

Economic Development

Economic Development Goals and Policies

7.1 Economic Development Element

Every community has a goal to build wealth for its citizens. Wealth is not just about jobs. There are different forms of wealth that contribute to a community's success. Economic Development encompasses the set of programs and strategies that spur and strengthen wealth development.

The State of Arizona Governor's Office emphasizes five major areas of economic development competitiveness. These areas include taxation, transportation, energy planning, and support for the military.

The Arizona Commerce Authority (ACA) is the leading economic development organization with a streamlined mission to grow and strengthen Arizona's economy. The ACA uses a three-pronged approach to advance the overall economy: recruit, grow, create – recruit out-of-state companies to expand their operations in Arizona; work with existing companies to grow their business in Arizona and beyond; and partner with entrepreneurs and companies large and small to create new jobs and businesses in targeted industries.

Pima County, Tucson Regional Economic Opportunities Inc. (TREO) and the State play a key role in economic development. The differing types of a community's capital include intellectual, financial, social, individual, natural and political.

TREO recently released their 2014 Economic Blueprint update that sets priorities to advance prosperity in Southern Arizona. The "We Win as One" Economic Blueprint is designed to increase jobs and prosperity by focusing on the following:

- Healthy Region
- Infrastructure
- Talent Attraction and Retention
- Strong Business Environment

The City of Tucson Major Five T's economic development strategy includes technology, trade, transportation, tourism, and teaching.

Working in partnership with the Office of the Governor, the Arizona Commerce Authority, TREO, the City of Tucson, the Arizona Board of Regents, the University of Arizona, Pima Community College, the Regional Library System, school districts serving the region and the private sector is vital for the long-term viability of the region.

Goal 1: Strengthen public and private partnerships to ensure the long-term viability of the region

Policy 1: Continue to work collaboratively and regionally with the Office of the Governor, the Arizona Commerce Authority, TREO, all local jurisdictions, the Arizona Board of Regents, the University of Arizona, Pima Community College, the Regional Library System, school districts serving the region and the private sector to coordinate economic development strategies.

Goal 2: Align economic development strategies, programs and initiatives with land use, infrastructure, services and natural resource conservation decisions to support the long-term viability of the region

Policy 1: Ensure that all land use, infrastructure, services and natural resource conservation decisions take into consideration the long-range viability of the region.

Goal 3: Protect the region’s existing employers, especially our major employers

Policy 1: Support and assist our existing employers to foster their success and expansion needs.

Policy 2: Meet frequently with and listen to existing private employers.

Policy 3: Deal proactively with government and community issues articulated by private employers.

Policy 4: Encourage private employers to work collaborative to expand their business sectors.

Policy 5: Assist private employers in reducing or mitigating barriers to business expansion.

Raytheon

Policy 6: Support Raytheon’s efforts to protect its employment base, expansion needs and operations by:

- a) Purchasing land to minimize urban encroachment and to provide the space necessary to assure the safety and security required for national defense manufacturing;
- b) Prioritizing 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;

- c) Increasing the area’s compatibility with the Raytheon mission by improving access to Tucson Airport Authority (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;
- 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 shovel ready industrial land available;
 - 3. Standardize planning and development requirements for industrial area; and
 - 4. Provide efficient and immediate access to truck, rail and air transport.
- e) Align with the long-range development plans for the Aerospace/Defense Corridor plans to maximize investments;
- f) Facilitating the preparation of the Aerospace/Defense Research Park master plan to attract supply change partners.
- g) Requiring 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;
- h) Maximizing investments by supporting the long-term development plans of the Aerospace Parkway; and
- i) Anchoring Raytheon’s location as a vital component of the Aerospace Parkway.

