



MEMORANDUM

Date: August 18, 2015

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

From: C.H. Huckelberry
County Administrator 

Re: **Call to the Audience Discussion Regarding the County's Economic Development Plan and Assertion the Plan is Heavily Dependent on the November 3, 2015 Bond Proposition Election**

It has been stated repeatedly and at the August 17, 2015 Call to the Audience that the County's Economic Development Plan is either entirely or heavily dependent on approval of the November 1, 2015 bond election. Such is incorrect.

Attached for your review is a copy of the action plans of each chapter with a notation indicating whether or not it relies on bonds. As you can see, of the 114 action items of the adopted Economic Development Plan 2015-2017, only 12 discuss or rely on County bonding. Only 10.5 percent of the action items rely on bond funding for successful implementation. Such clearly indicates the Economic Development Plan is not dependent nor overly dependent on passage of the November 3, 2015 bond election.

CHH/anc

Attachment

PIMA COUNTY ECONOMIC DEVELOPMENT PLAN ACTION ITEMS

Chapter 1

- 1.1 Support the initiation 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. **DOES NOT RELY ON BONDS**
- 1.2 Complete during 2015 the Environmental Assessment for the release and sale of the 270-acre expansion buffer for Raytheon and acquire the buffer in 2016. **DOES NOT RELY ON BONDS**
- 1.3 Develop a planning agreement between Pima County, TAA and the Arizona 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. **DOES NOT RELY ON BONDS**
- 1.4 Develop a conceptual plan for rail access from the Nogales line through the Park. **DOES NOT RELY ON BONDS**
- 1.5 Complete the Aerospace Parkway in 2015, thereby providing surface transportation access to the Park. **DOES NOT RELY ON BONDS**
- 1.6 Complete the Master Plan for major utility infrastructure for the Sonoran Corridor region in 2015. **DOES NOT RELY ON BONDS**
- 1.7 Finance and construct public utility systems for the Park in 2016. **DOES NOT RELY ON BONDS**
- 1.8 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. **DOES NOT RELY ON BONDS**
- 1.9 Complete planning and undertake construction of the extension of Sunset Road between I-10 and Silverbell Road in 2016. **RTA FUNDING**
- 1.10 Facilitate expansion of Accelerate Diagnostics at the Abrams Public Health Center. **DOES NOT RELY ON BONDS**
- 1.11 Plan a bioscience/biotechnology incubator in Oro Valley adjacent to Sanofi and Ventana Medical Systems and implement the incubator using \$15 million of General Obligation bonds if approved by the voters. **BONDS**
- 1.12 Assist in providing transportation public infrastructure to the UA Tech Park in the amount of \$10 million in General Obligation bonds if authorized by the voters. **BONDS**

Chapter 2

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.

DOES NOT RELY ON BONDS

2.2 Establish as a County highway the auxiliary interstate highway connection between I-10 and I-19. **DOES NOT RELY ON BONDS**

2.3 Request, through the Regional Planning Agency, that the auxiliary interstate highway be included as a state route by the Arizona State Transportation Board in the State Highway System. **DOES NOT RELY ON BONDS**

2.4 Cause the auxiliary interstate highway to be included in the Federal Highway System as an auxiliary interstate highway through any Congressional action related to authorizing surface transportation funding in the United States. **DOES NOT RELY ON BONDS**

2.5 Initiate planning and design of a phased improvement connecting the Aerospace Parkway to I-10 at Rita Road along the Old Vail Alignment using \$30 million in General Obligation Bonds if authorized by the voters. **BONDS**

2.6 Advocate for early and adequate funding for improving SR 189 from the Mariposa POE to I-19. **DOES NOT RELY ON BONDS**

2.7 Complete the Aerospace Parkway improvement in Calendar Year 2015. **DOES NOT RELY ON BONDS**

2.8 Support development of the second full-service parallel runway for TIA. **DOES NOT RELY ON BONDS**

2.9 Complete the already authorized TIGER Grant to improve rail access to the Port of Tucson. **DOES NOT RELY ON BONDS**

2.10 Initiate development of a sanitary sewer inceptor system to serve the employment growth area located south of TIA extending to Rita Road at I-10. **DOES NOT RELY ON BONDS**

