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.

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.

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 17/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. 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
	c. 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
	d. 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

	e. 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
	f. 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	Work Collaborative with Ward Office
	g. 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
	h. 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
	i. 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	

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	

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

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

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.				

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

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

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

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

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

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.

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
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

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
		resource for the Arizona startup community to strengthen Arizona's innovation ecosystem – ensuring small businesses can expand through all stages of development.

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

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

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

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
4	**Certified Local Government Program (CLG)**	The Federal Historic Preservation Fund provides funds for various historic preservation projects to certified local governments. To become a certified local government, a community must undergo a certification process and demonstrate that they are committed to historic preservation.
	State Historic Fund	Property eligible for state historic funds are those designated on the nation or state register or locally designated. Funds may be used for acquisition, restoration and repair of historic properties. The state fund will also fund survey, planning and educational programs. Policy requires a 25% cash match (minimum). Deadlines to submit an application are October and April.
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.3.5: 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.3.5: 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.

TABLE B.3.5: 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.3.6: 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.3.7: 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.3.8: 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.3.9: 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.3.10: 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.3.11: 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: o Equipment repair o Fire protection o Libraries o Major streets and bridges o Parks o Police o Solid waste disposal o Storm drainage (where applicable) o Wastewater o Water • Standardized net capital facility costs for each infrastructure category

TABLE B.3.12: 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.3.13: 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.