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TucsonChamber.org Fall 2019



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#### TucsonChamber.org

The Tucson Metro Chamber's mission is to champion an environment where your business thrives, and our community prospers. The Chamber is a member-based business advocacy and community development organization that represents more than 1,500 businesses, employing more than 160,000 employees in the greater Tucson area.



#### **Turning Ideas into Reality**

One of the first suggestions I made when I became director of communications at the Tucson Metro Chamber last December was to award two prizes at SARSEF's well-respected science and engineering fair where K-12 students are encouraged to be critical thinkers—and ideally become part of Tucson's future workforce. We were thrilled to discover two bright students to receive our inaugural Innovation & Entrepreneurial Spirit Award. We gave the students checks, certificates, and reached out to two companies that perfectly aligned with the students' projects for shadowing opportunities. The companies were ecstatic to be involved and we felt so happy about how everything came together so well. Until... even after a couple of nudges, neither student followed through with the shadowing opportunities—womp womp.

Many people have brilliant ideas, but even the best ones will never become a reality without follow-through. Sure, the students followed through enough to take their project to fruition, but they dropped the ball by not taking advantage of the shadowing opportunities, which may have opened doors to an even more bountiful outcome. However, inside the following pages, we acknowledge and celebrate the entrepreneurial spirit and innovative ideas of some of the best visionaries in Southern Arizona who did have that all-important follow-through.

For example, on page 20 you'll read about the moment that sparked the creation of Rancho Sahuarita and you'll discover the amazing state-of-the-art technology Modern Studios uses on page 8. Brian Ellerman and Rick Yngve share the concept of community-based entrepreneurship on page 28. We're convinced these stories will inspire you to start and/or follow through with your own ideas.

But wait, there's more! Once you read toward the half-way point of this magazine, the copy will flip upside down. That's your signal to flip it around and start reading from the other cover. I'll meet you there to tell you more about what those pages have in store for you. Here's a hint. As if you didn't already know how terrific Tucson is for living and working, we'll share several features that demonstrate why people love to visit and relocate here.

Enjoy reading the Chamber Edge, and follow through with your amazing ideas!

Heather Wuelpern

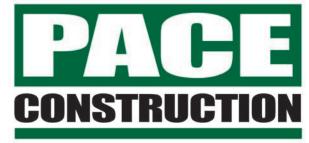
Chamber Edge Editor & Tucson Metro Chamber Director of Communications



Most any Project Manager worth their salt can see where trouble is likely to arise on a project and prepare accordingly. The rare and exceptional ones, however, have the experience and acumen to manage the problems that can't be foreseen...before they threaten the project schedule and damage the budget.

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n business, innovation is often inspired by evolving customer needs and expectations. You are the Chamber's customers, and most recently we made a significant move—both figuratively and literally. The Tucson Metro Chamber now resides in the true heart of downtown, and although the Chamber only moved one mile southeast of its longstanding location at St. Mary's and Granada, the Chamber staff and visitors remark about how they can feel the unquestionable positive impact of the relocation.

In sync with the renewed downtown energy, the vibe is palpable, and we're convinced it will continue to help the Chamber flourish in its mission to innovate, advocate and collaborate. In fact, once the gears were in motion to embark on this significant step for the Chamber, our president and CEO, Amber Smith, took the opportunity to revisit the

Chamber's core values. Starting with input from staff, and then fine-tuning the values with feedback from the Board of Directors, the refreshed organizational values were crafted. They reflect the vision and forward momentum to which the Tucson Metro Chamber is committed, and the astute observers and word nerds out there will also note they form an acrostic.

The brick building stands on the firm foundation on which it was built in the 1930s, yet it has been renovated over time in the "industrial modern" style with concrete floors, glass walls with steel accents, and modern touches. The Chamber has a lot in common with the building. Both respect their history, are strong and resilient and are a place for collaboration and forward thinking.

As we have done for more than a century, the Chamber will continue to evolve to support and advocate for business. If you aren't already a member, join us and be a part of making Tucson the destination for business success.



### Driving success through



#### INNOVATIVE:

Evolving programs, resources, and talent to support business success



# STATE-OF-THE-ART STATE-OF-THE-ART

NEWFANGLED TECH CREATES A HUB OF CREATIVITY

By Laura Levin | CEO/Founder at Modern Studios



The high-speed camera robot can move from standstill to high-speed motion and back again in fractions of a second.



#### **CREATE YOUR OWN MASTERPIECE**

Modern Studios can be rented for various film productions and photo shoots. Amenities include video and audio production rooms containing top of the line software and equipment, a 7'x 10' soundproof WhisperRoom, a color correction suite with DaVinci Resolve color-correction board, workspaces and conference rooms, to name a few. Modern Studios offers space for businesses, non-profit organizations, production companies, advertising agencies, and more, to produce content locally without having to travel outside of Tucson.



#### **NEED CREATES INGENUITY**

Modern Reflections, a company I founded in 2016 that digitizes, touches up and restores old forms of media, such as film, negatives, photographs, slides, art and audio, had a special request for assistance in creating a video documentary about an El Tour de Tucson team. While working on the post-production edits of the documentary, a department from the U of A toured Modern Reflections and decided to hire us to create a video for a grant proposal. The U of A successfully landed a \$200,000 grant due in part to the video.

This sparked a new idea and after further research on video production and production facilities, I followed through with the need for a state-of-the-art production facility in Tucson and created Modern Studios. Planning, design, and construction soon followed. Throughout the process, consultants well-versed in the production industry and familiar with the needs of on-set accommodations provided knowledge and expertise on many aspects of the studios and post-production rooms. The 12,000-square-foot facility was designed to make Tucson a national and regional hub for innovative video and audio production, creative commercials and film production.

