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.

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	Lists the actions 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 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).

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.

Lead Responsibility - Describes the department, organization and partners that will lead the effort.

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 2015;
3. Mid-Term (5-10 Years) initiate by 2020;
4. Long-Term (10+ Years) initiate by 2030 or later;
5. Ongoing Action

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.

DRAFT

MATRIX ID	TYPE OF FINANCING MECHANISM/FUND/PROGRAM
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.
16	Healthy Communities funds and grants.

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

[Note: The following 6 pages are a SAMPLE of what the Implementation matrix is proposed to look like so the Planning and Zoning Commission can get a sense of that for purposes of making comments on the matrix. The SAMPLE includes the first two elements from the USE OF LAND chapter, Land Use and Focused Development Investment Areas. It should be reviewed not for specific content, but for concept.

DRAFT

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.	Pima County Development Services Department	Near-Term	1	Community stakeholders and County Departments involved in the Development Review Process (DRP)
	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).	Pima County Development Services Department	Near-Term	1	Community stakeholders and County Departments involved in the Development Review Process (DRP)
	c. Examine, and improve as needed, the interagency, interdisciplinary approach to reviewing land use actions in furtherance of the vision and plan policies.	Pima County Development Services Department	Ongoing Action	1, 2, 5, 7, 13	County Departments involved in the DRP

DRAFT

	d. Implement preferred land use patterns per the above policies (e.g. Policies 1-8) through land use change actions in conformance with the land use legend.	Pima County Development Services Department	Ongoing Action	1, 2, 5, 7, 13	County Departments involved in the DRP
	e. Further study to identify areas where mixed use and Transit Oriented Development are appropriate, and propose amendments to the Comprehensive Plan as necessary.	Pima County Development Services Department	Near-Term	1, 2, 3, 5, 11	Transportation Department
	f. Annually monitor and evaluate progress towards implementing Comprehensive Plan policies through a formal monitoring program as outlined in the Administration chapter.	Pima County Development Services Department	Ongoing Action	1	Planning and Zoning Commission
	g. Identify funds for the preparation of a community plan for Ajo, AZ.	Pima County Development Services Department	Near-Term	1, 2, 3, 4, 5, 11, 16	Work Collaborative with Ward Office
	h. Implement Special Area Policies and Rezoning Policies included in Chapter 9.	Pima County Development Services Department	Ongoing Action	1	County Departments involved in the DRP
	i. Create and update applicable design manuals which support land uses leading to healthier communities.	Pima County Development Services Department	Near- Term	1, 16	Health Department and other Departments involved in the DRP
	j. Continue to notice the Mt. Hopkins, Mt. Lemmon and Kitt Peak operators/agencies of any specific plan, rezoning, or comprehensive plan requests within their effected areas.	Pima County Development Services Department	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.	Pima County Development Services Department	Ongoing Action	1	

DRAFT

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.	Pima County GIS Department	Mid-Term	1, 15	Development Services Department
	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.	Development Services Department	Long-Term	1, 15	

DRAFT

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.	Development Services Department	Near-Term	1	Pima County GIS Department
	b. Continue to implement the zoning code requirements for proposed development within DMAFB Environs Zone for land compatibility.	Development Services Department	Ongoing Action	1	Planning and Zoning Commission
	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.	Development Services Department	Ongoing Action	1	
	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 and Accident Potential Zones (APZs) that would help facilitate long term viability of DMAFB.	Development Services Department	Ongoing Action	1	Pima County Administrator's Office and Pima County GIS Department
	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.	Development Services Department	Ongoing Action	1, 16	Pima County Administrator's Office and Pima County GIS Department

DRAFT

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: 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,	Development Services Department	Mid-Term	1, 2, 5, 6, 7, 9, 16	County Departments involved in DRP

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	geographic and historic characteristics that make Pima County a world destination; 11) Support urban development within evolving mixed use areas; and 12) Provide a variety of housing tenures, types, and price ranges.				
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.	Development Services Department	Ongoing Action	1	County Departments involved in DRP
	b. Identify non-traditional funding sources in addition to CDBG grants and Brownfield program grants, etc. for redevelopment, revitalization, infill, historic preservation, and climate adaptation.	Community Development and Neighborhood Conservation	Ongoing Action	1,4,5,11,16	Development Services Department
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.	Community Development and Neighborhood Conservation	Near-Term	1,4,5,11,16	Development Services Department
	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.	Development Services Department	Near-Term	1,4,5,11,16	Economic Development Office
	c. Propose amendments to existing Arizona Revised Statute (ARS) 11-254.06. to delete process barriers to more effectively establish County Infill Incentive Districts.	Economic Development Office	Near-Term	1	Lobbying at State Level

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Develop incentives, including innovative zoning codes, streamlined approval processes, and public investments in street designs and open space.	Development Services Department	Near-Term	1,7,11,16	County Departments involved in DRP
	e. Focus efforts in Revitalization Opportunity Corridors and commercial corridors in Community Development Target Areas.	Community Development and Neighborhood Conservation	Ongoing Action	1,5,11,16	Development Services Department
	f. Work with the State Land Department to prepare conceptual plans for lands owned by the State Land Department.	Development Services Department	Mid-Term	1,2,6,12,13	County Departments involved in DRP
	g. Utilize demolition and clearance resources (e.g. Community Development Block Grant (CDBG) funds) to secure unsafe property conditions.	Community Development and Neighborhood Conservation	Ongoing Action	1,5,16	Development Services Department
	h. Facilitate acquisition of underutilized and blighted properties for redevelopment compatible with adjacent neighborhood character.	Community Development and Neighborhood Conservation	Ongoing Action	1,5,16	Development Services Department
	i. Develop a viable Commercial Façade Program.	Development Services Department	Mid-Term	1,2,3,11	Office of Economic Development
	j. Develop a Streetscape Enhancements Program for public projects utilizing the Pima County plant nursery and design team.	Development Services Department	Near-Term	1,11	County Departments involved in DRP
	k. Establish County Infill Incentive District in Revitalization Opportunity Corridors.	Development Services Department	Mid-Term	1,2,5,7,8,12,13	Office of Economic Development

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	l. Explore Revitalization Districts per A.R.S. 48-6808.	Community Development and Neighborhood Conservation	Near-Term	1,5,16	Development Services Department
	m. Consider Government Property Lease Excise Tax (GPLET) for County use and propose amendments to ARS as appropriate.	Finance Department	Mid-Term	1	Lobbying at State Level
	n. Explore incentives to provide connectivity to open spaces, parks and river parks.	Natural Resources, Parks and Recreation	Mid-Term	1,11,16	County Departments involved in DRP
	o. Document and support existing capacity building efforts to promote community and ultimately economic development in stressed areas.	Community Development and Neighborhood Conservation	Ongoing Action	1,2,3,4,5,11	Office of Economic Development & Development Services Department
	p. Utilize General Obligation Bond Funds, Community Development Block Grants, and Brownfields Grants to facilitate revitalization.	Community Development and Neighborhood Conservation	Ongoing Action	1,5	Development Services
	q. Coordinate with other local jurisdictions when planning Community Development Target Areas.	Development Services Department	Ongoing Action	1	Community Development and Neighborhood Conservation
	r. Support the creation of an online region-specific climate adaptation resource site.	Office of Sustainability and Conservation	Mid-Term	1	Pima County Communications Office
	s. Incentivize energy efficiency and climate adaptation design features in redevelopment projects.	Office of Sustainability and Conservation	Near-Term	1	Development Services Department

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	t. Create opportunities, awareness for, and incentives for low-income residents to improve existing structures with energy and water efficiency improvements.	Office of Sustainability and Conservation	Near-Term	1	Development Services Department & Community Development and Neighborhood Conservation

DRAFT

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.	Office of Economic Development	Ongoing Action	1,2	Development Services Department & TREO
	b. Develop specific community goals, policies and implementation strategies to supplement but not supplant County-wide goals.	Development Services Department	Near-Term	1	All County Departments
	c. Prioritize Community Development Target Areas in unincorporated Pima County.	Community Development and Neighborhood Conservation	Near-Term	1,5,16	Development Services Department
	d. Consider utilizing U.S. Housing and Urban Development (HUD) Neighborhood Revitalization Strategy Area methodology.	Community Development and Neighborhood Conservation	Near-Term	1,5,16	Development Services Department
	e. Integrate community area plans by reference into the Comprehensive Plan.	Development Services Department	Near-Term	1,16	Community Development and Neighborhood Conservation

DRAFT

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.	Office of Economic Development	Ongoing Action	1,2	TREO
	b. Invest in Infrastructure to bring utilities and transportation to economically viable industrial lands to make shovel ready lands available to new industry.	Transportation Department	Near-Term	1,2,6,7,10,12,13	Other Departments Providing Other Infrastructure Services
	c. Prepare and adopt a master plan for the Aerospace Parkway Industrial Park	Development Services Department	Immediate Action	1,2,6,7,10,12,13	County Departments Providing Infrastructure Services

DRAFT

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: 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: 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.	Office of Sustainability and Conservation& Natural Resources, Parks and Recreation	Near-Term	1	• Pima County Transportation Department • Geographic Information System Department, • Development Services Department

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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.	Office of Sustainability and Conservation	Near-Term	1	Natural Resources, Parks and Recreation
	c. Maximize and coordinate the use of these lands as mitigation for other future federal and state permits as may be required.	Office of Sustainability & Conservation	Ongoing Action	1	Development Services Department & Geographic Information Systems Department
	d. Based on the best available science, update methodologies used to monitor changes in habitat quality and impacts on vulnerable species.	Office of Sustainability & Conservation	Near-Term	1	Development Services Department & Geographic Information Systems Department
	e. Systematically inventory cultural resources on open space and conservation lands to determine and implement appropriate levels of protection and preservation.	Office of Sustainability & Conservation	Near-Term	1	Development Services Department & Geographic Information Systems Department
	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.	Office of Sustainability & Conservation	Near-Term	1	County Departments Involved in DRP

