

YOUNG PROFESSIONALS —



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Chairman's Message

Tony Penn
Chairman of the Board

Competing for Our Future: How Communities Compete in the War for Talent

There's a "war for talent" heating up around the globe today. It's a reality that we must face head-on. One of the leading factors in the challenge of creating the best environment for economic development today is that business follows talent. So, the question is, "Are we retaining and creating the talent pool locally that business needs? Are Tucson and Southern Arizona ready to compete for the future of this great community?"

Businesses across the U.S. face a mass exodus of tenured, highly skilled professionals who are part of the "Baby Boomers" generation. Many are struggling today to keep up with the losses. Over the past decade, we've seen the graying of the workforce begin to accelerate at an amazing rate. The number of workers aged 55 and older has increased remarkably across the country.

To add to the challenge, according to a recent report by the U.S. Bureau of Labor Statistics, *"The projected labor force growth over the next 10 years will be affected by the aging of the baby-boom generation; as a result, the labor force is projected to grow at a slower rate than in the last several decades."*

Conversations are taking place in corporate boardrooms of large companies, in conference rooms of small and mid-sized businesses and even in the garage space location of a soon-to-grow start-up. The focus is on the best environment and community to remain or relocate to grow and prosper their businesses. The easy answer for many will center on their greatest need. For a great many the answer will be based on where they can find the talented and skilled workforce they need to design, manufacture or sell their goods, products and services.

With the labor force projected to grow at a slower rate, doesn't it warrant that we here in Tucson and Southern Arizona do our very best to retain our community's young families and young adults? In the "war for talent" that Tucson and Southern Arizona are engaged in with the rest of the world, does it not make good economic sense to invest in the community amenities that a talented and skilled workforce desires for quality of life? Doesn't it also make good economic sense to invest in K12 education and our colleges and universities, which are the leading determinant for families headed by Generation X and Millennials when choosing a community to put down roots?

To compete effectively and to win this war, I truly believe that it's the business sector that has the greatest voice and best opportunity to lead and to leverage our strength of advocacy with our governmental leadership at the state and local level to make the right choice by investing in our greatest resource: our young adults, our families and our children.

It's the business sector that can drive and direct the investments needed to truly move the agenda forward to continue improving our urban centers (downtown), improving our roads, building our infrastructure and promoting cultural diversity and inclusion. Real economic prosperity and social wealth go hand in hand. Business needs a great community to provide the workforce required for the jobs of today and tomorrow. And community needs business to provide the jobs and living wages to promote stable households and strong families. It's time to roll out the welcome mat and hang out the "open for business" sign, Tucson and Southern Arizona. The return on investment (ROI) could be monumental.

Tony Penn
Chairman of the Board

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President's Message

Michael V. Varney
President & CEO

Solving Social and Economic Problems Using Cause and Effect

The world sometimes seems complicated and daunting -- there is so much to do without enough time or resources to get it all done. Such is the case with the 2015 state legislature. There are way more needs to be met than taxpayer-funded budget to address them all.

I think this is a great time to set priorities using "cause and effect" analysis.

Too often we find government reacting to the latest crisis and appropriating funds to put salve on an open wound. Here are a few examples of misplaced priorities.

The State of Arizona is planning to increase spending on its prison system while asking schools to make cuts in their already bare-bones budgets. Talk to anyone familiar with these things and they will quickly point out that prisons are full of people who lack high school diplomas. Estimates run as high as 80% of inmate populations without a high school degree. Cause and effect. We spend money on the "effect" and take money away from the educational systems that can "cause" a positive reversal in the need for more prison beds.

Here's another example: poverty. We spend lots of money on homeless shelters, food banks, etc. These are worthy causes and are a natural element in the safety nets provided by caring communities. The people who administer these programs are hard-working and effective in what they do. They are there to address the "effect" of joblessness and low family income levels. To address the "cause", shouldn't we be doing everything we can to create opportunity, increase the number of well-paying jobs and help people become more self-sufficient? Cause and effect.

This model may seem overly-simplistic and maybe it is. But it is still something to think about when it comes time to divide the state budget pie and improve quality of life in Arizona.

Michael V. Varney
President & CEO



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Quarles & Brady has been involved in many of the major real estate projects in our area, from top resorts and major retail establishments to office, multifamily, and mixed-use projects of substantial size. We have led some of the most complicated transactions that have helped to put Tucson on the map, as well as major deals throughout the West.



Troy Hoch



Luis Ochoa

For more information on what we can do for you, contact Troy Hoch at (520) 770-8700 or troy.hoch@quarles.com.

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MISSION STATEMENT

The mission of the Tucson Metro Chamber is to promote a strong local economy resulting in business growth, ample employment and improving quality of life for all citizens.

CORE FUNDAMENTALS

1. Promote a strong local economy
2. Provide opportunities to help you build relationships and increase access
3. Deliver programs to help your business grow
4. Represent and advocate on behalf of business
5. Enhance commerce through community stewardship
6. Increase public awareness of your business
7. Provide symbols of credibility

VALUE PROPOSITION

The Tucson Metro Chamber provides area business owners and executives with a unique mix of products, services and advocacy to help them grow their businesses and build a better community.



Government Affairs Message

Robert Medler
Vice President of
Government Affairs

Generation Y: Where are They?

Look around your office. How many members of Generation Y or millennials do you see? Not many, likely. Tucson has not been able to retain a majority of the graduates of the University of Arizona, nor attract many from outside the region. There have been some small recent successes, but not to the same proportion we should see as a community of nearly one million.

Vocative, an online newsmagazine, recently released their annual Livability Index: The 35 Best U.S. Cities for People 35 and Under. They reviewed the top 100 populous cities in America and evaluated them based on salary, employment rates, the cost of rent and utilities, as well as everyday concerns like public transportation, weather and crime. They also looked at a few other, what I'll call, "lifestyle and entertainment choice factors" not relevant to this op-ed.

The usual suspects are on the list: New York, San Francisco, Chicago, Dallas, Boston, DC and Denver. They're all there. Twenty of the 35 are not surprising. However Boise, Madison, Lubbock and Lincoln are surprising. And Garland, Texas? I'm not exactly sure I could locate it on a map of the great Lone Star state.

When you get into the report, the common factors start to pop out:

- Relatively low unemployment with ample growth in the marketplace for those with college degrees
- Reasonable home prices in urban neighborhoods
- Low crime rate throughout the city
- Range of entertainment options and activities for all ages

Now think about Tucson. We are a relatively low-wage city with a significant gap in the education requirements of our industries. Our business community by and large is either at the high end of the spectrum, requiring advanced degrees, or at the nominal, requiring a high school diploma. This past February, the Arizona Department of Administration's (DOA) economic forecast for 2016 predicted only 12,000 new jobs in Pima County. It's expected that 71% of those jobs will require a high school diploma or less. Comparatively, the same forecast from DOA in 2000 said manufacturing, with its higher-paying jobs, was 9.4 percent of our economy. Now it is just 6 percent.

Tucson has driven out the middle class, both jobs and people. How do we move forward? We must invite companies back into the core of our region. We have to understand what the next generation of our workforce is looking for in a place to call home and offer it. We need to invest in the basic core services (public safety, transportation, parks) and make austere fiscal decisions for the remaining needs.

Generation Y is the most educated, technologically savvy generation yet. They have the ability to have what they want, when they want, and if not they will do one of two things: 1) find it elsewhere, or 2) create it. The entire Tucson region needs to make this a place where members of this generation can find what they are looking for or where they can create it.

Robert Medler
Vice President of Government Affairs

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Hiring People with Disabilities Makes Excellent Business Sense

Joey Ingegneri III
Director of Community Outreach
Jim Click Automotive Team & Linkages

When employers cultivate a culture of diversity in all aspects of their operations, they benefit from different perspectives on confronting business challenges to achieve success.

As the nation's largest minority with almost 50 million individuals -- people with disabilities contribute to diversity. Businesses can enhance their competitive edge by taking steps to ensure that people with disabilities are integrated into their workforce and customer base. Individuals with disabilities have unique perspectives and ability to adapt to difficult situations. As employees, they bring fresh ideas to solve problems, implement strategies and achieve goals that allow businesses to succeed.

Linkages is a non-profit organization focused on creating and sustaining employment opportunities for people with disabilities. Essentially, we are the link between businesses with employment needs and agencies who serve people with disabilities who are looking for work. Our vision/mission is to contribute to the economy by linking employers with qualified candidates to ensure every person with a disability has an opportunity for employment. Achieving this is important in the lives of people with disabilities but it is also of vital importance to local business and our economy. One third of those on government assistance have disabilities. Many of them want to work. Employment increases the tax base and reduces strain on entitlement programs while creating positive outcomes for individuals with disabilities and businesses in our community.

Linkages grew from a unique idea proposed by Tucson business leader Jim Click. His vision was to gather the often-overlooked resources of the city's disabled workers into a central location, then make their wealth of skills and initiative readily available to the business community. Jim Click founded Linkages in 1996. Since that time we have helped our partner agencies find meaningful employment for thousands of people with disabilities and helped businesses fill job openings with exceptional, dedicated, hard-working individuals. This work transforms lives, enhances business culture and improves our local economy. Jim Click says "People with disabilities who I have hired are motivational, dependable and an inspiration to the rest of my staff. It is the best business decision I've ever made."

