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MEANS BUSINESS

WHAT'S INSIDE:

- REASONS TO RELOCATE HERE
- HEXAGON'S DOWNTOWN DIGS
- BLEISURE TRAVEL

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HIGH-TECH,
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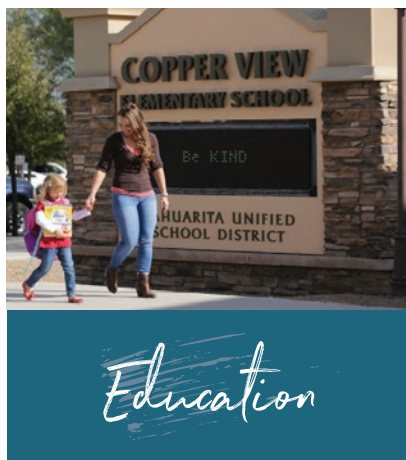
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TucsonChamber.org

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.



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LETTER FROM THE EDITOR

Photo: Tom Reich

Get to Know Tucson

I'll never forget the moment of sheer panic I had when I took the Speedway Blvd. exit from I-10 when I transferred from Boston University to the University of Arizona sight unseen. I remember seeing the tiny cluster of the four buildings that marked Tucson's downtown and thought, *Is that it?! Oh, man, I've made a big mistake.*

Thankfully, I had not made a mistake. In fact, I absolutely love Tucson, I'm a huge ambassador of it, and have even raised my family here. I especially enjoy how I'm still finding hidden gems and learning about new places to explore—and I've been here for three decades! I've come to realize that for me, coming to Tucson was like meeting someone for the first time who didn't necessarily make a phenomenal first impression. But after I got to know them, I found them to be interesting, beautiful and special. Inside the following pages you'll get to know why Tucson is all of these things.

I had the pleasure of interviewing several couples who shared their feelings about moving to Tucson when one of them got a job here in a feature on page 8. Visit Tucson contributed a great piece on page 16 about Bleisure Travel—the lovechild of business and leisure travel—that's packed with must-visit destinations around town, and Hexagon Mining sets an excellent example of how to make working in Tucson hip on page 22.

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. Tucson has been climbing the ranks in nationally recognized cities for many industries and that wouldn't be happening if not for our out-of-the-box thinking and entrepreneurial moxie.

Enjoy reading the Chamber Edge and have fun showing off or exploring our amazing city!

Heather Wuelpern
Chamber Edge Editor & Tucson Metro Chamber Director of Communications



Bullish.

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opportunities
abound. Right now.*

We've heard it all. "The market's hot". "The market's cold". "The market's strong". "The market's weak". And yet, over 40+ years we've somehow managed to navigate every conceivable market condition and profit through every one of them. We've shaken our heads at others' collective giddiness and done the same at their collective despair. We rarely succumb to either.

Here's the simple truth: If you're convinced the market has dried up, then for you, it has. We're successful because regardless of the type of market everyone tries to tell us we're in, we just don't listen.

There are opportunities to be found right now. And we're completely confident in our ability to search them out. Just because others can't – or won't – doesn't make them any less available. Or any less profitable.

Is the market good? Great. Is the market bad? Also great. We remain bullish on our ability to profit in both.

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DEVELOPING ROOTS IN TUCSON

Doing our part to make
our city the best place to
work and live

By Amber Smith | President & CEO at
Tucson Metro Chamber

Phenomenal outdoor experiences, an impressive arts and cultural community, exceptional higher education programs, diversity in housing communities and growing industry sectors are common drivers for bringing people to Tucson. In fact, Tucson's been getting more national recognition for why it's a fantastic place to live, work and play, such as "hot spot for technology and innovation" (AZ Big Media), one of "The 12 Best Places to Live in 2019" (Outside Magazine) and "3rd Fastest Growing Technology Metropolises in US" by Oliver Wyman and in 2017 ranked "Hippiest Cities in the US for Under 30" by Business Insider. We have soaring growing entrepreneurship programs supported by Startup Tucson, Startup Unidos and the University of Arizona Center for Innovation.

I came here from Texas for my undergraduate and graduate degrees and our Board Chair, Barbi Reuter, moved here from the East Coast when she was a tween. We have both developed roots by raising our families here. But now that we're in our current roles at the Tucson Metro Chamber, we're motivated to do our part to get the word out that Tucson is an exceptional place to start your career, grow a business or relocate your company.

Nationally, reports show that employers universally have concerns related to attracting, retaining and growing talent. We have championed this issue in a variety of ways. You may have already heard about the impressive 66% hiring rate we had from the two hiring events we facilitated. We have partnered with

veterans group, the University of Arizona and Pima Community College on ways to engage talent, develop curriculum to address industry needs, and retain talent in Tucson after they graduate. Our workforce innovation summit proved to be a powerful collaboration among many high-level representatives from companies that are all dedicated to developing our talent, starting as early as middle school, to ensure we have the talent to fill all of the emerging needs across many industry platforms. The overarching takeaway is that we have learned that once these

connections are made magic happens. Therefore, the Chamber will continue to centralize people, industry and job trainers with the goal of growing the talent pipeline long into the future.

As talent attraction becomes even more competitive, the Chamber will introduce programs for employers and community members to utilize and solidify the necessary relationships between each other and the workforce. As an example, internship programs are proving the key to retaining graduating talent. Hexagon set an excellent example of this and the feature on page 22 was even written by one of their interns.

“

**When
connections
are made,
magic
happens.**

”

The Chamber will continue to grow strategic relationships between our higher education institutions, training partners and employers. We KNOW Tucson is a fantastic place to innovate, grow and evolve. If you don't believe us, keep reading.

HAVE JOB, WILL TRAVEL

How accompanying partners have made the most out of their partner's business opportunity

By Heather Wuelpern | Director of Communications at Tucson Metro Chamber

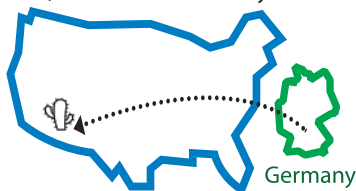
Sometimes when opportunity knocks, the knock comes from overseas or across the country. Since Davis-Monthan Air Force Base resides in Tucson's backyard and because more companies are relocating operations here, the demand for quality talent will continue to grow. But what about the significant others of the highly sought-after talent? How do they feel about making the move? Some recent transplants shared their views about how they've acclimated to having Tucson as their new home.