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Develop an Ecosystem Services Valuation Model.	Office of Sustainability & Conservation	Mid-Term	1	County Departments Involved in DRP
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.	Office of Sustainability & Conservation	Ongoing Actions	1	Regional, National and International Cultural and Natural Resources Agencies and Organizations
	b. Participate in regional, national, and international forums that address cultural or natural resource management and retention of biodiversity across large landscapes.	Office of Sustainability & Conservation	Long-Term	1	Regional, National and International Cultural and Natural Resources Agencies and Organizations

DRAFT

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: 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 conservation guidelines demonstrate that: 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: 1. Move across the landscape; and	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& County Departments involved in DRP

DRAFT

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: 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.	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& County Departments involved in DRP
	c. Approvals of Comprehensive Plan Amendments: 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.	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& County Departments involved in DRP
	d. Applications for a rezoning will: 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;	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& County Departments involved in DRP

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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: 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: 1. Move through and across the landscape; and 2. Pollinate native flora.				
	e. Staff will review rezoning requests for the following, at a minimum: 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.	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& County Departments involved in DRP

DRAFT

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.	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& County Departments involved in DRP
	g. Continue to implement the Maeveen Marie Behan Conservation Lands System of the Sonoran Desert Conservation Plan.	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& 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, comprehensive plan land use plan designations.	Development Services Department	Near-Term	1	Office of Sustainability and Conservation& County Departments involved in DRP
	i. Continue to develop and refine guidance criteria for restoration, enhancement, and mitigation proposals.	Office of Sustainability and Conservation	Ongoing Action	1	Development Services Department & County Departments involved in DRP
	j. Continue to develop and refine site design guidance and other site planning recommendations for environmentally-sensitive development.	Development Services Department	Ongoing Action	1	Office of Sustainability and Conservation& County Departments involved in DRP

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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: 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 and Bufferyard Ordinance (18.73); and 8) Off-Street Parking & Loading Standards (18.75).	Development Services Department	Near-Term	1	Office of Sustainability and Conservation& County Departments involved in DRP

DRAFT

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.	Regional Wastewater Reclamation Department	Mid-Term	1	Office of Sustainability and Conservation & Pima County Department of Environmental Quality Department
	b. Implement and update as needed the County Drought Management Plan and Water Wasting Ordinance.	Regional Wastewater Reclamation Department	Ongoing Action Once Adopted	1	Office of Sustainability and Conservation & Pima County Department of Environmental Quality Department
	c. Continue to monitor drought status and its impacts through Local Drought Impact Group.	Regional Wastewater Reclamation Department	Ongoing Action	1	Office of Sustainability and Conservation & Pima County Department of Environmental Quality Department

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Coordinate with local water providers on drought declarations and response actions.	Regional Wastewater Reclamation Department	Ongoing Action	1	Office of Sustainability and Conservation & Pima County Department of Environmental Quality Department
	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.	Natural Resources, Parks and Recreation	Ongoing Action	1	Office of Sustainability and Conservation
	f. Continue to periodically update the *Community Wildfire Protection Plan.*	Office of Sustainability and Conservation	Ongoing Action	1	Natural Resources, Parks and Recreation & Development Services
	g. Establish greenhouse gas emissions targets, develop plans to attain targets and establish monitoring processes.	Pima County Department of Environmental Quality	Mid-Term	1,14	Office of Sustainability and Conservation
	h. Increase focus on, and identify funds and creative funding sources, for programs to eradicate Buffelgrass and other invasive species.	Pima County Department of Environmental Quality	Near-Term	1	Office of Sustainability and Conservation
	i. Update and maintain consistency between lists of exotic, invasive species identified in County regulations.	Pima County Department of Environmental Quality	Mid-Term	1	Office of Sustainability and Conservation

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	j. Work closely with the Southern Arizona Buffelgrass Coordination Center (SABCC) in regards to updating policies, procedures, and specifications as best practices improve.	Pima County Department of Environmental Quality	Near-Term	1	Office of Sustainability and Conservation
	k. Add Sahara Mustard and other invasive species, as needed, to the List of Invasive Species.	Pima County Department of Environmental Quality	Immediate Action	1	Office of Sustainability and Conservation
	l. Continue to implement and improve the Multi-Jurisdictional Hazard Mitigation Plan.	Pima County Department of Environmental Quality	Ongoing Action	1	Office of Sustainability and Conservation
	m. Initiate a discussion with other jurisdictions in the region regarding taking steps toward a regional approach to carbon footprint reduction.	Pima County Department of Environmental Quality	Near-Term	1,14	Office of Sustainability and Conservation
	n. Update the Native Plant Preservation Ordinance and the Landscape Design Manual.	Development Services Department	Near-Term	1	Office of Sustainability and Conservation & Natural Resources, Parks, and Recreation
	o. Integrate and use best climate science modeling data for regional drought planning.	Pima County Department of Environmental Quality	Mid-Term	1,14	Office of Sustainability and Conservation

DRAFT

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."	Community Development and Neighborhood Conservation	Near-Term	1,16	Pima County Council on Aging & Pima County Public Health Department
	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.	Development Services Department	Near-Term	1,16	Community Development and Neighborhood Conservation, Pima County Council on Aging & Pima County Public Health Department
	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;	Development Services Department	Near-Term	1,16	Community Development and Neighborhood Conservation, Pima County Council on Aging & Pima County Public Health Department

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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.				
	d. Establish an incentive program for developers to build innovative, residential product types and designs of varying densities.	Development Services Department	Near-Term	1, 12, 14, 16	Community Development and Neighborhood Conservation Department & Development Community

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
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: 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) Intra-departmental collaborations that direct regulatory compliance processes and available funding resources to address substandard housing conditions; and 4) Resources that provide relocation of inhabitants and/ or replacement of substandard housing.	Pima County Public Health Department	Near-Term	1,5	Development Services Department & Community Development and Neighborhood Conservation Department
	b. Explore processing, fee waivers or incentives program to bring unpermitted improvements into compliance.	Development Services Department	Near-Term	1,5	All Pima County Departments Issuing Permits to Improvement Projects

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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.	Pima County Public Health Department	Near-Term	1,5	Development Services Department & Community Development and Neighborhood Conservation Department
	d. Consider adoption of a Pima County Rental Inspection Program as outlined in Arizona Revised Statutes Title 11, Chapter 12 Residential Rental Inspection program.	Development Services Department	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.	Development Services Department	Immediate Action	1,5	Community Development and Neighborhood Conservation Department
	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.	Development Services Department	Immediate Action	1,5	Community Development and Neighborhood Conservation Department, Pima County Public Health Department & Stakeholders

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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).	Community Development and Neighborhood Conservation	Ongoing Action	1,16	Pima County Public Health Department
	h. Pursue and support local, state and federal funding for "Healthy Homes" implementation.	Community Development and Neighborhood Conservation	Ongoing Action	1,16	Pima County Public Health Department

DRAFT

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.	Community Development and Neighborhood Conservation	Near-Term	1,5,16	Development Services Department
	b. Support, develop and adopt regulatory incentives that provide affordable housing in new developments.	Community Development and Neighborhood Conservation	Near-Term	1,3,5, 16	Development Services Department
	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.	Community Development and Neighborhood Conservation	Near-Term	1,3,5,16	Development Services Department
	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	Community Development and Neighborhood Conservation	Near-Term	1,3,5,16	Development Services Department

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	8) U.S. Department of Housing and Urban Development.				
	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.	Development Services Department	Near-Term	1,3,5,16	Community Development and Neighborhood Conservation & Geographic Information System Department
	f. Identify, prioritize, and make available County owned property for affordable housing developments as appropriate for potential private/public partnerships.	Development Services Department	Near-Term	1,3,5,16	Community Development and Neighborhood Conservation
	g. Preserve the Pima County Housing Trust Fund by identifying alternative revenue stream.	Community Development and Neighborhood Conservation	Ongoing Action	1,3,5,16	Development Services Department
	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.	Community Development and Neighborhood Conservation	Ongoing Action	1,3,5,16	Development Services Department
	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.	Community Development and Neighborhood Conservation	Ongoing Action	1,3,5	Non-profit organizations

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	j. Work with housing industry to develop and provide education opportunities for do-it-yourself home repairs.	Community Development and Neighborhood Conservation	Ongoing Action	1,3,5	Non-profit organizations and housing industry
	k. Continue to pursue HOME Investment Partnership Grants for homeownership and rental housing development, rehabilitation and preservation.	Community Development and Neighborhood Conservation	Ongoing Action	1,3,5	HOME and Non-profit organizations
	l. Continue to pursue funds to leverage federal, state and local housing funding sources.	Community Development and Neighborhood Conservation	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.	Community Development and Neighborhood Conservation	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.	Community Development and Neighborhood Conservation	Near-Term	1,3,5	Development Services Department & housing industry stakeholders

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
5	Policy 1/Implementation Measures:				
	a. Identify Pima County residents in need of emergency shelter or supportive housing including residents with pets.	Community Development and Neighborhood Conservation	Near-Term	1,5	Development Services Department
	b. Support programs that address mental illnesses, addictions, joblessness, veteran post-traumatic stress and rehabilitation.	Pima County Public Health Department	Near-Term	1,5	Community Development and Neighborhood Conservation & 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.	Community Development and Neighborhood Conservation	Ongoing	1	Non-profit Organizations
	d. Seek safe housing alternatives to relocate the homeless from contaminated sites, washes, hazardous waste, and brownfield sites.	Community Development and Neighborhood Conservation	Mid-Term	1	Non-profit Organizations
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.	Community Development and Neighborhood Conservation	Near-Term	1	Pima County Agencies and Non-profit Organizations

