

# Implementation

## Appendix B: Comprehensive Plan Implementation

### B.1: Implementation Plan

This Implementation Plan for the Comprehensive Plan is designed to bring to fruition the intent of the goals and policies of the plan. An Interagency Monitoring Team, as described in Section 10.8 of the Plan, is charged with overseeing and monitoring the implementation. The implementation matrix outlined in this Appendix B is based on the initial Implementation strategies embedded in Pima Prospers as adopted. This is intended to be a living document to be used by Interagency Monitoring Team, county staff, the Planning and Zoning Commission and the Board of Supervisors during the life of this plan.

#### Implementation Plan Objectives

The main objectives of this Implementation Plan are to ensure:

1. The effective implementation of the Comprehensive Plan by coordination of its intents with the annual budget, capital improvement decisions and bonding decisions of the County, so that the county's priorities, needs and long term goals are in sync to the maximum extent possible.
2. That the Comprehensive Plan assists the County in attaining the fiscal viability desired by strategically furthering the economic development intent of each planning area to create the synergies needed to become a healthy community.
3. That the Comprehensive Plan remains a dynamic, up-to-date and responsive guide for the development of the County.

Effective implementation of the Comprehensive Plan requires a periodic process to prioritize the actions and programs and to determine the priority for funding specific actions and programs each year over the 10-year life of each Comprehensive Plan Update keeping in mind that the plan looks ahead 20 years.

To ensure that the County’s annual budget and capital improvement plan decisions are consistent with the Comprehensive Plan and there are opportunities to prioritize and review Comprehensive Plan actions and programs prior to the Board of Supervisors annual budget decisions, the Interagency Management Team will need to establish a process for making recommendations to the Board of Supervisors on the status of the Comprehensive Plan and its implementation. There should be a public component to this effort. The implementation Plan will be reviewed and updated at least annually.

This approach to Comprehensive Plan implementation ensures that the plan remains a dynamic, responsive document and that the County’s budget decisions are consistent with the long-term goals of the Comprehensive Plan.

If there is a conflict between implementation actions in Pima Prospers and the county’s two-year Economic Development Plan in place at the time of the potential conflict, the Economic Development Plan should take precedence.

Code changes should be drafted to ensure that from a regulatory and timeframe standpoint, the construction industry has sufficiently rebounded such that any impacts on them are minimal.

## B.2: Implementation Matrix

Goals and policies from each element of the Comprehensive Plan are reflected in the Implementation Plan Matrix through the strategic action items and tied to each goal. The Implementation Plan Matrix provides:

### *Implementation Matrix Categories*

<b>Matrix Category</b>	<b>Definitions</b>
Implementation Measure	Identifies action necessary to carry out policy statements and support Comprehensive Plan goals.
Lead Department/Agency	Identifies the primary responsible County department for accomplishing a specific implementation measure.
Anticipated Timeframe	Identifies and prioritizes the intended timeframe for the implementation measure to be initiated.
Potential Funding Sources	Lists the potential funding source necessary to implement the measure based on the Funding Mechanism Matrix ID below (the full version of funding programs, grants, and other funding sources included in the Funding Sources and Programs Tables are

	provided in Section B.3 toward the end of this Appendix).
Partners in Success	Lists the primary Partners in Success where appropriate (may be public agency, non-profit agency, private sector, community organization, stakeholders or other).

The intent of the *Implementation Matrix* is to prioritize Implementation Measures identified for each element of the Comprehensive Plan for their timely, effective and successful completion.

The *Implementation Matrix* provides a summary of implementation measures, responsibilities, timeframes and applicable financing mechanisms for each element of the Comprehensive Plan in tabular form. The *Implementation Matrix* components include:

Implementation Measure – Identifies actions to carry on the goals and policies provided on each element of the Comprehensive Plan. It is anticipated that some of these may be combined for efficiency and effectiveness.

Lead Responsibility - Describes the department, organization and partners that will lead the effort. The following acronyms are utilized in the Implementation Matrix:

1. Acronyms – County Agencies:

- CDNC = Community Development and Neighborhood Conservation (includes Housing)
- PMO = Project Management Office
- CSET = Community Services and Employment Training
- DSD = Development Services
- IT-GIS = Information Technology - Geographic Information Systems
- LIB = Library District
- NRPR = Natural Resources, Parks and Recreation Department
- OSC = Office of Sustainability and Conservation
- PACC = Pima Animal Care Center
- PCDOT = Department of Transportation
- PCDEQ = Department of Environmental Quality
- PCHD = Health Department
- PW = Public Works (include all County departments under John Bernal)

- RFCD = Regional Flood Control District
  - RWRD = Regional Wastewater Reclamation Department
2. Acronyms – County Processes:
- DRP = Development Review Process
3. County Departments Without Acronyms Include:
- *Communications Office*
  - *County Administrator*
  - *Economic Development and Tourism*
  - *Facilities Management*
  - *Finance*
  - *Library District*
  - *Office of Emergency Management and Homeland Security*
  - *Project Management Office*
  - *Real Property*
  - *Sheriff*
  - *Visit Tucson*
  - *Workforce Investment Board*

*Anticipated Timeframe* – Prioritizes implementation measures based on immediacy of need, land and infrastructure availability, revenue generating potential, role in achieving the fiscal viability desired by the County, project timeframes and support staff and fund availability and include the following categories:

1. Immediate Action (initiate no later than 6 months after Comprehensive Plan adoption by the Board of Supervisors)
2. Near-Term (1-5 Years) initiate by 2016;
3. Mid-Term (5-10 Years) initiate by 2021;
4. Long-Term (10+ Years) initiate by 2025 or later;
5. Ongoing Action

The timeframe may change over time based on need, opportunity, available personnel, and funding.

*Financing Mechanisms* - Lists all the applicable financing programs, mechanisms and funding sources available to implement the measure identified. Financing mechanisms and potential funding sources identified in the *Implementation Matrix* tables are provided in tabular form in the financing mechanisms and funding program tables included in Section B.3 below. Potential financing mechanisms and funding sources assigned to each *Implementation Measure* have been tabulated by type of funding using the following *Matrix ID*:

**Funding Mechanisms Matrix ID**

MATRIX ID	TYPE OF FINANCING MECHANISM/FUND/PROGRAM
1	Typical financial mechanisms available to the County for general government operation and for public infrastructure and services improvements: General Fund, Revenue Bonds, General Obligation Bonds, Special Assessment Bonds, County Property Corporation Bonds, Lease Financing, and Sales Tax for Payment of Bonds. This type of funding mechanism also includes Development Services Department (DSD) funds from permit revenue and application revenue for rezonings etc.). Most of the code changes as well as the enforcement of codes such as military zones etc. also come from DSD funds.
2	Financing mechanisms and fund programs designed to spur economic development and stimulate business expansion.
3	Active/potential Community Development Corporations (community development corporations, community development banks and venture capital firms) providing investment to low-income areas and Artist Relocation Programs.
4	Historic Preservation programs.
5	Redevelopment and urban revitalization programs (Brownfields Program, CDBG, etc.)
6	Special Improvement District programs include programs for maintenance and improvement of public facilities. Some of these programs include funds for planning, design, construction, managing, marketing activities and business recruiting services.
7	Transportation improvement, streetscape enhancement and alternate modes of travel programs.
8	Funds for bus acquisition and other transit capital projects, new Light Rail Transit (LRT) and other high capacity systems, including Heavy Rail Transit (HRT)
9	Funds to improve air quality in areas that do not meet clean air standards. This includes funding to develop emission inventories and conduct analyses to identify the most cost effective control strategies.
10	Flood control facility financing programs.
11	Non-traditional grants and funding programs for beautification, enhancement and public art.
12	Funding programs for infrastructure financing requiring private/public partnerships, including low interest loans, tax incentives and government grants.

MATRIX ID	TYPE OF FINANCING MECHANISM/FUND/PROGRAM
13	Infrastructure financing methods including the preparation of an area Infrastructure Financing Plan, County/Developer development agreements, land dedication, impact fees, in-lieu fees and infrastructure construction.
14	Funds for energy efficient compact development, energy efficiency and clean energy sources.
15	State funding sources for mapping aggregate mining operations and for protecting these areas from further encroachment. State will map aggregate mining operations as State funding becomes available for such purpose.
16	Healthy Communities funds and grants.
17	Workforce Innovation and Opportunity Act Funding.
18	Grant funding from a variety of sources.

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

Partners in Success – The list of partners are not exhaustive, may change with subsequent iterations of the Implementation Matrix and includes the following entities:

- ADOT = Arizona Department of Transportation
- ADWR = Arizona Department of Water Resources
- ASLD = Arizona State Land Department
- COT = City of Tucson
- DMAFB = Davis Monthan Air Force Base
- PAAW = Pima Alliance for Animal Welfare
- PAG = Pima Association of Governments
- PCOA = Pima Council on Aging
- RTA = Regional Transportation Authority
- SABCC = Southern Arizona Buffelgrass Coordination Center
- SAHBA = Southern Arizona Homebuilders Association
- SCI = Sun Corridor Inc. - Formerly Tucson Regional Economic Opportunities (TREO)
- TAA = Tucson Airport Authority
- TPAC = Tucson Pima Arts Council
- UA = University of Arizona
- USGS = United States Geological Survey



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Note that in May 2015, about the time Pima Prospers received approval from the Board of Supervisors, TREO changed its name to Sun Corridor, Inc. While the body of the plan still uses the TREO name, the Implementation Matrix refers to the organization by its new name. Sun Corridor, Inc. is listed as both a lead entity and as a partner in success on a number of action items.

# Use of Land Implementation Matrix

## 3.1 Land Use Element

### Land Use

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1	<b>Policies 1 to 21/Implementation Measures:</b>				
	a. With the input from diverse community stakeholders, update the Zoning Code and Subdivision standards as necessary to conform to the Comprehensive Plan and to serve as its primary implementation tool.	DSD	Near-Term, Ongoing	1	Community stakeholders and County Departments involved in the DRP, RFCD
	b. Facilitate the addition of a second plan amendment submittal period for non-major amendments through an amendment to the zoning code (chapter 18.89 Comprehensive Plan).	DSD	Immediate	1	Community stakeholders and County Departments involved in the DRP, RFCD
	c. Examine, and improve as needed, the interagency, interdisciplinary approach to reviewing land use actions in furtherance of the vision and plan policies.	DSD	Ongoing Action	1, 2, 5, 7, 13	County Departments involved in the DRP, PCHD, RFCD
	d. Implement preferred land use patterns per the above policies (e.g. Policies 1-13) through land use change actions in conformance with the land use legend.	DSD	Ongoing Action	1, 2, 5, 7, 13	County Departments involved in the DRP, Planning & Zoning Commission, RFCD

e.	Further study to identify areas where mixed use and Transit Oriented Development are appropriate, and propose amendments to the Comprehensive Plan as necessary.	DSD	Mid-Term	1, 2, 3, 5, 11	PCDOT, RFCD
f.	Annually monitor and evaluate progress towards implementing Comprehensive Plan policies through a formal monitoring program as outlined in the Administration chapter.	Interagency Monitoring Team	Ongoing Action	1	Planning and Zoning Commission, DSD, all applicable county agencies, RFCD
g.	Identify funds for the preparation of a community plan for Ajo, AZ.	DSD	Near-Term	1, 2, 3, 4, 5, 11, 16	Work Collaboratively with District 3 Supervisor's Office, RFCD
h.	Implement Special Area Policies and Rezoning Policies included in Chapter 9.	DSD	Ongoing Action	1	County Departments involved in the DRP, RFCD
i.	Create and update applicable design manuals which support land uses leading to healthier communities.	DSD	Near- Term	1, 16	PCHD and other Departments involved in the DRP, RFCD, OSC
j.	Continue to notice the Mt. Hopkins, Mt. Lemmon and Kitt Peak observatory operators/agencies of any specific plan, rezoning, or comprehensive plan requests within their affected areas.	DSD	Ongoing Action	1	
k.	Develop an implementation schedule, and work with stakeholders, to update the zoning code as may be required to align it with comprehensive plan goals and policies.	DSD	Near-Term	1	Stakeholders, County Departments involved in the DRP, Planning & Zoning Commission, RFCD, OSC

*Aggregate Mining Operations*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2	Policies 1 to 3/Implementation Measures:				
	a. Integrate potential aggregate mapping data into County mapping system, once mapped information is available from the State.	IT-GIS	Mid-Term	1, 15	DSD, AZ Geologic Survey, RFCDD, others
	b. Once mapped areas are available, identify and adopt legal and practical means to protect identified aggregates from incompatible land uses through the development review process and any other applicable mechanism.	DSD	Long-Term	1, 15	RFCDD

*Military Airports*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policies 1 to 7/Implementation Measures:</b>				
	a. To the extent possible, incorporate by amendment the results of the draft DMAFB Installation Development Plan into the Land Use Element of the plan.	DSD	Near-Term	1	IT-GIS, DMAFB, RFCD
	b. Continue to implement the zoning code requirements for proposed development within DMAFB Environs Zone for land compatibility.	DSD	Ongoing Action	1	Planning and Zoning Commission, DMAFB, RFCD
	c. Continue to provide timely notification to DMAFB of all discretionary development requests for the “Territory within the Vicinity of Davis-Monthan Air Force Base Military Airport” including requirements in the zoning code.	DSD	Ongoing Action	1	DMAFB, RFCD
	d. Continue to work with the State Land Department and other agencies to pursue land exchanges and support land acquisition efforts to minimize development within the Approach/Departure Corridors (ADCs) and Accident Potential Zones (APZs) that would help facilitate long term viability of DMAFB.	DSD	Ongoing Action	1	Country Administrator, IT-GIS, ASLD, RFCD
	e. Collaborate and participate in planning processes with DMAFB to assess future transportation, utility, recreation, library, open space, social services and other sustainability indicators as it relates to the base.	DSD	Ongoing Action	1, 16	Country Administrator, IT-GIS, DMAFB, RFCD, LIB

### 3.2 Focused Development Investment Areas Element

*Focused Development Investment Areas*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. In conjunction with stakeholders, update guidelines, standards and regulations to eliminate barriers and: <ol style="list-style-type: none"> <li>1) Incentivize compact, energy efficient development;</li> <li>2) Connect housing to jobs, services and amenities locationally or through multimodal transportation linkages;</li> <li>3) Promote emerging clean industries and technology;</li> <li>4) Incentivize job creation</li> <li>5) Support healthy lifestyles (healthcare, healthy foods, walkability and bikeability);</li> <li>6) Encourage local food distribution and community gardens;</li> <li>7) Establish lifestyle, entertainment and art districts that are revenue generators;</li> <li>8) Support multigenerational housing and neighborhood opportunities;</li> </ol>	DSD	Mid-Term	1, 2, 5, 6, 7, 9, 16	County Departments involved in DRP, PCHD, Stakeholders, CDNC, RFCD

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	9) Incorporate, where feasible and cost effective, complete streets principles and best practices; 10) Support the unique regional identity, Sonoran Desert setting and the diverse arts, cultural, ethnic, geographic and historic characteristics that make Pima County a world destination; 11) Support urban development within evolving mixed use areas; and 12) Provide a variety of housing tenures, types, and price ranges.				
<b>2</b>	<b>Policies 1 to 6/Implementation Measures:</b>				
	a. Identify strategies to incentivize infill development such as streamlining the development review process and reduction of processing fees.	DSD	Ongoing Action	1	County Departments involved in DRP, RFCD
	b. Identify non-traditional funding sources (in addition to Community Development Grant (CDBG) program grants and Brownfields program grants, etc.) for redevelopment, revitalization, infill, historic preservation, and climate adaptation.	CDNC (in active progress)	Ongoing Action	1,4,5,11,16	DSD, OSC, RFCD,
<b>3</b>	<b>Policies 1 to 6/Implementation Measures:</b>				
	a. Appoint a Revitalization Task Force comprised of development professionals, commercial brokers, lenders, and area community	CDNC, DSD and Public Works	Near-Term	1,4,5,11,16	DSD, RFCD, Real Property, CSET, County Administrator

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	stakeholders to identify barriers and support creation of tools and programs to facilitate the revitalization efforts.				SCI, Economic Development and Tourism
	b. Identify existing conditions, barriers and opportunities to attract and sustain public and private investment in the redevelopment and reuse of vacant or distressed properties.	CDNC	Near-Term	1,4,5,11,16	DSD, Economic Development and Tourism, RFCD, Real Property, IT GIS
	c. Propose amendments to existing Arizona Revised Statute (ARS) 11-254.06 to remove or reduce process barriers to more effectively establish County Infill Incentive Districts.	DSD	Near-Term	1	County Administrator (lobbying), CDNC, RFCD
	d. Develop incentives, including innovative zoning codes, streamlined approval processes, and public investments in street designs and open space.	DSD	Mid-Term	1,5,7,11,16	County Departments involved in DRP, RFCD
	e. Focus efforts in Revitalization Opportunity Corridors and commercial corridors in Community Development Target Areas.	CDNC	Ongoing Action	1,5,7,11,16	DSD, RFCD
	f. Work with the Arizona State Land Department (ASLD) to prepare statutorily required conceptual plans for lands owned by the State Land Department.	DSD	Ongoing Action	1,2,6,12,13	County Departments involved in DRP, ASLD, RFCD
	g. Utilize demolition and clearance resources (e.g. CDBG funds) to secure unsafe property conditions.	CDNC	Ongoing Action	1,3,,5,16	DSD, DEQ, Legal, Sheriff,
	h. Facilitate acquisition of underutilized and blighted properties for redevelopment	CDNC	Ongoing Action	1,3,5,16	Real Property, RFCD, DSD

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	compatible with adjacent neighborhood character.				
	i. Develop a viable Commercial Façade Program.	CDNC	In progress	1,2,3,7,11	DSD, OSC, RFCD,PCAO
	j. Develop a Streetscape Enhancements Program for public projects utilizing the Pima County plant nursery and design team.	PCDOT	Near-Term	1, 5,7, 11	County Departments involved in DRP, RFCD
	k. Establish County Infill Incentive District in Revitalization Opportunity Corridors.	DSD and CDNC	In progress	1,2,5,7,8,12,13	DSD, RFCD, County Administrator (Lobbying), PW
	l. Explore Revitalization Districts per A.R.S. 48-6808.	DSD and CDNC	In Progress	1,5,16	DSD
	m. Consider Government Property Lease Excise Tax (GPLET) for County use and propose amendments to ARS as appropriate.	Finance	Mid-Term	1	Country Administrator (Lobbying), RFCD, CDNC
	n. Explore incentives to provide connectivity to open spaces, parks and river parks.	NRPR	Mid-Term	1,11,16	County Departments involved in DRP, RFCD
	o. Document and support existing capacity building efforts to promote community and ultimately economic development in stressed areas.	CDNC	Ongoing Action	1,2,3,4,5,11	Economic Development & Tourism, DSD, RFCD, PCHD
	p. Utilize General Obligation Bond Funds, CDBG, and Brownfields grants to facilitate revitalization.	CDNC	Ongoing Action	1,5	DSD
	q. Coordinate with other local jurisdictions when planning Community Development Target Areas.	DSD	Ongoing Action	1	DSD, Local jurisdictions



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GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	r. Support the creation of an online region-specific climate adaptation resource site.	OSC	Mid-Term	1, 18	Communications Office
	s. Create incentives to the extent possible for energy efficiency and climate adaptation design features in redevelopment projects.	OSC	Mid-Term	1, 14, 18	DSD, RFCD, CDNC
	t. Create opportunities, awareness of, and incentives for low-income residents to improve existing structures with energy and water efficiency improvements.	OSC	Near-Term	1,14, 18	CDNC, DSD, RFCD

*Community Development and Neighborhood Capacity*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>4</b>	Policies 1 to 3/Implementation Measures:				
	a. Identify community stakeholders, historic and integral community/business assistance, working partnerships, and issues to attract and leverage available resources.	County Administrator	Ongoing Action	1,2	Small Business Commission, RFCDD
	b. Develop specific community goals, policies and implementation strategies to supplement but not supplant County-wide goals.	DSD	Near-Term	1	All County Departments
	c. Prioritize Community Development Target Areas in unincorporated Pima County.	CDNC	On-going Action	1,5,16	DSD, RFCDD, respective rural unincorporated community councils and stakeholder groups
	d. Consider utilizing HUD Neighborhood Revitalization Strategy Area methodology.	CDNC	In Progress	1,5,16	DSD, RFCDD
	e. Integrate community area plans by reference into the Comprehensive Plan.	DSD	Near-Term	1,16	CDNC, RFCDD

*Land Use Corridors*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
5-6	Policies 1 to 2/Implementation Measures:				
	a. Market and promote land use corridors.	County Administrator	Ongoing Action	1,2	Sun Corridor Inc., County Administrator, TAA, City of Tucson, Economic Development and Tourism, RFCD, OSC
	b. Invest in infrastructure to bring utilities and transportation to economically viable industrial lands to make shovel ready lands available to new industry.	County Administrator	Near-Term	1,2,6,7,10,12,13	PCDOT, Other Departments Providing Other Infrastructure Services, RFCD, OSC
	c. Prepare and adopt a master plan for the Aerospace Parkway Industrial Park	County Administrator	Immediate Action	1,2, 7,10,12,13	DSD, County Departments Providing Infrastructure Services, IT-GIS, RFCD, OSC

