



SECURING OUR FUTURE NOW

AN ECONOMIC BLUEPRINT FOR
THE TUCSON REGION

*Setting the direction
to build greater
economic prosperity
for decades
to come*



Our deepest thanks to the Economic Blueprint Steering Committee, who led this process.

A special thanks to James S. Pignatelli, President and Chief Executive Officer of Tucson Electric Power Company for funding this planning process.



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Great leaders imagine a future better than the present, and inspire others to make it a reality

Chairman's Letter

Ours is a community of deep historical roots and great possibilities for the future. It includes the oldest continuously inhabited area in the United States, combining a rich cultural texture and spectacular natural beauty, yet is one of the “MegaTrend” cities of the 21st century, globally recognized for technological breakthroughs in space exploration, bioscience, aerospace and more. It is truly a community of great contrasts and diversity.

With an enhanced sense of urgency, we must advance at an accelerated pace the regional collaborations and partnerships that have been successful in recent years. The 2004 Pima County Bond package, the Regional Transportation Plan and the Joint Technological Education District initiative represent significant victories that were achieved with broad community support following an inclusive public process. TREO itself and this Economic Blueprint are additional examples that when this community works together with a common goal, we can accomplish much for many.

The Economic Blueprint offers a common vision for a new, more diversified and stronger economy, and an action plan for providing prosperity for us all.

Today, we're part of a global, knowledge-based economy fundamentally changed by technology, greater market access and innovation. These new dynamics are challenging all regions to align their economic development strategies with new drivers of economic growth.

What will it take to build a competitive economy? Sustainable economic value is created when businesses generate marketable ideas, rapidly commercialize those ideas and adjust products and services to changing market conditions. All companies must be able to attract and retain great talent to do this work. Today's workers make decisions on where to live based on professional opportunities and the desirable combination of social, physical and cultural assets. In short, places that win must have it all.

This Economic Blueprint offers strategies to fulfill the promise of a bright future. This follows many months of public discussion, extensive market analyses and the strategic input of the Blueprint's 46-member Steering Committee, made up of a broad-based group of public and private sector leaders. As a result, this Economic Blueprint identifies five major focus areas—The Power of Five—designed to boldly secure and shape this region's destiny.

In today's fast-paced economy, if we do not act, opportunities will pass us by. A new, shared vision and specific action strategies for our community are presented here. The time for Tucson to act is now.

We encourage you to begin this journey with us today!

Larry Hecker, Chairman
Economic Blueprint Steering Committee
Attorney at Law
Hecker & Muehlebach, PLLC

Imagine Tucson's future as. . .

- A diversified regional economy built on high-value industries that provide new, higher-wage jobs accessible to all Tucsonans.
- A community of highly educated people, supported by a fully-funded continuum of educational opportunities that responds to the needs of all citizens, while meeting and exceeding national standards.
- A revitalized urban center that excites, attracts and benefits the entire region.
- A region at the cutting edge of innovation in science and technology, anchored by a Top 10 Research University.
- A place that embraces its proud history rooted in multiple cultures, as well as its promising future.
- A region that recognizes that environmental protection and economic development are twin engines in the same race for a prosperous and livable community.
- A region that leverages its proximity to Mexico and collaborates to build a successful metropolitan future with Phoenix.
- A region that celebrates its robust tourism industry, welcoming its part-time residents, visitors and newcomers.
- A region where municipal governments are known for being collaborative, efficient and business friendly.
- A region where our children and grandchildren can stay and build rewarding careers.
- A regional environment that encourages and rewards bold, courageous leadership.



Great leaders embrace the pioneering spirits of those who led the way

Building on Our Pioneering Spirit

In this region with rich layering of multi-cultural history, our community's proud pioneering spirit has carried us from our beginnings as a dusty western town to where we are today: an authentically unique and diverse community of one million people, actively seeking to secure an even more competitive place in the new global economy.

Economic development is a priority here. Great investments and strides have consistently been made so that today's business community includes such blue chip names as Raytheon, IBM and Honeywell, in addition to a long list of entrepreneurial successes such as Ventana Medical Systems. Ground-breaking enterprises like C-Path and the BIO5 Institute have introduced revolutionary new collaborative models to solve complex scientific problems. Tucson is also home to an outstanding research university, The University of Arizona, with world-class faculty and programs in fields as diverse as astronomy, plant science, biomedical science and space technology to business, law, music, dance and much more. We are well-positioned for greater opportunities for prosperity because of the hard work, collaboration and successes of the pioneers who have come before us.

The Economic Blueprint, an economic development vision and plan for the future, addresses a broad range of elements and issues facing our community—areas such as education, safety, transportation, environmental

stewardship and government practices. Although many of the areas addressed in the Blueprint are not managed by TREO, they all impact the quality of the product we represent and the place we live. Achieving and sustaining greater success as a competitive economy requires us to continuously educate ourselves while enhancing and improving our community. TREO's role is forging a better product to generate greater prosperity for us all.

The Economic Blueprint is the outcome of an extensive collaborative process that involved nearly 6,000 members of the community led by a 46-member Steering Committee, who helped us understand our findings and shape our recommendations. This process has been a valuable learning experience and transformational in helping Tucsonans and our leaders view ourselves differently and understand our true position within a fiercely competitive framework.

Building and sustaining a competitive economy will once again draw on our pioneering spirit to embrace the vision of the Economic Blueprint and make the changes needed to secure our future now.



TREO's Mission is Your Success

Following a national trend of approaching economic development with a regional focus, Tucson Regional Economic Opportunities, Inc. (TREO) was established as a private, non-profit organization in 2005 to become the coordinating economic development organization for this region. TREO is responsible for the traditional roles of business attraction, retention/expansion and new business creation, plus the economic development role defined today as wealth creation. In this role, TREO markets, sells and manages the "product" of the Tucson region to the global marketplace where the standards are high and the competition is fierce.



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Learn more about the Blueprint at www.treoaz.org/About-TREO-Economic-Blueprint.aspx

ADVANCING THE REGION



A Process to Define the Path

This Economic Blueprint is designed to guide our community's economic development efforts—leveraging existing assets, strengthening foundations and defining the key steps that the region's leaders must take to transform a common vision to reality. The Economic Blueprint is about generating more wealth in the Tucson region with opportunities and access for all.

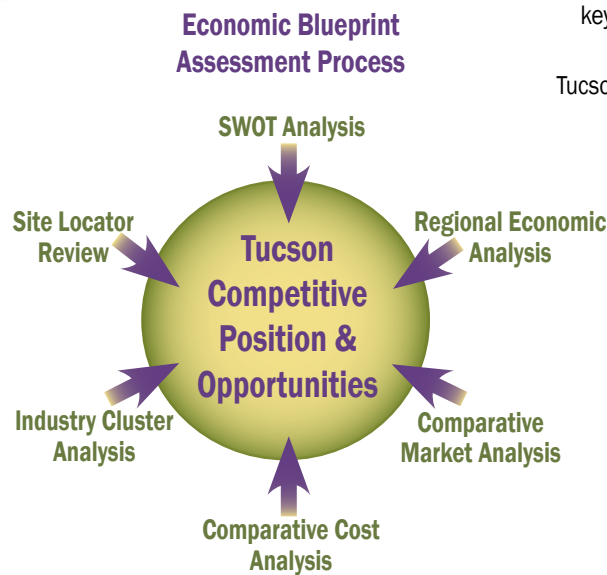
The Blueprint's process began by examining the region's leading economic trends and opportunities. A comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the region was completed, outlining in detail the region's economic health and path to the future. Then the process moved to a more detailed analysis of the region's economic performance, its position relative to key competitor regions, its cost competitiveness for different opportunities and a study of the industries and clusters most likely to bear economic fruit in the future. The final step evaluated the region and its selected target industries and clusters from a business selection competitiveness standpoint.

