



MEMORANDUM

Date: June 27, 2025

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

From: Jan Leshor 
County Administrator

Re: **Contract with The Chamber of Southern Arizona, Inc. on the July 1, 2025 Board of Supervisors Addendum**

Consideration of a contract between Pima County and The Chamber of Southern Arizona, Inc. will be on the July 1, 2025 Addendum. The Chamber of Southern Arizona, Inc. (CSA) is the entity formed in 2025 by the merger of Sun Corridor, Inc. (SCI) and the Tucson Metro Chamber of Commerce (TMCC). The primary purpose of the contract is for CSA to support the County and the region in facilitating primary job and economic investment growth.

The work of CSA is complementary to the work being done by Pima County Economic Development staff. The attached illustration of the respective roles (Attachment 1) was provided to the Board of Supervisors during last year's budget discussions as an attachment to a June 28, 2024 Memorandum on the contract with SCI. These economic development-related roles remain intact today with CSA, in addition to the newly combined functions of the TMCC.

The CSA contract being considered has been updated from the previous SCI contract with these notable changes:

- Updates name of contractor to The Chamber of Southern Arizona, Inc.
- Clarifies the focus of supporting the region, including Pima County and the local cities and towns.
- Inserts the *Pima County Economic Development Strategy 2023-2026, Roadmap to Implementation* as Exhibit E of the contract.
- Removes provision that duplicated tourism attraction efforts performed by Visit Tucson and Pima County Attractions & Tourism.
- Includes a provision (Section 4.7) indicating CSA shall not lobby on behalf or against interests of Pima County, and not represent us in policy, advocacy, legislation or statutory matters, without advanced written approval.
- Adds the County required Heat Injury and Illness Prevention and Safety Plan provision.
- Enhances coordination on outreach, marketing and branding related to Pima County and the region.
- Inserts an emphasis on supporting the attraction of health professionals to the region into Exhibit A (Section 13.8).
- Updates the CSA preliminary budget in Exhibit B.

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A handwritten signature in dark ink, appearing to be "JL", is written over the stamp.

The Honorable Chair and Members, Pima County Board of Supervisors

Re: **Contract with The Chamber of Southern Arizona, Inc. on the July 1, 2025 Board of Supervisors Addendum**

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The contract term is from July 1, 2025, to June 30, 2026. The recommended amount for the contract is \$550,000, which is the same as the Fiscal Year (FY) 2024/25 contract with SCI. The contract is provided as Attachment 2.

At the June 17, 2025 Board of Supervisors Meeting, Supervisor Allen made a motion to reduce the funding amount for this contract. The motion was not acted upon since it was indicated that the contract would be presented for consideration at the July 1, 2025 Board Meeting.

Based on this request, I further considered the funding amount and recommend it remains \$550,000 for FY 2025/26. I believe this recommendation is appropriate since the contracted services focus on supporting primary job and economic investment growth in the entire region, including unincorporated areas and cities and towns.

Additionally, my discussions with CSA leadership prior to adoption of the Pima County FY 2025/26 Final Budget and leading up to CSA contract consideration involved an indication that the recommended funding level would remain the same, and I do not believe it is appropriate to reduce the amount at this late stage. Since this is a one-year contract, there will be ample opportunity to discuss funding levels ahead of consideration of next year's contract.

Recommendation

I recommend approval of the contract with The Chamber of Southern Arizona for the period of July 1, 2025, to June 30, 2026, in the amount of \$550,000.

JKL/anc

Attachment

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

ATTACHMENT 1

Regional Economic Development Ecosystem



Regional Value:

- Leverage private sector investment to achieve a 3:1 match.
 - Every \$1 invested by Pima County is matched by \$3 from the private sector
- Convene large, diverse stakeholder groups representing executives in the private and public sectors from across the region
- Preserve confidentiality throughout the site selection process required by site selectors and companies

Contribution to the ECD Ecosystem:

- Market, brand, and sell the region nationally and internationally
 - Cultivate relationships with site selection consultants
 - Foster long-established media relationships, locally and nationally
 - Develop and execute Thrive in Tucson talent attraction campaign
 - Lead outbound sales missions with private and public sector leaders
- Provide leadership as the regional convener and thought leader on economic development strategy and competitive issues.
 - Competitive Analysis Report
 - Targeted Industry Analysis and trends
 - Public Policy trends and impacts
 - Site Selector Forums
- Leverage connectivity to diverse private, public, and academic stakeholder leaders to coordinate regional value proposition
 - Coordinate regional response to proposals on behalf of public and private partners
 - Coordinate among public and private partners, as well as regional employers to host site visits
- Conduct business retention and expansion outreach with local primary employers
 - Meet with area employers to determine opportunities and barriers to growth within the market
 - Coordinate regional retention and expansion solutions (workforce training, incentives, public relations, etc.)

Regional Value:

- As the leading convener, navigates and coordinates within Pima County government on behalf of businesses seeking to locate or expand in Pima County
- Develop and implement programs and incentives to assist qualified businesses
- Ensure workforce development programs led by Pima County One-Stop match needs of business and industry

Contribution to the ECD Ecosystem:

- Coordinate with critical intra-County departments on behalf of companies evaluating the region, including:
 - Development Services
 - Wastewater
 - Transportation
 - Assessor
 - Environmental Quality
 - Flood Control
 - Community & Workforce Development
- Manage and market key real estate assets owned by Pima County
- Develop plans to provide critical infrastructure in key areas identified for commercial and industrial growth in Pima County
- Coordinate unique or special Economic Development-related efforts with other Pima County departments
- Develop, update and implement the Board-approved Pima County Economic Development Strategic Plan
- Coordinate with regional jurisdictions, state and local economic development agencies, educational institutions, and other private and public stakeholders to enhance the regional economy
- Coordinate with the Pima County IDA
- Manage the Pima County Small Business Commission and provide business assistance to small businesses
- Conduct business retention and expansion outreach to local businesses throughout Pima County
- Coordinate FDI efforts through the AZ Border Counties Coalition with regional stakeholders related to Mexico and other identified markets

ATTACHMENT 2

Pima County Department of Economic Development

Project: Economic Development Support Services for Pima County and Southern Arizona

Contractor: The Chamber of Southern Arizona, Inc.

Amount: \$550,000.00

Contract No.: PO2500018868

Funding: General Fund

PROFESSIONAL SERVICES CONTRACT

1. Parties and Background.

- 1.1. Parties. This Contract is between Pima County, a body politic and corporate of the State of Arizona ("County"), and The Chamber of Southern Arizona, Inc. ("Contractor").
- 1.2. Authority. County selected Contractor pursuant to and consistent with Board of Supervisors Policy D29.6 III-C Direct Selection.
- 1.3. Background and Purpose. Sun Corridor, Inc. (SCI) was established in 2005 (originally as Tucson Regional Opportunities/TREO) to consolidate and coordinate all economic development activities and programs within the region. In 2025, SCI merged with the Tucson Metro Chamber to form The Chamber of Southern Arizona (CSA). The primary goal of CSA is to facilitate primary (non-retail) job and investment growth in the region. Its work also includes creating a competitive environment that allows primary employers to flourish and succeed. Economies, both nationally and internationally, compete for jobs and capital investment based on regional strengths. The economic benefits of business expansion and attraction, no matter where physically located, transcend jurisdictional lines. A collaborative regional approach is required in order to be competitive in the global site selection process.

