

TABLE 6.5.f: Pima County Travel Impacts, 2002-2012

	2002	2004	2006	2008	2010	2011	2012p
Total Direct Travel Spending (\$Million)							
Destination Spending	1,782	1,987	2,241	2,043	2,023	2,074	2,129
Other Travel*	316	375	456	506	458	515	536
Total Direct Spending	2,098	2,362	2,697	2,550	2,481	2,588	2,665
Visitor Spending by Type of Accommodation (\$ Million)							
Hotel, Motel	808	924	1,074	903	900	927	947
Private Home	328	375	423	451	450	467	467
Campground	23	25	56	36	29	31	32
Vacation Home	36	39	43	47	47	49	51
Day Travel	587	624	645	605	597	599	633
Destination Spending	1,782	1,987	2,241	2,043	2,023	2,074	2,129
Visitor Spending by Commodity Purchased (\$ Million)							
Accommodations	308	339	420	349	320	328	331
Food Service	412	471	526	475	509	521	540
Food Stores	116	128	134	132	129	132	137
Local Tran. & Gas	188	236	294	279	272	306	318
Arts, Ent & Rec.	159	175	188	173	175	178	179
Retail Sales	465	469	468	411	414	404	422
Visitor Air Tran.	134	170	210	223	204	203	200
Destination Spending	1,782	1,987	2,241	2,043	2,023	2,074	2,129
Industry Earnings Generated by Travel Spending (\$ Million)							
Accom. & Food Serv.	251	282	320	304	300	307	329
Arts, Ent & Rec.	65	71	80	76	76	76	76
Retail**	78	81	86	80	73	73	75
Ground Tran.	24	27	30	25	28	29	30
Visitor Air Tran.	5	5	10	12	11	11	11
Other Travel*	56	50	54	59	51	53	57
Total Direct Earnings	479	517	580	556	538	548	577

Source: Dean Runyan Associates, U.S. Bureau of Labor Statistics, and U.S. Bureau of Economic Analysis.
Total and Travel-Generated Employment Estimates by Dean Runyan Associates.

Note: Details may not add to totals due to rounding.

* Other travel includes ground transportation to other Arizona destinations, resident air travel, travel arrangement services, and convention and trade shows.

** Retail includes gasoline.

TABLE 6.5.f: Pima County Travel Impacts, 2002-2012 (Continued)

	2002	2004	2006	2008	2010	2011	2012p
Industry Employment Generated by Travel Spending (Jobs)							
Accom.&Food Serv.	12,900	13,790	14,630	12,740	12,510	12,650	13,250
Arts, Ent & Rec.	3,960	4,550	4,550	3,860	4,040	4,070	4,180
Retail**	3,050	3,050	3,120	2,880	2,590	2,580	2,580
Ground Tran.	800	820	830	680	710	730	750
Visitor Air Tran.	140	130	220	250	210	200	200
Other Travel'	2,040	1,800	1,750	1,800	1,390	1,340	1,380
Total Direct Employment	22,900	24,140	25,100	22,220	21,450	21,580	22,340
Government Revenue Generated by Travel Spending (\$Million)							
Local Tax Receipts	41.1	45.0	53.9	47.3	47.0	49.3	50.1
State Tax Receipts	78.2	86.1	95.0	85.5	90.3	97.2	100.4
Total Direct Gov't Revenue	119.4	131.1	148.9	132.8	137.4	146.4	150.5

Source: Dean Runyan Associates, U.S. Bureau of Labor Statistics, and U.S. Bureau of Economic Analysis.
Total and Travel-Generated Employment Estimates by Dean Runyan Associates.

Note: Details may not add to totals due to rounding.

- * Other travel includes ground transportation to other Arizona destinations, resident air travel, travel arrangement services, and convention and trade shows.
- ** Retail includes gasoline.



The Pima County Department of Economic Development and Tourism

As shown in the previous tables, travel and tourism continues to be among the most important export industries driving Arizona's and Pima County's economy. To enhance the economic welfare of the Pima County citizens and businesses, the Pima County Department of Economic Development and Tourism acts as primary liaison with the business, academic and tourism community. It provides business development, marketing, training, and revenue enhancement programs to Pima County's leased asset partners, the Arizona-Sonora Desert Museum, Old Tucson Studios, Colossal Cave Mountain Park, Pima Air and Space Museum, Pima County Fairgrounds, and more.

Program Goals and Objectives

- Coordinate Pima County's economic development resources to concentrate on collaborative community efforts in business and job creation, business retention and expansion, increased tourism and enhancing the community's quality of life.
- Effectively coordinate all public resources to produce a sustaining positive business development climate.
- Create a unique awareness of Pima County through branding to increase business and leisure travel.
- Develop a more comprehensive marketing plan in partnership with Visit Tucson with the following initiatives: increase Mexican tourism to the attractions, create a destination special event department in Tucson, develop a marketing assistance grant program for the area attractions, assist in the development of new air routes to Tucson, and increase the number of film and video productions utilizing Pima County as their base shooting and production headquarters.
- Increase cultural and heritage awareness of Pima County.
- Develop optional use concepts for County land for Pima County Fairgrounds, Leased Property Attractions and environmental friendly businesses.
- Develop a partnership approach to County involvement in all public and private organizations involved in economic and tourism development.
- Increase the number of special events and revenue-producing activities at Kino Sports Complex.

The department and its programs are funded by both public and private funds in partnership with its community outside agencies, the City of Tucson, Southern Arizona Attractions Alliance, Arizona Office of Tourism, Arizona Commerce Authority and the Metropolitan Tucson Convention and Visitors Bureau.

Tourism Impacts and Drivers on the Region

Tourism is one of the region's positive industries. Visitors contribute to an increase in the bed tax, which bolsters the revenue to the region without the associated burden of population growth. It is important to understand key drivers to the region as a foundational source for generating tourism such as hotels and resorts, parks and attractions, and festivals and events.

Annual Visitors Statistics

Mexico Visitation and Spending in Pima County

Visitors from Mexico are a valued market segment for the tourism industry in the region. A 2007-08 study by the University of Arizona, "The Mexican Visitors to Arizona", states that Mexican visitors' expenditures in Pima County increased 237% from \$289 million to \$976 million from 2001 to 2007-08. Pima County receives 36.3% of the total expenditures by Mexican visitors in Arizona. The number of border crossings from Mexico to Arizona increased from 22.91 million in 2001 to 24.02 million in 2007-08, an increase of 4.92 percent.

According to the study, 13.37 million Mexican visitor parties visit Arizona while 1,008,176 parties' final destination was Tucson. Average party size is 2.68 people. Therefore, Tucson received 2,701,912 Mexican visitors. The percentage of Mexican visitors who stayed overnight in Arizona rose from less than 4 percent to 16 percent. This increase is due largely to the increased percentage of visitors to Metro Tucson on overnight visits.

According to the same study, 98.9 percent of Arizona's Mexican visitors are from the state of Sonora. Shopping is still the primary reason for Mexican visitors to the US. Other reasons include visiting friends and family and work. The report attributes \$976.4 million in expenditures to Mexican visitors to Pima County (5.2 percent of Pima County's taxable sales) and 2.3 million overnight visitors.

The "Mexican Visitors to Arizona" study was conducted by the University of Arizona Economic and Business Research Center, reported by the Eller College of Management and sponsored by the Arizona Office of Tourism, Phoenix Sky Harbor International Airport, Maricopa County Destination Marketing Organizations (DMOs), and the Metropolitan Tucson Convention and Visitors Bureau.

Convention and Visitors Bureau Statistics Performance Indicators and Measures

Table 6.5.g lists performance indicators and measures gathered by the Metropolitan Tucson Convention and Visitors Bureau (MTCVB) for 2011 and 2012. While occupancy, average daily rate, and revenue per room increased during this period, bookings, room nights, and number of participants slightly decreased. Although the economic impact slightly decreased, it is a strong indicator of the importance of visitors to the region with a total impact of \$132.6 million in 2012.

TABLE 6.5.g: Performance Indicators and Measures

Performance Indicators	2011	2012
Occupancy	55.8%	57%
Average Daily Rate	\$89.32	\$90.00
Revenue Per Available Room	\$49.88	\$51.29
Pima County Bed Tax Collections	\$6,386,614	Not Available
Performance Measures		
Bookings (Meetings & Sports)	362	327
Room Nights (Sports & meetings)	331,805	312,167
Delegates/Participants	176,297	171,702
Economic Impact	\$145 million	\$132.6 million

Source: MTCVB Performance Indicators and Measures Data, 2013

Tourism Economics

Table 6.5.h provides the direct and indirect impact of tourism in the region and relevant economic, demographic and socioeconomic data based on data available at the Arizona Office of Tourism. Table 6.5.i provides the same data for Pima County.

TABLE 6.5.h Tourism Economics Tucson and Southern Arizona 2012 (Pima, Cochise, Santa Cruz)

Categories	2012
Domestic Overnight Visitors per Year - Pima, Cochise, Santa Cruz counties	7.0 Million
Direct Travel Spending	\$3.3 Billion
Tourism Jobs - Direct Employment	28,000
Direct Tax Receipts	\$190 Million
Median Age of Visitors	46.5 years
Median Income of Visitors	\$71,350
Average Length of Stay	4.6 Nights
Average Party Size	2.6 Persons

Source: Arizona Office of Tourism (AOT), *Tourism Economics*, Longwoods, VisaVue, Smith Travel Research and Dean Runyan Associates, 2012

According to AOT, top states of visitor origin include: Arizona, California, and Washington. The top cities of visitor origin include: Phoenix, Los Angeles, Seattle, San Diego, and San Francisco and the Bay Area.¹⁶

¹⁶ AOT/Dean Runyan Associates 2012

TABLE 6.5.i: Tourism Economics Pima County 2012 (Includes Tucson)

Categories	2012
Direct Travel Spending	\$2.665 Billion
Tourism Jobs - Direct Employment	22,340
Direct Tax Receipts	\$150.5 Million

Source: Arizona Office of Tourism (AOT), *Tourism Economics*, Longwoods, VisaVue, Smith Travel Research and Dean Runyan Associates, 2012

According to Table 6.5.i, Pima County captured a substantial amount of the direct travel spending, direct employment and direct tax receipts.