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Integrate fair housing (or fair housing goals) into county planning and development process.	Development Services Department	Near-Term	1,3,16	Community Development and Neighborhood Conservation
	c. Ensure that fair housing practices are in place.	Community Development and Neighborhood Conservation	Near-Term	1,3,16	Development Services Department
	d. Further fair housing that provides for a range and mix of household incomes and family sizes.	Community Development and Neighborhood Conservation	Mid-Term	1,3,5,16	Development Services Department
	e. Working collaboratively, promote affordable housing in a wide range of diverse communities throughout Pima County.	Community Development and Neighborhood Conservation	Mid-Term	1,3,5,16	Development Services Department

DRAFT

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.	Community Development and Neighborhood Conservation	Ongoing Action	1,16	County Communications Department & Non-Profit Organizations
	b. Offer counseling related to legal rights and responsibilities of home ownership, rental, and tenure.	Community Development and Neighborhood Conservation	Ongoing Action	1	Non-profit Organizations
	c. Map and identify areas with high index of foreclosures to inform outreach strategy.	Community Development and Neighborhood Conservation	Near-Term	1	Geographic Information System Department
	d. Map and identify areas with a low index of foreclosures to better understand influencing factors.	Community Development and Neighborhood Conservation	Near-Term	1	Geographic Information System Department
	e. Provide programs to revitalize, restore, and redevelop struggling neighborhoods.	Community Development and Neighborhood Conservation	Near-Term	1,3,5,12	Development Services Department

DRAFT

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.	Development Services Department	Mid-Term	1,4,14	Community Development and Neighborhood Conservation
9	Policy 1/Implementation Measures:				
	a. Lead by example on Pima County's properties in the urban and suburban area.	Development Services Department	Ongoing Action	1,6,14	All Departments Building New Or Extending Existing Public Facilities
	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).	Development Services Department	Near-Term	1,6,14	All Departments involved in the DRP
	c. Incorporate trees and other landscaping to promote pedestrian activity and use of outdoor spaces.	Development Services Department	Ongoing Action	1,6,14	All Departments Involved in the DRP

DRAFT

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.	Development Services Department	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.	Development Services Department	Mid-Term	1,6,16	All Departments Involved in the DRP, Housing Industry & Other Stakeholders

DRAFT

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.	Development Services Department	Mid-Term	1,16	All Departments Involved in the DRP, Housing Industry & Other Stakeholders

DRAFT

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 Public Health Department, other departments and stakeholders.	Pima County Public Health Department	Mid-Term	1,16	Development Services & All Departments Involved in DRP, Jurisdictions, & Other Stakeholders

DRAFT

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.	Development Services Department	Ongoing Action	1,14	All Departments Involved in DRP & Stakeholders
	b. Working with stakeholders, prepare and adopt Low Impact Development guidelines.	Development Services Department	Near-Term	1,14	All Departments Involved in DRP & Stakeholders
	c. Working with stakeholders, develop public education and awareness programs to increase the market receptiveness of green building.	Development Services Department	Mid-Term	1,14	All Departments Involved in DRP & Stakeholders
	d. Create an incentive program to encourage incorporation of green building techniques.	Development Services Department	Long-Term	1,14	All Departments Involved in DRP & Stakeholders

DRAFT

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.	Development Services Department	Immediate	1	Office of Sustainability and Conservation
	b. Periodically update the list of Priority Cultural Resources and the Pima County Register of Historic Places as needed.	Office of Sustainability and Conservation	Ongoing Action	1,4	Development Services Department
	c. Adopt a Cultural Resources Protection ordinance.	Office of Sustainability and Conservation	Near-Term	1,4	Development Services Department & All Other Departments Involved In DRP

DRAFT

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.	Department of Transportation	Long-Term[1]	1, 7	Development Services Department
	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.	Development Services Department	Long-Term[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 occurred as needed in the long-term.
[2] The Major Streets and Scenic Routes Plan is being updated concurrent with Pima Prospers Comprehensive Plan Update Initiative. Subsequent updates will occurred as needed in the long-term.

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.	Department of Transportation	Ongoing Action	1, 7,8	All Departments Involved in the DRP, PAG, ADOT, Native Nations and Tribes
	d. Accelerate the identification and acquisition of rights-of-way for future transportation infrastructure, where feasible.	Department of Transportation	Ongoing Action	1, 7	Development Services Department
	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.	Department of Transportation	Ongoing Action	1, 7,8	Development Services, PAG, ADOT, Native Nations and Tribes
	f. Engage business leaders and employers to identify transit needs for a growing workforce.	Department of Transportation	Ongoing Action	1, 7,8	Development Services, PAG, ADOT, Business Leaders and Employers
	g. Increase the number of and distribution of electric vehicle recharging stations.	Department of Transportation	Mid-Term	1, 7	PAG, ADOT, Business Leaders and Employers
	h. Create incentives for solar construction on existing and new parking structures.	Development Services	Mid-Term	1, 14	County Departments Involved in DRP
2	Policies 1 to 4/Implementation Measures:				
	a. Work with local and national legislators to develop a stable funding source for transportation improvements and maintenance.	Department of Transportation	Ongoing Action	1, 7,8	Development Services, PAG, ADOT, Native Nations and Tribes
	b. Collaborate with development industry stakeholders to explore options for road maintenance funding, identifying	Department of Transportation	Near-Term	1, 7	Development Services & Development Industry Stakeholders

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	trade-offs and incentives, including private sector involvement.				
3	Policies 1 to 6/Implementation Measures:				
	a. Work with regional partners to prepare a regional access management plan.	Department of Transportation	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.	Department of Transportation	Mid-term	1,7	Pima County Sheriff Department
	c. Work with regional partners to develop and implement a region wide traffic signing and pavement marking management plan.	Department of Transportation	Mid-Term	1, 7	Development Services, All Departments Involved in DRP, Regional Partners, 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.	Department of Transportation	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.	Office of Sustainability and Conservation	Ongoing Action	1,7	Department of Transportation, ADOT, Agency Partners
	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.	Office of Sustainability and Conservation	Ongoing Action	1,7	Department of Transportation, ADOT, Agency Partners

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
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.	Department of Transportation	Near-Term	1,7,8	Development Services, Office of Economic Development, Regional Partners
	b. Petition the State Transportation Board to accept the Sonoran Corridor as a state highway under the operational management and control of ADOT.	Department of Transportation	Near-Term	1,7,8	Development Services, Office of Economic Development, Regional Partners
	c. Support Tucson International Airport Master Plan and the development of a second main runway.	Department of Transportation	Near-Term	1,7	Tucson Airport Authority, Development Services, Office of Economic Development, 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, Avra Valley Airport, and Pinal Airpark as sub-regional employers.	Department of Transportation	Ongoing Action	1,7	Tucson Airport Authority, Development Services, Office of Economic Development, Jurisdictions and Other Regional Partners
	e. Work collaboratively Port of Tucson and other community partners to position the Port as a key transportation and logistics center.	Department of Transportation	Ongoing Action	1,7	Port of Tucson, Development Services, Office of Economic

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Development, Community and Regional Partners
	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.	Department of Transportation	Ongoing Action	1,7	PAG
	g. Support any rail enhancements needed for the successful operation of the Port of Tucson.	Office of the County Administrator	Ongoing Action	1,7	Port of Tucson

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.	Office of Sustainability and Conservation	Ongoing Action	1,10	Pima County Departments
	b. Continue transmittal of Year End Progress Reports of the Action Plan recommendations.	Office of Sustainability and Conservation	Ongoing Action	1	Pima County Departments

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Develop strategies for the utilization of Pima County water resources consistent with the Water Rights Policy.	Pima County Department of Environmental Quality	Near-Term	1	Water Resources Unit
	d. Prepare a Watershed Management Plan which identifies the watersheds impacting Pima County, their drainage characteristics, regulatory and infrastructure needs.	Pima County Department of Environmental Quality	Near-Term	1,10	Water Resources Unit, Regional Wastewater Reclamation Department & Pima County Regional Flood Control
	e. Continue to conduct Water Supply Impact Reviews on proposed comprehensive plan amendment requests larger than four acres.	Pima County Department of Environmental Quality	Ongoing Action	1	Development Services
	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.	Pima County Department of Environmental Quality	Ongoing Action	1	Development Services
	g. Develop incentives to encourage beneficial use of stormwater and other water conservation measures.	Pima County Department of Environmental Quality	Ongoing Action	1,10	Development Services
	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.	Pima County Department of Environmental Quality	Ongoing Action	1,10	Development Services

DRAFT

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.	Regional Wastewater Reclamation Department	Ongoing Action	1	Pima County Environmental Quality Department
	b. Support increased use of reclaimed water by water providers with reclaimed water entitlements.	Regional Wastewater Reclamation Department	Ongoing Action	1	Pima County Environmental Quality Department
	c. Support increased use of CAP water and a blend of recharge of CAP water and groundwater including wheeling agreements between water providers.	Regional Wastewater Reclamation Department	Ongoing Action	1	Pima County Environmental Quality Department, CAP & Water Providers
	d. Stay apprised of the Colorado River water supply and its impacts to local water providers.	Regional Wastewater Reclamation Department	Ongoing Action	1	Pima County Environmental Quality Department & 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.	Regional Wastewater Reclamation Department	Near-Term	1	Pima County Environmental Quality Department & Regional Partners

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Support programs that conserve water within the Colorado River Basin system and protect Lake Mead operation.	Regional Wastewater Reclamation Department	Ongoing Action	1	Pima County Environmental Quality Department & Regional Partners
	c. Work with stakeholders to update existing codes and regulations as necessary to include long-term water conservation strategies.	Development Services Department	Near-Term	1,10	Regional Wastewater Reclamation Department, Pima County Environmental Quality Department & Stakeholders
	d. Coordinate across departments to prepare and adopt voluntary Low Impact Development guidelines.	Development Services	Mid-Term	1,16	All Departments Involved in DRP
	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.).	Development Services	Mid-Term	1,16	All Departments Involved in DRP
	f. Provide guidance on the use and effectiveness of additional conservation measures for site with water supply in groundwater-dependent ecosystems.	Regional Wastewater Reclamation Department	Ongoing Action	1	Development Services
	g. Support educational programs on water conservation.	Regional Wastewater Reclamation Department	Ongoing Action	1	Development Services
	h. Develop guidelines for water efficient solar systems or options to offset water use.	Development Services	Mid-Term	1,14,16	All Departments Involved with Water Conservation

