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SEAGO



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JUL 5 2016

Mr. Randy Heiss  
Executive Director  
SouthEastern Arizona  
Governments Organization  
1403 West Highway 92  
Bisbee, AZ 85603

Dear Mr. Heiss:

The Economic Development Administration has received your submittal of the 2016-2020 Comprehensive Economic Development Strategy (CEDS) for your organization. The CEDS has been reviewed by our office was found to satisfy our requirements.

The new CEDS document is a substantial improvement over the previous five-year CEDS and was very comprehensive. The CEDS should serve as a valuable economic planning tool for communities in your region.

If you have any further questions, please contact me at 206-220-7666.

Sincerely,

A handwritten signature in black ink, appearing to read "Jacob Macias".

Jacob Macias  
Economic Development Representative

Comprehensive  
Economic Development  
Strategy (CEDS)

2016-2020



**SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION (SEAGO)  
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2016 – 2020**

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## Introduction

**Overview.** The Southeastern Arizona Governments Organization (SEAGO) is one of six planning regions within the State of Arizona. SEAGO was formed in 1972 through an intergovernmental agreement entered into by each of its members, and was incorporated under the statutes of the State of Arizona on August 6 1976, as a private, non-profit corporation. The SEAGO member governmental entities within Cochise, Graham, Greenlee, and Santa Cruz Counties have comprised the following mission statement:

**Mission Statement:** SEAGO stimulates economic and social progress in our four-county region.

**Vision Statement:** SEAGO, as a highly motivated, energetic team, commits to being a respected, credible source of leadership, information, funding, technical expertise and services.

SEAGO provides regional planning services in transportation, regional mobility, economic development, Community Development Block Grant (CDBG), Social Services Block Grant, environmental planning, housing, and aging services.

**Economic Development.** SEAGO has been designated by the U.S. Department of Commerce, Economic Development Administration (EDA) as an Economic Development District (EDD) since 1991. The EDD serves SEAGO's entire region, which includes four (4) Counties, fourteen (14) incorporated governments and one (1) Native American Community. The SEAGO governmental member entities are:

Counties: Cochise, Graham, Greenlee, Santa Cruz

Municipalities: Benson, Bisbee, Clifton, Douglas, Duncan, Huachuca City, Nogales, Patagonia, Pima, Safford, Sierra Vista, Thatcher, Tombstone, Willcox

Native American Community: San Carlos Apache Tribe; Graham County

**Comprehensive Economic Development Strategy (CEDS).** The EDA developed the CEDS program as a means of evaluating and quantifying Districts across the country. The purpose of the CEDS is to assist EDA and the EDD in establishing regional priorities for projects and investments. A CEDS is intended to promote economic development

and opportunity, to foster effective transportation systems, to enhance and protect the environment, and to balance resources through sound management and development.

## SEAGO 2016 – 2020 CEDS

SEAGO's CEDS for the period 2016 – 2020 is a major revision of the 2010 – 2015 CEDS. It is significantly shortened to make it readable for a wider audience of elected officials, economic development practitioners, and interested citizens within and outside of the SEAGO Region.

The CEDS is based on the understanding that the SEAGO EDD is both a regional and sub-regional economy. Indicative of that understanding is the CEDS development process which began with the SWOT analysis that was completed by engaging members of the CEDS Committee on a sub-regional level. The CEDS SWOT process included three (3) separate SWOT meetings involving CEDS Committee members respectively from Cochise County, Santa Cruz County, and Graham/Greenlee Counties.

Based on regional demographic and socioeconomic data, and strategic conclusions reached by the CEDS Committee, the CEDS for 2016 – 2020 revises, and in some cases expands, the Strategic Goals/Objectives/Tasks identified in the previous CEDS. The revisions are based upon the engagement of the SEAGO CEDS Committee, which has contributed to, and been consistently cognizant of, the need to support the Region's economic development practitioners. The process, and dialogue, began with the previously mentioned sub-regional SWOT sessions, followed by regional meetings that continued through the CEDS development, review and adoption process. The 2016 – 2020 CEDS is a result of a committed and engaged CEDS Committee.

**Community and Private Sector Participation.** SEAGO's economic development planning is a blend of experience and expertise from both the public and private sectors. The regional planning is directed by the SEAGO Executive Board, comprised of elected officials from the SEAGO member jurisdictions and five (5) private representatives, with advice from the Administrative Council consisting of appointed managers of the respective member jurisdictions. The CEDS 2016 – 2020 development process has been overseen by the CEDS Committee, representing municipalities, counties, and Native American

community within the SEAGO EDD, and stakeholders representing the private sector.

### SEAGO Executive Board

#### SEAGO Executive Board; January 2016

Board Member	Jurisdiction	Board Member	Jurisdiction
Mayor Tony King	City of Benson	Mayor Ron Oertle	City of Bisbee
Mayor Danny Ortega Jr.	City of Douglas	Mayor John Doyle	City of Nogales
Council Member Richard Ortega	City of Safford	Council Member Bill Barlow	City of Tombstone
Supervisor Ann English	Cochise County	Ilona Smerekaniec	Private Representative
Mark Schmitt	Private Representative	Supervisor Danny Smith	Graham County
Dustie L. Robinette	Private Representative	Tribal Chairman Terry Rambler	San Carlos Apache Tribe
Tony Sedgwick	Private Representative	Vice Mayor Luis Montoya	Town of Clifton
Mayor Billy Waters	Town of Duncan	Mayor Ken Taylor	Town of Huachuca City
Mayor Ike Isakson	Town of Patagonia	Mayor Tom Claridge	Town of Pima
Mayor Rick Mueller	City of Sierra Vista	Council Member Gerald "Sam" Lindsey	City of Willcox
Supervisor David Gomez	Greenlee County	Supervisor Rudy Molera	Santa Cruz County
Mayor Bob Rivera	Town of Thatcher	Vacant	Private Representative

### SEAGO Administrative Council

#### SEAGO Administrative Council; January 2016

Council Member	Jurisdiction	Council Member	Jurisdiction
William Stephens, Manager	City of Benson	Jestin Johnson, Manager	City of Bisbee
Ian McGaughey, Manager	Town of Clifton	Carlos De La Torre, Manager	City of Douglas
John Basteen, Jr.	Town of Duncan	Tammy Mitchell,	Town of Huachuca City

Clerk/Administrator

Dave Teel, Manager	Town of Patagonia	Jeff McCormick, Manager	Town of Pima
Horatio Skeete, Manager	City of Safford	Charles P. Potucek	City of Sierra Vista
Ted Soltis, Manager	City of Willcox	Jim Vlahovich, Administrator	Cochise County
Terry Cooper, Manager	Graham County	Carlos Rivera, Manager	Santa Cruz County
Marvin Mull, Trans. Planner	San Carlos Apache Tribe	Shane Dille, Manager	City of Nogales
Terry Hinton, Manager	Town of Thatcher	Deborah "Kay" Gale, Administrator	Greenlee County
Vacant	City of Tombstone		

### SEAGO CEDS Committee

#### SEAGO CEDS Committee; January 2016

Committee Member	Jurisdiction	Public Sector Member	Private Sector Member
Thomas Reardon	Cochise County		USAF Retired
Mark Schmitt	Cochise County	Cochise College	
Lisa Marra	Cochise County	Cochise County	
Simone McFarland	Cochise County	City of Sierra Vista	
Carlos De La Torre	Cochise County	City of Douglas	
Vickie Simmons	Cochise County		Southeast Arizona Workforce Connection
Cynthia Conroy	Cochise County		Business Owner
Alan Baker	Cochise County		Willcox Chamber of Commerce
George Scott	Cochise County		Southeastern Arizona Economic Development Group
Mignonne Hollis	Cochise County		Arizona Regional Economic Development Foundation
Jeff McCormick	Graham County	Town of Pima	
Bob Rivera	Graham County	Town of Thatcher	
Dustin Welker	Graham County	City of Safford	
Kevin Peck	Graham County	Eastern Arizona College	
Danny Smith	Graham County	Graham County	
Sean Wenham	Graham County		Freeport McMoran

			Inc.
Joe Goodman	Graham County	Graham County	
Akos Kovach	Greenlee County	Greenlee County	
Ian McGaughey	Greenlee County	Town of Clifton	
Dustie Robinette	Greenlee County		Business Owner
Suzanne Menges	Greenlee County		Business Owner
John Basteen	Greenlee County	Town of Duncan	
Aaron White	Santa Cruz County	City of Nogales	
Mary Dahl	Santa Cruz County	Santa Cruz County	
Nohe Garcia	Santa Cruz County		Business Owner/Land Developer
Roberto Guevara	Santa Cruz County		Unisource Energy Corp.
Bruce Bracker	Santa Cruz County		Business Owner
David Simpson	Santa Cruz County		Associate Brokerage Co.
Greg Lucero	Santa Cruz County	City of Nogales	
Lee Randall	San Carlos Apache Tribe	San Carlos Apache Tribe	

Total CEDS Committee Membership	Public Sector CEDS Committee Membership	Private Sector CEDS Committee Membership
30	17 (57%)	13 (43%)

### Physiographic Characteristics of the Region

The SEAGO Region’s physical characteristics directly affect its regional economic development. The Region has a large geographic extent, which is further complicated by the variation in physical environment and land ownership. These combine to create distinct sub-Regions within the Region.

**Regional Size.** The SEAGO Region contains a total of 13,935 square miles. The expansive size of each county in the SEAGO Region is:

- Cochise County - 6,219 square miles
- Graham County - 4,630 square miles
- Greenlee County - 1,848 square miles
- Santa Cruz County - 1,238 square miles

In addition to the large geographic area of the SEAGO Region, it is challenging to navigate the exceptionally long distances between communities. For example it is 194 miles (a 3 hour drive) from Clifton, the Region’s most northern community, to Nogales, the most southern community.

**Physiography.** The SEAGO Region consists primarily of desert terrain and climate falling between the Sonoran Desert and the Chihuahuan Desert (Figure 1).

Figure 1



The Region falls into three distinct elevations: low lying desert “Basin and Range Zone” comprising all of Cochise and Santa Cruz Counties and southern Graham and Greenlee Counties; rolling hills of the “Transition Zone” comprising northern Graham County and central Greenlee County; and northern Greenlee County’s position in the higher mountain elevations of the “Colorado Plateau” (Figure 2).

**Figure 2**



- **The Basin and Range Province** is a region occupying the southern part of Arizona, along with a strip of land along the western part of the state. The Basin and Range is characterized by steep, linear mountain ranges alternating with wide desert plains. These mountains, particularly in the southeast corner of the state, can rise above 9,000 feet (2,700 m) and create biological “sky islands” inhabited by cool-climate plants and animals. The Basin and Range supplies nearly all of the copper mined in Arizona, and contains other minerals such as gold and silver.
- **The Transition Zone** is a northwest-trending escarpment of rugged mountainous terrain in central Arizona shaped by the intersection of the higher-level Colorado Plateau with the lower-level Basin and Range Province. The area is called the Transition Zone because it is transitional between the two regions, with some characteristics from both. Because of the range of elevation within the Transition Zone, climatic conditions can vary widely over small areas.
- **The Colorado Plateau** is a semi-arid, mostly flat region ranging from 5,000 to 8,000 feet (1,524 m to 2,438 m) in elevation, covering most of northern Arizona and centered on the Four Corners. The southern edge of this plateau is defined by the

Mogollon Rim, a cliff which extends 115 miles (190 km) from northern Yavapai County eastward toward the border of New Mexico.

### Land Ownership

Land ownership in the SEAGO Region is dominated by public ownership, with land ownership as follows:

Private Ownership	-	25.5%
Arizona State Ownership	-	24.3%
Federal Ownership	-	37.6%
Indian Reservation	-	11.3%
Other Public Ownership	-	< 1.3%

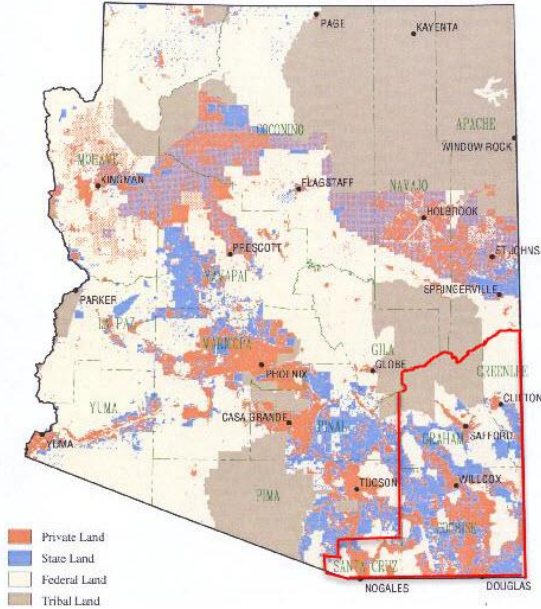
The following chart shows the distribution of ownership by county and the entire Region.

County	Land Ownership	Square Miles of Ownership	% of Ownership
<b>Cochise</b>	Private	2488 sq. mi.	40%
	State	2177 sq. mi.	35%
	Federal	1368 sq. mi.	22%
	Other public	186 sq. mi.	3%
<b>Graham</b>	Private	463 sq. mi.	10%
	State	833 sq. mi.	18%
	Federal	1759 sq. mi.	38%
	Indian Res.	1575 sq. mi.	34%
<b>Greenlee</b>	Private	130 sq. mi.	7%
	State	277 sq. mi.	15%
	Federal	1441 sq. mi.	78%
<b>Santa Cruz</b>	Private	470 sq. mi.	38%
	State	99 sq. mi.	8%
	Federal	669 sq. mi.	54%
<b>SEAGO Region</b>	<b>Private</b>	<b>3551 sq. mi.</b>	<b>25.5%</b>
	<b>State</b>	<b>3386sq. mi.</b>	<b>24.3%</b>
	<b>Federal</b>	<b>5237 sq. mi.</b>	<b>37.6%</b>
	<b>Indian Res.</b>	<b>1575 sq. mi.</b>	<b>11.3%</b>
	<b>Other public</b>	<b>186 sq. mi.</b>	<b>&lt;1.3%</b>

Some of the federal and state owned land in the SEAGO Region can be utilized for limited agriculture and mining purposes, and much of the federal and state owned land creates an environmentally pristine opportunity for attracting tourism. The Salmon colored area (Figure 3) is a graphic illustration of limited private land ownership in the SEAGO Region. It is readily recognizable that much of the SEAGO Region is not available or accessible for private use and development. The constraints of limited usable

and developable land in the SEAGO Region has a definite effect on economic development opportunities in the Region.

Figure 3



### SEAGO Region Market Areas

Elevation, soils, border proximity, and land ownership patterns clearly indicate that the SEAGO Region has sub-regions with different types of market opportunity, and future development opportunities.

**Statewide Economic Study.** In 2002 the Arizona State Department of Commerce completed a significant study that was to be used for a statewide economic development strategy. Much of that work included research and local outreach to define market-based economic regions in Arizona.

While the research and analysis is fourteen years old, it remains relevant in its statewide analysis of regional economic potential and opportunities.

The SEAGO Region falls into two of the economic regions:

- Cochise and Santa Cruz Counties are part of the Southeast Region.
- Graham and Greenlee Counties are part of the Mining Region.

The conclusions reached in the Department of Commerce study remain relevant today. The primary conclusions include:

**1. The Southeastern Region is a relatively remote region of the state with no close proximity to major metropolitan market areas.**

- Its economic vitality rests primarily upon:
  - 1) U.S. Department of Defense engagement at the Fort Huachuca Army Base in Cochise County.
  - 2) International trade (particularly produce imports) at the U.S./Mexico border ports of entry at Nogales and Douglas.
  - 3) Some agriculture and agri-business opportunity in Cochise County, with high dependability on the limited available water supply.
  - 4) Tourism, based upon the significant geographical and historical sites in the region.

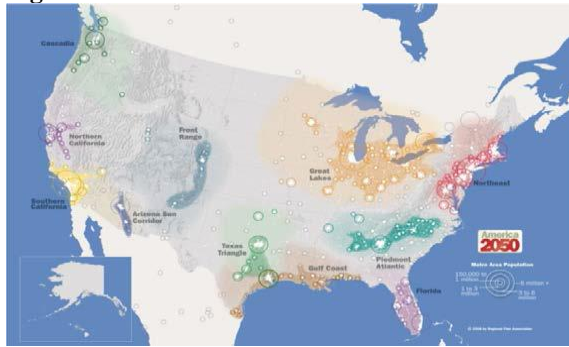
**2. The Mining Region, which includes Graham and Greenlee Counties, is a relatively remote region of the state with no close proximity to major metropolitan market areas.**

- The region’s economic vitality is largely dependent upon:
  - 1) Mining in both Greenlee and Graham County.
  - 2) Agriculture, primarily cotton, in Graham County.
  - 3) Tourism in Greenlee County based upon its proximity to outdoor recreation potential of the Mogollon Rim.

### Economic Impact of Border Trade

**Sun Corridor Mega-Region.** One of the primary long-term economic development opportunities for the SEAGO Region is its location along the U.S. border with Mexico. As international trade flows through Santa Cruz and Cochise Counties, the SEAGO Region is favorably situated to benefit from one of the nation’s Mega-regions – the “Sun Corridor.” By 2050 the Sun Corridor is expected to double in size and contain 85 percent of Arizona’s population and jobs (Figure 4).

Figure 4

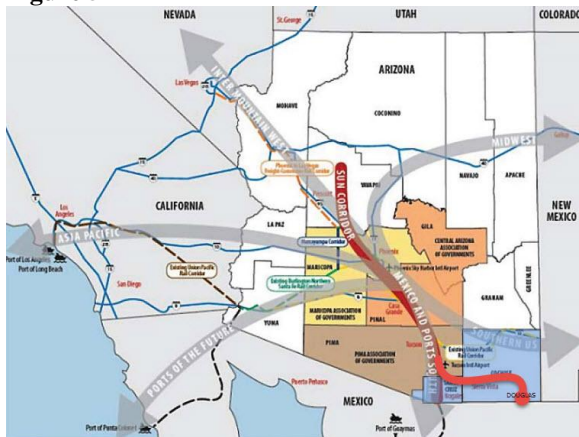


The SEAGO Region’s location at the eastern edge of the Tucson metro area, and with its two major ports of entry in Nogales and Douglas, the Region’s southern counties of Cochise and Santa Cruz will benefit as primary U.S./Mexico import and export points in the Sun Corridor (Figure 5).

The Sun Corridor through Arizona is positioned to trade with the Pacific Coast, Intermountain West, Midwest and Southern regions of the United States, as well as the international regions of Mexico/Latin America, the Asia Pacific, and Canada.

While not formally a member of the Joint Planning Advisory Council (JPAC) formed by the Council of Government entities of MAG, PAG, and CAG, SEAGO is closely involved with JPAC planning initiatives related to the Sun Corridor economic development opportunities. The current planning initiatives are primarily focused on transportation needs, but it is anticipated that future JPAC planning activities will include mega-region economic development planning.

Figure 5



## Regional Socioeconomic and Demographic Analysis

Following is a detailed data driven analysis of the socioeconomic and demographic condition of the counties and communities in the SEAGO Region. The data clearly indicates the economic diversity of the large region, and underscores the need to address the broad range of economic development issues and needs that were identified by the CEDS Committee and addressed in the CEDS Strategic Goals.

### Employment, Wages, and Income

**Employment by Industry.** The SEAGO Region is heavily reliant on government employment. Region wide, 30.9% of total nonfarm employment is in the government sector (nearly double the statewide rate of 15.6%). Government employment is especially prevalent in Graham County with overall government employment accounting for 34.3% of all jobs (led by various state and local government entities including a state prison complex); and Cochise County where 33.8% of total employment is in the government sector (led by the area’s largest employer—Fort Huachuca). Greenlee County is least dependent on government jobs, which account for just 12% of all employment. The SEAGO Region, like Arizona overall, is predominantly a service economy with 88.7% of all jobs in service industries (including government)—the same level as statewide. Cochise County is the most heavily service-oriented in the region with 95.3% of all jobs in services (including government). The high government level of employment in Cochise County is largely a result of military and civil service employment at Fort Huachuca, and the concentration of U.S Customs and Border Protection employees in the county. Santa Cruz County is also heavy on service-sector jobs, which account for 95% of all employment. Due to its location along the international border with Mexico, international trade is a major driver of both public and private service-sector employment in Santa Cruz County. The high government level of employment is largely a result of the concentration of Customs and Border Protection employees in the area. Greenlee County is the least reliant on service jobs in the region with 72.1% of all jobs in the goods-producing sector—led by the area’s top employer, Freeport-McMoRan, with its ownership of a large mining operation in the County. Graham County also has a larger share of goods-producing jobs than region wide and statewide at 15.3% (also largely attributable to a Freeport-McMoRan presence). Graham County’s higher government level of employment is

largely due to the State and Federal prisons in the County.

#### Arizona Employment by Industry (2015)

	Jobs (000s)	Share of Total Nonfarm Jobs
<b>Total Nonfarm</b>	2,630.5	100.0%
<b>Total Private</b>	2,220.3	84.4%
<b>Goods Producing</b>	298.2	11.3%
Natural Resources and Mining	12.6	0.5%
Construction	129.5	4.9%
Manufacturing	156.1	5.9%
<b>Service-Providing</b>	2,332.3	88.7%
<b>Private Service- Providing</b>	1,922.1	73.1%
Trade, Transportation, and Utilities	501.1	19.0%
Information	43.6	1.7%
Financial Activities	194.6	7.4%
Professional and Business Services	397.0	15.1%
Educational and Health Services	395.1	15.0%
Leisure and Hospitality	296.6	11.3%
Other Services	94.1	3.6%
<b>Government</b>	410.2	15.6%
Federal Government	54.9	2.1%
State Government	85.9	3.3%
Local Government	269.5	10.2%

Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

#### SEAGO Region Employment by Industry (2015)

	Jobs	Share of Total Nonfarm Jobs
<b>Total Nonfarm</b>	61,075	100.0%
<b>Total Private</b>	42,175	69.1%
<b>Goods Producing</b>	6,925	11.3%
<b>Service-Providing</b>	54,150	88.7%
<b>Private Service Providing</b>	35,250	57.7%
Trade, Transportation, and Utilities	14,100	23.1%
Other Private Service- Providing	21,150	34.6%
<b>Government</b>	18,900	30.9%
Federal Government	7,175	11.7%
State and Local Government	11,725	19.2%

Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

#### Cochise County Employment by Industry (2015)

	Jobs	Share of Total Nonfar m Jobs
<b>Total Nonfarm</b>	34,300	100.0 %
<b>Total Private</b>	22,700	66.2%
<b>Goods Producing</b>	1,600	4.7%
Mining and Construction	1,100	3.2%
Manufacturing	500	1.5%
<b>Service-Providing</b>	32,700	95.3%
<b>Private Service-Providing</b>	21,100	61.5%
Trade, Transportation, and Utilities	6,200	18.1%
Information	300	0.9%
Financial Activities	900	2.6%
Professional and Business Services	4,300	12.5%



Educational and Health Services	4,600	13.4%
Leisure and Hospitality	3,900	11.4%
Other Services	900	2.6%
<b>Government</b>	11,600	33.8%
Federal Government	5,100	14.9%
State and Local Government	6,500	19.0%

Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

#### Graham County Employment by Industry (2015)

	Jobs	Share of Total Nonfarm Jobs
<b>Total Nonfarm</b>	8,825	100.0%
<b>Total Private</b>	5,800	65.7%
<b>Goods Producing</b>	1,350	15.3%
<b>Service-Providing</b>	7,475	84.7%
<b>Private Service Providing</b>	4,450	50.4%
Trade, Transportation, and Utilities	1,675	19.0%
Other Private Service-Providing	2,775	31.4%
<b>Government</b>	3,025	34.3%
Federal Government	400	4.5%
State and Local Government	2,625	29.7%

Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

#### Greenlee County Employment by Industry (2015)

	Jobs	Share of Total
<b>Total Nonfarm</b>	4,575	100.0%
<b>Total Private</b>	4,025	88.0%
<b>Goods Producing</b>	3,300	72.1%
<b>Service-Providing</b>	1,275	27.9%
<b>Private Service Providing</b>	725	15.8%
Trade, Transportation, and Utilities	325	7.1%
Other Private Service-Providing	400	8.7%
<b>Government</b>	550	12.0%
Federal Government	25	0.5%
State and Local Government	525	11.5%

Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

#### Santa Cruz County Employment by Industry (2015)

	Jobs	Share of Total Nonfarm Jobs
<b>Total Nonfarm</b>	13,375	100.0%
<b>Total Private</b>	9,650	72.1%
<b>Goods Producing</b>	675	5.0%
<b>Service-Providing</b>	12,700	95.0%
<b>Private Service Providing</b>	8,975	67.1%
Trade, Transportation, and Utilities	5,900	44.1%
Other Private Service-Providing	3,075	23.0%
<b>Government</b>	3,725	27.9%
Federal Government	1,650	12.3%
State and Local Government	2,075	15.5%

Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

### Comparisons: Employment by Industry (2015)

	Arizona	SEAGO Region	Cochise	Graham	Greenlee	Santa Cruz
<b>Total Nonfarm</b>	2,630,500	61,075	34,300	8,825	4,575	13,375
<b>Total Private</b>	84.4%	69.1%	66.2%	65.7%	88.0%	72.1%
<b>Goods Producing</b>	11.3%	11.3%	4.7%	15.3%	72.1%	5.0%
<b>Service-Providing</b>	88.7%	88.7%	95.3%	84.7%	27.9%	95.0%
<b>Private Service-Providing</b>	73.1%	57.7%	61.5%	50.4%	15.8%	67.1%
Trade, Transportation, and Utilities	19.0%	23.1%	18.1%	19.0%	7.1%	44.1%
Other Private Service-Providing	54.1%	34.6%	43.4%	31.4%	8.7%	23.0%
<b>Government</b>	15.6%	30.9%	33.8%	34.3%	12.0%	27.9%
Federal Government	2.1%	11.7%	14.9%	4.5%	0.5%	12.3%
State and Local Government	13.5%	19.2%	19.0%	29.7%	11.5%	15.5%

*Note.* Percentages show share of total nonfarm employment accounted for by the sectors/industries shown. Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

### *Largest Employers in SEAGO Region - by Count.*

#### Cochise County Large Employers (2015)

Employer	Fulltime Equivalent Employees
Fort Huachuca	7,956
U.S. Department of Homeland Security	1,720
Cochise County	816
Sierra Vista Unified School District	707
Wal-Mart Stores, Inc.	643
Canyon Vista Medical Center	623
General Dynamics Information Technology	623
Arizona State Prison Complex	615
Cochise College	521
Douglas Unified School District # 27	492
Northrop Grumman Corporation	450

Source: Cochise College Center for Economic Research. *Note.* A fulltime equivalent employee equals one fulltime or two part-time employees. Includes only those employers that participated in the annual top employer survey. \*Large employer U.S. Department of Homeland Security, which includes Immigration and Customs Enforcement (ICE), Customs and Border Protection (CBP), and U.S. Border Patrol, did not participate.

### Graham County Large Employers (2015)

Employer	Fulltime Equivalent Employees
Arizona State Prison Systems	492
City of Safford	194
Eastern Arizona College	
Federal Correctional Institution—Safford	227
Freeport-McMoRan	700
Graham County	145
Mt. Graham Hospital	500
NatureSweet	
Safford Unified School District	
Wal-Mart	600

Source: Graham County Department of Community Development

### Greenlee County Large Employers

Clifton Unified School District
Copperroom Restaurant & Lounge
Duncan Unified School District
Freeport-McMoRan
Greenlee County
Kempton Chevrolet & Buick
Morenci Health Care Center
Morenci Water and Electric Co.
Town of Clifton

### Santa Cruz County Large Employers (2015)

Employer	Fulltime Equivalent Employees
U.S. Department of Homeland Security	1,127
Nogales Unified School District	563
Wal-Mart Stores, Inc.	430
Santa Cruz Unified School District	386
Santa Cruz County	309
City of Nogales	269
Mariposa Community Health Center	248
Tubac Golf Resort	190
Carondelet Health Network (Holy Cross Hospital)	178
K-Mart	68
Esplendor Resort and Country Club	49

Source: Santa Cruz County Department of Community Development

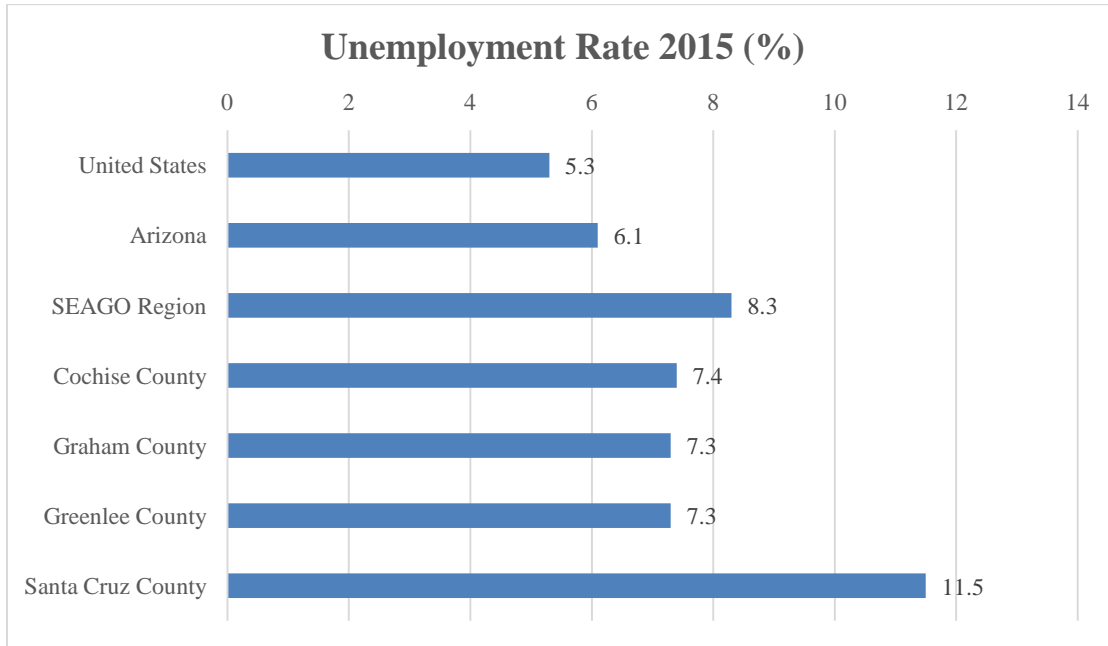
**Labor Force, Employment, and Unemployment.** Unemployment in the SEAGO Region in 2015 was higher than statewide and national levels. The Region wide unemployment rate in 2015 was 8.3% (compared to 6.1% statewide and 5.3% nationally).