#### I'M READY FOR MY SLO-MO

Modern Studios houses two studios measuring 4,600 and 2,000 square feet, which makes it the largest in the state of Arizona. Both studios are equipped with world-class LED lighting from DMG Lumière by Rosco and both have three-sided cyclorama wall systems—meaning all the corners are curved creating a space that has the effect that it's never-ending.

A truly ultramodern center, Modern Studios owns a MRMC BOLT Cinebot, a cinematic robot. The BOLT, that staff affectionately calls "Bert," is one of only a handful in the U.S. The high-speed camera robot can move from standstill to high-speed motion and back again in fractions of a second. The BOLT arm coupled with the Phantom Flex 4K camera can literally follow objects falling and capture slow motion video at 1,000 frames per second at 4K resolution.

For an example, envision a lime wedge dropping through the air tumbling as it falls and then splashing into a mixed drink. The camera wraps around the drink to show the splash at different angles. This entire shot happens in about the time it takes you to snap your fingers. For a human to capture this shot consistently freehanded would be nearly impossible, which is why we program Bert to follow the lime during its fall and then to wrap the camera around the glass all in real time. Now that the video has been captured at a thousand frames per second, we can slow it down and enjoy the subtleties and beauty of the things that happen so fast in real time. After all, everything looks better in slow motion!





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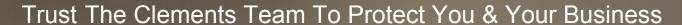


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Left to right: Sean, Jack & Jim Clements



#### Discover the keys to leaving your legacy on your terms

By Adriana Kong Romero | SVP of Commercial Banking at Bank of America Merrill Lynch and Tucson Market President, Bank of America

and Paola Tomassini | Senior Vice President and Private Client Advisor II at US Trust

# SUCCESSION PLANTING

usiness owners pour an enormous amount of time and energy into building their companies, so ensuring its longevity and legacy should be a priority. However, according to a recent Bank of America study, less than one in three Baby Boomer business owners has an exit strategy.

Creating a succession plan is about protecting the future of a business and ensuring there are strategies in place for the business to continue to realize its value for all stakeholders after the founder exits. Rather than being reactionary, business owners can make proactive decisions with a detailed transition plan, whether they're planning to leave their business to a family member, sell or liquidate.

"A succession plan is important for a CEO because it provides a clear understanding of what the owner wants moving forward, where they want the company to be headed," says Howard Stewart, CEO of AGM Container Controls in Tucson. AGM's succession plan is built around their employee stock ownership program (ESOP), which Stewart says had a dramatic effect on both the company's culture and the bottom line.

**Effective succession planning** 

- A capable successor | For business owners planning to leave or sell the business to a family member or partner, it's important to identify a successor who has the right leadership skills and business acumen to ensure the future success of the business. Note that while 79 percent of business owners want their family to keep the business, only 30 percent of family businesses successfully pass to the next generation.
  - Identifying a successor isn't as important for business owners who plan to sell their business, though they should maximize the value of the business by engaging a wide range of potential buyers. Liquidating the business is another option, though this may result in overall financial loss as buyers will often look to pay less-than-cost for inventory and equipment.
- A detailed plan of transition | A detailed transition plan should map out short- and long-term goals and engage a team of advisors that can help to ensure a smooth transition. This should be a diverse group that can provide specialized

- counsel, including corporate attorneys and an estate lawyer. Many business owners opt to designate their personal financial advisor as a point person to coordinate the team's efforts while clarifying the overlap between business finances and family wealth.
- An estate plan | Investigating the best ways to help your estate pay estate taxes and other associated costs is an important dimension of succession planning because the liquidity of the business will determine whether it can help to offset estate taxes and other expenses. Gifting wealth, buying life insurance, refinancing business loans or moving liquid assets to new accounts can greatly simplify matters for successors, and optimizing these strategies requires in-depth planning.

Succession planning creates a legacy

In entering the process of succession planning, business owners are encouraged to consider what kind of legacy they want to leave. What do they hope to accomplish as a business owner and on a personal level?

Stewart routinely hosts "Your ESOP and You" classes for new employees, so everyone is working toward the same long-term goals, even after Stewart's tenure as CEO ends.

"A lot of my leadership over the last 20 years has been focused on trying to help employees understand the business, so they can better exercise control, individually and collectively, over the end result."

Finally, succession planning doesn't stop once a plan is developed. Business owners must review plans on a regular basis and reevaluate as the business grows, priorities change and aspirations for their legacy continue to evolve.



Rather than being reactionary, business owners can make proactive decisions with a detailed transition plan.





ASARCO LLC, a subsidiary company of Grupo Mexico, is an integrated copper mining, smelting and refining company

headquartered in Tucson, Arizona which operates three mines and a smelter near Tucson and a refinery in Amarillo, Texas.





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# THE ISSUE OF WAGES

An FLSA salary threshold increase looms on the horizon



### **IMPROVING** The employee Experience

Retaining talent hinges on more than pay

By Greg Stutz COO at FocusHR

Recent job numbers from the U.S. Department of Labor show a relatively sustained unemployment rate of 3.7%. This is good news for those seeking work, as most data indicates open positions exceed available employees to fill them. For many small businesses, however, this presents the unexpected: competing to attract and retain talent within their organization.

Our first instinct is the easy and fast solution: pay employees more as a means to compete, but most polls indicate employees commonly rank pay further down on the list of what matters most. So, what matters more than pay? Focus on improving the employee experience—on their professional growth and an appropriate work-life balance. People want to feel valued and valuable, to have management that understands they are much more than just employees.

ark your calendars, adjust your budgets and be ready to provide salary increases!

