

Winter 2016

Building Our Community

WHY TUCSON'S DOWNTOWN IS SO IMPORTANT



0.520 in

TucsonChamber.org

WHAT'S INSIDE:


2016 Legislative Agenda pg: 6

Feature Story: Why Tucson's
Downtown Is So Important pg: 12

Rivalries Are Fun – But We
Need Cooperation to Educate
a Workforce pg: 20

CREST

INSURANCE GROUP



Whether you need coverage for general liability, commercial auto, workers compensation, property, etc. – we've got you covered. Crest is licensed for coverage nationwide, so you can stay with Crest wherever your business goes.

As an independent insurance agency, Crest represents a wide variety of insurance companies, giving us numerous options to create a policy that meets your company's specific needs.

As a client of Crest, you can count on personal attention from an insurance specialist who truly understands your risks and corresponding insurance needs.

Contractors & Developers
Manufacturing
Reits

Agriculture/Livestock Farm
Commercial Office/Industrial
Energy & Renewable Energy

Health Services
Multi Family
Tech & Web Based

Visit Us Online:
crestins.com

5285 E Williams Circle
Suite 4500

Call Today:
(520) 881-5760



Chairman's Message

Thomas McGovern
Chairman of the Board

Downtown Is Delivering

Have you noticed how low morale has gotten around Tucson? The Tucson area has been the slowest in Arizona to recover from the Great Recession. Some say we're among the poorest counties in the U.S. Our teacher pay is lower than our peer communities by a shockingly high margin. Many of us are still devastated by the failure of the electorate to authorize a major bond investment, while the opponents gleefully celebrated their supposed "victory." Yes, our local pride has taken several hits recently – but are things really THAT bad? Think about some of the many recent positive accomplishments that we can be proud of:

- The First Impressions project of the Tucson Metro Chamber has made a wonderfully positive statement to visitors as they leave and approach Tucson International Airport.
- The City of Tucson's \$100 million Road Bond Program is ahead of schedule, under budget and already making a significant and noticeable dent in the repair of our major city street system.
- Nearly halfway to its 20-year promise, the Regional Transportation Authority's \$2 billion infrastructure program has been a rousing success that shows what we can do when we all come together to solve a grand challenge.
- City voters easily passed two important updates to Tucson's 1929 Charter, and citizens of our community are confidently preparing further revisions for voter consideration as soon as 2016.

And if that's not enough to boost your civic pride, there's of course **Downtown revitalization**, giving us all more reasons to enjoy a new metro vibe.

Showing off our city to visitors (and potential employers) has once again started to blossom. For many years, we have proudly boasted about many of our world-class amenities – weather, open spaces/natural environment, resorts and cultural attractions like the AZ-Sonora Desert Museum, San Xavier Mission and Kartchner Caverns. We are rapidly developing national reputations in such high-tech industries as optics, aerospace, biotech and logistics. The University of Arizona continues to be a center of educational and research excellence, with awesome strides achieved in converting lab research into productive new businesses, while feeding our growing high-tech industries' demand for well-trained workers.

But at the end of the day, visitors want to know what we have to offer in entertainment, arts and culture – and boy is Downtown delivering! Tucsonans are once again boasting about the night life downtown – they are not rolling up the sidewalks at sundown any more. Instead, they're "rolling" on the modern streetcar – to new restaurants, night clubs, entertainment venues and residential developments. Keep reading about the incredible renaissance of Tucson's central business district from several of the leaders who have helped make some big dreams a reality. Be proud of what we have accomplished in a few short years Downtown and find out how you can contribute to even greater successes in the near future.

Let's be proud of Tucson!!

Thomas P. McGovern
Chairman of the Board



Executive Committee

Chairman of the Board

Tom McGovern
PSOMAS

Vice Chair

Robert Ramirez
Vantage West Credit Union

Past Chairman

Tony Penn
United Way of Tucson & Southern Arizona

Treasurer

Larry Lucero
UNS Energy Corporation

Secretary

Cyndy Valdez
Golden Eagle Distributors, Inc.

President & CEO

Michael Varney
Tucson Metro Chamber

Board of Directors

Bill Assenmacher
Caid Industries

Tim Bee
The University of Arizona

Amy Beiter, M.D.
Carondelet St. Mary's Hospital

Sherry Downer
Law Office of Sherry Janssen Downer, PLLC

Guy Gunther
CenturyLink

Stephanie Healy
Cox Communications

David Lopez-Monroy
BeachFleischman, PC

Ben Korn
Safeguard Tucson

Robert Lenhard
Hallmark Business Consultants

Jill Malick
Wells Fargo

Walter Richter
Southwest Gas Corp.

Cody Ritchie
Crest Insurance Group

Steve Rosenberg
BizTucson

Keri Silvyn
Lazarus, Silvyn & Bangs, PC

Lea Standridge
Raytheon Missile Systems

Howard Stewart
AGM Container Controls, Inc.

Cristie Street
Nextrio

Richard Underwood
AAA Landscape

Judy Wood
Contact One Call Center

The Chamber Staff

Executive

President & CEO
Michael V. Varney

Chief Financial Officer
Laura Nagore

Executive Vice President
Lori Banzhaf

Executive Assistant
Shirley Wilka, CPS

Administrator to Executive VP
Rosa Herrera

Business Development

Business Development & Advertising Director
Jill A'Hearn

Business Development Executive
Edgar Martinez

Government Affairs

Vice President of Government Affairs
Robert Medler

Communications

Communications Director
Carissa Fairbanks

Communications & Graphic Design Specialist
David Long

Special Events

Events Manager
Carol Gatewood

Events Coordinator
Jason Cook, CTA

Member Services

Member Services & Affinity Director
Jackie Chambers

Member Operations Manager
Tammy Jensen

Member Services & Accounting Coordinator
Sarah Akers

Member Services Administrative Assistant
Valerie Vargus

Finance & Operations

Finance & Communications Coordinator
Toree Calloway

Operations Coordinator
Leticia Valenzuela



President's Message

Michael V. Varney
President & CEO

New Year, Same Issues

There is something therapeutic about turning the page on the calendar to January. Words like "fresh" and "new" come to mind. There is a sense that things will be better and different in the coming twelve months. And all of that is good.

However, a scan of our community environment and the predominant topics of conversations with business executives around our community tell me that the issues we will be dealing with in 2016 are essentially the same issues we dealt with in 2015. So while the challenges and opportunities may not have changed, perhaps we can find some new approaches to them.

The new year is a time for lists, promises and resolutions. So here is my Top Seven list of priorities for 2016.

Roads Voters said "no" to the Pima County bond package that would have created \$160 million in funds to repair our crumbling County roads. But just because the voters said no doesn't mean the roads stop decaying. We'll need new ideas to come together as a community and address this critically important issue.

School Funding More money for Arizona public schools isn't a magic wand for fixing education, but you can bet the house that if we don't find a way to put more money into our schools that nothing else will matter. Business needs to support significant increases in school funding because our future labor force depends on it.

Showing Up If you have ever attended a Tucson City Council meeting or a Pima County Board of Supervisors meeting you know that there is a kaleidoscope of people and opinions presented to our elected leaders on a regular basis. Business needs to be one of those voices (perhaps the biggest voice) on a consistent basis. Look for the Chamber to make that happen in 2016.

Air Service In 2015 the Chamber's Air Service Task Force was successful in creating the \$3 million pool of funds to underwrite a new non-stop route to and from New York City. Look for the Task Force to close a deal with an airline in 2016 to create more business and leisure travel to Tucson.

City of Tucson Elections Voters in the City of Tucson approved two changes to the City's charter in November 2015. Now it is up to the City to find a way to allow voters to choose how they want to change Tucson's unconstitutional City Council election system. Will voters choose to make the primary and general elections of City Council candidates both "at-large" or will they choose to make them both "ward-only"?

Ease of Doing Business The Chamber's Project Prosperity Task Force has had some great success working with City of Tucson officials to streamline systems and improve policies to make it easier for new companies to start operations and for existing companies to grow in our city. 2016 will be the payoff year for these efforts.

Critical Mass I hope that 2016 is the year when we can all find a way to come together behind a central, comprehensive plan to move our community forward, expand our economy, increase jobs and personal income and reduce poverty's insidious negative effects. To be effective, this group must include business leaders, elected leaders and the leaders of key special interests, including non-profits.

Michael V. Varney
President & CEO

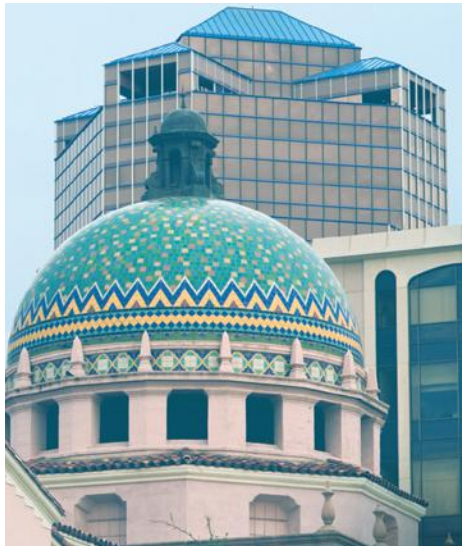
Quarles & Brady is fortunate and proud to have an exceptional group of women attorneys in Tucson serving our clients and community in key sectors, including intellectual property, business, real estate, environmental, bankruptcy and creditors' rights, litigation and dispute resolution. We are committed to Tucson and to collaborating with our clients on successful outcomes.



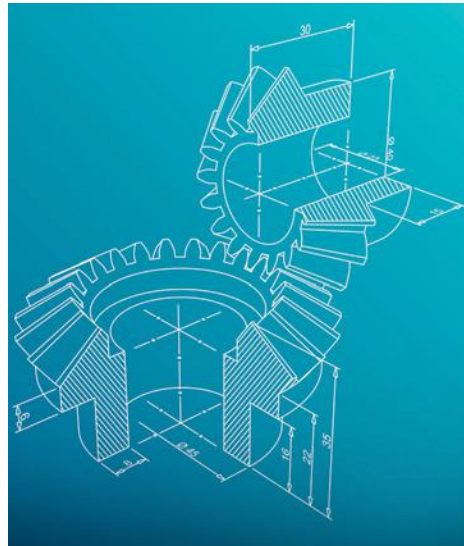
Deanna
Conn



Elizabeth
Fella



BUSINESS
LAW



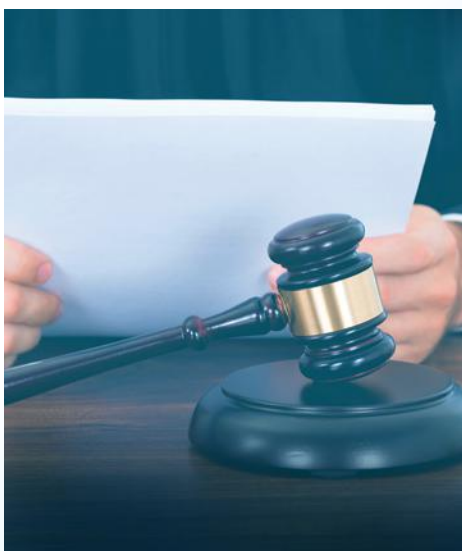
INTELLECTUAL
PROPERTY



Kim
Johnson
Firm Chair



Marian
LaLonde



COMMERCIAL
LITIGATION



BANKRUPTCY &
CREDITORS' RIGHTS



Rona
Lamiquiz



Rachel
Schafer



[quarles.com/offices](https://www.quarles.com/offices)
520.770.8700   

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

2016 Legislative Priorities to Watch

Happy New Year! The 2016 legislative session will begin January 11 and is guaranteed to be a year for the history books.

This year is shaping up to be the year of education. A ballot referendum will be in front of the voters to settle a lawsuit, the state has a sizable surplus in revenue for the first time in many years and reports continue to rank Arizona low on both education funding and performance. With 2016 being an election year, it will be interesting to see how all of the varying interests play out.

I'm pleased to present the Tucson Metro Chamber's Legislative Agenda. As always, if you have a question on the Chamber's legislative agenda or any other issues, don't hesitate to contact me at rmedler@tucsonchamber.org.