### 3.3 Open Space Element

*Open Space*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 5/Implementation Measures:</b>				
	a. Develop, fund, and implement an inter-departmental open space and conservation land management program which: <ol style="list-style-type: none"> <li>1) Presents strategies to maintain a regional system of integrated open space and conservation resources;</li> <li>2) Initiates an inter-departmental Geographic Information Systems (GIS) and data management project to:               <ol style="list-style-type: none"> <li>i. Create and maintain an open space and conservation land GIS layer(s) as well as data collection and project sites located within these lands;</li> <li>ii. Develop and maintain a database solution that allows multiple departments to store, access, and share data collected on these lands;</li> <li>iii. Provides a mechanism to regularly assess ecosystem service benefits of lands, including climate mitigation and adaptation benefits.</li> </ol> </li> </ol>	OSC, NRPR, RFCD	Ongoing;	1	PCDOT IT-GIS DSD RFCD Real Property County Administration

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	<ul style="list-style-type: none"> <li>3) Promotes the retention of lands owned in fee simple and apply appropriate mechanisms to ensure long-term protection;</li> <li>4) Presents strategies to promote habitat and landscape connectivity throughout the region; and</li> <li>5) Explores opportunities to efficiently and cost-effectively maintain, monitor, and manage open space and conservation lands.</li> </ul>				
	b. Continue to pursue the issuance of a regional Section 10 permit from the U.S. Fish and Wildlife Service.	OSC	Ongoing;	1	NRPR, RFCD, NRPR, RFCD, County Administration, US Fish & Wildlife Service
	c. Maximize and coordinate the use of these lands as mitigation for other future federal and state permits as may be required.	OSC, RFCD	Ongoing Action	1	IT-GIS, , NRPR, PCDEQ, PW
	d. Based on the best available science, update methodologies used to monitor changes in habitat quality and impacts on vulnerable species.	OSC	Ongoing;	1	IT-GIS, RFCD, NRPR
	e. Systematically inventory cultural resources on open space and conservation lands to determine and implement appropriate levels of protection and preservation.	OSC	Near-Term	1	IT-GIS, RFCD, NRPR
	f. Subsequent to inter-departmental coordination, develop a set of draft policies for consideration by County Administration that comprehensively address the use of and access to open space and conservation lands.	OSC	Near-Term	1	RFCD, NRPR, Real Property, County Administration; Stakeholders

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Develop an Ecosystem Services Valuation Model.	OSC	Mid-Term	1	NRPR, RFCD, RWRD, PCDEQ
<b>2-3</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Seek out opportunities to share data, research methodologies, management strategies, and other information with regional, national, and international cultural or natural resource colleagues and preserve managers.	OSC	Ongoing Actions	1	Regional, National and International Cultural and Natural Resources Agencies and Organizations, RFCD
	b. Participate in regional, national, and international forums that address cultural or natural resource management and retention of biodiversity across large landscapes.	OSC	Ongoing Actions	1	Regional, National and International Cultural and Natural Resources Agencies and Organizations, RFCD

### 3.4 Environmental Element

*Conservation Guidelines/Conservation Lands System Mitigation Lands:*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 13/Implementation Measures:</b>				
	a. Applications for Comprehensive Plan amendment will: <ol style="list-style-type: none"> <li>1) Inventory and assess the site’s conservation values and context within an area-wide landscape;</li> <li>2) Analyze the biological impacts of the requested amendment;</li> <li>3) Demonstrate that intensifying the land use designation will preserve the integrity of the CLS;</li> <li>4) Promote development that is consistent with the existing infrastructure service area or land use planning and infrastructure studies that address the logical expansion of infrastructure services;</li> <li>5) When requesting modification of or exemption from CLS conservation guidelines demonstrate that:               <ol style="list-style-type: none"> <li>i. SDCP goals are upheld;</li> <li>ii. Landscape integrity of the CLS remains intact;</li> <li>iii. On-site conservation values are protected, restored, or enhanced; and</li> <li>iv. Native fauna retain the ability to:                   <ol style="list-style-type: none"> <li>1. Move across the landscape; and</li> </ol> </li> </ol> </li> </ol>	DSD	Ongoing Action	1	County Departments involved in DRP;

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	2. Pollinate native flora.				
	<p>b. Staff will review Comprehensive Plan Amendment applications, at a minimum, for the following:</p> <ol style="list-style-type: none"> <li>1) The site’s landscape context as it relates to the biological, hydrological and built environments;</li> <li>2) Potential biological impact of the requested amendment;</li> <li>3) Preservation of the integrity of the CLS; and</li> <li>4) Consistency with the existing infrastructure service area or land use planning and infrastructure studies that address the logical expansion of infrastructure services.</li> </ol>	DSD	Ongoing Action	1	OSC & County Departments involved in DRP
	<p>c. Approvals of Comprehensive Plan Amendments:</p> <ol style="list-style-type: none"> <li>1) May include special area policies in order to govern or otherwise direct subsequent rezoning to specifically address conservation of certain landscape attributes; and</li> <li>2) Will apply any modification of or exemption from Conservation Guidelines through any subsequent rezoning.</li> </ol>	DSD	Ongoing Action	1	OSC & County Departments involved in DRP, Board of Supervisors
	<p>d. Applications for a rezoning will:</p> <ol style="list-style-type: none"> <li>1) Inventory and assess the site’s conservation values and context within an area-wide landscape;</li> <li>2) Analyze the biological impacts of the requested amendment;</li> <li>3) Demonstrate that intensifying the land use will preserve the integrity of the CLS;</li> </ol>	DSD	Ongoing Action	1	OSC & County Departments involved in DRP

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	<ul style="list-style-type: none"> <li>4) Demonstrate that highly valued on-site native flora and fauna species are conserved;</li> <li>5) Provide for development that achieves at the least as much conservation as development under the existing zoning; and</li> <li>6) When requesting modification of or exemption from Conservation Guidelines demonstrate that:               <ul style="list-style-type: none"> <li>i. SDCP goals are upheld;</li> <li>ii. Landscape integrity of the CLS remains intact;</li> <li>iii. On-site conservation values are protected, restored, or enhanced; and</li> <li>iv. Native fauna retain the ability to move through and across the landscape and pollinate native flora.</li> </ul> </li> </ul>				
	<ul style="list-style-type: none"> <li>e. Staff will review rezoning requests for the following, at a minimum:               <ul style="list-style-type: none"> <li>1) Potential biological impact of the requested rezoning;</li> <li>2) The site’s landscape context as it relates to the biological and built environments;</li> <li>3) The on-site presence of or potential to support highly valued native flora and fauna species and conservation of these species;</li> <li>4) The occurrence of physical characteristics that contribute to biodiversity; and</li> <li>5) Preservation of the integrity of the CLS.</li> </ul> </li> </ul>	DSD	Ongoing Action	1	OSC & County Departments involved in DRP

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Approvals of rezoning requests: 1) May include special conditions in order to govern or otherwise direct conservation of certain landscape attributes; and 2) Will apply any modification of or exemption from Conservation Guidelines.	DSD	Ongoing Action	1	OSC & County Departments involved in DRP, Board of Supervisors
	g. Continue to implement the CLS of the SDCP.	DSD	Ongoing Action	1	OSC & County Departments involved in DRP, County Administration, Board of Supervisors
	h. Develop and implement development-related incentives appropriate for use in Multiple Use Management Areas. Incentives may, if appropriate, be established through revision of allowable zoning districts, overlays, and comprehensive plan land use plan designations.	DSD	Near-Term	1	OSC & County Departments involved in DRP
	i. Continue to develop and refine guidance criteria for restoration, enhancement, and mitigation proposals.	OSC, RFCO	Ongoing Action	1	County Departments involved in DRP
	j. Continue to develop and refine site design guidance and other site planning recommendations for environmentally-sensitive development.	DSD	Ongoing Action	1	OSC & County Departments involved in DRP
	k. Assess existing environmentally-related zoning code ordinances for opportunities to align implementation and create incentives accessible to existing and legal land uses, zoning, and permitted activities to promote broader support of CLS and goals of the Sonoran Desert	DSD	Near-Term	1	OSC & County Departments involved in DRP

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	Conservation Plan. Ordinances appropriate for review and revision may include: <ol style="list-style-type: none"> <li>1) Native Plant Preservation Ordinance (18.72);</li> <li>2) Buffer Overlay Zone Ordinance (18.67);</li> <li>3) Cluster Development Option (18.09.040);</li> <li>4) Conservation Subdivision Requirements (18.09.100);</li> <li>5) Hillside Development Zone Ordinance (18.61);</li> <li>6) Modification of Development Standards in Riparian Areas (18.07.080);</li> <li>7) Landscape Buffering and Screening Standards (18.73); and</li> <li>8) Off-Street Parking &amp; Loading Standards (18.75).</li> </ol>				

*Climate and Emerging Environmental Issues*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	Policies 1 to 9/Implementation Measures:				
	a. Adopt an Integrated Adaptive Drought Management Strategies Plan for the County.	RWRD	Near-Term	1	OSC & PCDEQ RFCD
	b. Implement and update as needed the County Drought Management Plan and Water Wasting Ordinance.	RWRD	Ongoing Action Once Adopted	1	OSC & PCDEQ
	c. Continue to monitor drought status and its impacts through Local Drought Impact Group.	RWRD	Ongoing Action	1	OSC & PCDEQ
	d. Coordinate with local water providers on drought declarations and response actions.	RWRD	Ongoing Action	1	OSC & PCDEQ
	e. Solicit U.S. Natural Resource Conservation Service drought assistance to achieve temporary reductions in stocking rates on ranches not owned or managed by Pima County.	NRPR	Ongoing Action	1	OSC
	f. Continue to periodically update the Community Wildfire Protection Plan.	Office of Emergency Management and Homeland Security	Ongoing Action	1	NRPR & DSD RFCD
	g. Establish greenhouse gas emissions targets, develop plans to attain targets and establish monitoring processes.	OSC	Mid-Term	1,14	PCDEQ, PAG, DSD, Facilities

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	h. Increase focus on, and identify funds and creative funding sources, for programs to eradicate buffelgrass and other invasive species.	Pima County Invasive Species Work Group	Near-Term	1, 18	OSC, SABCC, RFCD, NRPR
	i. Update and maintain consistency between lists of exotic, invasive species identified in County regulations.	DSD	Mid-Term	1	RFCD, OSC, NRPR, PDEQ, PCDOT, Pima County Invasive Species Work Group
	j. Work closely with the Southern Arizona Buffelgrass Coordination Center (SABCC) in regards to updating policies, procedures, and specifications as best practices improve.	NRPR	Near-Term	1	OSC, SABCC, RFCD
	k. Add Sahara mustard and other invasive species, as needed, to the List of Invasive Species.	DSD	Immediate Action	1	OSC, RFCD, NRPR, PCDOT, Pima County Invasive Species Work Group
	l. Continue to implement and improve the Multi-Jurisdictional Hazard Mitigation Plan.	Office of Emergency Management and Homeland Security	Ongoing Action	1	OSC, DSD, RFCD, NRPR
	m. Initiate a discussion with other jurisdictions in the region regarding taking steps toward a regional approach to carbon footprint reduction.	OSC	Near-Term	1,14	Regional jurisdictions, Country Administrator

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	n. Update the Native Plant Preservation Ordinance and the Landscape Design Manual.	DSD	Near-Term	1	OSC, NRPR, RFCD, Stakeholders
	o. Integrate and use best climate science modeling data for regional drought planning.	OSC	Mid-Term	1,14	RWRD, RFCD, Regional jurisdictions, PCDEQ

### 3.5 Housing and Community Design Element

*Housing*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Develop, adopt, and implement voluntary residential guidance programs for “Aging in Place.”	DSD and CDNC	Near-Term	1,16	PCOA & PCHD
	b. Review effectiveness of existing Inclusive Home Design Ordinance with a committee of stakeholders and consider further changes to encourage aging in place, universal design, and accessibility amendments.	DSD	Mid-Term	1,16	CDNC, PCOA & PCHD
	c. Support, develop and consider a secondary dwelling unit ordinance, or update, that may include innovative design/development standards; permit procedures; community education and incentives such as: 1) Flexible zoning requirements and development standards; 2) Parking considerations; 3) Setback requirements; 4) Priority processing of approvals for health and safety projects; 5) Alternate impact fee arrangements as may be necessary for low or very-low income households; and 6) Allowing for owner-occupancy in either primary or secondary unit.	DSD	Near-Term	1,16	CDNC, PCOA & PCHD, Stakeholders

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Establish an incentive program for developers to build innovative, residential product types and designs of varying densities.	DSD	Near-Term	1, 12, 14, 16	CDNC & Stakeholders, OSC
<b>2</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Consider development of a Housing Assessment Inventory (HAI) Tool and interdepartmental guidance to assess housing stock on a regular and ongoing basis to identify: <ol style="list-style-type: none"> <li>1) Housing in substandard condition including crowding, lacking adequate plumbing, heating and cooling or other structural problems;</li> <li>2) Resources and process for the condemnation of buildings and structures unfit for human occupancy and use and the demolition of such structures;</li> </ol>	CDNC, DSD	Near-Term	1,5	DSD, PCHD, CSET – ESN Emergency Assistance Stakeholders, Assessor, IT-GIS, PCHD, CSET, Insurance industry (?), Property Management Associations, Real Property, COT, El Portal

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	<ul style="list-style-type: none"> <li>3) Inter-departmental collaborations that direct regulatory compliance processes and available funding resources to address substandard housing conditions; and</li> <li>4) Resources that provide relocation of inhabitants and/ or replacement of substandard housing.</li> </ul>				
	b. Explore processing, fee waivers or incentives program to bring unpermitted improvements into compliance.	DSD	Mid-Term	1,5	All Pima County Departments Issuing Permits to Improvement Projects, CDNC, PCHD, Stakeholders
	c. Convene a stakeholders group to review and consider adopting sections of the International Property Maintenance Code for all residential dwellings with a focus on safe, decent, sanitary housing.	DSD	Near-Term	1,5	CDNC, PCHD, Stakeholders
	d. Consider adoption of a Pima County Rental Inspection Program as outlined in Arizona Revised Statutes Title 11, Chapter 12 Residential Rental Inspection program.	DSD	Mid-Term	1,5	All Pima County Departments Issuing Permits to Improvement Projects
	e. Adopt a ban on the importation into the County and installation of pre-1976 mobile homes.	DSD	Immediate Action	1,5	CDNC, Stakeholders

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Work with stakeholders to identify and convene applicable County departments to adopt parts or all of the National Healthy Housing Standards developed by the American Public Health Association and the National Center for Healthy Housing.	CDNC	Near-Term	1,5	DSD, PCHD & Stakeholders
	g. Support, identify, and implement best practices to inform residents and property managers on healthy housing standards and methods to maintain healthy homes (e.g. green improvements; use of fewer chemicals in cleaning; redesign of outdoor areas to provide for safe, active lifestyles).	CDNC	Ongoing Action	1,16	PCHD, PDEQ, OSC, DEQ
	h. Pursue and support local, state and federal funding for “Healthy Homes” implementation.	CDNC	Ongoing Action	1,16	PCHD

*Housing Affordability*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	Policies 1 to 2/Implementation Measures:				
	a. Consider expanding the Pima County Housing Commission to actively develop and adopt housing policy to promote the creation of new affordable housing and address existing substandard housing conditions.	CDNC	Near-Term	1,5,16	DSD, Stakeholders, PCHD
	b. Support, develop and adopt regulatory incentives that provide affordable housing in new developments.	CDNC and DSD	Mid-Term	1,3,5, 16	DSD, Stakeholders
	c. Continue to work closely with local nonprofit and for profit housing developers to attract Arizona Low Income Housing Tax Credit investment in Pima County.	CDNC	Ongoing	1,3,5,16	DSD, Development Community
	d. Pursue, support and prioritize private and public local, state, and federal financial assistance efforts, programs and initiatives that promote affordable housing development including, but not limited to: <ol style="list-style-type: none"> <li>1) Private Activity Bonds;</li> <li>2) Donation of Pima County-owned property;</li> <li>3) Pima County Community Land Trust;</li> <li>4) Pima County Housing Trust Fund;</li> <li>5) Affordable Housing General Obligation Bonds;</li> <li>6) Arizona Department of Housing;</li> <li>7) U.S. Department of Agriculture; and</li> <li>8) U.S. Department of Housing and Urban Development.</li> </ol>	CDNC	Ongoing	1,3,5,16	DSD, PC IDA

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Develop and maintain a GIS based Vacant & Underutilized Land Inventory to identify and prioritize county parcels ideal for mixed income residential affordable housing developments.	IT-GIS	Near-Term	1,3,5,16	CDNC, DSD, Real Property
	f. Identify, prioritize, and make available County-owned property for affordable housing developments as appropriate for potential private/public partnerships.	Real Property	Ongoing	1,3,5,16	CDNC , DSD, PC Departments that actually “own” the property
	g. Preserve the Pima County Housing Trust Fund by identifying alternative revenue stream.	CDNC	Ongoing Action	1,3,5,16	DSD, Stakeholders, PC IDA
	h. Encourage and support strategies that preserve and subsidize affordable housing, including but not limited to: 1) Community land trusts; 2) Deed restrictions; 3) Equity sharing arrangements; and 4) Cooperatives.	CDNC	Ongoing Action	1,3,5,16	DSD
	i. Support private, public, and non-profit home repair and weatherization efforts to assist very low and low-income owner and renter households to improve their homes to a safe, sanitary, and decent state of repair.	CDNC	Ongoing Action	1,3,5	Non-profit organizations, DSD
	j. Work with housing industry to develop and provide education opportunities for do-it-yourself home repairs.	CDNC	Ongoing Action	1,3,5	Non-profit organizations, SAHBA, Housing Commission
	k. Continue to pursue HOME Investment Partnership Program (HOME) grants for homeownership and rental housing development, rehabilitation and preservation.	CDNC	Ongoing Action	1,3,5	HOME and Non-profit organizations, SAHBA,

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Arizona Multi-housing Association
	l. Continue to pursue funds to leverage federal, state and local housing funding sources.	CDNC	Ongoing Action	1,3,5	Federal state and local funding agencies, non-profit organizations, and housing industry
	m. Engage housing stakeholders through the Pima County Housing Commission in developing strategies for the investment in affordable housing projects.	CDNC and DSD	Near-Term	1,3,5	Housing Commission and housing stakeholders
<b>4</b>	Policy 1/Implementation Measure:				
	a. Work with housing industry stakeholders to determine policies and incentives that could be developed and implemented to facilitate affordable market-rate housing.	DSD and CDNC	Near-Term	1,3,5	Housing Commission, DSD & housing industry stakeholders
<b>5</b>	Policy 1/Implementation Measures:				
	a. Identify Pima County residents in need of emergency shelter or supportive housing including residents with pets.	CDNC/CSET	Ongoing Action	1,5	Social service agencies CSET, Homeless Protocol Departments
	b. Support programs that address mental illnesses, addictions, joblessness, veteran post-traumatic stress and rehabilitation.	Office of Behavioral Health	Ongoing Action	1,5	CDNC & Non-profit Organizations

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Continue to provide rewards to non-profit organizations that offer creative solutions to address homelessness and special populations and consider for social impact bond eligibility.	CDNC/CSET	Ongoing	1	CSET (Sullivan Jackson) Non-profit Organizations
	d. Seek safe housing alternatives to relocate the homeless from contaminated sites, washes, hazardous waste, and brownfield sites.	CSET, DEQ, Sheriff, PCHD and CDNC/CSET	Mid-Term	1	Non-profit Organizations, Real Property, Real Estate Community Homeless Protocol Departments
<b>6</b>	<b>Policy 1/Implementation Measures:</b>				
	a. Working collaboratively, Pima County agencies will prepare and update the County's Analysis of Impediments to Fair Housing Choice as required.	CDNC	Near-Term	1	Fair Housing Council, Pima County Agencies and Non-profit Organizations
	b. Integrate fair housing (or fair housing goals) into county planning and development process.	DSD	Near-Term	1,3,16	CDNC
	c. Ensure that fair housing practices are in place.	CDNC	Near-Term	1,3,16	Fair Housing Council, Housing Commission
	d. Further fair housing that provides for a range and mix of household incomes and family sizes.	CDNC	Ongoing Action	1,3,5,16	Fair Housing Council, Housing Commission

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Working collaboratively, promote affordable housing in a wide range of diverse communities throughout Pima County.	CDNC	Ongoing Action	1,3,5,16	DSD, Fair Housing Council, Housing Commission
<b>7</b>	Policy 1/Implementation Measures:				
	a. Expand home-buying opportunities by providing housing resources, information, and services.	CDNC	Ongoing Action	1,16	SAHBA, Tucson Association of Realtors, County Communications Department & Non-Profit Organizations
	b. Offer counseling related to legal rights and responsibilities of home ownership, mortgages, rental, and tenure.	CDNC	Ongoing Action	1	Non-profit Organizations
	c. Map and identify areas with a high index of foreclosures to inform outreach strategy.	CDNC	Near-Term	1	IT-GIS
	d. Map and identify areas with a low index of foreclosures to better understand influencing factors.	CDNC	Near-Term	1	IT-GIS
	e. Provide programs to revitalize, restore, and redevelop struggling neighborhoods.	CDNC	Ongoing Action	1,3,5,12	Nonprofits, DSD