The highest unemployment rate in the Region in 2015 was Santa Cruz County at 11.5%, which pulled up the region wide rate by a full percentage point. Unemployment rates in all counties in the region were higher than state and national levels in 2015.

Most economic indicators following the 2008 recession indicated that the effects of the recession, particularly job losses, in the SEAGO lagged behind

the national trends. Economic data also shows that the economic conditions in the Region, while improving, continue to lag behind national and state wide trends. Since many areas of the SEAGO Region are heavily reliant on military and federal civil service jobs, the federal government 2015 sequestration, and mission changes at Fort Huachuca, also had a significant effect on job availability and wages in the Region. In the past eight months, unemployment data indicates that the unemployment rate in Santa Cruz County has dropped from 11.5% to 8.7%. While much of the job growth can be attributed to seasonal warehouse and distribution jobs related to produce from Mexico, there is optimism that some of the jobs will remain as permanent positions.

### Unemployment Rate



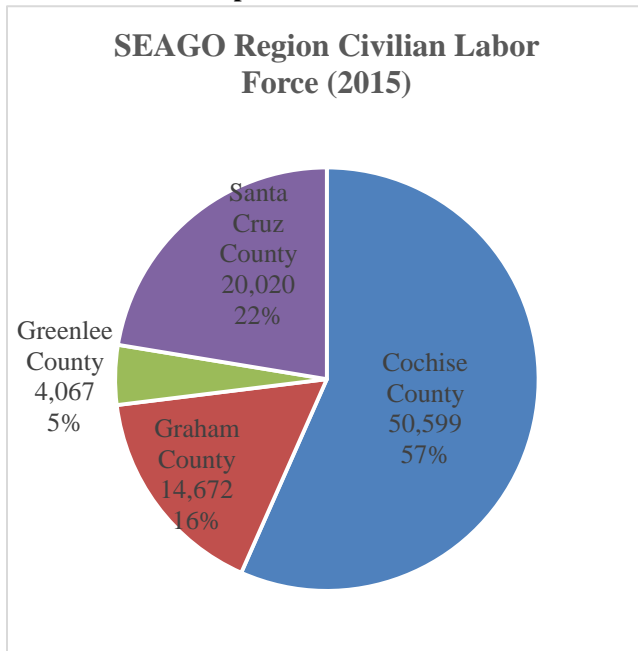
Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Region and County Labor Force, Employment, and Unemployment (2015)**

<b>SEAGO REGION</b>	
Civilian Labor Force	89,358
Employment	81,915
Unemployment	7,443
Unemployment Rate	8.3%
<b>COCHISE COUNTY</b>	
Civilian Labor Force	50,599
Employment	46,856
Unemployment	3,743
Unemployment Rate	7.4%
<b>GRAHAM COUNTY</b>	
Civilian Labor Force	14,672
Employment	13,599
Unemployment	1,073
Unemployment Rate	7.3%
<b>GREENLEE COUNTY</b>	
Civilian Labor Force	4,067
Employment	3,750
Unemployment	317
Unemployment Rate	7.3%
<b>SANTA CRUZ COUNTY</b>	
Civilian Labor Force	20,020
Employment	17,710
Unemployment	2,310
Unemployment Rate	11.5%

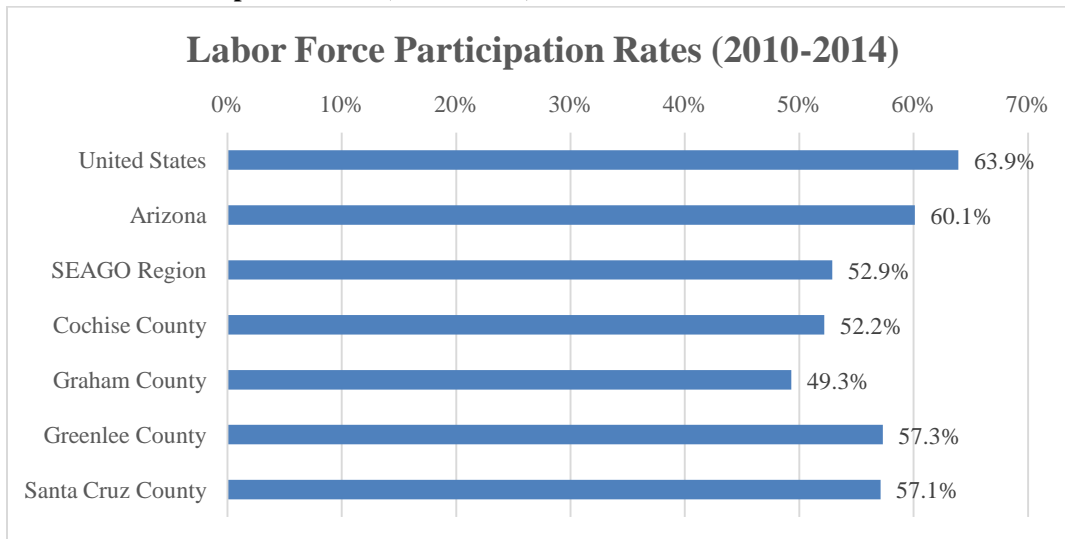
Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Labor Force Participation**



Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Labor Force Participation Rates (2010 – 2014)**



Source: U.S. Census Bureau (2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

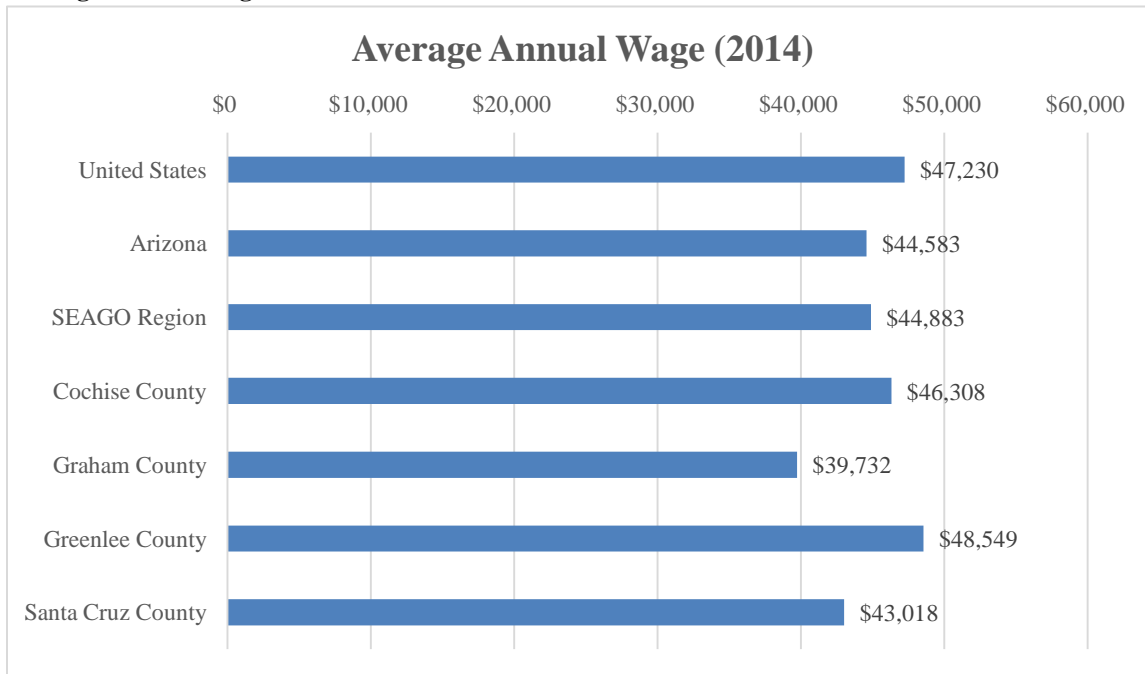
**Wages and Wage Growth.** The average annual wage in the SEAGO Region was \$44,883 in 2014 (0.7% higher than statewide, but 5% lower than the national average wage). Wages in the SEAGO Region were pulled up by higher wages in Greenlee County with an average wage (\$48,549) that was higher than both state and national levels (largely a result of higher

paying jobs in the mining industry); and Cochise County with an average wage (\$46,308) higher than statewide but lower than nationally. The higher wage level in Cochise County is largely attributable to federal civil service employment at Fort Huachuca, Army Base, and the large number of U.S. Customs and Border Protection jobs. Wages in Graham and

Santa Cruz counties were lower than state and national levels in 2014. Graham County's average annual wage in 2014 was just \$39,732 (16% lower than the national average and 11% below the statewide average). Graham County, as a largely rural agricultural community, does not benefit from the border related federal government jobs that the border counties enjoy. Although wages in Santa Cruz County were below the regional average in 2014, Santa Cruz saw the fastest wage growth from 2010 to 2014, increasing by 16.1% (more than three times the statewide rate of growth and two-and-a-half times the national rate). The average annual wage in Cochise County grew by 10.8% during that time (more than twice the statewide rate of wage growth). Cochise and Santa Cruz counties drove the SEAGO Region's strong rate of wage growth of 10.6% from 2010 to 2014. This rapid wage increase is largely

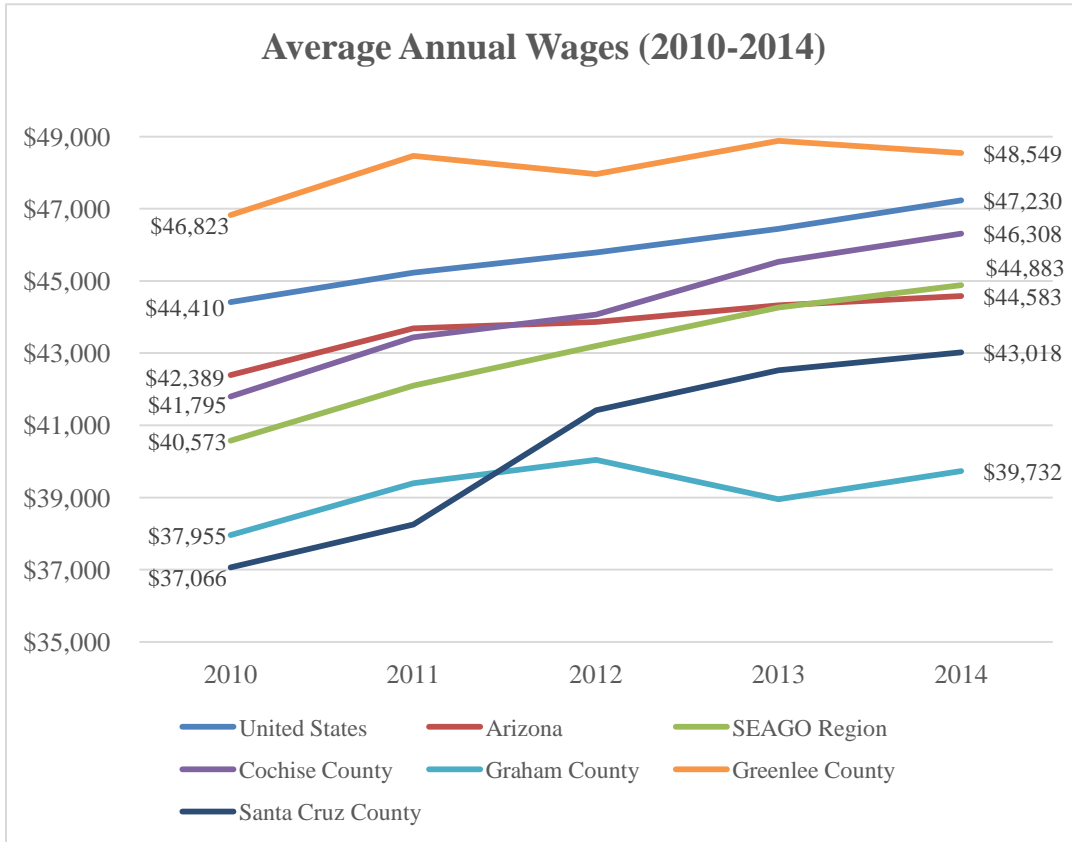
attributable to the much lower wages in 2010, the growth of border trade since that time, the construction jobs from the building of the new commercial port of entry in Nogales, and the increase in Customs and Border Patrol employment resulting from the new port of entry. The growth rates in Graham and Greenlee County lagged (4.7% and 3.7%, respectively; both below state and national levels of wage growth). While the SEAGO Region has been slower than the rest of the State to recover from the 2008 recession, Cochise County's closer proximity to the Tucson, Arizona urban center, have helped its wages grow at a faster rate than other areas of the Region.

**Average Annual Wage**



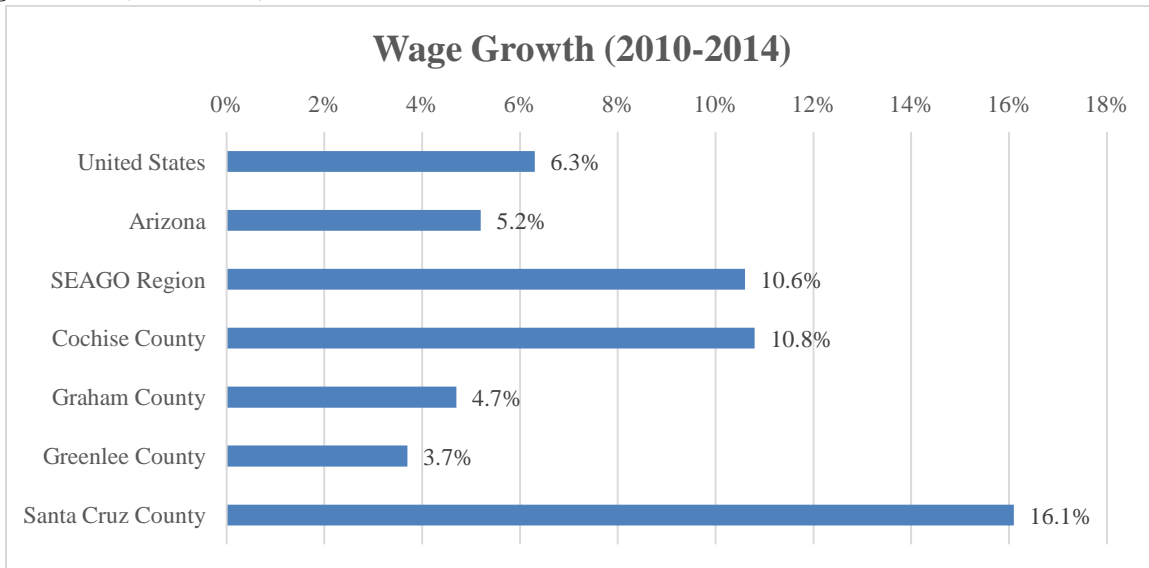
Source: U.S. Bureau of Labor Statistics, Arizona Office of Employment and Population Statistics, and UsEconomicResearch.com

**Average Annual Wages (2010- 2014)**



Source: U.S. Bureau of Labor Statistics, Arizona Office of Employment and Population Statistics, and UsEconomicResearch.com

**Wage Growth (2010 - 2014)**



Source: U.S. Bureau of Labor Statistics, Arizona Office of Employment and Population Statistics, and UsEconomicResearch.com



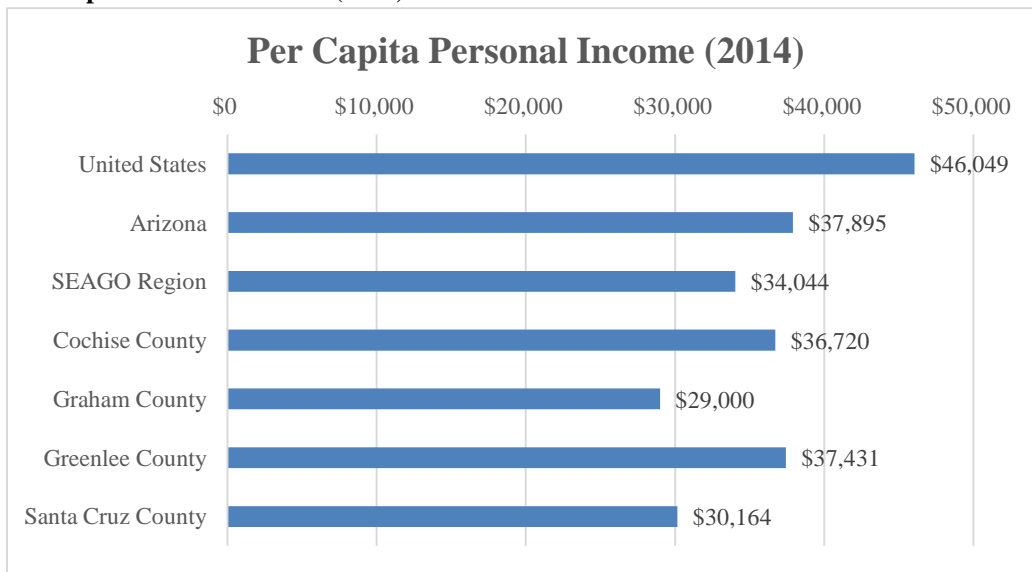
**Per Capita Personal Income and Income Growth.**

Per capita personal income in the SEAGO Region was \$34,044 in 2014 (more than 10% lower than the statewide level and 26% lower than nationally). Per capita personal income in the SEAGO region was pulled up by higher income levels in Greenlee County (\$37,431) and Cochise County (\$36,720).

Per capita income in Graham and Santa Cruz counties was considerably lower than state and national levels in 2014. Graham County's per capita income was just \$29,000 (37% lower than the national level and 23.5% below the statewide level). Although per capita

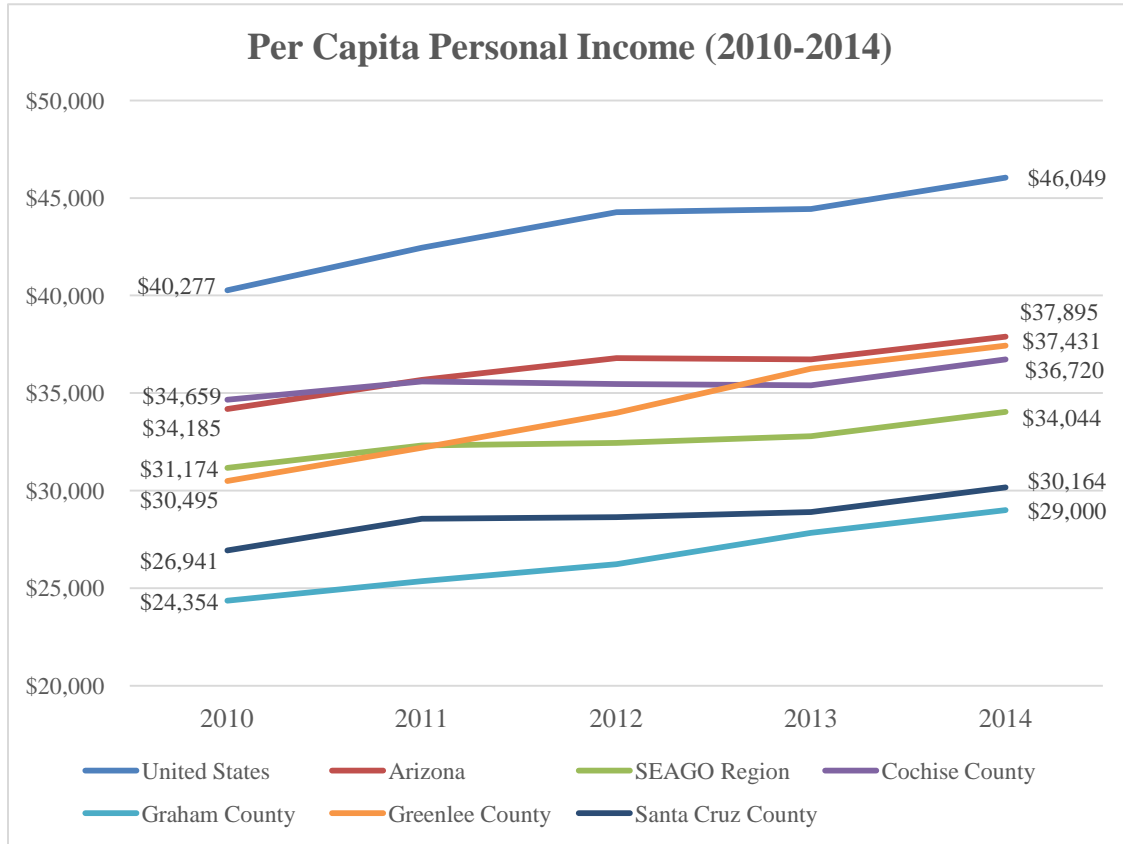
personal income in Graham County was the lowest in the SEAGO Region in 2014, Graham saw the second highest level of income growth in the region from 2010 to 2014, increasing 19.1% (nearly twice the statewide rate of growth). The highest level of income growth in the Region was Greenlee County, which saw an increase of 22.7% from 2010 to 2014 (more than twice the statewide rate). In both counties, the rising wages were a result of construction jobs attributed to the Freeport-McMoRan mine expansion in the area, and increases in mining related wages.

**Per Capita Personal Income (2014)**



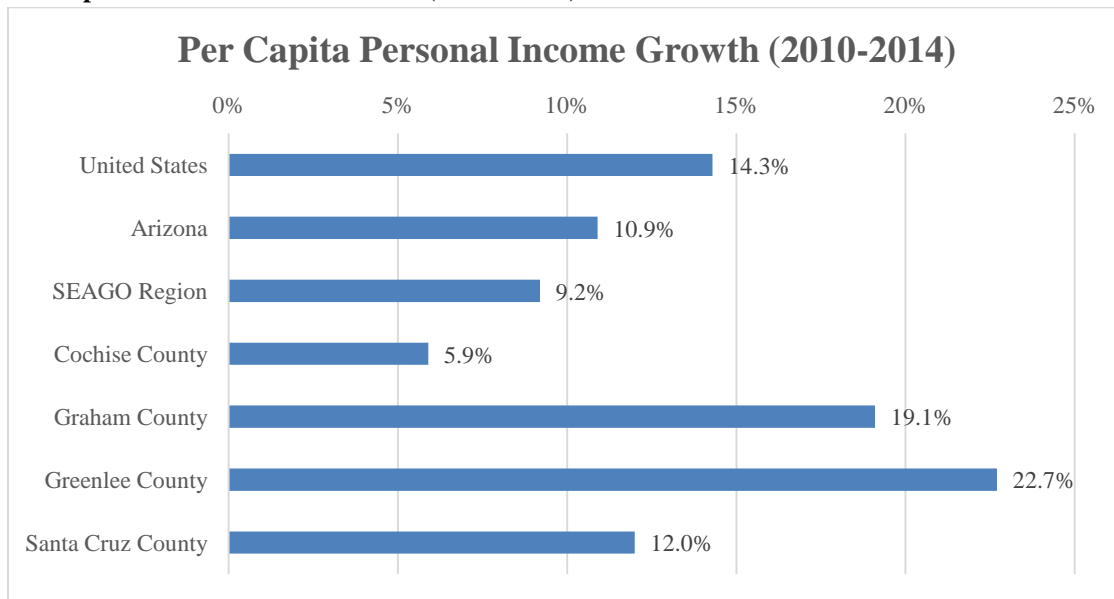
Source: U.S. Bureau of Economic Analysis and UsEconomicResearch.com

**Per Capita Personal Income (2010 – 2014)**



Source: U.S. Bureau of Economic Analysis and UsEconomicResearch.com

**Per Capita Personal Income Growth (2010 – 2014)**

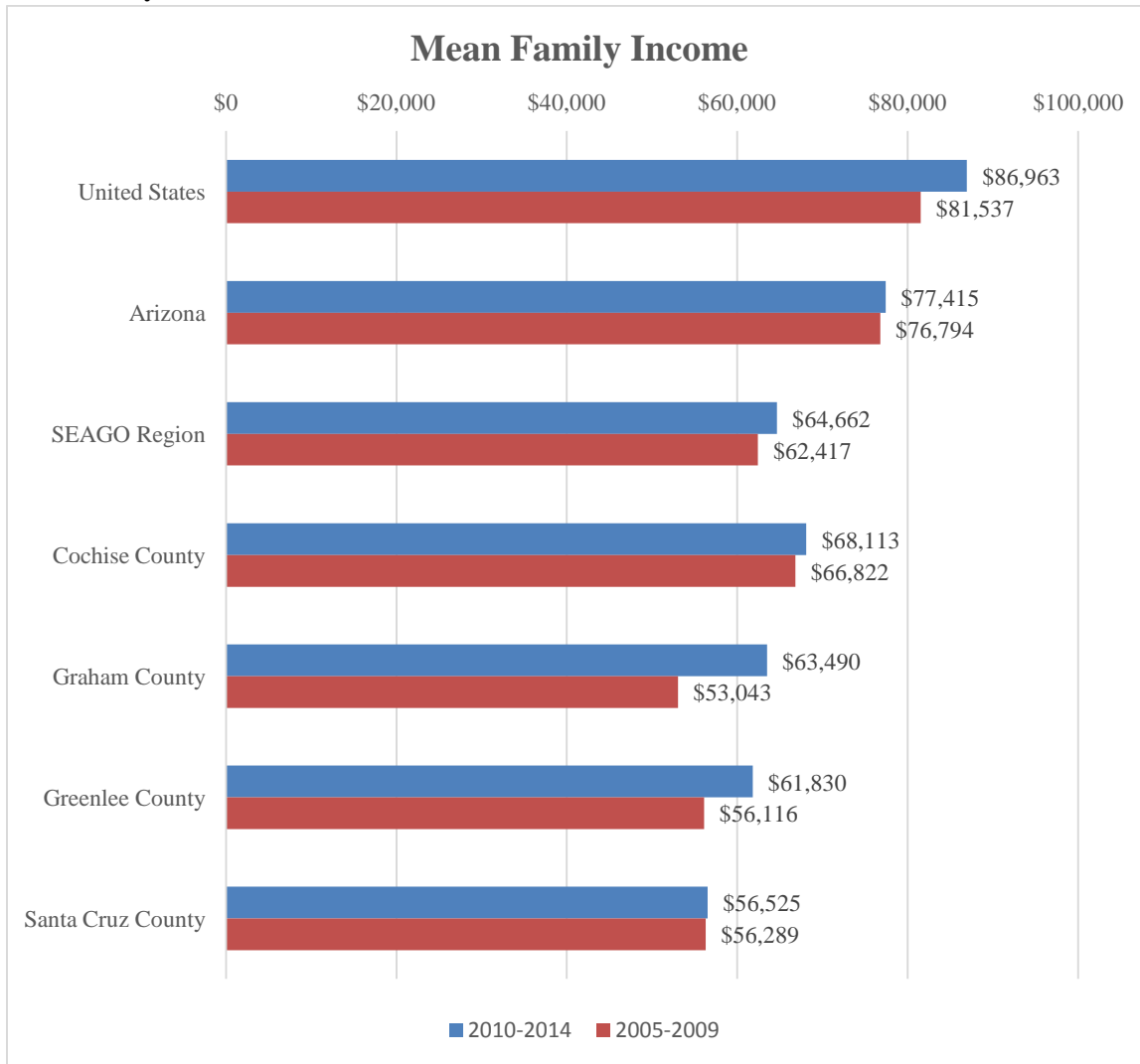


Source: U.S. Bureau of Economic Analysis and UsEconomicResearch.com

**Family Income and Income Growth.** Mean (average) family income in the SEAGO Region was \$64,662 from 2010 to 2014 (in 2014 dollars)—16.5% lower than statewide and 25.6% lower than nationally. Mean family income in the Region was pulled up by higher levels in Cochise County (\$68,113). Family income levels in Graham, Greenlee, and Santa Cruz counties were lower than the regional level from 2010 to 2014. Santa Cruz County’s mean family income in 2014 was just \$56,525 (35% lower than the national level and 27% below the statewide level).

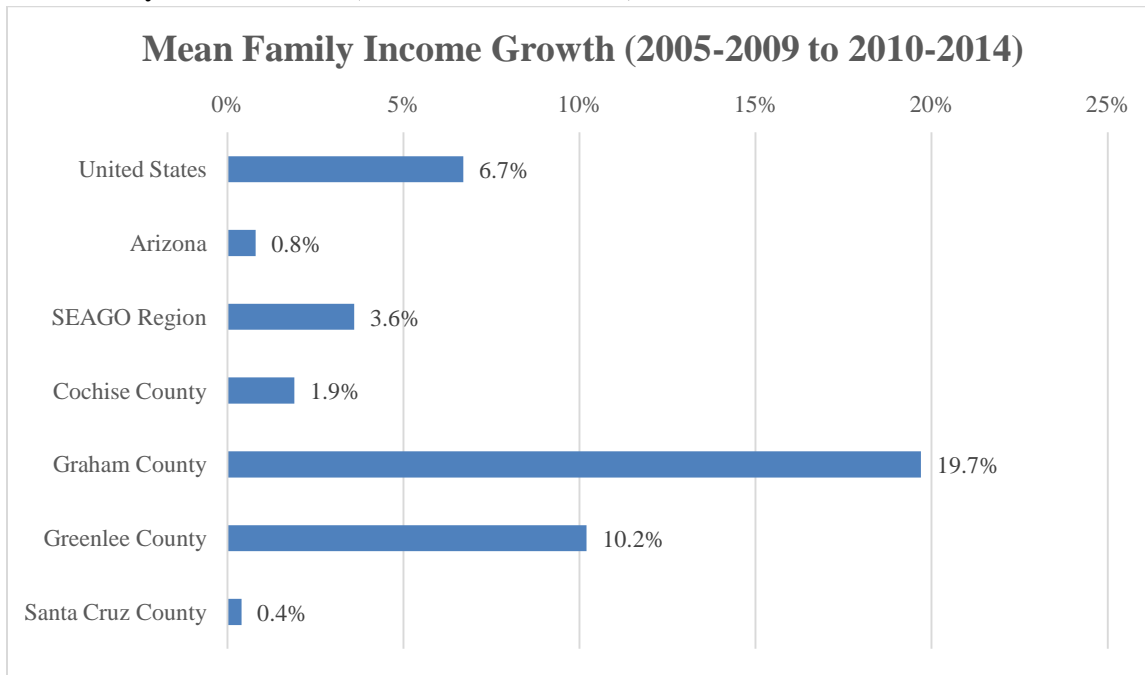
In addition to mean family income in Santa Cruz County being lowest in the SEAGO Region during the 2010-2014 timeframe, Santa Cruz also saw the lowest level of family income growth in the Region from 2005-2009 to 2010-2014, increasing just 0.4% (half the statewide level of family income growth). The highest level of growth in family income in the SEAGO Region from 2005-2009 to 2010-2014 was Graham County, which saw an increase of 19.7%, followed by Greenlee County at 10.2%.