Kia & Dennis

After living in lush green places such as Hawaii, Florida and Virginia, Kia and Dennis heard the record scratch when Dennis got orders to move from Germany to the "dry desert" they imagined Tucson to be—cue the tumbleweed rolling across a dusty road. But luckily, their good attitudes paid off. "We always look for the positive wherever we live," said Kia, "I started to research schools, job opportunities for myself and churches right away."

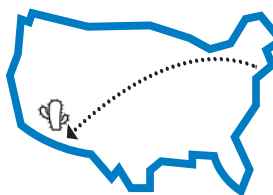
Fast-forward five years to present day and now they love Tucson so much that they plan to retire here. "Tucson's a small city with a lot of treasures," Kia said after she described how much they enjoy the entertainment venues, hiking, farmers' markets, restaurants for foodies and the zoo. She continued, "We are still struck by the beauty of the mountain backdrop everywhere we look. We love sitting by the fire in our backyard at night while sipping a glass of wine and gazing up at the stars."



“

Tucson's a small city with a lot of treasures.”

”



Kerie & Dan

These Beantown transplants moved to the Old Pueblo when Dan took a high-level job at a community health center. Both Kerie and Dan were eager to explore a new place, but Kerie was surprised by the discrepancy in pay from the East Coast wages she was used to earning. Although she conceded, "A more modern two-bedroom apartment in Tucson is about the same rent as an outdated one-bedroom in Boston." She went on to say that other Tucson perks include, "Mexican food, great hiking, a hipster bar scene, friendly people and being able to go over the border to La Roca in Nogales, Mexico for the day."

Kerie took the bull by the horns to promote her brainchild, Bostonia Business Solutions. She conducted seminars on helping business owners budget and manage finances at Startup Tucson and SCORE, and networked at chambers of commerce around town, Bioss and UA Tech Parks. And for her personal network, she developed friendships by becoming involved with Meetups, striking up conversations when she was out and about and joining the Tucson Sailing Club.



“

We are still finding new things to do every week.

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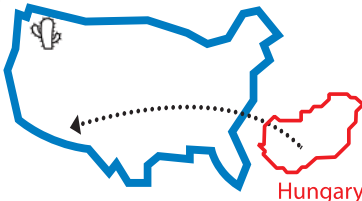


Denise & Randy

Denise and Randy were excited to relocate to Tucson from Papa, Hungary because they had never lived on this side of the country before. One of the things they appreciate the most about Tucson is the ease of learning how to get around since Tucson is mostly built on a grid. Being avid travelers—they visited 25 countries in Europe during their two-year stint in Hungary—they feel that when they want to travel

that, “geographically Tucson is a good starting point,” Denise remarked and listed all of the trips they’ve already made from their new home base, including Los Angeles, a cruise to Cabo San Lucas and Puerto Vallarta, the Grand Canyon and Las Vegas.

They are happy to show off Tucson’s scenery whenever they have out-of-town guests. “The cacti in this area are amazing!” beamed Denise and then shared how she loves how much the landscape changes going toward the top of mountains. They also enjoy the abundance of amenities that our big city without the big city feel has. “We are still finding new things to do every week and we have already been here about a year.”

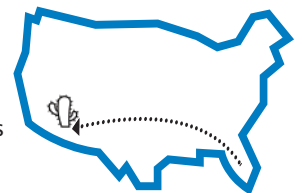


Darrin & Jeff

Jeff had a head start when he moved back to Tucson from Pensacola, Florida for a job in publishing and then Darrin followed suit shortly after when he found work here in the hospitality industry. They admit they sometimes miss the Southern hospitality they had grown accustomed to, but they certainly don’t miss dealing with hurricanes! The lack of natural disasters is just one of Tucson’s charms as well as being “a big little city on the rise with plenty to do and lots of opportunities,” as Jeff put it. He went on to say, “With so many restaurants and attractions, everything feels like a discovery.” They recently enjoyed a staycation at Ventana Canyon Resort where they “felt like they were on vacation at an exotic place.”



They love sprucing up their new home and have become avid cactus mongers, learning which cacti the rabbits and squirrels won’t eat. When friends come to visit their new digs, Darrin and Jeff introduce them to Sonoran hot dogs and the region’s cultural vibe by taking quick road trips to San Xavier, Tubac and Tumacacori. The gorgeous sunsets always wow their friends, too.



“

With so many restaurants and attractions, everything feels like a discovery.

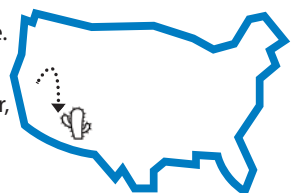
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Amy & Brian

The Southwest was nothing new for Amy and Brian when they moved to Tucson from Travis Air Force Base in Fairfield, California because they had visited Amy’s sister in Phoenix before. But what has stood out as a bit different than the West Coast is “how much friendlier and open to listening Tucsonans are,” commented Amy. In fact, she said that building her business as a financial advisor at First Command Financial Services has been easier here because of the people.

Amy and Brian have been lucky building a solid network of good friends, too. Regularly volunteering at the Southern Arizona Community Food Bank has been a great way to meet likeminded people. They also started friendships when they went to the 1st Annual Brain Freeze Ice Cream Festival. They’ve had an easy time feeling at home and having fun at concerts, the theater, breweries and exploring the wonderful outdoors.





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TAKING THE SHOW ON THE ROAD

Local First Arizona sets out to change how Southern Arizona cultivates community placemaking

By Michael Peel | Southern Arizona Director at Local First Arizona & Local First Arizona Foundation

Local First Arizona (LFA) has an exciting new way to engage the public and connect community members to local businesses. The LFA Roadshow focuses on traveling throughout the city and region, showcasing areas for placemaking and community building while promoting hubs of unique local businesses. The roadshow concept aligns closely with the Local First mission to strengthen the local economy and make it more diverse and inclusive, as cultivating community in public spaces raises awareness of the economic and cultural benefits of localism. Occurring monthly, these free events feature interactive activity areas, local food, beer and wine, raffles, and a variety of entertainment—ranging from music to dance to comedy—all while promoting local businesses and nonprofits. Roadshow areas include local attractions, makers and artists, environmental education and banking locally. The Roadshow also showcases LFA's Southern Arizona educational, entrepreneurial and environmental programming, including:

- **Fuerza Local** | Supported by Vib'n and the Community Investment Corporation, this program is designed to teach underserved microentrepreneurs important basics for financial literacy and business development.
- **SCALE UP** | Recognized with the 2019 Tucson Electric Power Go Green Business Development Partner Award, this new program focuses on making it easier for local businesses to save energy and money by implementing sustainable practices.
- **Historic 4th Avenue Coalition** | Formed to preserve the unique identity of Historic Fourth Avenue (LFA's Southern Arizona headquarters) and the surrounding areas while promoting smart, sustainable growth that will benefit these districts and Tucson as a whole.