*Community Design*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>8</b>	Policies 1 to 4/Implementation Measure:				
	a. Adopt design standards that incorporate appropriate transition elements to ensure reasonable compatibility of higher density housing and mixed use development with adjacent established and historic neighborhoods.	DSD	Mid-Term	1,4,14	Stakeholders, OSC
<b>9</b>	Policy 1/Implementation Measures:				
	a. Lead by example on Pima County’s properties in the urban and suburban area.	Facilities Management	Ongoing Action	1, 14	Real Property, OSC
	b. Adopt mixed use design standards that activate the public realm including: 1) Human-scale neighborhood-serving retail, services and other similar uses on the ground floor and residential uses above non-residential space (vertical mixed use); and 2) Human-scale neighborhood-serving retail, services, and other similar uses within walking distance to residential areas (horizontal mixed use).	DSD	Near-Term	1,14	All Departments involved in the DRP, Stakeholders
	c. Incorporate trees and other landscaping to promote pedestrian activity and use of outdoor spaces.	DSD	Ongoing Action	1,14	All Departments Involved in the DRP, Facilities Management

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>10-11</b>	Policy 1 to 2/Implementation Measures:				
	a. Examine all existing design standards to determine appropriate changes.	DSD	Mid-Term	1	All Departments Involved in the DRP, Housing Industry & Other Stakeholders
	b. Review and consider amendments to the zoning code and other regulatory documents to remove regulatory barriers.	DSD	Mid-Term	1,16	All Departments Involved in the DRP, Housing Industry & Other Stakeholders

*Active Design*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
12	Policy 1/Implementation Measure:				
	a. Develop and adopt voluntary Active Design Guidelines in partnership with other jurisdictions, Pima County Public Health Department, other departments, housing industry and other stakeholders.	DSD	Mid-Term	1,16	Municipal jurisdictions, All Departments Involved in the DRP, PCHD, Housing Industry & Other Stakeholders

*Healthy Communities and Health Impact Assessment*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>13</b>	Policy 1/Implementation Measure:				
	a. Develop, adopt and periodically update a Health Impact Assessment Program (HIA) in partnership with other jurisdictions, Pima County Health Department, other departments and stakeholders.	PCHD	Ongoing	1,16	Facilities Management, Physical Infrastructure Depts, Municipal Jurisdictions, & Other Stakeholders, OSC

*Green Building Materials*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>14</b>	Policies 1 to 6/Implementation Measure:				
	a. Working with stakeholders, periodically update existing codes and regulations to include the latest green methods, techniques and material.	DSD	Ongoing Action	1,14	All Departments Involved in DRP & Stakeholders OSC
	b. Working with stakeholders, prepare and adopt LID guidelines.	DSD	Near-Term	1,14	All Departments Involved in DRP & Stakeholders, RFCD
	c. Working with stakeholders, develop public education and awareness programs to increase the market receptiveness of green building.	DSD	Mid-Term	1,14	All Departments Involved in DRP & Stakeholders
	d. Create an incentive program to encourage incorporation of green building techniques.	DSD	Long-Term	1,14	All Departments Involved in DRP & Stakeholders

### 3.6 Cultural Resources Element

#### *Cultural Resources*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 18/Implementation Measures:</b>				
	a. Require that all rezonings, specific plans, historic overlay, development plan requests, subdivision plat reviews, Type II Grading Permit applications and Site Construction permits include review for cultural resources.	DSD	Ongoing Action	1	OSC
	b. Periodically update the list of Priority Cultural Resources and the PCRHP as needed.	OSC	Ongoing Action	1,4	DSD
	c. Adopt a Cultural Resources Protection ordinance.	OSC, DSD	Mid-Term	1,4	Stakeholders

# Physical Infrastructure Connectivity Implementation Matrix

## 4.1 Transportation Element

### Transportation

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 5/Implementation Measures:</b>				
	a. Update the Major Streets and Scenic Routes Plan, based on established and future land use patterns, including existing zoned land, to further define future right-of-way needs and support future growth.	PCDOT	Immediate & Ongoing Action <sup>1</sup>	1, 7	DSD
	b. Work with stakeholders to periodically update all design manuals to ensure efficient use of resources, regionally appropriate alignment with current national standards and consideration of best practices.	PCDOT	Immediate & Ongoing Action <sup>2</sup>	1, 7	All Departments Involved in DRP and Stakeholders

<sup>1</sup> The Major Streets and Scenic Routes Plan is being updated concurrent with Pima Prospers Comprehensive Plan Update Initiative. Subsequent updates will occur as needed in the long-term.

<sup>2</sup> Ibid. Ibid. Ibid. Ibid. Ibid. Ibid. Ibid. Ibid. The Subdivision and Development Street Standards are currently being updated.

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Work collaboratively with the Tohono O’Odham Nation, the Pascua Yaqui Tribe, National Park Services, Federal Highway Administration, Central Federal Lands and other state and federal agencies to access funding sources that benefit the entire region.	PCDOT	Ongoing Action	1, 7,8	County Administrator, PAG, ADOT, Native Nations and Tribes, OSC
	d. Accelerate the identification and acquisition of rights-of-way for future transportation infrastructure, where feasible.	PCDOT	Ongoing Action	1, 7	Real Property
	e. Actively participate in the state planning efforts to explore the potential of an intercity passenger rail line connecting Southern Arizona with the Phoenix metro area.	PCDOT	Ongoing Action	1, 7,8	DSD, PAG, ADOT, OSC
	f. Engage business leaders and employers to identify transit needs for a growing workforce.	PCDOT	Ongoing Action	1, 7,8	PAG, RTA, <b>PCDEQ</b> , Business Leaders and Employers
	g. Increase the number of and distribution of electric vehicle recharging stations.	OSC	Mid-Term	1, 7	PAG, ADOT, MEC, TEVA, Business Leaders and Employers
	h. Create incentives for solar construction on existing and new parking structures.	DSD	Mid-Term	1, 14	County Departments Involved in DRP MEC, PAG Solar Partnership
	i. Pursue a text code amendment to eliminate or reduce the zoning code requirement for a 30-foot building setback for Major Streets and Routes	DSD	Immediate Action	1, 7	PCDOT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	Policies 1 to 4/Implementation Measures:				
	a. Work with local, state, and national legislators to develop a stable funding source for transportation improvements and maintenance.	County Administrator	Ongoing Action	1, 7,8	PCDOT, Regional jurisdictions, PAG, ADOT, Stakeholders, Business Community
	b. Collaborate with development industry stakeholders to explore options for road maintenance funding, identifying trade-offs and incentives, including private sector involvement.	County Administrator	Near-Term	1, 7	PCDOT, Regional jurisdictions, PAG, ADOT, Stakeholders, Business Community
<b>3</b>	Policies 1 to 6/Implementation Measures:				
	a. Work with regional partners to prepare a regional access management plan.	PCDOT	Mid-Term	1, 7,8	All Departments Involved in the DRP, PAG & ADOT
	b. Work with Pima County Sheriff Department to plan, develop and implement a strategic traffic safety and speed management plan.	PCDOT	Mid-term	1,7	Sheriff
	c. Work with regional partners to develop and implement a region wide traffic signing and pavement marking management plan.	PCDOT	Mid-Term	1, 7	DSD, All Departments Involved in DRP, Regional Jurisdictions, PAG & ADOT
	d. Work cooperatively with the region’s school districts and charter school providers to coordinate normal and special event traffic demand in an effective and reasonable fashion.	PCDOT	Ongoing Action	1,7	Region’s School Districts

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Work collaboratively with transportation agency partners to evaluate the appropriateness of incorporating scale-dependent wildlife crossing features as part of County roadway improvement projects.	PCDOT	Ongoing Action	1,7	, ADOT, Agency Partners, NRPR, RFCD, OSC
	f. On a region-wide level, continue to work with other agency partners to evaluate opportunities to integrate wildlife crossing features into regional and roadway projects and corridors.	, PCDOT	Ongoing Action	1,7	PCDOT, ADOT, Agency Partners, NRPR, RFCD, OSC
<b>4</b>	Policies 1 to 4/Implementation Measures:				
	a. Conduct planning and seek regional support and funding for the Sonoran Corridor/Auxiliary Interstate Highway connecting 1-10 to 1-19.	County Administrator	Near-Term	1,7,8	DSD, Regional Jurisdictions, PCDOT,
	b. Petition the State Transportation Board to accept the Sonoran Corridor as a state highway under the operational management and control of ADOT.	County Administrator	Immediate	1,7,8	Regional Jurisdictions, PCDOT, ADOT
	c. Support Tucson International Airport Master Plan and the development of a second main runway.	County Administrator	Ongoing Action	1,7	TAA, DSD, FAA, PCDOT and Regional Partners
	d. Work with the Tucson Airport Authority, ADOT, Town of Marana, and Pinal County to provide the infrastructure needed to best position Ryan Airfield Marana Regional Airport, and Pinal Airpark (for Pinal Airpark, the lead in planning and infrastructure would be the airport itself) as sub-regional employers.	County Administrator	Ongoing Action	1,7	TAA, Marana, Pinal County, PCDOT, ADOT

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Work collaboratively Port of Tucson and other community partners to position the Port as a key transportation and logistics center.	County Administrator	Ongoing Action	1,7	Port of Tucson, DSD, All Departments involved in the DRP, PCDOT, Sun Corridor Inc., and Regional Partners.
	f. Continue to work with PAG in the implementation of the most recent long-range transportation plan, the 2040 Regional Transportation Plan Update (RTP), prepared by PAG.	PCDOT	Ongoing Action	1,7	PAG, DSD
	g. Support any rail enhancements needed for the successful operation of the Port of Tucson.	County Administrator	Ongoing Action	1,7	Port of Tucson, Union Pacific, Regional Jurisdictions

## 4.2 Water Resources Element

### *Pima County 2011-2015 Action Plan for Water Sustainability and Water Resource Policy*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 9/Implementation Measures:</b>				
	a. Implement and update as needed the 2011-2015 Action Plan for Water Sustainability.	RWRD	Ongoing Action	1,10	OSC, RFCD, DSD, City of Tucson, other Pima County Departments

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Continue transmittal of Year End Progress Reports of the Action Plan recommendations.	RWRD	Ongoing Action	1	City of Tucson
	c. Develop strategies for the utilization of Pima County water resources consistent with the Water Rights Policy.	RWRD	Near-Term	1	OSC, RFCD, NRPR
	d. Prepare a Watershed Management Plan which identifies the watersheds impacting Pima County, their drainage characteristics, regulatory and infrastructure needs.	RFCD	Near-Term	1,10	OSC, PCDOT, NRPR
	e. Continue to conduct Water Supply Impact Reviews on proposed comprehensive plan amendment requests larger than four acres.	RFCD	Ongoing Action	1	DSD
	f. Continue to include the Preliminary Integrated Water Management Plans (PIWMP) as part of the site analysis and conduct Water Resource Assessments on all rezoning or specific plan requests that require a site analysis. Update the site analysis checklist as needed.	RFCD	Ongoing Action	1	DSD
	g. Develop incentives to encourage beneficial use of stormwater and other water conservation measures.	RFCD	Ongoing Action	1,10	DSD, RWRD, OSC
	h. Develop a practicable method to assess both the increased water demand associated with new development and the offset measures that are proposed in Integrated Water Management Plans in order to compare them.	RFCD	Ongoing Action	1,10	DSD, OSC, RWRD

*Water Supply and Demand Management*

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Achieve full utilization of the County’s reclaimed water as part of a strategy that best incorporates direct reuse, aquifer replenishment and accrual of long term storage credits.	RWRD	Ongoing Action	1	PCDEQ, RFCD, OSC
	b. Support increased use of reclaimed water by water providers with reclaimed water entitlements.	RWRD	Ongoing Action	1	PCDEQ, Water Providers, OSC
	c. Support increased use of CAP water and a blend of recharge of CAP water and groundwater including wheeling agreements between water providers.	RWRD	Ongoing Action	1	PCDEQ, CAP & Water Providers, OSC
	d. Stay apprised of the Colorado River water supply and its impacts to local water providers.	RWRD	Ongoing Action	1	PCDEQ, Water Providers & CAP, OSC
<b>3</b>	<b>Policies 1 to 9/Implementation Measures:</b>				
	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.	RWRD	Near-Term	1	ADWR, OSC, RFCD & Regional Partners
	b. Support programs that conserve water within the Colorado River Basin system and protect Lake Mead operation.	RWRD	Ongoing Action	1	County Administrator, OSC
	c. Work with stakeholders to update existing codes and regulations as necessary to include long-term water conservation strategies.	DSD	Near-Term	1,10	RWCD, PCDEQ, RFCD & Stakeholders, OSC

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Coordinate across departments to prepare and adopt voluntary LID guidelines.	RFCD	Ongoing Action	1,16	All Departments Involved in DRP, DSD, OSC, Stakeholders
	e. Update Water Conservation Measures (Table B of the rezoning site analysis requirements) to comprehensively address water conservation for proposed development (low water use toilets, water harvesting, etc.).	DSD	Mid-Term	1,16	RFCD, Stakeholders, OSC
	f. Provide guidance on the use and effectiveness of additional conservation measures for site with water supply in groundwater-dependent ecosystems.	RWRD	Ongoing Action	1	RFCD, OSC
	g. Support educational programs on water conservation.	RWRD	Ongoing Action	1	RFCD, OSC
	h. Develop guidelines for water efficient solar systems or options to offset water use.	DSD	Mid-Term	1,14,16	All Departments Involved with Water Conservation, Stakeholders, OSC
	i. Revise and update water conservation and management tools with input from stakeholders to achieve policy goals.	RWRD	Mid-Term	1,16	All Departments Involved with Water Conservation, Tucson Regional Water Coalition & Stakeholders
<b>4</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Work cooperatively with water providers, other jurisdictions, Sun Corridor Inc. and Tucson Regional Water Coalition (TRWC) to prioritize water supply for new	County Administrator	Mid-Term	1,16	All Departments Involved with Water Conservation, Tucson

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	economic development which both provide basic employment (jobs with a multiplier effect) and use water efficiently.				Water, PAG, Sun Corridor Inc., Other Water Providers & Other Jurisdictions
	b. Educate potential new businesses on water conservation strategies and approaches.	County Administrator	Near-Term	1	All Departments Involved with Water Conservation, PAG, Sun Corridor Inc., Water Providers & Other Jurisdictions
<b>5</b>	<b>Policies 1 to 7/Implementation Measures:</b>				
	a. Using a sustainability model, balancing existing and future water needs of residents, businesses and the natural environment; develop baseline data and measure future impacts to open space lands and riparian habitats within the unincorporated area of the County to protect these groundwater dependent ecosystems.	OSC	Mid-Term	1	All Departments Involved with Water Supply, Demand and Conservation & IT-GIS
	b. Provide needed resources to address any soil and groundwater remediation needed at County-owned sites of concern, including landfills.	Other Departments & PCDEQ	Mid-Term	1	All Other Departments Involved with soil and groundwater remediation
	c. Implement the County’s Municipal Separate Storm Sewer System Program.	PCDEQ	Ongoing Action	1,10	All Other Departments involved with Environmental Quality, Water & Stormwater

### 4.3 Energy Element

#### Energy

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 10/Implementation Measures:</b>				
	a. Create a review system that rewards developments that incorporate energy efficient systems or go beyond basic code requirements.	DSD	Long-Term	1,14	All Departments Involved in DRP, Utility Companies, OSC, Stakeholders
	b. Develop incentives for using solar energy and for providing alternative fueling stations.	OSC	Mid-Term		DSD
	c. Identify zoning and other code barriers that inhibit the use of the latest energy technologies.	DSD	Mid-Term	1,14	All Departments Involved in DRP, Utility Companies, OSC
	d. Modify standards to encourage alternative materials, more shade and smaller footprints for parking lot construction.	DSD	Mid-Term	1,14	OSC, Utility Companies, PCDOT
	e. Implement and periodically update the Biogas Utilization Master Plan recommendations.	RWRD	Ongoing Action	1,14	
	f. Work collaboratively with utility companies, other jurisdictions, the University of Arizona and other potential partners to reduce energy consumption and increase the use of clean energy systems and decrease reliance on fossil fuels in the region.	OSC	Ongoing Action	1,14	DSD, Jurisdictions, UA, Utility Companies, UA Solar Zone & Regional Partners, PCDOT

	g. Incorporate a solar-ready policy.	DSD	Near Term	1	OSC, County Administration
	h. Protect access to solar energy for pre-existing solar energy improvements from new development.	DSD	Near Term	1	OSC
<b>2</b>	Policy 1/Implementation Measure:				
	a. Coordinate with utility companies and infrastructure providers to facilitate design integrity with its surroundings.	Facilities	Ongoing Action	1,14	DSD, OSC, Utility Companies & Public Infrastructure Providers

*Tradeoffs for Water, Energy Production and Economic Development*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Work with energy providers and regulators to minimize environmental and economic impacts.	Facilities	Ongoing Action	1,14	OSC, RWRD, Regulators & Energy Providers
	b. Assess water use measurement in evaluating electricity generation options such as coal burning electricity or alternatives.	Facilities	Long-Term		OSC, RWRD, Regulators & Energy Providers

## 4.4 Wastewater Treatment Element

### Wastewater Treatment

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 10/Implementation Measures:</b>				
	a. Integrate land use planning changes into sewer system planning.	RWRD	Ongoing Action	1 ,13	DSD
	b. Establish strategies to support growth close to existing sewer infrastructure and feasible extension of infrastructure to Focused Development Investment Areas.	RWRD	Near-Term	1 ,13	DSD
	c. Continue to explore opportunities for aquifer recharge via water reclamation facilities.	RWRD	Ongoing Action	1 ,13	DSD, OSC. RFCD
	d. Assure that sewer conveyance system extensions are undertaken with priority to Focused Development Investment areas.	RWRD	Ongoing Action	1 ,13	DSD,

## 4.5 Environmental: Air Quality and Solid Waste Element

### *Air Quality*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 4/Implementation Measure:</b>				
	a. Continue to implement existing dust, asbestos and open burning regulations and periodically update County ordinance related to reducing air pollutants.	PCDEQ	Ongoing Action	1,9	DSD

*Waste Removal, Recycling and Solid Waste*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	Policies 1 to 8/Implementation Measures:				
	a. Continue to enforce the Waste Hauler Program which requires inspection of septic tank cleaners, liquid waste haulers and pumper trucks on an annual basis.	PCDEQ	Ongoing Action	1	Waste and Recycling entities
	b. Continue to safely and efficiently implement the Waste Tire Program.	PCDEQ	Ongoing Action	1,9	Waste and Recycling entities
	c. Assure that all jurisdictions in the region cooperate to establish and financially support a Regional Household Hazardous Waste program.	COT	Ongoing Action	1	Regional Jurisdictions
	d. Develop and update periodically a public education program to educate the public about all County waste removal programs and the benefits of recycling.	PCDEQ	Near-Term	1	Waste and Recycling entities

## 4.6 Communications Element

### *Communication Networks*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Work collaboratively with service providers to identify funding sources to include the latest communication technologies needed to provide critical services.	Pima County Wireless Integrated Network (PCWIN)	Ongoing Action	1	Regional Jurisdictions
	b. Incorporate fiber network extension capabilities into major transportation corridor upgrade planning.	County Administrator	Ongoing Action	1	Service Providers & PCDOT

*New or Updated Communication Facilities*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2-3</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Continuously evaluate the communication, learning and collaboration, and people-centric service needs of the County’s residents, communities, businesses, cultural and educational institutions as a regular part of the comprehensive planning process.	County Administrator	Ongoing Action	1	Cities and Stakeholders
	b. Procure, provide, and encourage the development of the latest emerging networks, technologies and services to meet the County’s needs.	County Administrator	Near-Term	1	Procurement, Service Providers
	c. Address changes in codes or ordinances as appropriate.	County Administrator	Mid-Term	1	DSD

## 4.7 Public Buildings and Facilities Element

### *Integrated Facilities Planning System/Carbon Footprint Reduction*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1-2</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Identify a systematic and effective approach to implement the Integrated Facilities Planning System (IFPS).	County Administrator	Near-Term	1	Pima County Departments Providing Services, Infrastructure
	b. Continue to implement and update as needed the SAPCO.	OSC	Ongoing Action	1,14	Facilities Management, Sustainability Action Committee
	c. Comply with all applicable carbon footprint reduction, renewable energy, green building, water conservation, land conservation, waste reduction, green and healthy community principles adopted as part of the Pima County Comprehensive Plan.	Facilities Management	Ongoing Action	1,14	OSC, Pima County Departments

*Public Facilities and Healthy Communities*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policy 1/Implementation Measure:</b>				
	a. Prepare and adopt design guidelines based on healthy community principles for County public facilities.	Facilities Management	Mid-Term	1, 16	PCHD, PCDOT, OSC, CDNC & Other Pima County Departments

## 4.8 Trails Element

### Trails

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 10/Implementation Measures:</b>				
	a. Implement the Pima County Trail System Master Plan.	NRPR	Ongoing Action	1	DSD and All Departments Involved in DRP
	b. Work collaboratively with citizens to complete and expand The Loop.	RFCD	Ongoing Action	1	NRPR, PDOT, County Administrator Public/Private Partnerships & Non-profit Organizations
	c. Develop pre-siting guidelines to identify any potential conflicts with natural and cultural resources.	NRPR	Mid-Term	1	OSC

*Trail System, Transportation Modes, Healthy Communities and Economic Development*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Periodically update the Pima Regional Trails System Master Plan.	NRPR	Ongoing Action	1	DSD, Stakeholders
	b. Identify funds and design a program for the provision of recreational and cultural programs and activities appropriate for parks and recreation facilities along the Juan Bautista de Anza National Historic Trail and the Loop.	NRPR	Ongoing Action	1,4,16	RFCD Visit Tucson & Non-Profit Organizations, OSC

## 4.9 Flood Control and Drainage Element

### Flood Control and Drainage

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 7/Implementation Measures:</b>				
	a. Require, when appropriate, avoidance of development in Resource Areas as identified in the Regional Hydrology maps including FEMA and locally mapped floodplains, and PCRRH. Encourage use of Flood Control District Modified Development Standards or the Zoning Code Transfer of Development Rights to maintain similar yields while maintaining these areas as open space in order to increase public safety, and reduce infrastructure investment, maintenance and insurance costs.	RFCD	Ongoing Action	1	DSD, OSC & Other Departments Involved in DRP, Stakeholders,
	b. Preserve riparian areas by using the Flood Control District Modified Development Standards located in chapter 18.07 of the zoning code Title 16 of County Code (Floodplain Management) and/or other strategies for transferring densities to areas of the property outside of floodplains and riparian areas.	RFCD	Ongoing Action	1	DSD, OSC
	c. As new floodplain mapping is completed, either by the District, or by a developer, update the Resource Areas on the Regional Hydrology Maps to reflect this new information.	RFCD	Ongoing Action	1	IT-GIS
	d. Work with construction industry stakeholders to review current riparian habitat protection ordinance to identify	RFCD	Long Term	1	DSD, OSC, Construction Industry



Comprehensive Plan  
Implementation

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	barriers and obstacles to development and adjust ordinance as necessary to accommodate.				