One of the biggest challenges we face is cultivating new and diverse employment opportunities for people with disabilities due to the false stigmas associated with this population. The reality is there are so many benefits for businesses who adopt diverse hiring practices. A recent article from The Mentor's Editorial Board discussed Walgreen's experience saying "the drugstore chain has hired those with disabilities not out of magnanimous charity but for the competitive advantage in employing disabled workers. Studies of Walgreens' experience at distribution centers show disabled workers are more efficient and loyal than nondisabled workers. Absenteeism has gone down, turnover is less, and safety statistics are up."

We want to show the business community the tremendous potential available to them when hiring qualified people with disabilities as part of their human capital strategies. Numerous organizations report that hiring people with disabilities increases profitability, creates better company culture, provides tax incentives, reduces hiring and training costs, increases retention and improves employee morale.

Visit us at www.linkagesarizona.org, email info@linkagesarizona.org or call 520-571-8600 to learn more.

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MAC Supports Deployers of Davis-Monthan Air Force Base

Ellen Jimenez
Assistant Director of Sales,
Sheraton Tucson Hotel
Chair, Military Affairs
Committee



One of the areas of focus of the Tucson Metro Chamber's Military Affairs Committee (MAC) is support of our men and women who serve. Throughout the first few months of 2015, Davis-Monthan Air Force Base (DMAFB) saw more than 1,100 Airmen deployed to various parts of the world. This is a little higher than the average number deployed and affects not only the 355th Fighter Wing but the base's tenant units as well, including 12th Air Force, the 563rd Rescue Group and the 55th Electronic Group. The Airmen of DMAFB proudly tell us it is who they are. It's what they do. It's what they train for.

The MAC has been diligent and busy these last few months with deployment events and preparation of more than 1,000 Deployment Goodie Bags.

In December, the 355th Mission Support Group held a free movie day at the base theater. Invited guests were families of those who have been deployed and those preparing for deployments throughout the base. The MAC helped to make it an authentic movie experience thanks to Tucson's community and volunteers. We received donations of goodies such as Pepsi products, water, popcorn, candy, hot dogs and buns and nachos to ensure that guests had a great experience. Volunteers served, offered thanks and encouraged some valuable family time.

The MAC also reached out to each deploying Airman from DMAFB with Deployment Goodie Bags. With the help of Tucson's community we were able to put together more than 1,000 bags. A special thank you to our volunteers for their donations and time to put the bags together: Michael Osborne of McDonalds Restaurants, USO, Sheraton Tucson, Brei Law Firm, Residence Inn by Marriott, Pima County, TCH, Palo Verde Behavioral Health, Radisson Suites, Michelle Saroni and family, Alma Yubeta and Tim Vimmerstedt. Bags were arranged for all Airmen being deployed, whether flying out of Tucson International Airport or out of DMAFB. Over the last couple of months, we've been able to attend each group's deployment send off. At each send off, we expressed appreciation to both the outgoing Airmen and their families who are holding down the fort in their absence. We felt the tearful farewells and the anxious anticipation of what will come in the next few months.

It has been an honor to share our community's gratitude, pride and a heartfelt hand shake with each of the men and women who serve.



The Military Affairs Committee is an all-volunteer committee of the Tucson Metro Chamber that has been going strong for 86 years. The MAC continues to focus on advocacy, community relations, education, awards/recognition programs and support of our men and women who wear the uniform. The MAC proudly supports Tucson's Davis-Monthan Air Force Base, the 162nd Wing, U.S. Army units including the Western Army Aviation Training Site, the Navy Operational Support Center, U.S. Marine Corp Bulk Fuel Company and the University of Arizona ROTC programs. The time and dedication given by the MAC's members has enabled the committee's continued dedication and success.

1 LEAD GOVERNMENT RELATIONS AND PUBLIC POLICY ADVOCACY

1. **Support public policy that promotes a strong local economy**
 - Convene a sign code task force to address the City of Tucson's oppressive sign regulatory environment
 - Promote expanded international trade
 - Support improvements to transportation and infrastructure
2. **Collaborate on changing the City of Tucson Charter**
 - Work with other groups in the community to create better governance for the City
3. **Advocate for the passage of the Pima County Bond Package**
4. **Elect business friendly candidates to public offices**
 - Southern Arizona Business Political Action Committee (SAZPAC) candidate endorsements
 - Politically-balanced Candidate Evaluation Committee
 - Publish elected official voting records
 - Candidate meet and greet opportunities
5. **Collaborate to increase the voice of business with presentations by business people at every Tucson City Council meeting and every Pima County Board of Supervisors meeting**
6. **Create State Legislative Agenda and advocate for pro-business public policy with state legislature**
7. **Advocate for the preservation and expansion of funding for the Joint Technical Education District (JTED)**
8. **Advocate for issues important to Southern Arizona with federal officials in their Washington, DC offices**

2 DEVELOP THE LOCAL ECONOMY

1. **Execute the Project Prosperity program**
 - Advocate for specific changes in government systems, culture and policies that will improve the public-private interface to help grow our local economy and create more jobs
2. **Advocate for enabling state legislation to create a "new" EIS – Economic Impact Statement statute**
 - Require local government to complete an economic impact statement to be sure new government actions do not cause local businesses undue hardships
3. **Improve Air Service**
 - Collaborate to bring more direct flights into and out of Tucson International Airport to make Southern Arizona a more attractive community for business and for tourism

3 CHAMPION SMALL BUSINESS

1. **"We Can Help" online help desk**
 - Make the Tucson Metro Chamber your "go to" resource to help you solve your business problems
2. **Make money/save money**
 - Federal procurement "how-to" workshops (by Military Affairs Committee)
 - Office Depot discounts
 - CopperPoint Mutual Insurance discounts
 - Blue Cross Blue Shield of Arizona insurance plans
3. **Build relationships**
 - Chamber XChange events
 - Perspectives CEO support groups
4. **Online resources to grow your business**
 - Tools for Business comprehensive business resource
 - Affordable Care Act information
5. **Small Business Council**
 - Small business owners help the Chamber identify and deliver products and services needed most by small businesses

4 IMPROVE WORKFORCE READINESS AND EDUCATION

1. **Improve workforce readiness**
 - Support the STRIVE Together program to create better alignment between education and private sector employment needs
2. **Drive the new AZ Earn to Learn program**
 - Provide work experience and scholarship funding to U of A students to keep good talent in Southern Arizona
3. **Develop future business leaders by collaborating with the Emerging Leaders Council**
 - Integrate young executives into positions of leadership through mentoring and professional development
4. **Collaborate with Greater Tucson Leadership**



Inclusion – Better for People, Better for Business

Steve Axcell
Jacobs Group Vice President



It is often said that a company's greatest asset is the expertise and capabilities of its people. And for an organization to thrive, it must value its employees' unique attributes and experiences. After all, most people want to work for companies that appreciate them and help them develop their careers in an environment that is open, challenging and fun.

At the same time, to be productive, employees themselves must find ways to interact with many different people every day, and feel supported in doing so.

Inclusion is about optimizing the beneficial impacts of individuals' differences. Inclusion involves bringing together and harnessing these diverse forces and resources so that the richness of ideas, backgrounds and perspectives create business value. It is about creating an environment where diverse perspectives and backgrounds are embraced, all individuals feel empowered to share their ideas openly and those ideas are actively sought out. In such an environment employees feel engaged, valued and connected to one another, which stimulates quality products, innovation and business growth.

As a large multinational company, Jacobs welcomes and embraces the varied backgrounds, talents, skills and experiences of all our employees and everyone we do business with around the world – respecting and appreciating both our similarities and our differences. We do this not only because of all the great outcomes that are good for our business, but because inclusiveness is at the core of who we are as a company.

But for us, inclusion isn't just a policy or a procedure, it's a call to action. Each of our business regions is tasked to establish its own key Diversity and Inclusion (D&I) priorities and practice. By recognizing that each individual brings unique value to the company, and by allowing everyone to contribute in ways that make the most of that fact, we develop teams that collaborate more effectively, communicate more clearly and deliver better solutions for our clients.

Importantly, we also recognize the clear distinction between inclusion and consensus. Consensus occurs when everyone agrees. Inclusion occurs when everyone's thoughts are considered. Inclusion is a leadership competency; consensus is merely a style.

Whichever industry you're in and regardless of whether your organization is global or local, it's up to you as a leader to help motivate change where it's needed. Your company's culture is the basic enabler of effective inclusion. Inclusion hinges on a caring and open culture, reinforced by committed, visible leadership.

You must also work to leverage the differences and variety in your workforce to help people connect and achieve together. For example, at Jacobs we hold inclusion conferences to connect and network with one another across geographic, cultural and disciplinary boundaries. Building relationships is critical to fostering collaborative companies where employees are empowered to contribute, innovate and do their best work.

