



MEMORANDUM

Date: February 7, 2020

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: **Benefits of Pima County Economic Development Efforts**

Pima County has always been engaged in the economic development processes but historically more from a regulatory standpoint. Discussions with Raytheon as far back as 2006 indicated the need for a more proactive approach that would ensure the sustainability of our major employers such as Davis-Monthan Air Force Base and Raytheon Missile Systems. The Davis-Monthan Encroachment Prevention portion of the Open Space Acquisition Bond issue was approved by the voters in 2004 resulting in \$10 million invested in strategic parcels in the Approach Departure Corridor for Davis-Monthan. The County also purchased just under 400 acres south of Raytheon in 2010 to prevent inappropriate encroachment on the Raytheon Missile Systems plan and Air Force Plant 44, adjacent to Tucson International Airport.

Beginning in 2012 with the collaboration of TREO (now Sun Corridor, Inc.) Pima County has been far more engaged in the attraction of new companies and fostering the expansion of existing companies within the County. The initial example was the provision of incubator space for a new Bioscience company called Accelerate with a handful of employees. This investment has paid off handsomely in that Accelerate has continued to expand to now employ over 240 employees and was recognized recently as paying the highest median wage in Arizona at \$164,738, based on 2018 numbers.

Beginning with the Accelerate project, Pima County has added dedicated economic development staff and collaborated with Sun Corridor, Inc. and our regional partners to attract and expand 111 companies that have invested \$2,849,395,849 in capital expenditures in the region. When locating or expanding here, those companies had a projected 5 year Economic Impact of \$27,442,104,768 (including personal property and sales tax) across a range of industries. Those projects resulted in 23, 873 direct new jobs. Attachment 1 is a compilation of the successful projects beginning with Accelerate Diagnostics, Inc. through January, 2020. There are a number of these companies that have exceeded their projected numbers with the largest one being Raytheon.

As Pima County increased our focus on economic Development, we created the first Pima County Economic Development Plan for 2012–2014 followed by updates in 2015, 2017 and 2019. Each of the plans had specific action items and each update contained a status of the action items in the previous update. A totally restructured Economic Development Plan was developed in 2019 with specific Fundamental Goals:

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1. Identify ways to overcome limitations that affect our successes.
2. Diversify the Economy
3. Increase the Number of Jobs
4. Increase Disposable Income
5. Identify multiple paths to enhance workforce
6. Develop new local development funding sources
7. Creation of a Regional Identity

The Pima County 2019-2021 Plan also incorporated summary plan information and links to websites for our regional partners. The 2019-2021 Plan and Plan Summary can be found at: https://webcms.pima.gov/government/economic_development/

Attachment 2 of this document is a compilation of the status of the 99 action items in the 2017–2018 Plan Update.

Attachment 3 contains the Action Items in the current 2019–2021 Plan.

Pima County continues to be the catalyst for regional economic development efforts by organizing and hosting quarterly Economic Development Update meetings that include all of the Pima County jurisdictions as well as many from surrounding Counties including Yuma County, as well as the Arizona Commerce Authority, Sun Corridor, Inc., University of Arizona and a number of the utilities in the region. While each entity has their own goals and plans, Economic Development is a team effort in Pima County. Many site selectors and economic development professionals that come here are impressed by the level of collaboration throughout the region.

CHH/dr

Attachments

- c: Jan Leshar, Chief Deputy County Administrator
Francisco García, Deputy County Administrator & Chief Medical Officer, Health and Community Services
Carmine DeBonis, Jr., Deputy County Administrator for Public Works
Dr. John Moffatt, Director Economic Development Office
Patrick Cavanaugh, Deputy Director Economic Development Office
John Voorhees, Assistant County Administrator

ATTACHMENT 1

Successes 2012-13			New Direct	New Total	Value of	Capital
Company	Industry		Jobs	Jobs	Economic	Investment
Attraction & Expansion				Supported	Impact	
Accelerate Diagnostics	Attraction	Bioscience	300	488	\$567,165,932	\$9,700,000
American Tire Distribution	Attraction	T & L	30	43	\$5,570,931	\$18,500,000
Integrated Technologies Group	Attraction	A & D	200	289	\$265,016,796	\$3,500,000
Convergys	Expansion	Call Center	450	519	\$156,539,518	\$3,500,000
BE Aerospace	Expansion	A & D	265	359	\$308,116,021	\$6,265,777
Infinity Insurance	Attraction	Call Center	450	558	\$122,743,859	\$1,000,000
CaptionCall	Attraction	Call Center	270	323	\$90,732,665	\$1,000,000
New York Life	Expansion	Other	60	212	\$72,091,557	\$1,000,000
2012-13 Totals			2,025	2,791	\$1,587,977,279	\$44,465,777

Successes 2013-2014			New Direct	New Total	Value of	Capital
Company	Industry		Jobs	Jobs	Economic	Investment
Attraction & Expansion				Supported	Impact	
Hanergy Holding Group Ltd	Expansion	Energy/ Resources	183	264	\$260,041,082	\$4,900,000
Universal Bio Mining	Attraction	Bioscience	40	72	\$36,767,132	\$500,000
Reginald Bennett International Inc	Attraction	A & D	7	9	\$7,162,245	\$100,000
Mister Car Wash	Expansion	Other	50	75	\$26,850,095	\$3,700,000
Ascent Aviation	Expansion	A & D	100	127	\$96,164,908	\$4,000,000
Modular Mining Company	Expansion	Energy/ Resources	50	73	\$18,984,038	\$4,800,000
Securaplane	Expansion	A & D	55	96	\$118,525,440	\$5,200,000
Duralar Technologies	Attraction	A & D	30	42	\$26,224,532	\$6,000,000
Zucarmex	Attraction	T & L	30	37	\$16,147,565	\$3,000,000
Quicktek	Attraction	A & D	50	43	\$46,692,842	\$500,000
Composite Mirror Applications	Expansion	A & D	5	8	\$7,759,581	\$0
Kirin Manufacturing	Expansion	Manufacturing	5	8	\$7,759,581	\$0
Zygo Electro- Optics Group	Expansion	A & D	30	42	\$26,224,532	\$6,000,000
VXI Global Solutions	Attraction	Call Center	500	608	\$182,654,552	\$2,000,000
CAID Industries	Expansion	A & D	114	171	\$135,805,447	\$5,000,000
Freshlight USA	Attraction	Energy/ Resources	25	32	\$12,294,056	\$0
AFNI	Expansion	Call Center	450	521	\$128,428,551	\$0
AFNI	Expansion	Call Center	60	81	\$35,266,379	\$0
ASARCO	Expansion	Energy/ Resources	30	49	\$83,696,710	\$64,000,000
CHSPSC	Attraction	Call Center	206	278	\$96,090,345	\$5,500,000
2013 -2014 Totals			2,020	2,636	\$1,369,539,613	\$115,200,000

Successes 2014-2015			New Direct	New Total	Value of	Capital
Company	Industry		Jobs	Jobs	Economic	Investment
Attraction & Expansion				Supported	Impact	
Geico	Expansion	Call Center	230	382	\$307,796,255	\$1,000,000
Hydronalix, Inc	Expansion	A & D	80	121	\$206,003,260	\$4,500,000
CHSPSC - FSUC	Attraction	Bio/ Health	26	38	\$20,805,845	\$7,250,000
APAC	Expansion	Call Center	657	810	\$213,755,800	\$452,562
Sante	Attraction	Bio/ Health	150	193	\$78,860,153	\$24,000,000
Arizona Optical Systems	Expansion	A & D	40	66	\$64,931,470	\$1,520,000
Watermark Hacienda Tucson	Attraction	Bio/ Health	192	252	\$108,905,660	\$20,000,000
Garmin	Expansion	A & D	138	170	\$53,639,000	\$1,600,000
LCMS	Attraction	Bio/ Health	31	62	\$29,371,932	\$3,000,000
TP3 Global	Attraction	A & D	32	43	\$26,824,905	\$180,000
Centene	Attraction	Bio/ Health	100	121	\$35,069,674	\$1,000,000
Don Zavis & Associates	Attraction	Other	12	20	\$13,151,128	\$200,000
HomeGoods, Inc****	Attraction	T & L	895	1097	\$873,382,548	\$82,000,000
Comcast	Attraction	Call Center	1125	1288	\$384,592,984	\$10,000,000
Cenpatico	Attraction	Bio/ Health	250	338	\$159,791,554	\$0
CORE Institute	Attraction	Bio/ Health	25	40	\$28,553,045	\$300,000
2014 -2015 Totals			3,983	5,041	\$2,605,435,213	\$157,002,562

Successes 2015-2016			New Direct	New Total	Value of	Capital
Company		Industry	Jobs	Supported	Economic Impact	Investment
Attraction & Expansion						
GW Plastics	Expansion	Manufacturing	70	66	\$38,189,177	\$2,000,000
Dream in Color Yarn	Attraction	Manufacturing	10	12	\$6,821,270	\$20,000
Tucson Medical Center	Expansion	Bio/ Health	61	94	\$60,657,039	\$10,100,000
Mathematica	Attraction	Other- Education	75	91	\$27,846,055	\$45,000
Dignity Health Urgent Care	Attraction	Bio/ Health	35	41	\$23,175,639	\$7,000,000
ADP	Attraction	Advanced Service	450	765	\$485,532,610	\$12,000,000
Otto Environmental	Expansion	Manufacturing	32	36	\$8,884,424	\$5,900,000
World View Enterprises, Inc.	Expansion	A & D	448	685	\$384,379,673	\$32,266,000
Bayview Asset Management	Attraction	Advanced Service	95	186	\$139,798,558	\$200,000
Truly Nolen	Expansion	Other - training	70	91	\$34,423,358	\$10,550,000
International Towers	Expansion	Manufacturing	130	191	\$170,534,356	\$1,500,000
Arizona Turbine Technology	Expansion	A & D	22	87	\$48,369,409	\$6,500,000
Applegate Insulation Arizona	Attraction	Manufacturing	50	69	\$69,130,921	\$3,000,000
Caterpillar	Attraction	Energy/ Natural R.	635	1456	\$652,012,031	\$45,396,250
GeoWorld	Attraction	Other	25	45	\$30,642,502	\$200,000
New Holland	Attraction	Other	25	50	\$45,906,780	\$7,000,000
Sheffield Lubricants	Attraction	Manufacturing	30	42	\$82,900,646	\$8,500,000
Urgent Care Extra	Attraction	Bio/ Health	25	29	\$16,554,028	\$7,000,000
Smart Things	Expansion	Other	80	109	\$38,623,955	\$250,000
HTG Molecular	Expansion	Bio/ Health	13	32	\$66,948,908	\$0
2015 -2016 Totals			2,381	4,177	\$2,431,331,339	\$159,427,250