CSA offers a comprehensive range of programs and services to facilitate the creation of high-wage jobs through the attraction, expansion, or retention of base industry companies, advocates for increased business creation/entrepreneurship, markets the region to national and international audiences, and conducts competitive analyses related to the region's economic drivers. These analyses are utilized to inform policy and mobilize resources to ensure the region is competitive. CSA also supports Pima County's economic activities related to Mexico and Canada.

CSA facilitates job growth and capital investment in a competitive environment through a multi-faceted, data-driven strategic plan that was updated in 2014. The ***Economic Blueprint*** includes a target list of industries that match the current and future assets of the region, which provides the best opportunity for long-term success.

CSA is governed by a Board of Directors comprised of leaders from key private sector employers, public sector partners, higher education institutions, and nonprofits (See

Exhibit F for a board list). CSA staff have a combined 150 years of experience in economic development leadership and management. CSA has a proven 20-year track record of performance resulting in more than \$1 billion in investment and the facilitation of nearly 60,000 direct and indirect jobs. The CSA Board and staff identify and monitor issues that directly impact economic prosperity. CSA's success is predicated on the commitment to a regional approach to economic development in Pima County and Southern Arizona. CSA brings together a broad range of interests to promote the "Sun Corridor mega-region" as a single economic entity.

- 1.4. Contract Mission: CSA's mission is to help lead efforts and to assist and support Pima County and the region facilitate the growth of southern Arizona's economy, promote and advocate for issues that will improve the mega-region's economic competitiveness and prosperity. CSA's goal is to support Pima County's and the region's economic activities, including actively marketing Pima County properties.
- 1.5. Program Goals: CSA provides comprehensive programs and services that further Pima County's and the region's economic development goals. The agreement is strategically focused on the following goals that support the region, including unincorporated areas and cities and towns, the specific elements of the Pima County Economic Development Strategic Plan, and the SCI Economic Blueprint, as well as the 2024 Economic Competitiveness Report .
 - 1.5.1. Leverage County funding to attract private investment in regional economic development that provides the resources required to execute the regional Pima County Economic Development Strategy 2023-26, to increase base industry employment and capital investment, and ultimately regional economic impact.
 - 1.5.2. Market the region to business prospects in targeted industries with emphasis on aerospace, space, defense, bioscience, energy, logistics, mining technology, manufacturing and other technology employers, as well as the identified priority industry sectors within the Pima County Economic Development Strategy 2023-26.
 - 1.5.3. Increase the economic and fiscal impacts of base industries in the region by increasing employment and investment from new or existing base industry employers.
 - 1.5.4. Assist in retention and expansion of existing businesses.
 - 1.5.5. Support the County in its economic development activities as outlined in the *Pima County Economic Development Strategy 2023-2026, Roadmap to Implementation (Exhibit D)*, and the Pima County Comprehensive Plan *Pima Prospers (Exhibit E)*.
 - 1.5.6. Provide information and support to Pima County on issues identified by the CSA Board of Directors and staff that impact regional competitiveness.
 - 1.5.7. Ensure significant County and Southern Arizona exposure with site selectors through CSA's sales and marketing activity throughout the year, which may

include sales missions, leadership roadshows, and targeted marketing; include Pima County Economic Development staff on select marketing and business attraction missions.

- 1.5.8. Coordinate with Pima County Administrator and Economic Development Director on all news releases issued by CSA for projects located in Pima County and for which Pima County has provided incentives and/or assistance.

2. **Term.**

- 2.1. Initial Term. This Contract commences on July 1, 2025, and will terminate on June 30, 2026 ("Initial Term"). "Term," when used in this Contract, means the Initial Term plus any exercised extension options under Section 2.2. If the commencement date of the Initial Term is before the signature date of the last party to execute this Contract, the parties will, for all purposes, deem the Contract to have been in effect as of the commencement date.

- 2.2. Extension Options. County may renew this Contract for up to four (4) additional periods of up to 1 year each (each an "Extension Option"). An Extension Option will be effective only upon execution by the Parties of a formal written amendment.

3. **Scope of Services**. Contractor will provide County and the region with the services and support as described in **Exhibit A** (5 pages, "Performance Goals and Services") and **Exhibit D** (5 pages, "Pima County Economic Development Strategy 2023-36, Roadmap to Implementation"). Timing requirements are set forth in **Exhibit C** (1 page). These Performance Goals and Action Items will be used to evaluate and report progress on CSA's activity. In the event of changing market conditions, funding availability, unforeseen expenses or other circumstances beyond CSA's reasonable control, these Performance Goals and Services and Action Items may be revised with County's prior written approval. The annual Budget of CSA is attached as **Exhibit B** (1 page).

4. **Compensation and Payment.**

- 4.1. County will pay CSA \$550,000.00 for Services provided pursuant to this Agreement during the Initial Term. This amount will be for administrative and operating expenses incurred in CSA's performance of this Agreement, including the expenses of facilitating, implementing, and marketing County economic development properties to prospective new, export-based employers.
- 4.2. This funding will be provided in the form of four (4) equal payments in the amount of \$137,500.00 each quarter during the term of this Agreement, after receipt of an invoice from CSA as provided below.
- 4.3. CSA will invoice County on a quarterly basis. CSA will include with each invoice any required quarterly and periodic status reports and will submit the invoice and reports to the County Administrator's Office for review, approval and processing by County Administrator or his/her designee. CSA will submit to the County four (4) equal invoice requests of \$137,500.00 for payment within thirty (30) calendar days of the end of each calendar quarter.