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	i. Revise and update water conservation and management tools with input from stakeholders to achieve policy goals.	Regional Wastewater Reclamation Department	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, Tucson Regional Economic Opportunities (TREO) and Tucson Regional Water Coalition (TRWC) to prioritize water supply for new economic development which both provide basic employment (jobs with a multiplier effect) and use water efficiently.	Regional Wastewater Reclamation Department	Mid-Term	1,16	All Departments Involved with Water Conservation, Water Providers & Other Jurisdictions
	b. Educate potential new businesses on water conservation strategies and approaches.	Regional Wastewater Reclamation Department	Mid-Term	1	All Departments Involved with Water Conservation, 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.	Office of Sustainability and Conservation	Mid-Term	1	All Departments Involved with Water Supply, Demand and Conservation & Geographic Information System Department

DRAFT

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Provide needed resources to address any soil and groundwater remediation needed at county-owned sites of concern, including landfills.	Office of Sustainability and Conservation	Mid-Term	1	All Other Departments Involved with soil and groundwater remediation
	c. Implement the County's Municipal Separate Storm Sewer System Program.	Water Resources	Ongoing Action	1,10	All Other Departments involved with Environmental Quality, Water & Stormwater

DRAFT

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.	Development Services Department	Long-Term	1,14	All Departments Involved in DRP, Utility Companies
	b. Develop incentives for using solar energy and for providing alternative fueling stations.				
	c. Identify zoning and other code barriers that inhibit the use of the latest energy technologies.	Development Services Department	Mid-Term	1,14	All Departments Involved in DRP, Utility Companies
	d. Modify standards to encourage alternative materials, more shade and smaller footprints for parking lot construction.	Development Services Department	Mid-Term	1,14	Office of Sustainability and Conservation, Utility Companies
	e. Implement and periodically update the Biogas Utilization Master Plan recommendations.	Office of Sustainability and Conservation	Ongoing Action	1,14	Development Services Department
	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.	Development Services Department	Ongoing Action	1,14	Office of Sustainability and Conservation, Jurisdictions, UA, Utility Companies, UA Solar Zone & Others

DRAFT

2	Policy 1/Implementation Measure:				
	a. Coordinate with utility companies and infrastructure providers to facilitate design integrity with its surroundings.	Development Services Department	Ongoing Action	1,14	Utility Companies & 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.	Development Services Department	Ongoing Action	1,14	Regulators & Energy Providers
	b. Assess water use measurement in evaluating electricity generation options such as coal burning electricity or alternatives.				

DRAFT

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.	Development Services	Ongoing Action	1,6,13	Regional Wastewater Reclamation Department
	b. Establish strategies to support growth close to existing sewer infrastructure and feasible extension of infrastructure to Focused Development Investment Areas.	Development Services	Near-Term	1,6,13	Regional Wastewater Reclamation Department
	c. Continue to explore opportunities for aquifer recharge via water reclamation facilities.	Development Services	Ongoing Action	1,6,13	Regional Wastewater Reclamation Department
	d. Assure that sewer conveyance system extensions are undertaken with priority to Focused Development Investment areas.	Development Services	Ongoing Action	1,6,13	Regional Wastewater Reclamation Department

DRAFT

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.	Department of Environmental Quality	Ongoing Action	1,9	Development Services Department

DRAFT

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.	Department of Environmental Quality	Ongoing Action	1	Waste and Recycling
	b. Continue to safely and efficiently implement the Waste Tire Program.	Department of Environmental Quality	Ongoing Action	1,9	Waste and Recycling
	c. Assure that all jurisdictions in the region cooperate to establish and financially support a Regional Household Hazardous Waste program.	Department of Environmental Quality	Ongoing Action	1	Waste and Recycling
	d. Develop and update periodically a public education program to educate the public about all County waste removal programs and the benefits of recycling.	Department of Environmental Quality	Near-Term	1	Waste and Recycling

DRAFT

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	Service Providers & Department of Transportation
	b. Incorporate fiber network extension capabilities into major transportation corridor upgrade planning.	Pima County Wireless Integrated Network (PCWIN)	Ongoing Action	1	Service Providers & Department of Transportation

DRAFT

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.	Development Services Department	Ongoing Action	1	Pima County Wireless Integrated Network (PCWIN)
	b. Procure, provide, and encourage the development of the latest emerging networks, technologies and services to meet the County's needs.	Office of the County Administrator	Ongoing Action	1	Pima County Wireless Integrated Network (PCWIN)
	c. Address changes in codes or ordinances as appropriate.	Development Services Department	Ongoing Action	1	Pima County Wireless Integrated Network (PCWIN)

DRAFT

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).	Development Services Department	Near-Term	1	Pima County Departments Providing Services
	b. Continue to implement and update as needed the Sustainability Action Plan for County Operations.	Office of Sustainability and Conservation	Ongoing Action	1,14	Pima County Departments
	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.	Development Services Department	Ongoing Action	1,14	Office of Sustainability and Conservation, Pima County Departments & Pima County Buildings and Facilities Planning Department

DRAFT

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.	Development Services Department	Mid-Term	1, 16	Pima County Public Health Department, Pima County Department of Transportation, Office of Sustainability and Conservation, Community Development and Neighborhood Conservation &Other Pima County Departments

DRAFT

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.	Natural Resources Parks and Recreation	Ongoing Action	1	Development Services Department and All Departments Involved in DRP
	b. Work collaboratively with citizens to complete and expand The Loop.	Natural Resources Parks and Recreation	Ongoing Action	1	Public/Private Partnerships & Non-profit Organizations
	c. Develop pre-siting guidelines to identify any potential conflicts with natural and cultural resources.	Office of Sustainability and Conservation	Mid-Term	1	Development Services Department

DRAFT

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.	Natural Resources Parks and Recreation	Ongoing Action	1	Development Services Department and All Departments Involved in DRP
	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 Historic Anza Trail and the Loop.	Natural Resources Parks and Recreation	Ongoing Action	1,4,16	Visit Tucson & Non-Profit Organizations

DRAFT

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 Pima County Regulated Riparian Habitat (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.	Development Services Department	Ongoing Action	1	Regional Flood Control District, Office of Sustainability and Conservation & 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.	Development Services Department	Ongoing Action	1	Regional Flood Control District, Office of Sustainability and Conservation & Other Departments Involved in DRP
	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.	Development Services and Geographic Information System Departments	Ongoing Action	1	Regional Flood Control District & Other Departments Involved in DRP

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Work with construction industry stakeholders to review current riparian habitat protection ordinance to identify barriers and obstacles to development and adjust ordinance as necessary to accommodate.	Development Services Department	Ongoing Action	1	Regional Flood Control District, Office of Sustainability and Conservation Construction Industry

DRAFT

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.	Development Services Department	Mid-Term	1	Regional Flood Control District, Office of Sustainability and Conservation & Stakeholders
	b. Ensure new developments provide maximum encroachment limits and require that the floodprone areas within those limits are located within separate parcels or easements that are set aside as open space.	Development Services Department	Ongoing Action	1	Regional Flood Control District
	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.	Development Services Department	Mid-Term	1	Regional Flood Control District, Office of Sustainability and Conservation & Stakeholders
	d. Create and adopt a Watershed Management Plan which identifies the watersheds impacting Pima County, their drainage characteristics, regulatory and infrastructure needs.	Development Services Department	Ongoing Action	1	Regional Flood Control District

DRAFT

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.	Development Services Department	Mid-Term	1,7,10	County Departments Involved in DRP & Stakeholders
	b. Prepare voluntary Low Impact Development (LID) guidelines for neighborhood scale subdivision or commercial development transportation projects, parks projects, resource conservation projects and public buildings.	Development Services Department	Mid-Term	1,10	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.	Development Services Department	Ongoing Action	1,10,14	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.	Development Services Department	Ongoing	1,10	County Departments Involved in DRP

DRAFT

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.	Development Services Department	Near-Term	1	County Departments Involved in DRP
	b. Consider updates to the Concurrency Management System addressing applicability to time extensions, waver of platting requirements of zoning plans and types of modifications of rezoning conditions.	Development Services Department	Near-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.	Development Services Department	Near-Term	1	County Departments Involved in DRP & Stakeholders

DRAFT

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.	County Public Health Department	Near-Term	1,16	Natural Resources Parks and Recreation
	b. Promote physical activity among school-aged youth.	County Public Health Department	Ongoing Action	1,16	Natural Resources Parks and Recreation
	c. Expand opportunities for urban agriculture.	County Public Health Department	Near-Term	1,16	Community Food Bank, School Districts, UA & Others
	d. Solicit input from community stakeholders on physical activity and exercise.	County Public Health Department	Near-Term	1,16	Natural Resources Parks and Recreation
	e. Create awareness of resources, programs, and training opportunities in behavioral health, especially for youth.	County Public Health Department	Ongoing Action	1,16	Behavioral Health & Non-Profit Organizations

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Promote programs and resources that enhance interpersonal safety.	County Public Health Department	Ongoing Action	1,16	Sheriff Office & Non-Profit Organizations
	g. Promote policies and programs that reduce public and street harassment.	County Public Health Department	Ongoing Action	1,16	Sheriff Office & Non-Profit Organizations
	h. Incorporate Complete Streets principles into jurisdictional planning to make streets safe for all users.	Development Services	Near-Term	1,16	County Health & Transportation Departments
	i. Integrate green infrastructure into capital and improvement projects (providing shade, mitigating heat island affects, and manage storm water issues).	Development Services	Near-Term	1,16	County Health & Transportation Departments
	j. Promote importance of physical activity for enhanced employee wellness among employers.	County Public Health Department	Ongoing Action	1,16	Natural Resources, Parks and Recreation, Employers, Non-Profit Organizations
	k. Work with employers to encourage and support employee engagement in wellness programs and initiatives.	County Public Health Department	Ongoing Action	1,16	Employers, Non-Profit Organizations
	l. Promote policies and programs to reduce climate vulnerability of underserved communities.	Office of Sustainability and Conservation	Ongoing Actions	1,16	Community Development and Neighborhood Conservation