These free events feature interactive activity areas, local food, beer and wine, raffles, and a variety of entertainment.



Having taken the Roadshow midtown to Dedicated/Unscrewed Theater, downtown to 191 Toole, and north to Zinburger already, the potential is limitless for areas for which to connect for an event. With upcoming events at Tucson Meet Yourself and Tohono Chul, the LFA Roadshows have only just begun. Stay tuned for where we head to next at localfirstaz.com.

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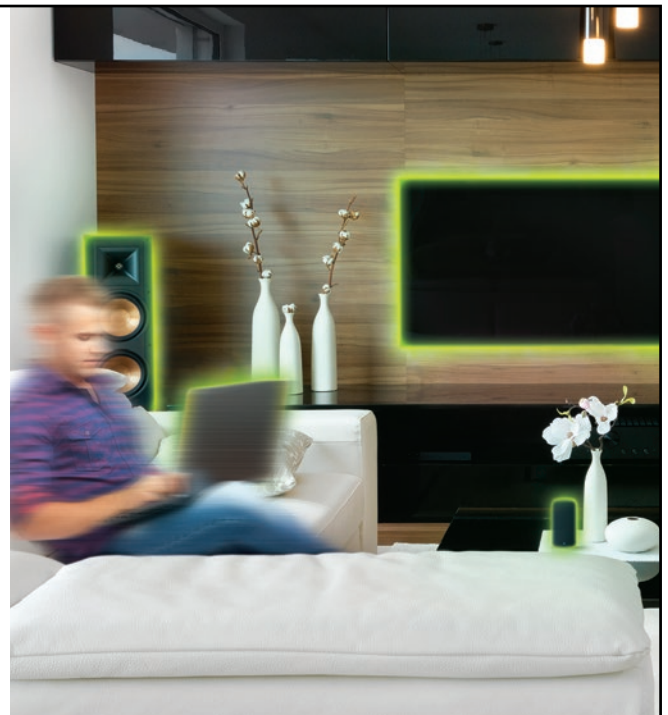
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THE TUCSON HOUSING MARKET IS HOT!

Tucson Housing Market: Year-Over-Year

1,539
Homes Sold

12.58%

That's 12.58% more sold than July of 2018

\$233,000
Median Price

8.37%

That's 8.37% more than July of 2018

36
Days on Market

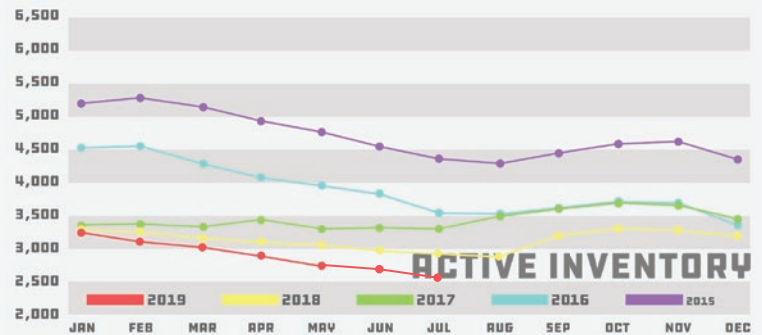
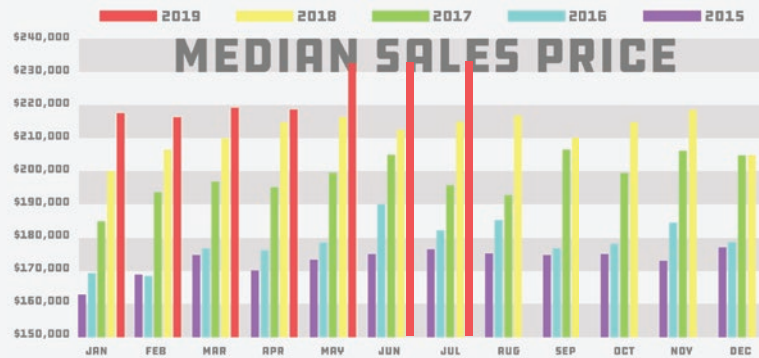
7 Days

Homes sold 7 days faster than July of 2018

2,525
Active Listings

14.90%

There's 14.90% less active listings than July of 2018



The median sales price continues to increase as active inventory continues to decrease.

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MEANINGFUL COLLABORATIONS

PCC's mission to meet the needs of employers

By Lee D. Lambert, J.D. | Chancellor at Pima Community College

The futurist Bob Johansen says effective leaders are adept at communicating two complementary messages. First, they must explicitly explain the “why” of the ultimate goal of their organization.

Simultaneously, leaders must clearly communicate that the organization is flexible when it comes to the “how,” or the means the organization employs to reach the goal.

Opportunity knocks

Organizational agility closely aligns with the entrepreneurial spirit, which places a premium on openness to new approaches, and comfort with substantive change. In higher education, which faces sharp-edged demographic, technological and economic challenges, the need for innovation, creativity and its attendant risk-taking in service to the institutional mission is particularly acute. One of my key tasks, in my six-plus years as Chancellor of Pima Community College, has been to clearly elucidate Pima's goal to be a premier community college to external and internal constituents, while bringing the message that we are in the business of new ideas.


Telling the world that we are open for business is consequential. It means that when opportunity knocks, we answer, anytime, anywhere, if the proposed project appears to be mutually beneficial. It means that our administrators,

faculty and staff are encouraged to expand their engagement with the community, because these professional connections often are the wellspring of entrepreneurial ideas. It means pivoting from personal connections to an institutional focus, for information gleaned from these relationships needs to flow up to a primary point of contact to be useful. At Pima, that person is Dr. Ian Roark, Vice President of Workforce Development, and a member of the Tucson Metro Chamber of Commerce Board of Directors. Finally, it means recognizing that external engagement often drives new forms of internal coordination, for business partners are not aware of the silos common to higher education administration. And, as they're interested in results, they don't care.