Military Resources

Policy 7: Protect the military functionality of Davis-Monthan Air Force Base and the Arizona National Guard 162nd Fighter Wing by:

- a) Promote regional support for the Base mission and expansion needs through multi-jurisdictional lobbying and through lobbying and communicating with State and Federal Officials and military command structure;
- b) Supporting the activities and expansion needs of the Arizona Air National Guard 162nd 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;
- c) Buffering Davis-Monthan from residential encroachment by requiring that new development complies with all applicable sound mitigation, density and land use requirements within the APZs, the Davis-Monthan Approach/Departure corridor and noise contours;
- d) Building support to Davis-Monthan AFB through veteran and retiree support, assistance and participation programs such as Veterans One-Stop and collaboration with the Veterans Administration Hospital and related facilities.

University of Arizona

- Policy 8:** Leverage the intellectual capacity of the University of Arizona to help solve community problems and service delivery by:
- a) Supporting efforts that encourage technology and innovation, business incubators and shared resources and research to expand entrepreneurial opportunities and retain graduates;
 - b) Supporting Tech Launch and other efforts to encourage innovation and the spin off new technologies to commercial ventures;
 - c) Continuing and expanding health service and bio-sciences collaboration at University South;
 - d) Collaborating and supporting the University in cross border, Mexico and International trade, education, technical consultation and health service efforts;
 - e) Collaborating 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;
 - f) Exploring adaptive use and reuse of County facilities for emerging technologies such as aquaculture/fisheries at wastewater treatment facilities to encourage investment in Water technologies;
 - g) Utilizing 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;
 - h) Supporting efforts to graduate more community college transfer students and non-traditional students who are enrolled in school and work; and
 - i) Increase efforts to create degree pathways for incumbent technology workers and high-tech employers.

Opportunities for Job Growth

Goal 4: Create new opportunities for job growth

- Policy 1:** Take competitive advantage of the synergies generated by a bi-national economy through maximizing international trade with Mexico by:
- a) Fostering cross-border meetings, communication and economic development opportunities;
 - b) Supporting safe and efficient routes that increase the international mobility of people and goods;
 - c) Supporting the CANAMEX Corridor, the Sun Corridor, the Intermountain Highway to enhance international trade throughout the western United States;

- d) Develop the interstate connector, connecting I-19 and I-10, to create a master planned industrial corridor focused on supply chain development, logistics, and cross border opportunities;
- e) Building cross-border relations with Mexico to address infrastructure issues while encouraging cross border trade and investment;
- f) Working collaboratively with other border counties and communities to develop a cohesive strategy to promote and market the region’s assets;
- g) Encouraging TREO to actively engage in promoting Pima County to Mexican businesses;
- h) Provide opportunities and facilities that encourage Mexican businesses to locate operations in Pima County.

Policy 2: Prioritize the establishment of an Aerospace/Defense oriented business park associated with the Tucson International Airport (TIA) as a regional economic engine that:

- a) Capitalizes on the attractiveness of air service to businesses for passenger, freight and operational needs;
- b) Supports the recommendations of the Tucson International Airport Master Plan;
- c) Attracts new employers from the aerospace, defense and transportation industries;
- d) Attracts suppliers and support businesses to the nearly 200 aerospace and defense-related companies in Pima County;
- e) Provides shovel-ready sites and aggressively market these to the supply chain of existing companies;
- f) Considers demand for increased freight infrastructure driven by the rapidly growing industrial base in deep-water port being developed in northern Mexico;
- g) Strengthens partnerships with the Tucson Airport Authority (TAA), Raytheon, the Arizona Air National Guard, the Tucson Regional Economic Opportunities (TREO) and other tenants, agencies and stakeholders.

Policy 3: Create new incentives to attract safe, clean, and high-wage jobs and industries by:

- a) Maintaining an inventory of the region’s zoned industrial land (private and publically owned);
- b) Identifying and aggressively marketing the region’s shovel ready sites;
- c) Encouraging and assisting private land holders in developing their industrial lands and consolidating multiple land holdings to attract companies;
- d) Identifying mechanisms to incentivize the utilization of privately-owned undeveloped industrial land such as:
 - 1. Development agreements with property owners;
 - 2. Transfer of Development Rights (TDRs); and
 - 3. Other mechanisms.
- e) Offering alternatives on public lands only if competitive private sector options are not available;

- f) Funding, scheduling and constructing the public infrastructure (water and sewer) and major utilities, including critical interceptor and transmission improvements, to meet the industry requirements at economically critical sites, to make industrially zoned lands shovel-ready for development;
- g) Developing a Board of Supervisors policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses and employment in Pima County;
- h) Establishing New Aerospace/Defense Research and Business Park and other business parks to be able to negotiate and attract major new industry to the region;
- i) Providing training to upgrade the skills of the region’s current workers; and
- j) Creating an industry attraction incentive matrix that provides a list of available support, fees, incentives and waivers from all sources available to attract business.