Just as important as quantitative research, the Blueprint also reflects the hopes, dreams, and aspirations of our diverse population and business perspectives. Nearly 6,000 Tucsonans were engaged in the process through focus groups, interviews, surveys and presentations.

Throughout the planning process we were told:

- Tucson will be most successful responding to a common vision that leverages resources for all citizens and businesses.
- High-skilled/high-wage jobs, career growth potential and good health-care and other benefits are critically important for all.
- Giving our children access to quality education and training existing workers for higher-skilled jobs are paramount to the region's economic success.
- We cherish our unique cultural assets and the breathtaking Sonoran Desert. We do not want to sacrifice quality of life for unplanned growth.
- Bold leadership from business/community leaders and elected officials will be key to realizing our vision.

Tucson, we heard you loud and clear!








ACHIEVING A COMPETITIVE ECONOMY



The Economic Blueprint details action-oriented strategies to address our challenges and capitalize on the best economic development opportunities for the Tucson region in the decades ahead.

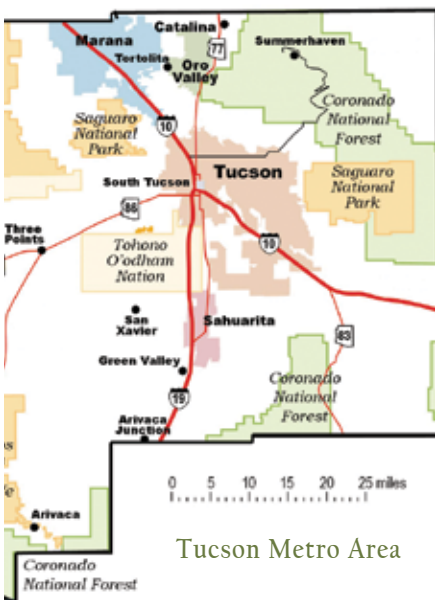
During the process of developing the Blueprint, five strategic thrust areas emerged, each sharing a common purpose: contributing to a vibrant economy. The five thrust areas are:

-  **High-Skilled/High-Wage Jobs**
Increase regional prosperity by focusing resources on growing industry sectors with high-paying jobs while developing a world-class workforce.
-  **Educational Excellence**
Inspire talent and innovation, while preparing children and adults with the skills necessary to compete in the knowledge-based global economy.
-  **Urban Renaissance**
Revitalize Tucson's urban center so that it excites, attracts and economically benefits the entire region.
-  **Livable Communities**
Build on the unique assets and attributes of the Tucson region in order to be globally recognized and valued for livability.
-  **Collaborative Governance & Stewardship**
Foster and support an innovation-based economy with efficient and enlightened government services and committed, collaborative private sector leadership.

Each of these areas is interdependent and serves as a critical catalyst to promote the changes needed to secure a competitive economic future.



WHERE WE STAND NOW: KEY FINDINGS



A Region in Motion

The promise for the future is that our high quality of life will be matched with great opportunities for prosperity and a strong, sustainable economic development environment. Winter visitors and tourists have long been drawn to Southern Arizona, lured by mild winters, spectacular sunsets, and an abundance of year-round recreational and cultural activities. Many come to visit, then choose to live here.

Over the past 30 years the population growth rate of the Tucson region has far surpassed the nation as a whole. The region topped one million residents for the first time in late 2006, and by 2036, The University of Arizona Economic and Business Research Center projects that the Tucson region's population base will grow to 1.7 million. In the same time frame, Phoenix is estimated to top 10 million citizens and Arizona is expected to leapfrog from the 17th most populous state today to the fifth most populous.

This rapid population growth has presented many challenging issues for the Tucson region, and will continue to do so in the future. How will the region provide services and infrastructure to meet the needs of these new residents? Equally important, how will we provide quality jobs and career opportunities so our current workforce, our children and new residents to the community can build the life they desire? Regional perspectives in infrastructure planning and forward-thinking planned growth initiatives will be critical in meeting these new challenges.

The size of the region is expected to continue growing in the future. What has attracted current Tucsonans will continue to attract new residents. Simply put, this Blueprint is about building prosperity and providing a higher quality, more diversified economy so that Tucsonans will prosper as the community continues to grow.

Knowledge is Power

Because this is an era where regions compete based on talent and innovation, education must be at the core of our economic development strategies. Tucson is fortunate to have two competitive advantages in its educational arsenal: a leading research institution, The University of Arizona, and one of the nation's top community colleges, Pima Community College. Knowledge-based businesses choose to locate in communities that offer exceptional higher education resources and highly-skilled workers.

Labor market issues are critically important as Tucson readies for the high-skilled/high-wage economy in the future. Without a highly trained and better educated workforce, this region will not be prepared to either accommodate the labor demands of existing employers or attract the best companies to the area and successfully transition workers to higher-wage jobs.

In the short term, accelerated skills training will be essential to getting workers ready for existing high quality jobs in the region. Training will continue to be a priority. For the longer term, positioning our region as a leading knowledge-based center with highly educated youth and future workforce talent relies upon the success of our K-12 education system. We must provide the necessary political and business leadership and support to raise educational attainment and graduation rates in the K-12 education system and provide a smooth path for children to access higher education opportunities.

While the region is blessed with excellent higher education resources, critical decisions lie ahead in terms of how to align strong educational resources and assets to employer-identified needs and how to provide better linkages to connect high school students with higher education and training opportunities.

Providing a skilled, knowledge-based workforce is essential for securing our economic future.

Download a copy of the complete Economic Blueprint Analysis at
<http://www.treoaz.org/About-TREO-Economic-Blueprint.aspx>

Where Are the Jobs?

Jobs are growing in the Tucson region. During the 1997-2006 period, total employment grew by nearly 21%.

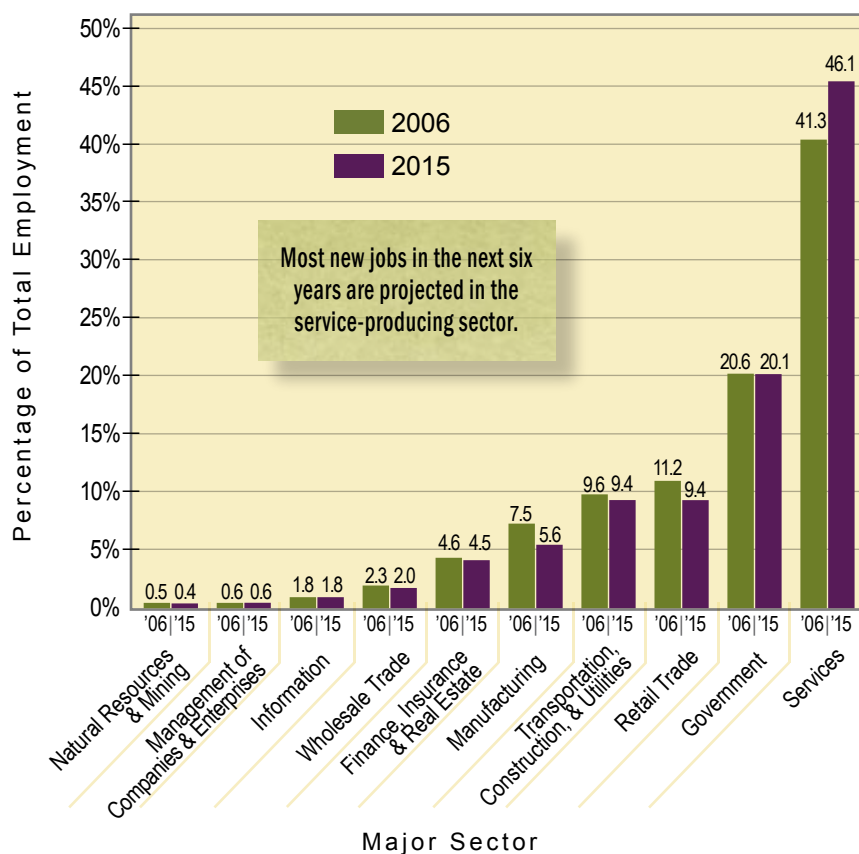
Total non-farm employment currently stands at 381,255, and it is expected to climb another 24% to 471,104 in 2015.