Barring unforeseen circumstances, come January 2020, the minimum amount required under the federal Fair Labor Standards Act ("FLSA") to satisfy the "salary basis" test, will increase to \$679 per workweek from the current \$455 per workweek. This means those exempt employees earning at or near the current minimum salary threshold will become significantly more expensive. Employers should begin planning for this increase in the salary threshold (from \$23,660 per year to \$35,308 per year, an annualized increase of \$11,648) and reconsider whether continued application of the exemption makes business sense.

Generally, unless an employee is properly exempt, the FLSA requires that employers pay employees a minimum wage (currently, on the federal level, \$7.25 per hour and potentially higher pursuant to state law) and imposes a maximum number of hours employees may work during each designated workweek (40) before the employer must pay a premium. For each hour beyond 40 that a non-exempt employee works during a workweek, the employer must pay the employee 1.5 times the employee's regular rate (be mindful, the "regular rate" can include remuneration other than just hourly wages). Exempt employees, depending on the exemption used, may not be entitled to the minimum wage and/or overtime pay.

For an FLSA exemption to apply, the FLSA generally requires:

- The employer pays the employee a predetermined, fixed salary not subject to reduction because of variations in quality or quantity of work
- The amount of salary paid must meet a minimum specified amount (the aforementioned increasing salary threshold)
- The employee's job duties must primarily involve executive, administrative or professional duties as defined by law (other exemptions may be available)

Employers must be careful when classifying employees as exempt from the FLSA's protections. If an employer misclassifies an employee, it could face liability from the U.S. Department of Labor or the employee. Employees who are misclassified may recover up to three years of unpaid wages, an amount equal to same as liquidated damages, and attorneys' fees. The best way to avoid such liability is to conduct a fact-intensive analysis of each exempt position and ensure the pay structure and duties satisfy the requirements of a FLSA exemption.

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reat business ideas are generated everywhere—while sipping coffee, conducting research in a lab or while figuring out a solution to an engineering problem. The list goes on and on, but once the business idea has taken shape in the mind of an entrepreneur, passion drives them to get out and do the necessary work to launch that idea. Transferring the idea from concept to invention takes hard work, commitment, support and resources.

**Succeed with support** 

Where do entrepreneurs find the resources and support they need to be successful? Startups need valuable insight from industry experts across the spectrum, including financial, legal and business expertise. The more support new entrepreneurs can get through experienced technology commercialization organizations with deep backgrounds, the greater their chance for success.

Incubators and accelerators provide crucial assistance needed to successfully launch a business. Tucson's entrepreneurial ecosystem is expanding to meet the growing demands of these startups with business incubators, accelerators, coworking spaces and other entrepreneurship support organizations that are dedicated to nurturing the unique startups in this community.

Over the last few years, the University of Arizona (UA) Center for Innovation, Arizona's longest running incubator, has seen an increase of quality in startups and emerging companies. This is in part, from the success of Tech Launch Arizona, the University of Arizona's office dedicated to commercialization, which has greatly enhanced the transfer of technologies out of the University into the commercial space.

Approximately 50 percent of the UA Center for Innovation clients are based on UA technology in addition to the local startups going through the program. According to a 2010 study from the International Business Incubation Association (InBIA), companies that participate in a business incubator have an 87 percent success rate, which is nearly double the 44 percent success rate of businesses that don't incubate. Choosing to incubate at the UA Center for Innovation results in working with a passionate team, driven to make startups succeed.

#### **Rich resources**

The UA Center for Innovation provides resources such as coworking space, full-service offices, professionally managed state-of-the-art laboratories and equipment, an innovative business development curriculum and connections to business experts and mentors-in-residence.

The UA Center for Innovation systematically works with startups through a business growth path to attract grant funding and investments, provides support building a team and connects startups to a customer base to ultimately establish new products in the marketplace. This disciplined approach uses customized programs and one-on-one business coaching to guide companies to the next level of success.

Alongside such business services, the UA Center for Innovation's laboratory space gives early and mid-stage companies an environment for product development, with a flexible, customizable, supported structure. For example, the "rent-a-bench" program allows companies the flexibility to expand their laboratory space while ramping up their operations to support the company's growth.



#### Best practices and partnerships

With more than a decade of experience and deep roots connected to both the University of Arizona and community partners, the UA Center for Innovation represents a best-practices environment, both in business development and facilities.

Business support through the UA Center for Innovation is serving entrepreneurs with several outposts and business bootcamps including Vail and Sahaurita. A recent cohort of bright entrepreneurs just graduated from the Biz Launch program, which is a partnership between the UA Center for Innovation and the Town of Sahuarita economic development office.

The UA Center for Innovation is also a leader in bioscience startup support services, having adopted Good Laboratory Practice standards for conducting nonclinical research. Companies have access to laboratory equipment and a lab manager who oversees the safety and functionality of the laboratory facilities to meet FDA-approval.

As a land-grant university, the University of Arizona is committed to developing the entire Tucson community. By supporting the success of startups, local entrepreneurs create companies that bring new wealth and economic growth to the region in the form of jobs, increased revenues and a vibrant local business sector.

As we look toward the future, the UA Center for Innovation will continue to drive the development of a robust continuum of support that provides startups and emerging companies with valuable resources ensuring the region continues to succeed.