Preeminent possibilities

The entrepreneurial impulse taking hold at Pima has driven several new initiatives, many of which fulfill the need to be the first and-or the best in their class, to be the one and only. The Applied Technology Academy is a unique educational partnership that provides Caterpillar engineers with hands-on training in welding and machining, so they can be better designers and innovators. Our collaboration with the Arizona Cyber Warfare Center has resulted in Pima being the only community college in the U.S. to offer live-fire scenarios and training, which bolsters our new Cybersecurity program. Our Aviation Technology Program, already a regional leader,





will be enhanced by a one-time \$15 million appropriation from the State of Arizona that will double the number of students we serve, making us a national leader in this critical economic sector.

In recognition that many students in today's Career and Technical Education programs will be tomorrow's small-business owners, Pima soon will offer entrepreneurship classes in Building and Construction Technology, Culinary Arts and other disciplines. Students farther along the entrepreneurial path can receive support through Pima's Small Business Development Center.

Pima's relationship with the autonomous vehicle manufacturer TuSimple is a case study of entrepreneurship in action. Soon after the opening of its Tucson site, a TuSimple executive reached out to Pima to provide today's truck drivers, and those entering the industry, with the training to succeed in an economic sector on the cusp of disruption by emerging technologies such as Artificial Intelligence. Pima leadership quickly transformed that personal outreach into an institutional imperative to deliver a new, industry-driven curriculum. The task challenged us to rethink the structure of our academic programming. But after collaborating internally and learning more about the client, Pima delivered a first-of-its-kind Autonomous Vehicle Driver and Operations Specialist program to start this fall.

Mission accomplished

Pima understands the changes that will profoundly alter the workplace. We are obligated to think deeply about the social consequences of technology. The TuSimple partnership demonstrates Pima's commitment to collaborate externally, and to change internal processes. As entrepreneurs, we strive to make every interaction valuable for students and business. Our mission is to meet the current and future needs of employers, while keeping the people of Pima County gainfully employed as technology advances. If we fulfill our mission, everyone wins.

“

**When opportunity
knocks, we answer,
anytime, anywhere, if
the proposed project
appears to be
mutually beneficial.**

”

BLEISURE TRAVEL

Business trips need not be all work—add some play!

By Dan Gibson | Director of Communications at Visit Tucson



Photo: Adrienne McLeod

Nearly every working person has faced a dilemma—we'd all like to travel more, see cities, experience other cultures, yet the time that work demands seems to creep more and more into our free time.

Enter "bleisure" into the picture—it's exactly what it sounds like—a crossover between "business" and "leisure," making the most of the opportunity when traveling for work. No, it doesn't mean skipping a session of the conference your boss signed you up for or playing games with expenses (tsk-tsk!). Instead, bleisure means adding a few days before or after your trip to see more than just the hotel conference room or the inside of offices.

A recent survey of business travelers said that 60% of those asked had added time spent in a destination they went to for work by an average of two days. Also, often someone close to the business traveler went along for the ride, and more than half of bleisure travelers brought a family member or significant other with them.

Stay a while

For us at Visit Tucson, our intention is to expand the idea of Tucson's possibilities to those travelers coming here on business. Bleisure trips are a growing chunk of the leisure market—up to 17 percent of all leisure trips in one survey. While our preference is to get long stays out of visitors, so they can see as much of Tucson as they can, we also offer shorter itineraries on our website, "must-see" suggestions in our visitor guide and our social media channels are full of ways to see the wonders of Southern Arizona. With the wide array of conventions and meetings that come to town, our convention services department provides whatever information they can to attendees, hopefully inspiring them to add at least a day or two to their stay.

Passport savings

How can we collectively help to increase bleisure business here? If you know someone is coming here for work, provide suggestions of more they can see and do while they're here. Want a one-stop shop for what to do in Southern Arizona? Be forewarned, it won't be just your visitors who will want this deal, but the Southern Arizona Attractions Alliance's Digital Tucson Passport offers savings at more than 80 of the best places and events in our corner of the Sonoran Desert. There's basically something for everyone—not an exaggeration, honestly—whether that's the Broadway-scaled productions of Arizona Theatre Company, the historic beauty of Ted DeGrazia's Gallery of the Sun or the bumper-to-bumper action of NASCAR racing at Tucson Speedway. For all the details, including the outstanding list of participants, visit TucsonAttractions.com.

Top ten

When someone visits the Sonoran Desert for the first time, it's easy to have a lot of questions about the landscape and ecosystems here. Even just the mighty saguaro, a fixture to those of us who've been here for a while can be a great mystery. The best way to learn about the complexities of this area is the Arizona-Sonora Desert Museum, ranked atop Tucson attractions on TripAdvisor and in the top ten

museums in the country. The 98 acres of the Museum are just begging to be explored, learning more about the 242 animal species and 56,000 individual plants curated there. It's almost overwhelming—a second visit is just as rewarding as the first, with more of the museum opening itself up each time you cross the turnstiles. More information at DesertMuseum.org.

A tiny gem

For those bringing their families along, there's nothing like a visit to the Mini Time Machine Museum of Miniatures, a midtown gem focusing on seeing the world in a new, much smaller way. The museum is designed with children in mind, perfectly constructed for their heights and enjoyment, complete with unexpected surprises that pop up around them. Celebrating their 10th anniversary in 2019, adults will get swept up into the experience as well, squinting to see the tiny details in each exhibit. More at TheMiniTimeMachine.org.

Take flight

It's no surprise that Pima Air & Space Museum is at the top of Tucson lists for aviation buffs because of its incredible collection that covers the history of flight. For the everyday person who may not be able to discern the difference between an A-10 and a B-17, Pima Air & Space is still full of wonders. It's hard to not be awestruck walking into the first hangar (one of four!) and seeing legendary aircraft (some hanging from the ceiling!) up close. Open since 1976 with 48 aircraft on display the first day, the Museum now has more than 300 on display, including the aforementioned A-10 and B-17 as well as the second 787 to be built. More at PimAir.org.