Successes 2016 - 2017			New Direct	New Total	Value of	Capital
Company		Industry	Jobs	Supported	Economic Impact	Investment
Attraction & Expansion						
Arcadia Custom	Expansion	Manufacturing	150	187	\$80,482,760	\$6,200,000
Bombardier	Expansion	A & D	27	29	\$17,358,377	\$3,500,000
Mainstreet	Attraction	Bio/ Health	63	89	\$41,817,988	\$15,200,000
Global Equity Finance	Attraction	Other - Finance	82	145	\$96,051,910	\$125,000
Vector Space Systems	Expansion	A & D	200	284	\$272,756,709	\$19,000,000
Creative Machines	Expansion	Manufacturing	20	33	\$35,062,876	\$2,120,000
AAA	Expansion	Call Center	97	128	\$50,611,678	\$1,576,900
Raytheon Missile Systems	Expansion	A & D	1985	4060	\$7,900,000,000	\$492,300,000
Lucid Motors	Attraction	Energy/ Natural R.	2213	2895	\$1,765,092,679	\$736,000,000
Hexcel Corporation	Expansion	A & D	146	206	\$340,637,078	\$85,000,000
Ascensus	Attraction	Advanced Service	192	424	\$231,977,592	\$7,778,475
HD Petroleum	Attraction	Energy/ Natural R.	20	28	\$27,132,464	\$8,000,000
Ernst & Young	Attraction	Advanced Service	125	202	\$125,160,688	\$1,000,000
Innovative Manufacturing Solutions	Expansion	Manufacturing	65	95	\$79,832,311	\$1,000,000
Monsanto	Attraction	Other - Research	60	99	\$289,992,113	\$91,100,000
Hexagon Mining	Expansion	Energy/ Natural R.	119	285	\$223,602,998	\$2,464,413
Bayview Asset Management	Expansion	Advanced Service	375	733	\$551,836,412	\$300,000
CHSPSC - FSUC - Northwest Medical	Expansion	Bio/ Health	25	30	\$19,949,209	\$8,200,000
2016 -2017			5,964	9,952	\$12,149,355,842	\$1,480,864,788

Successes 2017 - 2018			New Direct	New Total	Value of	Capital
Company		Industry	Jobs	Supported	Economic Impact	Investment
Attraction & Expansion						
TuSimple	Attraction	Automotive	100	210	\$81,746,317	\$14,882,840
Convergys	Expansion	Call Center	150	189	\$62,955,826	\$0
Kelpac Medical	Expansion	Bio/ Health	32	37	\$24,321,524	\$3,674,000
Atlas Copco	Expansion	Energy/ Natural R.	20	39	\$65,385,064	\$5,500,000
Burns McDonnell	Attraction	Other - Engineering	20	36	\$25,895,073	\$338,000
GEICO	Expansion	Advanced Services	861	1677	\$619,313,181	\$19,785,600
Mister Car Wash	Expansion	Advanced Services	47	71	\$54,471,742	\$6,773,749
Citi	Expansion	Advanced Services	639	1264	\$771,276,855	\$5,000,000
Amazon	Attraction	T & L	1500	1711	\$600,534,497	\$136,000,000
Arconic Fastening Systems & Rings	Expansion	A & D	70	93	\$55,882,618	\$6,000,000
Northwest Healthcare	Expansion	Bio/ Health	157	196	\$165,303,716	\$37,500,000
2017 -2018			3,596	5,523	\$2,472,614,671	\$235,454,189

Successes 2018 - 2019			New Direct Jobs	New Total Jobs Supported	Value of Economic Impact	Capital Investment
Company		Industry				
Attraction & Expansion						
Texas Instrument	Expansion	Other	35	105	\$34,840,510	\$29,808,000
AxisCades	Attraction	Energy & Mining	318	568	\$213,051,709	\$1,827,900
TuSimple	Expansion	Automotive	500	1120	\$1,092,646,782	\$60,000,000
Imperfect Produce	Attraction	Advanced Services	350	393	\$132,516,799	\$700,000
Northwest Healthcare	Expansion	Healthcare	595	944	\$566,693,782	\$87,075,000
Modular Mining Systems	Expansion	Energy & Mining	32	74	\$71,400,937	\$6,400,000
Amazon	Expansion	Transport & Logistics	300	419	\$181,199,609	\$10,000,000
Symbolicware	Attraction	Energy & Mining	20	31	\$17,531,205	\$500,000
Southern New Hampshire University	Attraction	Advanced Services	350	616	\$218,352,130	\$5,000,000
Mountain Plains Equity Group	Attraction	Healthcare	67	75	\$25,927,440	\$22,505,179
Tenet Health	Attraction	Healthcare	37	45	\$29,019,684	\$14,132,602
Tenet Health	Attraction	Healthcare	37	61	\$38,403,416	\$14,132,602
MicroMex	Attraction	Transport & Logistics	100	126	\$82,682,041	\$100,000
2018-2019			2,741	4,577	\$2,704,266,044	\$252,181,283
Successes 2019 - 2020						
Company		Industry	New Direct Jobs	New Total Jobs Supported	Value of Economic Impact	Capital Investment
Attraction & Expansion						
Sierra Vista EDA Grant	Expansion	Aerospace & Defense	19	30	\$18,289,826	\$0
Raytheon Missile Systems	Expansion	Aerospace & Defense	1000	1616	\$1,851,209,275	\$400,000,000
Alicat Scientific	Expansion	Aerospace & Defense	100	127	\$142,322,514	\$800,000
Silao Foods	Attraction	Other	29	52	\$82,389,766	\$3,000,000
Distant Focus Corporation	Attraction	Aerospace & Defense	15	25	\$27,373,386	\$1,000,000
2018-2019			1,163	1,850	\$2,121,584,767	\$404,800,000
Total since Inception 2012			23,873	36,547	\$27,442,104,768	\$2,849,395,849

*Includes real and personal property taxes and sales tax

** Number of jobs quoted is 900, for impact purposes, 650 was used

*** Number of jobs announced 400, for impact purposes 455 provided by company

** No impact analysis done through ACA ***

Homegoods: Impact study results for 15 years

ATTACHMENT 2



Appendix A

Status of 99 Action Items from 2017-2018 Plan Update

The adopted Pima County Economic Development Plan – Update through 2018 was designed to continue guiding the County’s investments and policy actions to grow the local economy, increase jobs and income, and increase overall community wealth. The plan consists of the same 14 chapters created for the 2015 through 2017 update; each of which focuses on an area of economic development and job creation/growth where the County can lead, directly affect and/or influence progress and outcomes.

This Appendix A details the status of the action items identified in the 14 Chapters of the Plan.

1.1 Support the completion of the Environmental Impact Statement for the second runway at TIA by the TAA and Federal Aviation Administration (FAA) to initiate land and right of way exchange between the USAF and the TAA to complete the Raytheon buffer for existing facilities.

This environmental document was completed in fall, 2018.

1.2 Complete the Environmental Assessment referenced above for the release and sale of the 270-acre expansion buffer for Raytheon and the Arizona Air National Guard and place the buffer under US AF control in 2018.

Concurrent progress is underway with transfer of property expected to occur in 2019.

1.3 Develop a planning agreement between Pima County, TAA and the State Land Department to initiate concept planning for the Aerospace, Defense and Technology Business and Research Park consisting of 2,800 acres, of which 479 acres are County-owned.

The area is now called the Aerospace Research Campus. TAA has completed some civil engineering planning for their 550 acres. The Arizona State Land Department has agreed to some utility easements for surrounding development and a utility corridor. Discussions continue with further progress expected during the subsequent Economic Development Plan.

1.4 Continue planning with Union Pacific

Railroad for rail access from the Nogales line through the Park.

Purposeful discussions continue with expectation that this action item will continue into the next Plan update once a specific plan and users are identified.

1.5 Define the boundary of the 150-acre primary employment campus-style employment center west of I-10 and south of the Sunset Road extension and develop an appropriate archeological mitigation plan for site development.

Fieldwork and mitigation plan complete with implementation expected in 2018-2019. Consultation with a number of Tucson, Phoenix, and national developers in late 2018 helped establish some planning parameters for this site to be implemented in future plans.

1.6 Complete planning and construction of the extension of Sunset Road between I-10 and Silverbell Road in 2017.

Complete.

1.7 Market for sale or lease for primary employment vacant land at Sunset Road and I-10, 75 E. Broadway Boulevard and 332 S. Freeway.

Marketing materials developed and active marketing process is under way. Sunset planning identified above in 1.5. 75 East Broadway is being jointly developed with Rio Nuevo for a mixed used retail, parking and minimum 150,000 square foot Class A office complex. Joint development for Cushing Street site continues with Rio Nuevo.

1.8 Make available County property at Pinal Airpark for air field development and expansion, including airport employment lessees. Planning is underway in 2016.

Multiple opportunities including potential military uses for Pinal Airpark have been explored. Zoning and cooperation with Arizona State Land Trust and planning for runway extension to accommodate expanded uses are all under way.

1.9 Develop a new, fully integrated Master Plan for the Southeast Regional Park and Employment Site that identifies both lands that will be permanently reserved for public recreation and those that will be used for primarily export-based employment. It is likely over 1,000 acres could be reserved for an employment site, making the site ideal for a second master planned Business and Research Park. Actively plan and extend sanitary sewer service to the facility and develop an internal, County-owned water utility to service the Southeast Regional Park, Fairgrounds and Business and Research Park. Begin master planning and programming of transportation capacity improvements to provide urban transportation service to the location.

Comprehensive plan amendments were completed in 2018. Some pre-development infrastructure assessments awaiting funding, but sewer service is under construction.

1.10 Continue and expand active marketing of the adaptive reuse of the former Roger Road Wastewater Treatment Facilities.

Task continues.

2.1 Pima County will fully cooperate with and participate in any environmental or location alternative studies for I-11 within Pima County and will closely monitor project implementation to ensure the trade benefits from a connection to Mexico are realized.

Pima County continues to cooperate with the EIS analysis of reasonable alternatives with completion expected in November of 2019.

2.2 Establish as a County highway the auxiliary interstate highway connection between I-10 and I-19.

Preparation of EIS by ADOT continues with completion expected in late 2019, or early 2020.

2.3 Continue to advocate for early and adequate funding for both phases to improve SR 189 from the Mariposa POE to I-19.

\$25 million TIGER grant awarded to ADOT

in March, 2017 for completion of this high-way segment. A joint funding agreement between ADOT, Santa Cruz County, and the City of Nogales plus a special Legislative allocation of \$25 million have enabled design with construction of the full north and south phases to begin in 2019.

2.4 Support development of the second full-service parallel runway for TIA.

Staff support of FAA EIS document continues with completion of that environmental review in fall, 2018.