- 4.4. Any request by CSA to change the time to provide an invoice or accompanying report must be in writing and must state the reason or reasons justifying the requested extension. Granting an extension of time to file an invoice or report is within the sole discretion of County and must be approved by the County administrator or his/her designee to be effective.
- 4.5. The foregoing notwithstanding, if CSA has not provided County with the audit required pursuant to Exhibit A Reporting 4.1 or another report required by this Agreement, County will not be required to make any payments until County receives and approves the required information.
- 4.6. No funds paid to CSA by County under this Agreement may be paid to any private entity or individual as direct economic incentive. No funds paid to CSA by County may be used by any person for travel, meals or entertainment expenses.
- 4.7. CSA shall not engage in lobbying on behalf or against interests of Pima County unless granted expressed written approval beforehand. CSA shall not officially represent Pima County in matters of policy, advocacy, legislation or statutory matters without advanced expressed written approval.
- 4.8. Notwithstanding any other provisions herein, County is not required to make any payment unless at the time payment is due, CSA is in full compliance with the terms of this Agreement and has demonstrated that it is making progress toward its Fiscal Year 2025/2026 goals and objectives and has provided all required reports.
- 4.9. CSA may not bill County for costs that are paid by County pursuant to a separate agreement, or by another funding source or grant, and must promptly reimburse County for any amounts paid by County for which CSA later receives such funding. CSA must notify County within ten (10) days of the earlier of notification regarding, or actual receipt of, such alternative funding.
- 4.10. Notwithstanding any other provision of this Agreement, if the amount of monies that the State of Arizona distributes to County's General Fund pursuant to A.R.S. § 42-5029 is less than the amount anticipated in County's Fiscal Year 2025/2026 Budget, then County, at its sole option and after consideration of County needs, available resources and other obligations, may unilaterally reduce the amount to be paid to CSA under this Agreement.
- 4.11. Nothing herein will preclude County from contracting separately with CSA for services to be provided in addition to those to be provided hereunder, upon terms and conditions to be negotiated by County and CSA.
5. **Insurance.** Contractor will procure and maintain at its own expense insurance policies (the "**Required Insurance**") satisfying the below requirements (the "**Insurance Requirements**") until all its obligations under this Contract have been met. The below Insurance Requirements are minimum requirements for this Contract and in no way limit Contractor's indemnity obligations under this Contract. The County in no way warrants that the required insurance is sufficient to protect the Contractor for liabilities that may arise from or relate to this Contract. If necessary, Contractor may obtain commercial umbrella or excess insurance to satisfy the Insurance Requirements.

5.1. Insurance Coverages and Limits: Contractor will procure and maintain, until all its obligations have been discharged, coverage with limits of liability not less than those stated below. Coverage must be placed with insurers acceptable to the County with A.M. Best rating of not less than A-VII, unless otherwise approved by the County.

5.1.1. Commercial General Liability (CGL) – Occurrence Form with limits not less than \$2,000,000 Each Occurrence and \$2,000,000 General Aggregate. Policy must include coverage for liability arising from premises, operations, independent contractors, personal injury, bodily injury, broad form contractual liability and products-completed operations. Any standard coverages excluded from the CGL policy, such as products/completed operations, etc. must be covered by endorsement or separate policy and documented on the Certificates of Insurance.

5.1.2. Business Automobile Liability – Coverage for bodily injury and property damage on any owned, leased, hired, and/or non-owned autos assigned to or used in the performance of this Contract with minimum limits not less than \$1,000,000 Each Accident.

5.1.3. Workers' Compensation and Employers' Liability – Statutory coverage for Workers' Compensation. Workers' Compensation statutory coverage is compulsory for employers of one or more employees. Employers Liability coverage with limits of \$1,000,000 each accident and \$1,000,000 each employee – disease.

5.1.4. Professional Liability (E & O) Insurance – This insurance is required for work from professionals whose coverage is excluded from the above CGL policy. The policy limits must be not less than \$1,000,000 Each Claim and \$2,000,000 Annual Aggregate. The insurance must cover professional misconduct or negligent acts of anyone performing any services under this contract.

5.2. Additional Insurance Coverage Requirements:

5.2.1. Claims Made Coverage: If any part of the Required Insurance is written on a claims-made basis, any policy retroactive date must precede the effective date of this Contract, and Contractor must maintain such coverage for a period of not less than three (3) years following Contract expiration, termination or cancellation.

5.2.2. Additional Insured Endorsement: The General Liability, Business Automobile Liability and Technology E&O Policies must each be endorsed to include Pima County, its departments, districts, officials, agents, and employees as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor.

5.2.3. Subrogation Endorsement: The General Liability, Business Automobile Liability, Workers' Compensation and Technology E&O Policies must each contain a waiver of subrogation endorsement in favor of Pima County, and its departments, districts, officials, agents, and employees for losses arising from work performed by or on behalf of the Contractor.

- 5.2.4. Primary Insurance Endorsement: The Required Insurance policies must stipulate that they are primary and that any insurance carried by County, or its agents, officials, or employees, is excess and not contributory insurance.
- 5.2.5. The Required Insurance policies may not obligate County to pay any portion of Contractor's deductible or Self Insurance Retention (SIR).
- 5.2.6. Subcontractors: Contractor must either (a) include all subcontractors as additional insureds under its Required Insurance policies, or (b) require each subcontractor to separately meet all Insurance Requirements and verify that each subcontractor has done so, Contractor must furnish, if requested by County, appropriate insurance certificates for each subcontractor. Contractor must obtain County's approval of any subcontractor request to modify the Insurance Requirements as to that subcontractor.
- 5.3. Notice of Cancellation: Contractor must notify County, within two (2) business days of Contractor's receipt of notice from an insurer, if any Required Insurance policy is suspended, voided, or cancelled for any reason. Notice must include the Pima County project or contract number and project description.
- 5.4. Verification of Coverage:
- 5.4.1. Contractor must furnish County with a certificate of insurance (valid ACORD form or equivalent approved by Pima County) for each Required Insurance policy, which must specify that the policy has all the required endorsements, and must include the Pima County project or contract number and project description. Each certificate must be signed by an authorized representative of the insurer.
- 5.4.2. County may at any time require Contractor to provide a complete copy of any Required Insurance policy or endorsement. Note: Contractors for larger projects must provide actual copies of the additional insured and subrogation endorsements.
- 5.4.3. Contractor must provide the certificates to County before work commences. Each Required Insurance policy must be in effect at least 10 days before work under this Contract commences. Contractor must provide County a renewal certificate not less than 15 days prior to a Required Insurance policy's expiration date. Failure to maintain the Required Insurance policies, or to provide evidence of renewal, is a material breach of this Contract.
- 5.4.4. All insurance certificates must be sent directly to the appropriate County Department.
- 5.5. Approval and Modifications: The Pima County Risk Manager may modify the Insurance Requirements at any point during the Term of this Contract. This can be done administratively, with written notice from the Risk Manager and does not require a formal Contract amendment.

Neither the County's failure to obtain a required insurance certificate or endorsement, the County's failure to object to a non-complying insurance certificate or endorsement, nor the County's receipt of any other information from the Contractor, its insurance broker(s) and/or insurer(s), constitutes a waiver of any of the Insurance Requirements.