2016 LEGISLATIVE AGENDA

Education

- Support the Arizona College & Career Ready Standards
- Reinstate full funding for four-year Joint Technical Education District (JTED) programming
- Support education policies based on results and performance
- Urge the governor and legislature to adopt the Arizona Board of Regents (ABOR) new funding model to increase the state share of resident student support to eventually reach 50% of the cost of an education (\$7,775)
- Support ABOR legislative proposals to deregulate universities
- Support The University of Arizona's request for a one-time, \$8 million investment from the state for the new School of Veterinary Medicine
- Support full reinstatement of the state funding formula statutorily mandated by the legislature for community colleges
- Support legislation to establish a performance-based funding model for community colleges

Economic Development

- Advance tax policies that encourage job creation, attract capital investment and facilitate Arizona's ability to attract and retain businesses
- Oppose state budget proposals that would reduce economic development capacity and impair tourism dollars
- Support reauthorization of the Military Installation Fund and its funding source
- Support an increase of the Research & Development Tax Credit
- Support the Arizona Commerce Authority in implementing a long-term business development plan focusing on economically sustainable, high-wage growth industries

Infrastructure

- End Highway User Revenue Fund (HURF) sweeps (as well as other fund sweeps); restore full funding back to counties and municipalities
- Develop and implement an appropriate increase to the gasoline sales tax
- Support new and increased revenue sources for infrastructure (roads) needs
- Support and accelerate the pace of statewide highway and road construction to facilitate intrastate, interstate and international commerce and reduce congestion

Taxation

- Support fixes to the Transaction Privilege Tax (TPT); support any clean up legislation
- Support increased funding for the child care subsidy
- Oppose reductions in funding for the Arizona Health Care Cost Containment System
- Support a consolidation of the property tax calendar



Perfect Space

Plaza Arboleda Conference Center offers flexible and affordable space in the heart of town, ideal for your next meeting, event or training.

- 3 conference rooms seating up to 250 people
- 3 meeting rooms, ideal for up to 25 people
- Lovely, spacious outdoor patios
- Fully equipped audio/visual system
- Resort quality in-house catering

Grand Opening Event Space Offer!

Book any catered event with us for 2016, serve our flavorsome food, starting at only \$7.95/person, and we'll include the event space at no charge!

Book now! This offer, valued at up to \$500*, expires February 29, 2016.

*100 guest maximum, \$500 value refers to half-day fee for our largest event space. Space subject to availability, blackout dates may apply. Actual catering pricing based on final approved menu selection.



**PLAZA ARBOLEDA
CONFERENCE CENTER**

To book your next meeting or event, contact a Conference Center Coordinator at PlazaConference@communitypartnersinc.org or 520-618-8842.

A Subsidiary of Community Partners, Inc.

My winning team

Like teamwork, membership makes the difference.

Become a member of the credit union with the home court advantage. As a local financial institution for more than 63 years, all decisions are made right here in Tucson. Our profits go towards supporting lower fees and better interest rates for our members.

Offer your employees better banking services. Join our team today. Jump online at HughesFCU.org or call 520-794-JOIN.



Sean Miller
Sean Miller
The University of Arizona®
Head Men's Basketball Coach



Get your official University of Arizona® debit card exclusively at Hughes!



Federally
Insured
by NCUA



Hughes
Federal Credit Union®

Follow Hughes on:
Twitter Facebook LinkedIn Google+ Pinterest Instagram

520-794-JOIN | HughesFCU.org

Certain restrictions apply. The University of Arizona® is a trademark of The University of Arizona and is used with permission. Visa® is a registered trademark of Visa International Service Association.



Many Reasons to Celebrate Tucson's Students

At Tucson Unified School District, we strive to be a place where students love to learn, teachers love to teach and people love to work. To that end, we developed a Five-Year Strategic Plan that serves as the roadmap toward 125 goals in the areas of curriculum, finance, facilities, diversity and communication.

As we enter year-two of the strategic plan, we are proud of our accomplishments thus far, including the development of that plan, which won the Common Ground Award from the Metropolitan Pima Alliance. We would like to share some examples that highlight just a few of our accomplishments.

- In partnership with Mayor Rothschild's office and other community groups, we brought hundreds of young people who had given up on earning a high school diploma back to school. The Steps to Success program, where teams go door-to-door to talk to students and their families, was recognized as a Judge's Pick Award by Expect More Arizona.

- Our solar energy program has been rated No. 12 on the Environmental Protection Agency's Top 30 On-Site Generation List and is No. 2 on the Top 30 K-12 School List. Our efforts in using solar energy were recognized in October with the 2015 Green Power Leadership Award from the EPA.

- The district's effort to show support to children affected by Davis-Monthan's biggest deployment in history was awarded an Impact Award Certificate of Excellence by the Southern Arizona Chapter of the Public Relations Society of America. The #RWB4Borman campaign asked the community to wear red, white and blue for Borman Elementary School and all military children on April 10, 2015. The community embraced the campaign and our students, and the results exceeded our expectations.

- One of the key operational improvements we set out to make was to implement a financial and budgeting system that would streamline systems and help the district become more transparent. That system is now in place. We were also recognized for excellence in financial reporting. In April 2015, we earned a Certificate of Excellence from the Association of School Business Officials International, and in May 2015 we earned a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.

- We have had many reasons to celebrate achievement in our schools. The district made the College Board's AP Honor Roll for increasing access and success on Advanced Placement course work and tests. The U.S. Department of Education named Drachman Montessori Magnet Elementary School a 2015 National Blue Ribbon School. Carrillo K-5 Communication and Creative Awards Magnet School and Dodge Traditional Magnet Middle School were named A+ Schools of Excellence by the Arizona Education Foundation. Our Infant & Early Learning Centers were recognized by Expect More Arizona.

Tucson Unified School District has much to be proud of, and this list is a small sampling. As businesses look for a good place to expand, we want them to know that we have a great school district, great elementary schools, great middle schools and great high schools. It all starts with the investment in our children.

TUSD

Dr. H.T. Sánchez
Superintendent,
Tucson Unified School
District





Get to know the business side of Cox.

Small business. Big network. We provide advanced communications solutions designed to make your workday easier, so you can focus on your business and your customers.

- Cloud-based, fully managed phone systems with NO upfront capital investment
- Voice features that enable mobile productivity
- Fast, affordable Internet up to 10 Gigs
- Seamlessly integrate your mobile devices with your office phone

Services designed to exceed your needs and expectations.
That's how we do business.

(520) 344-7908
coxbusinessaz.com

©2015 Cox Communications, Inc. All rights reserved. Services not available in all areas.





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 non-stop flights into and out of Tucson International Airport to make Southern Arizona a more attractive community for business and for tourism
- 4. Retail Theft Task Force**
 - Retailers and Law enforcement meet to curb retail theft

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
- 3. Build relationships**
 - Chamber XChange events
 - Peerspectives CEO support groups
- 4. Online resources to grow your business**
 - Tools for Business comprehensive business resource
 - Affordable Care Act information
- 5. Business Building Alliance leads group to increase connections and sales**
 - The Business Building Alliance meets regularly to share leads and discuss best practices for growing revenue
- 6. Small Business Survey to assess small business needs and challenges**
 - Chamber volunteers survey small businesses to determine areas of need and opportunity so the Chamber can use this information to increase programs and support for small businesses
- 7. 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 Cradle to Career 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**

NON-PROFITS IT FOR TUCSON SECURITY DOCTORS COMPLIANCE GROWTH
MANUFACTURERS PROFITABILITY ENTREPRENEURS COLLABORATION DENTISTS
MOBILITY STRATEGY CUSTOMER ENGAGEMENT HIGH-TECH IT FOR TUCSON
IT FOR TUCSON NON-PROFITS GROWTH DOCTORS COMPLIANCE VISION
HEALTHCARE PROFITABILITY SECURITY DENTISTS
GROWTH MOBILITY CUSTOMER ENGAGEMENT IT FOR TUCSON HEALTHCARE
LAWYERS IT FOR TUCSON COMPLIANCE HIGH-TECH

It's time to talk IT

If you want to grow your business, you need to think about technology. **Leveraging a great IT team will make a huge difference.** Get ahead of the curve and talk to Nextrio today.

nextrio
smart IT for business

Call us at **520.519.6305** or visit **ITforTucson.com**



Sundance Press

Short Run Publication Printing

**With over 33 colorful years of serving the local publishing community,
Sundance Press is proud to be the printer of The Chamber Edge
and a member of the Tucson Metro Chamber.**

**Contact us for a competitive quote on your magazine, newsletter, program or
other short-run publication.**

sundancepress.com
520.622.5233

817 E 18th St
Tucson AZ 85719



WHY TUCSON'S DOWNTOWN IS SO IMPORTANT

Feature Story

Why Downtown Areas Often Define a City



Michael Varney
President & CEO,
Tucson Metro
Chamber

When cities show off their skylines in photos and other images, you always see a shot of the city's downtown area.

When you travel to another city, you know that the amenities and ambiance of the central city define your experience and your perception of the city's overall character.

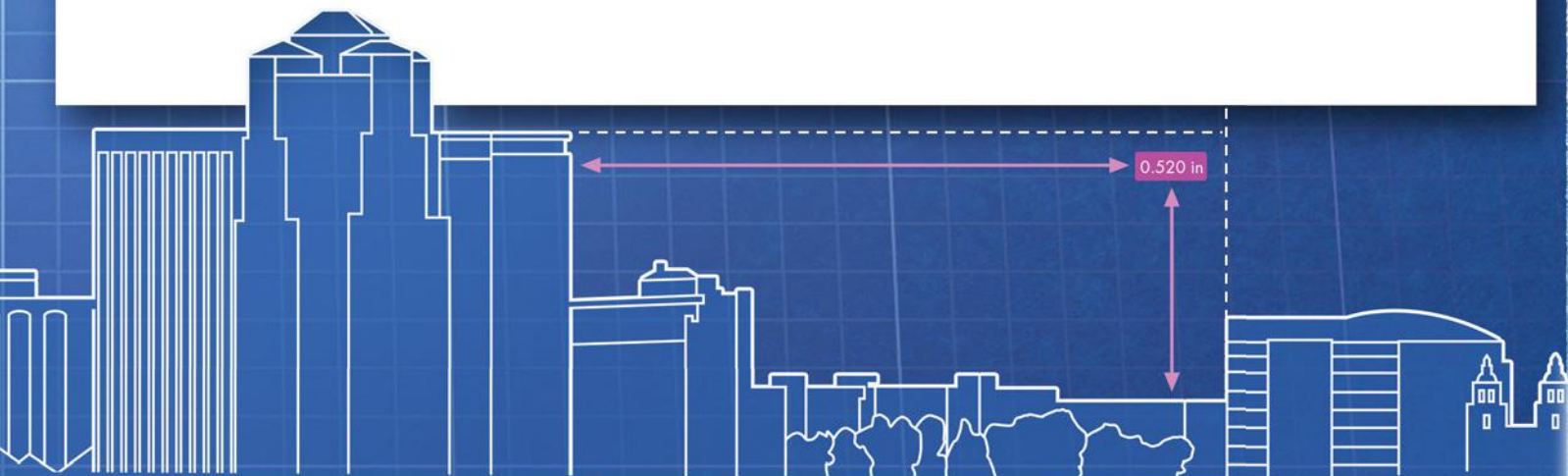
Unlike their Baby Boomer parents and grandparents, today's young adults tend to favor urban living over sprawling suburban properties that include long commutes to

work. They prefer to have everything nearby -- stores, restaurants, services, residential properties, entertainment, arts and culture. Many are forgoing car ownership in favor of walking or cycling. Cities across the country are responding to these trends and are leading the way in creating a new urban vibe. And that urban vibe may well be THE determining factor in attracting qualified workers for local businesses. Unlike Baby Boomers who found a job and then moved where the job was, today's emerging workforce often selects the city or region they prefer to live in and then finds a job there.

In her book, *Regeneration*, author Rebecca Ryan identifies seven factors that determine a city's character -- and therefore its attractiveness to young, educated workers:

- Cost of lifestyle—Can you afford to live here?
- Earning—What is the quality and diversity of job and career opportunities? Can you 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 your community engage all people?
- After hours—What's there to do after work and on the weekends?

Tucson's downtown has grown very nicely in the past five years and has a lot of positive development on the drawing board. The reconstituted Rio Nuevo Board has contributed greatly to promoting this success. Investors now see good opportunity in downtown Tucson. Can you feel the vibe?



Exciting Time for Downtown Tucson



Jonathan Rothschild
Mayor,
City of Tucson

In my first term, I worked to create new incentives for downtown development. One of them, the Government Property Lease Excise Tax (GPLET), had been used extensively in Maricopa County, but not in Tucson. So we created a Central Business District, as required by law. The first building to go up using the GPLET was One East Broadway.

GPLETs incentivize investment while offering a guaranteed return for taxpayers. The developer must improve the property's value at least 100% and have a certificate of occupancy for the proposed use *before* taking advantage of the incentive. An independent third party must certify that taxpayers benefit more than the developer over the eight years the GPLET is in effect.

Since then, several downtown projects have taken advantage of GPLETs. We can see the difference this incentive and the streetcar have made in our downtown, with a new grocery store and three new hotels in the works.

The GPLET isn't the only incentive in the city's toolbox. We gathered all city incentives into a brochure and web page and created new incentives – including the Primary Jobs Incentive, available citywide.

We passed Infill and Overlay Districts in the downtown and university areas to encourage transit-oriented development. We also created a guide to development along the streetcar line.