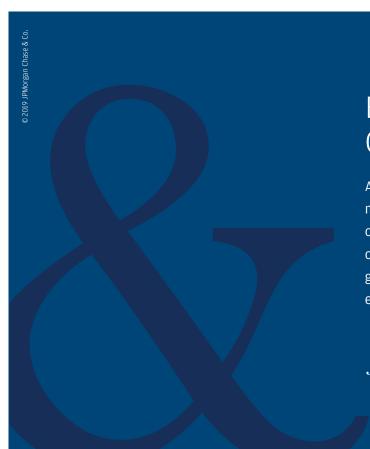


Companies that participate in a business incubator have an 87 percent success rate—nearly double the 44 percent success rate of businesses that don't incubate.

#### **SUCCESS STARTS HERE**



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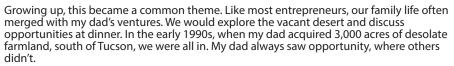


#### Lessons learned from 35 years of entrepreneurship in Arizona

By Jeremy Sharpe | COO at Rancho Sahuarita

# A Son's Perspective

hen I was about six years old, my dad, Bob Sharpe, and I went exploring. We hiked around land he just bought near Sabino Canyon. We were looking for lost "treasure" carefully hopping from rock to rock in a dried-up wash bed when we saw something shiny in the distance. It was an old Corvair, half buried in the fine sand. We fantasized about how it got there. What stories laid beneath the rusted-out hood?



That opportunity would become Town of Sahuarita and Rancho Sahuarita. He envisioned a community of 10,000 homes and a Town Center, where people's lives could be better. He wanted to build an affordable community for the young families and retirees who sought an active, engaging lifestyle. My mom, Deborah, my two sisters and I were all part of that journey.

Over the years, I have absorbed important lessons from my dad that have led to our company's and family's success.

#### **People Matter**

When I was 12 years old, my dad handed me a copy of How to Win Friends and Influence People, by Dale Carnegie. He lives by these simple principles. Lessons, such as "Give honest, sincere appreciation," "Be genuinely interested in others," and "Be a good listener," center around a common theme of caring and connecting with others.

We have also created company culture around this idea of positive relationships. Our mission is to Create a Better Life for our residents, but that extends to our employees, tenants, and partners. It's at the heart of what we do each day.

#### What's the Downside?

Like many entrepreneurs, my dad always manages to the downside. He has trained our team to look at strategic investments and every decision from the worst-case scenario, and then improve upon that scenario. Understanding the downside provides further opportunity to maximize your upside and prepare for potential challenges.

#### **Details Matter**

Our former President of our Construction Company was nervous every time my dad walked into a newly constructed building because, to my dad, the little details matter, and he would see every imperfection. Whether it is dealing with a contract or designing a building, the lesson is: "Go out of your way to make sure the small details are taken care of, and the big items will take care of themselves."

#### On Work Ethic

Business is hard. Whether you are running a small marketing company, a restaurant or a real estate development business, you are bound to have tough days. You may have supply issues, regulatory concerns, or management challenges—and there is always competition. One of my favorite lessons from my dad came during a very challenging regulatory situation. Our team and I had been working 15-hour-long days for weeks after implementing a yearlong strategy. I remember coming into the office one early evening, sitting at my desk, while we awaited a final decision. He called me and said, "It will turn out in our favor." I asked him how he knew that. He responded. "If you work harder than the other guy, good things will happen." And so, they did.









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#### Arizona optics fuels industry innovation and entrepreneurship

By John Dennis | President at Strategy1 and Chairman at Optics Valley Arizona

The optics of life

Today, smartphones are probably the most widely used technology around the globe, but without optics, they would not exist. From virtual reality displays, medical instruments, sensors and cameras on cars, data management and more, optics has a profound impact on our everyday lives. In fact, optics is a critical enabling technology as we move into the Fourth Industrial Revolution.

Optics, home grown

For more than three decades, Tucson's leadership in optics and astronomy innovation has led to many firsts. The University of Arizona James C. Wyant College of Optical Sciences and the Department of Astronomy and Steward Observatory in the College of Science are both worldwide leading institutions for research and discovery. Further, the University of Arizona Mirror Lab manufactures the largest astronomy lenses in the world! In turn, these academic institutions have spawned many entrepreneurial companies.

Future luster of optics

This is an exciting time for optics in Arizona, particularly in Tucson. Research and advancements in the field are creating the infrastructure of future smart cities and a wide variety of potential careers. Locally, there are more than 40 companies that are directly engaged in optics and its applications. These include corporate giants such as Caterpillar and Raytheon, as well as many smaller companies focused on specific inventions and products.

**Optics Valley**As new developments in the field continue to transpire, the industry is poised for growth. Supporting that growth is Optics Valley, the Arizona optics industry cluster. Optics Valley serves as the focal point for industry collaboration and cooperation. In addition, the new Arizona Optics Initiative supports the cluster's focus on innovation and entrepreneurship, as well as workforce and international development and community awareness. Partners of the Arizona Optics Initiative include the Arizona Technology Council, Pima Community College, UA Tech Launch Arizona and UA Tech Parks.

TucsonChamber.org Fall 2019

# AWARD-WORTHY INNOVATION

Learn more about these Copper Cactus contenders

By Heather Wuelpern | Director of Communications at Tucson Metro Chamber

e felt it only fitting that since we are dedicating this issue to innovation and entrepreneurial spirit that we should feature the finalists in the 2019 Copper Cactus Awards in Nextrio's Innovation category. All the nominees in this category have made remarkable strides with innovation, but the finalists' creative use of innovative processes or products to pioneer change in their industry stood out. And speaking of standing out, as Jeffery Smith, field support manager at Wells Fargo, put it, "Innovative leaders who are creating easier, faster and safer experiences for consumers can not only improve business growth but can also help their business stand out and attract the best talent." We couldn't agree more. Cheers to the following finalists!