2.5 Initiate development of a regional utility corridor, including a sanitary sewer inceptor system, to serve the employment growth area south of TIA extending to Rita Road at I-10.

The regional utility and transportation corridor has been initiated and the sewer construction to Wilmot Rd (Nogales Hwy-Wilmot) is complete. Planning for the UP rail alignment/bypass is also underway with UP's participation.

2.6 Support and cooperate with Union Pacific Railroad to reroute the Nogales Line and make available the existing Nogales Line for future passenger rail to TIA, Raytheon and the Aerospace Research Campus.

On-going consultation with UP continues with siding design complete and Right-of-Way identified to a connection with the Sunset Line near Harrison Road.

2.7 Expand the road and utility infrastructure to accommodate new tenants in the Business and Research Park.

Road and infrastructure extended to the section line east of World View and Power and data conduit installed along the extended Raytheon Parkway. Sewer and water stub outs completed on the north side of Aerospace Parkway for future Raytheon use and the south side for future Vector-Launch use.

3.1 Secure buffers for Raytheon expansion by 2018.

Occurring in conjunction with the preparation of the EIS identified in Task 2.4. EIS Record of Decision specifies buffers for Raytheon and MSA for the Arizona Air National Guard. Land purchase and transfers expected in 2019.

3.2 Continue to actively support DMAFB and their continuation of the A-10 mission and any future mission for DMAFB. Actively support additional F-16 squadrons being relocated and based at DMAFB, as well as a remoted piloted aircraft mission.

County assistance with land acquisition on coordination of development review continues as part of Air Force encroachment program. Pima County also a cooperating agency for F-35 EIS. Advocacy and participation in Air Force Community Partnership continues

3.3 Create the County staff position of Navigator to coordinate strategies and regional support activities for DMAFB.

The Air Force has created this position as liaison with Pima County.

3.4 Actively pursue acquisition of leased private properties within DMAFB and State Trust land to reduce operational land leasing costs of DMAFB. Also, pursue a REPI grant to further protect the DMAFB departure corridor as well as the flight corridors from DMAFB to the BMGR.

Currently in the middle of a five-year program of acquisition with Years 4 and 5 emphasizing environmental considerations in training zones.

3.5 Continue to actively support the AZ ANG and continuation and expansion of its domestic and international flight pilot training missions at TIA.

Advocacy through legislative channels and support through National Guard Bureau continues.

3.6 Support the AZ ANG main entrance relocation to improve safety and operation security of the facility. Set aside approximately 50 acres of expanded Raytheon buffer for AZ ANG purposes

primarily related to munitions storage and arming of AZ ANG aircraft engaged in pilot training.

Continued advocacy with others for the AZ ANG gate relocation with TAA has resulted in an agreement with contractual commitments for relocation of Aerovation and constructing the new gate over the next 2-3 years.

3.7 Support funding initiatives for the UA and oppose further reductions in State funding of Arizona's university and community college systems.

Advocacy continues at the State, federal, and local levels.

3.8 Actively support capital investments in technology transfer activities at the UA related to primary employment growth, including the UA Tech Park and UA Tech Park at The Bridges.

Pima County has cooperated with Tucson Electric Power, UA Tech Park at the Bridges and the developers of The Bridges to sell land for a TEP substation that will not only serve The Bridges but improve reliability of service to the Kino Complex and surrounding neighborhoods.

3.9 Continue to pursue the development of startup building space for the growth of UA-based technology-to-market deployment through the development of innovation buildings. The purpose of the innovation buildings will be to facilitate and incubate startup technology companies transferring research to practical applications and job development.

The University of Arizona has selected a development partner and announced the first phase of the innovation complex at The Bridges.

4.1 Continue planning, with PAG, RTA, TAA, Union Pacific and others, the development of a major logistics center for the Southwestern United States in the vicinity of TIA.

The City of Tucson and TEP have joined in this planning process. TEP is developing their largest substation, to date, in the area to serve the anticipated demand in this area.

4.2 Cooperate with and assist the Port of Tucson in expanding their rail-to-rail and rail-to-truck intermodal operations as a true international inland port.

Ongoing collaboration with the Port of Tucson includes joint land use planning and rapid plan review for new clients, including Amazon.

4.3 Support and advocate with the Federal Highway Administration and the Arizona Department of Transportation for the designation of heavy haul freight routes from Mexican POES to the Port of Tucson.

Ongoing activity with legislative involvement. Pima County participated in development and ADOT roll out a streamlined system to issue overweight – over size permits

4.4 Continue to advocate for and on behalf of the TAA for a second full-service parallel runway at TIA.

EIS preparation is complete with favorable Record of Decision supporting the proposed TAA runway safety program and the planned buffer expansion for Raytheon and the 162nd Wing Munition Storage Area.

4.5 Continue to advocate for the development of expanded air cargo services at TIA.

Pima County is a participant in the Sun Corridor, Inc. Blueprint process which has among it's priorities to expand air cargo services at TIA.

4.6 Continue to improve surface transportation accessibility to warehousing and distribution centers associated with logistics in the TIA area, including a new auxiliary interstate highway connecting I-10 and I-19.

Pima County continues to actively participate in the Sonoran Corridor Tier I EIS process to identify surface transportation options that will support warehousing and logistics center in the region.

4.7 Support the expansion of the Truck Driver

Training Program at Pima Community College for the foreseen increased work demand in ground transportation in connection with a new auxiliary interstate highway connecting I-10 and I-19.

Pima County continues to advocate for expanded career programs in the Pima College system.

4.8 Advocate for improved surface transportation connectivity to the Mariposa POE to improve international trade with Mexico.

Complete: Pima County staff was a key part of the team that successfully advocated for full funding for State Route 189 from Mariposa POE to I-19.

5.1 Actively support increased state funding for education, particularly for the university and community college systems.

Ongoing as an integral part of the Pima County Legislative Priority process

5.2 Encourage technology transfer from all three Arizona universities and PCC, as well as economic development investment from all three universities, into enterprises within Pima County - either existing employers or emerging new employers.

Partial completion by advocacy for technology transfer at The University of Arizona and Space technology application in Pima County from Arizona State University.

5.3 Foster collaboration between Arizona's three universities, government and the private sector in support of university-level degree programs related to and in support of technical employment clusters in the region.

Ongoing part of Legislative Priorities Program

6.1 Collaborate with Visit Tucson Sports to maximize soccer, lacrosse and other sports that can be staged at Kino Sports Complex or other Pima County sports facilities and increase the local, regional and national events that fit with the recommendations of a Kino Sports Complex feasibility

ity study by SFA and the sports assessment study conducted by Populous/The Planning Center.

Execution under way for the initial development of 18 long fields at the Kino Sports Complex based on the studies referenced above. Two more phases for stadium facilities and public private partnership to develop private sector amenities will commence in early 2019.

6.2 Seek to expand existing cycling events and consider bringing in new events that include both cycling and running in order to increase the region’s profile as an ideal cycling destination.

Attractions and Tourism negotiating with multiple event organizers to accomplish this goal. Successful publicity in several travel and cycling magazines have increased awareness of the region as an ideal cycling destination including national recognition at a top cycling city.

6.3 Create a consolidated gateway 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.

This is coming to fruition in early 2019 with the completion of the renovation of the Historic Pima County Courthouse as a Tourism Center that will include a Visitor’s Center, Visit Tucson, the University of Arizona Mineral Museum and other rotating displays featuring the regions uniqueness and diversity.

6.4 Add to Kino Sports Complex’s offerings on land adjoining the existing venues by master planning and constructing facilities that attract regional and national events, while also serving local users.

Plan completed with 12 long fields and 20 Pickelball courts under construction and other facilities for regional and national events being developed through a PPP process in early 2019

6.5 Complete “The Loop” trail and its local town

connector trails and market it as part of the region’s substantial cycling infrastructure.

Paths connecting the Rillito and Pantano complete the main route of the path with additional extensions to occur in the future. Additional extensions to “the Loop” are identified in the updated plan. Local town connector trails were a part of the City of Tucson’s successful Proposition 407 to enhance parks and these access paths connecting various portions of the city of Tucson with “The Loop.”

6.6 Continue to support, through cooperative marketing and outreach programs, the mission of Pima County leased properties and all of the unique attractions throughout southern Arizona.

This is an ongoing activity. Incremental efforts to enhance the exposure of these leased properties through the new Visitor Center and other cooperative efforts with Visit Tucson continues.

6.7 Work with regional medical centers, wellness facilities, Pima County Health Department, physicians, Banner-UAMC and Visit Tucson, to develop and market visitor incentive packages for those seeking medical care within our community.

A Mexico focused medical tourism program was developed with four primary Tucson hospitals call Tucson Health Association. Medical tourism programs continue to be developed.

6.8 Continue to bring the Korean Baseball Organization and teams from Mexico’s Pacific Coast League to play and train at Kino Sports Complex.

Teams from both countries continue to have extremely successful training programs at the Kino Sports Complex.

6.9 Work with CABC and Visit Tucson to stage a Pima County familiarization tour for top Canadian decision-makers related to business expansion and relocation, along with land/company acquisitions and other mechanisms that would spur Canadian direct investment in our region.

Pima County continues to work with CABC, Visit Tucson and Sun Corridor, Inc. to gain additional exposure in Canada with senior business leaders

6.10 Partner with the TAA and local business organizations to pursue additional nonstop flights from one or more US East Coast, Canadian and Mexican cities to TIA, since there are currently very limited East Coast and Mexico nonstop flights and no nonstop flights to Tucson from Canada.

TAA continues to work aggressively to attract direct flights to a number of cities with some success, primarily in the west. Flights to Mexico were gained and lost with efforts to reestablish flights to Mexico under way. TAA announced flights to Bremerton, Washington as a potential Canadian flight solution, but more effort is needed to incorporate centers such as Toronto and Montreal. TAA has been encouraged by the CABC to focus on Charter Flights but has been unsuccessful.

6.11 Work with Vamos a Tucson to identify business and tourism opportunities in Sonora and Sinaloa and meet with appropriate officials at the Hermosillo center and in Tucson.

This is an ongoing effort with one company from Hermosillo now located at the UA Tech Park and another in discussion to locate a branch in Tucson.

6.12 Work to improve and expand existing Pima County tourist attractions, including the Kino Sports Complex, Old Tucson Studios, Arizona-Sonora Desert Museum, Colossal Cave Mountain Park, Pima Air and Space Museum and the Regional Visitors Center at Historic County Courthouse.

This is an ongoing effort with the Kino Sports Complex expansion and the Regional Visitor's Center well under way.

6.13 Reintroduce and support passage of reform legislation related to the PCSTA to fund tourism-related initiatives designed to increase tourism economic development.

This is an ongoing activity

7.1. Continue to monitor and comment through the federal regulatory process on mining activities proposed or ongoing within Pima County with the goal of minimizing long-term adverse impacts of those operations and having any required mitigation provided within the area of actual impact.