*Storm Water Runoff*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Work with stakeholders to update as needed, the Pima County Floodplain Management Ordinance.	RFCD	Long Term	1	Stakeholders & DSD, OSC
	b. Ensure new developments provide maximum encroachment limits and require that the flood-prone areas within those limits are located within separate parcels or easements that are set aside as open space.	RFCD	Ongoing Action	1	DSD
	c. Work with stakeholders to update as needed the building and zoning code to include the latest green standards for grading and site drainage and design.	DSD	Mid-Term	1	RFCD, OSC & Stakeholders
	d. Create and adopt a Watershed Management Plan which identifies the watersheds impacting Pima County, their drainage characteristics, regulatory and infrastructure needs.	RFCD	Ongoing Action	1	Stakeholders, OSC

*Drainage Integration*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policies 1 to 4/Implementation Measures:</b>				
	a. Prepare appropriate green street guidelines and standards for urban, suburban and rural areas.	DSD	Mid-Term	1,7,10	County Departments Involved in DRP & Stakeholders
	b. Prepare voluntary LID guidelines for neighborhood scale subdivision or commercial development, transportation projects, parks projects, resource conservation projects and public buildings.	RFCD	Ongoing	1,10	DSD, County, ADOT Departments Involved in DRP & Stakeholders
	c. Emphasize the importance of site planning to identify Resource Areas to be avoided, encourage compact development footprints, and establish thoughtful placement of water harvesting in order to provide multiple benefits.	RFCD	Ongoing Action	1,10,14	DSD, County Departments Involved in DRP
	d. Continue to utilize “Drainage Standards for Detention and Retention” for all new commercial, including Pima County projects, and subdivision development.	RFCD	Ongoing	1,10	County Departments Involved in DRP

## 4.10 Countywide Infrastructure Concurrency Element

### Concurrency

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Update and continue to implement the County Concurrency Management System cooperatively with planning, resource and infrastructure management departments.	DSD	Mid-Term	1	County Departments Involved in DRP
	b. Consider updates to the Concurrency Management System addressing applicability to time extensions, waiver of platting requirements of zoning plans and types of modifications of rezoning conditions.	DSD	Mid-Term	1	County Departments Involved in DRP
	c. Work with stakeholders to update the Water Policy and Site Analysis Checklist Appendix A to provide clear guidance as to when, where, and how water supply impacts are to be mitigated, and to define when supply concurrency has been met.	DSD	Mid-Term	1	RFCD, County Departments Involved in DRP & Stakeholders

# Human Infrastructure Connectivity Implementation Matrix

## 5.1 Health Services Element

### *Health Services Delivery and Healthy Communities*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 7/Implementation Measures:</b>				
	a. Identify facilities and programs available for physical activity.	PCHD	Near-Term	1,16	NRPR
	b. Promote physical activity among school-aged youth.	PCHD	Ongoing Action	1,16	NRPR
	c. Expand opportunities for urban agriculture.	PCHD	Near-Term	1,16	PCHD, Community Food Bank, School Districts, UA, Future Farmers & Others, OSC
	d. Solicit input from community stakeholders on physical activity and exercise.	DSD	Near-Term	1,16	NRPR
	e. Create awareness of resources, programs, and training opportunities in behavioral health, especially for youth.	PCHD	Ongoing Action	1,16	Behavioral Health & Non-Profit

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Organizations, School Districts
	f. Promote programs and resources that enhance interpersonal safety.	PCHD	Ongoing Action	1,16	Sheriff Office, Pima County Library District & Non-Profit Organizations
	g. Promote policies and programs that reduce public and street harassment.	PCHD	Ongoing Action	1,16	Sheriff Office & Non-Profit Organizations
	h. Incorporate Complete Streets principles into jurisdictional planning to make streets safe for all users.	DSD	Near-Term	1,16	PCHD, PCDOT
	i. Integrate green infrastructure into capital improvement projects (providing shade, mitigating heat island affects, and manage storm water issues).	DSD	Near-Term	1,16	PCHD, PCDOT, PSC, RFCD, Project Management Office, OSC
	j. Promote importance of physical activity for enhanced employee wellness among employers.	PCHD	Ongoing Action	1,16	NRPR, Business Community, Non-Profit Organizations
	k. Work with employers to encourage and support employee engagement in wellness programs and initiatives.	PCHD	Ongoing Action	1,16	Business Community, Non-Profit Organizations
	l. Promote policies and programs to reduce climate vulnerability of underserved communities.	OSC	Ongoing Actions	1, 14,16	CDNC

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	Policies 1 to 4/Implementation Measures:				
	a. Identify health and climate literacy awareness and needs of health care providers and community members.	PCHD	Near-Term	1,16	Pima County Library District, Health Care Providers, Non-Profit Organizations, OSC
	b. Adopt health literacy guidelines and standards.	PCHD	Mid-Term	1,16	Pima County Library District, Health Care Providers, Non-Profit Organizations
	c. Disseminate health and climate preparedness information and education resources to the community.	PCHD	Mid-Term	1,16	Pima County Library District, Health Care Providers, Non-Profit Organizations
	d. Identify health literacy education and training materials for health care and health information providers.	PCHD	Mid-Term	1,16	Pima County Library District, Health Care Providers, Non-Profit Organizations
	e. Promote health literacy education and training opportunities for health care and health information providers.	PCHD	Mid-Term	1,16	Pima County Library District, Health Care Providers, Non-Profit Organizations
	f. Provide education and materials to neighborhoods to support neighborhood administered climate risk assessments.	CDNC	Mid-Term	1,14,16	OSC

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Support integrated strategies to mitigate climate risks to neighborhoods.	OSC	Ongoing Actions	1,16	CDNC
<b>3</b>	Policy 1/Implementation Measures:				
	a. Identify populations that will not be covered by the Affordable Care Act (ACA), may be eligible for coverage under the ACA, but will have barriers to that coverage.	PCHD	Near-Term	1,16	Non-Profit Organizations
	b. Define barriers to accessing health care services and potential solutions.	PCHD	Mid-Term	1,16	Pima County Library District, Health Care Providers, Non-Profit Organizations
	c. Disseminate information regarding the ACA to disparate populations and employers.	PCHD	Ongoing Action	1,16	Pima County Library District, Non-Profit Organizations
<b>4</b>	Policies 1 to 2/Implementation Measures:				
	a. Conduct analysis of current health care workforce status and projected workforce needs due to the ACA, including the root causes of shortages and the barriers to accessing health care services in Pima County.	PCHD	Mid-Term	1,16	Non-Profit Organizations & Healthcare Providers
	b. Work with the Primary Care Areas (PCA) and providers to address health care workforce development in Pima County.	PCHD	Mid-Term	1,16	PCA, Pima County Workforce Development, Non-Profit Organizations & Healthcare Providers
	c. Leverage existing health care resources in Pima County to meet identified workforce demands and fill gaps in access.	PCHD	Mid-Term	1,16	Pima County Workforce Development, Non-

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Profit Organizations & Healthcare Providers
	d. Grow and sustain a public health workforce that is prepared and knowledgeable.	PCHD	Ongoing Action	1,16	Pima County Workforce Development, Non-Profit Organizations & Healthcare Providers
	e. Provide education and resources to educate health providers and emergency personnel about health-related aspects of climate variability, including risks for new vector-borne diseases.	PCHD	Mid-Term	1,16	OSC, Healthcare Providers, Pima County Health Department, Office of Emergency Management and Homeland Security
<b>5</b>	Policies 1 to 3/Implementation Measures:				
	a. Increase diversion from Pima County Adult Detention Complex and Pima County Juvenile Detention Center for crisis and substance use detoxification.	PCHD	Mid-Term	1	Pima County Adult Detention and Juvenile Detention
	b. Increase utilization of the Crisis Response Center by adults and youth that limits emergency department visits.	PCHD	Mid-Term	1	Crisis Response Center, Healthcare Providers
	c. Coordinate with law enforcement officers resulting in improved return to service times following a behavioral health crisis intervention.	PCHD	Mid-Term	1	Sheriff
	d. Reduce the use of emergency transportation in response to behavioral health crisis.	PCHD	Mid-Term	1	Emergency Service Providers
	e. Achieve a reduction in civil commitment proceedings.	PCHD	Mid-Term	1	Court System

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Encourage coordination of care with the behavioral health network outpatient providers to limit length of stay in restrictive environments.	PCHD	Ongoing Action	1	Behavioral Health Network Outpatient Providers
	g. Disseminate behavioral health resource information to medical providers.	PCHD	Ongoing Action	1,16	Healthcare Providers
	h. Ensure access to medical treatment by advocating for the coordination of care with primary care providers and medical facilities.	PCHD	Mid-Term	1,16	Primary Care Providers and Medical Facilities
	i. Participate in community initiatives to promote behavioral health services careers.	PCHD	Mid-Term	1	Behavioral Care Services & UA
	j. Leverage existing behavioral health infrastructure by innovative treatment opportunities.	PCHD	Mid-Term	1	Behavioral Care Services & UA
<b>6</b>	<b>Policies 1 to 3/Implementation Measures:</b>	<b>PCHD</b>			
	a. Research and assess available public health data as well as other data systems (census data, behavioral health data, etc.).	PCHD	Mid-Term	1	UA Public Health Department Data Systems
	b. Study feasibility of creating an academic-public partnership to collect, monitor, use, and report data on community assets and health disparities, including climate vulnerabilities that exist within Pima County.	PCHD	Mid-Term	1	UA Public Health Department Data Systems, OSC
	c. Describe community assets and health disparities as well as social and structural factors within Pima County, including behavioral health.	PCHD	Mid-Term	1,16	UA Public Health Department

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Engage stakeholders, health coalitions and grassroots groups, and jurisdictional officials in data sharing and interpretation.	PCHD	Mid-Term	1,16	Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA
	e. Advocate for the use of community assets and health disparities data in priority setting and action planning.	PCHD	Mid-Term	1,16	Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA

*Provision of Services for Disease Prevention*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>7</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Promote programs that improve the overall wellness of the community.	PCHD	Ongoing Action	1,16	Health Coalitions, Non-Profit Groups, Agencies, Jurisdictions & UA, OSC
	b. Update development standards to include complete streets principles.	DSD	Near Term	1,16	PCHD, PCDOT, OSC, Stakeholders
	c. Screen clients for insurance status and appropriately refer for enrollment assistance.	PCHD	Ongoing Action	1,16	
	d. Increase efforts to identify and solve community health problems in Pima County.	PCHD	Mid-Term	1,16	Health Coalitions, Service Providers, Non-

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Profit Groups, Agencies, Jurisdictions & UA
	e. Increase informational, educational, and empowerment efforts supporting public health issues in Pima County.	PCHD	Mid-Term	1,16	Health Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA
	f. Reduce incidence of injuries and zoonotic illness to animals.	PCHD	Ongoing Action	1,16	
	g. Become an accredited public health department.	PCHD	Near-Term	1,16	
	h. Deliver clear and consistent public health messages.	PCHD	Near-Term	1,16	Pima County Library District, Communications Office
	i. Engage organizations that serve Pima County residents to address issues of health, safety, and well-being.	PCHD	Near-Term	1,16	Health Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions, Sheriff & UA
	j. Empower and support residents to take ownership of public health in their communities (e.g. neighborhoods, schools, childcare centers).	PCHD	Near-Term	1,16	Pima County Library District, School Districts, Day Care Centers

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	k. Collaborate with stakeholders and partners to identify and increase resources to address health, safety, and well-being of residents.	PCHD	Near-Term	1,16	Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA
	l. Continue county-wide efforts to coordinate programming to address poverty and safety net issues.	PCHD	Ongoing Action	1,16	CDNC
	m. Integrate climate change models in planning for insect-borne disease and other complex and compound climate related health risks to urban and rural communities.	PCHD	Near-Term	1,16	OSC
<b>8</b>	Policy 1/Implementation Measures:				
	a. Promote use of Health Impact Assessments.	PCHD	Near-Term	1,16	Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions, Facilities Management, Infrastructure Departments & UA, OSC
	b. Educate decision-makers on benefits of Health Impact Assessments.	PCHD	Near-Term	1,16	Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions, Facilities Management,

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Infrastructure Departments & UA, OSC

*Aging Healthy*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>9</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Review the Zoning Code to eliminate potential barriers to aging in place, and adding flexible zoning provisions to support multigenerational housing and additional residences for long term caregivers especially on rural lands of at least one acre.	DSD	Near-Term	1	PCOA, PCHD, CDNC
	b. Adopt development standards for continuing care facilities that align with established State Standards.	DSD	Mid-Term	1	PCOA, Service Providers
	c. Work with PCOA and others to widely disseminate public information on programs/support for aging populations.	PCHD	Near-Term	1	PCOA, NRPR, CDNC, Business Community, Other Nonprofits
	d. Continue to offer 50 Plus Employability Skills seminars and coaching at Pima County One-Stop Career Centers.	CSET	Ongoing Action	1	CSET One Stop Career Center, Workforce Training, PCHD, and PCOA

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Coordinate with Pima Council on Aging to identify funds to support a designated Planner for Senior Services and Programs position in Pima County.	DSD	Near-Term	1	PCOA, City of Tucson

## 5.2 Public Safety and Emergency Services Element

### *Community Threats, Hazards and Emergency Preparedness*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 4/Implementation Measures:</b>				
	a. Increase Pima County Public Health Department capacity to respond to public health emergencies.	PCHD	Near-Term	1,16	Office of Emergency Management and Homeland Security, Health Partners Coalitions, Service Providers, Non-Profit Groups, Agencies, Jurisdictions & UA, OSC
	b. Integrate flood mitigation and response by expanding the Hazard Mitigation Plan to include specific flood response activities including area specific warning dissemination.	Office of Emergency Management and Homeland Security	Near-Term	1,16	RFCD

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Evaluate the community’s level of preparedness for power outages triggered by extreme climate events and assess results for implementation.	Office of Emergency Management and Homeland Security	Mid-Term	1,16	Pima County Health Department, Health Partners Coalitions, Service Providers, Non-Profit Groups, Utilities, OSC
	d. Improve awareness of and access to resources for extreme weather events such as heating and cooling stations, acute air quality alerts, and flooding.	Office of Emergency Management and Homeland Security	Mid-Term	1,16	Pima County Health Department, American Red Cross (ARC), Health Partners Coalitions, Service Providers, Non-Profit Groups, Utilities, OSC, PDEQ

*Public Safety and Law Enforcement*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>2</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Continue to support educational programs between the Sheriff’s Department and the Health Department to ensure best practices.	Sheriff	Ongoing Action	1	PCHD, Office of Behavioral Health
	b. Continue utilizing social media as a way to disseminate crime prevention tips and share information effectively with the community.	Sheriff	Ongoing Action	1	Communications Office



Comprehensive Plan  
Implementation

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Continue developing partnerships with the community and local businesses to gain support, cooperation and a better understanding of community-police relations.	Sheriff	Ongoing Action	1	Community and Business Leaders

### 5.3 Parks and Recreation Element

*Parks and Recreation*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 9/Implementation Measures:</b>				
	a. Implement Level of Service Standards for parks and user-based and activity-based recreation.	NRPR	Mid-Term	1	Recreation Stakeholders
	b. Expand and tailor recreational programs and services to meet evolving community needs.	NRPR	Mid-Term	1	Recreation Users, School Districts and Community Centers
	c. Improve access to open space and natural preserves for activities such as hiking, bird watching and interpretive experiences.	NRPR	Mid-Term	1	DSD, School Districts, Non-profit Organizations & Departments Involved in DRP, OSC
	d. Develop intergenerational recreation programs housed in community centers and designed to meet the specific needs of rural communities.	NRPR	Ongoing Action	1	Community Centers, PCOA, YMCA, Facility Users, Rural Community Councils

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Expand the number of parks served by reclaimed water and allow only limited use of turf in parks for sports fields, multi-use facilities, and other appropriate recreational amenities in conformance with the County's Sustainable Action Plan and all applicable sustainability standards such as water harvesting and the use of recycled water, etc.	NRPR	Ongoing Action	1	OSC, Water Providers
	f. Address parks and recreation improvements and deficiencies identified in the Pima County Infrastructure Study.	NRPR	Mid-Term	1	Community Centers, PCOA, YMCA, Recreation Users, Business Community
<b>2</b>	<b>Policies 1 to 3/Implementation Measure:</b>				
	a. Prepare a parks and recreation master plan, identifying traditional and non-traditional funding sources for operation and maintenance.	NRPR	Near-Term	1	DSD, RFCD, OSC, Recreation users, Stakeholders

*Recreation as a Tool for Economic Development*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policies 1 to 3/Implementation Measure:</b>				
	a. Proactively market the Stadium District/Kino Sports Complex.	Pima County Stadium District	Ongoing Action	1	Economic Development and Tourism, Visit Tucson, Communications
	b. Further develop and implement a master plan for the Kino Stadium complex that would allow for hotel development, commercial, restaurant and entertainment district activities including activity centers for youth.	Office of Capital Project Management and PC Stadium District	Near-Term	1	Economic Development and Tourism, Business Community, DSD

## 5.4 Workforce Training/Education Element

### *Workforce Training Role in Improving Services and Economy*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 7/Implementation Measures:</b>				
	a. Maintain local support and pursue available grant funding for adult and youth training programs including: 1) One-Stop Center; 2) Sullivan Jackson Employment Center (SJEC); 3) Kino Veterans' Workforce Center; 4) Workforce GED Education programs; 5) Youth and juvenile preparation for future workforce programs; 6) Summer Youth Program; 7) Las Artes Arts and Education Program; and 8) Pledge-A-Job Program.	CSET	Ongoing Action	17	CSET, Workforce Investment Board
	b. Support investment for training of direct care workers through state approved training programs, such as the Caregiver Training Institute and other programs.	CSET	Ongoing Action	17	Workforce Investment Board
	c. Support training for high demand industry occupations.	CSET	Ongoing Action	17	Workforce Investment Board
	d. Engage industry partners in sector strategies to address workforce needs.	CSET	Ongoing Action	17	Workforce Investment Board, SCI

## 5.5 Arts and Entertainment Element

### County Role in Funding Arts and Entertainment

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1-2</b>	<b>Policies 1 to 5/Implementation Measures:</b>				
	a. Work collaboratively with the Pima County Public Art Program and the Tucson Pima Arts Council to secure funding to 1) support the ongoing maintenance of existing public art; and, 2) support the existing arts programs.	TPAC	Ongoing Action	18	PCDOT
	b. Examine Zoning Code to reduce or eliminate barriers for public art.	DSD	Mid-Term	1	TPAC
	c. Evaluate the zoning code for unnecessary barriers to community-enriching entertainment events.	DSD	Mid-Term	1	TPAC

## 5.6 Library Services Element

### Library Services

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 4/Implementation Measures:</b>				
	a. Continue to build and maintain welcoming library or County facilities.	Pima County Public Library	Ongoing Action	1	Facilities Management
	b. Continue to provide workforce development programming.	Pima County Public Library	Ongoing Action	1	CSET Pima County One-Stop Arizona Job Connection & Pima County Workforce Investment Board, Pima County One Stop (PCOS) Pima County Workforce Investment Board (PCWIB) Arizona Department of Economic Security (AZDES) AARP Pima Community College (PCC) University of Arizona (UA)

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Community Organizations/Partners
	c. Create entrepreneurship and career development opportunities through library programs, services and partner agencies.	Pima County Public Library	Ongoing Action	1	CSET Pima County One-Stop Service Center Arizona Workforce Connection, The Pima County Workforce Investment Board, Business Community, Community Organizations, Pima County One Stop (PCOS) Pima County Workforce Investment Board (PCWIB) Arizona Department of Economic Security (AZDES) AARP Pima Community College (PCC) University of Arizona (UA) Chambers of Commerce Business Community Organizations/Partners

