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# COMMON GROUND

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## Table of Contents

Table of Contents/About MPA . . . . .	3
Title Sponsor - Lloyd Construction . . . . .	5
Thank You to Our Sponsors . . . . .	6
Common Ground Awards - Meet Your Emcee/ Committee. . . . .	7
MPA Award of Distinction . . . . .	8
Message from the Executive Director / MPA Board Members . . . . .	10
MPA Top 20 Projects . . . . .	11
MPA Top 20 Projects - continued. . . . .	13
MPA Top 20 Projects - continued. . . . .	15
MPA Top 20 Projects - continued. . . . .	17
MPA Top 20 Projects - continued. . . . .	19
MPA Top 20 Projects - continued. . . . .	21
MPA Top 20 Projects - continued. . . . .	23
MPA Semi-Finalists . . . . .	25
MPA Semi-Finalists - continued . . . . .	26
MPA Members . . . . .	28



## About MPA

### MISSION:

***Metropolitan Pima Alliance (MPA) is dedicated to advocating responsible development in the Pima County metropolitan area and furthering the interests of the real estate and development industry through education, public policy advocacy and networking.***

Modeled after Phoenix's Valley Partnership, in 1997 a small group of individuals came together to discuss the need for an organization that could unify individuals to pragmatically deal with development and growth related issues in Pima County. This vision translated to the organization that now exists as Metropolitan Pima Alliance (MPA). MPA's focus is to create sensible community planning solutions by encouraging and assembling reasonable and respectful discussion amongst diverse groups and interests.

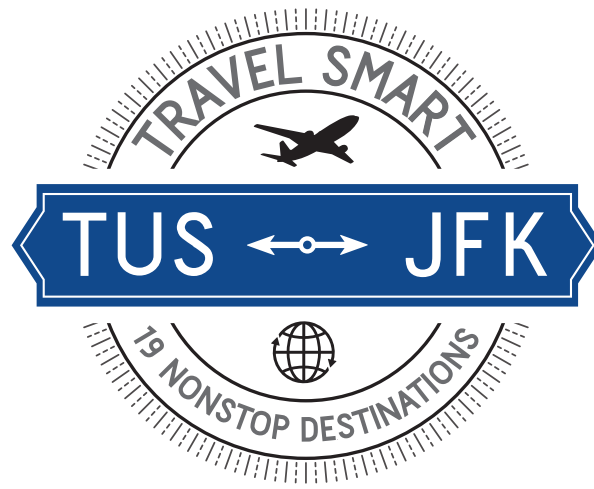
Unique to the region, MPA is an alliance of business, government and non-profit organizations. MPA's goals directly relate to improving our region's quality of life and economic vitality and to that end, MPA strongly believes in the positive participation and contributions of the private business sector working in collaboration with local jurisdictions. Land development is the foundation of economic development and our role in the community is to advocate for balanced residential and commercial land use policies that stimulate

economic development and reasonably preserves our natural environment.

MPA's goal is to participate, educate and influence public policy and decision making for Metropolitan Pima County. Since its inception, MPA has grown to become a major voice in the community on growth related issues.

Aside from policy creation, MPA brings the community together. Our two signature events, Wild Ride and Common Ground work to bring people together and showcase the positive activities in our community. The Wild Ride event promotes our community from the ground level during a hands on tour while the Common Ground Awards ceremony celebrates the essence of MPA- Finding common ground between the public and private sector, common ground between land development and environmental protections and common ground between current residents and the future population.





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Lloyd Construction is pleased to be the Title Sponsor of this year's Common Ground awards because we fully support MPA's mission to advocate for the interests of the commercial real estate and development industry by finding common ground between the public and private sectors. It is a common adage that two heads are better than one. So, it only makes sense that when we bring together the best and the brightest from the private and public sectors, we can accomplish amazing things.

The arrival of Caterpillar to Tucson is a tremendous example of what can be achieved, when both the private and public sectors work together towards a common goal. Caterpillar's decision to expand their Surface Mining & Technology Division in Tucson will have positive ripple effects on the community for years to come. We want to welcome Caterpillar to Tucson. But just as importantly, we want to give a heartfelt thank you to all of those involved at the city, county and state levels, as well as the Rio Nuevo and Sun Corridor teams. Thank you for your hard work and dedication. The communication and effort it took to put together a comprehensive, winning package for this Fortune 100 Company will serve as a template to attract and retain additional businesses in the future.

All of this year's Common Ground Award nominees are excellent examples of the progress Pima County is making in responsible development. Growth comes when we work together to serve the community. As a locally owned general contractor who has been operating in Tucson since 1969, we have had the pleasure to team with many private/public developments, two of which have received the Common Ground Award.

In 2010 we were the general contractor for a joint project involving the University of Arizona Tech Park, IBM and the Vail School District. The Vail High School and K-8 Academy was the nation's first K-12 school to be located at a university research park. Built on land provided by the University, this unique program offers student real-world business experience through special programs, internship and part-time employment. This arrangement provides not only an award-winning education program for the K-12 students but a pool of highly qualified candidates for the University and eventually the private

companies that have contributed to the curriculum. It is truly exciting to be a part of such innovative and forward thinking projects.

We are currently in the midst of constructing the eight-story AC Hotel Tucson by Marriott, a Top 10 Common Ground award recipient last year. This project involves the Rio Nuevo District buying the parking structure, after it is built, and then leasing it back to the hotel. This helped make financing possible for this chic, European inspired hotel. Developers, 5 North 5th Hotel, worked hard to bring this vibrant, urban, boutique concept to Tucson. It is the first new hotel to be built in downtown Tucson in over 40 years and is sure to be an integral part of the burgeoning entertainment district. The first floor will consist of the lobby and bar, as well as nearly 5,000 square feet of retail space. This will be topped with 4 floors of parking space and then three floors of rooms and suites. The hotel will feature a rooftop pool and bar, a fitness center and meeting space.

Having been involved with many private/public developments over the years, we understand that they have their own unique challenges. It is working through these—for the betterment of the city—that keeps us all moving forward. Lloyd Construction was founded right here in Tucson, in 1969. Our families learn, work, play and worship in the buildings we construct. We couldn't be more proud to be part of this great community. That is why we remain committed to the spirit of collaboration and delivering the highest quality on every project we deliver.

Congratulation to all the 2016 Common Ground Nominees! We look forward to working with all of you in the future.