In my second term, I will be looking to encourage more development and more corporate headquarters downtown. Just last month, we made our selection to develop the Ronstadt Transit Center.

I also want to upgrade the software at Planning and Development Services. That will probably require some modest fee increases to be able to afford the new software, but the gains in accountability and consistency will be worth it.

I'm very much looking forward to the next four years. It's going to be an exciting time for our city and our downtown.



Rio Nuevo – Downtown Development Catalyst



Fletcher J McCusker
CEO,
Sinfonia Healthcare
Corporation
Chairman,
Rio Nuevo Tax Incentive
Financing District

The Rio Nuevo Tax Incentive Financing District was formed in 1999 and taken over by the legislature in 2009. During its first ten years it is hard to say what the mission of the District was or where the money went. The District went through more than \$250,000,000 with what the Arizona Daily Star cites as "little to show for it".

The Arizona legislature took control of the District in 2010. The District had about \$6,000,000 left and was collecting about \$2,000,000 a year above the debt service costs left by the prior board. The Rio Nuevo District is now a model state agency and model of transparency and is not the government sugar daddy it tried and failed to become in its formative years.

The new District officers visited the San Diego TIF, known for such projects at The Gaslamp District, a new baseball stadium, thousands of downtown condominium projects and other important urban improvements. San Diego partnered and leveraged its funds by cooperating with other jurisdictions and especially by partnering with private sector developers. For every dollar the San Diego TIF invested, others invested six dollars in their downtown.

Rio Nuevo then spent what little money it had left renovating the nearly obsolete Tucson Arena, blackballed by every major promoter in the region because of its age and condition. The project has won numerous awards and made the Arena relevant again. Taking a page from the San Diego play book the District teamed up with the city and private developers to bring new hotel projects to downtown Tucson and is working to bring a new retail complex to the Westside. Hopefully, with legislative support, the District can extend its life, pay off the current debt and generate another \$200,000,000 that can bring over a billion dollars of invested dollars to our downtown.

Success breeds success. With District projects working, a robust restaurant and bar scene, great entertainment venues like the Fox, Rialto, Arizona Theatre Company and the Tucson Symphony Orchestra it is not unusual to see 15,000 people downtown. Corporations continue to locate downtown and now with private sector dollars at risk, not just government funds, the sustainability of downtown projects will be much more viable. Lenders like to know others have skin in the game so banks are now getting involved and new city incentives are creating an environment where our downtown core will continue to flourish.

Downtown's Thriving Transformation



Michael Keith
CEO,
Downtown Tucson
Partnership

Downtown Tucson's remarkable urban transformation is continuing thanks in large part to the economic impact of the Sun Link Streetcar, a strong historic preservation ethic and our proximity to the University of Arizona. Our increased understanding of the importance of good urban planning and design, which has led to expanding live, work, play, learn and transit options in Downtown, is paying off. Nearly \$400 million of private investment has been placed in the downtown district, resulting in over 200 new businesses and creating more than 3,000 jobs.

The future for our burgeoning "urban neighborhood" looks even more promising. For the first time in decades, more than twenty new housing projects are being considered for development in the greater downtown district, including One West Broadway, a 40-unit housing/retail complex currently under construction on the southwest corner of Stone and Broadway. Projects being studied range from five-unit, for sale, townhouse offerings on South Stone, to 250-unit multifamily project in the Mercado District west of 1-10. If all the proposed housing projects are fully realized, as many as 1,400 new units could be added to the downtown residential inventory over the next couple of years.

The wording in the recent Ronstadt Transit Center Request For Proposals, calling for the re-envisioning of downtown's transit center, describes Tucson's new emphasis towards transit-integrated urbanism perfectly: "The design of the project should create a signature destination that integrates the arts, recognizes community cultural diversity, includes sustainable/ environmentally sensitive design, activates the streetscape, and offers architecture responsive to the urban historic fabric and views."

Downtown Tucson is thriving because our livability index is dramatically improving. It's thriving because we are beginning to embrace the importance of pedestrian-friendly streetscape environments, bike lanes and quality open space. And this new understanding, that downtown's best urban strategy is to continue to develop a rich mixture of retail, commercial, residential and entertainment offerings, coupled with our signature natural environment and moderate cost of living, is positioning Tucson as an up-and-coming player in the west's emerging startup economy.

Businesses Finding a Home Downtown



John Jacobs
Chairman,
Leadership
Committee,
Merchant Council
Downtown Tucson
Merchants

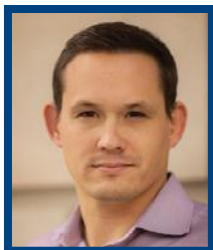
When asked why merchants choose to be downtown often the answer is **community** and **density**. In the past several years events and programs such as Second Saturdays and Summer in the City have helped build a community and destination for the entire family. Joining the community offers more opportunity to impact the future of Tucson and to work with other businesses to engage in local economic and social issues.

After years of construction and investment in infrastructure more businesses are finding a home in Downtown Tucson than ever before. We've welcomed dozens of new businesses such as Pueblo Vida Brewery, the Independent Distillery and Johnny Gibson's Market along with a host of new restaurants and nightlife venues. With more housing in place and expected in the next few years, service and retail based businesses are also joining us downtown. Xpanded Universe, a geek toy shop by the founder of the Tucson Comic-Con, Fed By Threads and a hidden speakeasy under Reilly's are bringing more millennials to the area as well as flex work space options for startups and tech companies at Connect Co-Working and CoLab.

Merchants are optimistic about new hotels, housing and a reimagined inner city transit center expected to break ground in the next few years with capacity for more retail, offices and open space for events. Commercial real estate lease rates have increased in the last few years and are expected to rise, which is often indicative of an increase in demand and density. Though some merchants fear that higher rates will drive out smaller longstanding businesses, we're all hopeful that as patrons and tourists continue to discover downtown Tucson, our area's economy will improve.



Downtown Tucson's New Centerpiece



Dan A. Norville
President,
NORCAP LLC

Over the next several years the gateway to downtown Tucson will be transformed with an exciting new 17-acre development designed to generate a 24-hour live-work-play urban environment. It is bounded by the I-10 to Granada and from Congress to Cushing. The first phase of the project will be comprised of a five story Hyatt Place hotel, a 100,000 sq. ft. exhibition hall and a 120-unit Class-A apartment project. Future phases of the project envision a visual arts center including museums, theatre, parking, office and retail space. The development will include connecting roads, sidewalks, bike paths, shaded promenades and plazas. Nor-Gen (short for Norville Generations), a Tucson-based family, heads the project designed to create an urban core that satisfies the needs of every age group.

At the heart of this new urban grid is the exhibition hall that will serve as the permanent home to the GJX Gem Show, cementing this show's home in Tucson. The exhibition hall will ultimately include a shaded pedestrian walkway linking it to the Tucson Convention Center and allowing for a symbiotic relationship between the two venues in order to cater to larger conventions and events that cannot currently be serviced by the TCC alone. The portion of the site to the west of the exhibition hall will eventually be lined with retail shops, a parking structure and a new street with pedestrian and bike paths linking it to the light rail system. Shopping and dining opportunities will line this new promenade, creating an exciting and viable retail destination at the western edge of downtown Tucson.

This development is designed to densify the downtown area and contribute to economic growth and revitalization of downtown Tucson. Recently, Time.com released an article naming Tucson one of the "Best Cities for Millennials" and stating, "Though it might seem sleepy to outsiders, Tucson is a bit of a hidden gem for millennials..." The new Nor-Gen project can serve as a catalyst to transform downtown Tucson from 'sleepy' to vibrant for generations to come.

Development Opportunities Downtown



Michael Kasser
President,
Holualoa Companies

Real estate developers create projects in specific physical, legal, social and financial contexts. Although many potential development scenarios are possible in each context, the developer must discern what will work in all of them. There are projects that are physically possible to build, but not allowed by zoning; desired by the community, but not financeable; legal to build, but not in demand.

A burgeoning urban environment like that in downtown Tucson offers challenges and opportunities. Privately held land is limited downtown and owners in a rising market are prone to price high or endlessly hold out for an even better market. With land costs up and urban infill development physically challenging, the commercial developer engages with architects, civil and structural engineers, zoning consultants, real estate brokers and other market experts to pursue a series of iterations of structures and uses with the hope of creating a project that is desired by the market and judged sound by lenders and investors. Sometimes this looks difficult, sometimes easy. It's never easy.

Although publicly held land downtown is more abundant, it involves financial and non-financial incentives tied to public needs and desires. If politicians and public administrators cannot find the right balance, project requirements become too onerous, projects go unbuilt and public needs go unmet. For public officials and, by extension, for developers, finding this balance is challenging.

Can we expect brilliant projects being built? Stunning projects never seeing the light of day? Likely we will see both, accompanied by a lot of positive incremental change. We have a street car. We have a small grocery and an expanding entertainment district. Where is the new housing? Where is the pharmacy? These will be developed too, but it will take time, ingenuity, risk, resources . . . and a lot of passion and work.



Tucson Convention Center Vital to Downtown Renaissance



Glenn Grabski
General Manager,
SMG – Tucson
Convention Center

There is little argument that a multi-purpose entertainment / sports venue plays a vital role in the success of a downtown renaissance. Although most case studies examine new build opposed to existing structures, the basic premise regarding impact would apply to the Tucson Convention Center (TCC).

In The Brookings Institution Research Brief dated March 2005 titled "Turning Around Downtown: Twelve Steps to Revitalization", one key strategic element required is 'Culture'. As defined in the brief,

that would not only include museums and historical sites, but also arenas, theaters and performing arts centers. The TCC is all those and more.

The TCC is anticipating more than 500,000 visitors this year, just shy of the population of Tucson. Even if only two-thirds of this number are unique visitors that would still arguably make the TCC the largest draw of visitors by any 'cultured' downtown facility and a driving force in attracting people to the area. While the sheer number of visitors would dictate that the TCC plays a significant role, perhaps a more important role is the broad demographics that attend the different events at the TCC.

While many of our attendees would seem to be the stereotypical downtown visitor, the TCC will have its greatest impact on attendees who don't fit that mold. From the Tucson Symphony, Friends of Chamber Music, Tucson Regional Ballet, U of A Hockey, family shows, consumer / trade shows, banquets to pop concerts and professional sporting events, the diversity of the attendees cannot be underestimated.

It will be entertainment events that will not only attract a larger number of people to downtown, but those people who otherwise have shied away or perhaps haven't been in years. One last item of note; for downtown to better benefit from the half million visitors, and since the TCC campus is conveniently located close to the freeway, a cooperative effort with the merchant community is needed to entice TCC's visitors to enhance their experience by also taking in all the sights, sounds, food and shopping downtown offers.



Tucson's Potential For Start-Ups



Scott Stiteler
Tucson Urban LLC

Tucson is a long way from Apple.

As I tap away on my Apple MacBook Pro, I am reminded that it all started in a garage – a micro business that became the most valuable company on Earth. Lieutenant Dan saw the potential and invested Forrest Gump's shrimp money into a "fruit company". Good decision for the lieutenant and Forrest.

What would the lieutenant say today about Tucson and its potential for start-ups? I believe he would be interested in the conversation, which is how it all starts.

Our product is downtown Tucson. Our product has many undeniable strengths.

First, it's not phony. Fake is a turn off. Tucson has soul and that resonates loudly with those that embrace the start up universe. If we maintain the soul, good things will come.

Second, we have value. A recent headline in the *San Francisco Chronicle* tells the other side of the value story, "Tech wages, rents just keep soaring". Average office rents in the San Francisco Bay Area have approached and in some cases exceeded \$100 per square foot. Tech wages average \$175,000 per year. High rents and wages put pressure on start ups to find other places to evolve. It is happening now in Phoenix, which is pushing rents up. Tucson will be next in line.

Third, the University of Arizona has embraced downtown as an integral part of their future. I forgot how many times I have heard about a start up that began in a dorm room or as a class project at Stanford or the University of California at Berkeley. Once the idea had traction, the small company leases space in an old building and they begin the journey from idea to real company. The marriage of an interesting downtown to a quality University is required for small companies to have a chance.

Let's say we are in the garage tinkering away. Let's keep working together so our product, our downtown, bears fruit.



Committed to a **STRONG AND HEALTHY** **ARIZONA**

For more than 75 years, we have been helping take care of Arizonans.

We focus on the health of our members and the well-being of the communities in which they live. That's why we're proud to support Tucson Metro Chamber and the work they do to foster a strong and thriving business climate now and far into the future.



An Independent Licensee of the Blue Cross and Blue Shield Association



Why Choose Blue

Authorized Broker



An Independent Licensee of the Blue Cross and Blue Shield Association

WHY OFFER INSURANCE?