This is an ongoing activity

7.2. Support mining activities that generally provide mitigation offsets in accordance with the established County conservation guidelines.

This is an ongoing activity

7.3. Continue to encourage advanced mining and resource extraction technology evolution to maximize recoverable economic minerals and minimize impacts to air, water and ecosystem resources of the County.

7.4. Continue to pursue reclamation efforts related to past mining activities and encourage relocation, stabilization and reforming of mine disposal sites and/or tailings disposals.

This is an ongoing activity. Pima and Pinal Counties as well as The University of Arizona College of Mines are working with a company called ProSeal to test a product that will stabilize mine tailings. Conclusive results are not yet available

7.5. Promote use of renewable water supplies for all mining activities within Pima County.

This is an ongoing activity

8.1 Identify distribution companies in Pima County to provide locations for engineering, quality control and distribution support for companies in the maquiladora industry.

This is an ongoing with our International Trade specialist. Progress has been made in the areas of engineering, and distribution support with two new maquiladora based facilities constructed in the past year near the airport and at the UA Tech Park. Distribution support and expansion has been supported through active participation with

Customs and Border Protection programs, advocating for additional staffing at the border, and coordination with maquila companies and “shelters” to expand warehousing and distribution centers in Tucson and unincorporated Pima County.

8.2 Complete the County economic development web page to serve as a regional resource and tool to attract business and investment from Mexico.

Some changes have been made and the development of the next Economic Plan Update will feature submittals of Economic plans or links to such from partners throughout the region.

8.3 Continue to foster relationships on both sides of the border to increase border-crossing efficiency and to make Arizona POEs more competitive with quicker access and easier use.

Significant efforts to assist in attracting more Border Patrol personnel continue. Successful advocacy for the SR-189 improvements from the Mariposa POE to I-19 will assist border-crossing efficiency. Cross-border activities are regularly attended. Creation of the Arizona Border Counties Coalition staffed by Pima County focus on a wide range of border issues and involved Pima, Cochise, Yuma and Santa Cruz counties as well as Customs and Border Patrol and Congressional offices.

8.4 Continue to promote development of infrastructure that maximizes our unique geographic location at the crossroads of the north/south and east/west trade routes.

Active participation in Federal Highway Administration and ADOT projects for Interstates 10 and 19 continues as well as close monitoring rail traffic plans. Acquisition of Amazon Distribution Center, new Chamberlain R&D and Distribution Center, Target and Homegoods Distribution Center all speak to the strengths of our region.

8.5 Continue advocating at the federal level to increase Customs staffing to expedite border crossing for trucks and trains.

Ongoing effort. Also actively working with

CBP to assist in recruitment of more agents to the region due to turnover. Shortage remains at roughly 100 officers. A major focus of the Arizona Border Counties Coalition

8.6 Continue our efforts with Sun Corridor Inc. and PAG to assist the Maquiladora industry in Sonora, Mexico in developing local, more reliable supply chains for materials and manufacturing-related services.

Sun Corridor efforts in Mexico have dwindled but efforts continue to work supply chain with PAG and Pinal County.

8.7 Continue to foster the County’s positive relationship with the Consulate of Mexico in Tucson to help facilitate the establishment and expansion of Mexican businesses in our region.

Ongoing effort. Pima County participates in dozens of events with the Consulate of Mexico in Tucson and Nogales as well as a close relationship with the US Consul in Nogales.

8.8 Continue financial support of Visit Tucson and its efforts to encourage Mexican tourism in Pima County, including enhancing medical tourism through partnerships with our region’s wellness community.

Specific medical tourism programs were developed with Visit Tucson and four major hospitals, Banner University Hospital, Tucson Medical Center, Northwest Hospital, and Carondelet. This effort is a relationship building effort that will take time to develop. Visits by physician and other medical groups from Mexico were also hosted.

8.9 Maintain a regular County presence at the Visit Tucson (Vamos-A-Tucson) office in Hermosillo, Mexico to encourage and facilitate Foreign Direct Investment and Mexican companies doing business in Pima County.

Regular visits with the City of Tucson and Pinal County to Hermosillo continue to occur

8.10 Continue efforts to increase Mexican Major League Baseball, including Spring Training and Spring Training games, at Kino Sports Complex.

Mexican Spring Training and games continue to be a huge draw at the Kino Sports Complex.

9.1 Quantify the economic impact of Canadian real estate investment in Pima County and develop a strategy to increase it.

Working with the Canada Arizona Business Council, quantification of investment in Pima County Real Estate is under way. Several acquisitions of Arizona and Pima County companies such as CAID Industries by Canadian firms have occurred.

9.2 Coordinate directly with the CABC to facilitate Canadian FDI in Pima County, promote Pima County exports and enhance tourism.

Actively continuing with regular meetings and regular business intelligence related to Canadian owned companies in Pima County.

9.3 Work with Canadian and Mexican business interests to identify economic development opportunities in Pima County for Canadian companies seeking proximity to the markets and industries of Mexico.

Some success in working with the CABC and Maquiladora Association in identifying needs and potential suppliers in Mexico.

9.4 Conduct a comprehensive inventory of Canadian companies in Pima County to identify corporate expansion and retention opportunities and to identify supply chain needs that could lead to expanded economic development in the region.

Inventory completed and regular activities coordinated with the Pima County One-Stop, Pima Community College, City of Tucson and Sun Corridor, Inc. to facilitate expansion, avoid retention issues,

9.5 Work with Visit Tucson and other interested parties to expand air service between Pima County and Canadian airports.

Visit Tucson and Pima County and the Canada Arizona Business Council are all encouraging the Tucson Airport Authority to encourage charter flights out of Canada as

that is the preferred leisure travel mode for Canadians.

9.6 Work with the CABC, Visit Tucson, Tucson Airport Authority and other interested parties to create opportunities for sports training at Kino Sports Complex.

Efforts to capture and expand major league soccer and Mexican and Korean baseball have been successful. New long field facilities to accommodate soccer and pickleball courts are under construction with the concept of attracting regional tournaments. Cooperative development agreements with other major developers to create the amenities surrounding the complex will be developed under the updated plan.

9.7 Work with the Tucson Airport Authority to prioritize a direct flight to one of the key provinces in Canada once a direct East Coast flight is attained.

The East Coast flight with American Airlines was tried and failed, but efforts to gain Canadian flights continue

10.1 Continue efforts to increase economic involvement with East Asia by supporting the Port of Tucson in its expansion.

Extensive efforts have been expended to assist the Port of Tucson including meetings with shipping lines and Union Pacific Railroad. The economy and tariff discussions toward the end of the prior plan affected the volume of trade with East Asia. This will be an ongoing effort.

10.2 Incorporate promotion of local export opportunities via the Port of Guaymas into our Mexico efforts, as well as our overarching economic development strategy for East Asia.

The reduction in oil prices slowed down the improvement of the Port of Guaymas, but the Port continues to handle millions of tons of copper sulfate and other raw materials from as far north as Montana. The creation of a Container Port will be important to the region over time.

10.3 Support the extension of heavyweight corri-

dors throughout Arizona to make our state more competitive with Texas and other border states. Increase export capabilities for heavy objects and ocean containers from Asia passing through southern Arizona to maquiladora manufacturers in Nogales.

Strong advocacy occurred including participation with PAG and ADOT in creation of an on-line permit system for heavy and oversized projects and recognition of the need for roads handling heavy ocean containers. Pima County and the City of Tucson collaborated on creation of common heavyweight corridors through the urban area and common permitting fees.

10.4 Continue to work with the Honorary Consul of The Republic of Korea in Tucson to increase bilateral trade, increase the presence of South Korean companies and attract FDI.

Pima County remains in contact with the Honorary Consul of the Republic of Korea. No new opportunities have occurred since the last update. A South Korean company that was working with TEP for an energy storage facility in Pima County went to another state.

10.5 Coordinate with Visit Tucson and the Honorary Consul of the Republic of Korea in Tucson to expand South Korean tourism, festivals and spring training opportunities in our region.

South Korean baseball spring training is expected to continue throughout the term of the Economic Development Plan Update

10.6 Work with PCC to attract more students from The Republic of Korea.

Efforts Continue.

10.7 Work with PCC for mutual support of the County's and PCC's objectives to expand the socioeconomic relationship with The Republic of Korea.

Efforts Continue.

11.1 Facilitate the creation of a regional visitors' center in collaboration with Visit Tucson, the Western National Parks Association and The

University of Arizona Mineral Museum.

The Regional Visitor's Center is in final completion stages, but without the Western National Parks Association.

11.2 Encourage new or expanded primary employment in the downtown by making available for such the County-owned vacant property at Broadway Boulevard and Scott Avenue and 332 S. Freeway. The Broadway and Freeway properties are both along the Sun Link Streetcar route and provide significant opportunity for multistory building construction.

Rio Nuevo has exercised their option to lease/purchase 75 east Broadway for a new class A office building containing up to 40,000 sf of retail, 350 parking spaces and at least 150,000 sf of office space and extended the lease/purchase option on 332 South Freeway.

11.3 Market County Central Plant Services to adjacent or proximate properties to reduce the cost of building development and increase the economy of scale for provision of these services.

In progress

11.3 Continue to work toward expansion of the downtown as the legal and administrative center for the region, including further discussions with the UA to increase its downtown presence for legal training for University law students.

In progress

11.4 The County also owns the Bank of America Building in downtown Tucson, and the building is occupied by a mix of County users and private users. This mix should essentially remain the same, and any vacant space that becomes available should be leased to new downtown private employers. Presently, approximately 15,000 square feet of space is available for lease in this building.

In progress

12.1 Partner with businesses and sector groups to develop specific targets and recommendations for career advancement pathways ranging from technician to professional levels.

Ongoing Activity. Extensive work has been completed with the Superintendent of Schools, Pima Community College, and PPEP through the Pima County One-Stop, SAHBA, and ATB to bring major emphasis to targeted career training programs.

12.2 Partner with Davis-Monthan Air Force Base, Fort Huachuca, PCC and local business on career expos for separating military personnel. Match veterans with local business, particularly technical and aerospace companies. Provide entrepreneurial training and assistance to separating personnel.

Ongoing activity. Pima County Veterans One-Stop collaborated with DM50 and other community organizations to initialize a program to locate jobs for military spouses transferring into the area. The success of this program was cited as one of the key factors in naming Davis-Monthan the outstanding base in the Air Force for the third time. These efforts have awakened activities by other organizations in the community to attract and retain separating personnel.

12.3 Formalize the Border Regional Economic Development Consortium to pursue possible federal Economic Development Administration funding and other opportunities.

Two proposals were submitted without success. Pima County Economic Development Office collaborated with the UA Tech Park, ASU, ACA, and Pima County Community Services. Additional effort will continue.

