



# SouthEastern Arizona Government Organization Comprehensive Economic Development Strategy (CEDS)

2021-2025

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**SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION  
ECONOMIC DEVELOPMENT DISTRICT**



**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

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**SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION (SEAGO)  
 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS)  
 2021 – 2025**

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## Introduction

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 composed the following mission statement:

**Mission Statement:** Our mission at SEAGO is to provide services that promote collaboration among Federal, State, and regional entities to enhance economic and social progress for communities in our four-county region.

**Vision Statement:** SEAGO's vision is to continue being an invaluable resource for leadership, information, funding, planning, technical expertise, and services.

SEAGO provides regional planning services in transportation, regional mobility, economic development, Community Development Block Grant (CDBG), 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 2021 – 2025 CEDS

**SEAGO CEDS Mission:** To identify regional strengths and opportunities, build capacity, and develop a cohesive economic development plan that will guide community stakeholders.

**SEAGO CEDS Vision:** To create a prosperous diversified economic environment in Southeastern Arizona that is resilient and fosters community success and sustainability.

## Methodology

A key component to the development of the 2020-2025 SEAGO CEDS was critical and significant input to the narrative,

intentionality, review, and evaluation of the document through a CEDS Committee. As representatives of the local communities and counties within the SEAGO region, the CEDS Committee was the primary source of feedback and guidance. Their individual and collective insights provided context, boots-on-the-ground reality checks to data and information about their areas, and assistance in the development of the final document.

Because of the diversity of the region primarily in terms of demographics, economic drivers, and geography, three subgroups of the CEDS Committee were created to facilitate input and to assure various points of view and feedback could be solicited, particularly under 2020's COVID-19 restrictions and utilizing the Zoom format. The three groups were comprised of Cochise County, Graham and Greenlee Counties, and Santa Cruz County.

Each group met three times for two hours per session over a three-month period starting in November 2020. Research, surveying, and writing by the SEAGO staff and consulting team were taking place behind the scenes during the same period incorporating Committee comments. The following outlines the general topics of discussion throughout the document development:

1. Overview of the Process, Requirements, and Timeline
2. Review Outcomes and Challenges from 2016-2020 CEDS
3. SWOT Analysis and Environmental Scan

4. Other planning processes of note in the region/sub-region
5. Current economic data overview and comparison to previous CEDS data
6. Strategic Direction to Incorporate Economic Resilience
  - a. Vision/Mission
  - b. Focus Areas, Strategic Goals, Objectives, and Tasks
  - c. Other considerations
7. Action Plans for Implementation
  - a. Collaborative Partnerships
  - b. Roles and Responsibilities
  - c. Resources
  - d. Timelines
8. Business and Community survey results
9. Resiliency Measures from joint CAG, NACOG, & SEAGO Meetings -shared challenges: Broadband, Water, Housing
10. Performance Measures using the Arizona We Want Progress Meters with their Evaluation
11. Review, Solicit, and Incorporate comments on draft
12. Discern top ranking regional project lists that align with EDA funding priorities
13. Formation of regional sub-committees to implement action plans

After the public and stakeholder review process was finalized, the CEDS committee agreed to form a regional Economic Advisory Council and subsequent sub-committees to meet monthly and take the strategic action towards implementing the emergent regional projects along with an evaluation process to monitor progress.

The 2021-2025 CEDS is based on SEAGO's regional and sub-regional economy. The

CEDS development process began with the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) that was completed by engaging members of the CEDS Committee on a sub-regional level. Based on regional demographic and socioeconomic data, and strategic conclusions reached by the CEDS Committee, the CEDS for 2021 – 2025 include Focus Areas, Strategic Goals, Objectives, and Tasks. The 2021 – 2025 CEDS is a result of a committed and engaged CEDS Committee with a regionally-ranked list of specific projects to focus economic planning efforts on.

**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 Director. The Executive Director seeks strategic direction and recommendations from the Administrative Council and policy direction from the Executive Board.

The Administrative Council consists of one appointed official from each of SEAGO’s member jurisdictions, such as city, town, county or tribal managers or their delegates. As a body, the Administrative Council provides recommendations on all business considered for action by the Executive Board.

The Executive Board is comprised of one elected official from each member jurisdiction and five (5) private representatives appointed by the Board in accordance with EDA’s requirements for EDDs.

The process of developing the 2021 – 2025 CEDS has been overseen by the CEDS Committee, representing municipalities,

counties, and Native American communities within the SEAGO EDD, and stakeholders representing the private sector.

The current membership of each of these bodies is presented in Appendix A.

**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 (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

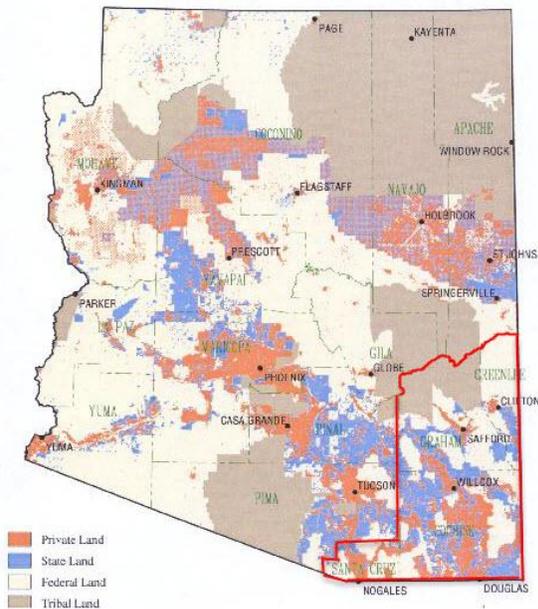
Land ownership in the SEAGO Region is dominated by public ownership, with land ownership as follows:

Private Ownership	25.5%
Arizona State Ownership	24.3%
Federal Ownership	37.6%
Native American Reservation	11.3%
Other Public Ownership	< 1.3%

Appendix B illustrates the Physiography and distribution of land ownership by county and the entire Region.

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 nineteen 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 the 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**

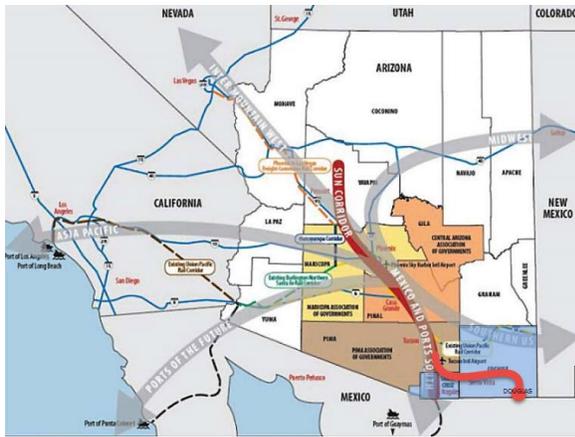


The SEAGO Region’s location at the eastern edge of the Tucson metro area, and with its two major ports of entry in Nogales and Douglas, the Region’s southern counties of Cochise and Santa Cruz will benefit as primary U.S./Mexico import and export points in the Sun Corridor (See Figure 5 below).

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

From previous CEDS: 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 South Eastern Arizona Governments Organization (SEAGO) region is heavily reliant on government employment. Regionwide, 29.1% of total nonfarm employment is in the government sector (more than double the statewide rate of 14.4%, but down slightly from 2019’s 29.4%). Government employment is especially prevalent in Cochise County where 31.1% of total employment is in the government sector (led by the region’s largest employer—Fort Huachuca) and

Graham County with overall government employment accounting for 29.6% of all jobs there (with various state and local government entities including a state prison complex). Greenlee County is least dependent on government jobs, but has seen an increase to 11.5% of all employment.

The SEAGO region, like Arizona overall, is predominantly a service economy with 83.44% of all jobs in service industries (including government)—just behind the statewide rate of 87.3%. Santa Cruz is the most heavily service-oriented county in the region with 95.7% of all jobs in services (including government). Cochise County is also heavy on service-sector jobs, which account for 88% 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. Greenlee County is the least reliant on service jobs in the region with 71.5% of all jobs in the goods-producing sector—led by the area’s top employer Freeport-McMoRan. Graham County also has a bigger share of goods-producing jobs than region-wide and statewide at 20.8% (also largely attributable to Freeport-McMoRan).

Tables illustrating employment by industry for Arizona, the SEAGO Region, and for each of the four counties within the SEAGO Region are provided in Appendix C. In addition, this Appendix provides tables listing major employers for each county within the SEAGO Region.

Employment by Industry Comparison 2019						
	Arizona	SEAGO Region	Cochise	Graham	Greenlee	Santa Cruz
<b>Total Nonfarm</b>	2,937,400	61,375	33,800	9,225	5,150	13,200
<b>Total Private</b>	85.60%	70.60%	67.80%	68.80%	89.30%	71.80%
<b>Goods Producing</b>	12.30%	14.10%	7.10%	19.50%	72.30%	5.30%
<b>Service-Providing</b>	87.70%	85.90%	92.90%	80.50%	27.70%	94.70%
<b>Private Service-Providing</b>	73.30%	56.40%	60.40%	49.30%	17.00%	66.50%
Trade, Transportation, and Utilities	18.50%	22.30%	17.50%	19.20%	8.70%	42.00%
Other Private Service-Providing	54.80%	34.10%	42.90%	30.10%	8.30%	24.40%
<b>Government</b>	14.40%	29.40%	32.20%	31.20%	10.70%	28.20%
Federal Government	1.90%	11.20%	14.20%	4.10%	0.50%	12.90%
State and Local Government	12.50%	18.20%	18.00%	27.10%	10.20%	15.30%

Employment by Industry Comparison 2020						
	Arizona	SEAGO Region	Cochise	Graham	Greenlee	Santa Cruz
<b>Total Nonfarm</b>	2,851,242	61,425	34,400	9,425	5,000	12,600
<b>Total Private</b>	85.53%	71.06%	68.90%	70.56%	89.00%	70.24%

<b>Goods Producing</b>	12.70%	15.83%	10.47%	20.16%	72.50%	4.76%
<b>Service-Providing</b>	87.30%	84.17%	89.53%	79.84%	27.50%	95.24%
<b>Private Service-Providing</b>	72.83%	55.23%	58.43%	50.40%	16.50%	65.48%
Trade, Transportation, and Utilities	19.21%	22.79%	18.02%	20.16%	10.00%	42.86%
Other Private Service-Providing	50.53%	32.28%	40.12%	30.24%	6.50%	22.62%
<b>Government</b>	14.47%	29.10%	31.40%	29.44%	11.00%	29.76%
Federal Government	2.07%	11.68%	14.24%	4.24%	1.00%	14.48%
State and Local Government	12.41%	17.42%	17.15%	25.20%	10.00%	15.28%

<b>Employment by Industry Comparison March 2021</b>						
	<b>Arizona</b>	<b>SEAGO Region</b>	<b>Cochise</b>	<b>Graham</b>	<b>Greenlee</b>	<b>Santa Cruz</b>
<b>Total Nonfarm</b>	2,888,500	62,800	35,000	9,975	5,000	12,825
<b>Total Private</b>	86.10%	68.86%	70.90%	70.43%	88.50%	69.98%
<b>Goods Producing</b>	12.66%	12.00%	16.56%	20.80%	71.50%	4.29%
<b>Service-Providing</b>	87.34%	88.00%	83.44%	79.20%	28.50%	95.71%
<b>Private Service-Providing</b>	73.44%	56.86%	54.34%	49.62%	17.00%	65.69%
Trade, Transportation, and Utilities	19.80%	17.43%	22.37%	19.55%	10.00%	42.88%
Other Private Service-Providing	53.64%	39.43%	31.97%	30.08%	7.00%	22.81%
<b>Government</b>	13.90%	31.14%	29.10%	29.57%	11.50%	30.02%
Federal Government	1.99%	13.71%	11.35%	4.01%	1.00%	14.62%

State and Local Government	11.91%	17.43%	17.75%	25.56%	10.50%	15.40%
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**Labor Force, Employment, and Unemployment.** Unemployment in the SEAGO region as of March 2021 was slightly higher than statewide and national levels. The region wide unemployment rate as of March 2021 was 6.7%, up from 2019 (compared to 4.7% statewide and 3.7% nationally). The highest unemployment rate in the region in 2021 was Santa Cruz County at 10.3%, which pulled up the region wide rate. Unemployment rates in all counties in the region were higher than state and national levels in 2019, 2020, and 2021 except Greenlee County, which was higher than nationally but lower than statewide.

The region wide civilian labor force consists of 93,532 actual or potential workers as of 2021 with 56% of those in Cochise County. Greenlee County has the smallest share of the regional labor force at 4.8%.

Labor force participation rates (share of the population ages 16 and older who are employed or actively seeking work) in all counties in the SEAGO region are lower than statewide and nationwide. For the region overall, labor force participation was 50.5% from 2014 to 2018 (compared to 59.5% for all of Arizona and 63.3% nationwide). The lowest labor force participation rates in the SEAGO region are Graham and Cochise counties (49.3% and 49.5%, respectively) while the highest are in Greenlee and Santa Cruz counties (57.5% and 53.1%, respectively).

Tables illustrating the unemployment rate, regional and county labor force, employment and unemployment, labor force participation, and labor force

participation rates within the SEAGO region, are included in Appendix C.

**Wages and Wage Growth.** The average annual wage in the SEAGO region was \$48,169 in 2018 (2.3% lower than statewide and 7.3% lower than the national average wage). Wages in the SEAGO region were pulled up by higher wages in Cochise County with its average wage \$49,611, which was 0.7% higher than statewide but 4.5% lower than nationally. Wages in Graham and Santa Cruz counties were about 7% lower than statewide and nearly 12% lower than national levels in 2018. Graham County’s average annual wage in 2018 was just \$45,800—the lowest in the region; however, wage growth since 2014 was highest in Graham County (more than double the region wide rate of growth and 50% higher than the state and national wage growth rates).

**Per Capita Personal Income and Income Growth.** Per capita personal income in the SEAGO region was \$38,523 in 2018 (more than 13% lower than the statewide level and 20% lower than nationally). Per capita personal income in the SEAGO region was pulled down by lower income in Graham County (\$31,597).

Per capita income in all regional counties was lower than state and national levels in 2018. Graham County’s per capita income of \$31,597 was 34.5% lower than the national level and 28.7% below the statewide level). In addition to having the lowest per capita personal income in the SEAGO region, Graham County also saw the lowest rate of income growth in the region from 2014 to

2018, increasing only 8.4% (barely half the statewide and national rates of growth). The highest level of income growth in the region was Santa Cruz County, which saw an increase of 17.9% from 2014 to 2018 (higher than both the national and state levels of per capita personal income growth).

Tables illustrating per capita personal income and wage growth within the SEAGO region are included in Appendix D.

**Family Income and Income Growth.** Mean (average) family income in the SEAGO region was \$69,606 from 2014 to 2018 (in 2018 dollars)—21.7% lower than statewide and 30% lower than nationally. Mean family income in the region was pulled up by higher levels in Greenlee County (\$76,416) and Cochise County (\$71,571). Family income levels in Graham and Santa Cruz counties were lower than the regional level from 2014 to 2018. Santa Cruz County’s mean family income was just \$64,481 (35.2% lower than the national level and 27.5% below the statewide level).

Mean family income in Greenlee County saw the fastest rate of growth from 2009-2013 to 2014-2018 at 36.7%, more than double the rate of growth seen both statewide and at the national level. Cochise County saw the slowest growth in mean family income during that time at just 5.4%, barely one-third the rate statewide and nationwide.

Tables illustrating family income and income growth are included in Appendix D.

## Housing

**Home Values.** The median home value in the SEAGO region is \$140,522 (33% below the statewide value and 31.4% below the

national median home value) as of the 2014-2018 American Community Survey. The region’s median home value is pulled up considerably by higher values in Cochise and Santa Cruz counties. Santa Cruz County has the highest median home value in the region at \$148,500. The lowest median home value in the region is Greenlee County at just \$82,400, about 60% lower than both the statewide and nationwide median home values.

**Home Affordability.** Despite substantially lower home values, home ownership is less affordable in the SEAGO region than statewide and nationwide. As of 2014-2018, 29.8% of homeowners with a mortgage pay 30% or more of their income toward housing (compared to 28.5% of homeowners statewide and 28.7% of homeowners nationwide). Within the SEAGO region, housing is most affordable in Greenlee County where only 20% of homeowners pay 30% or more of their income for housing, followed closely by Graham County at 22.6%. Housing is least affordable in Santa Cruz County where 36.9% of homeowners pay 30% or more of income for housing.

**Home Ownership Rate.** From the 2009-2013 to the 2014-2018 American Community Survey, homeownership rates declined nationwide, statewide, and in the SEAGO region. Within the SEAGO region, only Cochise and Greenlee counties saw an increase in homeownership rates. Graham and Cochise counties have the highest rates of homeownership in the region, both over 69%—considerably higher than statewide and nationally. All counties in the SEAGO region have higher homeownership rates than statewide and nationwide except Greenlee County where the rate is just 49.2% (considerably below the region wide rate of 67.8% and state and national rates of

63.6% and 63.8%, respectively). Graham County saw the largest decline in homeownership from 2009-2013 to 2014-2018 (from 74.3% to 69.3%).

Tables illustrating median home value, monthly housing costs, affordability of housing, and homeownership rates within the SEAGO region are included in Appendix F.

## Population

**Estimates.** The population of the SEAGO region is 232,820 as of 2019, according to estimates by Arizona’s Office of Economic Opportunity. The largest share of the population (56%) resides in Cochise County and the smallest share (4%) resides in Greenlee County. From 2010 to 2019, the region’s population grew by 3.6%—a fourth of the statewide rate of growth of 12.3% during the same period. Greenlee County saw the fastest population growth of counties in the region from 2010 to 2019 at 22.9%, followed by Santa Cruz County at 11.8%. The town of Clifton in Greenlee County saw the fastest growth of any municipality in the region at 32.9%. Cochise County was the only county in the region to see its population decline from 2010 to 2019 (-0.4%) with all municipalities in the county losing population (the only population increase occurred in the county’s unincorporated areas, which grew at an underwhelming rate of 1.1%).

**Projections.** The region’s population is projected to grow at a considerably slower rate than statewide in both the short term (2019-2025) and long term (2019-2055). From 2019 to 2025, the region’s population is projected to grow by 3.2% (compared to Arizona’s projected growth rate at 8.4%).

From 2019 to 2025, Santa Cruz County is projected to see the fastest population growth in the region (6.5%) while Cochise County is projected to grow the slowest (1.1%). Over the longer term from 2019 to 2055, the SEAGO region is projected to grow by 11.3%, less than one-fourth the rate of growth projected for all of Arizona (46.1%). Graham County is projected to see the most rapid population growth (27%) in the SEAGO region over the long term, with Cochise County projected to grow the slowest (0.5%).

Tables illustrating regional population, population estimates and projections, population growth, and projected population growth are included in Appendix G.

## 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. Regionwide, 84.7% of the population ages 25 and older have earned a high school diploma (or equivalent) or higher (compared to 86.8% statewide and 87.7% nationwide) as of the 2014-2018 American Community Survey. At the post-secondary level, 20.9% of the region’s population ages 25 and up have earned a bachelor’s degree or higher (compared to 27.1% statewide and 29.3% nationwide).

Although the SEAGO region has lower levels of educational attainment than statewide and nationwide at the high-school-diploma-and-above level, Greenlee County (89%) is higher than both the statewide and nationwide rate, while Cochise County (87.2%) is higher than statewide but lower

than the national 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 75.6% of the population ages 25 and older have earned a diploma/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% of the population ages 25 and up have earned a bachelor's degree or higher. The lowest level is Greenlee County where just 11.9% 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 (15.3%) is barely half the statewide and nationwide levels.

Tables illustrating educational attainment within the SEAGO region are included in Appendix H.

### **Gross Domestic Product**

**Real GDP.** Real GDP in the SEAGO region totaled \$8.8 billion in 2018 (in 2012 chained dollars) with the largest share (49%) produced in Cochise County. Graham County accounted for the smallest share of regional GDP at 12%. From 2014 to 2018, regional real GDP grew by 6% (less than half the statewide rate of growth of 13.9% during the same period). Greenlee was the only county in the region to see a decline (-6.9%) from 2014 to 2018. Graham County, although it has the lowest GDP in the SEAGO region, saw the strongest economic growth in the region over the 5-year period at 31.4%—more than

twice the statewide rate and three times the national rate of economic growth.

Tables illustrating GDP for the SEAGO region, real GDP growth, and real GDP for the SEAGO region are included in Appendix I.

### **Trade and Commerce**



**Retail** Retail sales in the SEAGO region totaled \$1.75 billion in 2020 (down by 1.6%) with the largest share (56%) occurring in Cochise County. As of January and February of 2021, retail sales are up 13 and 9% respectively, surpassing 2020's revenue dollars for the same months. Greenlee County accounted for the largest loss in 2020 at -28%. From 2015 to 2019, regional retail sales grew by 10.9% (barely half the statewide rate of growth of 21.1% during the same period) but then declined sharply during the pandemic. Greenlee County has gained a 5% change in February 2021. Santa Cruz County saw a loss in growth of -4% from the period between 2015 and 2020 and has yet to recover as of February 2021. Graham County saw the strongest gain in retail sales over the six-year period at 11%, and was the only county in the region with retail sales growth ahead of the statewide rate. Graham's retail sales have generated 6 and 15% growth for the months of January and February, 2021.

**Restaurant and Bar** Restaurant and bar taxable sales in the SEAGO region totaled

\$247.7 million in 2020 with the largest share (61%) occurring in Cochise County. Greenlee County accounted for the smallest share at 2%. From 2015 to 2019, regional restaurant and bar sales grew by 16.6% (substantially below the statewide rate of growth of 27.9%) then suffered a loss of 10% in 2020. Greenlee experienced losses in growth for the first two months of 2021 (-10% and -18% respectively for January and February). All counties in the region saw restaurant and bar sales underperform the statewide increase, with Greenlee and Santa Cruz County seeing the strongest drop off of 21 and 22% respectively. However all three counties, Cochise, Graham, and Santa Cruz have bounced back as of February 2021 with 17%, 34%, and 9% growth respectively compared to the same month in 2020.

**Hotel and Motel** Hotel and motel taxable sales (stays of less than 30 days) in the SEAGO region totaled \$50.6 million in 2020, down from \$69.5 million in 2019 with the largest share (63%) occurring in Cochise County. Graham and Greenlee counties (combined) accounted for the smallest share at 18%. From 2015 to 2019, regional hotel and motel taxable sales increased by 22.1% (considerably below the statewide growth of 36.7%) and then fell sharply by -27% in 2020. Graham and Greenlee counties (combined) saw the strongest growth in the region in hotel and motel taxable sales during the five-year period at 41%—outperforming statewide sales. These same counties experienced a loss of -29% during COVID, still outperforming the state’s decline of -32%. The slowest rate of growth was Santa Cruz County, where hotel/motel receipts grew by just 2.9% from 2015 to 2019. Santa Cruz experienced the worse loss of the region at -35% during 2020. The SEAGO region as a

whole is still down by -26% as of February 2021.

Tables illustrating regional retail sales, regional restaurant and bar sales, regional hotel and motel sales, and sales growth in each of these categories across the SEAGO region are included in Appendix J

### 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 and place haunted 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 SEAGO region saw considerable instability from 2015 through 2019. In 2019, direct travel spending in the region totaled \$665.1 million, up 4.5% from 2018. In 2019, spending for food service accounted for the largest share of visitor destination spending at 27%, followed by retail at 23%. Food stores accounted for the third largest share of visitor destination spending at 21%.

Anecdotally, the recreational vehicle parks throughout the SEAGO Region are experiencing significant increases of winter visitors between the months of November and May.

## **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 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 saw continuous growth from 2016 through 2019, after steady declines from 2010 to 2016. In

2019, direct travel spending in Cochise County totaled \$345.4 million, up 4.5% from 2018, but still down 6.6% from \$370 million back in 2010. In 2019, spending for food service accounted for the largest share of visitor destination spending at 30%, followed by retail at 20%. Food stores accounted for the third largest share of visitor destination spending at 16%, followed by accommodations at 15%.

### ***Graham County***



Major attractions in Graham County include Roper Lake State Park, Mt. Graham and Mt. Graham International Observatory, Black Hills Back Country Byway, Dankworth Ponds, Discovery Park, Eastern Arizona History Museum, Klondyke and Aravaipa Canyon Preserve, The Old West Highway, Gila River, and Arizona’s Salsa Trail.

According to Dean Runyon Associates, direct travel spending in Graham County increased steadily from 2016 through 2019, after falling from 2014 through 2016. In 2019, travel spending in Graham County totaled \$70.3 million (up 10.4% from 2018—the largest increase in the SEAGO region). Spending in 2019 was up nearly 28% from the low back in 2016. In 2019, spending for food service accounted for the largest share of visitor destination spending in Graham

County at 32%, followed by retail at 20% and accommodations at 20%.

### ***Greenlee County***



Major attractions in Greenlee County include the Apache-Sitgreaves National Forest, Black Hills Back Country Byway, Blue Vista Rim Overlook, Blue River/ Eagle Creek, Chase Creek, Coronado Trail Scenic Byway, The Old West Highway, 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 Greenlee County increased steadily from 2016 through 2019, after declining from 2014 through 2016. In 2019, travel spending in Greenlee County totaled \$14.7 million (up 8.1% from 2018—the second fastest rate of growth in the SEAGO region, behind neighboring Graham County). Spending in 2019 was up 40% from the low of \$10.5 million back in 2010. In 2019, spending for food service accounted for the largest share of visitor destination spending in Greenlee County at 33%, followed by retail at 20%, accommodations at 16%, and local transportation and gas at 14%.

## ***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 saw considerable instability from 2015 through 2019 (on the heels of steep declines in 2015 and 2016). In 2019, direct travel spending in Santa Cruz County totaled \$234.7 million (up 2.8% from 2018—the slowest rate of growth in the SEAGO region). Spending in 2019 was down nearly 19% from its most recent peak of \$288.6 million back in 2014. In 2019, spending at food stores accounted for the largest share of visitor destination spending at 32%, followed by retail at 29% and food service at 20%.

Tables illustrating direct travel spending and travel destination spending for the SEAGO region as a whole and for each of the four counties within the region individually are included in Appendix E.

## **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.

A list of Federal, State, and Local agencies and organizations that are important for SEAGO to develop and maintain strong relationships is included as Appendix K.

# 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 were conducted at a sub-regional level. Members of the CEDS Committee from Santa Cruz County convened in a SWOT analysis session on November 17, 2020; the Cochise County SWOT session was also held on November 17, 2020; the Graham and Greenlee Counties joined in a SWOT session on November 18, 2020. Following are the SWOT conclusions that resulted from each of the sub-regional meetings.