TABLE 6.5.j: Hospitality Facts 2013

Category	2013
Lodging Properties within the Tucson City Limit	101 properties/10,112 rooms
Lodging properties within Pima County	169 properties/16,851 rooms
City Bed Tax	12.05% plus a \$2 per room/ per night surcharge
County Bed Tax	12.05%
Oro Valley Bed Tax	14.05%

Source: MTCVB and AOT, 2013

TABLE 6.5.k: Average Visitor Travel Party Spending Per Night 2013

Category	2013
Lodging	\$167.78
Food & Beverage	\$125.59
Entertainment	\$74.09
Local Transportation	\$26.25
Retail shopping	\$130.68
Other	\$8.09
Total Spending	\$532.48

Source: Strongpoint Research, MTCVB Visitor Survey (page 26) November 2012.

Convention and Visitors Bureau Statistics by Type of Event

Table 6.5.I shows number of visitors attracted to the region via major annual conferences, conventions and other events by source.

TABLE 6.5.I: Convention and Visitors Bureau Statistics by Type of Event 2013

Conference Name	Total Visitors	Source
Tucson Rodeo Parade	200,000	Tucson Rodeo
Fourth Avenue Street Fair	200,000	Fourth Avenue Merchant Association
Tucson Meet Yourself	100,000	Tucson Meet Yourself
Tucson Festival of Books	100,000	University of Arizona
Tucson Gem and Mineral Show	55,000	Visit Tucson ¹⁷
Tucson Rodeo/ La Fiesta de los Vaqueros	55,000	Tucson Rodeo
Jehovah's Witness Convention	46,900	Visit Tucson
El Tour de Tucson	39,000	El Tour de Tucson
TAR Soccer Shootout	18,000	TAR Soccer Shootout
Tucson Invitational Games	11,500	Tucson Invitational Games
Mariachi Conference	9-10,000	La Frontera

Source: Various sources as indicated in table.



¹⁷ Most recent estimate based on 2007 Economic Impact Study. More current data is not available.

Film Performance Indicators

Table 6.53.5 includes film industry performance indicators for 2011 and 2012 based on MTCVB data. As provided in this table, there was an increase in production dates and direct spending from 2011 to 2012.

TABLE 6.5.m: Film Performance Indicators

Category	2011	2012
Definite Projects- Southern Arizona	62	56
Production Days- Southern Arizona	240	260
Direct Spending- Southern Arizona	\$5.9 million	*\$17.8 million

Source: MTCVB Performance Data 2011 and 2012

Impact of Mexican Visitors

Visit Tucson, with visitor centers in Hermosillo and Ciudad Obregon, is the only Convention and Visitors Bureau (CVB) in Arizona with two or more centers in Mexico. More than 9,000 metro Tucson hotel and resort reservations were booked through those centers in 2012 and it's anticipated that number will grow with the fall 2013 implementation of a new hotel reservations system on Vamos a Tucson.

Visit Tucson's marketing of the region to potential visitors augments Pima County's programs to enhance trade and transportation infrastructure between the County and Mexico.

Quarterly Lodging Taxes Generated

The following tables show quarterly lodging taxes generated from 2009 to 2012 in Pima County.

TABLE 6.5.n: Quarterly Lodging Taxes

Lodging Categories	2009	2010	2011	2012
Lodging	\$8,527,245	\$8,866,733	\$8,881,639	\$9,018,718
City \$2 Night Surcharge	\$3,136,969	\$3,490,597	\$3,540,089	\$3,463,577

Source: MTCVB, 2013

TABLE 6.5.o: Quarterly Lodging Taxes

Fiscal Year	Hotel Excise Tax (1)	Rental Vehicle Surcharges (2)	Recreational Vehicle Tax (3)
2002-03	\$ 2,536	\$ 1,436	\$ 195
2003-04	2,717	1,277	209
2004-05	2,885	1,595	200
2005-06	5,212	1,589	214
2006-07	7,796	1,357	210
2007-08	6,901	1,732	222
2008-09	5,628	1,389	159
2009-10	5,637	1,521	181
2010-11	5,887	1,538	165
2011-12	6,626	1,464	146

Source: Pima County Finance and Risk Management Department, 2013

Notes:

- (1) Tax increased from 1% to 2% January 1, 1997; the additional 1% can only be used for County sports facilities. In January of 2006, the tax increased from 2% to 6%, of which only 34% can be used for sports facilities.
- (2) Car rental surcharges increased from \$2.50 to \$3.50 per rental contract July 1, 1996. Usage is restricted to County sports facilities.
- (3) Recreational vehicle taxes apply at the rate of \$0.50 per vehicle per night and became effective July 1, 1997. Usage of this tax is limited to athletic activities.

TABLE 6.5.p: Quarterly Lodging Taxes

Fiscal Year	Total Pima Unincorporated Hotel/Motel Tax Revenue Reported By AZ Dept. of Revenue	Total Pima Unincorporated Hotel/Motel Tax Revenue	MTCVB Distribution	Stadium Distribution	Econ Dev Distribution
FY2008/09	6,700,310.59	6,700,941.98	3,350,471.03	2,278,320.25	1,072,150.70
FY2009/10	5,637,658.37	5,637,026.98	2,818,513.50	1,916,589.19	901,924.29
FY2010/11	5,590,967.70	5,590,967.70	2,795,483.87	1,900,929.04	894,554.79
FY2011/12	6,311,777.52	6,626,373.57	3,313,186.70	2,303,302.42	1,009,884.45
FY2012/13	6,030,599.89	6,030,599.89	3,015,299.87	2,050,404.04	964,895.98

Source: Pima County Finance and Risk Management Department, 2013

Heritage Tourism Opportunities

Tourism activity that is, or can be, aligned to physical or intangible heritage includes: built structures and surrounds; cultural landscapes; historic sites, areas and precincts; ruins, major preserved archaeological sites; sites associated with mining, industrial, scientific and agricultural heritage; sites of important events and commemorations; collections that house or collectively promote objects of heritage significance (museums, tours, trails and festivals); created landscapes (botanic and public gardens); and history, traditions, culture, iconography and performances typical of a locale.

Heritage tourism also encompasses “intangible heritage” which includes: oral traditions, languages, rituals and beliefs; social practices, knowledge, human activities, multicultural interactions, and stories and histories that shape the essence and character of a host community.

Heritage tourism occupies a significant proportion of the ‘cultural tourism’ spectrum, and while it often overlaps with and links to other tourism product, the historic or human dimensions considerably inform and shape all parts of the spectrum. In this sense, heritage provides an ‘overarching’ component or common thread for many tourism products in a county or region.

This section identifies existing opportunities for heritage tourism that currently support the long-range viability of the county and region as well as available funding programs, financial mechanisms and/or partnerships that may support these enterprises.

Major heritage sites in the area include:

San Xavier del Bac Mission

Mission San Xavier del Bac was founded in 1692 by a Jesuit missionary, Father Eusebio Francisco Kino. It was then that he became the first non-Indian to visit the village of Wa:k, or “Bac,” as he wrote it. A part of the Tohono O’odham Reservation, San Xavier offers a window into the region’s past.

Juan Bautista de Anza National Historic Trail

The Juan Bautista de Anza National Historic Trail encapsulates the Spanish and Mexican history and culture of the American Southwest. The Anza Trail is a 1,200-mile marked route, beginning in Southern Arizona and culminating in the San Francisco Bay Area. It memorializes the route established over two centuries ago by Juan Bautista de Anza II, Captain of the Presidio of Tubac in Sonora (now Southern Arizona). This intrepid explorer led an expedition to scout a new overland route to northern California and established the Presidio at San Francisco.

Arizona History Museum/Arizona Historical Society

Established by an Act of the First Territorial Legislature on November 7, 1864, the Arizona Historical Society (AHS) is Arizona’s oldest historical agency. Architects of the Territory’s code of laws realized they were making history and that it was important to preserve a record of their activities. One of their earliest actions was to create the means for documenting the past and recording contemporary events as they unfolded. This became the Arizona Historical Society, formed to collect and preserve “all facts relating to the history of this Territory.”

Today, AHS serves as the steward of state history, fulfilling its mission to collect, preserve, interpret, and disseminate the history of Arizona and the West. Collections, housed in AHS museum facilities throughout the state, number in excess of three million objects. The Society’s artifact and manuscript holdings offer unrivaled opportunities for public programming, educational outreach, and exhibitions, as well as academic and community-based research.

AHS collections not only provide premier resources for recounting Arizona’s past, but are invaluable tools for promoting public understanding of contemporary issues such as water availability, immigration, free trade, mining, ranching and agribusiness, the defense industry, cultural diversity, and urban development and revitalization.

The Arizona Historical Society — through its exhibits, programs, publications, and outreach — informs and inspires people of all ages by reminding them of the boldness and daring spirit that characterized countless individuals, past and present, who have made Arizona their home.

Arizona State Museum (Tucson)

The Arizona State Museum is the oldest and largest anthropology museum in the Southwest, established in 1893 by the Arizona Territorial Legislature. Arizona State Museum's collections and experts are among the world's most significant resources for the study of southwestern cultures. Located on the University of Arizona campus, the Arizona State Museum attracted 20,000 visitors in 2012. The Museum:

- Is the state's official permitting agency for archaeological and paleontological projects across the state.
- Serves as the state's official archaeological repository and is the largest/busiest non-federal intake facility in the country.
- Administers the Arizona Antiquities Act and assists state and federal agencies in enforcing related legislation.
- Is the University of Arizona's anthropology museum and one of the oldest research units on the campus.
- Hosts researchers from around the world who use the collections to expand the frontiers of knowledge in archaeology, ethnology, and ethno-history.
- Is an affiliate of the Smithsonian.
- Holds a comprehensive collection of American Indian basketry, totaling 25,000+ woven pieces of rare and outstanding baskets, sandals, cradle boards, mats, cordage, and preserved fibers representing every indigenous basket-making culture in North America.
- Holds the world's largest whole-vessel collection of Southwest Indian pottery (20,000+ specimens).
- Cares for more than 3 million objects, including more than 300,000 catalogued archaeological artifacts, 40,000 ethnographic artifacts, 500,000 photographic negatives and original prints, 90,000 volumes of rare and hard-to-find titles, 6,000 maps, 1,500 linear feet of archival documents, and more than 1,000 sound recordings.
- Curates the artifacts used by pioneering archaeologists to define the Mogollon and Hohokam cultures, as well as the Salado phenomenon.
- Holds one of the nation's top Navajo textile collections that includes some of the earliest and most rare examples of this type of weaving, including one of the largest Navajo rugs ever woven.
- Holds one of the largest collections of Casas Grandes pottery in any museum outside of Mexico.
- Holds one of the largest collections of Seri material in the U.S.
- Has more than 500 outstanding examples of Mexican folk masks from the renowned Cordry Collection.
- Holds the archives, papers and original field notes and drawings of southwest anthropology giants such as Emil Haury, Grenville Goodwin, Edward Spicer, Clara Lee Tanner, and others.
- Has more than 4,000 comparative vertebrate skeletons in the Stanley J. Olsen Laboratory of Zooarchaeology.