The bulk of the new jobs in the next six years are projected to be generated in the service-producing sector. In 1997, service-sector jobs accounted for 38.2% of total employment. By 2006, the service sector represented 41.3% of total employment. Service jobs are expected to remain the region's largest employment source with over 46% of total jobs in 2015.

The region's two largest manufacturing industries, Computer/Electronic Products and Aerospace Products/Parts, are expected to remain vitally important to the region's economy. However, manufacturing employment, following the national trend, is expected to account for a smaller percentage of the region's future jobs. It dropped from 8.7% of total employment in 1997 to 7.5% in 2006, and is expected to continue losing share to 5.6% in 2015.



*Tucson Region, Percentage of Total Employment by Major Sector
2006/2015 Comparison*



Source: Moody's Economy.com

"We must invest in quality. The economic legacy we leave to future generations must rest on a foundation of doing the right things and doing them extraordinarily well."

- Sarah Smallhouse, President
Thomas R. Brown Family Foundation

WHERE WE STAND NOW: KEY FINDINGS



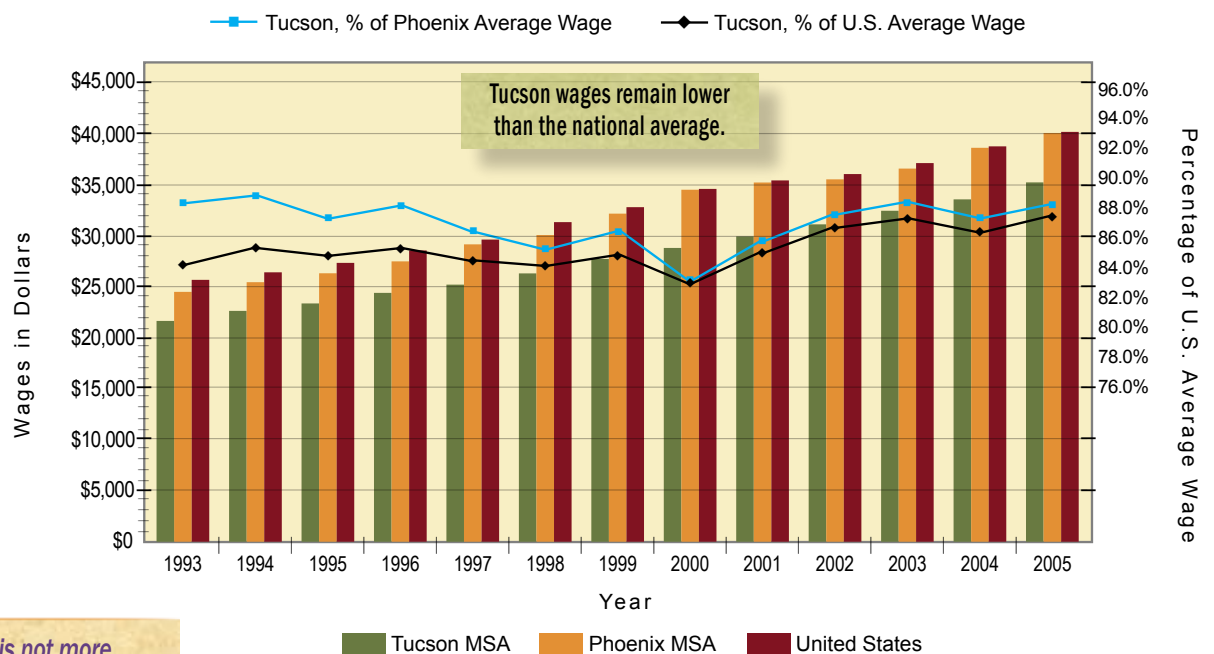
Wages Limit Broad Prosperity

On an annual wages-per-job basis, the Tucson region lags behind the United States and the Phoenix area. Average annual wages per job reflect the earned income potential of workers in a geographic area. Tucson reduced the gap in average wages per job by 3.4% between 1993 and 2005, but workers here still only earn about 88% of what the average U.S. worker earns.

As the region's population continues to grow, wages and per capita personal income (PCPI) of residents in the Tucson region remains lower than the national average.

These performance numbers underscore the importance of the Blueprint's emphasis on creating a greater number of high-skilled/high-wage jobs in the Tucson region in the future.

Annual Average Wages Per Job: Tucson vs. Phoenix & the U.S.



"The issue for Tucson is not more jobs; the region is at near full employment. Rather, it is a greater number of higher quality jobs in the future that will help Tucsonans close the wage gap."

- Larry Finuf, Greater Arizona Regional President

Wells Fargo Bank

Source: Arizona Department of Employment Security, Research Administration, January 2007

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A Careful Look at Our Cost Position

To examine the cost of doing business in the Tucson region, a detailed cost analysis was completed, comparing the Tucson MSA with six other southwest markets in the Western United States: Albuquerque, Las Vegas, Phoenix, Riverside/San Bernardino, Salt Lake City and San Diego.

Labor Costs

Tucson's labor costs are very cost competitive. Tucson ranks as the least expensive of the seven labor markets examined. Additionally, Tucson's salaries and wages were the lowest of the seven markets and below the national average. However, benefits expenses were higher than the U.S. average.

Utility Costs

Tucson's utility costs overall rank below the U.S. average, but rank above average when compared to the other regions benchmarked in the assessment. Telecommunications costs are above the U.S. average. Tucson's electricity and gas costs are mid-level compared to competitive markets, but below the U.S. average.

Tax Costs

Overall, the Tucson region has average tax levies higher than the seven comparable markets. Property taxes in Pima County are a particular challenge relative to these seven markets. The lack of state-shared revenues, primarily state income tax, for unincorporated populations is the prime variable that drives this outcome. Sales and income taxes are also higher than the national average.

Transportation Costs

Tucson's overall transportation costs are higher than the U.S. average and trail only Las Vegas and Salt Lake City in the seven-region cost assessment for talent and business attraction. In particular, Tucson's road and freight costs are above average.

Facility Costs

Tucson's land costs are below the U.S. average and much lower than most competing markets except for Salt Lake City. Building costs are higher than the U.S. average, but lower than four of the analyzed markets: Phoenix, Albuquerque, Riverside/San Bernardino and San Diego.

Competitor Markets

As part of a comparative analysis, the Tucson region was evaluated against six communities with whom we regularly compete. The table below indicates how each community ranked comparatively in each cost area.

Tucson MSA's Comparative Cost Position

1=highest ranking; 7=lowest ranking

Cost Factor	Albuquerque	Las Vegas	Phoenix	Riverside, CA	Salt Lake	San Diego	Tucson	Tucson vs. U.S. Avg.
Total Land	3	6	4	5	1	7	2	Below
Total Building	5	2	4	6	1	7	3	Above
Total Labor	2	7	5	6	3	4	1	Below
Total Transportation	1	6	2	3	7	4	5	Above
Total Utilities	3	5	2	7	1	6	4	Below
Total Operating Cost	1	7	4	6	3	3	2	Below
Total Taxes	6	1	5	2	4	3	7	Above
Overall	1	7	4	6	2	5	3	Average

Source: Data by KPMG Cost Comparison Model, December 2006, Analysis by KMK Consulting



Photo courtesy of Pima Association of Governments

"Austin, San Diego, Portland, and several other great metropolitan areas excel at defining themselves. These regions determined their true economic and community development advantages and initiated successful strategic plans that realized those same advantages. This is why the Tucson region needs a Blueprint and an implementation plan to achieve it."

