizona. | County Administrator (Lobbying) | Ongoing Action | 1 | Other Counties & State of Arizona |
| 6 | Policy 1/Implementation Measures: | | | | |
| | a. Consider advocating to amend the State’s revenue structure to allow its primary or secondary property tax structure to provide additional resources for facilities and services if necessary to implement the Comprehensive Plan vision. | County Administrator (Lobbying) | Long-Term | 1 | Pima County Public Works Departments |
| | b. Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the County, property owners, investors and developers to complete new development projects. | PW | Ongoing Action | 1 | Pima County Public Works Departments & Pima County Community and Economic Development (CED) Departments |
| | c. Consider prioritizing public maintenance of infrastructure improvements by determining hierarchy of which infrastructure improvements should be accepted into County maintenance and conditions depending on critical importance to the County. | County Administrator | Ongoing Action | 1 | Pima County Public Works Departments Providing Infrastructure Improvements & Maintenance |



Comprehensive Plan
Implementation

| GOAL | POLICY NUMBER/IMPLEMENTATION MEASURES | LEAD DEPARTMENT/ AGENCY | ANTICIPATED TIMEFRAME | POTENTIAL FUNDING SOURCES | PARTNERS IN SUCCESS |
|------|---|-------------------------|-----------------------|---------------------------|--|
| | d. Assign costs for maintenance over a long term budget, and budget for costs. | County Administrator | Ongoing Action | 1 | Pima County Public Works Departments Providing Infrastructure Improvements & Maintenance |
| | e. Consider Government Property Lease Excise Tax (GPLET) for County use and propose amendments to ARS as appropriate. | County Administrator | Near-Term | 1 | Lobbying at State Level |

B.3: Available Financing Mechanisms and Funding Programs Implementation Matrix

TABLE B.3.1: Financing Mechanisms and Programs Available – Public Financing

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--------------------------------------|---|
| 1 | General Fund (GF) | The General Fund is the primary fund utilized to operate general government. The primary sources of general fund revenue include fees paid, sales taxes, state shared income and other taxes, business license and building permit fees, fines and similar governmental fees. There is a very limited amount of general fund revenue available to fund infrastructure construction. Other funding sources potentially available include special taxing districts approved by the voters (assessment districts), and local voter approved increases in the sales tax rate. |
| | Revenue Bonds (RB) | These bonds act as a mechanism by which the County borrows money by selling a bond issue for the construction of general use public facilities, such as a police station, new city library, arterial street, or medical clinic. The bond issue is paid off over a number of years, typically 20-30 years. Bond financing of public infrastructure allows the County to complete major infrastructure projects now, and repay the costs of construction over extended periods of time. The revenue used to pay off the bond is derived from the asset being improved. This is typically through user fees, or in the case of a medical building, through lease payments to the County from the doctors operating the medical clinic. |
| | General Obligation Bonds (GO) | This type of bond is issued for financing of public infrastructure improvements and is paid off using secondary property tax revenue. The bond funds are used to construct a specific infrastructure project, such as a police station, and voter approval is required. General obligation bonds, like revenue bonds, are paid off over an extended period of time. These bonds are backed by the County general fund and have the full faith and credit of the County behind them. |
| | Special Assessment Bonds (SA) | These are secured by a tax levied against properties within a special district. The bond proceeds from special assessment bonds are used to fund infrastructure projects that directly benefit taxpayers within that special district. Special assessment bonds require voter approval in Arizona. |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|---|
| 1 | County Property Corporation Bonds (MPC) | These are issued by a non-profit corporation that is wholly owned by a political subdivision of the state, such as the County. Proceeds from the bond sale are used to build or acquire government projects or buildings that can then be leased back to the governmental entity. Revenues or lease payments guarantee these bonds. These types of bonds do not require voter approval and they are relatively easy to issue for financing some types of infrastructure projects. |
| | Certificate of Operation (COP and Lease Financing (LF) | Counties in the state of Arizona may utilize two methods of lease financing for infrastructure improvements. The first method is the Certificate of Participation (COP). These are multi-year leases that would usually be considered long-term debt. They are not considered such, however, because the annual lease payments are not guaranteed and they are subject to cancellation if the annual payment is not provided or appropriated. These types of instruments can be used for projects such as wastewater treatment plant construction and construction of a new police station. The COP does not require voter approval. The second method of lease financing is the lease purchase. Lease purchase agreements can be used for almost every type of capital expenditure. A typical use would be to lease purchase a new library building for the County. |
| | Sales Tax For Payment of Bonds | Counties that want to spread the burden of financing the proposed Improvement Plan countywide can hold an election to increase the sales tax and authorize the issuance of sales tax bonds to fund the proposed improvement plan. The County has the option to stipulate that the tax would sunset as soon as the bonds are paid off. |
| | Development Services DepartmentDSD (DSD) Funds | DSD funds stream from permit revenue and application revenue for rezonings etc. Most of the code changes as well as the enforcement of codes such as military zones, etc. also come from DSD funds. |