## Sub-Regional SWOT Analysis

### Santa Cruz County SWOT

Category	Issue
Strengths	Climate
	Logistics expertise
	International trade – businesses locating to be close to the border
	Mexican consumers
	Produce distribution industry cluster

- Airport – small air freight side; would like more government use
- Cultural heritage
- Bilingual community
- Strong local organizations
- Utilities capacity – Unisource service line out to mine area in Hershan – future employment
- Transportation network
- Available labor pool
- Family friendly
- USMCA Trade corridor – Mexican highway 15/19 – Nogales is a hub
- Manufacturing and manufacturing support services
- Natural beauty
- Proximity to Tucson; I-19 corridor
- Solar energy potential
- Low crime rate
- Wine & spirits industry
- Proximity to border – market/attract talent & industries
- Santa Cruz County has the highest high school graduation rate in the state
- 100 year water supply in Nogales to promote growth

- Weaknesses**
- Poor/weak road infrastructure
  - Lack of community investment to make community improvements
  - Lack of political will to raise taxes to address community needs and infrastructure – how do you move beyond maintaining what you have?
  - Political infighting within and between government jurisdictions – local government collaboration
  - 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
  - Insufficient gas line capacity
  - Inefficiency (delays) at ports of entry
  - Reliability of internet and cell service – serious issues at the college
  - Water/Wastewater access, delivery and quality – Liberty Utility requests testing of water; one hydrant per neighborhood

Cannot develop subdivision in areas around Rio Rico – most homes are self-built

9 – 10 million gallons of sewage per day from Nogales/Sonora – really bad smell in downtown

**Opportunities**

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 –County to meet supply chain needs

Connect Nogales to import/export opportunities with the expanding seaport at Guaymas, Mexico

Capitalizing on medical tourism occurring in Nogales, Sonora

Post-secondary growth opportunities; JTED; affiliations with high schools

Ability of local industries to upskill their workers and for them to value their acquisition of skills

More people living in the County as a lifestyle choice and commuting or remote working

Rural communities/issues get traction at the state legislature

Community College has partnered with only other water/wastewater certification program at Gateway Community College to offer courses locally

WIFA funding is available for projects  
Mining

**Threats**

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)

Less state focus on border and rural communities

Military checkpoint on HWY 15 in Mexico – bigger impediment to the flow of trade rather than the border

Community colleges rely on school districts since the average age is 22 years old, lower than other community colleges

Poor response to surveys and the Census which impacts how much communities receive in resources and budget allocations, as well as, spending limitations

Lack of monitoring of state and regional resources allocated

Sustainability of resources and funding  
Planning during pandemic and associated constant changing conditions

Rural incubators look different – small business start-ups - need help articulating when EDA metrics are challenging to deal with

**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
	Climate
	Birding
	Retirees
	Ft. Huachuca/DOD contractors
	Shoppers from Mexico

Safe communities	Funds for tourism advertising
Family activities	Lack of county-wide economic development strategic planning and cooperation
International business opportunities	Inadequate economic development investment by communities
Heritage and History	Too much focus on past rather than future opportunities
Multinational citizens	Inadequate labor pool of people qualified for potential employers' job opportunities (technology, cyber security)
Cultural diversity	Some communities distance from Interstate I-10
Available land for development	Lack of I-10 signage to give reason for travelers to leave the interstate and travel into the County
Cost of living	Lack of expansion of transit service to some communities, particularly serving the Ports of Entry
Two Ports of Entry	Bank closures in border communities
Quality of life	Dependence on employment by the public sector
No traffic	Dependence of Ft. Huachuca as employment base and lack of focus of economic diversity
Strong sense of community	Bisbee does not have a Community Development Dept., EDA or a Chamber of Commerce
Dark skies – Star gazing/observatories	Bisbee Visitor Center closed due to COVID-19
Sister City affiliations	Lack of incentives for business growth and attraction
Public transit in some communities	Availability of land with infrastructure in place
Environmental awareness	Current Port of Entry constraints
Affordable housing	Lack of customer friendliness and customer service
Clean communities	Lack of airport development
Medical services	Lack of employment opportunities
Commercial corridor to Mexico/supply chain opportunities	Unstable Defense industry
Significant agri-business – crops and cattle	Reducing missions at Ft. Huachuca
Innovative agricultural practices	Slow reaction to economic development trends and opportunities
Natural resources	Lack of event coordination between communities
Mining, materials & reclamation opportunities	Fear by local business of new competing business moving into the region
Competitive wages	Border Patrol employees living outside of the area in which they work
Recreation opportunities	Levy limits
New bike trail designation	Talent drain – retiring military folks with security clearances
Ft. Huachuca mission as attraction to existing cyber security companies and start-ups	
Cyber security training and education opportunities	
Some communities proximity to Interstate I-10 interchanges	
Some communities access to rail service	
Cochise county Bisbee Area Master Mobility Plan	
MOU city of Bisbee and StepUp Bisbee Naco	
Attracting youth sports tournaments	
Expanded incubator program	
Workforce housing initiative	
State and National tourist location – Kartchner Caverns State Park & Chiricahua National Park	
County & City of Bisbee Compass Affordable Housing partnership for apartment project	
Bisbee Outdoor Recreation Complex at Higgins Park which includes fitness, pickle ball and pool	
<b>Weaknesses</b>	<b>Opportunities</b>
Broadband connectivity	Growing and attracting Cyber security business
Inter-community public transportation	
Healthcare access, quality, funding	

Business incubator for tech start-ups  
 UAS business attraction - CBDG  
 Attracting angel investors  
 Expansion of Youth activities and entertainment  
 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 technology and innovation  
 Housing rehab  
 Foreign Trade Zone  
 Wine Industry – growth/ exporting/supply chain opportunities – 75 – 80% of Arizona grapes are grown here  
 Authentic tourism based on region’s history and authentic outdoor experiences  
 Localism – farm to table agriculture  
 Grow winter visitor 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 collaboration by and between the communities  
 Mexico business supply chain – mining, auto manufacturing, aerospace manufacturing  
 Development of 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  
 No coastal flooding or hurricanes  
 Ongoing Ft. Huachuca resource utilization study – review compatible land use, electromagnetic spectrum, airspace of future DOD missions plus the impact of local communities  
 Higher rate of requested retention from Ft. Huachuca – 600 folks plus or minus 500 + unemployed/underemployed military spouses  
 Retain voluntary separating soldiers  
 Have made strides in improving transit – buses from Huachuca City to Sierra Vista

Cochise College has law enforcement & augmented/virtual reality programs, Amazon Web Services & Google certification programs  
 Sports tourism at large for the county  
 Lions Club community facilities donated to Benson  
 Significant impact for teleworking – interest from West Coast and Midwest  
 Colonias designation

**Threats**

Lawsuits around water occurring in Cochise County and perception in the lack of availability of water for Willcox  
 National economy, politics and how that unfolds  
 Manpower insufficient for companies to grow and for attracting new companies  
 COVID-19 and other health related effects  
 Lack of positive intergovernmental communication  
 Negative perception and 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)  
 Short and long-term success of businesses  
 Regulations and policy changes may change due to new presidential administration  
 Natural disasters – fire, floods, drought

**Graham/Greenlee County SWOT**

Category	Issue
<b>Strengths</b>	
	Beautiful rural setting
	Climate
	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	Limited affordable housing
- fishing	Lack of infrastructure and roads to developable land
- birding	Water quality and water distribution system
Community history and culture	Small tax base
Historic downtowns	Lack of community identity/branding
Prisons	Limited private property ownership
- Employment	Flooding
- Gives back to community	Land in flood plain
- Improves population numbers	People leaving community to live elsewhere
Agriculture	Lack of will by elected officials to take risk
Safe communities	Lack of community will to take risks
Lack of traffic congestion/good access to community and business	Limited art and cultural opportunities
Safe schools	Lack of Foreign Trade Zone
Quality schools and teachers	Constituent reluctance to raise taxes for community needs
Family Friendly community events	Low per capita income
Non-burdensome government regulations	Lack of effective elected official inter and intra government communication
- Quick and easy permitting process	Dependence on Mine
- Low development costs	Limited private developable land
Community college workforce training	Lack of hospitality space (Greenlee)
Strong and reliable community hospital	Lack of technical education opportunities
- Quality care	Loss of talent to larger communities
- Convenient	Lack of higher wage jobs
- Major employer	Aging infrastructure
Golf course	Limited dining and shopping options
Airports	Remote location
Diverse cultural community	Inability to attract large companies
Faith based community	Blight
Willingness of community leaders to work together	Highway 191 as primary road to Graham and Greenlee County from Interstate I-10 is not a 4-lane road the entire way
Stable employment rates	Limited access to investment capital - population might not be bankable/lendable; lack of relationships with Maricopa Co. bankers
5 rivers running year-round	Community resistance to growth and change
Low tax rate and cost of living	Limited public transportation
Low crime rates	Looking back at how things were rather than forward
Residents Interest in improving community	<b>Opportunities</b>
Downtown events and activities	Mining supply chain
Small business base of both small and large businesses	Rail distribution
Road system	Golf course improvements and development around the course
Desire for revitalization	- Airport development opportunities
Non-profit organizations	Regional recreation opportunities
Grant funding organizations	Sports events
Greenlee County Tourism Council – helped incubate Colors of Copper group	River improvements and river recreation
Clifton Hill Climb	Chase Creek redevelopment and commercial rehabilitation
Non-profit organizations	
Grant funding organizations	
Small town unique appearance	
Engaged Chamber of Commerce	
Assistance to businesses - Dreambuilders, FMI Costarters	
<b>Weaknesses</b>	
Difficulty attracting people to live in area	
Lack of business diversity	
Lack of skilled workforce	

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
Revitalize the Gila Valley Economic Development corp.
Utilize available industrial development funds
Birding Tourism
Sports Tourism
Ecotourism – hiking, mountain biking, jeep touring
Develop business incubator
Identify and develop available private land
Gila River partnership – birding, hiking, camping
HWY 78 by Blackjack – 90 acres for cabin sites; 25 mins from Clifton and 45 mins from Duncan on a paved road
Farming/ranching converting operations to hunting, wildlife operations or glamping/camping
Potential upside for remote workers
Clifton initiated a blight mitigation program
CARES fund to Duncan Local First Arizona Foundation – GAP analysis of purchasing patterns to see if locally owned businesses are meeting the needs of the community
Gila Valley Food Security study with Local First Arizona
Thatcher is updating their General Plan which is close to public review
Clifton approved the General Plan on the ballot
Broad-based social media platform
<b>Threats</b>
Mine downturn that goes along with economic downturn; community heavily dependent on mine
Flooding
- Growth of online retail
Lack of inter-governmental communication
Limited private land for development
Leadership/champion burnout
Speed of growth; Transportation funding – Highway through Thatcher is in bad shape
Limited housing stock
- Limited available commercial space

Blight – associated finger pointing between towns and county
Low skilled workforce
Lack of government funding/declining local government budgets
Government and citizen resistance to change
Spotty broadband
- Limited distance learning opportunity
- Limited commodity trading
Limited business development
- Lack of community volunteers
Water quantity and quality
Inadequate first responder capability

## Focus Areas, Strategic Goals, Objectives and Tasks



The following Focus Areas, Strategic Goals, and accompanying objectives and tasks, are also 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 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 and Economic Development (ED) Stakeholders to aggressively pursue additional and extensive funding sources and assistance to accomplish those goals.

Please note that each Strategic Goal includes Partners to Engage to establish a network of stakeholders. SEAGO hopes that these partners will communicate regularly to help achieve each Strategic Goal in an ongoing and responsive manner. It is anticipated that SEAGO and ED Stakeholders 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; and
3. Identify and pursue additional funding sources, particularly grants, to fully or partially fund Strategic Goal initiatives.

In addition to the focus areas highlighted below, common themes arose from the CEDS Committee discussion; such as the need for flexible funding to meet needs in rural communities and developing low barrier policies/procedures that support the services communities are trying to provide. Also, to support the rural economic growth, there needs to be understanding that rural innovations and incubators will look different than technological park incubators in a highly populated city.

The CEDS Committee wants to target areas of excellence and be flexible according to the diverse rural needs in the SEAGO region, especially during this new phase as a result of the pandemic.

## Natural Hazards Impact on Economic Development



Arizona is currently in a long-term drought that has lasted for 21 years. Parts of the SEAGO Region are either in the extreme or the exceptional drought category which are the most severe. (<https://new.azwater.gov/drought/drought-status>).

Wildfires, floods and drought were identified as being common with all EDDs and serve as steady-state threats to most of Arizona. For historical context, two fires burned in the Coronado National Forest in 2011: Horse Shoe Two and Monument. In May 2011, The Horse Shoe Two fire burned a total of 223,000 acres within the Chiricahua Mountains. No structures were lost at Chiricahua National Monument; however 100% of the acreage did burn to some extent.

In June 2011, the Monument fire also burned over 29,000 acres in the Huachuca Mountains. A burned landscape presents a number of safety hazards that either did not exist prior to the fire or are increased by the effects of the fire. In some cases these hazardous conditions may continue for several years after a fire. These fires can

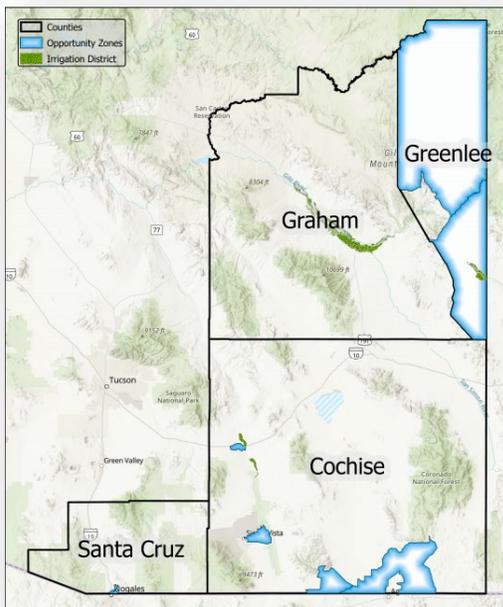
destroy watersheds in Tombstone and Sierra Vista which are especially fire prone.

As a result, the SEAGO Region needs to identify measures to be economically resilient to these ever present possibilities of wildfires, floods, and drought.

<https://home.nps.gov/chir/learn/nature/horseshoe-two-fire-2011.htm>

<https://www.nps.gov/coro/learn/nature/monument-fire-2011.htm>

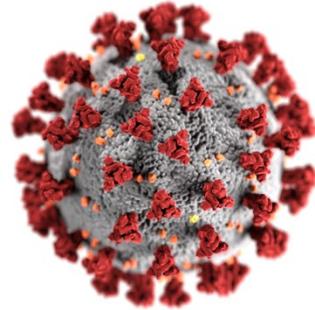
### Opportunity Zones



Within the SEAGO region, there are several economically distressed areas. Successfully prioritizing these distressed areas, eligible for federal funding, has been in part due to the recently designated Opportunity Zones for each county. The Internal Revenue Service as of January, 2021, has extended relief for qualified opportunity funds and investors affected by the ongoing Coronavirus pandemic.

SEAGO is looking to capitalize on these designated areas as prime locations for economic and community development projects that will result in an improvement in the quality of life for local SEAGO citizens.

### COVID-19



The COVID-19 pandemic has shifted all plans for economic development, growth, and resilience. Some have argued that a new normal has developed and that the economic landscape has been changed moving forward. To this end, we submit that the pandemic has moved past the notion of an economic shock to a change-point.

The pandemic impacts all aspects of this comprehensive economic development strategy and should be considered when attempting to make initiatives successful in this new age. The COVID-19 pandemic revealed an unmet need for students and non-student community members alike: broadband. Many in the SEAGO area have inadequate internet services, a barrier to educational, occupational, and economic success.

After meeting with the CEDS Committees, members voiced the need for promotion of remote working and self-employment by creating an infrastructure that can support it. With more employees working from home, it is important to consider the adequacy of the region's broadband in

order to allow for business development growth while practicing safety. As for small businesses, broadband is essential to the survival of the business and its adaptation to the inevitable need for a greater online presence. SEAGO stakeholders believe that office spaces may need to be redesigned to accommodate appropriate social distancing measures as well as adapt to a more remote workplace environment.

These new conditions are products of the pandemic and demonstrate that proper resources will be needed to adjust to new workplace accommodations. The City of Sierra Vista has seen significant traction with remote working. Communities seek to organize themselves and create strategies for infill which helps the self-employed as they grow. In addition, increased support is needed for healthcare infrastructure in the realm of telehealth. According to a CEDS committee member, there are many charter school students involved in dual enrollment working online and have proven to be more successful quickly moving to virtual learning in college as opposed to students missing this experience.

Small businesses are especially vulnerable in the current pandemic. According to Jeb Brugmann [It's time to build a national infrastructure for economic resilience – starting at the local level, April 21, 2020, Jeb Brugmann, medium.com], small businesses are one of the foundational engines of the U.S. economy. The federal government reports that in recent decades almost two-thirds of new private sector jobs were created by small businesses. And yet many small businesses are chronically vulnerable to business disruptions lasting only a few weeks, not to mention in times of systemic crisis, like COVID-19. Building economic

resilience in our cities and counties as we recover will involve the establishment of stable mechanisms to support small business communities to assess, reduce, and manage risks of crisis, economic downturns, and changing customer preferences and technologies.

Obvious support for small-businesses is foundational for economic resilience and growth during COVID-19 for the country and the SEAGO Region. Small businesses create jobs and serve an underserved rural community with goods and services. The tourism industry accounts for a lot of economic activity in the SEAGO Region. COVID-19 has threatened hotel, restaurant, bar, winery industries that are reliant on people not staying home.

The Focus Areas, Strategic Goals, and Objectives identified in this CEDS document reflect the resiliency measures strategically identified to address COVID-19 and future economic threats starting with a project to improve and expand the region's current broadband infrastructure.

## Resiliency



SEAGO has focused on economic resilience in the past for various reasons as part of its strategic planning efforts -- involving in-

depth analyses of the region’s environmental risk factors, business landscape, and economic development priorities. This focus has increased due to the COVID-19 pandemic. SEAGO defines economic resilience in accordance with EDA as: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether. [https://www.eda.gov/ceds/content/economic-resilience.htm] Research by the University of Arizona after the 2008 recession indicated that these factors, present in the SEAGO region, would increase a county’s economic vulnerability: a greater distance to a metropolitan area, a larger percentage of public land, and a natural environment less suitable for people. [Economic Resilience and Vulnerability in the Rural West, T. Rahman et.al. pg. 11-12]

However, the COVID-19 pandemic has proven that different economic shocks affect counties differently. Addressing the aforementioned areas of vulnerability is part of building regional resiliency, but SEAGO’s shift to an offensive strategy to deploy resiliency planning involves several alternative factors displayed within this CEDS document including: SWOT analyses for each county, focus areas & strategic objectives, regionally-ranked project lists, and an Economic Advisory Council forming sub-committees to address each focus area with associated project lists. Other research methods used to evaluate economic vulnerabilities stemmed from the Western Rural Development Center, which analyzed vulnerable industries and employment by U.S. County as a result of the recent pandemic by conducting a survey. Their method was based on certain industries being labeled “high-risk”, which were hit harder by COVID-19, including travel and

tourism; accommodations and food; arts, entertainment, and recreation; passenger transportation; and the energy sector, including oil and gas. Out of the survey mentioned above, approximately 18% of respondents in the SEAGO region were from those industries. On a scale of 1-6, (where 1 is the least vulnerable to these pandemic issues and 6 is the highest vulnerable), two of the SEAGO counties were rated 1, being least vulnerable (Graham and Greenlee), one county was rated 2 (Santa Cruz), and one county was rated 4 (Cochise). [Vulnerable Industries and Employment in U.S. Counties by T. Harris et.al, June 24, 2020] This would indicate that the SEAGO region may be more advantageous than other areas in the U.S.

When comparing the Western Rural Development Center’s data with updated employment stats as of March 2021, it paints a broader picture of how the pandemic impacted each county within the SEAGO region. As compared to Arizona State as a whole between March 2020 and 2021, the region experienced a lower unemployment rate. Looking at each county independently however, the differences in unemployment rates become clearer.

<b>State, Region, and County Labor Force, Employment, and Unemployment (March 2021)</b>		
	<b>March 2021</b>	<b>Year over Year change</b>
<b>ARIZONA</b>		
Civilian Labor Force	3,600,382	0.4%
Employment	3,367,549	-0.9%
Unemployment	232833	25.1%
Unemployment Rate	6.5%	1.3%
<b>SEAGO REGION</b>		
Civilian Labor Force	93,532	0.8%
Employment	87,229	0.5%

Unemployment	6,303	5.2%
Unemployment Rate	6.7%	0.3%
<b>COCHISE COUNTY</b>		
Civilian Labor Force	52,621	1.0%
Employment	49,502	1.1%
Unemployment	3119	-1.3%
Unemployment Rate	5.9%	-0.2%
<b>GRAHAM COUNTY</b>		
Civilian Labor Force	16,703	3.9%
Employment	15,800	3.9%
Unemployment	903	3.3%
Unemployment Rate	5.4%	0.0%
<b>GREENLEE COUNTY</b>		
Civilian Labor Force	4,469	-2.6%
Employment	4,227	-3.7%
Unemployment	242	24.1%
Unemployment Rate	5.4%	1.1%
<b>SANTA CRUZ COUNTY</b>		
Civilian Labor Force	19,739	-1.5%
Employment	17,700	-3.1%
Unemployment	2,039	15.6%
Unemployment Rate	10.3%	1.5%
Source: Arizona Office of Economic Opportunity		

\* not seasonally adjusted

Prior to the pandemic, in 2019, all SEAGO counties were experiencing unemployment rates above the National average of 3.5%, with Greenlee County being the only county below Arizona's average unemployment rate of 4.8% at 3.9%.

<b>Region and County Labor Force, Employment, and Unemployment (2019)</b>	
<b>SEAGO REGION</b>	
Civilian Labor Force	90,101
Employment	84,608
Unemployment	5,493
Unemployment Rate	6.1%
<b>COCHISE COUNTY</b>	
Civilian Labor Force	50,594
Employment	47,695
Unemployment	2,899
Unemployment Rate	5.7%
<b>GRAHAM COUNTY</b>	
Civilian Labor Force	15,351
Employment	14,608
Unemployment	743
Unemployment Rate	4.8%
<b>GREENLEE COUNTY</b>	
Civilian Labor Force	4,520
Employment	4,342
Unemployment	178
Unemployment Rate	3.9%
<b>SANTA CRUZ COUNTY</b>	
Civilian Labor Force	19,636
Employment	17,963
Unemployment	1,673
Unemployment Rate	8.5%
Source: Arizona Office of Economic Opportunity and US Economic Research	

Despite the economic declines SEAGO has faced, it has also demonstrated economic resilience during the pandemic. From a survey of the SEAGO region businesses, only 1% had to permanently close due to the pandemic, only 20% let go of workers, and 69% are confident they will recover fully from the pandemic. Also, in July 2020, Sierra Vista, Arizona in Cochise County was ranked 13<sup>th</sup> by Business Insider in their study of “*The 17 best cities in the Western US to live in after the pandemic.*”

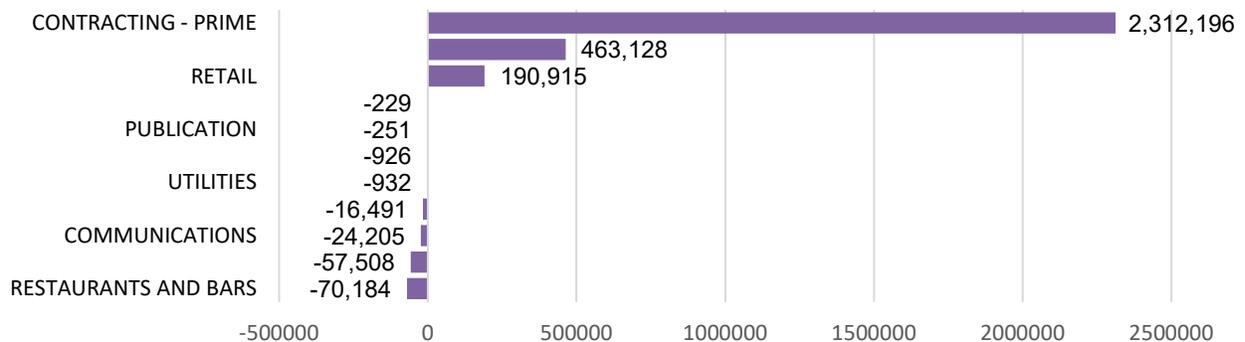
Finally, compared to the U.S. and to the state of Arizona, Cochise County fared better in the percent change in employment in mid-October 2020 compared to January 2020. For low wage workers the percent change in employment between those time frames was: US -19%, Arizona -19.5%, Cochise County -6.5%; and for middle-wage workers: US -4%, Arizona +0.9%, Cochise County +2.8%. [tracktherecovery.org]

The Department of Revenue reported on tax dollars collected by industry sector,

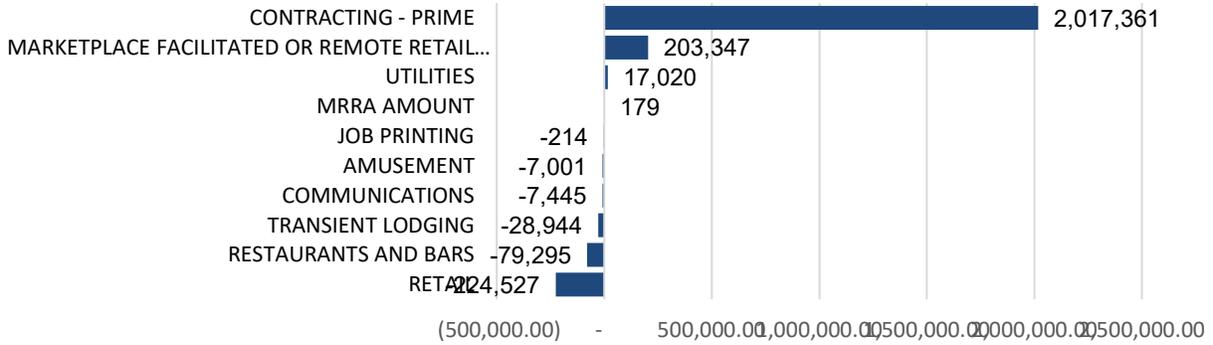
illustrating an increase in tax revenue from Construction and Online Retail sales for two out of four of the region’s counties. Arizona changed legislature favoring online sales taxes in May of 2019, bringing in additional revenue from the shift to online purchases during the pandemic as shown in the charts below.

The region’s stakeholders speculated that the revenue generated from construction was mostly related to the border wall being built during the 2016-2020 administration.