*- Honorable Sharon Bronson, Acting Chair
Pima County Board of Supervisors*

WHERE WE STAND NOW: KEY FINDINGS



"I am passionate about improving Tucson's K-12 education and job training programs. All Tucsonans should have the opportunity to gain the 21st century skills they need to earn better jobs, higher wages, support their families and strengthen the regional economy."

*- Honorable Robert E. Walkup, Mayor
City of Tucson*

Are We Competitive Enough?

Overall, Tucson is relatively cost competitive with the six other regions it rivals for business and job development opportunities, but we also face challenges that erode our overall competitive position.

Major findings from the Blueprint's SWOT analysis include:

Leading Strengths

The area's leading strengths are seen as its higher education resources, cultural diversity that includes a mix of Native American, Spanish, Mexican and Anglo influences, quality of life, natural environment, authentic historical and cultural resources, leisure and recreational assets, defense-related facilities and strategic geographic location with proximity to Phoenix, Mexico and high population centers in Southern California.

Leading Weaknesses

Tucson's leading weaknesses are the perception of its public K-12 education, crime rates, downtown Tucson, infrastructure, real estate capacity and retaining and attracting a talented workforce.

Leading Opportunities

Tucson's leading opportunities are technology/innovation-based business development, integration of The University of Arizona into Tucson's economic development strategy, population growth through migration from other areas, leadership development and expanded development of new entrepreneurial ventures.

Leading Threats

The region's leading threats are seen as failure to sustain the commitment to a new long-term economic vision and plan, and future water availability and use, both areas that could result in a significantly compromised quality of life.

Right Attitude + Right Action

Repeatedly at a variety of leadership levels throughout the community, the attitudes expressed towards a sustained commitment to the future of Tucson have been extremely encouraging. Our community is united in its desire to transition the Tucson region into a business environment more focused on high value jobs, high technology and intellectual capital without sacrificing our great diversity, culture and natural environment.

Balance and Diversity

Tucsonans at all levels were candid regarding the current status of the region and their vision for the future. Collectively, this has produced an attitude of great hope and irrefutable recognition that collaboration, leadership and investment are the linchpins to producing and implementing a great economic development plan and vision for the future.

Download a copy of the complete Economic Blueprint Analysis at
<http://www.treoaz.org/About-TREO-Economic-Blueprint.aspx>

DRIVING A COMPETITIVE ECONOMY



Rising to the Challenge

Those who care deeply about the future of Tucson recognize that we are in need of a course correction. The Blueprint's vision focuses on the pursuit of prosperity for all Tucsonans. This vision is within our reach, but it will take commitment, collaboration, vigilant tenacity and leadership to achieve.

The Blueprint strategies found on the following pages are organized into five categories which we call the Power of Five:

- High-Skilled/High-Wage Jobs
- Educational Excellence
- Urban Renaissance
- Livable Communities
- Collaborative Governance & Stewardship



These categories detail the areas requiring positive change. They provide a roadmap designed to lead us to a secure future.

It is important to start this journey with the final destination in mind. By successfully building on the Economic Blueprint, over time, the Tucson regional economy will:

- Enjoy increased investment from technology-based creative industries that compete globally.
- Provide a competitive, world class workforce.
- Develop a larger number of higher-quality, higher-paying jobs for all segments of the region's population.
- Leverage our geographic location benefits more fully with Mexico, Phoenix and large population centers in Southern California and the rest of the world.
- Become a desirable place for young professionals to grow their careers and families by providing great jobs, schools, neighborhoods, and a vibrant downtown.
- Become recognized nationally and globally as an attractive, energetic place where businesses grow and want to be.

"This Blueprint is innovative, proactive and designed for the long term. Tucson is one of a kind. Now the region can focus on its major strengths to develop the right mix of competitive and wealth-creating business and job opportunities for Tucsonans."

*- Jan Lesher, Director
Arizona Department of Commerce*

GOAL:

*Increase regional prosperity
by focusing resources on
growing industry sectors
with high-paying jobs while
developing a world-class
workforce.*



HIGH-SKILLED/HIGH-WAGE JOBS

In the past, regions grew and flourished because of natural resources or trade routes. Today, another factor has become even more important—the availability of highly educated, skilled and productive people. In any community, talented people are important drivers of economic growth, and companies will move where they can find this “human capital.”

While the Tucson region has outpaced the country in job growth for the past 10 years, growth in jobs has not translated to a corresponding growth in prosperity. The Tucson region continues to fall below the national levels in wages and per capita personal income (PCPI).

To reverse this trend and build wealth, we will need to change our focus from the quantity of jobs to the quality of jobs. This challenge includes two equally important parts—providing a qualified workforce and increasing the number of high-skilled/high-wage jobs in growing industries.

Cluster Development Strategy

Southern Arizona was a pioneer in implementing a cluster strategy. The new cluster strategy introduced in the Blueprint will lead us to a focused, intensive business and job development approach. Developing a new cluster strategy begins with the identification of the strongest existing and emerging industries in the region.

An extensive analysis of the Tucson's region's industry cluster development potential was conducted using the well-known analytic framework and database created by Professor Michael Porter, globally-recognized business strategist and industry cluster researcher at Harvard University. The Harvard framework is designed to analyze a regional economy and identify the traded sector clusters, or those that drive growth in the regional economy. A region's traded clusters (driving industries) principally sell their products and services outside the region, and in so doing, bring new income into the regional economy.

Identifying Potential Industry Clusters

The Harvard cluster analysis model found that the Tucson region had cluster development potential in 24 industries. These 24 clusters were further analyzed, using a set of screening criteria to identify the region's strongest traded sector clusters for future development.

Screening Criteria	Definition
Traded Sector (Location Quotient/Harvard Traded Cluster)	LQ 1.5 Higher *
Sales Per Employee	\$150,000 or Above
Wage and Skill Level (Minimum Threshold)	\$25,000/yr (\$12/hour)
Wage and Skill Level (Preferred Threshold)	\$33,280/yr (\$16/hour)
Critical Mass (Current Tucson Presence) Established Cluster	Employment: 2,000
Potential Future Critical Mass Emerging Cluster (Within 5 Years)	Employment: 1,000
Innovative (Including UA Linkages)	National High-Tech Industry
Tucson's Cost Competitiveness	At Least on Par with Competitors
Entrepreneurial Opportunities Offered	New Start-Up Likely
Favorable Environmental Impact (Especially Low Water Use)	Little to No Environmental Impact
National Growth Industry	5,000+ New Jobs 2006-2015
Global Market Served	Export Industry
Overall Community Impact	All Criteria Considered

* Location quotients are economic calculations measuring a region's specialization and strength in the industry clusters located in the region. A location quotient of 1.00 means the region is equally specialized in an industry cluster as the nation as a whole. A location quotient value of 1.5 means the region is 50% more specialized in an industry cluster as the nation.

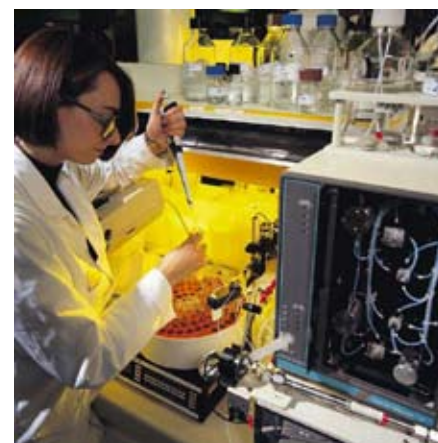
The screening criteria were quantified, using available data, and the highest ranking clusters were selected as recommended clusters for the Tucson region.