# Thank You to Our Sponsors!







## *Meet your emcee, Tom McNamara*

Tom retired after 36 years in commercial television, as a host and news anchor. He's been a licensed Realtor for 9 years, during which time he bought, 'rehabbed,' and sold homes. Tom also worked in a marketing role for a developer. Now, he's thrilled to be a full-time Realtor with 'Realty Executives Tucson Elite.' Tom specializes in first-time homebuyers, families, 'snowbirds' looking to land in our warmer climate from elsewhere, and seniors who are downsizing, or transitioning into assisted care. He keeps his hand in television as freelance host of the weekly magazine program 'Arizona Illustrated' on KUAT Channel 6 (Arizona Public Media).

## *MPA's Common Ground Awards*

MPA's Common Ground Awards recognizes community leaders, projects and events with successful collaboration for the overall benefit of the community. Whether it is land development, economic development or community development, it is pertinent for all parties to find common ground and the Board-selected winners are bestowed their Common Ground Award.

Emphasis is placed on collaboration that is atypical and falls outside of the normal day-to-day processes of our respective workplaces. Nearly 50 projects were nominated and went through a multi-step process. Semi-finalists were interviewed and scored based on a set of criteria including: quality of collaboration; complexity of collaboration; uniqueness of collaboration; uniqueness of project; size of community impact. The Common Ground Awards recognizes the Top 20 projects of the year with the highest scores with ten (10) projects receiving a Common Ground Award while ten (10) others receive an Award of Merit. All information submitted within the event program was provided by each applicant.



## *Common Ground - Committee*



Grenee Celuch  
Concord Contracting



Randye Ferrick  
Tierra Right of Way



Carrie Gilchrist  
MPA



Ginny Huffman  
Imagine Realty Services



Terry Klipp  
Terramar Properties



Cody McGuire  
National Bank of Arizona



Joel Mesik  
WSM Architects



Mike Polletta  
Cadden Management



David Ramsower  
Retired



Hans Rhey  
Gordley Group



Tommy Roof  
W.E. O'Neil



Amber Smith  
MPA



Courtney Tejeda  
MPA



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# ***MPA Award of Distinction***

## ***Caterpillar Surface Mining & Technology Division***

### ***Regional Headquarters Relocation to Tucson***

As the headline on the front page of the May 3 Arizona Daily Star indicated, the Caterpillar Surface Mining & Technology Division – Regional Headquarters relocation is the “biggest deal in 25 years.” While many companies have relocated or expanded to our region over the past ten years, the breadth and the scope of this relocation is akin to when Raytheon acquired Hughes Missile Systems and moved thousands of employees to Tucson in the mid-1990s. Different from the Raytheon acquisition, though, the number of entities and jurisdictions involved makes this relocation special and demonstrates that much can be accomplished when diverse groups and interests collaborate and focus on a common goal.

The State of Arizona, under Governor Ducey’s leadership, has initiated a number of proposals to increase the State’s competitiveness, especially related to competing states in the Southwestern US. For Caterpillar, Governor Ducey and the Arizona Commerce Authority allocated \$4 million from the Arizona Competes Fund. This historic amount demonstrates the commitment by our leaders at the State to wisely spend resources that provide opportunities in areas outside of Maricopa County.

Pima County has increased its interest and commitment to economic development since Accelerate Diagnostics relocated to Tucson in 2012. In that case, Pima County constructed wet and dry labs at a facility they owned to attract a company they saw potential in. Similarly, Caterpillar needed a temporary space until a permanent facility is constructed and Pima County offered 97 E. Congress. This signifies the first time a Fortune 100 company division has relocated to downtown Tucson, recognizing the advances made in our downtown renovation and bringing another 300-400 employees that will shop at and support the small businesses in our downtown.

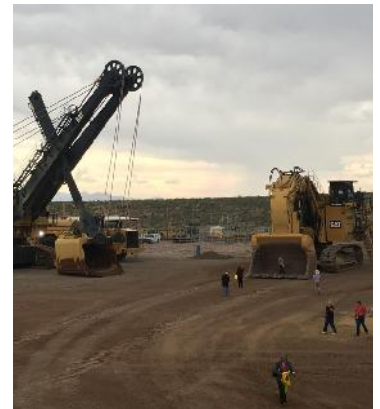
The City of Tucson and Rio Nuevo combined their efforts to

not only provide incentives that will help Caterpillar’s bottom line, but they also quickly identified a location at the western terminus of the SunLink Modern Streetcar that can house Caterpillar’s permanent facility. The Rio Nuevo Board worked diligently and creatively to develop a lease-back program in order for the facility to be built sooner rather than later. The speed of these votes and agreements were like none other seen in the region.

Every project needs a quarterback and Sun Corridor Inc. worked to make sure all of the pieces were falling into place in an effective and efficient manner. Sun Corridor Inc. leadership made a number of trips to Caterpillar’s divisional headquarters in Milwaukee to ensure our response matched their expectations, particularly since we were competing with another very competitive community. The work of Sun Corridor Inc. has now shifted to implementing a Soft Landing program to assist in the transition of employees from Milwaukee, WI, Decatur and Peoria, IL to our region.

Caterpillar has familiarity with our region through the Proving Grounds west of Green Valley. But a facility that houses your heavy equipment is very different from one that houses management and engineers. While most of the employees will transfer from their current locations, Caterpillar will need to hire some locally and despite the lure of a larger market with more talent to choose from, Caterpillar connected with Tucson. Their commitment and desire to our region is testament to our ability to work together to prove we are the right location for their future.

The organizations mentioned had one goal: bring Caterpillar to Tucson. Ignoring the politics of a Republican legislature and a Democratic Southern Arizona region, never did partisanship or gamesmanship enter the discussion. All worked together to achieve success.





Thank you to the Metropolitan Pima Alliance for your 12 years of advocating responsible development in Metro Pima County. Your efforts have continually helped our thriving region maintain a healthy balance of residential and commercial land use while keeping the integrity and natural beauty of Pima County.



**SHARON BRONSON**

Chair, Pima County Board of Supervisors

**CONGRATULATIONS**  
2016 Common Ground  
Award of Distinction  
Recipient



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# Collaboration Is the Key Ingredient in a Recipe for Success

*"Collaboration isn't about giving up our individuality; it's about realizing our greater potential."* - **Joseph Rain**

Our local jurisdictions have realized their potential in working together rather than against each other. For the 12th year in a row, the annual MPA Common Ground Awards ceremony celebrates projects that overcame great obstacles through collaboration. The common recipe for success was the development of public/private partnerships, with nearly every one of the top 20 projects identifying the City, County or other local jurisdiction as proactive collaborators. Specific projects with significant efforts by the City and/or County include Tucson Roadrunners, Banner University Medical Center, World View, and of course, Caterpillar in addition to many infrastructure projects.

