INCUBATORS AND ACCELERATORS

The only place I found positive, optimistic reports where at the incubator websites. There are 1000's of incubators. In fact they have become a growth industry in themselves according to one of the articles.

Candace Campbell, former chairman of the National Business Incubation Assn.

"UNIMPRESSIVE. In fairness, trying to measure incubators' success is very difficult. CDC's Campbell made a serious attempt to do so in 1987. For 18 months, she **studied companies from 60 incubators** to determine sales growth and job creation after "graduation," when the companies leave the incubator. A mind-boggling number of variables had to be controlled for, she says. She tracked down 75% of the businesses, which had been independent for five years on average. The **results weren't impressive**. "These were **not high-growth firms**," she says. Their revenues were $1 million or less, and **median** number of **employees nine**."

***Peter Relan**, serial entrepreneur, Silicon Valley executive, angel investor, and technology veteran for over 25 years. Relan founded YouWeb Incubator in 2007, spinning out a string of successful mobile and gaming companies*

"90% Of Incubators And Accelerators Will Fail ***And That's Just Fine For America And The World"***

Globe and Mail - Toronto Newspaper

"Earth to Ontario Premier Kathleen Wynne: Your MaRS mission is looking like Apollo 13. Instead of becoming "the **world's largest innovation hub**" (a metaphorical moon landing), your government's Medical and Related Sciences (MaRS) Discovery District is turning out to be a **dicey salvage operation that's blowing up in taxpayers' faces**."

A Canadian CPA equivalent I contacted estimated over $1 billion of taxpayer money flushed. Toronto is over 6million inhabitants & 3 major universities.

Alejandro Amezcua, an assistant professor of entrepreneurship at Syracuse University's Whitman School of Management,

"20,000 companies that had been incubated in that 20-year period, I matched each one to three companies that had never been incubated ... he found that over all, the **failure rate for the incubated group** was **"much higher** than the group that was not being incubated.""

http://www.forbes.com/cmo-network

"One study of 300 such incubators found that **only 47% met their strategic goals** *and* **24% met their financial goals.**"

I think that the above covers most of the points of concern I have.

Other points

The incubators I researched provided seed money of between $60,000 and $250,000. It appeared to be more about the seed money than specific facilities. **Who will be responsible for seed money?**

When I asked **who will cover the operating losses**, the response was there will be a management company. How does that answer the question? That just adds to potential losses.

I do not consider it prudent recommending to the County Supervisors the bonding of a facility that:

- is high risk
- has little accountability
- competes with the private sector
- has government entities playing entrepreneur with taxpayer money.

AMORTIZATION SCHEDULE

I believe this analysis to be accurate based on the assumptions and may be similar but does not attempt to reflect actual results of any bond program.

Assumptions:

- I believe Mr. Huckleberry's estimate for interest rates is 2 yrs. @ 4%, 2 yrs. @ 4.5%, 2 yrs. @ 5% and the remainder @ 5%.
- Total of Bonds issued $653,000,000
- 10% of bonds issued each of ten years. (2004 bonds near closure = 10 yrs. Realistically I believe projects would be front loaded)
- The amortization would be a bell shape curve, lasting 24 years, 14 years after the last issue
- Repayment schedule quarterly.

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
-5,810,250	-11,620,499	-17,630,671	-23,640,843	-29,854,773
YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
-36,068,703	-42,490,179	-48,911,656	-55,333,133	-61,754,610
YEAR 11	YEAR 12	YEAR 13	YEAR 14	YEAR 15
-61,754,610	-61,754,610	-61,754,610	-61,754,610	-61,754,610
YEAR 16	YEAR 17	YEAR 18	YEAR 19	YEAR 20
-55,944,360	-50,134,111	-44,123,939	-38,113,767	-31,899,837
YEAR 21	YEAR 22	YEAR 23	YEAR 24	**Total Bond Payments**
-25,685,908	-19,264,431	-12,842,954	-6,421,477	($926,319,151)