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	<p>d. Provide youth development opportunities to promote 21<sup>st</sup> century skills and alternative career pathways.</p>	<p>Pima County Public Library</p>	<p>Ongoing Action</p>	<p>1</p>	<p>CSET Pima County One-Stop Service Center Arizona Workforce Connection, The Pima County Workforce Investment Board, Sun Corridor Inc., UA, Pima Community College &amp; Community Organizations, <b>Pima County One Stop (PCOS)</b> <b>Pima County Workforce Investment Board (PCWIB)</b> <b>Arizona Department of Economic Security (AZDES)</b> <b>Pima County Superintendent of Schools</b> <b>School Districts (including JTED)</b> <b>Pima Community College (PCC)</b></p>

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					University of Arizona (UA) Community Organizations/Partners
	e. Expand partnerships with other county departments to maximize services following the successful Library Nurse collaboration model with the Pima County Public Health Department.	Pima County Public Library	Ongoing Action	1	PCHD
	f. Research facility sharing models in future building projects with County departments and organizations.	Pima County Public Library	Ongoing Action	1	Facilities Management, Other Pima County Departments
	g. Leverage community partnerships to provide programs and services that address the Library’s mission and support the focus areas of the Community Impact Plan	Pima County Public Library	Ongoing Action	1	Other Pima County Departments and Community Partners
	h. Foster organizational partnerships to provide mentoring expertise to knowledge seekers.	Pima County Public Library	Ongoing Action	1	UA, PCC & Community Partners
	i. Provide technology infrastructure, support and training at a level that meets community needs demands.	Pima County Public Library	Ongoing Action	1	UA, PCC & Community Partners, Pima County Information Technology Department
	j. Seek grant opportunities to explore innovation.	Pima County Public Library	Ongoing Action	1	UA, PCC, Research Parks, STEM Education, Friends

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					of the Pima County Public Library Pima County Public Library Foundation
	k. Design facilities with flexible spaces and technological infrastructure.	Pima County Public Library	Ongoing Action	1	Facilities Management, UA, Innovation and Technology Industry & Research Parks
	l. Expand partnerships with key community early literacy providers.	Pima County Public Library	Ongoing Action	1	Early Literacy Providers
	m. Maintain an adequate budget to provide for the needs of changing collections including the addition of electronic resources.	Pima County Public Library	Ongoing Action	1	Non-profit organizations and community agencies supporting library programs, Friends of the Pima County Public Library Pima County Public Library Foundation

## 5.7 Animal Care Element

### Animal Care

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 6/Implementation Measures:</b>				
	a. Provide resources to implement, monitor and evaluate PAAW’s programs including the Trap, Neuter, Return (TNR) program, the Elevating the Human/Animal Bond program, and the Community Adoption Event program.	PACC	Ongoing Action	1, 18	PAAW,, Community & Other Organizations and Non-Profits
	b. Work collaboratively with other local animal rescue groups and service providers on all facets to improve the community’s animal welfare system.	PACC	Ongoing Action	1, 18	Local Animal Rescue Groups and Animal Welfare Service Providers, Community Members
	c. Educate the community on responsible pet ownership including spaying and neutering through presentations to school kids, working with social service agencies, inmate pet care programs and other methods.	PACC	Ongoing Action	1, 18	TNR Program, Social Service Agencies, Inmate Care Program, School Districts
	d. Minimize unnecessary development review obstacles and costs for rescue groups to locate and operate related services.	PACC	Ongoing Action	1	DSD, RFCD, County Departments involved in the DRP
	e. Communicate the financial and other benefits of preventing unwanted pets through spay/neuter programs compared to providing euthanasia services needed to address overpopulation.	PACC	Ongoing Action	1, 18	Pima County Library, Community Pet Services, Veterinarians & Animal

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Services Groups and Organizations
	f. Educate other County field workers on how to recognize animal abuse and neglect activities and report them to PACC.	PACC	Ongoing Action	1	Other Pima County Departments, Utility Company Field Employees
	g. Increase the number of pet owners who report they have an established primary veterinarian for each of their pets.	PACC	mid-term	1	Pima County Library, Community Pet Services, Veterinarians & Animal Services Groups and Organizations
	h. Increase the availability of animal spay/neuter services.	PACC	Near-Term	1, 18	Organizations Offering and/or Sponsoring Animal Spay/Neuter Services, Pima County Library, Social Service Agencies, Rescue Groups
	i. Increase licensing compliance by expanding awareness efforts.	PACC	Ongoing Action	1	Pima County Library, Community Pet Services, Veterinarians & Animal Services Groups and Organizations

## 5.8 Food Access Element

### Food Access

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1-2</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Identify and reduce regulatory barriers to all manner of the processing and distribution of healthy foods.	DSD	Near-Term	1,16	PCHD, Stakeholders
	b. Prepare a Health Impact Assessment (HIA).	PCHD	Near-Term	1,16	DSD & Other Departments Involved in the Provision of Infrastructure and Services, OSC

# Economic Development Implementation Matrix

## 6.1 Business Retention, Expansion and Attraction

### *Business Retention, Expansion and Attraction*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policy 1/Implementation Measures:</b>				
	a. Engage businesses, Chamber of Commerce, and trade groups in ongoing analysis of needs and opportunities.	County Administrator, CSET	Ongoing Action	1	Sun Corridor Inc., Businesses and Trade Groups, Green Chamber of Commerce incorporated jurisdictions
<b>2</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Collaborate at the federal, state, and regional level with government agencies and regulators, municipalities, utility providers, private property owners, and other relevant stakeholders to develop a competitive set of incentives, targeted at winning new business to the area thereby expanding the tax base available to pay for community priorities.	County Administrator, CSET	Ongoing Action	1	County Administrator, DSD, OSC, Agencies, Regulators, Jurisdictions, Utility Providers, Private Land Owners & Other Stakeholders, Green Chamber of Commerce Sun Corridor Inc.

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Work with Sun Corridor Inc. (formerly TREO) to continue to improve the existing process for customer service oriented, rapid, coordinated response to site selectors.	Economic Development and Tourism	Ongoing Action	1	Sun Corridor Inc., DSD, Economic Development and Tourism
	c. Lead effort to plan and implement the Sonoran Corridor connecting 1-10 to 1-19.	County Administrator	Ongoing Action	1	Sun Corridor Inc., PCDOT, TAA, Tech Parks Arizona, Aerospace and Defense Industry, PAG, Economic Development and Tourism
	d. Complete development of the Aerospace and Defense Business Park to provide 2,400 acres for manufacturing and logistics business operations.	County Administrator	Ongoing Action	1	Sun Corridor Inc., TAA, Tech Parks Arizona, Aerospace and Defense Industry, PCDOT, PAG, Economic Development and Tourism,
	e. Develop an inventory of Pima County concept-ready sites available for sale or lease for the location of new primary employment centers or for the expansion of existing employers in the vicinity of the following locations: 1) Aerospace and Defense Business and Research Park; 2) Sunset and Interstate 10/River Road; 3) Tech Parks Arizona; and 4) Bioscience Incubator.	County Administrator	Near-Term	1	DSD, IT-GIS, Economic Development and Tourism
	f. Support infrastructure expansion and mixed income residential, education, community service, and passive and active recreational amenities for land use in proximity to designated concept-ready sites where appropriate in	DSD	Ongoing Action	1	County Departments Involved in DRP, OSC

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	support of future live, work, learn, play balanced land uses.				
	g. Develop and secure road and infrastructure maintenance programs and investments.	PCDOT	Near-Term	1	Other Public Works Departments Providing Infrastructure along Roadways
<b>3</b>	Policies 1 to 7/Implementation Measures:				
	a. Identify barriers for businesses and work collaboratively to reduce such barriers.	County Administrator	Ongoing Action	1 ,13	DSD & Pima County Departments Involved in the DRP
	b. Establish a business roundtable to explore ways Pima County can assist business expansion and develop an action plan including working to establish a business one stop center.	Economic Development and Tourism, CSET	Near-Term	1	Sun Corridor Inc., Chambers of Commerce, the Arizona Mexico Commission, the Canada Arizona Business Council, CANAMEX, the Arizona Commerce Authority-Mexico Office incorporated jurisdictions & Other
	c. Work with Chambers of Commerce, the Arizona Mexico Border Commission, the Canada Arizona Business Council, the Arizona Commerce Authority-Mexico Office and other on trade opportunity with Mexico.	County Administrator	Ongoing Action	1	Sun Corridor Inc., Chambers of Commerce, the Arizona Mexico Commission, the Canada Arizona Business Council, CANAMEX, the

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Arizona Commerce Authority-Mexico Office Other Border Counties, incorporated jurisdictions & Other.
	d. Work with Tucson Metro Chamber and related business advocacy groups to implement the recommendations resulting from the Business Expansion and Retention (BEAR) survey.	County Administrator, DSD Economic Development and Tourism	Near-Term	1	Tucson Metro Chamber and Related Business Advocacy Groups

*Raytheon*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policy 8/Implementation Measures:</b>				
	a. Purchase land to minimize urban encroachment and to provide the space necessary to assure the safety and security required for national defense manufacturing.	County Administrator	Ongoing Action	1	Economic Development and Tourism, Real Property
	b. Prioritize the realignment of Hughes Access Road as a new access and bypass road sufficiently south of the current road to provide the space necessary to assure the safety and security required for national defense manufacturing and to facilitate expansion opportunities.	PCDOT	Immediate Action project scheduled for	1,7	Economic Development and Tourism, County Administrator

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
			completion by 11/15		
	c. Increase the area’s compatibility with the Raytheon mission by improving access to TAA and Pima County-owned properties south of Hughes Access Road. This access makes these properties more attractive for potential development that is compatible with the area.	PCDOT	Immediate Action	1,7	Economic Development and Tourism, County Administrator
	d. Promote collaborative planning among land owners surrounding Raytheon (County, City, TAA, State, private) to: 1) Assure that land use and development decisions on adjacent land accommodate all Raytheon manufacturing, space and security requirements; 2) Maximize amount of concept-ready industrial land available; 3) Standardize planning and development requirements for industrial area; 4) Provide efficient and immediate access to truck, rail, and air transport; and 5) Provide for residential housing and mixed-use development where appropriate for convenient work access by current and future employees.	County Administrator	Near-Term	1, ,7,13	Economic Development and Tourism, DSD, Utilities and Infrastructure Service Providers (County and City of Tucson), Major Public and Private Land Owners
	e. Align long-range development plans for the Aerospace and Defense Corridor plans to maximize investments.	County Administrator	Ongoing Action	1, ,7,13	DSD, Economic Development and Tourism, Utilities and Infrastructure Service Providers (County, City

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					of Tucson and Private), TAA
	f. Invest in Pima County’s future by expanding regional roadway, water, sewer, and utility infrastructure to encourage expansion and relocation in the Aerospace and Defense Business and Research Park.	County Administrator	Ongoing Action	1,7,13	Utilities and Infrastructure Service Providers (County, City of Tucson and Private), RWRD, PCDOT
	g. Facilitate the preparation of the Aerospace and Defense Business and Research Park master plan to attract supply chain partners.	County Administrator	Near-Term	1,7,13	Utilities and Infrastructure Service Providers (County, City of Tucson and Private)
	h. Require new development in the vicinity to be compatible with Raytheon’s mission and the long-range plans and viability of the Aerospace and Defense corridor.	County Administrator	Ongoing Action	1	DSD, County Departments Involved in DRP
	i. Maximize investments by supporting the long-term development plans of the Aerospace Parkway.	DSD	Ongoing Action	1	County Departments Involved in DRP
	j. Anchor Raytheon’s location as a vital component of the Aerospace Parkway.	County Administrator	Near-Term	1	DSD

*Military Resources*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policy 9/Implementation Measures:</b>				
	a. Promote regional support for DMAFB mission and expansion needs through multi-jurisdictional lobbying and through lobbying and communicating with State and Federal Officials and military command structure.	County Administrator	Ongoing Action	1	Sun Corridor Inc., DMAFB, 162 <sup>nd</sup> Fighter Wing & DM 50
	b. Support current and future flight operations at DMAFB and ANG 162 <sup>nd</sup> Fighter Wing as an important utilization of existing investment in military facilities, infrastructure and runways which provide efficient access to the Barry M. Goldwater Range.	County Administrator	Ongoing Action	1	DSD, DMAFB, 162 <sup>nd</sup> Fighter Wing & DM 50
	c. Support the activities and expansion needs of the ANG 162 <sup>nd</sup> Fighter Wing and its need to develop facilities in the vicinity of the southeastern area of the Raytheon/Air Force Plant 44 facility to enhance operations and functionality.	County Administrator	Ongoing Action	1	DSD, Real Property, 162 <sup>nd</sup> Fighter Wing & Raytheon
	d. Buffer DMAFB from residential encroachment by requiring that new development complies with all applicable sound mitigation, density and land use requirements within the APZs, the DMAFB Approach/Departure corridor and noise contours.	DSD	Ongoing Action	1	DMAFB, County Departments Involved in DRP
	e. Build support for DMAFB through veteran and retiree support, assistance and participation programs such as Kino Veterans Workforce Center and collaboration with the Veterans Administration Hospital and related facilities.	CSET	Ongoing Action	1	Veterans Administration Hospital and Related Facilities and Programs

University of Arizona

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>3</b>	<b>Policy 10/Implementation Measures:</b>				
	a. Work collaboratively with the University of Arizona to fund and construct Science Park Drive and complete the I-10/I-19 Sonoran Corridor interlink highway.	County Administrator	Mid-Term	1,7	PCDOT & Tech Parks Arizona
	b. Create a secure defense and industrial research and testing facility on County owned land.	County Administrator	Mid-Term	1	Economic Development and Tourism, Sun Corridor Inc. and Defense Industry
	c. Support efforts that encourage technology and innovation, business incubators and shared resources, and research to expand entrepreneurial opportunities and retain graduates.	Economic Development and Tourism, CSET and PC PL	Ongoing Action	1	Sun Corridor Inc., Arizona Center for Innovation, Tech Parks Arizona & Innovation Park, OSC
	d. Utilize the existing international academic and research linkages of University departments and individual professors to develop business contacts and potential business investments and opportunities.	County Administrator, CSET	Ongoing Action	1	Sun Corridor Inc., Arizona Center for Innovation, Tech Parks Arizona & Innovation Park, OSC
	e. Support Tech Launch Arizona and other efforts to encourage innovation and the spin off new technologies to commercial ventures.	PCPL, County Administrator	Ongoing Action	1	Tech Launch Arizona, Arizona Center for Innovation, Tech Parks

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Arizona & Innovation Park
	f. Continue to expand health service and bio-sciences collaboration at University South.	County Administrator	Ongoing Action	1	PCHD, UA, University South & Tech Parks Arizona & Bio Science Trade Advocacy Organizations
	g. Collaborate and support the University of Arizona in cross border, Mexico, Canada, Asia and International trade, education, technical consultation and health service efforts.	County Administrator	Ongoing Action	1	UA, PCDOT, Pima County Department of International Trade, Education and Consultation Organizations, Tucson Hispanic Chamber of Commerce (THCC) & National Consulates
	h. Collaborate with the University of Arizona, Visit Tucson, Arizona-Sonoran Desert Museum and local incorporated jurisdictions to develop a County and Southern Arizona geo-tourism program.	Economic Development and Tourism	Ongoing Action	1	UA, Visit Tucson, Arizona-Sonoran Desert Museum and local incorporated jurisdictions, OSC
	i. Explore adaptive use and reuse of County facilities for emerging technologies such as aquaculture/fisheries at wastewater treatment facilities to encourage investment in water technologies.	RWRD	Near-Term	1	Pima County Public Works Departments

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	j. Utilize the data collection and analysis services of the various colleges such as Eller School of Management, College of Architecture, Planning and Landscape Architecture, and University of Arizona Medical Center in a collaborative approach to improve our community and Southern Arizona.	IT-GIS and PCHD	Ongoing Action	1	Eller School of Management, College of Architecture, Planning and Landscape Architecture, & University of Arizona Medical Center, OSC
	k. Support efforts to graduate more community college students and non-traditional students who are enrolled in school and working.	CSET	Ongoing Action	1	PCC & UA
	l. Increase efforts to create degree pathways for incumbent technology workers and high-tech employers.	CSET	Ongoing Action	1	PCC, UA, STEM Education, business and industry groups Other
	m. Collaborate on regional water clusters that involve infrastructure, policy planning, education and innovative technologies.	RWRD	Ongoing Action	1	Pima County Public Works Departments
	n. Support research and industry growth related to the regions existing optics cluster, astronomy, planetary and space sciences.	County Administrator	Ongoing Action	1	Sun Corridor Inc., UA, Tech Parks Arizona , Innovation Park & Trade Advocacy Organizations

*Opportunities for Job Growth*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>4</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Foster cross-border meetings and communication and encourage business ventures and mutual co-investment in Sonoran and southern Arizona’s economic development opportunities.	County Administrator	Ongoing Action	1	UA & International Trade, Education and Consultation Organizations, Tucson Hispanic Chamber of Commerce, OSC & Mexican Public and Private Sector Trade Organizations
	b. Support safe and efficient routes that increase the international mobility of people and goods.	County Administrator	Ongoing Action	1,7	Economic Development and Tourism, PCDOT, ADOT, PAG & Federal Highway Administration,
	c. Support the CANAMEX Corridor, the Sun Corridor, and the Intermountain West Corridor to enhance international trade throughout the western United States and work with the Canada Arizona Business Council to facilitate commerce and trade with Canada for the Southern Arizona region.	County Administrator	Ongoing Action	1	PCDOT, ADOT, CANAMEX Corridor, Sun Corridor, Intermountain West Corridor & Canada Arizona Business Council, Tucson Hispanic Chamber
	d. Develop the interstate connector, connecting I-10 and I-19, to create a master planned industrial corridor focused	County Administrator	Near-Term	1, ,7,13	PCDOT, Public and Private Infrastructure

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	on supply chain development, logistics, and cross-border opportunities.				and Utilities Service Providers.
e.	Support the expansion of SR 189A as a priority project for Arizona Department of Transportation (ADOT).	County Administrator	Mid-Term	1, ,7,13	ADOT, PCDOT, Economic Development and Tourism, Public and Private Infrastructure and Utilities Service Providers
f.	Support the work of the Tucson Hispanic Chamber of Commerce and other community organizations with a mission to support international trade and business expansion between our community and Mexico.	County Administrator	Ongoing Action	1	Tucson Chamber of Commerce, Arizona-Mexico Commission & Community Organizations Involved in Trade with Mexico
g.	Build cross-border relations with Mexico to address infrastructure issues while encouraging cross-border trade and investment.	County Administrator	Near-Term	1	Arizona-Mexico Commission, CANAMEX, USGS Office at the UA Mapping Infrastructure Projects in the US/Mexican Border, & Mexican Public and Private Sector Organizations
h.	Support the work of the Canada Arizona Business Council and use the Council to identify and pursue investment opportunities from large Canadian businesses.	County Administrator	Ongoing Action	1	Canada Arizona Business Council, Sun corridor

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Inc. and Incorporated jurisdictions.
	i. Work collaboratively with other border counties and communities to develop a cohesive strategy to promote and market the region’s assets.	Economic Development and Tourism	Ongoing Action	1	Arizona-Mexico Commission & Other Border Counties and Communities (Nogales, Santa Cruz, Cochise, Naco, Douglas, etc.),
	j. Provide opportunities and facilities that encourage Mexican businesses to locate operations in Pima County.	County Administrator	Ongoing Action	1	Arizona-Mexico Commission, International Trade, Education Mexican Public and Private Sector Organizations and Consultation Organizations,
	k. Enhance our relationship with Mexico by developing appropriate infrastructure and marketing programs to position Arizona/Sonora regions as the next major gateway to Asian markets.	County Administrator	Ongoing Action	1	Arizona-Mexico Commission, CANAMEX, Mexican Public and Private Sector Organizations USGS Office at the UA

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Mapping Infrastructure Projects in the US/Mexican Border
	l. Educate Southern Arizona businesses and citizens about cross-border opportunities making it easier for Mexican businesses to do business in Pima County.	County Administrator and Economic Development and Tourism	Ongoing Action	1	Arizona-Mexico Commission, Sun Corridor, Inc. and Chambers of Commerce
	m. Become a lead agency with the Canada Arizona Business Council to spur trade opportunities, investments and economic expansion for Southern Arizona to achieve the following: <ol style="list-style-type: none"> <li>1) Integrating Canadian investment into our Pima County Mexico strategy by leveraging Canadian interest in Mexico and developing supply chain opportunities for Canadian companies in Southern Arizona;</li> <li>2) Increasing Canadian (conventional and medical) tourism in Pima County;</li> <li>3) Working with existing Canadian companies in Pima County to ensure quality business operations, involvement in regional corporate citizenship, and retention and encouragement of appropriate investment and expansion; and</li> </ol>	County Administrator and Economic Development and Tourism	Near-Term	1	Canada Arizona Business Council, Sun Corridor Inc. and incorporated jurisdictions.