Wage levels within the clusters were evaluated. Industries offering a minimum threshold average wage of \$25,000/year (\$12/hour) and a preferred threshold average wage of \$33,280/year (\$16/hour) were given additional points in the ranking. It is important to note that all clusters have a range of jobs offering different wage benefits. For example, in the Information Technology Cluster, there are jobs paying as much as \$96,639/year and those paying as little as \$17,000/year. As a rule, more knowledge and skill-intensive jobs offer higher wage or salary levels.

Top Industry Clusters

Ten industry clusters, identified below, emerged from this screening criteria analysis. This set of industries represents a balanced mix of business and job opportunities to the region, which is important for growing a diverse economy that supports the entire population base.

Industry Cluster	Strategy	
Technology-Driven Manufacturing		
<i>Established Clusters:</i>		
<ul style="list-style-type: none">• Aerospace and Defense• Analytical Instruments/Optics• Medical Devices	Major retention and expansion assistance and recruitment	
<i>Emerging Clusters:</i>		
<ul style="list-style-type: none">• Bio-Industry• Environmental Technology		
Advanced Services		
<ul style="list-style-type: none">• Institutional/Private R&D	Major attention to entrepreneurial development and recruitment	
<ul style="list-style-type: none">• Information Technology	Major attention to retention, entrepreneurial development and recruitment	
<ul style="list-style-type: none">• Business Services• Financial Services• Transportation and Logistics	Moderate retention assistance and minor recruitment attention	



What is a Cluster?

By definition, an industry cluster is a group of firms that are located near one another and draw productive advantage from their mutual proximity and connections. Existing clusters are those that have reached a critical mass in size and/or diversity of operation and may expand or contract at any given point in time. Emerging clusters are likely to achieve critical mass, given current trends.

For more information about the Harvard cluster model visit <http://www.isc.hbs.edu/>



HIGH-SKILLED/HIGH-WAGE JOBS



"Developing people and their talents is the number one challenge we face in building and maintaining a quality economy in the Tucson region."

*- Robert Shelton, Ph.D., President
The University of Arizona*

Cluster Development Program

The Cluster Development Program is comprised of three strategic elements:

● Existing Business Retention and Expansion

Provide assistance to high-priority local firms belonging to the identified industry clusters.

● New Business Recruitment

Encourage and assist firms associated with the industry clusters to locate new business operations in the Tucson region.

● Entrepreneurial Startup Assistance

Encourage and assist entrepreneurs in creating new local ventures that are associated with identified industry clusters.

New business or entrepreneurial startups play a vital role in economic development through technological innovation and new job growth. The community will be best served by a thriving entrepreneurial culture and infrastructure that supports the successful launch and development of viable new business entities. Small businesses and startups contribute new jobs to the economy each year, spark innovation and creativity and provide essential products and services. Tucson has a long, proud history of valuing and supporting entrepreneurial businesses.

Through the ripple effects that will occur from new cluster-specific business and workforce development strategies, all businesses in the Tucson region—small and large—will benefit from the regional economic transformation that will result from the Economic Blueprint.

International Development Opportunities

Numerous organizations are engaged in international business development. It has been determined that through improved coordination and collaboration, international business development through Foreign Direct Investment and trade holds great economic promise for the future. A recent study by Pima Association of Governments has determined that the Tucson region is also strategically poised to capitalize on an expanded role as an international transportation hub and inland port.

Challenges Ahead

The goal to provide more high-skilled/high-wage jobs with existing employers, expanding companies, startups and new companies locating in the area will require us to overcome the following challenges:

- Changing the current perception of Tucson from that of a low-wage community with lower-skilled workers to a more accurate and complete perception that includes all of the region's true assets.
- Building a higher-quality workforce through education and training of our existing workers, by providing pathways that allow workers to develop the skills necessary to improve their own potential.
- Retaining more of our higher education graduates, and making the region competitive in attracting young talent.
- Moving more technology developed at The University of Arizona out into the global marketplace.
- Cultivating a thriving environment, infrastructure and culture for launching successful new entrepreneurial ventures and supporting small business growth in the community.
- Attracting lucrative Foreign Direct Investment into the region, establishing Tucson as a competitive business location for foreign firms looking to locate in the U.S.

The opportunities and challenges are clear. For the Tucson region to be more competitive in attracting and cultivating high-wage jobs in the targeted cluster industries, we will need to have:

- An abundance of skilled, highly educated workers
- Successful, growing companies supported by effective cluster development programs
- Strong national and international branding and marketing efforts

STRATEGIES

Seven strategies for developing high-skilled/high-wage jobs:

1) Develop Opportunities In Target Industries

- Focus on increasing jobs in targeted industry sectors with the highest growth potential. Create a well-defined business and job development effort aimed at maximizing new opportunities in these sectors.

2) Increase Regional Workforce Readiness

- Create an employer-driven, demand-side workforce development initiative that identifies skill gaps and specific employer needs, then aligns necessary educational and training resources to fill those gaps.
- Attract young talent from outside the region.
- Tap potential workforce resources in the Tucson region in the following three areas:
 - Recent graduates from The University of Arizona
 - New military retirees and military spouses from Ft. Huachuca and Davis-Monthan Air Force Base
 - Retired executives and other experienced workers who have located in the region

3) Advance Higher Education / Economic Development Partnerships

- Create a collaborative venture between The University of Arizona, TREO and others to weave the UA deeply into the fabric of every economic development aspect of the community, including (but not limited to) the following:
 - Enhancing downtown development
 - Strengthening the 21st century workforce
 - Expanding entrepreneurial growth
 - Creating and transferring new technologies to the private sector
 - Fortifying university-industry research collaboration
 - Promoting technology-based economic development

- Building public policy and planning capacity
- Creating globally competitive businesses
- Expanding opportunities for university graduates to pursue their careers in the Tucson region
- Developing world-class infrastructure
- Building leadership and civic capacity

4) Strengthen the Regional Science and Technology Base

- Leverage efforts and resources—like Science Foundation Arizona, the state and regional roadmaps for bioscience, advanced communications/IT, sustainable systems, solar electricity and aerospace, plus technology development programs offered by the Arizona Department of Commerce—to help build a highly-skilled workforce and increase technology excellence.

5) Strengthen Entrepreneurship

- Spark the formation of new companies in the identified industry clusters through intensive business development assistance, and by making these new startups competitive in obtaining risk and venture capital, government grants (SBIRs and STTRs) and other vital resources.

6) Expand and Coordinate International Foreign Direct Investment and Trade Opportunities

- Consolidate international economic development programs in the Tucson region to provide a one-stop shop for Foreign Direct Investment and trade.
- Partner with Phoenix, Flagstaff, Yuma and the Arizona Department of Commerce to collectively promote Arizona as a competitive location for Foreign Direct Investment.

7) Market the Region

- Launch a focused image enhancement effort to change the perception of the Tucson region as a low-wage community, and to promote the Tucson brand locally, nationally and globally.



"In order for the Tucson region to become a more significant player in science and technology, we must enhance research coordination and collaboration between The University of Arizona and the private sector. The University of Arizona is already one of the country's top public research universities, with some strong ties to the private sector, but there are still many unexplored opportunities for increasing research partnerships."

*- Leslie Tolbert, Ph.D., Vice President
for Research, Graduate Studies and
Economic Development
The University of Arizona*

EDUCATIONAL EXCELLENCE

GOAL:

*Inspire talent and innovation,
while preparing children
and adults with the skills
necessary to compete in
the knowledge-based
global economy.*

In today's economy, regions grow and prosper because of the availability of highly educated and productive people. As we transition to a knowledge-based economy, there is a growing skills gap between the new jobs being created and the skills of our workforce. Education is critical for closing this gap.

A compelling body of research links primary and secondary education directly to successful economic development. Educational attainment levels are important indicators of a region's economic productivity, earnings and social well-being. In today's knowledge-based economy, educational excellence provides an important human capital advantage.