ESTIMATED NEW OPERATING & MAINTENANCE EXPENSE

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
-2,759,815	-5,589,275	-8,490,138	-11,464,205	-14,513,323
YEAR 6	**YEAR 7**	**YEAR 8**	**YEAR 9**	**YEAR 10**
-17,639,387	-20,844,339	-24,130,168	-27,498,917	-30,952,677
YEAR 11	**YEAR 12**	**YEAR 13**	**YEAR 14**	**YEAR 15**
-31,733,779	-32,534,592	-33,355,614	-34,197,354	-35,060,337
YEAR 16	**YEAR 17**	**YEAR 18**	**YEAR 19**	**YEAR 20**
-35,945,097	-36,852,184	-37,782,162	-38,735,608	-39,713,115
YEAR 21	**YEAR 22**	**YEAR 23**	**YEAR 24**	Total O&M
-40,715,289	-41,742,754	-42,796,147	-43,876,123	**(688,922,399)**

PRINCIPAL & INTEREST

I believe this analysis to be accurate based on the assumptions and may be similar but does not attempt to reflect actual results of any bond program

Assumptions:

- I believe Mr. Huckleberry's estimate for interest rates is 2 yrs. @ 4%, 2 yrs. @ 4.5%, 2 yrs. @ 5% and the remainder @ 5%.
- 10% of bonds issued each of ten years. (2004 bonds near closure = 10 yrs. Realistically I believe projects would be front loaded)
- The amortization would be a bell shape curve, lasting 24 years, 14 years after the last issue
- Repayment schedule quarterly.
- All bonds issued would mature 15 years from date of issue.

$653	million	P
$273	million	I
($926)	MILLION	TOTAL

DM AREA LAND PURCHASE

At the last meeting I noticed that a new project, land purchase around DM, appeared on the recommended proposal list.

There was no discussion or presentation on the proposal. I decided to research available data. Though not specifically identified, from the position of 374 on the first map, the only land not owned by the Federal Government or City of Tucson were the parcels shaded on the map.

I went to the properties and beyond squatters I found little but desert vegetation. I did not survey the whole area. I could not see whether the planes on the overlay are still warehoused on City of Tucson property to the north.

There are leases on the property between the land owners and DM. Based on the lease amounts, and assuming 7% return, placing a value of 5,000,000 is not out reason but, in the most recent leases the time frames have dropped to 6 month, renewable to 2016 at which time they terminate.

That raised a red flag with me. The map shows that the parcels are totally surrounded by City and Federal land, the City of Tucson owns the land to the north, DM the land to the South. There is no access to Valencia or Kolb Road. The only access would be to the north through City property which I believe is leased to DM. Should DM by 2016 decide they no longer need the property, $5,000,000 in my opinion would be exorbitant. The value is in the proximity to DM.

My concerns are:

- DM Recently deployed 1100 troops out of the area according to the DM50. This is about 3 times the normal amount.
- Leases have been shorted to 6 month intervals, coordinated to terminate in 2016
- Overall employment at DM has been reduced
- The A-10 is still on track to be mothballed
- No new missions for the base have been announcement.

WHAT WOULD THE LAND BE WORTH WITHOUT DM? MAYBE A COMMITMENT SHOULD NOT BE MADE UNTIL 2016, OR A "SUBJECT TO" CLAUSE BE ADDED TO THE CONTACT.

Tucson Hispanic Chamber of Commerce
SOUTHERN ARIZONA · MEXICO

823 E. Speedway | Tucson, AZ 85719 | 520.620.0005 | www.tucsonhispanicchamber.org

April 20, 2015

Dear Pima County Board of Supervisors,

The Tucson Hispanic Chamber of Commerce appreciates that you have a difficult decision to make in determining whether to forward to voters a bond package of approximately $818 million.

On the one hand, it means asking taxpayers to shoulder additional financial burden in the midst of what remains a fragile local economy. On the other hand, our community is in jeopardy.

The County Administrator has been clear that 60 percent of Tucson and Pima County's roads are in poor or failed condition, and that the $1 billion to fix them simply does not exist under the current funding formulas.

As a result, there are direct cost implications that our members bear every day, from additional repair costs for their fleets and personal vehicles, to lost opportunities for economic growth. New companies have to be concerned about moving into an area that cannot maintain its infrastructure.