DRAFT

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.	County Public Health Department	Near-Term	1,16	Pima County Library System, Health Care Providers, Non-Profit Organizations
	b. Adopt health literacy guidelines and standards.	County Public Health Department	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.	County Public Health Department	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.	County Public Health Department	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.	County Public Health Department	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.	Office of Sustainability and Conservation	Mid-Term	1,16	Community Development and Neighborhood Conservation

DRAFT

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.	Office of Sustainability and Conservation	Ongoing Actions	1,16	Community Development and Neighborhood Conservation
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.	County Public Health Department	Near-Term	1,16	ACA, Non-Profit Organizations
	b. Define barriers to accessing health care services and potential solutions.	County Public Health Department	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.	County Public Health Department	Near-Term	1,16	Pima County Library System, ACA, 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.	County Public Health Department	Mid-Term	1,16	ACA, Non-Profit Organizations
	b. Work with the Primary Care Areas (PCA) and providers to address health care workforce development in Pima County.	County Public Health Department	Mid-Term	1,16	PCA, Pima County Workforce, Non-Profit Organizations
	c. Leverage existing health care resources in Pima County to meet identified workforce demands and fill gaps in access.	County Public Health Department	Mid-Term	1,16	Pima County Workforce, Non-Profit Organizations

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Grow and sustain a public health workforce that is prepared and knowledgeable.	County Public Health Department	Mid-Term	1,16	Pima County Workforce, Non-Profit Organizations
	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.	County Public Health Department	Mid-Term	1,16	Office of Sustainability and Conservation
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.	County Public Health Department	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.	County Public Health Department	Mid-Term	1	Crisis Response Center
	c. Coordinate with law enforcement officers resulting in improved return to service times following a behavioral health crisis intervention.	County Public Health Department	Mid-Term	1	Sheriff Department
	d. Reduce the use of emergency transportation in response to behavioral health crisis.	County Public Health Department	Mid-Term	1	Emergency Services
	e. Achieve a reduction in civil commitment proceedings.	County Public Health Department	Mid-Term	1	Emergency Services
	f. Encourage coordination of care with the behavioral health network outpatient providers to limit length of stay in restrictive environments.	County Public Health Department	Mid-Term	1	Behavioral Health Network Outpatient Providers
	g. Disseminate behavioral health resource information to medical providers.	County Public Health Department	Mid-Term	1,16	Medical Providers

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	h. Ensure access to medical treatment by advocating for the coordination of care with primary care providers and medical facilities.	County Public Health Department	Mid-Term	1,16	Primary Care Providers and Medical Facilities
	i. Participate in community initiatives to promote behavioral health services careers.	County Public Health Department	Mid-Term	1	Behavioral Care Services & UA
	j. Leverage existing behavioral health infrastructure by innovative treatment opportunities.	County Public Health Department	Mid-Term	1	Behavioral Care Services & UA
6	Policies 1 to 3/Implementation Measures:				
	a. Research and assess available public health data as well as other data systems (census data, behavioral health data, etc.).	County Public Health Department	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.	County Public Health Department	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.	County Public Health Department	Mid-Term	1,16	UA Public Health Department
	d. Engage stakeholders, health coalitions and grassroots groups, and jurisdictional officials in data sharing and interpretation.	County Public Health Department	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.	County Public Health Department	Mid-Term	1,16	Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA

DRAFT

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.	County Public Health Department	Mid-Term	1,16	Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA
	b. Update development standards to include complete streets principles.	Development Services	Near Term	1,16	County Health & Transportation Departments
	c. Screen clients for insurance status and appropriately refer for enrollment assistance.	County Public Health Department	Mid-Term	1,16	
	d. Increase efforts to identify and solve community health problems in Pima County.	County Public Health Department	Mid-Term	1,16	Health Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA
	e. Increase informational, educational, and empowerment efforts supporting public health issues in Pima County.	County Public Health Department	Mid-Term	1,16	Health Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA
	f. Reduce incidence of injuries and zoonotic illness to animals.	County Public Health Department	Long-Term	1,16	

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Become an accredited public health department.	County Public Health Department	Near-Term	1,16	
	h. Deliver clear and consistent public health messages.	County Public Health Department	Near-Term	1,16	Pima County Library System
	i. Engage organizations that serve Pima County residents to address issues of health, safety, and well-being.	County Public Health Department	Near-Term	1,16	Health Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA
	j. Empower and support residents to take ownership of public health in their communities (e.g. neighborhoods, schools, childcare centers).	County Public Health Department	Near-Term	1,16	Pima County Library System
	k. Collaborate with stakeholders and partners to identify and increase resources to address health, safety, and well-being of residents.	County Public Health Department	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.	County Public Health Department	Near-Term	1,16	Community Development and Neighborhood Conservation
	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.	County Public Health Department	Near-Term	1,16	Office of Sustainability and Conservation

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
8	Policy 1/Implementation Measures:				
	a. Promote use of Health Impact Assessments.	County Public Health Department	Near-Term	1,16	Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA
	b. Educate decision-makers on benefits of Health Impact Assessments.	County Public Health Department	Near-Term	1,16	Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & 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 use and additional residence for long term caregivers especially on rural lands of at least an acre.	Development Services Department	Near-Term	1	Pima County Council on Aging
	b. Adopt development standards for continuing care facilities that align with established State Standards.	Development Services Department	Mid-Term	1	Pima County Council on Aging

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Work with PCOA and others to widely disseminate public information on programs/support for aging populations.	Development Services Department	Near-Term	1	Pima County Council on Aging
	d. Continue to offer 50 Plus Employability Skills seminars and coaching at Pima County One-Stop Career Centers.	Development Services Department	Ongoing Action	1	One Stop Career Center and Pima County Council on Aging
	e. Coordinate with Pima Council on Aging to identify funds to support a designated Planner for Senior Services and Programs position in Pima County.	Development Services Department	Mid-Term	1	Pima County Council on Aging

DRAFT

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.	County Public Health Department	Near-Term	1,16	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.	County Public Health Department	Near-Term	1,16	Regional Flood Control District
	c. Evaluate the community's level of preparedness for power outages triggered by extreme climate events and assess results for implementation.	County Public Health Department	Long-Term	1,16	Health Partners Coalitions, Service Providers, Non-Profit Groups
	d. Improve awareness of and access to resources for extreme weather events such as heating and cooling stations, acute air quality alerts, and flooding.	County Public Health Department	Long-Term	1,16	Health Partners Coalitions, Service Providers, Non-Profit Groups

DRAFT

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.	County Public Health Department	Ongoing Action	1	Sheriff's Department
	b. Continue utilizing social media as a way to disseminate crime prevention tips and share information effectively with the community.	County Public Health Department	Ongoing Action	1	Sheriff's Department
	c. Continue developing partnerships with the community and local businesses to gain support, cooperation and a better understanding of community-police relations.	County Public Health Department	Ongoing Action	1	Sheriff's Department

DRAFT

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.	Natural Resources Parks and Recreation	Mid-Term	1	Development Services Department
	b. Expand and tailor recreational programs and services to meet evolving community needs.	Natural Resources Parks and Recreation	Near-Term	1	School Districts and Community Centers
	c. Improve access to open space and natural preserves for activities such as hiking, bird watching and interpretive experiences.	Natural Resources Parks and Recreation	Near-Term	1	Development Services Department, 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.	Natural Resources Parks and Recreation	Ongoing Action	1	Community Centers, Pima Council on Aging, YMCA

DRAFT

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 sustainable standards such as water harvesting, use of recycled water, etc.	Natural Resources Parks and Recreation	Ongoing Action	1	Office of Sustainability and Conservation
	f. Address parks and recreation improvements and deficiencies identified in the Pima County Infrastructure Study.	Natural Resources Parks and Recreation	Mid-Term	1	Community Centers, Pima Council on Aging, YMCA
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.	Natural Resources Parks and Recreation	Mid-Term	1	Development Services Department

DRAFT

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	County Office of Economic Development
	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	County Office of Economic Development

DRAFT

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.	Community Services, Employment and Training	Ongoing Action	1	• One-Stop Center; • Sullivan Jackson Employment Center (SJEC); • Kino Veterans' Workforce Center; • Workforce GED Education programs; • Youth and juvenile preparation for future workforce programs; • Summer Youth Program; • Las Artes Arts and Education Program; and • Pledge-A-Job Program.

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Support investment for training of direct care workers through state approved training programs, such as the Caregiver Training Institute and other programs.	Office of the County Administrator (Fund Allocation)	Ongoing Action	1	Community Services, Employment and Training
	c. Support training for high demand industry occupations.				
	d. Engage industry partners in sector strategies to address workforce needs.				

DRAFT

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.				
	b. Examine Zoning Code to reduce or eliminate barriers for public art.				
	c. Evaluate the zoning code for unnecessary barriers to community-enriching entertainment events.				