Once consistently criticized for not being business friendly, our local communities have now put aside their direct self-interests and are working with private companies and each other to create fruitful results. Recognizing their individuality brings a variety of strengths for community benefit.

As a community we are cooking up economic prosperity, evidenced by new businesses, existing companies' expansion and even bringing in a minor league hockey team. Sun Corridor Inc. brings all the ingredients together sprinkling in the utility companies, land development consultants, educators, elected officials and business leaders. Rio Nuevo works to put icing on the cake developing effective business agreements that

leverage current assets and grow the prosperity of the District for future recruitment efforts.

While our community may not yet have the same economic indicators of a thriving metropolis, the trajectory we are on is nothing less than impressive. In the case of our economic prosperity, there is no such thing as too many cooks in the kitchen. Today our region has evolved and brings everyone to the table and we are bubbling with announcements of new employers in Tucson including the recently confirmed Vector Space Systems. The City, County, Rio Nuevo and Sun Corridor are all pulling in the same direction and cooking up results.

Collaboration is the key ingredient and public/private relationships are the foundation. While MPA annually receives over 50 Common Ground Award nominations, in an active community of nearly a million people this number should be much higher. As business owners, residents, and elected officials, we must find inspiration in this recipe for success and recognize collaboration isn't about giving up our individuality; it's about realizing our greater potential and finding common ground.



**Amber Smith** - Executive Director



## MPA Board Members

Tom Nieman - Cushman Wakefield | PICOR  
Bill Carroll - EEC  
Lisa Bowers - Tucson Expediting & Development  
Kelsey Bradley - DeBenedetti & Co.  
Jack Clements - The Clements Agency, LLC  
David Ramsower - Construction Program Mgr (Retired)  
Cheryl Eamick - Tucson Electric Power  
Robby Garvey - Lloyd Construction  
James Hardman - DESCO Southwest  
Jeremy Sharpe - Rancho Sahuarita Company  
Terry Klipp - Terramar Properties  
Kevin Hall, PE - Cypress Civil Development

Rob Lamb - GLHN  
Lucinda Smedley - TREND Report/RECG  
Ed Marley - Swaim & Associates  
Cody McGuire - National Bank of Arizona  
Linda Morales - The Planning Center  
David Ollanik - Sundt Construction  
Robin Shambach - BWS Architects  
Alice Templeton - Gordley Group  
Robert Tucker - Diamond Ventures, Inc.  
Walter Hoge - Rio West Development & Construction  
Kim Wolfarth - DLR Group

## MPA Staff

Amber Smith - Executive Director  
Carrie Gilchrist  
Courtney Tejada  
Hannah Wong





## MPA Top 20 Projects

### *Building our workforce through ESTEAM – Engineering, Science, Technology, Entrepreneurship, Arts and Math*

#### **Building our Workforce Through ESTEAM – Engineering, Science, Technology, Entrepreneurship, Arts and Mathematics**

One of the top concerns facing Southern Arizona technology companies, as addressed by several CEOs, is the lack of a skilled workforce. Tech Parks Arizona has put together ESTEAM to help address the workforce shortage in Southern Arizona. The programs focus on two key audiences: high school students and the military. All ESTEAM programs operate as partnerships in the community. The programs spark the interest of high school students and introduce career opportunities for retiring military members. Our programs include **Building Experiential Skilled Student Talent BESST Program, Racing the Sun, Art in the Park and Next Steps for Vets**



ESTEAM Program Partners: AzRISE, Bay4 Energy, CAID Industries, Cochise County One-Stop, Congresswoman Martha McSally's Office, Diamond Ventures, Davis-Monthan Air Force Base, Global Solar/Hanergy Energy, IBM, Las Artes, Musselman Honda Circuit, Nesco, P3 Solar, Pebble Technology International, Pima County One-Stop, Raytheon, Solar City, Sunnyside School District, Tech Launch Arizona, Tech Parks Arizona, Tucson Electric Power, UA Solar Car Team, University of Arizona and Vail School District

### *Clearwater and Common Ground: Storage, Recovery, and Partnership in Southern AZ and Statewide*

**Tucson's historic challenge has been to secure sufficient and renewable water supplies to meet the needs of our citizens and our economy. The solution required both a renewable water source and sufficient storage and recovery of that water so that Tucson could control and access its water supplies at any time. The commencement of Tucson Water's**

**Clearwater Project in 2001 demonstrated our ability to provide reliable storage and recovery. The project has yielded many benefits to Tucson Water and to other water providers in the region. Increased collaboration between Tucson Water and other regional water providers, the Town of Oro Valley, Vail Water Company, Metro Water, the Pascua Yaqui Tribe, and recently the City of Phoenix have led to "wheeling agreements" for storage and delivery of CAP allocations through the Clearwater project. With so many partners working and storing their water together, Clearwater has literally become Common Ground.**



**Collaborators: Metro Water, Oro Valley Water, Vail Water, Pascua Yaqui Tribe, Phoenix Water, CAP, SAWUA**



### *Colossal Cave Road, Acacia Elementary to Old Vail Middle School*

The Colossal Cave project currently underway, will reconstruct the roadway from Acacia Elementary to Old Vail Middle School. This project was initiated in 2003 to address congestion, safety and operational issues resulting from the rapid growth occurring in the Vail community. The project location provided a concentration of the most challenging obstacles in Pima County.

The greatest tribute to the overall quality and success of these collaborative efforts is evidenced by construction having commenced on May 31, 2016, with a strong participation by 40+ individuals representing 15 partners that participated in the Partnering Workshop. Having worked closely together as a team, the project partners, including the Union Pacific Railroad, numerous utility providers, Vail Unified School District, Vail Preservation Society, and local businesses, have built a solid groundwork of trust and cooperation upon which construction efforts can be successfully achieved.