To summarize, here are the top five reasons to cultivate and maintain an inclusive and diverse workplace:

1. Diversity of people and ideas energizes your employees and encourages creativity, collaboration and innovation
2. Learning about new and different perspectives and experiences creates more varied thinking in your teams
3. Considering several unique points of view often results in better decisions and solutions for your customers and other stakeholders
4. Employees who feel recognized and valued are more engaged in their work
5. A diverse and inclusive workplace attracts a wider pool of qualified and talented candidates to your organization

Jacobs is one of the world's largest and most diverse providers of technical, professional and construction services, including all aspects of architecture, engineering, construction, operations, maintenance, and scientific and specialty consulting. Jacobs' Tucson operation employs 85 people; for more information visit www.jacobs.com.

THINKING BIG

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Young Professionals – What is Their Future In Southern Arizona



Michael Varney
President & CEO,
Tucson Metro
Chamber

There is a quiet demographic upheaval going on that has the potential to shift everything from the health of local economies to urban design. The upheaval will certainly impact corporate culture, communication and hiring practices. No matter who you are, what you do or how old you are, you will be impacted by this seismic shift in American society.

At the root of the shift are Baby Boomers -- the gray hairs -- 72 million strong and leaving the workplace at a rate of 10,000 per day. As Boomers go out the door so do their

senior leadership, experience, work ethic and traditional values that centered on working hard, following convention and getting ahead. But there is a problem. Boomers were so busy working that they forgot to replace themselves. The average Boomer couple only had 1.8 children, meaning that trailing generations are fewer in number. So one dimension of the shift is simple supply and demand. The same amount of work needs to be done with fewer workers to do it in many areas of the country. The influx of Hispanics in border states and large cities is offsetting some of this demographic "musical chairs", but as a whole, the departure of the Boomers is a significant factor in most areas.

Compounding the reduction in working adults is the generally sad state of American education. Not only are there fewer workers, there are WAY fewer qualified workers. Companies everywhere are looking for workers with the hard skills and soft skills to staff their offices and factory floors to keep the wheels of American industry turning -- and competitive with the rest of the world.

Already evident in many metropolitan statistical areas (MSAs) are changes in housing, downtown areas, and transportation and lifestyle amenities. Communities tuned into the shift that is going on are paying attention to what young qualified workers look for when they decide where they want to live. In an increasingly wireless, tech-driven world, many young workers are deciding where they want to live first and then finding a job they like when they get there. (This is a complete 180 degree change in the Boomer model of signing on with a company and going wherever they sent you and your family.)

Author Rebecca Ryan in her book called *Regeneration* has determined that there are seven core factors influencing where the <40 worker decides to live. They are:

- Cost of lifestyle -- Can I afford to live here?
- Earning -- What is the quality and diversity of job and career opportunities? Can I get a job? Is this a good place to start a business?
- Vitality -- Is this a vibrant, healthy community?
- Learning -- Is this a smart community that values education?
- Around Town -- How easy is it to get around and out of town?
- Social Capital -- Does the community engage all people?
- After Hours -- What is there to do after work and on the weekend?

In this issue of *The Chamber Edge* the Tucson Metro Chamber takes a look at this demographic and social phenomenon with a distinctively local angle. What do real, local <40 workers want and need most to continue to call Tucson home? What is our community doing to react to the shift that is well under way? What are we doing to adapt? What are we doing to increase the number of qualified workers? What are we doing to morph our landscape into what today's and tomorrow's residents want most from the community they choose to live in and raise a family? How competitive will the Tucson MSA be in 10 or 20 years?



Keeping New Graduates in Tucson



Jonathan Rothschild
Mayor,
City of Tucson

With approximately 40,000 students enrolled at the University of Arizona and more than 50,000 at Pima Community College, Tucson is a college town. TripAdvisor even deemed the UA “the biggest college town in America.” We have no problem attracting students to Tucson. A bigger challenge is getting them to stay after graduation.

One of the key factors for whether or not students remain in Tucson is the ability to find a job. We’re working hard to attract companies to Tucson with 21 different business and tax incentives. But that’s just part of the equation. Preparing students for careers is another. There must be a bridge between school and career.

Pima Community College has well-regarded vocational programs that teach students sought-after job skills. Their Aviation Technology Center, for example, graduates students who are ready to step into well-paying aviation jobs. As an acknowledgement of their success, U.S. Secretary of Labor Thomas Perez visited the center in January of this year.

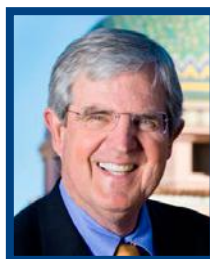
My office has worked with the UA STEM Learning Center to increase the number of STEM (science, technology, engineering and math) internships available in the community. Internships open the door for students and give employers access to up-to-date skills at low cost. I encourage more businesses and nonprofits in Tucson to use interns. I did at my former law firm and still do in the mayor’s office. Visit my website at mayorrothschild.com/STEM to download information sheets on the internship process.

We know that balance comes from having a work *and* personal life, so we have to strive to make Tucson an attractive, thriving place for young people. A 2014 article in *The New York Times* reported that the number of college-educated people age 25 to 34 living within three miles of city centers has increased 37 percent since 2000.

This bodes well for the use of public transportation. Our streetcar has greater than anticipated ridership and investment in downtown continues to grow. On the horizon, we will have a renovated Ronstadt Transit Center with residential and retail space.

We must continue efforts to keep young adults in Tucson. We have beautiful weather and the outdoors as a start. Career opportunities and sustainable living must be part of what we offer, too. We want Tucson to be not only a college town, but a town that can easily retain young adults.

Pima County Helps Young Workers Get Good Jobs



Chuck Huckelberry
County Administrator,
Pima County

Pima County has numerous programs to help the county’s youth develop the skills they need to land good-paying local jobs.

Among the youth-focused career-building programs we offer are:

- Free workshops and seminars on career-related topics (résumé building, job interviews, employability, career exploration)
- Individual skills and interests assessments
- Individualized career plans
- Paid work experience/internship; combination basic skills/work experience; and other work-based learning opportunities
- High school/GED-HSE/dropout recovery support
- College bridge and access
- Youth Career Expo Series in which each expo features a different industry: healthcare; logistics; aerospace & defense; biotechnology; construction & infrastructure; emerging technologies

Helping youth find jobs, or the reverse, helping employers hire the skilled workforce they need, is not a county-only job. About two years ago, executives from some of the region’s aerospace manufacturers noted that they had a hard time finding machinists. In fact, nationwide, half of the machinist workforce is over the age of 60 and the other half isn’t far behind.

The Pima County One Stop gathered many of the region’s manufacturers together and facilitated the formation of the Southern Arizona Manufacturing Partners (SAMP). The OneStop and SAMP then developed partnerships with Tucson Unified School District, Sunnyside Unified School District and Pima Community College to create a machinists training program that this past December graduated its first eight students, all of whom received machine tool certifications.

A second cohort of 18 students is currently in training.

Another way Pima County connects youth and employers is our annual Summer Youth Program. Every summer, Pima County helps pay the wages for disadvantaged young people to work a variety of jobs for local employers. This year we expect 4,000 applications but we have only 1,200 jobs. We need many more private businesses to sign up and Pima County One Stop may be able to partially subsidize the salary for a summer youth job. Interested businesses should contact pledgeajob@pima.gov or call 724-9639.

Not only do dozens of local employers receive summer job help, but Pima County youth learn valuable job skills that will make them more employable after high school or college.

To learn more about how Pima County's employment and training programs can aid your business, go to pima.gov and click on the "Government" tab, then the Community Services, Employment and Training link.

Millennials and Tucson's Urban Core



Michael Keith
CEO,
Downtown Tucson
Partnership

By 2020, 50% of the US workforce will be made up of Millennials - young Americans between the ages of 20 to 35. Municipalities across the country are striving to attract this coveted tech-focused entrepreneurial class with the realization that future job growth and new business creation of cities may well depend on their ability to recruit and retain this emerging demographic.

So how successful has downtown Tucson been in reaching these young professionals, and what further actions do

we need to take if downtown Tucson is to be competitive in the years to come?

Provide Diversity of Public Transit Options

Tucson scores high in this category, being named one of the Top 10 Best Bike Cities by USA Today, and the 12th Best Bicycle and Pedestrian Municipality in the country. The completion of our 3.9 mile Modern Streetcar line and nationally recognized bus system have added to our credibility as a transit-focused community. Our next steps include supporting the City in their efforts to develop a metropolitan bike share program while encouraging developers to consider carshare programs to reduce vehicular ownership and use.

Create Entrepreneurial Culture

The meteoric rise of the Downtown Innovation District has vaulted Tucson onto the national stage. Tucson now ranks as one of the top five entrepreneurial cities in the US by Entrepreneur

Magazine. Start-Up Tucson, one of the more than 45 entrepreneurial based firms that have sprung up in Downtown in the past 48 months, was recently awarded a \$1.4 million grant for small business incubation from the US Small Business Administration ScaleUp America program. Integration with the University of Arizona tech and entrepreneurial programs, along with the development of university-based mentor and intern programs Downtown, will be important as Tucson seeks to expand its entrepreneurial base.