**Mean Family Income**



*Note.* Data for 2010-2014 expressed in 2014 dollars; data for 2005-2009 expressed in 2009 dollars Source: U.S. Census Bureau (2005-2009 American Community Survey 5-year Estimates and 2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

**Mean Family Income Growth (2005-2009 to 2010-2014)**



Source: U.S. Census Bureau (2005-2009 American Community Survey 5-year Estimates and 2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com.

**Tourism**

**Attractions.** The SEAGO Region’s major visitor attractions include Apache-Sitgreaves National Forest; Arizona National Scenic Trail; Black Hills Back Country Byway; cities of Bisbee and Tombstone; Coronado National Forest and Coronado National Memorial; Chiricahua Mountains and Chiricahua National Monument; Fort Bowie National Historic Site; Fort Huachuca; Kartchner Caverns State Park; international border cities of Nogales, Arizona—Nogales, Sonora, Mexico and Douglas, Arizona—Agua Prieta, Sonora, Mexico, along with the smaller border towns of Naco, Arizona—Naco, Sonora, Mexico; Mt. Graham and Mt. Graham International Observatory; Patagonia Lake State Park; Roper Lake State Park; San Pedro Riparian National Conservation Area; Southern Arizona Wine Country; Tubac Presidio State Historic Park and Village of Tubac; and Tumacácori National Historical Park.

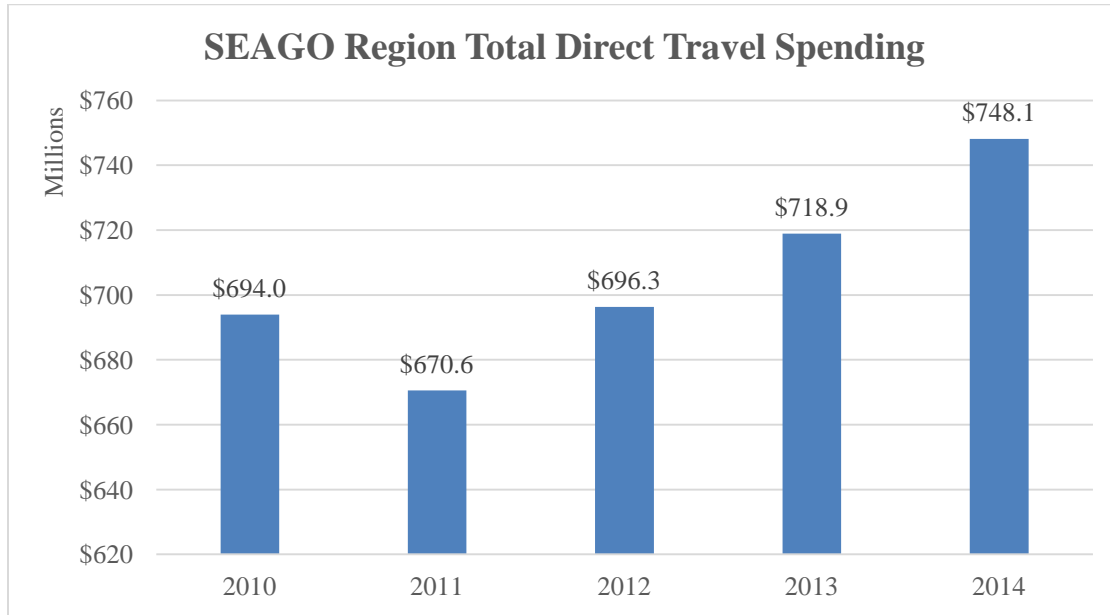
**Activities.** Popular activities in the SEAGO Region include adventure sports; archaeology; birding and wildlife viewing; boating and water sports; camping; driving and scenic tours; farmers markets and U-Picks farms; fishing and hunting; ghost town tours;

ghost and haunted place tours; golf; hiking and cave exploring; history and historic tours; horseback riding; military museums and historic sites; motorcycling, bicycling, and mountain biking; Native American culture, museums, and monuments; rock climbing; skiing and snow sports; stargazing and astronomy; and wine tasting and wine tours.

**Travel Spending.** According to a study by Dean Runyon Associates, commissioned by Arizona Office of Tourism, direct travel spending in the Region increased steadily from 2012 through 2014, after declining in 2011. In 2014, direct travel spending in the Region totaled \$748.1 million, up 4.1% from 2013 and 11.6% since the 2011 trough. In 2014, spending in food stores accounted for the largest share of visitor destination spending at 26%, followed closely by retail at 25%. Food service was the third largest share of visitor destination spending at 22%.

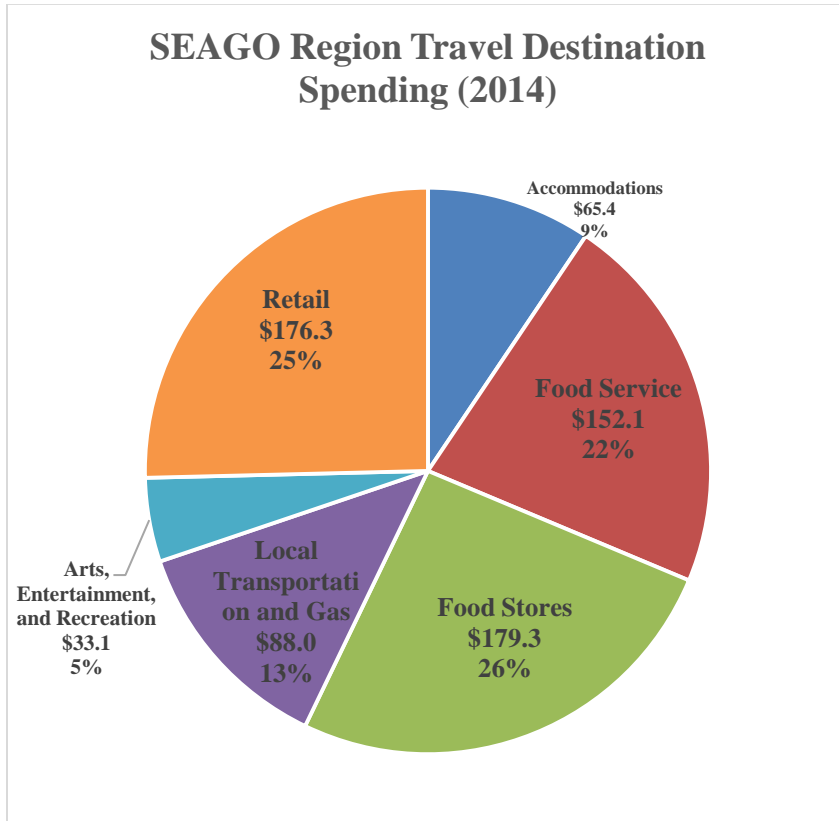
It is anticipated that as the Region emerges from the recession, tourism and tourism spending will continue to increase. Anecdotally, the recreational vehicle parks throughout the SEAGO Region are experiencing significant increases of winter visitors between the months of November and May.

**SEAGO Region Total Direct Travel Spending**



Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com

**SEAGO Region Travel Destination Spending (2014)**



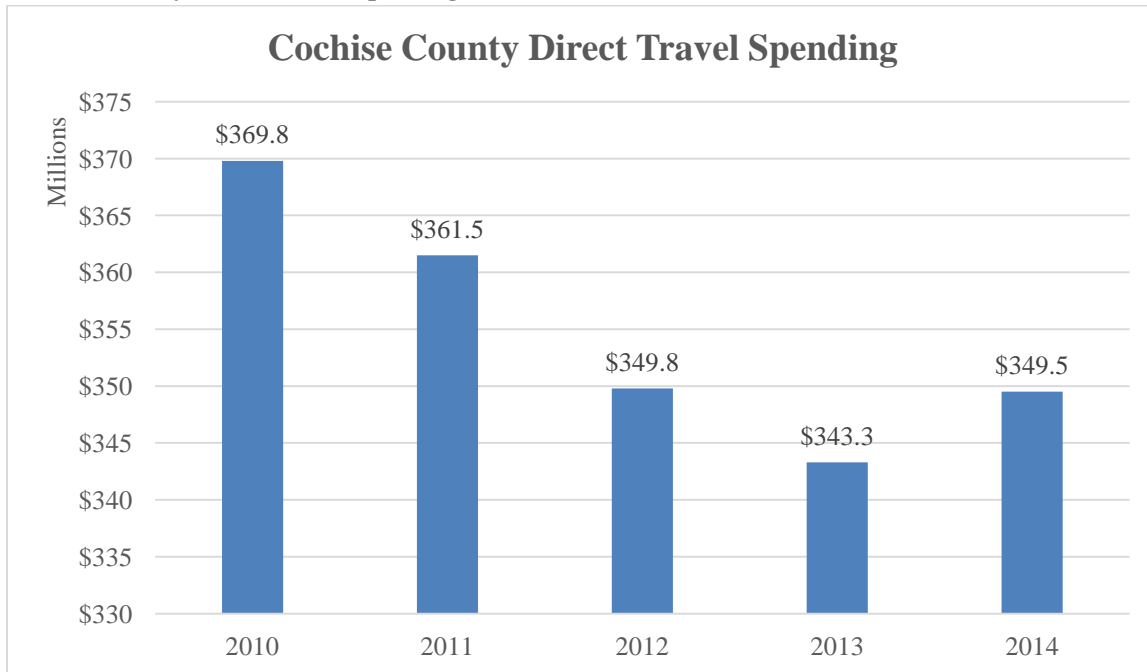
Note. Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com.

**Cochise County.** Major attractions in Cochise County include the historic Old West town of Tombstone, site of the Gunfight at the O.K. Corral; the historic mining town of Bisbee (selected by *Sunset* magazine in 2016 as Best Small Town, and by *USA Today* as Best Historic Small Town) and its Queen Mine Tour; Chiricahua Mountains and Chiricahua National Monument; Coronado National Forest and Coronado National Memorial; Fort Bowie National Historic Site; Kartchner Caverns State Park; Fort Huachuca National Historic Landmark District and the Fort Huachuca Historical Museum and Army Intelligence Museum; San Pedro Riparian National Conservation Area; Ramsey Canyon Preserve; San Bernardino Wildlife Refuge; Brown Canyon; Texas Canyon; ghost towns of Charleston, Gleeson, Fairbank, and Dos Cabezas; Amerind Foundation and Museum; Cochise Stronghold; Geronimo Surrender Site; John Slaughter Ranch; Lehner Mammoth Kill Site and

Murray Springs Clovis Site; local vineyards, wine tasting, and U-Picks farms; the historic Gadsden Hotel; Rex Allen Museum; and the international border cities of Douglas, Arizona and Agua Prieta, Sonora, Mexico, along with the smaller border towns of Naco, Arizona and Naco, Sonora, Mexico.

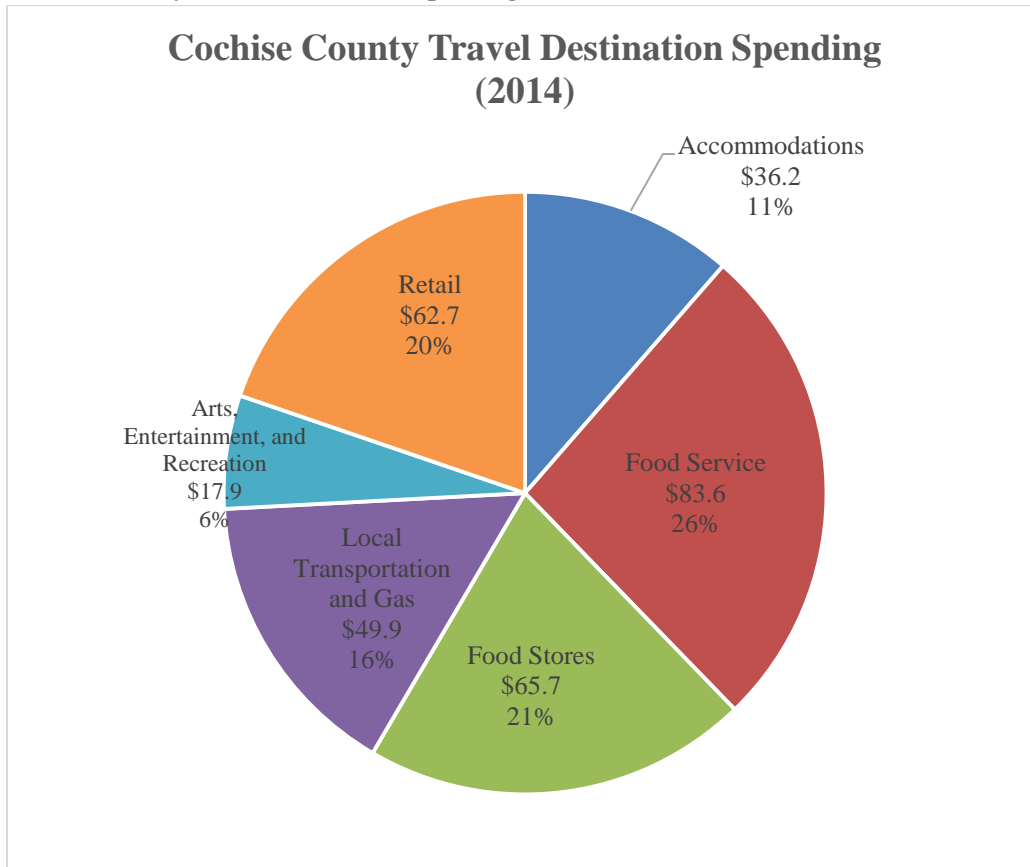
According to Dean Runyon Associates, direct travel spending in Cochise County increased 1.8% in 2014 after declining for four consecutive years. In 2014, direct travel spending in Cochise County totaled \$349.5 million (up from \$343.3 million in 2013). Despite the increase, spending was down 5.5% from 2010. In 2014, spending for food service accounted for the largest share of visitor destination spending at 26%, followed by spending at food stores at 21% and retail at 20%.

**Cochise County Direct Travel Spending**



Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com

**Cochise County Travel Destination Spending (2014)**

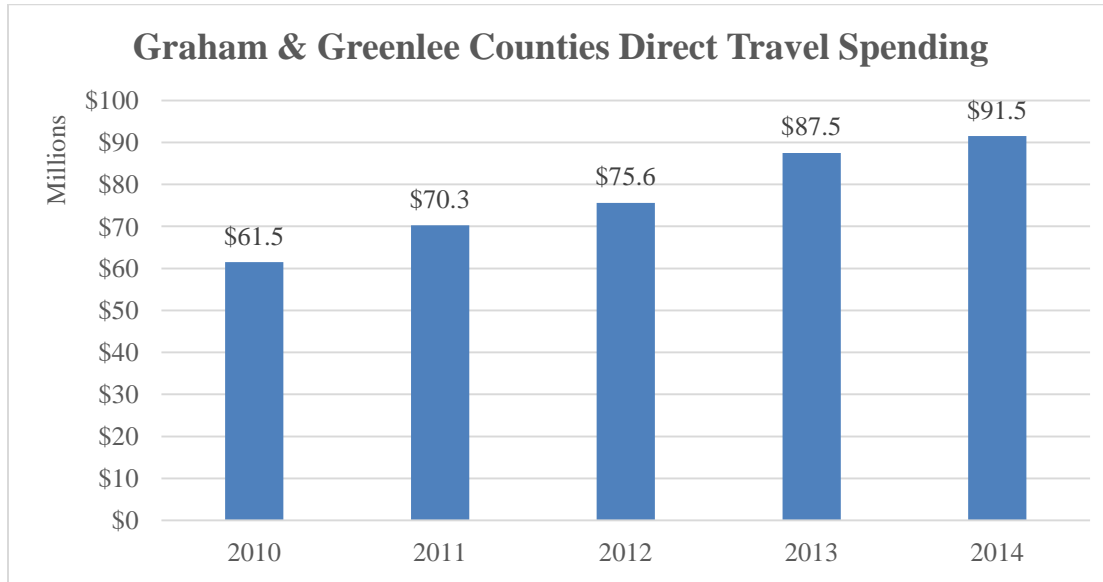


Note. Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com

**Graham and Greenlee Counties.** Major attractions in Graham and Greenlee counties include the Apache-Sitgreaves National Forest, Roper Lake State Park, Mt. Graham and Mt. Graham International Observatory, Black Hills Back Country Byway, Black River, Blue Vista Rim Overlook, Blue River/Eagle Creek, Dankworth Ponds, Chase Creek, Discovery Park, Eastern Arizona History Museum, Klondyke and Aravaipa Canyon Preserve, Coronado Trail Scenic Byway, The Old West Highway, Salt River Canyon, Gila River, Arizona’s Salsa Trail, Arizona and New Mexico Railway Passenger Station, and Morenci and the Morenci open pit mine.

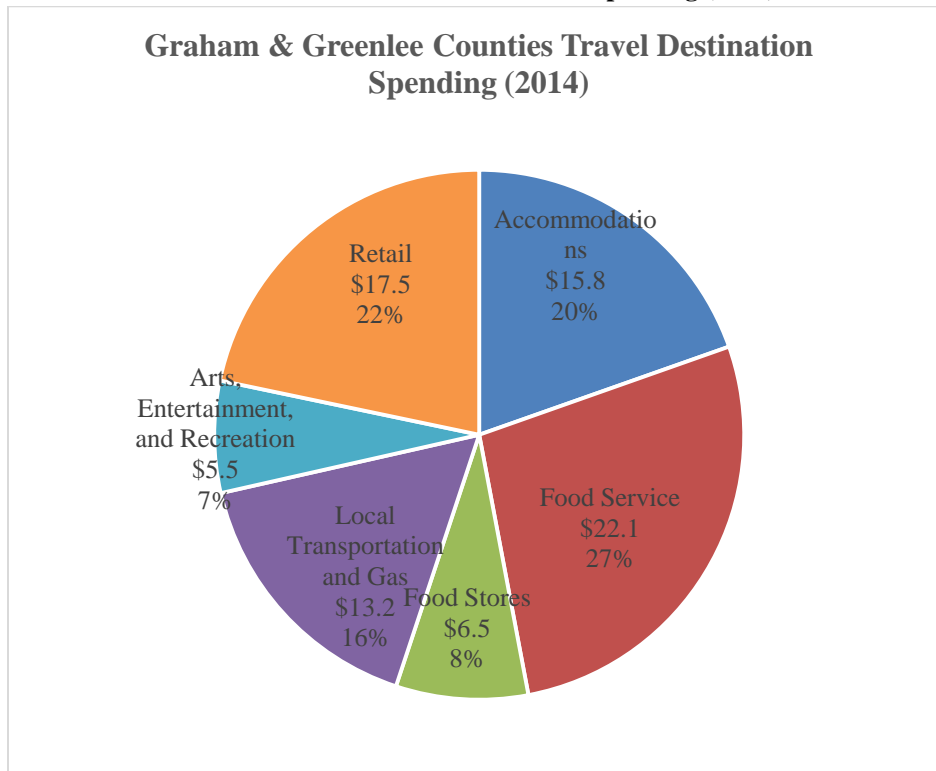
According to Dean Runyon Associates, direct travel spending in Graham and Greenlee counties increased steadily from 2010 through 2014. In 2014, travel spending in Graham and Greenlee counties (combined) totaled \$91.5 million (up 4.6% from 2013). Spending in 2014 was up nearly 50% from 2010. In 2014, spending for food service accounted for the largest share of visitor destination spending in Graham and Greenlee counties at 27%, followed by retail at 22% and accommodations at 20%.

**Graham and Greenlee Counties Direct Travel Spending**



Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com

**Graham and Greenlee Counties Travel Destination Spending (2014)**



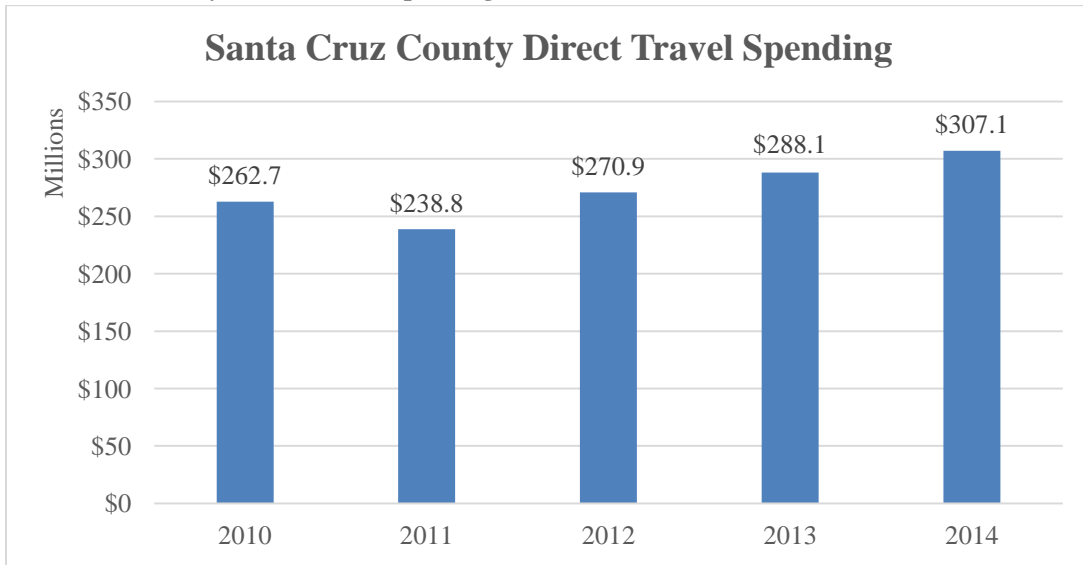
Note. Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com.



**Santa Cruz County.** Major attractions in Santa Cruz County include Patagonia Lake State Park, Tubac Presidio State Historic Park and Village of Tubac, Madera Canyon, Coronado National Forest, Arizona National Scenic Trail, Southern Arizona Wine Country (Sonoita and Elgin wineries), La Cienegas National Conservation Area, Empire Ranch, Tumacácori Mission, Village of Arivaca, the ghost town of Ruby, and the international border cities of Nogales, Arizona and Nogales, Sonora, Mexico.

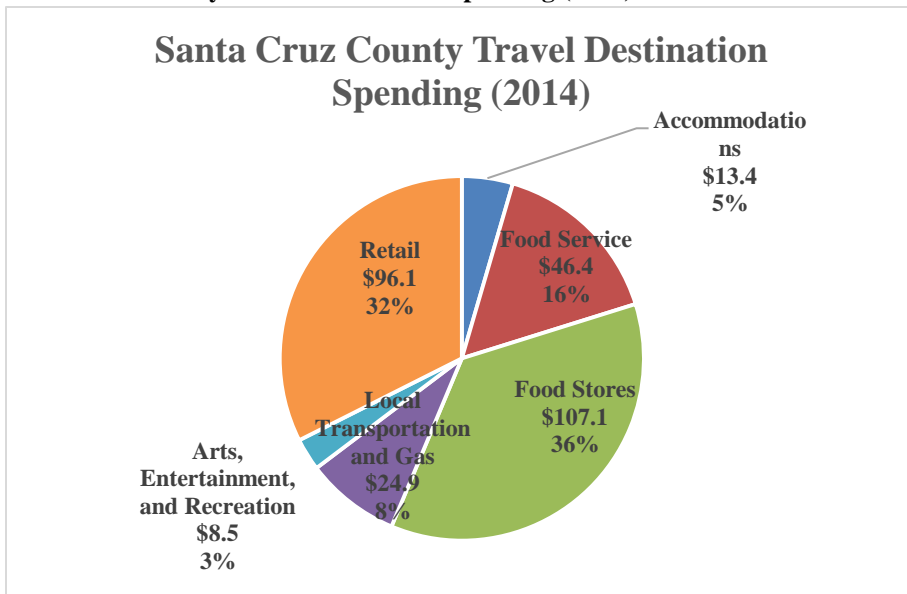
According to Dean Runyon Associates, direct travel spending in Santa Cruz County increased steadily from 2011 through 2014 (after declining from 2010 to 2011). In 2014, direct travel spending in Santa Cruz County totaled \$307.1 million (up 6.6% from 2013). Spending in 2014 was up 28.6% from 2011. In 2014, spending at food stores accounted for the largest share of visitor destination spending at 36%, followed by retail at 32% and food service at 16%.

**Santa Cruz County Direct Travel Spending**



Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com

**Santa Cruz County Travel Destination Spending (2014)**



Note. Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and UsEconomicResearch.com

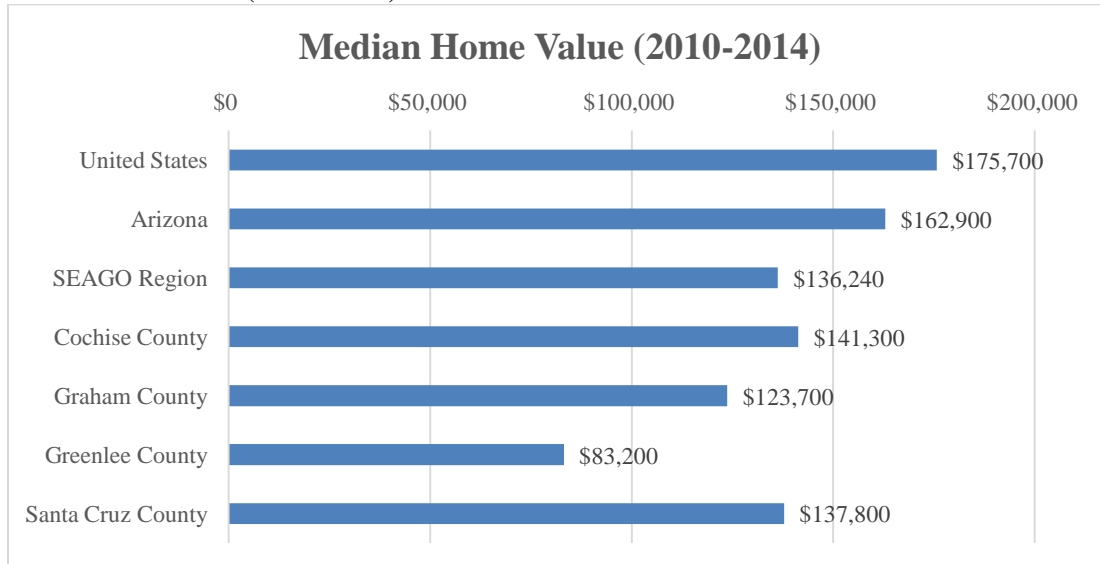
## Housing

**Home Values.** The median home value in the SEAGO Region is \$136,240 (16.4% below the statewide value and 22.5% below the national median home value) as of the 2010-2014 American Community Survey. The Region's median home value is pulled up by higher values in Cochise and Santa Cruz counties. Cochise County has the highest median home value in the Region at \$141,300. The lowest median home value in the Region is Greenlee County at just \$83,200—barely half the statewide median value and less than half the nationwide value. It is not unusual that nationally home values in rural areas are lower than more urban or suburban areas. That is certainly the case in the SEAGO Region due to its rural location, more than 225 miles from Phoenix and more than 125 miles from Tucson. Sierra Vista is the most urban community in the SEAGO Region and Greenlee County is the most rural, which is reflected in the housing values in the Region.

**Home Affordability.** With lower home values, home ownership is more affordable in the SEAGO Region than statewide and nationwide. As of 2010-2014, 32.2% of homeowners with a mortgage pay 30% or more of their income toward housing (compared to 35.1% of homeowners statewide and 34.2% of homeowners nationwide); housing that costs more than 30% of income is generally regarded as

unaffordable. Within the SEAGO Region, housing is most affordable in Greenlee County where only 24.2% of homeowners pay 30% of their income or more for housing. More than half of all homeowners (53%) in Greenlee County pay less than 20% of their income toward housing. This is primarily a result of low rent housing offered by Freeport-McMoRan for its Morenci Mine employees. Housing is least affordable in Santa Cruz County where 36.1% of homeowners pay 30% of income or more for housing—the only county in the Region where housing is less affordable than statewide and nationwide.

