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# MEMORANDUM

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Date: January 25, 2016

To: Appointing Authorities

From: C.H. Huckelberry,  
County Administrator

A handwritten signature in black ink, appearing to read "CHH", is written over the typed name "C.H. Huckelberry".

Re: **Pima Prospers Implementation Work Plan: 2016**

Attached is a work plan for Pima Prospers Comprehensive Plan implementation items for this calendar year. Although Pima Prospers is a 10 year plan with over 700 implementation items, many items were slated for immediate or near term implementation. This work plan covers those items from the 4 key chapters of the plan: Use of Land, Physical Infrastructure, Human Infrastructure and Economic Development. It also includes items that overlap with the Economic Development Action Plan for 2015-2017.

John Bernal, Tom Burke and Jan Leshar along with Dr. Francisco Garcia, Dr. John Moffatt, Mark Holden and Ursula Nelson constitute the Pima Prospers Implementation steering committee formed to oversee the implementation of the plan and set priorities. Nanette Slusser will also support the coordination efforts of the public works departments. Carla Blackwell will manage and support the implementation for the committee and is available to assist your department with project initiation.

Progress will be monitored and assessed annually. Each department has already received a list of the implementation items from the plan of all the ongoing and near term items. Attached is a prioritized work plan for 2016. As resources and opportunities are available for projects they should be pursued.

Pima Prospers implementation, along with pursuit of the Economic Development Action items, offers a unique opportunity for departments to collaborate, take action, and solve key community issues in alignment with goals set by the plan. Your involvement is critical to the success. This is a long range plan with some aspirational goals but each action and task completed will move Pima County closer to excelling as a healthy community that fosters a healthy economy, healthy environment and healthy people.

CHH/lab

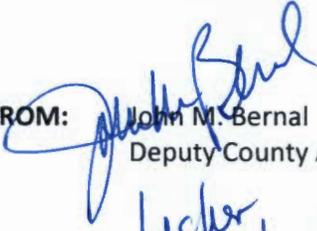
Attachment

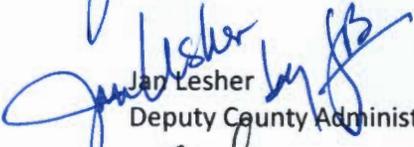


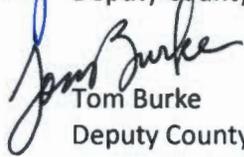
# MEMORANDUM

DATE: January 22, 2016

TO: C.H. Huckelberry  
County Administrator

FROM:  John M. Bernal  
Deputy County Administrator

 Jan Leshner  
Deputy County Administrator

 Tom Burke  
Deputy County Administrator

RE: Pima Prospers Implementation Work Plan: 2016

Attached is a work plan for Pima Prospers Comprehensive Plan implementation items for this calendar year. Although Pima Prospers is a 10 year plan with over 700 implementation items, many items were slated for immediate or near term implementation. This work plan covers those items from the 4 key chapters of the plan: Use of Land, Physical Infrastructure, Human Infrastructure and Economic Development. It also includes items that complement the Economic Development Action Plan for 2015-2017.

A steering committee has formed to oversee the implementation of the plan and set priorities. The three of us sit on that committee along with Dr. Francisco Garcia, Dr. John Moffatt, Mark Holden and Ursula Nelson. These latter four individuals are the leaders of the four key implementation areas mentioned above. Nanette Slusser will also assist with assuring that the public works departments coordinate their involvement and response to the implementation efforts. Carla Blackwell will manage and support the implementation for the committee.

Progress will be monitored and assessed regularly, with a minimum of annual reporting to the Board of Supervisors. Each department has received a list of implementation items from the Plan where they are the identified lead and with your concurrence, we will share this prioritized Work Plan with the Directors to make sure all departments are in alignment with county priorities. Pima Prospers implementation along with pursuit of the Economic Development Action items offers a unique opportunity for departments to collaborate to solve key community issues and reach goals set by the plan.

If the Plan is acceptable to you, we request that you issue the attached memo to the Department Directors encouraging them to advance the implementation effort.