Increase Availability of Affordable and Workforce Housing

While Tucson is ranked the second most affordable metropolitan area in the country, there is currently a 0% vacancy for residential units in the downtown core. Efforts need to continue to identify additional development incentives that will encourage developers to provide a wide range of housing options including workforce, live-work and market-rate housing.

Improve Quality and Availability of Urban Education

The quality and proximity of urban education facilities factor heavily into Millennial's choice of metropolitan locations. The growth of Downtown schools such as City High, Imago Dei, IDEA School, and the Safford K-8 International Baccalaureate, combined with Downtown's close proximity to the University of Arizona and Pima Community College, bode well for Tucson's recruiting efforts. Significant community resources must be identified, especially in the K - 12 category, if Tucson is to retain Millennials hoping to visualize a future in our city center.

Provide Rich Cultural Environment

Downtown Tucson's astonishing transformation in the past five years has launched more than 60 new restaurants, scores of unique retail, and seen an explosion of music venues, signature festivals, and events. This revitalization has helped Tucson reposition itself into a hip, new, vibrant, urban destination where Millennials want to be. Efforts need to continue to create an attractive, walkable, amenity-rich pedestrian experience Downtown that will be authentic, sustainable and a primary destination for the drivers of our new creative economy for decades to come.



WE ASKED EMERGING LEADERS

What is important to you?

What are your concerns and needs?

What are your hopes for the future here?



Ben Korn
*Owner / Distributor,
Safeguard*

My story is much like many of the 30 to 40 year-olds in Tucson. I graduated from Sabino High, earned a marketing degree at NAU, then moved to San Diego just because, (as earlier described), I wanted to live there first, and would find a job when I got there.

What brought me back was my father's two-year recruiting mission to get me to come back and eventually purchase his small business. After five years in San Diego, I decided it was an opportunity I shouldn't pass up, so I did it...I left San Diego for Tucson!?!?

I'm glad I did. I truly love this town, the desert, mountains, sunshine, golf and most importantly the relationships. But I also see the great, yet unrealized potential.

Unfortunately there aren't the same types of opportunities for young professionals here like there are in San Diego, or other markets comparable to Tucson. For a while, I wrote it off thinking "Tucson's a small, unique town. We don't want to be Phoenix". While I agree we don't want to be Phoenix, I've come to realize that we've got to figure some things out. Stories like Grand Canyon University and the endless fighting over Rosemont not only make opportunity shrink, but also hurt our prospects for attracting companies that might move to Tucson to create the primary jobs with upward mobility we need.

After becoming a small business owner myself, I've experienced first-hand the struggle to find quality, skilled, loyal candidates. I struggle with what I can do that will help. How can "I" turn the tide?

I'm honored to chair the Emerging Leaders Council at the Tucson Metro Chamber, which in its first year is made up of 25 dynamic young professional members. We are having some real, substantive conversations around what "we" can accomplish in "our" capacity. We're getting ready to meet with the four local mayors as I write this. Wish us luck!



Jon Beaty, LUTCF
*Senior Branch
Manager,
Liberty Mutual
Group*

My wife and I are Tucson natives but lived in Phoenix and Dallas over a 12 year period before moving back to Tucson in 2013. Moving back to Tucson was a major adjustment to the standard of living we had become accustomed to in Dallas and Phoenix. I am not saying this is a bad thing but just different. We made the choice to move back and have not regretted it once.

Dallas and Phoenix both had freeway systems that made getting around town easy. They had professional sports teams. New restaurants were opening frequently and growth was happening. But what those cities were missing was, a slower pace of life, sense of community and our favorite, Sabino Canyon.

The issue for us is not that we don't have freeways or a professional sports team, it is that the city is in desperate need of maintenance. The roads are in terrible condition, there aren't many new commercial buildings and there is no quick way to get around.

I want my children to have the same childhood experiences I did here in Tucson but also have the opportunity to go to college and get a job here in town to raise their family.

Besides generating new jobs and social activities Tucson is in need of a face lift. It is time for the city to reinvent itself through a clean-up effort starting with our roads and appearance. The phrase "dress for the job that you want" comes to mind, I believe this applies to Tucson. If we want to compete with the Phoenix/Dallas/Austin/Seattle/San Diego job markets then we need to "dress" the city to compete.

First impressions last forever, it's time for Tucson to make a good one so more people can enjoy what my wife and I do about living here!



Nick Puente
Managing Partner,
Total Care
Connections

As a local business owner and a father there are many factors that determine what is important to me. Ultimately, a culture of growth and forward thinking remains something very pertinent to my being able to maintain a business here and continually grow my business in Tucson. I love that Tucson has become a "hub" for open minded and free thinking entrepreneurs. It is critical to me to see our city maintain this love for constant creativity and new ideas. Tucson's recent embrace of new businesses and new ideas has made it exciting to be here, especially as a business owner.

My business is specifically focused on senior care. One of my concerns is the need for senior housing and quality senior care that is on the very near horizon. In a recent Harvard Joint Center for Housing study regarding senior housing, the demand for appropriate living for seniors will dramatically increase by the year 2030 and with the demand increasing so rapidly, there will not be enough quality housing for this population. I am concerned that with Medicaid cuts as well as the difficulty for startup business to get funding that we may not be ready to meet the needs of a very important part of our population.

I hope to see Tucson on the cutting edge of quality senior care and senior housing as the needs are rapidly increasing. I know that Tucson has the tools and numerous local professionals to be a pioneer in meeting these demands. I look forward to being a part of that for many years to come.

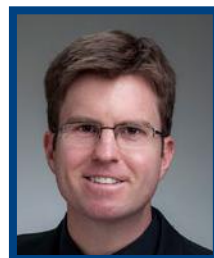


Matt Ewing Attorney
Co-Owner,
Gibson's Office
Supply

The Tucson metro area has always been an attractive place in which to live and work, regardless of a person's age, education or profession. I was born and raised in Tucson and, along with my older brother, have chosen to stay in Tucson to run a business and deepen my roots in this wonderful city. What does it take to convince other young men and women under the age of forty that Tucson is a good place to live, work and call home?

Robert Louis Stevenson said, "Don't judge each day by the harvest you reap, but by the seeds you plant." As young men and women under the age of forty, we can only expect to gain something from our community if we are willing to invest our time, talents and treasures in the community first. Relationships are key to this idea. Relationships are how we build partners, opportunities, allies and friends. "Over forty" Tucsonans can apply their leadership and experience to coach, mentor and train the next generation of Tucson business leaders. These relationships are easily formed by getting involved in groups like the Tucson Metro Chamber, service clubs or the numerous networking groups available. Relationships are seeds planted.

The under 40 demographic needs to know that Tucson wants them here and needs them here! They need to be able to trust that their hard work and willingness to build connections in Tucson will enable their families and them to thrive now and for years to come.



Robert Fischer
Attorney,
Waterfall,
Economidis,
Caldwell, Hanshaw,
& Villamana, P.C.

Uncertainty about economic growth and assured career paths have led young professionals in different directions.

Some move towards metro areas where "new economy" companies are attracting investment, creating jobs and generating regional economic growth. The Tucson metro area should continue to strengthen and market its modern economy jobs plan: technology (aerospace, defense, biotech, solar), transportation, trade, etc.

But young professionals disinterested in the uncomfortable lifestyle of big cities and seeking more value in cultural experiences, affordable housing, work/life balance and youth support will be drawn to Tucson.

I lived in Los Angeles, the San Francisco Bay area, Phoenix and Washington, D.C. before I moved to Tucson. My wife was born and raised here. We met and lived in D.C. It was difficult to leave the career opportunities in D.C. and we still wonder if that was the right decision. But the lifestyle benefits of Tucson drew us here as we started our own family.

Tucson has great climate and recreational opportunities. We have a dynamic blend of Southwestern culture. We balance sustainable development with affordable home ownership. The pace of life here enables more meaningful relationships. We value the schooling and other educational experiences for children. We still respect our western freedom and perspective. These benefits will draw young professionals.

Importantly, young professionals who care about lifestyle benefits (and not just the job) will commit to bettering those aspects of our community. They will support local companies, strengthen our traditional institutions, volunteer with support organizations, and accept valuable, long term government commitments.

We must focus on skilled and professional job creation. But let's also attract young professionals interested in a quality of life not found elsewhere.



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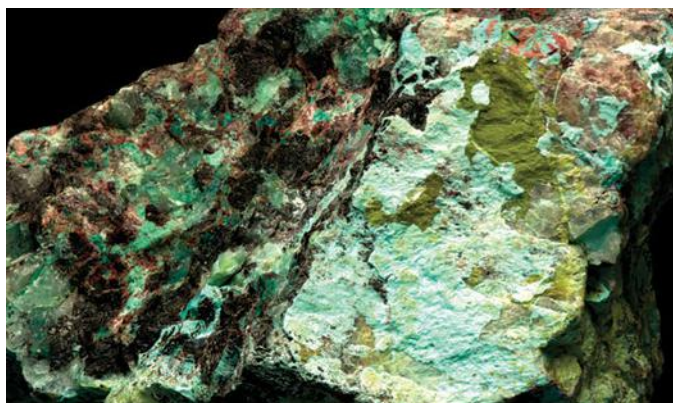
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Best Practices for Cross Border Trade

Cross border trade comes in all shapes and sizes. The term encompasses a wide range of potential transactions that relate to the flow of goods between the U.S. and a foreign country and services in each of the countries. It also encompasses the concept of manufacturing in a foreign country, real property purchases in the U.S. by foreigners or purchase of foreign real property by U.S. parties.