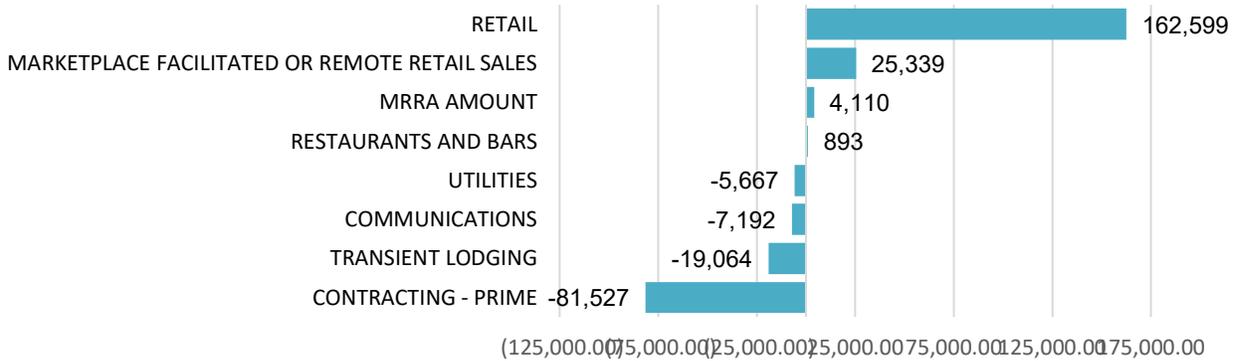
**Cochise County**  
**Delta in taxes collected: March '20-Feb '21 minus March '19-Feb '20**



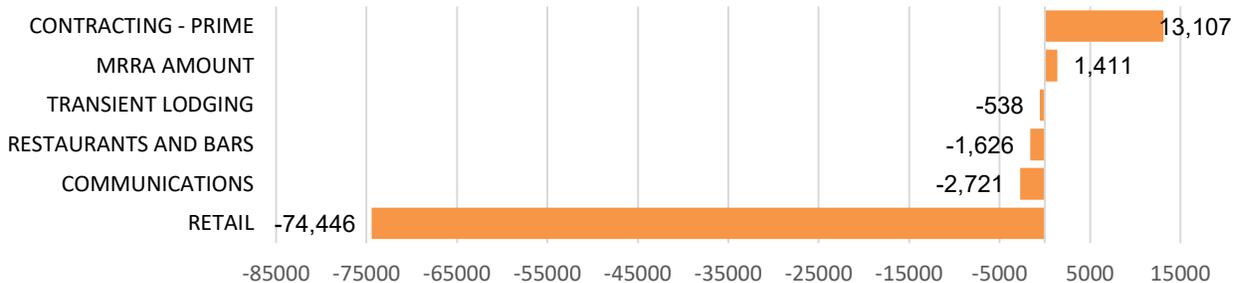
**Santa Cruz County**  
**Delta in taxes collected: March '20-Feb '21 minus March '19-Feb '20**



**Graham County**  
**Delta in taxes collected: March '20-Feb '21 minus March '19-Feb '20**



**Greenlee County**  
**Delta in taxes collected: March '20-Feb '21 minus March '19-Feb '20**



In building economic resilience, economic development organizations will consider their role in the pre- and post-incident environment to include steady-state and responsive initiatives. Steady-state initiatives are long-term efforts that seek to bolster the community or region's ability to withstand or avoid a shock. Responsive initiatives establish capabilities for the economic development organization to be responsive to the region's recovery needs following an incident.

During the 2020-2021 CEDS development process, SEAGO's CEDS Ranking Committee evaluated project lists from each member entity and it was determined that Broadband Infrastructure expansion was the #1 regionally ranked project contributing to a more resilient economy. You can find the entire table of regionally ranked projects on page 51.

The lack of a robust Broadband Infrastructure is seen as a huge contributor to the lack of industry leaders and private investors expanding their operations within the SEAGO region.

Starting in 2010, county and private entities within the four-county region pursued broadband expansion via a large planning effort that ended in the middle of 2014, when the entire project dissipated after the state sought to contract liquidity and recessionary shockwaves pervaded the entire region.

The recent pandemic exacerbated the lack of digital connectivity throughout the SEAGO region, which prevented many institutions and households lacking strong broadband connectivity from being able to adapt to the virtual environment of remote work, online

shopping, and e-education platforms for students.

According to FCC and Census Bureau data, approximately 8,000 residents between the four counties that comprise the SEAGO region, have absolutely no internet access, while approximately 10,000 don't currently have a computer. These numbers are alarming when considering the level of dependency modern society has on internet-capable devices to productively accomplish day-to-day tasks, and in order to have a strong presence in the modern-day workforce.

It's no mystery therefore why Broadband rose to the top of the region's project list as the number 1 focus to improve economic resiliency.

A major contributor to the success of planning a broadband infrastructure expansion effort has been in the formation of a regional coalition, as part of SEAGO's deliberate development of Economic Advisory Council sub-committees to tackle the key list of priorities the region's member entities have committed to implementing.

The first major task that the SEAGO Broadband Coalition has accomplished was the development of a GIS interactive map, illustrating all of the region's Anchor Institutions, Rights of Way, Opportunity Zones, Transmission Lines, and Census Tract data pointing to current local connectivity.

Aside from Broadband Infrastructure expansion being a priority for SEAGO, within this 5-year time period, a toolkit will be developed for the region as part of a responsive economic resiliency initiative. The purpose will be to provide organizations

and individuals within the region with resources they can use in the event of an unexpected disaster. This may include natural disasters, such as wildfires, droughts, and flashfloods; health issues, such as what has been experienced during the current pandemic; communication channels for notification in unexpected scenarios; and collaboration in working with partners statewide and across state and international borders.

For a list of items currently being refined for the Resiliency Toolkit, which will be added as an addendum in May 2022, see Appendix L.

## **Focus Area 1: Workforce and Education**

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. Identifying workforce development needs in the Region, and developing a forum for workforce developers, educational leaders, and business leaders is a critical element of sustainable economic growth in the Region.

During the CEDS process, the CEDS Committee reviewed Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis; whereas it became apparent within all counties, lack of a skilled workforce was a weakness. The CEDS Committee identified three specific issues that should be addressed to educational and workforce training needs in the Region: workforce development on a regional level;

education/workforce development in a unified way amongst and between the educational and workforce development institutions in the Region; align workforce development with economic development needs and opportunities.

Most workforce and education objectives and tasks are examples of responsive economic resilience. This underscores the emphasis that the SEAGO CEDS committee has for developing forums to collaborate on workforce development and education.

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.

It should be noted that SEAGO has engaged with the Northern Arizona Council of Governments (NACOG) and Central Arizona Governments (CAG) identifying housing as a key issue. All three council-of-governments acknowledge the lack of availability and accessibility of housing. To this end, the development of housing projects that are affordable, and which improve the ability to attract and build a local resilient workforce, represents a steady-state economic resilience initiative that would impact many Arizona counties and regions because of its contribution to its capacity to avoid or withstand an economic shock and or natural disaster.

Data shows that 2 of the 4 counties in the SEAGO region (Graham and Santa Cruz) have the lowest housing density in the state (where housing density equals the number of housing units per person). Additionally, in a group of comparable Western counties to Graham County, Graham has the lowest housing density of the 10 counties in that group, highlighting the critical need for

improvement to ensure resilience in this area.

When looking at affordability, Santa Cruz County ranks 3rd of the 15 counties in Arizona for having a large percentage of homeowners who pay 30% or more of their income for housing (37%). They also rank 1st for having the largest percentage of renters paying 30% or more of their income for housing (56%). In a group of 6 comparable Western counties to Santa Cruz County, Santa Cruz ranks 2nd on the measure of having a large percentage of homeowners who pay 30% or more of their income for housing.

All SEAGO counties are below average for Median Home Value in Arizona. As a result, the SEAGO CEDS committee would like to support the steady-state economic resilience initiative of housing development sufficient in scale to impact both the Region and the state. Arizona Down Payment Assistance programs offered through the Arizona Finance Authority, Arizona Department of Housing, and State Community Development Block Grant funds are some of the many housing resources available to the region.

***Strategic Goal 1: Enhance Educational and Workforce Training Opportunities to foster business resiliency and growth***

Partners to Engage: SEAGO Staff, U.S. Economic Research, SEAGO ED Advisory Council, Member Entity Staff, Regional Economic Development Groups, SBDC Centers, Chambers of Commerce, ARIZONA@WORK-Southeastern Arizona, Colleges, Local Housing Stakeholders (ex. Housing Developers, Habitat for Humanity), CPLC, USDA, Arizona Commerce Authority, Industry Development Authority, Southern

Arizona Contractors Association, Arizona Finance Authority, Arizona Department of Housing.

### **Objectives**

1. Continue to update and maintain current workforce data within the Region.
2. Educational institutions, workforce development providers, and business leaders in the Region to integrate economic development with relevant workforce training.

### **Tasks**

- 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.
3. Identify, and work to meet training needs to assist local businesses and industries in sustaining, stabilizing, and expanding existing business and fostering new business startups.

### **Tasks**

- Identify existing potential target industry sector businesses for the Region and establish forums for leaders in those target industry sectors to address current and

future workforce training needs and opportunities.

- Identify local stabilizing and expanding businesses to establish and meet the training needs and opportunities for sustainment in the Region.
  - Identify and foster new business startups for the Region and establish forums for leaders in those target industry sectors to address future workforce training needs and opportunities.
4. Support the development of housing projects that are affordable and market rate housing for the workforce.
    - 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.
  5. Develop and implement a training program and toolkits for new and existing businesses to anticipate and mitigate disaster situations.

### **Tasks**

- Conduct surveys to local businesses and organizations to identify training needs and opportunities.
- Develop tool kits for local businesses and organizations as identified.
- Create a disaster preparedness plan

## **Focus Area 2: Infrastructure** **(includes broadband, water, transportation)**

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. During the SWOT Analysis the CEDS Committee identified multiple facets of infrastructure that they believed were weak but could become opportunities; such as lack of roads, land with infrastructure, and broadband. The threat of aging infrastructure throughout the region was also identified as a concern but also an opportunity.

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 Focus Area 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.

***Current infrastructure Assets:*** There are two major categories of infrastructure assets: hard and soft. Hard assets in the SEAGO Region are broad and based on location; these assets include housing, commercial buildings, public transportation, and water/sewer. These hard assets are primarily located in incorporated areas of our region and need

additional support to update and expand their service area.

Unfortunately, due to the rural desert environment the SEAGO region struggles to find adequate, flexible funding to improve these essential infrastructure assets because of the isolation of communities and costs associated with bringing resources to the area.

ED Stakeholders are currently focused on regional projects such as the statewide plan to improve broadband access, which is a concern for rural communities. Other hard infrastructure assets of major concern are affordable housing development projects, expansion of public transportation systems, water resource preservation, and ED funding resources.

The SEAGO region prides itself on having strong soft infrastructure assets, which include cohesive relationships between regional planning agencies, economic development firms, and business development faculties like the Small Business Development Centers in the Greenlee, Graham, and Cochise Counties.

***Infrastructure - Broadband:*** In joint meetings with two of the other Economic Development Districts (EDDs) in Arizona, it became obvious that all three regions share the lack of broadband access and connectivity, which is a steady-state economic resilience initiative because broadband is a long-term effort to improve the region's ability to avoid or withstand a shock. These 3 regions (SEAGO, NACOG, CAG) account for 10 of the 15 counties in Arizona.

The Arizona Commerce Authority (ACA) is working on a statewide plan to extend the middle-mile for broadband access and recommended that the rural areas work on the last-mile plans by communicating with service providers (carriers) and making sure the rural infrastructure is upgraded so that service providers (carriers) can easily work with rural areas to extend their service to the last-mile.

The pandemic has highlighted the critical need for reliable broadband to create a strong community foundation, by supporting remote work, telehealth, online business offerings, and connecting students to schools from their home.

***Infrastructure - Transportation:***

Buttressing and expanding the transportation network throughout the State of Arizona, and ensuring 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 existing transportation network in order for the international trade potential of the entire State to be met.

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.

Public transportation, also a steady-state economic resilience initiative due to its importance in the ability to build a resilient workforce, is in the process of being improved.

In 2009, the State authorized the use of public-private sector participation in transportation and other public facility investments. Local efforts to improve public transportation include the city of Douglas, who recently created an app to track ridership for the Cochise Connection. The area is receiving requests to add new stops along the bus route. The goal is to increase communication with the Arizona Department of Transportation (ADOT).

***Infrastructure - Water:*** In addition to public transportation infrastructure being necessary for our rural region, in this desert climate, water is essential. The lack of water is an ongoing issue for all 3 EDDs and is especially a struggle in the SEAGO region to the point that it contributes to the housing crisis. Housing developments cannot be built where water is lacking. Existing homeowners face challenges in navigating decreasing water availability and legal proceedings related to water rights, as well as financial costs associated with deepening residential wells.

Other water challenges include the multi-decade long Arizona Water Adjudication, as well as pollution and high water use. The majority of water in Arizona originates from below ground aquifers and subflows. Water resources are being used at a rapid rate. Communities and regulators face challenges in ensuring adequate water for future generations while also fostering industry.

Nogales, in Santa Cruz County, struggles with water pollutants stemming from a number of issues, including insufficient infrastructure and cross-boundary pollution originating in Mexico. Issues are exacerbated by challenges in water rights, governmental authority, and cleanup responsibility.

The mine in Greenlee County, Freeport-McMoRan, is identifying sources of drinking water. The Water Infrastructure Finance Authority (WIFA) provides loans and grants to small communities for water and wastewater systems as well as to private providers to make necessary upgrades. Grants and loans can be used to do engineering work and to fund the necessary pre-development work. The possibility exists for a significant part of the loan to become a forgivable principle component.

**Infrastructure - Funding:** 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:

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. SEAGO member agencies annually make capital investments for a variety of community projects within their respective jurisdictions.

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 Native American Communities under Proposition 202.

**Strategic Goal 2: Advocate and develop Quality Infrastructure to encourage greater economic development.**

Partners to Engage: SEAGO Staff, Member Entity Staff, SEAGO ED Advisory Council, Regional Economic Development Groups, Port Authorities, Foreign Trade Zones, ADOT, Arizona Commerce Authority, Local Telecommunication Stakeholders (e.g. Cox Communications), Counsel and Consulate Generals in Nogales and Agua

Prieta, and other State and Federal partners (e.g. EDA, USDA, WIFA, etc...)

### **Objectives**

1. Support the development of the market-ready and high development potential areas of the Region.
  - Improve data sharing to support high development areas of the Region
2. Support the development of fully improved industrial parks and industrial buildings within the Region, with particular focus on high potential locations.
  - 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.
3. Support and assist with the development of infrastructure that will spur economic growth in the Region within identified and targeted industries.
  - Expand infrastructure across various sectors to help ensure that the Region continues to provide businesses the opportunities to grow and operate.
4. Identify and pursue funding opportunities to facilitate development of regional transportation, water, wastewater, public facilities, and telecommunication infrastructure to best stimulate economic development.

### **Tasks**

- Encourage State and Local government leadership, business and industry leaders and the general public to advocate the need to expand existing dedicated Federal funding sources.
  - Identify and advocate for local options to raise additional revenues.
  - Seek traditional and alternative funding sources.
5. Support development and expansion of broadband infrastructure within each of the counties.

### **Tasks**

- Participate with each of the counties committees to support development and expansion of broadband infrastructure.
- Continue to work with Arizona Commerce Authority.
- Develop a regional Broadband Strategic Plan.
- Support the development of community broadband strategic plans

## **Focus Area 3: Business Development**

The SWOT Analysis process highlighted the need for support to generate business growth and diversity to provide more employment, dining, and shopping opportunities in our communities. The SWOT process also identified the

opportunity to build stronger community connections for increased capacity and strategic economic development.

***Business Development - Diversification:*** This Focus Area, by definition, is focused on the issue of developing economic diversity in the SEAGO Region. Current data shows Santa Cruz and Greenlee Counties are the lowest ranking counties in Arizona in the economic resiliency measure of industrial diversity. Industrial diversity is based on the percentage of employment in each industry in a county and measures the variety of different industries. Research shows that counties with more diverse industry structures fare better during times of national or local employment shocks. [The Role of Industry Diversity in Economic Resilience by L. Brown et.al. 1/19/2016]

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.

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 its associated

business opportunities as a significant and important economic engine in the 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.

It is important to note that incubators in this Region will look different. Specifically, they will be rural innovations as opposed to a technological park. Helping these regional specific incubators will diversify rural areas as a steady-state economic resiliency initiative, as it promotes business development and continuity.

***Business Development - Growth:*** History of the SEAGO region is essential in understanding the current economic base and how the region can move forward with diversification. The region is endowed with a host of natural resources including copper and silver. Tombstone, Bisbee, and Morenci

are historic mining towns, and were shaped by mining and the organized labor disputes that accompany mining.

Today, mining is ever present in southeastern Arizona communities, though the threat of labor disputes has diminished. Organized labor gained power in bargaining throughout the first half of the 20th century, seeking to rectify issues with mining conditions. Relations between mining companies and organized labor were often contentious, leading to violence and frequent strikes. Unions largely lost power after Arizona's passage of Right to Work legislation in 1947 although the area saw another labor disturbance with the 1983 Great Arizona Copper Strike in Morenci. Mining remains among the foremost economic generators in the area, especially as the 32-Hermosa project in Santa Cruz county becomes a reality.

Today, Cochise, Graham, Santa Cruz, and Greenlee attract thousands of tourists seeking to explore the mystery and history of southeastern Arizona. Tourists enjoy exploring vibrant historical sites, unique food and drink, and ample outdoor space. In accordance with these growing interests, the growing wine industry of southeastern Arizona caters to the tourists.

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.

This region demonstrates great strides and potential for the wine industry yet it continues to be faced with obstacles such as regulations. Since 2006 through now, Arizona state has changed industry regulations periodically, which has posed many challenges for the industry. Some of these regulation changes include supply chain management restrictions such as prohibiting the sale of wine directly from the producers to the buyers. These regulations have been changed, reversed and amended within Arizona, which has prohibited a more streamlined business process from forming.

***Business Development - Collaboration:***

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 partner's 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. Almost all objectives and tasks attached to this strategic goal are responsive economic resiliency initiatives.

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. This 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. The SEAGO CEDS, as a comprehensive planning effort involving community members to define and implement a collective vision for the resilience of the region, is a steady-state economic resiliency initiative.

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, especially during the 2020 Pandemic restrictions. 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 our Native American communities.

***Strategic Goal 3: Strengthen, Expand and Diversify the Existing Economic Base within the SEAGO Region.***

Partners to Engage: SEAGO Staff, SEAGO ED Advisory Council, Member Entity Staff, Business Owners, Regional Economic Development Groups, SBDC Centers, Chamber of Commerce, ARIZONA@WORK-

Southeastern Arizona, Colleges, Arizona Commerce Authority, Arizona Office of Tourism, Cochise County Tourism and Economic Council, Greenlee County Tourism Council, Media Outlets Tourism Councils, Southwest New Mexico Council of Governments (SWNMCOG), and Local Telecommunication Stakeholders (ex. Cox Communication).

**Objectives**

1. Support business owners by increasing resources and access to capital.

**Tasks**

- Conduct surveys to identify and integrate relevant resources.
- Support the expansion of revolving loan fund opportunities.

2. Support the development of free wireless internet zones in commercial and highly trafficked tourist areas.

**Tasks**

- Participate within each of the counties committees to support development and expansion of free wireless internet.
- Continue to work with Arizona Commerce Authority.

3. Maximize regional tourism destination opportunities and the potential of the Region's natural assets.

**Tasks**

- Attract visitors to visit and spend additional time in the Region.

- Identify and maximize unique aspects of each community to draw diverse visitors.
  - Identify ways and means to promote Region's border communities for medical tourism
4. Maximize visitation of respective community events and activities by enhancing intra-regional, national, and international support and attendance.

**Tasks**

- 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.
5. Actively support community business attraction programs.

**Tasks**

- Foster the expansion of existing business clusters and encourage the growth of new business clusters.
- Identify, apply, and develop relationships with federal, state, and private grantors to assist with the Region's economic diversification.
- 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.

6. Actively recommend and support economic gardening activities to grow existing business in the Region and identify and assist potential business opportunities.

**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.
- Support small-business incubators
- Identify and promote funding sources for start-up businesses in the Region.

7. Assist local communities with Economic Development Strategic Planning.

- Assist communities to build a plan for economic strategic planning.

***Strategic Goal 4: Develop Strong Working Relationships with Public and Private Development Partners at the Regional, State and Federal Levels.***

Partners to Engage: SEAGO Staff, San Carlos Apache Tribe, SEAGO Member Entities, All Economic Development Stakeholders [Akos mentioned to add the names of the Counsel Generals and Consulate Generals in Nogales & Agua Prieta]

### **Objectives**

1. Explore alternative ways of engaging the San Carlos Apache Tribe and provide economic development support on mutually beneficial initiatives.

#### **Tasks**

- Identify ways to engage representatives of the San Carlos Apache Tribe 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 Tribe.
  - Explore ways for the San Carlos Apache Tribe to assist and support economic development initiatives in the SEAGO Region.
2. 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.

#### **Tasks**

- 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.

3. Strengthen and sustain a SEAGO Economic Development District (EDD), Economic Development Advisory Council (EDAC) that is a resource to the region and provides guidance to the SEAGO EDD staff and board.

#### **Tasks**

- Strengthen and sustain the process of the SEAGO Economic Development Advisory Council to assist, provide guidance and be a resource.
- Develop a more 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.

## **Focus Area 4: Enhancement of Economic Advantages as a Border Region**

The SWOT process reflected how 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 Region's 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.

The City of Nogales, Mexico began largely as a port-of-entry for railroad and other types of cross-border traffic. The destiny of border cities was, early on, intimately linked to the United States whose economic trends directly influence the border's demographic dynamics as well as the flow of goods back and forth across the international boundary.

Mexican migration toward these border cities in the twentieth century was driven by the relatively open possibilities for crossing into the United States and by

access to relative economic prosperity that those cities offered. These Mexican cities are in many ways as much or more culturally, socially, and economically, articulated with the United States than with Mexico.

The growth of maquiladora plants drastically altered the border cities. The industry provided an extreme shock to the regional (as well as national) economy, producing a huge boom in spin-off businesses that serve the maquiladoras. For Mexico, the border region has higher levels of socioeconomic development than the rest of the country. [Migration and Urbanization in Northwest Mexico's Border Cities, Journal of the Southwest, 2009]

The Mariposa border entry port in Nogales was originally built in 1973 and designed to process 500 trucks per day. By 2005, the volume was exceeding 1800 trucks per day during the peak of the season, and long wait times took their toll, pushing business to other ports. Improvements in 2014 allow for processing 400 trucks per day. As of February 2020, more than 1,800 trucks per day entering the United States from Mexico crossing through Mariposa, many containing large quantities of fresh produce. This highlights the vital trade role that Mexico plays in SEAGO's economy. [Expanded Nogales Port Set to Expand Border Trade, 9/30/15, Luis Carrasco, at [tucson.com/business/local](http://tucson.com/business/local)]

The port of entry in Douglas has been operating since 1914. In December 2019, an extensive renovation began, which is required to keep up with the growing inspection demands at the Douglas crossing. This is a steady-state economic

resilience initiative because it's a long-term effort to support international trade, which is critical to this region's economic development and vitality, providing the ability to withstand certain types of shocks.

The City of Douglas applied for support from the Economic Development Administration, which was unfortunately denied, even though this project is critical for SEAGO's economic development and resilience.

There is some sense that Mexico relies on the US for sustainability; however, the truth is that there is mutual benefit. Border communities rely heavily on Mexican shoppers and are a better place because of the Mexican shopper. Mexican American trade and relationships make the United States more resilient and more stable due to this economic base.

In the 2008 recession, the city of Douglas wasn't as negatively affected compared to much of the rest of the United States, and it was attributed to the Mexican shopper still buying in the city of Douglas. The Sonoran cross-cultural exchanges are important to the economy in this region as well.

Stakeholders believe it is important to market this region as being safe. According to the FBI's Uniform Crime Reporting Program, SEAGO region border counties reported violent and property-related crime rates have been rapidly declining over the last decade: Cochise County went from 1,307 reported incidents in 2010, to an all-time low of 578 in 2019. Graham has seen a similar trend, going from 471 reported incidents in 2010, to an

astounding low of 165 in 2019. Greenlee County's UCR began in 2012 with 146 reported incidents, falling to 21 in 2019. Santa Cruz started with 289 violent and property-related reported incidents in 2010, ending with 118 in 2019.

A unifying brand for the region was developed and is being marketed, but there is still some deliberation whether there should be a consistent border region brand or whether it should be different for each community.

There are important relationships to recognize, maintain, and expand. Bisbee has a sister-city mining relationship with Cananea in Sonora, Mexico, which is being under-utilized. Fort Huachuca, a United States Army installation, is a major economic engine in Sierra Vista in Cochise County. This important installation attracts missions to the state. A stakeholder also mentioned the need to expand Foreign Trade Zones.

A unique industry in Santa Cruz County that contributes to the steady-state economic vitality of the region is a hummingbird center that attracts 15-20,000 people per year. This bird attraction is part of the bigger industry of ecotourism, which includes a manmade lake and a national heritage area. These plus the wine industry, cattle ranching, and local food attractions make this one of the largest and most unique areas in the Western United States. Stakeholders commented on the need to find ways to keep travelers in the region longer, encouraging them to visit the variety of attractions.

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 Focus Area will favorably position the Region and the member entities to maximize economic diversification and resiliency opportunities.

***Strategic Goal 5: Expand SEAGO's Border Region Economic Vitality and Impact by Pursuing Border Related Economic Development Opportunities***

Partners to Engage: SEAGO Staff, SEAGO Ed Advisory Council, Member Entity Staff, AZ Commerce Authority, Chamber of Commerce, Hispanic Chamber of Commerce, Port Authorities, All Economic Development Stakeholders, Arizona Office of Tourism, U.S. Customs and Border Protection, Counsel and Consulate Generals in Nogales and Agua Prieta, Santa Cruz County, Cochise County, FTZs, City of Douglas, and Douglas Port Authority

**Objectives**

1. Develop partnerships with border communities in the Region and Mexico for border-targeted business attraction and industry development.

**Tasks**

- Support U.S./Mexico Border coalition meetings, activities, and initiatives.
- Provide expertise and identify funding opportunities to develop

border business attraction planning and action strategies.

- Advocate for State funded incentives to attract business investment into the border region of the SEAGO Region.
- Identify and pursue possible cross border training opportunities to connect Mexico businesses with businesses in the SEAGO Region.

2. Develop and communicate multiple and specific border region brands and messages to attract different tourism segments.

**Tasks**

- Complete a SWOT analysis
- Develop a marketing plan
- Communicate the brand and message with stakeholders

3. Continue to advocate for 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.

**Tasks**

- 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.