DRAFT

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	Community Centers and Other County Facilities
	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, TREO & Community Organizations

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Provide youth development opportunities to promote 21st 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, TREO, 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	Pima County Public Health Department
	f. Research facility sharing models in future building projects with County departments and organizations.	Pima County Public Library	Ongoing Action	1	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, Pima College & 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, Pima College & Community Partners
	j. Seek grant opportunities to explore innovation.	Pima County Public Library	Ongoing Action	1	UA, Pima College, Research Parks, STEM Education

DRAFT

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	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

DRAFT

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.	Pima Animal Care Center	Ongoing Action	1	PAAW's Programs, Elevating the Human/Animal Bond Program, Community Adoption Event Program & Community 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.	Pima Animal Care Center	Ongoing Action	1	Local Animal Rescue Groups and Animal Welfare Service Providers
	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.	Pima Animal Care Center	Ongoing Action	1	TNR Program, Social Service Agencies & Inmate Care Program
	d. Minimize unnecessary development review obstacles and costs for rescue groups to locate and operate related services.	Pima Animal Care Center	Ongoing Action	1	Development Services Department

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Communicate the financial and other benefits of preventing unwanted pets through spay/neuter programs compared to providing euthanasia services needed to address overpopulation.	Pima Animal Care Center	Ongoing Action	1	Pima County Library, Community Pet Services, Veterinaries & Animal Services Groups and Organizations
	f. Educate other County field workers on how to recognize animal abuse and neglect activities and report them to PACC.	Pima Animal Care Center	Ongoing Action	1	Other Pima County Departments
	g. Increase the number of pet owners who report they have an established primary veterinarian for each of their pet.	Pima Animal Care Center	Near-Term	1	Pima County Library, Community Pet Services, Veterinaries & Animal Services Groups and Organizations
	h. Increase the availability of animal spay/neuter services.	Pima Animal Care Center	Near-Term	1	Organizations Offering and/or Sponsoring Animal Spay/Neuter Services
	i. Increase licensing compliance by expanding awareness efforts.	Pima Animal Care Center	Ongoing Action	1	Pima County Library, Community Pet Services, Veterinaries & Animal Services Groups and Organizations

DRAFT

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 manners of the processing and distribution of healthy foods.	Development Services	Near-Term	1,16	Pima County Public Health Department
	b. Prepare a Health Impact Assessment (HIA).	Pima County Public Health Department	Near-Term	1,16	Development Service Department & Other Departments Involved in the Provision of Infrastructure and Services

DRAFT

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 and trade groups in ongoing analysis of needs and opportunities.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, 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 and thereby expanding the tax base available to pay for community priorities.	Pima County Economic Development & Tourism	Ongoing Action	1	Agencies, Regulators, Jurisdictions, Utility Providers, Private Land Owners & Other Stakeholders
	b. Work with TREO to continue to improve the existing process for customer service oriented, rapid, coordinated response to site selectors.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO
	c. Lead effort to plan and implement the Sonoran Corridor connecting 1-10 to 1-19.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, Tucson Airport Authority, Tech Parks Arizona, Aerospace and

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Defense Industry, Pima County Department of Transportation, PAG
	d. Complete development of the Aerospace and Defense Business Park to provide 2,400 acres for manufacturing and logistics business operations.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, Tucson Airport Authority, Tech Parks Arizona, Aerospace and Defense Industry, Pima County Department of Transportation, PAG
	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.	Development Services Department	Near-Term	1	Pima County Geographic Information System Department & Pima County Economic Development & Tourism
	f. Support infrastructure expansion and mixed income residential, education, community service, 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.	Development Services Department	Ongoing Action	1	County Departments Involved in DRP
	g. Develop and secure road and infrastructure maintenance programs and investments.	Pima County Department of Transportation	Near-Term	1	Other Public Works Departments Providing Infrastructure along Roadways

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
3	Policies 1 to 7/Implementation Measures:				
	a. Identify barriers for businesses and work collaboratively to reduce such barriers.	Pima County Economic Development & Tourism	Ongoing Action	1,6,13	Development Services Department & 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.	Pima County Economic Development & Tourism	Near-Term	1	TREO, 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.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, Chambers of Commerce, the Arizona Mexico Border Commission, the Canada Arizona Business Council, CANAMEX, the Arizona Commerce Authority-Mexico Office & Other.
	d. Work with Tucson Metro Chamber and related business advocacy groups to implement the recommendations resulting from the Business Expansion and Retention (BEAR) survey.	Pima County Economic Development & Tourism	Near-Term	1	Tucson Metro Chamber and Related Business Advocacy Groups

DRAFT

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.	Office of the County Administrator	Ongoing Action	1	Pima County Economic Development & Tourism and Development Services Department
	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.	Pima County Department of Transportation	Near-Term	1,7	Pima County Economic Development & Tourism
	c. Increase the area's compatibility with the Raytheon mission by improving access to Tucson Airport Authority (TAA) and Pima County-owned properties south of Hughes Access Road. This access makes these properties more attractive for potential development that is compatible with the area.	Pima County Department of Transportation	Near-Term	1,7	Pima County Economic Development & Tourism
	d. Promote collaborative planning among land owners surrounding Raytheon (County, City, TAA, State, private) to: 1) Assure that land use and development decisions on adjacent land accommodate all Raytheon manufacturing, space and security requirements;	Development Services Department	Near-Term	1,6,7,13	Pima County Economic Development & Tourism, Utilities and Infrastructure Service Providers (County and City of Tucson) Major

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	2) Maximize amount of concept-ready industrial land available; 3) Standardize planning and development requirements for industrial area; and 4) Provide efficient and immediate access to truck, rail and air transport. 5) Provide for residential housing and mixed-use development where appropriate for convenient work access by current and future employees.				Public and Private Land Owners
	e. Align long-range development plans for the Aerospace/Defense Corridor plans to maximize investments.	Development Services Department	Ongoing Action	1,6,7,13	Pima County Economic Development & Tourism, Utilities and Infrastructure Service Providers (County, City of Tucson and Private) Major Public and Private Land Owners
	f. Invest in Pima County's future by expanding regional roadway, water, sewer, and utility infrastructure to encourage expansion and relocation in the Aerospace/Defense Business and Research Park.	Office of the County Administrator	Ongoing Action	1,7,13	Utilities and Infrastructure Service Providers (County, City of Tucson and Private)
	g. Facilitate the preparation of the Aerospace/Defense Business and Research Park master plan to attract supply chain partners.	Pima County Economic Development & Tourism	Near-Term	1,7,13	Utilities and Infrastructure Service Providers (County, City of Tucson and Private)

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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.	Development Services Department	Ongoing Action	1	County Departments Involved in DRP
	i. Maximize investments by supporting the long-term development plans of the Aerospace Parkway.	Development Services Department	Ongoing Action	1	County Departments Involved in DRP
	j. Anchor Raytheon's location as a vital component of the Aerospace Parkway.	Pima County Economic Development & Tourism	Near-Term	1	Development Services Department

DRAFT

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 the Base mission and expansion needs through multi-jurisdictional lobbying and through lobbying and communicating with State and Federal Officials and military command structure.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, DMAFB, 162nd Fighter Wing & DM 50
	b. Support current and future flight operations at DMAFB and 162nd 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.	Pima County Economic Development & Tourism	Ongoing Action	1	DMAFB, 162nd Fighter Wing & DM 50
	c. Support the activities and expansion needs of the Arizona Air National Guard 162nd Fighter Wing and its need to develop facilities in the vicinity of the southeastern area of the Raytheon/Air Force Plant 44 facility to enhance operations and functionality.	Pima County Economic Development & Tourism	Ongoing Action	1	162nd 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.	Development Services Department	Ongoing Action	1	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.	Veterans One-Stop Center	Ongoing Action	1	Veterans Administration Hospital and Related Facilities and Programs

DRAFT

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 I19-I10 Sonoran Corridor interlink highway.	Pima County Economic Development & Tourism	Mid-Term	1,7	Pima County Department of Transportation & Tech Parks Arizona
	b. Create a secure defense and industrial research and testing facility on County owned land.	Pima County Economic Development & Tourism	Mid-Term	1	TREO 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.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, 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.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, 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.	Pima County Economic Development & Tourism	Ongoing Action	1	Tech Launch Arizona, Arizona Center for Innovation, Tech Parks Arizona & Innovation Park
	f. Continue to expand health service and bio-sciences collaboration at University South.	Pima County Economic Development & Tourism	Ongoing Action	1	Pima County Public Health Department, UA,

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					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.	Pima County Economic Development & Tourism	Ongoing Action	1	University of Arizona, Pima County Department of Health & 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.	Pima County Economic Development & Tourism	Ongoing Action	1	University of Arizona, 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.	Regional Wastewater Reclamation Department	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.	Pima County Geographic Information Systems and Pima County Public Health Department	Ongoing Action	1	Eller School of Management, College of Architecture, Planning and Landscape Architecture & University of Arizona Medical Center

DRAFT

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 work.	One Stop Center	Ongoing Action	1	Pima College & University of Arizona
	l. Increase efforts to create degree pathways for incumbent technology workers and high-tech employers.	One Stop Center	Ongoing Action	1	Pima College, University of Arizona, STEM Education, Other
	m. Collaborate on regional water clusters that involve infrastructure, policy planning, education and innovative technologies.	Pima County Public Works Departments	Ongoing Action	1	
	n. Support research and industry growth related to the regions existing optics cluster, astronomy, planetary and space sciences.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, University of Arizona, Tech Parks Arizona & Innovation Park

DRAFT

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.	Pima County Economic Development & Tourism	Ongoing Action	1	University of Arizona & International Trade, Education and Consultation Organizations
	b. Support safe and efficient routes that increase the international mobility of people and goods.	Pima County Economic Development & Tourism	Ongoing Action	1,7	Pima County Department of Transportation, 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.	Pima County Economic Development & Tourism	Ongoing Action	1	CANAMEX Corridor, Sun Corridor, Intermountain West Corridor & Canada Arizona Business Council.
	d. Develop the interstate connector, connecting I-19 and I-10, to create a master planned industrial corridor focused on supply chain development, logistics, and cross-border opportunities.	Pima County Economic Development & Tourism	Near-Term	1,6,7,13	Pima County Department of Transportation & Public and Private Infrastructure and Utilities Service Providers