12.4 Complete the data collection survey of internal and external stakeholders for the Business Resource One-Stop Center and proceed with additional planning.

Enhanced data sources have been identified that will make marketing the Business Resource One-Stop Center more successful in the future. The Pima County Library District has added significant services to help address this issue.

12.5 Work with the WIB to develop, in conjunction with targeted industry sectors and educational institutions, career pathways that allow

local workers to gain skills and certifications valued by employers.

This is an ongoing task, but successful coordination with some industry targets has occurred during the past Plan period, particularly with Aerospace where a new structures program is being created with the encouragement and participation of Bombardier, Ascent, and AMARG (Davis-Monthan).

12.6 Partner with United Way of Tucson and Southern Arizona and other public and private community partners on the Cradle to Career initiative to improve education and workforce readiness

Arnold Palacios was voted unanimously to be on the C2C Leadership Council. His extensive background in youth development and education will strengthen the County's relationship to that initiative. In addition, the Youth Services Team works closely with Youth On the Rise, a project under C2C that focuses on Opportunity Youth. Youth Services held a very successful youth job fair this fall targeting Opportunity Youth and are holding a series of staff retreats to invigorate approaches to engaging youth in education and employment.

12.7 Include support for full funding of JTED in the Pima County Legislative Agenda and advocate for full funding of JTED programs to support Pima County businesses.

This effort is continuing along with efforts on the part of the Pima Superintendent of Schools and community advocacy with the private sector to advocate for full funding for JTED.

12.8 Include in the Pima County Legislative Agenda additional public funding for education.

This is an ongoing effort

13.1 Forge a homegrown model to be used as a template for County and community-based programs that have the goal of bringing about economic sustainability for people living in poverty.

In a partnership between the Health Department and CSET, MAMA (Mothers in Arizona

Moving Ahead) was launched and completed an 18 month pilot phase this December. MAMA tested and created an effective approach to addressing poverty and its impact on the health of mothers in poverty. Each component was tested and improved including partnerships with local nonprofits, the *Getting Ahead* class, the *Circles of Care*, the role of the Navigators, the inclusion of “allies” or volunteers, and the health equity workshop. Each participant received information on Pima County’s employment and training resources and about 25% engaged further with the One Stop system. A quantitative study showed statistically significant change in perceived stress, overall hope, overall functioning, and level of perceived control over their own lives, which was maintained or improved throughout the program. Surveys also showed positive impact on allies. A PAPA class and a class serving Veteran’s was tested and proved successful. The model can now be expanded in Pima County and replicated in other communities. Pinal and Cochise County Health Departments are investigating possible replication.

13.2 Become an “Employer of Choice” by establishing Employer Resource Networks in County departments and bundling County One-Stop, Library, and Health Department services to clients.

We are exploring an internal Resource Navigator/ ERN model for Pima County with the new HR director.

13.3 Engage businesses as partners in the Ending Poverty Now initiative to establish Employer Resource Networks that:

- A. *Provide employers with resources to help employees deal with immediate poverty-related issues.*
- B. *Help new employees understand and meet employer expectations.*
- C. *Provide training and career path opportunities.*

The ERN model was tested in Sahuarita, and leadership there are now developing the initiative further for their community. In Tucson, there is currently one employer, Perfection Industrial Finishing, fully using

the services of a Resource Navigator. They employ about 40% of their workforce from returning citizens and received the Second Chance Employer of the Year award. They noted the importance of One Stop services for the success of their business, including the Resource Navigator who is able to help employees with felony backgrounds begin to build their resources and navigate hurdles, particularly around housing. The Business Services Team has not found many other employers ready to join, but CSET is developing some new approaches for 2019.

13.4 Develop community consensus on core public policies related to 1) affordable housing, 2) food security, 3) transportation, 4) education/training and skills enhancement, 5) parenting and childcare, 6) healthcare and medical services, 7) early childhood development, 8) income security and 9) asset preservation to reduce and/or end poverty.

Through the monthly Addressing Poverty Working Group, Pima County departments meet to discuss these complicated issues around poverty and explore policy implications. Participation is across six to nine different departments with each bringing viewpoints and expertise. EPN also is engaged with a multi-agency effort to develop policy positions around poverty issues called the Southern Arizona Prosperity Alliance. This is the front-end work of a multi-year process of developing consensus on these issues.

13.5 Partner with United Way of Tucson and Southern Arizona to align the County’s Employee Combined Appeal Campaign with the initiative to address poverty and educate County employees about the poverty initiative.

*EPN works closely with the ECAP committee and United Way effort. The EPN funds are distributed to five area organizations implementing *Getting Ahead*, all of which receive presentations on Pima County resources, particularly for employment and training. The EPN program manager gives trainings on poverty throughout the Pima County system, including the CSET, the courts, health, and the library.*

13.6 Support faith-based partnerships as a means to fill gaps in providing essential services for low-income families and individuals.

Through the MAMA project and Getting Ahead, EPN reached out to the faith community and provided trainings and information on Pima County resources and other services in our area. For example, four workshops were given featuring legal, employment, and health resources, and a tour of the One Stop was included.

CSET's Faith Based Initiatives Coordinator works closely with a number of efforts in this area, including the annual HopeFest event that bring dozens of faith-based organizations together with thousands of people in poverty to provide essential services.

13.7 Support partnerships between education and training programs and institutions and faith-based organizations to better serve job-seekers.

Every Getting Ahead class receives information on CSET services and specific CSET staff serve as liaisons to anyone seeking additional support. Pio Decimo, Interfaith Community Services, and St. Vincent de Paul were lead partners in this effort. The Tucson Urban League is linking their next class with one of the African American churches. There is also a Getting Ahead Network that meets regularly and serves these organizations, and the Faith Based Initiatives Coordinator also brings information out to a wide network of faith-based organizations on these programs.

13.8 Encourage collaboration between faith-based organizations and the private sector on strategies to combat poverty.

The Understanding Poverty workshops are marketed to the faith community and often has participants from these efforts. CSET is working with the new Opportunity Center on opportunities for collaboration when it opens in 2019, and EPN will be exploring connections in 2019 with the Arizona Town Hall effort that engages both faith based and private sector organizations around a common theme.

13.9 Develop an objective and fact-based analysis of poverty and its geographic locations within the community.

CSET and EPN are working with a wide network of Pima County departments and community organizations to develop an analysis. In particular, work in 2018 has focused on housing and evictions with strengthened relationships and analysis with the courts, the Public Defender's Office, the UA Law School, the Community Action Agency and its emergency-serving network, and two organizations providing legal services.

This is an ongoing effort

14.1 Continue to advocate at the state and federal levels for increased revenue for transportation systems, particularly a statewide 10-cent per gallon gasoline tax increase, provided the entire HURF revenue stream is constitutionally protected from diversion. This can occur by direct legislative enactment or by the State Legislature referring the question of a tax increase and constitutional protection to the voters.

This effort continues through the County Legislative Agenda as well as partnerships with other jurisdictions.

14.2 Continue to make property tax reductions available to expanding or new primary employers or export-based employers as an economic incentive for expansion or relocation.

One of two possible incentives will continue to be offered to companies that qualify.

14.3 Actively pursue alternative revenue sources for the County General Fund to support County justice and law enforcement functions; and in doing so, strive to reduce the County's primary property tax rate closer to the statewide average for counties.

This is a continuing effort

14.4 Continue implementation of Pima Prospers, along with Pima County's Economic Development Plan.

This a continuing effort.

14.5 Work cooperatively with area jurisdictions on complementary economic development strategies, including employment retention and expansion, workforce development, infrastructure development, international trade and tourism.

The County works cooperatively with a wide range of jurisdictions, including surrounding Counties to achieve success in various projects. Examples include joint workforce development with Pinal and Maricopa Counties for Lucid, trade route improvement with Santa Cruz County on State Route 189, Joint planning for Pinal Airpark with Pinal County, and supporting increased Customs and Border Patrol staffing with all border counties.

14.6 Convene quarterly economic development coordination meetings with the jurisdictions and stakeholders such as Sun Corridor Inc., area chambers of commerce, and others who have an interest in and focus on economic development. The purpose of these meetings will be to share information and to determine how best to co-

ordinate regional activities related to economic development.

This is a very successful, ongoing collaboration effort that includes over 30 federal, state, county and local jurisdictions, a number of private sector entities and utilities that meet quarterly for educational presentations, information and lead sharing, and collaboration on a wide range of economic development opportunities.

14.7 Advance economic development activities in coordination and consultation with Cochise, Pinal and Santa Cruz Counties.

Continuing efforts to address economic development efforts with all of our neighboring counties, which also includes Yuma County, involves collaboration on a number of issues and initiatives impacting economic development. The formation of the Arizona Border Counties Coalition is a direct outcome of the collaborative efforts identified as a result of these initiatives.

ATTACHMENT 3

CHAPTER 1 ACTION ITEMS

ACTION ITEM: 1.B.2 – Encourage development of infrastructure and speculative building to accommodate a wide range of manufacturing, logistics, and technology development.

ACTION ITEM: 1.B.3 – Increase recruitment of employers throughout the region focused on quality jobs that diversify the economy and provide increased disposable income.

ACTION ITEM: 1.B.5 – Collaborate with our regional educational institutions, non-profit organizations, and industry partners to enhance workforce development with skills that address shortages identified by various industries.

ACTION ITEM: 1.B.7 – Work with our regional partners, especially Visit Tucson, to utilize their promotional “reach” to create materials for use to educate key market areas about the benefits of southern Arizona to assist with attraction of tourism, employers, as well as qualified workers to expand our workforce.

ACTION ITEM: 1.C – Utilize Pima County’s assets and regional scope to act as the catalyst for coordination of recruitment, retention, education, and workforce development activities among the various jurisdictions and private sector partners.

ACTION ITEM: 1.D.7.a – Clarify the value proposition brought to the market by Pima

County and our region to compete with the increasingly difficult and expensive cost of doing business in California by our target industries.

ACTION ITEM: 1.D.7.b – Rather than attempt to compete with the momentum of the economic growth in Maricopa County, find ways to differentiate the value of doing business in our region to attract unique industries and supply chain that benefit by being close to Maricopa County and California.

ACTION ITEM: 1.D (1) – Engage the Arizona Commerce Authority team more aggressively to make them more aware of the assets, lifestyle, and benefits found in southern Arizona.

ACTION ITEM: 1.D (2) – Coordinate “southern Arizona educational visits” for all ACA staff, especially new staff members coming on board to make them fully aware of opportunities and benefits found in southern Arizona.

ACTION ITEM: 1.D (3) – Expand upon the branding strategy of Visit Tucson to make corporate America more aware of the assets and lifestyle benefits in southern Arizona. Leverage on the high-profile companies in the region to attract more workforce and increase awareness of companies that want to be in Arizona, but have interest in other locations in the state.