Sun Corridor

Policy 4: Leverage the Sun Corridor to attract subsidiary and secondary industries by collaborating with communities to promote the entire region by:

- a) Collaborating with county partners to promote the region;
- b) Strengthening partnerships between Tucson and Phoenix to promote the Sun Corridor and to attract job growth to the County;
- c) Spreading new employment throughout the region’s Regional Job Growth Centers in Oro Valley, Marana, Sahuarita and South Tucson; and
- d) Supporting and facilitating the development of critical infrastructure to enable rapid development of employment center opportunities.

Tucson Regional Economic Opportunities (TREO)

Policy 5: Continue to support TREO’s efforts in the identification of key industry sectors and industry attraction by:

- a) Providing financial support with specific objectives and deliverables;
- b) Providing TREO with GIS, land and incentive packages; and
- c) Encourage cross border recruitment to realize advantages of cost manufacturing in Mexico while having access to design expertise in Southern Arizona.

7.2 Tourism as an Economic Engine

Goal 1: Revitalize the tourism industry

Policy 1: Create a good first impression by:

- a) Supporting beautification and clean-up projects;
- b) Creating more parks, lakes and attractions that serve as destinations; and
- c) Identifying key corridors and major gateways in and out of the region such as Tres Rios Del Norte, Tucson International Airport, and regional malls that will benefit from landscaping, paving improvements, transit and redevelopment and prioritizing these efforts.

Policy 2: Increase tourism opportunities by:

- a) Encouraging all regional jurisdictions to financially support Visit Tucson in order to increase funding available to support marketing and tourism;
- b) Providing incentives for tourism by discounting facility rental fees;
- c) Diversifying sports attractions by encouraging soccer and other field sports as emerging sports;
- d) Supporting the international cycling tourism industry;
- e) Taking advantage of our geography, topography and natural environment to develop Geo-Tourism opportunities;
- f) Promoting the Loop and other connecting multi-use pathways as regional attractions;
- g) Creating new and expanding existing tourism venues and expand the existing Pima County attractions through Public investment;
- h) Leverage our proximity to Mexico to take advantage of expanding disposable income and demand for American goods by visitors from Mexico; and
- i) Maintaining a visitor- friendly stance that does not discriminate through policy and law.

Policy 3: Balance environment, climate and natural attractions with economic development efforts by:

- a) Protect and promote the Sonoran Desert as a world destination;
- b) Promoting regional cycling events that attract an international community by showcasing the Sonoran Desert;
- c) Protecting our dark skies through light pollution abatement efforts/investments;
- d) Protecting and preserving the rich natural heritage of native species and habitats in the County's Sky Islands regions;
- e) Supporting, maintaining and expanding the Pima County regional trail system;
- f) Investing in regional attractions;
- g) Promoting destination resorts in the region that attract the out of state and international community;
- h) Repurposing defunct golf courses and resorts as needed; and

- i) Working with regional medical centers and Visit Tucson to develop and market visitor incentive packages for those seeking medical care within our community.