Attachments (2)

Cc: Carmine DeBonis, Director, Development Services  
Carla Blackwell, Deputy Director, Development Services

### Introduction

The Pima Prospers Implementation Plan contains over 700 action items to achieve goals and implement policies in the plan. Most of the items pertain to four key chapters of the plan (Use of Land, Physical Infrastructure, Human Infrastructure, and Economic Development) and are included below. On-going items are typical items usually carried out by the department and are not considered new initiatives – a list of those items have been sent to the departments. The other items that represent new ideas or actions were separated into target time periods and have lead departments assigned along with contributing partners. These will be treated as projects and tracked. The time periods include:

Immediate: Either is underway or needs to be completed in 2016

Near Term: Items to be completed in three years

Mid Term: Items to be completed in three to five years

Long Term: After 5 years

More items may be added to the implementation plan as ideas and methodologies evolve. SharePoint will be utilized as the task tracking and document library for implementation, and is accessible to all Pima County employees. Ongoing items will also be tracked for progress through periodic updates. An annual report will be issued at the end of the calendar year.

The Pima Prospers Implementation Steering Committee is comprised of the three deputy county administrators and the four team leads listed below next to their section. The committee met on December 17, 2015 and identified priority projects within each of the four key chapters, the Top 10 priorities for 2016 across all four chapters, and “quick wins.” While the committee has settled on the Top 10 projects to pursue, other projects not on the Top 10 will be going forward based on staff availability, and financial availability if important to that project. Some Pima Prospers projects are cross-related with activities in the Pima County *Economic Development Plan 2015-2017*. The committee will meet monthly to discuss and monitor all implementation items of Pima Prospers. A summary of their work prioritizing projects is as follows:

### Top 10 Priority Projects for 2016 (in Order)

#### 1. Aerospace and Defense Park

Business Retention, Expansion and Attraction 6.1(2)(d) /  
*Econ. Development Plan, 2015-2017, Ch. 1 Primary Job Center Development, Focused Development Investment Areas Element (Land Use Corridors) 3.2(5-6)(c)* : prepare and adopt Master Plan for the Aerospace, Defense and Technology Business and Research Park, including planning agreement, environmental assessment, parkway completion, utility installation, rail access plan, and Raytheon buffer. Lead: County Administrator’s Office

#### 2. Sonoran Corridor

Business Retention, Expansion and Attraction 6.1(2)(c) /  
*Econ. Development Plan, 2015-2017, Ch. 2 Regional Infrastructure Investment for Job Creation: initiate planning and design of phased improvement, complete Master Plan for land use and utility installation for Sonoran Corridor (I-10 to I-19 connection along Old Vail alignment)* Lead: County Administrator’s Office

#### 3. Trail System Expansion

Trails Element 4.8(1-2): update and implement Pima Regional Trails System Master Plan, identify funds, design, and complete the Loop and Juan Bautista de Anza Nat’l Historic Trail  
Leads: NRPR & RFCD

**4. Animal Spay and Neuter Programs**

Animal Care Element 5.7(1)(h): increase availability of animal spay & neuter services  
Lead: PACC

**5. Homeless Reduction: Social Impact Bond Program**

Housing / Community Design Element 3.5(5): Utah Lab contract for Pay for Success social impact bond  
Lead: CDNC

**6. Workforce Development**

Our People as an Economic Driver 6.4(1) /  
*Econ. Development Plan, 2015-2017, Ch. 13 Role of Economic Development in Ending Poverty*: establish an Employer Resource Network to aid employers in the region with retaining employees and providing a resource to coordinate supportive services  
Lead: CSET

**7. Open Space Use Policies**

Open Space Element 3.3(1)(f): subsequent to inter-departmental coordination, develop draft policies for County Administration consideration to comprehensively address open space and conservation lands access and use  
Lead: OSC

**8. Food Access Barriers and Challenges**

Health Services Element 5.1(1)(c) / Food Access Element 5.8(1-2): expand opportunities for urban agriculture, identify and reduce regulatory barriers to food processing and distribution of healthy food, prepare Health Impact Assessment  
Lead: Health

**9. Healthy Aging**

Health Services Element (Aging Healthy) 5.1(9): work with Pima Council on Aging to improve housing for the aging, remove Zoning Code barriers to aging in place, support planning and programs  
Lead: Health

**10. Parks and Recreation Master Plan**

Parks and Recreation Element 5.3(2)(a): prepare a parks and recreation master plan, identifying traditional and non-traditional funding sources for operation and maintenance  
Lead: NRPR

**Quick Wins**

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Land Use Element 3.1(1)(a): update of the Subdivision Street Standards  
Lead: DOT/DSD      Status: 75% complete