6. **Indemnification.** To the fullest extent permitted by law, Contractor will defend, indemnify, and hold harmless Pima County and any related taxing district, and the officials and employees of each of them (collectively, "Indemnatee") from and against any and all claims, actions, liabilities, losses, and expenses (including reasonable attorney fees) (collectively, "Claims") arising out of actual or alleged injury of any person (including death) or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by any act or omission of Contractor or any of Contractor's directors, officers, agents, employees, volunteers, or subcontractors. This indemnity includes any claim or amount arising or recovered under the Workers' Compensation Law or arising out of the failure of Contractor to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. The Indemnatee will, in all instances, except for Claims arising solely from the acts or omissions of the Indemnatee, be indemnified by Contractor from and against any and all Claims. Contractor is responsible for primary loss investigation, defense and judgment costs for any Claim to which this indemnity applies. This indemnity will survive the expiration or termination of this Contract.
7. **Laws and Regulations.**
 - 7.1. Compliance with Laws. Contractor will comply with all federal, state, and local laws, rules, regulations, standards and Executive Orders.
 - 7.2. Licensing. Contractor warrants that it is appropriately licensed to provide the services under this Contract and that its subcontractors will be appropriately licensed.
 - 7.3. Choice of Law; Venue. The laws and regulations of the State of Arizona govern the rights and obligations of the parties under this Contract. Any action relating to this Contract must be filed and maintained in the appropriate court of the State of Arizona in Pima County.
8. **Independent Contractor.** Contractor is an independent contractor. Neither Contractor, nor any of Contractor's officers, agents or employees will be considered an employee of Pima County for any purpose or be entitled to receive any employment-related benefits, or assert any protections, under the Pima County Merit System. Contractor is responsible for paying all federal, state and local taxes on the compensation received by Contractor under this Contract and will indemnify and hold County harmless from any and all liability that County may incur because of Contractor's failure to pay such taxes.
9. **Subcontractors.** Contractor is fully responsible for all acts and omissions of any subcontractor, and of persons directly or indirectly employed by any subcontractor, and of persons for whose acts any of them may be liable, to the same extent that the Contractor is responsible for the acts and omissions of its own employees. Nothing in this Contract creates any obligation on the part of County to pay or see to the payment of any money due any subcontractor, except as may be required by law.

10. **Assignment.** Contractor may not assign its rights or obligations under this Contract, in whole or in part, without the County's prior written approval. County may withhold approval at its sole discretion.
11. **Non-Discrimination.** Contractor will comply with all provisions and requirements of Arizona Executive Order 2009-09, which is hereby incorporated into this contract, including flow-down of all provisions and requirements to any subcontractors. During the performance of this Contract, Contractor will not discriminate against any employee, client or any other individual in any way because of that person's age, race, creed, color, religion, sex, disability or national origin.
12. **Americans with Disabilities Act.** Contractor will comply with Title II of the Americans with Disabilities Act (Public Law 110-325, 42 U.S.C. §§ 12101-12213) and the federal regulations for Title II (28 CFR Part 35).
13. **Authority to Contract.** Contractor warrants its right and power to enter into this Contract. If any court or administrative agency determines that County does not have authority to enter into this Contract, County will not be liable to Contractor or any third party by reason of such determination or by reason of this Contract.
14. **Full and Complete Performance.** The failure of either party to insist, in one or more instances, upon the other party's complete and satisfactory performance under this Contract, or to take any action based on the other party's failure to completely and satisfactorily perform, is not a waiver of that party's right to insist upon complete and satisfactory performance, or compliance with any other covenant or condition in this Contract, either in the past or in the future. The acceptance by either party of sums less than may be due and owing it at any time is not an accord and satisfaction.
15. **Cancellation for Conflict of Interest.** This Contract is subject to cancellation for conflict of interest pursuant to A.R.S. § 38-511, the pertinent provisions of which are incorporated into this Contract by reference.
16. **Termination by County.**
 - 16.1. Without Cause. County may terminate this Contract at any time without cause by notifying Contractor, in writing, at least ninety (90) days before the effective date of the termination. In the event of such termination, County's only obligation to Contractor will be payment for services rendered prior to the date of termination.
 - 16.2. With Cause. County may terminate this Contract at any time without advance notice and without further obligation to County when County finds Contractor to be in default of any provision of this Contract.
 - 16.3. Non-Appropriation. Notwithstanding any other provision in this Contract, County may terminate this Contract if for any reason there are not sufficient appropriated and available monies for the purpose of maintaining County or other public entity obligations under this Contract. In the event of such termination, County will have no further obligation to Contractor, other than to pay for services rendered prior to termination.

17. **Notice.** Any notice required or permitted to be given under this Contract must be in writing and be served by personal delivery or by certified mail upon the other party as follows:

County:

Economic Development Director
Pima County

201 N. Stone Ave, 2nd Floor
Tucson, Arizona 85701
Phone: 520-724-4444

Contractor:

President/CEO

The Chamber of Southern Arizona,
Inc.
1985 E River Road, Suite 101
Tucson, AZ 85718
Phone: 520-243-1900
Fax: 520-243-1910

18. **Non-Exclusive Contract.** Contractor understands that this Contract is nonexclusive and is for the sole convenience of County. County reserves the right to obtain like services from other sources for any reason.
19. **Remedies.** Either party may pursue any remedies provided by law for the breach of this Contract. No right or remedy is intended to be exclusive of any other right or remedy and each is cumulative and in addition to any other right or remedy existing at law or at equity or by virtue of this Contract.
20. **Severability.** Each provision of this Contract stands alone, and any provision of this Contract found to be prohibited by law will be ineffective to the extent of such prohibition without invalidating the remainder of this Contract.
21. **Books and Records.** Contractor will keep and maintain proper and complete books, records and accounts, which will be open at all reasonable times for inspection and audit by duly authorized representatives of County. In addition, Contractor will retain all records relating to this Contract for at least five (5) years after its expiration or termination or, if later, until any related pending proceeding or litigation has concluded.
22. **Public Records.**

22.1. **Disclosure.** Pursuant to A.R.S. § 39-121 et seq., and A.R.S. § 34-603(H) in the case of construction or Architectural and Engineering services procured under A.R.S. Title 34, Chapter 6, all documents submitted in response to the solicitation resulting in award of this Contract, including, but not limited to, pricing schedules, product specifications, work plans, and any supporting documents, are public records. As such, those documents are subject to release and/or review by the general public upon request, including competitors.

22.2. **Records Marked Confidential; Notice and Protective Order.** If Contractor reasonably believes that some of those records contain proprietary, trade-secret or otherwise-confidential information, Contractor must prominently mark those records "CONFIDENTIAL." In the event a public-records request is submitted to County for records marked CONFIDENTIAL, County will notify Contractor of the request as soon as reasonably possible. County will release the records 10 business days after the

date of that notice, unless Contractor has, within that period, secured an appropriate order from a court of competent jurisdiction, enjoining the release of the records. County will not, under any circumstances, be responsible for securing such an order, nor will County be in any way financially responsible for any costs associated with securing such an order.

23. Legal Arizona Workers Act Compliance.

23.1. Compliance with Immigration Laws. Contractor hereby warrants that it will at all times during the term of this Contract comply with all federal immigration laws applicable to its employment of its employees, and with the requirements of A.R.S. § 23-214 (A) (together the "State and Federal Immigration Laws"). Contractor will further ensure that each subcontractor who performs any work for Contractor under this Contract likewise complies with the State and Federal Immigration Laws.