CHAPTER 2 ACTION ITEMS

ACTION ITEM: 2.A.1 – Continue to participate with the regional military installations to advocate for increased community partnership and interaction as well as provide advocacy at the state and national levels to ensure mission continuity and expansion in all of the southern Arizona military installations.

ACTION ITEM: 2.A.2 – Collaborate with The University of Arizona in implementation of their economic development strategies as identified in “Pillar Three” of “The Arizona Advantage: Driving Social, Cultural, and Economic Impact.” Emphasize the growth of intellectual property developed at The University into employment centers based in Pima County.

ACTION ITEM: 2.A.3 – Expand emphasis on Aerospace and Space opportunities by leveraging existing industrial focus, workforce and geographical and climate benefits.

ACTION ITEM: 2.A.5(1) – Continue to monitor and comment through the federal regulatory process on mining activities proposed or ongoing within Pima County with the goal of minimizing long-term adverse impacts of those operations and having any required mitigation provided within the area of actual impact.

ACTION ITEM: 2.A.5(2) – Support mining activities that generally provide mitigation offsets in accordance with the established County conservation guidelines.

ACTION ITEM: 2.A.5(3) – Continue to encourage advanced mining and resource extraction technology evolution to maximize recoverable economic minerals and minimize impacts to air, water and ecosystem resources of the County.

ACTION ITEM: 2.A.5(4) – Continue to pursue reclamation efforts related to past mining activities and encourage relocation, stabilization and reforming of mine disposal sites and/or tailings disposals.

ACTION ITEM: 2.A.6 – Support development of all construction skills including increased funding for Career Technical Education programs.

ACTION ITEM: 2.B.1(1) – Continue efforts to increase tourism through expanded attractions and completion of the Kino Sports and Entertainment Complex.

ACTION ITEM: 2.B.1(2) – Support Visit Tucson’s tourism and programs to attract visitors and workers to the region.

ACTION ITEM: 2.B.2(1) – Convene Pima County, Sun Corridor, Inc. and the Arizona Commerce Authority with existing mine operators in Pima County to determine expansion, reopening, supply chain, export and support needs and provide direct assistance.

ACTION ITEM: 2.B.2(2) – Analyze workforce expansion needs of mining and mining technology companies in Pima County and provide assistance through the Pima County One-Stop and its educational partners such as Pima Community College and the University of Arizona.

ACTION ITEM: 2.B.2(3) – Partner with the Arizona Technology Council, Sun Corridor, Inc. and other relevant supporting organizations to formulate strategies for strengthening and expanding the mining and mining technology industries in Pima County.

ACTION ITEM: 2.B.2(4) – Work with companies within Pima County’s expanding mining technology cluster to analyze travel connection needs and work with the Tucson Airport Authority, Tucson Metro Chamber and other relevant organizations to increase air connectivity

ACTION ITEM: 2.B.2(5) – Promote use of renewable water supplies for all mining activities within Pima County.

ACTION ITEM: 2.B.2(6) – Partner with University of Arizona College of Engineering – Mining and Geological Engineering Department, as well as UA Tech Parks and other relevant UA entities to bring sustainable mining technology and cluster expansion opportunities to the mining industry in Pima County.

ACTION ITEM: 2.B.3 – Work with existing companies to recruit and expand opportunities for Aerospace and Defense related employers.

ACTION ITEM: 2.B.5 – Recognize the factors impacting eCommerce, logistics, and the real estate industry and ensure policies that maximize the opportunities in all aspects of the industry.

ACTION ITEM: 2.B.6(1) – Support the Expansion of the Pima Community College Logistics and Supply Chain Program.

ACTION ITEM: 2.B.6(2) – Support the expansion of the Truck Driver Training Program at Pima Community College and other truck driving training programs listed on the State of Arizona’s Eligible Training Provider list.

ACTION ITEM: 2.B.6(3) – Engage with the local chapter of APICS, the association for supply chain management, to develop credentialed supply chain talent.

ACTION ITEM: 2.B.6(4) – Support the Southern Arizona Logistics Education Organization (SALEO) to advance global and regional Supply Chain Management.

ACTION ITEM: 2.B.7(1) – Support the Southern Arizona Manufacturing Partners and other training programs in recruiting additional companies to the initiative.

ACTION ITEM: 2.B.7(2) – Develop internship opportunities for trainees in the manufacturing industry.

ACTION ITEM: 2.B.7(3) – Collaborate with and support local companies in the development of relevant skilled trades training.

ACTION ITEM: 2.B.7(4) – Support the development of Pima Community College’s Applied Technology Center of Excellence.

ACTION ITEM: 2.B.7(5) – Support Pima JTED and local high schools in the development and sustainability of industrial technology programs.

ACTION ITEM: 2.B.7(6) – Support local workforce development intermediaries in the development of nationally credentialed skilled training programs.

ACTION ITEM: 2.B.8(1) – Continue to advocate for higher wages and full benefits for workers in this industry.

ACTION ITEM: 2.B.8(2) – Work with Pima Community College and the University of Arizona to expand training and recruitment opportunities for Advanced Business Services.

ACTION ITEM: 2.B.10 – Emphasize the importance of emerging industries, startups, and incubators as organic contributors to innovation and job growth within the region.

ACTION ITEM: 2.B.11(1) – Expand Pima County outreach, education and marketing of Pima County services and departments that provide direct assistance to small businesses in order to accommodate increased demand.

ACTION ITEM: 2.B.11(2) – Work with the Pima County Workforce Investment Board and One-Stop to develop, in conjunction with targeted industry sectors and educational institutions, career pathways that allow local workers to gain skills and certifications valued by small business employers.

ACTION ITEM: 2.B.11(3) – Include support for full funding of JTED in the Pima County Legislative Agenda and advocate for full funding of JTED programs to support Pima County businesses.

ACTION ITEM: 2.B.11(4) – The Pima County Small Business Commission will convene lenders to conduct a County-wide access to capital analysis to improve lending opportunities for Pima County small businesses.

ACTION ITEM: 2.B.11(5) – Develop a comprehensive online Pima County Business Resource One-Stop to provide direct assistance and information to the small business community.

ACTION ITEM: 2.B.11(6) – Pima County Economic Development and the Pima County Small Business Commission will identify partnerships with Chambers of Commerce, Southern Arizona Small Business Development Center, YWCA of Southern Arizona Women's Business Center, Local First Arizona, Startup Tucson and other non-governmental business assistance organizations for collaboration to benefit the community and develop the Pima County Business Resource One-Stop.

ACTION ITEM: 2.B.11(7) – Identify regional sources of capital for small and emerging businesses and create a referral list available through the Business Resource One-Stop Service.

ACTION ITEM: 2.C.1 – Provide direct and indirect support to ensure that our regional military institutions continue to maintain and enhance their premier status within the military establishment and continue to region's major employers.

ACTION ITEM: 2.C.2 – Encourage expanded involvement in economic development activities by the Tucson Airport Authority at Tucson International Airport and Ryan Field.

ACTION ITEM: 2.C.3 – Recognize the “Shovel Ready” investment at the Port of Tucson and continue to promote this asset as one of premier cornerstones of the expanding logistics industry in the region.

ACTION ITEM: 2.C.4 – Collaborate with our regional partners, State of Arizona, and Union Pacific Railroad to enhance the infrastructure and development of the Sonoran Corridor as a major logistics hub.

ACTION ITEM: 2.C.5 – Work with existing and new employers to continue the growth of the Aerospace Research Campus as the home of Aerospace, Space, and Technology employers

ACTION ITEM: 2.C.6 (1 – Continue the development of infrastructure and enhance awareness of the benefits of the Southeast Employment and Logistics Center for employers needing large parcels of land.

ACTION ITEM: 2.C.6 (2) – Collaborate with the Arizona State Land Department to minimize the flow of water through the Southeast Employment and Logistics Center to maximize usable land in the SELC as well as State Land parcels downstream.

ACTION ITEM: 2.C.7(1) – Collaborate with the City of Tucson, Town of South Tucson, the developers of The Bridges, and Tech Parks Arizona to take advantage of the area being designated by the Commerce Department as an Opportunity Zone to increase investment in the area along I-10 between south 6th and Country Club.

ACTION ITEM: 2.C.7(2) – Continue the development of the Kino Sports Complex – South Edition by coordinating with private sector to maximize the attractiveness of this complex for regional and national sports competition activities.

ACTION ITEM: 2.C.8 – Follow the advice received from private sector development experts in positioning the Sunset Innovation Campus for the development of primary employment center.

ACTION ITEM: 2.C.9 (1) – Encourage new and expanded primary employment in the downtown by making available for such County owned properties

ACTION ITEM: 2.C.9 (2) – Complete the renovation of the Historic Pima County Courthouse with a focus on tourism and collaboration with Visit Tucson, The University of Arizona, the January 8th Memorial Foundation and other tenants that provide a reflection on the assets and history of our region.

ACTION ITEM: 2.C.9 (3) – Continue to work with The University of Arizona to develop the County owned property at 44 N. Stone to increase The University’s downtown presence with entrepreneurs and corporate partners.

ACTION ITEM: 2.C.9 (4) – Continue to collaborate with Rio Nuevo to expand and grow downtown’s infrastructure and amenities to attract more primary employers.

ACTION ITEM: 2.C.9 (5) – Encourage new or expanded primary employment in the downtown by making available for such the County-owned vacant property.

ACTION ITEM: 2.C.9 (6) – Continue to work with The University of Arizona and Startup Tucson for the County owned building at 44 N. Stone Avenue for the incubator and to increase its downtown presence with entrepreneurs and corporate partners.

ACTION ITEM: 2.C.9 (7) – Continue to collaborate with Rio Nuevo to expand and grow downtown’s infrastructure and amenities to attract more private employers.

ACTION ITEM: 2.C.10 – Leverage the entrepreneurship, innovation, and global reach of Tech Parks Arizona as a force in developing new companies and attracting foreign industrial investment and partnerships.

ACTION ITEM: 2.C.11 – Continue to partner with Pinal County in land use planning focused on expansion and development of additional primary employment centers focused on aviation, defense and technology.

ACTION ITEM: 2.C.12 – As the face of retail changes, work with the real estate and development sectors to identify creative reuse strategies, and investigate how to revise zoning and land use code to facilitate optimum repurposing of traditional retail locations.

ACTION ITEM: 2.C. – Recognize and support the expansion of existing employers by identifying the key factors such as infrastructure, permitting, and workforce needs that enhance their competitive status within their industry. Once identified, include those employers in development of solutions that Pima County can augment.