**Collaborators:** Terri Brooks, M.Ed., Wendell L. Nelson, Kelley Sims, Cliff Salmond, Rebeca Field, Randon Kimbell, Carlos Muniz, Dr. Lauri Emery, Frank Frye, Supervisor Ray Carroll, Sandi J. Garrick, James DeGroot, Rocco Bene, Kelly L. Fleenor, Fr. Alt, Jeanne Lichtas, Tyler Kinart, Lucretia Free, Stephen Garcia, Carlos Jaramillo, Alexander Popovici, Jerrie Jean Lamb, Al Flores, John Nunes, Fr. Alt, Ralph Robinson, Lieutenant Aimee Trueblood, Joe Elias, Howard Blackmore, Manny Oros, Louis DelRasso, Jaki Bisnar, Chris Watson



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Common Ground Video*



# MPA Top 20 Projects

## Marist on Cathedral Square



### the project

The Marist on Cathedral Square project is located in the heart of downtown Tucson and is one of the most important re-development and preservation projects in southern Arizona. The project encompasses the complete renovation of the ageing Marist College building and the redevelopment of the site currently occupied by the offices of the Roman Catholic Church Diocese of Tucson. The project is being developed to create a campus that will provide low-income senior housing opportunities, will be the anchor for the northwest corner of the Diocese's St. Augustine Cathedral block and will be the catalyst for further development, including the renovation of the historic Our Lady's Chapel, the redevelopment of the existing Parish Hall into offices and a large banquet/conference space and the creation of a pedestrian plaza along Ochoa Street to the north. This project has been at the forefront of Bishop Kicanas' wish list to have underway when he retires.

### collaborators

Roman Catholic Diocese of Tucson - Foundation for Senior Living - Community Development Solutions - Arizona State Historic Preservation Office - City of Tucson Historic Preservation Office - City of Tucson Housing and Community Development - City of Tucson Development Services - City of Tucson Department of Transportation - Armory Park Neighborhood Organization - Poster Frost Mirto - The Architecture Company - Diversified Design and Construction - Tofel Construction - Cypress Civil Development - ARC Studios - ML2 Management

the marist on cathedral square MPA common ground

## Paseo de Las Iglesias: Santa Cruz River Bank Protection, Ecosystem Restoration, and Linear Parkway from Ajo Way to Silverlake Rd

### PASEO DE LAS IGLESIAS

This unique project was voter approved for \$14 million as part of the 2004 Pima County Bond Election for **erosion control, ecosystem restoration, and river park** along the banks of the **Santa Cruz River from Ajo Way to Silverlake Road** providing a valuable connection to "The Loop." The project included asphalt and decomposed granite pathways, pedestrian underpass, restroom, ramadas, parking/staging areas, erosion protection, ecosystem restoration, and 10,000 plantings. The success of this project relied on **top-notch collaboration and partnerships. The Environmental Awareness Training helped raise awareness and educate the staff onsite and connect them with necessary contact information.** Staff received quick reference packet which is credited with saving numerous snakes and amphibians, as well as a cultural resources find. The project includes wildlife viewing areas, informational kiosks, and interpretive signage to cover topics including prehistoric activity/environment, historic activity/environment, ecosystem restoration, Padre Kino, and Anza Trail.



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Community Food Bank • City High School • Wild at Heart • Las Artes • Chevo Studios

## Pima County South Rillito West Central Interceptor Rehabilitation Project (SRI)



### South Rillito West Central Interceptor Rehabilitation Project (SRI)

Pima County Regional Wastewater Reclamation Department (RWRD) completed the SRI ahead of schedule and under budget. SRI was the first of three projects to upgrade and rehabilitate 14 miles of large-diameter sewer pipe and construct a connection across the Rillito River – a \$41 million investment to extend the life of the community's wastewater facilities by 50 years.

The deteriorating interceptor, installed in 1978, ran underground through densely populated neighborhoods and near an elementary school, a popular fitness center, a busy animal shelter and "The Loop" shared-use path.

To minimize disruption, RWRD; its contractor, KE&G Construction Inc.; and its consultants, WestLand Resources Inc. and Kaneen Advertising; collaborated with HOAs and property managers, Tucson Unified School District; Tucson Racquet and Fitness Club, Humane Society of Southern Arizona, other Pima County agencies, nearby businesses, the Postal Service and first responders, emergency and trash pickup services.







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# MPA Top 20 Projects

## Sahuarita Farms Land/River Master Plan

### Sahuarita Farms Land/River MASTER PLAN



Imagine being able to comprehensively master plan 1/3 of the land area of one of the fastest growing communities in Arizona for the next 40-50 years.

That is what occurred recently with the Sahuarita Farms Land/River Master Plan developed by Farmers Investment Co (FICO).

This plan will facilitate the development of a sustainable community that includes 19,000 homes, schools, and community parks; office, industrial and employment campuses; recreational open space, trails and river park access. A significant element of the Sahuarita Farms plan includes a river park that

transforms 12 miles of the Santa Cruz River into trails, open space, wildlife habitat, and natural areas while providing flood control.

The Sahuarita Farms Land/River Master Plan was shaped and created as a result of dialogue and collaboration between FICO and hundreds of community residents, stakeholders and governmental agencies over a four-year period.

**Select Collaborators:** Farmers Investment Co/Crown Community Development, LVA Urban Design Studio, Sahuarita Unified School District, Town of Sahuarita, Green Valley Council, Pima County.

## Sale of the City of Tucson's "Civano Parcel"



The sale of the City of Tucson's "Civano Parcel" permanently preserved over 100 acres of one of the region's most popular mountain biking destinations, while creating a 170-acre development parcel that will help Tucson's east side grow and thrive. The City worked closely with three of southern Arizona's leading mountain bike groups to define the boundaries of the parcel and communicate with the many users of the site. The collaborative process involved transparency and good communication, and built on solid prior planning. This created a high level of certainty for the development community, and turned what could have been a liability into an amenity for the future community that will be developed there.

**Collaborators:** City of Tucson • Sonoran Desert Mountain Bicyclists • Tucson Off-Road Cyclists and Activists • Southern Arizona Mountain Bicycle Association • Epic Rides • Fantasy Island Task Force • City Council Member Shirley Scott & Staff • Tucson Water Gordley Group • Engineering & Environmental Consultants • CBRE • Projects International

## Unified Development Code Text Amendment: Urban Agriculture



The Urban Agriculture Text Amendment to the City of Tucson Unified Development Code allows all citizens the property rights to raise and produce their own food; contributes to economic development that assists with and encourages regional food security; and complements the City's recent designation as a "City of Gastronomy" by the United Nations Education, Scientific, and Cultural Organization (UNESCO). Tucson is currently the only city in the United States with this special designation.

The topic of urban agriculture resonated with Tucsonans, garnering the interest of

the media and resulting in hundreds of citizens from across the city attending public forums to share their stories about growing food to provide more nutritious and affordable meals, to teach young people, to supply local restaurants and farmers' markets, and to carry on cultural traditions. Since its adoption, other jurisdictions have been contacting the City to learn more about the amendment.

The amendment implements two urban agriculture policies in *Plan Tucson: City of Tucson General & Sustainability Plan*, ratified by the voters in 2013.