Jackpot of entertainment

Bleisure isn't just about museums or sightseeing, it's also about experiences—and Tucson has those in abundance as well. Casino del Sol Resort and Desert Diamond Casino don't just offer thrilling gaming, but also stages of entertainment. AVA Amphitheater's nearly 5,000 seats provide for an amazing experience at Casino del Sol, even if you might be on your feet cheering for the entertainers or dancing to the music all night. There's something for everyone during their extended summer season, from country to comedy to stars of Latin music and more. Further south (and indoors, so

expect shows all year long), the Diamond Center at Desert Diamond Casino in Sahuarita also provides a reliable source of national (and international) entertainment, plus the opportunity to hit the slots before and/or after the show.

Sun & ice

The Tucson Convention Center is a home for nearly everything under the sun, hosting costumed superheroes for Tucson Comic-Con one weekend, an arena full of pop music fans for an arena-filling concert the next. Beyond even a regular stream of big-name acts, there's thirty-plus thrilling nights on ice with the AHL Tucson Roadrunners. Featuring the rising stars of hockey from just below the major leagues of the NHL, the Roadrunners are fun to watch as the puck flies around the rink, but the experience around the game is almost as exciting. It's loud, raucous entertainment, plus they seem to be giving something away for free every few minutes. Also, who doesn't love watching the Zambonis magically smooth out the ice?

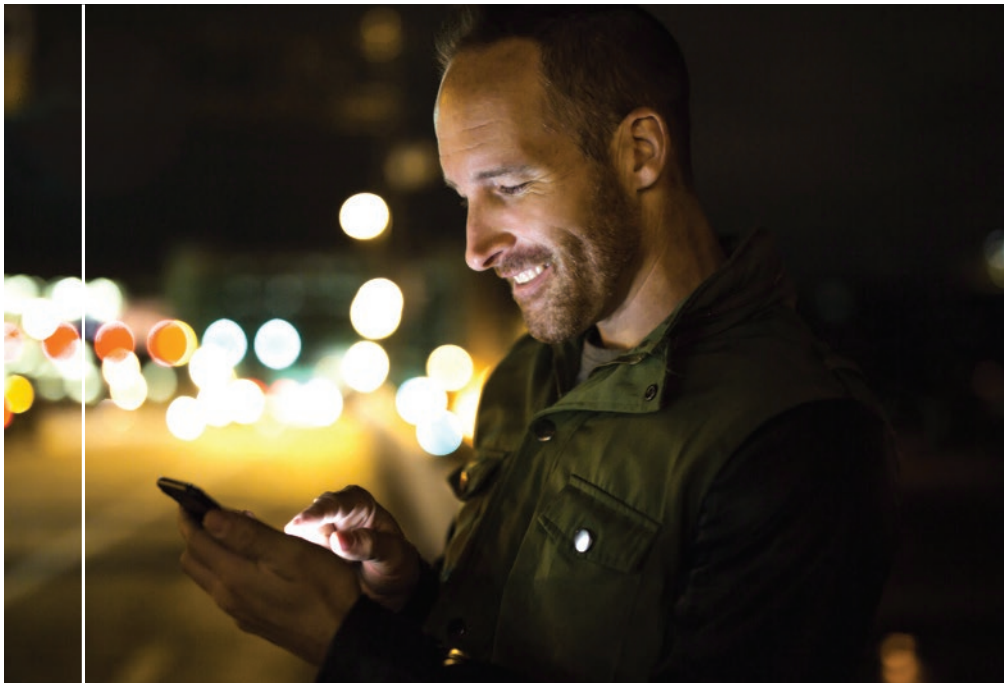
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“

Bleisure is an opportunity to show off our city.

”



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GROW IN TUCSON

It's hard to find a better place to visit, live and work

By Jonathan Rothschild | Mayor of City of Tucson

Tucson has many advantages to offer businesses that choose to locate and grow here.

Our high quality of life and low cost of living attract employers and employees alike. Tucson offers great weather, beautiful natural surroundings and a rich culture. We're a UNESCO City of Gastronomy and an IFEA World Festival & Event City. We're surrounded by national parks and national forest. Outdoor activities are year-round—all reasons why tourists love to visit and Tucsonans love to live here.

Tucson boasts a robust technology sector, with clusters in aerospace and defense, biotech and medtech, IT and optics. The University of Arizona and Pima Community College help supply Tucson with a well-qualified workforce, with skills ranging from entry level to Ph.D.

Tucson is a welcoming community. We view diversity as a strength and celebrate our differences every October at Tucson Meet Yourself, a festival affectionately known as "Tucson Eat Yourself" for all the delicious ethnic street food available in booths throughout the city center.

Our city is also a transportation and logistics hub. Located at the intersection of I-10, I-19 and the Union Pacific rail line, Tucson sits on the CANAMEX Corridor. Tucson International Airport (TIA) offers nonstop flights to 19 U.S. destinations, and one-stop flights to more than 345 cities around the world. The expanded Mariposa Port of Entry in Nogales, 66 miles to the south, is a major gateway to the Mexican states of Sonora and Sinaloa. Tucson also has an inland port, allowing manufacturers and distributors to bypass the bottlenecks at California seaports.

The City of Tucson offers incentives for employers who meet certain criteria, and our Office of Economic Initiatives works with companies to help them understand the process. Our Planning and Development Services Department, and all our city departments work to facilitate both entry of new businesses and expansion of existing businesses. We aspire to provide the best customer service of any city in the Southwest and our community works hard every day to exceed expectations.

Recently, GEICO, Caterpillar and Amazon have chosen to invest in Tucson. I'd say the secret is out: Tucson is a great place to do business, as well as a great place to live.



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“

We wanted people to come in and have a hands-on demo of our products.

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Photo: William Lesch

DIGGING DEEP TO NEW HEIGHTS

Bringing innovation into the heart of Downtown Tucson

By Ian Leones | Content Marketing Intern at Hexagon Mining

Over the years, Tucson has become a valley of innovation for the mining industry. With a rich history in copper mining and a recent migration of several large mining companies to the city, Tucson is a hub for state-of-the-art software and hardware. Located in the heart of downtown, Hexagon has created a unique space to showcase its latest mining technology, fostered local talent through its internship program and helped advance women in the mining industry.

A Hands-on Experience

Hexagon's Mining division solves surface and underground mine challenges with proven technologies for planning, operations and safety. One of the ways Hexagon presents these technologies to clients is through the Experience Center. Located on the fifth floor of its new global headquarters in the City Park building on Congress Street, the center looks like a miniature technology expo, with a virtual reality headset, a vehicle cabin simulator and various other hardware on display.