TABLE B.3.2: Financing Mechanisms and Programs Available – Economic Development

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|---|
| 2 | Rural Development Agency | The USDA rural development agency provides grants and loans to support rural communities and spur economic development. The funds are intended to stimulate business expansion and promote entrepreneurship by helping local businesses get access to capital, technical assistance and new markets for their products and services. The program provides no-interest loans to rural development utility program borrowers, which in turn re-lend the money to local entities to promote economic development and job creation. |
| | Arizona Innovation Challenge (AIC) - Arizona Commerce Authority | The Arizona Innovation Challenge (AIC), powered by the Arizona Commerce Authority, awards the most money in the country for a technology commercialization challenge – \$3 million (\$1.5 million twice yearly) to the world’s most promising technology ventures. Awards range from \$100,000 to \$250,000 per company. This program assist in bringing to the market products that are literally changing the way the world works. It dives wealth and job creation for the state of Arizona. |
| | The PII Playbook – Arizona Commerce Authority | Design to assist high-growth technology firms in need of training and technical assistance, The PIII Playbook is an Arizona Commerce Authority-structured program of training and technical assistance enabling high-growth potential small technology firms to compete more effectively for federal SBIR/STTR Phase I and II awards and ultimately commercialize their innovations in Phase III. The PIII Playbook prepares business owners, especially woman-owned, socially and economically disadvantaged and veteran-owned to compete more effectively for Phase I and Phase II awards |
| | Arizona Commerce Authority Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR) | SBIR is a highly competitive program equipping small businesses with the funds needed to begin technology commercialization: <ul style="list-style-type: none"> ● Phase I (\$150,000) awards establish the technical merit, feasibility and commercial potential of the proposed R&D project. ● Phase II (up to \$1,000,000) awards continue the R&D efforts initiated in Phase I. ● Phase III awards fund the commercialization of technology. |
| | AZ Fast Grant Technology Commercialization Assistance | The AZ Fast Grant program is a highly competitive grant providing qualified Arizona-based, early stage technology companies with intensive training and technical assistance to commercialize their innovations, grow their business |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--|--|
| | <p>Grant– Arizona Commerce Authority</p> <p>Navigator – Arizona Commerce Authority</p> | <p>and create quality jobs. Maximum awards of \$5,000 (SBIR proposal development, commercialization feasibility studies, etc.) and \$20,000 (innovation in manufacturing)</p> <p>The Arizona Commerce Authority's Navigator offers no-cost talent acquisition assistance to companies moving to or expanding in Arizona. Arizona is one of the few states to assist in the navigation of federal workforce programs as well as building strategic partnerships between your company and vital community organizations. Navigator services provided at no charge include:</p> <ul style="list-style-type: none"> • Immediate access to job-ready talent pools • Job postings on statewide job board -- typically 5 occupations for 4 months • Custom recruiting services such as resume screening & social media promotion • Assist in creating strategic partnerships • Direct hire recruitment strategy • Skill assessments and talent screenings • Assistance navigating state/federal labor laws • Federal training grants for new hires and incumbent employees • Transition and retention services |
| 2 | Small Business Services (SBS) Arizona Commerce Authority | <p>Small Business Services (SBS) has a dual focus. First to provide information on business licensing and statewide resources for every stage of business development and second– to serve as an advocate by developing policies and programs addressing the needs of small businesses. SBS works closely with entrepreneurs, government officials, community leaders and business organizations, focusing on support and opportunities for Arizona’s small, minority-, women-owned and disadvantaged business enterprises.</p> |
| 2 | The Arizona Innovation Accelerator Fund – Arizona Commerce Authority | <p>The Arizona Innovation Accelerator Fund is an \$18.2 million loan participation program funded through the U.S. Department of Treasury’s State Small Business Credit Initiative (SSBCI) and managed by the Arizona Commerce Authority (ACA). The goal of this program is to stimulate financing of small businesses and manufacturers, while fostering business expansion and job creation in the state of Arizona.</p> <ul style="list-style-type: none"> • The AIAF Program provides debt financing to rapidly expanding Arizona businesses that need resources in order to capitalize on market opportunities. • This loan participation program works in collaboration with private finance partners. |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|--|
| | | <ul style="list-style-type: none"> • The AIAF Program has the ability to fund up to 49.9% of a financing package that includes both public and private capital. • AIAF Loans range from \$50,000 to \$2 million, may be used to support finance packages of up to \$20 million total, and typically have maturities of 5 years or less. • Loan proceeds are to be used for business purposes including, but not limited to, working capital, inventory and equipment purchases, workforce expansions, real property improvements, and acquisitions. |
| 2 | RevAZ – Arizona Commerce Authority | <p>RevAZ is Arizona’s Manufacturing Extension Partnership (MEP) center created through a partnership between the Arizona Commerce Authority (ACA) and the National Institute of Technology and Standards (NIST) whose goal is to become the central resource for technical assistance and all things manufacturing for Arizona’s existing community of small and medium-sized manufacturers. RevAZ offers products and services that match the needs of manufacturing companies in Arizona and provides focused, concrete advice, training and hands-on assistance in growing businesses and improving profitability.</p> <ul style="list-style-type: none"> • Key offerings include: <ul style="list-style-type: none"> ◦Conduct comprehensive client assessments • Evolving business strategy to expand products and markets • Grow in-state supply chain & subcontracting • Continuous improvement & performance improvement as a foundation • Assistance in planning facility and business expansions • Implementing exporting as a strategic growth path • Technology acceleration – leveraging technology to stimulate business growth • Workforce – attracting & retaining a strong workforce |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|---|
| 2 | Venture Ready – Arizona Commerce Authority | Venture Ready is the Arizona Commerce Authority’s business mentor program that connects Arizona talent with its incredibly rich resources. The program is part of a collaborative effort to create winning companies while retaining and developing entrepreneurial talent in the state of Arizona. Venture Ready begins by partnering a company with an Entrepreneur in Residence (EIR). The EIR will coach the company through five panels that focus on intake, marketing, finance, dry run and final/graduation. In each, an entrepreneur pitches its business model to a team of CEOs and professional experts and will receive specific points of feedback that identify gaps and strategic opportunities. In partnership with statewide organizations and companies, Venture Ready is a connective resource for the Arizona startup community to strengthen Arizona’s innovation ecosystem – ensuring small businesses can expand through all stages of development. |