23.2. Books & Records. County has the right at any time to inspect the books and records of Contractor and any subcontractor in order to verify such party's compliance with the State and Federal Immigration Laws.

23.3. Remedies for Breach of Warranty. Any breach of Contractor's or any subcontractor's warranty of compliance with the State and Federal Immigration Laws, or of any other provision of this section, is a material breach of this Contract subjecting Contractor to penalties up to and including suspension or termination of this Contract. If the breach is by a subcontractor, and the subcontract is suspended or terminated as a result, Contractor will be required to take such steps as may be necessary to either self-perform the services that would have been provided under the subcontract or retain a replacement subcontractor, as soon as possible so as not to delay project completion. Any additional costs attributable directly or indirectly to such remedial action are the responsibility of Contractor.

23.4. Subcontractors. Contractor will advise each subcontractor of County's rights, and the subcontractor's obligations, under this Section 24 by including a provision in each subcontract substantially in the following form:

"Subcontractor hereby warrants that it will at all times during the term of this contract comply with all federal immigration laws applicable to

Subcontractor's employees, and with the requirements of A.R.S. § 23-214 (A). Subcontractor further agrees that County may inspect the Subcontractor's books and records to insure that Subcontractor is in compliance with these requirements. Any breach of this paragraph by Subcontractor is a material breach of this contract subjecting Subcontractor to penalties up to and including suspension or termination of this contract."

24. **Israel Boycott Certification.** Pursuant to A.R.S. § 35-393.01, if Contractor engages in for-profit activity and has 10 or more employees, and if this Contract has a value of \$100,000.00 or more, Contractor certifies it is not currently engaged in, and agrees for the duration of this Contract to not engage in, a boycott of goods or services from Israel. This certification does not apply to a boycott prohibited by 50 U.S.C. § 4842 or a regulation issued pursuant to 50 U.S.C. § 4842.

25. **Forced Labor of Ethnic Uyghurs.** Pursuant to A.R.S. § 35-394, if Contractor engages in for-profit activity and has 10 or more employees, Contractor certifies it is not currently using, and agrees for the duration of this Contract to not use (1) the forced labor of ethnic Uyghurs in the People's Republic of China; (2) any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; and (3) any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China. If Contractor becomes aware during the term of the Contract that Contractor is not in compliance with A.R.S. § 35-394, Contractor must notify the County within five business days and provide a written certification to County regarding compliance within one hundred eighty days.
26. **Heat Injury and Illness Prevention and Safety Plan.** Pursuant to Pima County Procurement Code 11.40.030, Contractor hereby warrants that if Contractor's employees perform work in an outdoor environment under this Contract, Contractor will keep on file a written Heat Injury and Illness Prevention and Safety Plan. At County's request, Contractor will provide a copy of this plan and documentation of heat safety and mitigation efforts implemented by Contractor to prevent heat-related illnesses and injuries in the workplace. Contractor will post a copy of the Heat Injury and Illness Prevention and Safety Plan where it is accessible to employees. Contractor will further ensure that each subcontractor who performs any work for Contractor under this Contract complies with this provision.
27. **Amendment.** The parties may modify, amend, alter or extend this Contract only by a written amendment signed by the parties.
28. **Entire Agreement.** This document constitutes the entire agreement between the parties pertaining to the subject matter it addresses, and this Contract supersedes all prior or contemporaneous agreements and understandings, oral or written.
29. **List of Exhibits:**
Exhibit A – Performance Goals and Services
Exhibit B –CSA FY 2025/26 Adopted Operations Budget
Exhibit C – Deliverable Schedule
Exhibit D – Pima County Economic Development Strategy 2023-2026, Road to Implementation
Exhibit E – Pima Prospers Comprehensive Plan Initiative – Economic Development Element
Exhibit F – CSA Board of Directors List

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This agreement will become effective when all parties have signed it. The effective date of the agreement will be the date this agreement is signed by the last party (as indicated by the date associated with that party's signature).

PIMA COUNTY

CONTRACTOR

Chair, Board of Supervisors

Authorized Officer Signature

Date

Printed Name and Title

Date

ATTEST

Clerk of the Board

Date

APPROVED AS TO FORM

Bobby Yu
Deputy County Attorney

Bobby Yu

Print DCA Name

6/26/2025

Date

APPROVED AS TO CONTENT

7L
Director, Economic Development

6-24-2025

Date

Exhibit A (5 pages)
Performance Goals and Services

SCI will provide the following Services to County:

1. Meet the economic development goals set by the CSA Board of Directors. Provide County with quarterly statistical updates on the following:
 - 1.1. Number of Direct Jobs Facilitated
 - 1.2. Number of Indirect Jobs Facilitated
 - 1.3. Number of Jobs in Targeted Industries
 - 1.4. Number of Qualified Prospects
 - 1.5. Earned Media Reach
2. Focus in the areas as outlined below and approved by the CSA Board of Directors:
 - 2.1. High wage job development/sales and marketing
 - 2.2. Capacity development/improve competitiveness
3. Support Pima County's Economic Development Strategy 2023-26 and provide assistance to the region with the implementation of areas of the plan related to employer attraction, retention and expansion, workforce development, foreign direct investment (FDI) and other aspects of SCI's established mission.
4. Collaborate with Pima County and other regional jurisdictions to assist in developing, maintaining, and providing economic and demographic data for the contractor's regional partners, site selectors and businesses in southern Arizona.
5. Advocate for Pima County and regional interests with the Arizona Commerce Authority (ACA) to increase information sharing and understanding of Pima County's business resources and opportunities with the objective of increasing the quality, speed, and number of ACA referrals and the number and size of ACA incentives in Pima County.
6. Proactively support Pima County and the region in the pursuit of business development opportunities and identification of competitive deficiencies within the region. Support development of materials, meetings, and/or forums involving relevant public and private organizations to address those opportunities and weaknesses and improve success ratios.
7. Work with other corporations, agencies or entities that are involved in economic development activities. More specifically, collaborate with regional partners that support the economic development mission of Pima County and CSA.
8. Lead in-person and virtual site selection sales efforts that provide significant Pima County and Southern Arizona exposure with site selectors and other key decision-makers. This includes, but is not limited to site selector industry events, direct sales meetings with site selectors, industry tradeshows and conferences, in-bound site selector missions, executive leadership missions, trade delegations, and other opportunities to market regional assets.