**Collaborators:** Community Food Bank of Southern Arizona • Community Gardens of Tucson • University of Arizona Compost Cats • Citizen Committees • Edible Baja • Mayor & Council Commission on Food Security, Heritage and Economy • Merchants Garden • Metropolitan Pima Alliance • Neighborhoods • Tucson Clucks • University of Arizona's College of Public Health • University of Arizona's Cooperative Extension • Pima County Food Alliance • Pima County Health Department

*Congratulations*

To **World View** and all other award nominees, your impressive collaboration helps to pave the way for our community. We thank you for all your efforts that impact Southern Arizona's economy for the future.

# 2016 MPA Common Ground Award Nominees



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# COMMON GROUND AWARD WINNERS



## World View Headquarters

### WORLD VIEW HEADQUARTERS

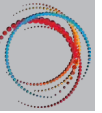
World View is a fast growing and innovative Tucson company that needs new facilities for their staff and manufacturing operations. Their anticipated job growth is 400 employees within the next 5 years and a new 140,000 square foot building and a 700 foot diameter launch pad must be completed by November, 2016 to support existing contracts.

In late 2015, Florida and New Mexico were trying to convince World View to move their operations to their states. World View's board needed to make the decision by December, 2015.

In order to prevent World View from moving, Tucson came together and created a strategy to develop World View's new facilities and ensure that they would be completed on time.



COLLABORATORS: WORLD VIEW • PIMA COUNTY • BARKER MORRISSEY CONTRACTING • SWAIM ASSOCIATES  
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BANNER UMC TUCSON  
"TRANSFORMING A CAMPUS"

Banner Health's merger with the University of Arizona Health Network (UAHN) introduced a unique land use challenge. University Medical Center (UMC) operated a hospital on residentially – zoned property under its governmental educational exemption. With Banner's acquisition and intended expansion, the property required rezoning. The City's zoning regulations are challenging to entitle a medical campus. Therefore, a Planned Area Development (PAD) was required. Banner worked hard over a 12-month period, working with UA, the surrounding neighborhoods, City staff, departments and elected officials on a comprehensive engagement process to establish the PAD zoning and solve a number of issues for the surrounding neighborhoods (including historic buildings/drainage/traffic/neighborhood beautification). At full build out, the Banner University Medical Center Tucson (BUMCT) project will include over 1.8 million sq. ft. of state-of-the-art hospital space with 800 beds. BUMC is creating a modern medical center focused on state-of-the-art delivery of healthcare in support of academic medicine.

Banner Health • University of Arizona Real Estate, Attorney's office & leadership • Arizona Board of Regents • Ward 3 office and staff • Ward 6 office and staff • Mayor and City Council • City Manager's office • City Planning & Development Services • City Attorney's office • City Real Estate Division Team • City Department of Transportation • City Economic Development Team • City Historic Preservation Office • Campus Community Relations Team • Adjacent neighborhood associations • Lazarus, Silvyn & Bangs, P.C. • Projects International, Inc. • Shepley Bulfinch • Norris Designs • GLHN Architects & Engineers, Inc. • Kimley Horn & Associates, Inc. • Dibble Engineering • Affiliated Engineers, Inc. • Martin, White & Griffis Structural Engineers, Inc. • Kazal Fire Protection, Inc. • Heliplanners • Sundt Construction, Inc. • DPR Construction

## Garden-to-Cafeteria

### ◀◀ GARDEN-TO-CAFETERIA ▶▶

For six years, the *Community Food Bank of Southern Arizona (CFB)*, *Tucson Unified School District (TUSD)*, and the *University of Arizona (UA)* have worked together to establish school gardens in low-income communities. However, until recently, garden produce was not considered an approved source for school cafeterias.

The CFB, in collaboration with TUSD, the *Pima County Health Department*, and UA faculty, drafted garden-to-cafeteria guidelines garnering support from the *Pima County Food Alliance* and the *Watershed Management Group*. The *Arizona Department of Health Services* helped finalize guidelines, and since then school cafeterias across the state have begun serving garden-grown food.

Additional financial support from the *Community Foundation of Southern Arizona* and *Lloyd Construction* has further assisted schools in following the new roadmap. Thanks to the hard work of this team, children across Tucson can eat what they grow and cultivate lifelong healthy eating habits.

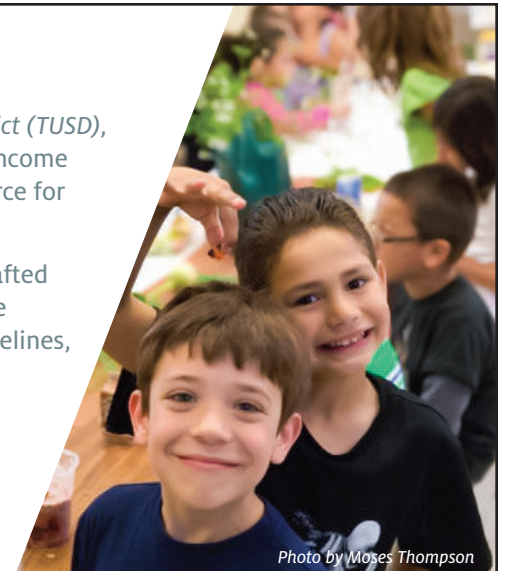


Photo by Moses Thompson





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At Cox, social responsibility is a cornerstone of our business; **Cox annually contributes more than \$2M in cash and in-kind investments to more than 100 community and nonprofit organizations across Southern Arizona.** It is how we deliver life's most important connections.

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## Winter Wonderland 2016

Friday, December 16th - Sunday, December 18th 2016

Warm up your holiday season and join us for Winter Wonderland weekend! With these Resort Credit packages, the weekend is sure to have something the entire family will enjoy.

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Join us for fun holiday winter themed activities including Snow Sledding, Elf Tuck-Ins, Breakfast with Santa, Santa's Workshop, Polar Express Train Rides, Rubber Duck Derby, Fireworks & more!

Sunday, December 18th

**Breakfast with Santa**

\$35 adults and \$29 children  
12pm-1pm Santa's Fare Well

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Valid Friday and Saturday through 12/18/16. A minimum two-night stay is required. Resort fee applies. Only resort credit cannot be used towards room rate. Tax, resort fee or towards the purchase of gift cards and is not refundable. Schedule of events is subject to change without notice. Limited number of rooms are available for this promotion. Tax is additional. Offer does not apply to groups of 10 or more rooms. Offer cannot be combined with any other promotions. Blackout dates may apply. Advance reservations required. Other restrictions apply. Rates are per room, per night and based on availability at the time of reservation.