"We needed something that didn't just show a screen with looping videos," said Jose Sanchez, a product marketing specialist at Hexagon. "We wanted people to come in and have a hands-on demo of our products."

Some of the software on display includes MinePlan, which allows managers to do long-term and day-to-day planning of open-pit and underground mines from the exploration stage all the way through production. To complement this software, the VR headset gives users a three-dimensional view of a project plan.

"You can get a sense of what your project looks like," Sanchez said. "You can walk around an open pit or underground mine, and you can even fast-forward time to see how a project will develop."

Hexagon's MineOperate suite meets operational concerns such as fleet management, machine guidance, asset health monitoring and operator assistance. Customers can get a hands-on experience with some of these operational tools through the cabin simulator, which simulates the cab of a haul truck or shovel. The cabin demonstrates the Reverse Assist system, which guides a haul truck operator to a nearby shovel in the pit.

"These haul trucks are huge, and they can be really hard to back up," Sanchez said. "The Reverse Assist does more than just help you position underneath a shovel. It perfectly places you so that you can have a nice even load distribution. This helps increase efficiency enormously."

The simulator also demonstrates some of the safety features that Hexagon has developed as part of its MineProtect portfolio. This includes the operator alertness system, which senses when a driver is tired or distracted.

"If you start falling asleep in that cab, it gives you an audible warning, and your seat vibrates," Sanchez said. "It also senses distraction. If you look at your cellphone or out the window for too long, you also get an alert to keep your eyes on the road."

People are a mine's most precious resource, yet securing their safety amidst heavy traffic, large equipment and poor visibility can be challenging.

"One of the biggest things we prioritize is the safety of miners," said Tracy Sole de Hoop, director of marketing at Hexagon's Mining division. "Some other equipment we've developed includes a personal protection system, which alerts drivers to the presence of pedestrians and allows an office to keep track of where people are in relation to haul trucks. Plus, there's collision avoidance, which is similar to the technology already available in cars."

While this center is exclusive to the Tucson headquarters, there are plans to make it available at Hexagon's regional Mining branches.



Developing Future Talent

Hexagon also nurtures an innovative environment through its internship program. The program began in May 2017 to help students develop critical work skills and gain familiarity in a global business environment.

"Our internship program is a 12-week summer course for college students that provides skill and career exploration," said Natalie Saylor, a human resources generalist and internship program coordinator at Hexagon. "We also do team building and volunteer events. Then we end with a ceremony to recognize our interns and let them present the projects they have worked on over the summer."

The program has provided opportunities for 40 students since its inception and has 17 students in the current cohort. Opportunities are available in a wide range of departments including finance, human resources, information technology, marketing, sales and software development.

"Each year the program has been growing," said Esmeralda Saylor, director of global human resources for the Americas at Hexagon's Mining division. "We really want to invest in and develop our interns so that they can fill our entry level positions."

While the internships are available to students who reside out-of-state, one of the benefits of the program is that it helps employ Tucson locals and keeps university talent in the city.

"We do a lot of recruitment with the University of Arizona," Saylor said. "We only have positive things to say about our interns. We've been lucky to have good students who are intrigued by what we do and want to learn more."



“

We only have positive things to say about our interns.

”

Empowering Women in Mining

While the mining industry has historically been dominated by men, Hexagon has made strides in creating an inclusive environment. Larissa Gounden, a senior manager for global planning services and support at Hexagon, helped found the Arizona chapter of Women in Mining in March 2019 and serves as the public relations chair.

Women in Mining is a non-governmental organization focused on attracting, retaining and advancing professionals in the mining industry as well as educating the members and the public in the various aspects of mining.

“We want to advance women by providing them with a foundation and safe place they can feel a part of,” Gounden said. “Women in the industry represent such a small percent. When I started off in South Africa there were far fewer women than there are today.”

Gounden has spent 15 years in the mining industry where she began as a geologist. She didn’t have any female mentors and saw the need for this type of organization.

“I was very fortunate to have supportive male mentors,” Gounden said. “However, other women around me weren’t as lucky. There needed to be a way to promote and uplift each other. It’s not only about women, but also how we include and enlist the men around us to do the same.”

With 100 members joining initially, Hexagon hosted the organization’s inaugural event at its headquarters.

“Hexagon has been pretty awesome about this,” Gounden said. “Without their involvement, we wouldn’t have been as successful. They really set the bar high.”

She believes it is important for more mining technology companies to back this initiative in the way that Hexagon has.

“This is something that really resonates with me,” Gounden said. “I want to work for Hexagon because I know they care about women.”

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THRIVING TUC SON

Located in Southern Arizona and situated among five mountain ranges and lush desert landscapes, Tucson is one of the most dynamic and fastest-growing major business centers in the Southwest. It is a world-class center in integrated research, manufacturing and supply-chain strength.

High-tech

Tucson's business climate allows companies to thrive, and their continued growth over the past decade has seen Tucson named one of the U.S. Fastest Growing Technology Metropolises in 2019 (Oliver Wyman Forum). A leading hub for aerospace and defense, bioscience/healthcare, mining technology and logistics, businesses in Tucson are leading the way in innovation.

The Aerospace & Defense industry is a major component in the region's economy where Tucson and Southern Arizona enjoy the fifth highest concentration of aerospace and defense employees in the country. Notable companies include Raytheon Missile Systems, Bombardier Aerospace and Universal Avionics Systems, an Elbit Systems Company.

Emerging as one of the nation's most innovative bioscience centers, Tucson is home to Roche Tissue Diagnostics, Accelerate Diagnostics and Critical Path Institute, to cite just a few firms with headquarters here.

Down to earth

With 60 percent of the nation's copper coming from Southern Arizona, much of the nation's mining technology research is done in Tucson. Caterpillar Surface Mining and Technology, Hexagon Mining, and Modular Mining all have headquarters in Tucson to capitalize on the talent and mining-rich environment.

Transportation's future in the digital age is evolving and Tucson's location is another strength that sets it apart. September 2019 marks the beginning of the "Autonomous Vehicle Driver and Operations Specialist" program developed through a partnership between TuSimple and Pima Community College, which will be the first of its kind—covering technology deployed in self-driving trucks and leading the workforce into the future of transportation. Due to its interstate highway system, four international ports of entry, the region's rail/truck intermodal (Port of Tucson) and Tucson's International Airport facilities, Southern Arizona can accommodate the needs of any business.