9. Help support coordinate responses to Requests for Proposals/Information and help lead, coordinate and regionally brand market site visits from site selectors, brokers, companies, or others evaluating Pima County for possible relocation or expansion. Below is a description of the activities related to Pima County and the region involved in this effort:
 - 9.1 Provide to Pima County regional demographic, workforce quality and costs, competitive markets, and industry data, along with C-level market intelligence and information on local incentives programs.
 - 9.2 Conduct real estate searches utilizing commercial real estate data collection services, as well as CSA's network of commercial brokers, developers, landowners, and public partners.
 - 9.3 Conduct comprehensive workforce analyses utilizing data collection technology, in addition to working with public and private partners at Pima County One-Stop, Pima Community College, University of Arizona, Arizona State University, Arizona Commerce Authority, staffing agencies, industry organizations, and local companies.
 - 9.4 Conduct Economic Impact Studies on a project basis utilizing a third-party economist to help government partners evaluate potential available incentives.
 - 9.5 Utilize CRM Technology to manage projects, identify trends, track key data points, and monitor organizational goals.
 - 9.6 Help lead, coordinate and regionally brand market site visits to ensure clients receive robust overview of regional and site-specific competitiveness. Goals of visits are to be defined and achieved by coordinating with partners throughout the region.
 - 9.7 CSA staff will help develop and lead PR efforts with staff from Pima County Economic Development, Arizona Commerce Authority, local jurisdictions, and any other key project partners to ensure comprehensive coverage of economic development wins for the region.
 - 9.8 Help to market Pima County-owned properties and the region via a variety of methods, including but not limited to, links on CSA website, site selector newsletters, social media, and direct to clients such as site selectors and corporate relocation decision makers.
10. Lead outreach and coordination with local commercial real estate network, site selectors and companies by providing value added services.
 - 10.1 Host one-on-one broker outreach meetings with local brokers to provide pipeline update and recent case studies that illustrate how CSA has added value for clients.
 - 10.2 Schedule building tours with local brokers to ensure familiarity with key industrial, office, and land properties on the market.
 - 10.3 Coordinate with state and regional partners, as well as business and community leaders to meet with qualified prospects.
 - 10.4 Provide confidential real estate evaluation services in coordination with regional partners and real estate broker community.
 - 10.5 Host meetings with Phoenix-based commercial real estate brokers and site selectors to provide information about the Pima County market.
 - 10.6 Schedule one-on-one meetings with site selectors promoting Pima County and Southern Arizona.
11. Conduct Business Retention and Expansion outreach to identify expansion opportunities that will grow the local tax base.

- 11.1 Help coordinate outreach with economic development partners to base industry companies in Pima County and the region to identify expansion opportunities as a part of Business Retention and Expansion (BRE) efforts.
 - 11.2 Identify resources for local companies in the areas of workforce development, development services, incentive programs, and infrastructure.
 - 11.3 Work with targeted sector industry organizations to identify leads.
12. Continue to be the administrative agency for Foreign Trade Zone Number 174 (FTZ). SCI will continue to receive, review and track FTZ applications and awards.
- 12.1 Coordinate with the County on the review and approval of applications relating to the designation or continuation of an FTZ site or operator, in cases where the company is pursuing a reduction in property taxes, as allowed by state law.
 - 12.2 Assist the County in the development of Payment in Lieu of Taxes (PILOT) agreements between companies pursuing a reduction in property taxes and taxing entities impacted by property tax reductions that result from FTZ activation.
13. Aggressively drive national and international awareness/exposure of Pima County, Tucson, other local jurisdictions and Southern Arizona.
- 13.1 Implement a national marketing/PR campaign to generate powerful stories (earned media) of Pima County, Tucson, other local jurisdictions and Southern Arizona's strengths as a place to live, as well as a strong business center.
 - 13.2 Develop and execute digital marketing campaigns and web presence, highly targeted to both site selectors and corporate relocation decision makers, designed to raise awareness of key strengths of Pima County, Tucson, and other local jurisdictions, and generate inquiry for further engagement.
 - 13.3 Produce the "Select the Sun Corridor" newsletter with Pima County, Tucson, other local jurisdictions and Southern Arizona business news, announcements, property listings, trends, and targeted industry promotion.
 - 13.4 Manage the CSA website, showcasing regional strengths to drive strong visitation and business development inquiries. Ensure content is targeted and maintained quarterly with property features, updated data, testimonials, downloads, and links.
 - 13.5 Continue strong social media presence, including amplification of Pima County's and the region's promotional messages in CSA social media channels.
 - 13.6 In coordination with Pima County, develop, manage, and coordinate announcements highlighting successful relocations and expansions in the region through:
 - News releases
 - Social Media
 - News section on CSA website
 - Direct pitches to national media and Economic Development publications
 - 13.7 Continue the "Thrive in Tucson" Talent Attraction campaign. This campaign is aimed at finding and attracting workforce that is interested in relocating to Pima County and the region from outside of the Pima County region. Include elements of:
 - Messaging surrounding job opportunities, safety and security, cost of living, geographic location, lifestyle/climate, key industries, and marketing Pima County-Tucson as more than a "college town" or retirement community.
 - Further content development and updates to the ThriveInTucson.com website.
 - Further content development and regular organic posts to "Thrive in Tucson"-

- themed social media channels on Instagram, Facebook, and LinkedIn.
 - Continue benchmarking of talent attraction campaigns across the country to ensure best practices.
 - Encourage the wider region's stakeholders to use these resources and share the campaign to maximize engagement.
- 13.8** Support Pima County and the region in attracting Health Professionals to the Pima County region.

REPORTING

SCI will provide periodic oral and written reports to County as described below:

1. Per Occurrence:

- 1.1. Report to the Pima County Economic Development Office any new project. Report will include project or client name (if releasable), property and/or facility requirements, projected capital investment, projected employment, average wage, and source of the project.
- 1.2. Report to Pima County Economic Development Office prior to CSA conducting a tour of a County economic development property with an economic development prospect or client. Report (verbal or written) will include the project or client name (if releasable), type of business, property or facility requirements, number of employees, average wage, and date of tour.

Include a verbal or written update of the tour outcomes no later than the next CSA and County meeting. If the project or client declines the property, the update should include reasons for the declination, if available.

- 1.3. Report each successful project including the details once success is determined.

2. Monthly:

- 2.1 A monthly coordination meeting will be held between Pima County Economic Development Department staff and CSA Business Development staff to discuss current projects (the Pipeline), County property prospects, and specific issues to be addressed by both organizations. Reports provided may be shared by Pima County with other local jurisdictions and regional partners.
- 2.2 A monthly Pipeline Report.

3. Quarterly:

- 3.1. A report discussing CSA's progress in attaining the targets, including reporting the numerical results for each performance measurement set forth in Exhibit A (Performance Goals and Services).
- 3.2. A written updated list of prospects, locales and other pertinent lead information. The format will include, but not be limited to, name of project and company if provided, type of business, contact source, building/real estate size requirements, capital investment (real and personal), projected jobs, average wage (if releasable), referral source, industry and recruitment status, if provided by the client.