TABLE B 3.3: Financing Mechanisms and Programs Available – Economic Development/Artist-based and Artist Relocation

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--|---|
| 3 | Active Community Development Corporations (CDC) | An active network of community development entities, including community development corporations, community development banks and venture capital firms for new development can make substantial investment in low-income areas, including places ripe for artist-based community development. CDCs provide the support structure needed to provide programs and services to individuals wanting to settle in struggling areas. CDCs can mitigate some of the risks artist take in moving into a part of City that may need several years to rebound. CDCs can assist providing the structure and support required for the Artist Relocation Program (ARP) to succeed. |
| | Artist Relocation Program (ARP) | Includes a variety of local strategies to develop financial assistance programs and grants for relocating artists. The community of Ajo, Arizona has implemented strategies to create a thriving artist community that contributes to the community’s assets and economic development efforts. |

TABLE B.3.4: Financing Mechanisms and Programs Available – Economic Development/Redevelopment Funding Programs

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|--|
| 4 | Certified Local Government Program (CLG) | The Federal Historic Preservation Fund provides funds for various historic preservation projects to certified local governments. To become a certified local government, a community must undergo a certification process and demonstrate that they are committed to historic preservation. |
| | State Historic Fund | Property eligible for state historic funds are those designated on the nation or state register or locally designated. Funds may be used for acquisition, restoration and repair of historic properties. The state fund will also fund survey, planning and educational programs. Policy requires a 25% cash match (minimum). Deadlines to submit an application are October and April. |

TABLE B.3.5: Financing Mechanisms and Programs Available – Economic Development/Redevelopment and Urban Renewal Funding Programs

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--|--|
| 5 | State Administered Community Development Block Grant Program (CDGB) | The CDBG program is designed to help those communities with populations of less than 50,000 to meet their greatest community development and redevelopment needs, with particular emphasis on assisting persons of low and moderate income, on the prevention or elimination of slums or blight, or on meeting urgent community development needs. |
| | Urban Renewal Authority (URA) | Urban renewal authorities (URAs) are created by local governments to redevelop areas within their jurisdiction that are found to contain blight or slum conditions and require public participation to attract redevelopment. An urban renewal project is a public/private partnership. The majority of the funding comes from the private sector; public investment comes from tax increment financing (TIF), which is the increased amount of property tax or local government sales tax revenue collected within the URA after the project begins. This new revenue is generated by the increased property values that result from the project. Tax increment financing of infrastructure improvements is not currently available in the state of Arizona, but may be an option for infrastructure financing in the future. If TIFs become available in Arizona, this type of financial mechanism could assist in the redevelopment of target areas in urban settings such a Flowing Wells. |
| | Brownfield Programs | The purpose of the Pima County Brownfields Program is to take advantage of available federal, state, and local resources to promote brownfields redevelopment activities. This is accomplished by analyzing the distribution, quantity, and conditions of brownfields sites in Pima County. A fuller understanding of these potential brownfields sites will encourage the reuse of these abandoned, deteriorated, and underutilized properties into productive and viable land uses facilitating community and economic revitalization in targeted areas. The program will foster a broad economic and community development strategy for Pima County and is designed to complement existing and proposed redevelopment initiatives. |