Land Use Element 3.1(1)(b): add a second cycle annually for non-major Comp Plan Amendments  
Lead: DSD      Status: P&Z Commission in Jan. 2016

Transportation Element 4.1(1)(i): draft Zoning Code text amendment to eliminate the 30-foot building setback for Major Streets and Routes  
Lead: DSD      Status: approved by BOS Jan. 5, 2016

Water Resources Element 4.2(1)(f), 4.2(3)(e): update the site analysis checklist to align with the new policy and update Table B of water conservation measures



# 2016 Implementation Work Plan

Lead: RFCD

Status: draft in progress

Water Resources Element 4.2(3)(d), Flood Control and Drainage Element 4.9(3)(b): develop and implement rainwater and storm water harvesting (GI/LID) guidelines

Lead: RFCD

Status: trial period adoption of guidelines approved

Health Services Element 5.1: pursue accreditation as a public health department

Lead: Health

Status: 75% complete

## Use of Land Top Priorities

Mark Holden, Lead

### Project: Homeless & Special Populations

Housing / Community Design Element 3.5(5): Homelessness Reduction - Pay for Success social impact bond (2016 Priority project #5)

Lead: CDNC

Status: In progress

### Project: Open Space

Open Space Element 3.3(1)(f): develop draft policies for County Administration consideration to address open space and conservation lands access and use (2016 Priority project #7)

Lead: OSC

### Project: Revitalization Task Force

Focused Development Investment Areas Element 3.2(3)(a-b): appoint a Revitalization Task Force (development professionals, commercial brokers, lenders, community stakeholders) to identify existing conditions and barriers, create tools and programs to facilitate revitalization efforts, and attract and sustain public and private redevelopment and reuse of vacant and distressed properties

Leads: CDNC & DSD

### Other Near-Term Use of Land Projects:

- Land Use Element 3.1(1)(g): identify funds for preparation of a community plan for Ajo, AZ  
Lead: DSD
- Open Space Element 3.3(1)(e): systematically inventory cultural resources on open space and conservation lands to determine and implement appropriate levels of protection and preservation (related to Cultural Resources Element 3.6)  
Lead: OSC
- Environmental Element 3.4(1)(k): assess existing environmentally-related Zoning Code ordinances (e.g., NPPO, BOZO, HDZO, Cluster & Conservation Subdivision options) to align implementation and create incentives to support SDCP goals and CLS  
Lead: DSD
- Housing / Community Design Element (Safe & Healthy Housing) 3.5(2): Develop Housing Assessment Inventory (HAI) Tool to assess substandard housing, condemnation, and relocation or housing replacement; convene stakeholder group to consider International Property Maintenance Code for all residential housing; adopt ban of importation and installation of pre-1976 mobile homes  
Lead: CDNC & DSD

## 2016 Implementation Work Plan

- Housing / Community Design Element (Affordable Housing) 3.5(3-4): expand the Pima County Housing Commission to actively develop and adopt housing policy to promote new affordable housing, address substandard housing conditions; engage stakeholders to develop strategies for affordable housing investments and facilitate affordable market-rate housing  
Lead: CDNC & DSD
- Housing / Community Design Element 3.5(3,7): develop GIS inventory of vacant and underutilized land and prioritize parcels for potential residential projects; map areas with low and high index of foreclosures to understand influencing factors and to inform strategy  
Lead: CDNC & IT-GIS
- Housing / Community Design Element 3.5(9)(b): adopt horizontal and vertical mixed-use design standards for human-scale neighborhood-serving retail, services, and related residential uses  
Lead: DSD

### Physical Infrastructure Top Priorities

Ursula Nelson, Lead

#### Project: Trails

Trails Element 4.8(1-2): update and implement the Master Trail System plan, expand the Loop and Juan Bautista de Anza Nat'l Historic Trail (2016 Priority project #3)  
Lead: NRPR and RFCD

#### Project: Storm Water Harvesting

Water Resources Element 4.2(1)(g): develop incentives to encourage beneficial use of storm water and other water conservation measures  
Lead: RFCD

#### Project: Water Strategies for Pima County

Water Resources Element 4.2(1)(c): develop strategies for the utilization of Pima County water resources consistent with the Water Rights Policy  
Lead: RWRD

#### Other Near-Term Physical Infrastructure Projects:

(Note: some key transportation projects are a part of the Economic Development list)