Tohono O'odham National Cultural Center and Museum

The Cultural Center & Museum is working to instill pride by creating a permanent tribal institution to protect and preserve O'odham "jewel himdag". Working with elders, the Cultural Center & Museum promotes understanding and respect of O'odham "himdag" through educational programs and public outreach. It also includes an extensive collection of Tohono O'odham art.

Marana Heritage River Park

Marana Heritage River Park is west of Interstate 10 on Tangerine Farms Loop Road and south of Gladden Farms. Last year, the Town of Marana council adopted a budget authorization for the 2014 fiscal year, which will allow for the Parks and Recreation department to begin on the first modules. One of the focus areas is Heritage Farm, which will be built to celebrate the culture of farming in Marana.

The farm currently has a community garden and a demonstration garden. The gardens are an area for residents to learn about Marana's farm heritage through planting, working and eating the locally grown food. Looking to the future, the department wants commercial farming, retail and a farmer's market in the area. The second focus area is Heritage Park where a heritage themed splash pad, ramada and access area would be built.

The last focus area is Heritage Ranch, which is meant to bring different regional areas to the community. The ranch will have two arenas, each 150 by 300 feet, which will hold different sporting events celebrating the region's heritage. The area will include lights, speakers, concessions stands, restrooms, a maintenance facility, horse stalls, parking, landscaping and the use of a utility line. The estimated cost is \$7.9 million and if approved would open in summer 2015.

La Fiesta de los Vaqueros (Tucson Rodeo)

The first La Fiesta de los Vaqueros (Celebration of the Cowboys) in 1925 touted three days of events and competition. Today, the event has grown to a nine-day annual celebration in February centered on the Tucson Rodeo, one of the top 25 professional rodeos in North America. Current and former Professional Rodeo Cowboys Association (PRCA) world champions are featured in each Tucson Rodeo. Approximately 11,000 fans gather for this event each year.

Santa Cruz Valley Heritage Alliance

Heritage tourism focuses on promoting the people, cultures, and unique sites and attractions that make up Pima County. Millions of tourists travel throughout the world seeking to learn about the history of specific regions. The Santa Cruz Valley Heritage Alliance is in place to advocate for Tucson and southern Arizona to be designated as a national heritage area. Earning such a designation would make this region more attractive to travelers seeking this type of experience. The Santa Cruz Valley Heritage Alliance and Visit Tucson promote the following heritage experiences identified by the Alliance:

1. **Sky Islands and Desert Seas:** Sky islands are forested mountain ranges separated from each other by basins and valleys (seas) of desert and grasslands. The Sky Island region of southeastern Arizona, southwestern New Mexico, northeastern Sonora and northwestern Chihuahua has a globally unprecedented array of northern and southern plant and animal species.
2. **Streams in the desert:** The Santa Cruz River and its tributaries have supported humans and wildlife in the desert for thousands of years.
3. **Bird habitats and migration routes:** Pima County is one of the major bird migration routes in the western U.S.
4. **Native American lifeways:** Southern Arizona is one of the longest-inhabited places in North America and is home to two Native American tribes.
5. **Desert farming:** People have farmed in Pima County for four millennia and constructed canals to irrigate fields in the same locations for the past 3,500 years.
6. **Ranching traditions:** The high desert grasslands of southern Arizona facilitates ranching, which has profoundly shaped the region's cultural and natural landscape.
7. **Spanish & Mexican frontier:** Beginning in the 1680s, the Santa Cruz Valley was part of the northern frontier of New Spain, where Spanish colonists, soldiers and missionaries interacted with local Native Americans
8. **Mining booms:** Ghost towns and old mines throughout the region are visible reminders of mining booms and busts over several centuries.
9. **U.S. Military Posts on the Mexico border:** The operations and posts of the U.S. military are an important part of the history of southern Arizona.
10. **U.S.-Mexico Border Culture:** The Santa Cruz Valley spans the border between the United States and Mexico, where residents of this region find their lives are entwined with people on both sides of the border via family ties, economic interaction, or common history.

Increasing the emphasis on heritage tourism would bring additional visitors and their economic impact to Pima County. Visit Tucson and the Santa Cruz Valley Heritage Alliance will continue their collaboration to market the region's unique heritage to potential visitors.

Medical/Holistic Healing Destination Tourism Opportunities

Historically, the healing power of the sun had made our region a mecca for holistic healing. Miraval, Canyon Ranch, and the University of Arizona Center for Integrative Medicine attract people from all over the world. Medical/holistic health tourism opportunities in the county and region are identified in this section.

Destination Spas

Pima County has two of the world's top destination spas in Canyon Ranch and Miraval. Affluent customers travel to Tucson from throughout the world to partake in programs ranging on average between four and 10 days. Typically, the further the distance traveled, the longer the stay.

Both spas offer consultants who help customers package the experiences they want. High-end resort accommodations are combined with spa, fitness, health and wellness, nutrition education and food tailored to a healthy lifestyle. Destination spas differentiate Tucson. Many cities have stellar resorts with upscale resort spas. Destination spas, however, attract extremely affluent visitors who patronize them multiple times per year including celebrities like Oprah Winfrey. These visits provide rejuvenation and a rededication to a healthy lifestyle. On average, destination spa customers spend considerably more than typical resort customers.

Developing nonstop flights to Tucson from New York, Boston, Atlanta and other East coast cities would help attract additional customers to Canyon Ranch and Miraval. Canyon Ranch has established resorts in Lenox, Massachusetts, and in Miami to make it more convenient for its customers to engage in their programs.

Canyon Ranch

For more than 30 years, Canyon Ranch has been empowering people to live healthier, longer, more joyful lives through fitness, nutrition, stress management and integrative wellness. Located on more than 150 acres in the iconic Sonoran Desert of Southern Arizona, Canyon Ranch was once the heart of a large, working cattle ranch, and, then from the '30s through the '70s, a rustic guest ranch. Today, the ranch is a world-class destination health spa resort featuring healthy gourmet cuisine & wellness programs.

Miraval

Miraval is a top-rated destination retreat - a resort, an award-winning spa, and a great getaway. Situated in the warm shade of Santa Catalina Mountains in northern Tucson, Arizona on 400 acres of idyllic land, Miraval is a place dedicated to opening eyes, minds, and hearts. For nearly two decades, Miraval has built its programming around the concept of Life in Balance™.

Mental and Behavioral Health

Sierra Tucson

Sierra Tucson is recognized internationally for its customized treatments for addictions, pain management, and mental and behavioral health disorders. It is an internationally renowned treatment facility that has helped thousands of people rebuild their lives over the past 30 years. Sierra Tucson is multi-licensed by the state of Arizona, and dually accredited by the Joint Commission as both a hospital and behavioral health care facility that is known and respected as a leader in the treatment of addictions and behavioral disorders. With a clinical staff-to-patient ratio of 2.5:1, the professional, experienced, and caring staff develop individualized treatment plans for each patient. Progressive, effective therapies help every individual discover, confront, and learn to manage the issues at the very heart of human behavior and disease.

Cottonwood de Tucson

Cottonwood de Tucson was founded in 1987 by a group of recovering individuals. Their vision was to create a world-class treatment center in Tucson, and then use that model in building other centers in key areas around the country. The treatment model they developed was welcomed and needed in the late 1980's and Cottonwood de Tucson experienced rapid growth and success. Cottonwood de Tucson was followed by Cottonwood de Albuquerque and Cottonwood de Austin in short order.

In April 1993 the Welch family purchased the controlling interest in Cottonwood de Tucson. By early 1993 Cottonwood began to emerge with an innovative dual-diagnosis treatment model that to this day continues to set them apart from other treatment facilities. Key behavioral health staff began arriving, a multi-disciplinary team was assembled, and slowly Cottonwood de Tucson began to be recognized as an addiction rehab treatment facility that married the best-of-the-best treatment modalities.

Medical Services

Pima County has a plethora of outstanding health-care systems and facilities led by the University of Arizona Medical Center. The University of Arizona Health System delivers world-class care in nearly every conceivable area of medicine. The quality of their care and facilities attracts customers from throughout Arizona, the southwestern United States and Mexico.

A trend that has emerged recently, however, is that U.S. citizens in need of surgery and other expensive care and procedures are traveling to Mexico for these services because medical charges are so much less costly there. These trends will need to be followed to determine how much growth can be expected in Pima County related to medical tourism.

University of Arizona Medical Center

The University of Arizona Medical Center-University Campus was ranked among the nation's best hospitals for the care of older adults and as "high performing" in 11 other medical specialties in U.S. News & World Report's Best Hospitals list of 2012-13. With an aging U.S. population, the University's medical center will attract retirees and their friends and family to Tucson.

University of Arizona Cancer Center

Founded in 1976 as a division of the University of Arizona's College of Medicine, the University of Arizona Cancer Center is a Center of Excellence in the Arizona Health Sciences Center. In 1990, the University of Arizona Cancer Center was designated as one of the first comprehensive cancer centers by the National Cancer Institute (NCI). The University of Arizona Cancer Center is the only comprehensive cancer center headquartered in Arizona.

The primary responsibility of an NCI comprehensive cancer center is to conduct research that will lead to the reduction of cancer morbidity and mortality. A framework for this research consists of focusing upon the molecular and cellular mechanisms of oncogenesis.