TABLE B.3.6: Financing Mechanisms and Programs Available – Special Improvement Districts Funding Programs

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--|---|
| 6 | Special Districts (TITLE 48), Including Metropolitan Districts (SD) | These districts are independent, quasi-municipal operations with independently elected boards. Permitted activities include weed control, fire, irrigation, road improvement, electrical, sanitary, wastewater improvement and water improvement. Financing is through ad valorem tax, general obligation bonds, revenue bonds, charge rates, tolls, and fees. |
| | Business Improvement District (BID) | BIDs are created to provide certain services that URAs and DDAs are not authorized to perform. For example, BIDs can provide consulting or planning, managing development, marketing activities, and business recruitment services. BIDs boundaries can only consist of contiguous or noncontiguous parcels of commercial property. Funding mechanisms includes ad valorem tax, general obligation, revenue or special assessment bonds, charge rates, tolls, and fees. |
| | Downtown Development Authority (DDA) | A DDA is created by a majority vote of qualified electors residing or owning or leasing property in a specified area that must be within the “Central Business District”. A DDA can be used to plan, propose, and implement plans of development as well as prevent or correct deteriorated economic or physical conditions. It has an appointed municipal governing board that must create a plan that specifies improvements to be made subject to Council approval. A DDA can assess an ad valorem levy of up to 5 mils for operating purposes and use general obligation, revenue bonds, sales tax, charge rates, tolls and fees as financing mechanisms. |
| | General Improvement District (GID) | A GID is a taxing district that can construct certain facilities, operate those facilities and condemn property. It is formed by a petition, usually initiated by a landowner. Financing mechanisms include taxes/mill levy; general obligation bonds or revenue bonds; charge rates or toll fees. |
| | Special Improvement Districts (SID) | Under Title 48, a SID may be formed to assess the costs of public improvements to those who are specially benefited by them. Improvements include: pavement, curbs and gutters, sidewalks, street lights, water mains, sewer mains, fire hydrants, and other miscellaneous improvements. |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--------------------------------------|---|
| 6 | Special Taxing Districts | <p>Arizona state law allows for the formation and use of assessment or improvement districts for new infrastructure facility construction, or for facility maintenance. These special taxing districts are used to construct and maintain smaller infrastructure projects such as a paved public parking facility in the Downtown Central Business district area. Under this type of project, the benefiting downtown business owners would pay a special assessment on their property tax bills to fund the district, and to construct and maintain the parking lot improvements. The cost of the improvements within the defined assessment area is shared by all benefiting property owners.</p> <p>This infrastructure funding method should be used with caution in largely undeveloped subdivisions. A problem can arise if the area does not fully develop, thus placing an undue heavy cost burden on the existing few property owners living in the development. The few property owners may be faced with significant costs, which they may be unable to support. This issue may result in some owners defaulting on their loans. If this occurs, the local government may become responsible for the cost of the infrastructure, thereby transferring the cost of a developer responsibility to all the taxpayers in the County.</p> |
| | Tax Increment Financing (TIF) | Tax increment financing of infrastructure improvements is not currently available in the state of Arizona, but may be an option for infrastructure financing in the future. |

TABLE B.3.7: Financing Mechanisms and Programs Available – Transportation Funding Programs

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|--|
| 7 | Arizona Department Of Transportation (ADOT) Funds | Pima Association of Governments (PAG), the regional agency in Pima County, receives annual funding from the Arizona Department of Transportation (ADOT) in the form of ADOT 15 percent funds, which are allocated from the Highway User Revenue Fund (HURF). These funds are spent for improvements on limited access facilities on the state highway system. |
| | Share of ADOT Discretionary Funds | A 37 percent share of ADOT discretionary funds is targeted to the MAG region in the Phoenix metroplex. Aproximately 5 to 6 billion are available on an annual basis in that local. Pima County in collaboration with PAG could advocate for a stronger share of ADOT Discretionary Funds. |
| | Safe, Accountable, Flexible and Efficient Transportation (SAFETEA) Enhancement Program | The Safe, Accountable, Flexible and Efficient Transportation Act of 2004 (SAFETEA) established a mechanism that provides funds for alternatives modes of travel and historic preservation work associated with federal highway projects. The program requires a 20% match and includes a lengthy application process. |
| | Statewide Transportation Acceleration Needs (STAN) Account | As part of the budget packet in the spring of 2006 session, the legislature passed and the governor signed HB 2865 which included the creation of the Statewide Transportation Acceleration Needs (STAN) account. MAG’s share of is 60% while Pima County share is 16%. Lobbying to increase the share for Pima County may result in additional funds that could be used for major economic development corridors in our region. |
| | Federal Aviation Administration (FAA) Airport Improvement Program | The Airport Improvement Program (AIP) provides grants to public agencies - and, in some cases, to private owners and entities - for the planning and development of public-use airports that are included in the National Plan of Integrated Airport Systems (NPIAS). |