Arizona's political and business leaders consistently identify education as a top priority, yet the state's educational achievement performance, although improving, is not at the competitive level it needs to be. The quality of Arizona's public school system must be a top priority as it educates and builds the pipeline for our future labor pool. Businesses need an educated and highly-skilled workforce to prosper in today's knowledge-based economy. Companies interested in moving to Arizona will continue to evaluate our public school system.

Recent success in passing the Joint Technological Education District (JTED) initiative demonstrated a successful collaboration between the education and business communities. JTED pools resources of school districts to allow students to take courses that may lead to college or directly to employment. Passing the JTED was an important step in the right direction for this region. JTED addresses one educational need and sets an example for future partnerships. This region must focus on improving educational opportunities for all students at all levels—from public and private K-12 schools to community colleges and private, online business schools, colleges and universities.

Providing a human capital advantage with a concentration of highly educated, highly skilled people will greatly improve the region's competitiveness, helping local businesses grow and flourish and attracting great new companies to the region with high-quality, high-wage jobs.

STRATEGIES

Four strategies for achieving educational excellence:

1) Develop an "Education First" Culture

- Develop an "education first" culture in Southern Arizona where K-12 performance and accountability are a top priority for everyone in the community; focus efforts on improving graduation rates at both the high school and post-secondary education levels.

2) Secure Financial Resources for Education

- Ensure that all Tucson region schools have the financial resources and support needed to exceed the national performance standards.

3) Collaborate for a Rigorous, Relevant Curriculum

- Work with educators, administrators and the JTED's governing body to ensure a rigorous, relevant curriculum that strengthens our region's future workforce and provides the skills needed in the targeted cluster industries.

4) Form Business/Education Partnerships

- Encourage the business community to have a more active and unified voice in the development of goals and strategies for education, forming partnerships between business and education to solve educational challenges and meet workplace needs.

Education in Pima County

Pima County has 233 public schools in 17 districts, nearly 100 charter schools, and over 30 private elementary and secondary schools. Higher education in the region includes Pima Community College with an enrollment of 75,039 and The University of Arizona, with a 2006 enrollment of 36,805.



URBAN RENAISSANCE

A visually attractive, highly-functioning community is an important competitive advantage for economic development and an important source of pride for community members. Though Tucson is currently undergoing major infrastructure and urban development projects, perceptions are that progress is slow. Much more remains to be planned and accomplished.

Any community's downtown is not only its outward face, but an integral component of its economic heart and soul. Tucson is no different, and desperately needs a vibrant downtown that includes a robust balance of office workers, residents, cultural/entertainment venues and important linkages with The University of Arizona.

A bustling downtown also is needed to attract young, in-demand, skilled workers who enjoy urban living, active entertainment options and are known to select the community in which they want to live even before they select a job.

Throughout the process of gathering input for this Economic Blueprint, we consistently heard from people who were frustrated by the process and pace of downtown development. We have an opportunity to create a great downtown by leveraging Tax Increment Financing (TIF) funds. However, we are in need of a results-oriented private/public partnership that will assure that we construct a downtown that combines market-driven success potential with balanced cultural and infrastructure amenities.

The Tucson region has been both blessed and challenged by rapid increases in population, surpassing the nation's growth rate for the past 30 years. Beyond its downtown "heart and soul," careful planning is essential for the entire community to provide effective management of environmental and other vital resources. Tucson and Pima County are rapidly using up their land supplies and this limited availability of quality real estate options is a competitive disadvantage for the region. Coordinated planning and responsible stewardship of the region's land resources

are vital to balancing growth with environmental resources and economic objectives. Any future missteps will be costly on many levels.

STRATEGIES

Three strategies for achieving urban renaissance:

1) Form a Downtown Development Group

- Establish a new catalytic public/private development group dedicated to downtown revitalization. The group would be responsible for developing the vision and plan to accelerate the massive recreation of Downtown Tucson and provide final recommendations to the Mayor and Council.

2) Target Quality Growth Zones

- Implement a Quality Growth Zones initiative in Pima County, working with private sector leaders and local and state officials to plan and develop the region's most important economic development corridors in a competitive and sustainable way. The process will include master planning and strategic investment planning with responsible, forward-thinking leadership. Targeted zones have been preliminarily identified as follows:
 - Downtown
 - Campbell Avenue Corridor
 - Marana Development Area
 - Airport Development Area
 - Kino Parkway Corridor Development Area
 - Oro Valley Development Area
 - I-19 Corridor Development Area
 - I-10 Corridor
 - Sahuarita Corridor Development Area
 - I-10 Corridor South Development Area

3) Plan for Smart Growth

- Develop a regional urban corridor plan that adheres and promotes the tenets of Smart Growth.

GOAL:

Revitalize Tucson's urban center so that it excites, attracts and economically benefits the entire region.





GOAL:

Build on the unique assets and attributes of the Tucson region in order to be globally recognized and valued for livability.

LIVABLE COMMUNITIES

Economically competitive communities have high standards for livability. The Tucson region strives to provide a livable community that protects its beautiful natural environment, promotes its vibrant arts and cultural community, provides safe, pleasant housing and neighborhoods, offers convenient and accessible health and education services, and celebrates its diversity, heritage and culture.

Coincidentally, the most livable places attract, cultivate and retain the most educated skilled people and become the big winners in a global economy.

Because talented people can choose where they want to live, the unique value attributes of a region will naturally drive their decision. A strong sense of place rooted in natural beauty, access to high-quality outdoor recreational activities, and the presence of a diverse social and cultural scene are especially powerful in retaining local talent and in attracting in-demand, younger, highly-skilled workers—the 25-34 year-olds known as the “Creative Class.”

The Tucson region currently has several of the key ingredients to attract and retain this important segment of the talent pool essential to fueling future economic prosperity—qualities that also make the community more enjoyable for all residents.

For example, our rich, vibrant arts and culture community is a strong competitive advantage for the region. From fascinating museums, galleries and historic sites to outstanding live theater, symphony orchestra, ballet, opera, multicultural performances and more, this community has outstanding arts and cultural amenities. The Tucson region also provides many recreational activities including golf, birding, fishing, nature walks, bicycling, hiking, tennis, skiing and horseback riding.

We also cherish and protect our natural and historical resources. Pima County has made substantial efforts in habitat conservation with the establishment of the Sonoran Desert Conservation Plan to ensure that the region protects and preserves its natural environment.

Managed by the Metropolitan Tucson Convention and Visitors Bureau (MTCVB), the region's travel and tourism industry is robust. Possible growth opportunities include business meetings and conventions related to industry clusters, and downtown and Mexico travel and tourism.

Enhancing Livability

● Transportation and Infrastructure

A rapidly growing community presents ongoing challenges for improving mobility and increasing transportation capacity in the region. Commute times and efficient point-to-point access are important in providing a competitive, livable community. People need ready access to work, schools, shopping, recreation and other destinations.

The passage of the Regional Transportation Authority (RTA) provides a regional transportation plan and supports many important steps in the right direction, but more is still needed.

While transportation linkages are important for efficiency, first impressions matter, especially for people arriving at the airport and driving into town as well as those taking Interstate 10 from Phoenix. Some of our freeways and other major corridors lack quality landscaping, have been allowed to deteriorate and are flanked by inappropriate uses which reflect poorly to visitors to the region. The River Road, First Avenue, Sunrise and Skyline corridors are attractive and reflect southwestern native landscaping. These serve as examples of what can be done to beautify our transportation gateways to the community.

From a competitiveness standpoint, the community is in need of important improvements to beautify all significant transportation corridors in ways that allow the region to present its best outward face.