4. Market the economic potential of the existing Foreign Trade Zones (FTZ) as well as to expand additional FTZs within the SEAGO Region.

5. Assist in the development of a commercial port of entry in Douglas, renovation of the existing Raul Castro POE in Douglas, and the potential expansion of trade and business resulting from the new commercial port of entry.

For a list Federal, State, Local, & Private Resources see Appendix K where SEAGO has identified additional funding and support organizations towards economic development.

### Evaluation

The 2021 – 2026 SEAGO CEDS serves as a guide for Economic Development Stakeholders in Cochise, Santa Cruz, Graham, and Greenlee Counties. In order to measure the region’s success in achieving the CEDS Goals we must build evaluation into every step of the CEDS plan.

The SEAGO Economic Development Program Staff and Economic Advisory Council will provide the staff capacity and oversight to document the CEDS implementation. The following steps are to provide guidance and accountability for the CEDS update and evaluation:

1. A biannual review by the SEAGO Economic Advisory Council that extracts actual CEDS goals and objectives to update the status on CEDS projects and goals
2. An annual review by the CEDS Committee to review CEDS progress and update document as needed
3. Adoption of the CEDS 2021 – 2026 update by the SEAGO Economic Advisory Council and CEDS Committee

4. Adoption of the CEDS 2021 – 2026 by the SEAGO Executive Board
5. Annual presentation of the CEDS update and progress to other regional boards and committees, as appropriate.
6. Distribution of the document as a resource with other regional entities, as a best practice for local and regional planning
7. Presentation of the CEDS activity and accomplishments directly to the EDA by SEAGO Economic Development Program Staff to demonstrate the district’s economic updates and progress on the goals, priorities and objectives.

As an Economic Development District, SEAGO will continue to monitor EDA Performance Indicators to measure regional economic impact as the CEDS is implemented. The performance indicators will complement the steps above to provide the data needed to evaluate regional impact.

EDA Performance Goals include infrastructure investments that promote private enterprise and job creation in economically distressed communities and regions and non-infrastructure investments that build community capacity to achieve and sustain regional competitiveness and economic growth.

<https://www.eda.gov/performance/>

- Metric: Private sector dollars invested in economically distressed regions as a result of EDA’s investments.
- Metric: Jobs created or retained in economically distressed regions as a result of EDA’s investments.
- Metric: Percentage of Districts Organizations and Indian Tribes implementing economic development initiatives from the Comprehensive

Economic Development Strategy (CEDs) process that lead to private investment and job creation and retention.

- Metric: Percentage of sub-state jurisdiction members actively participating in the Economic Development District (EDD) activities.

### **Arizona We Want Progress Meters**

The Center for the Future of Arizona (CFA) presented to each of the CEDs Subcommittees to introduce and highlight the Arizona We Want Progress Meters. CFA developed a dynamic list of progress meters to assess the State's progress in the priorities identified by Arizonans as critical to the future success of the state of Arizona. The Arizona Progress Meters are also aligned with the SEAGO CEDs, particularly but not exclusively, in the areas Jobs, Education, Infrastructure, and Natural Resources.

The SEAGO Economic Advisory Council will review these meters, along with the other measures of success, as indicators for the progress of the CEDs, and encourage the communities within the region to also use the progress meters as a benchmark for future success and support for moving the region and state forward. The Progress Meters will be updated annually by CFA, and when and if available, will include state, county and municipal-level data.

Progress Meters Include:

**JOBS-** Availability of jobs that align with the skill sets of residents, and that help the economy thrive; Access to steady employment will contribute to the region's economic resiliency. FOCUS AREA 1.

- **EDUCATION-** Equal access to education that prepares students for success;

Education will contribute to the region's economic resiliency. FOCUS AREA 1.

- **YOUNG TALENT-** A state that is attractive in keeping young talent here and drawing talent from other markets; Fostering the growth of young talent, whether local or transplant, will contribute to the region's economic resiliency. FOCUS AREA 1.

- **HEALTH AND WELLBEING -** Healthy residents with access to healthy communities and affordable health care and wellness; Health and wellbeing contribute to the region's economic resiliency. FOCUS AREA 1.

- **NATURAL RESOURCES -** Protection of the state's natural resources as an asset for future generations; Natural resource amenities will enhance the region's economic resiliency. FOCUS AREA 3/4.

- **INFRASTRUCTURE -** Infrastructure that meets the needs of future demand in energy, water, transportation, housing and communications; Infrastructure is essential to the region's economic resiliency. FOCUS AREA 2.

- **CIVIC PARTICIPATION -** Engaged and informed residents equipped to participate in government at all levels; Civic engagement will contribute to the region's economic resiliency. Progress Metric was identified within the SEAGO organization and all EDD meetings (CAG, NACOG).

- **CONNECTED COMMUNITIES -** Connected communities working together for the betterment of the state of Arizona. Communities that collaborate would contribute to economic resiliency. Progress Metric was identified within the SEAGO

organization and all EDD meetings (CAG, NACOG).

### **Strategic Projects that Support Economic Development**

As part of SEAGO's project selection process, identifying projects on a regional basis in order to align with EDA investment priorities is a key criterion. Then, identifying local community projects that reflect each localized effort to enhance economic development and engage opportunities to grow the Region's and local economies is also heavily weighted.

To that end, as the SEAGO Region considers their member entities' priorities and 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 2021 specific projects by SEAGO Region members that support regional and local economic development. Attached as Appendix M, is the Regional Ranking Criteria and Rating Scale which explains the regional ranking process.

Available EDA funding resources require as part of its selection criteria, that allocations be awarded to first and foremost, strategic initiatives aligned with their investment priorities. SEAGO, in its efforts to balance this fact along with the Region's project interests, created a ranking system as a best practice approach.

### Regionally Ranked Local Project List

Through SEAGO’s CEDS regional ranking process and in alignment with current EDA investment priorities, SEAGO has identified Broadband Planning and Infrastructure Expansion as the leading project for the region. As part of an ongoing effort to revitalize and implement regional project planning, SEAGO intends on developing a specific broadband project based on the needs of the community.

	Project Name	Project Description	Costs	CEDS-Related Focus Area	Local Ranking	Regional Ranking
Bisbee, Cochise County	DEMA / FEMA	Old Bisbee Fire Suppression System		Focus Area 2	1	18
	WIFA	Old Bisbee Sewer Rebuild	\$30M	Focus Area 2	2	19
	Assistance to Firefighters	Grant Application for Fire Truck	\$1M	Focus Area 2	3	35
	Housing Initiative	Colonias Designation, Workforce, Affordable Housing, and CBDG		Focus Area 3	4	22
	San Pedro Recharge	Provide Water for Border Area Recharge	\$6M	Focus Area 4	5	15
Santa Cruz County	Broadband Expansion	County-wide Connectivity and Affordability		Focus Area 2	1	1
	Partnership with South 32	Local Mining Industry Development with Workforce / Education Implications		Focus Area 1	2	10
	DeConcini Port of Entry	Structural Improvements		Focus Area 2 & 4	3	8
	Regional Tourism Promotion	Support/Grow existing Wineries, Ecotourism Businesses, and Enhance bed tax revenue		Focus Area 1 & 3	4	20
	Digital Commerce	E-Commerce Technology Adoption and Expansion		Focus Area 3	5	13
	Improving Workforce Housing	New Construction and Rehabilitation Projects; attract new developers; Port Authority collaboration; includes Unincorporated areas of Patagonia		Focus Area 3	6	16
Duncan, Greenlee County	Expand Critical Infrastructure	Water, Sewer, and Broadband extended to inner and outer city limits; Connect infrastructure to commercial and residential areas	\$1.9M	Focus Area 2	1	12
	Road, Sidewalk, and Cycle Lane Infrastructure	Improve roads and sidewalks to new and existing commercial and housing areas; expand traffic signage and rehabilitate roads	\$1.3M	Focus Area 2	2	28
	Redevelopment of Business District	Retrofitting better lighting; Electric Car Battery Recharge Station; ADA Friendly Businesses; Rehabilitate Town-owned Structures in Commercial District	\$860K	Focus Area 1, 2 & 3	3	24
	Water Tank Storage	Update Water Tank Storage Capacity for businesses and home owners; current capacity does not meet fire protection service and is underserved in many parts of Duncan	\$789K	Focus Area 2	4	14
	Park Retrofitting, Updating, and Promoting	Retrofitting two parks with ADA-friendly bathrooms, Ramadas and picnic areas; repositioning the Mesa "360 view" as a recreation magnet for trail hikers and cyclists;	\$900K	Focus Area 2	5	42
	Study of Wastewater Treatment Plant	Study the existing and future capacity of the wastewater treatment plant.	\$300K	Focus Area 2	6	21

	Conversion of Stressed Agriculture Assets	Educate and support river-corridor landowners, whose livelihoods are threatened by water rights adjudication and litigation, in converting their properties to nature-tourism destinations; expand facilities and signage, online marketing and other outreach for the Duncan area's nature tourism assets	\$80K	Focus Area 1	7	11
Cochise County	Commercial Port of Entry Infrastructure Design	Design the water and wastewater infrastructure for the new commercial port of entry per the water and waste water study completed by the consultant Stantec	\$300K	Focus Area 2 & 4	1	5
	Commercial Port of Entry	New Commercial Port of Entry to relieve congestion and improve border security at the U.S. Mexico International Border	\$200M	Focus Area 2 & 4	2	2
Douglas, Cochise County	Expand Water & Sewer Infrastructure to Port of Entry	Design/Engineering/Construction for extending water and sewer infrastructure from City limits to approximately 4.5 miles west to the proposed commercial POE location.	\$21M	Focus Area 1 & 2	1	3
	Development of Road to New Commercial Port of Entry	Building out of 1 mile of connector road from Hwy 80 to where the New proposed Port of Entry will be constructed	\$7M	Focus Area 2	2	4
	Construction of New Road from Chino to POE	Building out a new less than half a mile road south of 3rd Street (creating 2nd Street) in what is currently vacant private and City owned land	\$1.5M	Focus Area 2	3	9
	City Water Systems Improvements	Drilling of a new well and the rehabilitation of 3 existing city wells	\$2.5M	Focus Area 2	4	7
	Chino Road Improvements	Foam or Grout Injection Treatment to lift the road and prevent settling	\$500K	Focus Area 2	5	27
Greenlee County	County Road Improvements	Rattle Snake Road -- Chip Seal	\$70K	Focus Area 2	1	40
	County Road Improvements	Skyline View Road -- Pavement Rehabilitation	\$70K	Focus Area 2	2	36
	Park Improvements	Ward Canyon Ball Park	\$30K	Focus Area 2	3	48
	County Fairgrounds Improvements	Install new Roping Chute and Bucking Stock Chutes. Arena Improvements	\$55K	Focus Area 2	4	50
	County Fairgrounds Improvements	Improvements to Horse Facility and RV Camping Area	\$50K	Focus Area 2	5	41
	County Fairgrounds Improvements	Fairgrounds park and camping irrigation	\$150K	Focus Area 2	6	31
	County Fairgrounds Improvements	Ballpark Improvements -- reengineer fields, backstops, dug outs, concession area, restrooms, seating/parking area, fix irrigation to have grass area	\$350K	Focus Area 2	7	43
	Walking Track Improvements	From Verde Lee to Loma Linda Park	\$60K	Focus Area 2	8	47
	County Fairgrounds Improvements	Fairgrounds Building -- Fairgrounds exhibit buildings flooring, heating/cooling, and lighting	\$200K	Focus Area 2	9	33
County Road Improvements	Ward Canyon Road -- Remove and replace box culvert crossing/soap box bridge		Focus Area 2	10	37	

Patagonia, Santa Cruz County	Visitor Center	Build a free standing visitor center with sufficient space to showcase local history, recreational opportunities, business opportunities, as well as offer a small meeting/events space and possible business incubator space	\$425K	Focus Area 1, 2 & 3	1	26
	Road and Sidewalk Beautification	Improve roads and add sidewalks with curbing	\$875K	Focus Area 2	2	32
	Signage Improvements	At entrances to Patagonia on SR82 showing establishments with directionals	\$120K	Focus Area 2	3	49
	Solar Station Development	1 or 2 Mega Watt Solar power station to supply alternate power to the Town	\$3M	Focus Area 2	4	29
	Electric Vehicle Charging Station Development	4 Charging Stations throughout Patagonia	\$18K	Focus Area 1, 2 & 3	5	34
Santa Cruz County - Provisional Community College District	Water Systems Improvements	Calle Sonora Bridge -- Improved access and enhanced safety to industrially zoned areas across Nogales wash and railroad lines	\$4.8M	Focus Area 2	1	6
	Water Systems Improvements	Water Quality Improvement -- County-wide Watershed Master Plan—Comprehensive Watershed Management	\$400K	Focus Area 2	2	25
	County Environmental Safety	Rio Rico Transfer Station—Facility to Extend Current Landfill Operations	\$2M	Focus Area 2	3	30
	County Road Improvements	Rio Rico Dr. & Pendelton Dr. Intersection Improvement—Capacity Improvement to a Major Intersection	\$400K	Focus Area 2	4	38
	Facility Maintenance Modernization	Facilities Maintenance Building Centralization—Centralize County Maintenance for Efficiency	\$400K	Focus Area 1 & 2	5	39
Sierra Vista, Cochise County	Municipal Airport Development	Implement Improvements to Municipal Airport based on Airport Diversification Study	\$7M	Focus Area 1, 2, & 3	1	23
	Veterans Memorial Sports Complex	Infrastructure upgrades would include additional parking, baseball and softball field upgrades, revitalization of the football field, outdoor track resurfacing, tennis court resurfacing, storage buildings, path, parking lot, and sports field lighting, bathrooms, walking and bike paths, splash pad, covered ramadas, upgraded well and irrigation system, outdoor exercise equipment, outdoor basketball courts, outdoor volleyball courts, and indoor gymnasium expansion and improvements	\$20M	Focus Area 1, 2, & 3	2	44
	Avenida Escuela Extension	Extend the roadway north, providing a second entrance/exit to the city's major sports complex with softball, baseball, and soccer fields which will support the large tournaments	\$2.5M	Focus Area 2	3	45
	Streetscape Redevelopment	Redevelop the Fry Boulevard and North Garden Avenue streetscape along the West End of the city next to Fort Huachuca	\$7.5M	Focus Area 2	4	46
	Industrial/Tech Park Development	Use land to develop an Industrial/Tech park that would leverage the available workforce and educational opportunities in Industries such as cyber, network operations, and virtual reality	\$6M	Focus Area 1, 2, & 3	5	17

**Appendix A: SEAGO Executive Board, Administrative Council & CEDS Committee Members**

<b>SEAGO Executive Board; January 2021</b>			
<b>Board Member</b>	<b>Jurisdiction</b>	<b>Board Member</b>	<b>Jurisdiction</b>
Councilmember Larry Dempster	City of Benson	Councilmember Bill Barlow	City of Tombstone
Supervisor David Gomez	Greenlee County	Mayor Mike Laws	City of Willcox
Vice Mayor Richard Ortega	City of Safford	Supervisor Ann English	Cochise County
Mayor Donald Huish	City of Douglas	Barbara Richardson	Private Sector Rep
Vacant	Private Sector Rep	Mayor Luis Montoya	Town of Clifton
Dan Valle	Cochise Private Sector Rep	Councilmember Jean Post	Town of Huachuca City
Supervisor Paul R. David	Graham County	Tribal Councilman Allred Pike	San Carlos Apache Tribe
Mayor C.B. Fletcher	Town of Pima	Vacant	Private Sector Rep
Vice-Mayor Ashley Smith	Town of Thatcher	Mayor Ann Thurman	Town of Duncan
Supervisor Bruce Bracker	Santa Cruz County	Mayor Ken Budge	City of Bisbee
Mayor Andrea Wood	Town of Patagonia	Mayor Arturo Garino	City of Nogales
Mayor Pro-Tem Rachel Gray	City of Sierra Vista		

<b>SEAGO Administrative Council; January 2021</b>			
<b>Council Member</b>	<b>Jurisdiction</b>	<b>Council Member</b>	<b>Jurisdiction</b>
Town Manager Suzanne Harvey	Town of Huachuca City	Town Manager John Basteen, Jr.	Town of Duncan
City Manager Vicki Vivian	City of Benson	Steve Pauken	City of Bisbee
Community Development Director Dan Coxworth	Cochise County	Charissa Presti, Accounts Payable	City of Tombstone

Community Development Director Matt McLachlan	City of Sierra Vista	City Manager Caleb Blaschke	City of Willcox
Town Manager Heath Brown	Town of Thatcher	Administrator Duncan Welker	Graham County
Transportation Planner Marvin Mull	San Carlos Apache Tribe	Town Manager Sean Lewis	Town of Pima
City Manager John Cassella	City of Safford	Administrator Derek Rapier	Greenlee County
Town Manager Rudy Perez	Town of Clifton	Acting City Manager Robert Thompson	City of Nogales
Administrator Jennifer St. John	Santa Cruz County	Town Manager Ron Robinson	Town of Patagonia
City Manager Luis Pedroza	City of Douglas	Planner Barney Bigman	San Carlos Apache Tribe

<b>SEAGO CEDS Committee; January 2021</b>			
<b>Committee Member</b>	<b>Title</b>	<b>County</b>	<b>Area</b>
Ann English	Cochise County Supervisor	Cochise	Government
Steve Pauken	Bisbee City Manager	Cochise	Government
Dan Valle	International Director Southeast Arizona Hispanic Chamber	Cochise	Private Sector
Barbara Richardson	Cochise College Dean	Cochise	Higher Education
Caleb Blaschke	Willcox City Manager	Cochise	Government
Vickie Simmons	ARIZONA@WORK-Southeastern Arizona	Cochise	Workforce Development
Mignonne Hollis	Arizona Regional Economic Development Council	Cochise	Private Sector
Alan Baker	Baker Precision Firearms	Cochise	Private Sector
George Scott	Southeast Arizona Economic Development Group (SAEDG) – Benson	Cochise	Private Sector
Heather Floyd	Benson Chamber of Commerce	Cochise	Private Sector
Toney Boone	Sierra Vista Economic Development Director	Cochise	Government
Michael Cline	Sierra Vista Economic Development	Cochise	Government

David Koch	Chief, Plans, Analysis and Integration Office (PAIO) USAG, Fort Huachuca, AZ	Cochise	Government
Rachel Gray	Mayor Pro Tem	Cochise	Government
Luis Pedroza	City Manager Douglas	Cochise	Government
Vicki Vivian	Benson City Manager	Cochise	Government
Richard Ortega	Safford Vice Mayor	Graham	Government
Heath Brown	Thatcher Town Manager	Graham	Government
Sean Wenham	Strategic Community Development Manager Freeport McMoran Co	Graham	Private Sector
Adam O'Doherty	United Way of Graham and Greenlee Counties CEO	Graham	Private Sector
John Casella	Safford City Assistant City Manager	Graham	Government
Kevin Peck	Eastern Arizona College SBDC	Graham/Greenlee	Higher Education
Luis Montoya	Clifton Mayor	Greenlee	Government
Akos Kovach	Greenlee County Economic Development Coordinator	Greenlee	Government
David Gomez	Property Management/Vice Chairman Board of Supervisors	Greenlee	Private Sector
Deborah Mendelsohn	Simpson B&B in Duncan	Greenlee	Private Sector
Rudy Perez	Clifton Town Manager	Greenlee	Private Sector
Keith Watkins	Sr. Vice President, Legislative Affairs and Rural Development (AZ Commerce Authority)	Maricopa	Private Sector
David Budd		Santa Cruz	Private Sector
Jennifer St. John	Santa Cruz County Manager	Santa Cruz	Government
Arturo Garino	Nogales Mayor	Santa Cruz	Government
Diana Cruz	Nogales Mayor Executive Assistant	Santa Cruz	Government
Anthony Sedgwick	Rancher	Santa Cruz	Private Sector
Dr. Stella Perez	ED of Santa Cruz Community College	Santa Cruz	Higher Education
Nils Urman	Executive Director Nogales Community Development Corp	Santa Cruz	Private Sector

Due to the COVID restrictions, impacting the San Carlos Apache Tribe staffing levels, we were unable to have representation from the Tribe at the CEDS meetings. As COVID cases decreased and restrictions lifted, the San Carlos Apache Tribe’s General Manager and Economic Development Staff, have supported the SEAGO CEDS process through a one-on-one meeting with SEAGO Staff and attendance at the Economic Advisory Council Meetings.

The table below illustrates the mix of public and private sector representation on the CEDS Committee:

	<b>Government</b>	<b>Private Sector</b>	<b>Higher Education</b>	<b>Total</b>
<b>Cochise County</b>	9	5	1	15
<b>Graham/Greenlee County</b>	5	4	1	11
<b>Santa Cruz County</b>	3	3	1	7
*1 Representative with Legislative Affairs and Rural Development(AZ Commerce Authority)				36*

## Appendix B: Physiography

Distribution of Land 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>

**Appendix C: Regional Socioeconomic and Demographic Analysis**

<b>Arizona Employment by Industry</b>						
	2019		2020		March 2021	
	<b>Jobs (000s)</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs (000s)</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs (000s)</b>	<b>Share of Total Nonfarm Jobs</b>
<b>Total Nonfarm</b>	2,937.40	100.0%	2851.2	100.0%	2,888.5	100.0%
<b>Total Private</b>	2,514.90	85.6%	2438.6	85.5%	2,486.9	86.1%
<b>Goods Producing</b>	361.4	12.3%	362.1	12.7%	365.7	12.7%
Natural Resources and Mining	13.5	0.5%	12.4	0.4%	12.6	0.4%
Construction	170.7	5.8%	173.4	6.1%	174.3	6.0%
Manufacturing	177.3	6.0%	176.3	6.2%	178.8	6.2%
<b>Service-Providing</b>	2,576.00	87.7%	2489.2	87.3%	2,522.8	87.3%
<b>Private Service-Providing</b>	2,153.50	73.3%	2076.5	72.8%	2,121.2	73.4%
Trade, Transportation, and Utilities	542.8	18.5%	547.8	19.2%	571.9	19.8%
Information	48.8	1.7%	45.3	1.6%	44.6	1.5%
Financial Activities	229.9	7.8%	231.9	8.1%	230.8	8.0%
Professional and Business Services	444.6	15.1%	430.3	15.1%	434.3	15.0%
Educational and Health Services	461.8	15.7%	459.4	16.1%	466.9	16.2%
Leisure and Hospitality	330.7	11.3%	273.8	9.6%	282.0	9.8%
Other Services	94.9	3.2%	88.1	3.1%	90.7	3.1%
<b>Government</b>	422.5	14.4%	412.6	14.5%	401.6	13.9%
Federal Government	56.3	1.9%	58.9	2.1%	57.5	2.0%
State Government	91.6	3.1%	90.2	3.2%	87.6	3.0%
Local Government	274.7	9.4%	263.6	9.2%	256.5	8.9%
Source: Arizona Office of Economic Opportunity						

<b>SEAGO Region Employment by Industry</b>						
	2019		2020		March 2021	
	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>
<b>Total Nonfarm</b>	61,375	100.00%	61425	100.0%	62,800	100.0%
<b>Total Private</b>	43,325	70.60%	43,650	71.06%	44,525	70.90%
<b>Goods Producing</b>	8,625	14.10%	9725	15.8%	10,400	16.6%
<b>Service-Providing</b>	52,750	85.90%	51,700	84.17%	52,400	83.44%

<b>Private Service Providing</b>	34,600	56.40%	33925	55.2%	34,125	54.3%
Trade, Transportation, and Utilities	13,675	22.30%	14,000	22.79%	14,050	22.37%
Other Private Service-Providing	20,925	34.10%	19825	32.3%	20,075	32.0%
<b>Government</b>	18,050	29.40%	17,875	29.10%	18,275	29.10%
Federal Government	6,900	11.20%	7175	11.7%	7,125	11.3%
State and Local Government	11,150	18.20%	10,700	17.42%	11,150	17.75%
Source: Arizona Office of Economic Opportunity						

Cochise County Employment by Industry						
	2019		2020		March 2021	
	Jobs	Share of Total Nonfarm Jobs	Jobs (000s)	Share of Total Nonfarm Jobs	Jobs (000s)	Share of Total Nonfarm Jobs
<b>Total Nonfarm</b>	33,800	100.00%	34,400	100.0%	35,000	100.0%
<b>Total Private</b>	22,900	67.80%	23,700	68.9%	24,100	68.9%
<b>Goods Producing</b>	2,400	7.10%	3,600	10.5%	4,200	12.0%
Mining and Construction	1,800	5.30%	3,000	8.7%	3,500	10.0%
Manufacturing	600	1.80%	600	1.7%	700	2.0%
<b>Service-Providing</b>	31,400	92.90%	30,800	89.5%	30,800	88.0%
<b>Private Service-Providing</b>	20,400	60.40%	20,100	58.4%	19,900	56.9%
Trade, Transportation, and Utilities	5,900	17.50%	6,200	18.0%	6,100	17.4%
Information	400	1.20%	300	0.9%	300	0.9%
Financial Activities	800	2.40%	800	2.3%	800	2.3%
Professional and Business Services	4,400	13.00%	4,500	13.1%	4,700	13.4%
Educational and Health Services	4,600	13.60%	4,400	12.8%	4,300	12.3%
Leisure and Hospitality	3,700	10.90%	3,100	9.0%	3,000	8.6%
Other Services	700	2.10%	700	2.0%	700	2.0%
<b>Government</b>	10,900	32.20%	10,800	31.4%	10,900	31.1%
Federal Government	4,800	14.20%	4,900	14.2%	4,800	13.7%
State and Local Government	6,100	18.00%	5,900	17.2%	6,100	17.4%

Source: Arizona Office of Economic Opportunity

<b>Graham County Employment by Industry</b>						
	2019		2020		March 2021	
	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>
<b>Total Nonfarm</b>	9,225	100.00%	9,425	100.0%	9,975	100.0%
<b>Total Private</b>	6,350	68.80%	6,650	70.6%	7,025	70.4%
<b>Goods Producing</b>	1,800	19.50%	1,900	20.2%	2,075	20.8%
<b>Service-Providing</b>	7,425	80.50%	7,525	79.8%	7,900	79.2%
<b>Private Service Providing</b>	4,550	49.30%	4,750	50.4%	4,950	49.6%
Trade, Transportation, and Utilities	1,775	19.20%	1,900	20.2%	1,950	19.5%
Other Private Service-Providing	2,775	30.10%	2,850	30.2%	3,000	30.1%
<b>Government</b>	2,875	31.20%	2,775	29.4%	2,950	29.6%
Federal Government	375	4.10%	400	4.2%	400	4.0%
State and Local Government	2,500	27.10%	2,375	25.2%	2,550	25.6%