TABLE B.3.7: Financing Mechanisms and Programs Available – Additional ADOT Funding Programs

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY | DESCRIPTION/ APPLICABILITY |
|-----------|---|--|--|
| 7 | Additional ADOT Programs - Miscellaneous | <ul style="list-style-type: none"> • Bridge On System • Bridge Off System • C&C Bridge • CDC Funds • Congestion Relief • Discretionary • Debt Service • Enhancement • Emergency Relief • Federal Lands • Gaming • Grants • Intel Trans System • Metro Planning • Miscellaneous • Maintenance • Noise Barrier • Local | <ul style="list-style-type: none"> • Operations • Other Regional Priority • Public/Private Partnership • Rest Area • Rollover • Regional Priority Programs • Safety (STP) • Scenic By Ways • Signals • State Infrastructure Bank • Signing • Small Urban Fund • Striping • Surface Treatment Pool • TC Contingency • Unobligated |

TABLE B.3.8: Financing Mechanisms and Programs Available – Transit Funding Programs

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--|---|
| 8 | Federal Transit Administration (5307) Funds | These federal transit formula grants are available to large urban areas to fund bus purchases and other transit capital projects. Purchase made under this program must include a 20 percent local match. |
| | Federal Transit Administration (5309) Funds | Transit 5309 Funds are available through discretionary grants from the Federal Transit Administration (FTA), and applications are on a competitive basis. They include grants for bus transit development and “new starts” of Light Rail Transit (LRT) and other high capacity systems. Bus transit requires a 20 percent local match, while new starts are expected to require 50 percent local match. These funds are granted at the discretion of the FTA, following a very thorough evaluation process. |

TABLE B.3.9: Financing Mechanisms and Programs Available – Air Quality Funding Programs

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|--|
| 9 | Federal Highway (MAG CMAQ) Funds | MAG Congestion Mitigation and Air Quality (CMAQ) funds are available for projects that improve air quality in areas that do not meet clean air standards (“non-attainment” areas). Projects may include a wide variety of highway, transit and alternate mode projects that contribute to improving air quality. While they are allocated to the state, Arizona’s funds have been dedicated entirely to the MAG region, due to the high congestion levels and major air quality issues in the region. They are projected to generate \$1.3 billion from FY 2008-FY 2028. Pima County and PAG should attempt lobby for a proportionate share. |

TABLE B.3.10: Financing Mechanisms and Programs Available – Flood Control Financing Mechanisms

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|------------------|--|--|
| 10 | Stormwater Control Facility Financing | The Army Corps of Engineers can fund some flood control structures, primarily on major drainage. However, the Corps of Engineers’ budget for localized flood control and drainage structures is limited. |

TABLE B.3.11: Financing Mechanisms and Programs Available – Non-Traditional Grants and Funding Programs (Enhancements, Park and Playground equipment, and Public Art)

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|---|
| 11 | Non-Traditional Grants and Funding Programs for Enhancement, Park and Playground Equipment and Public Art. | <ul style="list-style-type: none"> • Bricks/Plaques • Benches • Trash Cans • Trees • Adopt-A-Landscape Area • Street Light Program • Water Fountain (Drink) • Sculptures/Public Art • Pocket Park • Playground Equipment • Lottery/Auction/Raffles • In-Kind-Services • Legacy/Trust Funds • Concession Agreements • Naming Rights • Private Development Partnerships |

TABLE B.3.12: Financing Mechanisms and Programs Available – Infrastructure Financing Grants and Programs Requiring Public/Private Partnerships (Low Interest Loans, Tax Incentives and Government Grants)