- Environmental Element 3.4(2)(a): adopt Integrated Adaptive Drought Management Strategies Plan for the County  
Lead: RWRD                      Status: In review and maybe complete
- Water Resources Element 4.2(3)(a): work collaboratively with water providers to establish goals for regional water use, decrease the use of wells found in groundwater dependent ecosystems, and increase the use reclaimed water  
Lead: RWRD
- Energy Element 4.3(1): create and implement a solar-ready policy  
Lead: OSC
- Air Quality & Solid Waste Element 4.5(2)(d): develop and update a public education program to educate the public about all County waste removal programs and the benefits of recycling  
Lead: DEQ

- Flood Control and Drainage Element 4.9(2)(d): Create and adopt a Watershed Management Plan which identifies the watersheds impacting Pima County, their drainage characteristics, regulatory and infrastructure needs.  
Lead: RFC

### Human Infrastructure Top Priorities

Dr. Francisco Garcia, Lead

#### Project: Animal Care

Animal Care Element 5.7(1)(h): increase availability of animal spay & neuter services (2016 Priority project #4)  
Lead: PACC

#### Project: Food Access

Health Services Element 5.1(1)(c) / Food Access Element 5.8(1-2): urban agriculture opportunities, reduce barriers to food processing and healthy food distribution (2016 Priority project #8)  
Lead: Health

#### Project: Healthy Aging

Health Services Element 5.1(9): work with Pima Council on Aging to improve housing for the aging, remove barriers, support planning and programs (2016 Priority project #9)  
Lead: Health

#### Project: Parks and Recreation

Parks and Recreation Element 5.3(2)(a): prepare a parks and recreation master plan (2016 Priority project #10)  
Lead: NRPR

#### Other Near-Term Human Infrastructure Projects:

- Health Services Element 5.1(1): recreation and active design to promote physical activity and wellness in neighborhoods – this includes complete streets principles and input from community stakeholders on how to incorporate activity into neighborhoods  
Lead: Health & DSD
- Health Services Element 5.1(2): identify, educate and access climate related health risks and strategies to reduce underserved communities including green infrastructure to offer shade and reduce heat  
Lead: Health & OSC
- Health Services Element 5.1(8): promote and conduct Health Impact Assessments on public projects  
Lead: Health
- Public Safety and Emergency Services Element 5.2(1): increase readiness response to flood response activities with Flood Control and work with the Health Department on public health emergencies  
Lead: OEMHS & Health

### Economic Development Top Priorities

John Moffatt, Lead

#### Project: Aerospace and Defense Park

Focused Development Investment Areas Element (Land Use Corridors) 3.2(5-6)(c) / Business Retention, Expansion and Attraction 6.1(2)(d) / *Econ. Development Plan, 2015-2017*, Ch. 1 Primary Job Center Development: prepare and adopt Master Plan for the Aerospace, Defense and Technology Business and Research Park, including planning agreement, environmental assessment, parkway completion, utility installation, rail access plan, and Raytheon buffer. Lead: County Administrator's Office Status: In progress

**Project: Sonoran Corridor**

Business Retention, Expansion and Attraction 6.1(2) / *Econ. Development Plan, 2015-2017*, Ch. 2 Regional Infrastructure Investment for Job Creation: Sonoran Corridor Master Planning and support activities (2016 Priority project #2)

Lead: County Administrator's Office

Status: In progress

**Project: Ending Poverty Now**

Our People as an Economic Driver 6.4(1) / *Econ. Development Plan, 2015-2017*, Ch. 13 Role of Economic Development in Ending Poverty: Establish Employer Resource Network (2016 Priority project #6)