#### **Crop Trak**

CropTrak solves the challenge of collecting, monitoring, analyzing, verifying and reporting global complex agriculture data, which supports the global demands that dictate that all food sources remain transparent, sustainable, traceable and safe. No matter where in-field data is needed, CropTrak ensures it can be captured, audited and secured regardless of internet availability, native language or system of measurement.

#### FreeFall Aerospace

FreeFall antennas require just a fraction of the weight and power of traditional antenna systems, so they can move more data more efficiently than ever before. By integrating satellite communications into the 5G architecture, FreeFall is helping to open the door to a new era of connectivity and commerce. New antenna systems are the key to serving many users large amounts of data in the upcoming 5G era.



#### **Hexagon Mining**

The company's collision avoidance system (CAS) was the first of its kind when it was introduced in 2008 and is now the market-leader, protecting vehicles and operators in more than 30,000 mines worldwide. It is integrated with the world's first vehicle intervention system, which takes control of a vehicle in certain situations if the operator does not react appropriately to a CAS warning.

#### **Modern Studios**

Modern Studios provides a large, indoor, controlled filming environment that's comparable to like-facilities in Los Angeles. Modern Studios brought Academy Award winning motion control equipment to Arizona, which includes the BOLT and the MILO. Both motion control rigs have created a draw for outside production and agencies to use Arizona for their production work.

#### **SGNT**

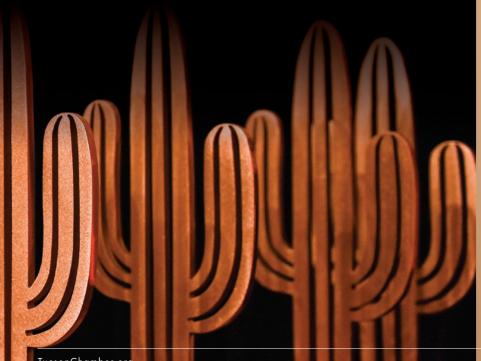
SGNT has a patent pending on an enhancement to Radio-Frequency-IDentification (RFID) they use to build packaging that proves that a product is authentic, it comes from where you think it does, that the product has never been opened or tampered with in any way. You can scan the package on any modern smartphone with the SGNT App.

#### **Snell & Wilmer**

Among other innovative updates, Snell & Wilmer has recently created an Innovation Lab Challenge and Teams. These teams are comprised of cross-functional members who meet to discuss ways in which the firm can solve problems and perform continual improvement throughout the year, whether these improvements come in the form of technology, process improvements or something else.

#### **Tucson Biofeedback**

Quantum device sensing (QDS) technology can reveal feedback loops and causal connections, offering a far more powerful approach to find weak points in one's body while calculating the intimate connection between mental/emotional stress and its effect on our physiology and overall health.



# NEXTRIO CELEBRATES INNOVATION

By Christie Street | Co-founder and CEO at Nextrio

At Nextrio, we believe that at the core of successful businesses you'll likely find the kernels of innovation. From professional culture to products and services—innovation multiplies the inertia of growth. Sometimes that energy can be scary and uncertain, propelling you into uncharted waters without a compass or a flashlight. Other times it brings breakthroughs and an exhilaration that rivals the best theme park coasters you've ever ridden. Always, innovation moves you from where you used to be to someplace in the future. We think that matters in a healthy business community.



Innovation moves you from where you used to be to someplace in the future.

As evangelists for innovation, Nextrio encourages businesses to be catalytic, be innovative, scare themselves and create the future in the process! The past winners of this award, along with this year's finalists, represent the best of that philosophy in Southern Arizona and Nextrio is proud to celebrate them.





## CONGRATULATIONS, FINALISTS!

## Blue Cross Blue Shield of Arizona Best Place to Wor Escalante Concrete Construction

Health Information Management Systems KE & G Construction Moore Law Firm Mural Consulting Corporation Onyx Creative OOROO Auto Rancho Sahuarita Management Company Silverado Technologies Splendido at Rancho Vistoso

#### Small Business Leader of the Year

#### Sue Otis

Catalina In-Home Services

#### **Barry Chasse**

Chasse Building Team

#### **Nicole Dahl**

Hotel McCoy

#### Scott Lehman

Premier Auto Center

#### **Tom Wuelpern**

PureBuild, Inc.

#### **Caroline Westnitzer**

Trusting Connections Nanny Agency

Earn to Learn Integrated Axis Technology Group JobPath, Inc. Maxim Healthcare Services Old Pueblo Community Services San Miguel High School Southern Arizona Family Services The Talent Store

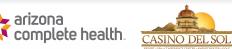
Crop Trak FreeFall Aerospace Hexagon Mining Modern Studios **SGNT** Snell & Wilmer Tucson Biofeedback

Cox Business Growth
Cathey's Vacuum and Sewing Goettl Air Conditioning and Plumbing Hotsy Industrial Systems Martin-Taylor Dentistry
Oschmann Employee Screening Services Pain Institute of Southern Arizona Silverado Rooter & Plumbing Staff Matters

## Charitable Non-Profit Business Boy Scouts of America, Catalina Council

Diaper Bank of Southern Arizona Emerge Center Against Domestic Abuse Friends of Pima Animal Care Center Greater Tucson Fire Foundation Herencia Guadalupana Lab Schools Impact of Southern Arizona La Paloma Academy Schools Sister Jose Women's Center Startup Tucson The Hermitage No Kill Cat Shelter & Sanctuary Therapeutic Ranch for Animals and Kids Tucson Symphony Orchestra Tucson Youth Development WorkAbility UCPSA Youth on Their Own

TucsonChamber.org/CopperCactus













Media Partners







#### **Keys to success**

"Entrepreneurship is a community sport." – Alec Whitters, co-founder and CEO, Higher Learning Technologies

Entrepreneurial activity can create the types of economic outcomes that matter to us as a society, such as increased productivity, income, prosperity, and employment.

