

Strategic Plan Update 2026–2029

STRATEGIC PLANNING PROCESS OVERVIEW

Why Update the Strategy Now

The 2023–2026 Economic Development Strategic Plan established Pima County as the region's critical convener across a four-pillar framework. This update preserves that structure while incorporating new data, evolving conditions, and broader regional input.



Preserve EDA CEDS Standards

Maintain qualification as a Comprehensive Economic Development Strategy under EDA criteria.



Maintain Continuity

Build on — rather than replace — the existing four-pillar framework and three years of progress.



Reflect Changing Conditions

Incorporate updated economic data, emerging sectors, and shifting regional priorities.



PIMA COUNTY

ECONOMIC DEVELOPMENT



**Connect &
Support**



**Focus &
Prioritize**



**Community &
Culture**



**Advocate &
Amplify**

The Update Process: Four Phases

Through a competitive RFP process, Pima County Economic Development engaged Rounds Consulting Group (RCG) to lead a structured, four-phase update process.



Phase I

Initiation, Assessment & Stakeholder Engagement

Kickoff, evaluation of 2023–26 plan implementation, and a structured stakeholder engagement plan.



Phase II

Economic & Demographic Data Analysis

Updated datasets from Census, BLS, BEA, OEO, and PAG to ground recommendations in current conditions.



Phase III

Strategy Refinement Within the Existing Framework

Refine recs, retire what's no longer effective, and align with regional priorities.



Phase IV

Implementation Roadmap & Final Deliverables

Phased timeline, lead departments, KPIs, and final document prepared for Board presentation.

Process Timeline



Note: The original RFQ timeline targeted final deliverables by February 2026. The process was extended to allow for expanded stakeholder engagement and a more thorough reconciliation of edits and review feedback.

Stakeholder Engagement



**Community Partner &
Regional Leader Forums**

**Countywide
Online Survey**

**One-on-One Interviews &
Conversations**

**Internal Working Session
with County Staff**

Stakeholder Groups Engaged



**County
Departments &
Elected Officials**



**Business &
Industry
Leaders**



**Educational
Institutions**



**Municipal
Partners
& Utilities**



**Tribal
Partners**



**Community
Organizations**

SPOTLIGHT: Regional Leaders & Community Partners Forums

Hosted by Supervisor Scott | Historic Courthouse, Tucson



MEETING OBJECTIVES

Review 2023–26 plan effectiveness • Gather input on regional priorities • Strengthen regional collaboration

REGIONAL LEADERS FORUM

- Mayors from Pima County municipalities
- Chairmen of regional Tribal Nations
- Town and City Managers
- Economic Development Directors — Marana, Sahuarita, Oro Valley, South Tucson, City of Tucson
- Pasqua Yaqui Nation & Tohono O'odham Nation representatives

COMMUNITY PARTNERS FORUM

- University of Arizona
- Pima Community College
- Chambers of Commerce
- Utilities

What We Heard: Key Themes



Strong Foundation, Unrealized Potential

UA research base, aerospace & defense cluster, and quality of life are genuine assets not yet fully leveraged.



Infrastructure & Workforce as Primary Constraints

Shovel-ready sites, utility capacity, and talent alignment cited most often as barriers to investment.



Measurable Progress on Business Climate

Stakeholders recognize improved coordination and more visible County leadership since 2023.



Structural & Perception Challenges

Project-specific opposition is sometimes read as broader unfriendliness to investment.



Cross-Border Opportunity Underleveraged

Nearshoring and supply chain shifts represent a once-in-a-generation opening for the region.



Focus, Accountability & Clear Roles

Stakeholders want a tighter set of priorities with defined ownership and measurable outcomes.

County Policy Alignment



OBJECTIVE

Review key areas of the plan for continuity with existing County policies and gather input to strengthen the economic development nexus

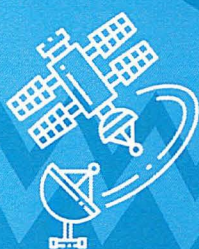
COUNTY ADMINISTRATION + STAFF REVIEW

- County Administration review of continuity with the County Strategic Plan, overall policy alignment, content, objectives and department initiatives
- Senior Advisor and Community and Workforce Development Staff Review of alignment with existing, relevant County plans and policies

INTEGRATED POLICIES AND PLANS

- Pima County Strategic Plan
- Prosperity Initiative
- Regional Affordable Housing Strategy & Funding Plan
- PimaCAN!
- Pima Prospers
- One Pima

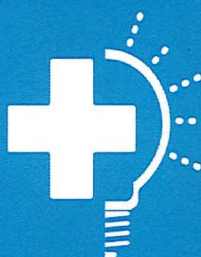
Industry Areas & Strategic Pillars



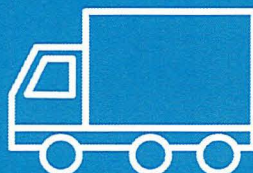
Aerospace and
Defense



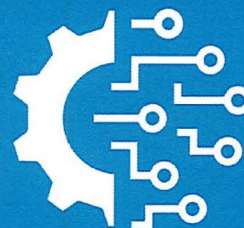
Clean &
Renewable
Energy



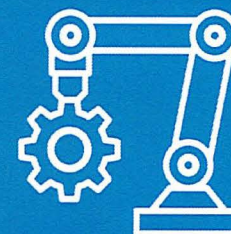
Health & Health
Innovation



Transportation,
Distribution &
Logistics



Advanced and
Emerging
Technology



Advanced
Manufacturing



Tourism



**Community &
Culture**



**Advocate &
Amplify**



**Focus &
Prioritize**



**Connect &
Support**

From Inputs to Impacts



Economic & Demographic Data

Updated analysis from BLS, Census, OEO, PAG, and CoStar grounded all recommendations in current market conditions and regional trends.



Stakeholder Feedback

Community forums, one-on-one interviews, and a countywide survey surfaced shared priorities, structural challenges, and regional opportunities.



Prior Plan Progress Audit

A full accounting of all 30 prior-cycle recommendations — identifying what was completed, what is ongoing, and what ECD leads versus supports.

2026–29 Recommendations



16 Carried Forward or Evolved

Recommendations from the 2023–26 cycle that remain active department priorities — refined based on progress, changed conditions, and stakeholder input. Support-role items are noted separately and not counted as primary ECD recommendations.



15 New Initiatives

New recommendations developed in direct response to the data analysis, stakeholder themes, and gaps identified in the prior plan audit — including new priority sectors, FDI strategy, and accountability infrastructure.

Moving Forward: Implementation & Accountability



PIMA COUNTY

ECONOMIC DEVELOPMENT

CONTINUED IMPLEMENTATION



Activate Year-One Priorities

Immediate-priority recommendations from the roadmap are assigned to department leads and integrated into existing work plans upon Board adoption.



Coordinate Across Departments

ECD serves as the convener for multi-department initiatives, ensuring that recommendations that cross organizational lines have a clear coordination structure.



Maintain Regional Partnerships

Continued engagement with municipal partners, tribal nations, educational institutions, utilities, and the business community through established coalitions and forums.

ACCOUNTABILITY & REPORTING



QUARTERLY Progress Reporting

- Status updates on active recommendations by pillar
- Milestone tracking against the implementation roadmap
- Key metric snapshots and activities for each of the four pillars
- Flagging of items requiring Board or leadership attention



ANNUAL Report to Board of Supervisors

- Full performance review against established KPI baselines
- Year-over-year comparison across employment, investment, and wages
- Assessment of completed, in-progress, and at-risk recommendations
- Recommendations for adjustments to priorities or approach

Questions