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	4) Identifying specific industry sectors in Canada that promise the most return for our region’s economic development strategy and proactively targeting specific Canadian companies within those sectors.				
<b>4</b>	<b>Policy 3/Implementation Measures:</b>				
	a. Capitalize on the attractiveness of air service to businesses for passenger, freight, and operational needs.	Economic Development and Tourism	Mid-Term	1	TIA, TAA & Air Service Business Providers, Chambers of Commerce
	b. Use the nationally acclaimed aviation technology program offered by Pima Community College as a driver to attract industry to the region.	County Administrator and CSET	Ongoing Action	1	PCC Aviation Technology Program
	c. Support the recommendations of the Tucson International Airport Master Plan.	County Administrator	Ongoing Action	1	TIA, DSD
	d. Attract new employers from the aerospace, defense, and transportation industries.	Sun Corridor Inc., County Administrator	Near-Term	1	TIA, Port of Tucson, Aerospace/Defense Industry, Economic Development and Tourism
	e. Attract suppliers and support businesses to the nearly 200 aerospace and defense-related companies in Pima County.	Sun Corridor Inc., County Administrator	Near-Term	1	Economic Development and Tourism, Aerospace/Defense Industry
	f. Provide concept-ready sites and aggressively market these to the supply chain of existing companies.	DSD & IT-GIS, County Administrator	Near-Term	1	Economic Development and Tourism, Sun Corridor Inc., Arizona-Mexico

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					Commission, Canada Arizona Business Council & Others
	g. Consider demand for increased freight infrastructure driven by the rapidly growing industrial base in deep-water port being developed in northern Mexico.	Sun Corridor Inc.	Near-Term	1	Economic Development and Tourism, Arizona-Mexico Commission, PAG and Incorporated jurisdictions
	h. Strengthen partnerships with Tucson Airport Authority (TAA), Raytheon, the Arizona Air National Guard, Sun Corridor Inc. and other tenants, agencies and stakeholders.	County Administrator	Near-Term	1	Economic Development and Tourism, Sun Corridor Inc., TAA, Raytheon
<b>4</b>	<b>Policy 4/Implementation Measures:</b>				
	a. Add incentives to attract industry that creates or utilizes alternative energy sources.	County Administrator, Public Works	Near-Term	1	OSC and Trade Advocacy Organizations
	b. Support the University of Arizona and other innovative partners in addressing and protecting climate focused technologies as part of the new economy. “The economy is about increasing quality of life, improving health, and restoring the environment”.	County Administrator	Ongoing Action	1	OSC and Trade Advocacy Organizations
<b>4</b>	<b>Policy 5/ Implementation Measures:</b>				
	a. Maintain an inventory of the region’s zoned industrial land (private and publicly owned).	DSD	Ongoing Action	1	IT-GIS

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Encourage the PAG Economic Development Committee to proactively engage in projects which provide both immediate and short-term benefit to the region as well as long-range planning.	County Administrator	Near-Term	1	PAG Economic Development Committee
	c. Identify and aggressively market the region's industrial and other appropriately zoned, concept-ready sites.	DSD & IT-GIS & Economic Development and Tourism,	Near-Term	1	Sun Corridor Inc., Arizona-Mexico Commission, Canada Arizona Business Council & Others
	d. Solicit input from site selectors about barriers to entry in Pima County report them to Pima County and work aggressively to remove them.	Sun Corridor, Economic Development and Tourism, County Administrator	Near-Term	1	DSD, Sun Corridor Inc. and incorporated jurisdictions
	e. Work to gain regional support for creating a resource base and funding specifically used to attract desirable employers, grow our long-range tax base and increase contributions and funding for community priorities.	County Administrator	Near-Term	1	Sun Corridor Inc., PAG Economic Development Council, Chambers of Commerce, International Commissions, Other Jurisdictions,
	f. Encourage and assist private industrial land holders in developing their industrial lands and consolidating multiple land holdings to attract companies.	DSD	Near-Term	1	Sun Corridor Inc., Realtors, Private Land Holders of Industrial Lands
	g. Encourage appropriate residential and commercial construction to serve employment center areas for the convenience of employees. Consider promoting	County Administrator, CSET, DSD, Capital	Ongoing Action	1	Residential and Commercial

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	specialized employment centers that promote synergistic development of like industries such as is occurring in Innovation Park and Port of Tucson.	Project Management Office			Construction, Tech Parks Arizona, Innovation Park, Port Of Tucson, DSD, Realtors, Sun Corridor Inc.
	h. Identify mechanisms to incentivize the utilization of privately-owned undeveloped industrial lands such as: 1) Development agreements with property owners; 2) Joint ventures and public private partnerships; 3) Transfer of Development Rights (TDRs); and 4) Other mechanisms.	DSD & Economic Development and Tourism,	Near-Term	1	Private Land Holders of Industrial Lands
	i. Identify, develop and offer public land alternatives for special size, location and other requirements that are not available from private sector. Also use public infrastructure and development to promote better development and larger size of private parcels.	County Administrator and DSD	Near-Term	1, ,7,13	Private Land Holders of Industrial Lands & Pima County Public Works Departments Providing Transportation & Infrastructure Services & Utilities Service Providers, OSC, Real Property
	j. Fund, and schedule the public infrastructure (water and sewer) and other major utilities, including critical interceptor and transmission improvements, to meet the industry requirements at economically critical sites, to make industrially zoned lands concept-ready for development.	Public Works Departments Providing Development, Transportation & Infrastructure Services	Near-Term	1	Economic Development and Tourism & Utilities Service Providers
	k. Develop a Board of Supervisors policy regarding workforce training and other incentives to encourage the	County Administrator	Near-Term	1	CSET, One-Stop Center Workforce Training,

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	attraction and expansion of businesses, employment, and the increase of the median wage in Pima County.				Economic Development and Tourism
	l. Work with local school districts and support pre-K through 12 <sup>th</sup> grade public education and the importance of secondary property taxes and bonding capacity of school districts toward attracting economic development.	County Administrator	Ongoing Action	1	School Districts
	m. Maintain the current County policy of requiring that incentive agreements assure full, commercial property tax revenue to each of the education districts.	County Administrator	Ongoing Action	1	School Districts
	n. Utilize County land, lease, training, and tax incentives wisely with a long-range goal of increasing County median income levels.	County Administrator, CSET	Ongoing Action	1	County land, lease, training and tax incentives Programs
	o. Establish new Aerospace and Defense Business and Research Park and other business parks to be able to negotiate and attract major new industry to the region.	County Administrator	Near-Term	1	Aerospace/Defense Industry, TIA, Economic Development and Tourism
	p. Work with Pima Community College and other providers to offer training to upgrade the skills of the region's current workers.	CSET	Ongoing Action	1	One-Stop Center, PCC, STEM Education Program & Other Community Partners Offering Workforce Training

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	q. Create an industry attraction incentive matrix that provides a list of available support, fees, incentives and waivers from all sources available to attract business.	County Administrator, CSET, Economic Development and Tourism	Near-Term	1	DSD

*Airports and Aviation*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>5</b>	<b>Policies 1 to 6/Implementation Measures:</b>				
	a. Work collaboratively with TIA in the development of a second runway and the implementation of its master plan.	County Administrator	Mid-Term	1, 7,13	DSD, TAA & Public Works Departments Providing Transportation and Infrastructure Services
	b. Work to bring the Sonoran Corridor to fruition.	County Administrator	Near-Term	1, 7,13	DSD, TAA, Economic Development and Tourism & Public Works Departments Providing Transportation and Infrastructure Services
	c. Promote efforts to position Ryan Airfield as a logistics hub.	DSD, Economic Development Tourism	Ongoing Action	1,13	TAA, Ryan Airfield, Sun Corridor Inc., PAG Economic Development Council

*Sun Corridor and Other Regional Collaboration Efforts: Rail, Freight and Shipping*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>6</b>	<b>Policies 1 to 6/Implementation Measures:</b>				
	a. Work collaboratively with Sun Corridor Inc., Port of Tucson, PAG, Union Pacific, ADOT and other partners to identify appropriate regional rail infrastructure expansion opportunities and position Port of Tucson as a key transportation and logistics center.	County Administrator and Public Works	Near-Term	1,7,13	Sun Corridor Inc., Port of Tucson, PAG, Union Pacific, ADOT, Incorporated jurisdictions & Other Partners
	b. Actively participate in the State planning efforts to explore the potential of an intercity passenger rail line connecting Southern Arizona with the Phoenix metro area.	PCDOT & County Administrator	Ongoing Action	1,7,8	State, Port of Tucson, PAG, Union Pacific, Local Jurisdictions, ADOT & Other Partners
	c. Collaborate with County partners to promote the region.	Economic Development and Tourism	Ongoing Action	1,7,8	Sun Corridor Inc., Port of Tucson, PAG Economic Development Council, Local Jurisdictions, ADOT & Other Partners

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Strengthen partnerships between Tucson and Phoenix to promote the Sun Corridor and to attract job growth to the County.	County Administrator, Economic Development and Tourism, Communications	Ongoing Action	1	Maricopa Association of Governments, City of Phoenix, Sun Corridor Inc., PAG Economic Development Council, Greater Phoenix Economic Council, Local Jurisdictions & Other Partners
	e. Spread new employment throughout the region's Regional Job Growth Centers in Oro Valley, Marana, Sahuarita and South Tucson.	Sun Corridor Inc., CSET	Ongoing Action	1	Economic Development and Tourism, Regional Job Growth Centers & Jurisdictions
	f. Support and facilitate the development of critical infrastructure to enable rapid development of employment center opportunities.	County Administrator (Fund Allocation)	Ongoing Action	1, 7,13	DSD & Public Works Departments Providing Development, Transportation and Infrastructure Services
	g. Actively seek financial resources to repair and rebuild roads to aid the logistics industry and improve the overall condition of our streets.	PCDOT	Ongoing Action	1,7	PAG, ADOT

*Sun Corridor Inc. (formerly Tucson Regional Economic Opportunities, Inc. (TREO))*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>7</b>	<b>Policy 1/Implementation Measures:</b>				
	a. Provide Sun Corridor Inc. with financial support, specific objectives and deliverables.	County Administrator	Ongoing Action	1	Economic Development and Tourism
	b. Collaborate with Sun Corridor Inc. to develop incentive packages for desirable new employers.	County Administrator, CSET and Economic Development and Tourism	Near-Term	1	Sun Corridor Inc.,
	c. Encourage cross-border recruitment to realize advantages of cost manufacturing in Mexico while having access to design expertise in Southern Arizona.	County Administrator	Ongoing Action	1	Sun Corridor Inc., Arizona-Mexico Commission, Mexican Public and Private Sector Organizations
	d. Work with Sun Corridor Inc. to develop concept-ready supply of industrial sites for potential clients.	County Administrator, DSD	Ongoing Action	1	Sun Corridor Inc., DSD

## 6.2 Tourism as an Economic Engine

### Tourism

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policy 1/Implementation Measures:</b>				
	a. Support beautification and clean-up projects.	Economic Development and Tourism, CDNC	Ongoing Action	1,11	Community Organizations
	b. Create more natural attractions that serve as destinations.	Economic Development and Tourism	Ongoing Action	1,11	Visit Tucson, Local Jurisdictions, Community Organizations, OSC, NRPR
	c. Identify key corridors and major gateways in and out of the region such as Paseo de Las Iglesias, <i>El Corazón</i> , Tucson International Airport, and regional malls that will benefit from landscaping, paving improvements, and transit and redevelopment and prioritize these efforts.	Economic Development and Tourism	Ongoing Action	1,2,5,7, 8,11	TIA, Community Organizations, Public Works Departments,
	d. Support efforts to eradicate invasive, non-native species, such as Buffelgrass that threaten the Sonoran Desert natural environment.	Pima County Invasive Species Work Group & SABCC,OSC,	Ongoing Action	1	OEM, RFCD, PCDOT, DSD, PDEQ, OSC, NRPR
	e. Maintain roads and streetscapes.	PCDOT	Ongoing Action	1,7	Other Jurisdictions Using the County Regional Transportation Network

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policy 2/Implementation Measures:</b>				
	a. Encourage all regional jurisdictions to financially support Visit Tucson, Pima County’s official tourism promotion agency, in order to increase funding available to support marketing and tourism outreach.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations
	b. Increase tourism opportunities by creating value add programs and encouraging multiple-day and multi-year promotion discount of facility rental fees when there is demonstrable and commensurate economic benefit.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson, Tourism Service Providers, Local Jurisdictions & Community Organizations
	c. Diversify sports attractions by encouraging soccer and other field sports as emerging sports.	Pima County Stadium District, NRPR	Ongoing Action	1	Visit Tucson, Tourism Service Providers, NRPR
	d. Build and repurpose existing facility infrastructure to attract amateur and youth tournaments.	Pima County Stadium District, NRPR, Capital Project Management	Ongoing Action	1	Pima County Facilities Planning, NRPR, Visit Tucson
	e. Support the international and domestic cycling tourism industry.	Economic Development & Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations
	f. Take advantage of our geography, topography, and natural environment to develop Geo-Tourism opportunities.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations, OSC, NRPR

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Promote The Loop and other connecting multi-use pathways as regional attractions.	Communications Department, Economic Development and Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Community Organizations, NRPR
	h. Create new and expand existing tourism venues including the existing major Pima County attractions (i.e. Arizona-Sonora Desert Museum, Pima Air and Space Museum, Old Tucson, and Colossal Cave Mountain Park) through public investment. Attractions also serve as an important part of education for the children of this community.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson, Major Pima County Attractions, Local Jurisdictions & Community Organizations, NRPR, OSC
	i. Leverage our proximity to Mexico to take advantage of expanding disposable income and demand for American goods by visitors from Mexico.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson, Local Jurisdictions & Arizona-Mexico Commission
	j. Leverage our partnership with the Canada Arizona Business Council (CABC) to expand visitor marketing programs with Canada. Canada ranks second in overnight visitation to Arizona with 773,260 visits in 2013.	Economic Development and Tourism	Ongoing Action	1	Canada Arizona Business Council, Visit Tucson
	k. Maintain a visitor-friendly stance that does not discriminate through policy and law.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson
	l. Encourage and support voluntary private sector initiatives to conduct business in a bilingual and bicultural manner.	Economic Development and Tourism	Ongoing Action	1	Private Sector Bilingual and Bicultural Initiatives, Tucson Hispanic Chamber of Commerce

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
					& other Chambers of Commerce
	m. Create a consolidated gateway through the development of a new Visitor Welcome Center located on historical land near the Santa Cruz River for all of our region’s unique resources. Promote a story of Tucson and the region that showcases its uniqueness and diversity and fosters a sense of pride and a sense of place in residents and visitors alike.	OSC, Economic Development and Tourism	Mid-Term	1	DSD, City of Tucson, Visit Tucson, Investors, OSC
<b>1</b>	<b>Policy 3/Implementation Measures:</b>				
	a. Protect and promote the Sonoran Desert as a world destination.	OSC, Economic Development and Tourism	Ongoing Action	1	Visit Tucson, NRPR, OSC, RFCD
	b. Promote regional cycling events that attract an international community by showcasing the Sonoran Desert.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson, El Tour de Tucson, Cyclovia Tucson, Living Streets Alliance, Other Community Groups Supporting Cycling Events, OSC
	c. Continue building bicycle facilities and promoting regional bicycle events.	NRPR, PCDOT, RFCD, Economic Development and Tourism	Ongoing Action	1	Visit Tucson, El Tour de Tucson, Cyclovia Tucson, Living Streets Alliance, Other Community Groups Supporting Cycling Events, Public Works Departments

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Continue to protect our dark skies through light pollution abatement efforts/investments.	DSD	Ongoing Action	1	All Departments Involved in DRP
	e. Protect and preserve the rich natural heritage of native species and habitats in the County's Sky Islands regions.	OSC	Ongoing Action	1	NRPR, DSD & Departments Involved in DRP
	f. Support, maintain and expand the Pima County regional trail system.	NRPR	Ongoing Action	1	County Administrator (Funding Allocation)
	g. Invest in regional attractions.	County Administrator (Funding Allocation)	Ongoing Action	1	Economic Development and Tourism
	h. Promote destination resorts in the region that attract out-of-state visitors and the international community.	Economic Development and Tourism	Ongoing Action	1	Visit Tucson, Other Jurisdictions
	i. Repurpose irrigated turf areas such as planned or existing golf courses and resorts as needed.	DSD	Ongoing Action	1	Economic Development and Tourism & Other Jurisdictions, OSC
	j. Expand medical tourism by working with University Medical Center, Tucson Medical Center, Northwest Medical, Marana Health Center, El Rio, and other regional medical centers and physician groups. Work with Visit Tucson to develop and market visitor incentive packages for those seeking medical care within our community especially in Mexico and Canada.	PCHD, Economic Development and Tourism & Other Jurisdictions	Ongoing Action	1	PCHD, Visit Tucson, University Medical Center, TMC, Northwest Medical, Marana Health Center, El Rio, & Other Regional Medical Centers & Physician Groups

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	k. Diversify sports attractions at Kino Sports Complex with Major League Soccer (MLS) teams.	Pima County Stadium District	Ongoing Action	1	Visit Tucson, Major League Soccer (MLS) Teams, FC Tucson, ED&T
	l. Plan monthly visits to Sonora with Visit Tucson to cultivate relationships and change perception of Arizona through welcoming measures.	County Administrator	Ongoing Action	1	Visit Tucson
	m. Work with Visit Tucson and the University of Arizona to continue to collect data on the impact of Mexican and Canadian visitors in Pima County and on the impact of major events such as the Tucson Gem and Mineral Show on our regional economy.	Economic Development and Tourism & Other Jurisdictions	Ongoing Action	1	Visit Tucson & UA

### 6.3 Positive Climate for Business

*Positive Climate for Business*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Work collaboratively with jurisdictions, Sun Corridor Inc., the University of Arizona, business and industry membership organizations, Chambers of Commerce, major employers and other interested agencies and partners to strengthen the public/private partnerships needed to create a positive climate for business throughout the region.	County Administrator, CSET, Economic Development and Tourism & Other Jurisdictions	Ongoing Action	1	DSD, CDNC, Jurisdictions, Sun Corridor Inc., UA, Business & Industry Organizations, Chambers of Commerce, Major Employers & Other
	b. Develop a Business Resource One-Stop Center and/or resources network to serve business development needs ranging from the single entrepreneur to all size business including access to capital, tax assistance, regulatory compliance, and marketing.	CSET, DSD, Economic Development and Tourism & Other Jurisdictions	Ongoing Action	1	Jurisdictions, Sun Corridor Inc., UA, Business & Industry Organizations, Chambers of Commerce, Major Employers & Other
	c. Identify funding sources and grants available to support the unique needs of Community Development Target Areas and rural communities.	CDNC	Ongoing Action	1,3,4,5,11,16	PCHD, Pima County Information Technology Department, HUD, CDBG & Other

## 6.4 Our People as an Economic Driver

### *Our People as an Economic Driver*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Pima County’s Workforce Training Program shall: <ol style="list-style-type: none"> <li>1) Engage businesses as co-sponsors based on their immediate workforce needs and long-term interests;</li> <li>2) Provide competencies that match jobs;</li> <li>3) Align with credit bearing coursework and transfer to professional degrees;</li> <li>4) Provide portable credential or certifications that enhance trainee’s employability; and</li> <li>5) Offer supportive services to trainees to aid with basic needs, transit, or job search.</li> </ol>	CSET	Near-Term	1	One-Stop Center, PCC, Area Businesses, Major Employers & Other Supportive Services
	b. Continue to support a strong regional One-Stop workforce system that facilitates coordination of workforce services provided by multiple state, local, and private entities, and support grant proposals by other agencies that want to collaborate.	CSET	Ongoing Action	1	CSET, Pima County Workforce Training Program One-Stop Center, Workforce Investment Board
	c. Leverage the Pima County Library District to improve the overall quality of skills and abilities in the workforce, providing access to the internet, resources, and sponsorship of community events.	Pima County Library District, CSET	Ongoing Action	1	CSET, Pima County Workforce Training Program One-Stop Center, PCC & Other Supportive Services

## 6.5 Repair and Restore our Streets and Highways

### *Repair and Restore our Streets and Highways*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 3/Implementation Measures:</b>				
	a. Identify short-term funds for road repairs.	County Administrator	Ongoing Action	1,7	PCDOT, ADOT & PAG
	b. Continue to advocate for statewide solutions for repair funding.	County Administrator	Ongoing Action	1	PCDOT, ADOT & PAG
	c. Identify long-term funds to maintain a multimodal transportation network.	PCDOT	Ongoing Action	1,7	ADOT & PAG

## 6.6 Art Districts as Tools for Economic Development

### *Art Districts as Tools for Economic Development*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1-3</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Identify funds and work with the community of Ajo to prepare a community plan that: 1) Establishes the area as the County’s major art district; and 2) Responds to the needs of Ajo’s residents and businesses.	DSD, ED&T, OSC	Near-Term	1,3,5, 16	Ajo Community, CDNC, & Other Departments Providing Services to the Community of Ajo
	b. Work with other areas in the County that may benefit from creating an Art District as a tool for economic development.	DSD	Mid-Term	1,3,5, 16	Ajo Community, CDNC, & Other Departments Providing Services to the Community of Ajo
	c. Include plazas and courtyards in the design of new public buildings to allow space for art, music festivals and other events that celebrate the arts and culture of our region.	Facilities Management	Mid-Term	1, 11,16	DSD & Pima County Departments Providing Services , OSC