According to a 2013 Towers Watson/National Business Group on Health employer survey, providing affordable healthcare is key to a company's ability to provide a competitive reward package and to succeed long term in supporting their employee value proposition, and meeting attraction and retention goals.¹

In fact, in a recent survey by the American Payroll Association, 44% of respondents ranked health benefits above wages when considering a job.²

By providing health insurance you not only help improve the general health and wellness of your staff, you also add an attractive facet to your benefit plan, which helps you attract talent. The end result – a happier, more talented, and more productive team.

WHY CHOOSE BLUE?

At BCBSAZ, our mission is simple – to provide the best value in health insurance and improve the quality of life of Arizonans. For employers, this means value, convenience, and coverage.

VALUE

Employers will have more than 20 plan options available through BCBSAZ in 2016, with different benefit offerings, deductible levels, etc. No matter what your specific needs are, BCBSAZ has a plan design that may work for you and your employees, without breaking the bank.

CONVENIENCE

Providing health insurance to your employees shouldn't be a chore. From a streamlined enrollment process to helpful management tools and support, our goal is to take care of as much as possible so you can focus on the many other things you need to do to keep your business running.

This convenience extends to your employees as well, with online tools that let them view plan details, view estimated costs for treatments and provider reviews, track their health and wellness activities, and rate their providers. The end result – employees who are better informed and can be better stewards of their healthcare dollars.

COVERAGE

With a BCBSAZ plan, 92% of physicians and 96% of hospitals in Arizona are in-network. Have staff that travel or reside outside the state? No problem – we can help with that too.

A MATTER OF SATISFACTION

Nothing says as much about BCBSAZ as the opinions of our customers. Thanks to them, BCBSAZ enjoys a **94% approval rate** among those who get their health insurance through an employer, and a **98% approval rate** among group benefits administrators.³

TUCSON METRO CHAMBER

Finally, when you select BCBSAZ for your group insurance needs, a small portion of your premium supports the Tucson Metro Chamber, strengthening your local business community.⁴

¹ Survey on Purchasing Value in Health Care; Towers Watson/National Business Group on Health Employer (www.towerswatson.com/en-US/Insights/IC-Types/Survey-Research-Results/2013/03/Towers-Watson-NBGH-Employer-Survey-on-Value-in-Purchasing-Health-Care)

² Getting Paid in America; American Payroll Association (www.nationalpayrollweek.com/documents/2013GettingPaidInAmericaSurveyResults2_JW_001.pdf)

³ BCBSAZ internal company data

⁴ There is no additional cost to groups or members under this arrangement.

FOR MORE INFORMATION

Please visit us online at

www.tucsonchamber.org/insurance



RIVALRIES ARE FUN – BUT WE NEED CO



Ann Weaver Hart
*President,
The University of
Arizona*

As Arizona's super land-grant university, the University of Arizona has long been an important driver of the state's economy. With consistently high rankings in the research productivity of our faculty and the employability of our students, the synergy of discovery and learning at the UA is a critical part of the world-class student experience that is helping to set the foundation for Arizona's long-term success.

Innovative Teaching and Active Learning:

The UA was one of eight universities nationwide chosen by the Association of American Universities to participate in a program focused on evidence-based teaching methods in foundational STEM courses. The program is supporting efforts by UA faculty to create new curricula that move away from lecture and memorization and instead emphasize active learning so that students can think and lead in a given field. These courses generate student interaction through in-class activities, discussion, and group work and are leading to better outcomes in high demand fields.

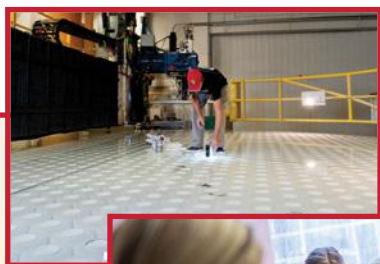
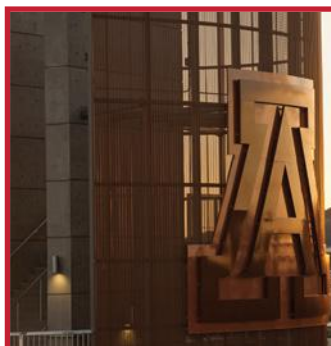
Other innovations include the curriculum at the UA's College of Medicine-Phoenix, which captures the latest advances in medicine and health care in world-class facilities like the Center for Simulation and Innovation, and the innovative design of the Doctor of Veterinary Medicine (DVM) program, which will shorten time-to-degree and lower cost for students compared to traditional programs. With the newly approved Master of Science in Animal and Biomedical Industries degree track, the program will also provide a superb career path for students who move out of the DVM track after a year of basic science training.

Student Support and Achievement: Equally important, the UA is advancing student achievement through the new Office of Student Engagement (OSE), which opened at the heart of the main campus in October. The OSE offers a hub for students and faculty to take advantage of the UA's student engagement programming, and this December, UA students will graduate with Engaged Learning Experience notations on their transcripts for the first time.

To offer these experiences, the UA partners extensively with alumni, community leaders and businesses. For instance, the HireACat program at the UA Alumni Association brings together students and alums to create opportunities for current students and recent graduates, while also enabling alumni to fill critical workforce needs by engaging their alma mater. Other important examples are the UA's partnerships with Banner Health and Uber, which will provide extraordinary opportunities for students in health sciences, optics and other high demand fields.

Partnership with ASU and NAU: The UA also works closely with our sister institutions, NAU and ASU, and we are united around education, innovation, growth and service to the state. For instance, a joint UA-ASU deal licensed several technologies to Anivax, a private veterinary biologics company, to make a vaccine for chickens that will help protect our food supply. Other examples include ASU's role in the UA-led OSIRIS-REx mission and the three universities' health sciences programs at the Phoenix Biomedical Campus.

The Arizona Board of Regents Enterprise Plan sets the foundation for this cooperation by establishing each university's mission in the state. The UA takes its specific role very seriously, and with two medical schools, Cooperative Extension in every county, world-class research and a superb student experience, we are focused on supporting Arizona's workforce needs, driving innovation and creating opportunity for Arizonans.



In March of 2015 the Tucson Metro Chamber polled its largest investors about what many believe is a rivalry between Tucson and Phoenix. The prevailing sentiment from that poll was that political differences were at the root of the rivalry (40%). Another 25% believed the rivalry was a clash of cultures. A similar number believed the rivalry was rooted in athletic competition.

OPERATION TO EDUCATE A WORKFORCE



Mark S. Searle,
Executive Vice
President and
University Provost,
Arizona State
University

Arizona State University and the University of Arizona, while athletic field combatants, anchor each end of a common endeavor, the Sun Corridor, a regional economic zone that stretches from north of Phoenix to the border south of Tucson. The support from the universities, as well as the various city and county governments, creates a new and better approach to economic development.

ASU comes to this effort as a proven engine of innovation. The university was singled out as the most innovative school in the nation because we have shown how we can move beyond delivering higher education the same way it has been done for more than a century. By defining ourselves by whom we include, rather than whom we exclude, we have expanded access to education and defied skeptics. We rose to the top ranks in prestigious national honors for our graduates and rapidly built a growing body of world-changing research, from playing a key role in the development of an Ebola vaccine to building a satellite that will search for water on the moon.

ASU focuses on learning as personal discovery, not just requirements for a degree. We provide countless paths of interdisciplinary study. Our extensive technology and experience with thousands of students over the years has helped us build a digital and human support system that helps students succeed once they are in school.

Our emphasis on collaboration in research – engineers working with chemists working with artists – has created a culture that continues to draw brilliant and creative researchers from around the world. They know they can do anything here and that we have successfully accelerated the move from workbench prototype to real life use. ASU has incubated a host of startups and new technologies, a pedigree that, combined with our nationally recognized innovation, uniquely positions us to help fuel the Sun Corridor.

This regional cooperation diversifies and accelerates the economy. It helps build a broader economic base and a skilled workforce. The Sun Corridor also has a ripple effect, because we are all connected by trade, infrastructure and the movement of goods. Growth across county lines in this corridor creates growth for Arizona. The universities can help lead the way, producing graduates, research and the transfer of technology and ideas that boost the region's economy.

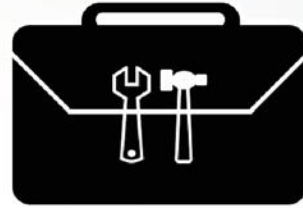
Together we produce the graduates in Arizona who will fill the jobs that increasingly require college degrees and generate the research that improves how we live, eat and work. In doing so, we strengthen the communities that we serve.

Whatever the origin of the rivalry, the Tucson Metro Chamber believes that there can only be unity when it comes to the central purpose of the two schools: educating tomorrow's workforce.



Mike Varney
President & CEO










TOOLS FOR BUSINESS

Your **24/7** RESOURCE
to Solve Problems and Improve Operations

Inside The Toolbox

-  Get free help with forming a business entity
-  Find your way through the maze of government forms and requirements
-  Find local, state and federal resources to grow your business
-  Access tools and resources to easily hire, manage and train employees
-  Keep up with changing business and customer expectations

TucsonChamber.org/Tools



Chamber Questions City of Tucson Priorities

Michael Varney
President & CEO,
Tucson Metro Chamber



“It is time to stop talking about minimum wage and start talking about maximum wage.”

On Tuesday, December 8 the Tucson City Council met in an afternoon study session to discuss the subject of mandatory paid time off for employees of companies still trying to do business in Tucson. This discussion follows a pattern promoted by Big Labor across the country. Expect a companion measure promoting a hike in the minimum wage to \$12 or \$15 an hour sometime soon. Both measures are job killers.

The ultimate irony of the Council's vote on December 8 to form a stakeholder group to study the mandatory paid time off proposal came exactly on the same day that the Milken Institute released its annual list of America's Top Performing Cities. Of the top 200 cities in the U.S., Tucson ranked #175, a drop of 14 places from the 2014 position of 161. Key metrics in the study included job growth and wage growth. We agree that job growth and wage growth are KEY to improving this region. The reality is that regulating job and wage growth does not work – it drives business away.

It was only 72 hours earlier than the December 8 study session that the Council heard the news from City Manager Mike Ortega that the City of Tucson doesn't have any money. With the vast majority of the City's revenue coming from sales taxes, one would think the Council would be doing everything it can to spur business creation and promote consumer spending.

Bottom line: While a respected national study says Tucson is in a free fall to the bottom in job and wage growth and the city manager is planning cuts in City staff, the Tucson City Council's response is to form a stakeholder group to discuss making it more expensive and more difficult to create jobs in our city. To be clear, a number of Council Members expressed concern during the discussion and had some reluctance to forming this stakeholder group, especially in light of the city manager's need to prioritize the budget woes. The fact it did vote 6-1 to form the committee is still startling and amazing.

In the best-selling book, *The Coming Jobs War*, author Jim Clifton, chairman of Gallup Research concludes, **“Cities need to develop a job growth attitude, align their local forces and declare an all-out war.”** He goes on to say, **“The jobs war is what should get city leaders up in the morning, what they should work on all day and what should keep them from getting to sleep at night.”**

One prominent local employer with about 100 employees wrote to the Chamber saying, “I love Tucson so much, but these kind of ideas are the ones that will likely force my hand to pull up stakes in order to leave Tucson someday, especially the \$15.00 an hour one. So sorry to say, but that one would be a deal breaker, as it would kill my company within a matter of months, no doubt!”

The supposed goal of these onerous measures is to help the working poor. The heavy hand of government telling businesses how to operate doesn't do that. Only the creation of jobs will lift the poor out of poverty. Take for example the hundreds of jobs averaging \$60,000 per year with full benefits that Grand Canyon University would have created if not shown the door by Ward 1 Council Member Romero and the rest of the City Council. It is time to stop talking about minimum wage and start talking about maximum wage.

The Tucson Metro Chamber will monitor this onerous proposal and take whatever action we believe is appropriate to address it.



You deserve **more support.**

It's important that you have someone you can trust when it comes to your business banking needs. Helping you achieve your financial goals is Vantage West's top priority, and our experienced business banking staff is ready to help.

You take care of the business and we'll take care of the banking.

BUSINESS CHECKING
BUSINESS SAVINGS

BUSINESS VISA®
BUSINESS LENDING

vantagewest.org/business



Some products and services are subject to approval. Certain restrictions may apply.
Federally insured by NCUA. NMLS # 485751

Open door policy... all the way up to our CEO.



A true leader has to have a genuine open-door policy so that his people are not afraid to approach him for any reason. — Harold S. Geneene

LIFE IS SHORT. **#DSW**
Work somewhere
Awesome

dswdrivers.com • 877-205-8252





GET SPECIAL DISCOUNTS THROUGH THE CHAMBER'S INVESTOR-ONLY PROGRAMS



Save up to 45% on 500+ items that chamber investor purchase most often, including exclusive discounts on national brand ink and toner.

Save up to 10% off almost everything Office Depot stocks in stores and the Business Solutions Division annual catalog.