7.3 Positive Climate for Business

Goal 1: Create a positive climate for business and improving business

Policy 1: Create a positive climate for business that:

- a) Takes a regional collaborative approach by working with other jurisdictions;
- b) Strengthens public/private partnerships and networks;
- c) Encourages public-private partnerships for infrastructure and other creative projects that improve the region;
- d) Supports shopping and buying locally as a region through procurement practices;
- e) Prioritizes projects, programs and efforts that support local businesses and enhance the entire region;
- f) Promotes utilization of new communication technologies such as new wireless and Google Fiber Network in urban and rural Pima County that invigorate business and encourage investment;
- g) Builds bridges between libraries and workforce development;
- h) Provides programs for business start-up success;
- i) Recognizes the importance of urban form in economic development;
- j) Continue to provide accelerated permitting time-frames; and
- k) Continue to improve automated permitting and regulatory system as new technologies emerge.

Policy 2: Continue to advocate for good public policy that benefits businesses by:

- a) Providing business-friendly governance that promotes healthy people, healthy economy and healthy environment;
- b) Simplifying and maintaining a favorable tax structure;
- c) Supporting reduced utility fees;
- d) Centralizing business centers to serve new and emerging young entrepreneurs; and
- e) Considering strategies to support the unique needs of County Planning Areas, Community Development Target Areas (including Colonias) and rural communities.

7.4 Human Capital as an Economic Driver

Goal 1: Develop human capital to meet the business needs of our economy

Policy 1: Develop human capital to meet the business needs of the region by:

- a) Encourage employment centers that integrate housing, jobs and retail services in a walkable and bikeable setting with access to transit;
- b) Assure that affordable, subsidized child care is accessible to all employment centers;
- c) Reviewing Tech Parks Arizona and offshore International (Mexico) best practices to promote business park development;
- d) Encouraging the development of mixed-use activity centers as tools for economic development, where appropriate;
- e) Examining Livable Wages and setting a standard for business incentives to meet that bar;
- f) Acknowledging the poverty in the region, identifying its causal roots, and eliminating barriers to growing a healthy community with a productive workforce; and
- g) Investing in early childhood education, daycare and other educational opportunities to give our workforce a head-start.

Policy 2: Invest in workforce development to ensure a highly qualified talent pool for new and existing jobs at sustainable wage levels by:

- a) Providing job training that recruits and builds a workforce from high school forward leveraging the program capacity of Pima Community College and other providers;
- b) Working with Pima Community College, the University of Arizona, JTED, and the high schools to improve relevant/quality of occupational education and build community/industry support for targeted campus programs, renovation of high-tech equipment and bond projects;
- c) Building underrepresented workforce;
- d) Diversifying the region’s economic portfolio to avoid reliance on growth to spur the economy and to minimize labor fluctuations;
- e) Leveraging the presence of well over 100,000 former military personnel in Pima County to take advantage of their inherent skills, discipline, and desire to live in the region to enhance the available workforce for expanding employment centers;
- f) Designing and providing contextualized basic education and basic computer skills for adults and late teens to overcome educational deficiencies and prepare them for skilled labor positions; and
- g) Promote vocational education over a broad region (Southern Arizona and New Mexico) utilizing and requiring collaboration between multiple public colleges and universities where capital intensive and expensive educational curricula

(advanced manufacturing, robotics, advanced machining, nanotechnology, etc.) are not competitively duplicated or replicated unnecessarily, but are developed collaboratively to minimize cost and maximize investment on expensive equipment.

7.5 Art Districts as tools for Economic Development

Goal 1: Support art districts as a tool for redevelopment and revitalization

Policy 1: Identify opportunities for the support of existing art districts and art communities and the establishment of new ones as a part of the County’s redevelopment and revitalization strategy that:

- a) Promote areas with a large artist population as regional civic and cultural districts;
- b) Identifies areas with potential for the formation of art districts;
- c) Incorporates art programs in libraries and other public facilities;
- d) Assesses vacant or other under-utilized buildings that may serve creative uses and spur economic development;
- e) Identifies the boundaries and activities appropriate for art districts including:
 1. Live/work opportunities for artists;
 2. Communal gallery space;
 3. Restaurants and outdoor cafes;
 4. Outdoor gathering spaces including courtyards, plazas, and amphitheaters to host a variety of community events such as art festivals, performances, farmers markets, healthy foods, and music venues; and
 5. Specialty shops and bed and breakfast hospitality.