Although the County's preferred solution has included an increase in the fuel tax, the Hispanic Chamber repeatedly has pressed the County to come up with a practical solution to this very urgent priority, particularly in light of the political and economic realities that exist.

Consequently, the Hispanic Chamber applauds the County Administrator's recommendation for an additional $160 million for road repairs and urges the Board to seek voter authorization of the proposal.

The Chamber is encouraged that a significant amount of the proposed bond program is directed at promoting job growth, through road improvement, economic development, tourism promotion and workforce development. The Chamber is also heartened by the County's focus on further strengthening our aerospace, logistics and technology sectors.

We also appreciate the Administrator's analysis that the previous bond programs created more than 17,000 construction jobs in the region – many of those during the economic downturn when additional investment was so crucial – and that the new program will generate nearly 6,800 additional jobs.

While the County has said the average $152,000 home would pay approximately $68 per year to support debt repayment, the Chamber remains concerned about the overall tax burden, particularly given predictions of higher taxes for many local jurisdictions, including school districts.

Because of these important considerations, and to allow members additional opportunity to further analyze the nearly 100 projects in seven different categories, the Chamber is currently withholding judgment on the package in its entirety.

We are prepared, however, to encourage the County to move forward with the road program, even though as a general tenet, we do not believe that bonding is a proper mechanism for road maintenance.

There are a few reasons we believe it is the appropriate choice at this time:

- We believe it is the only short-term solution that will generate the necessary resources to reverse the deterioration that we see today across the region;
- The County Administrator's plan is based on the premise that the County would maintain its self-imposed secondary property tax limit of 81.5 cents per $100 of assessed valuation – allowing our members greater predictability in their tax burdens;
- The County Administrator has agreed to reduce the debt repayment period to 10 years, ensuring that debt repayment will be completed by the time repairs are needed again.

The Chamber encourages local governments to continue considering ways to alleviate our transportation crisis, including building road maintenance into the reauthorization of funding for the Regional Transportation Authority.

Ultimately, infrastructure is one of the dominant drivers of economic expansion and helps keep our communities strong and vital. It has been so historically. It remains true today. Although debt financing is not our preferred strategy, it can be appropriate to support the development of critical capital projects when structured well and managed effectively.

The Chamber challenges the County to do both.

Sincerely,

Lea Márquez-Peterson

Lea Marquez Peterson
President/CEO
Tucson Hispanic Chamber and its affiliate chambers in Sierra Vista, Douglas and Nogales.

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL

Pima County
1997, 2004, and 2006
General Obligation Bond Programs

REPORT HIGHLIGHTS
SPECIAL AUDIT

Our Conclusion

Pima County (County) administers general obligation bond programs approved by voters within the County. Since 1980, the County's voters have approved general obligation bond programs in 1982, 1986, 1997, 2004, and 2006. This special audit focuses on the general obligation bond programs approved by voters in May 1997, 2004, and 2006. Under these bond programs, the County finances multiple projects that benefit the County and/or specific jurisdictions within the County. This audit provides information on specific areas related to the County's general obligation bond programs including how they are administered, how they compare to programs administered by other Arizona counties, how much bond money has been received and how it has been spent, the timing of completed projects, reasons for changes in the use of bond monies or project timing, and the tax burden placed on the County's citizens and the related benefits they received in the form of projects.

2013

January 2013

Pima County administers unique general obligation bond programs

The County's 1997, 2004, and 2006 general obligation bond programs represent a uniquely collaborative effort between the County and its local jurisdictions. Under its bond programs, the County finances multiple projects that benefit the County and/or specific jurisdictions within the County. In contrast, other cities, towns, and counties in Arizona follow a traditional model in which a single government jurisdiction issues general obligation bonds for a limited number of specific projects that benefit only that jurisdiction. The County administers its bond programs in three phases and involves the local jurisdictions throughout the process:

- **Planning for debt issuance**—During this phase, projects are proposed, reviewed, and approved in preparation for holding a special bond election. Projects are reviewed and approved by both the Pima County Bond Advisory Committee (Committee) and the Pima County Board of Supervisors (Board). The Committee includes members appointed by the Board and the local jurisdictions in the County.