### Median Home Value (2010 – 2014)



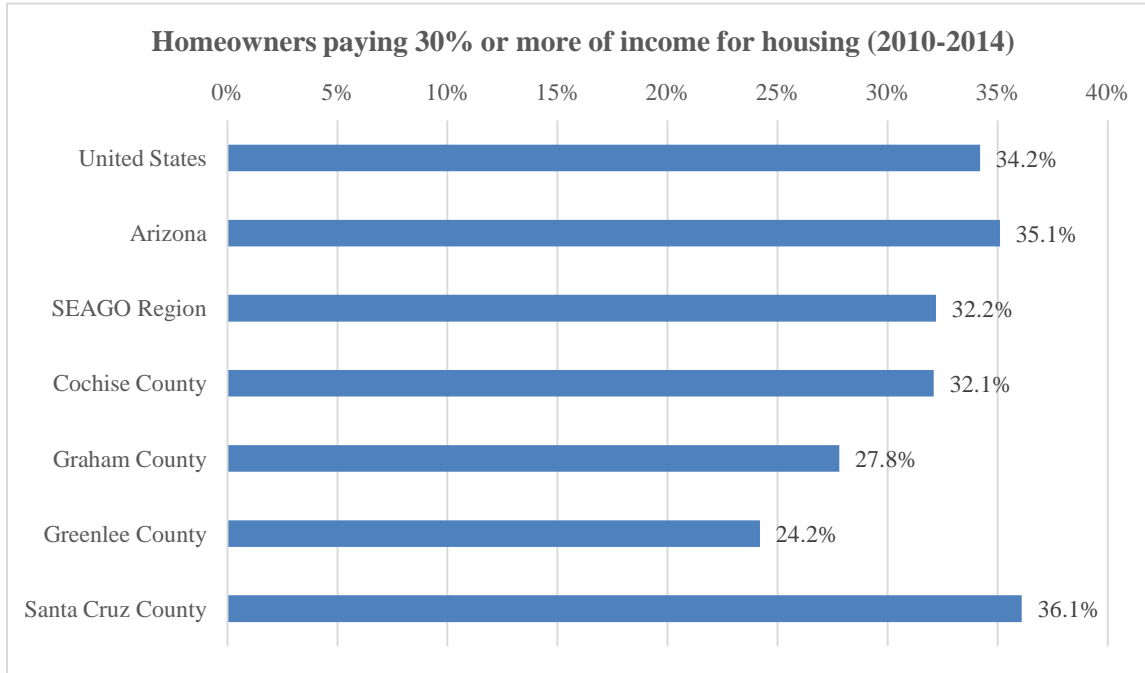
*Note.* Figures expressed in 2014 dollars. SEAGO Region estimate is a weighted-average of county median prices. Source: U.S. Census Bureau (2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

**Monthly Homeowner Housing Costs as a Percentage of Household Income (2010-2014)**

<b>% of Income</b>	<b>United States</b>	<b>Arizona</b>	<b>SEAGO Region</b>	<b>Cochise</b>	<b>Graham</b>	<b>Greenlee</b>	<b>Santa Cruz</b>
Less than 20%	38.0%	37.5%	42.2%	44.8%	41.6%	53.0%	34.3%
20% to 24.9%	16.1%	16.0%	15.7%	13.3%	18.4%	12.7%	20.8%
25% to 29.9%	11.7%	11.5%	9.9%	9.8%	12.1%	10.1%	8.8%
30% to 34.9%	8.2%	8.1%	8.1%	8.2%	8.7%	5.7%	7.7%
35% or more	26.0%	27.0%	24.1%	23.9%	19.1%	18.5%	28.4%

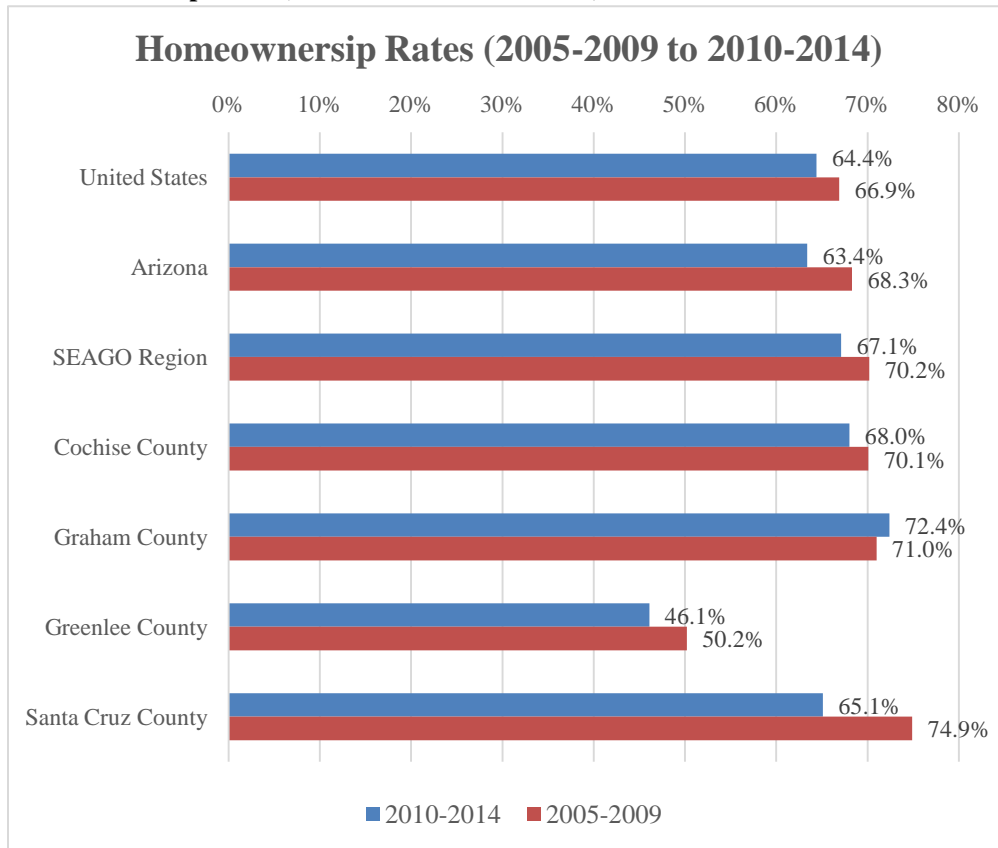
Source: U.S. Census Bureau (2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

**Homeowners Paying 30% or More Income for Housing (2010 – 2014)**



Note. Includes only owner-occupied homes with a mortgage. Source: U.S. Census Bureau (2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

## Home Ownership Rates (2005 – 2009 to 2010 – 2014)



Source: U.S. Census Bureau (2005-2009 American Community Survey 5-year Estimates and 2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

## Population

**Estimates.** The population of the SEAGO Region is 228,412 as of 2015, according to estimates by Arizona’s Office of Employment and Population Statistics. The largest share of the population (56%) resides in Cochise County and the smallest share (5%) resides in Greenlee County. From 2010 to 2015, the Region’s population grew by 1.6%—less than a third of the statewide rate of growth of 5.6%. Greenlee County saw the fastest population growth in the Region from 2010 to 2015 at 25.1%. The town of Clifton in Greenlee County saw the fastest growth of any municipality in the Region at nearly 40%. The population growth in Greenlee County and the town of Clifton is a result of extensive expansion of the open pit copper mine operated by Freeport-McMoRan. Between 2010 and 2015 the mine experienced an expansion investment of more than \$1B by Freeport-McMoRan. The combination of contractors engaged in the mine expansion and increased number of operational employees at the

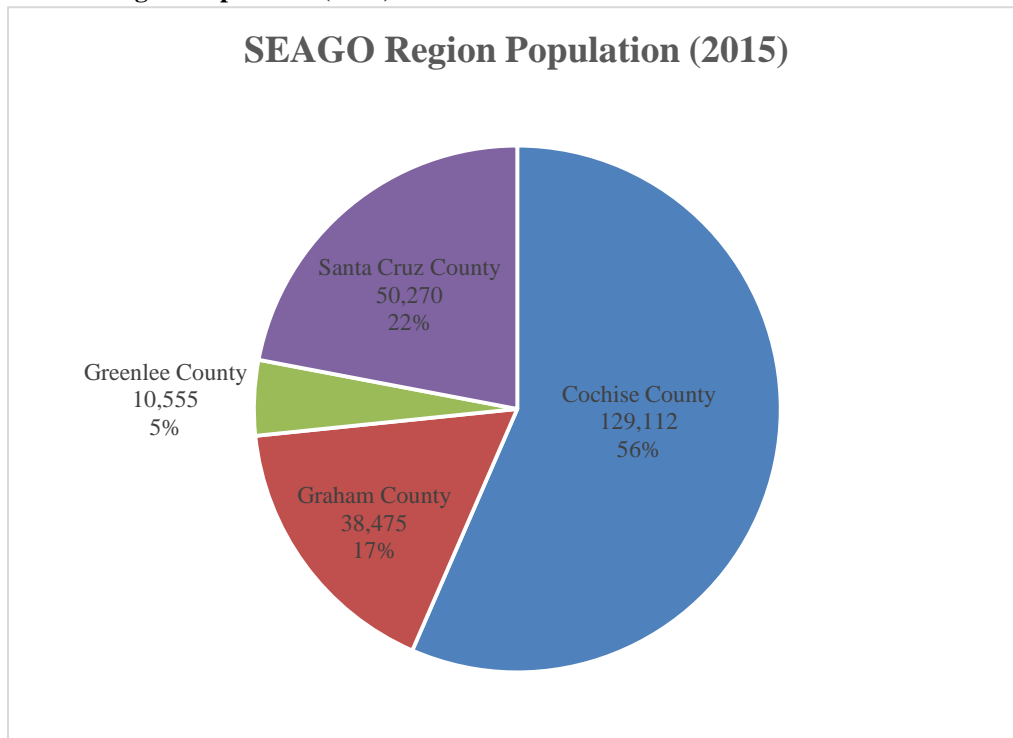
mine was the primary cause of the significant population growth. Cochise County was the only county in the Region to see its population decline from 2010 to 2015 (-1.8%) with all municipalities in the county losing population except Sierra Vista (2.3%) due to annexation growth. The population decline in Cochise County is largely attributable to employment changes at Fort Huachuca Army installation. The changes in Fort Huachuca’s mission and the federal sequestration resulted in a loss of civilian jobs at the base and a reduction of defense contractors servicing the base. Many employees employed in those capacities left the area in pursuit of other employment.

**Projections.** The Region’s population is projected to grow at a slower rate than statewide in both the short term (2015-2020) and long term (2015-2050). From 2015 to 2020, the Region’s population is projected to grow by 4.1% (less than half the pace of the 8.7% growth projected for all of Arizona). From 2015 to 2020, Santa Cruz County is projected to see the fastest population growth in the Region (7.2%) while

Greenlee County is projected to grow the slowest (1.4%). Over the longer term, from 2015 to 2050, Graham County is projected to see the most rapid population growth (40.9%) and Greenlee County is projected to grow slowest (0.4%). Population growth in rural areas is difficult to forecast over a long term, and is largely contingent on job growth in the area. Population growth in urban areas, with a consistent

record of job growth, is typically easier to forecast. However, an indicator of population growth in the SEAGO Region is the growing influx of retirees attracted to the environment and climate of the Region. Indicative of that growing retirement population is a current “active adult community” development in process in Cochise County. The proposed project includes the development of 27,000 homes with associated commercial and service oriented development. The build-out period for the project is 20 years.

**SEAGO Region Population (2015)**



Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Population Estimates and Projections**

	Arizona	SEAGO Region	Cochise	Graham	Greenlee	Santa Cruz
<b>2015</b>	6,758,251	228,412	129,112	38,475	10,555	50,270
<b>2020</b>	7,346,800	237,700	132,500	40,600	10,700	53,900
<b>2030</b>	8,535,900	258,100	141,100	45,400	10,900	60,700
<b>2040</b>	9,706,800	275,900	149,000	49,900	10,800	66,200
<b>2050</b>	10,820,900	292,900	157,900	54,200	10,600	70,200

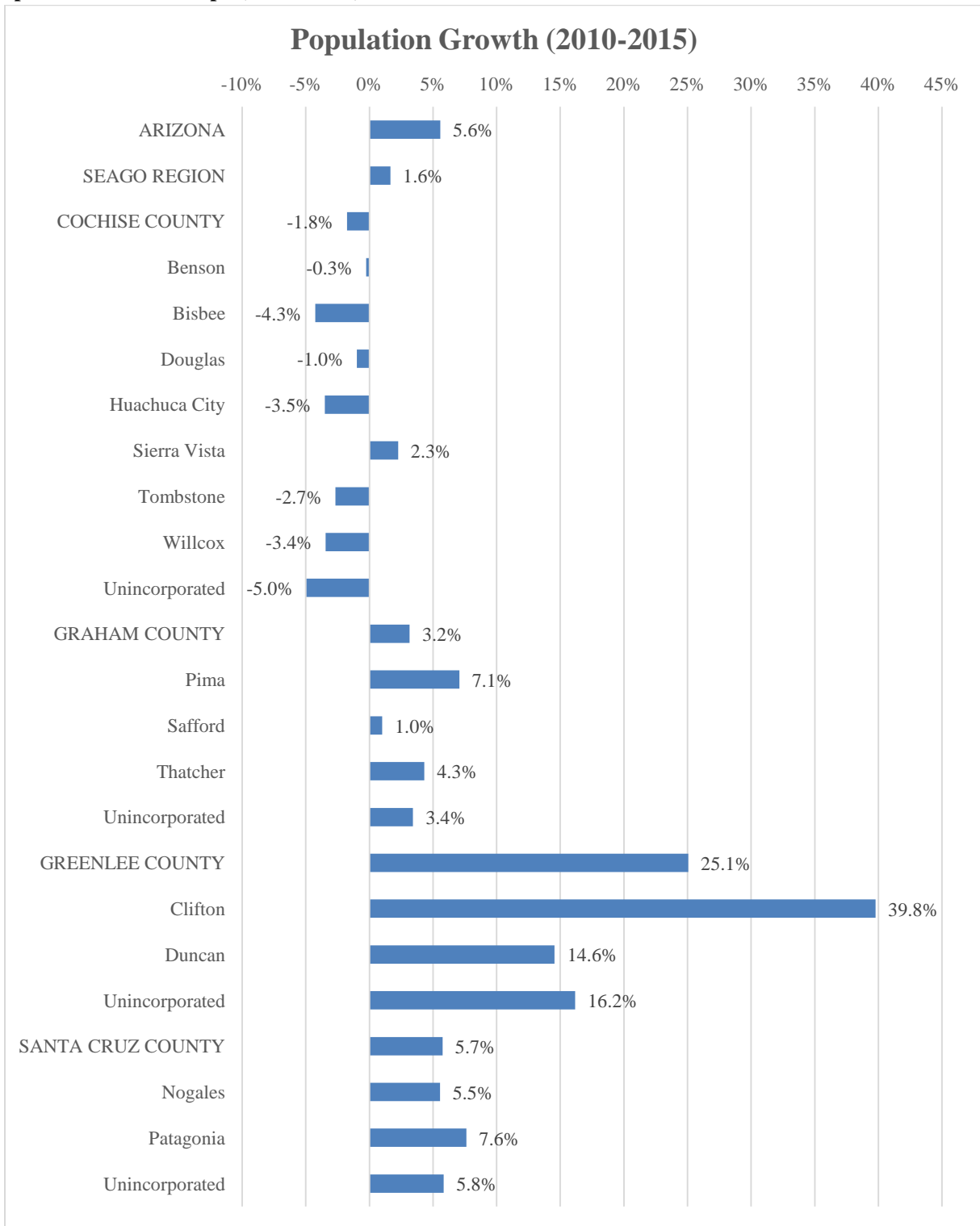
Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Population Growth (2010-2015)**

	<b>2015</b>	<b>2010</b>	<b>Growth</b>	<b>Growth %</b>
<b>ARIZONA</b>	6,758,251	6,401,569	356,682	5.6%
<b>SEAGO REGION</b>	228,412	224,714	3,698	1.6%
<b>COCHISE COUNTY</b>	129,112	131,436	-2,324	-1.8%
Benson	4,999	5,012	-13	-0.3%
Bisbee	5,297	5,533	-236	-4.3%
Douglas	16,956	17,124	-168	-1.0%
Huachuca City	1,794	1,859	-65	-3.5%
Sierra Vista	44,183	43,207	976	2.3%
Tombstone	1,333	1,370	-37	-2.7%
Willcox	3,636	3,766	-130	-3.4%
Unincorporated	50,914	53,566	-2,652	-5.0%
<b>GRAHAM COUNTY</b>	38,475	37,299	1,176	3.2%
Pima	2,553	2,385	168	7.1%
Safford	9,659	9,563	96	1.0%
Thatcher	5,125	4,913	212	4.3%
Unincorporated	21,138	20,438	700	3.4%
<b>GREENLEE COUNTY</b>	10,555	8,440	2,115	25.1%
Clifton	4,510	3,227	1,283	39.8%
Duncan	802	700	102	14.6%
Unincorporated	5,243	4,513	730	16.2%
<b>SANTA CRUZ COUNTY</b>	50,270	47,539	2,731	5.7%
Nogales	21,910	20,759	1,151	5.5%
Patagonia	963	895	68	7.6%
Unincorporated	27,397	25,886	1,511	5.8%

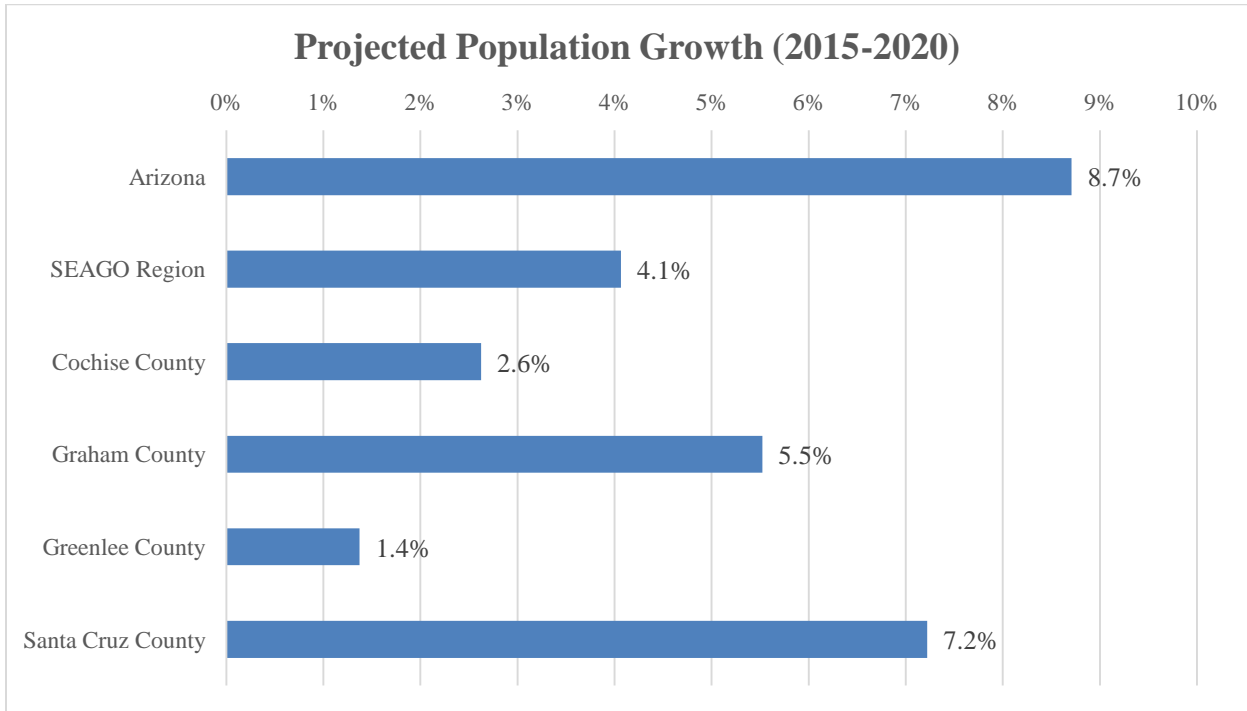
Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Population Growth Graph (2010 – 2015)**



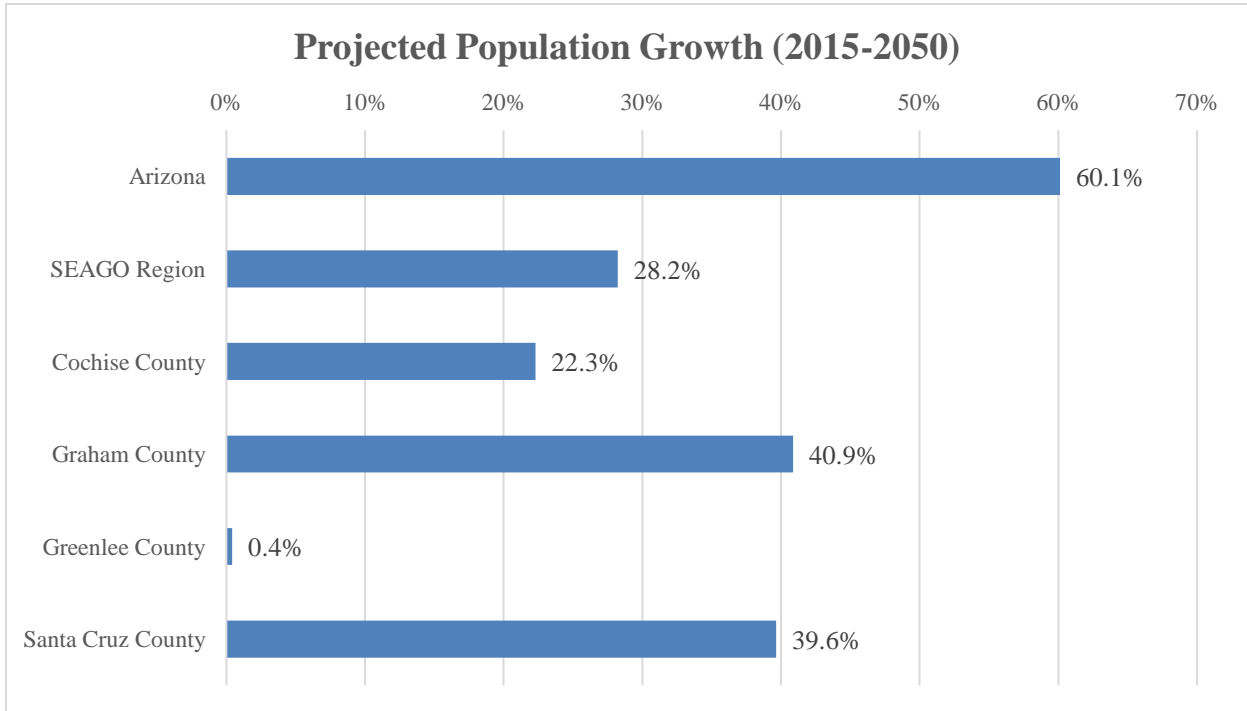
Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Projected Population Growth (2015 – 2020)**



Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com

**Projected Population Growth (2015 – 2050)**



Source: Arizona Office of Employment and Population Statistics and UsEconomicResearch.com



## Educational Attainment

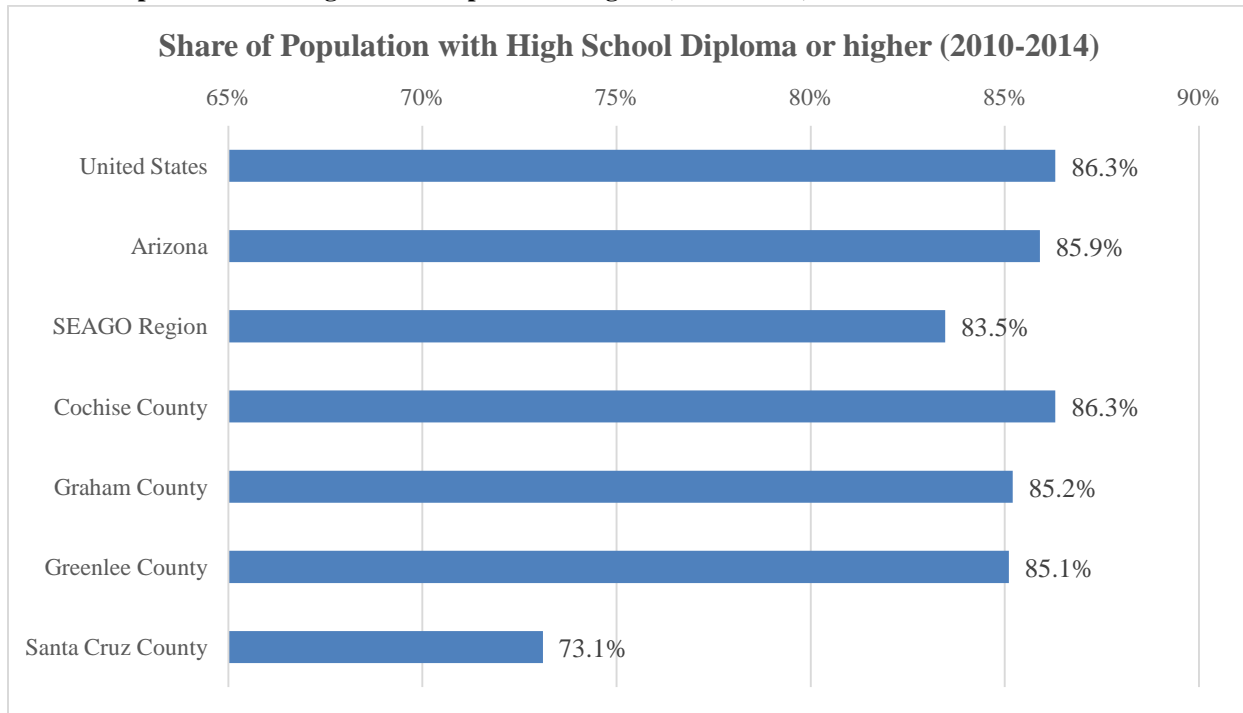
Educational attainment levels in the SEAGO Region are lower than statewide and nationwide at both the high-school-diploma-and-above and the bachelor’s-degree-and-above levels. Region wide, 83.5% of the population ages 25 and older have earned a high school diploma (or equivalent) or higher (compared to 85.9% statewide and 86.3% nationwide) as of the 2010-2014 American Community Survey. At the post-secondary level, 21% of the population ages 25 and up have earned a bachelor’s degree or higher (compared to 27.1% statewide and 29.3% nationwide).

All counties in the SEAGO Region have lower levels of educational attainment than statewide and national levels at the high-school-diploma-and-above level except Cochise County (86.3%), which is higher than statewide and the same as the nationwide rate. The lowest level of educational attainment in the SEAGO region at the high-school-diploma-and-above level is Santa Cruz County where just 73.1% of the population ages 25 and older have earned a diploma (or equivalent) or higher.

All counties in the SEAGO Region have lower levels of educational attainment than statewide and national levels at the bachelor’s-degree-and-above level. The highest level of educational attainment in the SEAGO Region at the post-secondary level is Cochise County where 23.1% of the population ages 25 and up have earned a bachelor’s degree or higher. The lowest level is Greenlee County where just 11.8% of the adult population has earned a degree—less than half the statewide and nationwide levels. Similarly, in Graham County the percentage of adults with a bachelor’s degree or higher (13.6%) is barely half the statewide level and less than half the nationwide level.

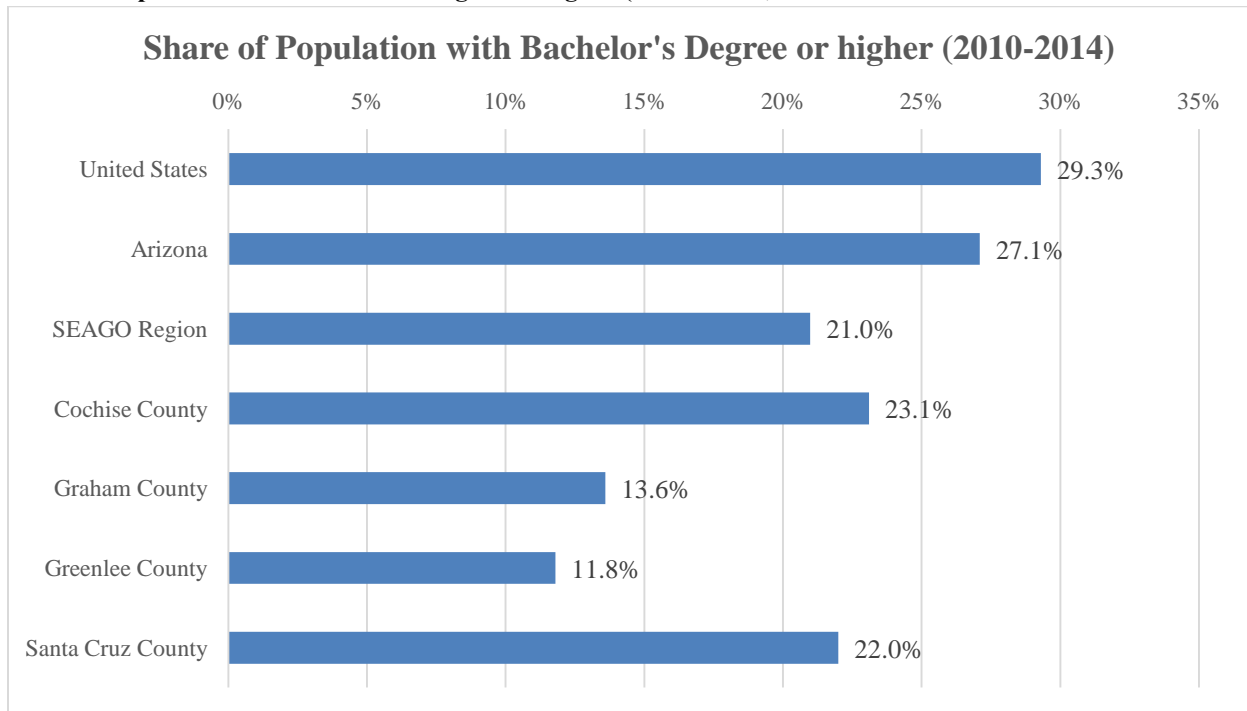
The importance of education and workforce training is an important SEAGO Region consideration in order for the Region to be positioned for progressive job attraction and expansion. Working closely with Cochise College, Eastern Arizona college, the University of Arizona Sierra Vista Campus, and Arizona Workforce Development Services (Arizona @Work) is an important emphasis for the SEAGO Region.

### Share of Population with High School Diploma or Higher (2010 - 2014)



Note. Population ages 25 and older. Source: U.S. Census Bureau (2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

## Share of Population with Bachelor's Degree or higher (2010 – 2014)



Note. Population ages 25 and older. Source: U.S. Census Bureau (2010-2014 American Community Survey 5-year Estimates) and UsEconomicResearch.com

## Trade and Commerce

**Retail.** Retail sales in the SEAGO Region totaled \$1.6 billion in 2015 with the largest share (54%) occurring in Cochise County. Greenlee County accounted for the smallest share of regional retail sales at 10%. From 2011 to 2015, regional retail sales grew by 12% (less than half the statewide rate of growth of 28.2% during the same period). Greenlee was the only county in the Region to see a decline (-7%) from 2011 to 2015. Cochise County saw the strongest gain in the Region in retail sales over the five-year period at 15.1%—barely half the statewide rate. The slow retail growth rate throughout the SEAGO Region is largely a result of the rural area's slow economic recovery from the 2008 recession. As has been mentioned, the recession affected much of the SEAGO Region later than the U.S. and the State of Arizona. The recovery period in the Region was also late in developing and slow in its progress.