Molecular mechanisms emphasize genetic, epigenetic, and signaling mechanisms, while cellular mechanisms emphasize the biology of invasion and metastasis, as well as stromal-cellular interactions. With the primacy of this research mission in mind, the research programs and core services constitute a bedrock of the University of Arizona Cancer Center.

The translational research performed by University of Arizona Cancer Center investigators has resulted in the development of at least 17 bio-technology and pharmaceutical companies, mostly in Arizona. Biotechnology companies include: Ventana Medical Systems, Cancer Technologies, DeMetrix, and ImaRx. Pharmaceutical companies focused on cancer treatment include: AmpliMed, Arizona Cancer Therapeutics, Cylene, Montigen Pharmaceuticals, ProLx, Sanofi Aventis, and Targeted Cancer Therapeutics, LLC. Pharmaceutical companies focused on cancer prevention include: Cancer Prevention Pharmaceuticals, Clinuvel, Niadyne, Surface Safe, Topical Technologies, Inc., and PHusis Therapeutics.

A study performed by the Eller College of Management at the University of Arizona in 2008 suggests that the impact of a sustained \$70 million in annual research funding through the University of Arizona Cancer Center includes: 5,180 jobs, \$237 million in wages, \$795 million in gross sales, \$7 million in city and county revenues, and \$10.5 million in state revenues.

University of Arizona Sarver Heart Center

The Sarver Heart Center, established in 1986, is dedicated to the prevention and treatment of cardiovascular disease via the academic pillars of research (discovering knowledge), education (sharing knowledge) and patient care (applying knowledge).

The Arizona Center for Integrative Medicine

The Arizona Center for Integrative Medicine at the University of Arizona College of Medicine is leading the transformation of health care by creating, educating, and actively supporting a community that embodies the philosophy and practice of healing-oriented medicine, addressing mind, body and spirit. The Center was founded in 1994 by Dr. Andrew Weil, and has focused its efforts in three domains: education, clinical care and research. The Center was built upon the premise that the best way to change a field is to educate the most gifted professionals and place them in settings where they can, in turn, teach others.

Older Adults Communities and Aging in Place

The climate of the region has played a key role in attracting retirees to the region. In addition, the existing County population is aging. According to the Arizona Department of Health Services Pima County age cohorts, in 2008, approximately 32 percent of the total County population consisted of persons 50 years or older.

According to the Pima Association of Governments (PAG), the median age in Pima County was 32.8 in 1990 (slightly below the national average), 35.7 in 2000 and was estimated as 36.7 in 2007. The slow rise of the median age is due to the aging of baby boomers, not to any massive influx of seniors. Although most of metropolitan Tucson's growth over the next 20 years will be driven by working age people moving here for employment opportunities, the current aging population and relocating retirees seeking a better climate provide an opportunity to reevaluate the need create older adult communities that are based on healthy communities principles.

Geo-Tourism and Visitors

The U.S. definition of geo-tourism is heavily influenced by the National Geographic Society, which defines geo-tourism as “tourism that sustains or enhances the geographical character of a place – its environment, culture, aesthetics, heritage, and the well-being of its residents.”¹⁸ The concept of geographical-sustainable tourism coined the word geo-tourism, and was introduced publicly in a 2002 report by the Travel Industry Association of America (as of 2009 this organization changed their name to U.S. Travel Association) and National Geographic Traveler magazine.

¹⁸ (Center for Sustainable Destinations, n.d.)

National Geographic's geo-tourism program incorporates sustainability principles, but in addition to its do-no-harm ethic, focuses on the place as a whole. The idea of enhancement allows for development based on character of place rather than standardized international branding, and generic architecture, food, and so on. Best practices of geo-tourism according to the National Geographic geo-tourism program include: ¹⁹

- **Integrity of place:** Enhance geographical character by developing and improving it in ways distinctive to the local, reflective of its natural and cultural heritage, so as to encourage market differentiation and cultural pride.
- **International codes:** Adhere to the principles embodied in the World Tourism Organization's Global Code of Ethics for Tourism and the Principles of the Cultural Tourism Charter established by the International Council on Monuments and Sites (ICOMOS).
- **Market selectivity:** Encourage growth in tourism market segments most likely to appreciate, respect, and disseminate information about the distinctive assets of the locale.
- **Market diversity:** Encourage a full range of appropriate food and lodging facilities, so as to appeal to the entire demographic spectrum of the geotourism market and so maximize economic resiliency over both the short and long term.
- **Tourist satisfaction:** Ensure that satisfied, excited geo-tourists bring new vacation stories home and encourage friends to experience the same thing, thus providing continuing demand for the destination.
- **Community involvement:** Base tourism on community resources to the extent possible, encouraging local small businesses and civic groups to build partnerships to promote and provide a distinctive, honest visitor experience and market their locales effectively. Help businesses develop approaches to tourism that build on the area's nature, history and culture, including food and drink, artisanry, performance arts, etc.
- **Community benefit:** Encourage micro- to medium-size enterprises and tourism business strategies that emphasize economic and social benefits to involved communities, especially poverty alleviation, with clear communication of the destination stewardship policies required to maintain those benefits.
- **Protection and enhancement of destination appeal:** Encourage businesses to sustain natural habitats, heritage sites, aesthetic appeal, and local culture. Prevent degradation by keeping volumes

¹⁹ (Center for Sustainable Destinations, n.d.)

of tourists within maximum acceptable limits. Seek business models that can operate profitably within those limits. Use persuasion, incentives, and legal enforcement as needed.

- **Land use:** Anticipate development pressures and apply techniques to prevent undesired overdevelopment and degradation. Contain resort and vacation-home sprawl, so as to retain a diversity of natural and scenic environments and ensure continued resident access to scenic features and environments. Encourage major self-contained tourism attractions, such as large-scale theme parks and convention centers unrelated to character of place, to be sited in needier locations with no significant ecological, scenic, or cultural assets.
- **Conservation of resources:** Encourage businesses to minimize water pollution, solid waste, energy consumption, water usage, landscaping chemicals, and overly bright nighttime lighting. Advertise these measures in a way that attracts the large, environmentally sympathetic tourist market.
- **Planning:** Recognize and respect immediate economic needs without sacrificing long-term character and the geo-tourism potential of the destination. Where tourism attracts in-migration of workers, develop new communities that themselves constitute a destination enhancement. Strive to diversify the economy. Adopt public strategies for mitigating practices that are incompatible with geo-tourism and damaging to the image of the destination.
- **Interactive interpretation:** Engage both visitors and hosts in learning about the place. Encourage residents to promote the natural and cultural heritage of their communities so tourists gain a richer experience and residents develop pride in their locales.

Geo-tourism Opportunities in the Pima County Region

Many people choose to live in and visit Pima County due to its climate, natural Sonoran Desert beauty, and opportunities to explore the region in a variety of active and passive ways. Pima County's Loop Trail, which traverses the periphery of Tucson, is mostly complete and offers cyclists a scenic recreational experience that they can handle at their own pace. Sabino and Madera canyons, Catalina State Park, Mount Lemmon, Organ Pipe National Monument and many other areas throughout Pima County allow residents and visitors to hike, cycle, mountain bike, rock climb, engage in birding and photography, and more.

Pima County's past emphasis on acquiring and preserving land in its natural state is paying off now, and will in the future, by providing lands for residents and visitors to explore. One such preserve is Saguaro National Park, which contains the world's largest and most dense forests of saguaro cacti. Such acquisition and preservation policies are also an economic strategy for a region largely dependent on its natural beauty and uniqueness attracting travelers the world over. This section identifies regional geotourism jewels within the region.

Visit Tucson's fall 2012 visitor inquiry study found that 60 percent of metro Tucson visitors engage in outdoor desert activities, while more than half took in western culture and attractions (55 percent) and caves and desert attractions (54 percent).

The region's weather, unique Sonoran Desert beauty and wide-open spaces differentiate Pima County from many areas of the world. Preserving scenic lands and enhancing geotourism-related attractions and activities will enhance residents' quality of life, while helping to attract more visitors and their expenditures to Pima County.

National Geographic Center for Sustainable Destinations Southern Arizona MapGuide

In an alliance with the Sonoran Institute, the Center has helped the region's communities to create the first transborder Geotourism MapGuide, for southern Arizona, U.S.A., and northern Sonora, Mexico. This detailed source of geo-tourism attractions can be found online at http://travel.nationalgeographic.com/travel/sustainable/pdf/AZ_SO.pdf.

Summerhaven/Mount Lemmon/Ski Valley



With 150,000 visitors in 2011, a trip up to Summerhaven/Mount Lemmon/Ski Valley offers an incredible educational experience for those interested in its numerous climatic zones.

Biosphere 2



Attracting 100,000 visitors annually, Biosphere 2 is nestled in the Sonoran Desert in Pima County. The University of Arizona assumed ownership of Biosphere 2 in July 2011. A generous gift from the Phileology Foundation helps fund Biosphere 2 operations and some research projects. Other grants and awards, primarily from the National Science Foundation, also support research activities. In the 1800s, the Biosphere 2 property was part of the Samaniego CDO Ranch. After several changes of ownership, it became a conference center in the 1960s and 1970s, first for Motorola, then for the University of Arizona. Space Biospheres Ventures bought the property in 1984 and began construction of the current facility in 1986 to research and develop self-sustaining space-colonization technology.

Two missions, between 1991 and 1994, sealed Biospherians inside the glass enclosure to measure survivability. Behind this highly public exercise was useful research that helped further ecological understanding. Several first-person accounts have been published by former crew members that provide different perspectives on the experiment.

In 1994, Decisions Investments Corporation assumed control of the property and Columbia University managed it from 1996-2003 and reconfigured the structure for a different mode of scientific research, including a study on the effects of carbon dioxide on plants. Columbia also built classrooms and housing for college students of earth systems science. The property was sold June 4, 2007, to CDO Ranching and its development partners who then leased the property to the UA from 2007-2011.

