



Monday, December 04, 2017

To: Council; Leadership

Fr: RES

Re: Economic Development Presentation

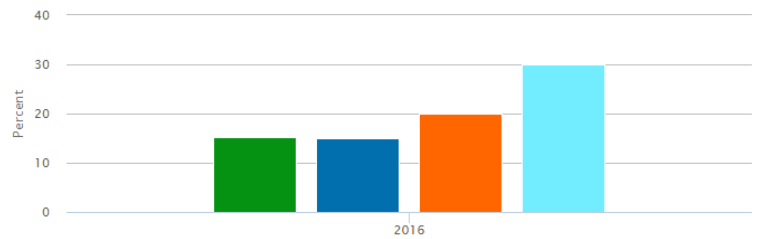
Council – The below talking points are being provided to the **Bisbee Economic Outlook Luncheon** this week.

Graphics sourced from <https://mapazdashboard.arizona.edu/>

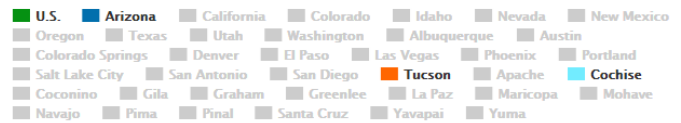
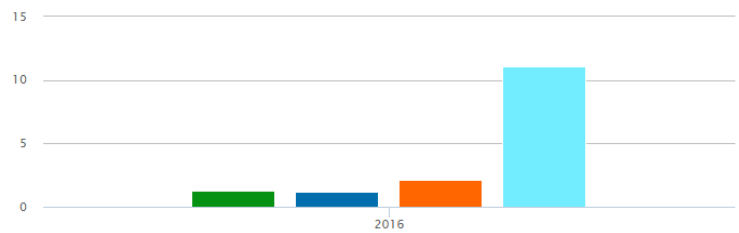
Post-Recession Realities

- For many smaller localities, including ours, economic trends have been negative, and “small town AZ” is still getting used to the ‘new normal’.
- Employment in our County needs diversity.
- There is a growing fiscal gap between those localities and counties that are doing well, and those that are struggling.
- State allocated and shared resources are slim, and tend to aggregate to larger population centers – we must dig ourselves out if we are to recover. PSPRS liability is making this even more difficult.
- Bisbee has been spending more than it creates in revenue, and reserves are gone. This trend is unsustainable and we are working hard to reverse it.
- Many programs and services require subsidy funding because grants, fines and user fees do not offset program and service costs.
- Headcount reductions have affected service quality and the quality of internal administration; lost institutional memory, reduced professional capacities, and frozen compensation and benefits affect the services we provide to the community, as well as our internal operations.

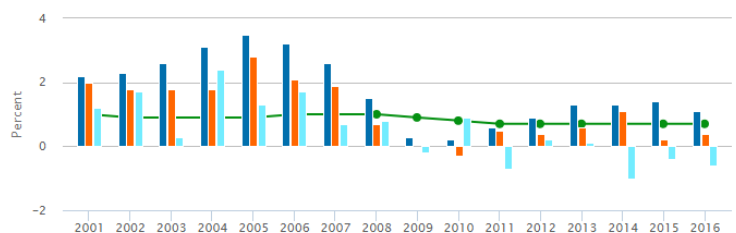
Government Share of Total Employment (2016)



Military Share of Industry (2016)