The benefit of Tucson's transportation system also allows for an average commute time of only 22 minutes (Census Bureau, 2013-2017). Saving commuting time is one of many ways that businesses remain competitive in addition to the city's business strengths which include steady population growth, a strong and diverse workforce, competitive tax structure, low labor costs and highly ranked higher education institutions.

Outstanding lifestyle

In addition to the low cost of doing business, Tucson has a diverse and welcoming community, offering an outstanding quality of life at six percent below the national average cost of living (ACCRA Annual Cost of Living, 2018). Tucson has a variety of urban offerings, drawing in attractions to suit every need, keeping employees happy and engaged.

The community's strong support has aided in the continued development of downtown. Since 2008, Downtown Tucson has experienced more than \$1.2 billion in public and private investments, with an additional half billion dollars being invested into current and proposed projects. Tucson is the ideal place for businesses looking for all the elements to build and reach the next level for their business, and for people looking to build a fulfilled life.

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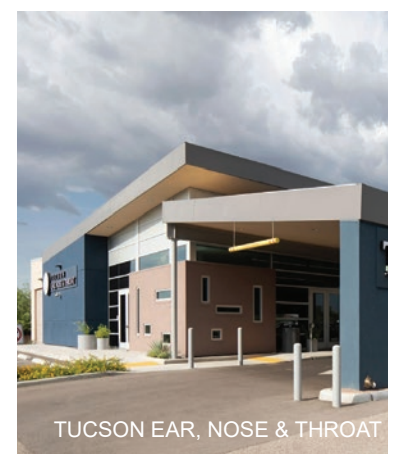
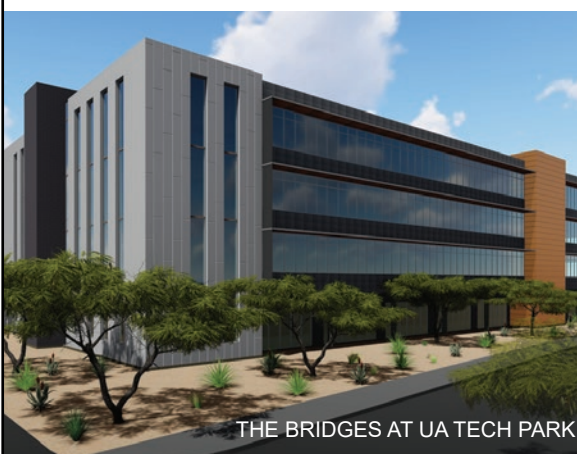


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BY THE NUMBERS

Tucson solidifies gains and continues to grow

By George Hammond | Director, Economic and Business Research Center at UA Eller College of Management

The Tucson metropolitan statistical area (MSA) continues to generate solid job gains. It added 4,300 jobs last year for 1.2% growth. That was about the same as 2017 but fell short of state (2.8%) and national (1.7%) growth rates.

Construction added the most jobs last year, followed by manufacturing, education and health services, and professional and business services. Only trade, transportation and utilities lost jobs in 2018.

Construction activity was solid last year in Tucson. Employment increased by 6.0%, which was the fastest pace since 2013. Residential housing permits declined, after a very strong increase in 2017, but still hit 4,300 permits. Home prices continued to increase as well. According to data from the Federal Housing Finance Agency, prices in Tucson rose 7.5% last year. That was above the national rate of 6.6%, but below Arizona (9.1%) and the Phoenix MSA (9.7%).

The forecast calls for the Tucson MSA to continue to add jobs, population and income during the forecast, assuming that the national economy avoids recession. This graphic summarizes the forecast.

Tucson is expected to add 4,700 jobs this year, followed by 3,500 jobs in 2020 and 2,000 jobs in 2021. That translates into growth rates of 1.2%, 0.9% and 0.5%, for 2019, 2020 and 2021, respectively. That puts Tucson's job growth close to expected national gains, but well below Arizona and the Phoenix MSA.

Job gains will support income and wage growth in Tucson. The forecast calls for personal income to increase by 4.5% in 2019, 4.4% in 2020 and 4.3% in 2021.

Job gains will also support continued population increases in Tucson. The forecast calls for the number of residents to rise by 7,700 this year, 7,400 in 2020 and 7,200 in 2021.

While Tucson is expected to continue to expand in the near term, growth is expected to slow as the national economy decelerates from above-trend growth last year to below-trend growth by 2020-21. This pattern implies that recession risks will be elevated during 2020. Stay tuned!

For more analysis visit: eller.arizona.edu/ebrc

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AN ENVIRONMENT FOR HEALTHY AGING

Collaboration helps promote longevity through
revolutionizing active-senior lifestyle and healthcare

By Tammy Farris, MBA | Director, Strategic Innovation at Watermark Retirement Communities



Sense of place

The conviction that the human body has an amazing ability to maintain well-being as we age or recover after illness or injury has been the foundation for the design and programming for which The Hacienda at the River (opened 2017) and The Hacienda at the Canyon (opening in 2019) have been based. Healthcare innovations progressively evolve to engage harmoniously with this innate capacity. At The Haciendas, advanced fitness and movement spaces, high-touch integrative nursing, healthy cuisine with farm-to-plate gardens and equine therapeutic programming are nestled within a purity of architectural design that embodies a strong sense of place for all.

Building relationships

From the beginning, the vision for The Haciendas was to take advantage of being just down the street from a world-class research and teaching university. Strong, formative partnerships include healthcare-centric entities such as the University's Evelyn F. McKnight Brain Institute, the College of Nursing and the Arizona Center on Aging. Other key relationships include the university's College of Humanities, the Stroke Resource Center of Southern Arizona and annual consulting projects with master's-level students from the Eller College of Management. These partnerships help Hacienda residents discover, create and self-enroll in the specific transformative lifestyle changes that create optimal health.

Integrative care

With the aim of having an expansive sense of what healthcare means, the presence of an integrative health and wellness team at The Hacienda at the River was part of Watermark's vision. Mary Koithan, Associate Dean for the College of Nursing and Director of the Integrative Nursing Faculty Fellowship, met with Watermark's development team before the community was open. The College of Nursing has engaged first-year nursing students in two summer rotations at The Hacienda. She's been impressed with the lessons they learned: "They learned to listen. The heart of integrative care is all about relationship and community, and this is exactly what we were trying to do."