The number of businesses that provide logistics, legal, accounting, marketing, financial and other services to assist business with these transactions is very extensive. If one does an Internet search, there will be hundreds of businesses that offer advice on how to set up foreign operations. Their websites provide extensive information on how, where and what to do in establishing businesses in foreign countries and procuring foreign customers.

So how does one go about selecting the proper assistance for a particular transaction? Our experience living and working on the border between Arizona and Mexico for more than 30 years as practicing lawyers has taught us that it is best to focus your needs for outside help by focusing on what you want to accomplish.

If for example one wants to manufacture furniture in the State of Sonora, Mexico with minimal financial commitment, one would want to hire local law firms, accounting firms and logistics companies to assist. If one wants to sell products throughout Mexico, firms having a presence in the various locations should be utilized.

Local knowledge is invaluable in obtaining licensing and access to vendors, brokers, labor markets and information in general.

If one is headed south of the U.S. border to conduct business in Mexico, be prepared to:

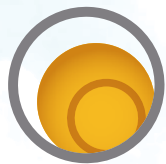
1. Have U.S. counsel to guide you through the maze. Make sure local counsel knows the businesses, politicians, lawyers and accountants in the area in which the business will be conducted.
2. Have local Mexico counsel to assist in providing access to local government and regulation requests.
3. Make sure both your U.S. and Mexico lawyer have industry knowledge before you proceed.
4. Use both your U.S. and Mexico attorneys to assist your business and tax structure and to put you in communication with the proper persons or firms to help you with logistics and other needs.
5. Be patient. Don't be in a hurry to get something done because it does not happen that way in Mexico. Some advisors will make it sound easy to do business in Mexico, but it is not. The regulatory environment is very different and requires specialized knowledge. If they make it sound easy, that is usually not a good sign.
6. Research free information available to you regarding business issues and requirements before you start asking questions so as to focus your questions to those assisting you.
7. Undertake your due diligence before any relationship with foreign parties is established. Your success will have much to do with whom you are working.
8. Do as the locals do. This applies very much to the concept of doing business in Mexico and other countries.

Hector Arana and Kimberly Arana are shareholders with the Fennemore Craig law firm, earned their law degrees from the University of Arizona and are listed in Best Lawyers in America®, International Trade and Finance Law. They have practiced in Nogales for over 30 years and are joined in the office by their son, Daniel Arana. They handle transactions involving U.S. manufacturers with operations in Mexico, including under the Mexican maquila program and agri-business transactions for U.S. companies and for substantial Mexican growers with distributorships in the Southwest. For more information, visit www.fennemorecraig.com.

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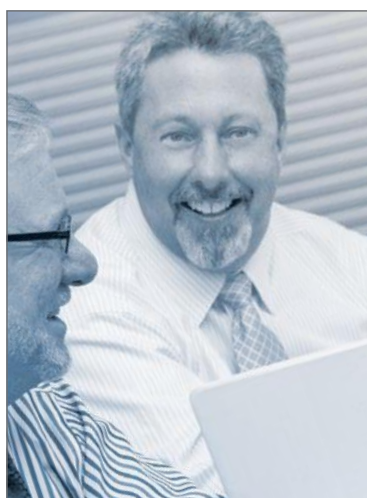
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Atlas Copco



Ed Greer

Store Manager
Atlas Copco USA Mining and
Rock Excavation Technique

EDUCATION: High school diploma; Cummins apprenticeship program

ORIGINALLY FROM: Durango, CO

IN TUCSON AREA SINCE: January of 1984

FAMILY: Colleen (wife); one daughter, Mackenzie (21)

PROUDEST ACCOMPLISHMENTS:

My number one proudest achievement is my daughter. Professionally, I'm proud to be running a viable, successful store that has doubled in size since it was founded nine years ago.

BIGGEST PROFESSIONAL CHALLENGE:

My biggest professional challenge is ensuring we meet the needs of coworkers, customers and Atlas Copco in spite of relatively large economic fluctuations that impact our regional mining industry.

WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:

We must never forget that mining is one of the three Cs this region was founded upon: cattle, copper and cotton. Over the years, we've been able to count citrus and culture along with them, but Arizona is one of the largest producers of copper in the world, as well as the largest in the U.S. Mining provides jobs for us, ensures economic stability for our towns and cities, and contributes significantly to our regional identity.

TOP THREE THINGS ON MY BUCKET LIST:

I'm not that guy who has a bucket list. I want to have fun every day and want everyone around me, both the people I work with and my family, to have fun – to be successful, certainly, but to have fun everyday while enjoying success at what they do.



Rebecca Shields

Director Corporate Philanthropy
Finley Distributing Company, LLC

EDUCATION: AA's in Chemistry & Biology from Santa Barbara City College, BS in Business & MBA from University of Phoenix

ORIGINALLY FROM: Belleville, Illinois

IN TUCSON AREA SINCE: 1995

FAMILY: Dennis (husband), William, Ashley & Allyson (step-children), Jaidon (step-grandson), Matty & Rugar (Doberman rescues)

PROUDEST ACCOMPLISHMENTS:

Sharing life with my husband, rescuing as many dogs as I can, completing my MBA, being elected president of the Lupus Foundation of Southern Arizona, given charge of philanthropy for my husband's company to give back to our Tucson community.

BIGGEST PROFESSIONAL CHALLENGE:

Supporting our community through corporate philanthropy and asking for donors to support the Lupus Foundation of Southern Arizona are very different roles. While both roles fulfill the same end goal of providing services and fulfilling needs in our community, the means are very different.

WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:

Our local non-profit organizations need a voice and they need help. There is no greater feeling than helping a cause close to our hearts and close to home. I would ask donors to please stay informed of where their charitable contributions go and to please consider local organizations that help the Tucson community.

TOP THREE THINGS ON MY BUCKET LIST:

1. Live to see a cure for Lupus
2. Live to see all domesticated animals have a good home
3. Break 80 in golf



Ross McCallister
Principal
MC Companies

EDUCATION: Bachelors, Business Admin. NM State University

ORIGINALLY FROM: Albuquerque, NM

IN TUCSON AREA SINCE: 1983

FAMILY: Patty (wife); two daughters, Amanda and Anna; three grandchildren

PROUDEST ACCOMPLISHMENTS:

We pride ourselves in providing high quality rental housing for the citizens of Tucson.

BIGGEST PROFESSIONAL CHALLENGE:

Managing our company through many different economic cycles.

WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:

This is a great city with incredible potential and we must find a way to make Tucson prosperous for everyone.

TOP THREE THINGS ON MY BUCKET LIST:

1. Find a cure for Cystic Fibrosis
2. Learn how to play the blues harmonica
3. Travel



Meet the
Keystone Investors



Patrick Merrin
Vice President, Arizona Business Unit
HudBay Minerals, Inc.

EDUCATION: Bachelor of Engineering (Chemical), McGill University, Montreal, Quebec, Canada
Master's of Business Administration, University of Toronto, Toronto, Ontario, Canada

ORIGINALLY FROM: Toronto, Canada

IN TUCSON AREA SINCE: July 2014

FAMILY: Holly (wife); two daughters

PROUDEST ACCOMPLISHMENTS:

My proudest accomplishment is my family. I am very fortunate. Professionally, I feel privileged to have the opportunity to lead the team in Arizona. I want Rosemont to be the best it can be.

BIGGEST PROFESSIONAL CHALLENGE:

Working in Flin Flon, Manitoba, with average January temperatures of -13°C.

WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:

Hudbay is a modern mining company and our work is built on science and data. With Rosemont, we want to build the right mine, the right way, as quickly as possible.

The permitting process is important, and the people responsible for it are doing a very thorough job. We respect that, because a strong process results in a strong project. The process will help build a mine that clearly contributes by creating jobs, boosting the economy and operating in a safe and sustainable way.

Of the people I've met in Tucson and across Arizona, it's encouraging that a majority support the project. I remain mindful that there are people with doubts. We want to listen, answer questions, and address concerns. We want people to understand Rosemont and how we will use best available technologies to create a modern mine integrating successfully with the world around it. My team, my family and I all live here, and it is important to us that the project is done well. We will be part of this community for a long, long time.

TOP THREE THINGS ON MY BUCKET LIST:

1. Run a marathon for every decade I am alive
2. Repeat the Comrades Ultramarathon in South Africa
3. Learn to do cartwheels with my daughters



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A Profile of Arizona's Inland Port

Stefan Baumann
Director Business Development

Efficient access to domestic and global markets is a key factor to success for any importer, exporter, manufacturer or distributor. In order for Southern Arizona to take its rightful place on the global stage of trade and commerce, we must ensure that we have a suitable transportation and logistics platform.