Source: Arizona Office of Economic Opportunity

<b>Santa Cruz County Employment by Industry</b>						
	2019		2020		March 2021	
	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>	<b>Jobs</b>	<b>Share of Total Nonfarm Jobs</b>
<b>Total Nonfarm</b>	13,200	100.00%	12,600	100.0%	12,825	100.0%
<b>Total Private</b>	9,475	71.80%	8,850	70.2%	8,975	70.0%
<b>Goods Producing</b>	700	5.30%	600	4.8%	550	4.3%
<b>Service-Providing</b>	12,500	94.70%	12,000	95.2%	12,275	95.7%
<b>Private Service Providing</b>	8,775	66.50%	8,250	65.5%	8,425	65.7%
Trade, Transportation, and Utilities	5,550	42.00%	5,400	42.9%	5,500	42.9%
Other Private Service-Providing	3,225	24.40%	2,850	22.6%	2,925	22.8%
<b>Government</b>	3,725	28.20%	3,750	29.8%	3,850	30.0%
Federal Government	1,700	12.90%	1,825	14.5%	1,875	14.6%

State and Local Government	2,025	15.30%	1,925	15.3%	1,975	15.4%
Source: Arizona Office of Economic Opportunity						

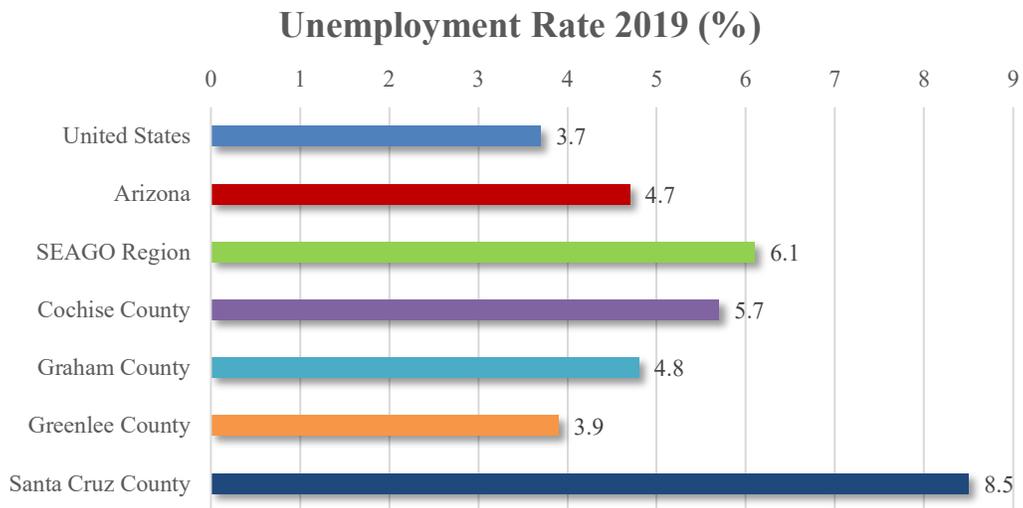
Cochise County Major Employers (2019)
Fort Huachuca
Arizona Department of Corrections
Canyon Vista Medical Center
Cochise College
Cochise County
Douglas Unified School District
Sierra Vista Unified School District
U.S. Department of Homeland Security
Walmart

Graham County Major Employers (2019)
Arizona Department of Corrections
Arizona Department of Transportation
Bulk Transportation
City of Safford
DRG Technologies
Eastern Arizona College
Empire Southwest
Federal Correctional Institution—Safford
Freeport-McMoRan
Graham County
Haralson Tire Co.
The Home Depot
Mt. Graham Regional Medical Center
NatureSweet
Open Loop Energy
Pima Unified School District
Safford Unified School District
Thatcher Unified School District
U.S. Bureau of Land Management
U.S. Forest Service
Walmart

Greenlee County Major Employers (2019)
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Freeport-McMoRan
Morenci Unified School District
Copperroom Restaurant & Lounge
Duncan Unified School District
Greenlee County
Haralson Tire Co.
Kempton Chevrolet & Buick
Morenci Health Care Center
Morenci Water and Electric Co.
Town of Clifton

Santa Cruz County Major Employers (2019)
U.S. Department of Homeland Security
Carondelet Health Network (Holy Cross Hospital)
City of Nogales
Esplendor Resort and Country Club
Mariposa Community Health Center
Nogales Unified School District
Santa Cruz County
Santa Cruz Unified School District
Tubac Golf Resort
Walmart



Source: Arizona Office of Economic Opportunity and US Economic Research

State, Region, and County Labor Force, Employment, and Unemployment (March 2021)

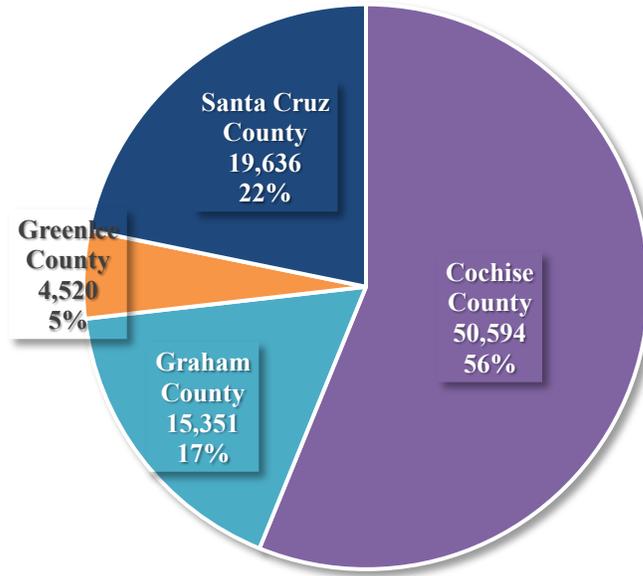
ARIZONA	March 2021	Year over Year change
Civilian Labor Force	3,600,382	0.4%
Employment	3,367,549	-0.9%
Unemployment	232833	25.1%
Unemployment Rate	6.5%	1.3%
<b>SEAGO REGION</b>		
Civilian Labor Force	93,532	0.8%
Employment	87,229	0.5%
Unemployment	6,303	5.2%
Unemployment Rate	6.7%	0.3%
<b>COCHISE COUNTY</b>		
Civilian Labor Force	52,621	1.0%
Employment	49,502	1.1%
Unemployment	3119	-1.3%
Unemployment Rate	5.9%	-0.2%
<b>GRAHAM COUNTY</b>		
Civilian Labor Force	16,703	3.9%
Employment	15,800	3.9%
Unemployment	903	3.3%
Unemployment Rate	5.4%	0.0%
<b>GREENLEE COUNTY</b>		
Civilian Labor Force	4,469	-2.6%
Employment	4,227	-3.7%
Unemployment	242	24.1%
Unemployment Rate	5.4%	1.1%
<b>SANTA CRUZ COUNTY</b>		
Civilian Labor Force	19,739	-1.5%
Employment	17,700	-3.1%
Unemployment	2,039	15.6%
Unemployment Rate	10.3%	1.5%

Source: Arizona Office of Economic Opportunity

\* not seasonally adjusted

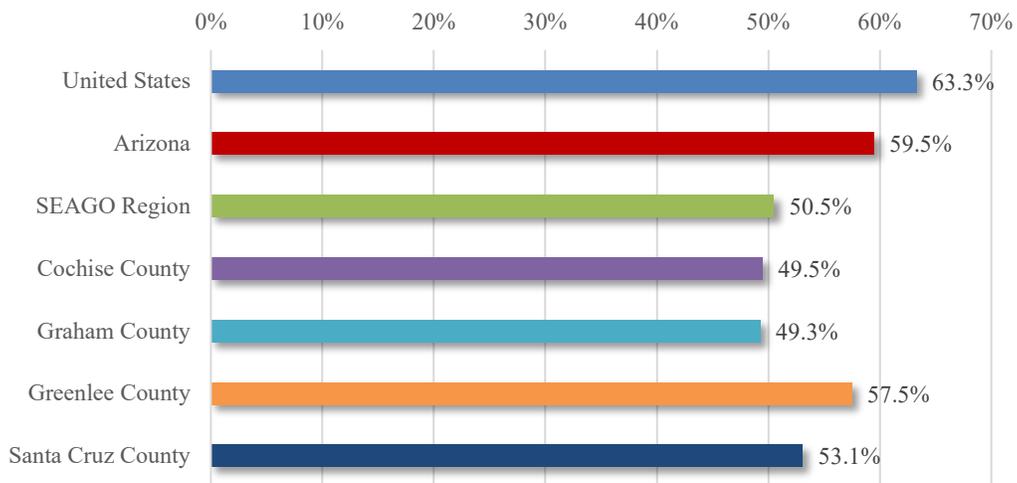
### Labor Force Participation

SEAGO Region Civilian Labor Force by County (2019)



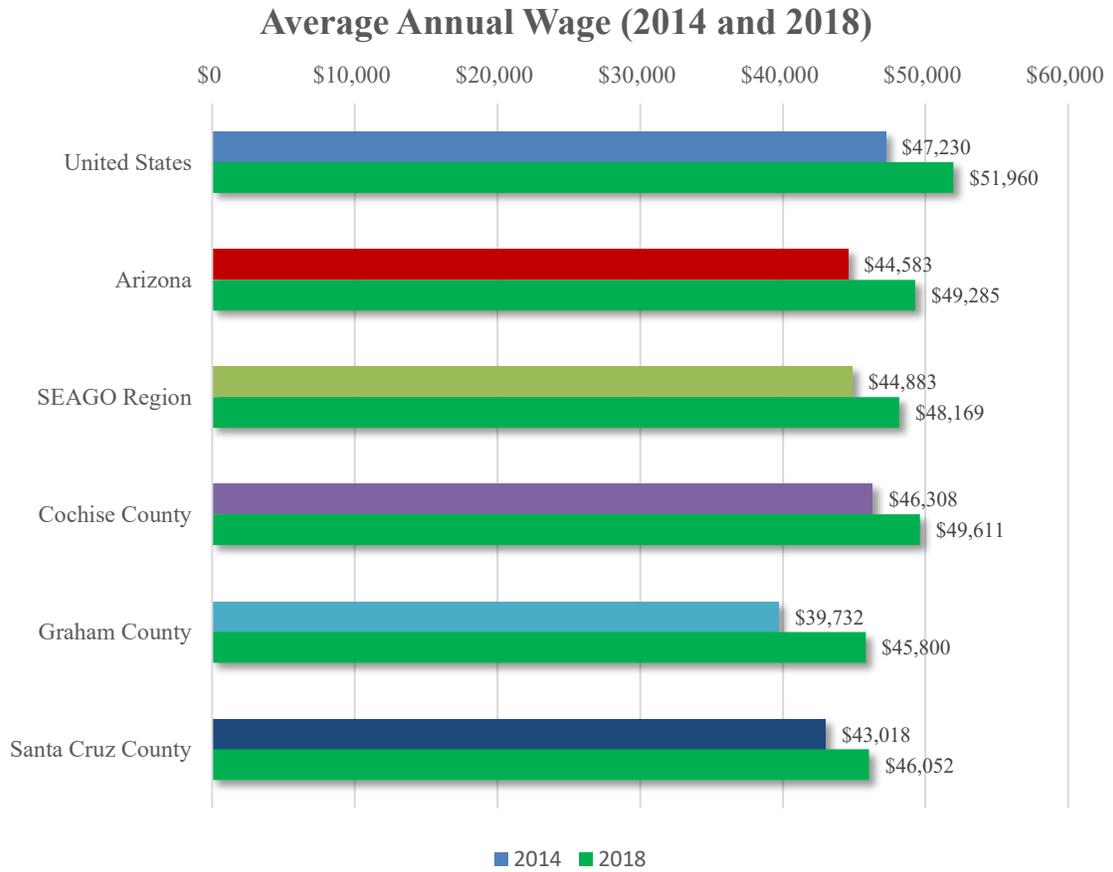
Source: Arizona Office of Economic Opportunity and US Economic Research

### Labor Force Participation Rates (2014-2018)



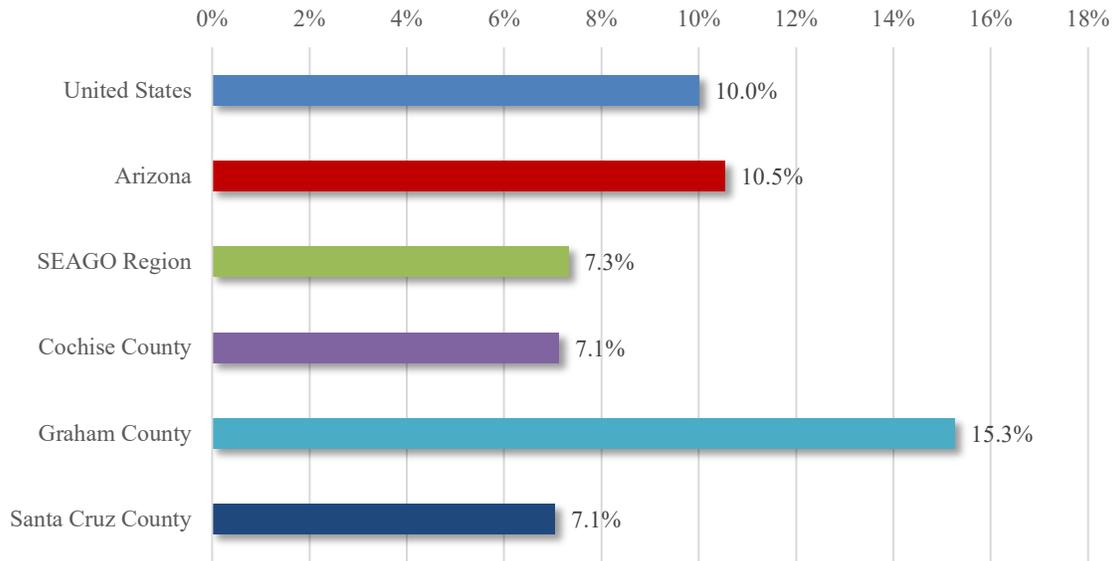
Source: U.S. Census Bureau (2014-2018 American Community Survey 5-year Estimates) and US Economic Research

**Appendix D: SEAGO Region Wage & Wage Growth**



*Note.* Data for Greenlee County unavailable; SEAGO region estimated from Cochise, Graham and Santa Cruz County figures. Source: U.S. Bureau of Labor Statistics, Arizona Office of Economic Opportunity, and US Economic Research

### Wage Growth (2014 to 2018)



*Note.* Data for Greenlee County unavailable; SEAGO region estimated from Cochise, Graham and Santa Cruz County figures. Source: U.S. Bureau of Labor Statistics, Arizona Office of Economic Opportunity, and US Economic Research

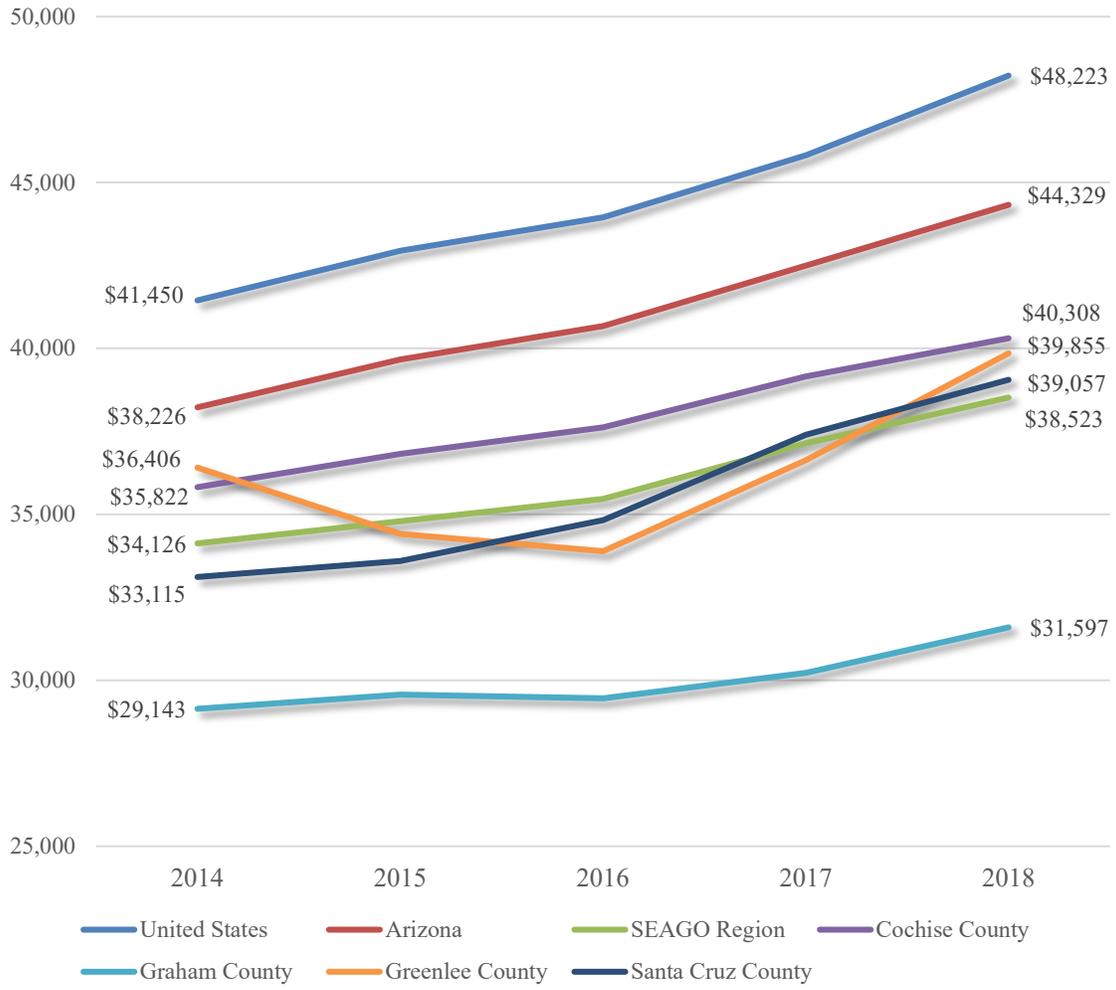
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### Per Capita Personal Income (2018)



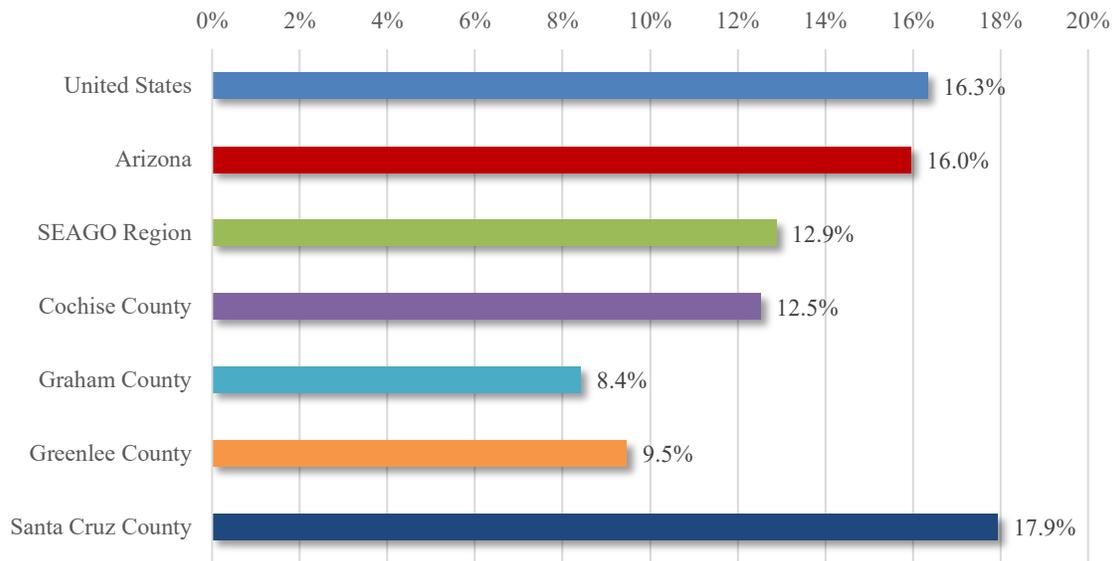
Source: U.S. Bureau of Economic Analysis and US Economic Research

## Per Capita Personal Income (2014 to 2018)



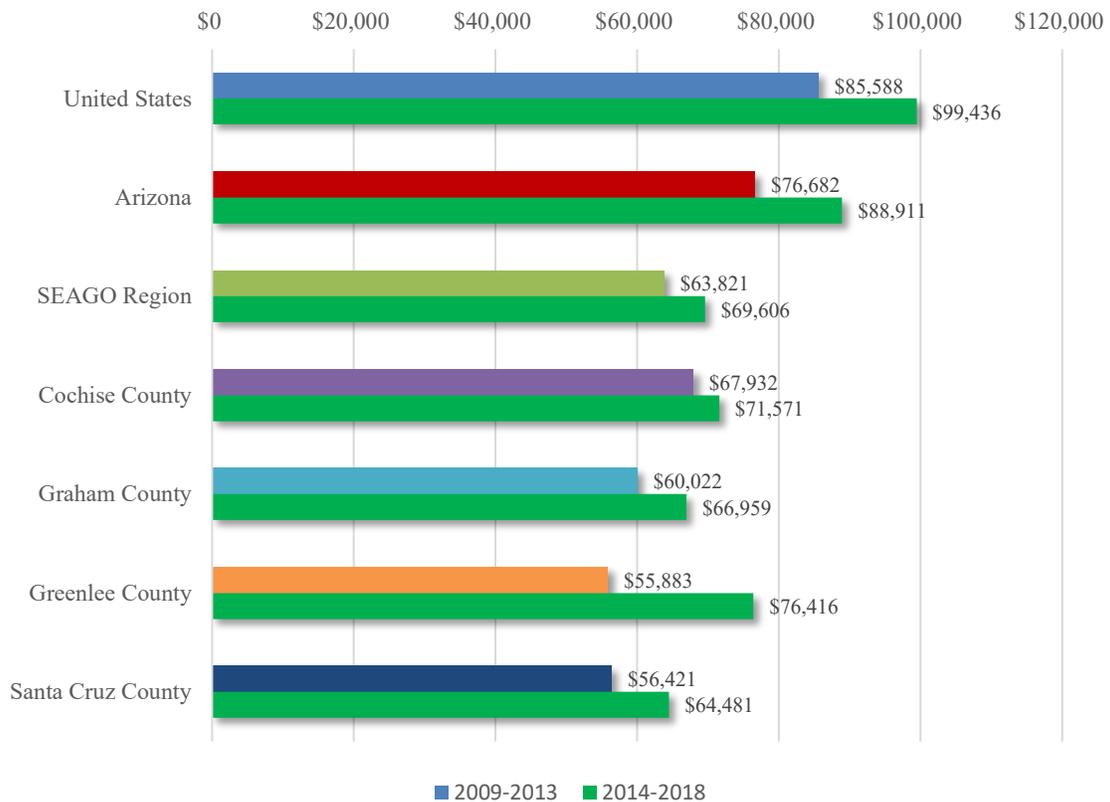
Source: U.S. Bureau of Economic Analysis and US Economic Research

## Per Capita Personal Income Growth (2014 to 2018)



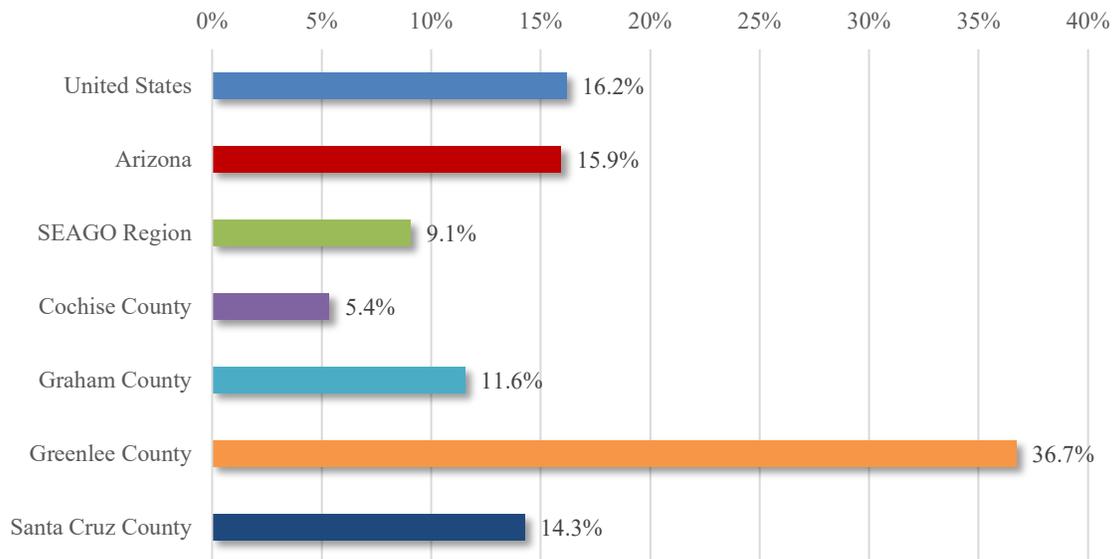
Source: U.S. Bureau of Economic Analysis and US Economic Research

## Mean Family Income



*Note.* Data for 2014-2018 expressed in 2018 dollars; data for 2009-2013 expressed in 2009 dollars. Source: U.S. Census Bureau (2009-2013 American Community Survey 5-year Estimates and 2014-2018 American Community Survey 5-year Estimates) and US Economic Research

### Mean Family Income Growth (2009-2013 to 2014-2018)



*Note.* 2009-2013 data based on 2013 dollars; 2014-2018 data based on 2018 dollars. Source: U.S. Census Bureau (2009-2013 American Community Survey 5-year Estimates and 2014-2018 American Community Survey 5-year Estimates) and US Economic Research