**Restaurant and Bar.** Restaurant and bar taxable sales in the SEAGO Region totaled \$235.7 million in 2015 with the largest share (60%) occurring in Cochise County. Greenlee County accounted for the smallest share at 2%. From 2011 to 2015, regional restaurant and bar sales grew by 14.1% (barely half the

statewide rate of growth of 27.7%). Poor regional performance was due almost exclusively to slow growth (5.4%) in Cochise County; all other counties in the Region saw restaurant and bar sales perform at or above the statewide rate. Restaurant and bar sales in both Graham and Greenlee counties grew by more than 34% over the five-year period, considerably outperforming statewide sales.

**Hotel and Motel.** Hotel and motel taxable sales (stays of less than 30 days) in the SEAGO Region totaled \$57 million in 2015 with the largest share (59%) occurring in Cochise County. Graham and Greenlee counties (combined) accounted for the smallest share at 16%. From 2011 to 2015, regional hotel and motel taxable sales declined by 5% (while statewide sales grew by 32.1%). Cochise was the only county in the Region to see a decline (-18.9%) from 2011 to 2015, but the effect was sufficient to drag regional-level sales into negative territory for the five-year period. Santa Cruz County saw the strongest gain in the Region in hotel and motel taxable sales during the five-year period at 34.4%—outperforming statewide sales. The increase in Santa Cruz County hotel and motel sales is largely attributable to the construction of the new Nogales commercial port of entry during that period. Hotel

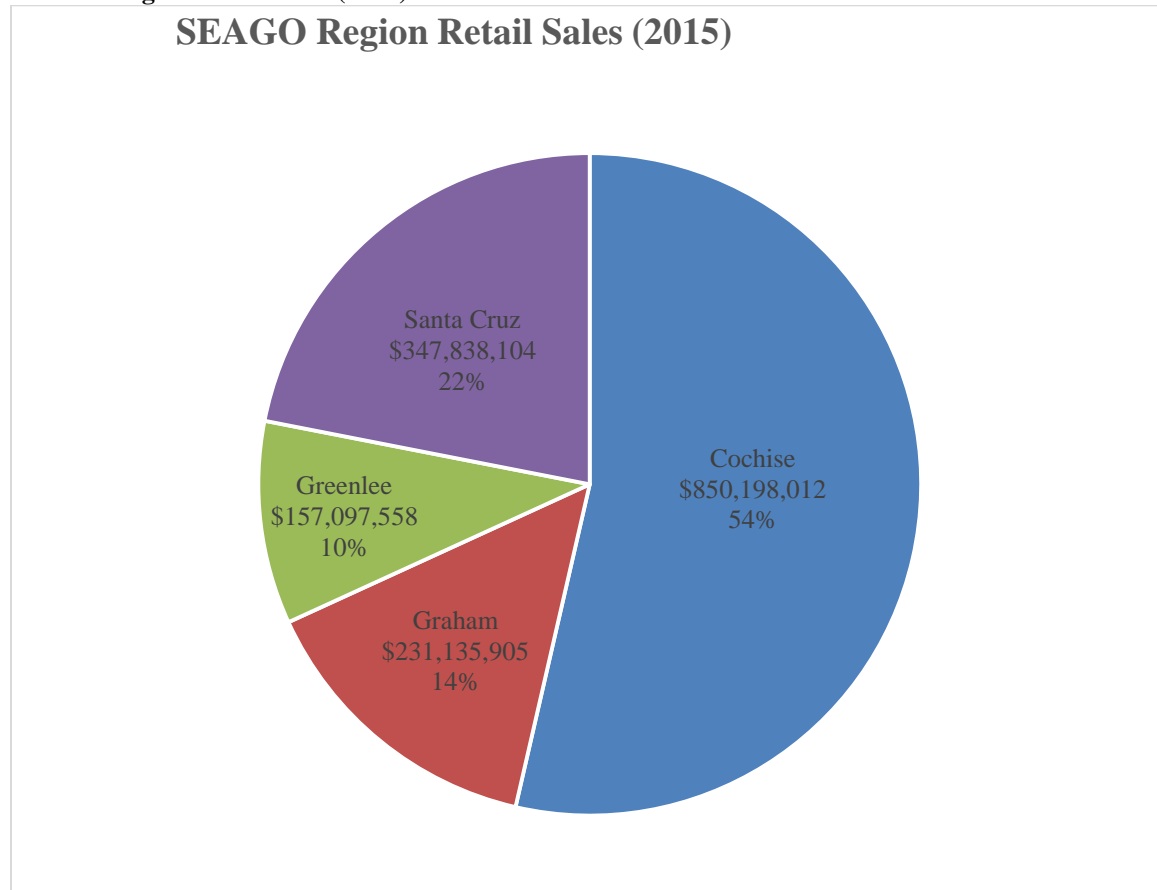
and motel taxable sales in Graham and Greenlee counties combined grew by 14.5% (less than half the statewide rate of growth).

The decline in Cochise County's hotel and motel taxable sales can be attributed to a decline in tourism as a result of the recession, a decline in employment at Fort Huachuca, and a change in the Department of

Defense TDY policy requiring Fort Huachuca visitors to first seek accommodations at the Fort before staying in hotels/motels off the base.

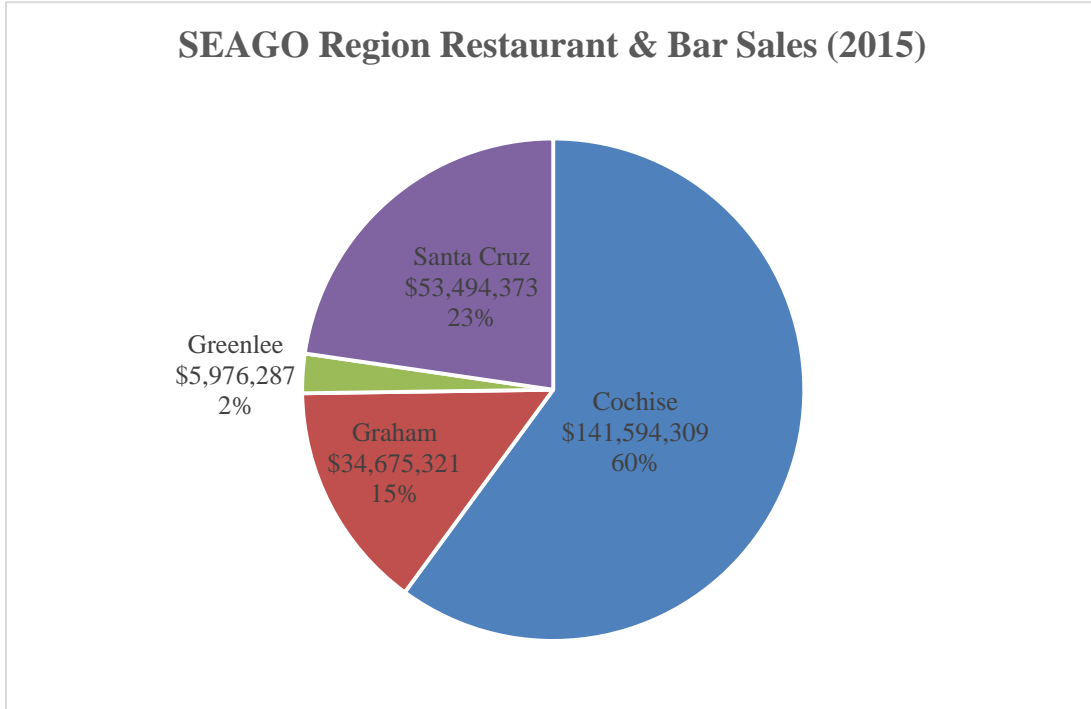
Attention to tourism in the SEAGO Region is an important consideration for the Region to experience desired growth in the trade and commerce sector of the local economy.

**SEAGO Region Retail Sales (2015)**



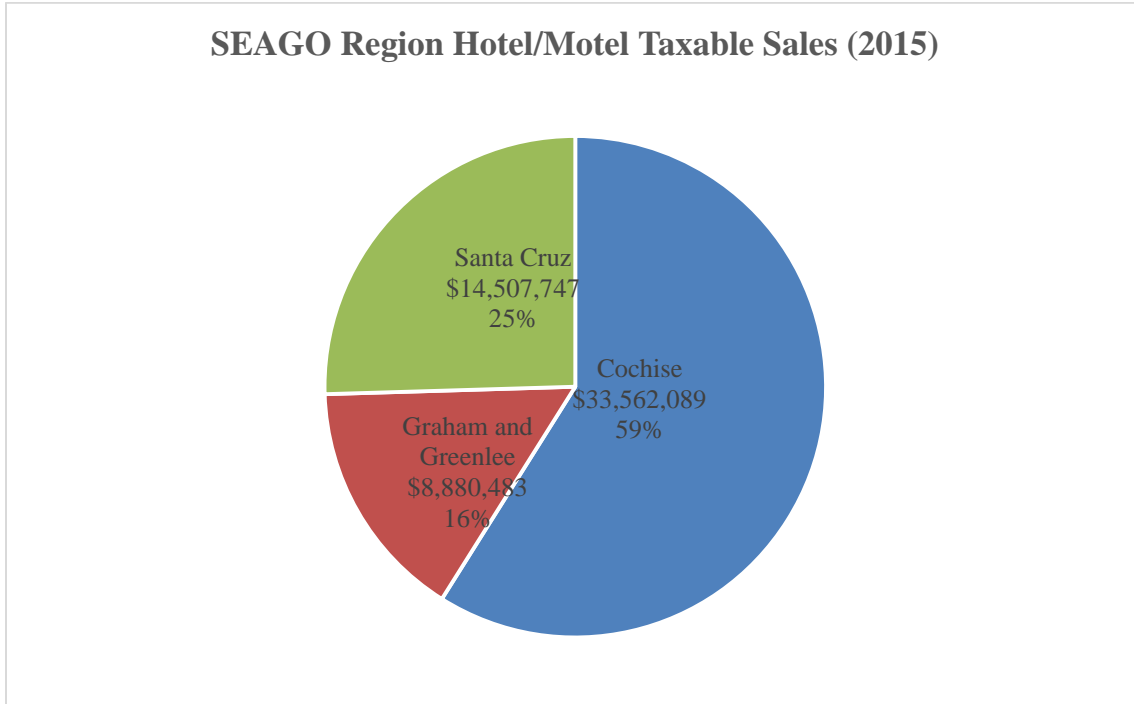
Source: Arizona Department of Revenue and UsEconomicResearch.com

**SEAGO Region Restaurant & Bar Sales (2015)**



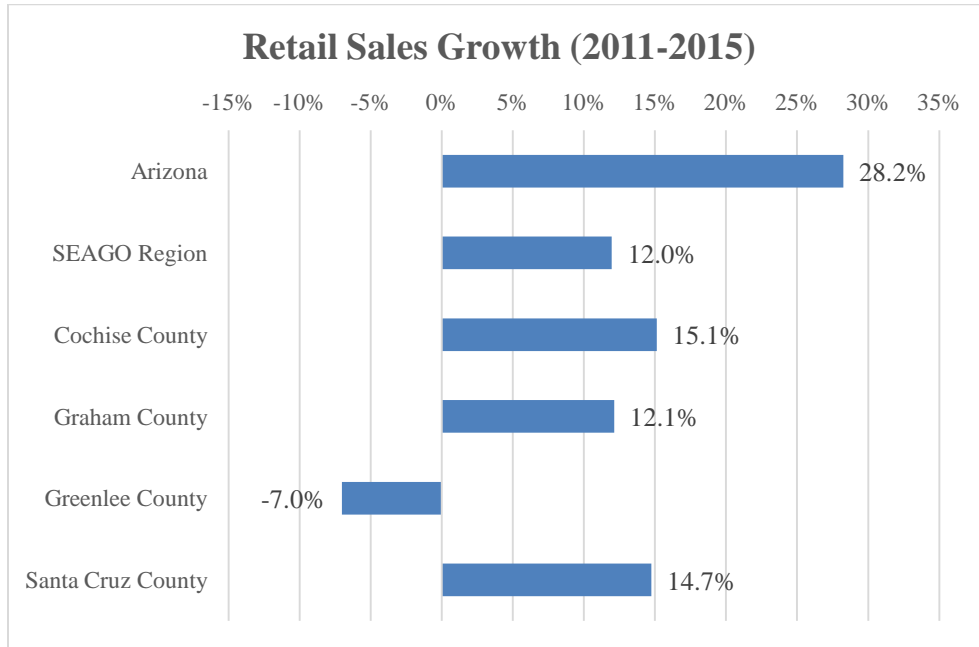
Source: Arizona Department of Revenue and UsEconomicResearch.com

**SEAGO Region Hotel/Motel Taxable Sales (2015)**



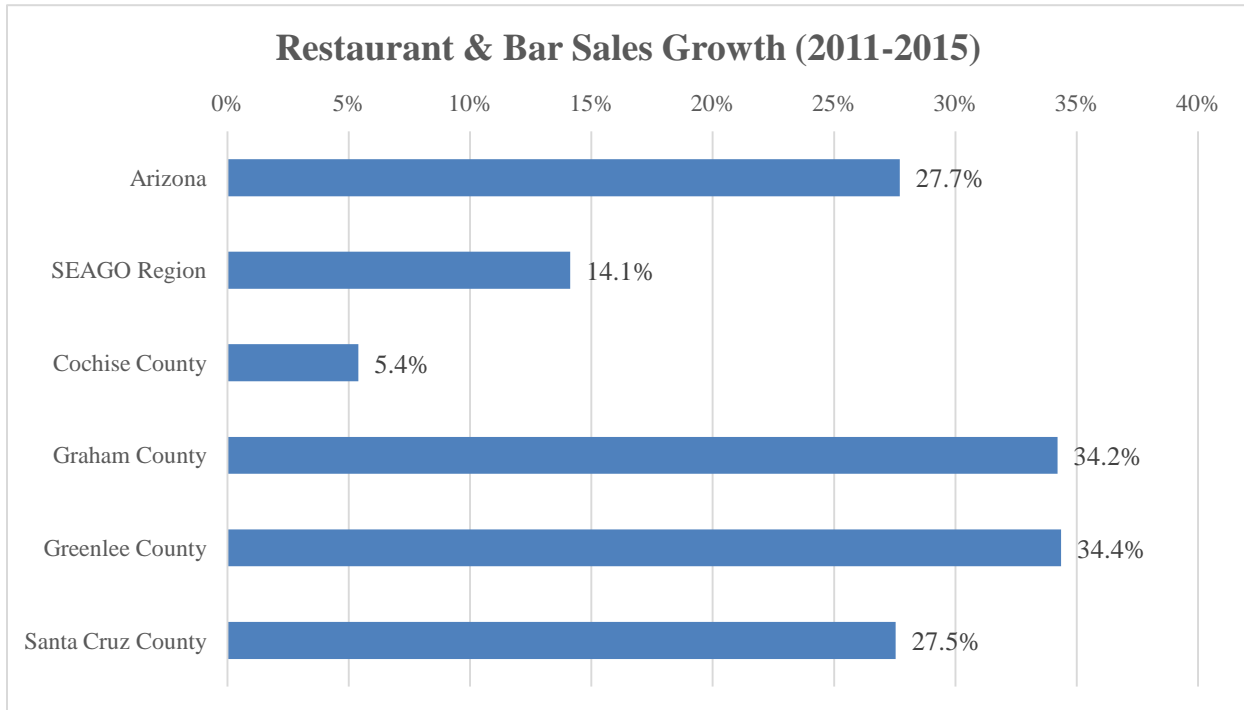
Source: Arizona Department of Revenue and UsEconomicResearch.com

**Retail Sales Growth (2011 – 2015)**



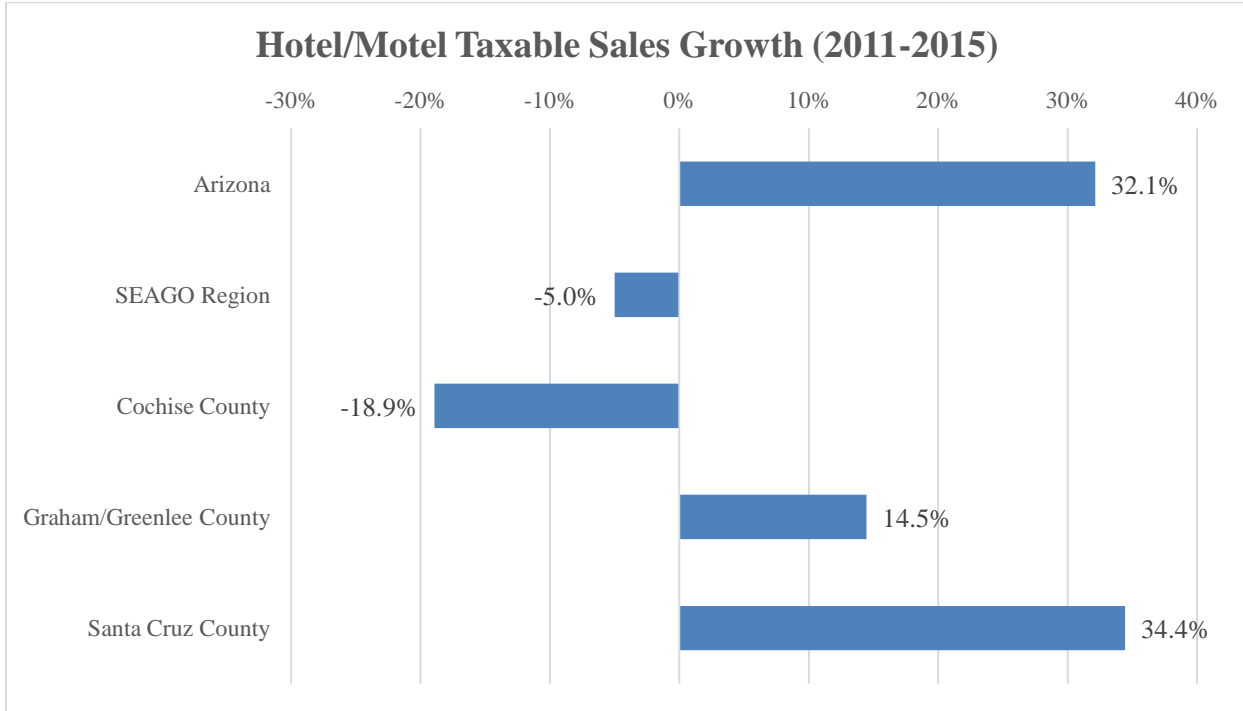
Source: Arizona Department of Revenue and UsEconomicResearch.com

**Restaurant & Bar Sales Growth (2011 – 2015)**



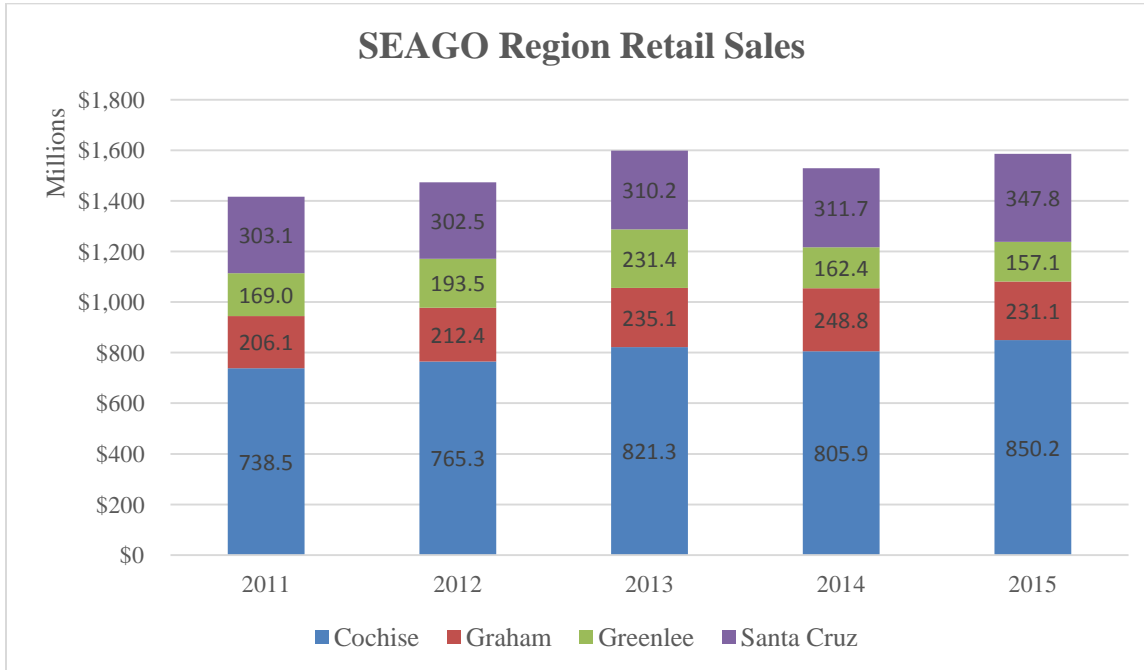
Source: Arizona Department of Revenue and UsEconomicResearch.com

**Hotel/Motel Taxable Sales Growth (2011 – 2015)**



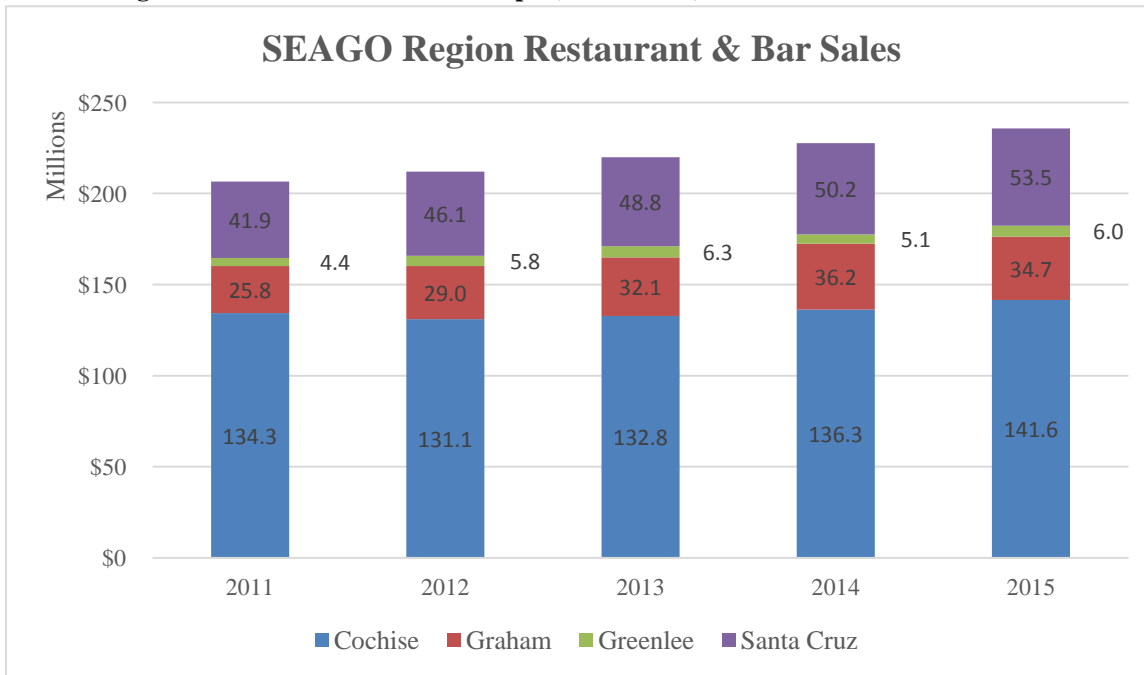
Source: Arizona Department of Revenue and UsEconomicResearch.com

**SEAGO Region Retail Sales Graph (2011 – 2015)**



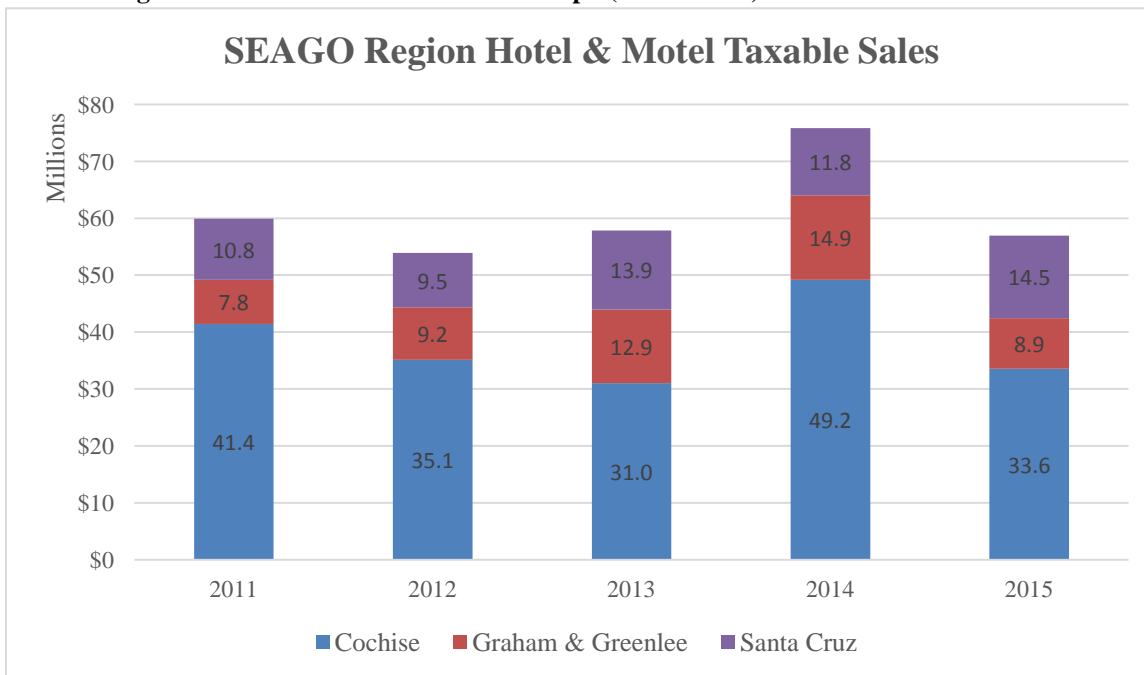
Source: Arizona Department of Revenue and UsEconomicResearch.com

**SEAGO Region Restaurant & Bar Sales Graph (2011 – 2015)**



Source: Arizona Department of Revenue and UsEconomicResearch.com

**SEAGO Region Hotel & Motel Taxable Sales Graph (2011 – 2015)**



Source: Arizona Department of Revenue and UsEconomicResearch.com

### Arizona, SEAGO Region, and County Retail Sales (2011 – 2015)

	2011	2012	2013	2014	2015
<b>Arizona</b>	\$47,457,623,636	\$49,471,692,132	\$53,269,500,627	\$56,435,926,783	\$60,861,931,664
<b>SEAGO Region</b>	\$1,416,792,619	\$1,473,725,729	\$1,598,042,441	\$1,528,780,642	\$1,586,269,579
<b>Cochise</b>	\$738,530,377	\$765,346,714	\$821,278,542	\$805,853,698	\$850,198,012
<b>Graham</b>	\$206,143,373	\$212,439,125	\$235,135,925	\$248,821,809	\$231,135,905
<b>Greenlee</b>	\$168,980,155	\$193,478,966	\$231,412,565	\$162,372,004	\$157,097,558
<b>Santa Cruz</b>	\$303,138,714	\$302,460,924	\$310,215,409	\$311,733,131	\$347,838,104

Source: Arizona Department of Revenue and UsEconomicResearch.com

### Arizona, SEAGO Region, and County Restaurant and Bar Sales (2011 – 2015)

	2011	2012	2013	2014	2015
<b>Arizona</b>	\$9,649,965,315	\$10,305,248,192	\$10,735,879,894	\$11,537,287,649	\$12,324,144,356
<b>SEAGO Region</b>	\$206,566,501	\$211,999,846	\$220,004,649	\$227,726,419	\$235,740,290
<b>Cochise</b>	\$134,339,642	\$131,097,330	\$132,836,134	\$136,344,023	\$141,594,309
<b>Graham</b>	\$25,836,637	\$29,025,760	\$32,067,978	\$36,160,017	\$34,675,321
<b>Greenlee</b>	\$4,447,940	\$5,768,065	\$6,261,788	\$5,053,912	\$5,976,287
<b>Santa Cruz</b>	\$41,942,282	\$46,108,691	\$48,838,749	\$50,168,467	\$53,494,373

Source: Arizona Department of Revenue and UsEconomicResearch.com

### Arizona, SEAGO Region, and County Hotel/Motel Taxable Sales (2011 – 2015)

	2011	2012	2013	2014	2015
<b>Arizona</b>	\$2,101,530,133	\$2,169,576,129	\$2,226,022,758	\$2,455,706,187	\$2,776,669,934
<b>SEAGO Region</b>	\$59,942,997	\$53,879,982	\$57,822,008	\$75,856,045	\$56,950,319
<b>Cochise</b>	\$41,394,020	\$35,122,242	\$31,009,237	\$49,176,455	\$33,562,089
<b>Graham and Greenlee</b>	\$7,758,166	\$9,231,096	\$12,946,076	\$14,871,841	\$8,880,483
<b>Santa Cruz</b>	\$10,790,811	\$9,526,644	\$13,866,695	\$11,807,749	\$14,507,747

Source: Arizona Department of Revenue and UsEconomicResearch.com



## **Identification and Role of Major Federal, State and Local Economic Development and Community Development Organizations For Partnerships and Collaboration in the SEAGO Region**

The SEAGO CEDS Committee identified the need to maintain close working relationships with governmental agencies, economic development organizations, community development organizations, and social service providers in order to understand and work to address the economic development needs of the Region's communities. While it is understood that inter-organizational economic development collaboration and partnerships occur intermittently, and cannot always be foreseen, it is important for SEAGO to develop and maintain relationships and network to be in a position for economic development collaboration with all agencies that can add value to the Region's economic development initiatives. The following is a list of agencies and organizations that are important for SEAGO to develop and consistently maintain structurally sound and strong relationships.

### ***Federal Economic Development Agencies and Other Federal Resources***

#### **Economic Development Administration (EDA)**

EDA is an agency within the U.S. Department of Commerce that partners with distressed communities throughout the United States to foster job creation, collaboration and innovation the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. Its Mission is "To lead the federal economic development agenda by promoting competitiveness, preparing American regions for growth, and success in the worldwide economy."