- 3.3. A narrative description of any unusual events or items of note to the extent it concerns non-protected information. If CSA fails to achieve a benchmark by the date projected, the report will include an explanation.
 - 3.4. In the case of any Performance Goals and Services that are not met or actively pursued, CSA will meet with the designated representative of the County to provide an explanation of the relevant factors and circumstances and discuss the approach to be taken in order to achieve the required Performance Goals and Services.
 - 3.5. A list of all leads referred to CSA by the Arizona Commerce Authority (ACA). For those leads where the region is successful in attraction, a list of the incentives provided by the ACA. For those leads that are unsuccessful the reason for such provided by the ACA.
 - 3.6. A report detailing reasons (if known) why key prospects did not select the region during site selection.
 - 3.7. Recommendations as to how the County and the region can improve competitiveness and responses to prospects.
 - 3.8. A report detailing the marketing activities conducted in the previous quarter.
4. Annually:
- 4.1. A copy of CSA's or SCI's annual external audit for the preceding fiscal year to County within thirty (30) days after the approval of the annual audit by the CSA Board of Directors but not later than December 31st of that year.
 - 4.2. A written report of the effectiveness of CSA Performance Goals and Services. The report should include actual result(s)/outcome(s) of each goal. If a goal is not met, provide the reasons for not attaining the performance goals, attempted remedies during the performance period and planned remedies for future performance periods. CSA and County will discuss alternative performance goals and services for the following period if warranted.
5. Upon Request:
- Provide a membership list that includes the name of each member, company name, number of employees and company industry. Report to be organized by industry.

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Exhibit B (1 page)
The Chamber of Southern Arizona, Inc. FY 2025/26 Preliminary Budget

ORDINARY INCOME/EXPENSE

Income:	July '25 – June '26
STAKEHOLDER	\$550,000.00
PRIVATE SECTOR INVESTOR REVENUE	\$2,814,940,000.00
OTHER SOURCES / REVENUE	<u>\$891,650.00</u>
Total Income	\$4,256,590

Expense:	
GENERAL & ADMINISTRATIVE	\$255,730.00
OCCUPANCY	\$390,000.00
BUSINESS DEVELOPMENT	\$1,381,502.00
NATIONAL MARKETING	\$1,627,480.00
COMPETITIVE POSITIONING	<u>\$601,878.00</u>
Total Expense	\$4,256,590.00

Net Ordinary Income	(0.00)
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Exhibit C (1 page)
Deliverable Schedule

Reference No.	Task	Occurrence/ Request	Monthly	Quarterly	Annual
SERVICES					
1	Statistical Updates			X	
2.2.1.	Lead Sales Missions	X			
2.2.2.	Increase FDI	X			
3	Assist with Implementation	X			
4	Provide Economic & Demographic Data	X			
5	Advocate for County & ACA Interests	X			
6	Support County's Pursuits	X			
7	Collaborate with Regional Partners	X			
REPORTING					
1.1.	New Aerospace/Defense Business		X		
1.2.	Tours with Prospects or Clients		X		
1.3.	Successful Projects	X			
2	Current Projects Meeting		X		
3.2.	Updated List of Prospects			X	
3.3.	Interested Prospects			X	
3.4.	Unusual Events/Items of Note			X	
3.5.	Meeting to discuss Unmet Goals			X	
3.6.	List of Leads From ACA			X	
3.7.	Reason Prospects Declined Region			X	
3.8.	Recommendations for Improvements			X	
3.9.	Marketing Activities			X	
4.1.	Copy of external audit				X
4.2.	Result(s)/Outcome(s) of Goals/Services				X
5	Membership list	x			

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Exhibit D (5 pages)
Pima County Economic Development Strategy 2023-2026
Roadmap to Implementation

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Roadmap to Implementation

Figure 15 provides a suggested roadmap of recommendations, illustrating how each recommendation aligns with one or more of the strategic priorities. Each item is assigned timing: green = short-term (next three to six months); orange = medium-term (six months to one year); red = long-term (next 18 months and beyond).

Figure 15: Roadmap of recommendations and alignment with strategic priorities⁶⁸

Recommendation	Strategic Priorities				Timing		
	Business Retention & Expansion	Business Attraction	Infrastructure	Workforce Development	Short-term	Medium-term	Long-term
Connect and Support							
1. Position Pima County as the regional leader and critical convener among the ecosystem stakeholders, responsible for overseeing implementation of the economic strategy recommendations. Pima County Economic Development will provide oversight to the four working groups (refer to recommendation two) and be responsible for ecosystem coordination, collective marketing, and promotion of the county and the stakeholder groups. The Pima County Small Business Commission, local chambers of commerce and other members of the business community will be key partners in formulating this plan.	✓						
2. Establish four working groups to bring together community stakeholders to streamline efficiencies, align activities, and maximize impact. Proposed working groups: 1) small business (less than 50 employees) working group, 2) priority sector working group, 3) workforce development working group, and 4) community and culture working group. It is proposed the working groups meet on a bi-monthly basis to discuss issues and opportunities for collaboration.	✓						
3. Review the Pima County website's business section for completeness and usability.	✓	✓					

Figure 15: Roadmap of recommendations and alignment with strategic priorities (con't)

Recommendation	Strategic Priorities				Timing		
	Business Retention & Expansion	Business Attraction	Infrastructure	Workforce Development	Short-term	Medium-term	Long-term
4. Based on gaps identified in recommendation three, develop a series of marketing and promotional materials to add to the resource repository on the business section of the website. Materials recommended to include: two-to-four-page summary documents for priority sectors and frequently asked questions (FAQ) documents to respond to general pain points for ease of accessing information.	✓	✓					
5. Encourage and provide specific programs that focus on up-skilling and re-skilling the existing or potential workforce in priority sectors and relevant industry focus areas. Include programs targeted to supporting people in working class jobs to obtain better paying jobs.	✓	✓		✓			
6. Work with Pima County CWD and Pima County Library to reduce barriers to accessing quality early childhood education opportunities for long-term workforce pipeline development.				✓			
7. Develop incentives for employers to up-skill and re-skill the workforce, targeting priority sectors and relevant industry focus areas.	✓	✓		✓			
8. Increase experiential learning opportunities within the county, targeting priority sectors and relevant industry focus areas.	✓	✓		✓			
9. Conduct a market assessment for target industries in Pima County to gain a greater understanding of the needs and gaps for Pima County residents and businesses.	✓	✓		✓			
Focus and Prioritize							
10. In partnership with key stakeholders, develop a strategic and intentional marketing and promotional campaign to target states (and other markets) where there is potential for business attraction, talent attraction, relocation opportunities, remote worker opportunities, and in-migration of residents.	✓	✓					

Figure 15: Roadmap of recommendations and alignment with strategic priorities (con't)