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|---|
| 12 | United States Department of Agriculture (USDA) Rural Development and the Federal Economic Development Administration (EDA) | The federal government United States Department of Agriculture (USDA) Rural Development and the Federal Economic Development Administration (EDA) provides grants for water and sewer infrastructure. |
| | Federal Aviation Administration | The Federal Aviation Administration provides grants for airport construction. |
| | Federal Enterprise Community and Empowerment Zones | Federal Enterprise Community and Empowerment Zones provide infrastructure improvement grants and tax incentives for private businesses. |
| | The Arizona Enterprise Zones | The Arizona Enterprise Zones encourage new private investment in infrastructure in economically depressed areas. |
| | The Greater Arizona Development Authority | The Greater Arizona Development Authority assists local governments, in obtaining low interest financing for infrastructure projects. |
| | The Water Infrastructure Financing Authority (WIFA) | The Water Infrastructure Financing Authority (WIFA) may be authorized to issue water quality bonds for water and wastewater infrastructure financing needs. |
| | Drinking Water Revolving Fund (DWRF) and Clean Water Revolving Fund (CWRF). | Loans are available to private developers and public entities for drinking water infrastructure through the Drinking Water Revolving Fund (DWRF) and to public entities for wastewater projects through the Clean Water Revolving Fund (CWRF). |
| | Grater Arizona Development Authority (GADA) Grants | Grants for early stage project development elements such as engineering, planning, design review, feasibility studies or other infrastructure development elements. Grant awards can be used for the early phases of projects that may ultimately be funded through GADA bonds. |

TABLE B.3.13: Financing Mechanisms and Programs Available – Public/Private Partnerships Financing Methods (Infrastructure Financing Plan)

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--------------------------------------|---|
| 13 | Infrastructure Financing Plan | <p>Infrastructure Financing Plans are specific plans that calculate the impact fees for that area. An infrastructure financing plan includes the following types of information:</p> <ul style="list-style-type: none"> • Projections of future land use and population (see projection details) • Estimates of infrastructure demand, based on standardized land-use categories • Cost estimates of capital facilities for: <ul style="list-style-type: none"> ○ Equipment repair ○ Fire protection ○ Libraries ○ Major streets and bridges ○ Parks ○ Police ○ Solid waste disposal ○ Storm drainage (where applicable) ○ Wastewater ○ Water • Standardized net capital facility costs for each infrastructure category |

TABLE B.3.13: Financing Mechanisms and Programs Available – Public/Private Partnerships Financing Methods

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|---|
| 13 | In Lieu Payment For Facilities | In lieu payments are another method of having new development projects assist with public infrastructure funding. This method is applied to a specifically defined area, and does not consider the development impacts on an area wide basis. In-lieu fees are collected from the developer in-lieu of the developer constructing the infrastructure facility. This method is utilized when several development projects will share in the cost of a major infrastructure improvement, such as a bridge over a waterway or major drainage course like the Santa Cruz River. The funds paid by several developers are accumulated over time, and the facility is then constructed by the County when growth conditions dictate the facility is needed. This method assures that new development helps finance infrastructure improvements needed because of new development and growth in the County. The overall cost to taxpayers in the County is thus minimized. |
| | Direct Infrastructure Construction | This financing method involves direct developer construction of all infrastructure needed for a new development project, including all on-site and off-site facilities. This method requires developers to participate in the cost of new infrastructure. The disadvantage to this method of infrastructure financing is that it is project specific, and does not take into account neighborhood or area wide infrastructure facility needs. |
| | Land Dedication | Part of the cost of infrastructure construction is acquiring the land needed for the project. For infrastructure projects such as streets, stormwater retention areas, and sewer lift stations, land is needed. The preferred method for acquiring land for these types of facilities is the land dedication method. Under this method, the developer dedicates the land to the city free of charge when the subdivision is approved. Thus, the public street system is established by land dedication at the time of recordation of the final subdivision map. |
| | Development Impact Fees | The County can collect developer in-lieu fees and pro-rata share fees to help pay for the construction of new infrastructure improvements. These fees are paid at the time of building permit issuance. These fees help defray the costs for construction of water/sewer system improvements and other infrastructure improvements. The pro-rata share method of fee assessment requires the completion of a specific infrastructure financing plan. Through this method, new development pays for a portion of the cost of new infrastructure construction. Currently, the County collects impact fees for parks, transportation, etc. The County may consider additional development fees in the future. |

TABLE B.3.14: Financing Mechanisms and Programs Available – Energy Efficiency/Carbon Footprint Reduction Funding and Programs