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## La Estancia



### LA ESTANCIA – TUCSON, ARIZONA

Tucson's first master planned community since the late '90's is a successful example of a 25-year partnership between a vast range of partners and collaborators. The 525-acre community that started as a land assemblage in the 1990's and went through many development challenges, just celebrated its official grand opening in May 2016 with developer Sunbelt Holdings and Meritage Homes. To date, the community has sold 36 homes and moved in its first 9 residents, with more coming soon!

The success of La Estancia would not have been possible without the extensive collaboration among the community's planners, developers and partners. Most importantly, the City of Tucson was a key factor to its success. The mayor, city council members, city manager, development services, department of transportation, Tucson Water and many others collaborated with planners, engineers, surveyors, contractors, landscapers and masons to ensure that the vision of La Estancia was turned into reality.

#### Collaborators:

Sunbelt Holdings  
Meritage Homes  
Borderland Construction  
The Planning Center  
Land Advisors  
WLB Group  
Municipal Partners –  
City of Tucson Ward 4  
City of Tucson City Manager's  
Office  
City of Tucson Development  
Services

City of Tucson Water  
City of Tucson Department of  
Transportation  
Pima County Wastewater  
CollectiV Landscape Architects  
WE O'Neill  
Honey Homes  
Gannon Consulting  
Amerson Surveying  
Caretaker Landscape  
Fyffe Masonry  
Cimarron Circle Construction

## Mainstreet Transitional Care Facility



Craig Masters of 5151 E. Pima LLC was the successful bidder for TUSD's closed Fort Lowell Elementary School. Craig sought out a development partner that would take advantage of the site's location while being neighborhood compatible. The quiet neighborhood and proximity to medical facilities attracted Mainstreet, which provides post-acute transitional care for patients that require short-term medical rehabilitative care as an alternative to extended hospital stays. The team worked closely with City staff to rezone to the least intense zoning and to ensure neighborhood compatibility. In response to neighborhood concerns, the team completely revised the site plan and revamped the architecture. As a result, the rezoning had zero protests, a positive recommendation from the Zoning Examiner, and unanimous support from the Council. Construction is now underway.

**Collaborators:** Tucson Unified School District • City of Tucson: Ward 6, Real Estate, Planning & Development Services • 5151 E Pima LLC • Mainstreet • The Planning Center • ART Architecture • Cole • Magnolia & Avondale Neighborhood Associations

## Making Action Possible (MAP) Dashboard



#### Collaborators:

- Community Foundation for Southern Arizona
- Southern Arizona Leadership Council
- University of Arizona

The MAP Dashboard ([mapazdashboard.arizona.edu](http://mapazdashboard.arizona.edu)) is a single, trusted source of information for measuring and tracking Southern Arizona's well-being, identifying trends, measuring the region's overall direction, and comparing Tucson's performance to other cities throughout the West. Developed for the purpose of measurably improving Southern Arizona through data-driven collective civic action and education, the MAP Dashboard is unique in its emphasis on constantly updated explanatory text, compelling visualizations, and interactive graphics. Nationally recognized, the MAP Dashboard website has seen a steadily increasing number of visitors to the site – over 114,000 page views to date – to become a one-of-a-kind source of regional information that decision makers and residents of southern Arizona can rely on.



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# MPA Top 20 Projects

## Park Tucson: Collaborating to Promote Economic Development in Tucson's Emerging Urban Center



parktucson



Park Tucson, a division of the City of Tucson Department of Transportation, manages the City's parking assets, fostering economic growth, protecting the quality of life in urban neighborhoods, and enhancing the program's financial sustainability.

The rebranding of ParkWise as Park Tucson better communicates its purpose as well as the convenience of parking in Tucson's city center.

Working with our diverse partners, we now offer easy access and payment options at five garages, credit card-accepting parking meters with a mobile app, GoTucson, and a new enforcement and fine collections system that offers easy payment and reduced fines.

We've added the 4th Avenue and Warehouse Districts to the managed parking program to promote continuity

throughout the streetcar corridor, and are streamlining the neighborhood permit program and investing in neighborhood infrastructure.

We've collaborated with others to offer GemRide, a free shuttle service that supports the Tucson Gem, Mineral, and Fossil Showcase by connecting parking with over 40 gem shows around the city and region.



### Select Collaborators:

- City of Tucson:
  - Manager's Office
  - Mayor and Council
  - City Court
  - Office of Economic Initiatives
- Departments:
  - Finance
  - Information Technology
  - Planning & Development Services
  - Procurement
  - Transportation
  - Police
- 6th Avenue Merchants
- Desman Associates
- Downtown Merchants Council
- DTP
- 15 Neighborhoods in the Parking Permit Program
- FAMA
- The Gadsden Company
- Gray Line Tours
- Gtechna
- Hotel Congress
- IPS Group
- Jan Waukon, Facilitator
- Kaneen Communications
- Main Gate Square
- NPPP Task Force
- 40+ Gem Show Operators
- Park Tucson Commission
- Passport Parking
- Pima County Office of Attractions and Tourism
- Scheidt & Bachmann
- State of Arizona
- Sun Link/Sun Tran
- The Cadence
- University of Arizona
- Visit Tucson
- WAMO
- ... and Dozens of Businesses and Organizations in the Central City

## Pima County's Multi-Species Conservation Plan, Endangered Species Act Section 10 Permit



Photo by Aaron Flesch

The "Section 10" permit for Pima County's Multi-species Conservation Plan (MSCP) streamlines compliance with the federal Endangered Species Act, thereby providing a simpler, faster and less expensive way to move public and private sector projects into construction.

The planning process that led to the Section 10 permit is considered by many in the United States to be a premier example of a locally-based strategy to achieve natural

resource conservation while promoting economic well-being.

The significance of this is profound given the diversity of community interests represented within three major stakeholder groups:

- (1) an 83-member Steering Committee,
- (2) the Science and Technical Advisory Team, and
- (3) a Conservation Acquisition Committee overseeing use of open space bonds.

**Select Collaborators:** Tucson Association of Realtors • Coalition for Sonoran Desert Protection • U. S. Fish and Wildlife Service • U. S. Army Corps of Engineers • Altar Valley Conservation Alliance • Pima County • University of Arizona • Southern Arizona Homebuilders Assn. • Arizona Land and Water Trust • RECON Environmental Inc. • Pima County Regional Flood Control District • Diamond Ventures • Arizona Game and Fish Department • C. Sheafe Company • Arizona State Land Department • Defenders of Wildlife • U. S. Bureau of Land Mgt. • Metropolitan Pima Alliance • Arizona-Sonora Desert Museum • The Nature Conservancy • Town of Marana • Tucson Audubon Society • City of Tucson • Tucson Mountain Association • Tohono O'odham Nation • Pima Association of Governments

## Steps to Success



### STEPS TO SUCCESS

The Steps to Success program brings the Tucson community together to encourage students who have given up on education to come back to school. Since its inception in 2014, the walk has reached more than 500 students and has brought hundreds back to school. So far about 50 have earned their high school diplomas, with more in the pipeline on the way to becoming high school graduates.