2.11 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 Business and Research Park. **DOES NOT RELY ON BONDS**

Chapter 3

3.1 Relocate Hughes Access Road and secure buffers for Raytheon expansion. **DOES NOT RELY ON BONDS**

3.2 Continue to actively support DMAFB and their continuation of the A-10 mission and any future mission for DMAFB. **DOES NOT RELY ON BONDS**

3.3 Create the County staff position of Navigator to coordinate strategies and regional support activities for DMAFB. **DOES NOT RELY ON BONDS**

3.4 Actively pursue acquisition of leased private properties within DMAFB and State Trust land to reduce operational land leasing costs of DMAFB. Five million dollars of County General Obligation bonds will be used for this purpose if approved by the voters. **BONDS**

3.5 Continue to actively support the AZ ANG and continuation and expansion of its domestic and international flight pilot training missions at TIA. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

3.7 Support funding initiatives for the UA and oppose further reductions in State funding of Arizona's university and community college systems. **DOES NOT RELY ON BONDS**

3.8 Actively support capital investments in technology transfer activities at the UA related to primary employment growth, including capital financing of a public highway at the UA Tech Park with \$10 million of General Obligation bonds if approved by the voters. **BONDS**

3.9 Provide \$20 million in General Obligation bonds, if approved by the voters, to finance an innovation building at The Bridges. The purpose of the innovation building will be to facilitate and incubate startup technology companies transferring research to practical applications and job development. **BONDS**

3.10 Begin development of a contingency plan to absorb potential employment losses at DMAFB. **DOES NOT RELY ON BONDS**

Chapter 4

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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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 Ports of Entry to the Port of Tucson. **DOES NOT RELY ON BONDS**

4.4 Continue to advocate for and on behalf of the TAA for a second full-service parallel runway at TIA. **DOES NOT RELY ON BONDS**

4.5 Continue to advocate for the development of expanded air cargo services at TIA. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

4.8 Advocate for improved surface transportation connectivity to the Mariposa POE to improve international trade with Mexico. **DOES NOT RELY ON BONDS**

Chapter 5

5.1 Actively support increased state funding for all public education programs, particularly for the university and community college systems. **DOES NOT RELY ON BONDS**

5.2 Encourage action and public, as well as private, funding of higher education to minimize future increases in tuition and fees. **DOES NOT RELY ON BONDS**

5.3 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. **DOES NOT RELY ON BONDS**

5.4 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. **DOES NOT RELY ON BONDS**

Chapter 6

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 study by SFA and the sports assessment study conducted by Populous/The Planning Center. **DOES NOT RELY ON BONDS**

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. **BONDS**

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. **BONDS**

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. **BONDS**

6.5 Complete "The Loop" trail and its local town connector trails and market it as part of the region's substantial cycling infrastructure. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

6.10 Partner with the TAA and local business organizations to pursue nonstop flights from one or more United States East Coast, Canadian and Mexican cities to TIA, since there are currently very limited East Coast nonstop flights and no nonstop flights to Tucson from Canada and no flights to Mexico. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

6.12 Work to improve and expand existing Pima County tourist attractions through bond investments, including the Kino Sports Complex, Old Tucson Studios, Arizona-

Sonora Desert Museum, Colossal Cave Mountain Park, Pima Air and Space Museum and the Historic Courthouse Art Museum and January 8th Memorial. **BONDS**

6.13 Reintroduce and support passage of reform legislation related to the PCSTA to fund tourism-related initiatives designed to increase tourism economic development. **DOES NOT RELY ON BONDS**

Chapter 7

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. **DOES NOT RELY ON BONDS**

7.2 Support mining activities that generally provide mitigation offsets in accordance with the established county conservation guidelines. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

7.5 Promote use of renewable water supplies for all mining activities within Pima County. **DOES NOT RELY ON BONDS**

Chapter 8

8.1 Identify distribution companies in Pima County to provide locations for engineering, quality control and distribution support for companies in the maquiladora industry. **DOES NOT RELY ON BONDS**

8.2 Complete the county economic development web page to serve as a regional resource and tool to attract business and investment from Mexico. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