ACTION ITEM: 2.D.2(1) – Continue and expand relationships with INDEX Nogales/Association of Maquiladoras in Sonora (AMS)

ACTION ITEM: 2.D.2(2) – Continue active participation and support of the Greater Nogales Santa Cruz County Port Authority in support of enhancing cross border trade low and opportunities.

ACTION ITEM: 2.D.2(3) – Continue advocacy for full staffing levels at all Arizona Ports of entry by CBP Customs Officers.

ACTION ITEM: 2.D.2(4) – Actively participate in and support the Arizona Border Counties Coalition activities to address issues impacting the four border Counties in Arizona

ACTION ITEM: 2.D.3(1) – Continue to work with the CABC to increase Canadian trade, tourism, FDI and business in Pima County.

ACTION ITEM: 2.D.3(2) – Work through Pima County Economic Development and One- Stop to address workforce shortages in critical Canadian firms operating in Pima County.

ACTION ITEM: 2.D.3(3) – Work with Visit Tucson and the Tucson Airport Authority to improve airline and charter flights between Pima County and Canada.

ACTION ITEM: 2.D.3(4) – Advocate for aerospace related recruiting trips to Montreal and Toronto with Sun Corridor, Inc.

ACTION ITEM: 2.D.4(1) – Continue efforts to increase economic involvement with Asia by supporting the Port of Tucson in its expansion and activities.

ACTION ITEM: 2.D.4(2) – Incorporate promotion of local export opportunities via the Port of Guaymas into our Mexico efforts, and work with the State of Sonora, State of Arizona and other entities to spur investment and expansion in the Port.

ACTION ITEM: 2.D.4(3) – Continue to work with the Honorary Consul of The Republic of Korea in Tucson to increase bilateral trade, increase the presence of South Korean companies and attract FDI as well as expand South Korean tourism, festivals and Spring Training opportunities in our region.

ACTION ITEM: 2.D.4(4) – Work with Mexican maquiladora trade associations and companies to inventory Asian companies operating in Sonora for supply chain, logistics and sector expansion opportunities.

ACTION ITEM: 2.D.4(5) – Work with UA and PCC to attract more students from Asian nations and involve them in economic activities in Pima County.

ACTION ITEM: 2.D.4(6) – Build direct relationships with the governmental and trade representatives in Asian nations similar to our relationships with Canada and Mexico.

ACTION ITEM: 2.D.5(1) – Expand Pima County support for Tech Parks Arizona’s Global Advantage program as it pertains to Israeli business and formulate a regional approach to Israel.

ACTION ITEM: 2.D.5(2) – Explore Pima County’s direct participation in the Arizona Israel Technology Council.

ACTION ITEM: 2.D.5(3) – Develop direct connections with Israeli startup companies and organizations that will benefit the existing startup community in Pima County.

ACTION ITEM: 2.D.5(4) – Develop business retention relationships with Israeli companies operating in Pima County and seek opportunities to increase job creation through business expansion and supply chain assistance.

ACTION ITEM: 2.D.5(5) – Participate in initiatives of the Arizona Chamber of Commerce and Industry and other organizations that are seeking to strengthen relationships and commerce with Israel and Israeli companies.

ACTION ITEM: 2.D.6(1) – Pima County will work with MAG and PAG to refine the foreign employer data and Pima County staff should then conduct a sector-focused analysis of European company employment strengths and the provision of export-based jobs.

ACTION ITEM: 2.D.6(2) – Pima County will begin meeting and assisting major European companies operating in major Pima County industrial sectors.

ACTION ITEM: 2.D.6(3) – Pima County will establish relationships with officials from the primary European nations affiliated with major Pima County employers through direct consular contacts and through the Consular Corps.

ACTION ITEM: 2.D.6(4) – Pima County will work with the U.S Commercial Service, Arizona District Export Council and other relevant organizations to further trade opportunities and relationships with European nations.

ACTION ITEM: 2.D.6(5) – Pima County and its regional partners should work with the private sector and the Tucson Airport Authority to strategically increase direct flights to the critically important domestic and foreign destinations needed by foreign employers.

ACTION ITEM: 2.D.6(6) – Pima County will work with our aerospace and other manufacturing partners to identify key suppliers in Europe that offer opportunities to expand our local, high wage employment and guaranty a shorter supply chain less vulnerable to international disruptions.

ACTION ITEM: 2.D – As the industrial, technology, and logistics base in Pima County grows, we will encourage a wider range of engagement with UA Tech Park' Global Advantage program as well to work with the Canada Arizona Business Council and Arizona Israel Technology Alliance to encourage increased foreign direct investment and trade with an expanded range of foreign countries and markets.

ACTION ITEM: 2.E.1(1) – Pima County will work collaboratively with the IDA to develop the IDA as a more effective business incentive and an efficient tool for economic development, workforce development, and job creation.

ACTION ITEM: 2.E.1(2) – Continue to study the opportunities to apply Community Facilities Districts as tools to create infrastructure and other required capabilities that are difficult to fund under more traditional means.

ACTION ITEM: 2.E.1(3) – Pima County's Office of Economic Development, Pima County Finance Department and (Pima County Community Development and Neighborhood Conservation will be directly involved in the operation of the IDA. This can be achieved through an intergovernmental agreement (IGA) between Pima County and the IDA similar to the IGA struck between the Industrial Development Authority of the County of Maricopa and Maricopa County government.

ACTION ITEM: 2.E.1(4) – Pima County economic development staff will work more closely with the IDA to identify project opportunities that fit within the IDA's regulatory landscape.

ACTION ITEM: 2.E.1(5) – Pima County will assist the IDA to become more familiar with the Pima County Economic Development plan and the economic development priorities of the region and to assist the IDA in aligning its activities accordingly.

ACTION ITEM: 2.E.1(6) – Pima County will reactivate the MPC and work collaboratively with its board to utilize the MPC as an economic development tool.

ACTION ITEM: 2.E.2 – Continue to study the opportunities to apply Community Facilities Districts as tools to create infrastructure and other required capabilities that are difficult to fund under more traditional means.

ACTION ITEM: 2.E.3 – Develop a program and methodology to increase awareness of the Section 10 Permit benefits.

ACTION ITEM: 2.E.4(1) – Collaborate with Pima Community College, the University of Arizona, JTED, and other education and workforce training organizations to work through private sector associations to understand their specific workforce training needs and commit to creating solutions in the short term to address those needs.

ACTION ITEM: 2.E.4(2) – Work with the Pima County Superintendent of Schools to develop a community “Call to Action” program that educates and engages industry leaders to become more involved in making Pima County and southern Arizona more successful in job attraction by getting involved either financially or through in-kind contributions as described in the section.

a. Clarify that the success of many of these programs will be up to those industry leaders collaborating with the public sector to prioritize critical needs and develop programs to address them.

b. Clarify the benefit the private sector will receive for their investment of time and/or dollars and materials. Present the activities as a business proposition with analytical points.

ACTION ITEM: 2.E.4(3) – Continue to work with the utilities to ensure collaborative planning for infrastructure that is consistent with projected growth areas.

ACTION ITEM: 2.E.4(4) – Re-initiate the call for more “Shovel Ready” property and speculative industrial and office buildings through cooperative discussions with developers and land owners. Investigate benefits that incentivize those activities such as deferred taxation on improvements until they are utilized.

ACTION ITEM: 2.E.4(5) – Continue to collaborate with private sector developers to create employment centers and return County owned properties to the tax rolls.

ACTION ITEM: 2.E.5(1) – Expand communication and partnership activities with the Arizona Commerce Authority leadership to encourage more awareness of southern Arizona’s assets and increase the number of leads directed to the region.

ACTION ITEM: 2.E.5(2) – Expand efforts with the Governor’s Office and the Arizona Commerce Authority to increase the amount of incentives that can be made available to projects in southern Arizona.

ACTION ITEM: 2.E.5(3) – Coordinate marketing efforts with Sun Corridor, Inc. to expand availability, attractiveness, and competitiveness of Tucson Airport Authority assets to enhance our region’s position in the Aerospace Industry.

ACTION ITEM: 2.E.5(4) – Continue the collaborative efforts with Sun Corridor Inc. and their membership to increase involvement by the private sector in addressing workforce needs as well as increasing national and international awareness of the region’s assets.

CHAPTER 3 ACTION ITEMS

ACTION ITEM: 3.A.1.(1) – Service Action: Effectively deliver career services geared toward up-skilling (increasing: employability, secondary level skills attainment, entry-technical and advanced technical) and re-skilling for Youth, Adults, Adults with Chronic Barriers, and Dislocated Workers (Business Services)-as measured by federal and state metrics

ACTION ITEM: 3.A.1.(2) – Leadership Action: Continue leadership in Workforce Systems of Service within frame-work of the Workforce Innovation and Opportunity Act –as measured by program policy development, implementation, and monitoring to maintain and increase funding while seeking out new opportunities and partnerships

ACTION ITEM: 3.A.1.(3) – Effectiveness Action: Procure and roll-out core database among all partners to ensure program effectiveness, improve efficiencies, and planning for workforce needs and trends –as measured by improved coordination of services and preparation for shifts in policy such as stricter requirements for those receiving public assistance

ACTION ITEM: 3.A.1.(4) – Effectiveness Action: Given the many service populations and partner agencies, a Career Pathway based resource guide is being developed to aid local career technical education and training providers, case managers, clients, industries, and partners to create individual career, technical, or educational plans-as evidenced by an inaugural Career Pathways Resource Guide

ACTION ITEM: 3.A.1.(5) – Leadership Action: The resource guide is being designed to be updated for relevance and web-accessibility requiring on-going analysis involving training and industry experts evaluating national, state, and local economic conditions- as evidenced by future online iterations

ACTION ITEM: 3.B.1.(1) – Service Action: Expand summer Jobs program of paid internship/work experience opportunities for youth aged 14-21 in community businesses and within County businesses-as measured by number and diversity served

ACTION ITEM: 3.B.1.(2) – Leadership Action: Continue a concerted effort to educate the community about the economic benefits to students, their families and our community about high value, career-oriented education opportunities – as measured by tracking and follow-up of individuals participating in career exploration program

ACTION ITEM: 3.B.2.(1) – Leadership Action: Las Artes and PVHS will continue integrating exemplary curriculum, such as Getting Ahead, and monitoring its impact on student retention-Pilot, monitoring, and expanding new strategies

ACTION ITEM: 3.B.2.(2) – Leadership Action: Increase the number of STEM programs for dropouts and other disconnected youth that integrate learning with work leading to employment or continued education and training.