- **Debt issuance and allocating bond proceeds**—During this phase, a special bond election is held to obtain voter approval for the bond amounts and the purposes for which the bond proceeds can be spent. The County then issues the bonds periodically to receive proceeds as needed, which has been nearly annually, and the proceeds are then used to finance approved projects.

- **Project monitoring**—During this phase, project progress is monitored and any significant project changes are reviewed and approved by both the Committee and the Board.

The table to the right shows the 1997, 2004, and 2006 general obligation bond programs' voter-authorized proceeds totaling approximately $893 million by bond program and purpose. It also shows the amount of bond monies spent for each purpose, which totaled nearly $735 million from May 1998 through May 2012.

Comparison of voter-authorized use of bond monies to Pima County's actual use by authorized purpose
May 1998 through May 2012
(In thousands)

Bond program and purpose	Voter-authorized bond proceeds	Spent on approved projects
1997 bond program		
Parks	$ 52,650	$ 50,734
Public safety	50,000	49,599
Juvenile justice	42,000	42,000
Health and community facilities	42,000	40,793
Open space	36,330	35,654
Flood control	21,500	20,945
Solid waste	12,500	7,486
1997 program totals	256,980	247,211
2004 bond program		
Public safety	183,500	92,318
Open space	174,300	167,097
Parks	96,450	74,581
Health and community facilities	81,800	75,151
Flood control	46,200	30,733
2004 program totals	582,250	439,880
2006 bond program		
Psychiatric hospital	36,000	31,083
Psychiatric urgent care	18,000	16,754
2006 program totals	54,000	47,837
Total all programs	$893,230	$734,928

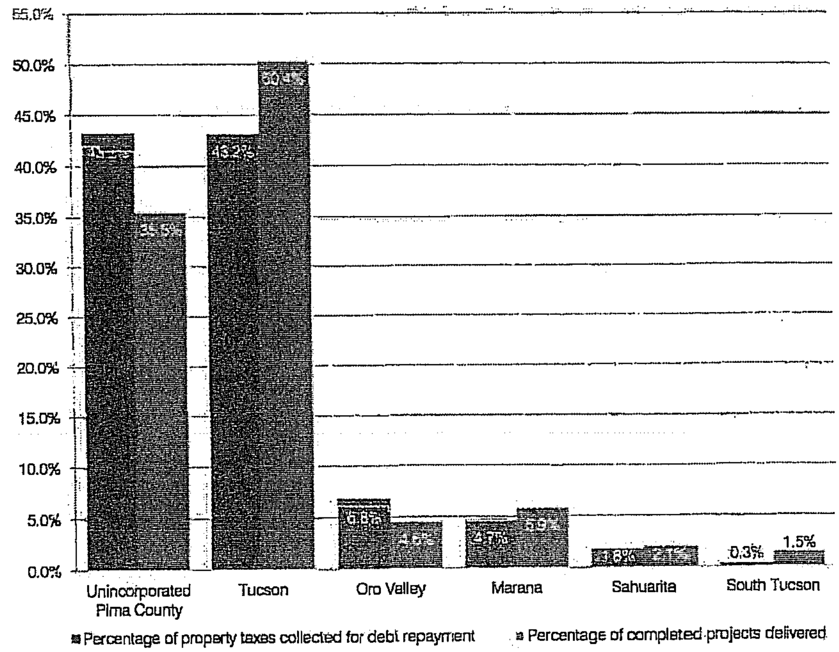
Bond proceeds fairly used for authorized purposes and approved projects

As shown in the table on the previous page, from May 1998 through May 2012, the County has spent nearly $735 million in bond proceeds from the 1997, 2004, and 2006 general obligation bond programs. The County spent the proceeds in accordance with the voter-authorized purposes on projects approved by the Committee and the Board. In addition, through May 2012 the County had completed 477 of the 513 projects, or 93 percent, on or before the Board's approved completion dates. Further, any changes in the approved allocation of bond proceeds or the approved completion dates of the projects were approved by the Board, without any indication in the Board's records that changes were made to reward or punish an entity, party, or official who stood to benefit from or be affected by the project.