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Support the expansion of SR 189A as a priority project for ADOT.	Pima County Economic Development & Tourism	Mid-Term	1,6,7,13	ADOT, Pima County Department of Transportation & Public and Private Infrastructure 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.	Pima County Economic Development & 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.	Pima County Economic Development & 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 Canada Arizona Business Council and use the Council to identify and pursue investment opportunities from large Canadian businesses.	Pima County Economic Development & Tourism	Ongoing Action	1	Canada Arizona Business Council

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	i. Work collaboratively with other border counties and communities to develop a cohesive strategy to promote and market the region's assets.	Pima County Economic Development & Tourism	Ongoing Action	1	Arizona-Mexico Commission & Other Border Counties and Communities (Nogales, Santa Cruz, Cochise, Naco, Douglas, etc.)
	j. Provide opportunities and facilities that encourage Mexican businesses to locate operations in Pima County.	Pima County Economic Development & 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.	Pima County Economic Development & 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.	Pima County Economic Development & Tourism	Ongoing Action	1	Arizona-Mexico Commission

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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 Mexico and developing supply chain opportunities for Canadian companies in Southern Arizona; 2) Increase Canadian (conventional and medical) tourism in Pima County; 3) Work with existing Canadian companies in Pima County to ensure quality business operations, involvement in regional corporate citizenship, retention and encourage appropriate investment and expansion; and 4) Identify specific industry sectors in Canada that promise the most return for our region's economic development strategy and proactively target specific Canadian companies within those sectors.	Pima County Economic Development & Tourism	Near-Term	1	Canada Arizona Business Council
4	Policy 3/Implementation Measures:				
	a. Capitalize on the attractiveness of air service to businesses for passenger, freight and operational needs.	Pima County Economic Development & 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.	Pima County Economic Development & Tourism	Ongoing Action	1	Pima Community College Aviation Technology Program
	c. Support the recommendations of the Tucson International Airport Master Plan.	Pima County Economic Development & Tourism	Ongoing Action	1	Tucson International Airport

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Attract new employers from the aerospace, defense and transportation industries.	Pima County Economic Development & Tourism	Near-Term	1	TIA, Port of Tucson & Aerospace/Defense Industry
	e. Attract suppliers and support businesses to the nearly 200 aerospace and defense-related companies in Pima County.	Pima County Economic Development & Tourism	Near-Term	1	Aerospace/Defense Industry
	f. Provide concept-ready sites and aggressively market these to the supply chain of existing companies.	Development Services Department & Geographic Information Systems Department	Near-Term	1	Pima County Economic Development & Tourism, TREO, 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.	Pima County Economic Development & Tourism	Near-Term	1	TREO & Arizona-Mexico Commission
	h. Strengthen partnerships with Tucson Airport Authority (TAA), Raytheon, the Arizona Air National Guard, Tucson Regional Economic Opportunities (TREO) and other tenants, agencies and stakeholders.	Pima County Economic Development & Tourism	Near-Term	1	TREO, TAA, Raytheon
4	Policy 4/Implementation Measures:				
	a. Add incentives to attract industry that creates or utilizes alternative energy sources.	Pima County Economic Development & Tourism	Near-Term	1	Office of Sustainability and Conservation
	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”.	Pima County Economic Development & Tourism	Ongoing Action	1	Office of Sustainability and Conservation

DRAFT

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).	Development Services Department	Ongoing Action	1	Geographic Information Systems Department
	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.	Pima County Economic Development & Tourism	Near-Term	1	PAG Economic Development Committee
	c. Identify and aggressively market the region's industrial and other appropriately zoned, concept-ready sites.	Development Services Department & Geographic Information Systems Department & Pima County Economic Development & Tourism,	Near-Term	1	TREO, 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.	Pima County Economic Development & Tourism	Near-Term	1	Development Services Department
	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.	Pima County Economic Development & Tourism,	Near-Term	1	TREO, PAG Economic Development Council, Chambers of Commerce, International Commissions, Other Jurisdictions

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Encourage and assist private land holders in developing their industrial lands and consolidating multiple land holdings to attract companies.	Pima County Economic Development & Tourism,	Near-Term	1	Private Land Holders of Industrial Lands
	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.	Pima County Economic Development & Tourism,	Ongoing Action	1	Residential and Commercial Construction, Tech Parks Arizona, Innovation Park, Port Of Tucson,
	h. Identify mechanisms to incentivize the utilization of privately-owned undeveloped industrial land 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.	Development Services Department & Pima County Economic Development & 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.	Development Services Department & Pima County Economic Development & 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	Public Works Departments Providing Development,	Near-Term	1	Pima County Economic Development & Tourism & Utilities Service Providers

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	make industrially zoned lands concept-ready for development.	Transportation & Infrastructure Services			
	k. Develop a Board of Supervisors policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses, employment and an increasing median wage in Pima County.	Office of the County Administrator	Near-Term	1	Community Services, Employment and Training, One-Stop Center Workforce Training & Pima County Economic Development & Tourism
	l. Work with local school districts and support Pre-K through 12th Grade Public Education and the importance of secondary property taxes and bonding capacity of school districts on attracting economic development.	Pima County Economic Development & 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.	Office of the 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.	Pima County Economic Development & Tourism	Ongoing Action	1	County land, lease, training and tax incentives Programs
	o. Establish new Aerospace/Defense Business and Research Park and other business parks to be able to negotiate and attract major new industry to the region.	Pima County Economic Development & Tourism	Near-Term	1	Aerospace/Defense Industry

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	p. Work with Pima Community College and other providers to offer training to upgrade the skills of the region's current workers.	Community Services, Employment and Training	Near-Term	1	One-Stop Center, Community College, STEM Education Program & Other Community Partners Offering Workforce Training
	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.	Pima County Economic Development & Tourism	Near-Term	1	Development Services Department

DRAFT

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.	Pima County Economic Development & Tourism	Mid-Term	1,6,7,13	Development Services Department, TIA & Public Works Departments Providing Transportation and Infrastructure Services
	b. Work to bring the Sonoran Corridor to fruition.	Pima County Economic Development & Tourism	Near-Term	1,6,7,13	Development Services Department, TIA & Public Works Departments Providing Transportation and Infrastructure Services
	c. Promote efforts to position Ryan Airfield as a logistics hub.	Pima County Economic Development & Tourism	Ongoing Action	1,13	Ryan Airfield, TREO, PAG Economic Development Council

DRAFT

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 TREO, 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.	Pima County Economic Development & Tourism	Mid-Term	1,7,13	TREO, 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.	Pima County Economic Development & Tourism	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.	Pima County Economic Development & Tourism	Ongoing Action	1,7,8	TREO, Port of Tucson, PAG Economic Development Council, Local Jurisdictions, ADOT & Other Partners

DRAFT

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.	Pima County Economic Development & Tourism	Ongoing Action	1	Maricopa Association of Governments, City of Phoenix, TREO, 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.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, Regional Job Growth Centers & Jurisdictions
	f. Support and facilitate the development of critical infrastructure to enable rapid development of employment center opportunities.	Office of the County Administrator (Fund Allocation)	Ongoing Action	1,6,7,13	Development Services Department & 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.	Pima County Department of Transportation	Ongoing Action	1,7	PAG, ADOT

DRAFT

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 TREO with financial support, specific objectives and deliverables.	Office of the County Administrator	Ongoing Action	1	Pima County Economic Development & Tourism
	b. Collaborate with TREO to develop incentive packages for desirable new employers.	Pima County Economic Development & Tourism	Near-Term	1	TREO, Arizona-Mexico Commission
	c. Encourage cross-border recruitment to realize advantages of cost manufacturing in Mexico while having access to design expertise in Southern Arizona.	Pima County Economic Development & Tourism	Ongoing Action	1	TREO, Arizona-Mexico Commission
	d. Work with TREO to develop concept-ready supply of industrial sites for potential clients.	Economic Development & Tourism	Ongoing Action	1	TREO

DRAFT

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.	Pima County Economic Development & Tourism	Ongoing Action	1,11	Community Organizations
	b. Create more natural attractions that serve as destinations.	Pima County Economic Development & 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, *El Corazón*, Tucson International Airport, and regional malls that will benefit from landscaping, paving improvements, transit and redevelopment and prioritize these efforts.	Pima County Economic Development & Tourism	Ongoing Action	1,2,5,7, 8,11	TIA, Community Organizations
	d. Support efforts to eradicate invasive, non-native species, such as Buffelgrass, that threaten the Sonoran Desert natural environment.	Office of Sustainability and Conservation	Ongoing Action	1	Pima County Environmental Education Department Southern Arizona Buffelgrass Coordination Center

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Maintain roads and streetscapes.	Pima County Department of Transportation	Ongoing Action	1,7	Other Jurisdictions Using the County Regional Transportation Network
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.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations
	b. Increase tourism opportunities by discounting facility rental fees.	Pima County Economic Development & 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 Authority	Ongoing Action	1	Visit Tucson, Tourism Service Providers, Natural Resources Parks and Recreation
	d. Build and repurpose existing facility infrastructure to attract amateur and youth tournaments.	Pima County Sports Authority	Ongoing Action	1	Pima County Facilities Planning, Natural Resources Parks and Recreation, Visit Tucson
	e. Support the international and domestic cycling tourism industry.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Take advantage of our geography, topography and natural environment to develop Geo-Tourism opportunities.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations
	g. Promote The Loop and other connecting multi-use pathways as regional attractions.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations
	h. Create new and expanding existing tourism venues including the existing major Pima County attractions (i.e. Arizona-Sonora Desert Museum, Pima Air and Space, 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.	Pima County Economic Development & 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.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Arizona-Mexico Commission
	j. Leverage our partnership with 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.	Pima County Economic Development & Tourism	Ongoing Action	1	Canada Arizona Business Council, Visit Tucson
	k. Maintain a visitor-friendly stance that does not discriminate through policy and law.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	l. Encourage and support voluntary private sector initiatives to conduct business in a bilingual and bicultural manner.	Pima County Economic Development & 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 its uniqueness and diversity and fosters a sense of pride and a sense of place in residents and visitors alike.	Pima County Economic Development & Tourism	Mid-Term	1	Development Services Department, City of Tucson, Visit Tucson, Investors
1	Policy 3/Implementation Measures:				
	a. Protect and promote the Sonoran Desert as a world destination.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson
	b. Promote regional cycling events that attract an international community by showcasing the Sonoran Desert.	Pima County Economic Development & 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.	Pima County Economic Development & Tourism	Ongoing Action	1	Visit Tucson, El Tour de Tucson, Cyclovia Tucson, Living Streets Alliance, Other Community Groups Supporting Cycling Events
	d. Continue to protect our dark skies through light pollution abatement efforts/investments.	Development Services Department	Ongoing Action	1	All Departments Involved in DRP