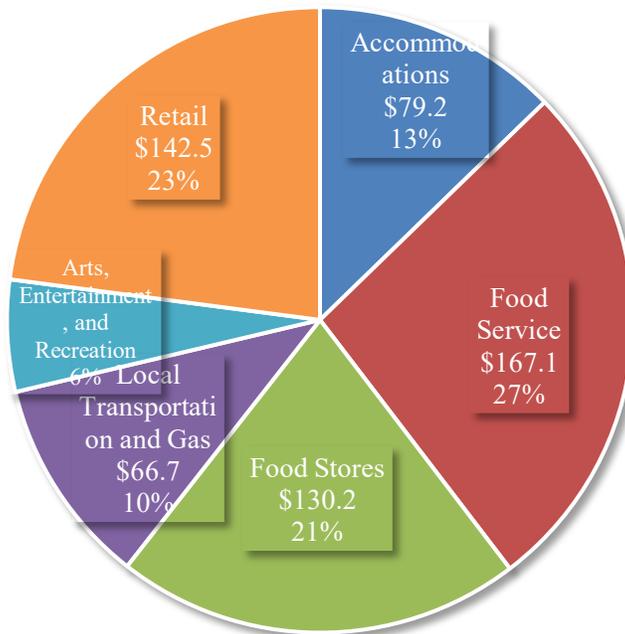
**Appendix E: Tourism & Travel**

**SEAGO Region Total Direct Travel Spending**



Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

**SEAGO Region Travel Destination Spending (2019)**



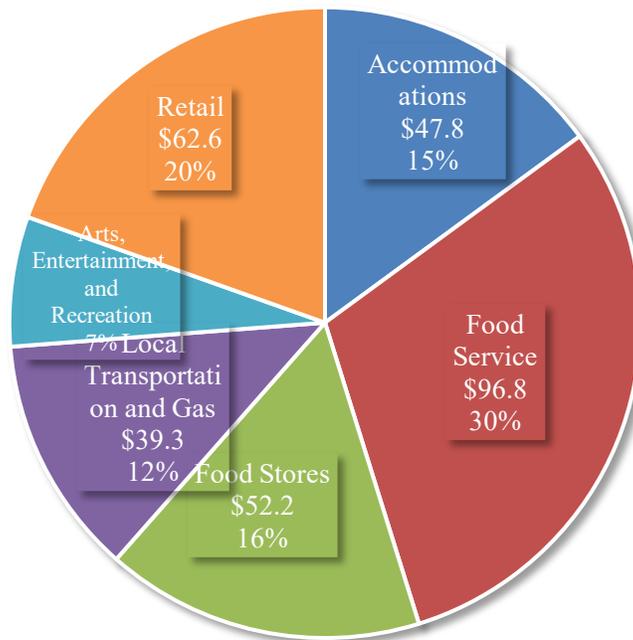
*Note.* Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

### Cochise County Direct Travel Spending



Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

### Cochise County Travel Destination Spending (2019)



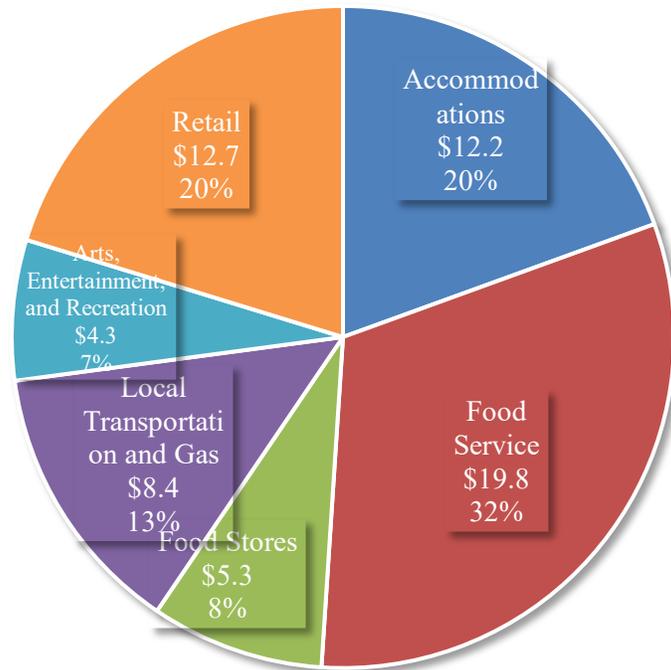
*Note.* Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

### Graham County Direct Travel Spending



Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

### Graham County Travel Destination Spending (2019)



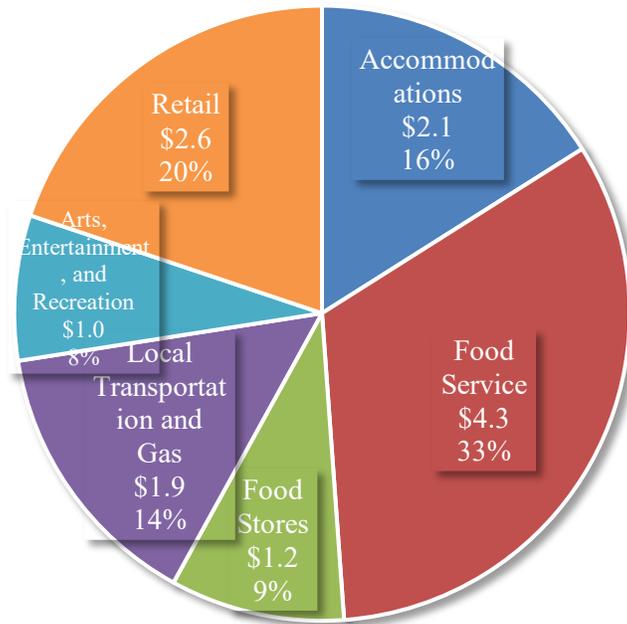
*Note.* Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

### Greenlee County Direct Travel Spending



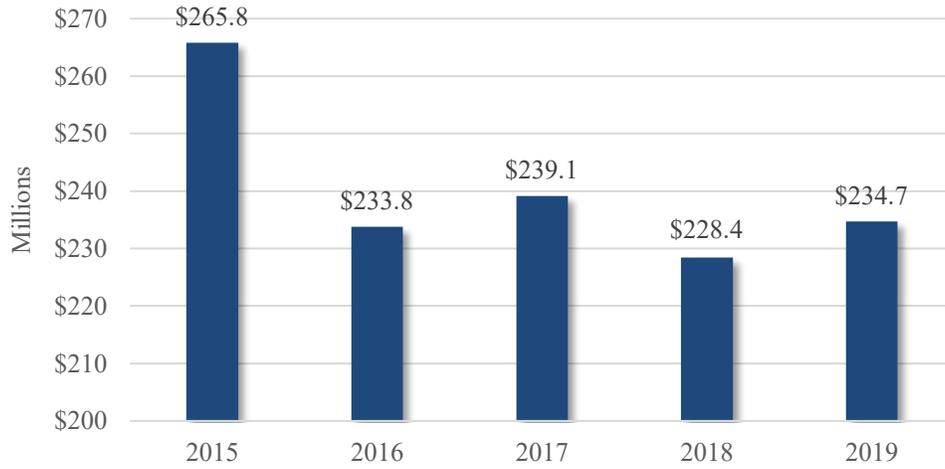
Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

### Greenlee County Travel Destination Spending (2019)



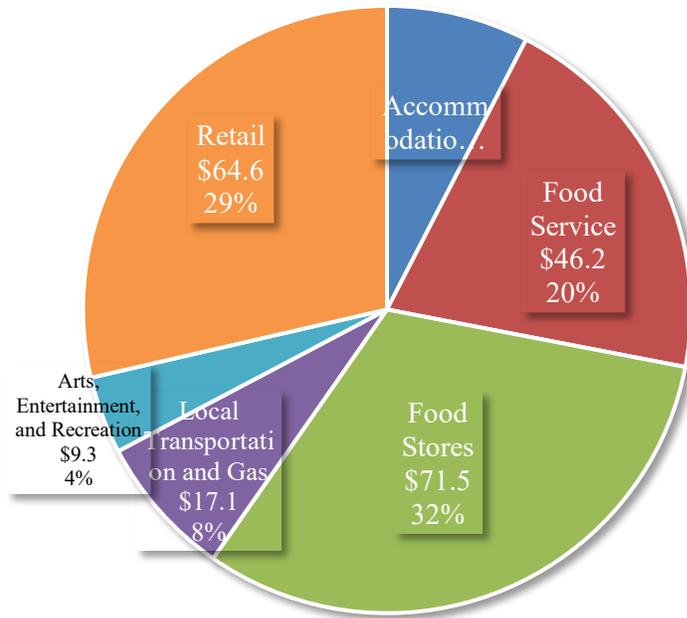
*Note.* Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

### Santa Cruz County Direct Travel Spending



Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

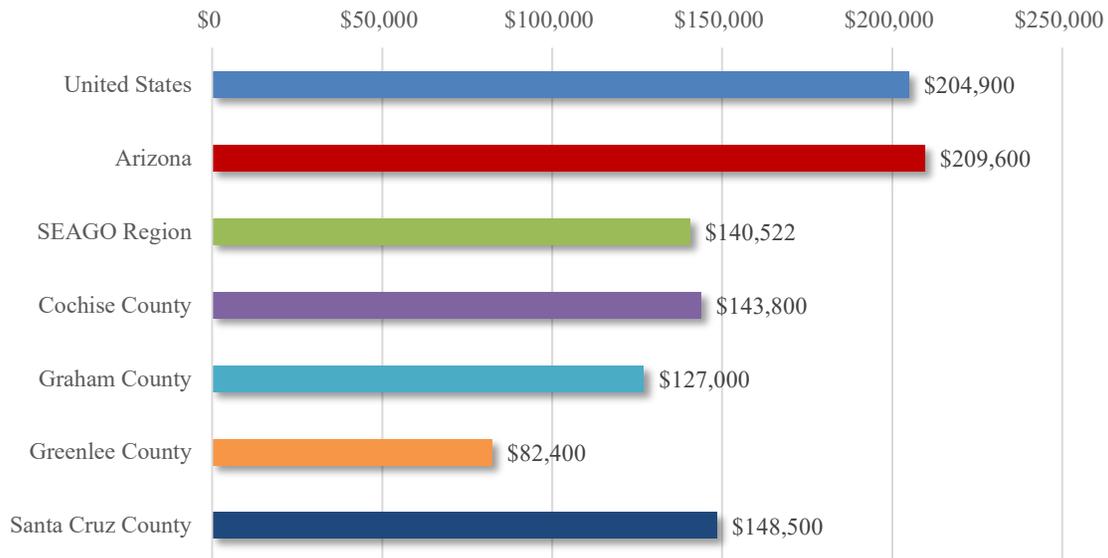
### Santa Cruz County Travel Destination Spending (2019)



*Note.* Spending figures in millions of dollars. Source: Dean Runyon Associates, Arizona Office of Tourism, and US Economic Research

**Appendix F: SEAGO median home value, monthly housing costs, affordability of housing, and homeownership rates**

**Median Home Value (2014-2018)**



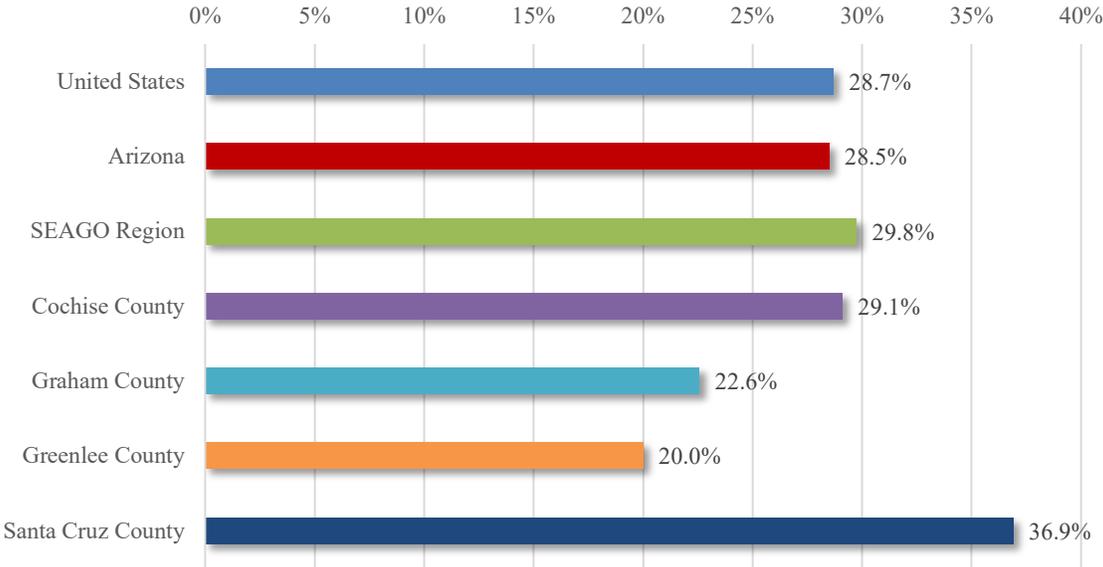
*Note.* Figures expressed in 2018 dollars. SEAGO region estimate is a weighted-average of county median prices. Source: U.S. Census Bureau (2014-2018 American Community Survey 5-year Estimates) and US Economic Research

**Monthly Homeowner Housing Costs as a Percentage of Household Income (2014-2018)**

% of Income	United States	Arizona	SEAGO Region	Cochise	Graham	Greenlee	Santa Cruz
Less than 20%	44.8%	45.7%	48.0%	49.6%	50.9%	62.3%	40.1%
20% to 24.9%	15.8%	15.6%	14.6%	13.7%	18.4%	12.2%	15.2%
25% to 29.9%	10.7%	10.2%	7.7%	7.6%	8.1%	5.6%	7.8%
30% to 34.9%	7.1%	6.8%	7.4%	7.0%	8.5%	10.1%	7.9%
35% or more	21.6%	21.7%	22.3%	22.1%	14.1%	9.9%	29.0%

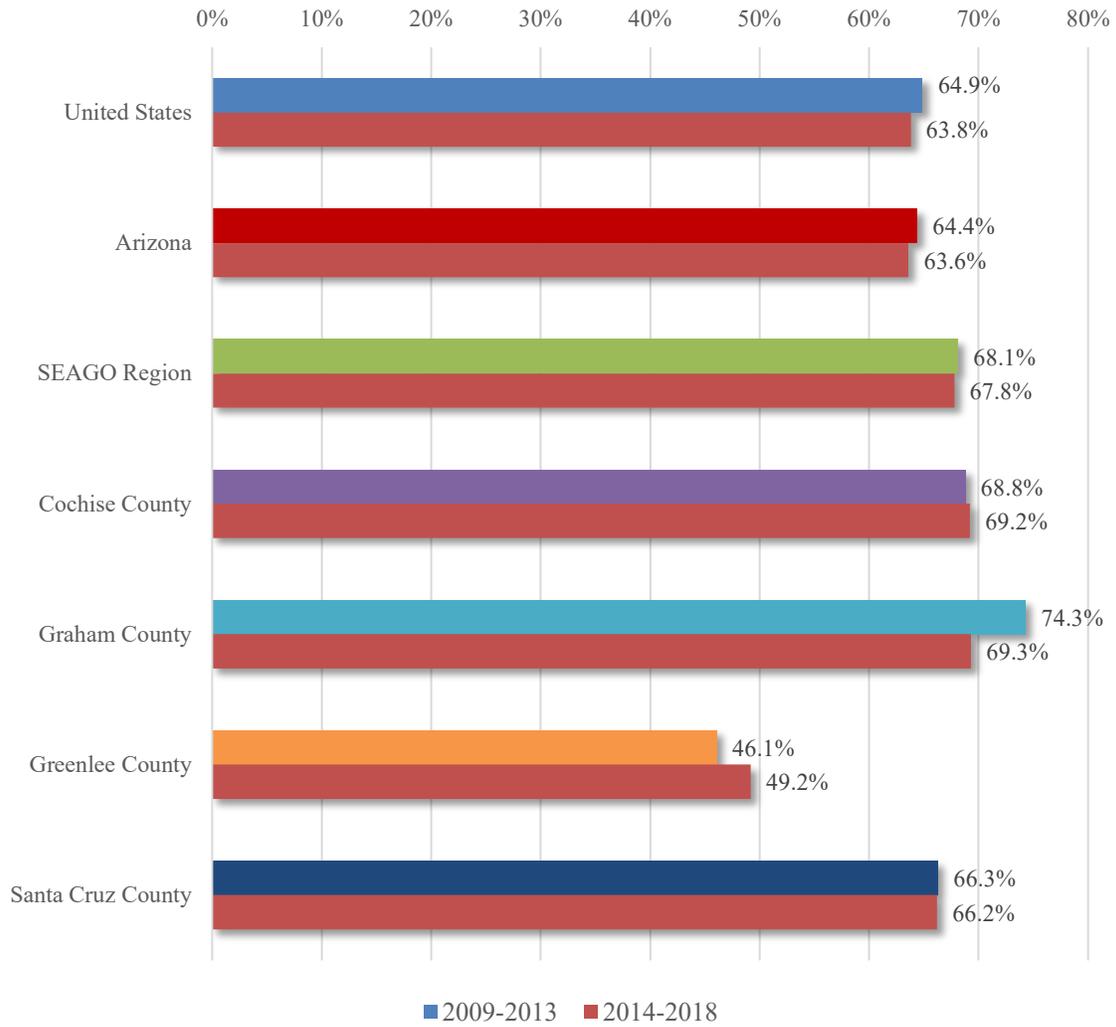
*Note.* Includes only owner-occupied homes with a mortgage. Source: U.S. Census Bureau (2014-2018 American Community Survey 5-year Estimates) and US Economic Research

**Homeowners paying 30% or more of income for housing (2014-2018)**



*Note.* Includes only owner-occupied homes with a mortgage. Source: U.S. Census Bureau (2014-2018 American Community Survey 5-year Estimates) and US Economic Research

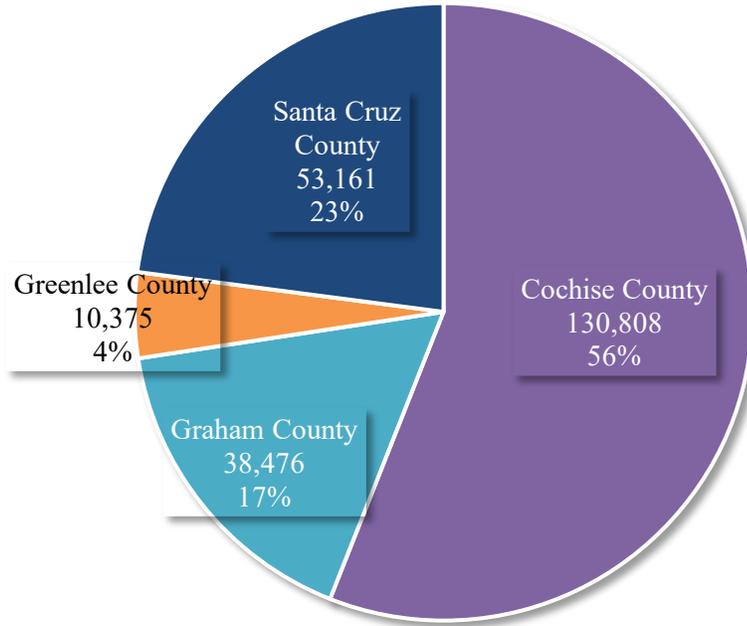
## Homeownership Rates (2009-2013 to 2014-2018)



Source: U.S. Census Bureau (2009-2013 American Community Survey 5-year Estimates and 2014-2018 American Community Survey 5-year Estimates) and US Economic Research

**Appendix G: Regional Population**

**SEAGO Region Population (2019)**



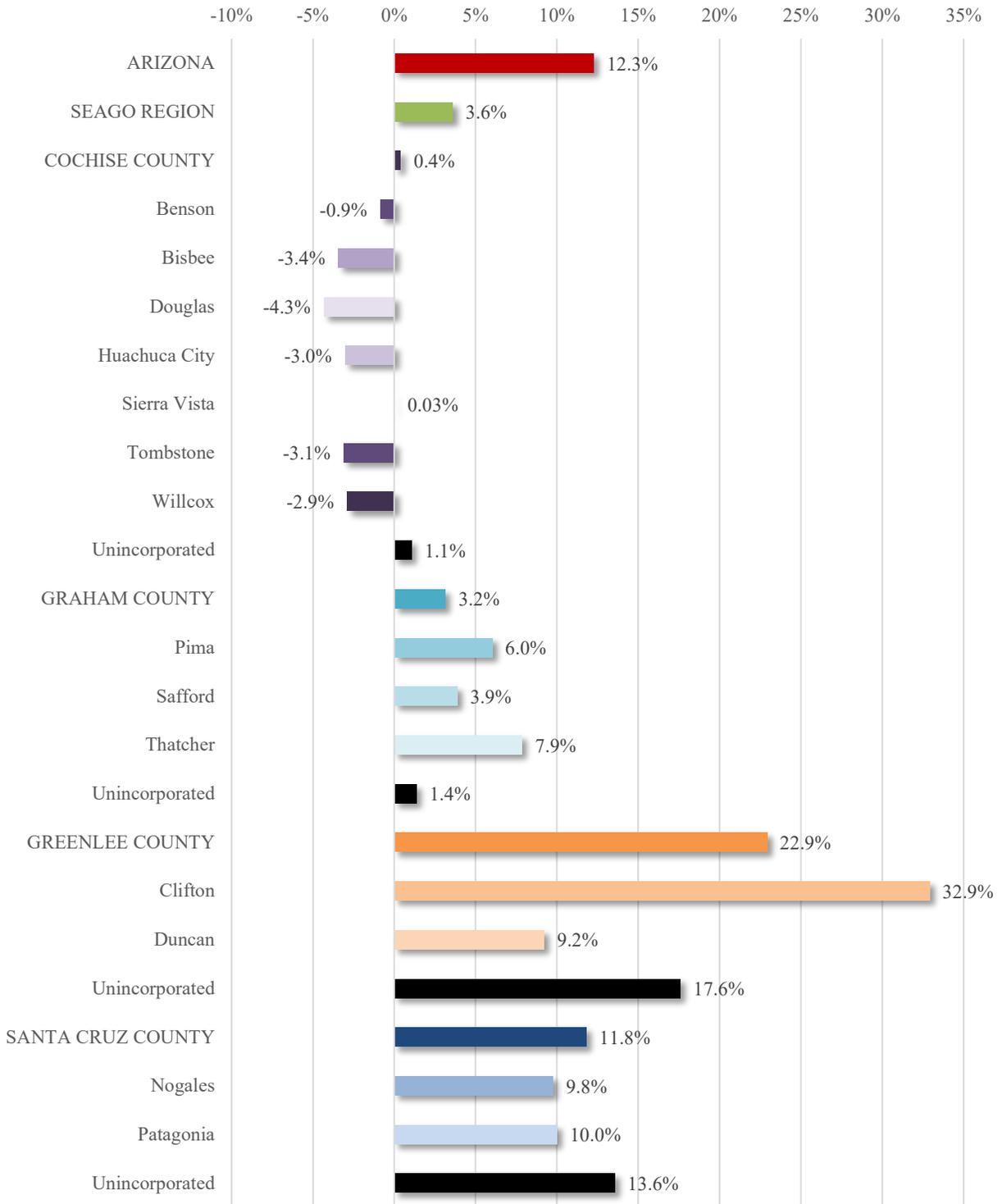
Source: Arizona Office of Economic Opportunity and US Economic Research

<b>Population Estimates and Projections</b>						
	<b>Arizona</b>	<b>SEAGO Region</b>	<b>Cochise</b>	<b>Graham</b>	<b>Greenlee</b>	<b>Santa Cruz</b>
<b>2019</b>	7,189,220	232,820	130,808	38,476	10,375	53,161
<b>2025</b>	7,791,810	239,190	131,146	40,384	11,027	56,633
<b>2035</b>	8,777,552	247,599	130,686	43,817	11,657	61,439
<b>2045</b>	9,682,306	253,394	130,240	46,634	12,066	64,454
<b>2055</b>	10,504,530	257,908	130,378	48,858	12,386	66,286

Source: Arizona Office of Economic Opportunity and US Economic Research

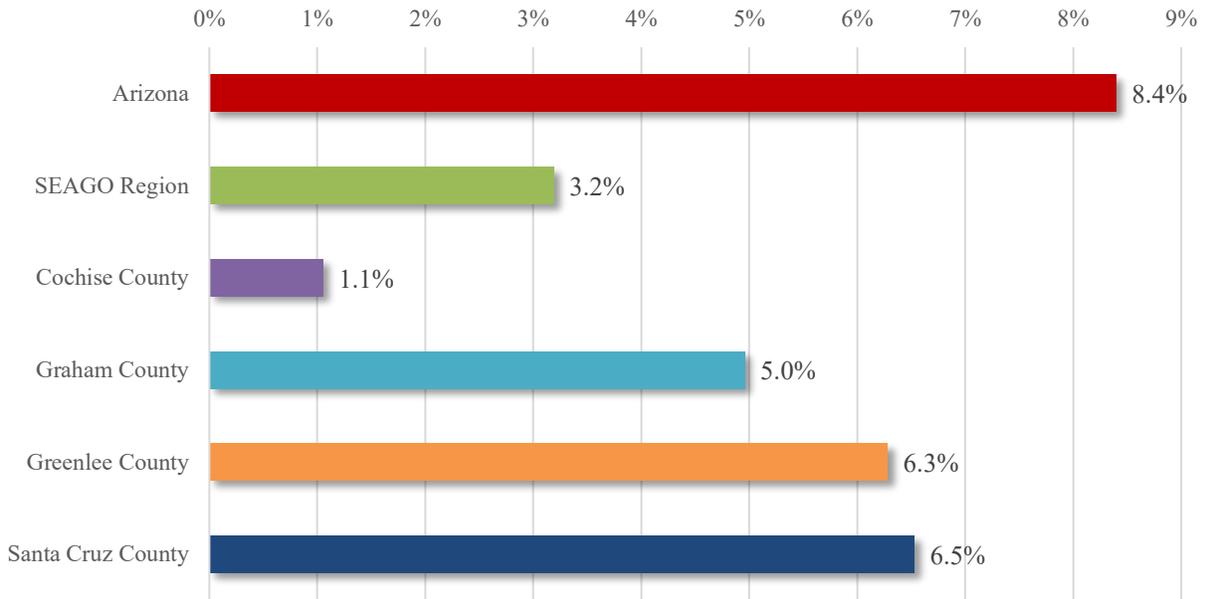
<b>Population Growth (2010 to 2019)</b>				
	<b>2019</b>	<b>2010</b>	<b>Growth</b>	<b>Growth %</b>
<b>ARIZONA</b>	7,189,220	6,401,568	787,652	12.3%
<b>SEAGO REGION</b>	232,820	224,714	8,106	3.6%
<b>COCHISE COUNTY</b>	130,808	131,436	-628	-0.4%
Benson	5,054	5,098	-44	-0.9%
Bisbee	5,369	5,560	-191	-3.4%
Douglas	16,656	17,410	-754	-4.3%
Huachuca City	1,794	1,850	-56	-3.0%
Sierra Vista	45,065	45,047	18	0.03%
Tombstone	1,338	1,381	-43	-3.1%
Willcox	3,652	3,761	-109	-2.9%
Unincorporated	51,880	51,330	550	1.1%
<b>GRAHAM COUNTY</b>	38,476	37,299	1,177	3.2%
Pima	2,534	2,390	144	6.0%
Safford	9,951	9,580	371	3.9%
Thatcher	5,255	4,872	383	7.9%
Unincorporated	20,736	20,457	279	1.4%
<b>GREENLEE COUNTY</b>	10,375	8,440	1,935	22.9%
Clifton	4,405	3,314	1,091	32.9%
Duncan	759	695	64	9.2%
Unincorporated	5,211	4,431	780	17.6%
<b>SANTA CRUZ COUNTY</b>	53,161	47,539	5,622	11.8%
Nogales	22,917	20,880	2,037	9.8%
Patagonia	1,000	909	91	10.0%
Unincorporated	29,244	25,750	3,494	13.6%
Source: Arizona Office of Economic Opportunity and US Economic Research				