| MATRIX ID | FINANCING MECHANISM/FUND/PROGRAM | DESCRIPTION/APPLICABILITY |
|-----------|--|--|
| 14 | Modified Accelerated Cost-Recovery System (MACRS) | <p>Under the federal Modified Accelerated Cost-Recovery System (MACRS), businesses may recover investments in certain property through depreciation deductions. The MACRS establishes a set of class ranges for various types of property, ranging from three to 50 years, over which the property may be depreciated. A number of renewable energy technologies are classified as five-year property (26 USC Â§ 168(e)(3)(B)(vi)) under the MACRS, which refers to 26 USC Â§ 48(a)(3)(A), often known as the energy investment tax credit or ITC to define eligible property. Such property currently includes:</p> <ul style="list-style-type: none"> - a variety of solar electric and solar thermal technologies - fuel cells and microturbines - geothermal electric - direct-use geothermal and geothermal heat pumps - small wind (100 kW or less) - combined heat and power (CHP). - The provision which defines ITC technologies as eligible also adds the general term "wind" as an eligible technology, extending the five-year schedule to large wind facilities as well. <p>In addition, for certain other biomass property, the MACRS property class life is seven years. Eligible biomass property generally includes assets used in the conversion of biomass to heat or to a solid, liquid or gaseous fuel, and to equipment and structures used to receive, handle, collect and process biomass in a waterwall, combustion system, or refuse-derived fuel system to create hot water, gas, steam and electricity.</p> |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--|--|
| 14 | Residential Energy Conservation Subsidy Exclusion (Corporate) | <p>According to Section 136 of the U.S. Code, energy conservation subsidies provided by public utilities, either directly or indirectly, are nontaxable: "Gross income shall not include the value of any subsidy provided (directly or indirectly) by a public utility to a customer for the purchase or installation of any energy conservation measure." (This exclusion does <i>not</i> apply to electricity-generating systems registered as "qualifying facilities" under the Public Utility Regulatory Policy Act of 1978.)</p> <p>The term "energy conservation measure" includes installations or modifications primarily designed to reduce consumption of electricity or natural gas, or improve the management of energy demand. Eligible dwelling units include houses, apartments, condominiums, mobile homes, boats and similar properties. If a building or structure contains both dwelling and other units, any subsidy must be properly allocated.</p> <p>Given the definition of "energy conservation measure," there is strong evidence that utility rebates for residential solar-thermal projects and solar-electric systems may be nontaxable. However, the IRS has not ruled definitively on this issue. For taxpayers considering using this provision for renewable energy systems, consultation with a tax professional is advised.</p> <p>Other types of utility subsidies that may come in the form of credits or reduced rates may also be nontaxable, according to IRS Publication 525:</p> <p>Utility rebates: If you are a customer of an electric utility company and you participate in the utilities energy conservation program, you may receive on your monthly electric bill either: a reduction in the purchase price of electricity furnished to you (rate reduction), or a nonrefundable credit against the purchase price of the electricity. The amount of the rate reduction or nonrefundable credit is not included in your income.</p> |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|--|
| 14 | Business Energy Investment Tax Credit (ITC) | <p>Corporate investment tax credits are available for eligible systems placed in service on or before December 31, 2016:</p> <ul style="list-style-type: none"> - Solar. The credit is equal to 30% of expenditures, with no maximum credit. Eligible solar energy property includes equipment that uses solar energy to generate electricity, to heat or cool (or provide hot water for use in) a structure, or to provide solar process heat. Hybrid solar lighting systems, which use solar energy to illuminate the inside of a structure using fiber-optic distributed sunlight, are eligible. - Fuel Cells. The credit is equal to 30% of expenditures, with no maximum credit. However, the credit for fuel cells is capped at \$1,500 per 0.5 kilowatt (kW) of capacity. Eligible property includes fuel cells with a minimum capacity of 0.5 kW that have an electricity-only generation efficiency of 30% or higher. (Note that the credit for property placed in service before October 4, 2008, is capped at \$500 per 0.5 kW.) - Small Wind Turbines. The credit is equal to 30% of expenditures, with no maximum credit for small wind turbines placed in service after December 31, 2008. Eligible small wind property includes wind turbines up to 100 kW in capacity. (In general, the maximum credit is \$4,000 for eligible property placed in service after October 3, 2008, and before January 1, 2009. <i>The American Recovery and Reinvestment Act of 2009</i> removed the \$4,000 maximum credit limit for small wind turbines.) - Geothermal Systems. The credit is equal to 10% of expenditures, with no maximum credit limit stated. Eligible geothermal energy property includes geothermal heat pumps and equipment used to produce, distribute or use energy derived from a geothermal deposit. For electricity produced by geothermal power, equipment qualifies only up to, but not including, the electric transmission stage. For geothermal heat pumps, this credit applies to eligible property placed in service after October 3, 2008. - Microturbines. The credit is equal to 10% of expenditures, with no maximum credit limit stated (explicitly). The credit for microturbines is capped at \$200 per kW of capacity. Eligible property includes microturbines up to two megawatts (MW) in capacity that have an electricity-only generation efficiency of 26% or higher. |