● Water

As a growing desert community, the topic of water is of vital importance and one that affects every citizen. The challenge ahead is how best to ensure a long-term water supply for the community. This issue was clearly identified as a leading threat to our long-term economic viability.

● Housing

An important asset of the region is the variety of vibrant neighborhoods representing the region's cultural diversity, charm and history. This includes 17 National Historic District neighborhoods that chronicle the city's history, starting with the 19th century downtown barrios and continuing up to plush mid-20th-century developments. The region offers a broad range of housing options.

In 2004, Tucson's homeownership rate was 55.6%, about 20% lower than the national average. Home ownership is challenged because our housing costs are high compared to our wage levels, and that gap has increased over the last several years.

● Healthcare

Quality, accessible healthcare is essential for every member of the community. The Tucson region is home to many exceptional medical facilities offering cutting-edge services and the broadest range of healthcare and wellness options.

As an industry, healthcare is also important to the community. There is a great demand for specific health service professions up and down the skill and wage scale, as our health care utilization increases because of our growing and aging population. Groups like the Hospital Council of Southern Arizona in collaboration with the Southern Arizona Leadership Council are developing and implementing programs to address the projected shortage of registered nurses in Southern Arizona. As a community, we need to collaborate to solve our healthcare challenges—the cost and accessibility of healthcare services and the shortage of healthcare professionals.

● Crime Rate

One of the most significant areas to compromise the livability of the community is crime. The Tucson region has a comparatively high property crime rate that has been publicized

nationally, which creates negative perceptions about safety in the community. Both the perception and the reality of the region's crime challenges must be systematically improved.

In summary, the Tucson region has many assets on which we can build to enhance our quality of life. To increase our competitiveness, the Tucson region must capitalize on its natural beauty, vibrant arts and cultural amenities, climate and outstanding higher education resources while striving to make the Tucson community a more livable city in every way.

STRATEGIES

Six strategies for achieving a more livable community:

1) Approach Growth with a Balanced Perspective

- Enhance our quality of life by addressing infrastructure and environmental needs with a balanced approach to our region's growth.

2) Collaborate to Address Challenges

- Collaborate with key partners to address livability challenges, including water, transportation, healthcare and affordable housing.

3) Promote Ongoing Development of a Multi-Ethnic Community

- Celebrate people from culturally diverse backgrounds.

4) Support Efforts to Reduce Crime

- Collaborate with law enforcement agencies to enhance our livability by reducing and maintaining our region's crime rate below the national average.

5) Improve Our Public Image and Competitiveness

- Beautify the region to improve our public image and competitiveness by establishing a regional partnership among local jurisdictions and the State of Arizona that will focus on enhancing, maintaining and beautifying the major interstate transportation arteries and other traffic corridors that are the primary gateways into the community.

6) Support Tourism

- Support MTCVB in developing tourism growth opportunities.



Photo courtesy of MTCVB



"We have a tidal wave of people and change coming at us, and we need to make changes now that will make this a better, more livable place."

*- Steve Lynn, Vice President,
Communications & Governmental
Relations*

Tucson Electric Power Company

COLLABORATIVE GOVERNANCE & STEWARDSHIP

GOAL:

Foster and support an innovation-based economy with efficient and enlightened government services and committed, collaborative private sector leadership.

Governance

Metropolitan regions throughout the country are challenged with coordinating infrastructure and services across multiple jurisdictions, while at the same time preserving and enhancing the unique identity of individual communities. The Tucson region has begun to face these challenges through regional cooperation. The 2004 Pima County Bond package provided regional infrastructure and open space improvements. More recently, the success of the Regional Transportation Plan, the establishment of TREO and the recent passing of the Joint Technological Education District initiative further demonstrate our heightened ability to work collaboratively. We're moving in the right direction.

Employers that provide high quality jobs, both existing and new, have many choices for locations across the United States. While workforce availability is the primary driver for their decisions, receptive public operations, predictable regulatory systems and expeditious review processes are all important to their decision-making process.

Economic Blueprint respondents overwhelmingly told us that government's developmental services efforts are flawed, though this problem seems more problematic in some jurisdictions than others. The unfortunate "business unfriendly" reputation has even extended outside the community, where government processes are perceived to be unpredictable, cumbersome and slow.

Reforms are needed to spur quality development and ensure the region's future competitiveness. The Tucson region must earn a new reputation as a "business friendly" community by streamlining permit processes to accelerate much needed development projects downtown and throughout the community.

Services

Skilled workers and businesses also look for quality in the community's ability to provide the basics—public safety and health, education, transportation, water, sewer and other services. In many cases the public perception of services and infrastructure does not reflect the quality image that this region deserves.

The Tucson region is particularly challenged in obtaining a fair share of state funds for costly infrastructure projects to meet these needs because of state revenue sharing laws. At this time, certain state tax dollars can go to municipal governments, but not counties—even though Pima County provides services to nearly half of this region's residents.

Super-Regional Collaboration

In addition to the continued need for regional cooperation, we now face a newly recognized need for super-regional collaboration. The "Sun Corridor"—an area from Prescott through Phoenix, Casa Grande and Tucson to Sierra Vista, Nogales and into Sonora—has been identified as one of 10 "megapolitan areas" within the United States. The Sun Corridor is quickly becoming a reality, as Phoenix and Tucson are on course to meet somewhere in Pinal County within the decade, linking the entire region. These regions are important future centers of U.S. and global economic activity because they will have the critical mass to dominate domestic and international trade as prime locations for Foreign Direct Investment.

While Tucson is in a fortunate position to capitalize on a megapolitan future, it is essential that we capitalize on what is possible today. Competitive economies require judicious governance and cooperation and collaboration between business, government and education at all levels.



Private Sector Leadership

In the most successful communities, effective government is matched with strong private sector leadership. In fact, the success or failure of a region often depends on the leaders who challenge the status quo, push for innovation and drive change. Communities viewed as having competitive economies all share a common vision, the courage to take bold steps and strong private sector leadership.

Successful community stewardship will involve those emerging business leaders who are beginning to take on more community issues, plus a new breed of leaders willing to embrace collaboration and innovation. We need to expand and diversify the leadership ranks to include young professionals, women, minorities and retirees and to financially invest in the region's future.

The Economic Blueprint's vision for the region will be successfully realized when our community's private sector leaders step forward and lead our efforts to supercharge Tucson's regional economy and when a greater level of collaboration and efficiency is achieved between our regional government entities and private sector leaders.

STRATEGIES

Five strategies for achieving collaborative governance and responsible regional stewardship:

1) Encourage Leaders to Push Boundaries

- Develop a culture where leaders are willing to push boundaries to lead the community in solving serious challenges and capturing rewarding opportunities.

2) Provide a Competitive Advantage in Permitting

- Develop a one-stop, fast track process for permitting to create a competitive advantage in commercial, industrial, land use and development permitting processes.

3) Cultivate Future Community Leaders

- Starting today, cultivate leaders with an emphasis on the following:
 - Young leaders (25-44 year olds)
 - Minorities
 - Women
 - Retired C-level (chief) executives

4) Create Sustainable, Long-Term Funding for Economic Development

- Actively pursue multiple options for supporting both short- and long-term economic development for this region.

5) Create a Super-Regional Resource Partnership

- Establish a collaborative, super-regional partnership to plan Sun Corridor infrastructure—a multi-government network designed to manage inter-megapolitan resources, including water, air travel, affordable housing, environmental protection, high-speed passenger service, local mass transportation and other relevant areas. Create a new planning agency to start developing long-term plans to address these issues.



"The tremendous growth of the entire Tucson region makes this Economic Blueprint a necessity. In order for this region to continue to grow strategically and successfully, all of Tucson's leaders must step forward to accept responsibility to follow a path toward achieving economic prosperity."

- Joe Snell, President and CEO

Tucson Regional
Economic Opportunities, Inc.