8.5 Continue advocating at the federal level to increase Customs staffing to expedite border crossing for trucks and trains. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

8.9 Maintain a regular County presence at the Visit Tucson (Vamos-A-Tucson) office in Hermosillo, Mexico to encourage and facilitate Mexican companies doing business in Pima County. **DOES NOT RELY ON BONDS**

8.10 Continue efforts to increase Mexican Major League Baseball, including Spring Training and Spring Training games, at Kino Sports Complex. **DOES NOT RELY ON BONDS**

Chapter 9

9.1 Quantify the economic impact of Canadian real estate investment in Pima County and develop a strategy to increase it. **DOES NOT RELY ON BONDS**

9.2 Coordinate directly with the CABC to facilitate Canadian FDI in Pima County, promote Pima County exports and enhance tourism. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

9.5 Work with Visit Tucson and other interested parties to expand air service between Pima County and Canadian airports. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

Chapter 10

10.1 Continue efforts to increase economic involvement with East Asia by supporting the Port of Tucson in its expansion. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

10.3 Support the extension of heavyweight corridors 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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

10.6 Work with PCC to attract more students from The Republic of Korea. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

Chapter 11

11.1 Facilitate the creation of a regional arts and cultural center by establishing, in collaboration with TMA, an Art of the American West museum in the Historic County Courthouse if the voters approve funding for such. Continue discussions with the UA regarding displaying University-acquired art pieces in the Historic Courthouse. **BONDS**

11.2 Encourage new or expanded primary employment in the downtown by making available for such the County-owned office buildings at 97 E. Congress Street and 160 N. Stone Avenue, as well as the County's vacant property at Broadway Boulevard and Scott Avenue and 332 S. Freeway. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

Chapter 12

12.1 Partner with businesses and sector groups to develop specific targets and recommendations for career advancement pathways ranging from technician to professional levels. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

12.3 Formalize the Border Regional Economic Development Consortium to pursue possible federal Economic Development Administration funding and other opportunities. **DOES NOT RELY ON BONDS**

12.4 Complete the data collection survey of internal and external stakeholders for the Business Resource OneStop Center and proceed with additional planning. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

12.8 Include in the Pima County Legislative Agenda additional public funding for education. **DOES NOT RELY ON BONDS**

Chapter 13

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. **DOES NOT RELY ON BONDS**

13.2 Become an "Employer of Choice" by establishing Employer Resource Networks in County departments and bundling County OneStop, Library, and Health Department services to clients. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

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. **DOES NOT RELY ON BONDS**

13.6 Support faith-based partnerships as a means to fill gaps in providing essential services for low-income families and individuals. **DOES NOT RELY ON BONDS**

13.7 Support partnerships between education and training programs and institutions and faith-based organizations to better serve job-seekers. **DOES NOT RELY ON BONDS**

13.8 Encourage collaboration between faith-based organizations and the private sector on strategies to combat poverty. **DOES NOT RELY ON BONDS**

13.9 Develop an objective and fact-based analysis of poverty and its geographic locations within the community. **DOES NOT RELY ON BONDS**

Chapter 14

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. **DOES NOT RELY ON BONDS**

14.2 In November 2015, place before the voters the bond authorization that includes projects and programs whose primary purpose is economic development, job creation and increasing the community's wealth, as well as funds for road repair and rehabilitation. **BONDS**

14.3 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. **DOES NOT RELY ON BONDS**

14.4 The county should 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. **DOES NOT RELY ON BONDS**

14.5 Continue with the development of the Pima Prospers Comprehensive Plan Update and ensure it is complementary to the 2015–2017 Economic Development Plan. **DOES NOT RELY ON BONDS**

14.6 Pima County will work cooperatively with area jurisdictions on complementary economic development strategies, including employment retention and expansion, workforce development, infrastructure development, international trade and tourism. **DOES NOT RELY ON BONDS**

14.7 The county will convene, at least 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 coordinate regional activities related to economic development. **DOES NOT RELY ON BONDS**

14.8 The County will advance economic development activities in coordination and consultation with Cochise, Pinal, Santa Cruz and Yuma Counties. **DOES NOT RELY ON BONDS**