Get **deep discounts on copy and print services** – 2.5 cent black and white, 24 cent color copies and 40% off finishing services every day!

The Chamber's association safety plan helps you earn "bonus" dividends in addition to individual dividends based on your safety record.

Program benefits include:

Safety training on topics of greatest concern

Timely information about changes to workers compensation laws and rates

Regular articles on workplace safety practices

FREE Safety Plan template for your business

FREE materials to set up a return-to-work program

Assigned representative who serves as a resource to all CopperPoint policyholders and who works with the association to plan and deliver safety education aimed to help businesses learn ways to:

- Reduce workers compensation costs
- Keep workers safe
- Network with like-minded business people to share best practices
- Develop resources to reduce claims, thereby keeping your premiums lower



Start Saving Today!

Contact Jackie Chambers at (520) 792-2250 x 127 or jchambersbond@tucsonchamber.org



Greg Waterfall
Marketing Manager for
Linear Power,
Texas Instruments

15 Year Anniversary of Texas Instruments Tucson

In September of 2000, a significant business event happened in Tucson. Texas Instruments (TI) acquired local company Burr-Brown for \$7.6B. At the time, this was the largest semiconductor acquisition ever completed. Although TI was a leader in analog integrated circuits, Burr-Brown was recognized as one of the premier high-performance analog integrated circuits companies in the industry, which made it an important acquisition for TI.

Burr-Brown is a great Tucson success story born in Tom Brown's garage in the mid-1950s. It grew to be a \$400M company that was recognized around the world for its innovative integrated circuit products that helped bring to life many major technological milestones. Circuits from Burr-Brown were on the first Ranger missions to the moon in the early 1960s. In the early 1980s, Burr-Brown released the world's first high resolution digital-to-analog converters for digital audio, enabling the new CD player market. Throughout the 1980s and 1990s Burr-Brown continued to release industry-leading products that enabled many of the medical, industrial and consumer products that we find in the market today.

TI has a deep cultural commitment to technology innovation. TI's Jack Kilby invented the first integrated circuit in 1958. Since the acquisition in 2000, TI Tucson has continued this tradition of innovation and inspiration with new products for temperature sensing, signal processing, power management, touch screen control and process control. These integrated circuits are used in a wide variety of products including: smart phones, tablets, medical devices, cars, industrial manufacturing equipment, TVs, cable boxes and even refrigerators. If it is a piece of electronic equipment, there is a good chance that it has TI inside.

TI continues to invest in the Tucson site as one of its key centers for product development and innovation. In 2008, TI Tucson was moved from the old airport site to the current location at Williams Center. There are more than 350 employees at the site, most of whom are engineers and technical support staff focused on new product definition and development. TI Tucson manages approximately \$900M of TI's \$13B total revenue.

Not only does TI continue to invest in its business in Tucson, it also invests in the community. TI Tucson just finished its United Way campaign. The site was able to raise more than \$100k for United Way of Southern Arizona with its matching funds from the TI Foundation. One of the company's favorite activities involves "Days of Caring," where around 200 of our employees go out in the community and volunteer for projects to help make a difference in the community. This year, we went to Felicia's Farm to help weed, set up irrigation, plant trees, paint and do other maintenance work. Felicia's Farm provides much-needed high quality food for Tucson's homeless. This is the second year TI Tucson has helped out at the farm, and the team is proud to be part of such a wonderful community effort.

TI Tucson has enjoyed much success over that last 15 years in the Tucson community. We are looking forward to a prosperous 15 more.

TEXAS INSTRUMENTS BY THE NUMBERS:

- Operating in more than 35 countries
- Serving more than 100,000 customers worldwide
- Innovating for more than 80 years
- More than 100,000 analog ICs and embedded processors, along with software and tools
- \$1.4B in R&D investment in 2014
- 2014 revenue of \$13B
- 31k employees worldwide



WE COMMUNITY-BASED • PATIENT-FOCUSED ARE

And now, a proud member of



Tucson Medical Center is proud to announce its selection as a member of the Mayo Clinic Care Network.

This collaboration is not a merger or acquisition.

TMC remains Tucson's only independent, community-owned, not-for-profit hospital.

What it does mean is:

Enhanced resources for better healthcare.

Now, the doctors and nurses who practice at TMC have access to the world-renowned knowledge and expertise of Mayo Clinic, at no additional cost to patients.

And our specialists can collaborate directly with Mayo Clinic specialists on questions of complex care, without the patient leaving town.

And this special collaboration applies to all specialties, including cancer, cardiac care, neuroscience, orthopaedics, and a host of other fields. It's part of TMC's commitment to deliver the best healthcare - anywhere.

TMC, celebrating 70 years as Tucson's only not-for-profit, community-owned hospital.

When it comes to your health, you have choices to make.

Choose Well. Choose TMC.

5301 E. Grant Road | Tucson, AZ 85712
(520) 327-5461 | tmcaz.com



Tucson Chamber App LAUNCHING SOON



Pickleball Anyone?

Call for a two-week guest pass.

One-year trial memberships available.

Not hear all year...that's okay
we also have one, two, or three
month memberships!

Contact Michelle Smith,
Membership Sales Manager at
520-577-4012
mksmith@thelodgeatventanacanyon.com



Ventana Canyon
Golf & Racquet Club



6200 N. Clubhouse Lane * Tucson, AZ 85750 * 520-577-1400 * 1-800-828-5701
www.TheLodgeAtVentanaCanyon.com * www.VentanaCanyonClub.com



Wells Fargo Works
for Small Business



It works for banking on your busy schedule

**Our convenient banking options leave
more time for business**

At Wells Fargo it's easy to get your banking done when and where it works for you — so you can focus on running your business. We offer:

- More than 12,000 ATMs and approximately 6,200 retail banking stores coast to coast
- Phone bankers who are available 24 hours a day, 7 days a week
- *Wells Fargo Business Online*® with Bill Pay, Mobile Banking, Mobile Deposit, and Direct Pay*

Reach us your way — stop by, call a local banker, or visit wellsfargo.com/appointments to make an appointment.

Together we'll go far



*Availability may be affected by your mobile device's coverage area.
© 2016 Wells Fargo Bank, N.A. Member FDIC. All rights reserved. (1901301_16843)

experience.
confidence.
commitment.
THE R&A WAY.

PROACTIVE PLANNING...

Helping us stay ahead of the curve
for more than 70 years.

Accounting • Audit • Domestic Tax Services
International Tax Services

R&A CPAs

4542 East Camp Lowell, Suite 100
Tucson, AZ 85712 • (520) 881-4900
randacpas.com • SINCE 1942



Healthcare Career Colleges: Helping to Fill an Employment Gap

The healthcare industry is critical to keeping the U.S. economy on a strong, upward track. In September alone, the industry added 34,000 jobs—a trend that has held for 12 months, according to the U.S. Bureau of Labor Statistics (BLS).

Of those 34,000 jobs, hospitals accounted for 16,000 and employment in ambulatory healthcare services continued to trend upward, with more than 13,000 jobs. As we know, the healthcare career field will continue to grow, which is why it is critical a properly educated workforce is able and ready to care for all of our families.

“The U.S. population is aging—and Arizona will be one of the states most heavily impacted,” said Tucson Medical Center Vice President and Chief Development Officer, Michael Duran. “More patients have access to insurance than ever before as a result of healthcare reform. And these demographic shifts are occurring at a time when experts predict future shortages of skilled professionals.”

Employers want to hire people with advanced skills, who can hit the ground running and immediately contribute. In order to be truly qualified, students must receive hands-on instruction in classrooms and laboratories that are designed to look and function just like employers’ facilities. Most training facilities, colleges and universities offer students just that. Properly prepared, newly minted healthcare professionals are typically educated under the tutelage of professional instructors who have worked in the field themselves. They have first-hand knowledge of what students will face once they are employed.

“We must ensure access to quality care. Access is predicated on having a sufficient supply of healthcare workers,” Duran said. “Certainly that means physicians, nurses and specialists, but it also means all of the staff that supports the work of a clinic or hospital, from medical assistants to respiratory therapists, X-ray techs, patient care techs and coders.”

Career medical colleges tend to focus less on classroom lectures and more on real-world work. Students train on medical devices, equipment and instrumentation that they’ll also use once they are working. Instructors challenge them in a professional training environment with scenarios that they will encounter day-to-day while on the job and help them develop the necessary critical thinking skills to solve problems in real-time. Prior to graduation, students complete an internship, which gives them practical experience in the field. These internships put their

knowledge to the test and often lead to full-time work. El Rio Community Health Center, located in Tucson, is one of dozens of employers providing students with this essential experience.

“We currently employ over 1,000 individuals at El Rio, and their entry-level training is critical for providing our patients with quality care and world-class experiences,” said El Rio Community Health Center Chief Operations Officer, Nancy Johnson. “In addition to their entry-level education and credentials, the healthcare industry is full of change and many new learning needs are always being identified. We are known for being a popular location for students. We regularly have medical, public health, nursing, medical assistant, pharmacy, nurse practitioner and nurse midwifery students.”

According to the BLS, the service-providing sector, which includes healthcare, is expected to have the most job growth from 2012 to 2022, increasing from 116.1 million in 2012 to 130.2 million in 2022. In 2013, there were 203,000 healthcare jobs added; in 2014, 311,000. It is a sector that will only continue to grow.

“It is important to remember, too, that while quality healthcare improves the physical and mental health of individuals and communities, this industry sector is also important in supporting a healthy economy,” Duran said.

These statistics are testament to the importance of encouraging those interested in healthcare to reach for their dreams. We must provide students with the education they need so that employers will feel confident when it comes time to hire them. Without access to healthcare career colleges, there will inevitably be a shortage of qualified professionals. It is our job to ensure that doesn’t happen.



Fred Freedman
President & Chief Executive
Officer,
Pima Medical Institute





Carondelet. Be well.



Amy Beiter, MD
President and CEO
Carondelet St. Mary's Hospital

EDUCATION: Purdue University, Indiana; Indiana University Medical School

ORIGINALLY FROM: Indiana

IN TUCSON AREA SINCE: 1992

FAMILY: I've been married for 24 years to an Emmy award winning wildlife cinematographer. I have a son in college and a daughter in high school.

PROUDEST ACCOMPLISHMENTS:

I'm very proud of the awards that St. Mary's Hospital has earned year after year from national ranking agencies for clinical excellence. I'm also proud that we successfully moved the Heart Hospital to create the Carondelet Heart & Vascular Institute at St. Mary's.

BIGGEST PROFESSIONAL CHALLENGE:

Health care is an incredibly dynamic, highly regulated industry with multiple stakeholders. We live in a state of constant change and pressure from outside forces. The biggest challenge is to persevere and stay focused on what truly matters – and that is our patients. Always.

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

I moved to Tucson in 1992 with the intent of staying a couple of years. My husband and I fell in love with the natural beauty of Tucson and the warmth of the people who live here. This is an incredible community – we are so thrilled with all the recent development downtown. I am proud to call myself a Tucsonan.

TOP THREE THINGS ON MY BUCKET LIST:

1. A hut-to-hut hike in Iceland has always been on my bucket list. (My family and I did this kind of trip in Switzerland a few years ago.)
2. Expand the size of our garden three-fold and most importantly, find time to work in it.
3. Remodel an Airstream trailer and hit the road.



Matthew George
President
Commotion Studios

EDUCATION: Graduated from CDO High School in 1998; Bachelors degree in Studio Arts and Business Management from The University of Arizona in 2004.

ORIGINALLY FROM: Tucson

FAMILY: Wife, Megan George - Marketing Manager at Simpleview, Inc.; Son, Owen, age 4

PROUDEST ACCOMPLISHMENTS:

My wife and 4 year old son. Building Commotion Studios into the successful small business that it is today. Donating between \$20k and \$30k per year in in-kind services to local non-profits. Becoming sole owner of Commotion Studios in March 2015.

BIGGEST PROFESSIONAL CHALLENGE:

In 2007, my partners and I took over Commotion Studios at a time when the company was in great turmoil. With a great business plan and years of extremely hard work, we have seen the company grow 15 to 20% in sales year after year.

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

My father, Michael George, passed away about three years ago due to complications with Leukemia. He worked as a driver for UPS for 23 years before his retirement. He was a proud Wildcat fan, a Boy Scout leader and amazing grandfather. He was an example of what a true father and leader should be. Raise your children to be accepting, hard-working, giving and the future of Tucson will be in good hands!

TOP THREE THINGS ON MY BUCKET LIST:

1. See the Northern Lights
2. Swim with a whale shark
3. Float in space



Ryan George
CEO
Simpleview, LLC

EDUCATION: BSBA from the University of Arizona with a double major in Accounting and Management Information Systems

ORIGINALLY FROM: Tucson

IN TUCSON AREA SINCE: Born in Tucson in 1975 (40 years)

FAMILY: Wife, Kimberly Evans; two daughters and one son, Reagan (8), Kennedy (6), and Hudson (2)

PROUDEST ACCOMPLISHMENTS:

Founding and running Simpleview with my three business partners, Rich Reasons (President), Scott Wood (COO) and Bill Simpson (CTO).