## Population Growth (2010-2019)



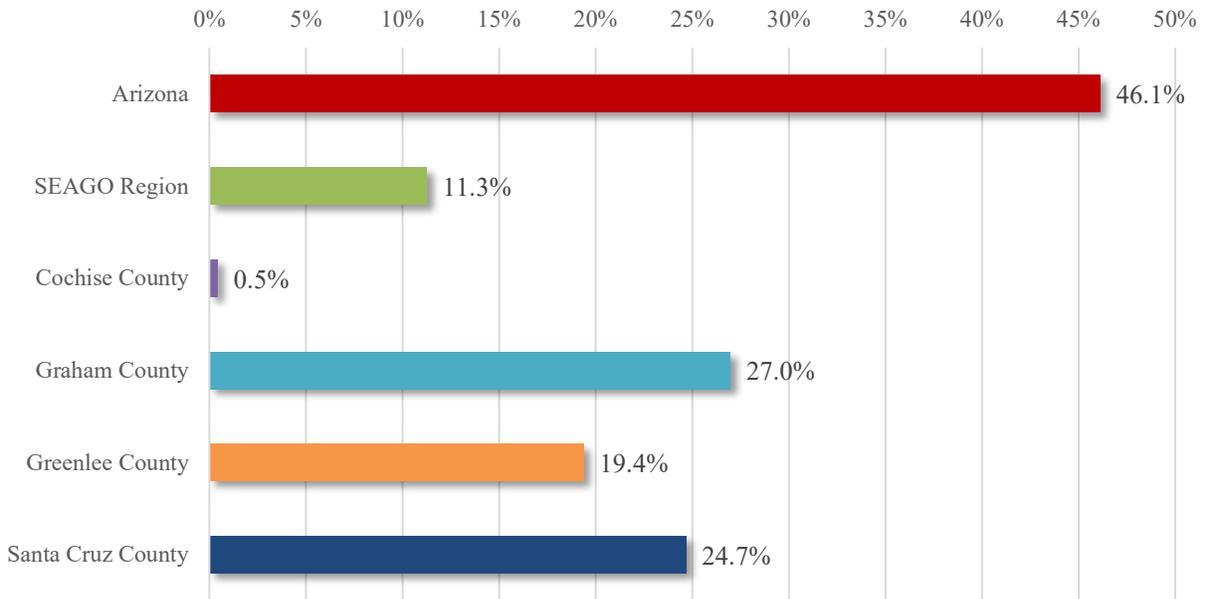
Source: Arizona Office of Economic Opportunity and US Economic Research

### Projected Population Growth (2019-2025)



Source: Arizona Office of Economic Opportunity and US Economic Research

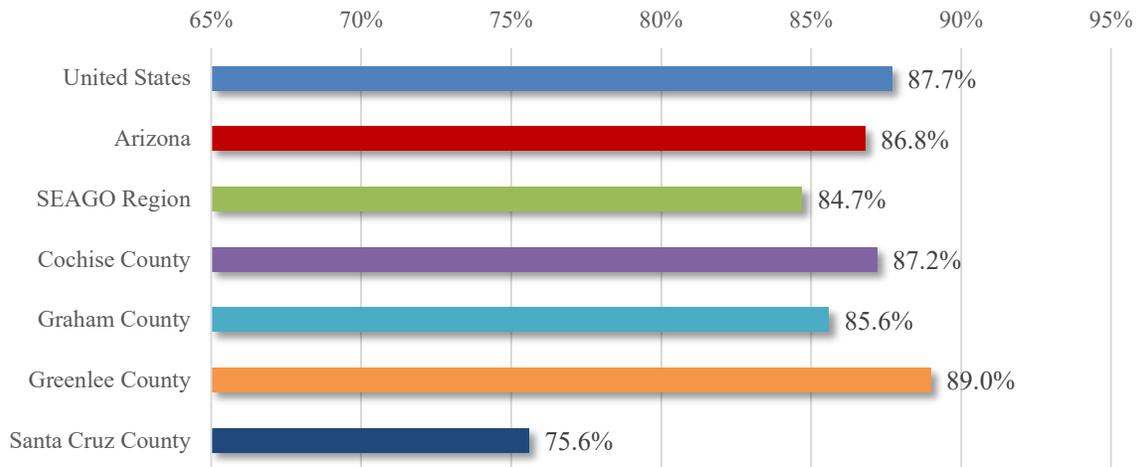
### Projected Population Growth (2019-2055)



Source: Arizona Office of Economic Opportunity and US Economic Research

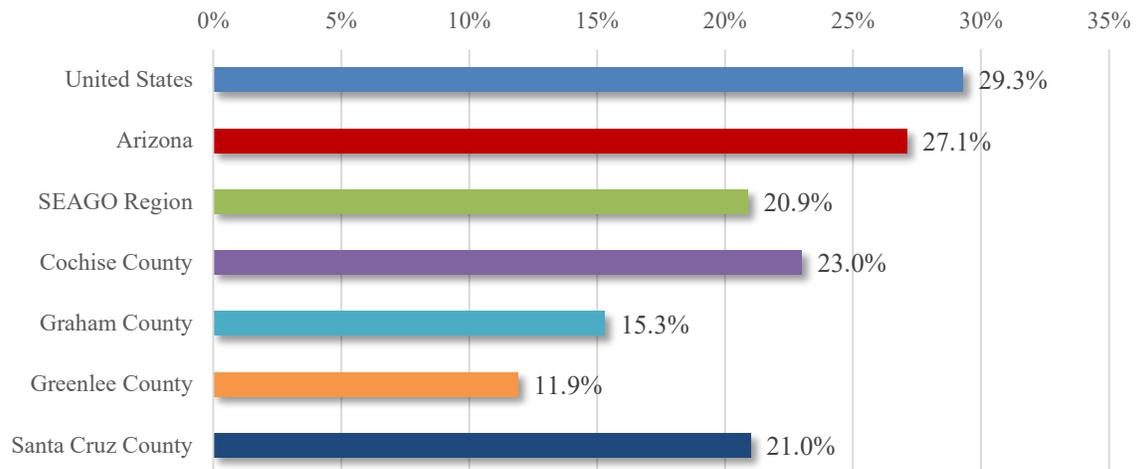
## Appendix H: Educational Attainment

### Share of Population with High School Diploma or Higher (2014-2018)



*Note.* Population ages 25 and older. Source: U.S. Census Bureau (2014-2018 American Community Survey 5-year Estimates) and US Economic Research

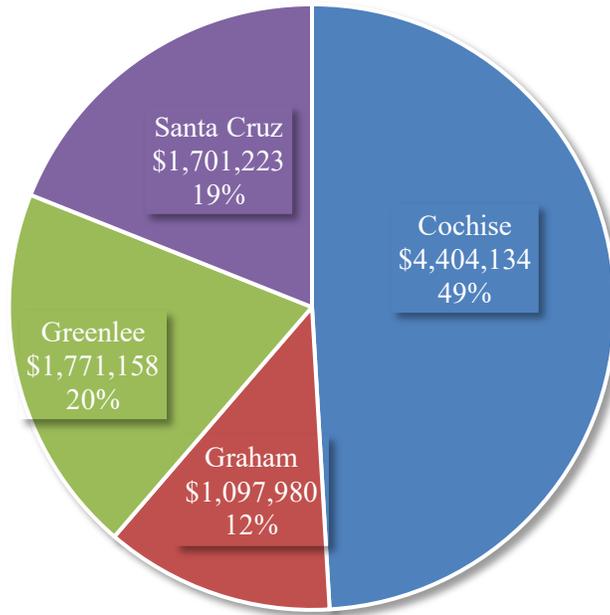
### Share of Population with Bachelor's Degree or higher (2014-2018)



*Note.* Population ages 25 and older. Source: U.S. Census Bureau (2014-2018 American Community Survey 5-year Estimates) and US Economic Research

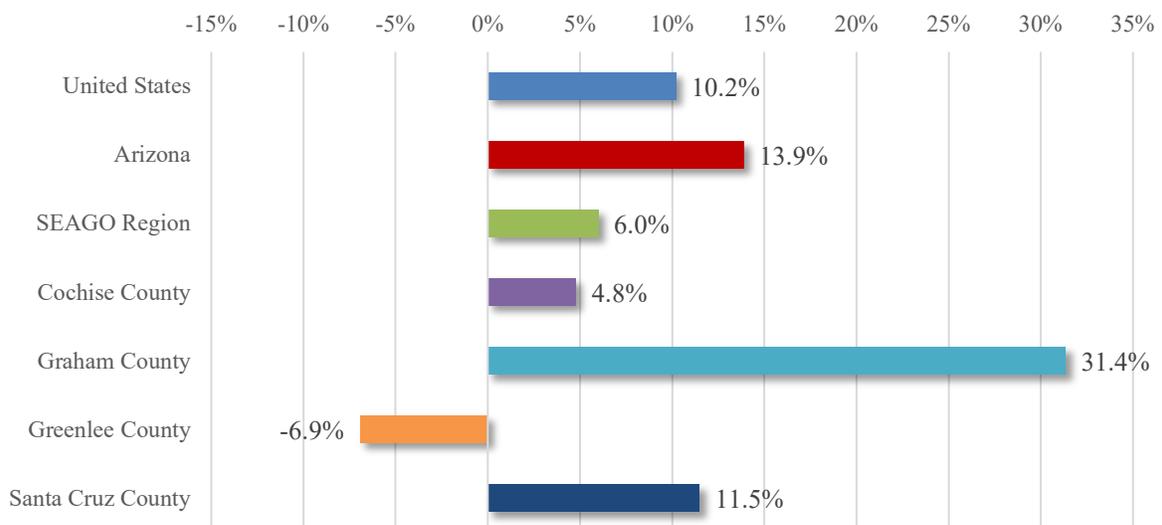
## Appendix I: GDP

### SEAGO Region GDP (2018)



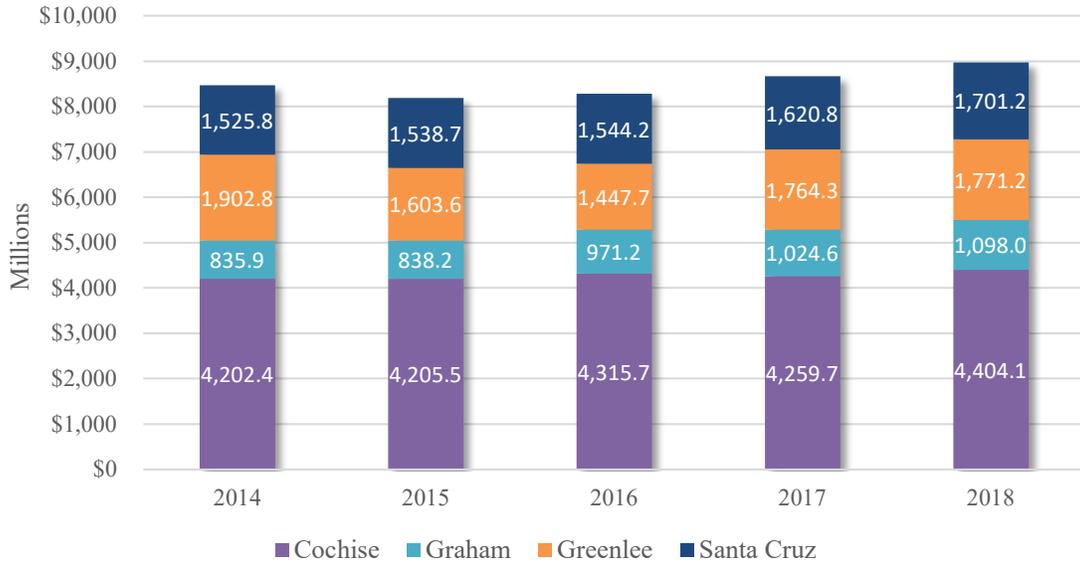
*Note.* Thousands of chained 2012 dollars. Source: U.S. Bureau of Economic Analysis and US Economic Research

### Real GDP Growth (2014 to 2018)



*Note.* Growth based on chained 2012 dollars. Source: U.S. Bureau of Economic Analysis and US Economic Research

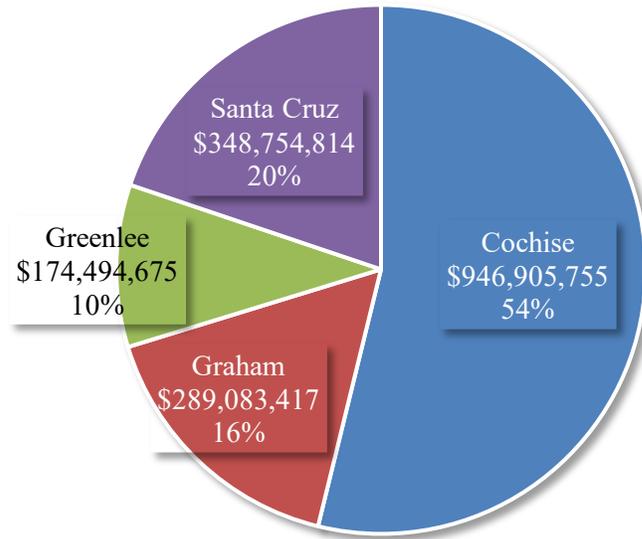
## SEAGO Region Real GDP



*Note.* Thousands of chained 2012 dollars. Source: U.S. Bureau of Economic Analysis and US Economic Research

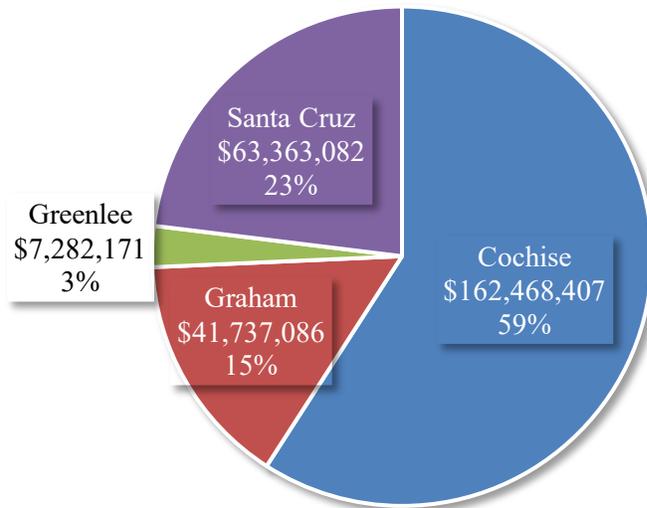
**Appendix J: Sales Growth**

**SEAGO Region Retail Sales (2019)**



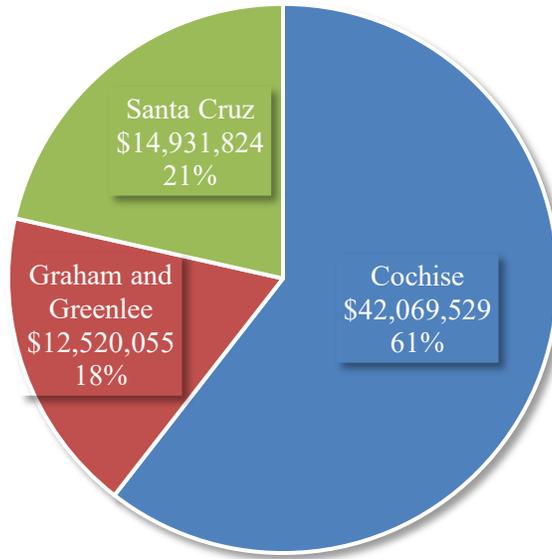
Source: Arizona Department of Revenue and US Economic Research

**SEAGO Region Restaurant & Bar Sales (2019)**



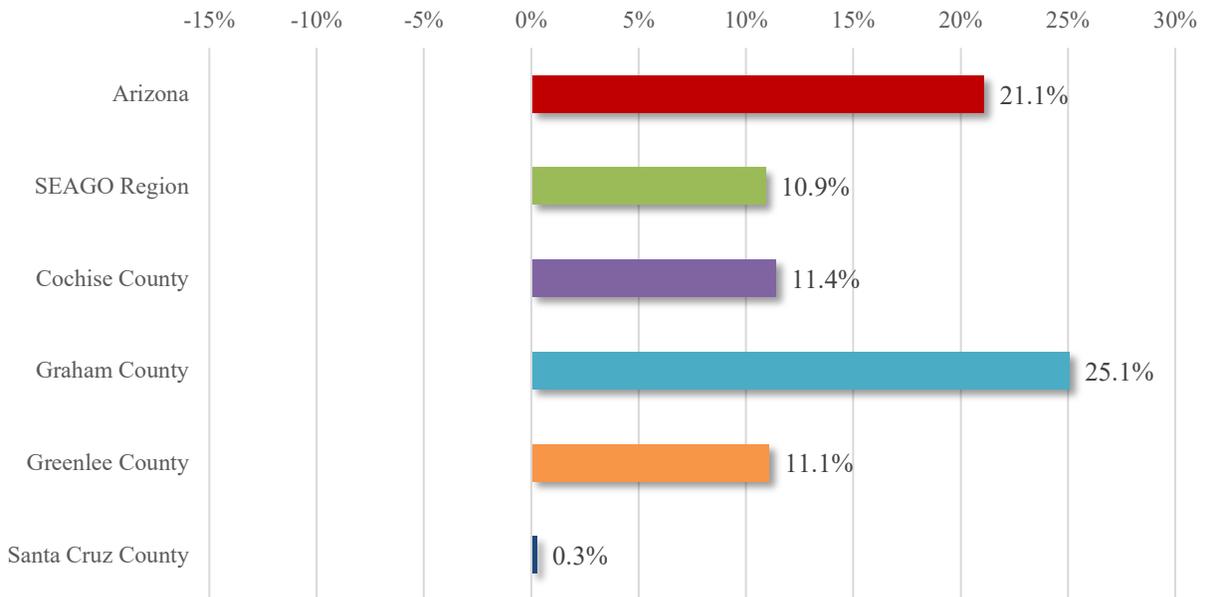
Source: Arizona Department of Revenue and US Economic Research

## SEAGO Region Hotel/Motel Taxable Sales (2019)



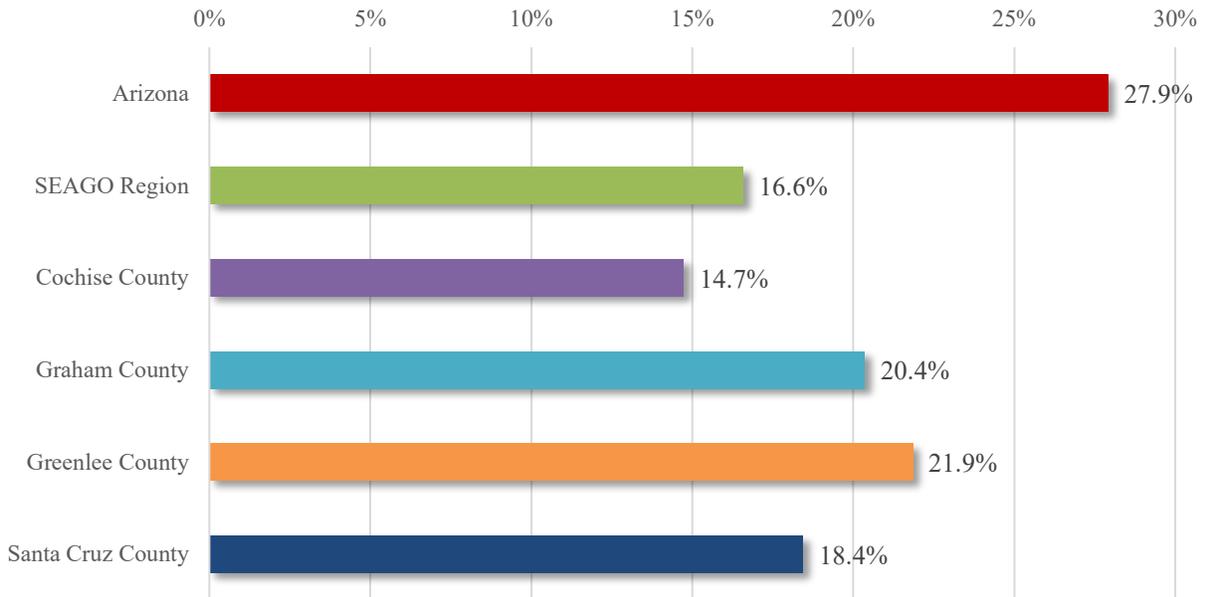
Source: Arizona Department of Revenue and US Economic Research

## Retail Sales Growth (2015 to 2019)



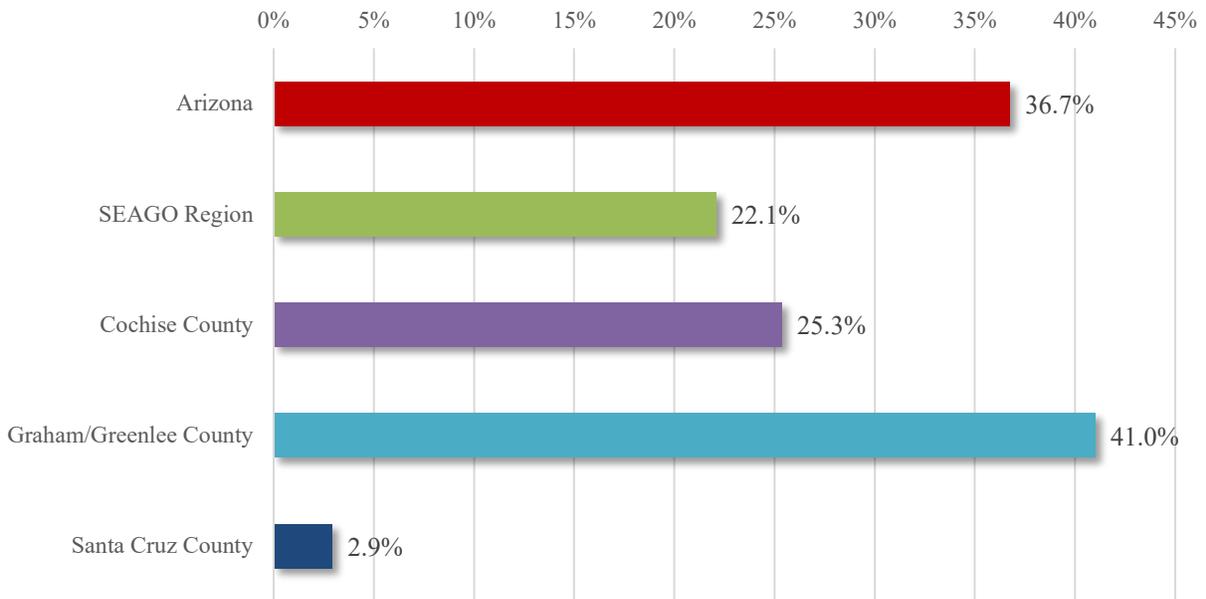
Source: Arizona Department of Revenue and US Economic Research

### Restaurant & Bar Sales Growth (2015 to 2019)



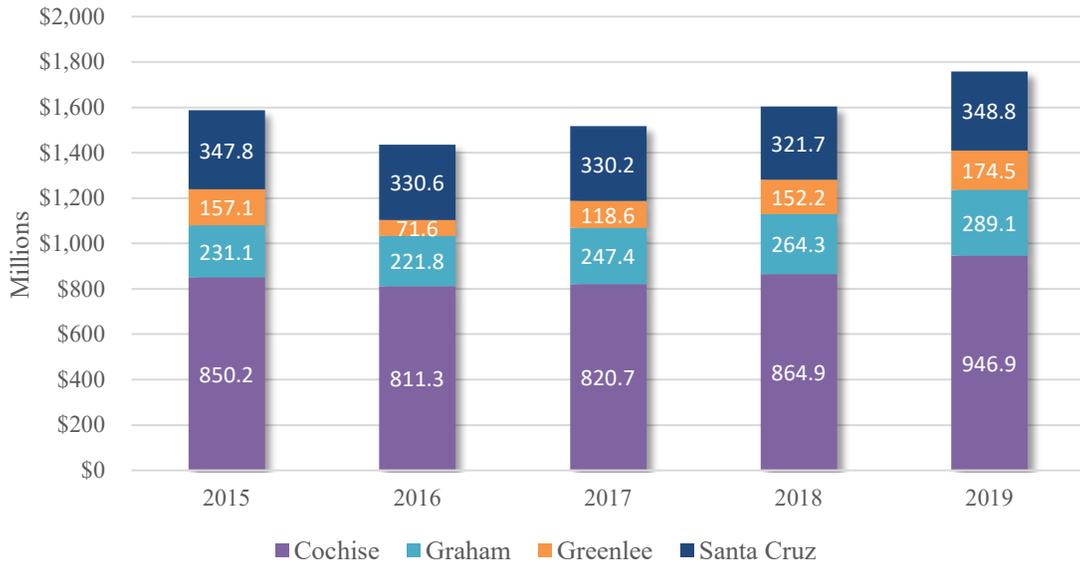
Source: Arizona Department of Revenue and US Economic Research

### Hotel/Motel Taxable Sales Growth (2015 to 2019)



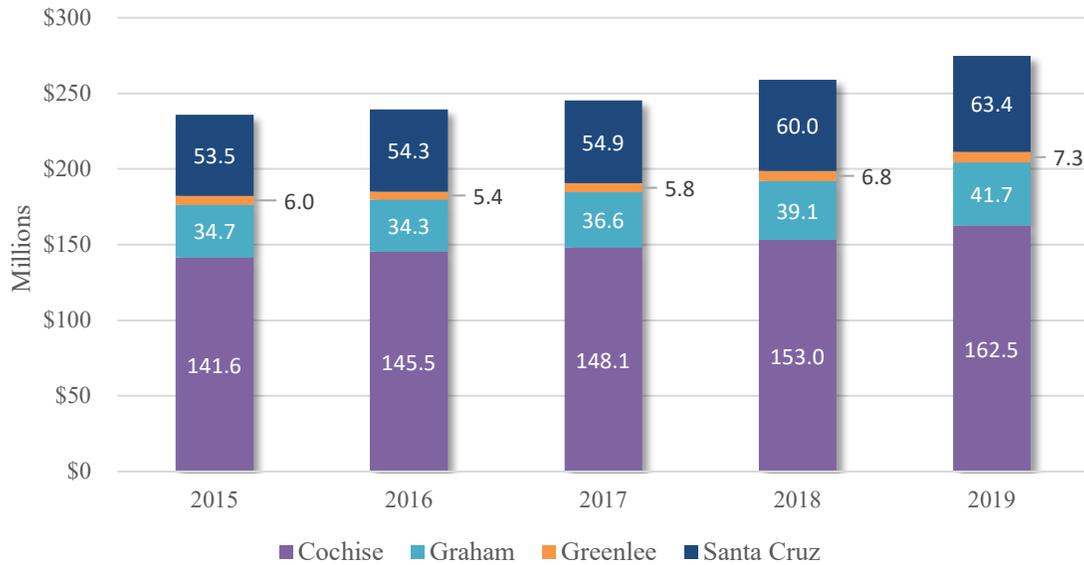
Source: Arizona Department of Revenue and US Economic Research