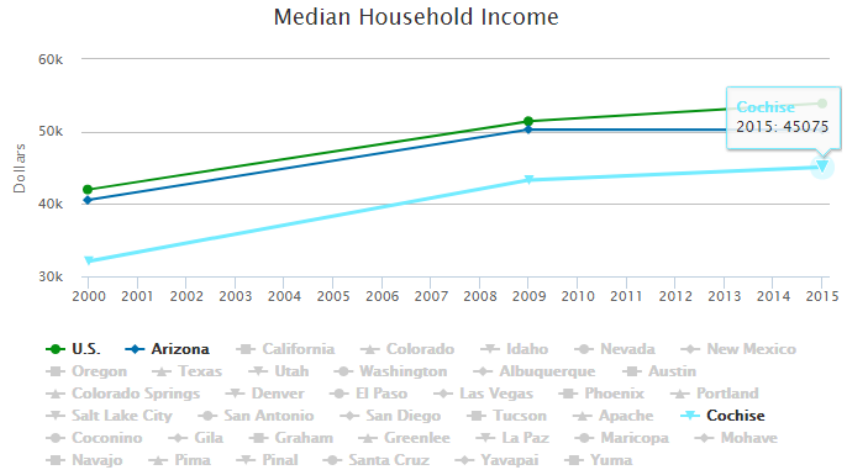
Population Growth Rate





We're starting with three basic strategies –

- 1. Tuning up the City's Administration and Services** – we are looking inward, to improve our operations & processes, and we are re-establishing relationships externally, to leverage better services and access to resources & new processes.
- 2. Maintaining, enhancing and extending infrastructures** – using OPM (other people's money) we are seeking to expand, enhance and maintain infrastructures that promote health, safety and welfare, as well as strong, vibrant economies.
- 3. Playing to our strong suits** – ie working to benefit/increase/strengthen things that are already succeeding. Tourism, entertainment and historic districts/preservation efforts are a focus, as we work to increase visitation to the City.



1. Tuning up the City's Administration and Services

This is our largest effort at the outset, and will provide good results quickly:

- **Cooperative Efforts with the County** – Interns/Volunteer Corps, Motor Pool/Vehicles/Equipment, Gas Cards/Gas Depot Access, Procurement, Professional Skills, GIS Mapping
- **Customer Service Initiative** – leveraging volunteers, and providing better customer service support
- **Infrastructure Mapping and Planning** – creation of data sets and tools for field coordination/EMS
- **Fees/Fines/Rates Analysis and Adjustment**
- **Tax Audit**
- **Bank Services Review**
- **IT Development Plan** -- Risk Assessment, Software and Hardware Deployment
- **Policy Amendment Recommendations**
- **Administration of Sewer Amnesty and Cut-off/Past Due Management**
- **Development of a Fiscal Strategic Plan and Fiscal Planning/Reporting Tools**

2. Maintaining, enhancing and extending infrastructures

Building a foundation for a healthy, protected community and orderly, planned growth that is sustainable. Infrastructure enhances property values, and increases the degrees of freedom for a developer/investor.



Contributing to a stronger developed fabric, healthy infrastructure correlates to healthy local economy, and that has a direct impact on employment and household incomes.

- **Pedestrian Circulation** – planned enhancement of safe, walkable sidewalks and crossings in old Bisbee.
- **Trolley Route** – Considering an old Bisbee Trolley Route to the Bus System, may help remove some parking congestion, while connecting the Mine Tour to Old Bisbee.
- **Naco Intercept & Enhancement of the Waste Water Treatment Plant** – (1) Enhance the WWTP using external funds, to improve UV treatment, solar power, storage capacity and pre-treatment processing. (2) Create percolation ponds to recharge plant effluent. (3) Secure ADEQ Recharge Credits for volumes we recharge. (4) Create additional revenue stream by accepting septage hauler waste at the plant.
- **Launch an Infiltration & Inflows Mitigation Program** – begin regular investigation and maintenance of the sewer collection system, to repair damage that contributes to I&I. This will reduce storm surge at the plant, and operational costs for processing.
- **Extend sewer service to the Airport**, and the 80AC of property adjacent, that is owned by the City.
- **Create an Industrial Park** (Using Grant Funds) on City property adjacent to the airport.
- **Secure Jet A Fuel at the Airport**, and work to receive FAA monies for enhancement of the landing strip/airport facilities.



3. Playing to our strong suits

Working to help the local economy become more sustainable, it is natural to enhance current successful activity and provide support. Bisbee relies upon tourism, entertainment and its historic nature for much of its economic activity. Towards those ends we are:

- **Working with FM to create a foundation** for the Mine Tour's operation.
- **Annexation of Border Patrol Facility** will increase tax base and decrease the facility's operational costs.
- **Exploring the deployment of a Trolley Route** in Old Bisbee that connects the Mine Tour to Old Town.
- **Working to Complete the Warren Historic District**
- **Conducting Feasibility Planning for a Science Center**
- **Conducting a Public Planning Process** to consider rehabilitation of burned City Hall
- **Working with the School District** to create an internship program for Seniors