BIGGEST PROFESSIONAL CHALLENGE:

My biggest professional challenge is consistently inspiring and motivating staff in the face of great challenges and opportunities. I truly believe that we have attracted some of Tucson's best and brightest talent, but we push our people very hard and expect their very best day in and day out. We do what we can to reward our team's efforts through small gestures and "companywide" perks and benefits.

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

As a community, we stand at the precipice of great opportunity. However, we must work together to create an environment where cooperation is the norm. We have a great number of assets, the greatest of which are our beautiful surroundings and a world-class educational institution in the U of A.

In addition to the spirit of teamwork, we must invest in ourselves, which demands better infrastructure, more live, work and play amenities, and above all — a world-class education system. Not just to prepare our youth to one day tackle global issues, but also to improve the lives of fellow Tucsonans. By investing in education in Tucson, everything else from jobs to quality of life will follow.

TOP THREE THINGS ON MY BUCKET LIST:

Having founded and run a successful company, I truly am living my dream, which has also afforded me the opportunity to travel, experience other cultures and do some amazing things. Yet if I have to pick three, I would say that running for a high public office, taking a month off to travel with my family, and starting another company are among the top things.



Richard A. Rose
President / CEO
Film Creations, Ltd.

EDUCATION: BA Mass Communications / Radio-TV / University of Denver

ORIGINALLY FROM: New York

IN TUCSON AREA SINCE: 1976

FAMILY: Wife, Elizabeth D. Rose; sons, Paul and Derek Rose; Stepson, Tristan Dawson

PROUDEST ACCOMPLISHMENTS:

Raising wonderful and successful children, keeping the business doors open for 40 years, building my dream house on an island in Lake Placid, NY.

BIGGEST PROFESSIONAL CHALLENGE:

Cash-flow and keeping the business profitable. When I started the company, there was no home video, no cable, no satellite service, and nothing like the internet or YouTube. There were only four outlets for our work, all of them local TV stations... I have no idea how we stayed in business!

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

We need to self-identify what type of community we want to be and start working towards that end. Phoenix is a perfect example of non-planned growth. We also need to take responsibility for maintaining and improving our infrastructure. If we don't invest in the future of our community, who else will?

TOP THREE THINGS ON MY BUCKET LIST:

1. Living to a ripe old age in good health, with a positive mental attitude surrounded by my loved ones.
2. Spending time exploring Europe and the Mediterranean.
3. Spending my summers surrounded by family and friends on my island!



"Our small company couldn't expand because of difficulties obtaining a permit from the City of Tucson. With one call to the Tucson Metro Chamber we had someone by our side meeting with city officials and got the problem resolved."

**Jennifer Allen,
BodyCentral
Physical Therapy**



NEED HELP WITH:

MARKETING?

PERMITTING?

SALES?

MAKING
CONNECTIONS?

ZONING?

**PROBLEM?
SOLUTION!**



VISIT: www.TucsonChamber.org/help



Ray Clarke
Vice President
Southwest Region,
Amity Foundation

Dragonfly Village Thanks Tucson

In January 2015 the doors officially opened to Amity Foundation Dragonfly Village; a state of the art quality transitional housing facility for homeless and low-income individuals and families. This successful \$5 million capital campaign would not have been possible without lead support from Tucson, Los Angeles and Albuquerque. Dragonfly Village also benefitted from donations and in-kind contributions represented by key individuals in Phoenix, San Francisco, Fort Collins, San Diego, New York and other cities.

Dragonfly residents are committed to transitioning from Dragonfly Village to independent living and permanent housing within 12 - 24 months. There are 30 furnished apartments with utilities and a unique community center. On site services include but are not limited to housing supportive services, case management services and community collaborative services.

Since 1969 Amity Foundation has contributed to the social and economic well-being of Tucson, Pima County and the State of Arizona. In addition to providing outstanding comprehensive human services to the most vulnerable in our community, Amity Foundation has invested in:

- Pima County – sixty acres of real estate and corporate headquarters
- Downtown Tucson Redevelopment, business offices and gallery
- Full-time employment for fifty-five or more staff and various consultants
- Ongoing significant purchases of a variety of local goods and services

Amity Foundation's social and economic footprint is not limited to the aforementioned highlights. In fact, Amity Foundation has been recognized on national and international levels for its innovative services. Amity Foundation is a 501 (c)(3) non-profit organization. Tours are available.

Amity and its supporters made extra contributions to build Dragonfly Village. The Village has already received more adults with children earlier than expected. Dragonfly Village is located in a majestic setting of Greater Tucson. Financial support is needed to help ensure on-going success. Gifts to Amity Dragonfly can be mailed to P.O. Box 3043, Tucson, AZ 85702, Tel. 520-628-3164, FAX 520-628-3165, www.dragonflyvillage.org.

Amity is dedicated to serving people with significant and multiple barriers to housing, education and employment. Amity Foundation has a proven track record of success with people who are fleeing or attempting to flee domestic violence, sexual assault and stalking; or other dangerous life threatening situations as well as addiction, crime, homelessness, poverty, racism, sexism and trauma.

50% of art sales at Amity Foundation's Dragonfly Gallery, supports the children at Dragonfly Village, Quality Transitional Housing for Homeless and low-income individuals and families.

Starting in January 2016, Dragonfly Gallery's new and more visible location with better parking will be at 721 N. 4th Ave. For more information, call 520-628-3164 x 210. Visit us on Facebook @Dragonfly Gallery Tucson

Pima County Public Service Center

UA Old Main Renovation

One South Church

Interstate 10 Widening

Fourth Avenue Underpass

Tucson Fire Central

Sundt Companies Corporate Headquarters – Tucson, AZ

*National Perspective.
Local Relationships.*

Since 1929, Sundt has been Southern Arizona's largest and most diverse general contractor. From roads and highways to commercial office buildings, municipal facilities, hospitals, schools, mines, and power and water facilities, we have literally built this community – and we're here to stay. For a complete list of our projects and services, please visit www.Sundt.com

SUNDT

Arizona Lotus Corp.

96.1 KLPX
Tucson's Real Classic Rock

Rock 102.1
KFMA

La Caliente
92.1 y 95.7

LA BUENA 94.3
990 AM

Free Advertising and Marketing Consultation with Arizona Lotus Corp.

Rock102.1 KFMA & 96.1 KLPX
Scott Romero 520-407-4522 sromero@azlotus.com

La Caliente 92.1 y 95.7 & La Buena 94.3
Ken Kwilosz 520-407-4532 kkwilosz@azlotus.com

Community Food Bank of Southern Arizona



MICHAEL McDONALD
CHIEF EXECUTIVE OFFICER

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

Founded in 1976, the Community Food Bank of Southern Arizona strives to create a community in which all people have access to the tools needed to live healthy, hunger-free lives. Through our emergency food assistance program, we annually provide food and food-related educational resources to 217,000 people in need across 23,106 square miles and five counties (Pima, Santa Cruz, Cochise, Graham and Greenlee).

Through innovative programming – from culinary training to Child Nutrition Programs – we work to ensure that those who need food, receive it. We believe everyone should have an opportunity to improve their lives and, by extension, the community we call home.

We also operate programs that reduce reliance on emergency food relief. We work with local schools and small farmers to teach people of all ages about the benefits of healthful eating and local food production. In addition, we offer three Farmers' Markets where people supplement their income by selling home-grown produce.

What are some of the challenges that your organization faces?

We concurrently work to both feed people and to provide those people with pathways out of poverty, through education and hands-on training. Since we are

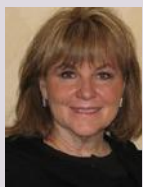


simultaneously invested in helping people who need immediate assistance and giving them opportunities for a better future, one of our biggest challenges is to wholly promote the breadth and depth of our work.

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

We are excited about partnerships that benefit our clients and help us expand our reach, including business-sponsored events, corporate volunteer opportunities, company-wide food drives and programs that match employee donations.

Arizona Association of Community Managers (AACM)



LINDA LANG
PRESIDENT/CEO

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

AACM represents and protects neighborhoods throughout Arizona. As the only state specific professional organization, we are dedicated to promoting a positive understanding of community associations and the contributions that a professional management company brings to the development, establishment and maintenance of Arizona's communities — our members represent tens of millions of dollars in real estate.

In pursuit of community management excellence, AACM requires all management company members to sign our Code of Ethics and Standards of Practice.

AACM's Professional Standards Committee is the governing body for the Code of Ethics. The Arizona Attorney General's office, the Arizona Legislators and the Department of Real Estate look to AACM to assist with HOA related issues.

AACM developed the Certified Arizona Association Manager (CAAM®) program. The CAAM certification is the only Arizona specific certification signifying that a community manager has met the highest level of requirements.

There are over 8,000 HOAs in our state and our members are managing over 4,500 HOA communities that represent approximately 1.4 million roof tops.



What are some of the challenges that your organization faces?

The number of HOA's in Arizona and the positive impact that a professional managed community brings to the state, both in property value and employment, is often offset by the vocal minority of a few people who have a problem with their HOA. The facts remain they signed a contract to live in the HOA – and to abide by the HOA governing documents.

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

AACM would like to be a resource for the Chamber members.

New Members

November

Blake's Lotaburger

Speedway/Country Club
www.lotaburger.com
RESTAURANT - FAST FOOD SERVICE

Blake's Lotaburger

Valencia/Midvale Park
www.lotaburger.com
RESTAURANT - FAST FOOD SERVICE

Brother John's Beer, Bourbon & BBQ

P (520) 867-6787
www.brotherjohnsbbq.com
RESTAURANT - BARBECUE

Bruce Hiley Agency Inc., American Family Insurance

P (520) 877-8133
insurance-agency.amfam.com/AZ/bruce-hiley/
INSURANCE - BUSINESS & COMMERCIAL

Chase Bank

La Canada/Lambert
P (520) 219-3070
www.chase.com
BANKS

Chase Bank

Oracle/1st Ave
P (520) 792-6062
www.chase.com
BANKS

Chase Bank

Oracle/Tangerine
P (520) 797-1991
www.chase.com
BANKS

Chase Bank

Tangerine/Thornydale
P (520) 579-9020
www.chase.com
BANKS

Encantada at Tucson National

P (520) 579-0023
www.encantadaliving.com
APARTMENTS AND/OR CONDOMINIUMS
REAL ESTATE RENTAL SERVICES

Group One Motorwerks

P (520) 887-6335
www.grouponemotorwerks.com
AUTOMOBILE REPAIR & SERVICE

Laron

P (520) 887-4816
www.laron.com
ELECTRICAL SUPPLIES AND/OR EQUIPMENT
AND/OR SERVICES

Les-Paul Lounge, LLC

P (520) 991-2199
www.les-paullounge.com
RESTAURANT - AMERICAN

PGA Tour Superstore

www.PGATourSuperStore.com
RETAILERS

Selah

P (520) 609-2944
www.selahtucson.com
BEAUTY SALONS AND/OR SUPPLIES

Ultra Air Conditioning

P (520) 392-8008
www.ultraairaz.com
CONTRACTORS - AIR CONDITIONING AND/
OR HEATING

October

BBVA Compass

P (520) 290-6859
www.bbvacompass.com
BANKS

Circle K

Ruthrauff/La Cholla
P (520) 690-9741
www.circlek.com
CONVENIENCE STORES

Circle K

Mission/36th
P (520) 623-3813
www.circlek.com
CONVENIENCE STORES

Circle K

Ina/Shannon
P (520) 797-2152
www.circlek.com
CONVENIENCE STORES

Circle K

Orange Grove/Camino de la Tierra
P (520) 575-0720
www.circlek.com
CONVENIENCE STORES