Key components of this platform include the Port of Tucson, (Arizona's "Inland Port"), railroad classification yards, improved surface transportation on our interstate highway system and the resumption of international air traffic in and out of Tucson International Airport.

Perhaps no facility has demonstrated growth to meet international demand as rapidly and as well as Arizona's Inland Port. It is strategically located southeast of the City of Tucson, 70 miles north of the Mexico border crossing in Nogales on Interstate 19 and adjacent to the Union Pacific Railroad Mainline and Interstate 10, linking California and Texas. In 2004, Port of Tucson gained the contract to operate the Arizona intermodal rail ramp for Union Pacific. As of today, this is still the only independently owned and operated intermodal rail ramp in the entire Union Pacific network. In addition to building infrastructure to support efficient product flow, the Port has invested a lot of resources into building out Tucson's international inland port, or 'dry seaport', as called by many. Recently a TIGER grant from the federal government was awarded contributing to improved efficiency for the railroad to access the Port of Tucson for large scale export operation to increase international trade capabilities to several hundred ocean containers per day. Targeted commodities, aside from manufactured goods from Tucson, Nogales and Phoenix markets are: recyclables, grains, alfalfa hay, cotton, pecans, produce and mining materials to name a few.

Complementing the growth of the Port of Tucson is the \$250M expansion of the Mariposa border crossing with Arizona's number one trading partner, Mexico. Products can be transported northward through Nogales and continue on for distribution within North America and the rest of the world.

Tucson's Inland Port has now grown into a multimodal port of entry for air cargo, truck, rail and ocean freight. The 'dry seaport' allows ocean containers to benefit from increased payloads, reduced carbon footprint and reduced freight rates. The port's 767 acre foreign trade zone (FTZ) business park is also an inspection point for U.S. Customs and Border Protection and other government agencies, such as USDA and FDA.

IDEAS 2015, the annual Inter-/multimodal Development Expo Arizona-Sonora at the Port of Tucson, co-hosted by Tucson International Airport and held on April 29, is a great opportunity for regional importers and exporters, as well as other stakeholders to connect to key decision makers from the manufacturing and shipping community. Aside from the networking value, participants can learn about how to access the most efficient mode of transportation, by attending workshops and individual meetings with high-level carrier executives. This year's event will focus on the temperature-controlled supply chains for the produce and other perishable industries, the program will explain how Southern Arizona's transportation facilities are becoming more significant and efficient in feeding the world.



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MONEY IN YOUR POCKET 



**TUCSON
METRO
CHAMBER**

Literacy Connects



BETTY STAUFFER
EXECUTIVE DIRECTOR



**Describe your organization and your organization's purpose.
Who does your organization serve? How do you serve?**

Literacy Connects serves 50,000 children and adults each year in Southern Arizona through programs for children and adults. Our programs coach children in reading so they catch up with their peers and help adults with reading, writing, math and English. We work with doctors to teach parents the importance of reading to their children, help young people experience the power of words and ideas through the arts and put books in the hands of people who need them. As a powerful voice for literacy, we connect people from across the community to work collaboratively toward better literacy outcomes.

What are some of the challenges your organization faces?

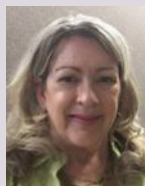
As a community organization that receives very little government funding, Literacy Connects depends on the sustained financial investment of individual donors, community organizations and businesses. We also depend on the support of more than 1,500 volunteers each year to provide individualized learning opportunities for our students.



How would you like to interact with the business community on a higher level?

Our region's economy depends on a more educated workforce, and non-profits like Literacy Connects are working to fill the gaps in our state's educational system. Hundreds of additional children and adults in Southern Arizona could benefit from more literacy programming. Literacy Connects needs our business community to invest in programs to increase literacy, which not only creates opportunities for individuals to earn more and break cycles of poverty, but also helps boost tax revenues and decreases dependence on government support.

Perimeter Bicycling Association of America, Inc.



MARILYN HALL
MEDIA / PUBLICITY / PR DIRECTOR



**Describe your organization and your organization's purpose.
Who does your organization serve? How do you serve?**

Perimeter Bicycling Association of America, Inc. is responsible for the production and promotion of five major cycling events-- El Tour de Tucson, El Tour de Mesa, El Tour de Vegas, Cochise County Cycling Classic, Indoor El Tour and Family Fun Rides associated with most events -- as well as an annual Bike, Fitness & Health Expo, and El Tour Adventure 10K/5K Run/Walk. All events are modeled after Perimeter's concept of cycling in pursuit of wellness.

El Tour de Tucson, brings in visitors from across the country and around the world, contributing an estimated \$18 - \$30 million in direct spending on ride weekend alone as well as \$50 - \$70 million year-round.

One of Perimeter Bicycling's major goals is to raise money for local non-profit organizations. Since its inception in 1983, more than 151,000 cyclists have participated in El Tour de Tucson and raised in excess of \$51 million dollars for such charitable agencies as Easter Seals Blake Foundation, Special Olympics, Tu Nidito Children and Family Services, Rotary International, Leukemia & Lymphoma Society, Juvenile Diabetes Research Foundation and other Perimeter charities. In 2014, 43 El Tour beneficiaries raised \$8.7M.



What are some of the challenges your organization faces?

Production costs go higher every year -- about \$1.8M in 2014. Sponsorship dollars are essential.

How would you like to interact with the business community on a higher level?

We'd like to build partnerships and strategic alliances to attract out-of-market participants. Direct spending by these participants especially helps the entire community.

New Members

February

American Group, LLC

P (480) 406-6102
www.shipag.com
SHIPPING SERVICES

Crandell Glass & Aluminum, LLC

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GLASS - AUTO, PLATE, WINDOW, ETC.

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Foundation Building Materials

P (520) 624-4089
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BUILDING MATERIALS

Galeria del Rio Signature Rentals

P (520) 405-3547
www.galeriadelrio.com
APARTMENT FINDING AND/OR RENTALS

Integrative Pain Center of Arizona

P (520) 344-6309
www.ipcaz.org
HEALTH CARE AND/OR MEDICAL SERVICES

Jack Furrier Tire & Auto Care

P (520) 748-1700
www.jackfurriers.com
Palo Verde/Dodge
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AUTO OIL & LUBE
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Jack Furrier Tire & Auto Care

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AUTO OIL & LUBE
AUTOMOBILE REPAIR & SERVICE

Jack Furrier Tire & Auto Care

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Casa Grande Hwy/Cortaro
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AUTO ACCESSORIES
AUTOMOBILE REPAIR & SERVICE

Jack Furrier Tire & Auto Care

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Ina/Oldfather
TIRE DEALERS
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AUTOMOBILE REPAIR & SERVICE

Jack Furrier Tire & Auto Care

P (520) 749-0248
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Tanque Verde/Bear Canyon
TIRE DEALERS
AUTO ACCESSORIES
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Valencia/6th Ave
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AUTO ACCESSORIES
AUTOMOBILE REPAIR & SERVICE

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AUTOMOBILE REPAIR & SERVICE

Jack Furrier Tire & Auto Care

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Jack Furrier Tire & Auto Care

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AUTOMOBILE REPAIR & SERVICE

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AUTOMOBILE REPAIR & SERVICE

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AUTOMOBILE REPAIR & SERVICE

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AUTO OIL & LUBE
AUTOMOBILE REPAIR & SERVICE

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<http://insurance-agency.amfam.com/AZ/jesse-hernandez/>
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SOLON Corporation

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SOLAR ENERGY EQUIPMENT - SALES AND/OR SERVICES

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PERSONAL FITNESS TRAINERS

The Western Institute for Leadership Development

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www.thewesterninstitute.org
EDUCATION - CONSULTANTS & SERVICES

Western Music Association - Arizona Chapter

P (520) 803-7407
www.westernmusicassociation.com
MUSICIANS

January

Involta

P (520) 797-5500
www.involta.com
DATA SYSTEMS - CONSULTANTS AND DESIGNERS

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CONTRACTORS - PLUMBING

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www.oinkcafetucson.com
RESTAURANT - AMERICAN

TownePlace Suites Tucson by Marriott

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HOTELS AND/OR MOTELS

Tubac Secret Garden Inn

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www.tubacsecretgarden.org
HOTELS AND/OR MOTELS
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www.tuffshed.com
STORAGE SHEDS

Washington Federal - Administration Office

P (520) 748-7067
www.washingtonfederal.com
BANKS

December

Bike Ranch

P (520) 298-0390
www.bikeranch.com
RESORTS

Connect CoWorking

P (520) 333-5754
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www.habitattucson.org/HabiStore
RETAILERS

HomeTeam Pest Defense

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www.pestdefense.com/tucson
PEST CONTROL SERVICES

IntelliQuick Delivery

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www.iqcando.com
DELIVERY SERVICES

LeadLocal

P (520) 333-5772
www.leadlocal-tucson.com
EDUCATION - CONSULTANTS & SERVICES

Micha's Restaurant

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www.michascatering.com
CATERERS

SMG - Tucson Convention Center

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ENTERTAINMENT

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DIFFERENCE**

TucsonChamber.org/investors



Member Anniversaries

February

53 YEARS

R E Lee Mechanical Contracting, Inc.