## 6.7 Construction as a Stimulus of our Economy

### *Construction as a Stimulus of our Economy*

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policies 1 to 4/Implementation Measures:</b>				
	a. Review procurement practices and procedures and change as appropriate to conform to state legal practices.	County Administrator	Near-Term	1	Procurement Department
	b. Monitor job training needs in the construction sector.	CSET	Near-Term	1	Construction Trade Representatives, PCC
	c. Continue to attract federal funding and other investments for public construction projects.	County Administrator	Near-Term	1	Procurement Department
	d. Continue to work with construction trade representatives to review standards, codes, and guidelines used in the regulatory processes.	DSD	Ongoing Action	1	Other Departments Involved in DRP & Construction Trade Representatives
	e. Work with industry leaders to encourage the retrofitting and rehabilitation of our housing stock to increase energy efficiency.	DSD, CDNC	Mid-Term	1,14	Utility Service Providers & OSC
	f. Support and encourage new and innovative construction practices that conserve resources, add to energy conservation, and provide unique affordable housing options.	DSD	Ongoing Action	1,14	Utility Service Providers, CDNC, OSC & Other Departments Involved in the DRP Process

# Cost of Development Implementation Matrix

## 7.2 Cost of Development Goals and Policies

### Cost of Development

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
<b>1</b>	<b>Policy 1/Implementation Measures:</b>				
	a. In conjunction with residential and commercial development stakeholders, identify Focused Development Investment Areas (growth areas) and land uses appropriate in size and location for future employment and revenue generating development.	DSD	Near-Term	1	Other Pima County Public Works Departments Providing Transportation and Infrastructure Services & Utility Service Providers
	b. Minimize land use changes within identified Focused Development Investment Areas that constitute barriers for future employment or revenue generating land uses through the use of tools such as Transfer of Development Rights and other land mitigation strategies.	DSD	Near-Term	1	Other Departments Involved in DRP
	c. Consider the cost/benefit ratio of new development proposed in designated Focused Development Investment Areas as part of the approval process.	DSD	Mid-Term	1	Other Pima Public Works Departments Providing Transportation and Infrastructure Services

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects and work out innovative development terms to help fund the infrastructure improvements.	DSD	Ongoing Action	1	County Administrator, PW & Major Property Owners
	e. Manage all economic development efforts and work with Sun Corridor Inc. to prepare and implement an Economic Development Strategy that aggressively markets designated Focused Development Investment Areas and major economic development corridors to potential employers, retailers and commerce to curb long commutes to other employment centers.	County Administrator	Near-Term	1	Sun Corridor Inc., Major Employment Centers
<b>2</b>	<b>Policies 1 to 2/Implementation Measures:</b>				
	a. Explore cost recovery strategies for the following facilities and services: parks and recreation, stormwater management and drainage, sheriff services, animal care, and any other facilities and services deemed appropriate.	Finance	Mid-Term	1	Public Facilities Providing Such Services
	b. Establish or confirm Levels of Service standards for each facility identified for cost recovery.	PW	Near-Term	1	Public Facilities Providing Such Services
	c. Establish or reconfirm the benefit/service area for each public facility and determine the facility needs and costs to	Finance	Mid-Term	1	Public Facilities Providing Services

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	service the benefit/service area based upon the established Levels of Service standards.				
	d. Clearly define funding streams for each improvement, facility or service along with legal constraints.	County Administrator (Fund Allocation)	Mid-Term	1	Public Facilities Providing Services
	e. Identify costs of expansion of County operations and facilities to maintain service level expectations.	Finance	Mid-Term	1	Public Facilities Providing Services
	f. Employ technological and programmatic innovations to enhance productivity and reduce capital and/or operations and maintenance costs.	County Administrator	Ongoing Action	1	Public Facilities Providing Services, OSC
	g. Within the context of market conditions, incentivize a pattern of development that balances both the service demand and revenue-generation of land uses in phase with other uses that demand services.	DSD	Ongoing Action	1	Public Facilities Providing Services, OSC
	h. Maintain a Capital Improvements Program that prioritizes needed facilities and service improvements to maintain the adopted Level of Service standards.	PMO	Ongoing Action	1	Public Facilities Providing Services
<b>3</b>	<b>Policy 1/Implementation Measures:</b>				
	a. Explore the best methods to fund and finance new public facilities and services, such as bonding, special taxing	Finance	Mid-Term	1	Public Facilities Providing Services

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	districts, community facilities districts, development fees, in-lieu fees, facility construction dedications, service privatization, and consolidation of services.				
	b. Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the County by new development to provide services to such development.	PW	Mid-Term	1	Public Facilities Providing Services, Stakeholders, & Development Community
	c. Require all new development to contribute or construct new facilities or systems within or adjacent to the development consistent with its proportional use of the facility.	PW	Ongoing Action	1	Public Facilities Providing Services, Stakeholders, & Development Community
	d. Update development fee studies on a regular basis to ensure establishment of reasonable fees.	PW	Ongoing Action	1	Public Facilities Providing Services, Stakeholders, & Development Community
	e. Encourage the growth or relocation of industries that generate local tax revenue and employment.	County Administrator	Ongoing Action	1	Public Facilities Providing Services, Sun Corridor Inc. Stakeholders, & Development Community

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Encourage planned development as it also generates local tax and employment.	DSD	Ongoing Action	1	Departments Involved in DRP
	g. Maintain the definition of “legally available” as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved.	County Administrator	Ongoing Action	1	Public Facilities Providing Services, Stakeholders, & Development Community
<b>4</b>	<b>Policies 1 to 4/Implementation Measures:</b>				
	a. Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities.	PW	Ongoing Action	1	Finance, Public Facilities Providing Services
	b. Provide that the identified benefits of the new public facilities and services are received by the development charged with paying for them.	PW	Mid-Term	1	Finance, Public Facilities Providing Services
	c. Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services.	PW	Ongoing Action	1	Finance, Public Facilities Providing Services
	d. Conduct studies to determine future benefits associated with new revenues generated from growth areas and economic development corridors.	PW	Ongoing Action	1	Finance, Public Facilities Providing Services

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Allow infrastructure to be incrementally brought on line, or phased in order to not overly burden the initial phases of a project and put the overall success of the project at risk.	DSD	Ongoing Action	1, 7,10,12,13	Public Works Departments Involved in the Provision of Infrastructure (Transportation, RWRD, Pima County Flood Control District, Water Resources Unit, etc.)
	f. Consider new opportunities for using best practices in public/private partnerships.	All Pima County Departments	Ongoing Action	1,2,3,12	UA, Membership to Professional Organizations in the Various Disciplines, Major Regional Employers
<b>5</b>	<b>Policy 1/Implementation Measures:</b>				
	a. Work collaboratively with Arizona Department of Transportation, Pima Association of Governments, Native Nations and Tribes and adjacent jurisdictions seeking new and additional revenue-sharing opportunities from State or Federal sources for designing, constructing, and maintaining facility improvements that impact and/or benefit the region.	County Administrator	Ongoing Action	1	ADOT, PAG, Tohono O’odham Nation, Pascua Yaqui Tribe, Adjacent Jurisdictions & Public Facilities Providing Services
	b. Work collaboratively with regional agencies to conduct regional studies that determine if, and how, operations and	PW	Mid-Term	1	ADOT, PAG & Public Facilities Providing Services

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	maintenance costs of capital facilities can be assessed and allocated on a fair share basis.				
	c. Working collectively with other counties, seek new or additional revenue-sharing opportunities from the State of Arizona.	County Administrator (Lobbying)	Ongoing Action	1	Other Counties & State of Arizona
<b>6</b>	<b>Policy 1/Implementation Measures:</b>				
	a. Consider advocating to amend the State’s revenue structure to allow its primary or secondary property tax structure to provide additional resources for facilities and services if necessary to implement the Comprehensive Plan vision.	County Administrator (Lobbying)	Long-Term	1	Pima County Public Works Departments
	b. Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the County, property owners, investors and developers to complete new development projects.	PW	Ongoing Action	1	Pima County Public Works Departments & Pima County Community and Economic Development (CED) Departments
	c. Consider prioritizing public maintenance of infrastructure improvements by determining hierarchy of which infrastructure improvements should be accepted into County maintenance and conditions depending on critical importance to the County.	County Administrator	Ongoing Action	1	Pima County Public Works Departments Providing Infrastructure Improvements & Maintenance

GOAL	POLICY NUMBER/IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Assign costs for maintenance over a long term budget, and budget for costs.	County Administrator	Ongoing Action	1	Pima County Public Works Departments Providing Infrastructure Improvements & Maintenance
	e. Consider Government Property Lease Excise Tax (GPLET) for County use and propose amendments to ARS as appropriate.	County Administrator	Near-Term	1	Lobbying at State Level

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

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

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

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

**TABLE B.3.2: Financing Mechanisms and Programs Available – Economic Development**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
2	<b>Rural Development Agency</b>	The USDA rural development agency provides grants and loans to support rural communities and spur economic development. The funds are intended to stimulate business expansion and promote entrepreneurship by helping local businesses get access to capital, technical assistance and new markets for their products and services. The program provides no-interest loans to rural development utility program borrowers, which in turn re-lend the money to local entities to promote economic development and job creation.
	<b>Arizona Innovation Challenge (AIC) - Arizona Commerce Authority</b>	The Arizona Innovation Challenge (AIC), powered by the Arizona Commerce Authority, awards the most money in the country for a technology commercialization challenge – \$3 million (\$1.5 million twice yearly) to the world’s most promising technology ventures. Awards range from \$100,000 to \$250,000 per company.  This program assists in bringing to the market products that are literally changing the way the world works. It dives wealth and job creation for the state of Arizona.
	<b>The PII Playbook – Arizona Commerce Authority</b>	Design to assist high-growth technology firms in need of training and technical assistance, The PIII Playbook is an Arizona Commerce Authority-structured program of training and technical assistance enabling high-growth potential small technology firms to compete more effectively for federal SBIR/STTR Phase I and II awards and ultimately commercialize their innovations in Phase III. The PIII Playbook prepares business owners, especially woman-owned, socially and economically disadvantaged and veteran-owned to compete more effectively for Phase I and Phase II awards
	<b>Arizona Commerce Authority Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR)</b>	SBIR is a highly competitive program equipping small businesses with the funds needed to begin technology commercialization: <ul style="list-style-type: none"> <li>• Phase I (\$150,000) awards establish the technical merit, feasibility and commercial potential of the proposed R&amp;D project.</li> <li>• Phase II (up to \$1,000,000) awards continue the R&amp;D efforts initiated in Phase I.</li> <li>• Phase III awards fund the commercialization of technology.</li> </ul>
	<b>AZ Fast Grant Technology Commercialization Assistance</b>	The AZ Fast Grant program is a highly competitive grant providing qualified Arizona-based, early stage technology companies with intensive training and technical assistance to commercialize their innovations, grow their business

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
	<p><b>Grant– Arizona Commerce Authority</b></p> <p><b>Navigator – Arizona Commerce Authority</b></p>	<p>and create quality jobs. Maximum awards of \$5,000 (SBIR proposal development, commercialization feasibility studies, etc.) and \$20,000 (innovation in manufacturing)</p> <p>The Arizona Commerce Authority's Navigator offers no-cost talent acquisition assistance to companies moving to or expanding in Arizona. Arizona is one of the few states to assist in the navigation of federal workforce programs as well as building strategic partnerships between your company and vital community organizations. Navigator services provided at no charge include:</p> <ul style="list-style-type: none"> <li>• Immediate access to job-ready talent pools</li> <li>• Job postings on statewide job board -- typically 5 occupations for 4 months</li> <li>• Custom recruiting services such as resume screening &amp; social media promotion</li> <li>• Assist in creating strategic partnerships</li> <li>• Direct hire recruitment strategy</li> <li>• Skill assessments and talent screenings</li> <li>• Assistance navigating state/federal labor laws</li> <li>• Federal training grants for new hires and incumbent employees</li> <li>• Transition and retention services</li> </ul>
2	<b>Small Business Services (SBS) Arizona Commerce Authority</b>	<p>Small Business Services (SBS) has a dual focus. First to provide information on business licensing and statewide resources for every stage of business development and second– to serve as an advocate by developing policies and programs addressing the needs of small businesses. SBS works closely with entrepreneurs, government officials, community leaders and business organizations, focusing on support and opportunities for Arizona’s small, minority-, women-owned and disadvantaged business enterprises.</p>
2	<b>The Arizona Innovation Accelerator Fund – Arizona Commerce Authority</b>	<p>The Arizona Innovation Accelerator Fund is an \$18.2 million loan participation program funded through the U.S. Department of Treasury’s State Small Business Credit Initiative (SSBCI) and managed by the Arizona Commerce Authority (ACA). The goal of this program is to stimulate financing of small businesses and manufacturers, while fostering business expansion and job creation in the state of Arizona.</p> <ul style="list-style-type: none"> <li>• The AIAF Program provides debt financing to rapidly expanding Arizona businesses that need resources in order to capitalize on market opportunities.</li> <li>• This loan participation program works in collaboration with private finance partners.</li> </ul>

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
		<ul style="list-style-type: none"> <li>• The AIAF Program has the ability to fund up to 49.9% of a financing package that includes both public and private capital.</li> <li>• AIAF Loans range from \$50,000 to \$2 million, may be used to support finance packages of up to \$20 million total, and typically have maturities of 5 years or less.</li> <li>• Loan proceeds are to be used for business purposes including, but not limited to, working capital, inventory and equipment purchases, workforce expansions, real property improvements, and acquisitions.</li> </ul>
2	<b>RevAZ – Arizona Commerce Authority</b>	<p>RevAZ is Arizona’s Manufacturing Extension Partnership (MEP) center created through a partnership between the Arizona Commerce Authority (ACA) and the National Institute of Technology and Standards (NIST) whose goal is to become the central resource for technical assistance and all things manufacturing for Arizona’s existing community of small and medium-sized manufacturers. RevAZ offers products and services that match the needs of manufacturing companies in Arizona and provides focused, concrete advice, training and hands-on assistance in growing businesses and improving profitability.</p> <ul style="list-style-type: none"> <li>• Key offerings include: Conduct comprehensive client assessments</li> <li>• Evolving business strategy to expand products and markets</li> <li>• Grow in-state supply chain &amp; subcontracting</li> <li>• Continuous improvement &amp; performance improvement as a foundation</li> <li>• Assistance in planning facility and business expansions</li> <li>• Implementing exporting as a strategic growth path</li> <li>• Technology acceleration – leveraging technology to stimulate business growth</li> <li>• Workforce – attracting &amp; retaining a strong workforce</li> </ul>

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
2	<b>Venture Ready – Arizona Commerce Authority</b>	Venture Ready is the Arizona Commerce Authority’s business mentor program that connects Arizona talent with its incredibly rich resources. The program is part of a collaborative effort to create winning companies while retaining and developing entrepreneurial talent in the state of Arizona. Venture Ready begins by partnering a company with an Entrepreneur in Residence (EIR). The EIR will coach the company through five panels that focus on intake, marketing, finance, dry run and final/graduation. In each, an entrepreneur pitches its business model to a team of CEOs and professional experts and will receive specific points of feedback that identify gaps and strategic opportunities. In partnership with statewide organizations and companies, Venture Ready is a connective resource for the Arizona startup community to strengthen Arizona’s innovation ecosystem – ensuring small businesses can expand through all stages of development.

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

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

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

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

**TABLE B.3.5: Financing Mechanisms and Programs Available – Economic Development/Redevelopment and Urban Renewal Funding Programs**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
5	<b>Pima County Administered Community Development Block Grant Program (CDBG)</b>	Pima County Community Development Block Grant (CDBG) funds are used for a variety of activities that must meet the needs of qualified low and moderate income residents and communities. Eligible activities may include public services, economic development, and capital improvements such as infrastructure, facilities, and housing. An annual planning and public process is conducted to determine eligible programs and projects. CDBG funds are prioritized in incorporated Pima County with emphasis in established Community Development Target Areas and with participating jurisdictions with executed Urban County Cooperative Agreement. Participating jurisdictions include the City of South Tucson, Town of Marana, Town of Oro Valley and Town of Sahuarita.
5	<b>State Administered Community Development Block Grant Program (CDBG)</b>	The State CDBG program is designed to help those communities with populations of less than 50,000 to meet their greatest community development and redevelopment needs, with particular emphasis on assisting persons of low and moderate income, on the prevention or elimination of slums or blight, or on meeting urgent community development needs.
	<b>Urban Renewal Authority (URA)</b>	Urban renewal authorities (URAs) are created by local governments to redevelop areas within their jurisdiction that are found to contain blight or slum conditions and require public participation to attract redevelopment. An urban renewal project is a public/private partnership. The majority of the funding comes from the private sector; public investment comes from tax increment financing (TIF), which is the increased amount of property tax or local government sales tax revenue collected within the URA after the project begins. This new revenue is generated by the increased property values that result from the project. Tax increment financing of infrastructure improvements is not currently available in the state of Arizona, but may be an option for infrastructure financing in the future. If TIFs become available in Arizona, this type of financial mechanism could assist in the redevelopment of target areas in urban settings such a Flowing Wells.
5	<b>Brownfields Programs</b>	The purpose of the Pima County Brownfields Program is to take advantage of available federal, state, and local resources to promote brownfields redevelopment activities. This is accomplished by analyzing the distribution, quantity, and conditions of brownfields sites in Pima County. A fuller understanding of these potential brownfields sites will encourage the reuse of these abandoned, deteriorated, and underutilized properties into productive and viable land uses facilitating community and economic revitalization in targeted areas.

**TABLE B.3.6: Financing Mechanisms and Programs Available – Special Improvement Districts Funding Programs**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
6	<b>Special Districts (TITLE 48), Including Metropolitan Districts (SD)</b>	These districts are independent, quasi-municipal operations with independently elected boards. Permitted activities include weed control, fire, irrigation, road improvement, electrical, sanitary, wastewater improvement and water improvement. Financing is through ad valorem tax, general obligation bonds, revenue bonds, charge rates, tolls, and fees.
	<b>Business Improvement District (BID)</b>	BIDs are created to provide certain services that URAs and DDAs are not authorized to perform. For example, BIDs can provide consulting or planning, managing development, marketing activities, and business recruitment services. BIDs boundaries can only consist of contiguous or noncontiguous parcels of commercial property. Funding mechanisms includes ad valorem tax, general obligation, revenue or special assessment bonds, charge rates, tolls, and fees.
	<b>Downtown Development Authority (DDA)</b>	A DDA is created by a majority vote of qualified electors residing or owning or leasing property in a specified area that must be within the “Central Business District”. A DDA can be used to plan, propose, and implement plans of development as well as prevent or correct deteriorated economic or physical conditions. It has an appointed municipal governing board that must create a plan that specifies improvements to be made subject to Council approval. A DDA can assess an ad valorem levy of up to 5 mils for operating purposes and use general obligation, revenue bonds, sales tax, charge rates, tolls and fees as financing mechanisms.
	<b>General Improvement District (GID)</b>	A GID is a taxing district that can construct certain facilities, operate those facilities and condemn property. It is formed by a petition, usually initiated by a landowner. Financing mechanisms include taxes/mill levy; general obligation bonds or revenue bonds; charge rates or toll fees.
	<b>Special Improvement Districts (SID)</b>	Under Title 48, a SID may be formed to assess the costs of public improvements to those who are specially benefited by them. Improvements include: pavement, curbs and gutters, sidewalks, street lights, water mains, sewer mains, fire hydrants, and other miscellaneous improvements.

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
6	Special Taxing Districts	<p>Arizona state law allows for the formation and use of assessment or improvement districts for new infrastructure facility construction, or for facility maintenance. These special taxing districts are used to construct and maintain smaller infrastructure projects such as a paved public parking facility in the Downtown Central Business district area. Under this type of project, the benefiting downtown business owners would pay a special assessment on their property tax bills to fund the district, and to construct and maintain the parking lot improvements. The cost of the improvements within the defined assessment area is shared by all benefiting property owners.</p> <p>This infrastructure funding method should be used with caution in largely undeveloped subdivisions. A problem can arise if the area does not fully develop, thus placing an undue heavy cost burden on the existing few property owners living in the development. The few property owners may be faced with significant costs, which they may be unable to support. This issue may result in some owners defaulting on their loans. If this occurs, the local government may become responsible for the cost of the infrastructure, thereby transferring the cost of a developer responsibility to all the taxpayers in the County.</p>
	Tax Increment Financing (TIF)	Tax increment financing of infrastructure improvements is not currently available in the state of Arizona, but may be an option for infrastructure financing in the future.