Circle K

Orange Grove/Thornydale
P (520) 297-3970
www.circlek.com
CONVENIENCE STORES

Circle K

Cortaro Farms/Thornydale
P (520) 579-0194
www.circlek.com
CONVENIENCE STORES

Circle K

Flowing Wells/Roger
P (520) 690-9785
www.circlek.com
CONVENIENCE STORES

Circle K

First Avenue/Limberlost
P (520) 292-1151
www.circlek.com
CONVENIENCE STORES

Circle K

Romero/Wetmore
P (520) 690-0548
www.circlek.com
CONVENIENCE STORES

Circle K

Ina/I-10 (East Side)
P (520) 579-9522
www.circlek.com
CONVENIENCE STORES

Circle K

Campbell/Benson Highway
P (520) 807-9232
www.circlek.com
CONVENIENCE STORES

Circle K

Ina/I-10 (West Side)
P (520) 744-6704
www.circlek.com
CONVENIENCE STORES

Circle K

Oracle/River
P (520) 293-1144
www.circlek.com
CONVENIENCE STORES

Circle K

Valencia/Nogales Highway
P (520) 294-1583
www.circlek.com
CONVENIENCE STORES

Circle K

La Cholla/River
P (520) 887-7489
www.circlek.com
CONVENIENCE STORES

Circle K

Oracle/Las Lomitas
P (520) 293-2464
www.circlek.com
CONVENIENCE STORES

Circle K

Camino de Oeste/Bald Eagle
P (520) 744-3598
www.circlek.com
CONVENIENCE STORES

Cornerstone Home Lending

P (520) 809-9000
www.applynowaz.com
FINANCING

Expert Global Solutions - Tucson West

P (520) 495-7311
www.egscorp.com
TELE SERVICES

Express Employment Professionals - North Tucson

P (520) 355-2004
www.expresspros.com
EMPLOYMENT SERVICES AND/OR AGENCIES

Fuddruckers

P (520) 790-4018
www.fuddruckers.com
RESTAURANT - AMERICAN

Iora Primary Care

P (520) 468-4800
www.ioraprimarycare.com/tucson
HEALTH CARE AND/OR MEDICAL SERVICES

Maximum Impact Physical Therapy Services

Oracle/Ina
P (520) 219-5825
www.maximumimpactpt.com
PHYSICAL THERAPISTS
HEALTH CARE AND/OR MEDICAL SERVICES
PERSONAL SERVICES

Maximum Impact Physical Therapy Services

Commerce Ct/Midvale Park
P (520) 573-1443
www.maximumimpactpt.com
HEALTH CARE AND/OR MEDICAL SERVICES
PERSONAL SERVICES
PHYSICAL THERAPISTS

Maximum Impact Physical Therapy Services

Houghton/Rita Rd
P (520) 664-1430
www.maximumimpactpt.com
HEALTH CARE AND/OR MEDICAL SERVICES
PERSONAL SERVICES
PHYSICAL THERAPISTS

Maximum Impact Physical Therapy Services

Marana Main St/Bill Gaudette
P (520) 682-9645
www.maximumimpactpt.com
HEALTH CARE AND/OR MEDICAL SERVICES
PERSONAL SERVICES
PHYSICAL THERAPISTS

Office Depot

Broadway/Randolph
P (520) 319-7740
OFFICE SUPPLIES

OfficeMax

Wetmore/1st Ave
P (520) 888-0048
OFFICE SUPPLIES

OfficeMax

Thornydale/Ina
P (520) 579-9390
OFFICE SUPPLIES

OfficeMax

Broadway/Craycroft
P (520) 584-0644
OFFICE SUPPLIES

OfficeMax

Irvington Rd/I-19
P (520) 807-1944
OFFICE SUPPLIES

OfficeMax

Broadway/Euclid
P (520) 882-6659
OFFICE SUPPLIES

OfficeMax

Oracle/Pusch View
P (520) 575-5032
OFFICE SUPPLIES

OfficeMax

22nd/Harrison
P (520) 751-3905
OFFICE SUPPLIES

Premier Hearing Centers

P (520) 326-3131
www.premierhearing.com
HEARING AID SALES AND/OR SERVICES

Quench Foundation

P (214) 368-9400
www.quenchfoundation.org
PHYSICAL THERAPISTS
FOUNDATIONS - EDUCATION, CHARITABLE,
RESEARCH, ETC.
HEALTH CARE AND/OR MEDICAL SERVICES

The Law Office of Sherry Janssen Downer, PLLC

P (520) 207-2311
www.sherrydownerlaw.com
ATTORNEYS

Vista Clean Junk Removal

P (520) 288-8677
www.vistacleanaz.com
HOME IMPROVEMENTS

Walgreens

Nogales Hwy/Calle Arroyo Sur
P (520) 204-1089
www.walgreens.com
PHARMACIES

Walgreens

Grand Ave/Mariposa Rd
P (520) 281-9231
www.walgreens.com
PHARMACIES

Walgreens

Sunrise/Swan
P (520) 917-0556
www.walgreens.com
PHARMACIES

Walgreens

Fry/Coronado
P (520) 458-5415
www.walgreens.com
PHARMACIES

Walgreens

Tanque Verde/Bear Canyon
P (520) 749-0205
www.walgreens.com
PHARMACIES

Walgreens

Grant/1st Ave
P (520) 323-9304
www.walgreens.com
PHARMACIES

September

Backus Realty

P (520) 647-0030
www.backusrealty.com
REAL ESTATE SERVICES

Coronado Internal Medicine, P.C.

P (520) 885-2072
PHYSICIANS AND/OR SURGEONS

Coyote Creek Development

P (520) 647-0030
www.coyotecreetucson.com
REAL ESTATE DEVELOPERS

DSW Digby Southwest

P (520) 622-0419
www.dswdrivers.com
TRUCKING SERVICES

HDS Safety Services

P (520) 622-0419
www.hdsafetytucson.com
DRUG DETECTION & TESTING

HDS, Inc.

P (520) 622-0419
www.hdstruckdrivinginstitute.com
DRIVING INSTRUCTION

Highway Diesel Service

P (520) 622-0419
TRUCK REPAIR AND SERVICE

Our Military Lives

P (520) 403-1741
www.ourmilitarylives.com
ADVERTISING - DIRECTORY & GUIDE

Right Choice Collision

P (520) 867-6021
www.rightchoicecollision.com
AUTOMOBILE BODY REPAIRS AND/OR
PAINTING AND/OR SERVICES

Underhill Financial Advisors, LLC

P (520) 795-2950
www.underhillfinancial.com
FINANCIAL PLANNING AND/OR
INVESTMENT SERVICES

Member Anniversaries

November

52 YEARS

AAA Arizona Automobile Association

45 YEARS

AGM Container Controls, Inc.

38 YEARS

Diversified Design & Construction, Inc.
Pima Air & Space Museum

36 YEARS

Wilford Construction Co.

34 YEARS

Contact One Call Center

33 YEARS

Tucson Lifestyle Magazine

32 YEARS

Pima Federal Credit Union

31 YEARS

Tricon Contracting, Inc.

30 YEARS

Banner - University Medical Center

28 YEARS

Freeport-McMoRan Inc.

26 YEARS

Foothills Mall

25 YEARS

Bank of America Merrill Lynch - Williams Center

24 YEARS

Andy's Door & Lock Service
Sonora Investment Management

21 YEARS

Formula One
RW Strunk Excavating, Inc.

20 YEARS

Arizona's Children Association

18 YEARS

Central Arizona Project
Desert Pueblo Mobile Home Park

17 YEARS

Batteries Plus Bulbs
Wilmot/Speedway
1st Ave/Wetmore
Bourn Companies
Boy Scouts of America - Catalina Council
Grijalva Realty Corp.
Temco Air Environmental

16 YEARS

Border States Electric Supply
Envirosystems, LLC
Visit Tucson

15 YEARS

Fellowship Square Tucson
New Beginnings Treatment Center, Inc.

13 YEARS

Bob's Automatic Transmission
Madaras Gallery
Pre-Ventronics

11 YEARS

Citi
Funeraria Del Angel
La Paloma Property Owners Association
The Temp Connection
Tierra Antigua Realty

9 YEARS

D.M. Lovitt Insurance Agency
Four Points by Sheraton Tucson Airport

8 YEARS

Chick-fil-A at El Con
Heinfeld, Meech & Co.
Pima County JTED
Wayland Baptist University

7 YEARS

Able Distributing
BizTucson Magazine
Empire Beauty School
ResCare Workforce Services

6 YEARS

Carondelet St. Mary's Hospital
Hensel Phelps Construction Company
Re-Bath & 5 Day Kitchens

5 YEARS

Culver's of Tucson
Sunset Custom Homes, Inc.
The Cleaning Authority

4 YEARS

Arizona Department of Transportation
Arizona Lotus Corp
Coventry
FastMed Urgent Care
Literacy Connects
Ronald McDonald House Charities of Southern Arizona
Safeguard Tucson

3 YEARS

Adair Funeral Home
Commotion Studios, LLC
Lazarus, Silvyn & Bangs, PC

2 YEARS

Arizona Business Equipment, Inc.
Circle K
12th Ave/Drexel
1st/Fort Lowell
22nd/Alvernon
22nd/Camino Seco
22nd/Country Club
22nd/Freeway
22nd/Prudence
22nd/Swan
36th/Campbell
Ajo/12th Ave
Ajo/Kinney
Ajo/Mission
Ajo/Park
Alvernon/Fort Lowell
Alvernon/Grant
Alvernon/Timrod
Benson Highway/Country Club
Broadway/Cherry
Broadway/Pantano
Campbell/Drexel
Country Club/Ajo
Country Club/Valencia
Craycroft/I-10
Fort Lowell/Country Club
Fort Lowell/Dodge
Fort Lowell/Stone
Freeway/Congress
Golf Links/Craycroft
Golf Links/Harrison
Golf Links/Pantano
Golf Links/Wilmot
Grant/Columbus
Grant/Craycroft
Grant/Forbes
Grant/Oracle
Grant/Tucson
Harrison/Broadway
Irvington/Midvale Park
Kinney/Western Way
Kolb/Escalante
La Canada/Duval
Los Reales/Cardinal
Miracle Mile/Flowing Wells
Mission/Drexel
Nogales Highway/Old Nogales Highway
Oracle/Glenn

Oracle/Prince
Palo Verde/Ajo
Palo Verde/Drexel
Palo Verde/I-10
Park/Bilby
Park/Irvington
Pima/Beverly
Pima/Columbus
Prince/Romero
Sabino Canyon/Synder
Silverbell/Grant
Sixth Ave/I-10
Sixth/29th
Sixth/Cherry
Speedway Blvd/Silverbell
Speedway/6th Ave
Speedway/Camino Seco
Speedway/Country Club
Speedway/Craycroft
Speedway/Houghton
Speedway/Kolb
Speedway/Park
Speedway/Swan
Stone/Glenn
Stone/Roger
Swan/Camp Lowell
Tanque Verde/Bear Canyon
Tanque Verde/Kolb
Tanque Verde/Tanque Verde Loop
Tucson Boulevard/Glenn
Valencia/6th
Valencia/Camino de la Tierra
Valencia/Camino de Oeste
Valencia/Midvale Park
Wilmot/Pima
Cook & Co. Signmakers, Inc.
Devereux Arizona
Farhang & Medcoff
Kaiser Garage Doors & Gates
KXCI 91.3 Community Radio
Munger Chadwick
National City Tourism & Marketing District
Serrato Corporation
Voyager RV Resort and Hotel
WITT Company

1 YEAR

Ameripride Services, Inc.
Andersen, Randall & Richards
Arizona Hometown Hauling and Disposal
Durazo Construction Corporation
Jani-King of Tucson
Motel 6
New York Life - Omar Antelo
Oxford Health Network
Starrview at Starr Pass
Sun Mechanical Contracting, Inc.
The Cellular Connection
TWO MEN AND A TRUCK

October

53 YEARS

Mi Nidito Restaurant

52 YEARS

Culligan Water Conditioning

48 YEARS

Central Alarm, Inc.

44 YEARS

University of Arizona Business Affairs

38 YEARS

Regier Carr & Monroe, LLP

33 YEARS

Quarles & Brady LLP

31 YEARS

Sheraton Tucson Hotel & Suites

29 YEARS

Flowers-Rieger & Associates, P.L.L.C.

28 YEARS

Enterprise Rent-A-Car

26 YEARS

CNN Realty Services, LLC

23 YEARS

Richmond American Homes of Arizona, Inc.
The Gaslight Theatre

22 YEARS

Southwestern Building Maintenance
Tucson Orthopaedic Institute

21 YEARS

Southwest Airlines
Valbridge Property Advisors/ MJN Enterprises, Inc.

20 YEARS

Meritage Homes

19 YEARS

Courtyard by Marriott - Williams Centre

18 YEARS

Pima County Attorney Bad Check Program
Reddy Ice Corporation

17 YEARS

Conference & Guest Services - UA Residence Life
Humane Society of Southern Arizona
Lloyd Construction Company, Inc.



16 YEARS

Ben Bridge Jewelers
Far Horizons Tucson Village

15 YEARS

Arizona Small Business
Association, Inc.

14 YEARS

Kino Sports Complex

13 YEARS

P.F. Chang's China Bistro

12 YEARS

Caruso's Restaurant
Larsen Baker, LLC
Main Gate Square/Marshall
Foundation

11 YEARS

Chapman Management
Group
Delivery Doctors Movers, LLC
Residence Inn by Marriott
Tucson Williams Centre

10 YEARS

Caliber Group
Edward Jones
P & M Drywall, Inc.

9 YEARS

DeGrazia Gallery in the Sun
Desert Christian Schools
Ogletree, Deakins, Nash,
Smoak & Stewart, PC
Swaim Associates LTD
Architects AIA

8 YEARS

El Rio Community Health
Center
Goldman, Walker & DiMarco

6 YEARS

Humane Society of Southern
Arizona Adoption Center
Westland Resources, Inc.