A robust entrepreneurial ecosystem is one where entrepreneurs can find what they need at each stage of growth. Building this requires creating a culture of trust and collaboration that allows people to interact successfully.

Since the mid-1960s, the Kauffman Foundation has been a global thought leader and educator in community-based entrepreneurship. According to Kauffman, a thriving ecosystem includes these key elements:

- · entrepreneurs and the people to support them
- · talent that can help companies grow
- people and institutions with knowledge and resources to help entrepreneurs
- individuals and institutions that serve as champion and conveners of entrepreneurs and the ecosystem
- onramps (or access points) to the ecosystem so that anyone and everyone can participate
- intersections that facilitate the interaction of people, ideas and resources
- stories that people tell about themselves and their ecosystem
- · culture that is rich in social capital

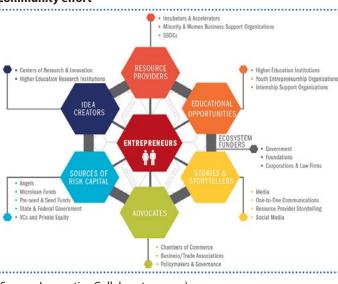
The good news is that these elements are growing in Southern Arizona. The sections that follow highlight some efforts to advocate for local entrepreneurs and their companies, organize ecosystem elements and build awareness.

#### Forge at Roy Place

In Kauffman parlance, onramps "make ecosystems more open by creating clear paths for people to join while intersections between people, ideas and resources "allow entrepreneurs to find missing pieces of the puzzles they are trying to solve." These two concepts, clear paths and serendipitous connectivity, are driving principles of Forge, a new function within Research, Innovation & Impact at the University of Arizona.

Forge is creating onramps and intersections by bringing together a business innovation lab, student projects and internships, an incubator for startups, and an open door for the community. Industry partners sponsor projects, and a dedicated team of students work with them in the lab. Just a few feet away, founders build their startups under the guidance of mentors and coaches with numerous spaces open for spontaneous conversation and classroom education. Downstairs, entrepreneurs enter the downtown facility and are greeted by the Startup Tucson team who connect them to resources and provide them educational programming to start to grow their companies. Forge at Roy Place opens in December.

#### **Community effort**



(Source: InnovationCollaborators.com)



The Economic Development Agency's Regional Innovation Strategies (RIS) Program awards grants that "build regional capacity to translate innovations into jobs through proof-of-concept and commercialization assistance to innovators and entrepreneurs." Through Forge and the University of Arizona, a proposal is being drafted to connect government, industry and academic partners across the community on an entrepreneurial effort.

The Southern Arizona Mining Tech Innovation Program is a set of five projects designed to convene idea creators and advocates, establish pooled risk capital and resources for technology incubation and scale-up, and educate the workforce of the future and share the stories of success with the community. The full proposal and program team will be presented at the TENWEST Impact Festival in October, and application submitted in March of 2020.

#### Synergy with students

Established in 1984 as one of the first university-based centers for entrepreneurship, the McGuire Center for Entrepreneurship is among a handful of national programs that have maintained top-tier undergraduate (#6) and graduate (#5) rankings.

The cornerstone of the McGuire Center is the New Venture Development program—where 20-25 teams of cross-campus students collaborate on building scalable companies. A number of these ventures have been featured on Shark Tank or at national competitions.

More than 2,000 students and community members participate in courses, workshops and pitch competitions each year. In Fall 2019, the McGuire Center is launching an exciting new online Master of Science in Entrepreneurship. Additional community programs have been launched in corporate innovation, family business, social innovation and cross-border entrepreneurship.

#### **Social venture**

To address the grand challenges facing society, cross-sector leaders from government, nonprofits and business need to be equipped with social innovation skills and resources to systematically identify and address these problems.

Three years ago, the McGuire Center's Social Innovation programs were launched. Students have the opportunity to complete academic courses diving into topics such as healthcare, sustainability and food systems, while community professionals can participate in programs such as the Nonprofit Leadership Certificate or the Heritage Foods Startup Lab.

Through a partnership with Microsoft, students have to identify pain points in datacenter communities and then pitch scalable solutions that can address these needs without relying solely on charitable contributions.

This is where the next generation of community leaders has to be trained on how to truly collaborate to drive innovations for economic, social, and cultural impact.



#### EVERYONE HAS A ROLE. DISCOVER YOURS.

TENWEST Impact Festival helps the curious and the impassioned solve the great economic, social, cultural and environmental challenges facing our communities. Through ten days of exhibitions, talks, and interactive experiences, national experts and local heroes will inspire the ideas and facilitate the connections that will empower us to act.

#### **NOTABLE EVENTS INCLUDE:**

#### **Building Innovative Cities**

Hosted by Mayor Rothschild and featuring guest mayors from across the country.

#### Educating iGen

Exploring new ways to engage, unite, and elevate the next-generation workforce of educators.

#### IdeaFunding

Level up your business or launch a new venture at IdeaFunding, your path to get your startup started up.