52 YEARS

Coca-Cola Refreshments

40 YEARS

Westward Look Wyndham Grand Resort & Spa

39 YEARS

Bombardier, Inc.
Rincon Air Conditioning & Heating Co., Inc.

36 YEARS

Carondelet St. Joseph's Hospital

33 YEARS

Northern Trust
W.E. O'Neil Construction Company, Inc.

32 YEARS

Spray Master Auto Body, Inc.
Tomdra Vending & Coffee Service

31 YEARS

Northwest Medical Center

30 YEARS

For Rent Magazine
Radisson Suites Tucson
Residence Inn

28 YEARS

Dataforth Corp.
Hilton Tucson East

24 YEARS

Action Communications, Inc.

22 YEARS

Pima County One-Stop Career Center
Southern Arizona Home Builders Association
Tucson Aeroservice Center, Inc.
United Way of Tucson and Southern Arizona

21 YEARS

Handmaker Jewish Services for the Aging
Level 3 Communications
Tucson Country Club

20 YEARS

Arby's Restaurant (Marglen, Inc.)

18 YEARS

Bank of the West
Kinney/Western Way
Carondelet Heart & Vascular Institute at St. Mary's Hospital
Hodges Construction, Inc.
Marriott University Park Hotel

17 YEARS

Physician's Hair Institute
Prescription Lab Pharmacy

16 YEARS

Studio 6

15 YEARS

Applied Physical Medicine - Tygiel Physical Therapy
SURV-KAP, LLC
University Termite & Pest Control, Inc.

14 YEARS

Casino of the Sun
Camino de Oeste/Los Reales
Lexus of Tucson

13 YEARS

Pima County Fair

12 YEARS

H & R Block
Presidio Distribution

11 YEARS

Ajo-Kinney Super Storage
Telemundo - Tucson KHRR-TV 40

10 YEARS

Hospice Family Care
Swan/Calle Chueca
Strongpoint Marketing

8 YEARS

BBVA Compass
Broadway/Pantano
Broadway/Rosemont
Campbell/Glenn
Grant/Swan
LaCholla/Ruthrauff
Oracle/Ina
Park/Grant
River/LaCanada
Skyline/Campbell
Speedway/Silverbell
Speedway/Wilmot
Stone/Pennington
Tanque Verde/Grant
Wells Fargo Bank
1st Ave/Roger
1st Ave/Tangerine
22nd St/Craycroft
22nd St/5th Ave
Ajo/16th Ave
Broadway/Camino Seco
Broadway/Sarnoff
Broadway/Swan
Camp Lowell/Swan
Campbell/Glenn
Catalina/Tanque Verde
Continental/LaCanada
Cortaro Farms/Thornydale
Dove Mountain/Tangerine
Grant/Craycroft
Grant/Dodge
Grant/Silverbell
Grant/Swan
Irvington/I-19
Kolb/22nd St
Nogales/I-19
Oracle/1st Ave
Oracle/Golder Ranch
Oracle/Ina
Oracle/Orange Grove
Prince/Mountain
Silverbell/Cortaro
Speedway/Cherry
Speedway/Silverbell
Sunrise/Kolb
Swan/Sunrise
Tanque Verde/Sabino Canyon
University/Mountain
Valencia/Midvale Park
Valencia/Mission
Wilmot/5th St

7 YEARS

Kais E Systems, Inc.

6 YEARS

Dismas Charities
Los Betos Mexican Food
Maynards Market and Kitchen

5 YEARS

AutoGo Transport
Long Realty Southwest
Commercial Management, LLC

4 YEARS

Firestone Complete Auto Care
Broadway/Jones
1st Ave/Grant
Speedway/Pantano Rd
Wetmore/Oracle

3 YEARS

Big Brothers Big Sisters of Tucson
James Leos Financial Services
Long Realty - Patsy Sable
R & A CPAs
Wellness Employee Rewards

2 YEARS

CareMore
Stone/River
CyraCom
Fred G. Acosta Job Corps Center
Golf Cars of Arizona
Grindstone Property Management
La Posada Lodge & Casitas
MetroMedia, Inc.

1 YEAR

Alternatives in Home Care
Arizona Sign Association
B&J Refrigeration, Inc.
Bronco Towing
Bruce Hiley Agency Inc., American Family Insurance
Catherine's Estates & Appraisals
Copper Point Schools
Excel Mechanical
KoSho Martial Training Institute
Lewis Roca Rothgerber
Medicare Health Benefits
Park Avenue Jewelers, Inc.
State Industrial Supply Corp.
The Girls Estate Sales
The Marketing Department
Tucson Asphalt Contractors, Inc.
Tucson Taichung Sister City Association
University of Arizona Campus Recreation
World of Beer - Tucson

January

53 YEARS

Hotel Tucson City Center
Trico Electric Cooperative

36 YEARS

Western Emulsions

32 YEARS

Monrad Engineering, Inc.
Research Corporation Technologies, Inc.

31 YEARS

KMSB-TV/KTTU-TV
Rincon Country West RV Resort

30 YEARS

R & R Products, Inc.

28 YEARS

Peter Piper Pizza
Broadway/Wilmot
Red Robin Restaurant

26 YEARS

Snell & Wilmer, LLP

25 YEARS

Biff Baker Fence Co., Inc.
RICOH, USA

24 YEARS

Gordon-Darby

22 YEARS

Lake Investment Group

20 YEARS

March of Dimes

18 YEARS

Arizona Riverpark Inn

17 YEARS

Devon Gables Rehabilitation Center
Hill Brothers Chemical
Jacobs Engineering

16 YEARS

Kivel Realty Investments
Psomas, Inc.

15 YEARS

Golder Ranch Fire District
Lancom Consulting and Information Services
S. Silverberg & Sons

14 YEARS

Alcoa Fastening Systems
Casa de los Ninos

13 YEARS

Kittle Design and Construction



12 YEARS

Cemex
Cox Media
Fashion Eye
Skyline Printing Company, Inc.
Tucson Jewish Community Center

11 YEARS

VIP Taxi

10 YEARS

Humana, Inc.
Pima Association of Governments
Wildcat Storage

9 YEARS

Presidio Group Wealth Management
SunWest Federal Credit Union

8 YEARS

Veterans Employment Services

7 YEARS

Farmers Insurance and Financial Services
Office Smart

6 YEARS

ADOSH
DVA Consulting
The Ritz-Carlton, Dove Mountain
Tucson College of Beauty

5 YEARS

Country Inn & Suites Tucson City Center

4 YEARS

Color Me Mine
Dorado Personnel
Pure Aesthetics, LLC

3 YEARS

BFL Construction
Brady Industries, Inc.
Campos-Fleener Financial Services and Allstate Insurance
Cintas Corporation #445
CODAC Behavioral Health Services, Inc.
Design Definitions II, LLC
Focus on Flowers
Gap Ministries
Gecko Pest Management
Lonely Street Productions, Inc.
Manor at Midvale
Paragon Space Development Corporation
Tucson Audio Visual Services
UA College of Science

2 YEARS

Ascension Lutheran Church & School
Aviva Children's Services
Barker Morrissey Contracting, Inc.
Culver's on River
Guadalajara Mexican Grill
imortgage
Journal Broadcast Group
Legacy Label, Inc.
New York Life - Robert Campbell
Oracle Modern Dentistry
The Centers for Habilitation TCH

1 YEAR

Bodycentral Physical Therapy and Ultimate Sports Asylum
Central Arizona Block Co., Inc.
CPR2U, LLC
DirectBuy of Tucson
Dun and Bradstreet Credibility Corp.
Fastsigns
Florizona Grille
Go Web Solutions, Inc.
Lazydays
Lexus of Tucson at the Automall
Maly & Associates
MINI of Tucson
OnePoint Patient Care
Prototron Circuits Southwest, Inc.
PSAV
Royal Buick GMC Cadillac of Tucson
Royal Collision Center
Speedway/Wilmot
Oracle/Auto Mall
Royal Jaguar - Land Rover of Tucson
Royal Kia Tucson
SARSEF
Southern Arizona Association for the Visually Impaired
Tucson Lazydays KOA
Tucson Subaru
Wild West Promotions, Inc.

December**50 YEARS**

BeachFleischman PC

49 YEARS

The Jim Click Automotive Team

35 YEARS

Cox Communications, Inc.

27 YEARS

Rick Engineering Company

23 YEARS

HSL Properties, Inc.
Wal-Mart Supercenter
Valencia/Midvale Park

22 YEARS

Jacob C. Fruchthendler Company

18 YEARS

Artistic Pool & Spas, Inc.

16 YEARS

First Credit Union

15 YEARS

Country Inn & Suites Tucson Airport
Sam Levitz Furniture Company, Inc.
Tucson Urban League, Inc.

14 YEARS

Cline Masonry
Southern Arizona Community Academy

13 YEARS

D and S Air

12 YEARS

ABM Janitorial Services
Hampton Inn - Tucson Airport
Old Pueblo Children's Services, Inc.