The enclosure now serves as a tool to support research already underway by UA scientists. As a laboratory for large-scale projects, such as the Landscape Evolution Observatory (LEO), the university's stewardship of Biosphere 2 will allow the UA to perform key experiments aimed at quantifying some of the consequences of global climate change.²⁰

²⁰ University of Arizona Science Biosphere 2 <http://b2science.org/who/history>

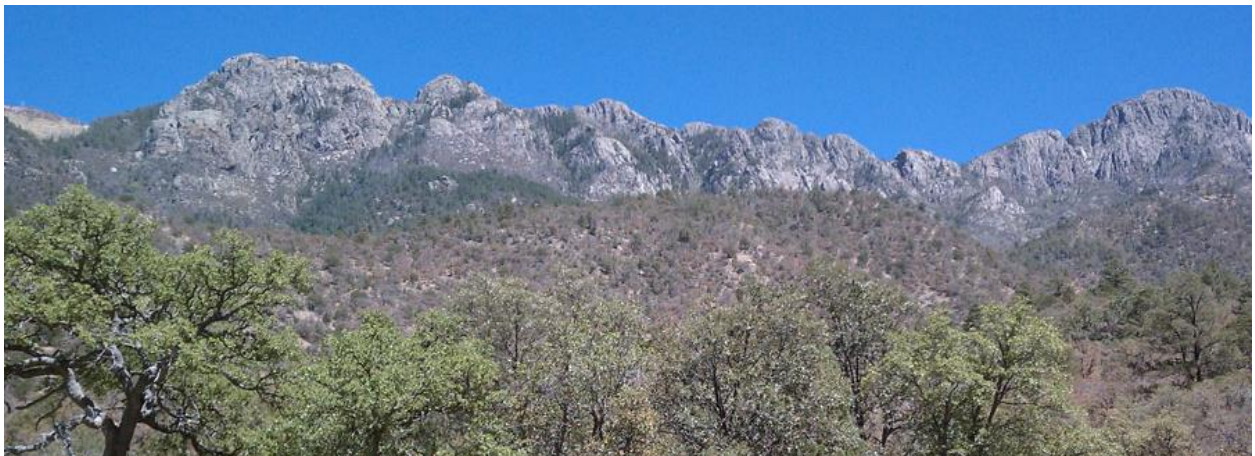
Sabino Canyon



Of all the natural attractions in and around Tucson, Sabino Canyon is certainly the most popular. This large chasm in the Santa Catalina Mountains is one of the most unique southwestern desert canyons. Sabino Canyon is a natural desert oasis located in the Coronado National Forest and is home to spectacular desert landscapes and abundant wildlife.

Madera Canyon

Madera Canyon is located 25 miles southeast of Tucson in the Santa Rita Mountains. It is a popular recreational destination because of its higher elevation, forests, seasonal streams, miles of hiking trails, camping opportunities, and wildlife diversity. The Canyon is a world-renowned location for bird watching.



Saguaro National Park (East and West)



Tucson, Arizona is home to the nation's largest cacti. The giant saguaro is the universal symbol of the American west. These majestic plants, found only in a small portion of the United States, are protected by Saguaro National Park, to the east and west of the modern city of Tucson. Here you have a chance to see these enormous cacti, silhouetted by the beauty of a magnificent desert sunset.

Catalina State Park



Located about 12 miles north of the city on Arizona Highway 77 (Oracle Road), this park affords the best views of the canyons and domes of the Catalina Mountains in the area that was formerly known as Romero Ranch. The park attracts visitors interested in hiking, bird watching and wild habitat in its lush Sonoran desert setting.

Colossal Cave Mountain Park



Attracting 38,000 visitors in 2012, the Colossal Cave Mountain Park invites visitors to explore the different sections of this site, experience the area's history, learn about the area's abundant wildlife, enjoy tours of the caves and learn about its bat population.

Tohono Chul



The Tohono Chul Park enriches people's lives by connecting them with the wonders of nature, art and culture in the Sonoran Desert and inspiring wise stewardship of the natural world. The Hummingbird Garden is planted with salvia, desert honeysuckle, desert willow and many other hummingbird-friendly plants. Hummingbirds are drawn to sweet, flute-shaped flowers, which are perfect for the birds' long, narrow beaks. You're sure to see a "hummer" flitting from flower to flower.

The hummingbirds most frequently seen in this garden are the black-chinned, a summer visitor, and the Costa's and Anna's, which have taken up permanent residence in the park. Migrants you may see include broad-billed, rufous, and occasionally calliopes and Allen's. These hummingbirds, which migrate from colder climates, may be seen drinking their fill from the salvia, which blooms through the winter season.

Technology and Innovation Impacting Tourism Opportunities

Travel is one of the areas that has been most affected by consumer technology in recent years. Travelers research potential vacation destinations online and typically consult multiple websites. The percentage of travel booked online continues to grow steadily as more Americans become outfitted and familiar with technology.

Technological advances allow cities and regions to dispel misperceptions, such as through the use of video to educate consumers that there is much more to Pima County than saguaros and 100-degree days. Tucson's rapidly-developing downtown, unique events like the All Souls Procession, Tucson Festival of Books and the Tucson Gem, Mineral & Fossil Showcase can be shown and described in detail to show visitors what they can experience.

Visit Tucson implemented a new "app" in 2012-13 to allow consumers to download the Tucson Attractions Passport, which features offers to numerous Pima County attractions. While this passport is still printed and sold, offering it online allows tech-savvy consumers to research the attractions, purchase the passport online and redeem the coupons electronically at attractions.

Visit Tucson introduced a new website in fall 2012 and is "re-skinning" the website in fall 2013 to reflect its new "Free Yourself" brand. Video and new content are added almost daily to make it a living, breathing reflection of Pima County's tourism attributes, which evolves continually. Visit Tucson also unveiled its new mobile website in 2013 to better promote metro Tucson.

With the advent of social media, it's vital that Visit Tucson continually update and communicate with potential travelers via Facebook, Twitter, Instagram and other emerging channels. Having a stagnant presence on these mediums drives customers away. Social media is a way to engage customers and let them know about deals, upcoming events and new attractions and offerings.

Travelers are also visiting consumer-review websites for "credible" reviews about places to visit, along with the hotels, restaurants, attractions and other vacation elements that are important to them. Visit Tucson advertises on sites such as Trip Advisor, and monitors many others to get a feel for potential visitors' reactions to Tucson. Visit Tucson also engages in search engine optimization to ensure consumers entering Tucson travel keywords into Google and other search engines can easily find www.visittucson.org.

Another way technology is impacting tourism is through online travel agencies (OTAs), such as Travelocity, Expedia, Kayak and more. These sites allow individual consumers to compare prices for airline travel, hotel stays and rental cars and then book the offer that best suits them. Some OTAs are delving into attraction and event ticket packaging, as well. Visit Tucson and the Southern Arizona Attractions Alliance currently use aRes to market and sell attractions tickets and Visit Tucson uses aRes as its hotel booking engine on www.visittucson.org. Visit Tucson is working with attractions and hotels to get them to work together on additional packaging opportunities. Vamos a Tucson moved forward with Regatta, a new online booking platform, which will be used in the Vamos a Tucson visitor centers in Mexico to book hotel stays and, eventually, attractions tickets as well.

Due to the speed of change related to technology, Pima County and Visit Tucson will need to stay on top of new travel-related technology trends to ensure the best possible customer experience related to researching and booking all aspects of travel within Pima County.

Aerospace Tourism Opportunities

Pima County has taken a leadership role in southern Arizona related to the aerospace industry by creating an aerospace and defense corridor initiative. This initiative will bring substantial transportation and infrastructure investment to the area containing Tucson International Airport, Davis-Monthan Air Force Base, Raytheon Missile Systems and Bombardier Aerospace. The County's intention is to retain and grow new high-technology aerospace and defense jobs in that region.

There is considerable travel associated with these industries, which could create the demand needed to support additional flights in and out of Tucson International Airport, along with business travel and meetings to support area hotels and resorts. Pima County also has top aerospace-related tourism attractions in the Pima Air & Space Museum, the Boneyard and Titan Missile Museum.

The Pima Air & Space Museum and the Boneyard

Located adjacent to Tucson International Airport, the Pima Air & Space Museum is one of the largest air and space museums in the world. It features more than 300 aircraft and spacecraft, including many of the most historically significant and technically-advanced craft ever produced.

The Boneyard

Pima Air & Space Museum offers bus tours of the 309th Aerospace Maintenance and Regeneration Group facility, also known as the "Boneyard." The Boneyard is an aerospace storage and maintenance facility housing hundreds of retired aircraft.

The Titan Missile Museum

The Titan Missile Museum, which is a preserved Titan II missile site, is a treasure for Pima County and southern Arizona. The museum educates visitors about the Cold War conflicts between the United States and the former Soviet Union and how technology was used by the United States to avoid nuclear war.

From a tourism perspective, it's imperative that these attractions be maintained and promoted to aid with visitor attraction. A total of 37 percent of Tucson travelers visited an aircraft, astronomy or missile attraction, per Visit Tucson's fall 2012 visitor inquiry study. That same study found that "aircraft/missile" was the primary reason for recommending Tucson to other travelers for 7% of local visitors.

Sports Tourism Opportunities

Pima County has been the site of numerous national and international youth and amateur sports events through the years, and has been home also to professional baseball and, now, Major League Soccer spring training activities. Based on existing facilities throughout Pima County, Visit Tucson focuses on attracting youth and amateur soccer, baseball, and swimming/diving events to the region. Visit Tucson has also worked with United States national governing bodies to bring in USA Swimming, Diving, Shooting, Volleyball and Wrestling activities.

Through the work of the Pima County Sports & Tourism Authority, a study has been conducted to examine the types of venues needed to serve the local community that would also attract regional, national and international events in targeted sports. The results of that study can help guide land use as it relates to sports tourism for many years to come.

Kino Sports Complex

Pima County is in the midst of transforming the northern fields at Kino Sports Complex from baseball to soccer fields. This work includes transforming one field into a "pocket" stadium with grandstand seating to accommodate 3,000 spectators. This stadium and the surrounding facilities are being used by the FC Tucson, Arizona's Premier Development League franchise, and by Major League Soccer for its spring training matches. Youth and amateur lacrosse, field hockey, rugby and other field sports can be played on these fields by local clubs and by national and international teams brought in for tournament competition.

The southern portion of Kino Sports Complex primarily hosts baseball events, including Tucson Invitational Games, which features more than 50 college baseball teams annually in January and February, and, occasionally by Korean professional baseball teams.