#### 4th Industrial Revolution and You

Don't be left behind by the AI  $\!\!\!/$  automation revolution.

#### Arts, Music, and Technology Festival

MOCA presents a one-day conference, laboratory and performance series exploring art, music and tech.

And many others across social impact, education, business, art & culture, science & tech and sustainability.



TucsonChamber.org Fall 2019



# MAKER & CREATIVE COMMUNITY ARTSPACE

Slated to open Fall 2019, SAACA will open the doors to CATALYST, a first-of-its-kind 14,000-square-foot Maker and Arts Space at Tucson Mall. The space will have dedicated learning spaces for culinary arts classes and instruction, music and film production studios, an arts and crafts studio, robotics and engineering lab, performance spaces and coworking for creatives.

CATALYST will be an inspiring, innovative place where people from all walks of life will connect through the shared experience of arts and culture. By bringing diverse groups of people together, this new center will nurture shared learning and understanding of both the value of individuals and the power of community. The center will serve as an active partner in the educational, economic and cultural life in Southern Arizona, inviting discovery, creativity, entrepreneurship and learning through collaboration. Through its programs, the center will be a vital part of the fabric of our region. Learn more at: saaca.org/catalystmaker-space.html.



hen you think about the contributions that nonprofits make to our community, you may not think of them in economic terms—but you could. Arizona's nonprofit sector is a significant economic force and a major employer, vital to the economic growth and development of the state and our community.

**Surprising stats** 

According to research conducted by the L. William Seidman Research Institute of the W.P. Carey School of Business at ASU\*, nonprofits are Arizona's fifth largest non-government employer and generate more direct jobs, wages and salaries, than, for instance, the construction industry. Collectively Arizona's nonprofits are responsible for 325,000 jobs—167,000 direct jobs and 158,000 indirect jobs.

More than 21,000 nonprofits operate in Arizona—2,500 of them in Pima County. In 2014, our state's nonprofits generated nearly \$28 billion in revenue and 8 percent of the State's Gross Product. And despite being exempt from corporate income tax, nonprofits directly and indirectly generated about \$2.1 billion in state and local taxes.

**Funding sources** 

Nonprofits vary dramatically by size, from large nonprofits such as Banner Health and Tucson Medical Center to small nonprofits such as the Angel Heart Pajama Project with a budget of \$70,000 (including in-kind contributions) and one part-time employee.

Funding for nonprofits varies as well. In Arizona, more than 72 percent of nonprofit revenue is generated by earned revenue, fees for service, government contracts—not philanthropic contributions. An organization such as Ronald McDonald House Charities of Southern Arizona relies almost exclusively on contributions with only 6 percent of income from a government source (AHCCCS.) For nonprofit organizations such as Children's Clinics, which offers a family-centered medical home to meet the special needs of children and families, the situation is reversed. Approximately 90 percent of its income comes from fee-for-service contracts and only 10 percent from philanthropy.

#### How helping others benefits the economy and the community



#### What lies beneath the bottom line?

Beyond the economic impact, nonprofits create social, public and civic value, which now can be measured as Social Return on Investment (SROI). The Alliance of Arizona Nonprofits recently commissioned the L. William Seidman Research Institute to create metrics that allow nonprofits to quantify the social impact of their work.

Most nonprofits collect and analyze data in order to make sound decisions about the effectiveness of their programs and quantify outcomes to donors who support the work. These metrics give us new tools and a common language to analyze the social value of nonprofits and demonstrate how we help Arizona reach its goals in education, healthcare, the environment, job creation and other areas.

#### **Business benefits**

Business leaders who support local nonprofits usually do so because they enjoy helping organizations that improve people's lives. But partnerships with nonprofits also are good for businesses. Research on corporate social responsibility conducted by Cone Research showed that 87 percent of Americans will purchase a product because a company advocated for an issue they cared about. And 79 percent of people prefer to work for a socially responsible company.

Independent research for McDonald's demonstrates that when consumers understand the relationship between McDonald's and Ronald McDonald Houses Charities, it elevates brand reputation and drives purchase decisions. In Southern Arizona, the six owner-operators contribute personally and through ongoing in-store donations to support the work of Ronald McDonald House Charities of Southern Arizona.

"When Tucson businesses support local nonprofits, it's not just a matter of giving or giving back," says Tim Medcoff, managing partner Farhang & Medcoff; Chair Elect, Tucson Metro Chamber of Commerce, "it's also an investment in our community. Our local nonprofits create access to the arts, work to alleviate hunger and homelessness, and care for our most vulnerable citizens—all of which makes Tucson a better place to work, play and live."

\*The research for the report, "Arizona Nonprofits: Economic Power, Positive Impact," was conducted by L. William Seidman Research Institute of the W.P. Carey School of Business at ASU, using multiple sources of data for 2014. The research was conducted in partnership with and on behalf of the Alliance of Arizona Nonprofits, ASU Lodestar Center for Philanthropy and Nonprofit Innovation, and The Phoenix Philanthropy Group.



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#### **KEYSTONE**

Arizona Complete Health Casino Del Sol Resort

Caterpillar Surface Mining and Technology Division

Desert Diamond Casino - Sahuarita

Diamond Ventures Great Western Bank Hexagon Mining

Jim Click Automotive Team

Mortenson

Norville Investments Port of Tucson

Raytheon Missile System Tucson Electric Power Co.