11 YEARS

Protection One

10 YEARS

Bank of the West
Speedway/Pantano
Creative Communications
Interstate Battery System of Tucson
Paul Davis Restoration & Remodeling

9 YEARS

Desert Rose Heather Cremation & Burial
Nova Home Loans
Ronin
Saunders Amos, LLC
Tucson Greyhound Park

8 YEARS

Bank of Tucson
Broadway/Swan
Oracle/Orange Grove

7 YEARS

Hudbay

5 YEARS

Rita Ranch Dental Group

4 YEARS

Air Filtration Specialists
Fleming's Prime Steakhouse
On Top of I.T.
Walgreens
Ajo/12th Ave
Broadway/Camino Seco
Broadway/Jessica
Campbell/Ft. Lowell
Golf Links/Kolb
Grant/Silverbell
Ina/Thornsdale
River/La Canada

3 YEARS

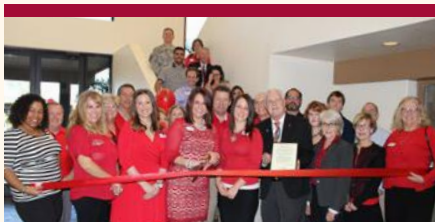
Fennemore Craig
IronHawk Elevator, LLC
LP&G Marketing
Nextrio
Southwest Print and Promotions
Total Wine & More

2 YEARS

Abco Solar
Abracadabra Restoration
Allstaff Services, Inc.
BestComm
Century Park Properties, LLC
Copper State Bolt & Nut Co.
Easter Seals Blake Foundation
Southern Arizona National Electrical Contractors Association
Tierra Right of Way Services, Ltd.

1 YEAR

Abbott Media Productions
Canyon State Facility Solutions, LLC
Employers Support of the Guard and Reserve
FastMed Urgent Care
Wilmot/Speedway
Valencia/Midvale Park
22nd St/Craycroft
Broadway/Tucson Blvd
Floor and Decor
GNU Ventures
JoS. A. Bank
Literary Partners Group, LLC
Port of Tucson
Prudential Overall Supply
Rialto Theatre Foundation
Salon Nouveau
Something Different Media Group
Total Lighting Support
Tucson Frozen Storage



AMERICAN HEART ASSOCIATION AND AMERICAN STROKE ASSOCIATION

2601 N. Campbell Ave. #204 • 520.917.7520

Cardiovascular diseases and stroke are the number one and number four causes of death in the United States. Learn about the lifesaving work of the American Heart Association in Tucson.

FAITH CHRISTIAN FELLOWSHIP OF TUCSON

3141 W. Ironwood Hill Dr. • 520.792.3238

Faith Christian Fellowship of Tucson, a Spirit-filled, non-denominational church, celebrated their new ministry headquarters and worship center with a ribbon-cutting ceremony on Friday, December 5. The event began a weekend of services dedicating the facility to serve the community, the world and the local church family.



FRED ASTAIRE DANCE STUDIO

4811 E. Grant Rd. #151 • 520.300.5490

Fred Astaire Dance Studio specializes in high quality Ballroom Dance instruction.

GALERIA DEL RIO

5132 N. Prairie Clover Trail • 520.405.3547

Galeria del Rio is a professionally managed rental community offering full-sized homes with attached two-car garages, private backyards and premium finishes. The neighborhood center offers a resort style pool, spa and a BBQ grill for residents to enjoy as well as a gourmet coffee bar, guest computer with scanner, and complimentary Wi-Fi Hot Spot.



OXFORD HEALTH NETWORK

5501 N. Oracle Rd. #161 • 520.442.0005

Oxford Health Network is excited to have their newest location in Tucson. Oxford's breakthrough, OxHN Neuropathy Treatment has seen an over 87% success rate in their patients. Oxford thanks Tucson's community for the warm welcome and looks forward to becoming community partners.

PURCELL TIRE AND SERVICE CENTER

1515 E. Ajo Way • 520.623.5766

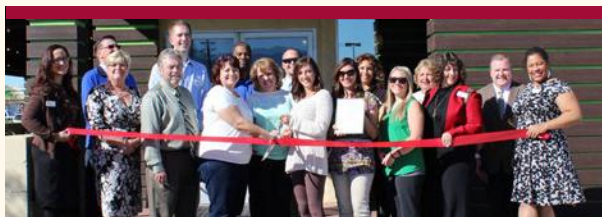
Purcell Tire would like to thank all those that attended the ribbon cutting event. More than 400 people attended even with pouring rain. Purcell knows that this is a great sign of things to come and they look forward to serving the Tucson market with the best and brightest facility, equipment, products and most important people.



THE CELLULAR CONNECTION

6501 E. Grant Rd. #101 • 520.867.6277

Stop by The Cellular Connection and their newly opened store on East Grant Road across from Target!



THE OINK CAFE

7131 E. Broadway Blvd. • 520.296.OINK (6465)

The Oink Cafe announced the opening of its first restaurant in Tucson at 7131 E. Broadway Blvd. on the Northeast corner of Broadway & Kolb. The Oink Café is a modern, comfortable cafe serving homemade breakfast and lunch, handcrafted espresso drinks, premium beer and cocktails along with a specialty in bacon... eight delicious flavors of bacon. You may commence drooling!

THE VILLAS AT HOUGHTON

844 N. Houghton Rd. • 520.488.5527

The Villas at Houghton celebrated the expansion of their assisted living and memory care neighborhood with the opening of the ninth custom villa. The neighborhood offers residents the comfort of home regardless of their cognitive or physical abilities. Round the clock caregivers ensure the well-being of each resident.



TOTAL TRANSIT

829 W. Silverlake Rd. • 520.200.2000

Total Transit would like to thank everyone who attended the Ribbon Cutting on Thursday, January 8. Total Transit is truly excited to continue to serve the Tucson community with their new location and invest in expanded operations in the city. Tucson has been a great partner to Total Transit for more than 10 years and they plan to be here for many more to come.

TUFF SHED

3502 N. Oracle Rd. • 520.289.3936

Tuff Shed's mission is to be the premier provider of storage buildings and garages, creating products of lasting value for their customers. Come and check out Tuff Shed's incredible selection of affordable, high quality sheds, garages and cabins.



UNIVERSITY OF ARIZONA DEPARTMENT OF IMMUNOBIOLOGY, COLLEGE OF MEDICINE

1656 E. Mabel St. • 520.626.6409

Department of Immunobiology (IMB), one of the five basic science departments in the UA College of Medicine, studies how our bodies defend themselves against infection and how to better stimulate (vaccines), regulate and maintain (immune rejuvenation) immunity. IMB celebrates significant expansion over the past 4 years.

YWCA TUCSON

525 N. Bonita Ave. • 520.884.7810

YWCA Tucson celebrated the launching of the YWCA Tucson's Women's Center for Economic Opportunity. The Women's Center for Economic Opportunity will empower more than 2,500 women each year to create the change they wish to see in their own lives, careers and community.



THE CHAMBER IS
FIGHTING TO PROTECT



\$1.67 BILLION

ESTIMATED ECONOMIC IMPACT
OF DAVIS MONTHAN AIR FORCE
BASE AND THE 162ND AIR
NATIONAL GUARD

\$139,632



**COPPERPOINT
DIVIDENDS AWARDED**



13

INTERFACE AND CANDIDATE
MEETING OPPORTUNITIES
WITH ELECTED OFFICIALS



BUSINESSES RECOGNIZED AT COPPER CACTUS AWARDS

**17 WINNERS
56 FINALISTS**

1200



**ONLINE TRAINING
& BUSINESS RESOURCES**



\$360,000



RAISED TO BEAUTIFY TUCSON BLVD
BETWEEN VALENCIA AND
TUCSON INTERNATIONAL AIRPORT

\$450K



THE VALUE OF
MARKETING PLANS
AND
BUSINESS PLANS
CREATED FOR
LOCAL BUSINESSES
WITH ELLER SCHOOL

\$90K



**OFFICE DEPOT SAVINGS
FOR CHAMBER INVESTORS**

357,000+

ONLINE REFERRALS



76%
ELECTION VICTORIES

REPORT CARD

83%

**AVERAGE
VOTING RECORD**

36

**BILLS TRACKED AT
THE STATE LEVEL**

48

RIBBON CUTTINGS



THE CHAMBER IS FIGHTING TO BRING

\$9 BILLION

ESTIMATED ECONOMIC IMPACT
OF HUSBAY, ROSEMONT COPPER
MINING OPERATIONS TO PIMA
COUNTY

129

COMPANIES
WITH 100+ EMPLOYEES
INTERVIEWED FOR

BEAR

BUSINESS EXPANSION AND RETENTION



CASINO DEL SOL RESORT

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PAYDAY.
OR
NIGHT.



It pays to stay at the Forbes Travel Guide Four-Star and AAA Four Diamond rated Casino Del Sol Resort. Enjoy a winning combination of gaming and entertainment—whether you're hitting one of 1,300 of the newest slot machines and 22 table games or a 300-yard drive at the new 18-hole championship Sewailo Golf Club. In the evening, head to PY Steakhouse for dinner and AVA Amphitheater for a concert. Both are a great payoff to an action-packed day.

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