IMPLEMENTING THE ECONOMIC BLUEPRINT

The process of developing the Economic Blueprint has engaged people from throughout our region, across every sector of our diverse community and across all walks of life. We trust in our leadership who assembled this plan through their analysis and consideration of the input of thousands of citizens throughout the Tucson region. The result is an economic vision that reflects the values, diversity and promise of our region.

We're on a journey as we move into implementing the first phase of the Blueprint. Some strategies are short-term and will produce results more quickly. Others, like improving K-12 education, are processes that will continue for years. The starting point now is for us all to adopt this new economic development plan and vision for the future to launch our quest toward prosperity.

The Economic Blueprint Leadership Team will be responsible for:

- Serving as a voice for the Economic Blueprint to the community
- Advancing the strategies and goals of the Economic Blueprint
- Overseeing a collaborative effort to address funding in support of the Economic Blueprint goals
- Communicating with individuals and organizations partnering in the implementation of the Economic Blueprint strategies

Blueprint Leadership Team

As we turn from the foundation of the Blueprint strategies to the process of implementation, a high-level team will be established to guide this process for the five strategic thrust areas of the Economic Blueprint.

This Leadership Team will facilitate collaborative efforts with key stakeholders and partners, support innovative government and concerted state policy action and shape broader public policies, all areas that impact the economic vitality of our region.



*"We want to stay 'who we are'—
there is no doubt we all do.
But, let's face the realities and
challenges of the future together,
because, let me tell you folks,
this community is going to grow."*

*- Jim Click, President
Jim Click Automotive*

*"The words 'regional collaboration'
cannot just exist on paper. We will
be working with TREO closely to
ensure it becomes a reality and is
incorporated into our local efforts
as its foundation. Strong leader-
ship from throughout the region is
key to successful implementation
of the plan and one of the factors
that will give the Tucson region the
competitive advantage it needs."*

*- Michael A. Reuwsaat, Town Manager
Town of Marana*

Annual Report Card

TREO will issue an annual economic report card to the community that includes good indicators of economic health, performance and competitiveness. Following are examples of metrics that will be included:

- Average wage growth in target industries
- Job growth in target industries
- Percentage of college-educated workers
- Percentage of workforce in 25-34 age group
- Net new firm creation in target industries
- Reduction in development permitting timelines
- Changes in educational attainment—high school and higher education
- Changes in SAT scores and dropout rates
- Employer satisfaction of worker skills and availability
- Number of beautification projects completed
- Progress in downtown development
- Income distribution
- Median household income
- Charitable giving
- Venture capital flow
- SBIR/STTR grants
- University technology licensing activity



CALL FOR LEADERSHIP



Photo courtesy of MTCVB

"My dream for Tucson is to become a leading haven for entrepreneurship. Our rich culture in Tucson is not only a community asset, but a competitive advantage—our workforce must reflect the diverse global economy. The Blueprint lays out a strategic framework to build a world-class entrepreneurship economy for the region."

*- Tomás León, President & CEO
Tucson Hispanic Chamber of Commerce*

The Tucson region, with its explosive population growth, desirable Southwestern location and unique attributes, can become an economic powerhouse. We now have a solid strategic road map to the future—one that all sectors of the community can embrace. We strive to be known as a region that will settle for nothing less.

We are committed to providing future generations with a thriving community:

- Recognized for its great K-12 education system
- Known for world-class appeal to younger generations
- Offering a greater wealth for its citizens through a balanced economy
- Anchored by a vibrant downtown, the core of its soul
- Building vibrant industry clusters
- Reflecting its proud heritage and history
- Leveraging its higher education assets
- Respecting its environment

These strategies are meant to form the cornerstones of success in the years to come. Many partners have already, and will continue to, come on board with the Economic Blueprint as we journey down the path to an economically-viable region. The next 35 years will be vastly different from the past 35 years. Our path to prosperity cannot be left to chance. We have a great opportunity to control our destiny. We owe collaborative leadership to our children and grandchildren. We need the business community and elected leaders shoulder to shoulder today, making intelligent decisions about balanced growth that focus on high-value businesses and people.

This is not an easy task, and this Blueprint is not a short-term solution. This vision requires great resolve, many conversations and much compromise, putting differences aside and uniting for the greater good of the community. This will mean difficult decisions and trade-offs in personal agendas, because we are smart enough and care enough to do what is best for the Tucson region.

In every successful community that we have examined as part of this Blueprint process, the most profound underlying element is strong, intelligent, committed, collaborative and sustained leadership. Do we have the resolve to succeed? Are we willing to lead, and be led?

At TREO, we believe we must move forward to secure our future now.



Visit www.treoaz.org to learn more.

ECONOMIC BLUEPRINT STEERING COMMITTEE



Larry Hecker, Chairman, Attorney at Law, Hecker & Muehlebach, PLLC
Larry Aldrich, President, Aldrich Capital Company
Bonnie Allin, President/CEO, Tucson Airport Authority
Norm Botsford, President/CEO, University Physicians Healthcare
Don Bourn, President, Bourn Partners
The Honorable Sharon Bronson, Acting Chair, Pima County Board of Supervisors, District 3
Robert Cashdollar, President/CEO, Apache Nitrogen Products
Raymond Clarke, Former President/CEO, Tucson Urban League
Jim Click, President, Jim Click Automotive
Jim DeGrood, Assistant Town Manager, The Town of Marana
Anne Doris, Vice President and Systems Manager, Cox Communications
Bruce Dusenberry, President, Horizon Moving Systems
Dan Eckstrom, President, DWE Management Consultants
Slivy Edmonds Cotton, Chairwoman/CEO, Perpetua
Jason Fenwick, Executive Producer, Inside Arizona Business
Larry Finuf, Greater Arizona Regional President, Wells Fargo Bank
Dr. Roy Flores, Chancellor, Pima Community College
Dr. Lay Gibson, Director, Economic Development Research Program, The University of Arizona
Elizabeth Gonzalez-Gann, CEO, JanCo Janitorial
Raul Grijalva, Congressman, U.S. Congress
Bob Hagen, Chair, Southern Arizona Technology Council
Dick Imwalle, Chairman, Bank of Tucson
Mike Jameson, President/CEO, Tucson Newspapers
Sally Jeffcoat, President/CEO, Carondelet Health Network
Rosey Koberlein, President/CEO, Long Companies
Jim Kolbe, Former Congressman, U.S. Congress
Tomás León, President/CEO, Tucson Hispanic Chamber of Commerce
Jan Leshner, Director, Arizona Department of Commerce (ADOC)
Alan Levin, Owner, The Port of Tucson
The Honorable Paul Loomis, Mayor, The Town of Oro Valley
Mike Lupien, Vice Chair, Workforce Investment Board, Planning & Public Relations
Steve Lynn, VP, Communications & Government Relations, Tucson Electric Power Company
Robert Martinez, Chair, Pima County Area Labor Federation
Frances McLane Merryman, Senior Wealth Strategist, Northern Trust Bank, N.A.
Rick Myers, COO, Bourn Partners
Mark Mistler, President, Tucson Metropolitan Chamber of Commerce
Colleen Niccum, Vice President, Communications, External Affairs, Raytheon Missile Systems
Michael Reuwsaat, Town Manager, The Town of Marana
Bill Roe, Chair, Pima County Conservation Acquisition Commission
Dr. Robert Shelton, President, The University of Arizona
Ron Shoopman, Director, Southern Arizona Leadership Council (SALC)
Sarah Smallhouse, President, Thomas R. Brown Family Foundation
Jonathan Walker, President/CEO, Metropolitan Tucson Convention & Visitors Bureau (MTCVB)
The Honorable Robert Walkup, Mayor, The City of Tucson
David Welsh, Economic Development Administrator, The Town of Oro Valley
Karl Young, COO, First Magnus Financial



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