## SEAGO Region Retail Sales



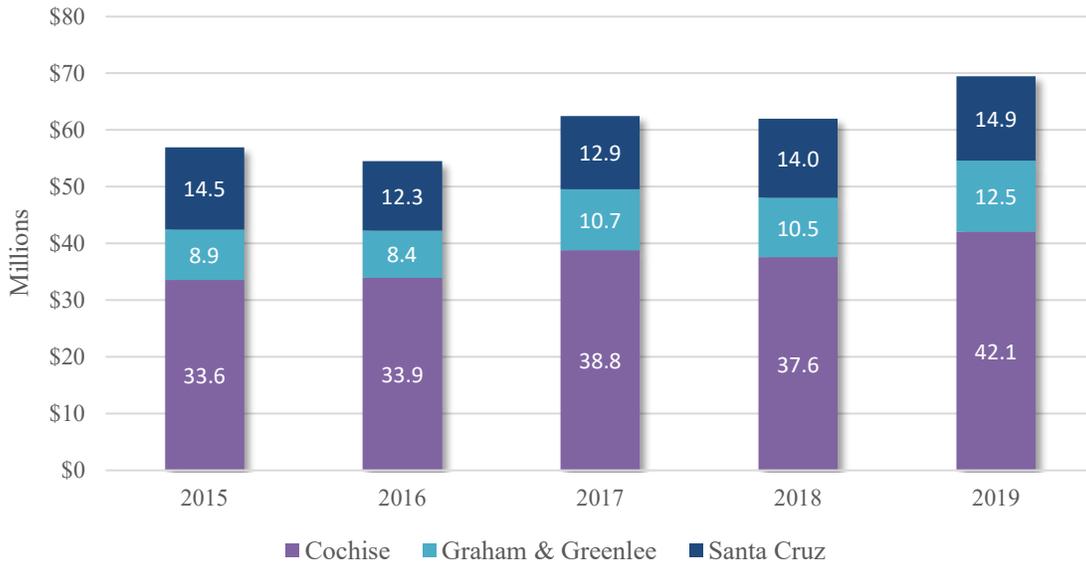
Source: Arizona Department of Revenue and US Economic Research

## SEAGO Region Restaurant & Bar Sales



Source: Arizona Department of Revenue and US Economic Research

## SEAGO Region Hotel & Motel Taxable Sales



Source: Arizona Department of Revenue and US Economic Research

Retail Sales						
	2015	2016	2017	2018	2019	2020
Arizona	\$61,158,150,946	\$62,972,869,859	\$65,526,160,925	\$70,078,938,054	\$74,414,438,882	\$79,107,877,829
SEAGO Region	\$1,566,139,074	\$1,432,488,975	\$1,524,577,258	\$1,611,964,823	\$1,784,119,949	\$1,755,294,422
Cochise	\$836,291,935	\$807,386,078	\$826,645,634	\$866,757,079	\$959,500,715	\$991,132,357
Graham	\$230,718,505	\$223,833,138	\$246,799,015	\$266,645,377	\$291,610,602	\$323,329,262
Greenlee	\$151,974,016	\$72,567,931	\$120,201,949	\$156,232,599	\$178,710,827	\$128,854,964
Santa Cruz	\$347,154,618	\$328,701,828	\$330,930,660	\$322,329,768	\$354,297,805	\$311,977,839

Source: Arizona Department of Revenue

Retail Sales January and February 2021						
	January 2020	January 2021	% change	February 2020	February 2021	% change
SEAGO Region	\$134,871,301	\$140,852,550	4%	\$138,740,865	\$149,454,552	8%
Cochise	\$70,635,290	\$79,548,418	13%	\$77,285,285	\$83,882,743	9%
Graham	\$23,177,366	\$24,550,111	6%	\$23,326,608	\$26,745,549	15%
Greenlee	\$14,682,386	\$11,203,696	-24%	\$11,561,917	\$12,160,980	5%
Santa Cruz	\$26,376,259	\$25,550,325	-3%	\$26,567,055	\$26,665,280	0%

Source: Arizona Department of Revenue

Restaurant and Bar Sales						
	2015	2016	2017	2018	2019	2020
Arizona	\$12,305,620,629	\$13,233,835,062	\$14,036,637,542	\$14,794,735,607	\$15,882,501,403	\$13,443,363,823
SEAGO Region	\$235,722,479	\$242,252,588	\$245,719,443	\$259,009,463	\$276,738,002	\$247,762,479
Cochise	\$142,027,235	\$147,076,559	\$148,098,312	\$152,158,042	\$163,922,387	\$150,491,759
Graham	\$34,220,309	\$34,822,116	\$36,355,675	\$39,484,996	\$41,947,689	\$42,098,019
Greenlee	\$5,835,753	\$5,706,239	\$5,781,702	\$6,861,878	\$7,314,759	\$5,807,684
Santa Cruz	\$53,639,182	\$54,647,674	\$55,483,754	\$60,504,547	\$63,553,167	\$49,365,017

Source: Arizona Department of Revenue

Restaurant and Bar Sales January and February 2021						
	January 2020	January 2021	% change	February 2020	February 2021	% change
SEAGO Region	\$22,410,044	\$21,175,715	-6%	\$20,494,118	\$23,913,577	17%
Cochise	\$12,863,821	\$12,803,079	0%	\$12,021,938	\$14,094,693	17%
Graham	\$3,450,740	\$3,579,607	4%	\$2,976,965	\$3,988,160	34%
Greenlee	\$596,461	\$534,587	-10%	\$609,397	\$497,559	-18%
Santa Cruz	\$5,499,022	\$4,258,442	-23%	\$4,885,818	\$5,333,165	9%

Source: Arizona Department of Revenue

Hotel/Motel Taxable Sales						
	2015	2016	2017	2018	2019	2020
Arizona	\$2,783,766,610	\$2,924,360,543	\$3,195,887,706	\$3,517,953,786	\$3,848,915,761	\$2,623,000,122
SEAGO Region	\$57,104,055	\$55,218,593	\$62,619,346	\$62,363,384	\$69,661,201	\$50,674,877
Cochise	\$33,885,154	\$34,265,272	\$38,658,554	\$37,807,498	\$42,099,761	\$31,897,452
Graham and Greenlee	\$8,668,163	\$8,568,528	\$10,777,605	\$10,599,163	\$12,550,580	\$8,950,736
Santa Cruz	\$14,550,738	\$12,384,793	\$13,183,187	\$13,956,723	\$15,010,860	\$9,826,689

Source: Arizona Department of Revenue

\*Graham and Greenlee are combined

Hotel/Motel Taxable Sales January and February 2021						
	January 2020	January 2021	% change	February 2020	February 2021	% change
SEAGO Region	\$5,715,197	\$5,555,741	-3%	\$6,770,099	\$5,024,221	-26%
Cochise	\$3,634,207	\$3,835,028	6%	\$4,226,166	\$3,237,052	-23%
Graham and Greenlee	\$949,139	\$713,887	-25%	\$1,005,840	\$786,490	-22%

Santa Cruz	\$1,131,851	\$1,006,826	-11%	\$1,538,093	\$1,000,679	-35%
Source: Arizona Department of Revenue						

\*Graham and Greenlee are combined

Amusement						
	2015	2016	2017	2018	2019	2020
Arizona	\$1,336,958,575	\$1,361,144,966	\$1,402,940,551	\$1,459,186,138	\$1,582,643,365	\$776,222,368
SEAGO Region	\$11,473,465	\$10,535,158	\$10,817,350	\$12,327,805	\$13,153,962	\$7,953,618
Cochise	\$5,486,874	\$5,866,588	\$6,010,528	\$6,371,383	\$6,809,082	\$3,617,304
Graham	\$1,132,370	\$427,189				
Greenlee	\$381,591	\$76,862	\$575,276	\$1,723,391	\$2,071,219	\$1,391,208
Santa Cruz	\$4,472,630	\$4,164,519	\$4,231,546	\$4,233,031	\$4,273,661	\$2,945,106
Source: Arizona Department of Revenue						

\*Graham and Greenlee are combined for 2017-2020

Amusement January and February 2021						
	January 2020	January 2021	% change	February 2020	February 2021	% change
SEAGO Region	\$990,626	\$725,492	-27%	\$1,020,093	\$732,919	-28%
Cochise	\$453,721	\$329,574	-27%	\$514,454	\$287,872	-44%
Graham and Greenlee	\$169,052	\$74,648	-56%	\$145,268	\$117,998	-19%
Santa Cruz	\$367,853	\$321,270	-13%	\$360,371	\$327,049	-9%
Source: Arizona Department of Revenue						

\*Graham and Greenlee are combined

## **Appendix K: Major Federal, State and Local Economic Development and Community Development Organizations for Partnerships and Collaboration in the SEAGO Region**

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

#### **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 transforms the business processes of HUD.

#### **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 EDA works with 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.

## **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's 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.

## **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.

NADB works 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.

### ***State Economic Development Agencies and Other Statewide 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-Southeastern Arizona 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-Southeastern Arizona provides services and resources to pursue employment opportunities.

ARIZONA@WORK-Southeastern Arizona 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 nonprofits and for-profit sectors, all play an important role in the work of each council.

### **Economic Policy Institute (EPI)**

Established in 2006, the Economic 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. EPI fulfills this charge by leveraging the vast capabilities of NAU staff, students, facilities, research entities, and other resources.

The EPI 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. EPI 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.

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

### **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.

### **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. AREDF also serves as the Grantee for the Foreign Trade Zone.

### **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.

### **Douglas Industrial Development Authority**

#### ***Local Chambers of Commerce:***

- **Benson Chamber of Commerce**
- **Bowie Chamber of Commerce**
- **Douglas Business Network**
- **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**
- **Willcox Chamber of Commerce**
- **Ambos Nogales 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.

### **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.

### **Cochise County Reentry Coalition (CCRC)**

The CCRC is a 501(c) (3) not-profit organization aimed at eliminating barriers and obstacles to successful reintegration of ex-offenders into the community and providing advocacy for ex-offenders seeking employment, housing, training, and education.

- **Cochise College Small Business Development Center**
- **Eastern Arizona College Small Business Development Center**
- **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 and Economic Council**
- **Greenlee County Tourism Council**

## Appendix L: 2022 Resiliency Toolkit Contents Outline

- Review potential risks to the SEAGO Region, to include:
  - Wildfires
  - Drought
  - Extreme Heat
  - Flooding
  - Earthquakes
  - Land Slides
  - Pandemics
  - Industry Downturn – Military Base Repositioning, Mining, Tourism, Etc.
  - Climate Change
  - Supply Chain Disruption
  - Terrorism
  - Cross Border Retail Trade
  - IT Infrastructure/ Electrical Outages
  - *More to be determined*
- Identify federal, state, and local resources to mitigate hazards and disasters for individual families and community-wide efforts
- Identify a coordinated process across the 4-county region, to result in safer communities
- Identify public and private organizations to engage for resources and collaborative coordination, to include stakeholders that allow individuals be more resilient around:
  - Personal Competence
  - Emotional Grit
  - Social Support
  - Financial Capital
  - Asset Reserves
  - Physical Wellbeing
  - Emergency Preparedness
  - Information Technology
- Utilizing the Focus Areas in the SEAGO CEDS, detail economic resiliency factors and create corresponding action plan/tasks
- Create a marketing/awareness plan for available resources, with an easily accessible platform

*As information is being gathered, the Resiliency Toolkit objectives will expand.*

**Appendix M: Federal, State, Local, & Private Resources**

<b>Type</b>	<b>Title</b>
Federal Funding and Support	U.S. Economic Development Administration- EDA Public Works and Economic Adjustment Assistance Programs, EDA Seattle Planning Program and Local Technical Assistance Program
Federal Support	Opportunity Zone Tax Benefits
Federal Funding and Support	U.S. Environmental Protection Agency- Brownfields Program
Federal/State Funding	Arizona Department of Housing- Community Development Block Grant
State Funding and Support	Arizona Commerce Authority- Arizona Rural Broadband Development Grant
Federal/State/Local Funding and Support	Small Business Development Administration- Multiple Federal Grants & Local Support- Eastern Arizona College Small Business Development Center & Cochise College Small Business Development Center
Private Funding	United Way of Sierra Vista and Cochise County, United Way of Graham & Greenlee Counties, and United Way Nogales
Private Funding	Freeport-McMoRan Community Investment Program
Federal Funding and Support	ARIZONA@WORK-Southeastern Arizona
Public and Private Funding and Support	Port Authority
Federal Funding and Support	USDA Rural Development
Public and Private Funding and Support	Arizona Community Foundation
Local Funding and Support	Legacy Foundation
Private Funding	South32
Private Support	Sulphur Springs Valley Electric Cooperative
Federal and State Funding and Support	Water Infrastructure Finance Authority (WIFA)
Private Funding and Support	Chicanos Por La Causa (CPLC)
Federal Funding and Support	Office of Local Defense and Community Cooperation (OLDCC)
Local Funding and Support	Graham County Electric Cooperative

Local Funding and Support	Local First Arizona Foundation
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## Appendix N: SEAGO's Regional Strategic Projects

The following section represents what was sent out to our regional CEDS Committee to get an understanding of what each community ranked and prioritized as their key list of projects. You can find this "Regionally Ranked Local Project List" on page 52 of this document, illustrating the final results of the ranking process.

### Local Project List

Name/Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Please list your community's projects below based on your local priorities and needs; Project 1 being the highest and Project 5 being the lowest. Your projects will be ranked in accordance with the attached *Regional Ranking Criteria and Rating Scale* in order to establish a list of Regional Project Priorities to be included in the 2021 – 2025 CEDS and which may be eligible for EDA funding. Projects submitted below should meet *at least* one of the attached criteria.

Project 1 Title-

Project Description:

Cost:

CEDS Goal Associated with Project:

Project 2 Title-

Project Description:

Cost:

CEDS Goal Associated with Project:

Project 3 Title-

Project Description:

Cost:

CEDS Goal Associated with Project:

Project 4 Title-

Project Description:

Cost:

CEDS Goal Associated with Project:

Project 5 Title-

Project Description:

Cost:

CEDS Goal Associated with Project:

**Regional Priority Ranking Criteria and Rating Scale**

Review/Scoring Committee will include SEAGO Staff and 1 representative from each county, who serves on the Economic Development Advisory Council. No representative will score their own proposed project.

**Evaluation Criteria:**

*Please see below for a description on the review committee's scoring criteria. Each project's ranking will determined by its potential to reasonably meet EDA's Investment Priorities, the Regional CEDS Goals, and EDA's Economic Impact measures. Points will be weighted towards EDA Investment Priorities that the proposed project meets because much of the criteria that EDA requires to determine its funding allocations rely on the project's presence in the region's CEDS. Additional points will be given for each Regional CEDS Goal and Economic Impact measure that the proposed project meets.*

Regional Ranking Criteria and Rating Scale			
Total Points	EDA Investment Priority or Economic Impact	EDA Description	Regional CEDS Goal

20	Investment Priority  Critical Infrastructure  (10 Points)	Projects that establish the fundamental building blocks of a prosperous and innovation-centric economy and a secure platform for American business, including physical (e.g., broadband, energy, roads, water, sewer) and other economic infrastructure.	Advocate and develop Quality Infrastructure to encourage greater economic development. (5 Points)  Supports building necessary infrastructure to support business <u>resiliency</u> . (5 Points)
20	Investment Priority  Workforce Development & Manufacturing  (10 Points)	Projects that support the planning and implementation of infrastructure for skills-training centers and related facilities that address the hiring needs of the business community -- particularly in the manufacturing sector -- with a specific emphasis on the expansion of apprenticeships and work-and-learn training models. Also includes projects that encourage job creation and business expansion in manufacturing, including infrastructure-related efforts that focus on advanced manufacturing of innovative, high-value products and enhancing manufacturing supply chains.	Enhance Educational and Workforce Training Opportunities  (5 Points)  Supports business <u>resiliency</u> and growth.  (5 Points)
15	Investment Priority  Exports & FDI  (10 Points)	Primarily infrastructure projects that enhance community assets (e.g., port facilities) to support growth in U.S. exports and increased foreign direct investment—and ultimately the return of jobs to the United States.	Expand SEAGO's Border Region Economic Vitality and Impact by Pursuing Border Related Economic Development Opportunities. (5 Points)
15	Investment Priority  Recovery & Resilience  (10 Points)	Projects that assist with economic resilience (including business continuity and preparedness) and long-term recovery from natural disasters and economic shocks to ensure U.S. communities are globally competitive.	Strengthen, Expand and Diversify the Existing Economic Base within the SEAGO Region.  (5 Points)

10	Investment Priority Opportunity Zones (10 Points)	Planning and implementation projects aimed at attracting private investment – including from Opportunity Funds – to grow businesses and create jobs in Census tracts that have been designated as Opportunity Zones. This includes targeted projects located within an Opportunity Zone; projects that, while not located within an Opportunity Zone, have a clear intent of benefitting nearby Opportunity Zone(s); and regional projects that encompass an area containing at least one Opportunity Zone with a clear intent of benefitting that Opportunity Zone. Opportunity Zones are designed to spur economic development by providing tax benefits to investors.	
10	Economic Impact (5 - 10 Points)	Project effectively addresses the creation and/or retention of high-quality jobs or increases the area’s average wages/income in the reported jobs. If project demonstrates local economic impact, it will receive 5 points; if a project demonstrates region-wide economic impact, it will receive an additional 5 points	
10	Economic Impact  (10 Points)	Project will leverage both public and private sector investment.	

Total Points Possible: 100

**Appendix O: Chart to Illustrate Focus Areas, Strategic Goals, Objectives, Tasks, and Roles & Responsibilities**

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
<p><b>Infrastructure (includes broadband, water, transportation)</b></p>	<p>Advocate and develop Quality Infrastructure to Encourage greater Economic development</p>	<p>Support the development of the market-ready and high development potential areas of the Region.</p> <p>Support the development of fully improved industrial parks and industrial buildings within the Region, with particular focus on high potential locations</p> <p>Support and assist with the development of infrastructure that will spur economic growth in the Region within identified and targeted industries.</p> <p>Identify and pursue funding opportunities to facilitate development of regional transportation, water, wastewater, public facilities, and telecommunication infrastructure to best stimulate economic development.</p>	<p>Improve data sharing to support high development areas of the Region.</p> <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>Expand infrastructure across various sectors to help ensure that the Region continues to provide businesses the opportunities to grow and operate.</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 funding sources.</p> <p>Identify and advocate for local options to</p>	<p>Partners to Engage: SEAGO Staff, Member Entity Staff, SEAGO ED Advisory Council, Regional Economic Development Groups, Port Authorities, Foreign Trade Zones, ADOT, Arizona Commerce Authority, Local Telecommunication Stakeholders (e.g. Cox Communications), Counsel and Consulate Generals in Nogales and Agua Prieta, and other State and Federal partners (e.g. EDA, USDA, WIFA, etc...)</p>

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
		Support development and expansion of broadband infrastructure within each of the counties.	<p>raise additional revenues.</p> <p>Seek traditional and alternative funding sources.</p> <p>Participate within each of the county's committees to support development of broadband infrastructure.</p> <p>Continue to work with Arizona Commerce Authority.</p> <p>Develop a regional Broadband Strategic Plan.</p> <p>Support the development of community broadband strategic plans.</p>	
<b>Workforce and Education</b>	Enhance Educational and Workforce Training Opportunities to foster business resiliency and growth.	<p>Continue to update and maintain current workforce data within the Region.</p> <p>Educational institutions, workforce development providers, and business leaders in the Region to integrate economic development with relevant workforce training.</p>	<p>Conduct surveys to identify and integrate relevant workforce trainings.</p> <p>Integrate and utilize the knowledge base of workforce forum participants to address current education and training needs, ways, and means to</p>	Partners to Engage: SEAGO Staff, U.S. Economic Research, SEAGO ED Advisory Council, Member Entity Staff, Regional Economic Development Groups, SBDC Centers, Chambers of Commerce, ARIZONA@WORK-Southeastern Arizona, Colleges, Local Housing Stakeholders (ex. Housing Developers, Habitat for Humanity), CPLC, USDA, Arizona Commerce

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
		<p>Identify, and work to meet training needs to assist local businesses and fostering new business startups.</p>	<p>create functional education/workforce development programs and delivery systems that align education and workforce development with economic development.</p> <p>Identify existing potential target industry sector businesses for the Region and establish forums for leaders in those target industry sectors to address current and future workforce training needs and opportunities.</p> <p>Identify local stabilizing and expanding businesses to establish and meet the training needs and opportunities for</p>	<p>Authority, Industry Development Authority, Southern Arizona Contractors Association, Arizona Finance Authority</p>

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
		<p>Support the development of housing projects that are of affordable and market rate housing for workforce.</p> <p>Develop and Implement a Training Program and tool kits for new and existing Businesses to Anticipate and Mitigate Disaster Situations.</p>	<p>sustainment in the Region.</p> <p>Identify and foster new business startups for the Region and establish forums for leaders in those target industry sectors to address future workforce training needs and opportunities.</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>Conduct survey to local businesses and organizations to identify training needs and opportunities.</p>	

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
			<p>Develop tool kits for local businesses and organizations as identified.</p> <p>Create a disaster preparedness plan.</p>	
<p><b>Business Development</b></p>	<p>Strengthen, Expand and Diversify the Existing Economic Base within the SEAGO Region.</p>	<p>Support business owners by increasing resources and access to capital.</p> <p>Support the development of free wireless internet zones in commercial and highly trafficked tourist areas.</p> <p>Maximize regional tourism destination opportunities and the potential of the Region's natural assets.</p>	<p>Conduct surveys to identify and integrate relevant resources.</p> <p>Support the expansion of revolving loan fund opportunities.</p> <p>Participate within each of the counties committees to support development and expansion of free wireless internet.</p> <p>Continue to work with Arizona Commerce Authority.</p> <p>Attract 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>Identify ways and means to promote the Region's border</p>	<p>Partners to Engage: SEAGO Staff, SEAGO ED Advisory Council, Member Entity Staff, Business Owners, Regional Economic Development Groups, SBDC Centers, Chamber of Commerce, ARIZONA@WORK-Southeastern Arizona, Colleges, Arizona Commerce Authority, Arizona Office of Tourism, Cochise County Tourism and Economic Council, Greenlee County Tourism Council, Media Outlets Tourism Councils, Southwest New Mexico Council of Governments (SWNMCOG), and Local Telecommunication Stakeholders (ex. Cox Communication).</p>

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
		<p>Maximize visitation to respective community events and activities by enhancing intra-regional, national, and international support and attendance.</p> <p>Actively support community business attraction programs.</p> <p>Actively recommend and support economic gardening activities to grow existing business in the Region and identify and assist</p>	<p>communities for medical tourism.</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>Foster the expansion of existing business clusters and encourage the growth of new business clusters.</p> <p>Identify, apply, and develop relationships with federal, state, and private grantors to assist with the Region's economic diversification.</p> <p>Assist in promotion, cross pollination, and regional coordination of community events and activities.</p> <p>Provide customer service</p>	



FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
		<p>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.</p>	<p>up businesses in the Region.</p> <p>Assist communities to build a plan for economic strategic planning.</p> <p>Identify ways to engage representatives of San Carlos Apache Tribe 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 Tribe.</p> <p>Explore ways for the San Carlos Apache Tribe to assist and support economic development initiatives in the SEAGO Region.</p> <p>Work closely with EDA's Economic Development Representative in the development of potential planning and development</p>	

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
		<p>Strengthen and sustain a SEAGO Economic Development District (EDD) Economic Development Advisory Council (EDAC) that is a resource to the region and provides guidance to the SEAGO EDD staff and board.</p>	<p>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 collaborate relationship with the Arizona Commerce Authority.</p> <p>Strengthen and sustain the process of the SEAGO Economic Development Advisory Council to assist, provide guidance and be a resource.</p> <p>Develop a more comprehensive list of public and private economic development practitioners in the Region.</p> <p>Provide a regular and consistent forum for sharing economic development</p>	

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
			<p>related information, techniques, conditions, and concerns in the SEAGO Region among economic development professionals, practitioners and volunteers.</p> <p>Provide a forum to encourage and assist economic development practitioners from throughout the Region in developing partnership and collaboration opportunities.</p>	
<p><b>Enhancement of economic advantages as a Border region.</b></p>	<p>Expand SEAGO’s Border Region Economic Vitality and Impact by Pursuing Border Related Economic Development Opportunities.</p>	<p>Develop partnerships with border communities in the Region and Mexico for border-targeted business attraction and industry development.</p> <p>Develop and communicate a consistent border</p>	<p>Support U.S./Mexico Border 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 State funded incentives to attract business investment into the border region of the SEAGO Region.</p> <p>Identify and pursue possible cross border training opportunities to connect Mexico businesses with</p>	<p>Partners to Engage: SEAGO Staff, SEAGO Ed Advisory Council, Member Entity Staff, AZ Commerce Authority, Chamber of Commerce, Hispanic Chamber of Commerce, Port Authorities, All Economic Development Stakeholders, Arizona Office of Tourism, U.S. Customs and Border Protection, Counsel and Consulate Generals in Nogales and Agua Prieta, Santa Cruz County, Cochise County, FTZs, City of Douglas, and Douglas Port Authority</p>

FOCUS AREAS	STRATEGIC GOALS	OBJECTIVES	TASKS	ROLES & RESPONSIBILITIES
		<p>region brand and message.</p> <p>Continue to advocate for 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.</p> <p>Market the economic potential of the existing Foreign Trade Zones (FTZ) within the SEAGO Region.</p> <p>Assist in the development of a commercial port of entry in Douglas, renovation of the existing Raul Castro POE in Douglas, and the potential expansion of trade and business resulting from the new commercial port of entry.</p>	<p>businesses in the SEAGO Region.</p> <p>Complete a SWOT analysis.</p> <p>Develop a marketing plan.</p> <p>Communicate with stakeholders the brand and message.</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>	