Kino Stadium, with a capacity of 11,500, was used through August 2013 by the Tucson Padres Triple-A baseball team and is used for other baseball and soccer activities, as well as concerts and other major events.

Cycling

Pima County's Loop Trail, with 100 miles of shared-use paths for visitors on foot, bikes, skates and horses, and the region's bike lanes, mountains, elevation and sunny year-round weather make it a haven for cyclists. Cycling is an amenity that is promoted heavily to potential visitors. Pima County is also involved with cycling events, such as **El Tour de Tucson** and the **Old Pueblo Grand Prix**, which attract competitive cyclists from throughout the world.

Tucson Trap and Skeet Club

Tucson Trap and Skeet Club is set to host several major shooting events each year: the Old Pueblo Skeet Open; the Winter Chain Trap Shoot; and the Satellite Spring Grand American.

New Tourism Opportunities

International Visitors

The biggest tourism opportunity for Pima County and the nation is increasing international travel from developing nations. Visit Tucson, the entity that serves as Pima County's tourism marketing organization, doesn't have the budget to market extensively in Brazil, China and India. However, the massive number of inhabitants in those nations, combined with increasing wealth, will lead to large influxes of visitors from those nations in coming decades.

It will be vital for Tucson to work with the Arizona Office of Tourism and other convention and visitors bureaus (CVBs) throughout Arizona to collectively market the state and its many experiences to these potential travelers to ensure Arizona receives its market share of them.

Visit Tucson invests a considerable amount in marketing metro Tucson to potential visitors in Mexico. Visit Tucson has visitor centers in Hermosillo and Ciudad Obregon, Mexico, and engages in a substantial amount of consumer advertising and promotions to drive visitors to Tucson to shop, for sports events and to enjoy the region's attractions. The most recent study on the travel-related impacts of Mexico on Arizona found that Mexico visitors spend \$976 million annually in Pima County. There is much more than can be done to facilitate travel and trade between Mexico and Pima County.

Growing Tourism

Cities and regions that are top tourism destinations are strategic in their approach to growing the industry. They invest in tourism marketing and meetings recruitment through their CVBs. They invest in tourism-related capital projects and infrastructure that provide recreational, entertainment and culture venues and opportunities for residents and visitors alike. They also invest in sports events and festivals that attract visitors regionally, nationally, and internationally to their areas. When done properly, a strong public vision and limited public investment can spur millions of investment in capital projects and events that add to residents' quality of life, while attracting targeted visitors.

Meetings

In 2008, hotels and resorts throughout Pima County had a year-round occupancy of approximately 68 percent. In 2013, year-round occupancy is at 56 percent. The majority of the decrease is attributed to a drop in meetings activity throughout the United States. Decreases were recorded in the number of meetings, number of people attending meetings, length of stay and per-day spending. Pima County's resorts rely heavily on meetings for their survival.

The meetings industry is recovering slowly, but Arizona, including Pima County, is behind pace. Tucson is hampered by a lack of nonstop flights, along with low resort rates and other concessions offered to meeting planners to get them to book meetings. Visit Tucson is increasing its investment in attracting meetings to Tucson and will continue to focus heavily on this aspect of tourism.

Strategies that May Help Grow Tourism

- Discount Kino Sports Complex Use Fees. Discount facility use or rental fees for the Kino Sports Complex by 25 percent if an event or activity guarantees at least \$25,000 in hotel room rentals or meals and discount the use fee by 50 percent if the guaranteed amount is \$50,000 or greater.
- Facilitate Amateur and Professional Soccer. Allocate \$2 million from the Chicago White Sox settlement fund to make permanent soccer stadium improvements at the Kino Sports Complex.
- Finish and Enhance The Loop. Place priority capital funding on completing The Loop and enhancing the river park system to facilitate destination tourism.
- Expand Tourism Venues. Recommend bond fund public investments in tourism venues as shows in Table 6.5.o:

TABLE 6.5.q: Expand Tourism Venues Recommendation

Venue	Recommended Bond Fund
Arizona-Sonora Desert Museum Water Exhibit	\$4,000,000
Pima Air and Space Museum Cold War Exhibit	\$4,000,000
Pima Air and Space Museum Space Exploration Exhibit	\$8,000,000
Tumamoc Hill Regional Visitors Center	\$10,000,000
Tucson Children's Museum	\$6,000,000
Tucson Museum of Art	\$5,000,000
Total:	\$37,000,000

Source: Visit Tucson, 2013

Metropolitan Tucson Convention Visitors Bureau (MTCVB)

The Metropolitan Tucson Convention & Visitors Bureau adopted a “doing business as (dba)” designation of Visit Tucson in June 2013. It’s a 501(c)(6) nonprofit company with nearly 90 percent of its funding coming from bed tax invested by Pima County, City of Tucson and the Town of Oro Valley.

Visit Tucson’s mission is to drive economic development by connecting visitors with their ideal travel and meetings experiences in Tucson and southern Arizona. It accomplishes this through a variety of strategies and tactics employed by its many divisions, including: marketing; public relations; convention sales & services; travel industry sales; Mexico marketing; sports; film; partnership development; and visitor services.

Top opportunities for Visit Tucson to enhance economic development in Pima County include:

Branding: Visit Tucson conducted considerable research with local stakeholders and with Tucson visitors in top feeder markets to determine what sets Tucson apart from other potential vacation destinations. Those results, combined with other research about visitors’ perceptions about the region were used to develop the “Free Yourself” travel branding campaign that was launched in June 2013. Visit Tucson will promote Pima County’s geotourism, attractions, resorts, golf, dining and more as part of its new advertising campaign, which launched in fall 2013. Top performing zip codes within Tucson’s top feeder markets will be targeted.

Meetings: Visit Tucson is partnering with resorts and hotels throughout Pima County to attract more meetings activity. Meetings mean additional spending on group food and beverage, and meeting services, including audio visual and transportation for group excursions.

Mexico Marketing: Visit Tucson, with visitor centers in Hermosillo and Ciudad Obregon, is the only CVB in Arizona with two or more centers in Mexico. More than 9,000 metro Tucson hotel and resort reservations were booked through those centers in 2012 and it’s anticipated that the number will grow with the fall 2013 implementation of a new hotel reservations system on Vamos a Tucson. Visit Tucson’s marketing of the region to potential visitors augments Pima County’s programs to enhance trade and transportation infrastructure between the County and Mexico.

Sports: Visit Tucson is partnering with Pima County to bring in Major League Soccer teams for spring training activities at Kino Sports Complex in 2014 and beyond. Visit Tucson will also work with the County to evaluate future sports facilities that could serve residents while attracting regional, national and international events.

Film: After failing to pass statewide film incentive legislation, Visit Tucson is partnering with Pima County, City of Tucson, Old Tucson and other entities to explore the potential creation of regional incentives geared toward attracting television series. Television series typically spend several million dollars in the areas where they shoot during multiple-month timeframes.

Visit Tucson will continue to seek input from Pima County to ensure Visit Tucson’s programs align with the County’s economic development objectives.

6.6 Place-based Planning in the Economic Context



Figure 44: Place-based planning: cultural, heritage and environmental character as major economic development assets in the County and region.

In the past century, most plans determined where buildings could go based chiefly on their use. A “Place-Base Planning” approach can better help shape vibrant exurban, suburban, and urban areas of the county while meeting the challenges of and capitalizing on 21st century trends. Place-based planning is a way to shape the future by concentrating on the look and feel of places, their form and their character, and their connectivity, instead of focusing only on conventional categories of land use.

Most places are made of neighborhoods, districts and corridors – and they will continue to be. Neighborhoods are places with a mix of homes and businesses that share a similar development pattern. Districts are single use areas like shopping centers or campuses where development patterns were created specifically for that use. Corridors are linear connections between neighborhoods created by road, rail, amenities, and greenway connections. When examining the long range viability of this region and its economy it is worth examining the health of Pima County’s economy with the following factors to measure its wealth: individual, financial, natural etc.

Place-based cultural tourism is based on the assumption that cultural travelers want to explore what makes a destination distinctive, authentic, and memorable. They want to experience the essence of the destination – its “place”. Through experiencing “place”, they are enriched – intellectually and emotionally. Of course, attractions are more than essential; they are critical. That said, attractions are *expressions* of a destination’s culture; they are not its embodiment.²¹

²¹ Place-based cultural tourism: a new planning paradigm Steven Thorne, October 23, 2012

In creating places, neighborhoods, districts or major activity nodes, and corridors, whether for cultural tourism or economic development, can have a better sense of place. Keeping this concept in mind, Pima Prospers will identify county wide and area specific policy that will help strengthen the sense of place of each planning or character area.

Art Creating Place in the Region

Art is a major shaper of sense of place. A rich tri-cultural heritage, stemming from ancient Native American, Hispanic, and Old West traditions, has helped shape the Pima County region into a vibrant Southwest community. The deepest-running of these roots are those of the desert-dwelling Pima people, the first to inhabit the land that eventually became Pima County. The region is blessed with a long tradition of famous Southwestern artists depicting western and Native American interpretations of the area's heritage inspired by the history, lore and scenic quality and of our region.

Western Art

Ettore "Ted" DeGrazia (June 14, 1909 – September 17, 1982) was an American impressionist, painter, sculptor, composer, actor, director, designer, architect, jeweler, and lithographer. Described as "the world's most reproduced artist", DeGrazia is known for his colorful images of Native American children of the American Southwest and other Western scenes. DeGrazia also painted several series of exhibitions like the Papago Legends, Padre Kino, and Cabeza de Vaca. He was a graduate of the University of Arizona.

Artist Diana Madaras who says painting "fills me with joy" is equally well known for her bold, colorful artwork as for her generous charitable giving. Madaras owns two Southwest art galleries in Tucson, Arizona that feature her work exclusively, and is president of the nonprofit Art for Animals Foundation, a charity she founded in 1999 to help abused, injured and orphaned animals. Madaras is very active in community service and her Southwest art has benefited more than 100 charities.

Native American Art

Thousands of years ago, the Pima people planted the Santa Cruz River floodplains with crops like beans, squash and corn. Today, their Tucson-area descendants (the Tohono O'odham or "Desert People" and Akimel O'odham or "River People") are expert desert-dwellers who continue to grow native crops and harvest local bear grass, yucca, and devil's claw to create beautiful hand-woven basketry.