Cognitive connections

Because the partnerships are geared toward healthcare innovation and best practices discovery, they transform to accommodate the requirements of residents as well as community operational realities. Over the last year, for instance, the University's Evelyn F. McKnight Brain Institute has performed a number of in-depth on-site cognitive assessments of residents at The Hacienda at the River; going forward, the McKnight team will add a shorter version of the assessment for enrolling residents at Watermark's Tucson communities. These residents and their care teams (with permission granted) will have a greater understanding of resident's cognitive baselines and present personalized options for brain health activities, diet and exercise.

Care-team model

The Hacienda at the Canyon, a spacious, actively engaged community, will bring Watermark's next generation of healthcare innovation. Healthcare based on enhancing the overall quality of life will be readily accessible to residents. Under Dr. Steven Wool's guidance, staff and clinical professionals will offer integrative medical services, based in a care-team model to create an unusually strong, coordinated therapeutic relationship between practitioners and patients.

Safety and convenience

Residents will have access to an integrated wearable devices system that will not only provide resident safety and security but will also track fitness programs and offer convenience for making purchases throughout the community. One of the more innovative ideas to push choice to the forefront is offering residents a flexible credit versus a traditional meal plan. Every month each resident will have a \$500 credit to spend on site as they wish. The expectation is that many residents will use it for meals (and wine) at one of the community's five destination restaurants but they may opt to use the credit for spa treatments, salon services or personal training. A host of other non-traditional wellness options include acupuncture treatments, tai chi, yoga, Watsu, Reiki, pilates, the arts, music and even golf lessons.

Unlimited possibilities

The Haciendas are a culmination of three decades of questioning the paradigms and envisioning the possibilities for creating thriving environments for aging adults. It's been an invigorating experience to bring the vision into reality here in Tucson, notes Watermark's founder and chairman, David Freshwater. As our society's notions of what healthcare means expand, innovation will take some unexpected leaps toward a model of individual precision therapies that will embrace the complexity of the human experience.

“

A host of other non-traditional wellness options include acupuncture treatments, tai chi, yoga, Watsu, Reiki, pilates, the arts, music and even golf lessons.

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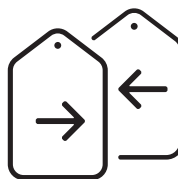
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FORWARD MOVEMENT



Left to right: Hiram Jesus Ramirez, John Winchester, Leigh-Anne Harrison, Bryan Schachter, Isaac Figueroa, Crystal Adams, Michael Miller, Brendan Lyons, Jason Robinson, Tanya Mitchell, Lindsay Welch, Nick Morin, Sarah Letzkus, Jonathon Crider, Alicia White, Diana Charbonneau, Mary Venezia, Emil Tremblay, JP Marten, Elizabeth Peart. Not present: Yvette-Marie Margiaillan, Andrea Barre, Jeremy Welch

ELC makes strides with new leadership

By Lindsay Welch | Vice President, Community Relations and Business Development at Crest Insurance and President of ELC

I believe that the difference between success and failure hinges upon the people with whom you surround yourself. I have learned throughout my professional development that the only way to achieve great success and scale is by building a great team. Therefore, I could not be more enthusiastic about the impressive group assembled for this year's Emerging Leaders Council.

As I celebrate my new role as president of the Emerging Leaders Council (ELC) of the Tucson Metro Chamber, I cannot help but celebrate so much in the dawn of this new season. Most importantly, I celebrate the opportunity to collaborate with 28 of the most elite professionals in the greater Tucson area, driven to enrich our community, while sharpening their own professional development to be the best versions of themselves.

I am honored to serve as the very first female president of the ELC. Additionally, I get to serve alongside executives from diverse industry expertise that includes accounting, construction, senior living, higher education, wealth

management, law enforcement, the armed forces, technology, mortgage lending, nonprofit services, small business, human resources, technology and even cannabis. I am in awe and inspired by my peers and look forward to the diversity and inclusivity we bring to the table as we spend time each month collaborating with one another and key members of the community to impact important issues facing our community.

On August 7, 2019, the new ELC cohort spent the afternoon getting to know one another and planning for a new year, in a new building, with new peers, in a new way. The afternoon marked a first in the five-year history, as this was our first retreat. We took the afternoon to discuss meeting content and map out what issues we want to tackle and educate ourselves as we work hand in hand with the Tucson Metro Chamber's executive team and the Board of Directors. Topics that rose to the top of the list included advocacy, commercial development, innovation and technology, workforce development and community involvement.

This year has already been a year of many firsts, and I anticipate may more to come. I am so excited to be a part of this monumental journey and I look forward to the impact the ELC team will bring to the organization and the community this year. Henry Ford once said, "If everyone is moving forward together, then success takes care of itself." I couldn't agree more. Here's to a successful team moving forward, and to the successful results in the year ahead!

What I love about *Tucson* is...

Chamber Staff



President & CEO | Amber Smith

...that I can live on four acres with my goats and then drive only 25 minutes to get in the hub of a lively downtown with amazing food.



Senior Account Executive | Adam Begody

...the monsoon season (when we get it), all the amazing food and our sense of community.



Vice President | Michael Guymon

...the diversity of its people and the uniqueness of the landscape...and the Sonoran Hot Dogs!.



Director of Special Projects | Carol Gatewood

...the people.



Vice President | Robert Medler

...the great Mexican food.



Senior Member Services Manager | Jason Cook

...that I can drive less than 30 minutes in any direction if I want to be completely alone in nature.



Director of Operations | Carissa Fairbanks

...the great soccer weather!



Member Operations Manager | Tammy Jensen

...the U of A Wildcats!



Director of Communications | Heather Wuelpert

...the otherworldly sunsets, the amazing hiking trails and the harmonious blend of historic and modern architecture.



Member Services Associate | Valerie Vargas

...the cultural experiences and the monsoon.



Creative Manager | David Long

...the amazing murals and the explosion of micro breweries



Executive Assistant | Shirley Wilka

...the beautiful sunsets.



Director of Business Development | Carrie Gilchrist

...that I am able to do outside activities 12 months of the year.



Administrative Coordinator | Diana Cortez

...the monsoon season and the smell of rain.