#### **United States Department of Agriculture (USDA) Stronger Economies Together**

The Stronger Economies Together (SET) Program is sponsored by USDA Rural Development (USDA RD), in partnership with the Regional Rural Development Centers, for interested counties that desire to work together to develop and implement a regional economic development strategy or plan.

#### **U.S. Small Business Administration (SBA)**

The SBA was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and

to maintain and strengthen the overall economy of our nation.

The SBA recognizes that small business is critical to America's economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace.

#### **Housing and Urban Development (HUD)**

HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all.

HUD works to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination; and transform the way HUD does business.

#### **Department of Transportation (DOT)**

The mission of DOT is to: Serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.

#### **Department of the Interior, Bureau of Indian Affairs (BIA)**

The BIA is the oldest bureau of the United States Department of the Interior. Established in 1824, BIA currently provides services (directly or through contracts, grants, or compacts) to approximately 1.9 million American Indians and Alaska Natives.

The BIA mission is to enhance the quality of life, to promote economic opportunity, and to carry out the responsibility to protect and improve the trust assets of American Indians, Indian tribes, and Alaska Natives.

#### **Federal Reserve Bank, San Francisco**

The mission of the Community Development function of the Federal Reserve System is to support the economic growth objectives of the Federal Reserve Act by promoting community development and fair and equal access to credit.

#### **International Trade Administration**

With offices throughout the United States and in U.S. Embassies *and* consulates in nearly 80 countries, the U.S. Commercial Service of the U.S. Department of Commerce's International Trade

Administration utilizes its global network of trade professionals to connect U.S. companies with international buyers worldwide.

### **Border Environment Cooperation Commission (BECC)**

The Border Environment Cooperation Commission and the North American Development Bank (NADB) were created in 1993 under a side-agreement to the North American Free Trade Agreement (NAFTA) for the purpose of enhancing the environmental conditions of the US-Mexico border region and advancing the well-being of residents in both nations.

### **North American Development Bank (NADB)**

The NADB is a bi-national financial institution capitalized and governed equally by the United States and Mexico for the purpose of financing environmental projects certified by the BECC.

NADB and BECC work together with communities and project sponsors in both countries to develop and finance infrastructure necessary for a clean and healthy environment for border residents.

### **National Association of Development Organizations (NADO)**

NADO provides advocacy, education, research and training for the nation's regional development organizations.

NADO offers its members exclusive access to a variety of services and benefits -- all of which are designed to enhance the ability of regional development organizations to foster "regional solutions" to local government, business and community needs.

### **National League of Cities (NLC)**

The NLC is committed to providing city leaders with resources that help blaze pathways toward exceptional leadership and professional and personal advancement. Take advantage of the many resources and opportunities provided by the NLC to discover solutions for your city's challenges and help you move your city forward.

### **Native American Business Alliance (NABA)**

The NABA facilitates mutually beneficial relationships between private and public businesses with Native American owned companies. It serves to educate the communities on Native American culture, paving the way for future generations.

## ***State Economic Development Agencies and Other State Wide Resources***

### **Arizona Commerce Authority (ACA)**

The Arizona Commerce Authority is the leading economic development organization with a mission to grow and strengthen Arizona's economy. The ACA uses a three-pronged approach to advance the overall economy: recruit, grow, create – recruit out-of-state companies to expand their operations in Arizona; work with existing companies to grow their business in Arizona and beyond; and partner with entrepreneurs and companies large and small to create new jobs and businesses in targeted industries.

The ACA is overseen by a public-private sector board comprised of Arizona leaders in business and policy. The board is overseen by Arizona Governor Doug Ducey and co-chaired by Jerry Colangelo, partner of JDM Partners and chairman of USA Basketball. Joining them on the board is a group of prestigious private-sector business leaders, elected officials and university presidents.

The ACA's executive management team drives the organization's day-to-day operations, ensuring it maintains focus on the recruitment of quality companies and jobs to the state of Arizona. This team brings together the best and brightest in economic development, management and communications.

### **Arizona@Work**

Arizona@Work is the statewide workforce development network that helps employers of all sizes and types recruit, develop and retain the best employees for their needs. For job seekers throughout the state, Arizona@Work provides services and resources to pursue employment opportunities.

Arizona@Work is a public and private partnership with 12 regional areas and 47 local offices, all working together through one organization, and all sharing one mission: providing innovative workforce solutions to employers and job seekers.

### **Arizona Association for Economic Development (AAED)**

AAED is a non-profit organization that utilizes economic development professionals and community and business leaders from its membership who volunteer to form committees and achieve objectives. It is through this active involvement that the

volunteer member recognizes the real benefit of association in this important organization.

#### **Local First Arizona (LFA)**

Local First Arizona is a non-profit organization working to strengthen communities and local economies through supporting, maintaining, and celebrating locally owned businesses throughout the state of Arizona.

The organization educates citizens, stakeholders, business leaders, and legislators about the significant environmental, economic, and cultural benefits of strong local economies.

#### **Arizona Technology Council (ATC)**

Arizona Technology Council is a private non-profit trade association with a mission to connect, represent, and support the state's expanding technology industry. ATC produces over 100 events each year that drive networking, promote continued education, and offer opportunities for new business growth for our members.

#### **Arizona Rural Development Council (AZRDC)**

The Arizona Rural Development Council is Arizona's official, federally-recognized State Rural Development Council in the National Rural Development Partnership. State Rural Development Councils are composed of the agencies and organizations that play a part in developing the rural areas of their state. As a result, federal, regional, tribal, state and local governments, along with non-profits and for-profit sectors, all play an important role in the work of each council.

#### **Arizona Rural Policy Institute (ARPI)**

Established in 2006, the Arizona Rural Policy Institute. Located at the Northern Arizona University, W. A. Franke College of Business, is a University Center, authorized and funded in part by the US Department of Commerce Economic Development Administration (EDA). University Centers improve the economies and economic development capacity of their service areas, with emphasis on economically distressed communities. RPI fulfills this charge by leveraging the vast capabilities of NAU staff, students, facilities, research entities, and other resources.

The ARPI helps improve the quality of life in Arizona's rural communities by conducting policy analysis and research on a wide spectrum of essential issues and topics. ARPI publishes research outcomes in policy reports for local, regional, and statewide

dissemination and provides technical assistance to communities for policy implementation.

#### **Arizona Telecommunications & Information Council (ATIC)**

ATIC is Arizona's recognized and authoritative apolitical source of information and expertise on telecommunications and information technology infrastructure for enhanced economic development and quality of life in the New Economy.

#### **Arizona Public Service Electrical Company (APS) Community Development**

APS provides grants, community planning and numerous services to communities and agencies within its service boundaries.

#### **Sulphur Springs Valley Electrical Cooperative (SSVEC)**

SSVEC provides grants, community planning and numerous services to communities and agencies within its service boundaries.

#### **Accion**

Established in 1961 and has been a leader in microfinance since 1973, Accion has over 45 years of experience in the field of international economic development.

#### ***Regional and Local Economic Development Groups***

#### **Douglas International Port Authority**

The expansion and configuration of the Douglas Port of Entry will continue to be a major project for Douglas and the Region in the years to come. A feasibility study by the U.S. General Service Administration has been completed, and port design has been completed. The new Douglas International Port Authority (DIPA) has been formed to serve as the leading agency for port infrastructure development. DIPA is a public/private non-profit regional organization representative of all public and private port stakeholders in the Douglas region and the leading agency promoting trade and commerce, and those activities related to the development of trade and commerce, including the expansion and improvement of all forms of transportation into and out of the International Land Ports of Entry in Southeast Arizona.

#### **Douglas Regional Economic Development Corporation**

The Douglas Regional Economic Development Corporation is a 501(c) 6 public/private non-profit regional organization representative of the Douglas

Industrial Development Authority, the Douglas international Port Authority and the City of Douglas. The mission of the Douglas REDC is to promote the development of industry, trade and commerce for the diversification of the region's economic base and raising the standards of living and quality of life in the greater Douglas region.

#### **Greater Nogales/Santa Cruz County Port Authority**

In partnership with public and private sectors, the strategic mission of the Greater Nogales/Santa Cruz Port Authority is to strengthen the regional economy, improve international trade and spur tourism and community development by making the international ports of entry and surrounding areas the most efficient and effective for generations to come.

Founded in December 2004, the Greater Nogales Santa Cruz County Port Authority brings together the key stakeholders from the Ambos Nogales area together to address issues that impact the ports of entry.

#### **Nogales Community Development Corporation (NCDC)**

The NCDC mission is to build thriving communities in Nogales and Santa Cruz County – one business, one person at a time – by managing projects for commercial revitalization, business support for entrepreneurs, asset development for individuals and affordable housing for families and individuals.

NCDC focuses on the following core activities:

- Generate home ownership and other housing opportunities in the City of Nogales to help reduce poverty, provide stability and retain residents within the City.
- Create a more diverse business mix in downtown by offering training, providing tools and resources and creating a dedicated workspace that acts as a launching pad for new business ventures.
- Continue to strengthen and improve Downtown Nogales as a vibrant, viable commercial core through the Main Street Program.
- Expand capacity to provide the programs and staff needed to facilitate its mission and support the broader vision for housing, community development and downtown revitalization.
- Increase the visibility of the NCDC to strengthen partnerships/collaborations and

broaden awareness of NCDC impact in the community.

#### **San Carlos Apache Tribe, Planning Office**

San Carlos Apache Tribe Planning Office oversees all planning and economic development activities, and generally serves as the first point of contact for applicants seeking business leases.

#### **Santa Cruz Community Foundation**

The Santa Cruz Community Foundation serves Santa Cruz County, Arizona and Nogales Sonora by making transformational grants to area nonprofits; providing training and technical assistance to strengthen local nonprofits; investing in our future through scholarships for youth; building a strong, permanent philanthropic base; and providing leadership and advocacy on community issues.

#### **Arizona Regional Economic Development Foundation (AREDF)**

The AREDF actively preserves and increases the economic strength of the southeastern region through actions focused on business retention, recruitment, expansion, and business alliance development. While the attraction of new businesses and encouragement of new business start-ups are an important part of its overall economic development strategy, the foundation recognizes the importance of helping existing businesses survive and grow.

As a support and resource organization, AREDF creates new jobs by assisting entrepreneurs and professionals from sole proprietorships to Fortune 500 companies.

#### **Southeast Arizona Economic Development Group (SAEDG)**

SAEDG was created in 2007 in Benson to work with existing and prospective business-owners and other stakeholders to identify, develop, and expand opportunities within the region.

SAEDG believes the prosperity of Southeast Arizona depends on the stability and vitality of all area businesses, big and small. Expanding and strengthening economic activity throughout the region which helps to ensure healthier communities, improving the quality of life. It works closely with private and public partners to promote business ownership and related support channels in Southeast Arizona.

**Sierra Vista Office of Economic Development**

In 2013 the City of Sierra Vista created the Sierra Vista Office of Economic Development. The office was provided a budget from City revenues and hired an Economic Development Manager to manage the office and lead the economic development efforts of the City.

The Sierra Vista Economic Development Office functions independent of other Cochise County economic development entities. However, it has a close collaborative relationship with other economic development entities to actively promote and preserve the economic strength of the City through actions focused on business recruitment, expansion and retention, and international business development and alliances, and tourism.

**Gila Valley Economic Development Corporation (GVEDC)**

The GVEDC is a newly incorporated 501 (c)(6) corporation in Graham County. The organization consists of representatives from the local government jurisdictions in the County and prominent business people in the community. As a new economic development organization, the GVEDC is currently working to develop its vision and mission statements as well as a strategic plan that will focus on business attraction, business expansion, and business expansion. The organization already has financial assistance resources from the County’s public and private sectors that can be utilized to implement its strategic goals.

**Benson Chamber of Commerce**

**Bisbee Chamber of Commerce**

**Bowie Chamber of Commerce**

**Douglas Chamber of Commerce**

**Graham County Chamber of Commerce**

**Greenlee County Chamber of Commerce**

**Nogales – Santa Cruz County Chamber of Commerce**

**Pearce - Sunsites Chamber of Commerce**

**Sierra Vista Chamber of Commerce**

**Sonoita-Elgin Chamber of Commerce**

**Tombstone Chamber of Commerce**

**Tubac Chamber of Commerce**

**Wilcox Chamber of Commerce**

**Ambos Nogales Hispanic Chamber of Commerce**

**Douglas Hispanic Chamber of Commerce**

**Sierra Vista Hispanic Chamber of Commerce**

*Other Local Community Resources and Services that Support the SEAGO Region Economy and Quality of Life*

**Southeastern Arizona Community Action Program (SEACAP)**

Serving low-income residents in Graham, Greenlee, Santa Cruz and Cochise counties benefit through the SEACAP weatherization program.

Its mission is to help economically disadvantaged Arizonans by providing programs and tools to help them reach self-sufficiency and enhance their quality of life.

**Southeastern Arizona Behavioral Health Services, Inc., (SEABHS)**

Southeastern Arizona Behavioral Health Services, Inc., a Not-for-Profit Community Mental Health and Substance Abuse Prevention and Treatment Agency serving Southeastern Arizona.

SEABHS provides accessible and affordable behavioral health services to individuals and families residing in Graham, Greenlee, Cochise and Santa Cruz Counties.

**Portable, Practical, Educational Preparation, Inc. (PPEP)**

In 1967, the Portable Practical Educational Preparation, Inc. was formed and later incorporated on December 10, 1969. In 1975, PPEP, Inc. formed the PPEP Housing Development Corporation (PMHDC) as its affordable housing and economic development arm.

Over the years, other entities were formed for specific projects. For example, the PPEP Senior Housing Services Corporation (PSHSC) was formed specifically to build the La Ramona Morales Senior Independent living (31 units) in Benson, Arizona. Later the PPEP First American Services Corporation was formed for a specific advocacy role for the Native (First) Americans (FARS). The for-profit arm

of PPEP is PPEP Rural Business Development Corporation (PRBDC) that gives PPEP’s mission the flexibility to have for-profit venues.

**Southeastern Arizona Community Unique Services (SEACUS)**

SEACUS is a local non-profit dedicated to improving the quality of life for our aging and disabled community members. SEACUS does case management, home care, in home respite in Graham County and both congregate and home delivered meals in Graham and Greenlee counties.

**Sierra Vista Arts and Humanities Council**

**Bisbee Arts Commission**

**Central School Project, Bisbee**

**Cultural Council of Santa Cruz County**

**Eastern Arizona Museum & Historical Society of Graham County, Inc.**

**Greenlee County Historical Society**

**San Pedro Valley Arts and Historical Society**

**Bisbee Mining & Historical Museum**

**Douglas Historical Society**

**Rex Allen Arizona Cowboy Museum**

**Sulphur Springs Valley Historical Society**

**Graham County Historical Society and Museum**

**Pimeria Alta Historical Society**

**Tubac Historical Society**

**Santa Cruz Valley Citizen’s Council**

**Cochise County Tourism Council**

**Greenlee County Tourism Council**

**Regional SWOT Analysis and Categorical Areas of Strategic Planning Needs**

*Regional SWOT Analysis.* Given the geographical and socioeconomic diversity of the SEAGO Region, the SWOT analysis sessions of the strategic planning process was conducted at a sub-regional level. Members of the CEDS Committee from Santa Cruz County convened in a SWOT analysis session on November 3, 2015; the Cochise County SWOT session was held on November 24, 2015; the Graham and Greenlee Counties joined in a SWOT session on December 3, 2015. Following are the SWOT conclusions that resulted from each of the sub-regional meetings.

*Sub-Regional SWOT Analysis*

**Santa Cruz County SWOT**

Category	Issue
<b>Strengths</b>	
	Weather
	Logistics expertise
	Border trade
	Mexican consumers
	Produce distribution industry cluster
	Airport
	Cultural heritage
	Bilingual community
	Strong local organizations
	Utilities capacity
	Transportation network
	Available labor pool
	Family friendly
	NAFTA Trade corridor
	International trade experience
	Natural beauty
	Proximity to Tucson; I-19 corridor
	Solar energy potential
	Low crime rate
	Wine industry
	Mining
<b>Weaknesses</b>	
	Lack of and disrepair of roads
	Lack of financial resources to make community improvements
	Lack of political will to raise taxes to address community needs and infrastructure
	Political infighting within and between government jurisdictions
	Business Regulations
	Topography – hills and floodplain
	Untrained/unskilled workforce
	Lack of warehouse space
	Lack of business diversity
	Volatile Mexican Peso
	Wage competitiveness
	Stagnant growth

Tourist fear of border
Bad publicity re: perception of high crime
Poor customer service
Lack of community beautification
Spanish as first language – deterrent to tourism
Inefficiency (delays) at ports of entry
Insufficient gas line capacity
<b>Opportunities</b>
Improve public relations and marketing
1. Business
2. Tourism
3. Living
Expand local education opportunities
1. Full scale community college and curriculum
2. More U of A class and degree offerings
Utilize the Foreign Trade Zone designation of Santa Cruz County
Improved and expanded road system
Full staffing of Port of Entry
Encourage and support environmentally responsible mining
Encourage and support wine industry
Encourage and support solar energy projects
Encourage and support flood plain mitigation to provide more developable land
Encourage and support city/county as retail destination
Encourage and support retail diversification
Diversify industry base
1. Invest in Sonora manufacturing – Santa Cruz County to meet supply chain needs
Connect Nogales to import/export opportunities with the expanding sea port at Guaymas, Mexico
Capitalism on medical tourism occurring in Nogales, Sonora
<b>Threats</b>
Negative publicity
1. Human/drug trafficking
Port of Entry understaffing
International Banking issues for Mexicans doing business in Santa Cruz
1. Bank closures
2. U.S. Banks not accepting Mexican customers
Competition from other Mexico/U.S Border Communities (e.g. McAllen, Laredo, El Paso)
State focus on Metro areas and indifference to border and rural communities

## Cochise County SWOT

Category	Issue
<b>Strengths</b>	
	Collaboration of agencies in the County
	Outdoor space
	Cochise College and University of Arizona Sierra Vista
	Regional hospital
	International border with Mexico
	Community events
	Tourism opportunities

Winter visitors
Services for the disadvantaged
Weather
Birding
Retirees
Ft. Huachuca/DOD contractors
Shoppers from Mexico
Safe communities
Family activities
International business opportunities
Heritage and History
Multinational citizens
Cultural diversity
Available land for development
Cost of living
Two Ports of Entry
Quality of life
No traffic
Strong sense of community
Dark skies – Star gazing/observatories
Sister City affiliations
Public transit in some communities
Environmental awareness
Affordable housing
Clean communities
Medical services
Commercial corridor to Mexico/supply chain opportunities
Significant agri-business – crops and cattle
Innovative agricultural practices
Natural resources
Mining and mining reclamation opportunities
Competitive wages
Recreation opportunities
New bike trail designation
Ft. Huachuca mission as attraction to existing cyber security companies and start-ups
Cyber security training and education opportunities
Some community's proximity to Interstate I-10 interchanges
Some communities access to rail service
<b>Weaknesses</b>
Lack of training of elected officials
Lack of coordination of elected officials
Over regulation in some communities
Bad publicity from border proximity
Inter-community public transportation
JTED funding decline
Funds for tourism advertising
Lack of county-wide economic development strategic planning and cooperation
Inadequate economic development investment by communities
Too much focus on past rather than future opportunities
In adequate labor pool of people qualified for potential employer's job opportunities (technology, cyber security)
Some community's distance from Interstate I-10
Lack of I-10 signage to give reason for travelers to leave the interchange and travel into the County
Lack of rail service to some communities; particularly serving the Ports of Entry
Bank closures in border communities
Dependence on employment by the public sector

Dependence of Ft. Huachuca as employment base and lack of focus of economic diversity
Declining local government budgets
Declining population
Lack of incentives for business growth and attraction
Availability of land with infrastructure in place
Sequestration hurting Ft. Huachuca and local economy
Lack of customer friendliness and customer service
Lack of airport development
Lack of employment opportunities
Unstable defense market
BRAC shadow over Ft. Huachuca
Perception of County as unsafe border community
Slow reaction to economic development trends and opportunities
Lack of event coordination between communities
Fear by local business of new competing business moving into the region
Border Patrol employees living outside of the area in which they work
<b>Opportunities</b>
Growing and attracting Cyber security business
Business incubator for tech start-ups
UAS business attraction
Attracting investment “Angels”
Gaming
Seven airports in County available for development and business attraction
Aggressive grant writing
International trade with Mexico
Supply trade business between Mexico and U.S.
Agriculture innovation
Agriculture technology
Foreign Trade Zone
Wine Industry – growth/ exporting/supply chain opportunities
Authentic tourism based on region history, and authentic locations
Localism – farm to table agriculture
Grow winter visitors opportunity (Villages at Vigneto development)
Mining and mine reclamation technology development (collaboration with U of A tech Park)
Workforce development and customization to meet the needs of existing and new business
Tourism and even collaboration by and between the communities
Mexico business supply chain – mining, auto manufacturing, aerospace manufacturing
Development tactical training opportunities (paramilitary training)
Customs and Border Patrol training academy
Expand community events beyond the community
Develop destination events
Develop facilities for conferences
Grow green energy potential
<b>Threats</b>
Perception of safety along the border
Perception of lack of water for business, commercial and residential growth
National economy
Manpower insufficient for companies to grow and for attracting new companies

Sequestration
Lack of positive intergovernmental communication
Negative publicity regarding border safety
Too much emphasis on history of area and insufficient attention to future economic growth opportunities
Poor citizen attitude about community economic development potential (pessimism v. optimism)
Concern about available water for economic and residential growth

## Graham/Greenlee County SWOT

Category	Issue
<b>Strengths</b>	
	Beautiful rural setting
	Weather
	Community college
	- Education opportunities
	- Large employer
	Freeport McMoran (FMI)
	Strong sense of community
	- Small town feel
	- Family oriented
	Strong work ethic
	Mount Graham amenities
	Outdoor recreation
	- Hunting,
	- camping,
	- fishing
	- birding
	Community history and culture
	Historic downtowns
	Prisons
	- employment
	- Gives back to community
	- Improves population numbers
	Agriculture
	Safe communities
	Lack of traffic congestion/good access to community and business
	Safe schools
	Quality schools and teachers
	Family Friendly community events
	Non-burdensome government regulations
	- Quick and easy permitting process
	- Low development costs
	Community college workforce training
	Strong and reliable community hospital
	- Quality care
	- Convenient
	- Major employer
	Golf course
	Airports
	Diverse cultural community
	Faith based community
	Willingness of community leaders to work together
	Stable employment rates
	Multiple water sources
	Low tax rate and cost of living
	Low crime rates
	Resident’s interest in improving community



Downtown events and activities
Small business base of both small and large businesses
Road system
Desire for revitalization
Non-profit organizations
Grant funding organizations
<b>Weaknesses</b>
Small Population
Difficulty attracting people to live in area
Lack of business diversity
Lack of skilled workforce
Limited affordable housing
Lack of infrastructure and roads to developable land
Water quality and water distribution system
Small tax base
Lack of community identity/branding
Limited private property ownership
Flooding
Land in flood plain
Lack of “shop local” support
People leaving community to live elsewhere
Lack of will by elected officials to take risk
Lack of community will to take risks
Limited art and cultural opportunities
Lack of assistance to entrepreneurs
Lack of Foreign Trade Zone
Constituent reluctance to raise taxes for community needs
Low per Capita income
Lack of effective elected official inter and intra government communication
Dependence on Mine
Limited private developable land
Lack of hospitality space (Greenlee)
Disorganized Chamber of commerce
Lack of technical education opportunities
Loss of talent to larger communities
Lack of higher wage jobs
Ageing infrastructure
Limited dining and shopping options
Remote location
Inability to attract large companies
Blight
Highway 191 as primary road to Graham and Greenlee County from Interstate I-10 is not a 4 line road the entire way
Limited access to investment capital
Community resistance to growth and change
Limited public transportation
Real estate market that has not recovered from the recession
Lack of broadband service
Looking back at how things were rather than forward
<b>Opportunities</b>
Mining supply chain
Rail distribution
Golf course improvements and development around the course
Airport development opportunities
Regional recreation opportunities
- Sports events
River improvements and river recreation
Chase Creek redevelopment and commercial

rehabilitation
Clifton Historic Train Depot
Attracting new industry
Expand current business
- Identify
- Provide assistance
More 4 year graduation programs offered by EAC and ASU
Solar Energy
Vitalize the Gila Valley Economic Development corp.
Utilize available industrial development funds
Birding Tourism
Sports Tourism
Recreation Tourism
Develop business incubator
Identify and develop available private land
<b>Threats</b>
Mine Closing
Flooding
Growth of online retail
Lack of inter-governmental communication
Limited private land for development
Leadership/champion burnout
Small population
Limited housing stock
Limited available commercial space
Blight
Small skilled workforce
Lack of government funding/declining local government budgets
Government and citizen resistance to change
Lack of broadband
- Limited distance learning opportunity
- Limited commodity trading
- Limited business development
Lack of community volunteers
Water quantity and quality
Inadequate first responder capability

**Categories of Regional and Local Economic Development Potential.** To maximize the effectiveness of the SEAGO EDD as a viable and relevant resource in regional economic development, the CEDS Committee developed a list of categories in which SEAGO could put its resources to the highest and best use. The following comprises the CEDS Committee’s identification of economic development categories based upon the SWOT analysis.

**Strategic Plan Economic Development Categories**

Border Trade
1. Supply chain
2. Mexican consumer
3. Logistics expertise in U.S. border communities
4. Key location in Sun Corridor
5. More efficient POE (Nogales)
6. New POE (Douglas)
7. FTZ opportunity
8. Port of Guaymas connection
9. Understand model for successful border communities (e.g. McAllen, TX)
Business Clusters

1.	Produce distribution
2.	Wineries
3.	Agribusiness
a.	Technology
b.	Innovation
4.	Defense contractors
a.	Cyber security
5.	Mining (Mexico and U.S.)
6.	Prisons
7.	Passive Energy
<b>Tourism</b>	
1.	Weather
a.	Winter visitors
2.	Heritage/cultural diversity
3.	History
4.	Recreation
a.	Hunting
b.	Camping
c.	Water activity
d.	Birding
e.	wildlife
5.	Sports
6.	Natural beauty
7.	Tourist fear of border communities
8.	Customer service
9.	Medical tourism
10.	Star gazing
Infrastructure - Utility capacity in member entities jurisdiction (including broadband)	
Workforce development	
Green Energy industry	
Wine Industry	
1.	Grow industry
2.	Supply chain opportunities
Agri-business	
1.	Grow industry
2.	Supply chain opportunities
3.	Agricultural innovation R&D
Mining	
1.	Supply chain opportunities
UAS	
Infrastructure	
Elected official understanding and support for community economic development opportunities	
1.	Inter community initiatives
2.	Intra government communication, and cooperation
3.	Economic Development investment - Costs to facilitate economic development (e.g. infrastructure, quality of life amenities, incentives)
4.	Community risk taking
5.	Community resistance of growth and change
Port of Entry business opportunities	
1.	Delays at ports of entry
2.	Development of Douglas port of entry
Foreign Trade Zone	
Economic development nexus of community and community colleges, and universities with presence in the community	
Community events	
Standing SEAGO Econ. Dev. Committee to enhance communication, understanding, and cooperation between communities	
Business Incubator	
Business Diversity	
Local First Campaign	
1.	Buy local
2.	Farm to table agriculture
Blight	
1.	Mitigation
2.	Elimination
Rail	
Housing stock and availability as an economic development issue	

Airport development opportunities
Border patrol training and housing opportunities
Tactical training opportunities

## Strategic Goals, Objectives and Tasks

The following Strategic Goals, and accompanying objectives and tasks, are derived from the data and strategic planning process that has been identified in this document. It is important to recognize that many of the following objectives and tasks, as they are incorporated into SEAGO’s annual “Scope of Work”, will require financial resources not currently available to the SEAGO EDD. While not specifically indicating that obtaining additional funding for the SEAGO EDD is a critical and essential goal, the CEDS Committee recognized that implementing the Strategic Goals will require SEAGO staff to aggressively pursue additional and extensive funding sources and assistance to accomplish those goals. It is anticipated that SEAGO will actively and aggressively work to:

1. Identify partnerships with other agencies, organizations, and individuals that can assist in the implementation of the Strategic Goals,
2. Identify agencies, organizations, and individuals that are willing to provide “pro bono” services in Strategic Goal implementation,
3. Identify and pursue additional funding sources, particularly grants, to fully or partially fund Strategic Goal initiatives.

### ***Strategic Goal 1: Improve the Economic Development Climate and Economic Development Capability of the SEAGO Region***

The intent of this strategic position is for SEAGO to provide relevant and high quality regional support to economic development practitioners in the Region by improving the Region’s economic base, and increasing opportunities for regional economic development communication and collaboration.

### **Objectives**

1. Create a SEAGO Economic Development District (EDD) Economic Development Advisory Council that is a functional committee resource to the SEAGO Executive Board, and provides guidance to the SEAGO EDD staff.

With regard to community and regional economic development initiatives and opportunities, SEAGO EDD’s activities have

not been fully and consistently responsive to the regional resource and support needs of the member entities, and economic development practitioners.

Historically, EDD activities have been under the oversight and direction of the SEAGO Executive Board, and assisted by the Administrative Council. The CEDS Committee has primarily functioned to develop the CEDS document and provide input for annual CEDS updates, but has not functioned as a committee directly involved in consistent and continuous regional economic development activity or initiatives, and has not functioned to enable region-wide economic development communication and collaboration. As a result, it has been difficult for SEAGO economic development staff to gain real and perceived relevance in economic development progress both at the local community and regional level.

It is proposed that a SEAGO Economic Development District Advisory Council be established and structured as an advisory group that can provide direct economic development operational direction to SEAGO staff, and policy recommendations to the Executive Board.

#### **Tasks**

- Engage the process of creating a SEAGO Economic Development Advisory Council.
- Develop a comprehensive list of public and private economic development practitioners in the Region.
- Provide a regular and consistent forum for sharing economic development related information, techniques, conditions and concerns in the SEAGO Region among economic development professionals, practitioners and volunteers.
- Provide a forum to encourage and assist economic development practitioners from throughout the Region in developing partnership and collaboration opportunities.