Arizona State Museum (ASM) is affiliated with the Smithsonian Institution and is the oldest, largest anthropology museum in the American Southwest, established in 1893. ASM introduces visitors to the native cultures of the American Southwest and is renowned for excellence in preserving, interpreting, and presenting the material culture of this region. The museum holds one of the nation's top Navajo textile collections, including one of the largest Navajo rugs ever woven, as well as the world's largest whole-vessel collection of Southwest Indian pottery (20,000 specimens), and more than 150,000 catalogued archaeological and ethnographic artifacts.

Mission San Xavier del Bac

Known as "The White Dove of the Desert," Mission San Xavier del Bac is located nine miles south of downtown Tucson in the Santa Cruz Valley on the Tohono O'odham Reservation. Acclaimed as the finest example of mission architecture in the United States, the San Xavier Mission was sited by the famed Jesuit missionary and explorer Father Eusebio Francisco Kino, who first visited Bac - "place where the water appears" - in 1692. The foundation for the first Bac church, located two miles north of the present Mission, was laid in 1700. The present church - an active parish - was built from 1783-1797.

Depiction of the Region in Books

The Pima County region has produced numerous famous authors. Some are included in the following list:

- Edward Abbey – author
- Jon Anderson - poet
- Michael Blake – author
- Charles Bowden – author
- Ray Bradbury – author
- Erskine Caldwell – playwright
- Max Cannon – author and creator of the comic strip Red Meat (comic)
- Mitch Cullin – author
- Charles G. Finney – author
- Barbara Kingsolver – author
- Joseph Wood Krutch – author
- Larry Mc. Murtry – author
- Tom Miller – travel writer
- Stacey Richter - author
- Richard Shelton - poet, author
- Leslie Marmon Silko – author
- Susan Sontag - author
- Luci Tapahonso - poet laureate of the Navajo Nation
- David Foster Wallace – author
- Peter Wild – poet, author, and Professor of English at the University of Arizona
- Ofelia Zepeda - poet laureate of Tucson, author

6.7 Fiscal Viability

The Fiscal Viability appendix is provided as Appendix D.

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

Matrix Category	Definitions
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



Comprehensive Plan Implementation

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	Policies 1 to 21/Implementation Measures:				
	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, RFCD, 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	RFCD

Military Airports

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

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
4	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, RFCD
	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, RFCD, respective rural unincorporated community councils and stakeholder groups
	d. Consider utilizing HUD Neighborhood Revitalization Strategy Area methodology.	CDNC	In Progress	1,5,16	DSD, RFCD
	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
1	Policies 1 to 5/Implementation Measures:				
	a. Develop, fund, and implement an inter-departmental open space and conservation land management program which: <ol style="list-style-type: none"> 1) Presents strategies to maintain a regional system of integrated open space and conservation resources; 2) Initiates an inter-departmental Geographic Information Systems (GIS) and data management project to: <ol style="list-style-type: none"> 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; ii. Develop and maintain a database solution that allows multiple departments to store, access, and share data collected on these lands; iii. Provides a mechanism to regularly assess ecosystem service benefits of lands, including climate mitigation and adaptation benefits. 	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
	3) Promotes the retention of lands owned in fee simple and apply appropriate mechanisms to ensure long-term protection; 4) Presents strategies to promote habitat and landscape connectivity throughout the region; and 5) Explores opportunities to efficiently and cost-effectively maintain, monitor, and manage open space and conservation lands.				
	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
2-3	Policies 1 to 2/Implementation Measures:				
	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
1	Policies 1 to 13/Implementation Measures:				
	a. Applications for Comprehensive Plan amendment will: <ol style="list-style-type: none"> 1) Inventory and assess the site's conservation values and context within an area-wide landscape; 2) Analyze the biological impacts of the requested amendment; 3) Demonstrate that intensifying the land use designation will preserve the integrity of the CLS; 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; 5) When requesting modification of or exemption from CLS conservation guidelines demonstrate that: <ol style="list-style-type: none"> i. SDCP goals are upheld; ii. Landscape integrity of the CLS remains intact; iii. On-site conservation values are protected, restored, or enhanced; and iv. Native fauna retain the ability to: <ol style="list-style-type: none"> 1. Move across the landscape; and 	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.				
	b. Staff will review Comprehensive Plan Amendment applications, at a minimum, for the following: <ol style="list-style-type: none"> 1) The site's landscape context as it relates to the biological, hydrological and built environments; 2) Potential biological impact of the requested amendment; 3) Preservation of the integrity of the CLS; and 4) Consistency with the existing infrastructure service area or land use planning and infrastructure studies that address the logical expansion of infrastructure services. 	DSD	Ongoing Action	1	OSC & County Departments involved in DRP
	c. Approvals of Comprehensive Plan Amendments: <ol style="list-style-type: none"> 1) May include special area policies in order to govern or otherwise direct subsequent rezoning to specifically address conservation of certain landscape attributes; and 2) Will apply any modification of or exemption from Conservation Guidelines through any subsequent rezoning. 	DSD	Ongoing Action	1	OSC & County Departments involved in DRP, Board of Supervisors
	d. Applications for a rezoning will: <ol style="list-style-type: none"> 1) Inventory and assess the site's conservation values and context within an area-wide landscape; 2) Analyze the biological impacts of the requested amendment; 3) Demonstrate that intensifying the land use will preserve the integrity of the CLS; 	DSD	Ongoing Action	1	OSC & County Departments involved in DRP

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	4) Demonstrate that highly valued on-site native flora and fauna species are conserved; 5) Provide for development that achieves at the least as much conservation as development under the existing zoning; and 6) When requesting modification of or exemption from Conservation Guidelines demonstrate that: <ol style="list-style-type: none"> SDCP goals are upheld; Landscape integrity of the CLS remains intact; On-site conservation values are protected, restored, or enhanced; and Native fauna retain the ability to move through and across the landscape and pollinate native flora. 				
	e. Staff will review rezoning requests for the following, at a minimum: <ol style="list-style-type: none"> Potential biological impact of the requested rezoning; The site's landscape context as it relates to the biological and built environments; The on-site presence of or potential to support highly valued native flora and fauna species and conservation of these species; The occurrence of physical characteristics that contribute to biodiversity; and Preservation of the integrity of the CLS. 	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, RFCD	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
	<p>Conservation Plan. Ordinances appropriate for review and revision may include:</p> <ol style="list-style-type: none"> 1) Native Plant Preservation Ordinance (18.72); 2) Buffer Overlay Zone Ordinance (18.67); 3) Cluster Development Option (18.09.040); 4) Conservation Subdivision Requirements (18.09.100); 5) Hillside Development Zone Ordinance (18.61); 6) Modification of Development Standards in Riparian Areas (18.07.080); 7) Landscape Buffering and Screening Standards (18.73); and 8) Off-Street Parking & Loading Standards (18.75). 				

Climate and Emerging Environmental Issues

GOAL	IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2	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
1	Policies 1 to 3/Implementation Measures:				
	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
2	Policies 1 to 3/Implementation Measures:				
	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: <ul style="list-style-type: none"> 1) Housing in substandard condition including crowding, lacking adequate plumbing, heating and cooling or other structural problems; 2) Resources and process for the condemnation of buildings and structures unfit for human occupancy and use and the demolition of such structures; 	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
	3) Inter-departmental collaborations that direct regulatory compliance processes and available funding resources to address substandard housing conditions; and 4) Resources that provide relocation of inhabitants and/ or replacement of substandard housing.				
	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
3	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: <ul style="list-style-type: none"> 1) Private Activity Bonds; 2) Donation of Pima County-owned property; 3) Pima County Community Land Trust; 4) Pima County Housing Trust Fund; 5) Affordable Housing General Obligation Bonds; 6) Arizona Department of Housing; 7) U.S. Department of Agriculture; and 8) U.S. Department of Housing and Urban Development. 	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
4	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
5	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
6	Policy 1/Implementation Measures:				
	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
7	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
8	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
9	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
10-11	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
13	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
14	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
1	Policies 1 to 18/Implementation Measures:				
	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
1	Policies 1 to 5/Implementation Measures:				
	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 ¹	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 ²	1, 7	All Departments Involved in DRP and Stakeholders

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

² 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, PCDEQ , 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
2	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
3	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
4	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
1	Policies 1 to 9/Implementation Measures:				
	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
2	Policies 1 to 3/Implementation Measures:				
	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
3	Policies 1 to 9/Implementation Measures:				
	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
4	Policies 1 to 2/Implementation Measures:				
	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
5	Policies 1 to 7/Implementation Measures:				
	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
1	Policies 1 to 10/Implementation Measures:				
	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
2	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
3	Policies 1 to 3/Implementation Measures:				
	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
1	Policies 1 to 10/Implementation Measures:				
	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. RFCDD
	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
1	Policies 1 to 4/Implementation Measure:				
	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
2	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
1	Policies 1 to 3/Implementation Measures:				
	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
2-3	Policies 1 to 3/Implementation Measures:				
	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
1-2	Policies 1 to 2/Implementation Measures:				
	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
3	Policy 1/Implementation Measure:				
	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
1	Policies 1 to 10/Implementation Measures:				
	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
2	Policies 1 to 3/Implementation Measures:				
	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
1	Policies 1 to 7/Implementation Measures:				
	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

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
2	Policies 1 to 2/Implementation Measures:				
	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
3	Policies 1 to 4/Implementation Measures:				
	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
1	Policies 1 to 3/Implementation Measures:				
	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
1	Policies 1 to 7/Implementation Measures:				
	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
2	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
3	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
4	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
5	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
6	Policies 1 to 3/Implementation Measures:	PCHD			
	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
7	Policies 1 to 2/Implementation Measures:				
	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
8	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
9	Policies 1 to 2/Implementation Measures:				
	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
1	Policies 1 to 4/Implementation Measures:				
	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
2	Policies 1 to 2/Implementation Measures:				
	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