Recommendation	Strategic Priorities				Timing		
	Business Retention & Expansion	Business Attraction	Infrastructure	Workforce Development	Short-term	Medium-term	Long-term
11. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, internet, water, wastewater, electric), and identify new areas to add to the county's economic development land portfolio.	✓	✓	✓				
12. Develop a business attraction campaign in partnership with key stakeholders in Pima County. Establish selection criteria as part of the business attraction program to create greater focus and prioritization of opportunities with the greatest potential impact to the county.	✓	✓					
13. Ensure a focus on foreign direct investment with an emphasis on partnerships with Mexico and Canada, and other opportunities with ACA.	✓	✓					
14. Harness the potential in the advanced manufacturing sector. Recommend strategic investment in a maker space and scale-up facility to support expanding companies in the region to mobilize efforts and accelerate the process for company growth.	✓	✓	✓				
15. Support the growth and development in priority sectors within the county: 1) aerospace and defense, 2) energy, 3) manufacturing, 4) health and health innovation, and 5) transportation, distribution, and logistics, and 6) advanced and emerging technologies.	✓	✓					
16. Conduct an Economic Development program assessment of programs delivered by Pima County and within Pima County departments. Conduct an opportunity and gap analysis to create, streamline and enhance programs.	✓	✓		✓			
17. Engage existing arts and culture organizations (e.g., the Southern Arizona Arts and Cultural Alliance, the Arts Foundation of Tucson and Southern Arizona, and Startup Tucson) to create an indoor arts and culture space and accelerator program that supports artisans in developing entrepreneurship experience. The accelerator will represent a long-term investment in the community's unique assets and will provide a pathway for independent artisans to establish sustainable business ventures in Pima County.	✓		✓				

Figure 15: Roadmap of recommendations and alignment with strategic priorities (con't)

Recommendation	Strategic Priorities				Timing		
	Business Retention & Expansion	Business Attraction	Infrastructure	Workforce Development	Short-term	Medium-term	Long-term
18 Review opportunities to attract / expand arts and culture industries (e.g., opportunities for film and music businesses in the county).	✓	✓					
Community and Culture							
19. Develop an internal marketing and promotional campaign that targets Pima County residents and nonresidents. Embody the richness of the culture, natural environment, diversity, equity and inclusivity values, and the welcoming community as a place to live, work, and prosper. Engage Pima County residents in sharing the campaign more broadly.	✓						
20. Work with Pima County Attractions and Tourism to assist in conducting an assessment of the tourism and cultural industry to identify opportunities to preserve and augment the diverse heritage of the community, including opportunities to emphasize the strengths of the region's Native American tribes and the unique features of the desert landscape.	✓	✓					
21. Promote densification in communities where it is feasible to do so.	✓		✓				
22. Support the implementation of recommendations from the Affordable Housing Taskforce (2022) and the Regional Affordable Housing Commission. Support a value market analysis to identify where different types of housing development investment or intervention strategies are needed. Conduct an assessment of the cost of poverty to Pima County and develop public presentations on the findings.	✓		✓	✓			
23. Support regional efforts to address homelessness, including workforce development strategies, sustainable housing initiatives, and accessible early childhood education.	✓		✓	✓			
Advocate and Amplify							
24. Support New Economy Initiatives, Tech Launch, Tech Parks Arizona, and other university partnerships.	✓	✓	✓	✓			

Figure 15: Roadmap of recommendations and alignment with strategic priorities (con't)

Recommendation	Strategic Priorities				Timing		
	Business Retention & Expansion	Business Attraction	Infrastructure	Workforce Development	Short-term	Medium-term	Long-term
25. Work directly with Pima County CWD to amplify existing workforce tools to support existing and potential workforce. Help to create tools where necessary for individuals and businesses to use to support job seeking. Create a resource guide of all the supports available within the county.	✓			✓			
26. Assess the current policies in place to support small businesses in Pima County to make the region more business friendly. Identify potential mechanisms that would allow small businesses to access information and grants that may be available to future-proof their businesses and increase overall profitability and sustainability.	✓	✓					
27. Work with internal stakeholders to expand broadband and cellular connectivity in the county, which will increase the accessibility of other services (e.g., early childhood education). Identify potential programs that may be available to support the county in its broadband expansion.	✓	✓	✓				
28. Following the recommendations from the Affordable Housing Taskforce, work in partnership with the municipalities in Pima County to develop affordable housing initiatives (e.g., identify development zones and create incentives for affordable housing developments throughout the county).	✓	✓	✓	✓			
29. Work with internal and regional stakeholders, including tribal nations, economic groups, and county departments that have a direct relationship to Economic Development, to develop an economic development legislative policy agenda that supports the wide range of needs for economic support within the region, both at the state and federal levels.	✓	✓	✓	✓			
30. Work with Pima County Staff to ensure internal processes and procedures are conducive to rapid response in Economic Development (e.g., procurement / NDA process, template agreements).	✓	✓	✓	✓			

Exhibit E (1 page)
Pima Prospers Comprehensive Plan Initiative

ECONOMIC DEVELOPMENT ELEMENT

This element of *Pima Prospers* includes the economic development goals and policies needed to support a healthy region. It includes overarching regional goals and policies that:

- Aid the protection of our existing employers;
- Create a welcoming climate to new business development, outside investment, and relocation of companies and employers;
- Bolster opportunities for job growth;
- Leverage the Sun Corridor and other regional collaboration efforts;
- Strengthen the commitment to tourism as an economic engine;
- Reaffirm construction of infrastructure, commercial, residential, public and community facilities as a stimulus of our economy;
- Create and maintain a positive climate for business;
- Capitalize on our people as an economic driver;
- Establish art districts as an economic development tool for redevelopment and revitalization; and
- Repair and restore our streets and highways.

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Exhibit F (3 pages)
Chamber of Southern Arizona, Inc. Board of Directors List

Danette Bewley
President and CEO
Tucson Airport Authority

Don Bourn
Chief Executive Officer
Bourn Companies

Tomás Díaz De La Rubia
Senior Vice President for Research
and Innovation
University of Arizona

Alison Flynn Gaffney
Chief Executive Officer
Banner-University Medical Center Tucson / Banner-University Medical Center South

Jill German
President
Roche Tissue Diagnostics

Susan Gray
President and CEO
Tucson Electric Power

Stephanie Healy
Market Vice President
Cox Communications

Brian Heithoff
CEO and General Manager
Trico Electric Cooperative

Paul Kramkowski
Senior Director, RMD & RIS Facilities and Real Estate
Raytheon Technologies

Lisa Lovallo
Retired

Eric Majchrzak
Chief Executive Officer
BeachFleischman, PLLC

Edmund Marquez
Agencies Owner
Edmund Marquez Allstate Agencies

Fletcher McCusker
Chief Executive Officer
UAVenture Capital

Ian McDowell
VP and Regional Director, Tucson
Sundt Construction

Jennifer Mendrzycki
President and CEO
TMC Health

Omar Mireles
President
HSL Properties, Inc.

Jeffrey P. Nasse
Chancellor
Pima Community College

Barbi Reuter
CEO/Principal
Cushman & Wakefield / PICOR

Walter Richter
Senior Legislative Policy Advisor
Southwest Gas Corporation

Rex Scott
Board of Supervisors, District 1 Board Chair
Pima County

David Smallhouse
Managing Director
Miramar Ventures

Linda Welter
Founder and CEO
Caliber Group

John Winchester
Senior Director,
Government & Community Engagement
Arizona State University

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