University of Arizona Business Affairs

Walbro LLC Wells Fargo Bank

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AGM Container Controls, Inc. Alliance Bank of Arizona American Board of Radiology American Family Insurance

American Fire Equipment Sales and Service

Corporation Arizona Daily Star Arizona Lotus Corp Arizona State University

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Atmosphere Commercial Interiors Bank of America - Commercial Banking Banner - University Medical Center

Barker Contracting, Inc. BBVA Compass BeachFleischman PC BFL Construction BizTucson Magazine Blessing Capital

Blue Cross Blue Shield of Arizona

Burns & McDonnell CAID Industries, Inc. Caliber Group Canyon Ranch

Carondelet Health Network Carondelet Medical Group

Casa de la Luz CenturyLink, Inc. Chase Bank

Commotion Studios, LLC

CopperPoint Mutual Insurance Company

Cox Communications, Inc. Crest Insurance Group, LLC Cushman & Wakefield | PICOR Downtown Dispensary

DPR Construction

 ${\sf El \, Conquistador \, Tucson, \, A \, Hilton \, Resort}$ 

El Rio Health

Empire Southwest, LLC

Encompass Health Rehabilitation Hospitals

Epiroc

Fangamer

Film Creations, Ltd.
Finley Distributing Co.
Gibson's Office Solutions
Hamstra Heating & Cooling, Inc.

HDS, Inc. HeinfeldMeech

Hensley Beverage Company Holualoa Companies

HSL Properties, Inc.

Hughes Federal Credit Union Institute for Better Education

Intuit

JW Marriott Starr Pass Resort & Spa

Kyte Enterprises La Paloma Academy Long Realty Company Lovitt & Touche', Inc. Modern Studios Modular Mining Systems

National Bank of Arizona

Nextrio

Nova Insurance Services NüPOINT Marketing OOROO Auto

Paragon Space Development Corporation

Pima Community College Pima Federal Credit Union

Psomas, Inc.
Quarles & Brady LLP
Rancho Sahuarita
Realty Executives Tucson
Royal Automotive Group
Rusing Lopez & Lizardi, PLLC

Scripps Broadcasting - KGUN9 and cwTucson58

Securaplane, a Meggitt Company

SGNT

SMG - Tucson Convention Center Sonora Behavioral Health

Sonora Quest Laboratories of Tucson

South32

Southwest Airlines Southwest Gas Corp. Sundt Construction, Inc.

Swaim Associates LTD Architects AIA

Texas Instruments
The Clements Agency, LLC

The Law Office of Sherry Janssen Downer, PLLC

The Westin La Paloma Resort & Spa

Tucson Business RadioX Tucson Federal Credit Union Tucson Local Media

Tucson Medical Center Tucson Roadrunners Hockey Club U-Haul Moving & Storage at Automall

UnitedHealthcare

Universal Wallboard Corporation Univision Communications Vantage West Credit Union

Visit Tucson

Watermark Retirement Communities

#### **PREMIER**

AAG Realty

AC Hotel Tucson Downtown

ADP

Afni, Inc.

Arizona Correctional Industries

BASIS Tucson North Center for Neurosciences Chamberlain Group Chasse Building Team

Chef Chic

Cintas Fire Protection

Circle K

CODAC Health, Recovery & Wellness, Inc.

Coyote Creek Development

Dave & Buster's Effortless HR Farhang & Medcoff

Focus Hospitality Management GLHN Architects & Engineers, Inc. HomeGoods Tucson Distribution Center

HTG Molecular Diagnostics Hudbay Rosemont Copper

Kalil Bottling Co. KE & G Construction Land Advisors Organizations Liberty Mutual Insurance Lockton Companies Loews Ventana Canyon

M3 Engineering & Technology Corporation

Madden Media

Mesch, Clark & Rothschild, P.C. Old Pueblo Community Services

O'Rielly Chevrolet, Inc. Pacific Premier Bank Peter Piper Pizza Pima County Fair Radiology Ltd. Rain Bird Corporation Simpleview

SinfoniaRx

Southern Arizona Urgent Care

Strategy<sup>\*</sup>

Sun Mechanical Contracting, Inc.

Swire Coca-Cola, USA

**Taylor Street** 

The Lodge at Ventana Canyon Golf & Racquet Club

The Loyalty Zone TruWest Credit Union Tucson Airport Authority

Tucson Fire Fighters Association, Local 479

Tucson Orthopaedic Institute
Tucson Police Officer's Association

Union Pacific Railroad

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

World View Enterprises, Inc.

## MEMBER BENEFITS









Be a part of the **800,000 member referrals** through our online membership directory

Opportunity to advertise in the *Chamber Edge* magazine with far-reaching circulation in both print and digital

Attend complimentary, member-only **Knowledge at Noon** workshops

Attend quarterly **Issues Over Easy** breakfast at member pricing

Attend complimentary monthly **Interface** with local government officials

Attend complimentary, member-only monthly **Chamber XChange** networking happy hour and **Coffee and Contacts** speed networking

Celebrate your grand opening, anniversary or ground breaking event with a **ribbon cutting** ceremony hosted with the Chamber

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Receive assistance in select regulatory matters impacting your business

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Access local and national discount programs

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Participate on a variety of committees and ad-hoc taskforces including the **Military Affairs Committee**, **Public Affairs Council**, **Talent Attraction Taskforce** 

Business name and contact info in **online business directory** 

Opportunity to serve as a **Chamber Ambassador** with increased visibility at Chamber events and personal access to new members

Access to "We Can Help" online help desk

Promote your **events, job openings** and share your **company news** on the Chamber's website

Receive special member-only pricing for **Chamber events** 



TUCSON METRO CHAMBER

# SAVE TEDATE

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SEPTEMBER 24



OCTOBER 1

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