4 YEARS

American Family Insurance
American Red Cross Southern
Arizona Chapter
Arizona Waste Oil Service, Inc.
Community Food Bank of
Southern Arizona
Community Partners, Inc.
Krikawa Jewelry Art Gallery
Pepsi Beverages Company
The Hearon Company &
Ashland Group

3 YEARS

Arizona Greyhound Rescue
Main Street Executive &
Employee Benefits, LLC
Oschmann Employee
Screening Services
The Loft Cinema

Walgreens

1st Ave/River
1st Ave/Tangerine
22nd/Alvernon
22nd/Craycroft
6th Ave/29th St
Broadway/Houghton
Broadway/Swan
Campbell/Roger
Coachline/Twin Peaks
Colossal Cave/Mary Ann
Cleveland
Continental/La Canada
Cortaro/Silverbell
Dove Mountain/Tangerine
Esperanza/La Canada
Golf Links/Harrison
Grant/Swan
Harrison/22nd
Ina/La Cholla
Irvington/Campbell
La Canada/Lambert
Oracle/Ina
Oracle/Limberlost
Oracle/Rancho Vistoso
Orange Grove/La Cholla
Prince/Flowing Wells
River/Craycroft
Silverbell/St. Marys
Snyder/Sabino Canyon
Speedway/Country Club
Speedway/Craycroft
Speedway/Harrison
Speedway/Pantano
Tanque Verde/Sabino
Canyon
Thatcher/20th Ave
Thornycroft/Overton
Valencia/12th Ave
Valencia/Cardinal
Valencia/Midvale Park
Valencia/Nexus

2 YEARS

Adaptive Strategies, Inc.
Candlewood Suites Tucson
Community Extension
Programs, Inc.
Greater Tucson Leadership
Make Way For Books
Mission Linen Supply
Professional Bartenders
Unlimited
Uber
Wells Fargo Home Mortgage
Wells Fargo Wealth
Management

1 YEAR

Airtronics, Inc.
All About People Southern
Arizona
Burriss & Macomber, P.L.L.C.
Clear Channel Airports
Desert Sports & Fitness
16th Ave/Ajo
Valencia/Cardinal
Fox Tucson Theatre
Foundation

Fred Astaire Dance Studio
Gibson's Office Supply
Our Family Services
Peter Piper Pizza

Calle Santa Cruz/Drexel
Old Spanish Trail/22nd
Oracle/Limberlost
Oracle/Magee
Purcell Tire & Service Center
Snap Fitness 24/7
Houghton/Valencia
LaCanada/River
Sun Sounds of Arizona
Talent Advisory Group, LLC
The Villas at Houghton
Thigpen Jewelers
Toni & Guy Salon Sam
Hughes Place
Toni & Guy Salon Tucson Mall
Vante

September

51 YEARS

Omni Tucson National Resort

46 YEARS

Merle's Automotive Supply

44 YEARS

Arizona-Sonora Desert
Museum

39 YEARS

University of Arizona Athletic
Department

37 YEARS

Southwest Gas Corp.

36 YEARS

Gadabout SalonSpas
Sun Tran

31 YEARS

Hughes Federal Credit Union

22 YEARS

Ace Hardware
Casino Del Sol Resort

19 YEARS

The University of Arizona
Foundation

18 YEARS

Holiday Inn Express
The Nordstrom Group, Inc.

16 YEARS

Casa de la Luz Hospice
The Mahoney Group

15 YEARS

Tucson Hispanic Chamber of
Commerce

14 YEARS

Bekins Moving Solutions

13 YEARS

Peter Piper Pizza
12th/Ajo

12 YEARS

Frisby Insurance
Parsons Brinckerhoff
Perimeter Bicycling
Association of America,
Inc.

11 YEARS

Emerge! Center Against
Domestic Abuse
Long Title Agency
Metropolitan Pima Alliance

10 YEARS

Freedom RV, Inc.
Sun Corridor, Inc.

8 YEARS

Embassy Suites Tucson -
Paloma Village

7 YEARS

Embry Riddle Aeronautical
University - Tucson
Campus

6 YEARS

Staybridge Suites Tucson
Airport

4 YEARS

88-CRIME
Adam D. Technology
AdVision Outdoor
AT&T Services, Inc.
Graphic Impact
Gray Line Tours/Citizen Auto
Stage Co.
Habitat for Humanity Tucson
Imus Wilkinson Investment
Management
Kinetico Quality Water
MHC Healthcare
Pedata RV Center
Randstad
Remedy Staffing
Southern Arizona
Transportation Museum
The Desert Leaf

3 YEARS

Children's Museum Tucson
Gugino & Mortimer, PLC
Nuanced Media
Reproductions, Inc.
University of Arizona
Department of
Immunobiology College
of Medicine
Zanes Law

2 YEARS

A&M Fencing
Angelica's Wedding & Event
Center
Arizona State University
Bank of America Home Loans
Bank of America Merrill Lynch
- Foothills
Bank of America Merrill Lynch
- Oro Valley
Days Inn Kokopelli
Empire Southwest, LLC
Mark Irvin Commercial Real
Estate Services, LLC
McDonald's
PH Mechanical Engineering
U.S. Trust - Bank of America
Private Wealth
Management
Walmart Store
Western Refining

1 YEAR

American Heart Association
and American Stroke
Association
Arizona Party Rentals
Bank of America Small
Business Banking
Swan/Sunrise
Border International
Children's Orthopedic
Specialists
Greater Tucson Fire
Foundation
RC Bicycles
Smart Motors
The Ledges at West Campus

CLOTHES ENCOUNTERS

520.638.7876

Holistic Image Consultant, Diane Donato, celebrated the grand opening in Tucson at the Tucson Metro Chamber offices. Clothes Encounters provides speaking engagements and highly interactive presentations on the "Voice of Clothing and Colors" and teaches how to dress to attract customers regardless of what business you are in because "You never get a second opportunity to make a great FIRST IMPRESSION." Personal consultations are also available.

Visit www.clothesencounters.org to learn more.



EL CON HEALTH AND WELLNESS CENTER

3402 E. Broadway Blvd. • 520.318.5515

El Con Health and Wellness Center would like to thank the Tucson Metro Chamber members who joined them at their ribbon cutting and open house on September 23! They encourage everyone to stop by their state-of-the-art facility and learn more about their services including hormone therapy, plastic surgery, personal training and medical aesthetics.



HEALTHSOUTH REHABILITATION INSTITUTE OF TUCSON

2650 N. Wyatt Dr. • 520.325.1300

HealthSouth Rehabilitation Institute of Tucson celebrated 25 years of service to the Tucson community. The celebration coincided with National Rehabilitation Week which is a week set aside each year to educate people about the benefits and impact on lives of rehabilitation after a serious injury or illness.



GRAND CANYON UNIVERSITY

3500 N. Campbell Ave. • 928.863.8644

Founded in 1949, Grand Canyon University is a private, Christian university with over 160 academic programs within a dynamic learning environment for both traditional students and working professionals. Their classes involve engaging interaction with classmates as well as individual attention from instructors who care about student success.



CATALUNYA APARTMENTS

5180 E. 22nd St. • 520.790.2772

Catalunya Apartments, consisting of 140 affordable apartment homes, celebrated its grand re-opening following a substantial property wide renovation. Residents are now enjoying energy efficient windows, appliances, HVAC systems, light and plumbing fixtures, new paint and flooring. Renovations also included construction of a community building, basketball court, playgrounds, solar panels, new stucco and roof.





GOODWILL INDUSTRIES OF SOUTHERN ARIZONA, INC. 8358 E. Broadway Blvd. • 520.382.6565

Goodwill recently celebrated the grand opening of its newest retail store and donation center on Broadway, just west of Camino Seco. Sales from the store will help support the 10 youth and adult programs Goodwill operates and will add another 20-25 full-time jobs to the community.



MIRAFLORES APARTMENTS

4011 N. First Ave. • 520.887.5828

Miraflores Apartments, consisting of 100 affordable apartment homes, celebrated its grand re-opening following a substantial property wide renovation. Residents are now enjoying energy efficient windows, appliances, HVAC systems, light and plumbing fixtures, new paint and flooring. Renovations also included construction of a community building, basketball court, playgrounds, solar panels, new stucco and roof.



RIGHT CHOICE COLLISION CENTER

1601 E. 22nd St. • 520.867.6021

A big thank you to all who took the time to celebrate Right Choice Collision Center's grand opening! Right Choice Collision Center is an independent shop here to serve the community the RIGHT WAY, which makes us the RIGHT CHOICE each and every time. They look forward to serving the automotive needs of the Tucson community.



YOUTH ON THEIR OWN

1660 N. Alvernon Way • 520.293.1136 ext. 107

Shop and donate at Youth On Their Own's Resale Home Store where proceeds benefiting YOTO's programs of helping homeless teens stay in high school and graduate. The store will also provide an internship program for disadvantaged high school students to learn the retail trade by providing hands on training and experience. The store will be open Thursday through Saturday, 9am to 6pm. Items acceptable for donation are new and gently used items for the home including bed & bath, small appliances, kitchen accessories & cookware, home décor and dining room items.



KELLY SERVICES

5210 E. Williams Circle #130 • 520.748.2681

As a global workforce solutions leader, Kelly Services® continually evaluates a customer's evolving staffing needs in order to match the most qualified employees to the job. Since 1957, Kelly has partnered with approximately 450 local businesses and provided employment opportunities to nearly 3,000 job seekers in Tucson. Visit kellyservices.com



LODGE AT VENTANA CANYON GOLF & RACQUET CLUB

6200 N. Clubhouse Lane • 520.577.1400

The Lodge at Ventana Canyon Golf & Racquet Club celebrated their new family style recreational pool with a ribbon cutting on November 5. Members and Lodge guests can enjoy an aquatic complex with the existing Jr. Olympic lap pool and new recreational pool. Become a member or be a Lodge guest.



TANQUE VERDE AUDIOLOGY

5625 E. Grant Rd. • 520.751.3901

Same great service, new location! Tanque Verde Audiology has been a staple in the Tucson community for the past fifteen years. They provide professional assessment and objective measurement as they embark on the journey toward better hearing healthcare alongside their patients and their families.



TUCSON BOTANICAL GARDENS

2150 N. Alvernon Way • 520.326.9686

Celebrate with the Tucson Botanical Gardens as they open their doors to a brand new Visitor's Center, gift shop and gallery. After a long campaign with sponsored support from the Tucson community, welcomed visitors can finally tour the new 4,000 sq. ft. building with inspired architecture of the botanical southwest.



THE JOINT...THE CHIROPRACTIC PLACE

4770 E. Grant Rd. • 520.224.5115

The Joint...the chiropractic place, celebrated the grand opening of their Swan and Grant location on September 9.



THE JOINT...THE CHIROPRACTIC PLACE

4246 N. First Ave. #140 • 520.647.2027

The Joint...the chiropractic place, celebrated the grand opening of their First Avenue and Limberlost location on September 10. Lodge guest.



WALMART NEIGHBORHOOD MARKET

7951 N. Oracle Rd. • (520) 469-9556

Walmart and Store Manager Brian Andrews celebrated the grand re-opening of their Neighborhood Market Store on October 2.



UPCOMING EVENTS

Visit the event calendar at TucsonChamber.org
for more information and to register.



January 26
Chamber XChange
Brother Johns Beer-Bourbon-BBQ
1801 N. Stone Ave

January 28
Interface with County Administrator Huckelberry
Tucson Metro Chamber
465 W. St. Mary's Rd.

February 24
Chamber XChange
Western Music Association
Monterey Court
505 W. Miracle Mile

February 25
Interface with Mayor Rothschild
Tucson Metro Chamber
465 W. St. Mary's Rd.

March 1
State of the City • Multi Chamber Business Expo
Tucson Convention Center
260 S. Church Ave

March 22
Chamber XChange
The Lodge at Ventana Canyon
6200 N. Club House Lane

March 24
Discover the Chamber
Tucson Metro Chamber
465 W. St. Mary's Rd.

April 7
Chamber XChange
Pima County Fair Grounds
11300 South Houghton Road

Dates, times and venues are subject to change without notice.





**TUCSON
METRO
CHAMBER**

PO Box 991 • Tucson, AZ 85702

PRST STD
US POSTAGE
PAID
TUCSON, AZ
PERMIT NO. 2033

The **CHAMBER EDGE**

A TRULY UNIQUE BUSINESS PUBLICATION

**GREAT ADVERTISING
OPPORTUNITIES AVAILABLE**

REACH
BUSINESS OWNERS

C-LEVEL EXECUTIVES

AFFLUENT CONSUMERS



For advertising opportunities contact
Jill A'Hearn at (520) 792-2250, ext. 126 or jahearn@tucsonchamber.org