Lead: CSET Status: In Progress

**Other Near-Term Economic Development Projects:**

Lead: County Administrator's Office

- Business Retention, Expansion and Attraction 6.1 / *Econ. Development Plan, 2015-2017*, Ch. 3, Action Items 3.3, 3.4, 3.10: pursue acquisition of leased land, create the County Navigator position, and begin development of a contingency plan to absorb potential employment losses at Davis-Monthan Air Force Base
- Business Retention, Expansion and Attraction 6.1(4) / *Econ. Development Plan, 2015-2017*, Ch. 8: work to attract trade with Mexico, address infrastructure issues and increase tourism
- Business Retention, Expansion and Attraction 6.1(4) / *Econ. Development Plan, 2015-2017*, Ch. 9: work to attract companies and investment from Canada
- Business Retention, Expansion and Attraction 6.1(4) / *Econ. Development Plan, 2015-2017*, Ch. 10: work to expand trade with Asia, attract sporting events, and enhance relationships through education and tourism
- Focused Development Investment Areas Element (Land Use Corridors) 3.2(5-6)(b) / *Econ. Development Plan, 2015-2017*, various Chapters: inventory county land and properties for primary employment as vacant concept-ready sites, shovel-ready sites, and county-owned buildings to facilitate the expansion of industry sectors
- *Economic Development Plan 2015-2017*, Ch. 1, Action Items 1.8, 1.9: Sunset Road and Interstate 10 Employment Center development, Silverbell Road-River Road connection and interstate interchange, and El Corazón environmental enhancement project
- Parks and Recreation Element 5.3(3): prepare a Kino Stadium complex master plan that expands uses for commercial and entertainment activities including a marketing plan
- Business Retention, Expansion and Attraction 6.1(5) / *Economic Development Plan 2015-2017*, Ch. 2, Action Item 2.8: work collaboratively with TIA to development a second runway, expand flights, and implement its master plan, support Pinal County in their FAA funding application to widen, resurface and extend the runway serving their airport and provide any County property necessary for improving the runway facilities at Pinal Airpark
- Business Retention, Expansion and Attraction 6.1(6) / *Economic Development Plan 2015-2017*, Ch. 2, Action Item 2.12: support and cooperate with Union Pacific RR to reroute the Nogales Line and make existing Nogales Line available for future passenger rail to TIA,

Raytheon and the Business and Research Park, continue planning with other agencies, expanded use of rail

- Business Retention, Expansion and Attraction 6.1(2) / *Economic Development Plan 2015-2017*, Ch. 2: improve highways, such as U of A Tech Park and SR 189 (Mariposa Port of Entry), encourage PAG to engage in projects with benefit to the region
- Tourism as an Economic Engine 6.2 / *Economic Development Plan 2015-2017*, Ch. 6, Action Item 6.3: create a consolidated gateway for all of our region's unique resources (Orientation Center)
- Tourism as an Economic Engine 6.2: / *Economic Development Plan 2015-2017*, Ch. 6, Action Item 6.7: work with regional medical centers, wellness facilities, Pima County Health Department, physicians, and Visit Tucson, to develop and market visitor incentive packages for those seeking medical care within our community

### **Projects Requiring Further Study and Cross-Collaboration**

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**Project:** The City of Tucson / Pima County *Water & Wastewater Infrastructure, Supply and Planning Study* 5-year Action Plan wrapped up in 2015. Regional water priorities may require an update to the city / county study and include broader stakeholder involvement:

- Water Resources Element 4.2(3)(a): work collaboratively with water providers to establish regional water use goals, decrease the use of wells found in groundwater-dependent ecosystems, and increase the use reclaimed water  
Lead: RWRD
- Water Resources Element 4.2(1)(c): develop strategies for the utilization of Pima County water resources consistent with the Water Rights Policy  
Lead: RWRD
- Environmental Element 3.4(2)(a-d): develop drought management strategies  
Lead: RWRD
- Health Services Element 5.1(1)(i): integrate green infrastructure into CIP projects  
Lead: Health & DSD

**Project:** Integrated Facilities Planning System (IFPS) is contemplated by Pima Prospers to promote joint planning of lands and infrastructure. Land and Asset Inventory including cultural resources inventory appears in several implementation items to repurpose the lands for affordable housing, economic development and service delivery:

- *Econ. Development Plan, 2015-2017*, various Chapters: inventory county land and properties for primary employment as vacant concept-ready sites, shovel-ready sites, and county-owned buildings to facilitate the expansion of industry sectors  
Lead: County Administrator's Office
- Public Buildings and Facilities Element 4.7(1-2)(a): identify a systematic and effective approach to implement IFPS  
Lead: County Administrator's Office

- Open Space Element 3.3(1)(e): systematically inventory cultural resources on open space and conservation lands to determine and implement appropriate levels of protection (also related to Cultural Resources Element 3.6)

Lead: OSC

- Housing and Community Development Element 3.5(3)(e): develop GIS inventory of vacant and underutilized land and prioritize parcels for potential residential projects; map areas with low and high index of foreclosures to understand influencing factors and to inform strategy

Lead: IT-GIS (with CDNC and DSD)

- Focused Development Investment Areas Element (Land Use Corridors) 3.2(5-6)(b): invest in utility and transportation infrastructure to economically viable industrial lands for shovel ready projects

Lead: County Administrator's Office