Steps to Success at its core is a partnership between Tucson Unified School District and the Mayor's Office, but it could not happen without hundreds of partners from the business, community and faith communities. The program is so successful that efforts are now being made to expand it throughout Tucson and into other districts in the state.

*Collaborators: Tucson Unified School District and Office of the Mayor of Tucson*



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## Tucson Roadrunners

### TUCSON ROADRUNNERS

In March of 2016 Rio Nuevo and the City of Tucson began negotiations with the Arizona Coyotes NHL team to bring an affiliate AHL team to Tucson. Several milestones had to be reached to achieve this goal including the negotiation of a tri-party lease agreement between the Arizona Coyotes, Rio Nuevo, and the City of Tucson in less than 2 months, the completion of a \$3.7M renovation of the TCC Arena to meet AHL standards in less than 6 months, and the coordination of the existing TCC event schedule to include the 34 regular season home games for the 2016/2017 AHL season.

The project was completed on schedule and on budget, bringing professional hockey to Tucson with the first Tucson Roadrunners home game scheduled for October 28th at the TCC.



COLLABORATORS: RIO NUEVO • CITY OF TUCSON MAYOR AND COUNCIL • ARIZONA COYOTES  
TUCSON ROADRUNNERS • CITY OF TUCSON CITY MANAGERS OFFICE • SWAIM ASSOCIATES  
CONCORD GENERAL CONTRACTING • CITY OF TUCSON PLANNING AND DEVELOPMENT SERVICES  
PIMA COUNTY DEVELOPMENT SERVICES • GLHN ENGINEERS • SMG • TCC CLIENTS AND PATRONS



## Tucson-New York City Non-Stop Air Service



The Tucson Airport Authority (TAA) and the Tucson Metro Chamber (Chamber) collaborated on the establishment of a non-stop route between Tucson International Airport and New York's JFK Airport. The joint effort consisted of the Chamber reaching out to the business community to create a \$3 million revenue guarantee fund and TAA offering incentives to American Airlines. Prior to the creation of this route Tucson was the largest city in the country without non-stop service to New York City. The new route will yield greater access to both cities and have a positive impact on business and leisure travel to Southern Arizona. European visitors will also enjoy greater convenience due to the ideal arrival and departure times of the new route.

**Collaborators:** Tucson Metro Chamber (Air Service Task Force, Bill Assenmacher, Mike Varney) and Tucson Airport Authority (Bonnie Allin)

### Special thanks to all the Silent Auction donors

Andy Morales Photography

Arizona Bowl

Bead Frenzy

Brian Harpel

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# Common Ground Award

## Semi-Finalists



Children's Museum Oro Valley

### CHILDREN'S MUSEUM ORO VALLEY

Children's Museum Tucson and the Town of Oro Valley partnered to open a satellite children's museum in Oro Valley, Children's Museum Oro Valley (CMOV) at Steam Pump Village. The facility is 3,000 square feet and focuses on Early Childhood Education. CMOV is a developmentally appropriate space with tactile experiences that are geared towards children 5 and under. The Oro Valley location facilitates the development of cognitive, physical, creative, social and emotional skills through interactive play and activities.

### THE CITY OF TUCSON'S COMMUNITY WORKFORCE SKILLS PROGRAM (CWSP)

The City of Tucson's Community Workforce Skills Program (CWSP) is a unique and complex collaboration developed in 2013 as an alternative to traditional Procurement processes in order to team with and support agencies dedicated to workforce skills development programs for youth, young adults and/or veterans transitioning from military to civilian employment. With this Program, individual City departments enter into work-scope-specific agreements with local agencies to simultaneously meet the needs of the City of Tucson while providing meaningful skills development opportunities for those entering or re-entering the Tucson community's workforce.

### CITY OF TUCSON CNG FACILITY (COMPRESSED NATURAL GAS FACILITY)

This new fueling facility is a testament to the City's commitment to strengthening the environmental quality of our community by encouraging the use of renewable energy sources. The conversion to CNG will result in a 20% reduction in carbon emissions. Because CNG fuel systems are completely sealed CNG vehicles, they produce no evaporative emissions which protects our air quality. The vehicles are also quieter

so less noise pollution occurs within our neighborhoods. CNG Fuel Conversions help the City by reducing fuel costs, approximately \$.90 per mile using CNG. When fully converted the Environmental Services trucks will save nearly 600,000 gallons of diesel fuel per year. The incremental cost of the CNG vehicles fueling infrastructure can be recouped in 3-8 years. The City will save labor costs as drivers spend less time (15 minutes less per day per person) fueling these vehicles. All of these help the City to plan our financial future.



City of Tucson CNG Facility

### GLOBAL ECONOMIC DEVELOPMENT DISTRICT

The City of Tucson has an incentive to attract small and medium sized businesses, called the Global Economic Development District. The Global Economic Development District (GEDD) incentive program, was set up to attract small factories to the airport area and interstate corridors that deal in international trade. The GEDD encompassed areas in Ward 5, Ward 4 and Ward 1 and was formed by the leadership of Ward 5 Council member Richard Fimbres. The GEDD is located in Tucson's rapidly growing south and southeast side, already a viable and energetic entrepreneurial community, key transportation and logistics infrastructure, key manufacturing operations and the UA Tech Parks. The area has favorable proximity and accessibility to Mexico, Texas and California markets through both rail and road.

### MISSION DISTRICT

Some of the greatest cities in the world are home to dynamic Market Districts. The Gadsden Company & Mission District Partners are working to add Tucson, Arizona to that list. With the Mercado San Agustin Public Market their Phase 1 they've already successfully grown a unique community of Makers, Vendors & Purveyors within its 15,300 SF Courtyard Marketplace. The Market District is about to expand with an additional 13,450 SF of Ground Floor Commercial Space in the neighboring 122 Unit Class A Monier Apartments and the adjacent MSA Annex with 15,000 SF within the Courtyards of this Phase 2 to the Public Market.