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|--|
| 14 | Qualifying Advanced Energy Project Investment Tax Credit (For Business Attraction) | <p><i>The American Recovery and Reinvestment Act of 2009</i> (H.R. 1), enacted in February 2009, established a new investment tax credit to encourage the development of a U.S.-based renewable energy manufacturing sector. In any taxable year, the investment tax credit is equal to 30% of the qualified investment required for an advanced energy project that establishes, re-equips or expands a manufacturing facility that produces any of the following:</p> <ul style="list-style-type: none"> - Equipment and/or technologies used to produced energy from the sun, wind, geothermal or "other" renewable resources - Fuel cells, microturbines or energy-storage systems for use with electric or hybrid-electric motor vehicles - Equipment used to refine or blend renewable fuels - Equipment and/or technologies to produce energy-conservation technologies (including energy-conserving lighting technologies and smart grid technologies)* <p>The U.S. Treasury Department will issue certifications for qualified investments eligible for credits to qualifying advanced energy project sponsors. In total, \$2.3 billion worth of credits may be allocated under the program. After certification is granted, the taxpayer has one year to provide additional evidence that the requirements of the certification have been met and three years to put the project in service.</p> <p>In determining which projects to certify, the U.S. Treasury Department must consider those which most likely will be commercially viable, provide the greatest domestic job creation, provide the greatest net reduction of air pollution and/or greenhouse gases, have great potential for technological innovation and commercial deployment, have the lowest levelized cost of generated (or stored) energy <i>or</i> the lowest levelized cost of reduction in energy consumption or greenhouse gas emissions, and have the shortest project time.</p> |

TABLE B.3.15: Financing Mechanisms and Programs Available – State Funded Aggregate Mining Operations Mapping

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|--|---|
| 15 | State of Arizona Mapping for Aggregate Mining Funds | Funds available at state level to map aggregate mining operations and for protecting these areas from further encroachment. |

TABLE B.3.16: Financing Mechanisms and Programs Available – Healthy Communities Funds and Grants

| MATRIX ID | FINANCING MECHANISM/ FUND/PROGRAM | DESCRIPTION/ APPLICABILITY |
|-----------|---|---|
| 16 | APA/APHA Grants | American Planning Association/American Public Health Association grants available during the next 3-year cycle for specific projects in target areas. One selected project is selected for the state and an application is submitted by the state APA to the national APA/APHA for funding. The 2015 project submitted was Flowing Wells. Although not funded at this time, application will be resubmitted for the 2016 funding cycle. |
| | CDC’s Healthy Community Design Initiative and Health Impact Assessment (HIA) | CDC’s Healthy Community Design Initiative is the only source of federal expertise to help states and communities integrate health considerations into transportation and community planning decisions. The Healthy Community Design Initiative supports the use of HIA. The Health Impact Project, a collaboration of the Robert Wood Johnson Foundation and The Pew Charitable Trusts, is a national initiative designed to promote the use of health impact assessments (HIAs) as a decision-making tool for policymakers. Decision makers at all levels are using the fast-growing field of HIA to take health into account when making decisions in a broad range of sectors, including agriculture, education, energy and budgeting, in all types of locations- rural, suburban, and urban, local, regional or statewide. HIAs use a flexible, data-driven approach that identifies the health consequences of new policies and develops practical strategies to enhance their health benefits and minimize adverse effects. HIA helps identify and address the health impacts of policies and decisions in non-health sectors, such as building a major roadway, planning a city’s growth, or developing agricultural policy. An HIA includes practical strategies to enhance their health benefits and minimize adverse effects. |
| | The Racial and Ethnic Approaches to Community Health (REACH) program | REACH is a vital part of Center for Disease Control and Prevention (CDC)’s efforts to end racial and ethnic health gaps in the United States. Racial and ethnic health gaps are complex. They are affected by factors related to individuals, communities, society, culture, and the environment. To address these factors, REACH partners bring together members of the community to plan and carry out many different strategies to address many different health issues. REACH serves these racial and ethnic groups: African American and Black; American Indian and Alaskan Native; Asian; Hispanic and Latino; Native Hawaiian and Other Pacific Islander. REACH gives funds to state and local health departments, tribes, universities, and community-based organizations. Awardees use these funds to build strong partnerships to guide and support the program’s work. Along with funding, CDC provides expert support to REACH awardees. |

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| | <p>Partnerships to Improve Community Health (PEACH)</p> | <p>Another CDC program under the Division of Community Health (DCH) making communities healthier. Awardees will serve one of three different areas: large cities/counties with populations of 500,000 or more; small cities/counties with populations between 50,000-499,999; and American Indian tribes/tribal organizations. Awardees proposed specific activities to address the leading risk factors for the major causes of death and disability in the United States: tobacco use, poor nutrition, and physical inactivity. The proposed activities will not be finalized until plans have been finalized with the Centers for Disease Control and Prevention.</p> |
| | <p>Arizona Partnership for Healthy Communities</p> | <p>The Arizona Partnership for Healthy Communities assists communities and organizations in the identification of funds for specific projects.</p> |