***Strategic Goal 2: Enhance Educational and Workforce Training Opportunities and Integrate with Regional Economic Development***

The CEDS Committee identified three issues that should be addressed to educational and workforce training needs in the Region. The identified issues are:

1. The need for workforce development on a regional level
2. The need to address education/workforce development in a unified way amongst and between the educational and workforce development institutions in the Region
3. The need to align workforce development with economic development needs and opportunities

The City of Sierra Vista has begun addressing the workforce development and training needs in the greater Sierra Vista metropolitan area, and has the potential to be collaboratively expanded by SEAGO throughout the Region

#### **Objectives**

1. Gather and make available current workforce data within the Region.
2. Work with educational institutions, workforce development providers, and business leaders in the Region to integrate economic development with relevant workforce training.

The CEDS Committee determined that it is imperative that the Region has a workforce that has the educational background and workforce training to meet the needs of existing employers in the Region, and to create a workforce base that is attractive to new business. This is particularly important in conjunction with the CEDS strategy focused on identifying and growing business clusters in the Region (*see Goal 3*). To identify workforce development needs in the Region, and develop a forum for workforce developers, educational leaders, and business leaders is a critical element of sustainable economic growth in the Region.

#### **Tasks**

- From available resources, gather and make available current workforce data within the Region.
- Conduct surveys to identify trained workforce needs and availability.
- Identify existing cluster businesses and potential business clusters in the Region and establish forums for leaders in those clusters to address current and future

- workforce training needs and opportunities.
- Integrate and utilize the knowledge base of workforce forum participants to address current education and training needs, ways, and means to create Functional education/workforce development programs and delivery systems that align education and workforce development with economic development.
- Explore possibilities for cross pollination between Workforce Development and the Joint Technical Education Districts (JTED) in the SEAGO Region.

***Strategic Goal 3: Maximize Opportunities to Grow Existing Cluster Group Businesses and Attract Direct and Indirect Cluster Related Business to the Region***

An industry cluster is a geographic concentration of related industries and supportive institutions (such as universities and trade associations) that utilize the same extended value chain; share common needs for talent, and use a shared labor pool; require similar technologies and physical infrastructure; and exchange key information/knowledge that can lead to innovation and technological advancements. Consideration of existing businesses in the Region was a consistent topic throughout the CEDS Committee strategic planning process. There was a consensus amongst CEDS Committee members that the Region has assets that have proven attractive to certain types of business endeavors. As a result, there are existing and emerging business clusters that should be identified and assisted in their growth potential. The CEDS Committee discussions concluded that there are possible cluster groupings in the areas of cyber-security, defense contractors, tourism, wineries, agri-business, mining, produce distribution, passive energy, and unmanned aircraft systems (UAS). However, analysis must be engaged to identify the “critical mass” of these potential business groupings, as well as other potential existing and future business clusters in the Region. SEAGO can play a significant role in:

1. Identifying existing business cluster groups in the Region,
2. Understanding the regional attributes that attracts certain business groupings,
3. Developing networking opportunities for businesses within a business cluster,

4. Facilitating ways to enhance the growth of existing businesses within the cluster groups,
5. Analyzing market indicators to identify possible future growth industries and assessing the Region’s ability to position itself to take advantage of potential opportunities

**Objectives**

1. Identify business clusters in the Region (cluster mapping), along with cluster groupings in Mexico near the border between the SEAGO Region and Sonora, Mexico.
2. Maximize the business growth and business attraction potential of the business clusters.

**Tasks**

- Identify business groupings with sufficient numbers to be considered business clusters.
- Develop a network of principles /stakeholders/associations in each business cluster grouping to identify and capitalize on individual and collective business growth opportunities, and to attract new directly and indirectly related business that could benefit from proximity to the business cluster.
- Identify ways that the cluster group businesses can collaborate for their mutual benefit.
- Identify education and workforce training needs for the cluster groupings that can be addressed by regional educational and workforce development entities.

***Strategic Goal 4: Maximize the Potential of the Tourism Rich SEAGO Region***

Visitors to the SEAGO Region have traditionally been an important source of new consumer dollars circulating in each community. The SEAGO Region is rich with tourist destination locations, as well as historically and culturally significant sites, activities, and events. The CEDS Committee identified tourism and the business opportunities related to tourism as a significant and important economic engine in the Region.

## **Objectives**

1. Maximize regional tourism destination opportunities and the potential of the Region's natural assets.
2. Maximize visitation to respective community events and activities by enhancing intra-regional support and attendance, national interest and attendance, and international interest and attendance.

## **Tasks**

- Attract winter visitors to visit and spend additional time in the Region.
- Identify and maximize unique aspects of each community to draw diverse visitors.
- Develop and promote tourism attractions for younger generations and families, such as outdoor, action oriented and extreme adventure venues.
- Assist communities to become more attractive to retirees because of location, retirement amenities, climate, and culture.
- Identify ways and means to promote the Region's border communities for medical tourism.
- Attract visitors from Mexico and increase the length of stay of day visitors from Mexico into overnight visitors to the Region.
- Attract Northern U.S. and Canadian visitors to visit and extend length of stay in the Region.
- Attract overnight stay visitors from metropolitan areas within a one day travel range of the Region.
- Assist in promotion, cross pollination, and regional coordination of community events and activities.
- Provide customer service and tourist friendly training for local businesses and employees involved with, or benefiting from, tourism.

### ***Strategic Goal 5: Strengthen, Expand and Diversify the Existing Economic Base within the SEAGO Region***

The SEAGO Region has experienced a decline in residential population largely because the economy is disproportionately small in size compared to the resident population base, and there are a comparatively small number of export base

industries in the Region. The expansion and diversification of the Region's economic base is a major challenge and top priority for the future sustainability of its sub-regions, counties and communities. An important and significant role for SEAGO is to provide support for the Region's economic development practitioners and to identify and address economic development needs that are appropriately accomplished at a regional level, or can be assisted by SEAGO at a local level. It is anticipated that sub-regional, county and community economic needs will be continually changing, new and unanticipated opportunities will arise, and new theories and approaches to economic development will require regular consideration. Strategic Goal 1 (above) is a regional approach that is intended to keep SEAGO abreast of the economic needs of the Region as a whole, and local community needs.

## **Objectives**

Based on the need for economic development diversification and the need for SEAGO and its member entities to be on the cutting edge of economic development opportunities and advances, viable economic development objectives are:

1. Actively support community business attraction programs.
2. Actively recommend and support economic gardening activities to grow existing business in the Region, and identify and assist potential "start-up" businesses.
3. Identify, and work to meet training needs to assist local business in sustaining, stabilizing and expanding their business.
4. Foster the expansion of existing and growth of new business clusters in the Region (see Strategic Goal 3).
5. Collaborate with SBA Small Business Development Centers to maximize business start-up services in the Region.
6. Investigate the potential of, and assist communities in development of business incubators that will help serve the economic gardening potential of the community.
7. Develop a strategy to maximize the economic potential of the existing Foreign Trade Zones (FTZ) within the SEAGO Region administered by grantees based in Nogales/Santa Cruz County (FTZ 60) and Sierra Vista/Cochise County (FTZ 139) with particular emphasis on the advantages offered by the adoption of the U.S. Department of Commerce FTZ Alternative Site Framework (ASF) for FTZ 139.

8. Assist in the development of a commercial port of entry in Douglas, and the potential expansion of trade and business resulting from the new commercial port of entry.
9. Identify and apply for federal and private grants that will assist with the Region's economic diversification.

#### **Tasks**

- Train local community economic development practitioners, elected officials and community leaders of the need, function, and utility of economic gardening.
- Research the potential for functional and sustainable business incubators in member agencies interested in pursuing an incubator facility and program.
- Train local community economic development practitioners, elected officials and community leaders of the need, function, utility, and successful models of business incubators.
- Identify and promote funding sources for start-up businesses in the Region.
- Develop and maintain a SEAGO EDD website that provides links to all sources of demographic and socioeconomic data relevant to businesses considering locating or expanding in the SEAGO Region.

#### ***Strategic Goal 6: Leverage Regional Transportation Planning for Economic Base Improvement***

Much of the SEAGO Region is at an economic development disadvantage due to inadequate transportation infrastructure connections to the interstate network. Considerable congestion exists on roads serving Arizona's land ports of entry, industrial areas, military bases, and mining operations during peak traffic hours. The lack of public transportation accessibility compared to the metropolitan areas of Phoenix, Tucson and El Paso, Texas, is a significant impediment for developing employment centers in many jurisdictions within the SEAGO Region.

Because of the severe funding constraints, Arizona has been unable to keep pace with transportation infrastructure investments necessary for our State to compete with states with much large resource bases, such as California and Texas. Due to these

States' strategic investments in transportation infrastructure, aggressive international trade policies and access to financing mechanisms currently unavailable to Arizona, from 2004 through 2014, California and Texas have successfully increased imports from Mexico while Arizona's share has remained virtually flat.

Transportation funding sources at both the State and Federal levels have been, and continue to be, inadequate to meet system needs. While Arizona has not adjusted the gas tax for inflation in over 21 years, many other states have been far more proactive by increasing their gas tax, implementing automatic adjustments based on gas prices and inflation, or considering alternative funding measures such as dedicated sales taxes or moving to vehicle miles travelled fee structures. Similarly, the Federal gasoline tax has not been increased since 1993, and the Highway Trust Fund (HTF), into which the revenue flows, has suffered because the tax has not kept pace with inflation. Additionally, improvements in vehicle fuel economy, and increased use of alternative fuel vehicles have reduced consumption, thereby reducing gasoline tax collections. The Federal gasoline tax currently generates approximately 2/3 of the funds going into the HTF, and with the recent passage of the Fixing America's Surface Transportation Act (FAST Act); the balance of funds will come from using the Federal Reserve's "surplus" funds, selling oil from the Strategic Petroleum Reserve, and a number of other sources. However, the decision to avoid raising the gas tax or implement an alternative mechanism for transportation funding will mean that the HTF funding gap will only continue to increase over the next five years until the FAST Act expires.

Unlike other States (e.g. the neighboring State of Utah), Arizona's transportation investments have not consistently been driven by a project's linkage to the State's economic development goals; some transportation investment decisions have not effectively been driven by their potential to bring return on investment.

#### **Objectives**

SEAGO alone cannot effectively or significantly influence the State of Arizona's policies and practices with regard to transportation planning and project funding. However, SEAGO can be an important collaborative participant with other agencies, organizations, and entities to pursue the following objectives.

1. Develop an Arizona Unified Transportation Plan.
2. Expand existing dedicated transportation funding sources.
3. Enable local option transportation funding sources.
4. Increase access to public transportation systems.

**Tasks:**

- Convene regional transportation planning experts and identify surface transportation projects throughout the SEAGO Region with strong potential for return on investment.
- Convene public transportation planning experts to identify public transportation investments that will improve mobility to employment centers in the SEAGO Region.
- Participate at the State level to integrate surface and public transportation projects into a statewide list for prioritization in an Arizona Unified Transportation Plan.
- Educate State and Local government leadership, business and industry leaders and the general public on the connection between safe, efficient, and properly maintained surface and public transportation systems, and economic development, job creation, and public safety.
- Develop public information campaigns advocating for the expansion of existing dedicated State and Federal transportation funding sources.
- Encourage State and Local government leadership, business and industry leaders and the general public to advocate the need to expand existing dedicated Federal transportation funding sources and the benefits to the State and National economy to Federal policy makers.
- Identify and advocate for local options to raise additional transportation revenues to build and maintain local transportation systems.
- Seek traditional and alternative funding sources for intercity public transportation connections.

***Strategic Goal 7: Expand SEAGO’s Border Region Economic Vitality and Impact by Pursuing Border Related Economic Development Opportunities***

Much of the SEAGO Region’s economy is closely linked to, and benefits from, a strong economic and cultural relationship with Mexico. The SEAGO CEDS Committee recognizes that a strong and vibrant economic and cultural connection to Mexico is essential to the entire Regions economic vitality. Business assets along the Arizona/Mexico border, if recognized, promoted and maximized, can produce considerable economic value for border communities, the Region, the State of Arizona, and the entire nation. It is critical that the SEAGO Region work to enhance border business and trade opportunities by attracting new investment, promoting economic development, and creating an environment conducive to sustainable economic growth and job creation.

**Objectives**

1. Develop partnerships by and between border communities in the Region and Mexico for border-targeted business attraction and industry development.
2. Create an environment to enhance business retention and expansion of existing cross-border industry sectors.
3. Foster border industry entrepreneurship and innovation.
4. Strengthen retail development and tourism attractions.
5. Develop and communicate a consistent border region brand and message.
6. Provide adequate U.S. Customs and Border Protection staffing at the Nogales and Douglas Ports of Entry in order to minimize traffic congestion at the border.
7. Build border infrastructure and integrated transportation systems that enhance the border region’s economic connectivity.

**Tasks**

- Support and facilitate the U.S. / Mexico Border Mayor’s Coalition meetings, activities and initiatives.
- Provide expertise and identify funding opportunities to develop border business attraction planning and action strategies.
- Advocate for Port of Entry related infrastructure for Ports of Entry in the SEAGO Region.

- Advocate for full U.S. Customs and Border Protection staffing for the Nogales and Douglas Ports of Entry.
- Advocate for State funded incentives to attract business investment into the border region of the SEAGO Region.
- Analyze current maquiladora and produce industry relationships to develop an asset list that can be used to help attract additional companies that would benefit from similar border business relationships and opportunities.
- Identify infrastructure deficits impeding business selection of border communities for relocation or expansion.
- Identify and pursue possible cross border training opportunities to connect Mexico businesses with businesses in the SEAGO Region.

***Strategic Goal 8: Develop Quality Infrastructure for Greater Economic Development***

While most jurisdictions within the SEAGO Region have adequate infrastructure development to meet the needs of their respective residential and commercial segments, it is important to identify and develop the full range of quality infrastructure and facilities to stimulate future economic development capacity and opportunity.

There is a potential for funding from a number of sources that SEAGO has not fully utilized in the past. Creating a short-list of the best locations to grow local and regional industries combined with aggressively seeking funds by SEAGO and its member entities could provide a stimulus for faster development of land and building assets, and enhanced opportunity for economic development. However, few jurisdictions have the internal capacity to develop infrastructure and facilities projects to a state of readiness for construction funding and many would benefit from a Regional Technical Services Center that houses a team of urban planners, engineers, architects, biologists, hydrologists, archaeologists, grant writers, and other disciplines who would be on-call and available to assist them without them having to go through the process to procure these services individually. There are a number of potential infrastructure revenue streams that can be linked with economic development initiatives in the SEAGO Region:

1. Community Development Block Grants and annual TIP funds are utilized for transportation, water, wastewater, community improvements, public facilities and housing projects throughout the SEAGO Region.
2. SEAGO member agencies annually make capital investments for a variety of community projects within their respective jurisdictions.
3. Infrastructure funding is available through grant applications to US Department of Commerce Economic Development Administration, US Department of Agriculture- Rural Development, US Department of Housing and Urban Development, US Environmental Protection Agency, US Department of Energy, Arizona Commerce Authority, Arizona Department of Housing, Arizona Department of Transportation, and Indian Communities under Proposition 202.
4. In 2009, the State authorized the use of public-private sector participation in transportation and other public facility investments.
5. Home builders and land developers were active in many areas of the SEAGO Region prior to the 2008 recession. The residential and commercial development community was actively planning and entitling development projects for commercial and residential subdivisions. It is anticipated that both the commercial and residential development communities are regaining a footing in many areas of the SEAGO Region that could result private sector infrastructure development for the benefit of the private projects.

**Objectives**

1. Support the development of the market-ready and high development potential areas of the Region.
2. Plan and program regional transportation, water, wastewater, public facilities, and telecommunications infrastructure investments to best stimulate the highest and best economic development locations throughout the Region.
3. Support the development of fully improved industrial parks and industrial buildings within the Region, with particular focus on high-potential locations.



4. Support the development of free wireless internet zones in commercial and highly trafficked tourist areas.
5. Support and assist with the development of infrastructure that will spur economic growth in the Region within identified and targeted business clusters.

**Tasks**

- Develop a list of highest priority and secondary priority locations for infrastructure and facility investments and for which feasibility studies and development projects can be considered.
- Consider a joint agreement by and between SEAGO member entities on the highest priority and secondary locations to focus upon near-term and mid-term development because of their greatest economic growth impact within the Region.
- Pursue cooperative partnering of SEAGO and its member agencies in assertively seeking funding opportunities from the state, federal agencies, and private funding sources.
- Explore the potential for a SEAGO Regional Technical Services Center that houses a team of urban planners, engineers, architects, biologists, hydrologists, archaeologists, grant writers, and other disciplines who would be on-call and available to assist member jurisdictions without them having to procure these services individually.
- Pursue CDBG funding for certified Colonia communities in the SEAGO Region under the Cranston-Gonzalez National Affordable Housing Act of 1990 for upgrading the housing and infrastructure of Colonia communities.

***Strategic Goal 9: Provide Economic Development Assistance and Support for San Carlos Apache Indian Reservation within the SEAGO Region***

The CEDS Committee recognized that San Carlos Apache Indian Reservation within the SEAGO Region is disadvantaged, and a long distance from the stronger economic development centers of the Region. It was further recognized that there are

instances that the Reservation does not have sufficient resources to devote significant staff time to proactively pursue economic development. While economic development practitioners in the Region are, rightfully and understandably, fully engaged in their respective jurisdictions, there is some potential that SEAGO and its member entities could provide some economic development assistance to the Indian communities.

**Objectives**

Explore alternative ways of engaging Indian communities and providing economic development support and mutually beneficial initiatives.

**Tasks**

- Identify ways to engage representatives of San Carlos Apache Indian Reservation in SEAGO’s economic development program, including participation on the Economic Development Advisory Council.
- Explore ways for the SEAGO member entities to assist and support economic development initiatives on the San Carlos Apache Indian Reservation.
- Explore ways for the San Carlos Apache Indian Reservation to assist and support economic development initiatives in the SEAGO Region.

***Strategic Goal 10: Develop Strong Working Relationships with Public and Private Development Partners at the Regional, State and Federal Levels***

The CEDS Committee concluded that the SEAGO EDD has been underutilized in addressing the economic development needs of the member entities and the Region generally. The 2016 - 2020 CEDS is an effort to aggressively utilize the staff and tools of the SEAGO EDD to facilitate economic growth in the Region. As previously indicated, SEAGO’s economic development funding is extremely limited, and constrains SEAGO’s ability to adequately and responsibly pursue the requisite economic development strategies. It is essential that SEAGO work closely with public and private partners at the Local, State and Federal levels. To be effective, SEAGO must develop strong partnerships and funding opportunities to address immediate needs and sustain long-term progress, program development, and regional economic growth.

## **Objectives**

1. Stay in frequent and close contact with Federal and State agencies, and keep them current on the SEAGO Region economic development needs and achievements, as well as the needs of its member entities and other regional economic development partners.
2. Continually and systematically stay abreast of funding opportunities provided by State and Federal agencies.
3. Develop strong working relationships with private sources of economic development funding such as utility providers and private foundations.

## **Tasks**

- Explore the potential of retaining the services of a grant writer to identify grant funding opportunities and assist in development of grant proposals as needed.
- Work closely with the EDA's Economic Development Representative in the development of potential planning and development projects and programs.
- Work closely with Arizona USDA – Rural Development in development of potential future projects and programs.
- Continue to grow the partnering relationship with the US Small Business Administration and the local Small Business Development Centers.
- Develop a partnering and collaborative relationship with the Arizona Commerce Authority.
- Identify and work closely with, and establish partnerships with representatives of private entities such as utilities and foundations that can assist in the Region's economic development initiatives.
- Enhance regional relationships with other in-state and out of state Associations of Governments, and regional economic development groups such as Sun Corridor and the Tucson Hispanic Chamber of Commerce.
- Develop a pool for matching funds for grants to fund studies and infrastructure needs for economic development projects.

## ***Strategic Goal 11: Encourage, Support and Advocate for Housing Development that has Demonstrable Economic Development Benefits in a Community***

Housing development is not typically considered an economic development engine. Most often, housing development follows and is a consequence of an area's economic growth and prosperity. However, in certain instances housing development can and should be considered an important and viable economic development initiative. This is particularly true in rural areas such as the SEAGO Region. The CEDS Committee considered three circumstances where housing development can be considered an economic development imperative, and should be considered in SEAGO's economic development strategic goals. Those three circumstances are:

1. A community in which insufficient and/or inadequate housing stock is a significant deterrent to attracting business to locate in the community.
2. A community in which there are available jobs, but the housing stock has not kept pace with the job growth; requiring potential workers to either not seek or not accept the available jobs, or preventing employees from residing in the community and becoming part of the community fabric.
3. A community that is appropriately located, and can accommodate housing development projects that are of a substantial size, scope, and nature that will attract new investors, residents, businesses, and consumers.

Southern Arizona, with its enviable climate and physical environment is a draw for planned developments that include significant amenities and commercial development within the planned community, and have a synergistic effect of attracting businesses desiring close proximity to the housing development. There are communities in the SEAGO Region that are favorably located and postured for such housing development.

## **Objectives**

Assist member agencies to identify and support the development of housing projects that are of sufficient size, scope, and nature to significantly add to the economic health and vitality of the community.

## Chart to Illustrate SEAGO’s Strategic Goals, Objectives and Tasks

STRATEGIC GOALS	OBJECTIVES	TASKS
<p><b>Improve the Economic Development Climate and Economic Development Capability of the SEAGO Region</b></p>	<p>Create a SEAGO Economic Development District (EDD) Economic Development Advisory Council that is a functional committee resource to the SEAGO Executive Board.</p>	<p>Engage the process of creating an SEAGO Economic Development Advisory Council.</p> <p>Develop a comprehensive list of public and private economic development practitioners in the Region.</p> <p>Provide a regular and consistent forum for sharing economic development related information, techniques, conditions and concerns in the SEAGO Region among economic development professionals, practitioners and volunteers.</p>
<p><b>Enhance Educational and Workforce Training opportunities and Integrate with Regional Economic Development</b></p>	<ol style="list-style-type: none"> <li>1. Gather and make available current workforce data within the Region.</li> <li>2. Work with educational institutions, workforce development providers, and business leaders in the Region to integrate economic development with relevant workforce training.</li> </ol>	<p>From available resources, gather and make available current workforce data within the Region.</p> <p>Conduct surveys to identify trained workforce needs and availability.</p> <p>Identify existing cluster businesses and potential business clusters in the Region and establish forums for leaders in those clusters to address current and future workforce training needs and opportunities.</p> <p>Integrate and utilize the knowledge base of workforce forum participants to address current education and training needs, ways, and means to create functional education/workforce development programs and delivery systems that align education and workforce development with economic development.</p> <p>Explore possibilities for cross pollination between Workforce Development and the Joint Technical Education Districts (JTED) in the SEAGO Region.</p>

<p><b>Maximize Opportunities to Grow Existing Cluster Group Businesses and Attract Direct and Indirect Cluster Related Business to the Region</b></p>	<ol style="list-style-type: none"> <li>1. Identify business clusters in the Region (cluster mapping), along with cluster groupings in Mexico near the border between the SEAGO Region and Sonora, Mexico.</li> <li>2. Maximize the business growth and business attraction potential of the business clusters.</li> </ol>	<p>Identify business groupings with sufficient numbers to be considered business clusters.</p> <p>Develop a network of principles /stakeholders/associations in each business cluster grouping to identify and capitalize on individual and collective business growth opportunities, and to attract new directly and indirectly related business that could benefit from proximity to the business cluster.</p> <p>Identify ways that the cluster group businesses can collaborate for their mutual benefit.</p> <p>Identify education and workforce training needs for the cluster groupings that can be addressed by regional educational and workforce development.</p>
<p><b>Maximize the Potential of the Tourism Rich SEAGO Region</b></p>	<ol style="list-style-type: none"> <li>1. Maximize Regional tourism destination opportunities and the potential of the Region’s natural assets.</li> <li>2. Maximize visitation to respective community events and activities by enhancing intra-regional support and attendance, national interest and attendance, and international interest and attendance.</li> </ol>	<p>Attract winter visitors to visit and spend additional time in the Region.</p> <p>Identify and maximize unique aspects of each community to draw diverse visitors.</p> <p>Develop and promote tourism attractions for younger generations and families, such as outdoor, action oriented and extreme adventure venues.</p> <p>Assist communities to become more attractive to retirees because of location, retirement amenities, climate, and culture.</p> <p>Identify ways and means to promote the Region’s border communities for medical tourism.</p> <p>Attract visitors from Mexico and increase the length of stay of day visitors from Mexico into overnight visitors to the Region.</p> <p>Attract Northern U.S. and Canadian visitors to visit and extend length of stay in the Region.</p> <p>Attract overnight stay visitors from metropolitan areas within a one day travel range of the Region.</p> <p>Assist in promotion, cross pollination, and regional coordination of community events and activities.</p> <p>Provide customer service and tourist friendly training for local businesses</p>

		and employees involved with, or benefiting from, tourism.
<p><b>Strengthen, Expand and Diversify the Existing Economic Base within the SEAGO Region</b></p>	<ol style="list-style-type: none"> <li>1. Actively support community business attraction programs.</li> <li>2. Actively recommend and support economic gardening activities to grow existing business in the Region, and identify and assist potential “start-up” businesses.</li> <li>3. Identify, and work to meet training needs to assist local business in sustaining, stabilizing and expanding their business.</li> <li>4. Foster the expansion of existing and growth of new business clusters in the Region (see Strategic Goal 3).</li> <li>5. Collaborate with SBA Small Business Development Centers to maximize business start-up services in the Region.</li> <li>6. Investigate the potential of, and assist communities in development of business incubators that will help serve the economic gardening potential of the community.</li> <li>7. Develop a strategy to maximize the economic potential of the existing Foreign Trade Zones (FTZ) within the SEAGO Region administered by grantees based in Nogales/Santa Cruz County (FTZ 60) and Sierra Vista/Cochise County (FTZ 139) with particular emphasis on the advantages offered by the adoption of the U.S. Department of Commerce FTZ Alternative Site Framework (ASF) for FTZ 139.</li> <li>8. Assist in the development of a commercial port of entry in Douglas, and the potential expansion of trade and business resulting from the new commercial port of entry.</li> <li>9. Identify and apply for federal and private grants that will assist with the Region’s economic diversification.</li> </ol>	<p>Train local community economic development practitioners, elected officials and community leaders of the need, function, and utility of economic gardening.</p> <p>Research the potential for functional and sustainable business incubators in member agencies interested in pursuing an incubator facility and program.</p> <p>Train local community economic development practitioners, elected officials and community leaders of the need, function, utility, and successful models of business incubators.</p> <p>Identify and promote funding sources for start-up businesses in the Region.</p> <p>Develop and maintain a SEAGO EDD website that provides links to all sources of demographic and socioeconomic data relevant to businesses considering locating or expanding in the SEAGO Region.</p>
<p><b>Leverage Regional Transportation Planning for Economic Base Improvement</b></p>	<ol style="list-style-type: none"> <li>1. Develop an Arizona Unified Transportation Plan.</li> <li>2. Expand existing dedicated transportation funding sources.</li> <li>3. Enable local option transportation funding sources.</li> <li>4. Increase access to public transportation systems.</li> </ol>	<p>Convene regional transportation planning experts and identify surface transportation projects throughout the SEAGO Region with strong potential for return on investment.</p> <p>Convene public transportation planning experts to identify public transportation investments that will improve mobility to employment centers in the SEAGO Region.</p> <p>Participate at the State level to</p>

		<p>integrate surface and public transportation projects into a statewide list for prioritization in an Arizona Unified Transportation Plan.</p> <p>Educate State and Local government leadership, business and industry leaders and the general public on the connection between safe, efficient, and properly maintained surface and public transportation systems, and economic development, job creation, and public safety.</p> <p>Develop public information campaigns advocating for the expansion of existing dedicated State and Federal transportation funding sources.</p> <p>Encourage State and Local government leadership, business and industry leaders and the general public to advocate the need to expand existing dedicated Federal transportation funding sources and the benefits to the State and National economy to Federal policy makers.</p> <p>Identify and advocate for local options to raise additional transportation revenues to build and maintain local transportation systems.</p> <p>Seek traditional and alternative funding sources</p>
<p><b>Expand SEAGO’s Border Region Economic Vitality and Impact by Pursuing Border Related Economic Development Opportunities</b></p>	<ol style="list-style-type: none"> <li>1. Develop partnerships by and between border communities in the Region and Mexico for border-targeted business attraction and industry development.</li> <li>2. Create an environment to enhance business retention and expansion of existing cross-border industry sectors.</li> <li>3. Foster border industry entrepreneurship and innovation.</li> <li>4. Strengthen retail development and tourism attractions.</li> <li>5. Develop and communicate a consistent border region brand and message.</li> <li>6. Provide adequate U.S. Customs and Border Protection staffing at the Nogales and Douglas Ports of Entry in order to minimize traffic congestion at the border.</li> <li>7. Build border infrastructure and integrated transportation systems that enhance the border region’s economic connectivity.</li> </ol>	<p>Support and facilitate the U.S./ Mexico Border Mayor’s Coalition meetings, activities and initiatives.</p> <p>Provide expertise and identify funding opportunities to develop border business attraction planning and action strategies.</p> <p>Advocate for Port of Entry related infrastructure for Ports of Entry in the SEAGO Region.</p> <p>Advocate for full U.S. Customs and Border Protection staffing for the Nogales and Douglas Ports of Entry.</p> <p>Advocate for State funded incentives to attract business investment into the border region of the SEAGO Region.</p> <p>Analyze current maquiladora and produce industry relationships to develop an asset list that can be used to help attract additional companies that would benefit from similar border business relationships and opportunities.</p> <p>Identify infrastructure deficits impeding business selection of border</p>

		<p>communities for relocation or expansion.</p> <p>Identify and pursue possible cross border training opportunities to connect Mexico businesses with businesses in the SEAGO Region.</p>
<p><b>Develop Quality Infrastructure for Greater Economic Development</b></p>	<ol style="list-style-type: none"> <li>1. Support the development of the market-ready and high development potential areas of the Region.</li> <li>2. Plan and program regional transportation, water, wastewater, public facilities, and telecommunications infrastructure investments to best stimulate the highest and best economic development locations throughout the Region.</li> <li>3. Support the development of fully improved industrial parks and industrial buildings within the Region, with particular focus on high-potential locations.</li> <li>4. Support the development of free wireless internet zones in commercial and highly trafficked tourist areas.</li> <li>5. Support and assist with the development of infrastructure that will spur economic growth in the Region within identified and targeted business clusters.</li> </ol>	<p>Develop a list of highest priority and secondary priority locations for infrastructure and facility investments and for which feasibility studies and development projects can be considered.</p> <p>Consider a joint agreement by and between SEAGO member entities on the highest priority and secondary locations to focus upon near-term and mid-term development because of their greatest economic growth impact within the Region.</p> <p>Pursue cooperative partnering of SEAGO and its member agencies in assertively seeking funding opportunities from the state, federal agencies, and private funding sources.</p> <p>Explore the potential for a SEAGO Regional Technical Services Center that houses a team of urban planners, engineers, architects, biologists, hydrologists, archaeologists, grant writers, and other disciplines who would be on-call and available to assist member jurisdictions without them having to procure these services individually.</p> <p>Pursue CDBG funding for certified Colonia communities in the SEAGO Region under the Cranston-Gonzalez National Affordable Housing Act of 1990 for upgrading the housing and infrastructure of Colonia communities.</p>
<p><b>Provide Economic Development Assistance and Support for San Carlos Apache Indian Reservation within the SEAGO Region</b></p>	<p>Explore alternative ways of engaging Indian communities and providing economic development support and mutually beneficial initiatives.</p>	<p>Identify ways to engage representatives of San Indian Reservation in SEAGO's economic development program, including participation on the Economic Development Advisory Council.</p> <p>Explore ways for the SEAGO member entities to assist and support economic development initiatives on the San Carlos Apache Indian Reservation.</p> <p>Explore ways for the San Carlos Apache Indian Reservation to assist and support economic development initiatives in the SEAGO Region.</p>

<p><b>Develop Strong Working Relationships with Public and Private Development Partners at the Regional, State and Federal Levels</b></p>	<ol style="list-style-type: none"> <li>1. Stay in frequent and close contact with Federal and State agencies, and keep them current on the SEAGO Region economic development needs and achievements, as well as the needs of its member entities and other regional economic development partners.</li> <li>2. Continually and systematically stay abreast of funding opportunities provided by State and Federal agencies.</li> <li>3. Develop strong working relationships with private sources of economic development funding such as utility providers and private foundations.</li> </ol>	<p>Explore the potential of retaining the services of a grant writer to identify grant funding opportunities and assist in development of grant proposals as needed.</p> <p>Work closely with the EDA’s Economic Development Representative in the development of potential planning and development projects and programs.</p> <p>Work closely with Arizona USDA – Rural Development in development of potential future projects and programs.</p> <p>Continue to grow the partnering relationship with the US Small Business Administration and the local Small Business Development Centers.</p> <p>Develop a partnering and collaborative relationship with the Arizona Commerce Authority.</p> <p>Identify and work closely with, and establish partnerships with representatives of private entities such as utilities and foundations that can assist in the Region’s economic development initiatives.</p> <p>Enhance regional relationships with other in-state and out of state Associations of Governments, and regional economic development groups such as Sun Corridor and the Tucson Hispanic Chamber of Commerce.</p> <p>Develop a pool for matching funds for grants to fund studies and infrastructure needs for economic development projects.</p>
<p><b>Encourage, Support and Advocate for Housing Development that has Demonstrable Economic Development Benefits in a Community</b></p>	<p>Assist member agencies to identify and support the development of housing projects that are of sufficient size, scope, and nature to significantly add to the economic health and vitality of the community.</p>	
<p><b>Business Resiliency Strategic Goal:</b></p>	<p>Working with emergency service managers in each County, develop and implement a training program for businesses to deal with disaster situations.</p>	



## **Strategies for Economic Resiliency**

The SEAGO CEDS Committee addressed the issue of economic resiliency by asking and discussing the question “If you knew that the major economic drivers and job creators in your committee were to disappear in 5 years, what would your community be doing now to diversify the local economy and create economic resiliency”?