# Common Ground Award Semi-Finalists

*Oracle Road Wildlife Crossing*



## **ORACLE ROAD WILDLIFE CROSSINGS**

For over seven years, a wide range of partners have collaborated on every aspect of the Oracle Road Wildlife Crossings project. Even with incredible complexity, innumerable moving parts, and ongoing challenges, these partners were and are committed to working together to improve safety for both our local wildlife and motorists. This project, the first of its kind in southern Arizona, will undoubtedly lead to even more collaboration and community-building in the future. Video and still cameras installed in both crossings are documenting wildlife use of the crossings, including herds of deer, javelina, coyote, and bobcats.

*Port of Tucson*



## **PORT OF TUCSON – CONTAINER EXPORT RAIL FACILITY**

The Port of Tucson is Arizona's active inland port providing international intermodal shipments in the Southwest. The Port's intermodal container export rail facility is located in the City of Tucson, west of Kolb Road and adjacent to the Union Pacific Railroad (UPRR) Sunset Corridor Mainline. Since 1966, the Port is a transportation and logistics center that provides services to both Ports in southern and central Arizona, as well as northern Mexico, with access to rail and intermodal container transportation options. The Port is the only privately owned intermodal yard (not owned and operated by UPRR) in the Country, making this a unique asset to Pima County.

## **REAL ESTATE ACQUISITION 101 OUTREACH PROGRAM**

TDOT and Real Estate launched Acquisition 101 in September 2015. TDOT and Tierra invited constituents to attend one of six meetings, which included a Presentation, Q and A, and opportunity to meet with Tierra/TDOT team members. The Presentation has been very well received by 70+ participants located along the Grant Road and Broadway corridors. The Brochure was provided to the participants. The Program would not have had the success achieved (rated 4.7 out of 5 from participants) without the support and assistance of key collaborators and technical and community partners engaged in the development of the program

*Mission District*





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**How:** Show your support for Davis-Monthan Air Force Base (DMAFB) by decorating your business and wearing red, white and blue.

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**Why?** DMAFB is a critical part of Tucson's economic vitality. The thousands of jobs the Base provides Southern Arizona is just the beginning. Learn more about all the Base does for our community and the U.S. at SupportOurBase.com.

**Support Our Base! America's Asset. Tucson's Treasure.**

For more information on Davis-Monthan Air Force Base and DM50 please visit SupportOurBase.com.



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BeachFleischman PC	Metro Water District
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Bright Design Associates PLC	National Bank of Arizona
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BWS Architects	OasisTucson / Mesquite Homes
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Cadden Community Management	Pinal County
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Commercial Real Estate Group of Tucson	SAHBA
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Gannon Utility Consulting, Inc.	Town of Oro Valley
GLHN Architects	Town of Sahuarita
Goodmans Interior Structures	TREND Report
Gordley Group	Trico Electric Cooperative
Greater Oro Valley Chamber of Commerce	Tucson Airport Authority
Green Valley Pecan Growers	Tucson Association of Realtors
Habitat for Humanity	Tucson Electric Power Company (TEP)
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*Metropolitan Pima Alliance*

**MISSION:** Metropolitan Pima Alliance (MPA) is dedicated to advocating responsible development in the Pima County metropolitan area and furthering the interests of the real estate and development industry through education, public policy advocacy and networking.

### NETWORKING

MPA's 24 annual events range in size up to 300 attendees allowing you to network with a diverse group of individuals and leaders most important to you

### ADVOCACY

MPA advocacy efforts have led to millions of dollars in savings for the land use industry. MPA facilitates dialogue between the public and private sector to find common ground on important issues related to fees, policies and regulation

### EDUCATION

Monthly, MPA hosts member only Brown Bag lunches in addition to our monthly breakfast that provide an opportunity for members to get up close and personal with decision makers on key issues impacting how you can do business



**Amber Smith**  
Executive Director

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... the experience to **EDUCATE**  
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Fire Central  
Hub at Tucson  
Junction at Iron Horse  
Plaza Centro and the Cadence  
Herbert Residential Redevelopment  
FC Tucson at Kino Sports Complex  
Tucson Medical Center/Campus Improvements

Sewer Connection Fee Evaluation/Implementation  
Literacy Connects  
First Avenue & Grant Road – Walgreens & Sausage Deli  
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Sargent Aerospace and Defense Facility Expansion  
New Armory Building  
Depot Plaza/MLK Revitalization Project  
Centro  
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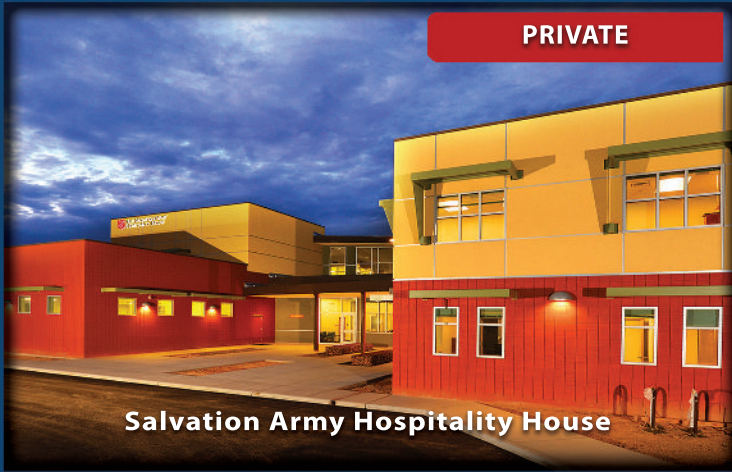


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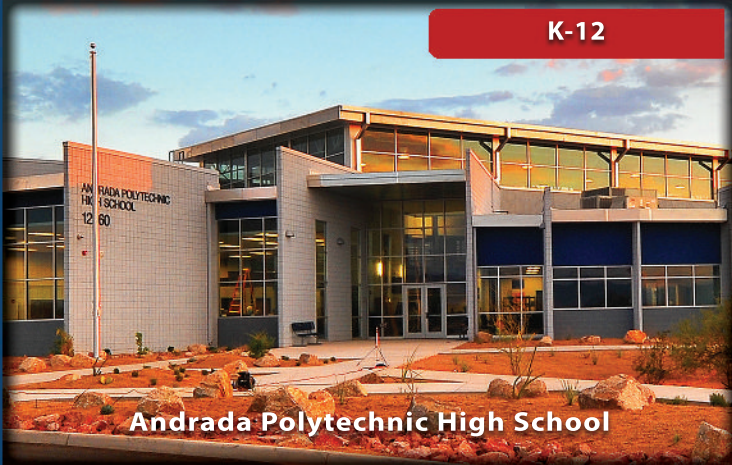
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