**TABLE B.3.7: Financing Mechanisms and Programs Available – Transportation Funding Programs**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
7	<b>Highway User Revenue Funds (HURF)</b>	Pima Association of Governments, the metropolitan planning agency for Pima County, receives regional HURF funds. The funds are set aside from 15% of the State Highway Fund, of which Maricopa County receives three-fourths and Pima County receives one-fourth. These 15% funds were originally established only for use on limited access facilities and are dedicated to that use in Maricopa County. However, due to the lack of such routes in Pima County, legislative changes were approved in the 1990s to allow more flexibility for these funds in our region. Therefore, a portion of these funds (called HURF 2.6% funds) must be used on state-owned facilities, such as interstates or state routes. The rest (called HURF 12.6% funds) can be used on arterials that are listed in the Regional Transportation Plan.
	<b>ADOT Discretionary Funds</b>	The use of ADOT funds for projects on state facilities around the state are pursuant to the Casa Grande Accords. According to this agreement in the late 1990s, ADOT’s Resource Allocation Advisory Committee (RAAC) has established a formula for programming discretionary funding throughout the state, with 13% programmed in the Pima County region. Another 37% are programmed in the Phoenix region, with the remaining 50% programmed in Greater Arizona. These funds are a mixture of state and federal transportation dollars.
	<b>Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21).</b>	Funds from the federal gas tax are deposited into the Highway Trust Fund, which can only be distributed as outlined in federal law. The current law is called MAP-21, which initially expired in 2014 but has been continued by a number of short-term extensions. Programs outlined in MAP-21 include the Surface Transportation Program (which is a flexible source of funds), Transportation Alternatives (which can be used for bicycle and pedestrian projects), and Highway Safety Improvement Program (which can be used for projects with a demonstrable safety benefit). Typically, projects with federal funds require a 20% match from a non-federal source. However, due to the extensive acres of federal lands in Arizona, projects in the state using federal funds only require a 5.7% match from a non-federal source.
	<b>Highway User Revenue Funds (HURF) and Vehicle License Tax (VLT) - County</b>	Pima County receives a portion of these state taxes, as apportioned in state law, directly from the state. HURF is the state gas tax and VLT is from vehicle registration fees. These funding sources provide the bulk of the funding for the Department of Transportation and are used for departmental operations, roadway maintenance and debt service.

	<b>Federal Aviation Administration (FAA) Airport Improvement Program</b>	The Airport Improvement Program (AIP) provides grants to public agencies - and, in some cases, to private owners and entities - for the planning and development of public-use airports that are included in the National Plan of Integrated Airport Systems (NPIAS).
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**TABLE B.3.7: Financing Mechanisms and Programs Available – Additional ADOT Funding Programs**

<b>MATRIX ID</b>	<b>FINANCING MECHANISM/ FUND/PROGRAM</b>	<b>DESCRIPTION/ APPLICABILITY</b>
<b>7</b>	<b>Additional –Funding - Miscellaneous</b>	Local Bond Funds, Local Development Impact Fees, Highway Expansion Loan Program (HELP). Federal high priority project funds (HPP), Public Lands – Highways, Private Contributions, Regional Transportation Authority (RTA), Tiger Discretionary Grant, Local Taxes License and Permit Fees

**TABLE B.3.8: Financing Mechanisms and Programs Available – Transit Funding Programs**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
8	<b>Federal Transit Administration (5307) Funds</b>	These federal transit formula grants are available to large urban areas to fund bus purchases and other transit capital projects. Purchase made under this program must include a 20 percent local match.
	<b>Federal Transit Administration (5309) Funds</b>	Transit 5309 Funds are available through discretionary grants from the Federal Transit Administration (FTA), and applications are on a competitive basis. They include grants for bus transit development and “new starts” of Light Rail Transit (LRT) and other high capacity systems. Bus transit requires a 20 percent local match, while new starts are expected to require 50 percent local match. These funds are granted at the discretion of the FTA, following a very thorough evaluation process.

**TABLE B.3.9: Financing Mechanisms and Programs Available – Air Quality Funding Programs**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
9	<b>Federal Highway (MAG CMAQ) Funds</b>	MAG Congestion Mitigation and Air Quality (CMAQ) funds are available for projects that improve air quality in areas that do not meet clean air standards (“non-attainment” areas). Projects may include a wide variety of highway, transit and alternate mode projects that contribute to improving air quality. While they are allocated to the state, Arizona’s funds have been dedicated entirely to the MAG region, due to the high congestion levels and major air quality issues in the region. They are projected to generate \$1.3 billion from FY 2008-FY 2028. Pima County and PAG should attempt to lobby for a proportionate share.

**TABLE B.3.10: Financing Mechanisms and Programs Available – Flood Control Financing Mechanisms**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
10	<b>Flood Control Facility Financing</b>	The Army Corps of Engineers can fund some flood control structures, primarily on major drainage. However, the Corps of Engineers’ budget for localized flood control and drainage structures is limited. On average only 10% of funding has been federal for county capital improvements.

**TABLE B.3.11: Financing Mechanisms and Programs Available – Non-Traditional Grants and Funding Programs (Enhancements, Park and Playground equipment, and Public Art)**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
11	Non-Traditional Grants and Funding Programs for Enhancement, Park and Playground Equipment and Public Art.	<ul style="list-style-type: none"> <li>• Bricks/Plaques</li> <li>• Benches</li> <li>• Trash Cans</li> <li>• Trees</li> <li>• Adopt-A-Landscape Area</li> <li>• Street Light Program</li> <li>• Water Fountain (Drink)</li> <li>• Sculptures/Public Art</li> <li>• Pocket Park</li> <li>• Playground Equipment</li> <li>• Lottery/Auction/Raffles</li> <li>• In-Kind-Services</li> <li>• Legacy/Trust Funds</li> <li>• Concession Agreements</li> <li>• Naming Rights</li> <li>• Private Development Partnerships</li> </ul>

**TABLE B.3.12: Financing Mechanisms and Programs Available – Infrastructure Financing Grants and Programs Requiring Public/Private Partnerships (Low Interest Loans, Tax Incentives and Government Grants)**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
12	<b>United States Department of Agriculture (USDA) Rural Development and the Federal Economic Development Administration (EDA)</b>	The federal government United States Department of Agriculture (USDA) Rural Development and the Federal Economic Development Administration (EDA) provides grants for water and sewer infrastructure.
	<b>Federal Aviation Administration</b>	The Federal Aviation Administration provides grants for airport construction.
	<b>Federal Enterprise Community and Empowerment Zones</b>	Federal Enterprise Community and Empowerment Zones provide infrastructure improvement grants and tax incentives for private businesses.
	<b>The Arizona Enterprise Zones</b>	The Arizona Enterprise Zones encourage new private investment in infrastructure in economically depressed areas.
	<b>The Greater Arizona Development Authority</b>	The Greater Arizona Development Authority assists local governments, in obtaining low interest financing for infrastructure projects.
	<b>The Water Infrastructure Financing Authority (WIFA)</b>	The Water Infrastructure Financing Authority (WIFA) may be authorized to issue water quality bonds for water and wastewater infrastructure financing needs.
	<b>Drinking Water Revolving Fund (DWRF) and Clean Water Revolving Fund (CWRF).</b>	Loans are available to private developers and public entities for drinking water infrastructure through the Drinking Water Revolving Fund (DWRF) and to public entities for wastewater projects through the Clean Water Revolving Fund (CWRF).
	<b>Grater Arizona Development Authority (GADA) Grants</b>	Grants for early stage project development elements such as engineering, planning, design review, feasibility studies or other infrastructure development elements. Grant awards can be used for the early phases of projects that may ultimately be funded through GADA bonds.

**TABLE B.3.13: Financing Mechanisms and Programs Available – Public/Private Partnerships Financing Methods (Infrastructure Financing Plan)**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
13	<b>Infrastructure Financing Plan</b>	<p>Infrastructure Financing Plans are specific plans that calculate the impact fees for that area. An infrastructure financing plan includes the following types of information:</p> <ul style="list-style-type: none"> <li>• Projections of future land use and population (see projection details)</li> <li>• Estimates of infrastructure demand, based on standardized land-use categories</li> <li>• Cost estimates of capital facilities for:               <ul style="list-style-type: none"> <li>○ Equipment repair</li> <li>○ Fire protection</li> <li>○ Libraries</li> <li>○ Major streets and bridges</li> <li>○ Parks</li> <li>○ Police</li> <li>○ Solid waste disposal</li> <li>○ Storm drainage (where applicable)</li> <li>○ Wastewater</li> <li>○ Water</li> </ul> </li> <li>• Standardized net capital facility costs for each infrastructure category</li> </ul>

**TABLE B.3.13: Financing Mechanisms and Programs Available – Public/Private Partnerships Financing Methods**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
13	<b>In Lieu Payment For Facilities</b>	In lieu payments are another method of having new development projects assist with public infrastructure funding. This method is applied to a specifically defined area, and does not consider the development impacts on an area wide basis. In-lieu fees are collected from the developer in-lieu of the developer constructing the infrastructure facility. This method is utilized when several development projects will share in the cost of a major infrastructure improvement, such as a bridge over a waterway or major drainage course like the Santa Cruz River. The funds paid by several developers are accumulated over time, and the facility is then constructed by the County when growth conditions dictate the facility is needed. This method assures that new development helps finance infrastructure improvements needed because of new development and growth in the County. The overall cost to taxpayers in the County is thus minimized.
	<b>Direct Infrastructure Construction</b>	This financing method involves direct developer construction of all infrastructure needed for a new development project, including all on-site and off-site facilities. This method requires developers to participate in the cost of new infrastructure. The disadvantage to this method of infrastructure financing is that it is project specific, and does not take into account neighborhood or area wide infrastructure facility needs.
	<b>Land Dedication</b>	Part of the cost of infrastructure construction is acquiring the land needed for the project. For infrastructure projects such as streets, stormwater retention areas, and sewer lift stations, land is needed. The preferred method for acquiring land for these types of facilities is the land dedication method. Under this method, the developer dedicates the land to the city free of charge when the subdivision is approved. Thus, the public street system is established by land dedication at the time of recordation of the final subdivision map.
	<b>Development Impact Fees</b>	The County can collect developer in-lieu fees and pro-rata share fees to help pay for the construction of new infrastructure improvements. These fees are paid at the time of building permit issuance. These fees help defray the costs for construction of water/sewer system improvements and other infrastructure improvements. The pro-rata share method of fee assessment requires the completion of a specific infrastructure financing plan. Through this method, new development pays for a portion of the cost of new infrastructure construction. Currently, the County collects impact fees for parks, transportation, etc. The County may consider additional development fees in the future.

**TABLE B.3.14: Financing Mechanisms and Programs Available – Energy Efficiency/Carbon Footprint Reduction Funding and Programs**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
14	<b>Modified Accelerated Cost-Recovery System (MACRS)</b>	<p>Under the federal Modified Accelerated Cost-Recovery System (MACRS), businesses may recover investments in certain property through depreciation deductions. The MACRS establishes a set of class ranges for various types of property, ranging from three to 50 years, over which the property may be depreciated. A number of renewable energy technologies are classified as five-year property (26 USC Â§ 168(e)(3)(B)(vi)) under the MACRS, which refers to 26 USC Â§ 48(a)(3)(A), often known as the energy investment tax credit or ITC to define eligible property. Such property currently includes:</p> <ul style="list-style-type: none"> <li>- a variety of solar electric and solar thermal technologies</li> <li>- fuel cells and microturbines</li> <li>- geothermal electric</li> <li>- direct-use geothermal and geothermal heat pumps</li> <li>- small wind (100 kW or less)</li> <li>- combined heat and power (CHP).</li> <li>- The provision which defines ITC technologies as eligible also adds the general term "wind" as an eligible technology, extending the five-year schedule to large wind facilities as well.</li> </ul> <p>In addition, for certain other biomass property, the MACRS property class life is seven years. Eligible biomass property generally includes assets used in the conversion of biomass to heat or to a solid, liquid or gaseous fuel, and to equipment and structures used to receive, handle, collect and process biomass in a waterwall, combustion system, or refuse-derived fuel system to create hot water, gas, steam and electricity.</p>

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
14	<b>Residential Energy Conservation Subsidy Exclusion (Corporate)</b>	<p>According to Section 136 of the U.S. Code, energy conservation subsidies provided by public utilities, either directly or indirectly, are nontaxable: "Gross income shall not include the value of any subsidy provided (directly or indirectly) by a public utility to a customer for the purchase or installation of any energy conservation measure." (This exclusion does <i>not</i> apply to electricity-generating systems registered as "qualifying facilities" under the Public Utility Regulatory Policy Act of 1978.)</p> <p>The term "energy conservation measure" includes installations or modifications primarily designed to reduce consumption of electricity or natural gas, or improve the management of energy demand. Eligible dwelling units include houses, apartments, condominiums, mobile homes, boats and similar properties. If a building or structure contains both dwelling and other units, any subsidy must be properly allocated.</p> <p>Given the definition of "energy conservation measure," there is strong evidence that utility rebates for residential solar-thermal projects and solar-electric systems may be nontaxable. However, the IRS has not ruled definitively on this issue. For taxpayers considering using this provision for renewable energy systems, consultation with a tax professional is advised.</p> <p>Other types of utility subsidies that may come in the form of credits or reduced rates may also be nontaxable, according to IRS Publication 525:</p> <p>Utility rebates: If you are a customer of an electric utility company and you participate in the utilities energy conservation program, you may receive on your monthly electric bill either: a reduction in the purchase price of electricity furnished to you (rate reduction), or a nonrefundable credit against the purchase price of the electricity. The amount of the rate reduction or nonrefundable credit is not included in your income.</p>

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
14	Business Energy Investment Tax Credit (ITC)	<p>Corporate investment tax credits are available for eligible systems placed in service on or before December 31, 2016:</p> <ul style="list-style-type: none"> <li>- <b>Solar.</b> The credit is equal to 30% of expenditures, with no maximum credit. Eligible solar energy property includes equipment that uses solar energy to generate electricity, to heat or cool (or provide hot water for use in) a structure, or to provide solar process heat. Hybrid solar lighting systems, which use solar energy to illuminate the inside of a structure using fiber-optic distributed sunlight, are eligible.</li> <li>- <b>Fuel Cells.</b> The credit is equal to 30% of expenditures, with no maximum credit. However, the credit for fuel cells is capped at \$1,500 per 0.5 kilowatt (kW) of capacity. Eligible property includes fuel cells with a minimum capacity of 0.5 kW that have an electricity-only generation efficiency of 30% or higher. (Note that the credit for property placed in service before October 4, 2008, is capped at \$500 per 0.5 kW.)</li> <li>- <b>Small Wind Turbines.</b> The credit is equal to 30% of expenditures, with no maximum credit for small wind turbines placed in service after December 31, 2008. Eligible small wind property includes wind turbines up to 100 kW in capacity. (In general, the maximum credit is \$4,000 for eligible property placed in service after October 3, 2008, and before January 1, 2009. <i>The American Recovery and Reinvestment Act of 2009</i> removed the \$4,000 maximum credit limit for small wind turbines.)</li> <li>- <b>Geothermal Systems.</b> The credit is equal to 10% of expenditures, with no maximum credit limit stated. Eligible geothermal energy property includes geothermal heat pumps and equipment used to produce, distribute or use energy derived from a geothermal deposit. For electricity produced by geothermal power, equipment qualifies only up to, but not including, the electric transmission stage. For geothermal heat pumps, this credit applies to eligible property placed in service after October 3, 2008.</li> <li>- <b>Microturbines.</b> The credit is equal to 10% of expenditures, with no maximum credit limit stated (explicitly). The credit for microturbines is capped at \$200 per kW of capacity. Eligible property includes microturbines up to two megawatts (MW) in capacity that have an electricity-only generation efficiency of 26% or higher.</li> </ul>

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
14	<b>Qualifying Advanced Energy Project Investment Tax Credit (For Business Attraction)</b>	<p><i>The American Recovery and Reinvestment Act of 2009</i> (H.R. 1), enacted in February 2009, established a new investment tax credit to encourage the development of a U.S.-based renewable energy manufacturing sector. In any taxable year, the investment tax credit is equal to 30% of the qualified investment required for an advanced energy project that establishes, re-equips or expands a manufacturing facility that produces any of the following:</p> <ul style="list-style-type: none"> <li>- Equipment and/or technologies used to produced energy from the sun, wind, geothermal or "other" renewable resources</li> <li>- Fuel cells, microturbines or energy-storage systems for use with electric or hybrid-electric motor vehicles</li> <li>- Equipment used to refine or blend renewable fuels</li> <li>- Equipment and/or technologies to produce energy-conservation technologies (including energy-conserving lighting technologies and smart grid technologies)*</li> </ul> <p>The U.S. Treasury Department will issue certifications for qualified investments eligible for credits to qualifying advanced energy project sponsors. In total, \$2.3 billion worth of credits may be allocated under the program. After certification is granted, the taxpayer has one year to provide additional evidence that the requirements of the certification have been met and three years to put the project in service.</p> <p>In determining which projects to certify, the U.S. Treasury Department must consider those which most likely will be commercially viable, provide the greatest domestic job creation, provide the greatest net reduction of air pollution and/or greenhouse gases, have great potential for technological innovation and commercial deployment, have the lowest levelized cost of generated (or stored) energy <i>or</i> the lowest levelized cost of reduction in energy consumption or greenhouse gas emissions, and have the shortest project time.</p>

**TABLE B.3.15: Financing Mechanisms and Programs Available – State Funded Aggregate Mining Operations Mapping**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
15	<b>State of Arizona Mapping for Aggregate Mining Funds</b>	Funds available at state level to map aggregate mining operations and for protecting these areas from further encroachment.

**TABLE B.3.16: Financing Mechanisms and Programs Available – Healthy Communities Funds and Grants**

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
16	<b>APA/APHA Grants</b>	American Planning Association/American Public Health Association grants available during the next 3-year cycle for specific projects in target areas. One selected project is selected for the state and an application is submitted by the state APA to the national APA/APHA for funding. The 2015 project submitted was Flowing Wells. Although not funded at this time, application will be resubmitted for the 2016 funding cycle.
	<b>CDC’s Healthy Community Design Initiative and Health Impact Assessment (HIA)</b>	CDC’s Healthy Community Design Initiative is the only source of federal expertise to help states and communities integrate health considerations into transportation and community planning decisions. The Healthy Community Design Initiative supports the use of HIA. The Health Impact Project, a collaboration of the Robert Wood Johnson Foundation and The Pew Charitable Trusts, is a national initiative designed to promote the use of health impact assessments (HIAs) as a decision-making tool for policymakers. Decision makers at all levels are using the fast-growing field of HIA to take health into account when making decisions in a broad range of sectors, including agriculture, education, energy and budgeting, in all types of locations--rural, suburban, and urban, local, regional or statewide. HIAs use a flexible, data-driven approach that identifies the health consequences of new policies and develops practical strategies to enhance their health benefits and minimize adverse effects. HIA helps identify and address the health impacts of policies and decisions in non-health sectors, such as building a major roadway, planning a city’s growth, or developing agricultural policy. An HIA includes practical strategies to enhance their health benefits and minimize adverse effects.

	<p><b>The Racial and Ethnic Approaches to Community Health (REACH) program</b></p>	<p>REACH is a vital part of Center for Disease Control and Prevention (CDC)’s efforts to end racial and ethnic health gaps in the United States. Racial and ethnic health gaps are complex. They are affected by factors related to individuals, communities, society, culture, and the environment. To address these factors, REACH partners bring together members of the community to plan and carry out many different strategies to address many different health issues. REACH serves these racial and ethnic groups: African American and Black; American Indian and Alaskan Native; Asian; Hispanic and Latino; Native Hawaiian and Other Pacific Islander. REACH gives funds to state and local health departments, tribes, universities, and community-based organizations. Awardees use these funds to build strong partnerships to guide and support the program’s work. Along with funding, CDC provides expert support to REACH awardees.</p>
	<p><b>Partnerships to Improve Community Health (PEACH)</b></p>	<p>Another CDC program under the Division of Community Health (DCH) making communities healthier. Awardees will serve one of three different areas: large cities/counties with populations of 500,000 or more; small cities/counties with populations between 50,000-499,999; and American Indian tribes/tribal organizations. Awardees proposed specific activities to address the leading risk factors for the major causes of death and disability in the United States: tobacco use, poor nutrition, and physical inactivity. The proposed activities will not be finalized until plans have been finalized with the Centers for Disease Control and Prevention.</p>
	<p><b>Arizona Partnership for Healthy Communities</b></p>	<p>The Arizona Partnership for Healthy Communities assists communities and organizations in the identification of funds for specific projects.</p>

TABLE B.3.17 and 18: Financing Mechanisms and Programs Available – Workforce Development and other grant funding

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
17	Federal Workforce Funds	Formula Workforce Innovation and Opportunities Act funds are the foundation for the operation of the One-Stop Career Center and training programs for eligible youth, adults, and dislocated workers. Other federal workforce partners housed at the One-Stop include the State Employment Service, Adult Education, and Vocational Rehabilitation. Core One-Stop programs help attract additional discretionary workforce grants and collaborations. This formula of using a base funding source and other partners has facilitated the development of the Sullivan Jackson Employment Center for the Homeless, the Veteran’s Workforce Center, and the Youth Employment Center. The One-Stop system has an active Business Services Team that reaches out to employers to help meet their immediate needs and also to help identify trends so that Pima College and other training institutions can prepare a better workforce. Workforce funds are part of the economic development equation in that they prepare people for jobs employers are projected to need.
18	<b>Emergency Housing Assistance Programs</b>	CSET operates several federal grants as well as funds from local utilities that provide assistance to income eligible families threatened with eviction and/or utility cut-offs. Assistance is limited to one time for families who can demonstrate that the use of the funds will stabilize the family’s housing situation. Federal formula funds include the Community Services Block Grant, Short Term Crisis Funds from the Temporary Assistance for Needy Families program and the Low Income Home Energy Assistance Program. State administered funds include set-asides from major utility programs.