



MEMORANDUM

Date: August 29, 2025

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

From: Jan Lester 
County Administrator

Re: **Additional Information for Board of Supervisors September 2, 2025, Agenda Item #10 Plan for Foreign Direct Investment from Mexican-based Companies**

On April 10, 2025, Supervisor Heinz requested creation of a plan to facilitate Foreign Direct Investment from Mexico into Pima County. Subsequently, a proposal was presented to the Board of Supervisors on August 18, 2025. The proposal provided information on Pima County's current efforts related to Mexico, as well as a recommendation to allocate \$100,000 to additional efforts including contract services, programming support, travel and training, and marketing to attract Foreign Direct Investment (FDI) from Mexico.

During the discussion, the Board of Supervisors requested that additional information be provided for consideration at the September 2, 2025, Board Meeting, including:

- Information on the activities and presence of other organizations have in Mexico, including the Arizona Commerce Authority, the City of Phoenix, the City of Tucson, and Visit Tucson, etc.
- Information on the possible elements of a "sub strategy" or "contract services" for Economic Development and FDI outreach in Mexico

The following information responds to these requests, and supplements the information provided in the prior proposal submitted to the Board of Supervisors.

| Organization | Activities |
|-----------------------|---|
| AZ Commerce Authority | Staffed office located in Chihuahua, Mexico operated by one individual Full Time Equivalent (FTE). Physical office in Mexico City, staffed by two FTEs. |

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The Honorable Chair and Members, Pima County Board of Supervisors
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| City of Phoenix | Utilizes a hired consultant called " <i>Descubre Phoenix and Arizona</i> " for their Phoenix-Hermosillo Trade Office. The consultant has an office located in the City of Hermosillo, the capital state of Sonora, Mexico. More information on the office's initiatives can be found here . |
| City of Tucson | No physical office presence in Mexico. Efforts focused on all of Mexico, with engagement with Sonora, Baja CA, Guanajuato, Nuevo Leon, Sinaloa, Coahuila, Guadalajara, and other regions. Collaborates closely with Vamos a Tucson program administered by Visit Tucson. |
| Visit Tucson | Administers Vamos a Tucson tourism-related marketing program to assist in increasing visitation, shopping, retail spending, outdoor activity, and general leisure travel opportunities to Tucson. Operates two Visitor Centers - Hermosillo and Ciudad Obregon, to assist individuals making arrangements to travel to Tucson, including hotel reservations, car rentals, things to do, and other activities related to tourism. |
| Pima County | Attendance at conferences and events in Mexico to establish contacts and grow partnerships. Coordination of delegation visits to and from Mexico. Engagement with representatives of Mexican government, industry and academia to promote FDI from Mexico to Pima County, specifically targeting priority industries identified in the Pima County Economic Development Strategic Plan. |

Regarding elements of a sub strategy or contract service, any combination of the following could be included:

- Development of Performance-based Key Performance Indicators (KPIs): Through asset analysis, development of appropriate KPIs to measure performance in alignment with the Pima County Economic Development Strategic Plan, with anticipated goals for engagement with Mexico, and transparency on the effectiveness of our overall FDI efforts.
- Partnership Development: Identification of key connections and partners in Mexico across government, industry and academia to facilitate connections to develop new partnerships around FDI, supply chain strengthening, and subnational diplomacy.
- Business Support Services Planning: Identify and document key needs for Mexican businesses to operate in Pima County and vice versa and create specifically curated curriculum and inform packages to businesses on both sides of the border on how to access these respective markets.
- Market Intelligence Gathering: Demographic and business ecosystem mapping to identify specific and targeted economic development opportunities in identified industry focus areas and sub industry/adjacent industry areas, potentially including use of shared software to create databases of information.
- Programming Planning: Coordination of FDI delegation visits to and from Mexico to create government, industry and academic connections as well as additional subnational diplomatic opportunities and cultural exchanges.
- Marketing Plan Development: Develop a marketing plan by creating an asset map of relevant resources including translating information into Spanish, and marketing assets to specific areas to entice and attract investment.
- Market Gap Analyses in Strategic Markets: Business sector mapping and industry gap analysis identify specific market penetration points in international supply chains and manufacture chains to facilitate cross border business partnerships.
- Business Attraction and Expansion: Additional development consideration of a range of methods for business attraction and expansion, including talent attraction.

Staff are available to answer questions or provide clarification on any item.

JKL/dym

c: Carmine DeBonis, Jr., Deputy County Administrator
Steve Holmes, Deputy County Administrator
Heath Vescovi-Chiordi, Director, Economic Development Department