Bond projects benefited citizens throughout Pima County

The County has spent bond proceeds from the 1997, 2004, and 2006 general obligation bond programs on projects that have benefited citizens throughout the County. As a matter of policy, the Committee and the Board approve projects financed by each bond program based on public benefit regardless of jurisdictional boundaries. They do not attempt to match the dollar value of projects completed in or benefiting a jurisdiction to the taxes paid by the citizens of a jurisdiction. Even so, as illustrated in the figure to the right, our analysis showed that in general the dollar value of bond projects benefiting each jurisdiction tended to approximate the taxes paid by each jurisdiction's citizens to repay the bonds. As the figure shows, taxes paid by citizens in the towns of Oro Valley, Marana, Sahuarita, and the City of South Tucson more closely approximated the value of bond projects completed in or benefiting those jurisdictions. The largest variances between taxes paid and benefits in bond proceeds received were in the unincorporated areas of the County and the City of Tucson.

Comparison of the proportion of secondary property taxes collected for debt repayment to the proportion of the amount spent on completed projects within each jurisdiction May 1998 through May 2012



Statement before Pima County Board of Supervisors: Health and Wellbeing Benefits of Green Spaces and Natural Environments. April 21, 2015

Esther M. Sternberg M.D.
Director, University of Arizona Institute on Place and Wellbeing
Research Director, Arizona Center for Integrative Medicine
Professor of Medicine
University of Arizona, Tucson

Research has long shown a connection between physical health, psychological wellbeing and views of and/or experiencing nature (See References, Appendix I[1]). The beneficial effects of green/open spaces on health outcomes include reports of reduced anxiety, depression and perceived stress; improved quality of life, wellbeing, social ties and community interactions; increased physical activity; decreased obesity, morbidity and mortality from a variety of common illnesses (e.g. cardiovascular disease, stroke).

Study designs have utilized land use data sets, Geographic Information Systems, census features and/or Google Maps to evaluate features of green spaces, and survey questionnaires, epidemiological data and twin study design to assess health outcomes. Features of green spaces studied include distance from the green space, accessibility, quality and quantity of green space. Personal attributes studied include age, gender, ethnicity, socioeconomic levels and disability, and quantitative and qualitative measures of stress, depression and anxiety.

Most studies, especially more recent ones, generally show positive effects of green and/or open spaces on many physical and mental health measures, while some older studies show small effect sizes or variable results. Amongst the most robust findings reported were gender differences in use of green spaces and a lack of use of urban green spaces by minorities and persons with disabilities. One study showed a significant link between green space and reduced perceived stress and stress hormone levels, and a large twin study (4338 individuals) showed significantly lower depression in twin pair members with greater access to green spaces.

The mechanism of these effects is not fully understood and may occur through impact on behavior and activity, e.g. enhanced walkability and exercise, and increased opportunities for social support, which are well known to have important health benefits. Environmental features of natural environments are also known to positively impact health and wellbeing, e.g. full spectrum sunlight improves mood, and stress can be reduced through noise reduction, thermal comfort, and biophilia (looking at or exposure to plants and nature).

While more research is needed, designing environments at all scales, including urban and natural environments, to help individuals engage in healthful activities, can help optimize health and wellbeing for those of all socioeconomic classes and abilities.

Like so many in previous decades, the health and wellbeing aspects of the Tucson environment figured prominently in my own decision to move here after 26 years in Washington, DC. As a physician and expert on the impact of the built and natural environment on health and wellbeing, I also saw the tremendous potential for Tucson to position itself for people like me, as a health destination of the future.

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[1] Report and references based on "Green Road" grant proposal funded by TKF/TIIH Foundations (2012), for landscape architecture retrofit of woodland glen for wounded warriors at Bethesda Walter Reed National Military Medical Center, Bethesda, MD. http://naturesacred.org/the-green-road-bethesda-md-a-holistic-approach-to-healing-wounded-warriors/

APPENDIX I: REFERENCES

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