ACTION ITEM: 3.B.2.(3) – Service Action: Oversee and align the success of Las Artes, Pima Vocational High School into One Stop placement-as measured by youth ready for work or continuing education

ACTION ITEM: 3.B.3.(1) – Leadership Action: Support efforts to streamline and expand the STEM high school to college, career and technical education, or employment pipeline- as measured by piloting In School Youth programs in specific STEM reliant industries

ACTION ITEM: 3.B.3.(2) – Service Action: One-Stop will offer workshops for entrepreneurs: Self-employment; Business start-up; Youth entrepreneurship-as measured by partnering industries and professionals to maximize facilities and expertise

ACTION ITEM: 3.B.3.(3) – Effectiveness Action: Develop new JTED/College programs based on local industry needs and projected opportunities for our students- as measured by career pathway guide/systems is a step leading to this goal

ACTION ITEM: 3.B.3.(4) – Service Action: Continue the expansion of dual college credit in our high school programs as well as industry certification opportunities so that our students are ready to meet the needs of industry by filling high-wage, high-demand jobs-iBest model is being expanded to new and additional career fields

ACTION ITEM: 3.B.4.(1) – Service Action: Support career exploration opportunities to improve the appeal of infrastructure type careers to young people-as evidenced by diverse individual employability plans

ACTION ITEM: 3.B.4.(2) – Leadership Action: Expand partnerships with University of Arizona Student Engagement and Career Development Office and Recruit additional companies to participate in UA career days –measure by providing systemic follow-up on a case-by-case referrals and matching for inquiries from local companies

ACTION ITEM: 3.B.4.(3) – Effectiveness Action: Pilot individual training plans aligned with the Career Pathway Framework and support participants in integrated basic education and skill training as modeled through iBest.

ACTION ITEM: 3.B.4.(4) – Leadership Action: Offer the Arizona Career Readiness Credential to assist businesses in identifying qualified candidates who may not possess traditional credentials or work history.

ACTION ITEM: 3.C.1 – Service Action: Continue offering case management, workshops, and follow-up activities for mature job seekers each year.

ACTION ITEM: 3.C.2 – Leadership Action: Identify with industry partners more part time jobs that mature workers might find of interest.

ACTION ITEM: 3.D.1 – Effectiveness Action: Systematically identify employers more apt to interview and hire skilled veterans and transitioning service members.

ACTION ITEM: 3.D.2 – Leadership Action: Expand the Relocated Family Employment Program through increased outreach to Davis-Monthan Air Force Base, economic development entities, major employers, and other partners.

ACTION ITEM: 3.E.1.(1) – Service Action: Pilot Getting Ahead curriculum to returning citizens and monitor to see if it improves their ability to retain employment and build resources.

ACTION ITEM: 3.E.2.(1) – Service Action: Continue to offer Rapid, Sustained Rehousing through Sullivan Jackson Employment Center grant writing, administration, and reporting to multiple agencies.

ACTION ITEM: 3.E.2.(2) – Leadership Action: Develop role and identify resources to support Pima County Center of Opportunity location

ACTION ITEM: 3.E.3.(1) – Leadership Action: Prepare and support through innovative programs to help those that rely on public assistance and other vulnerable populations obtain and retain employment-as evidence by new programs and partnerships

ACTION ITEM: 3.F.1 – Effectiveness Action: In partnership with thriving and threatened industries, develop customized training and incumbent worker training to avert layoffs, rapidly respond to layoffs, and increase competitiveness of industries and individuals.

ACTION ITEM: 3.F.2 – Service Action: Update, Develop, and Approve suite of enabling policies, procedures, and forms

ACTION ITEM: 3.F.3 – Leadership Action: Demonstrate, and Refine training programs for maximum impact and quality economic development alignment

ACTION ITEM: 3.F.4 – Leadership Action: Partner with employers to increase their engagement in technical skill training through: Provision of work-based learning opportunities for trainees; Engagement in curriculum development and review; Mentoring and interviewing trainees; Provide funding, instructors, and supplies for training programs-as evidence by expanded well managed service contracts

ACTION ITEM: 3. F.5 – Service Action: Match employers with employees to sponsor direct hiring events, employability workshops, and job fairs through One-Stop working with a diversity of industries, and themes while tracking participation, partnerships, and placements.

ACTION ITEM: 3.F.6 – Effectiveness Action: Continue to nurture strong partnerships with business and industry through its focused business and industry advisory committees to build the pipeline for targeted industry growth

ACTION ITEM: 3.G.1.(1) – Effectiveness Action: Implement a strategy to sustain an effective Employer Resource Network in Pima County, either by managing it internally at CSET or supporting an external partner.

ACTION ITEM: 3.G.1.(2) – Service Action: Expand the free tax assistance program to reach more County employees and community taxpayers utilizing County programs and facilities for greater reach.

ACTION ITEM: 3.G.1.(3) – Leadership Action: Expand awareness of the employee loan program and link financial education to this initiative. Survey employees for satisfaction and feedback. Support other organizations in Pima County with adopting a similar program and expanding and improving the access to fair credit for low-income and credit-strapped families.

ACTION ITEM: 3.G.1.(4) – Effectiveness Action: Conduct an assessment of the cost of poverty to Pima County and develop one or more public presentations on the findings.

ACTION ITEM: 3.G.1.(5) – Leadership Action: Manage the Navigator, SNAP CAN project, to connect adults with multiple and chronic barriers to jobs and/or skills development and career advancement. Develop a gap analysis of community resources based on documentation of the barriers faced by SNAP recipients

ACTION ITEM: 3.G.2.(1) – Leadership Action: Implement the second phase of the MAMA (Mothers in Arizona Moving Ahead) program in partnership with the Health Department to improve the health of mothers and children in poverty and support their advocacy skills. Connect those mothers to workforce resources for increased financial stability and career development.

ACTION ITEM: 3.G.2.(2) – Service Action: Develop alternative work or volunteer opportunities for SNAP and AHCCCS recipients to maintain state benefits. Coordinate and bundle resources in support of people moving out of poverty

ACTION ITEM: 3.G.2.(3) – Effectiveness Action: Expand and strengthen the Getting Ahead Network of organizations incorporating this curriculum to ensure a high-quality program. Determine and use common evaluation tools. Actively connect graduates to the workforce development system. Involve Getting Ahead graduates and develop opportunities for public engagement and advocacy.

ACTION ITEM: 3.G.2.(4) Effectiveness Action: Continue to support faith-based partnerships as a means to fill gaps in providing essential services for low-income families and individuals.

ACTION ITEM: 3.G.3.(1) – Service Action: Continue offering trainings and workshop on poverty. to County staff, community organizations and the faith community with the goal of 500 participants per year.

CHAPTER 4 ACTION ITEMS

ACTION ITEM: 4.A (1) Prioritize land use planning around all airports in the County, not just the two major airports.

ACTION ITEM: 4.A (2) – Explore cooperative planning with all of the region’s airports to highlight strengths and needs then develop a regional plan to acquire FAA and State funding to address infrastructure needs.

ACTION ITEM: 4.A (3) – Identify potential military uses for Pinal Airpark to act as an “auxiliary airfield” in support of military operations in the state and advocate for the assets necessary to facilitate those uses.

ACTION ITEM: 4.A (4) – Review opportunities for development of the Ajo Airport and define infrastructure and operational needs to make this a tourism attraction and an employment center for the community.

ACTION ITEM: 4.C.1 – Increase outreach and collaboration with local, regional and national collectors and museums to feature shows and collections in the changing gallery of the new Regional Visitors Center. Featured collections will drive visitation to the Center and region on an on-going basis and offer residents access to museum quality exhibits.

ACTION ITEM: 4.C (2) – Develop an activity agreement between Pima County and the International Traditional Knowledge Institute Foundation (ITKI).

ACTION ITEM: 4.C.2 (1 – Collaborate with Visit Tucson to produce marketing materials, venue visits and market 2020 events on the amateur, collegiate and professional levels.

ACTION ITEM: 4.C.2 (2) – Expand the use of Kino Sports Complex and other County land assets as sites to accommodate the increasing number of venues for the annual Tucson Gem, Mineral, and Fossil Showcase

ACTION ITEM: 4.C (1) – Launch new streamlined online permitting process with “quick-response” approval for all film production crews.

ACTION ITEM: 4.C (2) – In partnership with Film Tucson, continue to add unique Pima County film locations to the searchable database for location scouts looking for an endless variety of shooting locations unlike those in any other state.

ACTION ITEM: 4.C (3) – Expand working relationship with the University of Arizona School of Theatre, Film and Television and Film Tucson to host forums, seminars and out-reach to studios, production companies and crews looking for affordable and experienced site locations and crews.

ACTION ITEM: 4.C.3(1) – The Southeast Regional Park sewer connection project will connect the sewage system of all six outlying properties to the main Fairgrounds lagoon, then connect the lagoon to the main PC Wastewater line north of Interstate 10

ACTION ITEM: 4.C.3(2) – Continue upgrades and improvements of the facilities at the Pima County Fairgrounds, including widening the RV Park space, adding electrical connections to the northwest portion of the Fairgrounds and improving the roads in the Park to accommodate additional and larger events and RV use.

ACTION ITEM: 4.C.4 – Expand the Chuck Huckelberry Loop east along the Tanque Verde Creek; south along the Pantano and Santa Cruz rivers; and north along the Cañada del Oro Wash can connect it to major regional attractions, including Sabino Canyon, Saguaro National Park East, Colossal Cave Mountain Park, San Xavier Mission and Green Valley/Sahuarita, and Catalina area resorts such as Miraval.

ACTION ITEM: 4.C 6 – Partner with Visit Tucson and attend major conventions and Gem Show locations to provide area attractions and information for planning of day-tours and Southern Arizona Exploration.

ACTION ITEM: 4.C (1) – Develop an activity agreement between Pima County and the International Traditional Knowledge Institute Foundation (ITKI) to showcase the County’s work preserving its ranching and farming properties. ITKI’s free TRusTTM digital app provides visitors with an interactive experience that introduces them to the local community’s attractions and culture. ITKI and Pima County will work collaboratively to share and develop content for the app that features local Southern Arizona culinary attractions, agricultural and culinary history and culture, and the farmers, artisans and others who have been and are involved in creating and sustaining that culture.

ACTION ITEM: 4.C (2) – Launch new streamlined online permitting process with “quick-response” approval for all film production crews.

ACTION ITEM: 4.C (3) – in partnership with Film Tucson, continue to add unique Pima County film locations to the searchable database for location scouts looking for an endless variety of shooting locations unlike those in any other state.

ACTION ITEM: 4.C (4) – Expand working relationship with the University of Arizona School of Theatre, Film and Television and Film Tucson to host forums, seminars and out-reach to studios, production companies and crews looking for affordable and experienced site

locations and crews.

ACTION ITEM: 4.C (5) – Encourage cell carriers to add more cell towers at or near Pima County attractions, parks and properties.

ACTION ITEM: 4.C (6) – Partner with Visit Tucson and attend major conventions and Gem Show locations to provide area attractions and information for planning of day-tours and Southern Arizona Exploration.