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Protect and preserve the rich natural heritage of native species and habitats in the County's Sky Islands regions.	Office of Sustainability and Conservation	Ongoing Action	1	Natural Resources Parks and Recreation Department, Development Services Department & Departments Involved in DRP
	f. Support, maintain and expand the Pima County regional trail system.	Natural Resources Parks and Recreation Department	Ongoing Action	1	Office of the County Administrator (Funding Allocation)
	g. Invest in regional attractions.	Office of the County Administrator (Funding Allocation)	Ongoing Action	1	Economic Development & Tourism
	h. Promote destination resorts in the region that attract the out-of-state and international community.	Economic Development & Tourism	Ongoing Action	1	Visit Tucson, Other Jurisdictions
	i. Repurpose irrigated turf areas such as planned or existing golf courses and resorts as needed.	Office of the County Administrator (Funding Allocation)	Ongoing Action	1	Economic Development & Tourism & Other Jurisdictions

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	j. Expand medical tourism by working with University Medical Center, TMC, 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 & Tourism & Other Jurisdictions	Ongoing Action	1	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 & Tourism & Other Jurisdictions	Ongoing Action	1	Pima County Sports Authority & Minor League Soccer (MLS) Teams
	l. Plan monthly visits to Sonora with Visit Tucson to cultivate relationships and change perception of Arizona through welcoming measures.	Economic Development & 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 the impact of major events such as the Tucson Gem Show on our regional economy.	Economic Development & Tourism & Other Jurisdictions	Ongoing Action	1	Visit Tucson & University of Arizona

DRAFT

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, TREO, 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 & Tourism & Other Jurisdictions	Ongoing Action	1	Jurisdictions, TREO, University of Arizona, 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 & Tourism & Other Jurisdictions	Ongoing Action	1	Jurisdictions, TREO, University of Arizona, 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.	Community Development and Neighborhood Conservation Department	Ongoing Action	1,3,4,5,11,16	Pima County Public Health Department, HUD, CDBG & Other

DRAFT

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.	Community Services, Employment and Training	Near-Term	1	One-Stop Center, Pima Community College, 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.	Office of the County Administrator (Fund Allocation)	Ongoing Action	1	Community Services, Employment and Training, Pima County Workforce Training Program One-Stop Center

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	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	Community Services, Employment and Training, Pima County Workforce Training Program One-Stop Center, Pima Community College & Other Supportive Services

DRAFT

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.	Pima County Department of Transportation	Ongoing Action	1,7	ADOT & PAG
	b. Continue to advocate for an increase in the statewide gas tax.	Office of the County Administrator	Ongoing Action	1	Pima County Department of Transportation, ADOT & PAG
	c. Identify long-term funds to maintain a multimodal transportation network.	Pima County Department of Transportation	Ongoing Action	1,7	ADOT & PAG

DRAFT

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.	Development Services Department	Near-Term	1,3,5,6,16	Ajo Community, Community Development and Neighborhood Conservation, & 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.	Development Services Department	Mid-Term	1,3,5,6,16	Ajo Community, Community Development and Neighborhood Conservation, & 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.	Development Services Department	Mid-Term	1,6,11,16	Pima County Facilities Management & Pima County Departments Providing Services

DRAFT

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	Office of the County Administrator	Near-Term	1	Procurement Department
	b. Monitor job training needs in the construction sector	Pima County Workforce Training Program	Near-Term	1	Construction Trade Representatives, Pima Community College
	c. Continue to attract federal funding and other investments for public construction projects	Office of the County Administrator	Near-Term	1	Procurement Department
	d. Continue working with construction trade representatives to review standards, codes and guidelines used in the regulatory processes.	Development Services Department	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.	Community Development and Neighborhood Conservation	Mid-Term	1,14	Utility Service Providers & Office of Sustainability and Conservation

DRAFT

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.	Development Services Department	Ongoing Action	1,14	Utility Service Providers, Community Development and Neighborhood Conservation, Office of Sustainability and Conservation & Other Departments Involved in the DRP Process

DRAFT

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.	Development Services Department	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.	Development Services Department	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.	Development Services Department	Mid-Term	1	Other Pima Public Works Departments Providing Transportation and Infrastructure Services

DRAFT

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.	Economic Development & Tourism	Ongoing Action	1	Development Services Department & Major Property Owners
	e. Manage all economic development efforts and work with TREO 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 & Tourism	Near-Term	1	TREO, 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.	Development Services Department	Mid-Term	1	Public Facilities Providing Such Services
	b. Establish or reconfirm Levels of Service standards for each facility identified for cost recovery.	Development Services Department	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	Development Services Department	Mid-Term	1	Public Facilities Providing Services

DRAFT

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.	Office of the 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.	Development Services Department	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.	Development Services Department	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.	Development Services Department	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

DRAFT

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.	The Pima County Capital Improvement Program (CIP) Unit	Mid-Term	1	Public Facilities Providing Services &Development Community
	c. Incentivize 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.	Development Services Department	Ongoing Action	1	Public Facilities Providing Services & Development Community
	d. Update development fee studies on a regular basis to ensure establishment of reasonable fees.	Development Services Department	Ongoing Action	1	Public Facilities Providing Services & Development Community
	e. Encourage the growth or relocation of industries that generate local tax and employment.	Development Services Department	Ongoing Action	1	Public Facilities Providing Services & Development Community
	f. Encourage planned development as it also generates local tax and employment.	Development Services Department	Ongoing Action	1	Departments Involved in DRP
	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.	Development Services Department	Ongoing Action	1	Public Facilities Providing Services & Development Community

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Develop a process to apply the fair share cost recovery policy to all new development, regardless of zoning	Development Services Department	Mid-Term	1	The Pima County Capital Improvement Program (CIP) Unit, Public Facilities Providing Services & Development Community
4	Policies 1 to4/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.	Development Services Department	Ongoing Action	1	The Pima County Capital Improvement Program (CIP) Unit, 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.	Development Services Department	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.	Development Services Department	Ongoing Action	1	The Pima County Capital Improvement Program (CIP) Unit, Public Facilities Providing Services
	d. Conduct studies to determine future benefits associated with new revenues generated from growth areas and economic development corridors.	Development Services Department	Ongoing Action	1	Public Facilities Providing Services

DRAFT

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.	Development Services Department	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	University of Arizona, 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.	Development Services Department	Ongoing Action	1	ADOT, PAG, Tohono O'Odham Nation, Pascua Yaqui Tribe, Adjacent Jurisdictions & Public Facilities Providing Services

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Work collaboratively with regional agencies to conduct regional studies that determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis.	Development Services Department	Mid-Term	1	ADOT, PAG & Public Facilities Providing Services
	c. Working collectively with other counties, seek new or additional revenue-sharing opportunities from the State of Arizona.	Office of the 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 the County to change the County's primary or secondary property tax structure to provide additional resources for facilities and services if necessary to implement the Comprehensive Plan vision.	Office of the 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.	Development Services Department	Ongoing Action	1	Pima County Public Works Departments & Pima County Community and Economic Development (CED) Departments

DRAFT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Consider priority for public maintenance of infrastructure improvements determining hierarchy of which infrastructure improvements should be accepted into county maintenance and conditions depending on critical importance to the county.	Office of the County Administrator	Ongoing Action	1	Pima County Public Works Departments Providing Infrastructure Improvements & Maintenance
	d. Assign costs for maintenance over a long term budget, and budget for costs.	Office of the 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.	Office of the County Administrator	Near-Term	1	Lobbying at State Level

DRAFT

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.

DRAFT

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 Department (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.

DRAFT

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: • 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

DRAFT

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
	Grant– Arizona Commerce Authority	and create quality jobs. Maximum awards of $5,000 (SBIR proposal development, commercialization feasibility studies, etc.) and $20,000 (innovation in manufacturing)
	Navigator – Arizona Commerce Authority	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: • 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**	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.
2	**The Arizona Innovation Accelerator Fund – Arizona Commerce Authority**	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. • 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.

DRAFT

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
		• 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**	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. • Key offerings include: ◦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

DRAFT

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.

DRAFT

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**	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. 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.
	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**	• 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	• 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.**	• 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**	Infrastructure Financing Plans are specific plans that calculate the impact fees for that area. An infrastructure financing plan includes the following types of information:
		• 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:
		  ○ 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)**	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: – 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. 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.

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
14	**Residential Energy Conservation Subsidy Exclusion (Corporate)**	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 *not* apply to electricity-generating systems registered as "qualifying facilities" under the Public Utility Regulatory Policy Act of 1978.) 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. 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. 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: 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.

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
14	**Business Energy Investment Tax Credit (ITC)**	Corporate investment tax credits are available for eligible systems placed in service on or before December 31, 2016: – **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. *The American Recovery and Reinvestment Act of 2009* 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)**	*The American Recovery and Reinvestment Act of 2009* (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: – 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)* 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. 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 *or* the lowest levelized cost of reduction in energy consumption or greenhouse gas emissions, and have the shortest project time.

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.
	Partnerships to Improve Community Health (PEACH)	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.
	Arizona Partnership for Healthy Communities	The Arizona Partnership for Healthy Communities assists communities and organizations in the identification of funds for specific projects.