That “lead in question” to the economic diversity discussion refocused the CEDS Committee on the Strategic Goals resulting in adding additional objectives and tasks to those goals. It was recognized that some of the Strategic goals were intended to enhance the current economic engines in the community, some were focused more on the economic resiliency of new business attraction and development, and some were a combination of both. The CEDS Committee concluded that the Strategic Goals that should be emphasized as ways and means to encourage and develop economic resiliency are as follows:

### **Strategic Goal 1. Improve the Economic Development Climate and Economic Development Capability of the SEAGO Region**

The establishment and regular meeting of an effective, collaborative network of economic professionals from throughout the SEAGO Region can address current and shifting economic needs of the respective communities and the Region generally. Part of the charge and responsibility of the Economic Development Advisory Council (EDAC) must be to effectively monitor and address the changing needs of the regional and local economy and develop current “real time” strategies to address the needs of economic adaptation and diversification. The EDAC can also be an effective body to network and collaborate with other local, state and national economic development organizations as indicated in Strategic Goal 10.

### **Strategic Goal 4. Maximize the Potential of the Tourism Rich SEAGO Region**

While tourism is already embedded as a viable economic engine in the Region, the natural and historic resources that create the tourist environment will remain regardless of potential economic changes in the area. Expanding tourism opportunities and activities in the Region, increased and enhanced advertising and marketing of the tourism assets of the Region, and effectively developing regional and inter-local collaboration to attract visitors can serve

as an important and viable resource to withstand possible downturns in other areas of the Region’s economy.

### **Strategic Goal 5. Strengthen, Expand and Diversify the Existing Economic Base within the SEAGO Region**

This Strategic Goal, by definition, is focused on the issue of developing economic diversity in the SEAGO Region. The nine (9) Objectives identified in the Strategic Goal are clearly intended to immediately address the need for economic diversity and resiliency.

### **Strategic Goal 6. Leverage Transportation Planning for Economic Base Improvement**

Buttressing and expanding the transportation network throughout the State of Arizona, and insuring that the SEAGO Region’s transportation issues and needs are adequately addressed in that network is essential to the economic resiliency of the SEAGO Region. All economic indicators are that the international trade between Mexico (and all of Latin America) and the U.S. will continue to grow. It is critical that the State of Arizona adequately upgrade the exiting transportation network in order for the international trade potential of the entire State. The SEAGO Region with its two essential commercial ports of entry plays a pivotal role in the continued growth of international trade. While SEAGO alone cannot be the entity to improve and expand the State’s transportation network, it must take the initiative to be an important collaborative partner in the transportation development process.

### **Strategic Goal 7. Expand SEAGO’s Border Region Economic Vitality and Impact by pursuing Border Related Economic Development Opportunities**

As previously indicated, the growing international trade opportunities through the SEAGO Region’s ports of entries located in Nogales and Douglas affords enormous economic development potential in the SEAGO Region. The Objectives identified in this Strategic Goal will favorably position the Region and the member entities to maximize economic diversification and resiliency opportunities.

### **Strategic Goal 8. Develop Quality Infrastructure for Greater Economic Development**

Similar to Strategic Goal 6. Economic diversity and resiliency can only occur if there is sufficient infrastructure in the member entities to accommodate

economic growth opportunities. The Objectives identified in this Strategic goal are intended to meet existing business retention and expansion needs, but are also intended to address the prospect of business attraction in order to create an environment for economic resiliency.

**Strategic Goal 10. Develop Strong Working Relationships with the Public and Private Development Partners at the Regional, State, and Federal Levels**

Networking and collaboration is essential to the SEAGO Region in order to effectively remain current with economic development trends, and to place the Region in a priority position as our public and private economic development partners work to expand business in the area and attract new business. Developing a strong reciprocal relationship with SEAGO’s economic development partners will position the Region to receive its appropriate share of new business opportunities, and increase its economic resiliency.

**Strategy for Business Resiliency in a Disaster Situation**

***Business Resiliency Strategic Goal: Develop and Implement a Training Program for Businesses to Anticipate and Mitigate Disaster Situation.***

Fortunately, the SEAGO Region is located in an area that has a relatively low risk of natural disasters. The most common natural disasters arise from winds and flooding during the Region’s monsoon season. Even then the disasters are primarily small scale and localized to a small geographic area. Even though the prospect of natural disasters is low, the CEDS Committee determined that the most effective way to address the issues of business resiliency in the event of a natural or other disaster situation was to develop a training curriculum to educate businesses in the SEAGO Region in two major areas:

1. How to prepare for a disaster that may create business problems, or closure.
2. Ways to maintain a business in the event of a disaster.

**Objective**

Working with emergency service managers in each County, develop and implement a training program for businesses to anticipate and mitigate disaster situations

## Strategic Projects that Support Economic Development

Identifying projects on a regional basis, and local community projects that will enhance the economic development opportunities and grow the Region's and local economies, is a vital consideration for all member entities in the SEAGO Region. To that end, in consultation with the local elected officials, county, city, and town managers, community development professionals and economic development professionals, the following is a list of Fiscal year 2016-17 specific projects by SEAGO Region members that support regional and local economic development.

<b>2016 – 2017</b>					
<b>Comprehensive Economic Development Strategy Priority Projects for the SEAGO Region</b>					
<b>Agency</b>	<b>Project Description</b>	<b>Economic Impacts</b>	<b>Project Type</b>	<b>Priority</b>	<b>Cost</b>
SEAGO	Planning Infrastructure and Transportation Needs to Accommodate New Commercial Port of Entry in Cochise County	Facilitate development of new commercial port of entry and attract business that will benefit from the port of entry	Economic Development Planning	Medium	\$150,000
SEAGO	Broadband needs and development alternatives for SEAGO Region and member entities	Position the SEAGO member entities to accommodate broadband needs for existing and future businesses	Planning	Medium	\$75,000
SEAGO	Development the potential for a SEAGO Regional Technical Services Center that houses a team of urban planners, engineers, architects, biologists, hydrologists, archaeologists, grant writers, and other disciplines who would be on-call and available to assist member jurisdictions without them having to procure these services individually.	Critical resource for SEAGO member jurisdictions that require technical assistance to facilitate community development and infrastructure projects	Technical Assistance	High	\$200,000
Cochise County	BDI Airport – Runway Lighting, signage, vault	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$500,000
Cochise County	BDI Airport – Design reconstruct Twy A	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$85,000
Cochise County	BDI Airport – Construct Twy A	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	Med	\$650,000
Cochise County	Cochise County Airport – Rotating beacon and tower	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$112,000
Cochise	Cochise County Airport –	Airport Project - Critical to the	Public Works	High	\$270,000

County	Airfield edge lighting	community's ability to expand existing business and attract new business			
Cochise County	Cochise County Airport – Signage Twy A	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$50,000
Cochise County	Cochise County Airport – Replace wind cone and segmented circle	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$85,000
Cochise County	Cochise County Airport – Rehab Apron Design only	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$110,000
Cochise County	Cochise County Airport – Rehab Apron Construction	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$1,350,000
Cochise County	Cochise County Airport – Install AWOS II	Airport Project - Critical to the community's ability to expand existing business and attract new business	Public Works	High	\$300,000
Cochise County	CDBG Block Grants	Projects undetermined	Unknown	Med	\$204,000
Cochise County	Solid Waste Privatization	Privatize 16 stations from County Gov't to Private Carrier	Public Works	High	\$3,000,000
Cochise County	Davis Road Improvements	ADOT grant for 24 miles of road connecting Tombstone area to McNeal area	Public Works	High	\$7,800,000
Cochise County	Radio and Microwave Upgrade	Upgrade County radio systems and microwave for better technology connection (public safety improvement which could drive tourism/development to Border region)	Econ Dev / Technology	High	\$3,000,000
Cochise County	Joint Dispatch Command Center – CCSO and SVPD	Joint dispatch center for enhanced public safety which leads to more growth when the region is safe and technology is accessed quickly	Econ Dev / Technology	High	\$2,500,000
Cochise County	Stormwater recharge projects (3 total in San Pedro watershed)	Sustainability, water conservation and education which leads to stable and secure development	Planning / Tech Assistance / Econ. Dev	High	\$18,000,000
Cochise County	BDI Water System Upgrade	Water improvements at Airport	Public Works	High	\$3,000,000
Bisbee	Visitor Center in visitor friendly location	Tourism	Economic Development	Medium	\$125,000
Bisbee	City pool repairs	Community improvement for tourism; business attraction, business retention	Public Works	High	\$70,000
City of Sierra Vista	Incubator/Accelerator	Resources to improve and sustain business in the community	Economic Development	Medium	\$250,000

	development				
City of Sierra Vista	Creation of Cyber Security focused tech park – Infrastructure Improvements	Enhancement of the community’s ability to expand existing business and attract new business in a field that helps diversify economy away from Fort Huachuca	Public Works	Medium	\$3-5 M
City of Sierra Vista	Development of a Test & Evaluation Center focused on cyber security.	Enhancement of the community’s ability to expand existing business and attract new business	Economic Development	Medium	\$3-5 M
City of Sierra Vista	Sewer, road, street light, and drainage infrastructure for new industrial area.	Enhancement of the community's ability to attract industrial and light manufacturing uses	Public Works	Medium	Will need estimate.
City of Sierra Vista	Reconfiguration of existing space, or construction of new building at airport for unmanned aviation research, testing or training facility.	Enhancement of the community's ability to attract and support companies related to unmanned aerial systems.	Economic Development	Medium	Will need estimate
City of Sierra Vista	Construction of street and drainage improvements on Fry Blvd, key commercial area in the community	Enhancement of the community's ability to retain and attract commercial businesses to area currently in distress	Public Works	Medium (or High?)	\$4,000,000
City of Sierra Vista	Airport Traffic Control and UAS Training Industrial Park-feasibility Study	Enhancement of the community’s ability to expand existing business and attract new business in a field that helps diversify economy away from Fort Huachuca	Economic Development	Medium	\$100,000
City of Sierra Vista	Airport Traffic Control and UAS Training Industrial Park	Enhancement of the community’s ability to expand existing business and attract new business in a field that helps diversify economy away from Fort Huachuca	Economic Development	Medium	Will need estimate
City of Sierra Vista	Incubator/Accelerator development	Resources to improve and sustain business in the community	Economic Development	Medium	\$250,000
Willcox	Quail & Keller Parks: benches, bleachers and picnic tables	Community improvement for tourism; business attraction, business retention	Public Works	Medium	\$125,000
Willcox	Fire Department: pumper truck (Type 1 Class A)	Current need for business safety, and for future business safety	Public Works	High	\$600,000
Willcox	Historic City Hall Renovation: paint	Tourism	Public Works	Medium	\$14,000
Willcox	Golf Course: golf carts	Community improvement for tourism; business attraction, business retention	Public Works	Medium	\$120,000
Willcox	Railroad Park; park expansion	Community improvement for tourism; business attraction, business retention	Public Works	Medium	\$35,000
Graham County	Expansion of EAC Campus, Including Event Center, Gym, and Additional Health	Community improvement for business attraction, business retention	Economic Development	Low	

	Buildings				
Graham County	Solar Power Facilities	Community improvement for business attraction, business retention	Public Works	Medium	
Graham County	ADOT By-Pass from SR191 to SR70	Community improvement for business attraction, business retention	Public Works	Low	
Graham County	Replace Fort Thomas River Crossing	Community improvement for business attraction, business retention	Public Works	Medium	
Graham County	Reconstruct 8 <sup>th</sup> Avenue and Airport Road Intersection	Community improvement for business attraction, business retention	Public Works	High	
Graham County	Overlay Safford Bryce Road between Reay Lane and 8 <sup>th</sup> Avenue	Community improvement for business attraction, business retention	Public Works	Medium	
Graham County	Install Culvert Crossings along Safford Bryce Road at Talley Wash, Watson Wash and Butler Wash	Community improvement for business attraction, business retention	Public Works	Low	
Graham County	County Jail (500 spaces)	Community improvement for business attraction, business retention	Public Works	High	
Graham County	Fairgrounds - Large Ramada	Community improvement for tourism; business attraction, business retention	Public Works	Medium	\$125,000
Graham County	Fairgrounds - Park Irrigation	Community improvement for tourism; business attraction, business retention	Public Works	Medium	\$500,000
Graham County	Overlay Norton Road	Community improvement for business attraction, business retention	Public Works	Medium	\$1,000,000
Pima	New Sidewalk Construction	Community improvement for business retention; business attraction	Public Works	Medium	\$50,000
Pima	Bridge Repair/Replacement	Community improvement for business retention; business attraction	Public Works	Medium	\$50,000
Pima	Sewer Pond Sludge Removal	Community improvement for business retention; business attraction	Public Works	Medium	\$35,000
Pima	Used Bucket or Boom Truck	Community improvement for business retention; business attraction	Public Works	Medium	\$50,000
Pima	Sewer Pond Aerator	Community improvement for business retention; business attraction	Public Works	Medium	\$15,000
Pima	Sewer Treatment Plant Addition Feasibility Study	Community improvement for business retention; business attraction	Planning	Medium	\$20,000
Pima	Water Drainage Study	Community improvement for business retention; business attraction	Technical Assistance	Medium	\$35,000
Pima	Survey of 86 Acre Parcel	Business Park development	Technical Assistance	Medium	\$20,000

Pima	Purchase 86 Acre Parcel	Business Park development	Economic Development	Medium	\$60,000
Pima	Chip Seal Residential Roads	Community improvement for business retention; business attraction	Public Works	Medium	\$440,000
Pima	Fire Station Remodel	Current business safety, and for future business safety	Public Works	Medium	\$125,000
Pima	Neighborhood Trash and Yard Clean-up	Community improvement for business retention; business attraction	Economic Development	Medium	\$95,000
Pima	Community Marketing/Business Attraction	Business attraction	Economic Development	Medium	\$95,000
Safford	New Police Facility	Current business safety, and for future business and community safety	Police	Medium	\$6,650,000
Safford	Fire Department Building Improvements	Current business safety, and for future business and community safety	Fire	Medium	\$1,650,000
Safford	Library Building Improvements	Community improvement for tourism; business attraction, business retention; information gathering.	Economical Development	Medium	\$1,360,000
Safford	Shady Grove Improvements	Community improvement for tourism; business attraction, business retention; recreation.	Public Works - Parks	High	\$44,800
Safford	Dry Lake Improvements	Community improvement for tourism; business attraction, business retention; recreation.	Public Works - Parks	High	\$56,000
Safford	Glenn Meadows Improvements	Community improvement for tourism; business attraction, business retention; recreation.	Public Works -Parks	High	\$105,000
Safford	Farmer's Market at Firth Park	Community improvement for tourism; business attraction, business opportunities.	Economic Development	Low	\$75,000
Safford	Event Park	Community improvement for tourism; business attraction, business retention; recreation.	Public Works - Parks	Low	\$250,000
Safford	Highline Canal Bridge	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	High	\$25,000
Safford	Central Avenue Improvements	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	High	\$165,000
Safford	14th Avenue Improvements (Relation-8th)	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	High	\$2,530,000
Safford	14th Avenue Extension (North of Hwy 70)	Community improvement for business attraction, business retention; general transportation needs. Direct route to new commercial area.	Public Works - Streets	Medium	\$750,000
Safford	14th Avenue Connection (24th	Community improvement for	Public Works	Low	\$2,200,000

	St-Highline Canal)	tourism; business attraction, business retention; general transportation needs.	- Streets		
Safford	West Relation Street Improvements	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	Medium	\$590,000
Safford	East 8th Street Improvements	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	Medium	\$1,650,000
Safford	Hollywood Road Improvements	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	High	\$250,000
Safford	20th Avenue Widening	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	Medium	\$3,400,000
Safford	Discovery Park Blvd./20th Avenue Widening	Community improvement for tourism; business attraction, business retention; general transportation needs.	Public Works - Streets	Low	\$1,050,000
Safford	New Water Source Exploration	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$245,250
Safford	Water-System Assessment/Rate Study	Community improvement for tourism; business attraction, business retention; water needs for the area.	Technical Assistance	High	\$150,000
Safford	Water-Kempton Impressed Current Cathodic Protection	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	High	\$360,000
Safford	Water-Bluff Well Extension	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	High	\$250,000
Safford	Water-Robinson Rd /Reay Ln Realignment	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$455,000
Safford	Water-AC Main Renewals	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	High	\$775,000
Safford	Water-Thunderbird Renewals	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$730,000
Safford	Water-Bonita Main Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	High	\$3,935,000



Safford	Water-20th Avenue Upgrade & Extension	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$660,000
Safford	Water-N. 8th Avenue to Morris Well Field Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$1,170,898
Safford	Water-Montierth Lane Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$300,000
Safford	Water-N. 8th Avenue Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	High	\$125,000
Safford	Water-East Valley Sanchez Road Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$2,570,000
Safford	Water-Sanchez Bridge Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$800,000
Safford	Water-Main Street Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$495,000
Safford	Water-Church Street Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$450,000
Safford	Water-Central Road Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Low	\$200,000
Safford	Water-Webster Hill Upgrade	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Low	\$165,000
Safford	Well Rehabilitation	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	High	\$275,000
Safford	Airport Water Storage	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	Medium	\$1,091,007
Safford	Reclaimed Water Pipeline Project	Community improvement for tourism; business attraction, business retention; water needs for the area.	Utility's - Water	High	\$540,000
Safford	Gas Main Renewals	Community improvement for tourism; business attraction, business retention; natural gas	Utility's - Natural Gas	High	\$480,000

		needs for the area.			
Safford	Electric-Sunrise Village Upgrade	Community improvement for tourism; business attraction, business retention; power needs for the area.	Utility's - Power	High	\$428,780
Safford	Electric-8th Ave/4th Street Upgrade & Rebuild	Community improvement for tourism; business attraction, business retention; power needs for the area.	Utility's - Power	High	\$550,000
Safford	Electric Rate Study	Community improvement for tourism; business attraction, business retention; power needs for the area.	Technical Assistance	High	\$30,000
Safford	Electric-Downtown Upgrade	Community improvement for tourism; business attraction, business retention; power needs for the area.	Utility's - Power	Low	\$605,000
Safford	Electric-Arc Flash/Feasibility Study of Entire System	Community improvement for tourism; business attraction, business retention; power needs for the area.	Technical Assistance	Medium	\$200,000
Safford	Electric-8th Avenue Rebuild	Community improvement for tourism; business attraction, business retention; power needs for the area.	Utility's - Power	High	\$1,400,000
Safford	Electric-Conductor Upgrades	Community improvement for tourism; business attraction, business retention; power needs for the area.	Utility's - Power	Low	\$500,000
Safford	Landfill-Facility Plan	Community improvement for tourism; business attraction, business retention; Landfill improvements.	Utility's - Landfill	High	\$150,000
Safford	Landfill-Cottonwood Wash	Community improvement for tourism; business attraction, business retention; Landfill improvements.	Utility's - Landfill	High	\$1,200,000
Thatcher	Church Street Reconstruction	Community improvement for business attraction, business retention	Public Works	High	\$3,500,000
Thatcher	Construction of Community Center	Community improvement for business attraction, business retention	Economic Development	High	\$7,500,000
Thatcher	Shared Use Paths	Community improvement for tourism; business attraction, business retention	Public Works	High	\$1,900,000
Thatcher	8 <sup>th</sup> Street Widening	Community improvement for business attraction, business retention	Public Works	Medium	\$3,200,000
Thatcher	East Church Street Extension	Community improvement for business attraction, business retention	Public Works	Medium	\$3,500,000
Thatcher	Wastewater Scalping Plant	Community improvement for business attraction, business retention	Public Works	High	\$2,800,000

Clifton	Waste Water Treatment Plan Overhaul	Community improvement for business retention; business attraction	Public Works	High	\$400,000
Clifton	Chase Creek Lighting Improvements	Community improvement for tourism; business attraction, business retention	Economic Development	Medium	\$250,000
Clifton	Chase Creek Street Redevelopment	Community improvement for tourism; business attraction, business retention	Economic Development	Medium	\$2,000,000
Clifton	Train Depot Structural and Architectural Repairs	Community improvement for tourism; business attraction, business retention	Technical Assistance	Medium	\$170,000
Clifton	River Recreational Development	Community improvement for tourism; business attraction, business retention	Economic Development	Low	\$500,000
Santa Cruz County	Rio Rico Drive: Pendleton Drive to I-19	Capacity Improvement to a Major Collector	Public Works	Medium	\$10,000,000
Santa Cruz County	Rio Rico Dr. & Pendleton Dr. Intersection Improvement	Capacity Improvement to a Major Intersection	Public Works	High	\$400,000
Santa Cruz County	Pendleton Drive Extension: Northern terminus to Tubac	Connectivity Improvement to Major Collector	Public Works	Low	\$15,000,000
Santa Cruz County	West Frontage Rd Improvements: Yavapai Dr. to Peck Canyon Dr.	Capacity Improvement to a Major Collector	Public Works	Medium	\$20,000,000
Santa Cruz County	Calle Calabasas Improvements: W. Frontage Road to Paseo Venado	Capacity Improvement to a Collector	Public Works	Medium	\$6,000,000
Santa Cruz County	Rio Rico Dr. & Camino Caralampi Intersection Improvements	Capacity Improvement to a Major Intersection	Public Works	Medium	\$2,000,000
Santa Cruz County	West Frontage Rd Extension: Camino Caralampi to Yavapai Dr.	Connectivity Improvement to Major Collector	Public Works	High	\$8,000,000
Santa Cruz County	Paseo Mexico Improvements: Pendleton Dr. to Camino San Xavier	Capacity Improvement to a Collector	Public Works	Low	\$6,000,000
Santa Cruz County	Camino Caralampi Improvements: Yavapai Drive to Paseo Venado	Capacity Improvement to a Collector	Public Works	Low	\$6,000,000
Santa Cruz County	Elgin Rd Improvements	Capacity Improvement to a Collector	Public Works	Medium	\$7,000,000
Santa Cruz County	Rio Rico Drive Drainage Improvements/Erosion Control	Drainage Improvement to a Major Collector	Public Works	Medium	\$400,000
Santa Cruz County	Old Tucson Road/Nogales Wash Embankment protection (Pickrell Bridge to South River Road)	Bank Stabilization Project to a Major Water Course	Public Works	Medium	\$1,500,000
Santa Cruz County	Rio Rico Area Roadside Drainage Master Plan Construction	Drainage Capacity Improvements to Pendleton & Connecting Roads	Planning	High	\$1,000,000
Santa Cruz County	County-wide Watershed Master Plan	Comprehensive watershed management	Planning	Medium	\$400,000
Santa Cruz County	1904 Historic Courthouse Restoration	Cultural Preservation	Economic Development	Low	\$300,000

Santa Cruz County	Central Bulk Fuel Island	Cost efficiency	Public Works	Medium	\$500,000
Santa Cruz County	Airport Industrial Park Development	Diversify economy	Economic Development	Low	\$1,000,000
Santa Cruz County	Facilities Maintenance Building	Centralize County maintenance for efficiency	Planning	Low	\$100,000
Santa Cruz County	Airport Fuel Farm	Upgrade to current standards	Public Works	Medium	\$800,000
Santa Cruz County	Erosion Mitigation at Airport	Preserve a section of the airport from erosion	Public Works	High	\$1,500,000
Santa Cruz County	Nogalitos Detention Basin	Detention basin to reduce peak discharge	Public Works	Medium	\$1,200,000
Santa Cruz County	Ephraim Canyon Detention Basin	Detention basin to reduce the FEMA floodplain & remove structures from the floodplain	Public Works	Medium	\$1,000,000
Santa Cruz County	W. Frontage & Lito Galindo Intersection Improvements	Capacity Improvement to a Major Intersection	Public Works	Medium	\$1,000,000
Santa Cruz County	Rio Rico Transfer Station	A new facility to extend current landfill operations	Public Works	High	\$2,000,000
Santa Cruz County	Rehabilitate Taxiway Connectors (Design & Construction)	Address poor pavement condition ratings	Public Works	Medium	\$150,000
Santa Cruz County	Replacement of REILs & MIRL for runway at Airport (Design & Construction)	Exceeded their useful life	Public Works	Low	\$400,000
Santa Cruz County	Terminal Apron Expansion (Design)	Increase safety and efficiency	Economic Development	Low	\$50,000
Nogales	Industrial Park Avenue	Critical paving project for job retention and expansion in industrial park area	Public Works	High	\$1,200,000
Nogales	Economic Development Strategic Plan	Provide goal and vision setting for community per direction of General Plan	Economic Development	High	\$50,000
Nogales	Downtown Revitalization Strategy	Provide goal and vision setting for community per direction of General Plan	Economic Development	High	\$50,000
Nogales	Calle Sonora Bridge	Provide congestion relief, improved access and enhanced safety to industrially zoned areas across Nogales Wash and UP Railroad lines	Public Works	Medium	\$4,800,000
Nogales	Produce Row Bridge	Provide congestion relief, improved access and enhanced safety to industrially zoned areas across Nogales Wash and UP Railroad lines	Public Works	Medium	\$2,500,000
Nogales	Gold Hill Road Bridge	Provide congestion relief, improved access and enhanced safety to industrially zoned areas across Nogales Wash and UPRR	Public Works	Medium	\$3,900,000
Nogales	Park Street at UPRR Pedestrian Overpass	Provide pedestrian access over UPRR connecting public parking areas and ports of entry to Morley Avenue downtown shopping area	Public Works	Medium	\$5,000,000

Nogales	Downtown Nogales Crosswalk enhancements	Create safe, pedestrian friendly downtown shopping and tourist area	Public Works	Medium	\$106,000
Nogales	Downtown Nogales Sidewalk enhancements	Create safe, pedestrian friendly downtown shopping and tourist area	Public Works	Medium	\$500,000
Nogales	Mariposa POE/SR 189 Transit/Pedestrian pick up and drop off center with parking and restroom	Create safe, pedestrian border crossing at Mariposa POE	Public Works	Low	\$1,825,000
Nogales	Court Street at UPRR Pedestrian Overpass	Provide pedestrian access over UPRR connecting commercial and residential areas to Morley Avenue downtown shopping area	Public Works	Low	\$5,000,000
Nogales	Downtown Transit Center with Parking and Restroom	Create a consolidated transit center for numerous shuttle companies servicing border crossers	Public Works	Low	\$2,500,000
Nogales	Downtown information kiosks, way finding signage, restroom facility, pedestrian benches	Enhance tourist offerings for downtown shopping area	Public Works	Low	\$177,500
Nogales	Park and Rides Lots construction	Enhance commuter options throughout Santa Cruz County	Public Works	Medium	\$870,000
Patagonia	Purchase/Rehab Incubator Facility	Business attraction; business expansion	Economic Development	Medium	\$500,000