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
1	Policies 1 to 9/Implementation Measures:				
	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
2	Policies 1 to 3/Implementation Measure:				
	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
3	Policies 1 to 3/Implementation Measure:				
	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
1	Policies 1 to 7/Implementation Measures:				
	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
1-2	Policies 1 to 5/Implementation Measures:				
	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
1	Policies 1 to 4/Implementation Measures:				
	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
	d. Provide youth development opportunities to promote 21 st century skills and alternative career pathways.	Pima County Public Library	Ongoing Action	1	CSET Pima County One-Stop Service Center Arizona Workforce Connection, The Pima County Workforce Investment Board, Sun Corridor Inc., UA, Pima Community College & Community Organizations, Pima County One Stop (PCOS) Pima County Workforce Investment Board (PCWIB) Arizona Department of Economic Security (AZDES) Pima County Superintendent of Schools School Districts (including JTED) Pima Community College (PCC)

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
1	Policies 1 to 6/Implementation Measures:				
	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
1-2	Policies 1 to 2/Implementation Measures:				
	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
1	Policy 1/Implementation Measures:				
	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
2	Policies 1 to 2/Implementation Measures:				
	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
3	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
3	Policy 8/Implementation Measures:				
	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
3	Policy 9/Implementation Measures:				
	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 nd Fighter Wing & DM 50
	b. Support current and future flight operations at DMAFB and ANG 162 nd 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, 162nd Fighter Wing & DM 50
	c. Support the activities and expansion needs of the ANG 162 nd 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, 162nd 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
3	Policy 10/Implementation Measures:				
	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
4	Policies 1 to 2/Implementation Measures:				
	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: 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; 2) Increasing Canadian (conventional and medical) tourism in Pima County; 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	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.				
4	Policy 3/Implementation Measures:				
	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
4	Policy 4/Implementation Measures:				
	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
4	Policy 5/ Implementation Measures:				
	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 th 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
5	Policies 1 to 6/Implementation Measures:				
	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
6	Policies 1 to 6/Implementation Measures:				
	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
7	Policy 1/Implementation Measures:				
	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
1	Policy 1/Implementation Measures:				
	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
1	Policy 2/Implementation Measures:				
	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
1	Policy 3/Implementation Measures:				
	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
1	Policies 1 to 2/Implementation Measures:				
	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
1	Policies 1 to 2/Implementation Measures:				
	a. Pima County's Workforce Training Program shall: 1) Engage businesses as co-sponsors based on their immediate workforce needs and long-term interests; 2) Provide competencies that match jobs; 3) Align with credit bearing coursework and transfer to professional degrees; 4) Provide portable credential or certifications that enhance trainee's employability; and 5) Offer supportive services to trainees to aid with basic needs, transit, or job search.	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
1	Policies 1 to 3/Implementation Measures:				
	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
1-3	Policies 1 to 2/Implementation Measures:				
	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
1	Policies 1 to 4/Implementation Measures:				
	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
1	Policy 1/Implementation Measures:				
	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
2	Policies 1 to 2/Implementation Measures:				
	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
3	Policy 1/Implementation Measures:				
	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
4	Policies 1 to 4/Implementation Measures:				
	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
5	Policy 1/Implementation Measures:				
	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
6	Policy 1/Implementation Measures:				
	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	General Fund (GF)	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.
	Revenue Bonds (RB)	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.
	General Obligation Bonds (GO)	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.
	Special Assessment Bonds (SA)	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	County Property Corporation Bonds (MPC)	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.
	Certificate of Operation (COP and Lease Financing (LF)	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.
	Sales Tax For Payment of Bonds	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.
	Development Services Department (DSD) Funds	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	Rural Development Agency	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.
	Arizona Innovation Challenge (AIC) - Arizona Commerce Authority	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.
	The PII Playbook – Arizona Commerce Authority	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
	Arizona Commerce Authority Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR)	SBIR is a highly competitive program equipping small businesses with the funds needed to begin technology commercialization: <ul style="list-style-type: none"> • Phase I (\$150,000) awards establish the technical merit, feasibility and commercial potential of the proposed R&D project. • Phase II (up to \$1,000,000) awards continue the R&D efforts initiated in Phase I. • Phase III awards fund the commercialization of technology.
	AZ Fast Grant Technology Commercialization Assistance	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
	Grant– Arizona Commerce Authority	and create quality jobs. Maximum awards of \$5,000 (SBIR proposal development, commercialization feasibility studies, etc.) and \$20,000 (innovation in manufacturing)
	Navigator – Arizona Commerce Authority	<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"> • Immediate access to job-ready talent pools • Job postings on statewide job board -- typically 5 occupations for 4 months • Custom recruiting services such as resume screening & social media promotion • Assist in creating strategic partnerships • Direct hire recruitment strategy • Skill assessments and talent screenings • Assistance navigating state/federal labor laws • Federal training grants for new hires and incumbent employees • Transition and retention services
2	Small Business Services (SBS) Arizona Commerce Authority	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.
2	The Arizona Innovation Accelerator Fund – Arizona Commerce Authority	<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"> • The AIAF Program provides debt financing to rapidly expanding Arizona businesses that need resources in order to capitalize on market opportunities. • This loan participation program works in collaboration with private finance partners.

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
		<ul style="list-style-type: none"> • The AIAF Program has the ability to fund up to 49.9% of a financing package that includes both public and private capital. • 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. • 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.
2	RevAZ – Arizona Commerce Authority	<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"> • Key offerings include: Conduct comprehensive client assessments • Evolving business strategy to expand products and markets • Grow in-state supply chain & subcontracting • Continuous improvement & performance improvement as a foundation • Assistance in planning facility and business expansions • Implementing exporting as a strategic growth path • Technology acceleration – leveraging technology to stimulate business growth • Workforce – attracting & retaining a strong workforce

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
2	Venture Ready – Arizona Commerce Authority	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	Active Community Development Corporations (CDC)	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.
	Artist Relocation Program (ARP)	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	Certified Local Government Program (CLG)	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.
	State Historic Fund	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	Pima County Administered Community Development Block Grant Program (CDBG)	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	State Administered Community Development Block Grant Program (CDBG)	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.
	Urban Renewal Authority (URA)	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	Brownfields Programs	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	Special Districts (TITLE 48), Including Metropolitan Districts (SD)	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.
	Business Improvement District (BID)	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.
	Downtown Development Authority (DDA)	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.
	General Improvement District (GID)	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.
	Special Improvement Districts (SID)	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	Highway User Revenue Funds (HURF)	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.
	ADOT Discretionary Funds	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.
	Moving Ahead for Progress in the 21st Century (MAP-21).	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.
	Highway User Revenue Funds (HURF) and Vehicle License Tax (VLT) - County	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.

	Federal Aviation Administration (FAA) Airport Improvement Program	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

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
7	Additional –Funding - Miscellaneous	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	Federal Transit Administration (5307) Funds	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.
	Federal Transit Administration (5309) Funds	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	Federal Highway (MAG CMAQ) Funds	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	Flood Control Facility Financing	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"> • Bricks/Plaques • Benches • Trash Cans • Trees • Adopt-A-Landscape Area • Street Light Program • Water Fountain (Drink) • Sculptures/Public Art • Pocket Park • Playground Equipment • Lottery/Auction/Raffles • In-Kind-Services • Legacy/Trust Funds • Concession Agreements • Naming Rights • Private Development Partnerships

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	United States Department of Agriculture (USDA) Rural Development and the Federal Economic Development Administration (EDA)	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.
	Federal Aviation Administration	The Federal Aviation Administration provides grants for airport construction.
	Federal Enterprise Community and Empowerment Zones	Federal Enterprise Community and Empowerment Zones provide infrastructure improvement grants and tax incentives for private businesses.
	The Arizona Enterprise Zones	The Arizona Enterprise Zones encourage new private investment in infrastructure in economically depressed areas.
	The Greater Arizona Development Authority	The Greater Arizona Development Authority assists local governments, in obtaining low interest financing for infrastructure projects.
	The Water Infrastructure Financing Authority (WIFA)	The Water Infrastructure Financing Authority (WIFA) may be authorized to issue water quality bonds for water and wastewater infrastructure financing needs.
	Drinking Water Revolving Fund (DWRf) and Clean Water Revolving Fund (CWRf).	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).
	Grater Arizona Development Authority (GADA) Grants	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	Infrastructure Financing Plan	<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"> • Projections of future land use and population (see projection details) • Estimates of infrastructure demand, based on standardized land-use categories • Cost estimates of capital facilities for: <ul style="list-style-type: none"> ○ Equipment repair ○ Fire protection ○ Libraries ○ Major streets and bridges ○ Parks ○ Police ○ Solid waste disposal ○ Storm drainage (where applicable) ○ Wastewater ○ Water • Standardized net capital facility costs for each infrastructure category

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

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
13	In Lieu Payment For Facilities	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.
	Direct Infrastructure Construction	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.
	Land Dedication	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.
	Development Impact Fees	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	Modified Accelerated Cost-Recovery System (MACRS)	<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"> – a variety of solar electric and solar thermal technologies – fuel cells and microturbines – geothermal electric – direct-use geothermal and geothermal heat pumps – small wind (100 kW or less) – combined heat and power (CHP). – 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. <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	Residential Energy Conservation Subsidy Exclusion (Corporate)	<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"> – Solar. 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. – Fuel Cells. 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.) – Small Wind Turbines. 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.) – Geothermal Systems. 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. – Microturbines. 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.

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
14	Qualifying Advanced Energy Project Investment Tax Credit (For Business Attraction)	<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"> – Equipment and/or technologies used to produced energy from the sun, wind, geothermal or "other" renewable resources – Fuel cells, microturbines or energy-storage systems for use with electric or hybrid-electric motor vehicles – Equipment used to refine or blend renewable fuels – Equipment and/or technologies to produce energy-conservation technologies (including energy-conserving lighting technologies and smart grid technologies)* <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	State of Arizona Mapping for Aggregate Mining Funds	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	APA/APHA Grants	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.
	CDC's Healthy Community Design Initiative and Health Impact Assessment (HIA)	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.

	The Racial and Ethnic Approaches to Community Health (REACH) program	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.
	Partnerships to Improve Community Health (PEACH)	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.
	Arizona Partnership for Healthy Communities	The Arizona Partnership for Healthy Communities assists communities and organizations in the identification of funds for specific projects.